



Burlington Economic Development Corporation (BEDC)

Mobility HUBs - Office and Retail Market Analysis

Summary Report

January 2019

Ms. Anita Cassidy

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Dear Ms. Cassidy:

Re: Burlington Retail and Office Marketplace influencing Mobility Hubs - Summary Report

We are pleased to submit our **Summary Report** to the Burlington Economic Development Corporation (BEDC) for the study of Retail and Office Market Trends influencing the Burlington Mobility Hubs including three GO Station Mobility Hubs and the Downtown Mobility Hub. In this document, we have identified the following:

- **Economic and demographic trends** affecting Burlington's growth opportunity. These trends indicate that Burlington is a growing, well educated and affluent population situated within the GTHA that is poised to take advantage of the GTHA's overall growth opportunities;
- **The Burlington retail market continues to serve a regional population** and has more retail space per capita at approximately 55 sf/capita compared with others across the GTHA. As a result, the large format Mapleview and Burlington Malls, combined with several power centers attract regional shoppers. That said, Burlington could be considered "over-retailed" and this continues to challenge the downtown marketplace;
- **The Downtown Burlington mobility hub could benefit from an overall "local experience"** for shopping, services, restaurants and other amenities that distinguish this unique environment from the standard shopping malls. Adding some office space targeted toward small businesses and space that supports "creative technology" requirements will help to accelerate this mobility hub;
- **The Appleby, Burlington and Aldershot Mobility Hubs will continue to benefit from increased passenger ridership** as the GTHA expands through to Hamilton and Niagara. As a result, a greater focus toward mixed use development including office and potentially residential could accelerate overall opportunities within the mobility hubs and for Burlington.

This document highlights the markets, key trends and opportunities influencing the Burlington dynamics and mobility hubs overall in greater detail. If you have any questions with respect to the information contained herein, please don't hesitate to connect with me directly at 416-601-4686 or sbotting@Deloitte.ca. We look forward to additional discussion around this substantive topic facing the City of Burlington.

Respectfully submitted,



Sheila Botting FRICS, FCMC, AACI (Hon)
Senior Partner & Canadian Real Estate Leader
Deloitte LLP

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PROJECT BACKGROUND

Project Background – Introduction

The City of Burlington has entered into a post-greenfield phase, transitioning from a suburban to an urban community

The City of Burlington has been one of the most rapidly growing communities within the Greater Toronto and Hamilton Area (GTHA). For most of the last two decades, the City's strong growth and economic performance were driven by a combination of its business-friendly environment and highly competitive land supply to accommodate new investment, particularly "greenfield" lands for ground-related housing and business park types of development. As a result, the City is home to significant residential communities and a number of high-profile companies in a range of industries. This includes advanced manufacturing, food processing, metal fabrication and packing, financial services, IT, life sciences, transportation and logistics.

In recent years, with very little room for traditional greenfield development, the City has entered a post-greenfield phase where the overall pace of growth has slowed and the focus of development shifted to higher density forms, primarily residential intensification and major office development. The City of Burlington is undergoing an important transition from a suburban to an urban community.

As such, the City of Burlington's official plan, which describes the City's land-use strategy to 2031 and beyond, has introduced the concept of a Mobility Hub as a growth priority.

Mobility Hubs will be planned to be complete, compact, and sustainable communities as identified through the Province of Ontario's Growth Plan. These Mobility Hubs will also benefit from Metrolinx's Regional Express Rail, which will feature two-way, all-day services every 15 minutes along the Lakeshore West line.



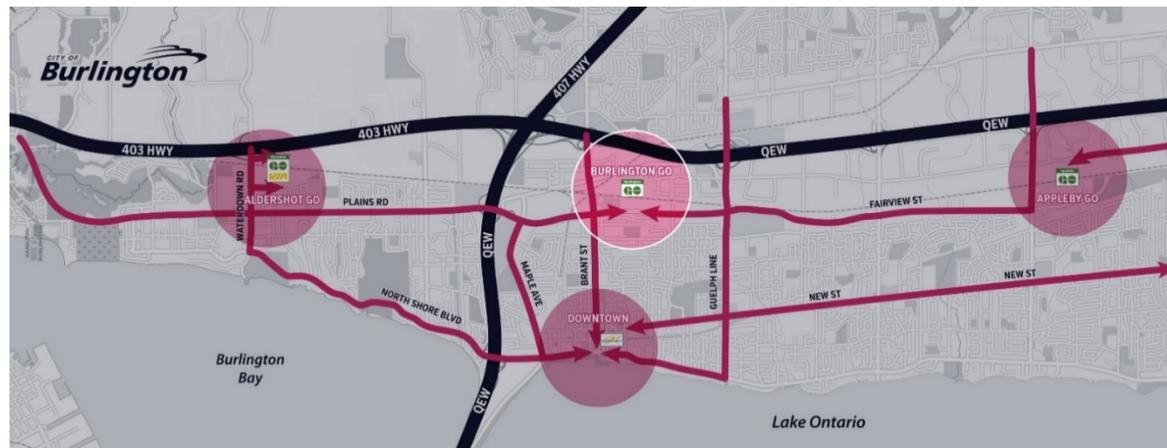
Project Background – Assignment Overview

Deloitte Real Estate was engaged to provide an office and retail market study, focusing on the three GO Stations and the Downtown Mobility Hub

Background

The City of Burlington has three GO Station Mobility Hubs and a Downtown Mobility Hub within its boundaries. In order to fully understand the marketplace opportunity and successfully develop neighborhoods around the three GO Station Mobility hubs and the Downtown Mobility Hub, **it is essential to understand both supply-demand dynamics and emerging trends in the commercial real estate market, with particular focus on the office and retail asset classes.**

Deloitte Real Estate previously conducted an office market analysis for the Burlington Economic Development Corporation (BEDC) in 2016, as well a retail market review for downtown Burlington in 2013. **As such, the City has engaged the Deloitte Real Estate team to provide a high-level commercial real estate market update focusing on office and retail market conditions, as well as emerging industry trends that will have an impact on future development.** The findings of this study aim to help policy makers with making more informed decisions around all Mobility Hubs.



Assignment Objectives

The focus of this report includes:

- An update on current office and retail market conditions and performance, as well as market trends that may impact future demand and supply;
- A high-level review pertaining to office market trends driving potential growth for the Burlington economy;
- A high-level review pertaining to experiential and placemaking elements that would elevate and complement other developments with a focus on the four mobility hubs.





MOBILITY HUBS



Mobility Hub Development – Introduction

Mobility Hubs are part of the Greater Toronto and Hamilton Area's (GTHA) regional transit growth priorities

What is a Mobility Hub?

A mobility hub consists of major transit stations and the surrounding area, and is an important node for connectivity as well as a focal point for activity.

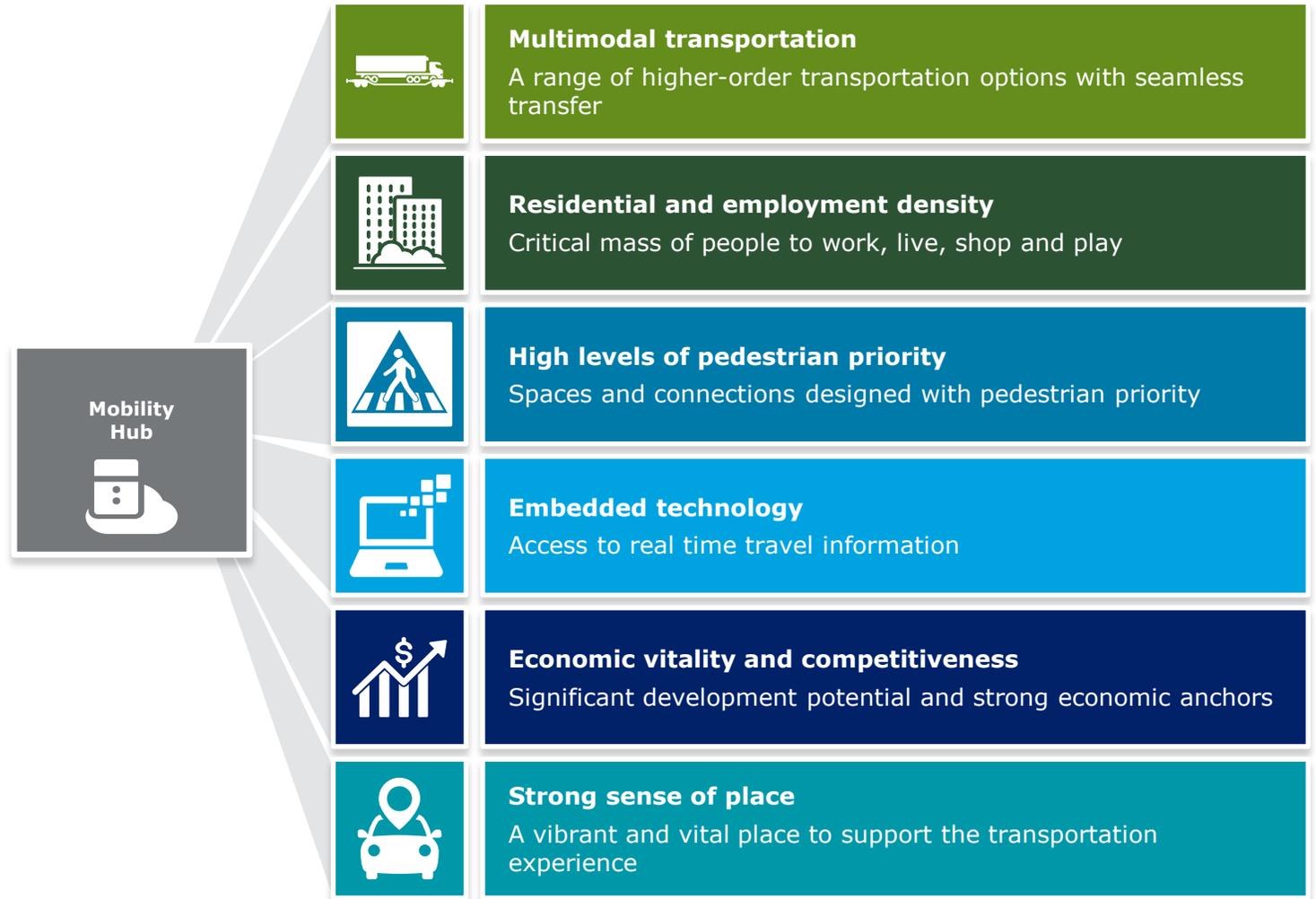
Mobility hubs are believed to offer great potential to transform the GTHA through the establishment of rapid transit networks and related transit oriented real estate development.

Regional Movement

The Big Move, a bold and visionary plan that outlines a common vision for transportation, **was adopted in 2008 by Metrolinx board and is currently being implemented across the GTHA**. The Premier of Ontario and Minister of Transportation committed \$11.5 billion to implement the Big Move and to get started on key transit projects.

One of the Big Move's priorities is "a system of connected mobility hubs" that provides travelers with seamless access to the regional transit system, supports higher density development and demonstrates excellent customer service.

Mobility Hubs Objectives



Mobility Hub Development – Benefits

Mobility Hub development addresses various prevailing challenges that cities are facing today



Challenges in Urban Environment

Rapid increase in urbanization of the population has led to growth opportunity and improvement in the urban core, but at the same time, this trend has created challenges for the overall standard of living and sustainability.

Many major urban centres are facing the following challenges:



Prolonged travel time that affects productivity



Traffic congestion



Pollution



Uneven distribution of employment



Housing affordability



Potential Solution – Mobility Hub Development

Mobility Hub development offers an alternative to end-users by creating desirable suburban nodes that mimic urban convenience while incorporating the suburban market's strength; end-users will be able to enjoy the suburban lifestyle, while enjoying the similar accessibility and conveniences of the urban core.

When planned effectively, Mobility Hub developments:



Revitalize underutilized precincts and create significant economic and social benefits



Achieve substantial mode shifts from private vehicles to public transport, while improving the overall livability, sustainability and resilience



Create local employment opportunities and provide relief for tight real estate market conditions in the urban core



Improve public transit ridership and subsequently create sustainable and profitable operations



Connect communities through well established and well maintained public infrastructure

Mobility Hub Development – Considerations

Considerations for various uses within a Mobility Hub development



Create a focal point / submarket for various activities

A Mobility Hub can become the **focal point of community activity**, and with an appropriate mix of attractive retail, entertainment, dining and community event spaces, can encourage longer dwell times and visitations from a wider trade area.



Accommodate necessity and accessibility requirements for end-users

Successful mixed-use and Mobility Hub developments provide **convenience and accessibility to necessary amenities and services to residents, occupants and commuters**. A mixed-use project with an appropriate mix of retail can create a compelling and attractive location for people to live, work, and play in their community, and encourage future growth.



Cultural elements strengthen the placemaking mandate

Natural, historic, or other cultural elements and festivals that are retained and included as part of the development's program to add authenticity, appeal and a distinctive local identity that could also attract visitation from a wider trade area.



Entertainment options provide draw to serve a wider trade area

Entertainment options such as cinemas or bowling alleys draw visitors from **a wider trade area who will enjoy the ease of accessibility provided by integration of the mixed-use development with transit options**. Entertainment also offers an appropriate complement to food and beverage, and full service dining options that should be provided within the development.



Convenience retail plays an important role in a mixed-use development

Convenience, services, and food and beverage are key retail categories for including in a mixed-use development, as they benefit from regular demand and frequent visitation of commuters, and on-site and local area residents and occupants.





MARKET TRENDS – RETAIL & OFFICE



Macroeconomic and Demographic Trends

Broader economic and demographic profiles suggest opportunities for future development in the Greater Toronto and Hamilton Area

01

The strong economic backdrop provides a positive business environment for all activities across Canada. The Greater Toronto and Hamilton Area (GTHA) is the fastest growing region in the country and thus has the potential to capture / attract significant investment and development.

02

Significant population and employment growth forecasts within the GTHA with more than 2.5 million in additional population and 1.0 million in additional jobs to be added through 2041. The forecasts create tremendous demand and serve as the catalyst for various types of real estate development to satisfy demand

03

Population composition has shifted from being dominated by veterans and boomers to being dominated by Generation X and Millennials, and potentially Generation Z in the near future. This shift in population composition challenges the status quo given demand has increasingly focused on flexibility and technology implementation.

04

The increases in educational attainment and average household income impact consumers' preference and purchasing power, which ultimately influences development and investors' appetite to grow certain markets. Markets focusing on consumers with higher purchasing power tend to have higher returns and lower risk levels, and thus attract more developments.

The following opportunities and characteristics apply to the Burlington marketplace:

- **Halton Region is forecast** to grow by approximately 380,000 people and 160,000 employees by 2041
- **Burlington's current demographic profile** of its population indicates that the Veteran and Boomer generations are being replaced by Generation X and Millennial populations, implying that Burlington is experiencing new growth and opportunity within its growing population. This means that Burlington will continue to remain a community oriented toward families as the Generation X and Millennials, soon to be followed by the Generation Z choose Burlington as a place of residence;
- **Burlington has a highly educated population** with over 30% of its population with a Bachelor's degree and above, and 62% labour participation rate, which shows potential to attract new development.
- **Burlington has one of the most affluent communities in Canada** where the current median household income is \$94K per annum with a 25% estimated increase by 2027. These figures are reflective of Burlington's strength in attracting future developments.
- **Burlington households spend on average nearly \$152,000 per annum** which is higher than the Canadian average at \$108,000 and the GTA average at \$132,000. This means that Burlington residents spend more, and have more expendable income for retail goods and services.
- **Burlington's housing is dominated by single family homes** that comprise more than 76% of the built form, and 91% of these homes are owned rather than rented. Larger house formats indicate greater potential demand, and allocation of disposable income towards retail expenditure.

Development Enhances the Mobility Hubs and Revenue Potential

Office and retail play an important role in transit-oriented, mixed-use developments

Mixed-use projects often include three or more uses and this trend has meant most developers have adapted to incorporate “Live, Work, Play” preferences and demand from end-users in their product offerings. These types of developments also offer tremendous potential to enhance the local economy and community through commercial stimulation. Each use has unique considerations and occurs at different times of the day, allowing complementary efficiency and higher utilization of these critical assets.

The Retail Opportunity

Retail components have become increasingly crucial in new developments as they service various user groups in close proximity by providing them with their daily needs. At the same time, retail provides opportunities for social gathering, promotes leisure activities and subsequently leads to the creation of a sense of community.

Retail, as part of a mixed-use development, contributes to the following:

- **Provides daily needs and services** for residents and other on-site user groups
- **Attracts regular footfall to the development** throughout the day and evening
- **Encourages walkability**
- **Activates and animates the street** during regular working hours and support surrounding retail uses;
- **Creates a central meeting point for local community** and fosters a strong sense of place



The Office Opportunity

Office components have been favored in mixed-used developments as they act as an anchor to draw foot traffic to a development site. In addition, office users tend to draw various retail operators and other developments to the site to accommodate demand. However, it is crucial for offices to be well-located, in close proximity to a transit hub that offer various transportation modes in order to accommodate users’ needs.

Offices, as part of a mixed-use development, contribute to the following:

- **Act as anchors** that drive traffic;
- **Activate real estate** during regular working hours and support surrounding retail uses;
- **Improve attractiveness and value** of the surrounding uses
- **Reduce last mile challenges** for commuters; and
- **Reduce carbon footprint** and encourage sustainability.

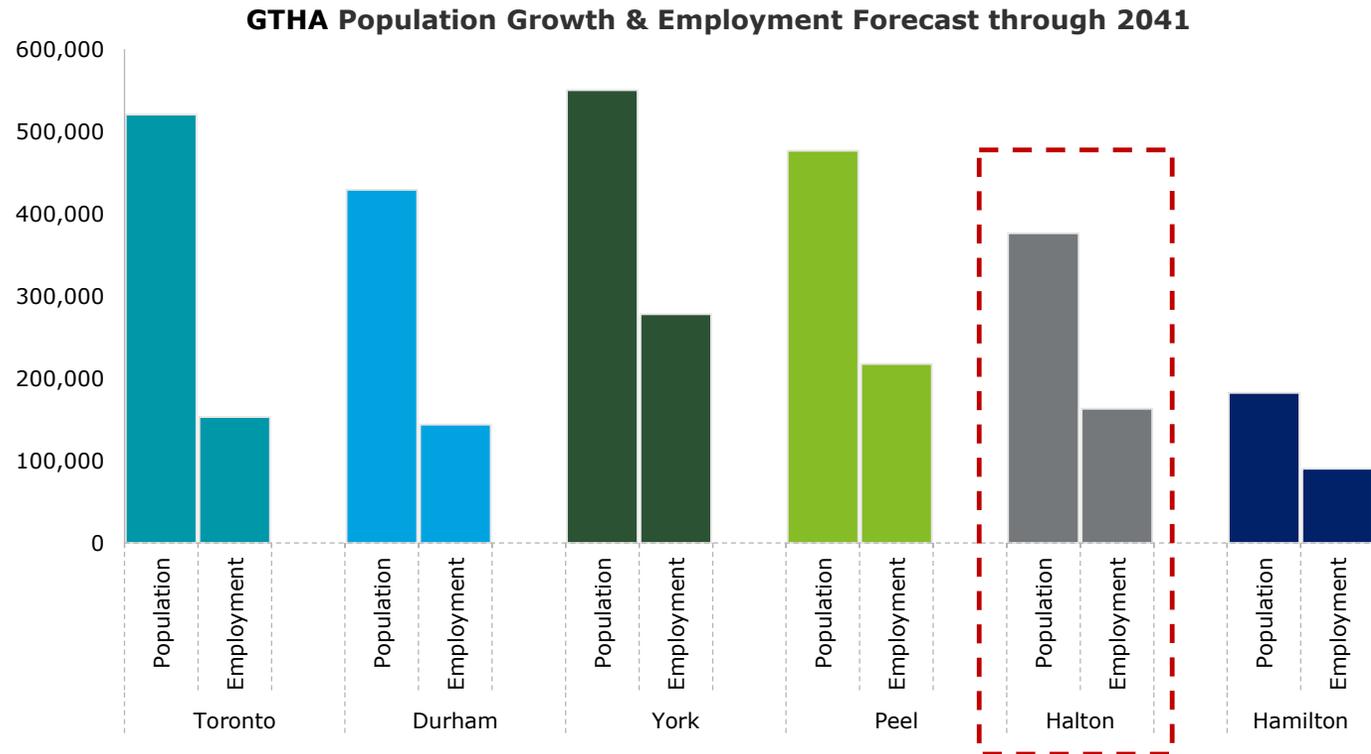


GTHA Population and Demographic Growth Forecasts

GTHA population and employment forecasts to 2041

GTHA population and employment growth is expected to play a significant role in Burlington’s future development potential

The GTHA is the fastest growing major metropolitan area in Canada, with Halton expected to see an additional 15,800 people moving to the region each year through 2041, representing a total increase of 380,000 to the population. These population and employment forecasts are from the Province of Ontario, and shows employment growth to be an additional 6,600 new employment opportunities per annum, totaling 160,000 new jobs by 2041.



Region	*Additional Population Through 2041	*Additional Employment Through 2041
Peel	480,000	220,000
Toronto	520,000	150,000
Durham	430,000	140,000
York	550,000	280,000
Halton	380,000	160,000
Hamilton	180,000	90,000
Total	2,540,000	1,040,000

Source: Greater Golden Horseshoe Growth Forecasts to 2041, Hemson Consulting Ltd. November 2012

*Note numbers have been rounded to the nearest ten thousandth for presentation purposes

Emerging Retail Trends

Five prevailing trends are disrupting the retail industry and will impact future retail development



Burlington in Context – Retail Market Snapshot

Burlington is an established suburban node, well-served by many big box retailers and convenience, community oriented retailers



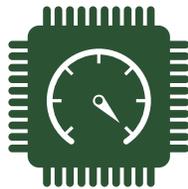
592 Retail Buildings



3.5% Vacancy / 385K SF



10.2 Million SF of Retail Space



170K SF 12 Month Net Absorption

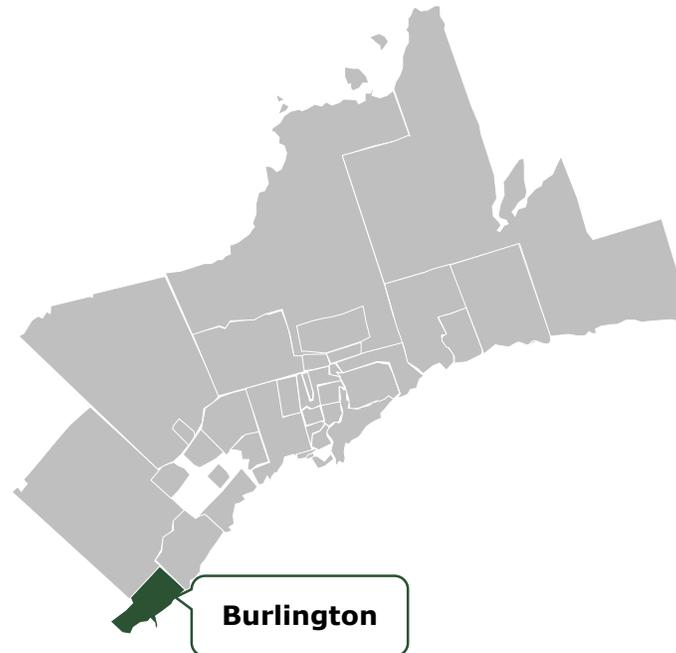


\$21.65 Avg Quoted Asking Rent

Burlington has been identified as a regional retail market, attracting shoppers from across the Hamilton and Niagara Regions. The large Mapleview Mall and IKEA provide some of the large attraction features for this marketplace.

Greater Toronto attracts many first-to-market and best in classes retailers. Often when US retailers expand outside the US, they choose Toronto as a global location to test new products and services.

As a suburban location, Burlington benefits from a wide range of categories specific to this marketplace, including quick service restaurants, outlets, and personal services providers that are active seeking retail spaces in Burlington. The larger global trends would originate in Toronto or elsewhere, then gradually migrate to the suburban markets like Burlington.



Estimated net rent ranges for Burlington specific categories of retail include:

Power Centres/Neighborhood Centres: \$30 to \$40 PSF

High Street/Strip Centres: \$20 to \$30 PSF

Burlington in Context – Retail Inventory, New Supply, Vacancy

Burlington is well positioned and contributes to 3.6% of the total retail inventory in the GTA

Burlington encompasses 10.21 million SF of retail space

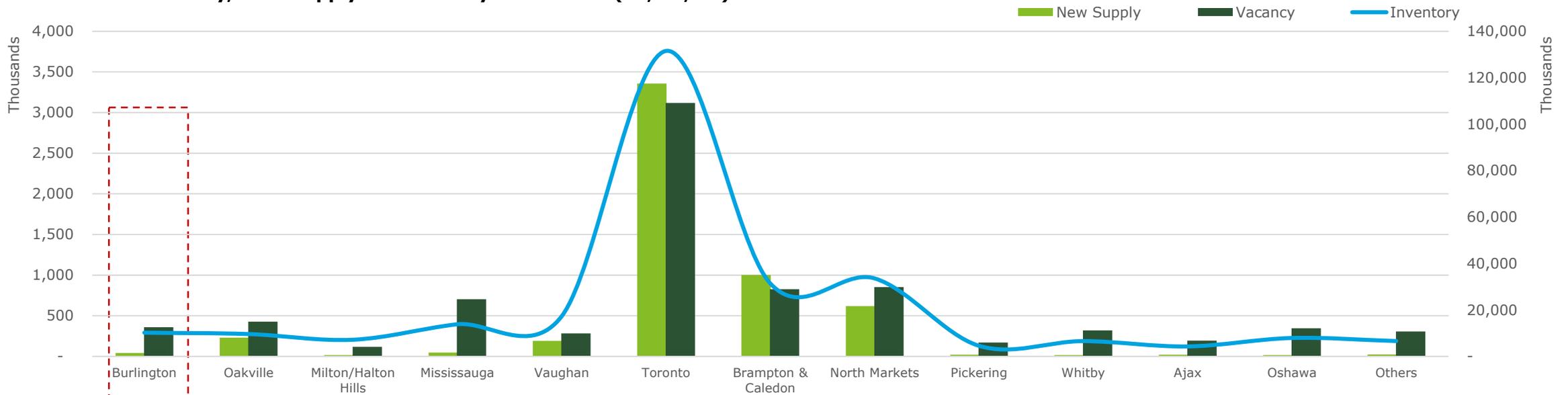
Total retail inventory in the GTA adds up to 285 million SF with nearly half of the inventory located in Toronto. Burlington accounts for approximately 4% at around 10.21 million SF. 3.6 million SF of retail inventory in Burlington is concentrated in 9 retail nodes along the QEW and major roads, with the remaining 6.61 million SF of retail inventory scattered across the city.

New supply in the GTA mimics the current inventory distribution with 60% of the 5.6 million SF of new supply expected to be added in Toronto and only 1% of the new supply is expected to be added in Burlington (42,000 SF).

3.5% of total Burlington retail inventory is currently vacant (358K SF). The current vacant retail spaces combined with a healthy absorption over the past 12 months (171 K SF) suggest a healthy retail market in Burlington.



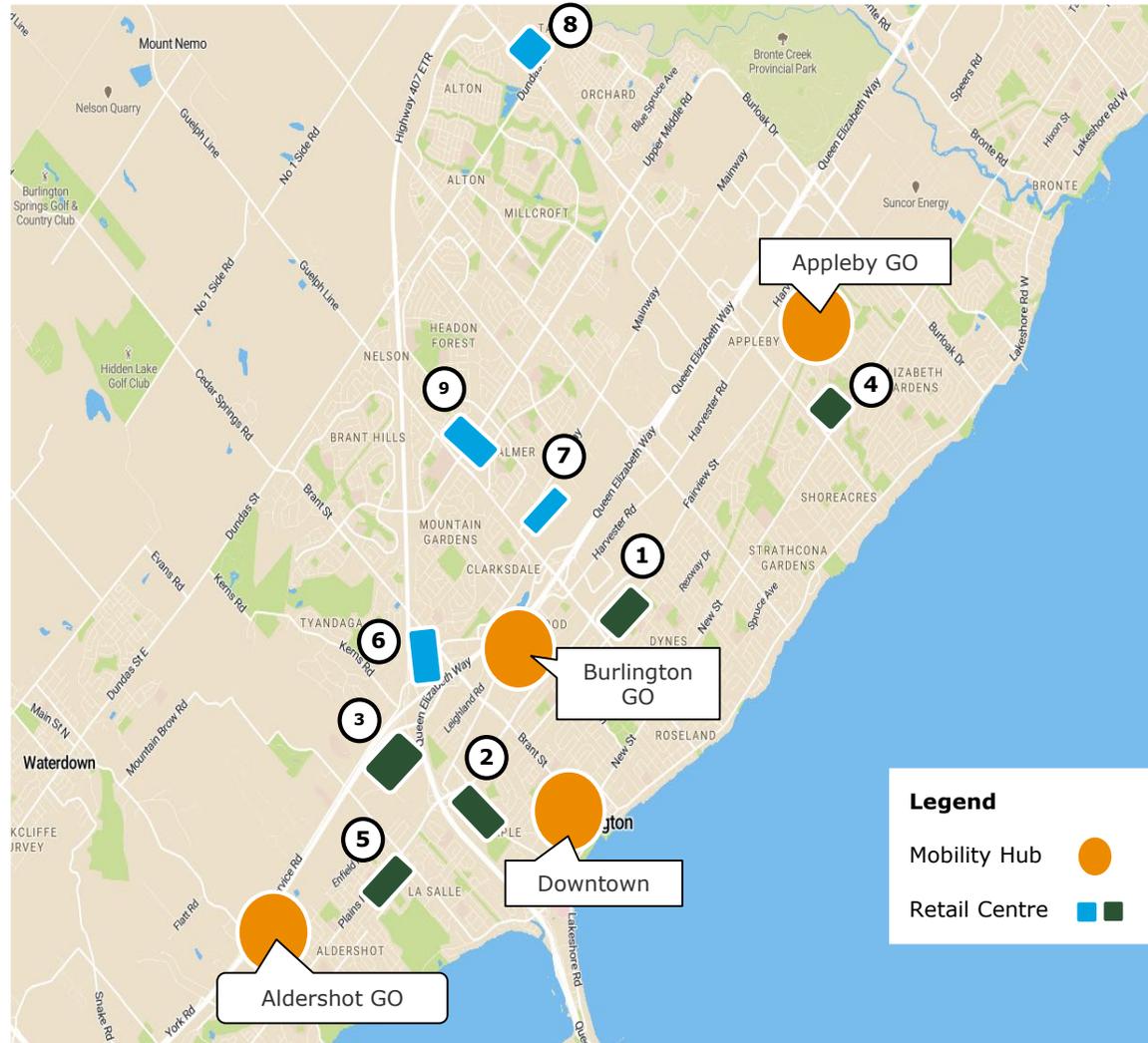
GTA Retail Inventory, New Supply and Vacancy - YTD 2018 (SF, SF, SF)



Source: Co-star, JLL
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Burlington in Context – Established Retail Nodes Along QEW

3.6 million SF of retail space was identified in 9 retail nodes across the city



Note: the retail nodes above do not include high street retail nor smaller neighborhood plazas

Existing retail nodes are scattered throughout Burlington and do not intersect directly with the proposed Mobility Hub areas. This offers an opportunity to develop retail amenities for nearby residential customers and commuters. There is minimal retail development adjacent to the Mobility Hubs, creating an opportunity to offer a first-to-market experience. Given that the majority of the retail nodes are clustered in the western corridor, there may be an opportunity to develop a new retail hub in the east at Appleby Station.

Major Retail Areas South of QEW	Size (SF)	Format	Key Tenants	Management & Leasing
1. Burlington Centre	740,000 (132 retailers)	Enclosed Regional	The Bay, Homesense, Indigo, Old Navy	RIOCan REIT
2. Mapleview Centre	640,000 (165 retailers)	Enclosed Regional	H&M, Zara, The Bay, Forever 21	Ivanhoe Cambridge
3. Designer's Way Power Centre	290,000	Power Centre	Ikea, Jysk, Sleep Country	TBD
4. Appleby Village	209,000	Open Community Centre	LCBO, Home Hardware, LCBO	First Capital Realty
5. Plains Road High Street	66,000	High Street	Convenience & service	Independent Owners
Subtotal South	1,945,000			

Major Retail Areas North of QEW	Size (SF)	Format	Key Tenants	Management & Leasing
6. Burlington Power Centre South	615,000	Power Centre	Costco, Best Buy, Home Outfitters	TerraCap
7. Guelph Line Power Centre	375,000	Power Centre	Home Depot, Ashely Furniture, Leon's	Independent Owners
8. SmartCentre North Burlington	304,000	Power Centre	Walmart, Toys R Us, Golf Town	SmartCentres
9. Burlington Heights Plaza	300,000	Community Centre	Anytime Fitness, Fortino's	DMS Property Management
Subtotal North	1,594,000			

Emerging Office Trends

Five prevailing trends are disrupting the office industry and will impact future office developments



Burlington in Context – Office Inventory

Burlington office market in the context of GTA West suburban markets

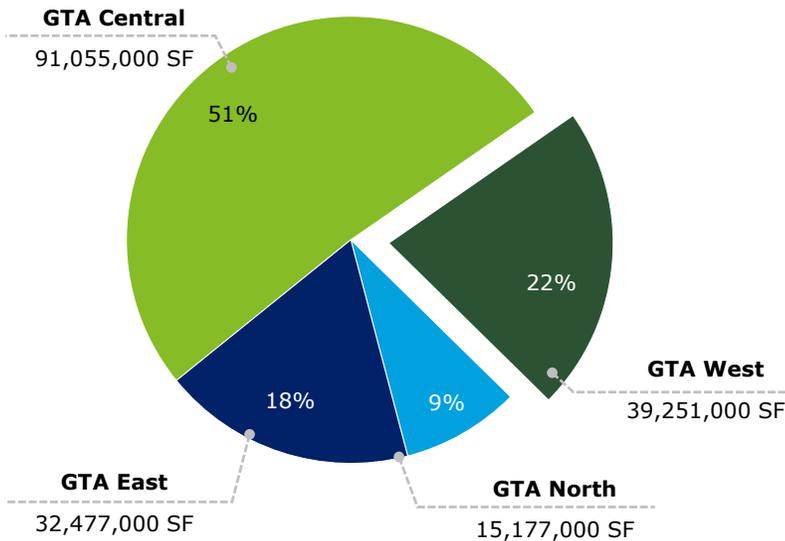
Burlington encompasses 3.5 million SF of office space

Total office inventory in the GTA adds up to 178 million SF, of which **Burlington accounts for approximately 2% at around 3.54 million SF**. Burlington is located within the GTA West market, which has a total 39 million SF of office space, and Burlington represents 10% of the GTA West sub-market.

Burlington’s economic strength lies in its established economic base and highly educated labour pool, mainly achieved because of its links to established corporations, proximity to Toronto Pearson Airport and major highway access to the U.S markets.

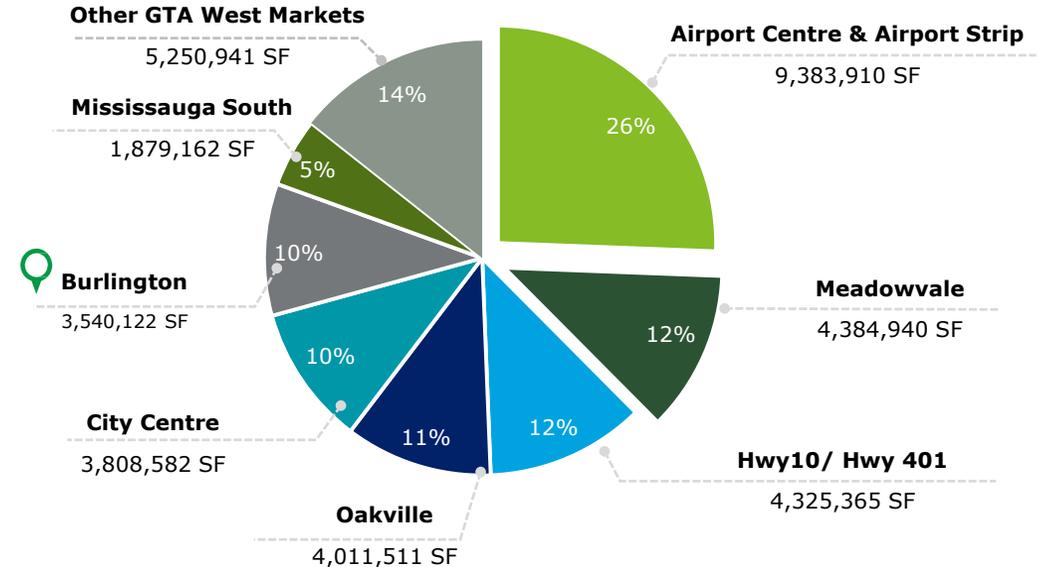
The GTA West consists of the following nodes: Bloor / Islington, 427 Corridor, Airport Strip, Airport Corp. Centre, Mississauga South, City Centre, Hwy 10 / Hwy 401, Meadowvale, Brampton, Oakville, Burlington.

GTA Office Inventory – 178 million SF (2018)



Burlington’s 3.5 M SF of office inventory represents ~10% of the GTA West’s 39 M SF of office inventory

GTA West Office Inventory – 39 million SF



Source: Cushman & Wakefield
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Source: CBRE

Burlington in Context - GTA West Office Submarkets

Established office node in GTA West

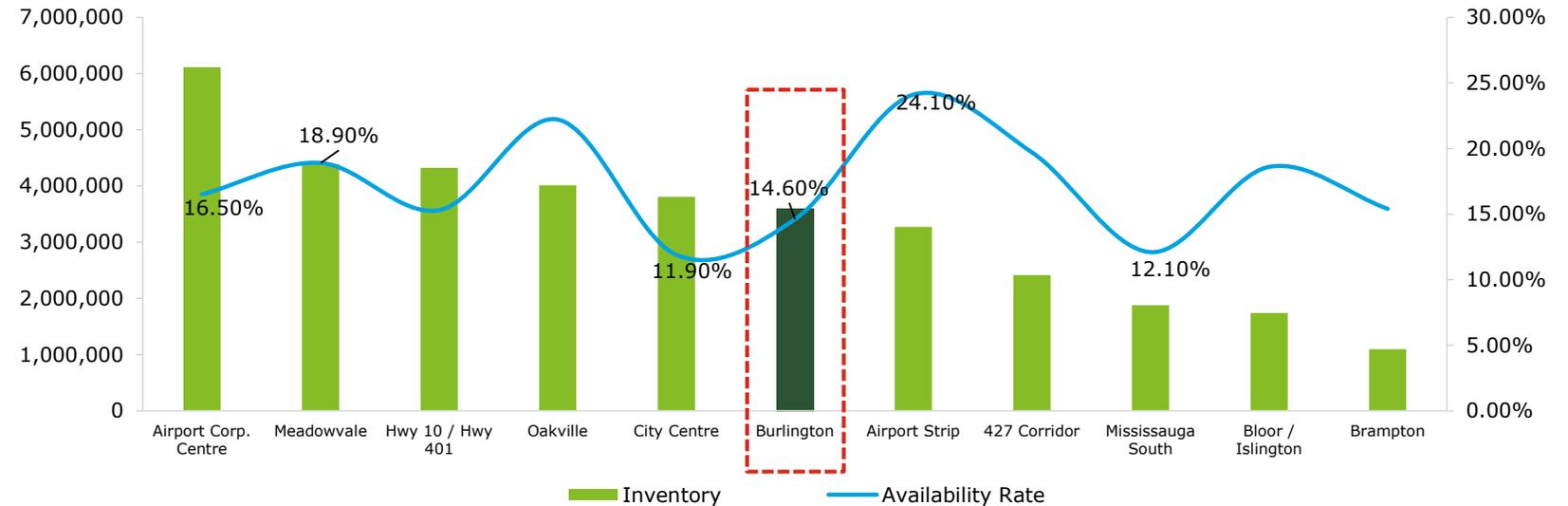
Burlington is the 7th largest office node within the GTA West market, featuring 3.54 million SF of office space

Burlington office node is one of the larger office nodes in GTA West, following Mississauga and Oakville and contributing to 10% of the GTA West total inventory. As of Q2 2018, there is just over 500,000 SF of available office space in Burlington.

Nodes	Total Inventory (SF)	GTA West Market Share	Availability Rate	SF Available	Net Rent (\$/SF)
Bloor / Islington	1.74 M	5%	17.6%	306,569	13.53
427 Corridor	2.41 M	6%	20.1%	485,397	15.22
Airport Strip	3.41 M	9%	27.5%	938,306	14.16
Airport Corp. Centre	6.11 M	16%	14.3%	873,965	15.50
Mississauga South	1.9 M	5%	17.2%	326,872	16.59
City Centre	3.81 M	10%	10.4%	396,093	16.53
Hwy 10 / Hwy 401	4.71 M	13%	13.0%	611,892	13.49
Meadowvale	4.39 M	12%	13.3%	583,557	18.18
Brampton	1.09 M	3%	12.5%	136,770	14.48
Oakville	4.1 M	11%	18.9%	768,571	19.39
Burlington	3.54 M	10%	14.9%	527,478	16.18



Burlington in the Context of Other Office Nodes in GTHA West (SF, %)



Source: CBRE, Cushman

Burlington in Context – Office Market Rent

Burlington office quoted rental rates

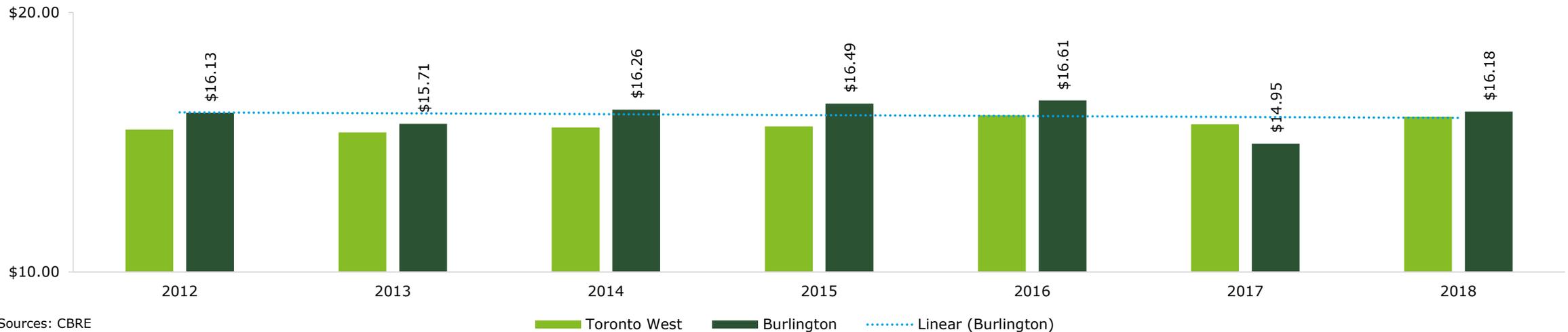
At Q2 2018, quoted net rentals for Burlington averaged **\$16.18 psf**, which is lower compared to the stronger office nodes such as Meadowvale and Oakville. However, the average rental rate is higher than established nodes such as Airport Corp Centre and 427 Corridor.

Since 2012, Burlington quoted net rental rates that have remained stable per annum, from \$16.13 psf in 2001 to \$16.18 psf in 2018. The \$16.18 psf of quoted net rent achieved by the end of Q2 2018 exceeds the GTA West average of \$15.98 psf.

Nodes	Quoted Net Rent (\$/SF)	Vacancy (%)
Bloor / Islington	13.53	17.6
427 Corridor	15.22	20.1
Airport Strip	14.16	27.5
Airport Corp. Centre	15.50	14.3
Mississauga South	16.59	17.5
City Centre	16.53	10.4
Hwy 10 / Hwy 401	13.49	13.0
Meadowvale	18.18	13.3
Brampton	14.48	12.5
Oakville	19.39	18.9
Burlington	16.18	14.9

Sources: CBRE

Burlington South Office Market Rental Rate (Quoted Net Rent PSF)



Sources: CBRE

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DEVELOPMENT CONSIDERATIONS & NEXT STEPS

Feedback from Key Stakeholders

Feedback from the Aldershot Business Improvement Association and the Burlington Downtown Business Association provides context for Mobility Hub Development



Burlington Market Summary

Market conditions and emerging trends that influence future office and retail development are outlined for the Burlington's Three Go Station Mobility Hubs and the Downtown Mobility Hub



Burlington's office market is not substantial in size, nor is it in high demand, as evidenced by its low development/absorption relative to other locations. As one of the "outer ring" communities within the GTHA, the growing presence on the QEW corridor, along with GO Transit offers promise for Burlington's future.

Burlington currently has nearly 3.5 million SF of office inventory (office buildings over 20,000 SF), representing approximately 10% of the GTA West and 2% of the GTA marketplace. The current vacancy rate of more than 15% is considered high relative to other markets especially in the current "tight office market" in high demand locations. From a trends perspective, corporate occupiers continue to focus on "footprint optimization" toward reducing office costs, which has resulted in a reduction in space per employee.

Many large occupiers including the financial services organizations have recently elected to repatriate their office occupancy toward downtown Toronto to win the "War for Talent" and recruit employees from across the GTHA. That said, with high costs in the downtown market, we have recently noticed that some companies are moving toward suburban centers with high labour pools and reduced office costs. As a result, we expect demand to build for good quality assets in accessible suburban market locations. As a result, transit-oriented, mixed-use projects will likely be highly sought-after environments.

Burlington's future office markets will need to ensure available "development ready" lands, along with a strong transportation and transit network to attract employees from across the GTHA.



Burlington's retail market is well-served by many big-box retailers and convenience, community oriented retail that is needed in a suburban municipality for the local residents. However, at the same time, it has the highest retail floor space per capita compared to the surrounding municipalities.

In terms of future retail trends, the emergence of online shopping together with physical stores has evolved the omni-channel approach to retail. Large box retail, shopping malls and emerging retail functions are advancing a specific and targeted approach toward their customer. Therefore, any new proposed retail functions must be well curated and targeted to a specific customer segment.

In the case of Mobility Hubs, the targeted and potential customers along with retail category hierarchy both indicated that the role and function of the **retail component in each Mobility Hub should be convenience driven, on-site focused, and commuter friendly.**

The retail category hierarchy suggests the order of implementing retail offerings - **the Mobility Hub should start with a focus on 'amenity' oriented retail such as convenience and food & beverage categories.** As demand develops for new retail floor space over time, additional retail offerings in the comparison, specialty, or entertainment categories could be incorporated.



Mobility Hubs Development Considerations

Separate strategies are required for the three GO Station and Downtown Mobility Hubs due to different market segments

Aldershot Go Mobility Hub



Burlington Go Mobility Hub



Appleby Go Mobility Hub



Downtown Mobility Hub



- The QEW will continue to attract office users along the Prosperity Corridor due to its highway accessibility, visibility for signage and regional employment capture area.
- Investors and office space users continue to search for good quality, well-located, Class A office properties in suburban markets. Therefore, with a strong mobility HUB network and strategy, Burlington should ultimately attract solid investment and real estate development.
- The rise in construction costs and land values has placed significant pressure on developers' profit and also priced out smaller developers in Central Toronto. As a result, developers who seek opportunities for higher profit margins may favor well-located and well-connected suburban sites. Similarly, higher market rents in Central Toronto also dictate the types of tenants who could afford higher rents while others will seek alternative locations.
- Based on Mobility Hubs' location and surrounding uses, **Burlington GO and Appleby GO Mobility Hubs may attract office development in the short to medium term while Aldershot may take longer to attract office development.**



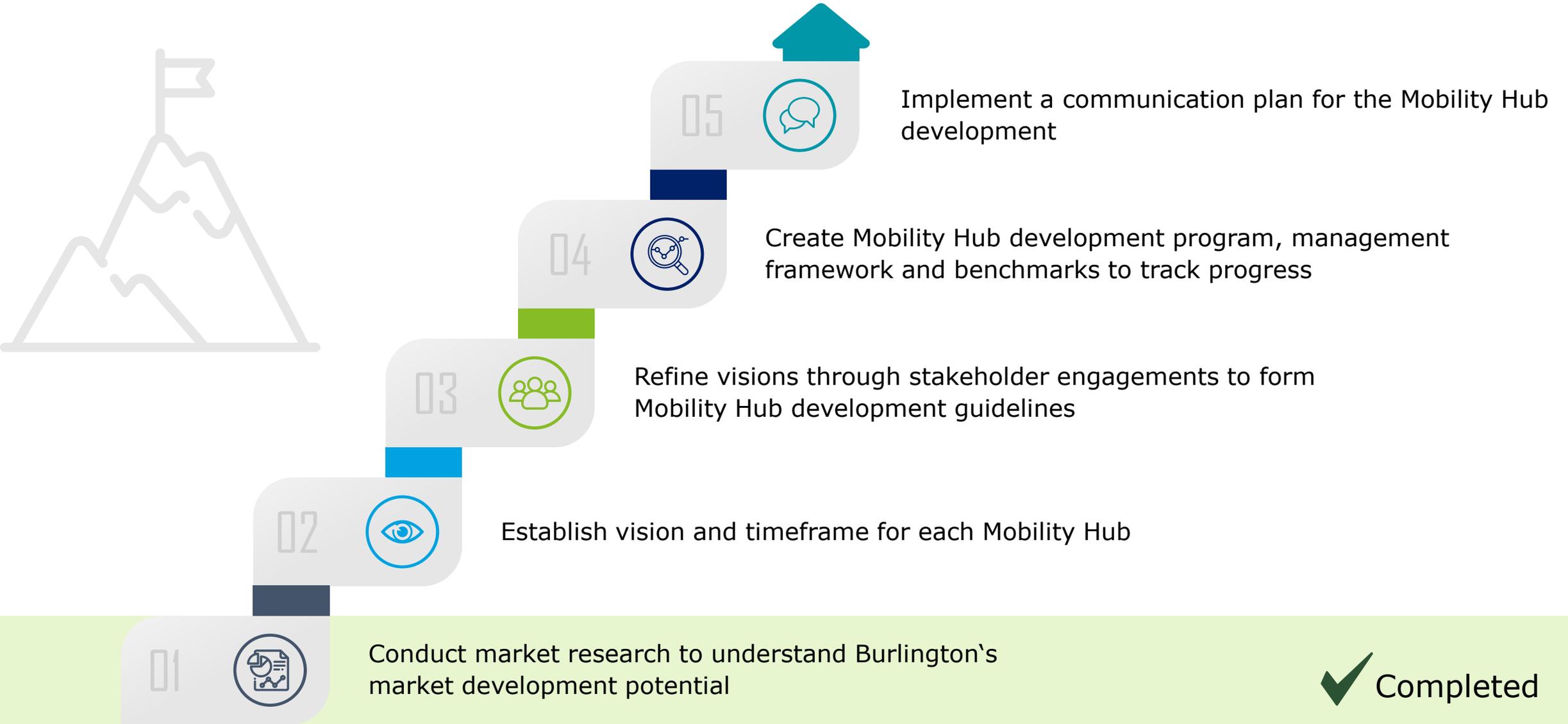
- Based on the Burlington retail market context and the nature of mobility hubs, **amenity, convenience and service oriented retail is suggested both within the Mobility Hubs as well as future mixed-use developments around the Mobility Hubs.** This may include quick service restaurants, pharmacies, dry cleaning, medical clinics, etc. that serve the day-to-day needs of the nearby office and residential users.
- Based on findings from the office component, a **"Primary Hub"** may be established based on accessibility, connectivity, and commuter traffic volume and usage. The selected "Primary Hub" may be programmed with a larger volume of retail, stronger destination appeal and ability to draw traffic from a larger trade area. In this case, the "primary hub" could be either Burlington GO Station or Appleby GO Station.

Unlike the three GO stations, **the downtown mobility hub will likely attract smaller office space users**, along with amenities that support these downtown office opportunities. Local professional services firms, medical offices and entrepreneurial businesses may prefer the downtown Burlington "experience" over a suburban market.

The large shopping malls and power centers across Burlington continue to attract large international retailers. **Instead, for the downtown, a unique, robust local experience can be created through a blend of various service offerings and 'intimate' local retail and dining experiences.**

Mobility Hubs Development Next Steps

Steps to work towards the development of Mobility Hubs



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