

Date: 2022-01-28

Subject: **Information Report, Potential Scope for an Educational
and Employment Master Plan**

Secondary Title: **Response to RM76/2021**

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Report Number: Planning, Bld & Ec Dev-2022-138

Recommendations:

THAT the report from January 28, 2022, to the Committee of Council Meeting of February 16, 2022, titled "Information Report, Potential Scope for an Education and Employment Master Plan (2022-138; CE.x)," be received.

Overview:

- **In response to RM76/2021, this report outlines a *potential scope* for an Employment and Education Master Plan and summarizes information from initiatives with post-secondary partners.**
- **This report aims to frame a discussion on retention of a future workforce by highlighting initiatives to offer education that is affordable, accessible, and meeting the employment needs of businesses for student success.**
- **Staff propose a timeline that describes four phases to develop a comprehensive outline, with a jurisdictional scan, and the additional consultations with industry and a broader post-secondary audience.**

Background:

On September 8, 2021, the Committee of Council acknowledged that creating new educational facilities and programs in Brampton will have a significant economic impact on the City and requested a staff report on a *potential scope* for an Education and Employment Master Plan for the City of Brampton.

This request included: **(1)** an overview of what has already been completed, **(2)** how is the City of Brampton working with its partners to retain talent following their graduation, and **(3)** how the City of Brampton is collaborating with industry to ensure there is alignment with post-secondary attraction efforts.

Guiding Principle:

Recent developments in post-secondary activity in Brampton are a result of City staff work over the past several years. The guiding principle for developing an outline of a master plan will need to include the City's current post-secondary partners and potential partners under current discussions and negotiations for new post-secondary expansions and relocations primarily.

(1) Overview of Completed Work and Recent Initiatives Underway**Completed Public Engagement** (see Appendix A for further details)

From 2015 to 2021, The City of Brampton developed the following Committees:

- ***Blue Ribbon Panel***, 2015

The Panel provided recommendations for Brampton's post-secondary options and a work plan for a university campus in Brampton. The Panel's achievements included extensive outreach to universities and the Province and liaison with key stakeholders in Brampton and surrounding areas, which all contributed to the eventual partnership with Ryerson University.

Outcome: The Blue Ribbon Panel initiated the development of an Economic Impact Statement and overall business case for a new downtown university campus, which included a centre for education, innovation and collaboration. The Economic Impact Statement highlighted:

- Combined job creation of +/- 4405 jobs (2530 jobs for construction)
- New retail/service businesses to decrease downtown commercial vacancy
- Demand for university education will increase as the share of Brampton newcomers with a university education also increases, with statistics showing an increase from 19% in 1981 to 40% in 2011 as the share of newcomers to Ontario with a university education

- Midway into the Blue Ribbon Panel term, Ryerson University had been successful in a RFP submission in partnership with Sheridan College for a new university in Brampton. Still, unfortunately in 2018, the provincial funding was cancelled, and all the post-secondary initiatives underway at the time ceased.
- **Action Committee on Innovation and Post-Secondary Education, 2019**
The Action Committee had engaged youth, community groups like Brampton Library, and mentorship programs. It developed an action plan of recommendations on leveraging government funding and partnerships, educational and professional skills gaps, industry partnerships, and advancement of components for downtown initiatives.

Outcome: The Action Committee:

- Explored ways to address the gaps through programming and learning environments shaped by post-secondary institutions.
- Identified ways post-secondary institutions can partner with industry and the community more effectively to support the Economic Development Master Plan goals.
- **BramptonU, 2019-2020**
 In September 2019, Brampton City Council took a step towards establishing a Brampton University with City staff exploring options for establishing a Brampton University, including the following:
 - Public-private partnerships to develop, build and maintain buildings that would house a Brampton University and potential student housing
 - Advocacy efforts at the Provincial and Federal levels of government to obtain support for a Brampton University
 - Establish a business case and programming possibilities that reflect the demands of current and future employers

Outcome: *Three 'green papers' were developed that outlined:*

- *The Governance of Brampton University*
- *The Brampton University Academic Strategy*
- *The City of Brampton's Labour Market and Economic Case for Brampton University*

The City looked at six comparator cities to understand lessons learned and best practices from municipalities with experiences similar to the City of Brampton, forecasting a BramptonU scenario of 30,000 students by 2040.

Outcome from Business Engagement, 2021

Researchers had presented to Council the main findings from business community consultations with four key findings:

- A number of employers said they struggled to recruit employees with soft skills with 'a good fit' and who could grow with the organization
 - Employers are seeking continuously developed transferable skills
 - Professors need industry experience where appropriate and/or involve employers in the delivery of course content.
 - Supply chain management education may be beneficial for all businesses
- ***Town and Gown Advisory Committee, 2021***

It was recently established to provide a forum for open exchange and dialogue between the City, post-secondary institutions, and other community stakeholders to address common interest and/ or shared areas of concern related to the Committee's mandate, including overall housing and accommodation strategy landlord relations and safety. At the time of this report, there have been three meetings to date.

Outcome: Further information and outcomes will be reported as the Committee advances its collaboration efforts. In autumn 2021, the CAO's Office, with input from the Economic Development Office, developed a data collection framework to assist in standardizing data collected from various post-secondary institutions (PSIs).

Economic Development Office Business Engagement

The Economic Development Office has also learned via its business engagements about the businesses community forming relationships with universities as Brampton businesses have developed connections with the post-secondary, university and private career colleges, either by the business' own standalone project, sector initiative or to access a broader scope of talent. The economic advantage for Brampton businesses is that these businesses can work with Ontario's 23 public universities, 24 colleges or 400+ registered private career colleges and then provide a geographic business location that is relatively straightforward to access for students and recent graduates via public transportation networks.

(2) Working with Industry to Retain Talent Following Graduation

Graduates interface with industry in Brampton through various initiatives, including with the Rogers Cyber Secure Catalyst, Magna Skilled Trades Centre, Centre for Advanced Manufacturing and Design Technologies, and The Experiential Learning Partnership with Altitude Accelerator and Algoma University.

- *Rogers Cybersecure Catalyst*
 - This accelerator is Canada's first cybersecurity accelerator for startups and scale-ups. In conjunction with the other cornerstones of the Rogers Cyber Secure Catalyst (including Canada's first Cyber Range, Cybersecurity training and research and development), this accelerator is positioning Brampton to be Canada's hub for Cybersecurity.
 - There is a global shortage of cybersecurity talent. The Catalyst's expedited training program is directly linked to providing a pathway for graduates to industry and employment opportunities.

- *Magna Skilled Trades Centre with Sheridan College*
 - The Magna Skilled Trades Centre is a 130,000 square foot facility that witnesses approximately 2,000 students come through the workshops each year in electrical, industrial millwright, plumbing, precision machining and welding apprenticeship.
 - Through Sheridan Community Employment Services (SCES), the Magna Skilled Trades Centres works directly with employers. SCES maintains a database of employers, current students and graduates to align employers with employees. SCES is funded by Employment Ontario for activities including keeping job boards active and up-to-date, organizing workshops/webinars and undertaking one-on-one consultations with various employers/ job seekers.
 - In December 2020, Magna donated \$2 million to Sheridan's School of Skilled Trades and Apprenticeship, supporting state-of-the-art equipment, scholarships, and resources for training and support for student participation in skills competitions. This recently formed partnership between Sheridan and Magna is an excellent example of collaboration between industry and local post-secondary institutions.

- *Centre for Advanced Manufacturing and Design Technologies with Sheridan*
 - CAMDT allows Sheridan College and its collaborators to address the challenges of the manufacturing industry while developing graduates with the skills and knowledge to make an immediate and positive impact.
 - CAMDT has the equipment to connect small and medium enterprises and students in manufacturing excellence in five research areas: additive manufacturing, simulation & modelling, digital fabrication, automation and design. For example, there are metal and plastic 3D printers and a robotics lab with equipment donated by ABB Robotics.
 - CAMDT is a flexible and collaborative organization. During COVID-19, employees put together a project team to produce PPE. Using state-of-the-art equipment at CAMDT and the expertise of its team, face shields

were fabricated using 10,000 lbs of recyclable PET donated by Coke Canada Bottling partner Amcor Flexibles. Coke Canada Bottling covered the manufacturing costs and distribution of the face shields to local food banks with the help of Food Banks Canada.

- *Experiential Learning with Altitude Accelerator and Algoma University*
 - Algoma University's School of Business and Economics in Brampton recently signed a Memorandum of Understanding with Altitude Accelerator to assist area entrepreneurs and students through the Investor Readiness Program. The focus is on experiential learning to create learning opportunities for students and startup businesses through collaboration.
- *Chang School of Continuing Education*
 - Pre-COVID-19, the Computer Network Security course was held in the West Tower of City Hall Campus.
- *The Economic Development Office*
 - Economic Development partners with various employment organizations coordinated through Employment Ontario (previously Peel-Halton Labour Force Group) to refer employers to a network of 20+ employment service providers; also, Economic Development partners with sector-specific organizations such as Food and Beverage Ontario via a Skills Development funded project for regional workforce development in a Brampton pilot.

Definitions that Can Guide Alignment

The City understands an outline for an Education and Employment Master Plan, requires a clear definition of the terms "education" and "employment." This would generate alignment with the City's post-secondary attraction efforts and include some private career colleges with industry-relevant programs.

Table 1 – Variables Affecting Definition Areas for the Education and Employment Master Plan

Term	Variables	Impacts	ToCP
Employment	<i>Full time, full time permanent, highly qualified personnel, part-time, temporary placements, contracts,</i>	<ul style="list-style-type: none"> • Company attraction • Industry growth • Liveability • Workforce Strategy 	<ul style="list-style-type: none"> • Brampton is a Well-Run City • Brampton is a City of Opportunities

Post-Secondary (PSI) Programming	<i>Undergraduate degrees, 4-year bachelors, STEM, certificates, graduate, Ontario College Diploma – 2 years, micro-credentials/ micro certifications, co-op/placement, short-term diploma, apprenticeships, entrepreneurship</i>	<ul style="list-style-type: none"> • Job creation • Skillset development • Industry fit & youth retention • Future of Work 	<ul style="list-style-type: none"> • Brampton is a City of Opportunities
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High-Level Summary of City Initiatives for Post-Secondary Proposed Expansions

Institution	Focus Area	Sector or Asset Development
Ryerson University	<p>Ryerson's partnership with Brampton supports students of all ages developing the critical skills they need to thrive in the modern economy. The partnerships include RVZ, Cybersecure Catalyst, The Chang School, and the proposed Brampton School of Medicine.</p> <p>Cross-curricular programming to provide graduates with the technical, critical thinking, problem-solving experiential learning opportunities</p> <p>Innovation in digitalization, networks, artificial intelligence, and advanced digital automation, Cybersecurity, coding, entrepreneurship</p> <p>Downtown revitalization and urbanization</p>	<p>Rogers Cyber Secure Catalyst</p> <p>Chang School of Continuing Education</p> <p>Future Brampton School of Medicine</p> <p>RVZ and Technology Startups</p>
Algoma University	<p>Algoma University has undergone significant renovations, tripling its campus footprint and introducing innovative new spaces for students at the Brampton campus, which houses the School of Business and Economics and the School of Computer Science and Technology.</p> <p>Experiential learning opportunities</p> <p>Downtown revitalization and urbanization with the expanded downtown campus</p>	<p>Centre for Social, Cultural and Economic Innovation Law and Justice, Social Work and Environmental Studies</p> <p>Aviation Management</p> <p>Downtown Campus</p> <p>Computer Programming</p>

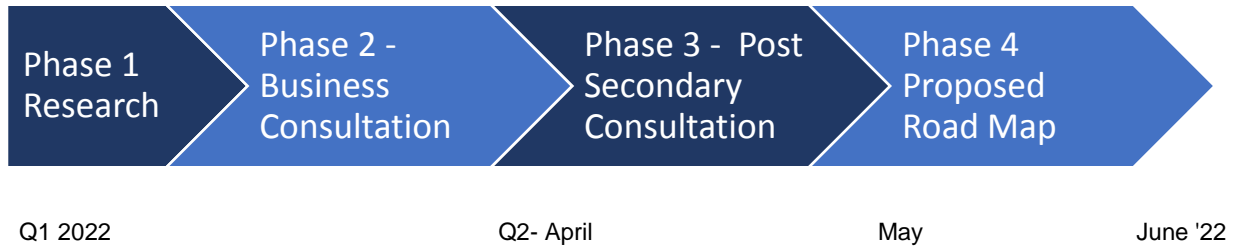
Sheridan College	<p>Davis Campus is the largest campus at Sheridan College, housing programs in: applied health, community services, engineering and technology.</p> <p>Innovative health education programming to meet local workforce needs in upstream care and chronic disease prevention.</p> <p>Skilled Trades development, Manufacturing, Entrepreneurship</p>	<p>Magna Skilled TradeCentre</p> <p>Centre for Healthy Communities</p> <p>Centre for Advanced Manufacturing and Design Technologies</p>
Guelph Humber	<p>This initiative would bring the University of Guelph-Humber (UofGH) to Brampton's new Centre for Innovation (CFI)</p> <p>Downtown revitalization and urbanization with an expanded downtown campus</p>	<p>Business School</p> <p>Centre for Innovation</p>
BramptonU	<p>BramptonU has been a movement to bring a full university to Brampton with active support for local issues to offer leading undergraduate and graduate degrees to prepare for in-demand jobs of the future.</p> <p>Blended delivery in 24/7/365 format</p> <p>Affordable tuition</p> <p>Revitalization and urbanization with a new campus</p>	<p>Jobs of tomorrow / Future Workforce, support local issues and active support for entrepreneurial connectivity</p>

The guiding principle for developing an outline of a master plan will need to include the City's current post-secondary partners and potential partners under current discussions and negotiations for new post-secondary expansions and relocations primarily.

Additionally, Brampton's dozens of private career colleges provide certificates from information technology, accounting, nursing to beauty and aesthetics but are yet to be included in a strategy.

Resources and Timelines

Suggested Timeline to Develop a Roadmap to a Master Plan *Outline*



Potential Scope

A four-phase approach to developing the outline can begin with data and analysis from research, business consultations, post-secondary consultations, followed by developing a proposed road map as the fourth phase.

Phase 1 Research

- A thorough review of existing research to determine or propose additional research that may be required, including analysis of the latest 2021 Statistics Canada Census of Population with a "themed release" schedule from February 09 to November 30, 2022
- With the economic changes due to technology and the impact of the COVID-19 pandemic, new areas of post-secondary and skills training may be newly relevant or urgently required, such as health care professionals.
- A more thorough jurisdictional scan could provide insights that have been successful in other cities.
- Alignment with other Term of Council Priorities and initiatives may determine additional areas of focus, including active transportation and the connection with student housing and safety and security of students and the impact on graduation and employability.

Phase 2 Business Consultations

- Review of existing business outreach documentation and scope. Determine if additional business outreach is required for specific sectors or programs.
- For example, because of the COVID-19 pandemic, the consultation questions may be more focused on economic and business recovery over broader talent development

Phase 3 Post Secondary Consultation

Review existing engagement with post-secondary partners to determine if additional outreach is required. For example, the outline would need to address if and how to include industry-relevant programming offered by private career colleges and consultation information from the proposed Brampton School of Medicine.

Phase 4 Develop a Road Map

With the data analysis from the Research and Consultation phases, the fourth phase can further a roadmap to determine the scope and goals of an outline that scopes an Education and Employment Master Plan.

Corporate Implications:

Financial Implications:

There are no financial implications identified at this time.

Other Implications:

The creation/ exploration of this plan has not and will not cause any delay to other post-secondary expansion opportunities currently underway within the City of Brampton for the proposed projections anticipated within the next five years.

The City uses internal resources from Finance, Legal, Real Estate, Facilities, Planning and Building Design and Construction, external Real Estate and external Legal, and best practices in the industry to guide the negotiations.

Term of Council Priorities:

This report has been prepared in alignment with the Term of Council Priorities.

- Brampton is a Well Run City
- Brampton is a City of Opportunities

Conclusion:

A **roadmap to guide Brampton** to create the jobs that these recent graduates will need through a broader project scope to highlight workforce development will require several months to research and plan out a formal outline, identify consultation possibilities for the business community and post-secondary institutions, and provide the time for staff to review plans and strategies from other jurisdictions.

Staff would like to see an eventual Plan that is relevant in the long term, aligning the Road Map with the growth strategies of the post-secondary institutions, and building upon assets, partnerships, and collaboration with the institutions.

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