



Agenda
Committee of Council
The Corporation of the City of Brampton

Date: Wednesday, March 31, 2021
Time: 9:30 a.m.
Location: Council Chambers - 4th Floor, City Hall - Webex Electronic Meeting

Members:

Mayor Patrick Brown (ex officio)	
Regional Councillor R. Santos	Wards 1 and 5
Regional Councillor P. Vicente	Wards 1 and 5
City Councillor D. Whillans	Wards 2 and 6
Regional Councillor M. Palleschi	Wards 2 and 6
Regional Councillor M. Medeiros	Wards 3 and 4
City Councillor J. Bowman	Wards 3 and 4
City Councillor C. Williams	Wards 7 and 8
Regional Councillor P. Fortini	Wards 7 and 8
City Councillor H. Singh	Wards 9 and 10
Regional Councillor G. Dhillon	Wards 9 and 10

NOTICE: In consideration of the current COVID-19 public health orders prohibiting large public gatherings and requiring physical distancing, in-person attendance at Council and Committee meetings will be limited to Members of Council and essential City staff only. Public attendance at meetings is currently restricted. It is strongly recommended that all persons continue to observe meetings online or participate remotely.

For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:
Sonya Pacheco, Legislative Coordinator, Telephone 905.874.2178, TTY 905.874.2130
cityclerksoffice@brampton.ca

Note: Meeting information is also available in alternate formats upon request.

1. **Call to Order**

2. **Approval of Agenda**

3. **Declarations of Interest under the Municipal Conflict of Interest Act**

4. **Consent**

In keeping with Council Resolution C019-2021, agenda items will no longer be pre-marked for Consent Motion approval. The Meeting Chair will review the relevant agenda items during this section of the meeting to allow Members to identify agenda items for debate and consideration, with the balance to be approved as part of the Consent Motion given the items are generally deemed to be routine and non-controversial.

5. **Announcements**

6. **Government Relations Matters**

6.1. Staff Update re: Government Relations Matters

To be distributed prior to the meeting

6.2. Update from Mayor P. Brown, re: COVID-19 Emergency

7. **Public Delegations**

7.1. Possible Delegations re: Proposed Amendment to User Fee By-law 380-2003 (Schedule D) - Private Property Parking Enforcement Technology Fee

(See Item 9.2.4)

Notice regarding this matter was published on the City's website on March 26, 2021

7.2. Delegation from Rob Meikle, Program Lead, Anthony Morrison, Program Manager, and Carol Ogilvy, Kingdom House Christian Centre and The Jewil Corporation, re: Introduction of a Cybersecurity Program Pilot with the Peel District School Board

- 7.3. Delegation from Michelle McCollum, Chair, and Todd Letts, CEO, Brampton Board of Trade, re: Responsible Business Protocol
- 7.4. Delegation from Dayle Laing, Committee Secretary, Bike Brampton, re: Implementation of the Active Transportation Master Plan – 2020/2021 Annual Report

(See Item 12.1.1 and 12.2.1)

8. Community Services Section

(Regional Councillor R. Santos, Chair; City Councillor C. Williams, Vice-Chair)

- 8.1. Staff Presentations
- 8.2. Reports
- 8.3. Other/New Business
 - 8.3.1. Minutes - Brampton Sports Hall of Fame Committee - March 4, 2021

To be approved
- 8.4. Correspondence
 - 8.4.1. Correspondence from Jan Simpson, National President, Canadian Union of Postal Workers, dated February 12, 2021, re: Request for Support for Delivering Community Power
 - 8.4.2. Correspondence from Cathy Seguin, President, Ontario Recreation Facilities Association (ORFA), dated March 19, 2021, re: Open Letter to ORFA Members and Industry Employers
- 8.5. Councillors Question Period
- 8.6. Public Question Period

5 Minute Limit (regarding any decision made under this section)

During the meeting, the public may submit questions regarding recommendations made at the meeting via email to the City Clerk at cityclerksoffice@brampton.ca, to be introduced during the Public Question Period section of the meeting.

9. **Legislative Services Section**

(City Councillor J. Bowman, Chair; City Councillor D. Whillans, Vice-Chair)

9.1. Staff Presentations

9.1.1. Staff Presentation re: Proposed Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms)

Presenter: Paul Morrison, Acting Commissioner, Legislative Services

(See Item 9.2.1)

To be distributed prior to the meeting

9.2. Reports

9.2.1. Staff Report re: Proposed Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms)

(See Item 9.1.1)

To be received

9.2.2. Staff Report re: Excessive Lighting (RM 50/2020)

To be received

9.2.3. Staff Report re: Residential Waste Storage (RM 57/2020)

To be received

9.2.4. Staff Report re: Private Property Parking Enforcement Technology Fee

(See Item 7.1)

Recommendation

9.2.5. Staff Report re: 2020 Council / Committee Meeting Attendance Record

Recommendation

9.2.6. Staff Report re: Terms of Reference for the Procedure By-law Review Sub-committee

Recommendation

- 9.2.7. Staff Report re: Brampton Patio Program – All Wards

Recommendation

- 9.2.8. Staff Report re: Request for Budget Amendment – Lobbyist Registry Upgrade Solution

Recommendation

- 9.3. Other/New Business

- 9.3.1. Discussion Item at the request of Regional Councillor Dhillon, re: Business Licensing By-law 332-2013 and Driveway Paving Contractors.

- 9.4. Correspondence

- 9.5. Councillors Question Period

- 9.6. Public Question Period

5 Minute Limit (regarding any decision made under this section)

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10. Economic Development Section

(Regional Councillor M. Medeiros, Chair; Regional Councillor P. Vicente, Vice-Chair)

- 10.1. Staff Presentations

- 10.1.1. Staff Presentation re: Advanced Manufacturing Analysis with a Focus on Robotics and Automation

Presenter - Martin Bohl, Sector Manager, Economic Development

(See Item 10.2.1)

- 10.2. Reports

- 10.2.1. Staff Report re: Industry Report – Advanced Manufacturing Analysis with a Focus on Robotics and Automation

(See Item 10.1.1)

Recommendation

- 10.3. Other/New Business

- 10.3.1. Verbal Update from C. Barnett, Director, Economic Development, Planning Building and Economic Development, re: Toronto Global

- 10.4. Correspondence

- 10.5. Councillors Question Period

- 10.6. Public Question Period

5 Minute Limit (regarding any decision made under this section)

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11. **Corporate Services Section**

(City Councillor H. Singh, Chair; Regional Councillor R. Santos, Vice-Chair)

- 11.1. Staff Presentations

- 11.1.1. Staff Presentation re: City-wide Community Improvement Plan for Employment

Presenter: Mirella Palermo, Planner, Planning, Building & Economic Development

(See Item 11.2.5)

To be distributed prior to the meeting

- 11.2. Reports

- 11.2.1. Staff Report re: Project Update – Capital Project #211480 – 112 Time Absence Management & Scheduling Project

To be received

- 11.2.2. Staff Report re: Salary Administration Policy Semi-Annual Reporting (July 1 – December 31, 2020)

To be received

- 11.2.3. Staff Report re: Annual Statement of Remuneration and Expenses for 2020

Recommendation

- 11.2.4. Staff Report re: By-law to Establish Tax Ratios for 2021

Recommendation

- 11.2.5. Staff Report re: City-wide Community Improvement Plan Program for Employment (RM 11/2019)

(See Item 11.1.1)

Recommendation

Note: Appendix 3 will be distributed prior to the meeting

- 11.3. Other/New Business

- 11.3.1. Notice of Motion by Regional Councillor Santos, re: Building Improvement Grant - 249 Main Street North

WHEREAS Council at its meeting of September 12, 2018 approved a Façade Improvement Grant (File: FA18-003) and a Building Improvement Grant (File: BU18-004) in the amount of \$50,000 each for 249 Main Street North (Resolution PDC 108-2018).

AND WHEREAS, the proposed works involved the restoration and conservation of the building, which is a designated heritage resource and converting it to commercial uses.

AND WHEREAS, following the approval of the grant, the owner decided to use the building for residential purposes rather than commercial uses.

AND WHEREAS, the owner completed the works approved under the Façade Improvement Grant and Council at its meeting of April 8, 2020 directed Staff to pay the Façade Improvement Grant under application FA18-003 (Resolution C107-2020) notwithstanding the building being used for residential purposes because the completed works contribute to revitalizing Downtown Brampton by restoring a

designated heritage resource and would benefit the building if it were to be converted to a commercial use in the future.

AND WHEREAS, the owner has since advanced, but not completed, the works for the interior of the building.

AND WHEREAS, the works approved under the Building Improvement Grant would also contribute to the restoration of the designated heritage resource and would benefit the building if it were to be converted to a commercial use in the future.

AND WHEREAS, the Implementation Guidelines require that payment of grants only be made after work approved under a grant is completed to ensure that grant monies are used for the works, and it is important to maintain that intent.

IT IS THEREFORE RESOLVED that Staff be directed to proceed with the payment of the Building Improvement Grant under application BU18-004 upon the completion of the works to restore the interior of the building, which can be paid out in two installments with the first being for a maximum of \$30,000 upon completion of the work to the foundation of the building, following the standard requirements contained in the Building Improvement Grant Implementation Guidelines for the submission of invoices, inspections and other matters.

11.4. Correspondence

11.5. Councillors Question Period

11.6. Public Question Period

5 Minute Limit (regarding any decision made under this section)

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12. Public Works and Engineering Section

(Regional Councillor P. Vicente, Chair; Regional Councillor P. Fortini, Vice-Chair)

12.1. Staff Presentations

12.1.1. Staff Presentation re: Implementation of the Active Transportation Master Plan – 2020/2021 Annual Report

Presenter: Henrik Zbogor, Senior Manager, Transportation Planning

(See Items 7.4 and 12.2.1)

To be received

12.2. Reports

12.2.1. Staff Report re: Implementation of the Active Transportation Master Plan – 2020/2021 Annual Report (File HF.x)

(See Items 7.4 and 12.1.1)

To be received

12.2.2. Staff Report re: Traffic By-law 93-93 - Administrative Update (File I.AC)

Recommendation

12.2.3. Staff Report re: Traffic Calming Plan – Vodden Street West (Williams Parkway to Isabella Street), Royal Orchard Drive (Bovaird Drive West to Williams Parkway) and Centre Street North (Queen Street East to Williams Parkway - Wards 1 and 5

Recommendation

12.2.4. Staff Report re: Request to Begin Procurement Report – Supply and Delivery of Various Hardware, Safety and Industrial Supplies

Recommendation

12.3. Other/New Business

12.3.1. Minutes - Brampton Transit Advisory Committee - March 1, 2021

Note: The recommendations were previously approved by Council on March 24, 2021

To be received

12.3.2. Minutes - Brampton School Traffic Safety Council Minutes - March 4, 2021

To be approved

12.3.3. Discussion Item at the request of Regional Councillor Dhillon re: Street Parking in Countryside Village

Note: This item was **deferred** to this meeting pursuant to Recommendation CW131-2021 passed on March 10, 2021

- 12.3.4. Discussion Item at the request of Regional Councillor Dhillon, re: Snow Clearing Windrows

Note: This item was **deferred** to this meeting pursuant to Recommendation CW132-2021 passed on March 10, 2021

- 12.3.5. Discussion Item at the request of Regional Councillor Medeiros, re: Electrification of GO Station in Downtown Brampton

- 12.3.6. Notice of Motion by Regional Councillor Vicente, re: Zero Carbon Retrofit for South Fletcher's

WHEREAS City Council declared a Climate Emergency on June 5, 2019 for the purpose of aiming, framing, and deepening the City of Brampton's commitment to protect our ecosystems and community from climate change;

WHEREAS the City of Brampton aims to achieve a target of 80 percent greenhouse gas (GHG) reductions by 2050;

WHEREAS the City's Brampton Grow Green Master Plan calls for the development of a comprehensive energy management strategy and a GHG emissions reduction strategy for City buildings and facilities;

WHEREAS the City of Brampton released the corporate Energy and Emissions Management Plan 2019-2024: A Zero Carbon Transition that sets targets and pathways for GHG emissions reductions for City owned and managed facilities;

WHEREAS the City's recreation centres account for approximately 50 percent of GHG emissions produced by City owned and managed facilities;

WHEREAS the South Fletcher's Sportsplex has been identified as one of the City's top five GHG emitters;

WHEREAS the major building systems at South Fletcher's Sportsplex are at the end of their useful life;

THEREFORE BE IT RESOLVED THAT:

Staff report back on options for retrofitting South Fletcher's Sportsplex to become the City's first Zero Carbon facility.

- 12.4. Correspondence

- 12.5. Councillors Question Period

12.6. Public Question Period

5 Minute Limit (regarding any decision made under this section)

During the meeting, the public may submit questions regarding recommendations made at the meeting via email to the City Clerk at cityclerksoffice@brampton.ca, to be introduced during the Public Question Period section of the meeting.

13. **Referred Matters List**

Note: In accordance with the Procedure By-law and Council Resolution, the Referred Matters List will be published quarterly on a meeting agenda for reference and consideration. A copy of the current Referred Matters List for Council and its committees, including original and updated reporting dates, is publicly available on the City's website.

13.1. Referred Matters List - Q1 2021 Update

To be received

14. **Public Question Period**

15 Minute Limit (regarding any decision made at this meeting)

During the meeting, the public may submit questions regarding recommendations made at the meeting via email to the City Clerk at cityclerksoffice@brampton.ca, to be introduced during the Public Question Period section of the meeting.

15. **Closed Session**

Note: A separate package regarding these agenda items are distributed to Members of Council and senior staff only.

15.1. Open Meeting exception under Section 239 (2) (k) of the Municipal Act, 2001:

A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

16. **Adjournment**

Next Regular Meeting: Wednesday, April 14, 2021

Proposed Amendment to the User Fees By-law with regard to a Private Property Parking Enforcement Technology Fee

Pursuant to By-law 160-2004, as amended, take notice that at its meeting on Wednesday, March 31, 2021, at 9:30 a.m., Committee of Council will consider, among other items:

To amend the User Fee By-law 380-2003, as amended, specifically with regard to adding a user fee of \$890 to recover the cost of software licences that will allow private property parking officers to issue electronic tickets.

In consideration of the current COVID-19 public health orders restricting public gatherings and requirements for physical distancing between persons, in-person attendance at this Committee of Council meeting will be limited to Members of Council and essential City staff only, and the meeting will be convened as a virtual meeting, in accordance with the City's Procedure By-law. Persons wishing to participate through remote delegation must contact the City Clerk's Office to register and receive instructions to participate in a virtual meeting. Limited in-person public attendance at meetings may be permitted by pre-registration only (subject to occupancy limits) with the City Clerk's Office. It is strongly recommended that all persons continue to observe meetings online or participate remotely.

Members of the public may watch the meeting live from the City of Brampton website at: <https://www.brampton.ca/EN/City-Hall/meetings-agendas/Pages/Welcome.aspx> or <http://video.isilive.ca/brampton/live.html>

Written submissions related to this matter may be submitted via email to the City Clerk at cityclerksoffice@brampton.ca, by 4:30 p.m. on Tuesday, March 30, 2021. During the Committee of Council meeting, the public may submit questions regarding decisions made at the meeting via email to the City Clerk at cityclerksoffice@brampton.ca, to be introduced during the Public Question Period section of the meeting.

A copy of the related staff report as part of the meeting agenda will be available from the City's website www.brampton.ca, as of Friday, March 26, 2021.

In the event that Committee of Council chooses to refer or defer consideration of this matter, no further public notice will be given.

Dated: March 26, 2021.



P. Fay, City Clerk
2 Wellington St. W., Brampton, ON L6Y 4R2
905 874-2178 (voice), 905 874-2119 (fax),
cityclerksoffice@brampton.ca



Delegation Request

For Office Use Only:

Meeting Name:

Meeting Date:

Please complete this form for your request to delegate to Council or Committee on a matter where a decision of the Council may be required. Delegations at Council meetings are generally limited to agenda business published with the meeting agenda. Delegations at Committee meetings can relate to new business within the jurisdiction and authority of the City and/or Committee or agenda business published with the meeting agenda. **All delegations are limited to five (5) minutes.**

Attention: City Clerk's Office, City of Brampton, 2 Wellington Street West, Brampton ON L6Y 4R2

Email: cityclerksoffice@brampton.ca Telephone: (905) 874-2100 Fax: (905) 874-2119

Meeting: ☒ City Council ☐ Planning and Development Committee
☐ Committee of Council ☐ Other Committee:

Meeting Date Requested: March 31st 2021

Agenda Item (if applicable):

Name of Individual(s): Rob Meikle, Anthony Morrison, Carol Ogilvy

Position/Title:

Program Lead-Rob Meikle, Program Manager-Anthony Morrison

Organization/Person
being represented:

Kingdom House Christian Center, The Jewil Corporation

Full Address for Contact: 40 Holtby Avenue #3A Brampton, Ontario

Telephone: 905 459 5422

Email: tonym@thejewilproject.com

Subject Matter to be Discussed:	<u>Introduction of Cybersecurity Program Pilot in conjunction with the Peel District School Board</u>
Action Requested:	<u>Presentation</u>

A formal presentation will accompany my delegation: ☒ Yes ☐ No

Presentation format: ☐ PowerPoint File (.ppt) ☒ Adobe File or equivalent (.pdf)
☐ Picture File (.jpg) ☐ Video File (.avi, .mpg)

☐ Other:

Additional printed information/materials will be distributed with my delegation: ☐ Yes ☒ No ☐ Attached

Note: Delegates are requested to provide to the City Clerk's Office **well in advance of the meeting date:**

- (i) 25 copies of all background material and/or presentations for publication with the meeting agenda and /or distribution at the meeting, and
- (ii) the electronic file of the presentation to ensure compatibility with corporate equipment.

Submit by Email

Once this completed form is received by the City Clerk's Office, you will be contacted to confirm your placement on the appropriate meeting agenda.

Personal information on this form is collected under authority of the Municipal Act, SO 2001, c.25 and/or the Planning Act, R.S.O. 1990, c.P.13 and will be used in the preparation of the applicable council/committee agenda and will be attached to the agenda and publicly available at the meeting and on the City's website. Questions about the collection of personal information should be directed to the Deputy City Clerk, Council and Administrative Services, 2 Wellington Street West, Brampton, Ontario, L6Y 4R2, tel. 905-874-2115.



Request for Delegation

Attention: City Clerk's Office, City of Brampton, 2 Wellington Street West, Brampton ON L6Y 4R2
Email: cityclerksoffice@brampton.ca Telephone: (905) 874-2100 Fax: (905) 874-2119

Meeting: ☒ City Council ☐ Planning & Infrastructure Services Committee
☐ Corporate Svcs. Cmmtee ☐ Community & Public Services Committee
☐ Economic Dev. Committee ☐ Other: Committee of Council

Meeting Date Requested: March 31, 2021 Agenda Item (if applicable): COVID Operating Restrictions

Name of Individual(s): Michelle McCollum / Todd Letts
Position/Title: Chair, Brampton Board of Trade / CEO, Brampton Board of Trade
Organization/Person being Represented: Brampton Board of Trade
Full Address for Contact: Suite 101, 36 Queen Street E, Brampton, ON L6V 1A2

Telephone No. 905-451-1122 Email/ Fax No. tledds@bramptonbot.com

Subject Matter to be Discussed: Responsible Business Protocol: sharing information with Council regarding recent advocacy to Province of Ontario for COVID operating restriction reform. Please see attached correspondence - March 19, 2021 letter from Joint Chambers nad Boards of Trade to Premier Ford.

Action Requested: _____

Note: a delegation is limited to not more than five minutes. Attach additional page if required.

I am submitting a formal presentation to accompany my delegation: ☐ Yes ☒ No

I will require the following audio-visual equipment/software for my presentation:

☐ Computer Notebook ☐ DVD Player ☐ PowerPoint
☐ Other - please specify _____

Note: Delegates are requested to provide to the City Clerk's Office **well in advance of the meeting date:** (i) 25 copies of all background material and/or presentations for publication with the meeting agenda and/or distribution at the meeting, and (ii) for PowerPoint and other visual presentations, an electronic copy of the presentation (e.g., DVD, CD, .ppt file) to ensure compatibility with corporate equipment.

Once the above information is received by the City Clerk's Office, you will be contacted by a Legislative Coordinator **to confirm your placement on the appropriate agenda.**

Boards of Trade | Chambers of Commerce in Ontario

March 19, 2021

The Honourable Doug Ford
Premier of Ontario
Queen's Park,
Toronto, Ontario,
M7A 1A2

Dear Premier Ford,

Re: Reform of COVID-19 Operating Restrictions Framework: A Responsible Business Protocol

We appreciate the responsiveness of your government in combatting this pandemic and your understanding of the damaging toll it is taking on Ontario's business community. Forecasts of rising business bankruptcies, supplier, and bank delinquencies due to operating restrictions imposed by the current lockdown framework are alarming. Although we are optimistic about the vaccine rollout, our business communities also know that many months of safety protocols and operating restrictions are before us. Given the long-term forecast, now is the time to revisit and refine the regional operating restrictions framework to ensure it keeps Ontarians safe, builds business confidence and does not unduly harm our economy.

The current framework is often referred to as a blunt tool because of its geographic, rather than business-specific, approach. It also does not address what many public health units recognize as a bigger spread issue – community contact reduction. In January 2021, the Brampton Board of Trade recommended the creation of a " [Responsible Business Protocol](#)". This approach refines the current colour-code system, calls for better definitions of safe operating protocols by sector, and recommends adding a community contact reduction framework to better address pandemic spread. Most importantly, the recommended Responsible Business Protocol puts the onus on businesses to adhere to a common safe operating framework which allows them to remain open.

Led by the Peterborough and Thunder Bay Chambers of Commerce, several business communities throughout the province have reviewed and recommended this protocol. In essence, it is a solution that simplifies understanding of rules by sector, addresses community contact reduction and most importantly, minimizes damage to our economy while fighting the spread of COVID-19.

At the heart of the protocol is the understanding that compliance with safety standards is an integral part of running a business. It impacts every size and sector, from retail and restaurants to construction and manufacturing. The primary reason Ontario businesses are leaders in

workplace safety is to protect their employees and customers. Compliance with regulations that continue to evolve is taken seriously. Businesses are accustomed to having their ability to operate depend on their compliance with current safety standards.

Businesses in Ontario follow the Occupational Health and Safety Act closely or face penalties that can include jail time and fines. Businesses feel that it is fundamentally unfair that their operations are required to shut down or forced to significantly change their service model not because of their adherence to safety protocols, but because of the products they sell or the services they offer. This shuts down some businesses while allowing others to operate with very few restrictions.

Today, we are requesting that the Ontario government establish a Responsible Business Protocol that includes the following elements:

- 1) **A Safe Operating Framework (by business sector)** – The framework should advise business owners on operating guidelines for their establishment (restaurant/hair salon/gym, etc) in order to protect their staff and clients from COVID-19 exposure.
 - a. **Example/Idea:** In a barber shop, for example, our position is that regardless of how many chairs in the shop, consistent operating safety protocols (ie. spacing of chairs/plexi-dividers) can be established and all businesses would then be treated equitably. The issue of capacity at which they would be allowed to operate is guided by the Community Contact Reduction Framework described in point #2.

Once a safe operating framework has been established by Ontario for each sector, the safety measures for each business should not vary based on what product you sell, geographic area or establishment size etc. This framework differs from the current one in that Ontarians can take comfort in knowing that the key issue is not business safety, but community contact.

- 2) **A Community Contact Reduction Framework (based on regional virus spread).** As the cases rise in a particular region, the government should enforce reduction in community contacts. We know it is not the business itself that becomes less safe, it is the contact between community members that is less safe.

As such, we recommend that the new protocol establishes a framework that identifies how individual contacts must be reduced and would outline capacity restrictions, across the board, for public-facing businesses.

- a. **Example/Idea:** In the Green level, for example, all public facing businesses would operate at 100% customer capacity (because they are already implementing safe operating protocols as per point #1) **and** as the case level rises in that region,

capacity is reduced by 20% (for example, yellow = 80%, Orange = 60%, Red = 40%, Grey (current) = 25%). This allows more businesses to stay open and changes the message to the community.

Essentially the message to Ontarians is that these operating restrictions are about the community's actions to reduce their own contacts rather than the current messaging, which unfairly closes or restricts trade for small businesses.

The Responsible Business Protocol, together with a safe operating framework by sector and community contact reduction framework, fairly applied across the board (ie both at national big-box and local retail stores) is a much better way to combat COVID, build consumer and business confidence, and not unduly harm the economy.

We welcome an opportunity to discuss this matter further at your earliest convenience.

Sincerely,

Original Signed By:

Todd Letts, CEO, Brampton Board of Trade

Stuart Harrison, President & CEO, Greater Peterborough Chamber of Commerce

Charla Robinson, President, Thunder Bay Chamber of Commerce

Scott McCammon, President & CEO, Milton Chamber of Commerce

Paul Markle, Executive Director, Greater Barrie Chamber of Commerce

Sueling Ching, President & CEO, Ottawa Board of Trade

Debbi Nicholson, President & CEO, Greater Sudbury Chamber of Commerce

cc:

Rocco Rossi, President & CEO, Ontario Chamber of Commerce

Hon. Christine Elliott, Deputy Premier and Minister of Health

Hon. Monte McNaughton, Minister of Labour, Training and Skills Development

Hon. Prabmeet Sarkaria, Minister of Small Business and Red Tape Reduction

Hon. Vic Fedeli, Minister of Economic Development, Job Creation and Trade

Hon. Peter Bethlenfalvy, Minister of Finance and President of The Treasury Board

Hon. Michael Tibollo, Associate Minister of Mental Health and Addictions

Dr. David Williams, Chief Medical Officer of Health, Ontario



Request for Delegation

Attention: City Clerk's Office, City of Brampton, 2 Wellington Street West, Brampton ON L6Y 4R2
Email: cityclerksoffice@brampton.ca Telephone: (905) 874-2100 Fax: (905) 874-2119

Meeting: ☐ City Council ☐ Planning & Development Committee
☒ Committee of Council
☐ Other

Meeting Date Requested: MAR 31, 2021 Agenda Item (if applicable): ACTIVE TRANSPORTATION ANNUAL REPORT

Name of Individual(s): DAYLE LAING

Position/Title: COMMITTEE SECRETARY

Organization/Person being Represented: BIKE BRAMPTON

Full Address for Contact: BRAMPTON ON

Telephone No. _____ Email/ _____ Fax No. _____

Subject Matter to be Discussed: SUPPORT FOR AT ANNUAL REPORT. ENCOURAGEMENT FOR CITY TO OBTAIN FUNDING FROM NATIONAL CYCLING STRATEGY GRANT.

Action Requested: ☒

Note: a delegation is limited to not more than five minutes.

Attach additional page if required.

I am submitting a formal presentation to accompany my delegation: ☐ Yes ☐ No

I will require the following audio-visual equipment/software for my presentation:

- ☐ Computer Notebook ☐ DVD Player ☐ PowerPoint
☐ Other - please specify _____

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BikeBrampton re: Brampton AT Annual Report

Committee of Council

March 31, 2021

Streets are for People

- ▶ Brampton is a Green City
- ▶ Brampton is a Healthy and Safe City



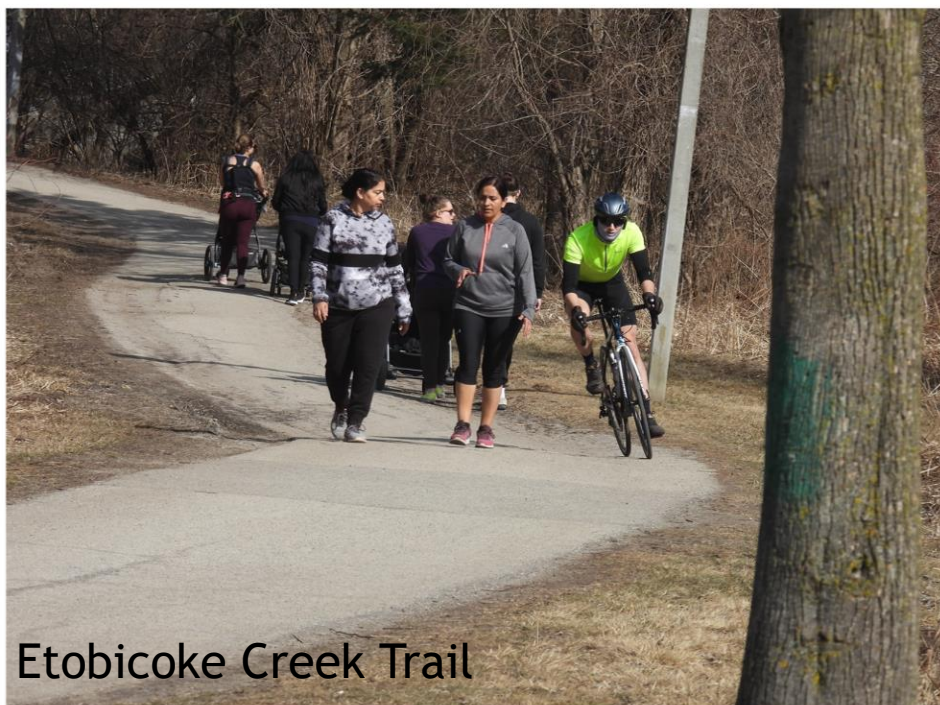
We support 2021 AT Plans



North Park Drive bike lanes

AT Infrastructure

- ▶ Sidewalks = pedestrians
- ▶ Multi-use paths = pedestrians & cyclists sharing... (?)
- ▶ Multi-use paths OVERCROWDED
- ▶ On-street infrastructure (bike lanes) NECESSARY TO MANAGE CAPACITY



Etobicoke Creek Trail



Vodden Street bike lanes

Build the Network: bike lanes, paths, curb depressions, traffic signals, green paint



Federal AT Infrastructure Funding

- ▶ National Cycling Strategy
- ▶ \$400 million over 5 years, nationally
- ▶ Brampton's 2040 Vision, Climate Emergency, ATMP
- ▶ 'Shovel-ready' projects



BikeBrampton supports the Staff Active Transportation Annual Report

We encourage City Council to endorse the recommendations for planned 2021 implementations.

Thank you



Minutes

Brampton Sports Hall of Fame Committee

The Corporation of the City of Brampton

Thursday, March 4, 2021

Members Present: Dean McLeod (Co-Chair)
Glenn McClelland (Co-Chair)
Carmen Araujo
Beth Cooper
Norman DaCosta
Don Doan
Ken Giles
Frank Juzenas
Dave Middaugh
Ziggy Musial
Randy Osei
Mohammad Shoaib
Ron Noonan
City Councillor J. Bowman
City Councillor D. Whillans

Members Absent: Bryan Steve Kerr

Staff Present: Edward Nickoloff, Rec Spvr, Sports & Comm Partner
Teri Bommer, Coordinator, Sport Liaison
Ashlyn Gladman, Events Specialist
Chandra Urquhart, Legislative Coordinator

1. **Call to Order**

The meeting was called to order at 7:05 p.m. and adjourned at 7:51 p.m.

2. **Approval of Agenda**

SHF004-2021

That the Agenda for the Brampton Sports Hall of Fame Committee meeting of March 4, 2021, be approved, as amended to add the following item:

8.3. Update at the request of Glenn McClelland, Vice Chair, re:
Brampton Sports Team

Carried

3. **Declarations of Interest under the Municipal Conflict of Interest Act**

Nil

4. **Previous Minutes**

4.1 Minutes - Brampton Sports Hall of Fame - February 4, 2021

The minutes were considered by Committee of Council on February 24, 2021 and pending approval by Council on March 3, 2021. The minutes are provided for Committee's information.

5. **Presentations\Delegations**

Nil

6. **Reports**

Nil

7. **Sub-Committees**

Nil

8. **Other/New Business**

8.1 Update by Ashlyn Gladman, Event Specialist, and Teri Bommer, Coordinator, Sport Liaison, re: 2021 Sports Hall of Fame Induction Event Format - Campaign Based Recognition Program

Teri Bommer, Coordinator, Sport Liaison, referenced the benchmarking analysis and questions forwarded to Committee requesting feedback input on the program. She advised that based on the feedback received, staff developed a campaign based recognition program to honor the Class of 2021 and noted that the program does not include a virtual event.

Ashlyn Gladman, Event Specialist, highlighted the proposal for the campaign based recognition program and advised that a comprehensive marketing community engagement plan will be developed that will include the following elements:

- Recognition of the milestones of inductees
- Extensive use of social media platforms available to the City
- Communication plan that will feature an inductee each week
- Plan to reach out to youth and community sports affiliated groups to assist with promotion of the program
- Announcement at a Council meeting
- Inductee videos that were previously recorded
- Items, such as, Sports Hall of Fame pin or ring, plaques and golf shirts

Committee discussion included in the following:

- Appropriateness of providing rings to the current inductees and options for presentation
- Whether the draft of the proposed plan for the campaign will be provided to Committee for review
- Timeliness for the campaign
- Format to provide information to inductees including the commemorative books

Staff provided clarification with respect to the issues raised in the discussion and advised that due to the time constraints approval of the high-level proposal as presented was required. The proposal will be forwarded to Strategic Communications staff to prepare a communication plan based on a budget that will be shared with Committee once completed.

The following motion was considered:

SHF005-2021

1. That the update by Ashlyn Gladman, Event Specialist, and Teri Bommer, Coordinator, Sport Liaison, to the Sports Hall of Fame Committee meeting of March 4, 2021, re: **2021 Sports Hall of Fame Induction Event Format - Campaign Based Recognition Program** be received; and,
2. That the communication based recognition program proposed by staff for the Sports Hall of Fame CLASS of 2021 this upcoming May 2021 be accepted.

Carried

8.2 Update by City Clerk's Office, re: Virtual Meeting Attendance by Ken Giles, Member - Pending Resignation

Chandra Urquhart, Legislative Coordinator, advised that further to discussions with the City Clerk, it was suggested that the matter be brought before the Citizen Appointments Committee for consideration since Mr. Giles no longer resides in Brampton and this is one of the requirements. She advised that a meeting will be scheduled in the next few weeks.

Councillor Jeff Bowman advised that he is a member of the Citizen Appointments Committee and he will ensure the matter was listed on the Citizen Advisory Committee agenda once scheduled.

Ms. Urquhart further noted that Committee will be kept updated on this matter. In the meantime, Mr. Giles may continue to attend the meetings virtually.

8.3 Update from Glenn McClelland, Co-Chair, re: Brampton Sports Team

Glenn McClelland, Co-Chair, expressed concerns regarding the number of Brampton Sports Teams that were leaving the City, such as, the Brampton Beast, and the recent announcement that the Brampton Excelsior LaCrosse team was sold and will also be leaving. He noted that the Brampton Battalion moved out of Brampton a few years ago.

Dean McLeod, Co-Chair, expressed his disappointment regarding the Brampton Excelsior's decision and advised efforts will be made to re-establish a major lacrosse team in Brampton.

Members Ken Giles and Frank Juzenas, provided information on various Brampton 2021 athletes and their accomplishments in sports such as, wrestling, basketball, soccer and football.

9. **Correspondence**

Nil

10. **Information Items**

Nil

11. **Question Period**

Nil

12. **Public Question Period**

Nil

13. **Closed Session**

Nil

14. **Adjournment**

The following motion was considered:

SHF006-2021

That Brampton Sports Hall of Fame Committee do now adjourn to meet again on April 1, 2021 at 7:00 p.m.

Carried

Glenn McClelland (Co-Chair)

Dean McLeod (Co-Chair)

February 12, 2021

Subject: Request for Support for Delivering Community Power

Dear Municipal Leaders,

In 2016, the Canadian Union of Postal Workers, with a coalition of allies, launched [Delivering Community Power](#) – a visionary program for Canada Post to confront climate change, promote better access to expanded services, bring financial inclusion to unbanked and underbanked communities, and address other social inequalities – all by making the most of our existing public postal service network.

Today, while progress has been made on many of the initiatives in the vision, the situation has become more urgent. Effects of climate change are deadly and are affecting nearly every part of society all around the world. The COVID-19 pandemic has revealed the need for a more equal, more resilient society that prioritizes the health of our most vulnerable neighbours and loved ones, *before* profit. We are relying more than ever on the internet to connect people and to do our business, but rural residents are getting second-class service.

The continuing decline of letters combined with a dramatic rise in parcels from e-commerce makes it plain to see: the postal service has to adapt to a new reality. This is a great opportunity to address multiple problems at once, with a valued public infrastructure that connects everyone in their own community.

Please consider proposing the attached resolution to have your municipality endorse the campaign for expanded services, financial viability, climate action, and – all through leveraging our public postal system. The time is now!

Thank you for your support!



Jan Simpson
National President
Canadian Union of Postal Workers

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SUPPORT DELIVERING COMMUNITY POWER

Whereas there is an urgent need for banking services among the unbanked or underbanked, given that thousands of villages and rural municipalities do not have a bank branch and more than 900 municipalities have expressed their support for postal banking;

Whereas thousands of Canadians do not have access to affordable high-speed Internet, and the federal government has long promised to bridge the rural broadband gap;

Whereas urgent action is needed to establish a robust network of electric vehicle charging stations;

Whereas to achieve carbon-neutral targets by 2050, Canada Post must greatly accelerate the electrification of its fleet;

Whereas the extensive network of post offices in our communities can provide a wide range of services as community hubs;

Whereas Canada Post's letter carriers and RSMCs can check-in on vulnerable residents to help keep us in our homes longer as we age;

Whereas Canada Post must play its part for a more equitable post-pandemic recovery;

Whereas “The Way Forward for Canada Post,” the report of the 2016 federal public review of the postal service, recommended that Canada Post expand services and adapt its services to the changing needs of the public;

Whereas the Canadian Union of Postal Workers has advanced *Delivering Community Power*, a vision of the post-carbon digital-age postal service that address the above needs and more;

Be it resolved that _____ endorse *Delivering Community Power*, and write to the Honourable Anita Anand, Minister for Public Services and Procurement, with its rationale and a copy of this resolution.

MAILING INFORMATION

Please send your resolution to: Anita Anand, Minister of Public Services and Procurement, Rm 18A1, 11 Laurier Street Phase III, Place du Portage, Gatineau, QC, K1A 0S5

Please send copies of your resolution to:

Jan Simpson, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3

Your Member of Parliament. You can get your MP's name, phone number and address by calling 1-800 463-6868 (at no charge) or going to the Parliament of Canada website: <https://www.ourcommons.ca/Members/en>

Please save this document using the name of your organization or municipality in the document's name.

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DELIVERING COMMUNITY POWER

**POSTAL SERVICE
AND THE
POST CARBON ECONOMY**

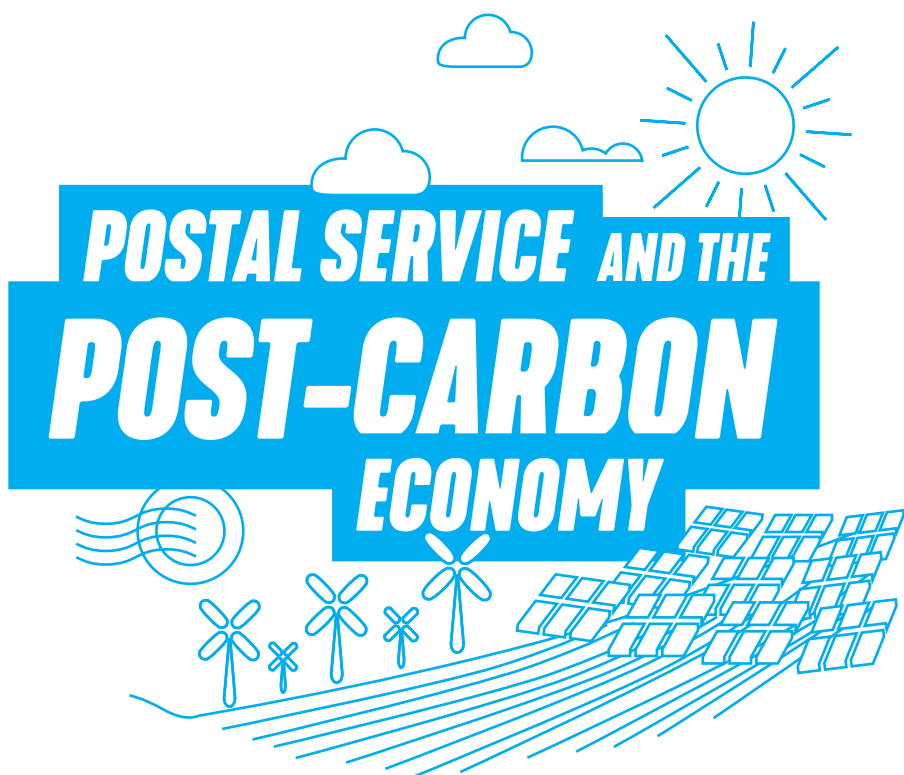
FOUNDING PARTNERS



COALITION MEMBERS



***DELIVERING
COMMUNITY
POWER***



We are at a crossroads. Our land, air and water are already feeling the effects of climate change. Economic inequality and precarious work are on the rise. Layoffs in fossil fuels extraction industries are leading to more economic uncertainty. Scientists tell us that, to prevent climate catastrophe, we must transition completely off fossil fuels in our lifetime.

Canada can run entirely on renewable electricity by 2035 and transition to a 100% clean economy by 2050. If that's what we want, we have to start now.

“We can sometimes feel overwhelmed by the sheer number of urgent and complex issues before us. What’s beautiful about Delivering Community Power is how it takes on economic, environmental and social issues at the same time. Our post offices can become centres of community care and economic development, while bringing emissions down — this is the kind of leap we need in Canada.”

NAOMI KLEIN



We have to make a *Just Transition* — one that takes care of the people and communities paying the price for waste and pollution, and that also improves everybody's economic and social circumstances.

THE POSTAL SYSTEM CAN DRIVE THIS TRANSITION.

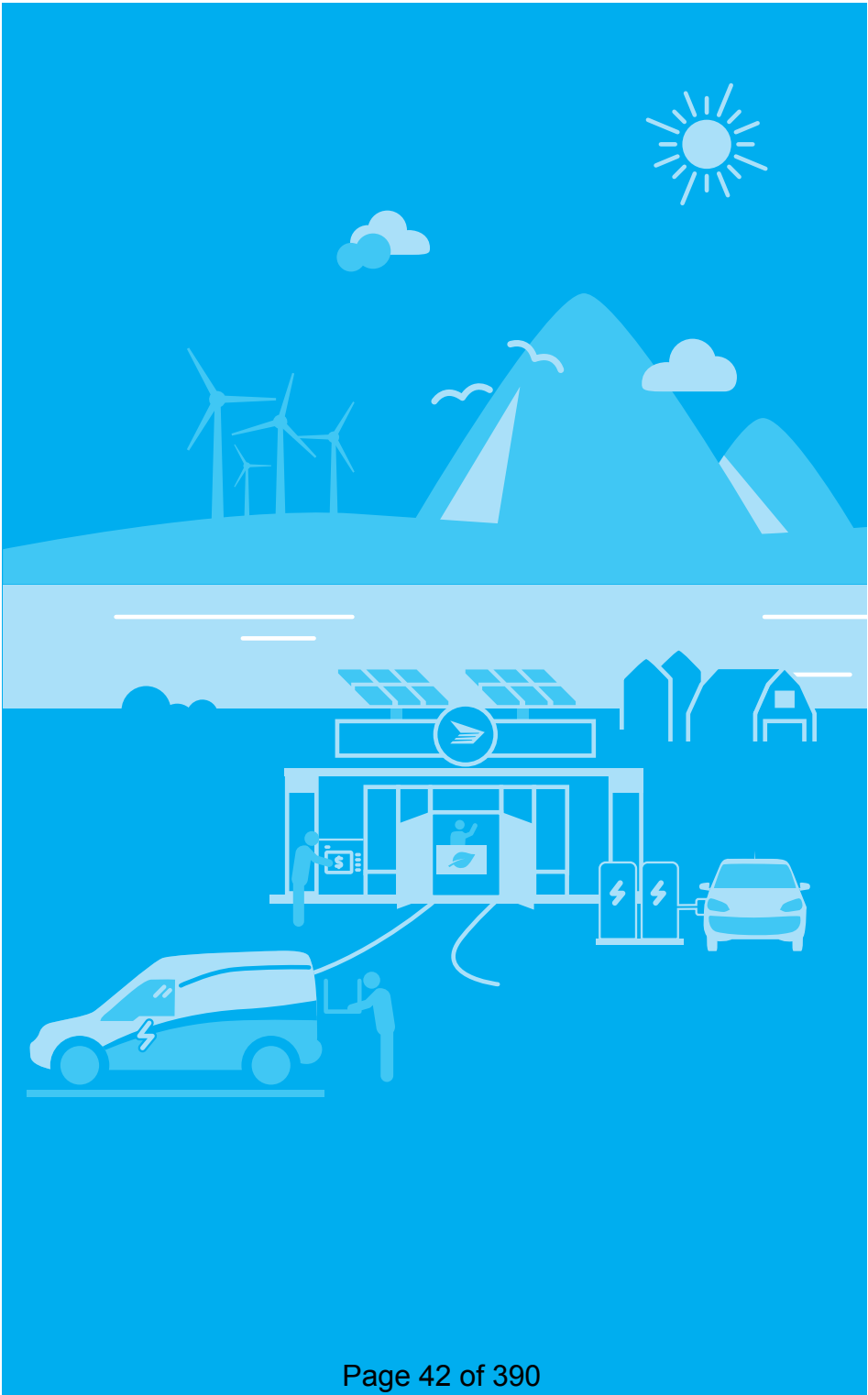
A just transition would create thousands of stable, well-paid jobs, help replace unsustainable fossil-fuel-based jobs, and support those who have suffered the negative impacts of polluting industries. We can reduce poverty and improve quality of life for people across the country. We can do all this while recognizing and respecting treaty and other rights of Indigenous peoples, and bringing better services to First Nations and the North. We can bring internet access, digital training and support to every corner of the country. And we can support our seniors and strengthen our communities in the process.

YES, WE'RE THINKING BIG. WE CAN'T AFFORD NOT TO.

A revitalized Canada Post can lead the way; read on to see how. If you want a renewable energy infrastructure, affordable banking and financial services, diversified delivery services including food, expanded elder care and a stronger local community and economy, join the Delivering Community Power campaign today.

JOIN THE CAMPAIGN

WWW.DELIVERINGCOMMUNITYPOWER.CA





REIMAGINING OUR POSTAL SERVICE

Many Canadians see Canada Post as a place to mail a care package, buy stamps, pick up online purchases, or buy the latest commemorative coin. Some consider the post office past its prime: the last decade has seen efforts to cut, devalue and undermine this self-sustaining public service. But the cuts have been fiercely resisted by people across the country, and we stopped the Harper-era cuts. It's time to think about growth and not just preservation.

What if our cherished national institution, with its vast physical infrastructure and millions of daily human interactions, could offer us more? What if the post office could play a central role in building our next economy — an economy that is more stable, more equal, and less polluting?

**It's a powerful vision but we will need support to make it happen.
*Will you join us?***

IMAGINE...

- Charging stations for electric vehicles at post offices
- A renewable energy postal fleet
- Postal banking that provides inclusive financial services, especially to those underserved by commercial banks, like in rural and many Indigenous communities
- Door-to-door mail carriers checking in on seniors and people with mobility issues, keeping more people in their own homes for longer
- Post offices as community hubs for digital access and social innovation, connecting communities and climate-friendly businesses to customers
- A consolidated last-mile delivery service that eases congestion in urban centres and reduces the environmental impact of our cities

We want a 100% renewable economy that addresses inequality, empowers us to make change, and improves our lives.

Our post office can deliver it.

Meet the 21st century post office

Mary is going to her rural post office in Tatamagouche, Nova Scotia, to mail a letter. Things have really changed over the past few years.

Outside, her neighbour's electric car is plugged into the post office's public charging station. Next to it, a rural mail carrier is loading food and other products into a new electric Canada Post delivery van. On the post office's roof are solar panels, and a wall display tracks how much power they're generating.

Stepping inside, Mary sees a poster for programs that make solar panels and energy-saving home retrofits available to everyone. As the clerk takes Mary's parcel at the counter, she explains that the post office is once again offering banking services, providing the community with accessible banking and helping local businesses grow and thrive.

A week later, Mary heads back to the post office to sign up for solar panels. There is a lot of activity at the post office today as a group of young students are using the free community space to network and brainstorm their ideas for the community, and sharing the space with a local artisan's pop-up retail kiosk.

On the way out, she's greeted by a postal worker who just completed his route, which included checking in with some of the local independent-living seniors and those with limited mobility.

He reminds Mary that there are more options now that the post office is helping make broadband internet available in the area, extending farther than the big for-profit telecoms are willing to go.





Canada Post's vast infrastructure and delivery network has the potential to become the hub of a green and social economy. Here's how we could do it:

- 1** Transition the Canada Post fleet to **100% renewable energy**. Canada Post has the largest public vehicle fleet in the country. Infrastructure funding and wise investment from Canada Post's profits could add to the nationwide electric vehicle charging network — supporting a general shift to low-carbon vehicles. Postal electric vehicles could use new charging stations at depots and post offices that would serve the general public too.
- 2** **Retrofit Canada Post** buildings for energy efficiency. This could create local jobs, support apprenticeships and help inspire communities to take further action on energy and resource conservation.
- 3** Offer financial services through the post office again. **Postal Banking** would diversify and stabilize Canada Post's revenues the way it has done for numerous postal services worldwide. And with some of that revenue, the postal bank could have a social service mandate: to offer a better alternative to payday loans, support local businesses, ensure financial access for people currently underserved by the banks.

“Meeting our climate commitments requires a bold vision, and public support for that vision. By working closely with communities, Canada Post could deliver green innovation in ways that address their concerns and meet their needs.”

DAVID SUZUKI

4

Expand door-to-door delivery services. **Door-to-door delivery** of parcels and lettermail by a single mail carrier reduces emissions, compared to every customer driving to pick up their mail.

5

Expand services to support seniors, people with disabilities, and others who need some support to live independently in their homes. Mail carriers, already the eyes and ears of their neighbourhoods, could check in on seniors, and connect residents to other public health and social services.

6

Turn post offices into **community and digital access hubs**. Local entrepreneurs can use the post office as a meeting space or pop-up shop to connect with customers, and the post office could also become a uniquely dependable showcase of local quality products. Post offices could help bring affordable internet access, and digital training and support to the 3.4 million Canadians who lack it. And in some communities the post office could be the place to use high-speed internet for those who don't have access at home.

We own the biggest
retail network in
the country.

*What will we do
with it?*

6,300
POST OFFICES



4,613
TIM HORTONS



Note: Some of these 6300 are full-service corporate-operated post offices, while some are franchises. All of them are contact points with people in the communities where they live and work. Combine this with the only delivery network that goes to everyone, and that's the scale of infrastructure we have to build on.

WHY CANADA POST?

What would you do if you owned...

- **The biggest chain of retail outlets in the country?**
- **A way to easily communicate and connect with every household from coast to coast to coast?**
- **A logistics network that can reach people and move materials to every corner of the world's second-largest country?**

We own it. Canada Post isn't just a mail and parcel delivery service; it's a powerful national logistics network that could address some of our most pressing challenges, such as:

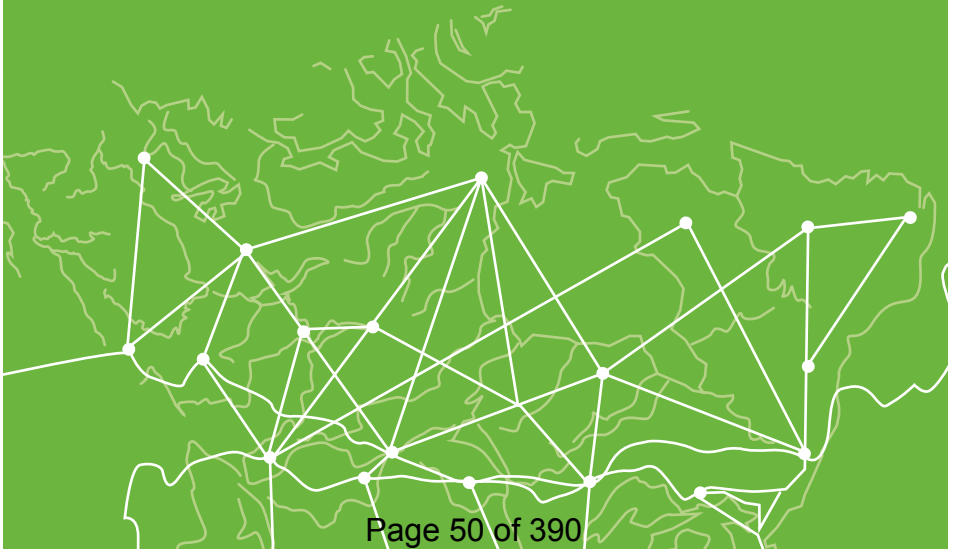
- **climate change**
- **supporting an aging population to live independently**
- **providing financial services to remote and low-income communities**
- **using revenues to help fund other public initiatives.**

And the Canada Post Act, which created the service, mandates the postal service to adapt to our communications needs as they change.

“Postal workers operate a network every day that connects everybody in the country with services that they rely on. We know our neighbours and our customers and we see their needs. The urgency for action on climate change is evident in our work. We’re proud of the service and we know its potential. We just need the support to make it a reality.”

JAN SIMPSON

CANADIAN UNION OF POSTAL WORKERS



For longer than Canada has been a country, Canada Post has provided the same world-class service to everyone in the country. By reinventing our post office as the engine of the next economy, we will connect people and communities into the next century.

As lettermail decreases and parcels rise with the explosion of e-commerce, Canada Post has to respond and adapt. We can make sure that the shift serves our real changing needs, and addresses climate change too. This is the moment!

Plus, some of these ideas would even help boost Canada Post's revenues or save costs — helping to keep the service financially self-sustaining.

LOGISTICS IN THE DIGITAL WORLD

The growth of the internet has had far-reaching changes on most people's lives. For Canada Post, it has led to a decline in the amount of letters delivered, but also an explosion of parcel deliveries due to online shopping. And there's the opportunity: as a cherished institution with unparalleled presence in communities large and small, the largest fleet and retail network of anyone, Canada Post could be the instrument to retool our society for a major environmental shift.

The explosion of parcels also means that in big cities worldwide, city streets are increasingly congested by deliveries. Too many different deliveries are being done by vehicles that aren't filled to capacity, adding to congestion and air pollution.

Canada Post should be used to the fullest by government to reduce traffic in major urban areas. Getting everything delivered with fewer vehicles must become a priority. Canada Post already delivers the "last mile" for many large parcel companies in many rural areas. The Belgian Post is pioneering a similar service in cities.

INSPIRED BY INNOVATIONS IN POSTAL SERVICES WORLDWIDE

The **United Kingdom, France, New Zealand, Brazil** and **Italy** all have successful postal banking services that assist rural, remote and low income communities while providing stable revenues for the postal service. **Russia, China** and **India** are now implementing postal banking.

Japan expanded postal worker service to provide assistance to seniors, deliver food, check in on those with limited mobility. And they offer insurance coverage.

Swiss Post combined public transportation with mail transport in rural areas. The Post also offers online payment processing for businesses.

The German postal service, **Deutsche Post**, is now manufacturing an electric delivery vehicle in three sizes. They developed their own custom vehicle, the Streetscooter, specifically to deliver mail and parcels.

Australia Post acts as an alternative to Paypal.

Poste Italiane provides e-commerce services for businesses.

The **French post office** has many similarities to Canada Post — fewer letters, and an increasing number of parcels. La Poste has risen to the challenge of a changing world through embarking on the provision of new services, all the while maintaining to-the-door, six-day-a-week delivery. The French postal bank is enormously profitable, earning profits before tax of 1.1 billion Euros in 2017. But it doesn't stop there, as La Poste has embarked on new services focused on the “silver economy” — such as checking in on seniors using delivery agents.



“In Germany, many municipalities now produce more power from renewable sources than they consume — creating 400,000 new jobs in the process. Widespread local participation was the key to making that transition happen. Canada Post and postal banking can help bring this same approach to Canada, speeding the transition to renewables in ways that directly benefit local communities.”

DR. HANS THIE
ADVISOR TO DIE LINKE

TADZIO MUELLER
ROSA LUXEMBURG FOUNDATION



Postal banking is relatively straightforward: like the big banks you're used to, post offices can provide everyday financial services like chequing and savings accounts, loans and insurance. In many countries, postal banks are also mandated to provide financial access for all citizens and to play a role in addressing social inequalities.

While hundreds of thousands of Canadians don't have bank accounts at all, Canada's six largest banks earned more than \$42 Billion in 2017. Access to banking is particularly limited for Indigenous communities; only 54 of 615 First Nations are served by local bank branches.

About 2 million people a year in Canada use payday lenders, which often charge interest rates of over 400%.

Every year, workers in Canada transfer billions of dollars in remittances overseas, but the cost of sending money can be as high as 20% on smaller amounts. These high rates hurt the people that depend upon them the most.

“Rural Canada needs better services, especially in over 1200 communities where we have a public post office and there are no banks or credit unions. For example, in Welshpool, New Brunswick, people have to take a ferry to the US and then cross back into Canada just to get to a bank! Why should rural residents have to travel for hours when they could just go to their Postmaster?”

BRENDA MCAULEY

NATIONAL PRESIDENT, CANADIAN POSTMASTERS AND ASSISTANTS ASSOCIATION

Postal banking could provide the financial services that everyone needs at affordable rates.

It could also be used to deliver government loans, grants and subsidies to boost renewable energy development and energy-saving retrofits. By offering banking services through its network of over 6000 postal outlets, Canada Post could overnight become the most accessible bank in the country.

WHAT WOULD POSTAL BANKING LOOK LIKE HERE?

- access to financial services for everyone including savings and loan, insurance, investments
- public-interest mandate for financial inclusion
- better rates on international remittances

“Renewable manufacturing production. Retrofitting. Better rural services. Assistance for seniors. When I look at this proposal, I see the potential for thousands of good jobs, in every community across the country. Let’s make it happen.”

DONALD LAFLEUR

EXECUTIVE VICE PRESIDENT, CANADIAN LABOUR CONGRESS



GREEN JOBS

Purchasing Canadian union-made electric cars and vans for the postal fleet could create jobs for auto workers and mechanics, boosting our manufacturing sector.

ELECTRIC VEHICLE INFRASTRUCTURE

Turning post offices into charging stations for electric cars would help build Canada's green infrastructure.

DIGITAL ACCESS

Post offices could become community internet providers in underserved areas, provide services like 3D printing, support for e-Government services like the census, and could provide connectivity through mobile devices as well.



FINANCING COMMUNITIES AND CLEAN ENERGY

Providing access to credit via a postal bank to those dependent on seasonal, precarious, or low-income work can stop predatory payday lenders, while communities could access one-stop support for clean energy grants, energy-efficient heating systems, green power generation and cost-saving retrofits.

SUPPORTING INDEPENDENT-LIVING SENIORS

In some locations in Canada as well as in France and Japan, postal workers check in on seniors and others who need support to live independently in their homes. We could roll out a national program to help connect Canada's aging population with healthcare and social services; deliver grocery orders; and bring peace of mind to their loved ones.

LOCAL BUSINESSES

Canada Post offices could connect innovative local businesses to customers and communities through the largest retail network in the country.

NATION-TO-NATION CONNECTIONS AND SERVICES

Indigenous peoples have been rising up as defenders of the land, fighting for a greater voice so as to guide us all on the path to our sustainable future. Canada Post began as a part of the colonial system — we have to recognize that as our starting point and acknowledge that Indigenous peoples have a right to reshape it and help determine its future role in connecting the peoples who live here.

Meanwhile postal and other services to First Nations, and many Métis and Inuit populations, are often lacking. Postal services themselves, which should serve all residents of this land evenly, are inconsistent, franchised out, and delivered differently in many indigenous communities. In the North, Canada Post has cut back service in many ways, including eliminating flat rate pre-paid shipping boxes, and even withdrawing services from some communities.

The federal government requires Canada Post to be financially self-sufficient, but this doesn't mean it couldn't make basic services a priority, using the postal network to promote health and equity for residents on reserves and in the North.

Canada Post used to operate the Food Mail program, which helped make healthy food more affordable in the North, but the program was replaced with Nutrition North, which subsidizes retailers instead and isn't getting reliable results. Bringing back an improved version of Food Mail could make a real difference in the health and food security of northern residents.

“Boom and bust resource extraction has polluted our communities and spoiled much of our lands. But Indigenous peoples are at the forefront fighting for alternatives. Jobs that don’t destroy our land and water. Affordable access to renewable energy, banking services and secure healthy local food. This proposal will make a difference in First Nations and rural communities across the country.”

CLAYTON THOMAS-MULLER

STOP IT AT THE SOURCE CAMPAIGNER, 350.ORG

Payday loans and predatory credit services take advantage of vulnerable populations, disproportionately hurting Indigenous people. Postal banking, with a mandate for financial inclusion for all, could address financial problems for many vulnerable people instead of leaving them to rely on the for-profit legal loan sharks, trapped in a cycle of debt.

Canada Post’s workforce still under-represents the Indigenous population. CUPW is working to push Canada Post to adopt more inclusive hiring practices. The Delivering Community Power vision cannot be complete until access to jobs is equitable and the systemic racism and suppression of traditional teachings is addressed. We’ll need everyone’s wisdom to make this happen.



We know this is an ambitious package of proposals.

With the will and energy, we could start on a few parts of the vision right away:

- **public-access EV charging stations**
- **green building retrofits**
- **promoting post offices as community hubs that are responsive to community needs**
- **senior check-in**
- **grocery delivery**

... others within a year or two:

- electric vehicle fleet transformation, supporting canadian auto plants in producing EVs
- postal banking
- consolidated last-mile delivery
- bring back the Food Mail program
- review and improve services to First Nations and Inuit communities
- rural and remote high-speed internet access

... then one day:

- overhauled food distribution network
- carbon-free, renewable and self-sufficient energy network for the postal system

WHAT POSTAL WORKERS ARE DOING TO REALIZE THIS VISION

- We are building political will for change — bringing together more and more allies, municipalities, and activists to endorse the Delivering Community Power vision
- We walk the walk. CUPW has audited its own environmental footprint and identified areas to mitigate it in its buildings, its transportation, and other operations. We are ready to lead by example.
- CUPW has included the ideas in this document — postal banking, electric fleet transformation, building retrofits, and the rest — as demands in negotiations with Canada Post, putting the vision right at the heart of the union's work.
- CPAA is mobilizing with rural residents in our communities to keep rural post offices open and fight the reduction of services.
- CPAA is vigorously campaigning for postal banking and raising awareness among Postmasters, Assistants, and rural communities.
- We're working on tools for postal workers to work with local Canada Post management to pursue these ideas in their own workplaces. Direct collective action in communities helps build the political will to make a large-scale transformation. Postal workers are trying to create joint environmental committees in the workplace.

WHAT IS A JOINT ENVIRONMENTAL COMMITTEE?

Joint environmental committees are a forum where workers and employers come together to analyse the environmental impact of a workplace. They then map out solutions based on the knowledge and skills of the people who know the workplace best - the workers who do the job everyday. Workers identify areas where work practices can be modified to reduce emissions, providing bottom-up solutions instead of attempted top-down solutions. In Europe, many unions have lengthy experience and successes with joint environmental committees. Autoworkers in Canada are working with the model. It's time for Canada Post to use the expertise of postal workers to make meaningful reductions in emissions.

Delivering Community Power is a bold vision for the future we want. To make it a reality, we need people across the country to let the government know it's time to act.

WHAT YOU CAN DO:

1

Join us. Visit www.DeliveringCommunityPower.ca to join the call for Canada Post to Deliver Community Power.

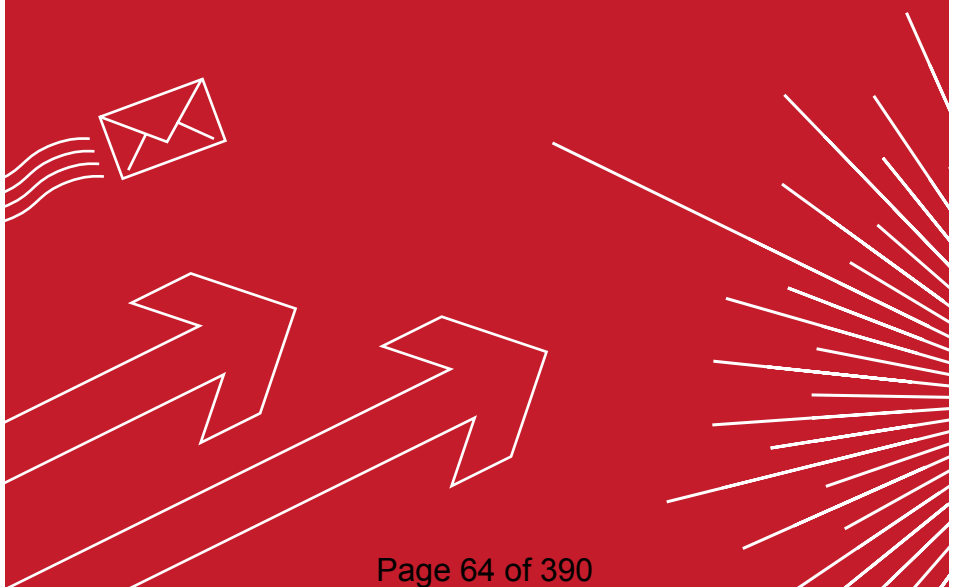
2

Bring the campaign to your community!

- Join or host a local event
- Collect petition signatures & show your MP that it's what voters want
- Request free copies of this booklet to share with friends, family, co-workers

3

Support your postal workers in their negotiations with Canada Post — they've put these proposals on the bargaining table!



FOUNDED BY:
DELIVERINGCOMMUNITYPOWER.CA
CUPW.CA | PUBLICSERVICES.CA | LEAPMANIFESTO.ORG
CPAA-ACMPA.CA | ACORNCANADA.ORG

CUPE-SCFP 1979



AUTHORIZED BY THE OFFICIAL AGENT FOR THE CANADIAN UNION OF POSTAL WORKERS.

JULY 2019 EDITION

Just Imagine...

- a renewable-powered postal fleet that delivers mail, parcels, groceries, and more
- a minimized carbon footprint for a network that reaches all of us every day
- an expanded role for door-to-door mail carriers that strengthens the social fabric of your community
- post offices as hubs for green innovation and community connections, connecting local services with customers, and helping fill the rural broadband service gap
- postal banking, providing financial services that are here to stay in small towns, and financial inclusion for marginalized urban communities
- Canada Post leading the green energy transition

We must move now toward a renewable and sustainable economy that addresses social inequality, respects worker democracy, and delivers the goods and services we need.

The post office can deliver it.

DELIVERINGCOMMUNITYPOWER.CA

From: Ontario Recreation Facilities Association Inc. <orfa@orfa.com>
Sent: 2021/03/19 12:49 PM
To: Fay, Peter <Peter.Fay@brampton.ca>
Subject: [EXTERNAL]Open Letter to ORFA Members and Industry Employers

Dear Peter Fay,



On behalf of Ca (ORFA), I would be added as correspondence to the next Mayor and Council agenda for awareness.

As we are all aware, the COVID-19 pandemic has created unprecedented challenges for all communities and has required a flexible and responsive approach. Over the past year, we have witnessed the vital role that recreation facility professionals, and recreation infrastructure (indoor and outdoor), play in our communities. While following public health guidance, providing even limited access to recreation has allowed our community residents to stay connected, support their physical and mental health, and hopefully encourages them to view a more positive, post-pandemic future.

Thank you for your consideration of this request.

Best wishes,

John Milton

Chief Administrative Officer

OPEN Letter to ORFA Members and Industry Employers

Dear Colleagues,

OPEN Letter to ORFA Members and Industry Employers

Dear Colleagues,

As we are aware, the pandemic has created unprecedented challenges for all communities and has required a flexible and responsive approach. Over the past year, we have witnessed the vital role that recreation facility professionals, and recreation infrastructure (indoor and outdoor), play in our communities. While following public health guidance, providing even limited access to recreation has allowed our community residents to stay connected, support their physical and mental health, and hopefully encourages them to view a more positive, post-pandemic future.

You, and your team members, are the reason why great community recreation exists. I hope you will join me in recognizing the recreation facility professionals within your organization and thank them for their commitment and resilience to ensuring safe and enjoyable recreational activities and spaces.

As a member of the Ontario Recreation Facilities Association (ORFA), we continue to support you in your operation and management of your community assets. Since last summer, ORFA has provided its members with timely, current and relevant pandemic-related information. In addition to ORFA's weekly e-news sent to all members, we encourage you to visit www.orfa.com to access other membership benefits, including:

- *COVID-19 Updates and Toolbox including Recreation Facility COVID-19 Re-entering and Reopening Guiding Principles and Best Practices*
- *Events: online self-study and virtual*
- *Professional designations*
- *Facility Forum magazine (print and digital)*
- *Resource Centre (podcasts, webinars, best practice guidelines, discussion board)*
- *Careers (job postings)*

Recreation facility professionals, through education, workplace-specific training, and professional certification, have the requisite skills, enhanced knowledge and empowered attitude to better operate and manage infrastructure in support of safe facilities. Your ORFA membership allows you to invest in yourself, your staff, and your profession.

I wish to close by thanking our 7,000-plus members for providing critically important frontline and management services to our communities and for their support of corporate, municipal, provincial and federal directives that align in keeping your communities as safe as possible.

The ORFA is here to help. Please reach out to us at anytime!

Sincerely,



*Cathy Seguin, President
Ontario Recreation Facilities Association Inc.*

orfa.com

Ontario Recreation Facilities Association Inc.
1 Concorde Gate, Suite 102, Toronto Ontario, Canada M3C 3N6
Tel.416-426-7062 [Email ORFA](#)

[UNSUBSCRIBE](#)

Date: 2021-03-03

Subject: **Proposed Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms) Information Report**

Contact: Paul Morrison, Acting Commissioner, Legislative Services
905-458-3424x63201, paul.morrison@brampton.ca

Report Number: Legislative Services-2021-305

Recommendations:

1. That the report titled: **Proposed Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms)**, to the Committee of Council meeting of March 31, 2021, be received.

Overview:

- On February 16, 2021, the Federal Government introduced *Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms)* ("Bill C-21") in the House of Commons, currently in second reading.
- Under the proposed amendments to the *Firearms Act*, municipalities would be able to pass a by-law to prohibit storage and restrict transport of federally licensed handguns within their municipal boundaries. The Federal Government would in turn create conditions attached to individual firearms licence as compliance criteria.
- Non-compliance with these conditions would result in a maximum penalty of two years imprisonment and possible revocation of a firearms licence or a registration certificate.
- Bill C-21 also proposes to increase the maximum penalty for firearms trafficking, smuggling and other firearms offences (e.g., possession of a loaded prohibited or restricted firearm or possession of a weapon obtained by the commission of an offence) from 10 to 14 years imprisonment.

Background:

On February 16, 2021, the Federal Government introduced [Bill C-21, An Act to amend certain Acts and to make certain consequential amendments \(firearms\)](#) (“Bill C-21”) in the House of Commons, currently in second reading. The omnibus bill contains proposed amendments to four different statutes, including the *Criminal Code*, the *Firearms Act*, the *Nuclear Safety and Control Act* and the *Immigration and Refugee Protection Act*.

At the February 24, 2021 Committee of Council meeting, Committee requested staff to report back on the ability of municipalities to ban handguns in their jurisdictions, and to include information on key timelines and considerations, legally owned handguns versus illegal handguns, and the number of illegal guns that come over the border.

This report provides an overview of the proposed legislative changes on municipal handgun ban provisions, gun trafficking penalties and status of the legislative process.

Current Situation:

Firearms Licensing and Regulation

All firearms in Canada are regulated by the *Firearms Act* and Part III of the *Criminal Code of Canada*. The Canadian Firearms Program (CFP) is a federal government program within the Royal Canadian Mounted Police (RCMP) that oversees firearms licences and regulations.

In Canada, an individual must possess a valid firearms licence to be authorized to acquire, use, or own a firearm, as well as to acquire ammunition. A registration certificate identifies a firearm and links the firearm to its owner.

The 2019 Commissioner of Firearms Report stated that:

- 2,219,344 individuals were licensed across Canada, which includes both Possession and Acquisition Licence (PAL) holders and individuals who hold a Minor’s Licence; and
- 1,235,914 restricted or prohibited firearms were registered to individuals or businesses in Canada.

In Ontario, there were 628,714 individual firearms licences issued (Table 1) and 473,765 restricted or prohibited firearms registered, as of December 31, 2019 (Table 2). The report did not identify firearms licensing and registration by municipality.

Table 1: Individual firearms licences by type in Canada and Ontario

Jurisdiction	PAL	Minor's Licence	Total
Canada	2,209,906	9,438	2,219,344
Ontario	624,939	3,775	628,714

Table 2: Firearms registered to individuals or businesses by class in Canada and Ontario

Jurisdiction	Restricted	Prohibited	Total
Canada	1,057,418	178,496	1,235,914
Ontario	401,319	72,446	473,765

2019 Commissioner of Firearms Report is available online at <https://www.rcmp-grc.gc.ca/en/firearms/2019-commissioner-firearms-report>

Bill C-21

Enabling Municipalities to Pass a Handgun By-law

Section 119 of the Municipal Act, 2001, enables municipalities to enact by-laws related to the discharge of firearms:

Discharge of weapons

- 119 Without limiting sections 9, 10 and 11, a local municipality may, for the purpose of public safety, prohibit or regulate the discharge of guns or other firearms, air-guns, spring-guns, cross-bows, long-bows or any other weapon. 2001, c. 25, s. 119; 2006, c. 32, Sched. A, s. 60.

The City currently has two by-laws associated with firearms:

- 1) **Discharge of Firearm By-law 93-2005** regulates and prohibits the discharge of firearms within the City of Brampton. (<https://www.brampton.ca/EN/City-Hall/Bylaws/Archive/093-2005.pdf>)
- 2) **Replica of Firearm By-law 48-92** prohibits the manufacture, display, marketing for sale or sale of a replica of a firearm in the City of Brampton (<https://www.brampton.ca/EN/City-Hall/Bylaws/All%20Bylaws/firearm-replica.pdf>)

According to the proposed amendments to the *Firearms Act* outlined in Bill C-21, the federal government would create conditions on an individual's federal firearms licence ("licence") to restrict handgun storage and transport in the municipalities that pass by-laws to these effects.

Any municipality would have the ability to pass a by-law that:

- Prohibits storage at home (i.e. licenced handguns must be stored at a licensed business that is authorized to store prohibited firearms or restricted firearms);
- Prohibits storage anywhere within municipal boundaries; and
- Restricts transport only to or from a place where a peace officer, firearms officer or chief firearms officer is located, to a port of exit in order to take it outside Canada, or from a port of entry in order to bring it inside Canada.

After the by-law is passed, the municipality would be required to notify and provide a copy of the by-law to the federal Minister. A list of municipalities with such a by-law would be maintained by the Commissioner of Firearms and be made available to the public.

Licence holders who reside and/or store handguns in the municipality with such a by-law would be notified by the Registrar of Firearms and be given 180 days to comply with these conditions.

Failure to comply would carry a maximum penalty of two years imprisonment and possible revocation of a firearms licence or a registration certificate.

However, such conditions would not apply to a handgun:

- a) that has been declared by an individual who holds a licence authorizing the individual to possess the handgun to be necessary for their training for a prescribed sporting competition;
- b) for which an individual holds an authorization to carry; or
- c) in the prescribed circumstances or for a prescribed purpose (yet to be defined).

It is important to note that passing of a handgun ban by-law in the municipality would create conditions attached to an individual's federal firearms licence. Enforcement of the by-law and compliance to licence conditions are outside of municipal jurisdiction. In addition, the by-law would not address banning of illegal handguns in the City as the proposed amendments in Bill C-21 pertains to the *Firearms Act*, which deals with legal firearms. Matters on legalization of handguns and illegal gun offences are best spoken to by the appropriate authorities, namely RCMP and/or Peel Regional Police.

It is also not clear at this time what role, if any, the Province will play in this matter since municipal jurisdiction and authority is derived from provincial statute and regulation. This will need to be explored further as more information becomes available regarding the proposed federal legislation and the municipal jurisdiction to enact a by-law enabling or prohibiting licenced handgun storage and/or transportation.

Increasing Maximum Penalties for Gun-related Offences

In an effort to deter individuals committing gun-related crime, Bill C-21 proposes amendments to the *Criminal Code* that would increase the maximum imprisonment from 10 to 14 years for the following gun-related offences:

- a) Possession of prohibited or restricted firearm with ammunition
- b) Possession of weapon obtained by commission of offence
- c) Firearm trafficking
- d) Possession for purpose of firearm trafficking
- e) Unauthorized import and export of firearms

Timeline

Bill C-21 is currently in second reading, open for debate at the House of Commons. Changes and amendments may be adopted along the various stages of the legislative process. Staff do not have sufficient information at this point to provide a timeline on when Bill C-21 will come into force. Staff will continue to monitor the legislation and provide updates to Committee as appropriate.

If, or when, the Bill becomes law, and an opportunity may exist for a municipality to take action, Council may wish to consider public consultation as part of its deliberative process to consider passing such a by-law as enabled by this legislation.

Corporate Implications:

Financial Implications:

There are no financial implications resulting from this report.

Other Implications:

There are no other implications resulting from this report.

Term of Council Priorities:

This report achieves the Term of Council Priority of Brampton as a Healthy and Safe City by providing information on the proposed amendments to various federal legislations in an effort to combat gun violence.

Conclusion:

Bill C-21, currently in second reading, proposes changes and amendments to the *Criminal Code*, the *Firearms Act*, the *Nuclear Safety and Control Act* and the *Immigration and Refugee Protection Act*. Potential provisions would enable

municipalities to create handgun ban by-law within their jurisdictions to prohibit storage and restrict transport. Such conditions would be attached to individual federal firearms licence. In addition, this legislation proposes changes to the maximum penalties from 10 years to 14 years for various gun-related offences in an effort to deter individuals from committing these illegal activities. Staff will continue to monitor the legislation and provide updates to Committee as appropriate.

Authored by:

Reviewed by:

Esther Yan
Advisor, Special Projects

Peter Fay
City Clerk

Approved by:

Submitted by:

Paul Morrison
Acting Commissioner, Legislative Services

David Barrick
Chief Administrative Officer

Date: 2021-02-10

Subject: Excessive Lighting

Contact: John Avbar, Manager, Property Standards, Legislative Services, 905.458.3056

Report Number: Legislative Services-2021-271

Recommendations:

That the report titled **Excessive Lighting** to the Committee of Council meeting of March 31, 2021, be received.

Overview:

- Council directed staff to report on the enforcement of excessive exterior lighting on residential properties
- This report includes details of the enforcement process and benchmarking with similar municipalities
- Actual levels of brightness and light intrusion are not formally measured to determine a violation
- Determining excessive lighting is subjective and gathers varying opinions
- Improperly directed lighting is regulated and enforced within the Property Standards By-law using a consistent approach

Background:

At the Committee of Council meeting on September 9, 2020, staff were asked to report-back to Committee on extensive exterior lighting.

The City of Brampton's Property Standards By-law 104-96 as amended does regulate outdoor lighting. Section 20 of the By-law states, "Outdoor lighting shall be of a low level, low intensity nature; directed in a manner which will minimize glare and the undue intrusion of light on abutting properties, dwellings, and streets. While the by-law section is subjective, past investigations have shown that there is no "one size fits all" application of the by-law due to variable building types, including residential two story detached, bungalows, semi-detached, townhomes, as well as commercial, industrial, and institutional properties. There are also varying lot sizes and setbacks, as well as accessory structures, which may affect the exterior lighting characteristics. There are also various types of lighting and light intensity, which an officer considers when investigating a lighting complaint. People's individual tolerances and opinions of what should be acceptable are not consistent, which resulted in 31 residential involved lighting complaints in 2020.

Current Situation:

Upon receiving a complaint, a Property Standards officer will attend the subject property to investigate. Based on the subjective nature of the applicable by-law section, an officer will use a two-point threshold to ascertain if the property is in violation. The first question is for the officer to determine if the lights and their intensity are designed and intended for residential use. For example, did a residential homebuilder or contractor install them as part of a residential upgrade, or by a homeowner as a "do it yourself" kit purchased from a hardware store who installed the lights themselves? Secondly, the officer will determine if the lights in question are being directed onto their own property. To some degree, all lights cause some spillage and illuminate an adjacent property in a residential neighbourhood, particularly omnidirectional coach lights, which are commonly installed near doorways and garage doors. Because of the various types of residential based lighting, most complaints from the public are easily addressed with minor modifications. For example, security floodlights activated by motion sensors tend to be extremely bright; however, the most common complaint for floodlights is that they are aimed too high and directed over fence lines and into adjacent yards. A simple request by Enforcement staff rectifies the problem and satisfies the complainant.

In review of other municipal by-laws pertaining to lighting, the City of Mississauga has drafted the most extensive by-law. Their Nuisance Lighting By-law 0260-2012 provides

regulations and prohibitions of various types of lighting, which deem violations as a public nuisance. For greater clarity, the by-law lists temporary and general exemptions to the by-law; however, there is no definitive measurement of the quantity of light, intensity of light, or type of light, which may trespass on the adjacent properties. Essentially, the interpretation of both quantity and type is subjective and determined by the officer, similar to the process in Brampton.

- **City of Mississauga**

Nuisance Lighting By-Law section 4(4.1) (c) states:

No direct lighting or indirect lighting shall be used so that an unusual quantity or type of light creates a glare or light trespass upon the land of others so as to be or to cause a Nuisance to the public generally or to others residing or carrying on a business or trade in the vicinity.

- **City of Vaughan**

Property Standards By-law 231-2011 specifically prohibits lighting fixtures from directing light directly onto abutting properties.

Section 5.7 of The Property Standards By-Law 231-2011 states:

Exterior lighting fixtures shall be directed in a manner as to prevent the light source from shining directly onto abutting properties

- **Town of Caledon**

Section 14 of the Town of Caledon Minimum Maintenance By-Law (Property Standards By-Law) states: *Exterior lighting fixtures shall be installed and maintained so as to prevent the light source from shining directly into a neighbouring dwelling unit or increasing the light intensity on any adjacent roads so as to create an unsafe condition.*

- **City of Toronto**

Toronto Municipal Code Chapter 629 (Property Standards) Section 17 states: *(A property that) because of its use, occupancy or other reasons, creates a nuisance to other properties in the neighbourhood shall be buffered from these properties so as to minimize the effect of the nuisance by the provision and maintenance of:*

A barrier or deflectors to prevent lighting and vehicle headlights from shining directly into a dwelling unit.

As the benchmarking identifies, and similar to Brampton's by-law, each of the four municipalities' by-laws specifically prohibits direct light intrusion onto adjacent or abutting properties, and in two cases, directly into a dwelling unit. The purpose of these by-laws is to somewhat regulate the direction of light, but does not take into consideration specifically excessive lighting or environmental impact.

Investigations into previous requests for service to the Enforcement Division have revealed several examples of why property owners have determined a need for additional exterior illumination. While many consider the installation of soffit lighting to be a simple vanity project, the idea of creating safety and security around a house is a common example of why property owners want the additional lighting. *Crime Prevention Through Environmental Design (CPTED)*, is promoted by various police services and other agencies around the world, including Peel Regional Police. Lighting is a part of one of the four CPTED principals, namely “natural surveillance,” which shows that lighting is a factor in deterring crime. Additionally, property owners will install additional lighting to provide safe passage for tenants, to and from second units, which often have side yard or rear yard access points, at or below grade. To date, the City has just under 7000 legal registered second units and the number continues to increase daily.

Corporate Implications:

Financial Implications:

There are no financial implications with this report.

Other Implications:

Nil

Term of Council Priorities:

This report supports the 2018-2022 Council Priority of a **Well Run City**, by ensuring the residents of Brampton have an opportunity to have potentially excessive lighting concerns reviewed, and a consistent approach of enforcement.

Conclusion:

Requests for investigations into residential lighting complaints are very limited over the course of any given year. By-laws found in neighbouring jurisdictions do not provide any substantial protections for their residents than those provided in the City of Brampton. All require a subjective review by a City staff member in assessing the potential violation, and none use a specific, calculable measure of light intrusion or level of brightness. Enforcement staff are very cognizant of resident’s concerns about excessive lighting and have to weigh the rights of a property owner who chooses to utilize lighting for their own reasons versus the impact the lighting has on the neighbours. Enforcement Officers are not experts in exterior illumination and apply the

two-point threshold to ensure consistency and fairness to all residents when applying the law.

Authored by:

Reviewed by:

John Avbar, Manager, Property
Standards

Paul Morrison, Director, Enforcement and By-
law Services

Approved by:

Submitted by:

Paul Morrison, Acting Commissioner,
Legislative Services

David Barrick, Chief Administrative Officer

Attachments:

Appendix 1 – photograph of residential soffit lights directed downwards

Appendix 2 – photograph of side-yard soffit lights directed downwards

Appendix 3 - photograph of security light being directed horizontally across the street

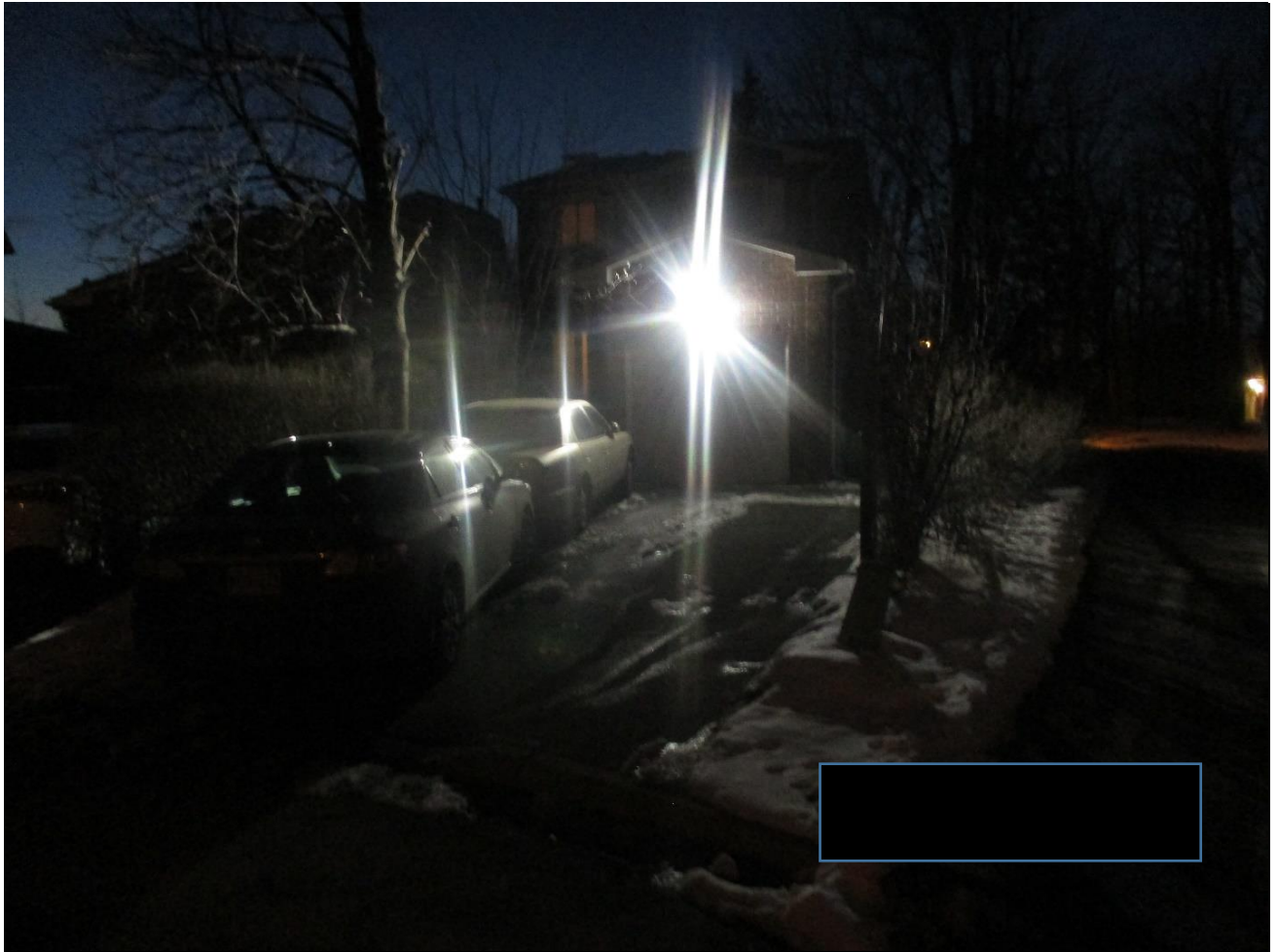
Appendix 1



Appendix 2



Appendix 3



Date: 2021-01-07

Subject: Residential Waste Storage

Contact: John Avbar, Manager, Property Standards, Legislative Services, 905.458.3056

Report Number: Legislative Services-2021-272

Recommendations:

That the report titled **Residential Waste Storage** to the Committee of Council meeting of March 31, 2021, be received.

Overview:

- At the Committee of Council Meeting on September 23, 2020, Council directed staff to report back regarding Garbage Bin storage on Residential Property.
- Section 13 of the Minimum Maintenance By-law 104-96 (Property Standards) provides guidelines regarding the storage of waste carts in the City of Brampton. Waste carts are permitted to be stored in a garage, interior side yard and rear yard without location restrictions.
- The implementation of the Regional Bi-weekly Waste cart program and the legalization of second units in 2016 created a demand for increased storage areas for garbage, recycling and organics carts.
- The larger waste carts are often required to be stored outside of the garage due to their size, leading to complaints from residents regarding neighbours' cart storage.
- Staff recommends that the existing by-law regarding storage of waste carts provides adequate guidelines, and no amendments to the by-law are necessary.

Background:

At the Committee of Council meeting on September 23, 2020, a resident delegated to Council requesting that the matter of restrictions on storage of garbage bins in side yards where space is limited be reviewed and a by-law be passed regarding such restrictions.

Previously, on January 20, 2016, Corporate Services Committee requested Enforcement staff to review the provisions of the Minimum Maintenance By-law 104-96 (Property Standards) and report back on aligning the provisions of the by-law with the new Regional waste cart program, which included options for storing the Regional waste carts on residential property. This resulted in an amendment to the City of Brampton's Minimum Maintenance By-law 104-96 (Property Standards) in May 2016.

The Minimum Maintenance By-law 104-96 (Property Standards) permits the storage of Regional waste carts in a garage, rear yard, and in the interior side yard of a property without restricting the location. On townhouse properties where there is no side yard or access to the rear yard, Regional waste containers are also permitted to be stored in the front yard, in an orderly manner adjacent to the building, if the subject property has a single car garage, which is deemed to be required parking according to the zoning by-law. Houses on corner lots are not permitted to store waste carts in the exterior side yard, which is the yard facing the adjacent street.

In the by-law amendment review, consideration was also given to the potential impact of Regional Waste cart storage on neighboring properties. It was determined that, with all of the garbage storage now being contained within the enclosed waste carts, no restrictions on side yard locations were necessary. Further, prior to the inception of the Regional waste cart program, properly stored garbage bags and cans were also permitted, in the same locations.

During the by-law amendment review, enforcement staff also reviewed the impact of garbage storage on legal second dwelling unit entrances. At the time of the 2016 report, the City had received relatively few complaints regarding garbage storage impeding or affecting side yard entrances on residential property. As a result, no additional restrictions were implemented in the updated Minimum Maintenance By-law 104-96 (Property Standards).

Current Situation:

The implementation of Regional Bi-weekly Waste program included the introduction of three waste carts per household and has resulted in the need for residents to store their garbage for a period of two weeks. This change has created a demand for increased

storage capacity, with many residents opting for the larger waste carts. As a result, some are unable to store these carts in their garage and must store them in their side and rear yards. (Appendix 1)

Since the implementation of the Regional Bi-weekly Waste cart program, Enforcement staff receive and respond to an average of 750 complaints per year involving waste carts and waste cart storage. Most complaints are addressed through public education, with an emphasis on the aesthetic impact to the neighbourhood. Notices and Property Standards Orders have also been necessary on occasion for non-compliant residents when public education hasn't produced the desired result/change. Enforcement staff receive a relatively low number of requests for service that pertain to the location of the waste cart storage in the side yard.

The majority of the complaints regarding waste carts are about residents who store or leave the carts in the front yard or on the driveway of their property. This is often due to physical limitations of the residents and/or winter weather conditions, which hinder the maneuverability of the carts. Officers have found that many owners have difficulty navigating around the physical obstacles of their property due to fencing/landscaping issues, substantial grade changes, a lack of hard surfaces to roll the heavy carts, and narrow walkways. Further, many residents simply choose to leave the waste carts at the front of the house for simple convenience and accessibility. Complaints for cart storage in side yards rarely involve the physical location of the cart storage, and more often pertain to improper storage due to overflowing and uncontained garbage, or other garbage not being stored in carts.

Enforcement has investigated very few complaints of waste carts placed in the proximity of a side entrance to a house by the adjacent neighbour. The Zoning By-Law requires a 1.2m clear path of travel to a door being used as the primary entrance to a second dwelling unit. This path of travel must be contained entirely on the property containing the second unit and cannot borrow from the neighboring side yard.

If the side yard is less than 1.2, a door is currently permitted to be installed in a recessed portion of the wall 1.2m from the property line. In such a circumstance, this side door cannot be used as the primary entrance to the second unit and there would be no restrictions which would prohibit waste carts from being placed within their own side yard.

Staff also respond to complaints of cart storage, which involve neighbour disputes. Staff have witnessed instances where one party chooses to take advantage of the law that permits unrestricted side yard storage and places their waste carts adjacent to the neighbouring doorway. In cases such as this, staff will educate both parties and attempt to resolve the matter. More common are complaints involving staggered detached dwellings where garbage is stored properly in the side yard of one property but in clear sight of the adjacent property's front door or porch. Most of these concerns are

resolved through education; however, there is no legal requirement to re-locate the garbage storage in these cases.

Since the amendment of the Minimum Maintenance By-law 104-96 (Property Standards) to address Regional waste cart storage, Enforcement staff have, and continue to regularly educate the public in person, in public meetings, as well as print, radio, and television media to ensure the residents of the City understand the by-law requirements.

Corporate Implications:

Financial Implications:

There are no financial implications with this report

Other Implications: nil

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Term of Council Priorities:

This report supports the 2018-2022 Council Priority of a **Well Run City**, by ensuring the residents of Brampton are provided with a fair and reasonable by-law for waste storage, which provides simple messaging and consistent enforcement.

Conclusion:

The 2016 review and amendment to the Minimum Maintenance By-law 104-96 (Property Standards) took all relevant facts into consideration to ensure that the guidelines regarding storage of waste carts were reasonable, fair, and ensured the safety of residents. The updated by-law continues to contain the necessary appropriate guidelines. No changes are recommended at this time.

Authored by:

Reviewed by:

John Avbar
Manager, Property Standards

Paul Morrison,
Director, Enforcement and By-law Services

Approved by:

Submitted by:

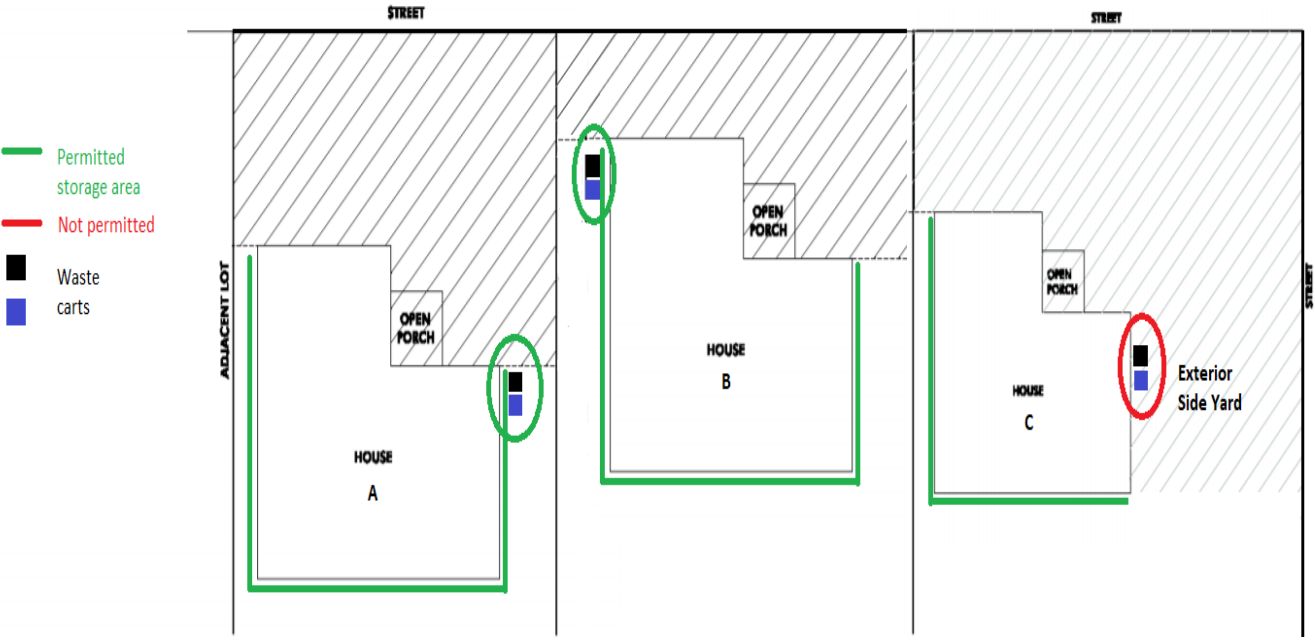
Paul Morrison, Acting Commissioner,
Legislative Service

David Barrick, Chief Administrative officer

Attachments:

Appendix 1 – Diagram of permitted exterior waste cart storage locations on residential property

INTERIOR LOT



Date: 2021-03-02

Subject: **Private Property Parking Enforcement Technology Fee**

Contact: Mike Mulick, Supervisor, Enforcement & By-law Services
Legislative Services, 905-458-3424 ext. 63234
mike.mulick@brampton.ca

Report Number: Legislative Services-2021-303

Recommendations:

1. That the report titled **Private Property Parking Enforcement Technology Fee**, be received;
2. That a user fee of \$890 be approved to recover the cost of software licences that will allow private property parking officers to issue electronic tickets;
3. That the User Fee By-law be amended by adding a Private Property Parking Enforcement Technology Fee, inserting this fee into Schedule D – Enforcement Fees of By-law 380-2003

Overview:

- Private Property parking enforcement staff are employed by private security companies, and are authorized to issue City of Brampton parking Penalty Notices (tickets) on private property, with the fines collected by the City of Brampton
- Private Property owners hire private parking enforcement companies to enforce the parking rules on their property
- Private property parking companies currently issue handwritten Penalty Notices, which are then submitted to the Brampton Provincial Offences Courts at which time a Court Clerk manually enters them into a computerized system
- Private property parking officers issue 18,500 Penalty Notices per year, which have to be manually entered
- In an effort to modernize the process and ensure faster and more efficient operations, staff recommends that private property parking companies be allowed to purchase a licence for software which would electronically issue Penalty Notices
- Cost recovery of the licence valued at \$890 per device (one-time cost) would be paid to the City by the private property parking enforcement company under the user fee by-law

- | |
|--|
| <ul style="list-style-type: none">• This report provides information to Council about the fee and the plan to convert private property parking companies to electronic Penalty Notices |
|--|

Background:

Private Property parking enforcement staff are employed by private security companies, and are authorized to issue City of Brampton parking Penalty Notices (tickets) on private property with the authorization of the property owner. All fines are collected by the City of Brampton in the same manner as parking infractions issued by City By-law staff.

The City of Brampton provides private parking enforcement companies with handwritten Penalty Notices at no cost.

Private Property owners (i.e. shopping malls, condominiums, etc.) hire private parking enforcement companies to enforce the parking rules on their property. These private parking officers issue handwritten City of Brampton Penalty Notices which are then submitted to the Brampton Provincial Offences Courts.

Private property parking officers issue approximately 18,500 handwritten Penalty Notices per year. All handwritten Penalty Notices are manually entered into a computerized system by a Provincial Offences Court Clerk. The process of entering the information is a time-consuming task and is the equivalent of one full-time position.

In addition, the process of entering the information contained on handwritten Penalty Notices often results in data entry errors, especially when it is difficult to read the officers handwriting.

Handwritten Penalty Notices contain only the minimum details to issue the notice, but lack the detailed evidence required for Screening and Hearing Officers to make an informed decision if a Penalty Notice is disputed.

The manual process for private property parking tickets is resource intensive and results in frequent withdrawals if they are not submitted to the courthouse within the required 48-hour time frame. As a result, in 2020, nearly eight per cent of the tickets issued by private property parking firms were withdrawn. Moving to the new, more modern technology will be beneficial to all parties.

Current Situation:

City of Brampton Enforcement & By-law Services has recently transitioned to a new system for the issuance of Penalty Notices for parking and non-parking offences. The system comprises an app, which is running on an Android smartphone, and a small Bluetooth printer.

The new software can be offered to private property enforcement companies at the cost of \$890 per device. The company would also have to purchase a printer at a cost of approximately \$750. Both are one-time costs. If a company has two officers operating in Brampton at any given time, they would require two licences and two printers. The number of officers who can access these devices is unlimited. Large private property companies have two to three officers operating at any given time, while smaller companies may have one officer operating at a time.

The new system would allow private property parking enforcement officers to take photographs of illegally parked vehicles, and the relevant parking signage. Photographs and notes are not available under the handwritten ticketing system. These notes and photos will allow Screening and Hearing Officers to make informed decisions, and will result in an increased percentage in affirmations (convictions).

Further, Penalty Notices issued with the new system are automatically entered into the database. This eliminates potential errors during data entry and ensures that all tickets are filed with the court house within the required timeframe. It also allows immediate online payment of penalty notices as opposed to waiting several days for the information to be manually entered into the database.

If Council were to approve this fee, the private property enforcement companies who are ready to adopt this new process would need to purchase a software licence for an Android phone as well as a Bluetooth printer. All paper Penalty Notices (tickets) used in the printers would be provided at no cost. It is expected that these expenses would be recovered by the private parking companies in the fees that they charge to their clients (private property owners).

Corporate Implications:

Financial Implications:

The cost recovery of the licence is revenue neutral for the City of Brampton, however the City would see increased POA revenues as the number of Penalty Notices being dismissed due to illegible handwriting, data entry errors, or lack of supporting evidence.

Other Implications:

There are no Communications or other implications from this report.

Term of Council Priorities:

This report is consistent with the 2018-2022 Term of Council Priorities as it supports Direction 5: Brampton is a Well-Run City by demonstrating proactive and responsible management of parking infractions.

Conclusion:

This report updates Council on a new user fee that allows the Enforcement Division to remain revenue neutral while increasing the POA revenue stream, improving customer service through immediate online payments and allowing the POA clerks to become more efficient.

Authored by:

Mike Mulick

[Author/Principal Writer]

Reviewed by:

Paul Morrison

[Manager/Director]

Approved by:

Paul Morrison

[Commissioner/Department Head]

Submitted by:

David Barrick

[Chief Administrative Officer]

Attachments:

N/A

Date: 2021-03-03

Subject: 2020 Council / Committee Meeting Attendance Record

Contact: Peter Fay, City Clerk

Report Number: Legislative Services-2021-309

Recommendations:

1. That the report titled 2020 Council / Committee Meeting Attendance Record, to the Committee of Council meeting of March 31, 2021, re:, be received, and
2. That the Clerk's Office discontinue the practice of reporting annually to Council the Council / Committee Meeting Attendance.

Overview:

- Council has directed that staff report annually on the record of attendance of members of Council, for meetings of Council, Standing Committees and advisory committees.
- Attachments to this report provide detailed 2020 attendance records for Members of Council.
- The Clerk's Office posts a summary of Council attendance on the City's website and provides a detailed summary by email to Council quarterly.

Background:

In 2011, Council requested that staff report annually with the attendance record for the previous year, for each Member of Council, for Council/Standing Committees and member appointments to Committees and advisory committees.

Current Situation:

This report provides the 2020 attendance report for Council Members for Council and Committees supported by the City Clerk's Office. The Minutes for each Council and Standing Committee meeting show the names of Members who were present, absent, arrived late or departed early. This information has been summarized and attached to

the report as Appendix 1. Similar information for the City's other committees is attached as Appendix 2. All attendance information is sourced from meeting minutes prepared by the Clerk's Office.

The report attachments also indicate reasons for Member absences (Other Municipal Business, Illness, Vacation and Personal), as specified in section 2.14 of the Procedure By-law. If a Member does not provide the Clerk's Office with the reason for the absence, it is recorded as 'personal', the Members may also advise the Clerk of the general nature of the matter for recording in the meeting minutes.

In the interest of transparency and accountability, the Clerk's Office reports a quarterly summary of information on the City's website regarding Member attendance at City and its Standing Committees. The latest summary was posted to the website March 2, 2021, for meetings up to and including December 31, 2020. For this reason, the Clerk's Office believes the annual report to Council is no longer necessary.

Corporate Implications:

Financial Implications:

nil

Other Implications:

nil

Term of Council Priorities:

This report achieves the Term of Council Priorities of a Well-Run City by ensuring governance transparency and accountability mechanisms are in place in accordance with the *Municipal Act, 2001*.

Conclusion:

This report provides 2020 Member attendance information for Council and Committee meetings, as directed by Council.

Authored by:

Laurie Robinson,
Business Coordinator, City Clerk's Office

Approved by:

Paul Morrison,
Acting Commissioner, Legislative
Services

Reviewed by:

Peter Fay,
City Clerk, Legislative Services

Submitted by:

David Barrick,
Chief Administrative Officer

Attachments:

Appendix 1 – Attendance Record 2020 – Council and Standing Committees

Appendix 2 – Attendance Record 2020 – Other Committees


CITY COUNCIL - OPEN SESSION ATTENDANCE RECORD 2020

P = Present

A = Absent: ILL (illness); PER (personal); VAC (vacation); OMB (other municipal business)

AL = Arrived late: OMB (other municipal business); PER (personal)

LE = Left early and did not return: ILL (illness); PER (personal); OMB (other municipal business)

	22-Jan	22-Jan	03-Feb	05-Feb	26-Feb	26-Feb	11-Mar	25-Mar	01-Apr	08-Apr	15-Apr	22-Apr	29-Apr	13-May	27-May	10-Jun	24-Jun
		Special				Special		Special	Cancelled	Special		Special					
Meeting Called to Order	9:33 AM	4:00 PM	7:32 PM	9:30 AM	10:33 AM	7:02 PM	9:32 AM	11:00 AM		1:01 PM	1:06 PM	1:03 PM	1:05 PM	1:02 PM	1:03 PM	1:00 PM	1:01 PM
Meeting Adjourned	3:44 PM	5:12 PM	9:18 PM	12:37 PM	1:37 PM	8:35 PM	2:26 PM	1:12 PM		3:56 PM	2:11 PM	5:06 PM	4:25 PM	3:48 PM	3:25 PM	3:47 PM	3:31 PM
Mayor Brown	P	P	P	P	P	P	P	P		P	P	P	P	P	P	P	P
Councillor Vicente	P	P	P	P	P	P	P	P		P	P	P	P	P	P	P	P
Councillor Santos	P	P	P	P	P	P	P	P		P	P	P	P	P	P	P	P
Councillor Palleschi	P	P	P	P	P	P	P	P		P	P	P	P	P	P	P	P
Councillor Whillans	P	P	P	P	P	P	P	P		P	P	P	P	P	P	P	P
Councillor Medeiros	P	AL(PER) 4:04	P	P	P	P	P	P		P	P	P	P	P	P	P	P
Councillor Bowman	P	P	P	P	P	P	P	P		AL(PER) 1:02	AL(PER) 1:11	P	P	P	P	P	P
Councillor Fortini	P	AL(PER) 4:03	P	P	P	P	AL(PER) 9:34	P		P	P	P	P	P	P	P	P
Councillor Williams	P	AL(PER) 4:04	P	P	P	AL(PER) 7:03	P	P		P	P	P	P	P	P	P	P
Councillor Dhillon	P	P	P	P	AL(PER) 10:39	P	A(PER)	P		P	P	P	P	P	P	P	P
Councillor Singh	P	P	P	P	P	P	P	P		P	P	P	P	P	P	P	P


CITY COUNCIL - OPEN SESSION ATTENDANCE RECORD 2020

P = Present


A = Absent: ILL (illness); PER (personal); VAC (vacation); OMB (other municipal business)

AL = Arrived late: OMB (other municipal business); PER (personal)

LE = Left early and did not return: ILL (illness); PER (personal); OMB (other municipal business)

	02-Jul	08-Jul	05-Aug		16-Sep		30-Sep	30-Sep	14-Oct	28-Oct	11-Nov	25-Nov		27-Nov	09-Dec
	Special							Special			Special			Special	
Meeting Called to Order	9:02 AM	1:01 PM	11:09 AM		9:31 AM		9:31 AM	3:09 PM	9:30 AM	9:33 AM	7:04 PM	9:35 AM		5:32 PM	9:33 AM
Meeting Adjourned	9:58 AM	6:45 PM	7:05 PM		3:46 PM		3:02 PM	3:42 PM	12:50 PM	12:25 PM	9:04 PM	2:44 PM		7:55 PM	6:53 PM
Mayor Brown	P	P	P	LE(OMB)	P	LE(OMB)	AL(OMB)	P	AL(OMB)	P	P	P		P	P
				5:16		3:32	9:50		9:41						
Councillor Vicente	P	P	P	LE(PER)	P		P	P	P	P	P	P		P	P
				6:59											
Councillor Santos	P	P	P		P		P	P	P	P	P	P		P	P
Councillor Palleschi	P	P	P		P		P	P	P	P	P	P	LE(PER)	P	P
													2:30		
Councillor Whillans	A(VAC)	P	P	LE(PER)	P		P	P	P	P	P	P		A(PER)	P
				4:24											
Councillor Medeiros	P	P	P		P		P	AL(PER)	P	P	P	P		P	P
								3:12							
Councillor Bowman	P	P	P		P		P	P	P	P	P	P		P	P
Councillor Fortini	P	P	P		P		P	P	P	P	P	P		P	P
Councillor Williams	P	P	P		P		P	P	P	P	P	P		P	P
Councillor Dhillon	P	P	A(PER)		P	LE(OMB)	P	P	P	P	P	P		P	P
						1:03									
Councillor Singh	P	P	P		P		P	AL(PER)	P	P	P	P		P	P
								3:24							

**CITY COUNCIL - OPEN SESSION
ATTENDANCE RECORD 2020**

	Attendance Totals										Scheduled Council Meetings	
	Absent Reasons				Arrived Late			Left Early			Total number of Meetings in 2020	Total number of Meetings attended by the member in 2020
	Illness	Personal	Other Municipal Business	Vacation	Illness	Other Municipal Business	Personal	Illness	Other Municipal Business	Personal		
Mayor Brown	0	0	0	0	0	2	0	0	2	0	28	28
Councillor Vicente	0	0	0	0	0	0	0	0	0	1		28
Councillor Santos	0	0	0	0	0	0	0	0	0	0		28
Councillor Palleschi	0	0	0	0	0	0	0	0	0	1		28
Councillor Whillans	0	1	0	1	0	0	0	0	0	1		26
Councillor Medeiros	0	0	0	0	0	0	2	0	0	0		28
Councillor Bowman	0	0	0	0	0	0	2	0	0	0		28
Councillor Fortini	0	0	0	0	0	0	2	0	0	0		28
Councillor Williams	0	0	0	0	0	0	2	0	0	0		28
Councillor Dhillon	0	2	0	0	0	0	1	0	1	0		26
Councillor Singh	0	0	0	0	0	0	1	0	0	0		28

COMMITTEE OF COUNCIL - OPEN SESSION

ATTENDANCE RECORD 2020


P = Present

A = Absent: ILL (illness); PER (personal); VAC (vacation); OMB (other municipal business)

AL = Arrived late: OMB (other municipal business); PER (personal)

LE = Left early and did not return: ILL (illness); PER (personal); OMB (other municipal business)

** = Per Procedure By-law 160-2004, 2.11 (3), "The presence or absence of the Mayor shall not be shown in the record of attendance for meetings of the standing committees".

	15-Jan	29-Jan	19-Feb	04-Mar	25-Mar	08-Apr	22-Apr	06-May		20-May	03-Jun		17-Jun	
					Cancelled	Cancelled	Cancelled							
Meeting Called to Order	9:32 AM	9:32 AM	9:31 AM	9:31 AM				1:00 PM		1:00 PM	1:00 PM		1:02 PM	
Meeting Adjourned	12:26 PM	12:47 PM	9:58 PM	1:14 PM				3:03 PM		3:23 PM	4:10 PM		4:24 PM	
Mayor Brown	"	"	"	"	"	"	"	"		"	"		"	
Councillor Vicente	P	P	P	P				P		P	P		P	
Councillor Santos	P	P	P	P				P		P	P		P	
Councillor Palleschi	P	P	P	P				P		P	P		P	
Councillor Whillans	P	P	P	P				P		P	P	LE(OMB)	P	
												3:46		
Councillor Medeiros	P	P	P	A(PER)				P		P	P		P	
Councillor Bowman	P	P	P	P				P		P	P		P	
Councillor Fortini	P	P	P	P				P	LE(PER)	P	P		P	LE(PER)
									2:53					4:17
Councillor Williams	P	P	P	P				P		P	P		P	
Councillor Dhillon	AL(PER)	A(ILL)	P	A(OMB)				P		P	P		P	
	9:39													
Councillor Singh	P	P	P	P				P		P	P		P	

COMMITTEE OF COUNCIL - OPEN SESSION ATTENDANCE RECORD 2020


P = Present

A = Absent: ILL (illness); PER (personal); VAC (vacation); OMB (other municipal business)

AL = Arrived late: OMB (other municipal business); PER (personal)

LE = Left early and did not return: ILL (illness); PER (personal); OMB (other municipal business)


** = Per Procedure By-law 160-2004, 2.11 (3),
"The presence or absence of the Mayor shall not
be shown in the record of attendance for
meetings of the standing committees".

	09-Sep		23-Sep		07-Oct		21-Oct		18-Nov		02-Dec	
Meeting Called to Order	11:03 AM		9:30 AM		9:30 AM		9:30 AM		9:31 AM		9:30 AM	
Meeting Adjourned	5:22 PM		3:01 PM		12:04 PM		12:40 PM		4:00 PM		3:03 PM	
Mayor Brown	**		**		**		**		**		**	
Councillor Vicente	P		P		P		P		P		P	
Councillor Santos	P		P		P		P		P		P	
Councillor Paleschi	P		P		P		P		P		P	
Councillor Whillans	P	LE(OMB)	P		P		P		P	LE(PER)	P	LE(OMB)
		3:45								3:30		11:55
Councillor Medeiros	P		AL(OMB)		P		P		P		P	
			10:30									
Councillor Bowman	P		P		P		P		P		P	
Councillor Fortini	P		P		P		P		P		P	
Councillor Williams	P		P		P		P		P		P	
Councillor Dhillon	P	LE(OMB)	P		AL(PER)		P		P	LE(PER)	P	
		4:35			11:27					3:15		
Councillor Singh	P		P		P		P		P		P	

COMMITTEE OF COUNCIL - OPEN SESSION

ATTENDANCE RECORD 2020

** = Per Procedure By-law 160-2004, 2.11 (3),
"The presence or absence of the Mayor shall not
be shown in the record of attendance for
meetings of the standing committees".

	Attendance Totals										Scheduled Committee Meetings	
	Absent Reasons				Arrived Late			Left Early			Total number of Meetings in 2020	Total number of Meetings attended by the member in 2020
	Illness	Personal	Other Municipal Business	Vacation	Illness	Other Municipal Business	Personal	Illness	Other Municipal Business	Personal		
Mayor Brown	**	**	**	**	**	**	**	**	**	**	14	**
Councillor Vicente	0	0	0	0	0	0	0	0	0	0		14
Councillor Santos	0	0	0	0	0	0	0	0	0	0		14
Councillor Paleschi	0	0	0	0	0	0	0	0	0	0		14
Councillor Whillans	0	0	0	0	0	0	0	0	3	1		14
Councillor Medeiros	0	1	0	0	0	1	0	0	0	0		13
Councillor Bowman	0	0	0	0	0	0	0	0	0	0		14
Councillor Fortini	0	0	0	0	0	0	0	0	0	2		14
Councillor Williams	0	0	0	0	0	0	0	0	0	0		14
Councillor Dhillon	1	0	1	0	0	0	2	0	1	1		12
Councillor Singh	0	0	0	0	0	0	0	0	0	0		14

PLANNING AND DEVELOPMENT COMMITTEE - OPEN SESSION

ATTENDANCE RECORD 2020


P = Present

A = Absent: ILL (illness); PER (personal); VAC (vacation); OMB (other municipal business)

AL = Arrived late: OMB (other municipal business); PER (personal)

LE = Left early and did not return: ILL (illness); PER (personal); OMB (other municipal business)

**** = Per Procedure By-law 160-2004, 2.11 (3), "The presence or absence of the Mayor shall not be shown in the record of attendance for meetings of the standing committees".**

	13-Jan	27-Jan	10-Feb	24-Feb	09-Mar	23-Mar	06-Apr	27-Apr	11-May	25-May	08-Jun	22-Jun
		Cancelled		Cancelled		Cancelled	Cancelled	Cancelled	Cancelled	Cancelled		
Meeting Called to Order	7:00 PM		7:00 PM		7:00 PM						7:00 PM	7:03 PM
Meeting Adjourned	9:29 PM		9:52 PM		8:35 PM						8:32 PM	10:12 PM
Mayor Brown	**	**	**	**	**	**	**	**	**	**	**	**
Councillor Vicente	P		P		P						P	P
Councillor Santos	P		P		P						P	P
Councillor Palleschi	P		P		A(PER)						P	P
Councillor Whillans	P		P		P						P	P
Councillor Medeiros	P		P		P						P	P
Councillor Bowman	P		P		P						P	P
Councillor Fortini	P		P		P						P	P
Councillor Williams	P		A(OMB)		P						P	AL(PER) 7:30
Councillor Dhillon	P	LE(PER) 8:56	A(OMB)		P						P	AL(PER) 7:08
Councillor Singh	P		P		P						P	P

PLANNING AND DEVELOPMENT COMMITTEE - OPEN SESSION

ATTENDANCE RECORD 2020


P = Present

A = Absent: ILL (illness); PER (personal); VAC (vacation); OMB (other municipal business)

AL = Arrived late: OMB (other municipal business); PER (personal)

LE = Left early and did not return: ILL (illness); PER (personal); OMB (other municipal business)


**** = Per Procedure By-law 160-2004, 2.11 (3), "The presence or absence of the Mayor shall not be shown in the record of attendance for meetings of the standing committees".**

	06-Jul	27-Jul	14-Sep	05-Oct	26-Oct	16-Nov	07-Dec
Meeting Called to Order	7:00 PM	7:00 PM	7:03 PM	7:00 PM	1:07 PM	7:00 PM	7:00 PM
Meeting Adjourned	12:09 AM	10:17 PM	7:51 PM	8:27 PM	2:45 PM	10:39 PM	11:52 PM
Mayor Brown	**	**	**	**	**	**	**
Councillor Vicente	P	P		P	P	P	
Councillor Santos	P	AL(PER)	LE(PER)	P	P	P	
		7:03	7:25				
Councillor Palleschi	P	P		P	P	P	
Councillor Whillans	P	P		P	P	P	LE(PER)
						2:31	
Councillor Medeiros	P	P		P	P	P	
Councillor Bowman	P	P		P	P	P	
Councillor Fortini	P	P		P	P	P	
Councillor Williams	P	P		P	P	P	
Councillor Dhillon	P	A(PER)		P	P	P	
Councillor Singh	P	P		P	P	P	

PLANNING AND DEVELOPMENT COMMITTEE - OPEN SESSION

ATTENDANCE RECORD 2020

** = Per Procedure By-law 160-2004, 2.11 (3),
"The presence or absence of the Mayor shall not
be shown in the record of attendance for
meetings of the standing committees".

	Attendance Totals										Scheduled Committee Meetings	
	Absent Reasons				Arrived Late			Left Early			Total number of Meetings in 2020	Total number of Meetings attended by the member in 2020
	Illness	Personal	Other Municipal Business	Vacation	Illness	Other Municipal Business	Personal	Illness	Other Municipal Business	Personal		
Mayor Brown	**	**	**	**	**	**	**	**	**	**	12	**
Councillor Vicente	0	0	0	0	0	0	0	0	0	0		12
Councillor Santos	0	0	0	0	0	0	1	0	0	1		12
Councillor Palleschi	0	1	0	0	0	0	0	0	0	0		11
Councillor Whillans	0	0	0	0	0	0	0	0	0	1		12
Councillor Medeiros	0	0	0	0	0	0	0	0	0	0		12
Councillor Bowman	0	0	0	0	0	0	0	0	0	0		12
Councillor Fortini	0	0	0	0	0	0	0	0	0	0		12
Councillor Williams	0	0	1	0	0	0	1	0	0	0		11
Councillor Dhillon	0	1	1	0	0	0	1	0	0	1		10
Councillor Singh	0	0	0	0	0	0	0	0	0	0		12

Attendance Record 2020 – Other Committees

Appendix 2

Legend:

P = present

A = absent

AL = arrived late

LE = left early

DES = designated member*

RES = member resigned

ill = illness

omb = other municipal business

per = personal

vac = vacation

NTF = note to file

~~Date~~ = meeting cancelled

*Designate: a member of Council may designate another Member of Council to attend a committee meeting on his or her behalf, as per Procedure By-law 160-2001, Section 2.13.

Accessibility Advisory Committee – Total Meetings: 3

Member(s) of Council Appointed	Mar 10	Jun 9	Aug 12	Sep 8	Dec 8	# Meetings Attended
Coun. Fortini	P		A-per		A-per	1

Age-Friendly Brampton Advisory Committee – Total Meetings: 2

Member(s) of Council Appointed	Jan 21	Mar 24	Apr 28	May 19	Jun 23	Sep 15	Nov 3	# Meetings Attended
Coun. Bowman	P						A-per	1
Coun. Whillans	A-per						P	1
Coun. Williams	A-per						P	1

Audit Committee – Total Meetings: 5

Member(s) of Council Appointed	Mar 10	May 5 Special	Jun 16	Sep 8	Nov 24	# Meetings Attended
Coun. Bowman	P	P	P	P	P	5
Coun. Dhillon	P AL-per	P	P AL-per	A-per	P	4
Coun. Medeiros (Chair)	A-omb	P	P	P	P	4
Coun. Palleschi	P	P	A-per	A-per	P	3
Coun. Santos (Vice Chair)	P	P	P	P	P	5
Coun. Singh	P	P	P	P	P	5
Coun. Whillans	P	P	A-per	A-per	P LE-omb	3

Brampton Community Safety Advisory Committee – Total Meetings: 3

Member(s) of Council Appointed	Mar 26	Jun 18	Sep 17	Nov 19	Dec 10	# Meetings Attended
Coun. Dhillon						
Coun. Fortini			P	P	P	3
Coun. Palleschi			P	A-per	P	2
Coun. Vicente			P	P	P	3
Coun. Williams			P	P	P	3

Brampton Heritage Board – Total Meetings: 5

Member(s) of Council Appointed	Jan 21	Feb 18	Mar 24	Apr 21	May 19	Jun 16	Jul 21	Aug 18	Sep 15	Oct 20	Nov 17	Dec 15	# Mtgs. Attd.
Coun. Vicente	P	A- omb						P		P	P		4

Brampton School Traffic Safety Council – Total Meetings: 7

Member(s) of Council Appointed	Jan 16	Feb 6	Mar 12	Apr 2	May 7	Jun 4	Sep 3	Sep 17	Oct 1	Nov 5	Dec 3	# Meetings Attended
Coun. Williams	P	A-per	P					P	A-per	P	A-per	4

Brampton Transit Advisory Committee – Total Meetings: 2

Member(s) of Council Appointed	Feb 3	May 4	Nov 2	# Meetings Attended
Coun. Palleschi	P AL-per LE-omb		P	2
Coun. Vicente	P LE-omb		P	2

Budget Committee – Total Meetings: 10

Member(s) of Council Appointed	Feb 18	Feb 19	Feb 20	Feb 24 9:30 AM	Feb 24 7 PM	Feb 25	Nov 23	Nov 26	Nov 30	Dec 1	# Mtgs. Attd.
Mayor Brown	P	P	P	P	P	P	P	P	P	P	10
Coun. Bowman	P	P	P	P	P	P	P	P	P	P	10
Coun. Dhillon	P LE-per	P AL-per	P AL-per	P AL-per	P	P AL-per	P	P	P	P	10
Coun. Fortini	P	P	P AL-per	P	P	P AL-per	P	P	P	P	10
Coun. Medeiros	P	P AL-per	P	P AL-per	P	P AL-per LE-per	P	P	P	P	10
Coun. Palleschi	P	P	P	P	P	P	P	P	P	P	10
Coun. Santos	P	P	P	P	P	P	P	P	P	P	10
Coun. Singh	P	P	P	P	P	P	P	P	P	P	10
Coun. Vicente	P	P	P	P	P	P	P	P	P	P	10
Coun. Whillans	P LE-omb	P	P	P	P AL-per	P	P	P	P	P	10
Coun. Williams	P	P	P AL-per	P	P	P	P	P	P	P	10

Cycling Advisory Committee – Total Meetings: 3

Member(s) of Council Appointed	Feb 18	Apr 21	Jun 23	Aug 18	Oct 20	Dec 15	# Mtgs. Attended
Coun. Santos	A-omb				P	P	2

Environment Advisory Committee – Total Meetings: 3

Member(s) of Council Appointed	Feb 11	Apr 14	Jun 9	Aug 11	Oct 13	Dec 8	# Meetings Attended
Coun. Whillans	P				P	P	3

Governance and Council Operations Committee – Total Meetings: 4

Member(s) of Council Appointed	Feb 3	May 4	Jul 6	Sep 21	Nov 23	# Mtgs. Attd.
Coun. Dhillon	P		P AL-per	P	P	4
Coun. Fortini	P		P	P	P	4
Coun. Medeiros	P		P	P	P	4
Coun. Vicente	P		P	P	P	4
Coun. Williams	P		P	P	P	4

Sports Hall of Fame Committee – Total Meetings: 4

Member(s) of Council Appointed	Jan 16	Feb 6	Mar 12	Apr 2	May 7	Jun 4	Sep 3	Sep 17	Oct 1	Nov 5	Dec 3	# Mtgs. Attd.
Coun. Bowman	P	P	A-per						P			3
Coun. Whillans	A-per	P	A-per						A-per			1

Vehicle-For-Hire Advisory Committee – Total Meetings: 0

Member(s) of Council Appointed	March 31	# Meetings Attended
Coun. Dhillon		n/a
Coun. Fortini		n/a

Date: 2021-03-04

Subject: Terms of Reference for the Procedure By-law Review Sub-committee

Contact: Peter Fay, City Clerk, 905.874.2172, peter.fay@brampton.ca

Report Number: Legislative Services-2021-330

Recommendations:

1. That the report titled: **Terms of Reference for the Procedure By-law Review Sub-committee**, to the City Council meeting of March 24, 2021, be received; and
2. That the terms of reference, as set out in Appendix 1 to this report, be approved; and
3. That Council appoint up to five (5) Members of Council to the Procedure By-law Review Sub-committee.

Overview:

- Council has initiated a review of its Procedure By-law, and has established a Procedure By-law Review Sub-committee, reporting to the Governance and Council Operations Committee, to lead this work.
- In accordance with the Procedure By-law, Council-approved terms of reference are required for a new committee established by Council.
- This report recommends terms of reference for the Procedure By-law Review Sub-committee, including a high-level work plan and timelines to complete the work of the Sub-committee.

Background:

On March 3, 2021, City Council passed the following Resolution:

C064-2021

That a procedural by-law review committee be established, as a sub-committee of the Governance and Council Operations Committee (GCOC), of approximately five members not limited to current GCOC members, to review the existing bylaw with a focus on:

- a) improving clarity to the public around the decision-making process;
- b) identifying potential opportunities to streamline City Council and Committee decision making;
- c) exploring best procedural practices used in other municipalities;

That City Staff be requested to provide Council with a draft terms of reference that includes a public engagement component soliciting their feedback to be incorporated into the review at large;

That the review process be designed to be concluded by the end of 2021.

This report recommends terms of reference for the proposed Procedure By-law Review Sub-committee, for Council consideration, approval and appointments to the sub-committee.

Review of the Procedure By-law was identified as a 2021 work plan activity as part of the City Clerk's Office 2021 initiatives plan.

Current Situation:

Council meeting procedures are currently within the mandate of the Governance and Council Operations Committee. As per Council Resolution, the Procedure By-law Review Sub-committee will be a sub-committee of the Governance and Council Operations Committee. However, its composition may include any interested Member of Council, up to the recommended composition limit of five Members. The sub-committee will serve as the steering committee to lead the review of meeting procedures.

Appendix 1 sets out the sub-committee terms of reference for Council approval. The Procedure By-law review will include the following objectives, subject to confirmation by the Sub-committee:

- To develop a well-constructed and clearly understood Procedure By-Law to facilitate the business of City Council
- To increase the effectiveness and efficiency of City Council and Committee meetings
- To ensure the decision-making process is accountable, transparent and accessible to and understood by our diverse population and stakeholders, and provides opportunities for participation and input
- To exercise and respect individual and collective roles and responsibilities during meetings
- To reflect legislative requirements
- To build upon municipal best practices that fit within the City's governance structure

The review process will include the following review phases and timelines:

Phase 1 – understanding existing meeting rules and identification of issues and opportunities (April 2021)

- a. Learning and scoping sessions with the Sub-committee to determine the priorities, issues and opportunities to be explored in the Procedure By-law review.

Phase 2 – Engagement and Benchmarking (May-June 2021)

- a. Member of Council engagement
 - a. clarification of existing By-law definitions/procedures/issues (see [preliminary issues/opportunities](#) slide from March 1 Governance and Council Operations Committee meeting)
 - b. what works/what does not work with meeting rules and practices
- b. Public engagement:
 - a. Open forum / Town Hall meeting(s)
 - b. Survey of previous meeting delegates and participants
 - c. Public commenting period for proposed meeting procedures during Local Government Week – 3rd week in October
- c. Municipal benchmarking
 - a. Create a searchable library and assess comparator Ontario municipal procedure by-laws to inform the review

Phase 3 – draft by-law rules and assessment (July-August 2021)

- a. Identify housekeeping/administrative amendments to By-law
- b. Identify substantive amendments to By-law
- c. Identify proposed changes now (this term) versus for consideration next term/further review

Phase 4 – Recommended Procedure By-law and associated recommendations and actions (September – October 2021)

- a. Prepare recommendation report and new draft Procedure By-law
- b. Issue public notice / public meeting
- c. City Council decision to repeal and replace by-law
- d. Implementation
 - a. Training for Members/staff
 - b. Public Town Hall(s) and/or other formats to explain new rules

During the course of the review, there will be periodic updates provided to Council through the Governance and Council Operations Committee meetings in May, September and November 2021.

A recommended new Procedure By-law is expected to be presented to Council by the end of 2021.

Corporate Implications:

Financial Implications:

The approved City Clerk's Office budget supports City Council and Committee decision-making processes and meetings. At this time, costs associated with the review of meeting procedures are expected to be minimal and absorbed with the approved divisional budget.

Other Implications:

Term of Council Priorities:

This report achieves the Term of Council Priority of a Well-run City through the establishment of effective and efficient meeting rules and procedures to enable informed Council decision-making.

Conclusion:

Council has requested a review of the Procedure By-law to improve Council and Committee meetings. A recommended terms of reference for a Procedure By-law Review Sub-committee of the Governance and Council Operations Committee is presented to Council for approval and proceeding with the review work plan, anticipated to be completed by the end of 2021.

Authored by:

Peter Fay,
City Clerk

Reviewed and Approved by:

Paul Morrison,
Acting Commissioner, Legislative
Services

Submitted by:

David Barrick,
Chief Administrative Officer

Attachments:

Appendix 1 – Terms of Reference – Procedure By-law Review Sub-committee

Appendix 1

Procedure By-law Review Sub-committee Terms of Reference

Composition:

The Procedure By-law Review Sub-committees will be comprised of no more than five (5) Members of Council, appointed by Council.

The Sub-committee Chair will be appointed from amongst the Sub-committee Members.

Term of Office:

Appointments to the Sub-committee will be concurrent with the term of Council, ending November 14, 2022, or until successors are appointed, or the mandate of the Sub-committee is finished.

Established by:

Council Resolution C____-2021

Meetings:

Meetings will be held at the call of the Chair or majority of the Sub-committee, with the frequency dependant on the phase of the work plan. A potential schedule of meetings includes:

- April 2021 (2 meetings – review existing by-law and confirm review issues and opportunities)
- May 2021 (1 meeting – engagement and benchmarking status work)
- June 2021 (2 meetings – Member, staff and public engagement)
- July 2021 (1 meeting – draft meeting procedures review and assessment)
- August 2021 (1 meeting – draft meeting procedures review and assessment)
- September (1 meeting – draft meeting procedures finalization)
- October 2021 (2 meetings – draft meeting procedures consultation)
- November 2021 (1 meeting – finalize meeting procedures and other related recommendations)

Sub-committee status and recommendation reports will be presented to the Governance and Council Operations Committee as follows:

- May 17 (Phase 1 and 2 work progress)
- September 20 (Phase 3 work progress)
- November 22 (Sub-committee recommendations on new Procedure By-law)

Reports to:

Governance and Council Operations Committee

Supported by:

Meeting management support will be provided by the City Clerk's Office, in accordance with Council's Procedure Bylaw.

Subject matter expertise for the Sub-committee and review work will be provided by staff resources, including but not limited to the City Clerk's Office, CAO's Office, Strategic Communications and Legal Services.

Committee Structure/Responsibilities:

Mandate

The Sub-committee will serve as the steering committee for the Procedure By-law Review.

The Procedure By-law Review will include the following objectives, subject to confirmation by the Sub-committee:

- To develop a well-constructed and clearly understood Procedure By-Law to facilitate the business of City Council
- To increase the effectiveness and efficiency of City Council and Committee meetings
- To ensure the decision-making process is accountable, transparent and accessible to and understood by the public and stakeholders, and provides opportunities for participation and input
- To exercise and respect individual and collective roles and responsibilities during meetings
- To reflect legislative requirements
- To build upon municipal best practices that fit within the City's governance structure

The review process will include the following review phases and timelines:

Phase 1 – understanding existing meeting rules and identification of issues and opportunities (April 2021)

- a. Learning and scoping sessions with the Sub-committee to determine the priorities, issues and opportunities to be explored in the Procedure by-law review.

Phase 2 – Engagement and Benchmarking (May-June 2021)

- a. Member of Council engagement
 - a. clarification of existing By-law definitions/procedures (see [preliminary issues/opportunities](#) slide from March 1 Governance and Council Operations Committee meeting)
 - b. what works/what does not work with meeting rules and practices
- b. Public engagement:
 - a. Open forum / Town Hall meeting(s)
 - b. Survey of previous meeting delegates and participants
 - c. Public commenting period for proposed meeting procedures during Local Government Week – 3rd week in October
- c. Municipal benchmarking
 - a. Create a searchable library and assess comparator Ontario municipal procedure by-laws to inform the review

Phase 3 – draft by-law rules and assessment (July-August 2021)

- a. Identify housekeeping/administrative amendments to By-law
- b. Identify substantive amendments to By-law
- c. Identify proposed changes now (this term) versus for consideration next term/further review

Phase 4 – Recommended Procedure By-law and associated recommendations and actions (September – October 2021)

- a. Prepare recommendation report and new draft Procedure By-law
- b. Issue public notice / public meeting
- c. City Council decision – repeal and replace
- d. Implementation
 - a. Training for Members/staff
 - b. Public Town Hall(s) and/or other formats to explain new rules

During the course of the review, there will be periodic updates provided to Council through the Governance and Council Operations Committee meetings in May, September and November 2021.

A recommended new Procedure By-law is expected to be presented to Council by the end of 2021.

Date: 2021-03-19

Subject: **Brampton Patio Program – ALL WARDS**

Contact: Janice Adshead, Deputy Clerk, Records & Information

Report Number: Legislative Services-2021-394

Recommendations:

1. **THAT** the report titled: **Brampton Patio Program – ALL WARDS**, dated March 5, 2021, to the Committee of Council meeting of March 31, 2021, be received; and
2. **THAT By-law 103-2020 be further amended to permit** the temporary extension of outdoor patios on public and within private property for a period of time not exceeding 3:00 a.m. on January 1, 2022 in order to assist local businesses in mitigating the impacts of COVID-19.

Overview:

- The presentations from Equifax and the Brampton Economic Development Division to Committee of Council on March 10, 2021, demonstrates that the food service industry continues to be one of the most adversely impacted sectors as a result of the COVID-19 pandemic.
- This purpose of this report is to provide an informational update on the Government of Ontario's COVID-19 response framework: keeping Ontario safe and open, and the impacts of the framework on bars and restaurants.
- This report provides an overview of program improvements designed to fast-track the temporary patio approval process, which includes surveying 2020 applicants to understand what process improvements are required.
- The Alcohol and Gaming Commission of Ontario (AGCO) has extended the validity period of existing liquor licenses a total of 15 months after the license expiration date.

- **This report is consistent with the City’s Economic Recovery Strategy which aims to bring resilience and competitive advantage to the Brampton economy, by working with the food industry and giving them the best chance of survival.**

Background:

In June 2020, City Council established the Patio Brampton Program as a temporary patio extension program to make it easier for Brampton bars and restaurants to expand their patios and allow for physical distancing to contain the spread of COVID-19. The Program provides the City of Brampton with more outdoor dining areas and allows restaurants and bars to create spaces which allow for physical distancing for customers. Patio Brampton ensures quicker processing of applications and permits and allows for waiving of fees for sidewalk, parking lot and curb lane patios.

In 2020, the Program received 66 applications, of which 49 permits were issued. 17 applicants did not receive permits due to non-compliance, and 11 applicants revised and re-submitted their applications for processing. On October 28, 2020, Brampton Council passed [Resolution C399-2020](#) and By-law 218-2020 to extend the effective date for the Patio Brampton Program from January 1, 2020 to September 7, 2021, allowing for the use of patios through the winter and until after Labour Day of 2021. Permits were automatically extended to September 7, 2021.

A recent 10-week lockdown, which came into effect on December 26, 2020 mandated that bars and restaurants cease serving food and beverages in person, and limit service to take-out, drive through or delivery. As a result of these impacts, the City is looking to assist restaurant owners to re-open quickly and efficiently.

Current Situation:

The following sections provide more detail on the status and requirements for patios participating in the Brampton Patio program:

1. Province’s Phased Re-Opening of Business

Under the Government of Ontario’s COVID-19 response framework: keeping Ontario safe and open, a colour-coded response framework has been established, which identifies various health and safety measures to be implemented which will keep businesses operational, while keeping the risk of transmission low. The movement between colours is fluid, and can change with little notice. This framework can be found at the following link:

<https://www.ontario.ca/page/covid-19-response-framework-keeping-ontario-safe-and-open>

At high level, the framework provides as follows with respect to the re-opening of restaurants and bars:

Note: Premier Ford announced modifications to the lockdown rules as identified below on March 19, 2021, which allows outdoor dining to resume on Saturday, March 20 in Peel Region, provided only people from the same household can be seated together, and the restaurant is responsible for maintaining proper distancing and other safety measures.

Restaurants & Bars

Grey – Lockdown:

Indoor and outdoor dining is prohibited, takeout and delivery services can continue.

For additional information, see [O. Reg. 82/20](#): Grey-Lockdown – *current March 5, 2021 – (e-Laws currency date)*

Update: Premier Ford announced modifications to the lockdown rules as identified above on March 19, 2021, which allows outdoor dining to resume on Saturday, March 20 in Peel Region, provided only people from the same household can be seated together, and the restaurant is responsible for maintaining proper distancing and other safety measures. Indoor dining remains prohibited.

Red – Control:

Restaurants, bars and other food and drink establishments can operate with 10 patrons seated indoors, where physical distancing can be maintained, and a maximum of four patrons per table, buffet style service is prohibited, establishments must be closed from 10:00 p.m. to 5:00 a.m., liquor sales are restricted between 9:00 a.m. to 9:00 p.m., and night clubs can only operate as restaurant or bar.

If an outdoor dining area at the establishment is covered by a roof, canopy, tent, awning or other element, at least two full sides of the entire outdoor dining area must be open to the outdoors and must not be substantially blocked by any walls or other impermeable physical barriers.

If an outdoor dining area at the establishment is equipped with a retractable roof and the roof is retracted, at least one full side of the outdoor dining area must be open to the outdoors and must not be substantially blocked by any walls or other impermeable physical barriers.

For additional information, see [O. Reg. 263/20](#): Red-Control – current March 5, 2021 – (e-Laws currency date)

Update: Premier Ford announced modifications to the Red – Control zone rules as identified above on March 19, 2021, which allow dining inside of restaurants at up to 50 per cent capacity, to a maximum of 50 people, effective Saturday, March 20 in Peel Region.

Orange – Restrict:

Restaurants, bars and other food and drink establishments can operate with 50 patrons seated indoors, where physical distancing can be maintained, and a maximum of four patrons per table, buffet style service is prohibited, establishments must be closed from 10:00 p.m. to 5:00 a.m., liquor sales are restricted between 9:00 a.m. to 9:00 p.m., and night clubs can only operate as restaurant or bar.

Additional measures include:

- The establishment must be configured so that patrons seated at different tables are separated by,
 - a distance of at least two metres, or
 - plexiglass or some other impermeable barrier
- If an outdoor dining area at the establishment is covered by a roof, canopy, tent, awning or other element, at least two full sides of the entire outdoor dining area must be open to the outdoors and must not be substantially blocked by any walls or other impermeable physical barriers.
- If the outdoor dining area at the establishment is equipped with a retractable roof and the roof is retracted, at least one full side of the outdoor dining area must be open to the outdoors and must not be substantially blocked by any walls or other impermeable physical barriers.

For additional information, see [O. Reg. 364/20](#): Green-Prevent, Yellow-Protect, and Orange-Restrict – *current March 5, 2021 – (e-Laws currency date)*

Update: Premier Ford announced modifications to the Orange - Restrict zone rules as identified above on March 19, 2021, which allow dining inside of restaurants at up to 50 per cent capacity, to a maximum of 100 people, effective Saturday, March 20 in Peel Region.

Yellow – Protect:

Restaurants, bars and other food and drink establishments can operate with a two-metre distance between tables and a maximum of six patrons per table, buffet style service is prohibited, establishments must be closed from 12:00 a.m. to 5:00 a.m., liquor sales are restricted between 9:00 a.m. to 11:00 p.m., and night clubs can only operate as restaurant or bar.

Additional measures identified in Orange – Restrict, apply in Yellow – Protect.

Green – Prevent:

Restaurants, bars and other food and drink establishments can operate with a two-metre distance between tables, but buffet style service is prohibited, and night clubs can only operate as restaurant or bar.

Additional measures identified in Orange – Restrict, apply in Green – Prevent.

2. Survey of 2020 Applicants to the Brampton Patio Program

A short [survey](#) has recently been distributed to all 2020 Brampton Patio Applicants to identify what went well with the permit application process in 2020, and see if there are any suggestions for improvements for the process going forward. The survey consists of 7 questions, which are geared at understanding satisfaction rates with the process, the documentation required, the customer service provided and overall response times. As of the writing of this report, 10 responses have been received. Please see Appendix 1 for a summary of survey responses.

3. Fast-tracked Permit Approval Process

The Brampton Patio program implemented in 2020 will be offered in an enhanced manner to provide options for local restaurants and bars to expand their outdoor patios on private and public property to ensure that businesses can continue to operate safely while respecting physical distancing between their customers and employees.

Staff have streamlined the 2020 application process to include:

- A pre-consultation process, whereby the applicant can provide a concept plan for the patio to review prior to applying to ensure that the patio can be supported and allow for staff to recommend changes, if requested; and
- A fast-track approval and permit issuance process for all applicants who self-identify as having met all requirements as identified on the online application form checklist. Where one or more checklist requirements have not been met, the 2020 review and approval process will be followed.

4. AGCO Liquor Licence

The Alcohol and Gaming Commission of Ontario (AGCO) which administers the *Liquor Licence Act* issued an [AGCO Blog](#) on January 14, 2021. The AGCO has again extended the term of active liquor licence, authorizations and registrations by an additional three (3) months in order to continue providing support to the people and businesses regulated by the AGCO affected by the COVID-19 pandemic.

On [March 18, 2020](#), the AGCO first announced it would extend by three months the term of such licences, authorizations and registrations it had issued. On [April 14, 2020](#), [July 17, 2020](#), [October 14, 2020](#), and again on [January 14, 2021](#) the AGCO further extended this measure by an additional three months each time. The latest announcement provides a total extension of 15 months after the license expiration date. For example, a restaurant that was approved for a patio and selling liquor originally had a licence expiry date of March 2020, barring further extensions, they would now need to apply for a renewal prior to June 2021.

5. Road/Lane Closures in the Downtown

The Region of Peel is currently considering a delay to the start of construction along Queen Street and Main Street that was previously scheduled to begin around July 1, 2021. In this regard, the Region is preparing a construction phasing map for discussion with City and Regional staff in the next few weeks. If the schedule cannot be modified to accommodate a later start time, there may be a delay to opening of patios or they may have to be temporarily removed during the construction if the patios are located within the construction zone.

6. Canada Healthy Communities Initiative (ICHCI)

The Canada Healthy Communities Initiative aims to fund small-scale infrastructure projects to assist communities adapt to the challenges presented by COVID-19. The initiative will fund eligible projects that fall under 3 main themes, specifically:

- Creating safe and vibrant public spaces
- Improve mobility options
- Provide innovative digital solutions to connect people and improve health

The CAO's Office and the Government Relations team is supporting the Downtown Brampton Business Improvement Association (BIA) with their application for this grant. The BIA's application identified a number of potential activations for the downtown, which include using the grant towards adding more patios & parkettes to the street where possible. Amongst other factors, the ability for the BIA to add patios will be contingent upon receiving the grant, the timing of the infrastructure upgrades and any locational conflicts (i.e. loading zones).

The Clerk's Office will work with Strategic Communications and Economic Development to promote and communicate the Brampton Patio Program across the City so that interested businesses can take part and residents can enjoy e

Corporate Implications:

Financial Implications:

Pursuant to Council direction given on June 10, 2020 staff have not proposed any fees associated with an application for or the issuance of a Temporary Outdoor Patio Extension Permit. Any nominal consideration collected pursuant to an agreement under 40 of the *Planning Act*, 1990, c. P. 24 will be paid to the City's Cash-in-Lieu of Parking Reserve Account #26.

By-law 103-2020 includes a waiver of any fees under the User Fee By-law 380-2003, as amended, that may be applicable to an application for a Temporary Outdoor Patio Expansion.

Legal Implications:

Legal Services will review and approve as to form all agreements required to implement the Temporary Outdoor Patio Extension program.

Economic Development Implications:

The COVID-19 pandemic has adversely affected the food-service industry as demonstrated to Committee of Council on March 10, by separate presentations from Equifax and the Economic Development Division. According to Equifax over 800,000 jobs have been lost nationwide in the food service industry. In the Region of Peel the Food and Accommodation sector subtracted over 20,000 jobs during the first half of 2020. The City's Economic Recovery Strategy aims to bring resilience and competitive advantage to the Brampton economy, by working directly with restaurants and bars to give them the best chance of survival and recovery.

The ability for bars and restaurants to expand or add temporary patio space will provide much needed business opportunities, while maintaining appropriate social distancing. The warmer weather will bring renewed hope for bars and restaurants. As it attempts to

recover from the pandemic, the food service industry will appreciate an even more efficient and less bureaucratic way to processing patios expansion applications, as recommended in this report. Feedback to Economic Development has been very positive on the program and we anticipate more interest in 2021. The Brampton Board of Trade and the BIA have been working closely with Economic Development staff in identifying the needs of the food service industry and helping them directly with navigating the Brampton Patio Program.

Term of Council Priorities:

Living the Mosaic – 2040 Vision

This report has been prepared with consideration of the overall vision of the 2040 Vision and aligns with the vision that Brampton.

Conclusion:

In recognition of the Province's framework, which aims to limit the transmission of COVID-19, the City of Brampton will continue to offer the Brampton Patio program in 2021. The City is enabling restaurants and bars to increase patron capacity using outdoor dining spaces. Staff have identified a means of streamlining the patio permit approval process, and are looking to further enhance the process using applicant feedback. The AGCO is further assisting businesses by extending existing licenses. Additionally, the City will work with the Region of Peel to identify a construction schedule that will be least impactful on downtown Brampton businesses.

These solutions are intended to provide local businesses with an opportunity to safely expand their outdoor service area while operating safely and maintaining physical distancing between customers and employees. Should the Province decide to move the Region of Peel up or down the spectrum of colours, these options will certainly provide local businesses with the opportunity to quickly navigate a municipal review process to temporary expand their outdoor patio space for the remainder of the year.

Authored by:

Janice Adshead,
Deputy Clerk, Records & Information

Reviewed by:

Peter Fay,
City Clerk

Approved by:

Paul Morrison,

Submitted by:

David Barrick,

Acting Commissioner, Legislative
Services

Chief Administrative Officer

Attachments:

Appendix 1 - City of Brampton's Temporary Patio Permit 2020 Applicant Questionnaire
– Survey Responses

City of Brampton's Temporary Patio Permit 2020 Applicant Questionnaire
Survey Responses (n=10)

- 1) Overall, how satisfied were you with the application process to obtain a Temporary Patio Permit in 2020?
 - Very Satisfied - 10
 - Satisfied
 - Neutral
 - Somewhat Dissatisfied
 - Dissatisfied
- 2) Were the City's application requirements easy to understand?
 - Very Easy - 9
 - Somewhat Easy - 1
 - Neutral
 - Somewhat Difficult
 - Difficult
- 3) What was the level of effort required to produce the documentation to complete the application process?
 - Very Easy - 5
 - Somewhat Easy - 4 (1 person did not answer)
 - Neutral
 - Somewhat Difficult
 - Difficult
- 4) How satisfied were you with the City's response time to issue a permit after your application was received?
 - Very satisfied - 10
 - Satisfied
 - Neutral
 - Somewhat Dissatisfied
 - Dissatisfied
- 5) If your permit application was denied for any reason, was the City helpful to find an alternative solution where possible?
 - Very Helpful - 3
 - Somewhat Helpful
 - Not Very Helpful
 - Not Applicable - 7
- 6) Did you receive adequate promotional support from the City?
 - Very Helpful - 6
 - Somewhat Helpful - 1
 - Not Very Helpful
 - What promotional support? - 3
- 7) How can the City make simplify the application process for future applications?
 1. Make it easy to understand applications
 2. No comments.
 3. I was pleased with my service
 4. The application process was simple and easy
 5. Please auto renew it abs if needed, send us a link to pay it online using Visa card.

Date: 2021-03-09

Subject: Request for Budget Amendment – Lobbyist Registry Upgrade
Solution

Contact: Peter Fay, City Clerk

Report Number: Legislative Services-2021-329

Recommendations:

1. That the report titled **Request for Budget Amendment – Lobbyist Registry Upgrade Solution**, to the Committee of Council Meeting of March 31, 2021, be received; and
2. That a budget amendment be approved for Project # 191480-058 in the amount of \$90,000, to be sourced from Reserve #4.

Overview:

- An online Lobbyist Registry was implemented in 2016, as per Council direction.
- A capital request was made in the 2019-2021 Budget process (Project #191480-058 Lobbyist Registry Upgrade) for \$150,000 for much needed improvements to the lobbyist registry. This amount was an estimate only and there was no benchmark available for comparison.
- Two solutions were originally considered:
 - Improve the existing lobbyist registry, or
 - Develop an in-house solution.
- Digital Innovation & IT (DI & IT) has stated it would not be cost effective to support and maintain the existing solution, and could not support an in-house solution due to unavailability of internal developers.
- A public Request for Proposal was initiated in Fall 2020 in accordance with the Purchasing By-law – all short-listed and evaluated bids,

<p>including the successful bidder, well exceeded the original budget amount of \$150,000.</p>

Background:

An online Lobbyist Registry was implemented in 2016, as per Council direction. The Registry was developed in-house based on the City's Customer Relationship Management (CRM) solution, which over time, no longer meets the needs of the City (legacy CRM platform no longer supported) and clients (lobbyists are experiencing significant issues with the existing solution). Lobbyist registrations and subject-matter registrations are confusing for people to understand, follow and finalize. An extraordinary amount of staff time is required to guide lobbyists through the registration process and correct registration errors.

In the 2019-2021 Operating & Capital Budget process, a capital budget was established and approved for a Lobbyist Registry Upgrade, at an estimated cost of \$150,000.

Staff from DI & IT and the City Clerk's Office discussed options including improving upon the existing lobbyist registry or developing a new in-house solution. The lobbyist registry, developed in-house over 5 years ago has reached its end of life and resides in a now unsupported CRM portal technology environment. The cost to maintain the registry in this environment is approximately \$80,000 per year (including but not limited to additional storage, maintenance and licensing), which is not a cost effective solution. Given the timeline, and the unavailability of internal developers, DI & IT Enterprise Architecture suggested rather than an in-house solution, acquiring an existing and proven solution used by another municipality and customizing for the City of Brampton Lobbyist Registry is a more effective and efficient solution. The estimated cost at the time of the business case (developed in 2018) was well within the budget and this option posed the least risk.

An open, public Request for Proposal process was followed in the Fall of 2020, in accordance with the City's Purchasing By-law and procurement process. This report recommends a budget amendment to complete the procurement process to complete the Lobbyist Registry Upgrade project.

Current Situation:

As a result of the competitive procurement process, seven (7) bidders responded to the Request for Proposal and three (3) bidders were short-listed after evaluation. The evaluation process resulted in one (1) bid that best fit the City's business and technology environment requirements and was also the lowest bid. All three (3) shortlisted bids well exceeded the original budget amount of \$150,000.

The City of Brampton will be entering into contract negotiations with the selected bidder following approval of a budget amendment of \$90,000 to enable completion of the procurement process.

Corporate Implications:

Financial Implications:

A budget amendment is required to increase capital project 191480-058 – Lobbyist Registry Upgrade by \$90,000. Sufficient funding is available within Reserve #4 for the requested top up.

Project	Original Approved Budget	Top-Up Requested	New Approved Budget
191480-058	\$150,000	\$90,000	\$240,000

Other Implications:

Term of Council Priorities:

This report furthers the Term of Council Priorities of a Well-Run City by enabling public access to information about lobbying activity occurring at the City to enhance transparency and accountability in City operations and Council decision-making.

Conclusion:

The approved capital project to upgrade the City's Lobbyist Registry tool is underway through a procurement process to have a third party develop an improved registry based on similar registries in place in other municipalities. The original capital budget, approved in 2019, has insufficient funds to complete the project based on the proposal received and evaluated as the best proposal to complete the work. A budget amendment of \$90,000 is recommended to proceed with the capital project.

Authored by:

Reviewed by:

Laurie Robinson,
Business Coordinator, City Clerk's Office

Peter Fay,
City Clerk

Approved by:

Submitted by:

Paul Morrison,
Acting Commissioner, Legislative
Services

David Barrick,
Chief Administrative Officer

Attachments: *nil*

Date: 2021-03-11

Subject: **Presentation – Advanced Manufacturing Analysis with a Focus on Robotics and Automation**

Contact: **Clare Barnett, Director, Economic Development**

Report Number: Planning, Bld & Ec Dev-2021-353

Recommendations:

1. **THAT** the presentation from Martin Bohl, Sector Manager, dated March 11, 2021, to the Committee of Council meeting of March 31, 2021 entitled “Presentation – Advanced Manufacturing Analysis with a Focus on Robotics and Automation” (2021-353, File CE.x), be received.

Industry Report – Advanced Manufacturing Analysis with a Focus on Robotics and Automation

**BRAMPTON MEANS
BUSINESS *NOW***

Presentation to Brampton Committee of Council
March 31, 2021
Martin Bohl, Economic Development

Overview of the Study

- The study's primary objective was to assess readiness for new technologies, specifically robotics and automation through:
 - Statistical overview of Brampton manufacturing compared to other southern Ontario locations; and
 - Interviews with eight Brampton firms.
- A secondary objective was to assess the capabilities of Brampton manufacturers to support investment attraction.
- The Trillium Network for Advanced Manufacturing was selected to work with Economic Development in conducting company interviews, providing updated sector information on 400 local firms, and making recommendations for business retention and investment.
- This study is part of the City's Economic Recovery plan to focus on business retention and investment attraction in the advanced manufacturing sector.

Company Interviews



Report's Findings

- Based on a strong industrial base, location, demographics and other factors, Brampton's manufacturing sector can be characterized by four main traits:
 - Diverse
 - Talented
 - Connected
 - Unique

Areas for Improvement and Future Study

- The report identified two themes where support will be key to going forward:
 - Investing in automation / robotics is critical to the future competitiveness of Brampton's manufacturing sector; and
 - While some manufacturers have made significant progress in adopting new technology, others are lagging (e.g., automotive vs. food processing).
- Economic Development staff will continue to prioritize the sector through business retention and investment attraction support, encourage the adoption of technology, and developing talent through post-secondary and sector partnerships.
- Staff will incorporate key findings into investment lead generation plans to support the City's Economic Recovery efforts.

Date: 2021-03-11

Subject: **Industry Report – Advanced Manufacturing Analysis with a Focus on Robotics and Automation**

Contact: **Clare Barnett, Director, Economic Development**

Report Number: Planning, Bld & Ec Dev-2021-341

Recommendations:

1. **THAT** the report from Martin Bohl, Sector Manager, dated March 11, 2021, to the Committee of Council meeting of March 31, 2021 entitled “**Industry Report – Advanced Manufacturing Analysis with a Focus on Robotics and Automation**” (2021-341, File CE.x), be received; and
2. **THAT** the Industry Report and its key findings continue to be used to guide the City’s Economic Recovery plan as it relates to advanced manufacturing.

Overview:

- In October 2020, the City of Brampton was approved for a grant of up to a total of \$12,500, from the federal government’s CanExport – Community Investment program to co-fund a study on the status of robotics and automation in Brampton’s manufacturing sector.
- City of Brampton Economic Development staff collaborated with the Trillium Network for Advanced Manufacturing to:
 1. Learn more about the composition and competitive dynamics of Brampton’s manufacturing ecosystem;
 2. Assess the extent to which Brampton manufacturers have adopted, or plan to adopt, automation, robotics, and other advanced production technologies (and identify companies in Brampton that manufacture or support the adoption of these technologies); and
 3. Identify technological gaps and opportunities to attract domestic and foreign direct investment.

Background:

Manufacturing is a critical component of Brampton's economy, and of Ontario's economy generally. The manufacturing sector is evolving rapidly, and changes to technology, infrastructure, human resources, and government policy significantly influence investment decisions and competitiveness. Moreover, the COVID-19 pandemic has profoundly impacted the trajectory of manufacturing in Brampton and across Ontario.

It is within this context that the Trillium Network for Advanced Manufacturing collaborated with the City of Brampton's Economic Development Office to undertake a project to assess the extent to which Brampton manufacturers have adopted, or plan to adopt, automation, robotics, and other advanced production technologies. Within this project the team also examined the composition of Brampton's manufacturing sector, identified several companies and organizations in Brampton that actively manufacture or support the adoption of advanced production technologies, as well as opportunities to attract domestic and foreign direct investment.

The project was informed by three sources of data. The first includes government statistics, which were used to create a profile of Brampton's manufacturing sector. The second was a database of several hundred Brampton manufacturing establishments created from publicly available information. The third source was interviews with representatives of eight Brampton-based manufacturers. Included among these were automotive, aerospace, food, beverage, pharmaceutical, automation and tooling, and packaging manufacturers.

Through this work staff gained valuable insight into Brampton's manufacturing sector, highlights of the findings include;

- Recognition that Brampton's manufacturing workforce is talented.
- Brampton's transportation and telecommunications infrastructure ensures that manufacturers are well-connected to each other, and to the rest of the GTA, Ontario, North America, and the world.
- Brampton's manufacturing sector is diverse, and that this leads to diversity in the experience of manufacturers as they related to "automation readiness" and the adoption of automation, robotics, and advanced production technologies. While some manufacturers have made significant progress, others are lagging. There are several reasons why this is the case, all of which are explored in more detail in the full report.

Investing in automation, robotics, and advanced production technologies (and supporting manufacturing generally) is critical to the future competitiveness of Brampton's manufacturing sector. This is especially important as the sector emerges from the COVID-19 pandemic and realizes the full extent of its economic impact and future recovery. As such, a productive and technologically sophisticated advanced manufacturing sector will be critical in generating the employment and revenue necessary to support Brampton's economy on an ongoing basis.

Current Situation:

According to The Trillium Network for Advanced Manufacturing, Brampton is home to more than 400 manufacturing establishments that employ more than 40,000 people. It's worth noting that Statistics Canada estimates the number of manufacturers to be much higher (over 1,500), however Trillium is focused on establishments with physical spaces and more than one employee.

Brampton's manufacturing sector contributes \$5.16 billion to GDP, and its employees earn more than \$2.4 billion, annually. These employees pay more than \$285 million in federal incomes taxes, \$143 million in provincial incomes taxes, contribute more than \$109 million to CPP, and pay more than \$32 million in employment insurance premiums. In short, manufacturing makes an outsized contribution to Brampton's economy and tax base, and Brampton makes an outsized contribution to Ontario's manufacturing ecosystem and economy. It is an important contributor to jobs in Brampton and to the economic recovery of 2021.

Term of Council Priorities:

This study supports the City's Economic Recovery Plan and given the economic size and importance of the manufacturing sector in Brampton, Economic Development staff will continue to prioritize the sector through business retention and investment attraction support, talent development and encourage the adoption of new innovations and technologies through post-secondary and sector partnerships.

Conclusion:

Manufacturing is critically important to Brampton's economy. As manufacturers' competitive calculus evolves, especially in the context of the COVID-19 pandemic, investing in automation, robotics, and other advanced production technologies is more important than ever. This report provides an overview of Brampton's advanced manufacturing sector and examines the sector's current state of automation (or 'automation readiness'). The report draws on government statistics and the perspectives of eight manufacturers profiled as part of the project. The report includes their perspectives on the opportunities for and constraints on further investments in automation, robotics, and advanced production technologies. Also included are their perspectives on several other matters, including labour markets, infrastructure, and the impact of government policies and regulations.

Authored by:

Reviewed by:

Martin Bohl, Sector Manager, Health and Life Sciences, Logistics, and Food and Beverage Processing

Clare Barnett, Director Economic Development

Approved by:

Submitted by:

Richard Forward, Commissioner, Planning, Building and Economic Development

David Barrick, CAO

Attachments:

Appendix A: Brampton's Advanced Manufacturing Sector Overview

Diverse. Talented. Connected.

Brampton's Advanced Manufacturing Sector

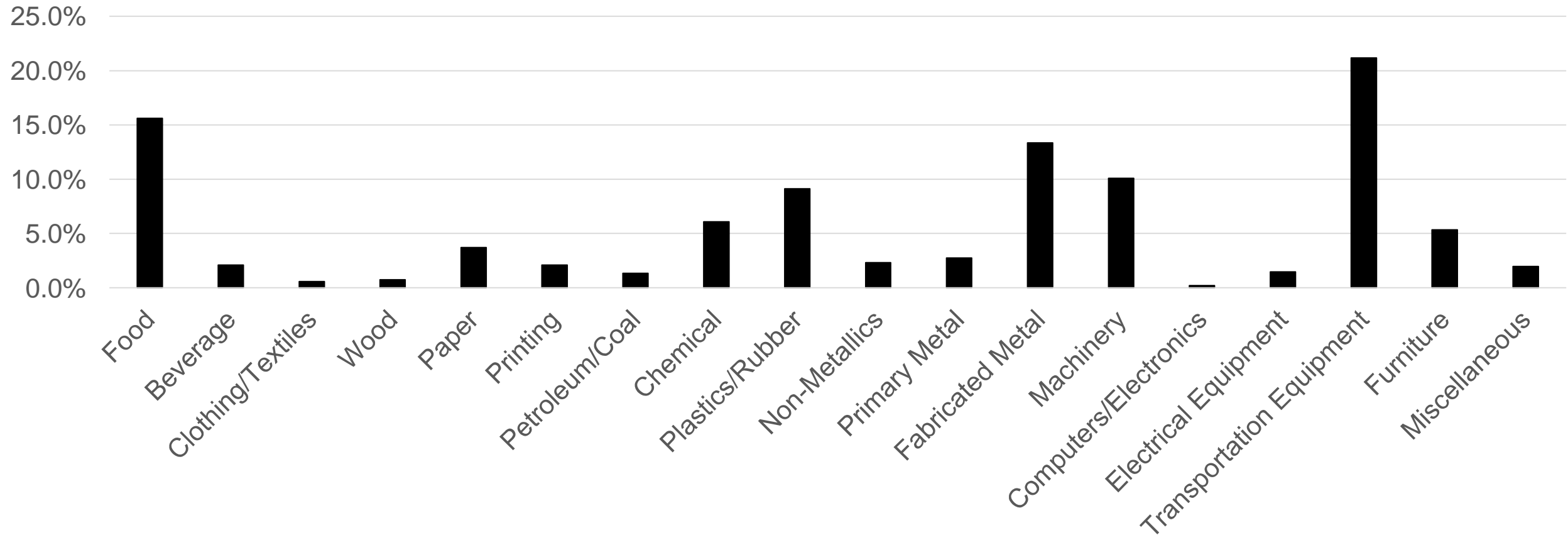
Prepared by the Trillium Network for Advanced Manufacturing

11 March 2021

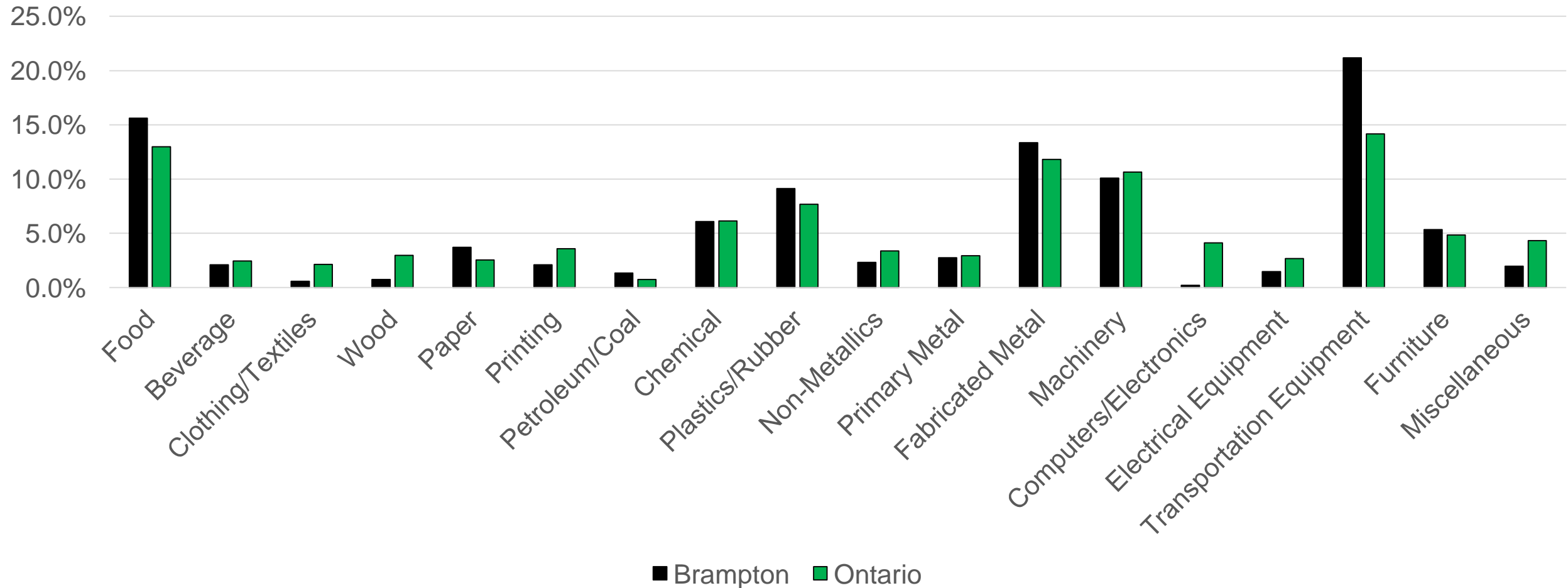
Brampton is...

- Diverse
- Talented
- Connected
- Unique

Brampton Manufacturing - Composition



Brampton vs. Ontario



Strengths

- Diverse manufacturing base with 'anchor tenants'
- Extensive and diverse 'labourshed'
- Transportation and telecommunications infrastructure
- Synergies between manufacturing and related industries
- Availability of industrial land

Weaknesses

- Cost pressures: housing, wages, land, warehousing
- Changing workforce expectations
- Traffic
- 'Last mile' of public transit
- Red tape

Opportunities

- More automotive and aerospace investment
- Encouraging the adoption of advanced production technologies in food processing, packaging, and other industries
- Capitalizing on cost differentials between Brampton and neighbouring jurisdictions

Threats

- Tight labour markets and competition for talent
- Potential restructuring in automotive, aerospace, and poultry processing
- Confusion over provincial/federal investment incentives
- Energy costs

Date: 2021-02-23

Subject: **Project Update – Capital Project #211480 – 112 Time Absence Management & Scheduling Project**

Contact: Mark Medeiros, Interim Director of Finance / Treasurer,
905.874.2520, Mark.Medeiros@brampton.ca

Report Number: Corporate Support Services-2021-359

Recommendations:

That the report titled: **Project Update – Capital Project # 211480-012 – Time, Absence Management & Scheduling Project**, to the Committee of Council Meeting of March 31, 2021 be received.

Overview:

- The purpose of this report is to provide City Council with an update on the status of the Time, Absence Management & Scheduling (“TAS”) System Implementation Project.
- The City’s current time capture, absence management and scheduling processes are primarily manual and paper based, requiring extensive amount of staff time and administrative effort.
- Request for Proposal 2017-011 was issued and awarded in fall of 2018 to WorkForce Software, ULC to implement an automated Time Capture, Absence Management and Scheduling System (now referred to as “MyTime”).
- The MyTime Implementation Project kicked-off in early 2019 and has since successfully completed detailed design, testing and phased deployment plans for implementing the Time and Attendance, Advanced Scheduler, Absence Compliance Tracker and Analytics modules.

- **Given the complexity of effectively automating various existing Collective Bargaining Agreements, Corporate Policies, current operational practices and legislative requirements, five (5) weeklong workshops were held with various stakeholders, which resulted in approximately 4,300 business and calculation requirements. Each of these requirements were documented and evaluated as part of the system design and project implementation plan, which now includes sixteen (16) interfaces/integrations with other applications across the City.**
- **The MyTime project is considered the most technically complicated and comprehensive software implementation undertaken by the City to date and the heavy lifting that has been completed thus far, provides the foundation to move forward with a high degree of confidence.**
- **Once all modules of MyTime are fully implemented, it will enable the City to automate key workforce management activities and significantly reduce manual administrative work, thus allowing leaders and employees to focus on core value-added operational activities.**
- **The City went live on the solution as of November 9, 2020 with a pilot group of non-union employees (Wave#1) as the first part of a multi-year phased deployment approach.**
- **Under Council's guidance and with a focus on the Connected Initiative to "Develop and Implement a Workplace Modernization Strategy" as related to the Term of Council Priority that Brampton is a Well-Run City, the City has embarked on a transformational project in the area of employee time capture, absence management and scheduling processes, and made significant strides forward.**
- **The City has successfully launched MyTime with a pilot group of employees and is now focused on organizational change management and completing a phased deployment plan in an organized and controlled manner, to ensure quality and value to the rest of the City. The phased deployment is anticipated to run through the period of 2021 to 2023.**

Background:

The City's current employee time capture, absence management and scheduling processes are mainly manual, and paper-based, requiring an extensive amount of staff time and administrative effort for data entry, validation and corrections.

As the City has grown and continues to grow, these manual processes have become increasingly inefficient for workforce management in the areas of employee scheduling,

time reporting and absence management. Some examples of the current manual processes being utilized are:

- Employee Paper-Based Timesheets
- Time Entry (“TE”) Operator – Manual Data Entry
- Employee Timesheet Corrections
- People Leader - Time Tracking and Approvals
- People Leader - Leave Management Forecasting
- People Leader - Review/Approval TE Reports
- Meal Allowance Processing
- Manual Employee Scheduling Related Activities
- Printing, Photo Copying and Inter-office Mail
- Physical Storage (of paper documents - 7 years)
- Retrieval Costs from Archives (of paper documents when needed)
- Manual Long-term Absence Management Related Activities
- Training Cost (associated with complex and manual current process)
- Payroll Retro Costs (Manual Calculations)

Note that the average paper-based timesheet touches at least five (5) hands including Employee, Leader, TE Operator, Reviewer, Payroll Administrator and more, if any potential corrections are required.

Tied with the Connected Initiative to “Develop and Implement a Workplace Modernization Strategy” as related to the Term of Council Priority that Brampton is a Well-Run City, by continuously improving the day-to-day operations of the corporation by streamlining service delivery, effectively managing municipal assets, and leveraging partnerships for collaboration and advocacy, it was recognized as a priority that introducing tools and technologies in an automated system would align with this Term of Council Priority by:

- Reducing the manual work effort required with time administration to free employees and leaders to focus on core business and high value-added activities;
- Reducing duplication and potential for errors;
- Providing opportunities to introduce efficient business processes;
- Providing data and business intelligence to decision makers; and
- Helping the City align with the expectations of a diverse next-generation workforce with demands for robust technologies that are internet enabled and provide mobile-ready access.

To address this need and with Council endorsement, an RFP (2017-011) was issued for “Supply, Implementation, Hosting and Ongoing Management of a Time Capture, Absence Management and Scheduling System” to:

- a) Provide employee and manager online desktop and mobile self-service for timesheets and absence requests with an online workflow-based submission and approval process;
- b) Enable configuration of time reporting rules for the editing of timesheets during time reporting to ensure consistency with pay rules for the various lines of business, collective bargaining agreements and Corporate HR policies applicable to the employee;
- c) Provide automation in the detailed calculation of payable time (i.e. over-time, payable/unpayable sick time, shift premiums, etc.) from reported time in alignment with collective bargaining agreements, Corporate HR policies and legislative requirements;
- d) Integrate time capture with project costing to eliminate the duplicate processes for tracking, calculating and processing of labour costs as related to capital projects;
- e) Provide flexible and transparent leave forecasting with visibility for both management and employees of past, current and future approved leaves (i.e. vacation, sick leave, lieu time, etc.); and
- f) Provide a comprehensive corporate scheduling system to replace manual and spreadsheet-based scheduling processes across the organization.

This RFP was then awarded to WorkForce Software, ULC (the “Vendor”) with a contract signed in September 2018 to deliver a cloud-based, workforce management solution for factors including:

- Experience with more than 2 million users of the Vendor’s products across more than 1,000 organizations and 60+ countries;
- Robust product offerings that are purpose-built for complex labour environments in a diverse municipal government setting;
- Flexible and configurable solution to meet the varying needs of the City’s lines of business with different Collective Bargaining Agreements, pay policies and workforces;
- Cloud based with regional based data centres located in Canada with security standards that meet independently audited certifications and maintain leading uptime and system performance figures; and
- Perpetual innovations with continuous improvements and updates to introduce new functionality to allow the City to adopt and take advantage of the latest technological features in the industry.

The solution consists of four (4) key product modules:

- 1) **WorkForce Time and Attendance (“T&A”)**: T&A is a component that is designed to automate and standardize the time collection and approval processes;

Summary of Benefits: Captures detailed time and attendance reporting data through multiple methods (i.e. mobile devices, time capture devices, desktop, etc.) and automates that application of pay rules in alignment with corporate policies, Collective Bargaining Agreements and related legislation. Automated workforce management also significantly reduces the manual work required and frees leaders and employees to focus on their core operational activities.

- 2) **WorkForce Advanced Scheduler (“AS”)**: AS is a component that is designed to automate and standardize the employee scheduling process;

Summary of Benefits: Provides efficiencies and optimizes labour scheduling by automating factors and constraints (i.e. seniority, availability and qualifications); provides employee self-service tools for access to schedules, shift changes, etc. and allows workforce planning based on business needs.

- 3) **WorkForce Absence Compliance Tracker (“ACT”)**: ACT is a component that will allow the City to manage legislative compliance and interactions between the City and its employees regarding complex absence case management and various correspondence in a secure and confidential manner.

Summary of Benefits:

- a) Simplifying determinations by following simple questionnaires that shows exactly which laws and policies apply to a leave request;
 - b) Streamline case management with the help of case steps, due dates, and documents, all stored in one central and secure location;
 - c) Keep current with changing laws through the Vendor’s unique Compliance Portal and receive regulatory updates automatically; and
 - d) Improve communications about absence management, fostering a more transparent, positive, and employee-centric culture.
- 4) **WorkForce Analytics (“Analytics”)**: Analytics is a reporting and dashboard utility that harnesses detailed labour data, allowing the City to fine-tune workforce management activities, improve business analysis and workforce planning.

Summary of Benefits: With this comprehensive labour analysis the City will be able to:

- a) Access complete, accurate snapshots of the City’s employees’ day-to-day labour activities;
- b) Quickly identify cost-saving measures with greater visibility into workforce analytics; and

- c) Build simple, intuitive reports with drag-and-drop functionality and custom views.

In early 2019 the City's project team and the Vendor kicked off the project and internally branded the WorkForce Software solution and the implementation at the City as "MyTime".

At this point, the City entered into the detailed requirements and solution design phase to capture the City's detailed rules and requirements as related to calculating employee gross pay, leaves of absence and other key implementation requirements.

This process included five (5) weeklong Vendor lead workshops with representatives from the City's various operating departments to ensure the requirements were captured to allow the solution to be built and configured with calculation rules that comply with:

- Existing Collective Bargaining Agreements
- Existing Corporate HR Policies
- Past Practices
- Current Legislative Requirements

These five (5) weeklong workshops resulted in the documentation of over four thousand three hundred (4,300) business and calculation requirements.

By late-2019, the Vendor began the build and configuration phase, while the City began to prepare for testing of the solution and started development of the sixteen (16) interfaces/integrations with other applications at the City, with data required by the solution.

By early-2020, the City in partnership with the Vendor, started testing and deployment planning, which concluded in early-fall, with the City ready to go-live.

Current Situation:

The City successfully went live on the solution as of November 9, 2020 with a pilot group of non-union employees (Wave#1) as the first part of a multi-year phased deployment approach (vs. "big bang" approach).

A multi-year phased deployment approach was determined to be the best course of action for the City and consistent with benchmarking analysis as well as scoping of other municipalities of similar workforce size, pay profile diversity/complexity based on multiple Collective Bargaining Agreements. This phased deployment approach recognizes that:

- The solution drives the detailed and critical calculation of employee gross pay;

- Payroll is extremely time sensitive and needs to be accurate, with high visibility and impact to all employees;
- Significant volume and work-effort associated with testing of the solution against the detailed calculation requirements for different salaried and hourly pay groups;
- Resource availability for SMEs (Payroll, IT, HR and Operating Departments), with various time periods during year-end when deployments cannot be scheduled due to competing priorities (year-end reporting requirements, system upgrades, etc.); and
- Has a significant organizational change management component with a key impact on the need to also reassess various existing manual processes.

It also takes into consideration that it is the deployment of all four (4) modules outlined in the “Background” section of this report.

The phased deployment approach is anticipated to run through the period of 2021-2023 and is forecasted to have all non-union employees on the MyTime solution by the end of 2021, with the remaining employees continuing to be transitioned during 2022 - 2023. Throughout this time period, resources from the Vendor and City are required to support on-going testing, re-configuration (as needed) and organizational change management as part of execution of the phased deployment approach.

The scope of the Vendor’s existing contract will continue to provide implementation services and existing approved capital funds will provide funding for City resources to participate on the MyTime project through 2021. This is expected cover the remaining deployment of Wave#1 planned for over 800 non-union permanent and temporary employees in 2021.

To keep the phased deployment approach moving forward with the support of the Vendor in an implementation capacity after 2021, the project team has explored a managed services model from the Vendor. The managed services model will not only support the implementation/deployment, but will also support unknown variables that may be introduced during the phased deployment period as related to policy changes or business needs such as:

- Collective Bargaining Agreements
- Corporate Policies Modernization
- Legislative Changes (i.e., Bill148, etc.)
- Business Needs (i.e., COVID19, etc.)

In order take advantage of the Vendor’s managed services model and to provide backfill for City resources, an additional funding request for this project was approved by Council as part of the 2021 budget. The City has prioritized this project, due to its complexity and broad corporate impact, by committing internal resources to continue testing, deployment

and organizational change management activities to support the subsequent waves past the initial deployment, to ensure a timely and successful full implementation.

Under Council's guidance and with a focus on the Connected Initiative to "Develop and Implement a Workplace Modernization Strategy" as related to the Term of Council Priority that Brampton is a Well-Run City, the City has embarked on a transformational project in the area of employee time capture, absence management and scheduling processes, and made significant strides forward in partnering with a Vendor as a cloud software provider and implementation partner. The City has already successfully launched a pilot group of approximately thirty (30) employees that are part of the core project team from various operating departments, and is now focused on testing and further deployment in an organized and controlled manner, to ensure quality and value to the rest of the City.

The City's labour expenditures are one of the largest line items in the City's annual budget. With this in mind, even a 1% improvement of efficiencies created in "employee time administration" would result in a significant return on investment for this project. Based on the original business case and subsequent analysis, it is anticipated that once all modules of the solution are fully implemented, the expected potential payback on investment for the project will be within the 3 to 5 year time horizon.

For clarity, and although this initiative will deliver significant efficiencies to the City, most of the savings will not necessarily lead to corresponding budget reductions as the employee time administration work in the various operating departments accounts for only a portion of a given employee's overall responsibilities.

Savings will, however, be achieved in net productivity gains, better customer service and employee experience, as time will be freed up for higher value-added duties. This creation of potential capacity realized is intended for individual operating departments to leverage in the future.

Corporate Implications:

Financial Implications:

There are no direct financial implications from this report. The total estimated budget for the MyTime project is \$9,338,000, of which \$5,803,000 has been approved in previous budgets, with spending of \$2,492,909 as of December 31, 2020.

	Approved Budget	Expenditures	Commitments	Budget Balance Remaining
Life-to-Date (2020)	\$3,290,000	\$2,492,909	\$523,569	\$273,522
2021	\$2,513,000	NIL	NIL	\$2,513,000
Total	\$5,803,000	\$2,492,909	\$523,569	\$2,786,522
	Forecasted Requirement			
2022*	\$2,149,000	-	-	-
2023*	\$1,386,000	-	-	-
Total	\$3,535,000	-	-	-

*Please note the 2022 and 2023 budget requirements of \$3,535,000 have been approved in-principle as a forecast in the 2021 Capital Budget. Future funding requirements for the project will be included in the 2022 and 2023 Capital Budget requests, subject to Council's consideration and approval.

Other Implications:

There are no other implications resulting from this report as this is for informational purposes only.

Term of Council Priorities:

This report achieves the Term of Council priority of Brampton is a Well-Run City, by continuously improving the day-to-day operations of the corporation by streamlining service delivery, effectively managing municipal assets, and leveraging partnerships for collaboration and advocacy.

Conclusion:

This report provides Council with an update on the status of the MyTime project and an overview of the upcoming deployment approach.

Authored by:

Reviewed by:

Zeeshan Majid,

Mark Medeiros, Interim Treasurer

Senior Manager, Accounting Services
and Deputy Treasurer, Corporate
Support Services

Corporate Support Services

Dean Fisher,
Program Manager, IT, Digital
Innovation and IT, Corporate Support
Services

Kumanan Gopalasamy
Chief Information Officer, Digital
Innovation and IT, Corporate Support
Services

Approved by:

Submitted by:

Michael Davidson, Commissioner,
Corporate Support Services

David Barrick, Chief Administrative Officer

Date: 2021-03-22

Subject: **Salary Administration Policy: Semi-Annual Reporting – July 1 – December 31, 2020**

Contact: Sandeep Aujla, Director, Human Resources, Corporate Support Services, 416-301-9224, Sandeep.Aujla@brampton.ca

Report Number: Corporate Support Services-2021-399

Recommendations:

1. That the report from Michael Davidson, Commissioner, Corporate Support Services and Sandeep Aujla, Director, Human Resources, Corporate Support Services, dated March 22, 2021, to the Committee of Council Meeting of March 31, 2021, re: Salary Administration Policy: Semi Annual Review, be received.

Overview:

- The City of Brampton's Salary Administration Policy is founded on the principles of building trust and confidence, ensuring transparency, consistency and equity, and fostering innovation.
- The Council approved Salary Administration Policy 4.1.0 on November 1, 2017 with an effective date of January 1, 2018. This policy focused on promoting our investment in people through fair and consistent guidelines applied across employees and clear oversight controls for accountable leadership and increased levels of authorization to establish public trust and confidence.
- In compliance with the Council Resolution CW378-2017, staff is required to report semi-annually to Council on the application of Salary Administration Policy 4.1.0.

Background:

The modernized Salary Administration Policy came into effect on January 1, 2018 along with Council Resolution CW378-2017 mandating the staff in Human Resources to report semi-annually to Council on the application of this policy.

Modernizing our salary administration policy, procedures and practices is critical to attracting, retaining and engaging a skilled and high-performing workforce and building a culture of customer service excellence and employee engagement. Reviewing the data associated with the out-of-policy critical cases would inform Council on the effectiveness of our salary administration approaches to attract and retain top talent.

Current Situation:

The Salary Administration Policy enables leaders to recognize and reward top talent by ensuring transparency, equity and fairness. This policy enables salary administration practices that maintain our progressive market position, while fostering an engaged and innovative workforce. The best practice principles within this policy elevate the level of oversight, compliance, and our commitment to leading industry practices. Our salary administration policy is guided by a series of principles, including, equity and consistency, transparency, market competitiveness, performance contributions, and fiscal responsibility.

In order to ensure policy compliance and meet staff direction within Council Resolution CW378-2017, Human Resources is required to report semi-annually to Council on the application of Salary Administration Policy 4.1.0. Specifically, this semi-annual report on the critical cases—where a business case was made and approved in circumstances that required consideration for the attraction and retention of top talent—and specific instances of inversion, under-fill, or voluntary transfer to a lower grade. See Appendix A for definitions and handling per Salary Administration policy 4.1.0.

The semi-annual reporting for the second half 2020 has been completed. Appropriate paperwork to document the approvals from HR, Finance and CAO have been completed in preparation for this report. Any salary adjustment transactions at the City of Brampton were processed using an Employee Data Change (EDC) form. Human Resources used the EDC query to examine all the salary adjustment transactions for the period: July 1, 2020 to December 31, 2020. The following summarizes the salary administration application and associated financial impacts.

Table 1: Salary Administration Usage of Key Initiatives (July 1, 2020 – Dec. 31, 2020)

Salary Admin Policy Category¹	No. of Employees	% of Eligible Employees	2020 Prorated Cost	Annualized Cost
Critical Attraction	6	7.9%	\$9,550	\$52,700
Critical Promotion	2	7.4%	\$3,150	\$18,150
Critical Retention	5	0.6%	\$3,650	\$23,850
Approved Critical Business Cases²	13	-	\$16,350	\$94,700
Inversion	-	-	-	-
Under-Fill	1	3.7%	(\$3,750)	(\$8,050)
Voluntary Transfer (to lower grade)	-	-	-	-
Total Incidents	14	-	\$12,600	\$86,650

The Critical Attraction and Critical Promotion business cases were used mainly for management roles (grades 8 and above), while the majority of Critical Retention business cases were used for non-management advisor and supervisory roles.

The 2020 full year average incremental increase approved through a critical business case was \$6,300, about \$1,500 lower than in 2018 and 2019. The total approved business cases for 2020 was 22, on par with both the 2018 and 2019 totals. The prorated cost was only two-thirds of the cost in 2018 and 2019.

Based on the Policy, and its intent to attract and retain top talent, an average of 10 employees received increases through the critical case policy provision, for each reporting period.

As per the policy, the approval of the above items required submission of a formal business case, which would have included consultation with Finance and Human Resources, along with sign-off by the department head, Human Resources, and the Chief Administrative Officer. The approval process for critical cases must also include a review of organizational impacts and an examination of internal equity to ensure fairness and consistency. Internal equity is the comparison of employee salaries in the same grade relative to knowledge, skills and years of experience based on the nature of the position.

The respective people leaders held discussions with the CAO, HR, and Finance during circumstances that warranted application of the critical business cases to effectively manage their teams, create developmental opportunities, and attract and retain top talent when required to support the execution of the City's Strategic Plan and Council Priorities.

Corporate Implications:**Financial Implications:**

- The full year 2020 prorated costs associated with critical business cases was approximately \$60,000, compared to an average of \$88,000 in the prior two years.

Other Implications:

- Rigor in documentation of business cases and formally signed-off approvals is needed to illustrate compliance with the salary administration policy.

Term of Council Priorities:

- This report supports the Council's priority of being a well-run city.

Conclusion:

This report highlights full compliance to the Salary Administration Policy 4.1.0. and this review satisfies the application of policy and administration requirements, as per Council resolution CW 378- 2018. Human Resources will continue to provide semi-annual updates to Council.

Authored by:

[Author/Principal Writer]

Reviewed by:

[Manager/Director]

Approved by:

[Commissioner/Department Head]

Submitted by:

[Chief Administrative Officer]

Attachments:**Appendix A: Definitions and Handling per Salary Administration Policy 4.1.0**

Appendix A

Definitions and Handling per Salary Administration Policy 4.1.0

Definition	Handling & Approval Requirements
8.3 Critical Attraction A critical hire for leading strategic deliverables. Inability to attract candidates in the labour market at or below the midpoint of the salary range of the critical position. This key position is essential to support Council directives/ initiatives.	When there is a bona-fide case to bring a new employee on board with a starting salary above midpoint of the salary range, approval may be awarded upon review and confirmation that there is: a. Demonstrated value in hiring a candidate with high potential in achieving organizational priorities, which support the City's Strategic Plan; and/or b. An inability to attract candidates in the labour market with the specific skill(s) required for the critical position due to market conditions. Approval required: Department Head, Human Resources and Chief Administrative Officer.
8.20 Promotion A permanent position change to a higher grade. The maximum increase to be applied to the employee's base salary is up to 10% or grade minimum, whichever is greater.	There may be circumstances where an internal candidate is highly experienced, possesses critical skills or the role is of significant importance to the corporation. Consideration of the promoted salary may necessitate an increase within the salary range subject to budget approval. Approval required: Department Head, Human Resources and Chief Administrative Officer.
8.4 Critical Retention The potential loss of a critical skill that could result in financial, legal or political consequences. May negatively impact essential services to the Corporation.	When there is a bona-fide case to retain a key employee, a base salary increase within the salary range and subject to budget may be awarded upon review and confirmation that the potential loss could result in financial, legal or political consequences and/or may negatively impact essential services to the Corporation and/or community. Approval required: Department Head, Human Resources and Chief Administrative Officer.
8.12 Inversion This occurs when the salary of a permanent direct report is greater than the salary of the manager based on organizational structure.	Upon realignment, promotion or permanent lateral transfer, when there is a case of a permanent direct report with a base salary higher than the manager, the manager's base salary will be adjusted to match the direct report. Human Resources consultation must be undertaken in all cases of inversion. Approval required: Department Head and Human Resources.
8.26 Under-fill This occurs when an employee is not fully qualified to perform all duties and responsibilities of the position. The salary may commence below the minimum start rate of the salary range.	When an employee is permanently placed in a position for which they are not yet fully qualified, the salary may be established below the minimum start rate of the salary range. The specified time period to fully develop in the role cannot exceed 12 to 18 months. Approval required: Department Head, Human Resources and Chief Administrative Officer.
8.27 Voluntary Transfer (to a lower grade) This occurs when an employee applies for a lower graded position and is successful in obtaining the position.	When the employee's base salary is above grade maximum of the lower graded position, the employee's base salary will be decreased to grade maximum. Approval required: Hiring Manager, Department Head and Human Resources.

Date: 2021-03-25

Subject: Annual Statement of Remuneration and Expenses for 2020

Contact: Mark Medeiros, Interim Treasurer, Corporate Support Services
(905) 874-2520, Mark.Medeiros@brampton.ca

Report Number: Corporate Support Services-2021-389

Recommendations:

That the report titled: **Annual Statement of Remuneration and Expenses for 2020**, to the Committee of Council Meeting of March 31, 2021, be received; and

That Council approve the 2020 expenses exceeding the annual budget for the Mayor.

Overview:

- The *Municipal Act, 2001* requires that, on or before March 31, the Treasurer provide Council with the Statement of Remuneration and Expenses paid in the previous year to:
 - Each Member of Council in respect of their duties as a Member of Council and their duties as a member of any body, including a local board, to which the member has been appointed by Council or on which the member holds office by virtue of being a Member of Council, and
 - Each person, other than a Member of Council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.
- The attached schedules show remuneration and expenses paid for the year ended December 31, 2020.
- In the spring of 2019, Council approved the implementation of a Political Model, which included a revised Mayor and Councillors' Expense Policy. Section 4.2(b) of this revised policy requires Council approval, should any Member of Council exceed their annual or term budget.

Background:

Section 284(1) of the *Municipal Act, 2001* requires that:

“The Treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement of remuneration and expenses paid in the previous year to,

- a) each member of council in respect of his or her services as a member of the council or any body, including a local board, to which the member has been appointed by council or on which the member holds office by virtue of being a member of council;*
- b) each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and*
- c) each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.”*

The statement will include all expenses paid to, or incurred on behalf of Members of Council using their operating business expense account, any Corporate operating and capital project accounts, including salaries and benefits paid to Council Staff and expenses incurred by Council Staff.

In addition to annual reporting requirements as outlined in Section 284(1) of the *Municipal Act, 2001*, Members of Council are provided on a monthly basis with the itemized list of their Expense Accounts.

Current Situation:

The attached schedules illustrate the remuneration and expenses paid for the year ended December 31, 2020 in accordance with the reporting requirement of the *Municipal Act, 2001*:

- To each member of City Council, and
- To each member appointed by the City to local boards and committees.

Mayor and Councillor expenses are presented on **Appendix A: Mayor and Councillor Statement of Remuneration and Expense**

In the spring of 2019, Council approved the implementation of a Political Model, which included a revised Mayor and Councillors' Expense Policy. Section 4.2(b) of this revised policy requires Council approval, should any Member of Council exceed their annual or term budget.

Based on the annual Mayor and Councillor Statement of Remuneration and Expenses, as of December 31, 2020, the Mayor's 2020 expenses have exceeded the annual budget and this report seeks Council approval for these expenses, as required by policy.

Corporate Implications:

Financial Implications:

There are no direct financial implications resulting from this report.

Term of Council Priorities:

This report fulfils the Council Priority of a Well-Run City through strict adherence to effective financial management policies and supports Brampton's 2040 Vision.

Conclusion:

The *Municipal Act, 2001* requires that, on or before March 31, the Treasurer provide Council with the Statement of Remuneration and Expenses paid in the previous year to each Member of Council and each person appointed by the municipality to serve as a member of any body, including a local board.

Authored by:

Maja Kuzmanov
Manager of Accounting, Corporate
Support Services

Reviewed by:

Mark Medeiros, Interim Treasurer
Corporate Support Services

Approved by:

Michael Davidson, Commissioner,
Corporate Support Services

Submitted by:

David Barrick, Chief Administrative Officer

Attachments:


- Appendix A: *Mayor and Councillor Statement of Remuneration and Expense*
- Appendix B: *Appointed Members of Local Boards and Committees Statement of Remuneration and Expense*




The Corporation of the City of Brampton
Mayor and Councillor Statement of Remuneration and Expense
For the Period of January 1 to December 31, 2020

		Elected Official's Expense Account								Corporate Accounts					
Ward	Period	Elected Official's Salary	Elected Official's Benefits *	Staff Salary and Benefits	Business Office Expenses and Professional Development	Community Development and Sponsorship	Telephone, Cellular and Internet	Sub-Total	Budget Remaining	FCM and AMO	Trade Missions	External Legal Expenses (By-Law 142-2019)	Other **	Sub-Total	Total
<u>Mayor</u> Patrick Brown	Jan 1 - Dec 31	144,784.53	51,083.72	871,401.76	73,235.81	1,560.00	6,003.39	1,148,069.21	(24,880.21)	1,742.15	11,068.18	6,930.48	101,748.60	121,489.41	1,269,558.62
<u>Regional Councillors</u> Rowena Santos	1 & 5 Jan 1 - Dec 31	92,300.52	41,774.95	132,811.15	5,591.31	3,401.98	560.38	276,440.29	64,117.71	-	-	6,930.48	-	6,930.48	283,370.77
Paul Vicente	1 & 5 Jan 1 - Dec 31	92,300.52	41,774.95	132,811.15	3,988.74	3,212.99	263.97	274,352.32	66,205.68	30.53	-	6,930.48	-	6,961.01	281,313.33
Michael Palleschi	2 & 6 Jan 1 - Dec 31	92,300.52	41,774.95	60,325.92	285.86	50.32	951.65	195,689.22	144,868.79	-	-	6,930.48	35,885.43	42,815.91	238,505.13
Martin Medeiros	3 & 4 Jan 1 - Dec 31	92,300.52	41,774.95	156,501.71	339.72	1,902.39	1,494.11	294,313.40	46,244.60	-	-	6,930.48	10,081.19	17,011.67	311,325.07
Pat Fortini	7 & 8 Jan 1 - Dec 31	92,300.52	41,774.95	81,352.44	953.94	2,614.54	1,624.76	220,621.15	119,936.85	-	-	6,930.48	33,593.83	40,524.31	261,145.46
Gurpreet Dhillon	9 & 10 Jan 1 - Dec 31	69,925.21	31,909.57	171,596.59	4,290.43	202.84	1,657.84	279,582.48	60,975.52	1,031.61	-	6,930.48	-	7,962.09	287,544.57
<u>City Councillors</u> Doug Whillans	2 & 6 Jan 1 - Dec 31	92,300.52	41,774.95	60,325.94	1,224.88	520.33	981.18	197,127.80	143,430.20	1,221.12	-	6,930.48	35,347.80	43,499.40	240,627.20
Jeff Bowman	3 & 4 Jan 1 - Dec 31	92,300.52	41,774.95	96,253.06	2,485.37	1,076.32	511.02	234,401.24	106,156.76	681.79	-	6,930.48	-	7,612.27	242,013.51
Charmaine Williams	7 & 8 Jan 1 - Dec 31	92,300.52	41,776.02	143,731.30	27,281.47	2,360.65	988.48	308,438.44	32,119.56	610.56	-	6,930.48	36,050.02	43,591.06	352,029.50
Harkirat Singh	9 & 10 Jan 1 - Dec 31	92,300.52	41,774.95	118,736.89	6,413.24	873.76	490.84	260,590.20	79,967.80	610.56	-	6,930.48	-	7,541.04	268,131.24
TOTAL		1,045,414.42	458,968.91	2,025,847.91	126,090.77	17,776.12	15,527.62	3,689,625.75	839,143.26	5,928.32	11,068.18	76,235.28	252,706.87	345,938.65	4,035,564.40

* Includes Car Allowance
** Includes staff time spent on Task Forces and other staff related costs

FLOWER CITY		Appendix B						
		Appointed Members of Local Boards & Committees						
		Statement of Remuneration & Expenses						
		For The Period of January 1 to December 31, 2020						
BRAMPTON.CA	Period	By-law #	Salary	Benefits	Total of Salary & Benefits	Car Allowance / Expense	Business Office Expense	Total of Expenses
Brampton Appeal Tribunal								
Beryl Ford	Effective Mar 27, 2019	Bylaw # C098-2019	375.00		375.00			-
Marsha Malcolm	Effective Mar 27, 2019	Bylaw # C098-2019	225.00		225.00			-
Natalie Javed	Effective Mar 27, 2019	Bylaw # C098-2019	300.00		300.00			-
Will Ramjass	Effective Mar 27, 2019	Bylaw # C098-2019	225.00		225.00			-
Sardara Singh Chera	Effective Mar 27, 2019	Bylaw # C098-2019	225.00		225.00			-
BRAMPTON APPEAL TRIBUNAL - TOTAL			1,350.00	-	1,350.00	-	-	-
Committee of Adjustment								
Desiree Doerfler	Effective Mar 27, 2019	Bylaw # C098-2019	2,100.00		2,100.00			-
Ron Chatha	Effective Mar 27, 2019	Bylaw # C098-2019	1,925.00		1,925.00	68.01		68.01
David Colp	Effective Mar 27, 2019	Bylaw # C098-2019	2,100.00		2,100.00			-
Ana Cristina Marques	Effective Mar 27, 2019	Bylaw # C098-2019	1,750.00		1,750.00	23.92		23.92
Rod Power	Effective Mar 27, 2019	Bylaw # C098-2019	2,100.00		2,100.00			-
COMMITTEE OF ADJUSTMENT - TOTAL			9,975.00	-	9,975.00	91.93	-	91.93
Property Standards Committee								
Harjeet Sahota	Effective Mar 27, 2019	Bylaw # C098-2019	100.00		100.00			-
Parminder Singh Grewal	Effective Mar 27, 2019	Bylaw # C098-2019	50.00		50.00			-
Harbhajan Singh Dhillon	Effective Mar 27, 2019	Bylaw # C098-2019	100.00		100.00			-
Janet Grant	Effective Mar 27, 2019	Bylaw # C098-2019	-		-			-
Manish Kapoor	Effective Mar 27, 2019	Bylaw # C098-2019	50.00		50.00			-
PROPERTY STANDARDS COMMITTEE - TOTAL			300.00	-	300.00	-	-	-
Brampton Heritage Board								
Basavaraj Toranagal	Effective May 22, 2019	By-law # C196-2019			-			-
Douglas McLeod	Effective May 22, 2019	By-law # C196-2019			-			-
Janet Millington	Effective May 22, 2019	By-law # C196-2019			-			-
Ken Wilde	Effective May 22, 2019	By-law # C196-2019			-			-
Palvinder Gill	Effective May 22, 2019	By-law # C196-2019			-			-
Paul Willoughby	Effective May 22, 2019	By-law # C196-2019			-			-
Peter Dymond	Effective May 22, 2019	By-law # C196-2019			-			-
Peter Robertson	Effective May 22, 2019	By-law # C196-2019			-			-
Stephen Collie	Effective May 22, 2019	By-law # C196-2019			-			-
Vipul Shah	Effective May 22, 2019	By-law # C196-2019			-			-
Yugeshwar Singh Kaushal	Effective May 22, 2019	By-law # C196-2019			-			-
BRAMPTON HERITAGE BOARD - TOTAL			-	-	-	-	-	-
Brampton School Traffic Safety Council								
Abdul Rashid	Effective May 22, 2019	By-law # C196-2019			-			-
Baljit Mand	Effective May 22, 2019	By-law # C196-2019			-			-
Charles Gonsalves	Effective May 22, 2019	By-law # C196-2019			-			-
Jashandeep Singh	Effective May 22, 2019	By-law # C196-2019			-			-
Max Kazman	Effective May 22, 2019	By-law # C196-2019			-			-
Mazhar Khan	Effective May 22, 2019	By-law # C196-2019			-			-
Michael Gyovai	Effective May 22, 2019	By-law # C196-2019			-			-
Mohan Balasubramaniam	Effective May 22, 2019	By-law # C196-2019			-			-
Pathik Shukla	Effective May 22, 2019	By-law # C196-2019			-			-
Patrick Doran	Effective May 22, 2019	By-law # C196-2019			-			-
Renee Crone	Effective May 22, 2019	By-law # C196-2019			-			-
Totaram Tulshi	Effective May 22, 2019	By-law # C196-2019			-			-
Trustee Darryl D'Souza DPCDS	Effective May 22, 2019	By-law # C196-2019			-			-
Trustee Kathy McDonald PDSB	Effective May 22, 2019	By-law # C196-2019			-			-

<div>  <div> Appointed Members of Local Boards & Committees Statement of Remuneration & Expenses For The Period of January 1 to December 31, 2020 </div> </div>								
	Period	By-law #	Salary	Benefits	Total of Salary & Benefits	Car Allowance / Expense	Business Office Expense	Total of Expenses
Wendell Cole	Effective May 22, 2019	By-law # C196-2019			-			-
Zeenath Singh	Effective May 22, 2019	By-law # C196-2019			-			-
								-
BRAMPTON SCHOOL TRAFFIC SAFETY COUNCIL - TOTAL			-	-	-	-	-	-
GRAND TOTAL			11,625.00	-	11,625.00	91.93	-	91.93

Date: 2020-02-18

Subject: **By-law to Establish Tax Ratios for 2021**

Contact: **Martin Finnegan, Senior Manager, Revenue**
martin.finnegan@brampton.ca

Report Number: Corporate Support Services-2021-245

Recommendations:

1. That the report titled: **By-Law to Establish Tax Ratios for 2021** to the Committee of Council meeting on March 31, 2021, be received;
2. THAT a By-law to authorize the following tax ratios for the purpose of establishing tax rates be enacted:
 - 1.0000 for the residential property class
 - 1.7050 for the multi-residential property class
 - 1.0000 for the new multi-residential property class
 - 1.2971 for the commercial property class
 - 1.4700 for the industrial property class
 - 0.9239 for the pipeline property class
 - 0.25 for the farm class, and
 - 0.25 for the managed forest class.

Overview:

- **Annual requirement to establish tax ratios, which are used to calculate the tax rates for the 2021 Final Tax Billing.**

Background:

Within the Region of Peel, the authority to establish tax ratios has been delegated from the upper tier (Regional) level to the lower tier (local municipal) level. On January 14, 2021, the Council of the Region of Peel enacted By-law 1-2021 to enable this delegated authority. Each of the local area municipalities passed resolutions to accept their delegated authority, as required by legislation. Ontario Regulation 103/09 designates the Region of Peel for the purposes of section 310 of the *Municipal Act, 2001*. Amendments made in 2010 to the Act and Regulation now allow the designation to continue to apply for future years. Each year, the Region must submit a copy of its By-law and the resolutions of its municipalities to the Minister of Municipal Affairs by March 15 of that year. On February 5, 2021, the Region of Peel submitted its 2021 tax-ratio delegation By-law, as well as council resolutions from the City of Brampton, City of Mississauga and Town of Caledon.

The purpose of the accompanying By-law is to confirm the tax ratios used in calculating 2021 property tax rates. Tax ratios are used as a weighting mechanism to apportion taxes among the different property classes. As a delegated municipality, the lower tier municipalities must pass a By-law to establish the tax ratios.

Current Situation:

The City of Brampton has maintained the same tax ratios since 2003. It is recommended that the 2021 tax ratios for the City of Brampton be approved at the same level as 2020. Therefore, the distribution of taxation amongst the property classes will remain unchanged from the previous years. The approval of these tax ratios will enable the finalization of 2021 tax rate calculations with the subsequent 2021 property tax levy By-laws being brought forward to Council for approval in May.

Corporate Implications:Financial Implications:

Tax ratios must be established before the 2021 tax rate calculations can be finalized. The approval of this report and By-law is essential to support the budget requirements of the City, Region of Peel, and the Province for education.

Term of Council Priorities:

This report fulfils the Council Priority of a Well-Run City through strict adherence to effective financial management policies and supports Brampton's 2040 Vision by ensuring sustainable financial revenues.

Conclusion:

The approval of the 2021 tax ratios for the City of Brampton will result in the same distribution amongst property classes as used since 2003. The ratios are a necessary component in the calculation of 2021 final tax rates.

Authored by:

Martin Finnegan, Senior Manager,
Revenue

Reviewed by:

Mark Medeiros, Acting Treasurer

Approved by:

Michael Davidson, Commissioner,
Corporate Support Services

Submitted by:

David Barrick, Chief Administrative Officer

Attachments:

By-Law to Establish Tax Ratios for 2021



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2021

To Establish Tax Ratios For The Year
2021

WHEREAS the Council of The Regional Municipality of Peel, by By-law No. 1-2021, passed the 14th day of January, 2021, delegated the authority to pass a By-law establishing the tax ratios for both lower-tier and upper-tier purposes for the year 2021 to the Council of The Corporation of the City of Brampton:

AND WHEREAS it is necessary for the Council of The Corporation of the City of Brampton, pursuant to section 310 of the Municipal Act, 2001 as amended, to establish the tax ratios for 2021 for the purposes of The Regional Municipality of Peel and The Corporation of the City of Brampton;

AND WHEREAS delegation of tax ratio setting to the lower tier municipalities of Peel continue to apply and the Region submitted a copy of its By-law and the resolutions of its municipalities to the Minister of Municipal Affairs on February 5, 2021;

AND WHEREAS the tax ratios determine the relative amounts of taxation to be borne by each property class;

AND WHEREAS the property classes have been defined and prescribed by the *Assessment Act* and the Regulations thereto;

NOW THEREFORE the Council of The Corporation of the City of Brampton ENACTS as follows:

1. For the taxation year 2021, the tax ratio for the property in:
 - 1.1 the residential property class is 1.0;
 - 1.2 the multi-residential property class is 1.7050;
 - 1.3 the new multi-residential property class is 1.0;
 - 1.4 the commercial property class is 1.2971;
 - 1.5 the industrial property class is 1.4700;
 - 1.6 the pipe line property class is 0.9239;
 - 1.7 the farm property class is 0.25;
 - 1.8 the managed forests property class is 0.25.

2. For the purpose of this By-law:
- 2.1.1 The commercial property class includes all property within the office building, shopping center and parking lots and vacant land property classes as defined in Ontario Regulation 282/98 as amended;
 - 2.1.2 The industrial property class includes all property within the large industrial property class as defined in Ontario Regulation 282/98 as amended.
3. This By-law shall come into force and take effect immediately upon enactment.

ENACTED and PASSED this 7th day of April 2021

Approved as to
form.

Legal

Patrick Brown, Mayor

Approved as to
content.

Treasurer

Peter Fay, City Clerk

Date: 2021-02-24

Subject: **RECOMMENDATION REPORT**
City-wide Community Improvement Plan Program for
Employment (RM11/2019)

Contact: Mirella Palermo, Policy Planner, Planning, Building and Economic Development, mirella.palermo@brampton.ca, 905-874-2457, and Jeffrey Humble Manager, Policy & Strategic Initiative, Planning, Building and Economic Development, jeffrey.humble@brampton.ca, 905-874-5179

Report Number: Planning, Bld & Ec Dev-2021-347

Recommendations:

1. THAT the report titled Recommendation Report: City-wide Community Improvement Plan (CIP) Program for Employment presented to the Committee of Council be received;
2. THAT the Employment Study prepared by NBLC and attached to this report (Appendix 1) be endorsed;
3. THAT staff prepare a City-wide Community Improvement Plan (CIP) for Employment; and, forward the final document to the Ministry of Municipal Affairs and Housing for review and comment prior to holding a Statutory Public Meeting;
4. THAT staff be directed to develop implementation guidelines for a Tax Increment Equivalent Grant (TIEG) program for Office Employment for Council approval, in order to launch the City-wide CIP program for Employment;
5. THAT based on Council's feedback staff review the financial implications of the balance of the incentives/tools summarized in the Employment Study and report back; and,
6. THAT staff coordinate Brampton's City-wide Office Employment TIEG program with the Region of Peel's Tax Increment Equivalent Grant Program that is planned to be launched in Q2 2021 to maximize development opportunities for Office Employment City-wide in Brampton.

Overview:

- **The Employment Study by NBLC recommends that the City proceed with implementing a City-wide Community Improvement Plan (CIP) for Employment for a prescribed period of time with a full suite of incentives (tools).**
- **Staff recommend moving forward with the Employment CIP and bringing forward a City-wide Community Improvement Plan for Employment and Implementation Guidelines for Office Employment.**
- **In Q2 2021 staff will bring forward a By-law to adopt the City-wide Community Improvement Plan for Employment and Implementation Guidelines to activate the incentives for Office Employment.**
- **As suggested in the report the City-wide approach will be taken for a prescribed period of time (i.e. 5 years) and reviewed annually to ensure the goals and objectives of the City's employment needs are being met.**
- **Staff have reviewed the various tools recommended in the Employment Study and recommend activating the Tax Increment Equivalent Grant (TIEG) at this time. TIEG Implementation Guidelines for Employment Office, which can include complementary research/lab space, will be prepared for Council's consideration in Q2 2021.**
- **The preliminary report findings of both studies (employment and affordable housing) were presented at a Council Workshop held on June 29, 2020.**
- **The City could potentially see one to two office developments annually dependent on the pace of development and other factors.**
- **By implementing the City-wide TIEG for Office Employment the City will be able to access the Region's TIEG being offered through their Major Office Program, expected to launch in 2021. The Region would only be able to provide grants to the Council of the lower-tier municipality that has a TIEG program for Office Employment in place.**
- **The recommended CIP is consistent with the City's Economic Recovery Strategy, which aims to bring resiliency and a competitive advantage to the Brampton economy.**
- **Activation of the balance of the tools recommended in the Employment Study will be reviewed as part other related studies and considered in future reports.**
- **The existing Central Area Community Improve Plan will remain in effect with the launch of the City-wide CIP for Employment. The Central Area CIP will be updated by staff as needed to reflect current initiatives and alignment with the Integrated Downtown Plan.**
- **The affordable housing report will be forthcoming in Q2 2021 as part of Brampton's Housing Strategy which will recommend a variety of incentives/tools.**

Background:

On January 23, 2019, City of Brampton Council passed a motion (C024-2019) which directed staff to develop a report for Council's consideration as part of budget deliberations for a potential City-wide Community Improvement Plan (CIP). The City-wide CIP will assist in attracting additional employment development and redevelopment in Brampton's key sectors (Innovation and Technology, Entrepreneurship, Advanced Manufacturing and Health and Life Sciences, Green and Sustainable Technology and Manufacturing Businesses) to attract and revitalize specific uses (such as office, mixed use, industrial manufacturing).

On May 8, 2019, Council passed Resolution PDC056-2019 providing the following direction for staff in regards to the development of a new Community Improvement Plan (s) and amendments to the Central Area Community Improvement Plan:

1. *THAT staff be directed to undertake City-initiated Amendments to the existing Central Area Community Improvement Plan, including the holding of a public meeting, to immediately implement technical amendments to allow additional financial support for high-density mixed-use office projects;*
2. *THAT staff be directed to produce an Invitational Request for Proposal (IRFP) to hire a consultant to undertake a study to explore opportunities, city-wide, for appropriate Community Improvement Plan(s) to designate Community Improvement Plan Project Zones, and propose a package of financial and non-financial tools that will most effectively attract employment development, affordable housing and support the City's economic development and employment goals as described in this report; and,*
3. *THAT staff be directed to report back with results of the study.*

This report presents the work that was completed in response to items 2 and 3 of Council resolution PDC056-2019. The proposed amendments to the Central Area Community Improvement Plan, noted in item 1, were brought forward in September 2019 and endorsed.

The purpose of the Employment Study was to explore opportunities city-wide for the appropriate use of community improvement plans (CIP) to incent employment growth and deliver affordable housing. Two separate reports were prepared one for employment and the other for the delivery of affordable housing. This report only details the employment piece. The affordable housing piece will come at a later date following Council's endorsement of Brampton's Housing Strategy in Q2 2021.

An internal Steering Committee was established with representation from Planning, Economic Development, Finance, Environmental Planning and Culture to review the Employment Study findings.

Subsection 28(2) of the *Planning Act* allows the Council of local municipalities to designate the whole or part of an area covered by an official plan to be designated as a community improvement project area.

Provincial Policy Framework

The Employment CIP aligns with Section 1.7 of the 2020 Provincial Policy Statement (PPS), Long-Term Economic Prosperity, by promoting opportunities for economic development and community investment readiness.

Regional Policy Framework

On July 23, 2020, Regional Council passed a motion: that a Regional major office employment community improvement plan not be established based on a 'Feasibility Assessment of a Regional Major Office Employment Community Improvement Plan' completed by their consultant (NBLC); that the Region of Peel support local municipal major office employment community improvement plans by contributing tax increment equivalent grants; and, that staff report back to Regional Council with detailed recommendations for establishing an office incentives program that uses tax increment equivalent grants (TIEG), including a framework and project criteria for enabling Regional participation in local Community Improvement Plans.

Staff from the Region advised the local municipalities that based on Section 28(7.2) of the *Planning Act*, the Region can only contribute a TIEG to the locals if they also offer the TIEG as an incentive of their CIP. The Region would only be able to offer the grant to the Council of the lower-tier municipality and not directly to the applicant.

In late 2020, the Region of Peel began to meet with area municipalities to receive input on developing a framework for enabling Regional participation in local office CIPs. Regional staff are targeting to bring a report forward to Regional Council that outlines the framework in Q2 2021.

Brampton's Central Area Community Improvement Plan

The Central Area Community Improvement Plan (CIP) was initially approved in 2000 and significantly revamped and expanded in November 2007, came into force in January 2008 and was amended in June 2010. The Central Area CIP establishes a toolbox of programs designed to support specific planning objectives by aligning financial incentives with the identified planning goals. Individual incentive programs are established by way of approval of Implementation Guidelines and corresponding budget. The following is a list of the current incentives/tools in the CIP:

- Façade Improvement Program
- Development Charges Incentive Program
- Feasibility Study Grant Program
- Development (Planning & Building) Application Fee Equivalent Grant Program
- Brownfields Tax Assistance Program
- Tax Increment Based Grant Program
- Building Improvement Loan/Grant Program

- Direct Investment/Development Partnerships

There are only two incentive programs in the Central Area CIP that have been activated through the approval of a Budget and Implementation Guidelines, the Development Charges Incentive Program and Façade and Building Improvement Programs. Developers can receive up to 100% waiver on the City's portion of development charges as part of the DC Incentive Program. In April 2019, Council included endorsing affordable housing as one of the community benefits that could be encouraged through incentive programs but has not been activated.

To date, the City has waived over \$30 million in DCs which has helped to create roughly 2,750 residential units and over 40,000 square feet of commercial/office space through the Downtown Incentive Program. In order to replenish the waived DC's, the City is currently transferring \$1.2 million annually from the General Rate Stabilization Reserve to the DC reserves.

Current State:

Employment Community Improvement Plan Study Summary

The Employment Study evaluated the appropriateness of preparing a CIP to incentivize employment growth under current market conditions and recommended possible strategies for where, when and how a CIP could be established and implemented to help achieve the City's vision, strategic goals and desired outcomes. A CIP allows a municipality to offer financial and other assistance to the private sector to achieve a specific objective such as, employment growth. Any incentive offered by the municipality to encourage private development should be used to attract investment that would not otherwise occur.

Brampton's industrial market for warehousing, distribution logistics, and various light and heavy industrial activities have been relatively strong. The Employment Study concluded that there is no need to incent industrial uses such as, large warehousing and logistic space that provides low-employment density. However, other sectors that fall within the industrial category such as, film, creative industries, advance manufacturing, health and life sciences, aerospace, and innovation and technology are not occurring at the same scale and therefore, could be incentivized through the CIP program. If the City wishes to target these sectors, or others, with financial incentives, they will need to be justified based on their market analysis. Staff will bring forward for Council's consideration such incentives and developments based on strict parameters for eligibility as required.

Brampton's existing older industrial areas also present challenges for reinvestment that could be addressed through a CIP such as, the obsolescence of building stock, smaller land parcels, land contamination, and others. The City may consider capital improvements to existing properties to allow for adaptive re-use, conversion, or physical improvements and investment in established employment areas. The City could also

consider amending its current Change of Use Development Charge (DC) Exemption. The current DC by-law allows for minimal conversions from industrial to non-industrial uses without paying for a DC top-up, provided that the floor area to be converted is less than 1,000 square meters and is constructed prior to 1996 (By-Law 129-2019). The City could consider changing the square meter limitation to a higher threshold. Staff can report back to Council on whether the City should consider additional tools applied to the conversion of industrial uses to non-industrial uses in the City.

Brampton's office market has not been attracting significant development over the past decade because of office development becoming increasingly concentrated within downtown Toronto and a select few suburban nodes. Another challenge is that Brampton lacks a clearly defined office node relative to other locations in the GTHA (i.e. Mississauga, Toronto, and Vaughan). The dispersed nature of office development in Brampton presents challenges such as, generating market momentum, creating agglomeration economics, and transforming a central location supported by transit into a highly desirable node for commercial investment.

The Employment Study highlighted that as of Q4 2019, Brampton had approximately 4.62 million square feet of existing office space, excluding public sector investments in downtown Brampton and the South Fletcher's Courthouse. In total, 1.76 million square feet (sf) or 38% of the total office inventory was built over the last twenty years equating to approximately 88,000 sf of new office space per year. It also notes a significant drop in new office space over the past five years to only 64,000 sf in total equating to about 13,000 sf per year. This drop in new office has been seen across the '905' suburban office market, except for York Region because of VMC and Weston/Hwy 7 area following the integration of the subway and BRT.

According to CoStar data, the City has experienced an office vacancy rate of approximately one percent over the past three years.

The Employment Study indicated that direct municipal intervention through the CIP is necessary to improve the attractiveness of office development in Brampton. However, other strategies are also necessary such as, continuing to advance many positive city-building, infrastructure, and other capital improvements (i.e. GO RER, Riverwalk, other investment downtown such as the post-secondary expansion and innovation zone, BRT, LRT, etc.).

The Employment Study recognizes there are several other factors beyond rents and operating costs that will have an affect on Brampton's office demand over the next decade. It's understood that new rapid transit can have significant impact to real estate markets. However, the level of impact is a function of a host of interrelated factors such as, local economic conditions, a supportive planning framework, environmental issues, the existing pattern and type of land uses, the supply of properties, and the frequency, cost and reliability of the transit service provided. The demand for office space will also be greatest where there is multi-modal higher order transit and/or also offering the best possible access to highways. The future Hurontario LRT that will be completed by 2023,

which will run 18kms in a dedicated right-of-way, with 19 stations, from Port Credit to the Brampton Gateway at Steeles, and demand for a range of office types uses along this corridor will continue to grow.

Immediate Implementation Recommendations

The Employment Study recommends the City design an Employment CIP to help in the delivery of new employment space across a wide variety of sectors that would otherwise, not grow naturally. Attracting office development/markets typically accommodates many types of knowledge based industries with high employment densities and well-paying jobs. Therefore, providing incentives that target office space development present one of the greatest opportunities to stimulate employment growth.

The Employment Study also considered developing a targeted locational approach for the CIP program to see a specific area(s) built-up with a concentration of employment uses. However, there are many challenges to overcome that providing financial incentives alone cannot resolve and therefore, over the near-term the Employment Study recommends a City-wide approach for a defined period (i.e. 5 years) of time. This would allow for the completion of major community improvement, infrastructure and other planning projects that are underway. Also, a City-wide approach would allow the City to attract as much employment investment, especially considering the impacts of COVID-19, which may push more investment into the GTA municipalities.

The incentives would apply for office investment either free-standing or within a mixed-use building, but only the office portion of the gross-floor area. The Employment Study also recommends potentially offering incentives in other key sector areas such as: Advanced Manufacturing to improve processes and techniques to produce goods and services faster; Food and Beverage engaging in food testing, processing and packaging as well as transportation; Health and Life Sciences for businesses engaged in pharmaceutical and equipment manufacturing to research but excludes health services (i.e. physician offices); Innovation and Technology for businesses engaging in design, development and introduction of new products; Creative-based sectors relying on individual creativity, skill and talent that have the potential for wealth and job creation; Incubators for businesses that have a mandate for entrepreneurship development and job creation; and, other Knowledge-based sectors for businesses engaged in financial services and real estate that have potential for wealth and job creation.

Below outlines a list of potential incentives that can be offered through the City-wide CIP for Employment as recommended in the Employment Study. There are additional incentives tiered to target strategic areas in the City. Appendix 2 provides a further detailed review of each incentive and outlines which ones require further review and analysis.

At this stage, staff are only recommending the pursuit of the 10-year TIEG for Office Employment while evaluating other incentives and reporting back to Council. This will allow the City to be in a position to leverage Peel Region's TIEG Office Matching Grant

program expected in Q2 2021. As noted previously in this staff report, these incentives are to be viewed as complementary to infrastructure and planning investments which are the driving factor of attracting new office employment to an area.

1. **10-year TIEG (Tax Increment Equivalent Grant)** – offers a grant or rebate to property owner to offset a portion of the property tax increase the owner will face as a result of the redevelopment, typically over a 10-year period for the office space component of the building. The TIEG for Office Employment may also consider complementary uses such as, research and laboratory space. The TIEG will provide a grant covering the entire tax increase in year one, 90% in year two, and continue to decrease by 10% until it becomes extinguished. The approved applicant will be required to pay the applicable property tax each year and will be refunded through the grant structure highlighted above. If a project is found to not follow any of the eligibility requirements after project completion, as determined through the annual occupancy report, the TIEG will be cancelled.
2. **Region of Peel offering matching grants** - through the roll-out of their TIEG for Major Office Program which is currently under review and anticipated to be implemented in Q2 2021.
3. **Expedited planning review** – the City provides a dedicated staff team to meet with the applicant, its tenant(s) and/or its consultants to ensure that the project is delivered as expeditiously as possible. However, approval through the CIP does not guarantee planning application approval.

Future Implementation Considerations

1. **Development charge grant** - enhancements to the current DC By-Law exemption could be realized at the time of the next DC Study update by lowering the eligibility size of the building to 25,000 square feet and including the office component of a mixed-use project. In the interim a Development Charge grant could be considered as part of the City-wide CIP for Employment.

The development charge grants, should it be approved, budgeted, and implemented, in the future, would apply to other target sectors across the City, which would allow for investment in existing industrial areas. In these situations, development charges would be payable for the expansion of existing buildings that are occupied by any one of the target sectors (i.e. Advance Manufacturing, Food and Beverage, Health and Life Sciences, Innovation and Technology, Creative-based Sectors, Incubators, other knowledge-based sectors). This would allow for a range of interesting opportunities in the City's older industrial areas where a range of advanced manufacturing, creative, tourism, technology, and others might choose to invest.

The City's Development Charge 2019 By-law exemption will continue to remain in place and offered for office buildings above 50,000 square feet that are at least two storeys in height and does not include personal service facilities.

2. **Capital grant** – The Employment Study explored offsetting underground parking costs as part of a CIP program. The average cost of underground parking ranges from \$50,000 - \$100,000 per parking stall, which can significantly impact investment attractiveness. For projects pursuing underground parking, a capital grant of \$25,000 per parking space can be requested should this tool be approved, budgeted and implemented in the future. It was envisioned this grant would only be made available in strategic locations of the City where underground parking is the desired outcome and more cost-effective solutions (i.e. surface or podium parking) are not possible. The City-wide Parking Study that is currently underway will determine alternative parking approaches and will be considered in the Study.
3. **Development application and building permit fee grant** – a grant to offset 100% of the costs associated with a rezoning and site plan application could be offered should this tool be approved, budgeted, and implemented in the future.
4. **Cash-in-lieu of parkland grant** – a grant to offset 100% of the costs associated with cash-in-lieu of parkland requirements could be offered should this tool be approved, budgeted, and implemented in the future.

Non-financial Incentives could also be provided such as, land acquisition and disposition, and providing alternative parking solutions.

Program Length & Monitoring

The Employment Study recommends that the City-wide CIP program for Employment be maintained for a predefined period of time such as, five years. At that time, all aspects of the City-wide CIP program for Employment should be evaluated to understand what is working and what is not, and respond accordingly. The Employment Study also notes that annual monitoring of applications received and approved should be undertaken to evaluate the effectiveness of program's incentives/tools, including feedback from the development community.

Corporate Implications:

The Employment Study by NBLC notes that continuing to achieve the same level of investment that has occurred over the last decade would equate to approximately 90,000 square feet (sf) of new office space per year, one to two new projects. To achieve the employment targets in Brampton's 2040 Vision the City would need to attract approximately 380,000 sf per year, four to six new projects. The Study notes that if the City were to offer an incentive value of \$25 per square foot (excluding the parking

grant) a budget of \$2.25 million to \$9.5 million would be needed to attract 90,000 to 380,000 sf of new office investment. If the City were to consider including a parking grant the incentive value would be \$80 per square foot equating to a budget of \$7.2 million to \$30.4 million to attract 90,000 to 380,000 sf of new office investment.

Based on the employment targets set out in the Brampton 2040 Vision, the Employment Study recommends that the City allocate an annual budget of \$6 million that may be able to incentivize upwards of 200,000 square feet (\$40 per square foot in incentives) of new employment space each year depending on the uptake in the program, which could include major office as well as other target sectors. The CIP program will focus on attracting high quality and well paying jobs aligning with Brampton's 2040 vision. Funding should be made available on a first come, first served basis, up to the annual funding made available to the program. The budget can be assessed on a regular basis depending on the uptake of the program and the employment targets.

It should be clearly noted that proposed office development is not attracted to an area because of CIP incentives only but a complement of other contributing factors such as, infrastructure and public amenity space investment.

Appendix 3 provides financial details and benefits of offering a 10-year TIEG for new office development. For a new office development of approximately 120,000 square feet the estimated amount of City taxes collected (based on a commercial tax rate of 0.56%) over 10-years would be \$2,770,593. If the project qualified for a 10-year TIEG, the City would provide an estimated \$1,383,140 in grants and collect \$1,387,452 over the 10-year period. Following the expiry of the TIEG program for office development, the City would acquire over \$302,392 in annual property taxes for an office development. Therefore, demonstrating the benefit of offering this incentive as part of the City-wide CIP for Employment.

Financial Implications:

The Employment Study, by NBLC recommends a Community Improvement Plan with various tools to provide \$8.1 million of incentives annually over a five year period, with the City contributing \$6.0 million and the Region contributing \$2.1 million. This investment is estimated to attract 200,000 square feet of development annually. Appendix 4 of this staff report provides a breakdown of the various tools, estimated annual financial impact, preliminary financing considerations and associated reserve balances.

Of the various tools recommended through the Employment Study, staff are currently focused on recommending the TIEG for Office Employment to be activated, while the remaining tools require further due diligence. As noted earlier in the staff report, Peel Region is completing a Major Office TIEG by Q2 2021 that will be leveraged provided that Brampton has an Office Employment TIEG in place.

Should Council support the activation of the City-wide Office Employment TIEG, staff will develop Implementation Guidelines, including application and evaluation criteria, approval process, agreement rules, regulations and calculations, management responsibility over the 10-year period and funding mechanisms.

Economic Development Implications:

The City's Economic Development office support the recommendations of this staff report and moving forward with an Employment City-wide CIP as soon as possible, to attract employment growth. Economic Development staff are approached on a regular basis by companies or their agents looking for readily available office space. Domestic and international leads are looking for quicker turnaround times and are requesting Grade "A" office space to fulfill their needs.

In addition, over the past couple of years the City has done extensive work to build a foundation of entrepreneurship with a network of incubators to help mentor, advise and provide the skill sets necessary for small business to be successful. Incubators within the Innovation District such as the Cybersecure Catalyst, Ryerson Venture Zone, RICC, BEC and the soon to be opened BHIVE are anticipated to turn out a number of new businesses and ventures. Once these business complete their programs and incubation period, they need space to move into. The tools recommended in this report could be used to create that space.

The City-wide Employment CIP will be tailored to attract employment uses in multiple settings. Part of the City's value proposition is that it still has multiple options for new development when decisions to locate or relocate are contemplated. The City continues to have traditional suburban space with access to parking, transit, visibility and highways. Mixed-use urban communities with access to higher order transit, pedestrian friendly and amenity rich environments are being designed to be investment ready.

Economic Development staff have been approached by a major investor & landowner with a clear intent to develop office with complementary research/lab space in 2021 but needs the assistance of a City-wide Office Employment TIEG to make it all come together. With such interest already expressed, Economic Development staff anticipate that the recommended CIP program will lead to more investments and employment growth in the near future. The recommended CIP is consistent with the City's Economic Recovery Strategy, which aims to bring resiliency and a competitive advantage to the Brampton economy.

Other Implications:

There are no other implications to be brought forward in this report.

Term of Council Priorities:

The City-wide Employment CIP program aligns with the Term of Council Priority of a City of Opportunities by improving livability and prosperity of the City through employment opportunities, neighbourhood services and programs and investment strategies for the jobs of the future.

Conclusion:

Staff recommends that the Employment Study, prepared by NBLC and titled: Opportunities, City-wide for Appropriate Community Improvement Plan(s) - Employment dated November 2020 be endorsed. The recommended CIP is consistent with the City's Economic Recovery Strategy, which aims to bring resiliency and a competitive advantage to the Brampton economy. Following the Employment Study's endorsement staff will move forward with preparing a City-wide Community Improvement Plan for Employment recommending to initially proceed with the 10-year TIEG as the financial incentive to launch the program and potentially adding other incentives to the toolkit depending on Council's input.

To activate any incentive program Council is to approve a budget and supporting implementation guidelines to ensure success of the CIP program. The final CIP will require review from the Ministry of Municipal Affairs and Housing prior to proceeding with the Statutory Public Meeting and adopting the By-Law to establish the CIP. Therefore, staff are targeting that the Office Employment CIP program be established in late Q2 2021 to match the timing of Peel Region's TIEG Office Matching Grant program.

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Appendix 1: City of Brampton – Opportunities, City-wide, for Appropriate Community Improvement Plan(s) – Employment (November 2020) N. Barry Lyon Consultants Limited

Appendix 2: Incentive Summary Table – NBLC’s Employment Study for a City-wide CIP

Appendix 3: Scenario B – Property Tax, TIEG, DC Rebate & CIL Parkland Grant Estimates

Appendix 4: Financial Considerations of NBLC’s Recommendations



City of Brampton – Opportunities, City-Wide, for Appropriate Community Improvement Plan(s) - Employment

November 2020

N. Barry Lyon Consultants Limited

City of Brampton

Opportunities, City-Wide, for Appropriate Community Improvement Planning: Employment

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The conclusions contained within this report have been prepared based on both primary and secondary data sources. NBLC makes every effort to ensure the data is correct but cannot guarantee its accuracy. It is also important to note that it is not possible to fully document all factors or account for all changes that may occur in the future and influence the viability of any development. NBLC therefore assumes no responsibility for losses sustained because of implementing any recommendations provided in this report.

This report has been prepared solely for the purposes outlined herein and is not to be relied upon, or used for any other purposes, or by any other party without the prior written authorization from N. Barry Lyon Consultants Limited.

Executive Summary

The City of Brampton retained N. Barry Lyon Consultants Limited (NBLC) to explore opportunities, city-wide, for the appropriate use of community improvement plans ('CIP') to incent employment growth and the delivery of affordable housing. This report assesses employment growth, whereas opportunities to address affordable housing is dealt with under separate cover.

The purpose of this study is to assess if the use of a CIP is appropriate for the City of Brampton under current market conditions, and if so, articulate possible strategies for where, when, and how a CIP could be established and implemented to help achieve the City's vision, strategic municipal goals, and desired development outcomes.

The following highlights the key findings of this study.

What is a CIP?

A Community Improvement Plan allows a municipality to offer financial and other assistance to the private sector to achieve a specific objective such as employment growth, neighbourhood intensification, affordable housing, and many others.

A CIP offers a range of powers that can enhance a municipality's ability to encourage private investment that is consistent with broader community objectives. It also reinforces municipal tools such as powers of expropriation, land assembly, and preparation of land for revitalization. This means that a municipality can stimulate investment and revitalization through their own

activities and in partnership with the private sector. CIP's typically offer financial tools, including incentives, that are intended to mitigate development risks and improve the financial viability of projects that are desirable from a community building perspective.

A 'toolbox' of potential non-financial and financial programs is adopted as part of a CIP and brought into effect by implementation guidelines, application processes, and allocation of funds. The tools provided in a CIP can stimulate a host of enduring benefits, such as job creation, tax revenue and/or an overall improvement to quality of life for residents.

However, it is important to appreciate that commercial markets are highly mobile and impacted by various macro-economic factors such as recessionary cycles, trade uncertainty or imbalances, interest rate changes, consumer confidence, technological disruption, shifting employment characteristics, and many others. Ownership and business models of different developers and occupants will also vary and impact interest in a community. These influences on demand are difficult to predict, as is the level and timing of future investment. While it is critical to understand the balance between market forces and alignment with desired development outcomes, the effectiveness of a CIP and uptake of a suite of financial tools is not always easy to predict.

Similarly, there are many factors that influence the location of commercial investment and not all factors can be addressed through financial incentives. A strong public realm, access to

walkable urban amenities - especially transit, as well as a deep pool of tenants and talented labour will influence the desirability of a location for new employment investment.

Brampton's Industrial Market

Brampton's has enjoyed strong industrial market conditions, both historically and presently. Currently, Brampton's industrial market supports continued investment in large-format industrial uses like warehousing, distribution, logistics, and various other light and heavy industrial activities. Bram West and other highway adjacent communities have displayed immense strength in recent years. These projects are often occupied by a small number of larger tenants at relatively low employment densities. Overall, there is no obvious need to incent this form of development as Brampton is already highly attractive to these uses.

However, other sectors that fall under the general umbrella of industrial, such as film, creative industries, advanced manufacturing, aerospace, and innovation and technology are not occurring at the same scale and could therefore be the target of a CIP program. Like office development, these sectors can provide good employment totals and strong compensation for employees but often occur in more industrial settings. The City of Brampton is interested in pursuing these uses with the use of incentives, which is justified based on the analysis in this report.

Brampton's existing older industrial areas also present challenges for reinvestment due to the obsolescence of the building stock, smaller land parcels that do not match current large format development patterns, land contamination, and other challenges as identified in this report. In these situations, the achievable

rental rates do not justify capital investments to upgrade the building. Offering incentives to these areas can spur redevelopment or building improvements to attract a wider range of possible tenants and activities. The City of Brampton is also interested in pursuing these outcomes with the use of incentives.

Brampton's Office Market

Overall, the City of Brampton has not been attracting a significant amount of office development over the past decade, which is largely because office development has become increasingly concentrated within Downtown Toronto and a select few suburban nodes. This market shift poses a risk for achieving the city's intensification objectives and employment targets.

As also identified in other studies, Brampton lacks a clearly defined office node, relative to other locations in the GTHA such as Toronto (downtown), Mississauga (Meadowvale, Airport Corporate Centre), and Vaughan (Metropolitan Centre). The dispersed nature of office investment in Brampton presents several key challenges such as generating market momentum, creating agglomeration economics, and transforming a central location supported by transit into a highly desirable node for commercial investment.

Notwithstanding the weaknesses in Brampton's office market, the emergence of locations such as the Vaughan Metropolitan Centre should provide some optimism of what can be achieved through the right combination of transit investment, planning framework (mixed-use master plan with a focus on office, residential, and retail), financial incentives, and developers buying into the long-term vision of the area.

Overall, the findings of our research indicate that direct municipal intervention through a CIP is necessary to improve the attractiveness of office development in Brampton. Financial incentives would be best targeted to both multi-tenant and owner-occupied projects, with the former being best positioned to provide high-quality space to businesses looking to locate in Brampton but are unable to find space suitable to their needs. Incentives that target both capital (development charges, application and building permit fees, capital grants, parking solutions) and operating costs (property taxes, tax increment grants) are all necessary to shift current development patterns in the GTHA.

However, other strategies are also necessary. This includes continuing to advance many of the positive city-building, infrastructure, and other capital improvements that Brampton is currently engaged in. Optimistically, Brampton is already making good progress on many of these factors that will improve the attractiveness of the community for office development (e.g. GO RER, Riverwalk, Downtown University and the Innovation District, BRT and LRT, etc.).

The Incentives Landscape

Many municipalities across Ontario offer financial incentives to encourage employment growth. Examples include the City of Mississauga's downtown CIP, City of Hamilton downtown CIP, City of Vaughan CIP for the Vaughan Metropolitan Centre ('VMC'), and the City of Toronto's IMIT incentive program. Some of these programs apply to a specific geography in the city (i.e. downtown)

while others apply City-wide with the objective of broad employment growth.

The VMC offers a directly comparable situation to Brampton, as Vaughan largely had no clear office node. Through direct intervention, the City created a new downtown from an area largely dominated by big box retail and low-density industrial uses. The City took an aggressive approach to planning a high-density and mixed-use downtown consisting of residential and office towers, parks, retail, and walkable urban amenities that are all anchored by a new TTC subway station. In addition to the master plan and implementing secondary plan, the City also provides an incentive program through a CIP (DC deferral, DC locked in at 2013 rates, 10-year TIEG, Cash-in-Lieu of parkland reduction) to assist with office development.

The City of Toronto's IMIT program is also comparable to the City of Brampton in that it targets a broad range of employment uses (e.g. office, industrial, technology, creative, film, etc.) across the entire City with broad employment growth being the primary objective. The program offers a ten-year tax increment grant ('TIEG') to offset Toronto's high commercial property tax rate, in addition to the generous development charge exemption on multi-storey buildings.

Recommendations for Brampton to Better Compete for Employment Growth and Commercial Investment

Based on current market conditions, including the impacts of the COVID -19 pandemic, the Brampton commercial real estate market

requires some level of intervention to help stimulate employment growth. A CIP and package of financial incentives is considered one of many approaches to help achieve this end. The lack of investment in new space to accommodate well-paying and stable employment is the primary factor that requires attention, and therefore should be the primary target of any future Employment CIP program and associated incentives.

Based on the analysis and findings of this report, NBLC has consulted with various departments at the City of Brampton to determine the most appropriate path forward. City staff have indicated the desire to see an incentive program apply to the entire City, with additional incentives offered in strategic areas that are planned to accommodate employment growth. A program of this nature would be able to address the broad City/planning objectives and deficiencies in Brampton's employment market by offering a package of incentives that can address everything from capital repairs of older industrial buildings to the development of major office projects. A program of this nature will allow the City to be nimble and opportunistic as different opportunities arise, which could be a successful approach given some of the forecasted impacts of COVID-19 that might result in more dispersed employment growth across the GTHA. On the other hand, COVID-19 could stall commercial investment over the short to mid-term, which would affect the near-term success of any incentive program.

Over time, especially as work in the downtown (e.g. Riverwalk, parking solutions) and Bramalea GO (e.g. RER, new master plan) are completed, it is recommended that the CIP be revised to be more focused and concentrated to these specific geographic areas,

as well as other key nodes such as Bram West and future transit corridors. A master plan for Bramalea GO in advance of, and conjunction with, financial incentive tools could also go a long way to transform this part of the city and take advantage of rail and highway connectivity over the longer term.

Section 7 of this report highlights the recommended approach and design of the incentive program to meet the City's broad employment objectives.

1.0 Introduction

The City of Brampton retained N. Barry Lyon Consultants Limited (NBLC) to explore opportunities, city-wide, for the appropriate use of community improvement plans (CIPs) to incent the delivery of affordable housing and employment growth.

1.1 Project Purpose and Report Scope

The purpose of this study is to assess if the use of a CIP is appropriate for the City of Brampton under current market conditions, and if so, articulate possible strategies for where, when, and how a CIP could be established and implemented to help achieve the City's vision, strategic municipal goals, and desired development outcomes.

NBLC's assessment is focused on two sectors: affordable housing and local employment growth. This report focuses on employment growth – specifically looking at the local industrial and office markets. While the same legislative context and principles apply, opportunities to incent the delivery of affordable housing is dealt with under separate cover. This analysis does not focus on achieving environmental objectives.

1.2 Strategic Objectives

Brampton is one of the most diverse, educated and rapidly growing cities in Canada. However, its employment growth has occurred in largely suburban, space expansive formats resulting in a relatively low employment density. While such low-density industrial uses generally have low employment totals (per acre) relative to office, they do assist with property tax diversification. This is considered positive from a tax assessment perspective, and important to municipalities, but it offers limited employment potential for its residents.

Most of Brampton's labour force commutes out of the City for work. Brampton has acknowledged that it must shift the pattern of employment from a suburban to a more urban model. The Vision document, Brampton 2040, reflects the strategic objective for the City reducing the outbound commuting pattern and creating opportunities for closer live / work relationships.

The benefits of creating an environment that will attract a much wider range of employment opportunities, in terms of increased high-density employment, improved economic competitiveness, quality of life, and overall achievement of its municipal goals and strategic objectives are well understood.

1.3 What is a Community Improvement Plan?

A CIP is a planning tool that is enabled under Section 28 of the Planning Act. Section 28 sets out legislation that allows a municipality to develop a comprehensive plan for community improvement within a predefined community improvement project area.

A community improvement project area is a predefined area that “in the opinion of the council is desirable for revitalization because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason” [S.28(1)].

A community improvement project area can be city-wide or targeted to a specific planning area within a municipality such as a downtown or employment district.

1.4 What is the Benefit of a Community Improvement Plan?

A CIP offers a range of powers that can enhance a municipality’s ability to encourage private investment that is consistent with broader community objectives. It also reinforces municipal tools such as powers of expropriation, land assembly, and preparation of land for revitalization. This means that a municipality can stimulate investment and revitalization through their own activities and in partnership with the private sector. CIP’s typically offer financial tools, including incentives, that are intended to mitigate development risks and improve the financial viability of projects that are desirable from a community building perspective.

A ‘toolbox’ of potential non-financial and financial programs is adopted as part of a CIP and brought into effect by implementation guidelines, application processes, and allocation of funds. The tools provided in a CIP can stimulate a host of enduring benefits, such as job creation, tax revenue and/or an overall improvement to quality of life for its residents.

1.5 When should a Community Improvement Plan be used?

Any incentives offered by a municipality to encourage private development should be used to help attract investment that would not otherwise occur. Offering tools that improve the feasibility of development when market conditions already support the achievement of desired outcomes would be an inefficient use of public resources. As an example, it is not considered necessary to incent private development of retail or professional / medical-related services that directly meet the needs of a population. This is because retail investment will naturally follow population-growth, and therefore, there should be no need for intervention by a municipality. As such, incenting this type of development and employment growth is not explored further in this report.

The key steps in assessing the appropriate use of a CIP include:

- identifying the preferred type of development.
- evaluating the market forces at play and identifying areas of weakness.
- identifying and testing the impact and feasibility of potential incentives/programs.
- selecting incentives/programs that offer the best return on public dollars.

Ultimately, a CIP can work with market forces to direct change and establish new patterns of development. As such, an assessment of the market forces at play in Brampton is provided early-on, helping to “set the stage”. This will help the City evaluate if the strategic use of incentives can address market failures that are disincentivizing preferred development patterns, or rather, gauge if a CIP is appropriate to encourage employment growth at all.

Since the need for CIP’s are largely driven by market factors, if utilized, programs require constant monitoring and updating as economic and municipal resources shift.

1.6 Brampton's Central Area CIP

The City of Brampton introduced a CIP in 2000. The current extent of the CIP project area is its Central Area, as illustrated in Figure 1. Significantly enhanced in 2007, the Central Area CIP and its programs are still in place. Over the last 11 years, \$25 million in relief has been awarded across 10 projects. However, only one is an office project (located at 490 Bramalea Road). This project is a multi-tenant office building, totalling 38,000 sf and is occupied by a wide range of tenants (e.g. medical, legal, real estate and personal service clinics). There is also an approved office application – the Atlas Healthcare Centre (located at 241 Queen Street East). However, this project has not advanced to construction because of broader business issues. Overall, the existing CIP has had only modest success attracting office employment in the Central Area.

Figure 1 – Central Area CIP Boundary



Source: City of Brampton

1.7 CIP Limitations

It is important to appreciate that commercial markets are highly mobile and impacted by various macro-economic factors such as recessionary cycles, trade uncertainty or imbalances, interest rate changes, consumer confidence, technological disruption, shifting employment characteristics, amongst other factors. Ownership and business models of different developers and occupants will also vary and impact interest in a community. These influences on demand are difficult to predict, as is the level and timing of future investment. While it is critical to understand the balance between market forces and alignment with desired development outcomes, the effectiveness of a CIP and uptake of a suite of financial tools is not always easy to predict.

Similarly, there are many factors that influence the location of commercial investment and not all factors can be addressed through financial incentives. A strong public realm, access to walkable urban amenities - especially transit, as well as a deep pool of tenants and talented labour will influence the desirability of a location for new employment investment.

2.0 Current Economic and Employment Conditions

Economic and employment conditions will have an impact on the overall environment for investment, and the possible need to incent private development. This section provides an overview of such conditions, as well as the City's economic development objectives.

2.1 The Regional Employment Context

The current employment context is dominated by the COVID-19 Pandemic. The depth of impact on the regional and provincial economies is not fully understood but it is clear even now that certain industries will suffer long-term impacts. Most experts agree that the GTA economy, due to its highly diversified nature, will be the most resistant to negative impacts and the first to recover, but the timing of a full recovery is not known.

However, the fundamentals that underpin the regional economy are strong. The appeal of the region as a place to invest has only improved through the pandemic as governments have taken a responsible and effective approach to battling the virus. As the virus wanes, through a vaccine and/or herd immunity, these fundamentals will reignite business activity.

While employment conditions in 2020-21 will inherently be challenged as a result of mass unemployment due to COVID-19, it is expected that FIRE (finance, insurance, real estate), manufacturing, innovation and technology, warehousing and distribution sectors, as well as support services, are more likely to

recover in a shorter period of time relative to other industries. The rebounding of June 2020 employment numbers supports this notion. This is particularly expected relative to a prolonged recovery period for businesses engaged in hospitality, travel, and retail-trades. A more prolonged recovery period is expected for businesses engaged in hospitality, travel, and bricks and mortar retail and commercial services. However, one significant external factor impacting the overall trajectory of economic growth will be the Ontario's trade ties to the United States, and uncertainty with respect to their handling of the crisis and the associated economic recovery. This factor alone could impact the timing of a return to a new economic 'normal' across all sectors.

As a result of the above conditions (e.g. job loss, business instability, trade uncertainty), shorter-term demand for office space across the region may stall, resulting in higher vacancies and reduced office investment interest over the short-term.

We also expect that COVID-19 could result in some permanent changes to the nature of work. This likely will involve increased working from home and telecommuting, which would reduce demand for physical office space moving forward. While this trend has been occurring over the past ten years (to be explored later in this report), the experience of COVID-19 is likely to accelerate it.

On the other hand, some economists predict that COVID-19 might increase demand for office space as companies seek to create more 'flex' satellite offices in suburban areas to reduce long

periods of exposure on transit and the time lost to commuting that employees currently enjoy while working from home, as well as the creation of less dense office environments to assist with social distancing.

Many retail stores, restaurants, and small businesses are facing significant challenges due to COVID-19. While the retail industry has been facing challenging economic conditions for over a decade, the economic shut down has put extraordinary pressure on this sector. The economic shut down has also forced many small businesses and restaurants to completely shut down. We understand many of these businesses may not survive.

The Provincial and Federal governments have implemented measures to support businesses that provide emergency relief, low/no interest financing, rent assistance, wage subsidy, and other programs. Early reporting indicates that these measures are likely not sufficient on their own to support all businesses.

However, a CIP is typically used to offset the costs of development and/or physical improvement to an area – not intended to support existing businesses with no corresponding ‘improvement’. While a legal opinion pertaining to Section 28 of the Planning Act and its use to assist COVID-19 challenges should be sought, it does not appear that a financial tool available through a CIP would directly help in this recovery.

While economic fluctuations and recessionary cycles are difficult to predict, it is important to appreciate that demand for industrial and office space will almost certainly fluctuate over time. Over the long-term, overarching economic fundamentals point to long-term economic resiliency in the region, the eventual return to a new

economic normal, continued employment growth, and support for new office and industrial investment.

2.2 Brampton's Employment Profile

Much like the rest of the GTA, Brampton's long-term economic and employment trajectory appears to be on good footing. This is the result of a growing number of new businesses and employment opportunities, as well as having a young and diverse labour force of approximately 320,000 persons as of 2018 (compared to 240,000 persons as of the 2016 Census). In addition, an increasing proportion of working age residents benefit from post-secondary education, and the City also supports entrepreneurs and growth in innovation through such services as the Ryerson-Brampton Innovation Zone (Start-Up Incubator), and the Brampton Entrepreneur Centre (Ideation and Co-working space). The Brampton Entrepreneur Centre is also expanding, recently adding the Research Innovation Commercialization Centre (RICC), which provides technology-focused support and 'Entrepreneur-in-Residence' services. Furthermore, the City's Economic Development department is actively working towards the establishment of a University in its historic downtown, as well as recently signing an agreement to increase enrollment at the existing Algoma College from 100 to 1,000 students over the coming years.

Brampton's geography has also driven much of its historical success in attracting employment growth and this will continue to play strongly into its future. Key locational features include:

- its proximity to Lester B. Pearson International Airport.
- accessibility to 400-series highways.
- proximity to Toronto's Downtown Core and other strategic nodes in the GTHA.

A result of its labour force, economic development activities, and favorable locational attributes, Brampton has been successful at attracting local business activity and jobs. Based on a City of Brampton Employment Survey of approximately 9,800 local businesses conducted in the Summer of 2019 and the Peel Region Employment Survey, Brampton has attracted about 157,000 private-sector jobs and 175,000 total jobs. These private-sector jobs are distributed across a wide variety of industries, with about three quarters of jobs in service-producing versus goods-producing sectors. This diversified range of employment is a positive feature as it supports a more resilient local economy.

Brampton is unique in the regional economy, with greater specialization in good-producing, export-oriented sectors compared to the rest of the GTA and Province. This specialization is particularly pronounced in the Manufacturing, Transportation and Warehousing, and Wholesale and Retail Trade sectors.

Export-oriented sectors are considered important aspects of Brampton's economic base as they are significant contributors to wealth generation. These industries have high multiplier effects in terms of generating and retaining positive GDP and labour impacts given their heavy reliance on other local industries, commercial, and professional services. The employment multiplier for such industries can be amongst the highest, with job multipliers ranging upwards of 6.0 for every \$1.0 million of output generated by a business in manufacturing. This means that for every \$1.0 million generated locally in manufacturing, another 6.0 jobs may be created in supportive industries in the local economy. This is before estimating additional induced impacts from improved household incomes and the possibility of greater consumer

spending to meet day-to-day needs, entertainment, etc. within Brampton.

2.3 Goals and Economic Development Objectives

The City's 2040 Vision generally states that in the next twenty years Brampton will be a mosaic of vibrant centres offering its residents quality jobs, a rich range of activities, and integrated living opportunities.

The City's 2040 Vision recognizes a need to improve the population to job balance, generally increasing the proportion of the city's labour force that both live and work in the community. Achieving this end, to some extent, will require that Brampton transition to a greater proportion of higher density employment, likely by attracting more office investment.

Office development provides the greatest opportunity for increasing job density while also providing the greatest possibility for place making, encouraging a greater concentration of uses (with potential synergies / networking opportunities), shifting the current population / job balance, as well as increasing overall household incomes.

Aligning with Vision 2040, Brampton's Economic Development Plan identifies key goals for its future success, including improving the city's overall competitiveness and level of investment activity. A strategic objective to accomplish this end is to develop policies and programs (i.e. a CIP with financial and non-financial tools) to help foster job creation and investment.

While encouraging office development is one approach to increasing employment growth, another approach is to target investment in a few priority sectors with high potential multiplier effects.

The City of Brampton's Economic Development department has identified the following priority sectors:

- Advanced Manufacturing.
- Food and Beverage.
- Health and Life Sciences.
- Innovation and Technology.

To help link these priority growth sectors with land use and job density, a general description of each high priority sector, location preferences, building and parking standards, and performance indicators are provided on the following pages.

2.4 Overall Observations

Brampton has and continues to attract employment investment; however, the City hopes to attract a greater share of higher density employment that can offer residents greater employment choice and improve current commuting patterns. While the industrial sector continues to be attractive for investment, most industrial and related sectors are employing fewer and fewer people every year. On the other hand, the office market faces demand and supply-side challenges, limiting the amount of higher density employment investment in the City in recent years.

The COVID-19 crisis will slow investment throughout the region but may offer opportunities as businesses rethink how they operate. This, along with the City's transit initiatives, could present opportunities for the City to attract satellite offices.

The sections to follow evaluate both the industrial and office sectors to understand the market dynamics at play and if incentives are an appropriate tool to meet City planning and economic objectives.

Advanced Manufacturing

- Brampton currently has 900 companies and 35 k persons employed in Advanced Manufacturing.
- Businesses engaged in advanced manufacturing typically seek locations in traditional employment areas, clustering with other sensitive land uses, and often prefer large lots to allow for future expansion, access to freight rail and/or highways. The leading companies listed above are all located in the city's Highway 410/Steeles and Bramalea Industrial areas.
- Examples of leading companies by number of employees in this sector are ABB Inc., Almag Aluminum, Brannon Steel, Fiat Chrysler Automobiles Canada, Massive Die-Form, MDA Space Missions, and Velcro Canada.
- Building requirements will vary depending on manufacturing equipment and resulting interior column spacing. Clear heights of greater than 30 ft. are not necessarily required, as is the case for warehousing and logistics space. Also based on a comparison of typical industrial building types by Urban Land Institute, market preferences for parking tend to be lower than other building typologies at around 2 spaces per 1,000 sf of gross floor area (GFA).
- Looking at all companies engaged in this sector from the Employment Survey, total space need by business also appears to vary widely, from as little as 1,000 sf to 965,000 sf, averaging around 42,000 sf.
- An almost equal number of businesses are in multi-tenant industrial buildings (42%) vs single-tenant industrial buildings (53%).

Food and Beverage

- There are currently 153 companies and 9,000 persons employed in this sector.
- Businesses in this sector are generally engaged in food testing, processing and packaging as well as transportation, packaging design, equipment and refrigeration storage.
- Examples of leading companies in Brampton are Coca-Cola Refreshment Canada, Maple Lodge Farms, Loblaw Companies, Italtasta Ltd., Sun Rich Fresh Foods, Maple Leaf Poultry Canada, Frito-Lay Canada (Pepsico).

Food and Beverage Cont'd

- Locational preferences and requirements of food and beverage establishments can be like advanced manufacturing. Where warehousing and distribution is a part of a business operations, clear heights of between 30 to 32 feet are preferred plus an adequate number of loading bays and circulation areas.
- While most business establishments engaged in this sector are also located in the 410/Steeles and Bramalea Industrial areas, both Maple Lodge Farms (1975) and Loblaws (2008) sought out and remained within Bram West industrial lands likely for larger lot sizes that would allow for expansion of larger freestanding (owner occupied) industrial spaces, as well as highway access and a general level of prestige associated with this area as a result of carefully curated tenants, higher level of design and overall branding of a 'clean' industrial area.
- Removing businesses engaged in retail, the majority of companies engaged in this sector in Brampton are within single-tenant industrial buildings (63%), followed by multi-tenant industrial buildings (30%), with unit sizes ranging from 1,200 sf to 669,000 sf each, averaging 80,000 sf.
- Parking preferences will vary depending on the amount of warehouse and manufacturing space, but typically are from 1 to 2 spaces per 1,000 sf of GFA.

Health and Life Sciences (focusing on prevention and wellness)

- A total of 800 companies and 12k persons are employed in this sector.
- This sector generally includes business engaged in the widest range of activities, with variable space needs and location preferences as a result. Business ranges from those engaged in pharmaceutical and equipment manufacturing to research and health services (e.g. physician offices, out- and in-patient care centres and hospitals).
- Leading companies are Medtronic, Canadian Blood Services, Dynacare, William Osler Health System, Loblaws, Canon, MDA, Erinoakids, Taro.
- By virtue of the range of companies fitting into this category, companies tend to locate across both traditional industrial areas with similar space needs as industrial uses, as well as being integrated in communities and/or clustered in office or flex spaces near hospitals.
- Being near a hospital allows for possible synergies (e.g. clinical trials) as well as end-user convenience, amongst other efficiencies.

Innovation and Technology

- *A total 200 companies and 12k persons are employed in this sector.*
- *Companies in this sector are generally engaged in the design, development and introduction of new products, sometimes involving manufacturing processes. The sector includes both hard and soft tech businesses.*
- *Businesses engaged in this sector may prefer industrial (freestanding or multi-tenant industrial properties). Where warehousing and distribution are partially or entirely part of business operations (e.g. Amazon and other fulfillment centres), much larger building sizes (up to 1.0 million sf) may be desired with clear heights of greater than 32 feet, plus adequate number of loading docks and superior access.*
- *Examples of leading companies in Brampton are Rogers Communications, Air Canada Operations Center, Canon Canada, Amazon (fulfillment centre), Technicolor Canada, Q9 Networks, IT Weapons, Entertainment One.*
- *Many businesses engaged in this sector are heavily knowledge-based as well, and therefore may seek office space [e.g. Canon (175,000 sf), Air Canada Operations (75,000 sf)]. While these businesses have a range of permissible locations, they have generally selected locations at the edge of traditional industrial areas (e.g. designated Business Corridors), and in the two examples provided, are freestanding owner-occupied office properties.*

3.0 Brampton's Industrial Market

Nearly all priority growth sectors, except for Health and Life Sciences, locate by necessity or choice within traditional industrial areas. For Brampton to continue to attract businesses and employment growth in these sectors there needs to be an appropriate supply of “development ready” land and buildings that meet the requirements of the market. This means appropriately zoned and serviced properties in a range of sizes and locations. Buildings also need to meet contemporary requirements (e.g. high clear ceiling heights, access to freight rail and highways).

This section of the report provides an assessment of the overall supply and demand conditions in the local industrial market to understand if such conditions support investment.

3.1 Factors Driving Location Decision Making

The factors that influence the development of industrial properties, either those that build speculative space or purpose-built industries, can be varied and complex. However, the following two factors have the greatest influence.

- Location: proximity to markets and suppliers, transportation links, prestige and character of the site, 400 series highway exposure; and,
- Long Term Operating costs: rent, taxes, utilities, and labour.

Development costs, such as the costs of construction, while important, play less of a role as these costs can be controlled, are relatively equal across the GTA, and can be capitalized over the duration of the operation. Industrial tenants/owners/landlords are typically more concerned about enduring taxes and utility costs that cannot be controlled and typically increase over time.

A product of lower job density and increasing reliance on automation, access to labour has become less important over time in making locational decisions for the industrial market. This is especially true relative to office developers and community investment decisions. As a result, industrial developers are the first to move to the edge or outside of a major urban centre if these areas have both positive locational attributes and lower land values. For this reason, Milton, Halton Hills, and Waterloo Region have grown over the past 15 years to be major competitors to traditional western GTA employment land markets.

3.2 Regional Market Conditions

It is important to appreciate that the possible search area for a prospective investor or tenant can be very wide. Therefore, understanding conditions in the regional marketplace is particularly important to understand the trajectory of industrial employment growth in Brampton. In other words, Brampton has and will continue to compete with its neighbours for a share of this type of employment growth.

Based on a review of CBRE data over the last five years, the entirety of the GTA industrial market appears to exhibit highly positive market fundamentals with increasingly positive net absorptions, decreasing availability, and strong pricing growth.

3.2.1 Total Inventory

Currently, the GTA has over 787 million sf (square feet) of existing industrial space, increasing in size by about 0.9% or 6.9 million sf on average per year over the last five years.

3.2.2 Net Absorption Activity

As of Q4 2019, the GTA experienced nearly five years of positive net absorption activity, consistently averaging around 10.7 million sf per year. Net absorption activity includes the leasing of all new and existing space minus vacancies.

High net absorption activity is currently supported by strong pre-leasing / pre-sale activity; whereas, earlier in the decade, there had been a greater level of speculative development as a result of rapidly increasing land values and landowners seeking to capitalize on market gains, coupled with lower interest rates.

3.2.3 Availability and Vacancy

In part, because of a greater level of pre-leasing / pre-sales activity, availability and vacancy rates across the region are steadily declining, now at a low of 1.4% and 0.8% respectively as of Q4 2019.

While there is no industry standard for what is considered balanced, brokers interviewed noted that availability and vacancy rates have not exceeded 6.0% in the GTA since collecting data. Since tenants seeking space indicate insufficient choice, it is likely that 3.0% to 4.0% availability would be considered balanced or more ideal.

Overall, the growing level of construction and continued lack of choice across both existing and new inventory, points to a market where new supply is not keeping pace with demand.

3.2.4 Pricing (Rent and Sale Value)

Overall, the above market dynamics have put upward pressure on pricing, with net asking rents up as much as 20% from 2018, averaging \$8.62 per square foot (psf) across the region. This is compared to 11% rent growth between 2017 and 2018.

The appreciation of sale prices has been even more pronounced. Sale values increased between 24% to 31% per year, over the last five years, averaging \$253.25 per sf of gross floor area (GFA) across the region as of Q4 2019.

3.3 Brampton Market Conditions

Historically, the Toronto West submarket (Peel and Halton Region) has performed particularly well in the GTHA as a result of strong access to the most prime highways – Highways 401, 407 and 400 – freight rail, proximity to the Airport and the United States border, as well as being centrally located to the largest possible labour pool.

Within the Toronto West submarket, Brampton's industrial market particularly benefits from:

- access to 400-series highways.
- access to two of the busiest intermodal facilities in the country— the CP Yard Vaughan and the CN Yard in Brampton.
- the Lester B. Pearson International Airport.
- the U.S. Border crossings in Niagara and Fort Erie.
- possibility for synergies with existing businesses.
- a supply of vacant, unencumbered employment land.
- regionally competitive pricing.

3.3.1 Total Existing Inventory

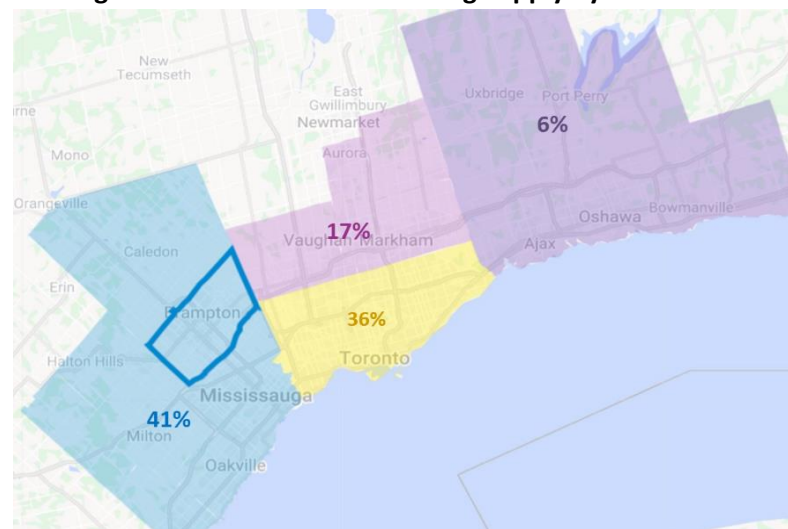
Brampton's existing industrial space inventory is notably one of the largest in the GTA – third in size only to that of Mississauga and North York. Currently, the city's inventory of industrial space accounts for approximately 11% of all industrial space in the GTA and 26% of space in the Toronto West submarket. The Toronto West submarket is inclusive of all of Peel and Halton Regions.

Between 2015 and 2019, Brampton experienced high construction activity, averaging just under 1.1 million sf of new GFA each year.

Figure 2 - Market Attributes



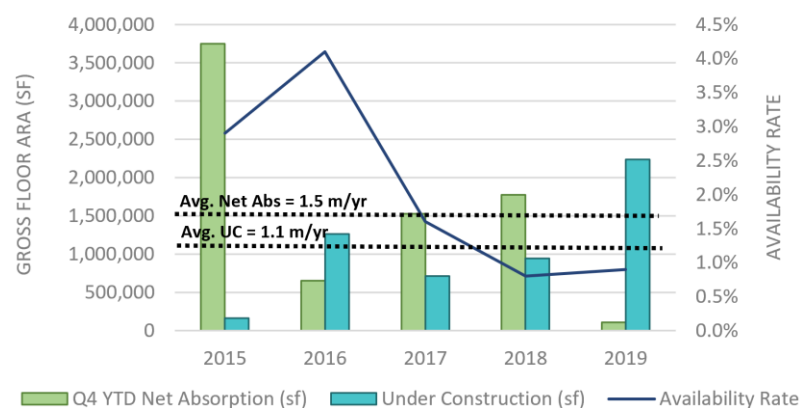
Figure 3 – Distribution of Existing Supply by Submarket



3.3.2 Net Absorption Activity

Recent development activity has coincided with positive absorption activity, averaging just over 1.5 million sf per year since 2015. Overall, these dynamics suggests that the addition of newly constructed industrial properties (averaging 1.1 million sf per year) has been met by equal or greater demand.

Figure 4 – Brampton Industrial Market Supply Conditions



In keeping with past trends, Brampton is capturing about 24% of new absorption activity in the Toronto West submarket, overall.

CBRE notes that of the buildings recently completed in the Toronto West submarket, almost all were pre-leased / pre-sold (8) and nearly all were design-build (6). These conditions appear to be similar in Brampton, with landowners actively marketing development opportunities on vacant land. Investment and private development driven by such pre-leasing or design-build opportunities for a single tenant may be limited to only larger tenants / end-users with deeper pockets, as opposed to meeting

the needs of a full range of potential businesses considering the Brampton market.

3.3.3 Vacancy and Availability

Brampton is also experiencing particularly low availability and vacancy of 0.9% and 0.1%, respectively, as of Q4 2019. This is compared to the rest of the Toronto West submarket with moderately better availability (1.7%) and vacancy (0.8%) – albeit still a strong landlord's market.

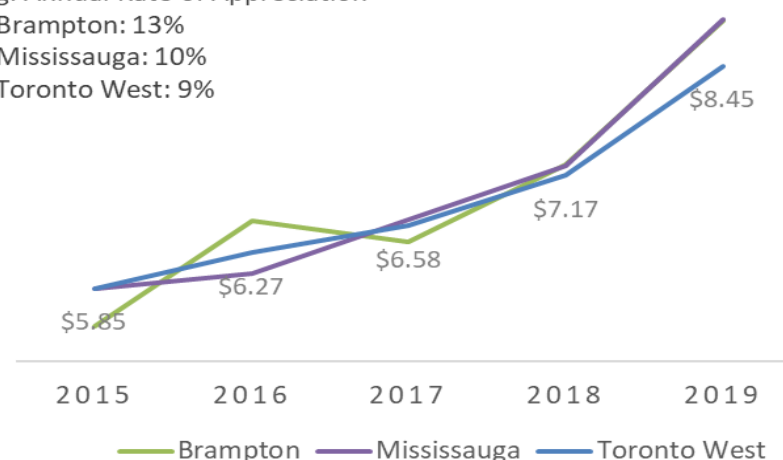
3.3.4 Pricing (Rents)

Brampton's industrial market is also attractive for regionally competitive pricing. Net asking rents in Brampton are typically lower than more central neighbours – namely Mississauga and Vaughan – but the annual average rate of appreciation over the last five years has been greater. This is positive for attraction of new tenants, as well as investor activity.

Figure 5 – Asking Rents in the Toronto West Submarket

Avg. Annual Rate of Appreciation

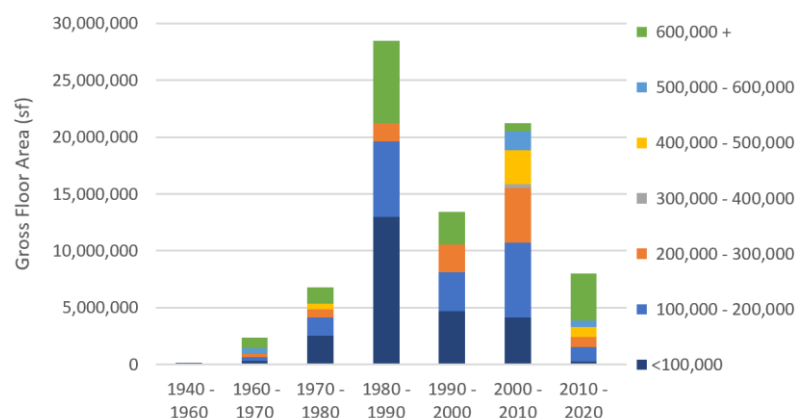
- Brampton: 13%
- Mississauga: 10%
- Toronto West: 9%



3.3.5 Investment Activity

Brampton's popularity as a location for industrial investment is long-standing. Peak industrial investment generally occurred in Brampton between the 1980s and 1990s, with building sizes typically under 100,000 sf each. It is important to appreciate that the city's existing inventory would also experience variable levels of reinvestment because of age, quality / attractiveness to tenants.

Figure 6 – Brampton Industrial Building Size (Total GFA) by Built Year



Source: Costar, N. Barry Lyon Consultants Ltd.

In more recent decades, building sizes have increased significantly, now averaging around 300,000 sf each across all inventory. This average is skewed upward by attracting tenants with the largest possible space needs, such as fulfillment centres, which can be nearly 1.0 million sf each.

In total, NBLC tracked 29 new projects built between 2010 and 2020, totalling 8.6 million sf of new space, or about 860,000 sf of new space per year.

Of the new space, about 5.5% of inventory was available as of January 2020. While the above noted availability rate for the newer inventory is higher than the City's average, this is considered healthy. With projects being larger in size, however, there are only three available spaces of between 25,000 and 160,000 sf. So, while the overall availability rate is 'healthy', there is still limited choice. This may be problematic if a new business were to 'shop around' for existing space and were considering Brampton over another municipality with higher availability.

This level of investment and low availability indicates there is appetite for more contemporary industrial spaces and market conditions which naturally attract investment.

3.3.6 The Location of Investment and Reinvestment Activity

It is also important to appreciate that key performance indicators, new construction activity, and reinvestment are not the same across the city.

Over the last five years, new construction has been concentrated in the Bram West area (60%), just north of Meadowvale Business Park Corporate Centre, in Mississauga. The Meadowvale Business Park has been particularly popular over the last two decades at attracting corporate head offices and top-tier industrial tenants (e.g. Microsoft, Bosch, Baxter, Maple Leaf Foods).

Figure 7 – Location of New Construction (2010 – 2019) and Examples of Reinvestment Activity within Employment Lands



Bram West has been popular for a host of reasons, but generally a result of:

- positioning in the marketplace as a prestige business park in the GTA, with both industrial and office opportunities.
- the Airport.
- near immediate access to Highways 407 and 401.
- proximity to the intermodal railyard facilities.
- already being home to carefully curated tenants (including some of the City's largest employers - Amazon, Loblaws, Medtronic, Technicolor, Air Canada Operations, Canon).
- emphasis placed on designing and building modern, clean, and attractive industrial areas.
- taken together, potential for a positive brand image.

As result of the above, Bram West has gained market momentum and will likely continue to attract other desirable tenants over the long term, as well as with support industries (e.g. accounting firms, lawyers, engineers).

Bram West is also the location of the largest supply of vacant employment lands in Brampton, currently totalling around 960 acres, with earthworks underway on some of these lands to accommodate additional speculative or purpose-built prestige industrial space. Notwithstanding the above, we are aware that Maple Leaf Foods owns a significant proportion of the above vacant lands, and there are no known intention to develop or intensify these lands through their continued operation in the area or sale to a future investor.

Likely owing to larger block sizes (e.g. often upwards of 20 ha each), new projects in Bram West have been larger, averaging around 525,000 sf, and have attracted warehouse and logistics type facilities, such as new Amazon fulfillment centres, which are closer to 1.0 million sf in total. The area has also attracted some multi-tenant space, such as 7825 Winston Churchill Blvd, occupied by Metro, TLS and Emblem logistics, with unit sizes from as large as 200,000 to 377,000 sf each.



7825 Winston Churchill Blvd (Complete 2015), Occupied by Metro, Emblem Logistics and TLS, Units from 200,000 to 377,000 sf, 36 ft Clear Heights.

Likely a product of building scale, existing industrial space in Bram West tend to have lower asking rents than in Central or East Brampton's more established industrial areas, but sale prices are notably higher compared to the city average, by about \$60 per sf, averaging around \$260 per sf as of Q4 2019. In part, this would be the result of the prestige of the area but also expansion potential.

Given possible limitation on development ready lands, the ability to continue to accommodate such forms of space expansive uses through greenfield development, especially to the same extent as recent years, could be limited.

Some modest new construction and reinvestment activity has also occurred in the more Central or East Brampton industrial areas, such as improvements to The Gap facilities and construction of a 130,000 sf space (home to The Stevens Company), generally north and northwest of Downtown Brampton.

NBLC also observed the redevelopment of some older industrial spaces. This type of activity is relatively rare in the GTA and is a highly positive sign of the attractiveness of Brampton to industrial investors.

An example of this is at 8875 Torbram Road in the Bramalea Industrial Area, now occupied by MEC, TJX Canada and Accuristix, and redeveloped by Carterra in 2015. This site was previously occupied by an 855,000-sf warehousing space, built in 1975, with clear heights as low as 20 ft. The building on site now offers 38 ft plus clear heights and 235 industrial trailer parking stalls / loading bays, amongst other positive market attributes.

Overall, the more limited amount of activity in the Central and East Brampton industrial areas is to be expected due to constrained land supply and more challenging (infill) development sites.



8875 Torbram Rd.(Complete 2015). Occupied by MEC, TJX, Accuristix. 994,000 sf, 38 ft Clear Heights.

While limited signs of investment and reinvestment activity in older employment areas may present a challenge moving forward, it is important to appreciate that these areas may also provide an important function in the local economy – owing to lower rents, and a greater range of unit sizes – by virtue of their age. The importance of their function is exhibited by low vacancy and availability levels (1.6% and 2.0% as of March 2020).

These older industrial areas provide relatively lower total monthly operating costs with available spaces as of February 2020 ranging from \$7.50 to \$12.50 psf for smaller unit sizes of 2,000 sf to 46,000 sf. These spaces provide an important, relatively affordable price point, which encourages a greater range of business establishments, especially for those just starting out.

3.4 Key Observations and Considerations

Overall, industrial market conditions in Brampton support continued investment in new construction, in the form of larger sized industrial properties (e.g. fulfillment, distribution, warehousing etc.) in Bram West and other highway adjacent locations. These projects are often occupied by only a few, larger tenants at relatively low employment densities. Overall, there appears to be no need to incent this form of development.

However, other sectors that fall under the general umbrella of industrial, such as film, creative industries, advanced manufacturing, aerospace, and innovation and technology are not necessarily occurring at the same rate or scale of investment, and could be the target of the CIP program depending on available funds. Like office development, these sectors can provide good employment totals and strong compensation for employees but occur in more industrial settings. If the City wishes to target these sectors with incentives, which would be justified based on the analysis, strict parameters of the types of development that could be eligible would need to be clearly identified, like in Toronto's Imagination, Manufacturing, Innovation and Technology (IMIT) program, so that typical manufacturing use – warehousing and logistics – are not eligible.

Furthermore, some incentives could be considered in refined geographic areas with more challenged development contexts. As the supply of greenfield and 400-series employment land erodes over the next decade, sustaining the above type and level of investment may be a challenge. Given this, it is logical that Brampton will increasingly need to position its infill or older

traditional employment areas (possible redevelopment sites) to compete with other areas in the region that have a greater supply of future (vacant) employment areas, such as the:

- Vaughan Enterprise Zone.
- Derry Green Business Park.
- Other new/strategic employment lands in Milton, along Highway 407.
- 407 East / Airport / Seaton Employment Lands in Pickering.

Brampton will also increasingly compete against other older employment areas that are likely facing similar demand / supply issues.

Strategies that would support the marketability of infill or redevelopment sites, largely located in Brampton's older industrial areas, could also be considered. A key issue in these areas is the functional obsolescence of older buildings. This occurs where lower rents do not support capital improvements to upgrade facilities to contemporary standards, and as a result, these spaces become increasingly unattractive and difficult to lease. This may be particularly a concern for sites abutting designated Business Corridors or Office nodes, which could reduce the overall attractiveness of investment in these areas planned for a greater range of high-density (office) employment uses.

There are also several possible barriers to entry in the local industrial market, which may limit this type of employment growth and supporting Brampton 'Ecosystem of Innovation', such as:

- investment and private development driven by pre-leasing or design-build opportunities for a single tenant, generally limited to larger tenants / end-users with deeper pockets.
- a landlord market wherein there is a general trend towards longer-lease terms and significant price appreciation.
- delivery of larger / fewer flexible properties.
- redevelopment thwarted by environmental issues (i.e. contamination).
- a limited number of landowners / developers, not necessarily specializing in delivery of the widest range of industrial spaces.

While market conditions suggest it is unnecessary to incent new industrial development, on a city-wide basis, it may be appropriate to consider incenting capital improvements to existing buildings for the City's target priority sectors and/or adaptive re-use or conversion to more labour-intensive development in appropriate locations.

The City may consider incenting:

- Capital improvements to existing properties to allow for adaptive re-use or conversion, or physical improvements (e.g. upgraded signage along Hwy 410 or 407) – which typically is provided on a match-funding basis to a cap. However, incentives should not be offered to existing owners to make improvements in the hope that they will attract a better tenant, as the market evidence does not suggest this is a necessary step at the current time.

- Investment in established employment areas, specifically infill development and redevelopment that helps transition these areas to a more urban structure (e.g. office development, where appropriate).

In the latter instance, there may be some possible employment density gains by improving existing, older industrial areas. Some employment growth and unrealized density may occur if the City can assist owners and tenants with necessary building upgrades, tenant fit-up / improved space efficiency, and / or second storey or other additions. This could also include activation of a complementary assistance with brownfield studies and remediation, as appropriate, to encourage re-investment in such areas or adaptive re-use.

The City could also consider amending its current Change of Use Development Charge (DC) Exemption. The current DC by-law allows for minimal conversions from industrial to non-industrial uses without paying for a DC top-up, provided that the floor area to be converted is less than 1,000 square metres, and constructed prior to 1996 [By-Law No. 129-2019, Section 24.(3)(i)].

To allow for greater re-investment, consideration could be given to change the square metre limitation to a higher threshold. Municipalities with high industrial vacancy and modest market demand, such as Windsor, have allow for this type of exemption to assist with lowering the vacancy rate and encouraging investment. However, given Brampton's very low vacancy rate, this might not yet be an appropriate direction.

It is important to appreciate that these areas currently have very low availability/vacancy and appear healthy from a variety of

market indicators. These areas, while low intensity, appear to serve an important function in the city's overall prosperity and offer space for startups, innovation, technology, film, and other similar sectors that are seeking low cost accommodation.

Similarly, until Brampton begins to exhaust the supply of vacant and well-located employment land, this strategy might not be appropriate yet. Over the longer-term, the above types of assistance to reinvest in existing industrial properties could assist in the redevelopment of smaller flex-commercial spaces that are suitable to a range of small start-up to medium-sized companies, while making use of underutilized space.

Further, when deciding what and where to incent, it is important to consider that most industrial and related sectors are employing fewer and fewer people every year due to technological disruption and changing labour dynamics. Most manufacturing and light industrial uses accommodate employment densities below 30 jobs per hectare, with some notable exceptions such as the Amazon fulfillment centre discussed previously. Notwithstanding the positive benefits of industrial development discussed throughout this report, this might not represent the best value for money given current market dynamics and expected employment totals.

4.0 Brampton's Office Market

The following chapter analyzes demand and supply conditions in the GTA office market, with emphasis on how Brampton fits into the '905' suburban office context.

4.1 Factors Driving Location Decision Making

Like industrial markets, office markets are comprised of both multi-tenant developers seeking to build and rent space, as well as purpose-built projects where a business constructs and occupies the building.

- Owner-occupied buildings typically construct a building to fulfill the business/operation side of the business, and therefore do not consider rental rates when deciding where to build. These businesses make a capital investment to support their business and are largely concerned with capital and operating costs when deciding where to locate (e.g. land value, parking, development charges, property taxes, etc.), as well as locating in an area with a deep pool of accessible labour. Projects of this nature include Canon's head office constructed in Bram West, as will be discussed to follow.
- Multi-tenant office developers look at an investment as a form of annuity that will generate income over an extended period. These developers seek to build a building and rent the space to tenants over the long-term. These office developers are therefore seeking locations that will attract the highest possible rents and occupancy rates. These locations typically

are high profile, offering the greatest exposure and access to the widest range of possible tenants (employers/employees) and clients to help increase overall absorption levels. In these situations, the income of the building must be high enough to justify the initial capital investment, cover all operating costs, and provide a return.

The site selection priorities of businesses that require office space will naturally vary, but the fundamental preferences of prospective tenants and office developers tend to be similar. The following subsections provide a more detailed description of the key drivers of demand for office space.

4.1.1 Access to Labour and Talent

Locating in the most central locations of the GTA is a natural choice for many business establishments, in part this is a result of the opportunity to draw talent from a labour force of upwards of 4.7 million persons, as well as talent coming out of some of the country's top universities that are located in the GTA.

4.1.2 Agglomeration Effect

Related to the notion of the 'multiplier effect', many businesses gain efficiencies by locating near each other given greater opportunities for networking and cross-fertilization of ideas, as well as creating a node of talented workers in similar industries. Often, retail and amenities will also locate in an area with a critical mass of employment uses, furthering the appeal of an area.

4.1.3 Lifestyle Preferences and Walkable Communities

Millennial and the next generation of employees are increasingly showing preference to working and living in the same community. As a result of the above, plus a greater concentration of living opportunities within walkable communities, office tenants are increasingly gravitating towards spaces in the densest urban centres that are part of established or emerging mixed-use communities.

While likely relocating for multiple factors, evidence of this shift includes Microsoft's announcement to move its Canadian headquarters to CIBC Square in Downtown Toronto from the Meadowvale Business Park. Liberty Village in Toronto has also increased in popularity and vibrancy. In recent years, Liberty Village has seen the addition of multiple new office buildings, following the influx of many millennials and retailers moving into the area beginning in the late-2000s. Liberty Village contains a vibrant mixed-use environment and is serviced by both GO rail transit and the streetcar system.

4.1.4 Access to Transit

Office spaces that are walkable to higher-order transit (BRT, LRT, GO rail or subway, in a dedicated right-of-way) are increasingly popular amongst employers for the same reasons discussed above. This is because multi-modal access widens the possible labour shed from which an employer can attract talent. From an employee perspective, they can work in such a location and still maintain a more balanced live / work lifestyle by reducing overall commute times.



Above: 80 Atlantic, new office, Liberty Village.

Below: Mixed Use (Retail/Office) Addition, Liberty Village.

Those locations which offer the fastest, most reliable, and frequent service (e.g. subway), and are nearest to Downtown Toronto and Union Station, will be in highest demand and have the highest possible rent.

With average commuting times of around 70 minutes across the GTA, improved service and sites nearest to existing or planned higher order transit in non-Downtown Toronto locations will expand what is considered a reasonable commuting distance, offer an alternative to automobile dependency, and improve in attractiveness as a place of employment. However, it is important to keep in mind that there are many areas in the GTA that have and will benefit from improved transit service levels, and these areas will compete against each other to attract a share of suburban office demand.

Illustrating the above, there has been significant uplift in new office development within the Vaughan Metropolitan Centre (VMC), adding approximately 460,000 sf of new space between 2012 and 2016 in anticipation of the opening of a new TTC subway station. Since opening, an additional 305,000 sf has been delivered, in addition to a new 600,000 sf office building (SmartCentres Phase 2) proposed adjacent to the subway station. In Mississauga, signs of this activity are occurring, but are generally limited to new office completions that are adjacent to stations along the Mississauga Transitway (e.g. The Hub at Spectrum Square), which opened in late-2017. However, transit would only be one factor impacting employment growth in this area, as it is also proximate to Lester B. Pearson International Airport, and Highway 401, 403, 410 and 400.



PwC Tower in the VMC (TTC Subway Adjacent) and the future SmartCentres Phase 2 (TTC Subway Adjacent).



5015 Spectrum Way (Adjacent to Spectrum BRT Stop and Highway Proximate)

4.1.5 Access to Highways

Notwithstanding any of the above, highways are still the most popular and expansive regional transportation option in the GTA, outside of Toronto. Being proximate to highways allows employers to draw employees from the widest possible labour shed. Many businesses may also rely on regional travel (e.g. visiting clients or customers) and require highway access. The search area for an office tenant can be very wide, and as a result of this, a large number of suburban office nodes will compete against each other for a share of office growth, particular if higher value is placed on access to highways (and parking).

Mississauga tends to be most attractive in this regard, being in the west-central portion of the GTA and having access to multiple 400-series highways. This continued preference is demonstrated repeatedly in Mississauga over the last decade where nearly all new office development has occurred in the city's Airport Corporate Centre, the Gateway Corporate Centre (along the Hurontario corridor) and Meadowvale Business Park. Brampton also benefits from strong highway access, with immediate access to Highways 410 and 427 and the tolled-Highway 407 and is about 15 minutes to Hwy 401 and 403 outside of peak-travel.

4.1.6 Exposure and Visibility

Office and/or signage visibility to the traveling public is also an important consideration for many businesses who use their real estate as part of their marketing and branding strategy. For example, potential office locations in Brampton that front onto Highway 407 and 410 or major arterial roads near highway interchanges would be preferred by some anchor tenants.

4.1.7 Surface Parking and Large Vacant Lots

Combined with access to highway, many prospective tenants still value access to affordable (ideally free) parking. Access to surface parking or other affordable parking solutions (e.g. standalone structured or integrated podium parking) can be important for businesses that rely on customer convenience, have employees who regularly travel off-site for work, and/or entertain client meetings. It is also particularly important where high-order transit is not within walking distance (500 to 800 meters or 10 minutes).

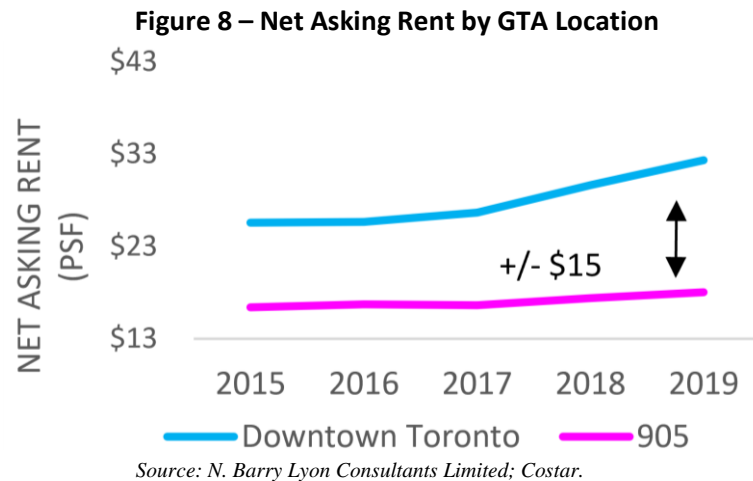
Office developers (both multi-tenant developers and owner-occupied buildings) will seek locations that can accommodate

surface parking to reduce capital costs. Significant underground parking (often ranging from \$50,000 to \$100,000 per space) can significantly erode the attractiveness of an investment.

While this comparative advantage is likely to disappear over time as greenfield land is depleted and land values increase, for many tenants, parking is still an important consideration when selecting an office location in a suburban context, including those considering Brampton. Overall, this dynamic supports the continued demand for new office space in suburban business parks/the edge of traditional industrial areas, as opposed to more urbanized areas that require underground parking as a matter of urban design principles and policy or property size.

4.1.8 Regionally Competitive Pricing

While offices located nearest to highways tends to lack an amenity rich and other favorable market attributes, they tend to offer regionally competitive pricing. Overall, prospective tenants considering a suburban office location will be more difficult to attract from an investor perspective and may naturally expect to trade off walkability, and many of the other positive locational attributes identified above, for reduced monthly rent.



4.2 Historic Trends in the GTA Office Market

Prior to the 1980s, the majority of office development occurred in Toronto’s Downtown as well as select locations along the subway system and other non-transit areas adjacent major highways. This largely included major office development in Toronto’s Financial District, with the establishment of Commerce Court and the TD Centre, as well as along the North Yonge Corridor. Some development was also occurring in Mississauga, and smaller scale buildings in Markham and Vaughan, but to a lesser extent.

Between the 1980s and 1990s, office development continued to occur in the most central areas, but significant office development also began to occur in suburban locations in the ‘905’ region – due to the popularity of the suburbs as a housing option, ease of commuting by car, GO rail expansion, favourable tax rates, and worker preferences for suburban office parks at the time.

By the mid-2000s, office development yet-again shifted back to Toronto, but this time Toronto’s South Core (south of Union Station). Between 2011 and 2016, Toronto accounted for 72% of all new office space added to the GTA market. Of this, over 85% was in Downtown Toronto.

The predominance of the Downtown Toronto office market is generally a result of this area being able to ‘tick’ the greatest number of boxes for prospective tenants – namely, proximity to talent, greater networking opportunities, amenity rich environments, cultural, recreation, entertainment opportunities, walkable residential opportunities, and access to higher order transit. Locating near Union Station, the hub of the Regional GTA transit network, also expands the labour pool to the suburbs and

reduces the need for costly parking with reduced transit-support standards. This combination of positive attributes has generated significant market momentum, resulting in increasingly more end-user tenant and investment interest in Downtown Toronto.

Today, Downtown Toronto is near record low availability (around 3.0%); with a vacancy of between 5.0% and 8.0% considered healthy or balanced. In other words, supply is not keeping up with demand. As a result of these dynamics, construction activity has greatly picked up in recent years with about 90% of all office space under construction in the GTA occurring in Downtown Toronto.

This dramatic shift back to Downtown Toronto is partly aided by growth and expansion of tech firms and other creative industries, and (re)location of national headquarters to Downtown Toronto (e.g. Microsoft, Shopify, Google, Index Exchange), enabling private office investors to secure significant anchor tenants early-on and reduce project risk. Anecdotally, smaller tech and creative businesses gravitate to be near major players in the industry, putting greater demand pressure in a very few concentrated areas of the region, which has further helped to accelerate pre-leasing activity. This includes larger coworking tenants / intermediaries in the marketplace such as Regus, Spaces, WeWork, etc.

Albeit with upwards of 11.0 million sf coming online between late-2020 and beyond, the current conditions are not expected to markedly change. This is because an increasing proportion of space is pre-leased, and for increasingly longer terms (e.g. upwards of 15-years, in some instances). While older space will open-up upon occupancy of new buildings allowing for some tenant movement, this relief is unlikely to satisfy demand.

These very strong market conditions will continue to strengthen a landlords' position in the Downtown Toronto office market.

Despite this concentrated growth, pricing in downtown Toronto has become very expensive. Net asking rents in Downtown Toronto have increased beyond \$60 psf for much of the higher quality space, whereas average net asking rents in the GTA are currently below \$40 psf. It is possible that some demand will shift new office development to less expensive suburban locations as business are priced out of the core.

4.2.1 Office Densification

It is also important to appreciate that while a small number of market areas are absorbing a sizeable proportion of overall office demand, new office buildings are developing more efficiently than ever before. This is largely due to more efficient office layouts. Employee dense co-working office space is also becoming more prominent and it is expected that telecommuting and “work from home” will continue to become more accepted. These trends are resulting in an overall lower GFA being required per worker to satisfy future employment growth. In other words, there is decreasing demand for physical office space per employee, despite growing overall employment levels. This trend is most pronounced in Downtown Toronto but also plays a role in projecting future employment growth in the suburbs. While the implication of shifting office demand as a result of the COVID-19 pandemic has yet to play-out, and will not for some time, Brampton will compete against all other GTA municipalities to attract a share of what may be shrinking demand for office space on a per worker basis.

4.3 Competitive Suburban Office Nodes

Today, about half of the total suburban office inventory in the GTA is in Toronto (outside of Downtown Toronto) and the other half is in '905' suburban areas. This equates to approximately 85.0 million sf of suburban office space in the '905'.

The distribution of space within the '905' is, however, not evenly distributed. Rather, office development illustrates preferences for concentrated development in specific suburban locations, as discovered by research prepared by the Neptis Foundation (Neptis) and Strategic Regional Research Alliance (SRRA). Three quarters of the Region's office growth over the past 25 years has occurred in three major clusters. This includes:

- the previously discussed Financial District and fringe Downtown Toronto locations.
- a few key Mississauga office nodes (Airport Corporate Centre, the Hurontario Corridor / Mississauga Gateway, and the Meadowvale Business park).
- Markham and Richmond Hill, predominantly near the Highways 407 and 404 corridors.

At the same time, many established suburban office parks and other lands designated for major office that are located outside of

these major nodes have struggled to attract new investment. Neptis refers to this trend as the "hyper-concentration of employment", identifying that Downtown Toronto gained over 67,000 core employment jobs between 2006 and 2016, which are defined as jobs that bring revenue and income into a region and drive growth (e.g. manufacturing, warehousing, finance, professional office, government, higher education, culture/tourism, etc.)¹. The Airport Corporate Centre and Meadowvale Business Park also displayed growth (1,525 and 6,770 core jobs respectively), whereas the remaining '905' employment nodes either lost employment or remained stable.

The subsections below update this research, specifically focusing on the delivery of new space and key performance indicators across a select number of established '905' office nodes. These nodes are important to understand as Brampton directly competes with these areas to attract a share of employment growth.

4.3.1 Existing Supply

As of Q4, the five largest suburban office nodes in the '905' are in the west and north ends of the GTA. They are:

¹ Neptis Foundation (2018): *Planning the Next GGH*; SRRA (2014): *The Future of Office Development in the GTHA*

- Airport Corporate Centre (Mississauga) and Airport (Toronto) – 12.5 million sf.
- the North Yonge Corridor (Toronto) – with 9.5 million sf.
- Highway 7 and Highway 404 (Richmond Hill and Markham) – with 6.4 million sf.
- Meadowvale Business Park – with 6.1 million sf.
- Steeles Avenue and Highway 404 (Markham and Toronto) – with 5.9 million sf.

Except for Meadowvale, the majority of existing inventory within the surveyed projects would have been developed in the mid-1980s and 1990s, when suburban office investment was gaining in popularity. All the established nodes would have been highly popular given their access and exposure to 400-series highways, the availability of land for low cost parking fields, and some agglomeration effects.

A prime example of this is growth experienced in the Highway 7 and Highway 404 node with IBM locating here in the 1980s, and the Airport Corporate Centre with many national and regional headquarters locating here around the same time by virtue of proximity to the Airport. These areas were also located near rapidly growing and relatively affordable residential areas, offering grade-related housing options, when congestion was less a concern.

Unique amongst the above nodes, the North Yonge Corridor would have also benefited from subway access along Line 1 – the Yonge / University Line.

4.3.2 New Supply

While the delivery of new office space has been less pronounced within the ‘905’ suburban office market over the last decade, between 2000 and 2014, many of the previously successful suburban office nodes experienced renewed investment interest. One exception is the North Yonge Corridor - owing to challenging development sites and increasing land costs. Other newer ‘905’ suburban office nodes have also gained in popularity.

The following are the top five suburban office nodes in terms of inventory growth, more recently, from 2015 to 2019.

- Vaughan Metropolitan Centre (“VMC”) – adding 585,000 sf.
- Markham Centre – adding 370,000 sf.
- Hurontario / Hwy 410 Corridor – adding 360,000 sf.
- Meadowvale Business Park – adding 250,000 sf.
- Airport Corporate Centre – 204,000 sf.

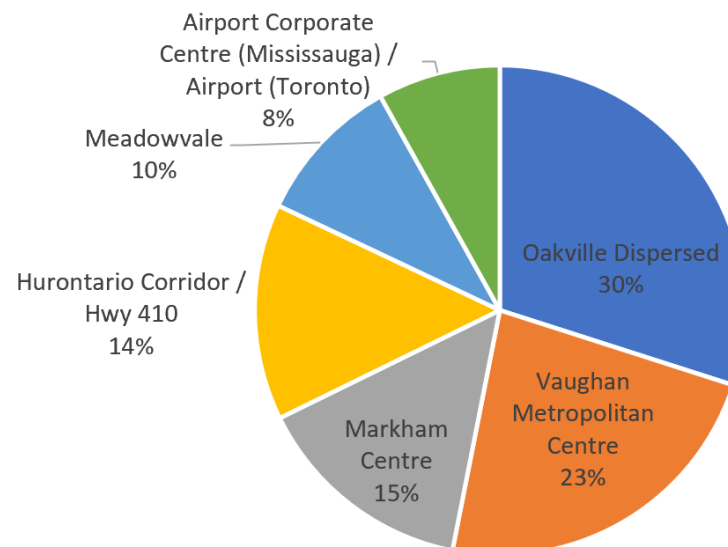
Together, these areas have added 1.7 million sf of office space to the region over the last five years, with the majority occurring in Mississauga. For comparison, Brampton added about 64,000 sf of inventory across the entire city, over the same five-year timeframe, with no clear office node emerging.

These areas are generally gaining in popularity for many of the same reasons as more established nodes (e.g. regionally competitive rents, highway access), and in some instances, the option of existing or future higher-order transit and some level of amenities – albeit typically in a horizontal, mixed-use context (e.g. the Airport Corporate Centre and VMC). One exceptional growth

area is Oakville, which continues to see relatively dispersed office investment, like Brampton. In this instance, Oakville benefitted from the appeal of QEW highway exposure, proximity to Toronto's core as well the affluence of the local community. Oakville has seen an addition of approximately 757,000 sf of new office space, largely along north-south service roads over the past five years.

In almost all instances, new suburban office investment is characterized by standalone buildings, on larger lots with surface or structured parking. The only exception is the VMC. However, new construction in the VMC benefits from subway, a master planned mixed-use community, as well as many development incentives that will be evaluated in the following chapter.

Figure 9 –Suburban Office Investment by GFA, 2015-2020



Source: N. Barry Lyon Consultants Limited; Costar.

Figure 10 –New Office (20,000 sf +) and the Top Five Suburban Office Nodes by Investment Activity, outside Downtown Toronto, 2015- 2020



Source: N. Barry Lyon Consultants Limited; Costar.

4.3.3 Availability

While delivery of new supply is a key indicator of investment interest, or an indication of success in some areas of the region over others, the ability of an area to absorb new space is important to consider. To further understand the attractiveness of the above growing suburban office nodes, NBLC collected availability rates. The following are the suburban office nodes with the lowest availability rates as of Q4 2019.

- Vaughan Metropolitan Centre – 1.1%
- Markham Centre – 3.4%
- Steeles and Highway 404 (Toronto and Markham) – 5.2%
- Highway 7 & Highway 404 (Markham & Richmond Hill) – 7.1%
- Oakville Dispersed – 10.7%

By comparison, the availability across the GTA suburban office market was 8.3%.

In part, these rates would be low due to successful pre-leasing activity and demand for contemporary office spaces in such places as the VMC and Markham Centre. However, this is not always the case. By comparison, the Highway 7 and 404 nodes offer relatively more affordable rents by virtue of the older age and quality of properties, coupled with superior access to highways.

4.3.4 Pricing (Rents)

Over the last five years, some gains have been made in terms of annual rent appreciation in the suburban office market, increasing by about 2.0% per annum, over the last five years, averaging around \$17.81 psf net as of January 2020.

Notwithstanding the above, it is important to appreciate that rents are well below Downtown Toronto locations. While overall land pricing will be significantly less in suburban submarkets (reducing barriers to assemble land), new supply typically has net asking rents around \$20.00 to \$25.00 psf. In part, this pricing is because new suburban space competes against older space that is much more affordable (closer to \$15.00 psf).

These rents present a challenge shifting from more suburban forms of office development to supporting inclusion of underground or structured parking and infill development in a '905' context. Typically, NBLC would expect to see revenues at least in the high-\$20.00 psf range (e.g. \$26 - \$30 psf) to offset the cost of under-ground parking. Furthermore, even with achievable rents in the high-\$20s, underground parking will significantly impact the attractiveness of investment, or project risk, and the ability of a project to move forward, which might result in a developer selecting another location. This is likely why so few private office buildings, outside of Toronto, accommodate underground parking. This challenge will be explored in greater detail in Section 6.0 of this report. With effective net rents not exceeding \$30 psf, most new office space in the '905' suburban office market relies on surface parking.



Surface Parking at the New Multi-Tenant TJX Canada Office, 60 Standish Court, Mississauga.

4.4 The Brampton Office Market

To understand how Brampton fits into the '905' suburban office market, NBLC inventoried all office properties over 20,000 sf with an emphasis on new investment activity.

4.4.1 Inventory

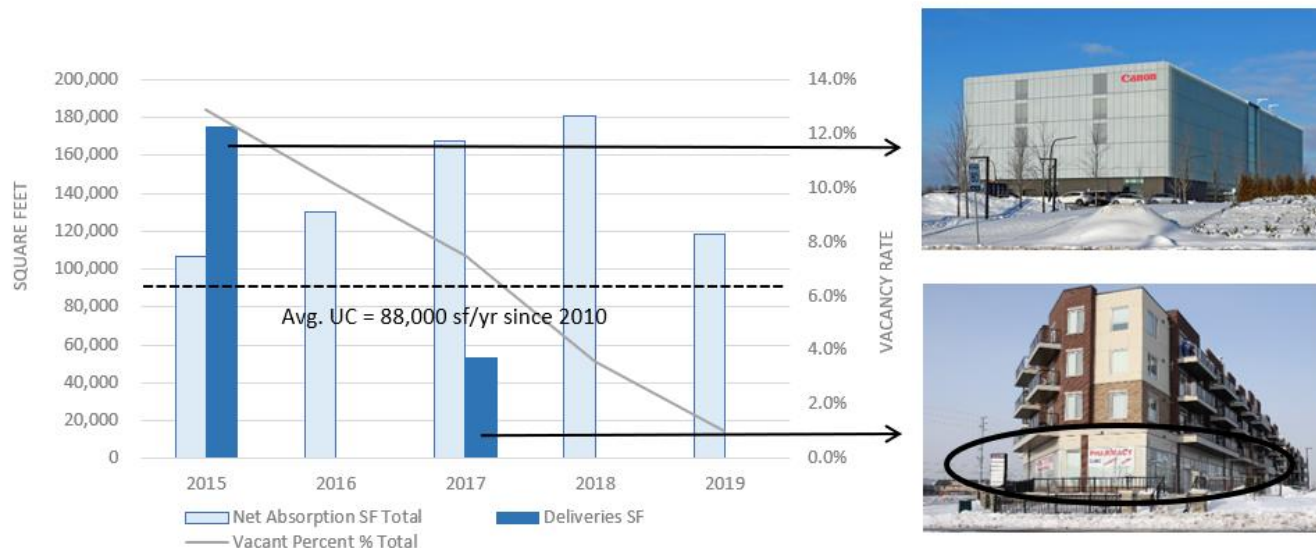
As of Q4 2019, Brampton has an approximate inventory of 4.62 million sf of existing office space. Apart from public sector investment in Downtown Brampton (e.g. City of Brampton Administrative Buildings) and the South Fletcher's Courthouse node (e.g. new and expanded Provincial Courthouses), the city's office inventory is highly dispersed. In other words, there are no clear high-density office nodes, and no benefiting agglomeration economics.

4.4.2 Net Absorption Activity

In total, 1.76 million sf or 38% of the total inventory in Brampton was built over the last twenty years. This growth equates to delivery of about 88,000 sf of new office supply per year, on average. This level of demand has been consistent, with new construction activity averaging around 87,000 sf per year since the 2008 recession.

However, new supply over the last five years has dropped off considerably to only 64,000 sf in total, across the two buildings illustrated below, or about 13,000 sf per year, with mixed-use project at 50 Sky Harbour Drive largely accommodating population-related commercial uses.

Figure 11: Brampton Office Market Supply Conditions



This development activity generally equates to about 1 to 2 projects per year of about 55,000 sf to 60,000 sf each and 3-storeys in terms of project scale. Such projects can generally be characterized as standalone, low-density office space like elsewhere in the '905'. However, the recent drop off in development activity is a concern.

Notwithstanding this concern, except for York Region, new development activity has dropped off over the last five-years across the '905' suburban office market. This drop-off has been somewhat less pronounced in York Region because of positive activity at a select few office projects in the VMC and Weston/Hwy 7 Area following the introduction / integration of subway and BRT service. This drop-off in demand for new suburban office space across suburban office markets is likely tied to stronger demand for office in downtown and fringe-downtown Toronto locations and unprecedented delivery of new space in these prime areas.

4.4.3 Availability and Vacancy

With limited multi-tenant rental properties (majority of office development has been owner-occupied), the current availability and vacancy rate across the city is very low at about 1.9% and 1.0% respectively. These findings are positive, as a high vacancy rate in the existing supply would be a significant market challenge for new investment.

The availability rate within newer properties is somewhat lower than the city rate, at around 1.2%. This indicates some modest demand for contemporary office space.

4.5 Pricing

Current average net asking rents in Brampton are approximately \$16.83 psf across all inventory (see Figure 12). Based on limited availability, average net asking rents within projects built within the last few years is around \$22.50 psf. These rents would generally not attract significant investment interest from the development community, especially where underground or some form of standalone or integrated structured parking is required. Again, this issue will be explored in more detail later in this report, including through use of hypothetical financial proformas.

Figure 12 - Competitive Net Asking Rents in Neighbouring Municipalities

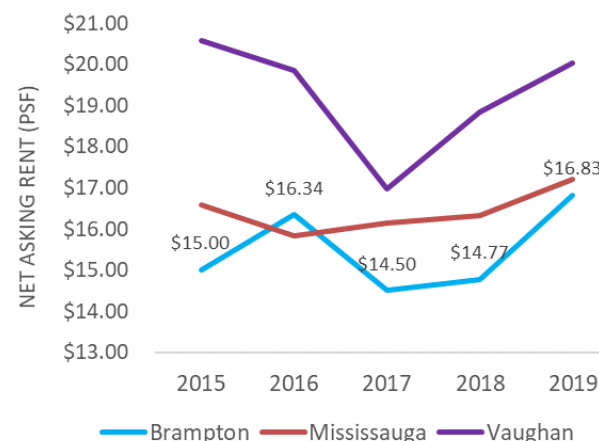


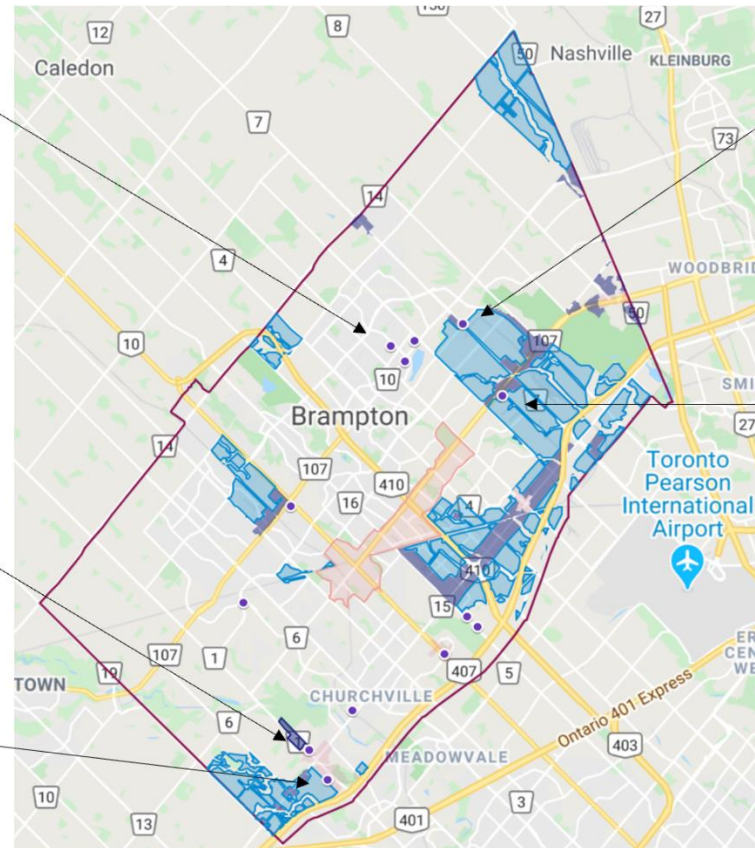
Figure 13 – Location of New Office Development in Brampton, 2010 to 2020



Sunny Meadows Condominium Office, 54,000 sf







*7735 Kennedy – Rice Development HQ,
Owner-Occupied 6,000 sf*



10 Cottrelle, Blvd, Condominium Office, 65,000 sf



*Gateway Blvd, Monterey Park, Multi-Tenant, Not
Owner-Occupied, 50,000 sf*

-  Central Area
-  Office
-  Business Corridor
-  Industrial

Source: N. Barry Lyon Consultants Limited; Costar.

4.6 New Investment Activity

Most new office projects in the Brampton market have also been in the form of standalone, lower density owner-occupied buildings (e.g. Canon Canada and Air Canada Global Operations along the Bram West Business Corridor / at Mississauga Road and Steeles) in what would have been considered a greenfield development area. As noted previously, these types of projects are not assessing rental rates to justify an investment return. While the decision to locate is based on a combination of some positive locational attributes, it is largely the ability to accommodate cost effective parking solutions and keep operating costs relatively low.

One of few office nodes to experience the addition of a multi-tenant office building in Brampton is the South Fletcher's Courthouse node. The area contains a significant number of institutional buildings, such as the Provincial Offences Office, the A. Grenville & William Davis Courthouse, and Peel Regional Police Headquarters. These uses have driven demand for supportive commercial services within several nearby older office buildings.

A 7-storey 78,000 sf multi-tenant office building, anchored by TD Financial and constructed by Kallo Developments, was added to the centre of this node in 2013. Despite finishing construction seven years ago, the project had 13,700 sf of space remaining to be leased as of Q4 2019, indicating an overall absorption rate of about 7,600 sf annually. This would not be considered a healthy absorption and illustrates the general lack of this demand for office space in the Brampton market.

The current asking rent at this project had been around \$21.00 psf net at the last time of survey.

This level of absorption and rents points to a challenge attracting investment over the shorter-term in what is increasingly an urban infill location. In this instance, it is important to appreciate that the viability of this project may have been aided by low land costs as well as the developer occupying 5,600 sf of space within the building to accommodate their head office. Furthermore, the project relied on the assembly of multiple lots to provide some surface parking.

Along with the promise of LRT service, the agglomeration of private and public-sector establishments is likely to help slowly drive up demand and rents to a level that should attract greater investment levels.



7685 Hurontario St. – TD Bank Bldg.

Some condominium office has also been developed in Brampton. These commercial spaces are typically targeting professional services including health related tenants and tend to be close to hospital facilities. Condominium office developments have struggled to gain appeal in the market as they require smaller businesses to “tie up” capital that could otherwise be used in operating the business. They also limit the ability of a business to grow or retract.

4.6.1 Active Development Applications

There does appear to be some evidence of developer interest in multi-tenant office projects in Brampton. This includes office projects concentrated in Brampton’s Central Area, specifically within the Queen Street Corridor Secondary Planning Area, just east of Downtown Brampton. In this area, some standalone and mixed-use higher-density office project are being pursued, such as:

- the Atlas Healthcare Centre, at 241 Queen St. E. (the former location of a car dealership), proposing a 132,000-sf stand-alone medical arts centre – now approved for CIP incentives – but we are aware that the advancement of this project has been impacted by on-going financial challenges associated with existing business operations and other sites in the developer/owner’s portfolio.
- a similarly sized project is also proposed at 174-184 Queen St. However, there is no indication this project will advance any time soon.
- a three-tower mixed-use project at 253 Queen St. E, proposing about 87,000 sf of office space as part of a 1.0

million sf project) that is currently pre-registering as U Condominiums.



Clockwise, from left to right: 174-184 Queen St. E., 241 Queen St. E., 253 Queen St. E proposed projects.

4.7 Regional Competitiveness

In summary, office investment in Brampton appears to currently be driven by:

- owner-occupied businesses selecting Brampton for prestige employment areas outside of Toronto.
- the availability of properties capable of accommodating surface parking.
- affordability of employment lands and reduced development complexity at the edge of traditional industrial areas.
- population growth, resulting in the delivery of condominium or freehold office that targets medical and other population serving uses.

However, the office market is highly competitive among established office districts in the '90s', such as the Airport Corporate Centre and the Highway 7 corridor in Markham/Richmond Hill. These areas attract demand because they can charge rents that support the investment requirements. The future competitiveness of Brampton's office market, at least over the shorter term, will continue to be its value proposition and lower operating costs (rents, taxes) relative to competing suburban office nodes.

4.7.1 Operating Costs

In this context, being able to offer the lowest possible effective gross rent is a paramount consideration. Effective gross rent is what an office tenant will negotiate based on their perceived value of one location over another, plus all other monthly costs – tax, maintenance and insurance. Since, maintenance and insurance of new buildings will generally be comparable across jurisdictions, the applicable tax rate can be either an advantage or disadvantage in terms of attracting growth in less prime office locations.

A comparison of office commercial tax rates applicable to new office development by GTA suburban municipalities is provided in Table 1. Assuming a 75,000-sf building, Brampton has a \$1.06 million commercial tax advantage over Toronto, over the twenty-year period, holding tax rates constant. However, Brampton has an office commercial tax rate disadvantage of between \$440,000 to \$960,000 over the same period compared to other Peel municipalities. Historically, York Region municipalities have the lowest office commercial tax rates amongst all GTA municipalities.

Table 1

2020 Property Tax Impact of a Hypothetical 75,000 sf New Office Building				
	Tax Rate ^{1,2}	Estimated Annual Payment	20 Year Tax Total (2% Inflation)	Brampton Min. Saving / Loss
Brampton	1.982804%	\$458,028	\$11,128,869	-
Mississauga	1.904916%	\$440,036	\$10,691,708	(\$437,161)
Caledon	1.812104%	\$418,596	\$10,170,782	(\$958,087)
Toronto ⁴	2.171809%	\$501,688	\$12,189,696	\$1,060,827
Vaughan	1.579067%	\$364,764	\$8,862,817	(\$2,266,052)
Richmond Hill	1.562880%	\$361,025	\$8,771,965	(\$2,356,904)
Markham	1.529688%	\$353,358	\$8,585,668	(\$2,543,201)

Notes:

1) Includes municipal general, hospital, education and Region property tax rates (as applicable).

2) As applicable, assumes new office construction (full - no excess land)

3) Assumes 75,000 sf new commercial office building, average net asking rent of \$20 psf per year, and a cap rate of 6.5% or hypothetical assessment value of \$23.1 million.

4) Commercial general tax rate, which includes municipal, education and City

4.7.2 Development Charges

Development charges (DCs) represent one of the most significant soft costs in high-density office development. These fees alone can often render the most modest projects unfeasible, especially in weaker market areas. The relaxation or elimination of these charges in areas where intensification of office development is being encouraged can have a significant impact on the viability of the project.

A comparison of the lowest possible one-time total DC rates by local municipality applicable to new office is provided in Tables 2

and 3. The tables assume the charges that would be applicable to a 75,000 and 40,000-sf building that is not to be occupied by population-driven office uses, such as medical or dental services. The fees noted are inclusive of local, upper-tier, education, special charges, and exemptions.

Currently, Toronto offers one of the most substantial DC exemptions by applying the total charge to only the ground floor portion of a new office building. Outside of Toronto, Peel municipalities generally have the lowest rates relative to York Region, with Brampton holding slight advantage over Mississauga.

However, as of June 14th, 2019, Brampton Council also adopted a new DC bylaw that exempts charges for office construction above 50,000 sf that is not to be used for population-related commercial-office uses. Where this is the case, Brampton currently has one of the most favorable office rates. As this incentive is relatively new, its effectiveness is not yet known. NBLC is aware of one speculative office project located at the northeast corner of Queen Street East and Gore Road that has taken advantage of the new Office DC exemption. However, it is unclear to staff whether the advancement of this application was due to the new DC incentive or a result of moving forward with planning approvals, which had been underway for a long period of time already.

Table 2

Comparison of Non-Residential Development Charge Rates for Hypothetical New 75,000 sf Office, Effective February 1st, 2020							
	Development Charge Rates / SM				Total DC Rate / SM	Hypothetical Total DCs	Min. Savings/Loss
	City / Lower- Tier Charge	Regional Charge	Education Charge	Other Charge			
Brampton	\$0.00	\$227.82	\$9.69	-	\$237.51	\$1,654,904	-
Mississauga ¹	\$116.11	\$231.66	\$9.69	\$14,965.00	\$357.52	\$2,491,075	\$836,171
Caledon	\$57.10	\$230.11	\$9.69	-	\$296.90	\$2,068,718	\$413,813
Toronto ²	\$390.82	-	\$12.06	\$36.88	\$402.88	\$401,018	(\$1,253,886)
Vaughan ³	\$156.53	\$246.39	\$12.17	-	\$415.09	\$2,892,233	\$1,237,329
Richmond Hill ⁴	\$64.53	\$246.39	\$12.17	-	\$323.09	\$2,251,202	\$596,298
Markham ⁶	\$118.59	\$246.39	\$12.17	-	\$377.15	\$2,627,877	\$972,973

Notes:
1) Includes Storm Water Management Development Charge as per ha rate for Mississauga under "Other". The total rate adjusted to included SWM, assuming 0.4 ha site for office. 2) Includes Toronto Green Standard Program - TIER 2, 3 and 4 CAP - prior to potential rebate - under "other" and calculates hypothetical total based on ground floor area only. 3) Excludes area specific rate - VMC rate is an additional \$5.39 to \$8.04 per sm GFA for sanitary improvements and \$781,197 per ha for SWM Pond Retrofit works; 4) Excludes area specific charges; 5) Excludes area specific rate for Markham Centre of between \$8,712 to \$1,635,025 depending on the precinct. 6) Before any additional area specific changes.

Table 3

Comparison of Non-Residential Development Charge Rates for Hypothetical New 40,000 sf Office, Effective February 1st, 2020							
	Development Charge Rates / SM				Total DC Rate / SM	Hypothetical Total DCs	Min. Savings/Loss
	City / Lower- Tier Charge	Regional Charge	Education Charge	Other Charge			
Brampton	\$117.08	\$227.82	\$9.69	-	\$354.59	\$1,317,699	-
Mississauga ¹	\$116.11	\$231.66	\$9.69	\$14,965.00	\$357.52	\$1,328,573	\$10,874
Caledon	\$57.10	\$230.11	\$9.69	-	\$296.90	\$1,103,316	(\$214,383)
Toronto ²	\$390.82	-	\$12.06	\$36.88	\$402.88	\$213,876	(\$1,103,823)
Vaughan ³	\$156.53	\$246.39	\$12.17	-	\$415.09	\$1,542,524	\$224,825
Richmond Hill ⁴	\$64.53	\$246.39	\$12.17	-	\$323.09	\$1,200,641	(\$117,058)
Markham ⁶	\$118.59	\$246.39	\$12.17	-	\$377.15	\$1,401,535	\$83,836

Notes:
1) Includes Storm Water Management Development Charge as per ha rate for Mississauga. Total rate adjusted to included SWM, assuming 0.4 ha site for office. 2) Includes Toronto Green Standard Program - TIER 2, 3 and 4 CAP - prior to potential rebate - as "other" and calculates hypothetical total based on ground floor area only. 3) Excludes area specific rate - VMC rate is an additional \$5.39 to \$8.04 per sm GFA for sanitary improvements and \$781,197 per ha for SWM Pond Retrofit works; 4) Excludes area specific charges; 5) Excludes area specific rate for Markham Centre of between \$8,712 to \$1,635,025 depending on the precinct. 6) Before any additional area specific changes.

4.7.3 Land Value

Some office investors will make location decisions with a view to keep land costs as low as possible. This is particularly true for owner-occupied buildings, in less developed and intensified areas of the city. Lower land values would also be an expectation where an office site offers few positive market attributes, and therefore, lower rents. As illustrated in Table 4, commercial-office land in Brampton tends to be amongst the lowest in the GTA.

Table 4

Comparison of Office Land Values for for Hypothetical Four Acre Development Site, As of Q1 2020				
	Average Price Per Acre	Average Price Per SF	Estimated Purchase Price	Min. Savings/Loss
Brampton	\$1,070,000	\$25	\$4,280,000	-
Mississauga	\$1,220,000	\$28	\$4,880,000	\$600,000
Toronto	\$13,360,000	\$307	\$53,440,000	\$49,160,000
Vaughan	\$1,740,000	\$40	\$6,960,000	\$2,680,000
Richmond Hill	\$1,600,000	\$37	\$6,400,000	\$2,120,000
Markham	\$3,200,000	\$73	\$12,800,000	\$8,520,000
Source: Costar and N. Barry Lyon Consultants Limited. Notes: Includes only commercial land transaction from 2015 to Q1 2020, with the proposed use identified as possibly including office, excluding mixed-use (residential office).				

4.7.4 Summary of Economic Competitiveness

As noted, Brampton currently offers competitive development charge rates and land values, however property taxes are higher than directly comparable locations aside from Toronto. Brampton also has lower rents than other competing nodes. The implications are that Brampton is generally competitive from a cost/value perspective, however rents are too low to justify significant investment, and operating costs (i.e. property taxes) likely further exacerbate this issue.

Incentives that further reduce operating costs, capital costs, and improve revenue could be considered to further improve the City's competitiveness. But it also highlights the other factors necessary for office investment that are not directly linked to financial considerations.

4.8 Competitiveness Looking Forward

Below is a discussion of potential shifts in future demand.

4.8.1 Shifting Demand

NBLC anticipates that, overtime, many tenants will be priced out of the most popular office nodes – namely the Downtown Toronto and the ‘brick and beam’ Downtown East and West nodes. Tenant demand may therefore redistribute to Downtown Fringe and alternative suburban office nodes, particularly from small to medium sized business. Many regional headquarters may reconsider location, as we have seen in Vaughan, to be more proximate to affordable housing options for both employees and employers, NBLC is already seeing this in Toronto, for example, with some creative industries being priced out of Liberty Village and now looking a short distance to the north in the Junction Triangle, with Ubisoft and Hines recently investing in this neighbourhood. A similar move to properly planned and attractive suburban office nodes could also be possible, especially as many employees seek a better work / life balance with or without the possible impacts of the current COVID-19 pandemic on office markets.

4.8.2 Other Emerging Office Nodes

The above shift may be positive for Brampton’s office market, but it is important to appreciate that various existing and emerging suburban office nodes will compete against each other to attract a share of future growth.

While there is no new construction underway in the surveyed established and growing suburban office nodes, there are a number of ‘alternative office locations’ that are intended to

develop over the next decade and may present a threat to Brampton’s ability to attract an increasing share of regional office demand. Some of these nodes are:

- Downsview / PSP / Northcrest Lands (Toronto)
- East Harbour /CF, Former Lever Site (Toronto East)
- Mississauga City Centre / Oxford Redevelopment
- Buttonville Airport (Markham) – currently at LPAT and for sale
- Christie Site (Lakeshore East GO – Toronto West)
- Inspiration Port Credit (Lakeshore East GO – Mississauga)
- Don Mills and Eglinton (Eglinton LRT, Ontario Line)
- Yorkdale Shopping Mall (Toronto)

While all the areas listed above are suburban infill locations, many are notable as they are well-connected, central and large sites that are intended for a paradigm shift in terms of the land use mix and density, as well as introduction of multiple modes of higher order transit in some instances.

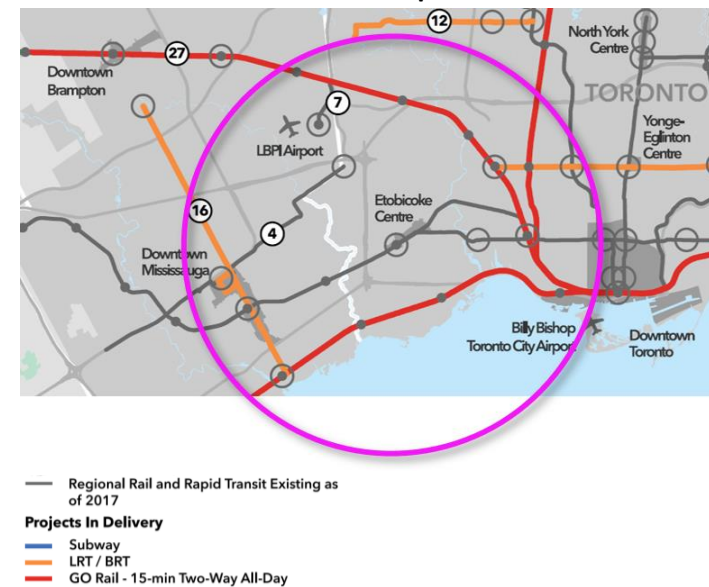
By virtue of also being subject to developer-led master planning process that will reset the underlying land use permissions, many potential investors may be attracted to these areas over the longer term given greater certainty with regards to the development potential and overall community vision at full-build out. This trend pinpoints the need to fulfill several factors influencing office investment aside from financial considerations such as a walkable and mixed-use community centred on high-order transit. Many suburban locations are planning for this environment as a strategy to attract office investment, with the VMC being the latest node to find success.



Below: Downsview / Former Bombardier / PSP Future Development Lands;
Above: Mississauga City Centre / Oxford Lands

It is also important to appreciate that the Province and area-municipalities are currently investing in transit infrastructure across the GTA. Many strategic real estate markets or nodes within the GTA will be impacted by improved transit service levels, with some portion of office demand directed to these areas. While many market attributes need to be in place to attract a share of future office growth, higher order transit nodes which are closest to the most dense employment zones in the region – namely Downtown Toronto and the Airport Megazone – are most likely to respond positively in terms of attracting interest in major office development.

Figure 14 – Future RER and Other Higher Order Transit Station Locations Downstream of Brampton or Closer to Union Station



Source: Metrolinx, 2041 Regional Transportation Master Plan.

4.9 Key Drivers of Change in Brampton

Beyond the current market context and overall competitiveness within the suburban office market, there are several other factors beyond rents and operating costs that will have a bearing on the attractiveness and absolute level of office demand in Brampton over the next decade. Many of these factors (e.g. transit, public realm improvements) may be a further catalyst to improved market conditions and indirectly guide office investment to some areas of the city over others.

Depending on the impacts on commercial real estate markets, these future influences on demand may present an opportunity to align financial and non-financial incentives and encourage greater office investment and overall market momentum in a few strategic areas – improving efficiency of public spending – or conversely, meaning that such incentives are not needed or only needed over a brief period of time. A map illustrating the location of current planned capital improvement, infrastructure and other planning projects is provided on the following page and described to follow.

Of note, many of these initiatives relate to the improvement of areas in the city that are also part of 2018 to 2022 Term of Council Priorities – namely, aimed at stimulating revitalization of the Downtown Brampton and development of Uptown Brampton.

4.9.1 Improved Transit & Impacts on Real Estate Markets

The introduction of future higher order transit and potential impacts on real estate markets is perhaps most important to understand in terms of attracting greater major office investment in Brampton.

It is generally understood that new rapid transit can have significant impacts to real estate markets. However, the level of impact is a function of a host of interrelated factors, such as local economic conditions, a supportive planning framework, environmental issues, the existing pattern and type of land uses, the supply of properties, and the frequency, cost and reliability of the transit service provided. Land use and planning issues will naturally vary along new transit corridors or around Major Transit Station Areas (MTSAs), and as such, each will experience varying levels of investment interest, pressure for land use change, and timing of redevelopment at different urban densities.

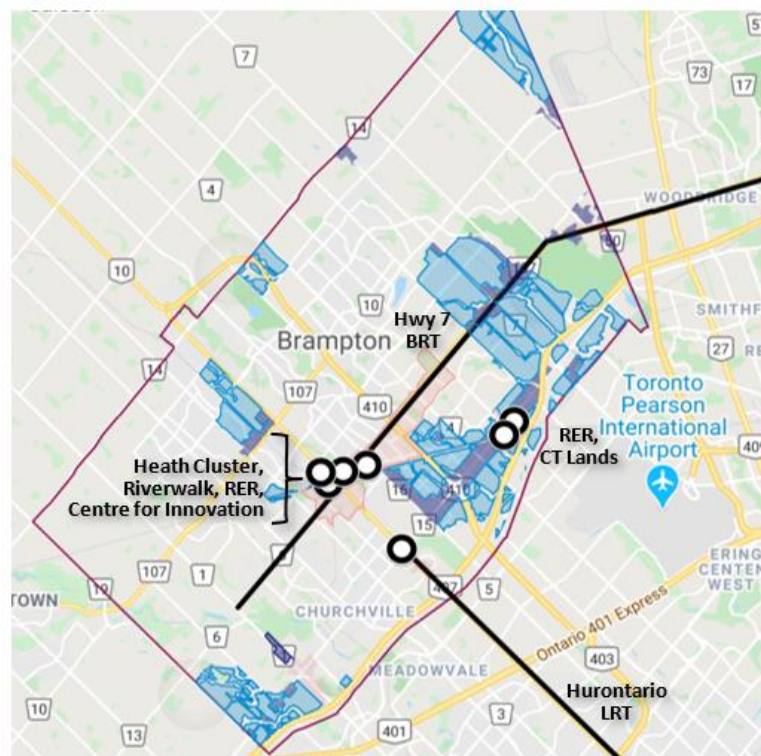
Office investment will likely only occur in any significant way once new transit service has committed funding, and evermore, when service is operational.

Demand for office spaces will also be greatest where there is multi-modal higher order transit and/or also offering the best possible access to highways. This is because the possible commuter shed will be much larger to draw from. As discussed in Subsection 4.1, access to labour and attracting / retaining talent is one of the most important drivers of demand for office space.

The Hurontario LRT

The future Hurontario LRT will be complete by 2023, which runs approximately 18-kilometres in a dedicated right-of-way, with 19-stations, from Port Credit to Brampton Gateway at Steeles. Demand for a range of office type uses along this corridor, including in South Fletcher's Courthouse, is likely to grow over the longer-term due to the presence of LRT. This is assuming there is a supply of suitable development sites.

Figure 15 – Location of City Building, Infrastructure, Capital Improvement Projects, and other Potential Key Drivers of Change



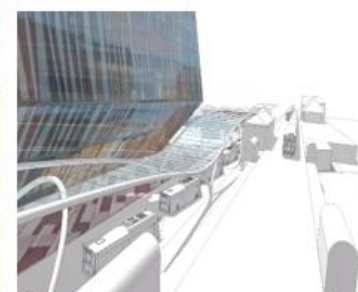
Future dedicated right-of-way, road widening and public realm improvements along Queen Street East. Source: City of Brampton / Cicada Design



Artistic Rendering of a future Centre for Innovation



Riverwalk valley land naturalizing and public realm enhancements and Downtown Intensification potential



Bus / Transit Integrated Development at the future Centre for Innovation



Proposed Shoppers World redevelopment. Source: RER & Multi-Model Transit Development application concept plan, 2019-9-26.



William Osler Health System – Peel Memorial Centre for Integrated Health and Wellness.

-  Central Area
-  Office
-  Business Corridor
-  Industrial

Possible evidence of office investment along this corridor is already occurring with an increase in construction primarily in the Mississauga portion of the Hurontario Corridor / Mississauga Gateway. This area has recorded significant new supply over the last two decades, growing by 2.8 million sf. Of the 2.8M sf of inventory, nearly 500,000 sf is located within a cluster of four new buildings that occupied around 2015, in what is called the Gateway Centre, flanking the future Hurontario LRT corridor.

In this instance, it is assumed that the presence of higher-order transit will put upward pressure on demand across all real estate markets and rents, and encourage a greater intensity of development over time, and need for a full range of traditional office, professional / medical population-serving uses, and other commercial amenities in the South Fletcher's Courthouse office node and extending upwards to the existing Shoppers World site at Steeles and Hurontario. The Shoppers World node is currently contemplating the addition of three-office towers of 11 storeys within the context of a larger mixed-use (residential and retail-led) redevelopment of the mall.

Notwithstanding this proposed transformation, it is important to appreciate that the LRT primarily connects riders to employment and residential areas to the north (Old Brampton) and south (Mississauga), and therefore, will not be viewed as a market attribute to all future office tenants. As a result, access to affordable parking will likely continue to be equally important along this corridor. This is already suggested by reliance on surface parking (no structured or underground parking) within Gateway Centre.

Regional Express Rail

In total, sixty-four GO Rail stations currently serve thousands of customers daily throughout the GTA and Hamilton. With work already underway to build a connected transit network that supports more frequent, electric (30% faster), uninterrupted (two-way, all-day, every 15-minute) regional transportation service, Metrolinx is looking at a number of locations for potential new stations and station renovations to support more frequent, electrified train service. This type of two-way, all-day service will change the nature of service today, from commuter-service primarily serving persons working in Downtown Toronto, to encourage destination (employment, mixed-use) stations upstream of the core.

These service level enhancements, referred to as RER or GO Expansion, include the Kitchener Line. The Kitchener Line currently provides commuter rail service to Brampton residents at Bramalea, Brampton (Downtown) and Mount Pleasant GO Stations. While all stations are / will receive improved train frequency, the RER (two-way, all-day, every 15-minute) service is currently expected to terminate at Bramalea Station. This means that along the Kitchener Line, over the shorter-term, the Bramalea Station area has the greatest potential for positive impacts on real estate markets (encouraging greater density of use – major office) – as well as downstream stations along the same line (e.g. Malton, Etobicoke North, Weston and Mount Dennis).

The current planning at Bramalea Station does not permit residential uses and is not an area with a strong public realm given its primarily industrial context, which is likely to limit investment in higher density office development. However, this area also

contains large parcels containing industrial uses, and therefore has a built-form structure supportive of new suburban office development. A context similar to VMC could be possible here, however significant improvements would be required to leverage the improved transit service and create a mixed-use environment with a strong public realm.

RER service is not currently funded to the Brampton GO Station, as significant design challenges exist in terms of introducing additional rail lines to accommodate train electrification and/or sharing the corridor with CP rail. However, NBLC is aware that discussions are underway to resolve these issues and it is possible RER service could eventually be extended to Downtown Brampton, changing overall conditions for major office investment.

Queen Street / Hwy 7 Bus Rapid Transit

The Province is also working with the City of Brampton, Brampton Transit, Peel Region, and York Region to develop a framework for advancing rapid transit along the Queen Street-Highway 7 corridor. Existing Züm (Brampton) bus services on Queen Street would transform to a full rapid transit standard – in a truly dedicated right-of-way. Planning for BRT in dedicated lanes will improve reliability of service for riders, along with adding improved east-west connections across the region. Upon completion, the BRT would be connected to the Viva (York) BRT rapidway, which runs from the most western edge of Vaughan and will eventually terminate in Markham Stouffville in York Region.

The current projected timeframe for implementation is five to ten years, albeit subject to funding and approvals. This improvement would add to intermodal connections in Downtown Brampton.

4.9.2 Public Realm Improvements – The Central Area

Major infrastructure investment, such as introduction of improved transit, presents an opportunity to introduce some public realm enhancements particularly most efficiently where roads, utilities, etc. are being moved, improved or replaced already. This would include possible public realm improvements along the improved Queen Street / Highway 7 BRT corridor and around future RER stations.

Along the Queen Street corridor, a Master Plan has recently been completed that envisions long-term revitalization and urbanized intensification. Overall, the completion of the master plan is positive from a market perspective in terms of providing a roadmap or greater level of clarity to existing landowners and potential investors in terms of achievable density and preferred built-form when the local market increasingly supports investment and private-landowners consider redeveloping their lands.

4.9.3 Other Capital Projects – Downtown Brampton

The City of Brampton and local community stakeholders (e.g. Business Improvement Area BIA and its members, Toronto and Region Conservation Authority TRCA, CN Rail, amongst others) are actively working together to improve conditions in Downtown Brampton. This work builds on previous and on-going municipal investment such as the relocation and development of new office towers to accommodate City of Brampton Administration and Council, development of the Rose Theatre, streetscaping improvements at the historic Four Corners, as well as the recent completion of the Peel Memorial (Hospital) Centre for Integrated Health and Wellness. It also builds on the existing architectural character of Brampton's traditional main street.

Riverwalk

A key challenge for investment in the downtown has been the fact that it lies within the Etobicoke Creek floodplain. Provincial policies around hazard management have restricted the type, location and amount of development that can occur in this area.

The Riverwalk project is a major capital project initiated by the City that is intended to provide an innovated engineering solution to flood risk in the area. Not only should this unlock some urban growth potential, by virtue of increasing the range of uses and reducing development costs, it will also enhance access to the creek as a renewed amenity and market attribute for area residents and workers.

Through an on-going Environmental Assessment process, the TRCA and City of Brampton are working together to find possible solutions to protect Downtown Brampton from future flood events while improving potential for revitalization of the area. The result of this process is a preferred Alternative Solution. A preferred Alternative Solution Design has been identified and is currently under review. Project components present opportunities to enhance the social environment in the downtown by improving the character, image and programable areas, as well as remove significant areas (19 hectares) for the existing Regulatory Flood Plan from Special Planning Area 3 (SPA 3), located north of Wellington Street.

While new development densities have yet to be identified, this regulatory change generally will increase opportunities for a full range of residential and commercial development. Introduction of a greater range of uses and densities, overall, would enhance activity and vibrancy in the downtown and have the indirect

impact of improving the overall marketability of the downtown for greater office development. Upon completion, the greatest incumbrance on development in general will be site-specific development limitation on project scale, heritage impacts, feasibility of parking and circulation.

Brampton Innovation District

While Provincial funding commitment to establish a Ryerson University campus in Downtown Brampton was cancelled in 2018, efforts continue to develop a full 'Innovation Ecosystem' that would support entrepreneurs seeking assistance in Brampton, at every stage of business development. This is being done by providing spaces designed to bring people together, enable brainstorming opportunities, help kickstart of new projects, etc. Primarily led by Ryerson in terms of providing access to mentorship and networking opportunities, to date, advancement has included the establishment of:

- the Rogers (Ryerson) Cyberspace Catalyst.
- Brampton Entrepreneur Centre (Ideation and Co-working space) at 41 George Street in Downtown Brampton.
- a Research Innovation Commercialization Centre (RICC) program, which provides technology-focused support and 'Entrepreneur-in-Residence services
- the Ryerson-Brampton Innovation Zone (Start-Up Incubator).

Of note, the City also signed an agreement with Algoma College to increase enrollment from only 100 to 1,000 students over the coming years.

The above services are occupying existing city properties in the downtown. Overall, the accommodation of these services in Downtown Brampton is viewed as a continued step towards eventual opening of a post-secondary campus in the area.

A particularly successful example of the City providing support is providing space at the City Hall – West Tower to accommodate a new co-working space. While offered for free for 12-months, as a pilot project, this co-working space has fully occupied since opening its doors and has a waiting list of local entrepreneurs interested in its services. The ultimate vision is to build a Centre for Innovation as a partnership with Ryerson and Sheridan College adjacent to an enhanced Downtown Brampton GO Station.

The popularity of the Co-working space demonstrates demand from small start-up size business's, preferably in the downtown and Queen Street Corridor, and future need for additional space which allow them to scale-up.

4.9.4 Large Private Landowners

There are also a number of owner/occupants within the city that, by virtue of their large landholdings could transform different parts of the city if interested. This notably includes RioCan's Shopper's World site and the former Canadian Tire distribution site adjacent to Bramalea GO Station.

- By virtue of such a large land base (intensification potential), single ownership, and in this instance, developer interest and potential for integration with a terminus station, the Shoppers World project suggests possible market support for mixed use intensification (not necessary commercial-office in initial stages), and overall, could single handily be a 'game changer'

for Uptown Brampton, sending positive market signals to surrounding private landowners and accelerating overall investment interest.

- Depending on landowner interest, business plan, and a revised planning framework, another significant site in Brampton which could present a catalyst for intensification (including some component of commercial development) is the Canadian Tire distribution site. While still appearing to be used for some warehousing and distribution, this site is generally under-utilized for its current purpose and is also located adjacent to Bramalea GO Station with future RER service. However, the property does not permit mixed-use and residential permissions and is unlikely to generate market interest for an office development given current planning and market context.

4.9.5 Municipal Development Corporation

NBLC also understands that the City is exploring the potential of a Municipal Development Corporation to assist the City's Realty Services team in maximizing the City's real estate assets and implement municipal objectives through strategic acquisitions and partnerships, which may lead to potential focus on municipal investment / intervention in strategic areas in the city. Areas under consideration include:

- Downtown Brampton, as a result of recent public investments in transit, post-secondary institutions, the new Library and Riverwalk; the CAA lands (also in Uptown Brampton); the Civic Centre; lands in vicinity of Gore Meadows; and, the Flower City Community Campus.

4.10 Key Observations

Overall, the City of Brampton has not been attracting a significant amount of office development over the past decade, which is largely because office development has become increasingly concentrated within Downtown Toronto and a select few suburban nodes.

This market shift poses a risk for achieving the city's intensification objectives and employment targets overall. Based on office employment projections provided in the City's most recent Development Charges Background Study (2019), it was anticipated that Brampton could attract demand to support an additional 6.8 million sf of major office space (or 378,000 sf annually) from 2019-2041, at a benchmark of 250 sf per office worker. This represents more than four times the amount of activity that has occurred over the past ten years.

Based on planning permissions and policies in current secondary plan areas, the achievement of these targets would generally occur through the intensification of the Central Area, Office Nodes, and Business Corridors planned for intensification given a supportive planning framework (e.g. Hurontario – Main Corridor, Bram West, Downtown Brampton and Queen Street Corridor, Bramalea Road South Gateway and Bram East SPAs). However, this has not occurred in a significant way, aside from some growth at the edge of a select few designated Business Corridors (at the edge of traditional industrial areas).

In Brampton, even properties that are well serviced by transit are likely to require parking over the short to medium term. This will require that developers seek large properties that can accommodate surface parking. It is likely that areas requiring

significant underground parking will remain challenged in terms of attracting new investment and the delivery of new projects.

Brampton's main competitive advantage is regionally competitive pricing. However, this marketing advantage is also its Achilles heel from an investment stand-point, particularly to support high-density, mixed-use infill and multi-tenant spaces in places like the Central Area (including Downtown Brampton) or designated Office nodes with fewer vacant parcels (i.e. South Fletcher's Courthouse node). This is evident by the fact that only two multi-tenant office projects (non-condominium tenure) have been delivered in Brampton over the last decade.

The office market in Brampton is also highly dispersed, with no concentrated node of investment occurring. The dispersed nature of office investment presents a key challenge in terms of:

- generating market momentum and creation of agglomeration economics.
- shifting away from dispersed suburban office paradigm to higher-density job growth.
- animating densely populated employment areas and supporting viability of retail and other amenities.
- ultimately, achieving the desired people to job target.

To re-direct growth and encourage higher density office development, Brampton Council has adopted a CIP for its Central Area. However, the existing financial program offered through the CIP appears to have had very limited success in terms of helping investors overcome market conditions (i.e. low absorption levels

and rents) and the costs of construction. The lack of success could also be attributed to the location and context of the Central Area that either does not meet the demand characteristics of tenants and investors, requires underground parking, is limited by heritage or other planning issues, and/or the presence of the floodplain.

Building off the above, Brampton already has Regionally competitive land prices and development charges relative to its key competitors. Further, the City offers development charge relief and other incentives through the existing Central Area CIP. Notwithstanding this, there have been few projects to take advantage of this context and limited office development overall. This issue speaks directly to the discussion throughout this section, that there are many factors that influence where high-density commercial investment occurs, and many are not directly tied to financial considerations.

The emergence of locations such as the VMC should provide some optimism of what can be achieved through the right combination of transit investment, planning framework (mixed-use master plan with a focus on office, residential, and retail), financial incentives, and developers buying into the long-term vision of the area.

The VMC offers a directly comparable situation to Brampton, as the City largely had no clear office node. Through direct intervention, the City created a new downtown from an area largely dominated by big box retail and low-density industrial uses. The City took an aggressive approach to planning a high-density and mixed-use downtown consisting of residential and office towers, parks, retail, and walkable urban amenities that are all anchored by a new TTC station. In addition to the master plan and implementing secondary plan, the City also provides an incentive

program through a CIP (DC deferral, DC locked in at 2013 rates, 10-year TIEG, Cash-in-Lieu of parkland reduction) to assist with office development. While the CIP is complementary, the major driving force leading to the success of the area was the planning and infrastructure investment, which clearly established the area as the City's location for new high-density investment. The key challenge moving forward for this area will be how to accommodate parking underground as infill development continues to occur.

Overall, the findings of our research indicate that direct municipal intervention through a CIP is necessary to improve the attractiveness of office development in Brampton. In particular, financial incentives would be best targeted to multi-tenant office buildings to offset the challenges these projects face, as discussed in this section, as well as to encourage a greater supply of owner-occupied projects that Brampton has been experiencing in recent years. Incentives that target both capital (development charges, application and building permit fees, capital grants, parking solutions) and operating costs (property taxes, tax increment grants, construction financing) should be considered, and will be evaluated in more detail in the next section of this report.

However, other strategies are also necessary. This includes continuing to advance many of the positive city-building, infrastructure, and other capital improvements previously discussed. Optimistically, Brampton is already making good progress on many of these factors that will improve the attractiveness of the community for office development (e.g. GO RER, Riverwalk, Downtown University and the Innovation District, BRT and LRT, etc.). Financial incentives could be targeted to areas already part of the Term of Council Priorities, particularly where

investment conditions are most challenged, including in the Downtown, followed by Bramalea GO that will benefit from two-way, all-day GO in the short to medium term, and portions of the Queen Street Corridor that are within the UGC. A master plan for Bramalea GO in advance of, and conjunction with, financial incentive tools could also go a long way to transform this part of the city and take advantage of rail and highway connectivity over the longer term.

5.0 The Incentive Landscape in Ontario

Despite lower operating and capital costs relative to other 905 competitors, market rents and demand for office space in Brampton is generally low and often not sufficient to attract significant development activity. A growing desire to see parking underground in urban areas, such as in Downtown Brampton or along the future Hurontario LRT corridor, presents further economic challenges. There are tools however that have been developed in other jurisdictions that have helped address these issues and supported new office investment to a varying extent. These tools have also been used to attract a greater share of owner-occupied office buildings.

5.1 Incentive Program Best Practices

The following is a best practice review of other incentive programs and the typically tools being offered across Ontario by regional, single and lower-tier municipalities and some examples of their application and a rationale for using each. Table 4 lists the programs designed to encourage employment growth. A more detailed evaluation is provided in Appendix A.

- A *one-time rebate of processing fees* (e.g. Planning Act application fees, building permit fees) is often found in CIPs. The intent of such relief is to reduce upfront development costs and improve development feasibility for office investment.

Table 5: Select Incentives Offered for Office Investment in Across Ontario

Incentive Programs	Toronto	Region of York	Vaughan	Markham	Richmond Hill	Peel	Mississauga	Brampton	Hamilton	Oakville	Halton Hills	Region of Waterloo	Waterloo	Kitchener	Niagara Region	Niagara Falls	Welland
Rebate of processing fees						X				X		X					X
Environmental testing and other initial due diligence									X			X					
Grants or tax relief - brownfield remediation	X								X								
Development charge deferrals		X	X					X									
Development charge reduction or grants			X				X							X			
Tax Increment Equivalent Grants (TIEGs)	X		X		X		X	X				X		X	X		
DC Bylaw waivers / exemptions / reductions	X			X			X	X			X						
Other*			X			X			X				X				
Notes: * such as parking reduction or other programs, CIL parkland reductions, acquisition / disposition strategies, tenancy assistance.																	

- *Grants for environmental testing and other initial due diligence* can help an investor better understand the nature of the development site prior to making any major investments and allowing for better capital planning. This can be particularly valuable if employment growth is to be directed or encouraged in established areas (e.g. Brampton's Central Area) where there is a legacy of possible contamination (e.g. car dealership and service stations, paint and other chemical distribution / warehousing, etc.)

Like the above, grants or tax relief can also be offered to offset costs of Brownfield remediation if such a project is further pursued.

- Perhaps most common amongst financial incentives are *deferrals or grants in lieu of development charges*, which can significantly reduce the soft costs associated with any development thereby improving the bottom line of the project, increasing profitability to acceptable levels.
- Below are successful examples of the use of such financial incentives:
 - In 2014, the City of Vaughan began preliminary work to develop criteria for a CIP to attract major office to its downtown – the VMC. With incentives retroactively applied to eligible developments, a 'toolbox' of incentives came into effect, including a development charge reduction program as a limited time offering. In this instance, the DC rates are set at 2013 rates (a 38% reduction) for office buildings or office component in a mixed-use building if over 75,000 sf. Thus far, four office-only projects have been awarded this grant, equating to

delivery of 724,000 sf total (or 1/2 of allocated funds and intensification target).

- The above DC reduction for the VMC is complemented by a Development Charge Deferral program offered by the Region of up to 18-months, with two office projects of 760,000 sf of new space delivered with assistance of this program. While a new Large Office Buildings Development Charge Deferral – Pilot Policy project has just been approved by Regional Council to provide greater deferral inducements according to office project size, it has yet to be utilized.
- The above scenario points to the possible need for a Regional Municipality to match funds to overcome significant market hurdles and competitiveness with other office nodes (e.g. the VMC). This is partly the impetus behind York's Large Office Buildings DC program. In effect, without Regional incentives, it is understood that the City portion of the deferrals will not likely be enough to attract interest.
- Recognizing the above, the Regional Municipality of Peel is now exploring appropriateness of a Major Office financial incentive program to also assist lower-tier municipalities achieve greater employment growth.
- Overall, it is important to appreciate that such *development charge deferrals or waivers* can also be used without a CIP to incent office development through use of a Development Charge Bylaw – either city-wide or area specific.
 - As previously mentioned, an example of this is Toronto offering one of the most substantial DC reductions by

applying the total charge to only the ground floor portion of a new office building. This alone would have significant reduced soft costs for some of the largest office projects in the City (often upwards of 750,000 sf per building). Appreciating the changing economic of development, the above 'discounted' method of calculating the total development charge levy for office is under study.

- Brampton's waiver for some new office over 50,000 sf could achieve the same end. Over the past decade, Brampton has seen the addition of 14 new office developments, and 10 have been over the 50,000-sf threshold. However, the waiver is only applied to new buildings containing office uses other than neighbourhood commercial, which serve the general population and do not require an incentive to encourage growth. Of the 10-abovereferenced projects, over half are condominium in tenure that are directly marketing as medical arts buildings or are imbedded in community areas with neighbourhood type commercial uses. As such, it is likely few would have qualified for the current DC waiver.
- While many other upper- and lower-tier municipalities also offer DC reductions (e.g. Markham – 25% discount on DC for the portion of new office over 100,000 sf) and deferrals (e.g. York Region, Markham, Richmond Hill), like Brampton, these financial incentives are relatively new. As such, there has been no uptake and they have yet to be fully tested.
- Overall, these upfront financial inducements will reduce initial development costs and could take pressure off the need for short term and expensive mezzanine or secondary financing. As a result, where utilized, they could have a significant impact on the negotiations for primary financing, as interest cost represent a significant component in the development proforma.
- One of the other most common financial incentives are also *Tax Increment Equivalent Grants* (TIEGs). TIEGs allow the increase in municipal property tax to be refunded in full or partially over a period of time. A TIEG will generally function in one of two ways:
 - Owner Occupied Buildings: A TIEG will directly reduce the property tax paid, thereby reducing the project's operating costs over the length of the program. This can make Brampton an even more appealing location for these projects.
 - Multi-Tenant Buildings: A TIEG will reduce the property tax paid, which will reduce the gross rent paid by a tenant through a typical "triple-net lease" arrangement. In this arrangement, a tenant pays a net rent to the landlord in addition to the gross rent that covers items such as insurance, utilities, and property taxes. A TIEG therefore will lower the effective gross rent paid by a tenant, which can significantly improve the marketability of the project. This "pass through" benefit to a future tenant assists the developer with marketing space and can positively impact their decision to move forward with a project.

- The main advantage of TIEG is that it does not require annual allocation of funds for the financial incentive itself, as a developer will pay the full property tax amount owed each year, and the City will refund the amount net of the pre-development tax amount. The City therefore continues to collect the pre-development tax amount for the property, and the full amount of the post-development tax once the TIEG has expired.
 - Notwithstanding the above, the cost to deliver a TIEG is the foregone revenue that would have been collected otherwise if the TIEG was not in place. Development generates additional operating and infrastructure maintenance/replacement costs (Transit, Fire, Public Works, etc.). Foregoing revenues places a higher burden of taxes on existing taxpayers, and is therefore, like providing a grant.
 - The City of Toronto's Imagination, Manufacturing, Innovation, Technology (IMIT) Property Tax Incentive program is an example of a successful TIEG program. IMIT was introduced in 2008 by way of three separate CIPs in response to slow employment growth. This program was designed to target Toronto's key industry sectors, economic development objectives, and unlock the development potential of contaminated sites. Amongst other factors, the IMIT program has been a catalyst for transformation of Downtown Toronto. However, with vacancy at historic lows and rapidly escalating rents, incentives are now unlikely to be a deciding factor in whether to invest in Downtown Toronto, and its continued need is being re-assessed.
- Over time, barriers to investing in Downtown Toronto (e.g. high commercial tax rates, land costs, and development complexity) have been offset by both higher commercial service levels, lifestyle amenities, overall tenant attractiveness to Toronto's Downtown, particularly its Financial and South Core, lower availability and higher rents. The result has been an increasingly attractive location for investment. Appreciating the changing economic of development, as of 2020, IMIT program has been re-assessed and amended (appealed to the LPAT) and is to no longer apply to the downtown.
- A TIEG is also an effective choice as it largely incents tenants, rather than the developer, by reducing gross payable rent. This has the effect of improving demand and attractiveness of the space, leading to quicker lease-up, rather than putting money directly into the developer's pocket.
- *Façade and signage improvement programs* are very common too, particularly within Business Improvement Areas (BIAs). Such building improvement loan/grant programs are typically used to help mitigate risk associated with public perceptions of retail or service commercial developments and areas that may not have the resources for exterior improvements. The net gain of such a program is generally an improvement to the overall character of a commercial area, which is positive for the overall enjoyment of the public realm and community building. As mentioned, such programs could however be extended to improve highway signage / attractiveness of traditional employment areas. They typically would be

offered on a match funding basis, with a cap. However, these types of programs do not add additional commercial space to accommodate employment growth. While these programs may complement incentives targeting the addition of commercial space, these programs are not discussed further for the purpose of this report.

- *Capital improvement grants* are also used to allow for the adaptive re-use of underutilized properties and conversion of existing industrial/residential/commercial-retail space to office use, but often on match funding basis between the owner or occupant and the municipality to a maximum of eligible costs; necessitating valuation and review of the work planned and undertaken. Like DC grants, these types of programs also serve to offset upfront development costs and can be used to help an existing stock of commercial space from falling below contemporary or market standards, avoid state-of-good repair and functional obsolescence issues, and generally contribute to the revitalization of an area.
- A capital grant can also be used in-lieu of a grant or incentive tied to individual fees and charges (e.g. development charges). This would involve providing cash to a developer rather than reducing or refunding development charges or property taxes.
- Alternatively, as previously discussed, the City could consider amending its current *Change of Use Exemption* in its DC By-Law to encourage conversion from industrial to non-industrial uses, but the utilization of such reductions is typically limited where vacancy level are already healthy.

- It is important to appreciate a CIP also allows for non-financial incentives to stimulate or attract investment through their own activities. Section 28 of the Planning Act reinforces municipal *powers of expropriation*, as well as assembly and preparation of land for the expressed purpose of encouraging revitalization. Practically, these powers provide a Council with the authority to purchase key properties in a predefined CIP project area with the intent to prepare them to a point where they become more attractive to the development community. This could include a Council ability to: *purchase and hold lands; prepare lands (e.g. land assembly, site cleanup and associated studies, lot reconfiguration, planning preparations, demolition, clearing of land, grading, improvement); construction of buildings and other infrastructure; and marketing and disposition of municipally improved properties.*
 - For example, the Regional Municipality of Waterloo adopted a CIP for its Central (LRT) Transit Corridor, which includes all of the local growth centres, and implemented a Regional Reurbanization Facilitation Program (RRFP). This program provides Regional Council with the authority to purchase key properties in the CTC with the intent to prepare them to a point where they become more attractive to the development community. The criteria for identifying sites generally compares the potential for urbanization and community building versus obstacles to development.

NBLC has also observed some less common incentive programs. These include, but are not limited to:

- *Podium parking program* at the VMC / Hwy 7 / Weston area in Vaughan (e.g. Centro Square buildings).
- *Reduced parking standards*, as appropriate (e.g. KPMG Tower at the VMC). However, we caution, there needs to be appropriate multi-modal rapid transit in-place and market buy-in from tenants to enable the success of such a program.
- A *municipal parking programing* committing to the construction of a municipal parking garage with spaces leased/rented at below market rates in Mississauga City Centre (MCC). Alternatively, the City may co-locate a portion of municipally owned parking within a private office building development. The City would retain ownership of the facility/spaces for the long term. This tool has not yet been utilized.
- The Start-Up Landing Pad Program in Kitchener.
- Major vs Minor (Office) Activity Grants in Uptown Waterloo.
- Interest Free, Mezzanine Financing Assistance Program in Hamilton; albeit only utilized for high-density residential projects thus far.

5.2 Central Area CIP and Financial Incentives

Some of the above referenced financial incentives have already been tested, as the City of Brampton was the first local municipality in Peel to introduce a CIP bylaw, implementation guidelines and programs, starting in 2000, which is now applicable to its Central Area. While significantly enhanced in 2007, the CIP by-law and its programs are still available for use.

The Development Charge Incentives Program (DCIP) was introduced in 2000, but capped at residential units that could participate, as well as having a program expiry date of December 30, 2006. As of June 12th, 2006, an amendment was made to remove the expiry date and unit restriction, allowing Council to determine the program details. The programs made available by the amended (2007) CIP are:

- the DCIP;
- Façade Improvement Program;
- Development Application Fee Equivalent Grant Program;;
- Brownfield Tax Assistance Program;
- Tax Increment Based Grant Program (TIEG);
- Façade, Building Improvement Loan / Grant Program;
- Sign Permit Fee Subsidy Program; and
- Direct Investment / Development Partnership.

While a wide range of programs are available for use under the Central Area CIP, only a few have been activated with implementation guidelines and budget allocation. This includes

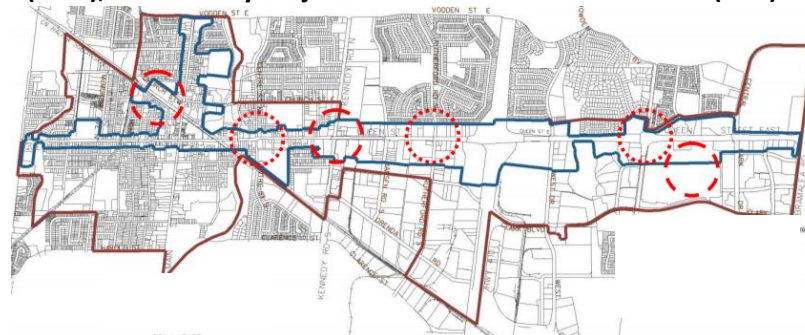
the DCIP, Façade Improvement Program, and Building Improvement Loan / Grant programs.

Figures 16 and 17, on the following page, illustrate the boundaries of the Central Area project area, as well as the specific geographies for the DCIP and Building Improvement programs. While significant support has been awarded across 10 projects over the last 11 years, only one is a complete office project (490 Bramalea Road). There is an approved office application – the Atlas Healthcare Centre – but as previously discussed, not yet under-construction. Overall, the existing program has had very limited success in terms of incenting employment growth.

Brampton has since proposed an amendment that would add flexibility to the application of the DCIP program, specifically removing the restriction that limits their current DCIP program from only covering a portion of the City's development charge to allow Council to pay or defer some or all of the development charge required by other agencies. As these expanded development charge waivers are relatively new, the ability to encourage development has yet to be fully assessed.

As stated throughout this report, it is important to appreciate that the provision of financial incentives is not the complete solution. As illustrated in Figure 18, Brampton already offers a competitive commercial tax rate, possibility of some of the lowest development charges, and reduced land values. Many non-financial inducements may have a greater influence on the decision of investors, such as a strong public realm and walkable urban amenities, and high-order transit as planned the Central Area.

Figure 16 – CIP Project Area (Brown), DCIP Program Boundary (Blue), and Priority Major Transit and Intermodal Nodes (Red)



Source: Central Area CIP 2007 Development Charges Incentive Program Guide

Figure 17 – Downtown Brampton Building Improvement Program Boundary and Eligible Laneways (Grey)



Source: Downtown Brampton Building Improvement Program Implementation Guidelines

5.3 Administrative and Program Design Best Practices of Major Employment Incentive Programs

Non-financial and financial incentive programs that are easy to navigate may also have a bearing on their success. Appendix A summarizes non-financial and financial incentives targeting employment growth that are utilized throughout Southern Ontario. This includes incentives implemented through a CIP, as well as development charge deferrals and waivers outside of a CIP intended to meet the same end. Based on this review, many incentive programs that are delivered through a CIP will have similar requirements. This generally includes:

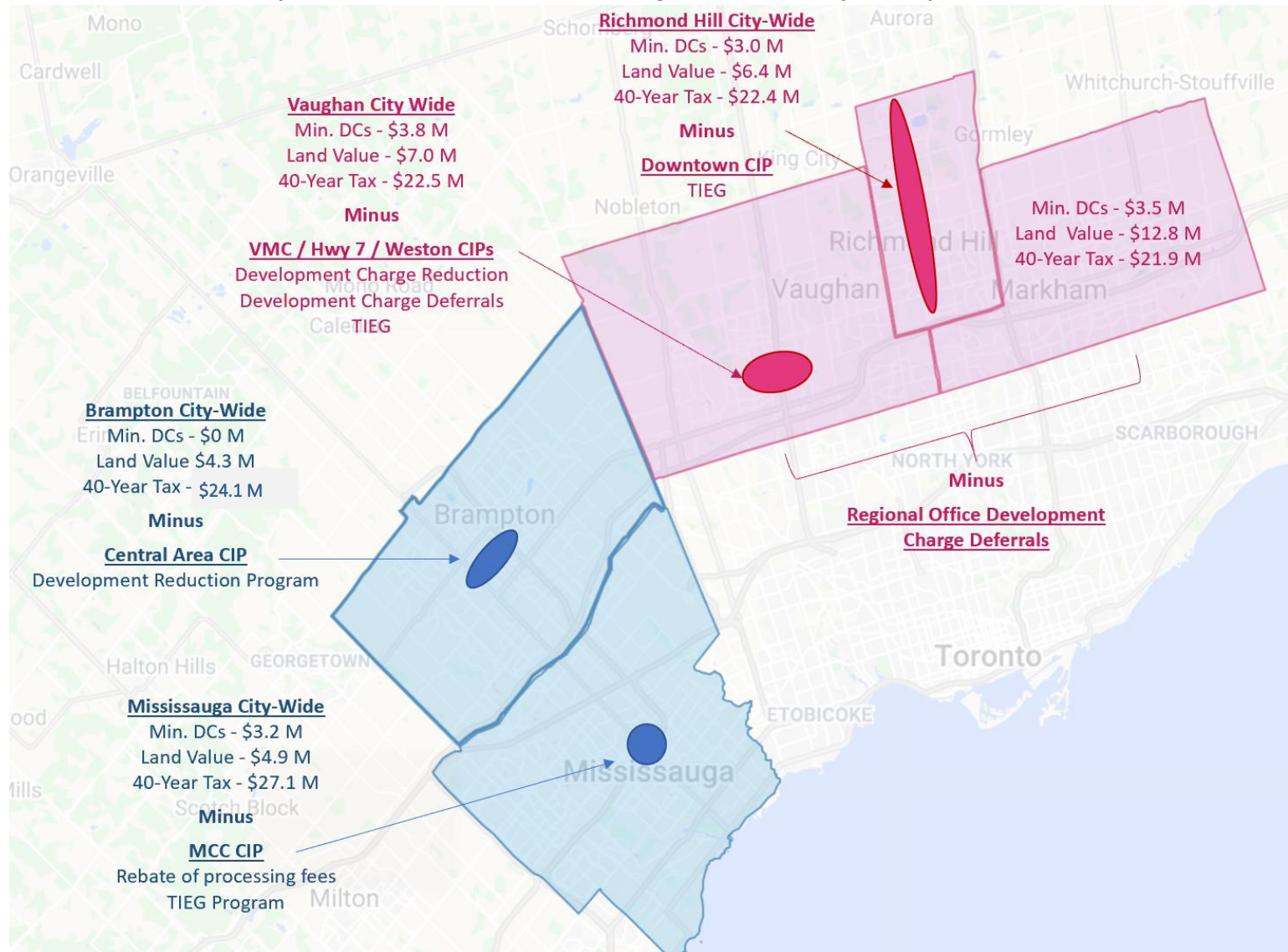
- A property not in tax arrears or having any other outstanding liens against it, including other municipal fees and levies;
- An applicant not involved in any litigation with the municipalities; and,
- A proposed development is in conformity with a municipality's official plan and any relevant secondary plan policies, urban design guidelines. This requirement stresses the importance of having a clear planning vision and regulatory regime that takes into consideration market feasibility, the trajectory of growth, and is supportive of the desired form of community renewal and revitalization, and Council priorities from the outset of implementing a CIP and offering financial incentives.

It is important to recall that incentives programs will not create demand and employment growth, rather they are only one consideration when a private developer decides if, where, and

when to invest, there are some best practices that can be learned from other jurisdictions.

- Incentive programs are typically tied to built form, GFA (min. or max) based on desired development and employment outcomes. In some instances, greater inducements are offered for larger projects. However, minimum GFA requirements would typically relate to market conditions (e.g. market demand supports minimum project scale) to increase the likelihood a tool is utilized.
- Programs sometimes target specific uses, target sectors, and geographies. However, they can also be offered for all non-residential uses and city-wide with the targeted use or geographies adjusted over time.
- Marketing tools, implementation guidelines, and applications are as concise as appropriate.
- Approval processes are streamlined, for example, with projects under a certain construction value not requiring Council approval.
- While cross-jurisdictional review panels are often assembled with personnel from Planning and Development, Economic Development, Recreation and Parks, Transportation and Public Works, for example, there is typically an assigned CIP administrator responsible for responding to request for information and conducting all pre-consultation and monitoring.

Figure 18 – Comparison of Tax, DC, Land Values for a Hypothetical (75,000 sf) Office Building and Future (4.0 Acre) Development Site, plus Potential Financial Incentive Programs Activated by CIP Project Area



- Program success (or lack of success) is tracked including the number of approved and complete projects, net new jobs generated, as well as the taxes gains vs grants or reductions provided – the net municipal gains.
- Point values can be used to allocate funds relate to the most critical economic development objectives and may be linked to plans to achieve or actual achievement of these objectives by monitoring key performance indicators. An example of this is the requirement of an Employment Plan that encourages local training and hiring, with successful applicants subsequently monitored.
- Where appropriate, complementary programs are also offered to offset extra-ordinary costs for eligible projects (e.g. brownfield support study and remediation grants).
- Many CIP programs often have clearly defined expiry dates, which are sometimes tied to the earlier of the achievement of a desired outcome (e.g. adding a cumulative total of “x” sf of GFA across a project area) or by a pre-determined date. While Council has the option to cancel or extend these programs at any times, a pool of funds is available to be drawn upon throughout this time which provides some level of certainty to an applicant considering use of a program. Programs may even be made available retroactively for those projects which submitted a development application after the use of an CIP was being evaluated by staff but before activation of programs.

6.0 Direction for an Employment CIP

Based on current market conditions including the impacts of the COVID-19 pandemic, the Brampton commercial real estate market requires some level of intervention to help stimulate employment growth. A CIP and package of financial incentives is considered one of many approaches to help achieve this end. The lack of investment in new space to accommodate well-paying and stable employment is the primary factor that requires attention, and therefore should be the primary target of any future Employment CIP program and associated incentives.

However, as discussed at the outset of this report, there are many influences on demand that cannot be controlled or foreseen (e.g. macro-economic conditions, unique business plans of each investor, etc.). As such, the effectiveness of a CIP and uptake of a suite of financial tools will be difficult to fully predict. As identified in the previous section of this report, many CIP programs in Ontario have experienced modest take-up from the development community, which has also been the experience of Brampton's current CIP for office development.

The following section explores the key directional elements of an employment CIP. Each element will be assessed relative to the City's objectives, the best practice research, and the market and economic discussion found throughout this report. The discussion will explore the topic and possible ways the City could address the issues. Chapter 7 will provide our recommended approach and preliminary program design, which will allow the City to move forward with developing a new Employment CIP.

To frame this discussion, we have solicited feedback from a steering committee of municipal staff from the City's Economic Development, Planning and Development, Policy Planning, Finance, Environmental Planning, and Cultural Service Departments. NBLC also presented market observations and these initial recommendations to City Council during a workshop held on June 29th, 2019.

6.1 Employment Sectors & Uses to Target

NBLC recommends the City design an Employment CIP to help in the delivery of new employment space across a wide variety of sectors. However, incentives should not be available to sectors that grow naturally or are already performing well without any inducements. This would mean continuing to exclude population-serving uses from accessing funds (as is the case for the current DC reduction offered for office uses of at least 50,000 sf and two storeys). This direction should also exclude applicants proposing many large format industrial uses as discussed in Chapter 3 of this report.

6.1.1 Office Uses

Notwithstanding the appropriateness of targeting multiple employment sub-sectors, a central challenge for Brampton is the attraction of employment uses requiring major office development; whether developed as a stand-alone office building or incorporated as part of a mixed-use residential project. Such

office employment uses could include corporate headquarters, small and mid-size businesses, and incubator spaces – all engaged in knowledge-based industries, such as scientific research and development, software development, finance, insurance, real estate, as well as creative and cultural activities; as oppose to the production of goods and personal services.

Office markets typically accommodate many types of knowledge-based industries and do so at high employment densities and provide good paying jobs to residents. As such, providing incentives that target the development of greater office space will naturally present one of the greatest opportunities to stimulate employment growth. Available space will also allow Brampton's Economic Development staff to better leverage the City's assets to attract major employers.

As discussed throughout the report, encouraging major office development also aligns with achieving the City's core priority – increasing employment levels and improving the quality of life for its citizens. Encouraging a greater supply of major office development can enable the possibility of a better live / work balance – as it can best contribute to an improved population to job balance, development of vibrant mixed use communities, and can align with transit-supportive development objectives in a select few strategic growth areas in Brampton.

The City's current DC By-Law exempts office projects over 50,000 square feet and two storeys from paying development charges. Possible enhancements through a CIP could include:

- Lowering the eligible size of a building (e.g. 25,000 square feet).

- Allowing an office component to be included in a mixed-use project, whereas the City's DC By-Law currently requires that the building be 'freestanding'.
- Lowering the minimum square footage would be particularly appropriate if mixed-use projects were permitted, as a modest office component could be in the podium or lower floors of a residential building. Incentives would only apply to the office component.
- Offering additional incentives to expand the financial offering and increase the attractiveness of investment (expanded on to follow).

6.1.2 Other Eligible Sectors/Uses

A key message of our report is that Brampton's industrial market is strong, as evident by new absorption activity and very low vacancy. However, most of this investment is in large warehousing and logistic space that provides low-employment density. Overall, there is no obvious need to incent this type of activity.

Other sub-sectors that fall under the general umbrella of industrial, and may include some component of office space, are not occurring at the same rate or scale and could also be the target of an Employment CIP program. These sectors can provide good employment totals and strong compensation for employees but can occur in more industrial settings. If the City wishes to target these sectors with financial incentives, which would be justified based on our market analysis, the City would need to develop strict parameters for the types of development that could be eligible, much like Toronto's IMIT program, so that typical industrial uses - warehousing and logistics – are not eligible. The current target

sectors set by Brampton's Economic Development could be used, which are:

- Advanced Manufacturing;
- Food and Beverage;
- Health and Life Sciences; and,
- Innovation and Technology.

Other sectors such as creative-based businesses, incubators, and other knowledge-based sectors can also be targeted. While some of these uses might locate in an office building, others will require/ prefer a more industrial setting.

NBLC recommends targeting these specific sectors/uses with a package of incentives (expanded on to follow). However, clear definitions and eligibility requirements must be developed, such as, but potentially not limited to:

- Definitions of each sector must be developed (expanded on in Chapter 7).
- Projects must result in the construction of a new building.
- Consideration could also be given to substantial renovation and/ or expansion of an existing structure. This would achieve the City's desire to see more investment in existing industrial buildings, however only if the investment addresses one of the target sectors.
- Minimum construction value and/or size requirement (e.g. \$1.0 million permit value, 10,000 square feet).

6.2 Locations in the City to Target

A key component of designing an appropriate CIP and incentive program also starts with locational considerations. The ultimate decision of where the CIP should apply will be influenced by the City's desired objectives of the program. For example, if broad employment growth is the primary objective, the CIP could apply City-wide like Toronto's IMIT program. If the City would prefer to see a specific area(s) built-up with a concentration of employment uses, a similar approach to Vaughan's VMC could be pursued.

Our research indicates that a targeted approach is the most appropriate, especially for a market like Brampton that does not have a distinct high-density office node. Establishing an agglomeration of business establishments in a denser urban environment can be particularly important over the long-term to gain market momentum, attract greater tenant and investor interest, and transform the underlying nature of employment in Brampton over the longer term. The two most obvious candidates for establishing a higher-density employment node identified by NBLC, but also other studies (Cushman & Wakefield Office Strategy for the City of Brampton – 2016), include:

- Downtown Brampton; and,
- the Bramalea GO station area.

By selecting these areas, the City would be leveraging the planning and infrastructure investments made over the past several years as well as the more significant investments underway or planned to occur.

- For example, Downtown Brampton is already attractive for its heritage context and walkable urban fabric, an agglomeration of institutional uses, plus major infrastructure improvement projects that are already underway (e.g. Riverwalk, Rapid Transit and associated public realm improvements, and a growing Innovation and post-secondary District).
- In the case of Bramalea GO, the Province is already investing in station and service level improvements as identified in Chapter 4. This area also has large parcels of land that allows for the flexibility to accommodate many different types of employment uses and office projects, which could also include some industrial sub-sectors such as research and technology industries that can have notable multiplier effects. As identified by others, including Cushman & Wakefield in their 2016 Office Strategy, the Bramalea GO area is also highlighted for having many of the key locational attributes employment sectors seek (e.g. highway access, large parcels, visibility, etc.).
- Combined with financial incentives, these two areas may offer some of the best possible advantages over other areas in Brampton to attract office investment, as well as having the best possible market positioning to compete with other municipalities. They also offer an opportunity to make the most efficient use of municipal resources and spending. This strategy was most recently proven with the VMC.

However, these two-candidate areas still have many challenges to overcome. Over the shorter term, these shortcomings cannot be resolved with financial incentives alone.

- For now, Downtown Brampton is challenged by flood plain restrictions and the Riverwalk project is still several years away from completion. Parking solutions in the Downtown also remain a significant challenge.
- While the Bramalea GO area could transform into a new high density mixed use node that is centred on transit, it will first require a significant master planning exercise that will enable residential and commercial permissions (perhaps protecting for a certain percent of employment growth) and turn the area into a walkable centre. This type of work may be a preliminary first step, but it is critical to encourage investment interest. Initiation of such work should be sought as soon as possible, and later complemented by financial incentives, targeted at the most optimal development applications that align / contribute to the preferred form of development for Bramalea GO. It is important to note that the VMC only implemented incentives once the master plan for the area was completed and construction on the TTC subway station began. Notwithstanding the above, incentives were retroactively offered to projects that had begun construction upon initiation of the design of a CIP that ultimately met the planning policy and CIP requirements.

Secondary nodes to target with financial incentives are viewed as the rest of the Queen Street corridor (rest of the Central Area covered by the existing CIP), the South Fletcher's Courthouse node, and existing employment areas in Bram East and Bram West. While these areas are viewed as less strategic from a long-term employment growth perspective relative to the downtown and Bramalea GO, the City has identified these areas as employment

growth nodes. These areas, especially Bram West and the Queen Street corridor, are particularly well-suited to accommodate employment growth while planning and infrastructure investments in the downtown and Bramalea GO advance.

Therefore, over the near-term, NBLC recommends a city-wide approach for a defined period. For example, the duration of a city-wide approach could be for up to five years, or as otherwise appropriate, to align with completion of many of the major community improvement, infrastructure, and other planning projects that are underway in Downtown Brampton and at Bramalea GO.

While the City could provide a targeted approach upfront or wait to implement an Employment CIP until such planning and infrastructure projects catch up, it is likely that the City would see the same progression of commercial investment and employment growth as it sees today – limited investment activity beyond that which is population-serving, the under-achievement of major office employment targets, and an increasingly challenged population to job balance.

A central concern of a targeted approach too early is that an investor (developer or business) may approach the City but is interested in a site just outside of a targeted area or in another area of the City entirely. If offering a financial incentive would improve the odds of selecting Brampton as a place for investment, amending the boundaries would likely be far too cumbersome a process to provide an inducement. This kind of opportunity may be lost.

Allowing the program to apply city-wide, on a temporary basis, would cast as wide a net as possible to attract as much employment investment over the short-term, especially considering the impacts of COVID-19, which may push more investment to the suburbs.

While at-first, NBLC recommends a city-wide approach for a pre-defined period, the incentives offered more imminently can be tiered to direct more significant investment to targeted areas over the shorter-term. For example, the City can offer a modest package of incentives across the entire City with additional incentives offered in strategic areas.

6.3 Other Objectives

In addition to employment outcomes, the City might also hope to see other objectives realized, such as environmental, accessibility, urban design, cultural, on-site amenities, and others.

While these are valuable objectives, it is important to also appreciate that these items (e.g. LEED standard, public art contribution, ground floor amenities) can directly add costs and complexity to a project. In weak markets like Brampton, incentives are necessary to attract investment, which can create a contradictory framework when the CIP also requires these other objectives (i.e. the CIP and incentives attempting to lower development costs, other requirements increasing development costs).

The above issue can be mitigated by requiring only a select few objectives (i.e. environmental standard) or by scoring applications and/or tiering the incentive offered based on how the project meets these various standards. The latter is how Brampton's current CIP is administered, where applicants receive a higher incentive depending on how the project scores against urban design, sustainability, community benefits, and others. NBLC does not recommend this approach at the current time as this results in significant uncertainty for the developer regarding the incentive they might qualify for, which will directly influence viability, risk, and the overall attractiveness of the program. Rather, we recommend requiring only specific objectives that the City values most, such as environmental sustainability.

Toronto's IMIT program for example requires that developer's meet the City's Green Standard but have limited other

requirements outside of employment/development related criteria.

We understand the City of Brampton uses the Sustainable Community Development Guidelines (SCDG's), which provides direction to developers and acts as the basis for the City to review development against environmental sustainability. The program has guidelines and metrics related energy conservation, electric vehicle charging, green roofs, and other similar items. A minimum sustainability score is required for all block plans, subdivisions, full site plans, and zoning by-law amendments. Applications proposing commercial/employment uses are required to achieve at least the bronze score.

We understand that Staff are currently working on an update to the program, and an action item from the City's Community Energy and Emissions Reduction Plan is to require all new development in Urban Centres to achieve a sustainability score of a silver threshold. The City could therefore require that all projects approved through the CIP be required to achieve a score of silver. However, understanding how these requirements impact the proforma of a project is outside of the scope of this study, and for NBLC to conduct this additional analysis, we would require consultation with an architect and cost consultant experienced in assessing these issues.

6.4 Type and Magnitude of Incentive Required

To test the appropriate use of a suite of financial tools to incent employment growth, NBLC has prepared a few hypothetical proforma analyses that are specific to a major office project and market conditions in Brampton to illustrate the economics of development. This includes an office building that is 40,000 sf vs 75,000 sf, with both scenarios assessed with surface parking and with underground parking. These scenarios illustrate the financial challenges with developing a new office project under current market conditions in Brampton.

The proforma model is then replicated with various financial incentives turned on, illustrating the type and magnitude of incentives that might be necessary to incent investment, as well as their cumulative impact.

The following subsections briefly describe the results of our hypothetical analysis, with results illustrated in Table 6. The full pro-forma is available as an appendix to the report.

6.4.1 Residual Land Value Analysis

A residual land value analysis subtracts all development costs (hard and soft) from the total revenue of the project. Revenue is calculated by applying a capitalization rate of 6% to the estimated net operating income of the building (based on \$23 per square foot net rent).

For Brampton, the supportable land value (including profit to the developer) is negative in every scenario. This means that if the developer built an office building and sold it at stabilized occupancy, they would not make a profit.

This type of short-term investment is not typical of office development, as the revenue associated with the project is often unable to cover all development costs and support a profit.

6.4.2 Internal Rate of Return (IRR)

We have also assessed the IRR of each scenario, which indicates the average rate of return of an investment over a holding period. In this scenario, we have calculated a ten-year IRR that assumes equity into the project, the cash flow for the ten-year investment, and the sale of the building in year 11.

This longer-term investment horizon is more typical of office investment, where commercial developers hold the building over many years and collect revenue through rent paid by tenants. Since owner-occupied buildings are not assessing rental rates and a cash flow for the project to justify their investment, these models and discussion are specific to multi-tenant buildings.

The results of the analysis yield some interesting findings, which support many of the observations and discussion found throughout this report:

- The IRR for a 40,000 and 75,000 sf office building in Brampton with surface parking is just over 2% and 3%, respectively, which would be unlikely to motivate an investor to undertake the project. There would be many other investment vehicles, that would also carry significantly less risk, that could yield a higher rate of return than this investment relative to the equity being invested.

Table 6

Pro-Forma Summary Market Performance - No Incentives					
Scenarios	Building/Site Statistics			Short Term Investment (sale at occupancy)	Long Term Investment (10 year)
	Gross Floor Area (square feet)	Building Height (storeys)	Site Size (acre)	Residual Land Value + Profit (present\$)	Internal Rate of Return
Brampton Surface Parking	75,000	6	3.26	-\$4,202,368	3.29%
Brampton Underground Parking	75,000	6	1.50	-\$8,517,790	-1.47%
Brampton Surface Parking	40,000	3	1.96	-\$2,575,894	2.22%
Brampton Underground Parking	40,000	3	1.50	-\$3,716,502	-2.45%
Brampton net rents \$23 per square foot. 1.5 acre site assumed for underground parking scenario. For surface parking scenario, site size is calculated by accounting for building footprint and a 30% gross-up to accommodate all surface parking. Parking requirement is 1 space per 30 square metres per Brampton zoning by-law.					

- When the same office project in Brampton includes underground parking, which can cost anywhere between \$40,000 and \$100,000 per space, the IRR becomes negative. The revenue associated with the project is simply not high enough to cover the capital costs of the project. This form of investment in a suburban context is therefore relatively rare and explains the predominance of owner-occupied buildings with surface parking in Brampton.

6.4.3 Impact of Incentives on Development Economics

Offering Incentives can directly impact the pro-forma in several ways. By waiving or reducing development fees, this reduces the capital cost of delivering a new building. By reducing the capital costs, the amount a developer is required to finance and front-end with equity is reduced, thus improving both the short and long-term investment outlook of the project.

Despite disadvantaged market characteristics of a location relative to a competing site (e.g. VMC, Mississauga Gateway), lower development costs could sway either an owner-occupied project or a multi-tenant project to locate in one area over another.

The tables to follow illustrate the impact that could result if certain incentives were offered. This analysis assesses the impact of the following incentives:

- Development charges.
- Cash-in-lieu of parkland.
- Planning application and building permit fees.
- A TIEG (ten years).
- Matching Regional incentives where applicable.

- Capital grant to offset underground parking requirements.

As illustrated in Tables 7-9, the IRR of each prototypical project improves as additional incentives are added. With City development charges waived (Table 7), the performance of each project improves marginally. However, once City and Regional development charges are waived, the IRR of both case studies with surface parking improves significantly, to well over 6% and 4% for the 75k and 40k square foot building, respectively. The performance of these projects improves even further as the cash-in-lieu of parkland, application and building permit fees, and TIEG is added (Table 8). This package of incentives appears to push the economics of an office building with surface parking into a viable position, especially when both Regional and Local incentives are applied.

However, the economics of an office building with underground parking remains challenged even with the full package of incentives offered (Table 8). We have therefore also assessed the full package of City and Regional incentives, and also added a grant of \$15,000 and \$25,000 to offset the costs of underground parking (Table 9). With a \$25,000 grant, the incentives appear to push the economics into a viable position for the 75,000 square foot building.

In addition to a parking program, this analysis indicates that Regional participation in the CIP will be critical to program success. The Region of Peel recently adopted staff and NBLC direction to support local CIPs to encourage office investment at the July 23rd Council meeting. Brampton should begin consulting with the Region as the CIP moves towards implementation.

Table 7

Pro-Forma Summary Market Performance - City Development Charges Waived					
Scenarios	Building/Site Statistics			Short Term Investment (sale at occupancy)	Long Term Investment (10 year)
	Gross Floor Area (square feet)	Building Height (storeys)	Site Size (acre)	Residual Land Value + Profit (present\$)	Internal Rate of Return
Brampton Surface Parking	75,000	6	3.26	-\$3,412,109	4.28%
Brampton Underground Parking	75,000	6	1.50	-\$7,727,530	-0.90%
Brampton Surface Parking	40,000	3	1.96	-\$2,154,422	3.10%
Brampton Underground Parking	40,000	3	1.50	-\$3,295,031	-1.94%
Brampton net rents \$23 per square foot. 1.5 acre site assumed for underground parking scenario. For surface parking scenario, site size is calculated by accounting for building footprint and a 30% gross-up to accommodate all surface parking. Parking requirement is 1 space per 30 square metres per Brampton zoning by-law.					

Pro-Forma Summary Market Performance - City and Region Development Charges Waived					
Scenarios	Building/Site Statistics			Short Term Investment (sale at occupancy)	Long Term Investment (10 year)
	Gross Floor Area (square feet)	Building Height (storeys)	Site Size (acre)	Residual Land Value + Profit (present\$)	Internal Rate of Return
Brampton Surface Parking	75,000	6	3.26	-\$1,990,084	6.38%
Brampton Underground Parking	75,000	6	1.50	-\$6,305,505	0.23%
Brampton Surface Parking	40,000	3	1.96	-\$1,396,008	4.93%
Brampton Underground Parking	40,000	3	1.50	-\$2,536,617	-0.94%
Brampton net rents \$23 per square foot. 1.5 acre site assumed for underground parking scenario. For surface parking scenario, site size is calculated by accounting for building footprint and a 30% gross-up to accommodate all surface parking. Parking requirement is 1 space per 30 square metres per Brampton zoning by-law.					

Table 8

Pro-Forma Summary Market Performance - City Incentives (DCs, CIL Parkland, Application and Permit Fees, TIEG)					
Scenarios	Building/Site Statistics			Short Term Investment (sale at occupancy)	Long Term Investment (10 year)
	Gross Floor Area (square feet)	Building Height (storeys)	Site Size (acre)	Residual Land Value + Profit (present\$)	Internal Rate of Return
Brampton Surface Parking	75,000	6	3.26	-\$3,066,321	6.48%
Brampton Underground Parking	75,000	6	1.50	-\$7,442,492	0.42%
Brampton Surface Parking	40,000	3	1.96	-\$1,909,397	5.23%
Brampton Underground Parking	40,000	3	1.50	-\$3,056,743	-0.61%
Brampton net rents \$23 per square foot. 1.5 acre site assumed for underground parking scenario. For surface parking scenario, site size is calculated by accounting for building footprint and a 30% gross-up to accommodate all surface parking. Parking requirement is 1 space per 30 square metres per Brampton zoning by-law. TIEG lowers vacancy and bad debt from 10% to 6% at stabilized occupancy.					

Pro-Forma Summary Market Performance - City/Region Incentives (DCs, CIL Parkland, Application and Permit Fees, TIEG)					
Scenarios	Building/Site Statistics			Short Term Investment (sale at occupancy)	Long Term Investment (10 year)
	Gross Floor Area (square feet)	Building Height (storeys)	Site Size (acre)	Residual Land Value + Profit (present\$)	Internal Rate of Return
Brampton Surface Parking	75,000	6	3.26	-\$1,644,295	8.43%
Brampton Underground Parking	75,000	6	1.50	-\$6,020,467	1.69%
Brampton Surface Parking	40,000	3	1.96	-\$1,150,984	6.99%
Brampton Underground Parking	40,000	3	1.50	-\$2,298,329	0.23%
Brampton net rents \$23 per square foot. 1.5 acre site assumed for underground parking scenario. For surface parking scenario, site size is calculated by accounting for building footprint and a 30% gross-up to accommodate all surface parking. Parking requirement is 1 space per 30 square metres per Brampton zoning by-law. TIEG lowers vacancy and bad debt from 10% to 6% at stabilized occupancy.					

Table 9

Pro-Forma Summary Market Performance - City/Region Incentives (DCs, CIL Parkland, Application and Permit Fees, TIEG + \$15k underground parking grant)					
Scenarios	Building/Site Statistics			Short Term Investment (sale at occupancy)	Long Term Investment (10 year)
	Gross Floor Area (square feet)	Building Height (storeys)	Site Size (acre)	Residual Land Value + Profit (present\$)	Internal Rate of Return
Brampton Underground Parking	75,000	6	1.50	-\$3,920,398	3.96%
Brampton Underground Parking	40,000	3	1.50	-\$1,747,733	1.42%
Brampton net rents \$23 per square foot. 1.5 acre site assumed for underground parking scenario. For surface parking scenario, site size is calculated by accounting for building footprint and a 30% gross-up to accommodate all surface parking. Parking requirement is 1 space per 30 square metres per Brampton zoning by-law. TIEG lowers vacancy and bad debt from 10% to 6% at stabilized occupancy.					
Pro-Forma Summary Market Performance - City/Region Incentives (DCs, CIL Parkland, Application and Permit Fees, TIEG + \$25k underground parking grant)					
Scenarios	Building/Site Statistics			Short Term Investment (sale at occupancy)	Long Term Investment (10 year)
	Gross Floor Area (square feet)	Building Height (storeys)	Site Size (acre)	Residual Land Value + Profit (present\$)	Internal Rate of Return
Brampton Underground Parking	75,000	6	1.50	-\$2,520,352	5.85%
Brampton Underground Parking	40,000	3	1.50	-\$1,380,669	2.08%
Brampton net rents \$23 per square foot. 1.5 acre site assumed for underground parking scenario. For surface parking scenario, site size is calculated by accounting for building footprint and a 30% gross-up to accommodate all surface parking. Parking requirement is 1 space per 30 square metres per Brampton zoning by-law. TIEG lowers vacancy and bad debt from 10% to 6% at stabilized occupancy.					

6.4.4 Reducing Property Taxes

Reducing property taxes through a TIEG can also assist a developer with attracting tenants, as previously discussed, as the effective gross rent would be significantly reduced. This incentive is often viewed favourably by a municipality because it allows a municipality to continue to collect pre-development taxes and the incentive is generally passed along to a tenant through a reduced gross rent (see chapter 5 of this report). The TIEG in this analysis assumes a ten-year program that reduces by 10% each year (e.g. 100% waived in year 1, 90% year 2, 80% year 3, etc.

It is important to appreciate that a TIEG will not impact the proforma as linearly as a capital cost reduction. Rather, the TIEG can significantly lower the risk of a project advancing to stabilized occupancy and maintaining a healthy vacancy rate because the gross rents can be reduced, which helps a developer find and keep a tenant. This will be especially important in markets like Brampton that have experienced a significant demand-side challenge. For owner-occupied buildings, a TIEG will directly lower their operating costs, which can be very attractive for these types of projects and could result in greater investment activity too.

A TIEG has also been accounted for in this analysis by reducing the vacancy and bad debt of the project from 10% to 6% at stabilized occupancy, which is appropriate based on the experience of the Kallo office building discussed earlier in this report.

6.5 Cost of Providing Incentives

The following assesses the cost to the municipality of providing incentives. The tables to follow assume the 75,000 square foot building (6,967 square metres) on a 3.84-acre (1.55 hectare) property as assessed in Table 6, 7, 8 and 9.

As presented in these tables, the Region's primary contributions would come through development charges and property taxes (TIEGS). The education portion of property taxes and development charges are assumed to still be payable. The assessed value for the purpose of calculating cash-in-lieu of parkland and the TIEG is based off the adjusted assessed values of other relevant office buildings in the City.

Based on this analysis, the City's portion of incentives would equate to approximately \$1.9 million per project, excluding the parking grant. If the parking were included, the amount would increase to \$6.7 million per project. This represents approximately \$25 and \$90 per square foot respectively, based on the 75,000 square foot building template.

Discussion with Brampton finance staff indicate that incentives would be funded through the property tax base and/or strategic reserves. Each of the incentives would likely require a direct contribution from the City (e.g. development charge payment is refunded to the developer, with the City funding the development charge reserve by a matching amount). The only exception to this would be the TIEG, as Brampton's finance staff indicate that this would be considered future foregone revenue.

Table 10

Cost of Providing Incentives (Development Charges)			
	City	Region	Total
Development Charges (per square metre)	\$119.05	\$231.66	\$350.71
Charge per 75,000 square floor building (6,967 square metres)	\$829,421	\$1,613,975	\$2,443,397

Cost of Providing Incentives (Planning Application and Permit Fees)			
	City	Region	Total
Rezoning (base fee)	\$9,834	-	
Rezoning (charge per hectare)	\$6,936	-	
Rezoning (charge assuming 1.55 ha)	\$10,751	-	
Rezoning Total	\$20,585	\$12,000	\$32,585
Site Plan (base fee)	\$4,060	-	
Site Plan (charge per sm)	\$1.63	-	
Site Plan (charge assuming 6,967 sm)	\$11,356	-	
Site Plan Total	\$15,416	\$1,000	\$16,416
Building Permit Fee (per sm)	\$16.65	-	
Building Permit Fee (charge assuming 6,967 square metres)	\$116,001	\$0	\$116,001

Cost of Providing Incentives (CIL Parkland)	
	City
Estimated Assessed Value per acre	\$5,000,000
Site Size (acres)	3.84
Estimated Assessed Value	\$19,200,000
CIL Payment (% of assessed value)	2%
CIL Payment	\$384,000

Cost of Providing Incentives (Underground Parking Grant)		
	City	Region
Parking Ratio	1 space per 30 square metres	
Building Size	6,968	
Required Parking	233	
% Underground	70%	
# Underground Spaces	163	
\$15,000 per space grant	\$2,446,500	
\$25,000 per space grant	\$4,077,500	

Cost of Providing Incentives (Property Taxes)			
	City	Region	Total
Site Size (acre)	3.84		
Estimated Assessed Value Pre-Development (\$0.5M per acre)	\$1,920,000		
Estimated Assessed Value Post-Development (\$5M per acre)	\$19,200,000		
Office Building New Constructon Property Tax Rate	0.56%	0.48%	1.04%
Pre-Development Tax	\$10,775	\$9,156	\$19,931
Post-Development Tax	\$107,754	\$91,557	\$199,311
Difference in Value	\$96,979	\$82,401	\$179,380
Year 1 (Full rebate)	\$96,979	\$82,401	\$179,380
Year 2 (90% rebate)	\$87,281	\$74,161	\$161,442
Year 3 (80% rebate)	\$77,583	\$65,921	\$143,504
Year 4 (70% rebate)	\$67,885	\$57,681	\$125,566
Year 5 (60% rebate)	\$58,187	\$49,441	\$107,628
Year 6 (50% rebate)	\$48,489	\$41,200	\$89,690
Year 7 (40% rebate)	\$38,792	\$32,960	\$71,752
Year 8 (30% rebate)	\$29,094	\$24,720	\$53,814
Year 9 (20% rebate)	\$19,396	\$16,480	\$35,876
Year 10 (10% Rebate)	\$9,698	\$8,240	\$17,938
Total TIEG Value (present\$ - no inflating or discounting in the above)	\$533,383	\$453,205	\$986,588

6.6 Budgeting and ROI

For budgeting purposes, it is important to understand the possible annual cost of such a program. While the uptake of the incentives cannot be guaranteed, we have estimated the cost based on a 'status quo' base case versus achievement of major office employment targets.

- As outlined in Section 4.0 of this report, continuing to achieve the same level of investment that as has occurred over the last decade would equate to about 90,000 sf of new office space per year – or one to two new projects.
- To achieve major office employment targets to 2041, the City would need to attract approximately 380,000 sf per year – or four to six new projects.
- For estimation purposes, we have assumed both office and the other target sectors identified in this section of the report would count towards these totals.

Assuming the above range in office investment is attracted to Brampton each year, and assuming the \$25 - \$90 per square foot incentive value assessed in Section 6.5, this could equate to a required City of Brampton annual budget of:

- Without Parking Grant (\$25 per square foot): \$2.25 million to \$9.5 million.
- With the Parking Grant (\$80 per square foot): \$7.2 million to \$30.4 million.

While reduced parking standards could also be offered to lower development costs and need to fund a parking program, we do not believe that developers would pursue this option given the limited multi-modal transit service levels currently available and current market conditions. Alternatively, consideration could be given to inclusion of podium parking to reduce the cost of implementing a parking program, but only if site conditions allow appropriate screening and other design considerations.

Until Brampton's infrastructure and planning investments discussed in this report are in place, we do not anticipate that investment activity will significantly increase beyond recent trends, even with a significant package of incentives. Further, it is impossible to predict if projects coming forward will pursue underground parking and how much parking they might require. The most successful suburban office node over the past five years has been the VMC, as discussed in Section 4.3.2. Even with a mixed-use master plan, CIP, and TTC subway station, the area has achieved 585,000 square feet of office between 2015-2019 (the most achieved of all suburban office nodes).

As such, we recommend that the City budget for achieving an employment target of 200,000 square feet per year, which could include major office as well as the other target sectors identified. However, it is unlikely that all these projects would require underground parking. Assuming one out of every four projects would require underground parking, an annual budget of approximately \$8.0 million would be necessary (\$40 per square foot in incentives x 200,000 square feet of new employment space). As the City proceeds with developing the CIP, the

incentives offered can be assessed relative to the GFA targets to establish and refine the program budget.

From a return on investment perspective, assuming one job per 250 square feet of space, this could equate to an annual employment growth of 800 jobs. These jobs would be well paying and significantly improve a number of quality of life attributes highlighted by the Brampton 2040 vision document and other factors leading to the procurement of this study (e.g. employment growth and momentum, commuting patterns, assessment growth and diversification, residential intensification adjacent to jobs, transit expansion, urban design, and others). Other benefits that accrue to the City that are difficult to quantify but are nevertheless valuable include:

- More efficient use of land, protecting for improved long-term patterns of growth.
- Capturing outbound commuters to both live and work in Brampton, enhancing the liveability of the community.
- Greater retention and attraction of young, educated talent.
- Greater capture of social, economic and health benefits of reduced commuting by residents.
- Potential for more efficient use of community infrastructure.
- Capturing spin-off economic activities that support the office function and consumer needs of the tenants.
- Encouraging local transit ridership.
- Increased civic engagement and pride.

6.7 Administration and Other Resource Consideration

Many employment related community improvement plans are administered by Economic Development staff (Toronto IMIT, Hamilton, VMC). Economic Development is charged with supporting businesses of all sizes to launch, locate, or expand within the City of Brampton. As such, they are often one of the first points of contact by interested investors and are also often proactively seeking investment opportunities for businesses seeking to locate in the GTHA. Economic Development is also often the first point of contact for existing businesses. As such, they are the best positioned with on-the-ground intelligence about current opportunities and on-going community improvements. Economic Development is also often aware of other incentives available from other levels of government that are separate from a City's CIP.

Reliance on Economic Development is particularly important to help improve the potential uptake of an Employment CIP and suite of incentives, as commercial investment is highly mobile, extending beyond local and international borders. It is particularly important for staff to respond fast and comprehensively and be in the best position to market their respective municipality. Local economic development staff also often travel abroad to conferences and to make possible connections to attract foreign investment and talent. Staff can also equally connect interested investors to other appropriate staff at the City (e.g. Planning and Development).

It is therefore logical that this department would also be responsible for administering of the CIP, as this would best position

them to communicate and advertise the City of Brampton and the incentives offered.

The most effective economic development related CIP programs would likely require one individual that is dedicated to the promotion, administration, and assessment of the program. Administrative tasks are those related to the development and delivery of the program, for example the staff time required for processing applications, marketing and promotion, and auditing performance measurement. The City should undertake an evaluation of existing resources prior to hiring a new staff member.

6.8 CIP Length and Monitoring

We recommend that the City proceed with the CIP for five years, which will provide enough time for RER and the other planning and infrastructure projects to advance. At that time, we recommend that the geographic scale of the program be reconsidered to a more focused area(s) and the incentive package be re-evaluated to reflect changing market conditions.

Annual monitoring should also be undertaken to understand what is working and what is not working, and to respond to market shifts over this period. Monitoring should involve an assessment of the applications received and approved, the most popular incentives, experience of developer's who have not applied to the program but have proceeded with an employment project, and consultation with the development community.

6.9 Brampton's Existing CIP and Incentive Policies

Brampton's current CIP has experienced a modest amount of success at encouraging 'market price' residential intensification. However, the office component of the CIP has been lackluster. It is our expectation that the proposed new Employment CIP would replace the existing Central Area CIP for office objectives.

The existing Central Area CIP could therefore remain in place to continue to encourage residential intensification in the Central Area. It could also be expanded to achieve a range of other objectives.

The existing Central Area CIP could also be adjusted to encourage affordable housing. However, if the City also decides to participate in the Region's Affordable Housing Incentive Program, this might not be necessary.

This report also assumes the existing exemption for office uses in the DC By-Law will remain. It will also be included in the new Employment CIP, as referenced. If at any point it is removed from the DC By-Law, it should be activated within the Employment CIP. Integrating it into the Employment CIP now will eliminate any administrative burden that would materialize if the DC By-Law exemption were eliminated. This direction would also allow the Region of Peel to offer DC incentives through Brampton's CIP.

6.10 Conclusions and Direction

The City of Brampton currently exempts office buildings above 50,000 square feet from paying development charges across the entire City. We recommend integrating this incentive into the CIP and expanding the range of permissions. This would include allowing smaller office buildings, and office uses within mixed-use buildings to also be eligible for a development charge grant.

It is also recommended that development charge grants apply to the other target sectors across the City, which would allow for investment in existing industrial areas. In these situations, development charges would not be payable for new buildings but also the expansion of existing buildings that are occupied by any one of the targeted sectors (e.g. Advanced Manufacturing, Food and Beverage, Health and Life Sciences, Innovation and Technology, Creative-based Sectors, Incubators, Other Knowledge-based Sectors). Similarly, extensive renovation (with a minimum capital expenditure) where a property is shifting in use from industrial sectors to one of the targeted sectors should also be eligible. This would allow for a range of interesting opportunities in the City's older industrial areas (and other areas of the City) where a range of advanced manufacturing, creative, tourism, technology, and other uses might choose to invest.

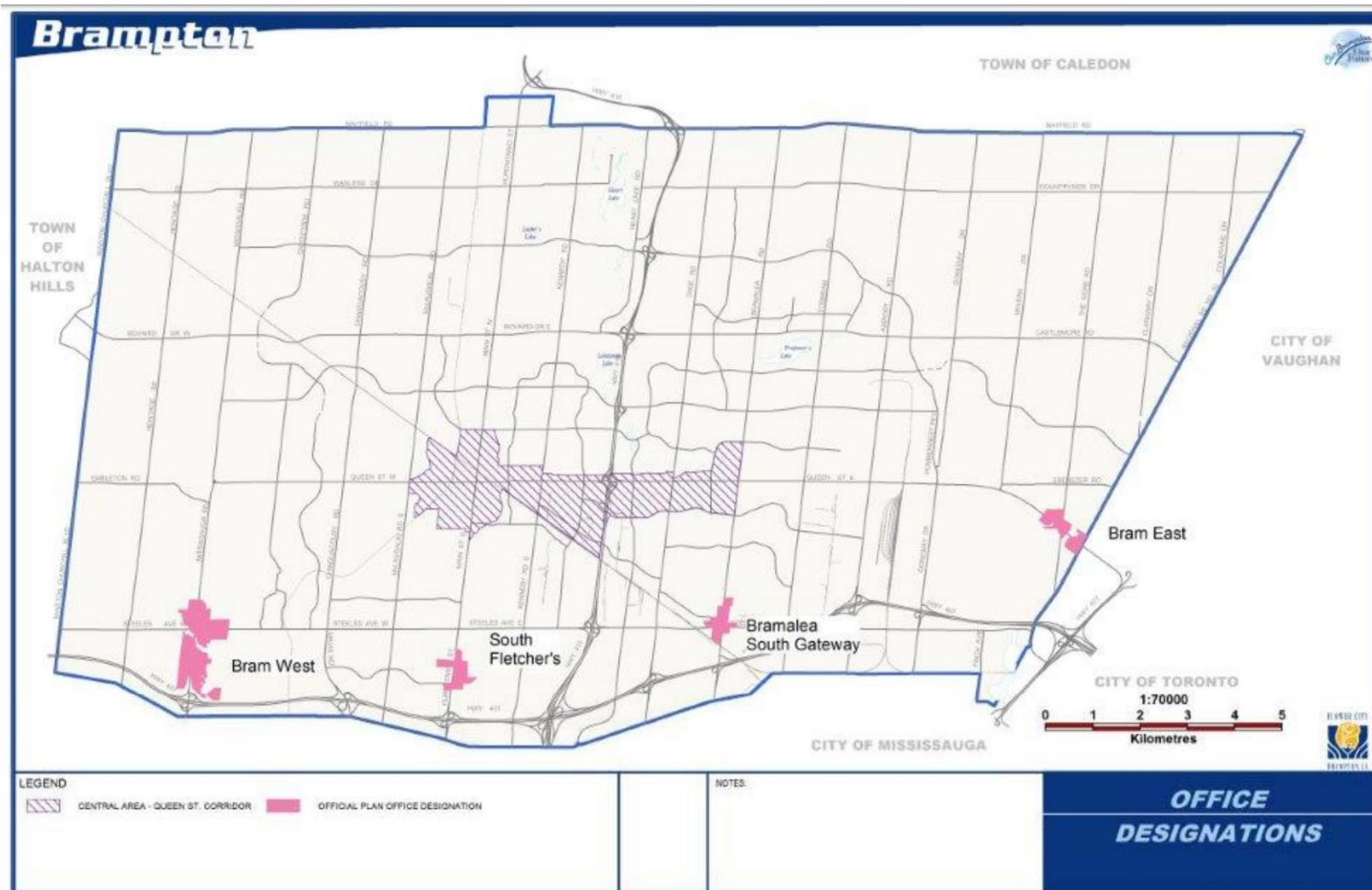
The above would continue the City's current practice of extending development charge offsets across the entire City.

However, additional incentives should also be offered within the City's planned office nodes, which include Bram West, South Fletcher's, Bramalea South Gateway, Bram East, and the Central Area (Figure 19). Additional incentives should include a TIEG,

grants to offset cash-in-lieu of parkland, development applications, building permit fees, and underground parking costs. Over time, the CIP should be adjusted to refine the incentives to only strategic areas as infrastructure and planning investments in Bramalea GO and Downtown Brampton advance.

It is also recommended that the City create a process that is easy to administer with as much certainty regarding the incentive offering as possible. It is therefore recommended that incentives be offered on a first come, first serve basis and all desired outcomes be mandated as an eligibility requirement, rather than scoring applications or tiering the incentive based on qualitative metrics.

Figure 19: Brampton Office Designations



7.0 Implementation Recommendations for an Employment CIP

To conclude, the following are our recommendations regarding how the program could be implemented and administered.

7.1 Eligible Uses/Sectors

7.1.1 Office Investment

Office Buildings: means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with conducting the affairs of businesses, professions, services, industries, governments, or like activities, and where the chief product of labour within that use is the processing and/or storage of information rather than the production and distribution of a good or service (*Brampton DC By-Law*).

A building may be freestanding or integrated within a mixed-use building, but only the office portion of the GFA would be eligible for incentive. A mixed-use building is defined as a single building with multiple uses (i.e. residential and office) and not a mixed-use property (i.e. big-box retail centre with a small office component). Multiple buildings on a shared podium would also be considered a mixed-use building.

The following requirements would also apply:

- The building or structure has a total floor area of at least 25,000 square feet;
- The building or structure is not condominium in tenure; and,

- Through audit and delivery of an occupancy report, the building or structure does not contain any personal service facilities including, but not limited to, medical health clinics, dental, optometrist and optician offices and aesthetic clinics.

7.1.2 Investment in Other Key Sectors

Other Eligible Uses: means land, buildings or structures used or designed or intended for use for or in connection with the following: Advanced Manufacturing; Food and Beverage; Health and Life Sciences; Innovation and Technology; Creative; Incubators; and, Other Knowledge-Based Industries.

As possible, key sector definitions are based on descriptions provided in marketing materials prepared by Brampton's Economic Development and utilized to attract investors. All other definitions are based on a review of definitions used in other jurisdictions, as well as common industry understanding.

- **Advanced Manufacturing:** means businesses engaged in the integration and utilization of technologies in a system of production to improve processes and techniques to produce goods and services faster, cheaper and cleaner, where the adoption of new technologies play a significant role in the competitive positioning.
- **Food and Beverage:** means business engaged in in food testing, processing and packaging as well as transportation, packaging design, equipment and refrigeration storage.

- **Health and Life Sciences:** means business engaged in pharmaceutical and equipment manufacturing to research but excluding health services (e.g. physician offices, out- and in-patient care centres and hospitals).
- **Innovation and Technology:** means business engaged in the design, development and introduction of new products, sometimes involving manufacturing processes. The sector includes both hard and soft tech businesses.
- **Creative-based Sectors:** means businesses which rely on individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property, including: arts and crafts; broadcasting; design; film, video and photography; music and the visual and performing arts; publishing; software, computer games and electronic publishing; film studio; tourism.
- **Incubators:** means businesses that have a mandate for entrepreneurship development and job creation that provides start-up companies with a combination of a business address and physical space dedicated to business incubation, and offers regular start-up business and professional development training and other value-added programs and services that support entrepreneurial / small business growth including strategic partnerships and a service provider network.
- **Other Knowledge-based Sectors:** including, but not limited to, business engaged in financial services and real estate, which have a potential for wealth and job creation through the generation and exploitation of intellectual property.

The following requirements will also apply:

- Minimum construction value of \$1,000,000 as evidenced on application and the main building permit.
- The development must be one of, or a combination of:
 - A new building.
 - Expansion to an existing building (minimum construction value applies).
 - Substantial rehabilitation to an existing building (minimum construction value applies).
- Through audit and delivery of an occupancy report, the building or structure is relied upon to undertake any of the above business activities, but does not contain any personal service facilities, large format industrial, manufacturing, storage, logistics, and other similar uses that are ineligible.

7.2 Other Base Eligibility Requirements

Other standard eligibility requirements across all uses/sectors should require:

- The property must not be in tax arrears.
- An applicant is not involved in any litigation with the City or Region.
- The project conforms to all City processes and permits.
- A building must receive a score of Silver from the Sustainable Community Development Guidelines.

7.3 CIP Project Area

The CIP will apply across the entire City of Brampton. However, incentives will be tiered to allow for additional incentives in the following “Strategic Areas”:

- Schedule A of the Official Plan ‘General Land Use Designations’ could be used to define these geographies, particularly for:
 - Office designations (e.g. Bram West, Bram East, Bramalea South Gateway, South Fletcher’s); and
 - The Central Area.

7.4 Available Incentives

The following incentives will be made available.

7.4.1 City-Wide Incentives

- **Development charge exemption** for office buildings above 50,000 square feet as currently permitted by the City’s development charge by-law.
- **Development charge grant** for office buildings above 25,000 square feet and other eligible sectors. The Region of Peel may offer matching grants through this CIP.
 - Development charges are paid at the time of permit and will either be exempt through the City’s DC by-law or refunded through the CIP.
- **Expedited planning review.** The City will provide a dedicated staff team to meet with the applicant, its tenant(s) and/or its consultants to ensure that the project is delivered as

expeditiously as possible. However, approval through the CIP does not guarantee planning application approval.

7.4.2 Additional Incentives in the “Strategic Areas”

Additional incentives will be available within the identified Strategic Areas. Additional incentives offered in these areas will include:

- **10-year TIEG**, staggered to reduce by 10% each year.
 - The TIEG will refund the increase in municipal property taxes over a 10-year period. The TIEG will provide a grant covering the entire increase in year 1, 90% in year 2, and continue to decrease by 10% until it becomes extinguished (Table 10).
 - The approved applicant will be required to pay the applicable property tax each year and will be refunded through the grant structure identified above.
 - If a project is found to not follow any of the eligibility requirements after project completion, as determined through the annual occupancy report, the TIEG will be cancelled.
- **Capital grant** to offset underground parking costs.
 - For projects pursuing underground parking, a capital grant of \$25,000 per parking space can be requested.
 - This grant will only be made available in locations the City determines underground parking is a desirable outcome and where more cost-effective solutions (surface, podium parking) is not possible. Consultation with the

municipality will be necessary to confirm budget and the City's support for the application.

- An alternative to the above approach to an underground parking grant program would be a City Parking Partnership Program.
 - The City would consider partnering with developers by financing the underground parking component of an office development subject to its size, design, cost, and location.
 - The City would secure financing, in part through strata ownership of the underground parking, but would lease back the parking space on a cost recovery basis for a negotiated period, but not less than 15 years.
 - At the termination of the negotiated period, the City would sell or lease the space at market rates. The owner of the building would have first right to purchase the parking space.
 - While requiring a greater amount of administration on the part of the City, this strategy would reduce upfront capital contributions by the City and provide an opportunity for cost recovery and possibility of improved municipal parking supply in strategic areas.
 - The approach also presents more risk and uncertainty to the City, and likely would require significant negotiation and planning for every unique project.
- **Development application and building permit fee grant.** A grant to offset 100% of the costs associated with a rezoning

and site plan application will be offered, in addition to a grant covering building permit fees.

- **Cash-in-lieu of parkland grant.** A grant to offset 100% of the costs associated with cash-in-lieu of parkland requirements.
- The Region of Peel may offer **matching grants** through this CIP.

7.4.3 Other Non-Financial Incentives

The CIP should also include language that allows for inclusion of non-financial incentives, such as:

- Language to allow the City powers of land acquisition and disposition, which would allow for the preparation of sites that could be offered to the development community that might otherwise be considered bonusing.
- Connected with the above, also the ability to provide parking solutions in the area through a municipal or joint venture parking garage (like Mississauga's Downtown CIP – and as described on this page). This can be especially impactful in Brampton's downtown. This power should be utilized as applications come forward and where partnerships are sought, therefore being investigated as opportunities arise.

7.4.4 Timing of Incentives

Incentives will be released as payment is required. The City will offer grants for eligible costs; however, they will not refund amounts already paid (e.g. development application fees).

7.5 Program Administration

Economic Development should be the program administrator.

7.6 Approval Process

Guidelines and applications should be prepared that clearly articulate a streamlined and clear path to approval if eligibility requirements are met and funds remain available. The below are the recommended steps leading to potential approval.

7.6.1 Step 1: Application Submission

- Applicants are required to have a pre-application consultation meeting with municipal staff to determine program eligibility.
- Applicants are required to submit a completed application including supporting documentation. Materials to be requested through the application should include:
 - Details of the applicant and company.
 - Property information.
 - Description of the project including capital costs and employment projections.
 - Confirmation of all eligibility requirements.

7.6.2 Step 2: Application Review and Evaluation

- Staff review and evaluate application and supporting documentation against eligibility requirements. Staff may request clarification or additional supporting documentation.
- Funding is made available on a first come, first served basis, up to the annual funding made available to the program.
- Assuming all eligibility requirements are met, applications will be approved. This will ensure the process is as simple as

possible from an administrative perspective and provides the greatest certainty to the development industry.

7.6.3 Step 3: Incentive Approval

- Upon clearance of eligibility requirements, City staff will confirm if the project is eligible for all incentives requested and if budget is available for the project.
- City staff will prepare a recommendation report on the application and forward the recommendation report to Council for consideration.
- All incentives will be made available at the time of payment, which is typically at building permit. Planning application fee grants and TIEGs will be an exception to this.
- If approved, a contribution agreement will be signed and registered against the title of the property.

7.7 Program Length

The CIP should be in place for five years. At that time, all aspects of the program should be evaluated to understand what is working and what is not working, and to respond to market shifts over this period.

Annual monitoring should involve an assessment of the applications received and approved, the most popular incentives, experience of developer's who have not applied to the program but have proceeded with an employment project, and consultation with the development community.

7.8 Program Budget

An annual budget of \$8 million might be able to incent upwards of 200,000 square feet of new employment space each year depending on the uptake in the program. However, the specifics of each project and overall market demand will influence this factor. There would be no obligation to spend this budget is suitable projects do not come forward.

7.9 Implementation Considerations

As the City moves forward towards implementing a new Employment CIP, the following must be considered:

- Work with the Region of Peel to understand how they might integrate and participate in the program. Ensure the City's Official Plan and new CIP By-Law contains language to allow Regional participation.
 - If the Region of Peel decides to not participate, the City of Brampton can consider covering Regional fees and charges with the use of a capital grant, which is permitted by a CIP.
- Ensure the City's Official Plan has enabling policies and schedules to permit the employment CIP.
- Craft the implementing CIP by-law, following the legislative process and public meeting requirement.
- Craft the program description, guidelines, application form, and webpage. These documents should be easy to understand and interpret. These documents should also enable Economic Development staff to easily market and

advertise the City of Brampton and available incentives. Preparation of simplified guidelines / marketing materials may be appropriate.

- Secure local and regional budget for the program.
- Establish the monitoring program. Key performance indicators for monitoring the program should include, but not be limited to, the following:
 - Number of projects to take-up the program.
 - Total construction value.
 - Total employment floor area.
 - Owner-occupied vs. multi-tenant project.
 - Total City incentive offered.
 - Increase in assessment value.
 - Total jobs created.
 - Industry/sector to move forward through the CIP.
 - Location of the project (e.g. downtown, growth area, transit area, etc.).
 - Types of projects the CIP has / has not successfully supported.
 - Rate of employment growth pre-CIP vs. post-CIP.

Appendix A: Incentive Program Case Studies

Table 11 – Comparison of Incentive Targeting Employment Growth in Southern Ontario

City of Toronto			
Chronology of Office Incentives			
<ul style="list-style-type: none"> The City of Toronto's Imagination, Manufacturing, Innovation, Technology (IMIT) Property Tax Incentive program was established in 2008 by way of three separate community improvement plans (CIPs) in response to slow employment growth compared to surrounding 905 municipalities. Designed to also support Toronto's key industry sectors, economic development objectives, and unlock the development potential of contaminated sites, the IMIT program has been highly successful. Amongst other factors, the IMIT program has been a catalyst for transformation of Toronto Downtown, particularly south of Union Station, in the South Core. However, with vacancy at historic lows and rapidly escalating rents, incentives are now unlikely to be a deciding factor in whether to invest in Downtown Toronto. By contrast, employment growth has not experienced to the same extent across the city (outside of the Downtown) and by sector. Non-office sectors and uses (e.g. manufacturing, creative industries, information and technology) represent only a small percentage of committed IMIT grants, and suburban office nodes outside of the Downtown (e.g. North York, Scarborough, and Etobicoke) have not seen a resurgence in employment growth. These areas still face significant barriers to office development, particularly with Toronto's commercial tax rates being the highest amongst GTA municipalities but offering similar rents to 905 municipalities and very limited opportunities for more cost-effective surface parking solutions. The IMIT program has been regularly reviewed and amended since it was first rolled out. It was amended in both 2012 and in 2017; in the latter instance, most significantly given major market shifts. A new IMIT By-law was approved as of June 30, 2018 but it has since been appealed to the Local Planning Appeal Tribunal (LPAT). As such, the 2012 IMIT By-laws is still in effect. Amongst many changes, the approved but not yet in-force and effect by-law seeks to: <ul style="list-style-type: none"> replace the three existing CIPs with a single CIP eliminate eligibility for office buildings within the city's Financial District phase out development grants at the Liberty (King Liberty SmartTrack Station) and Queen/Carlaw (East Harbour SmartTrack Station) zones eliminate enhanced grants available in employment areas and replace the program with a sector-based enhanced grant specifically for Manufacturing, Food and Beverage Wholesaling, Creative Industries, Film Studio Complexes, Convergence Centres and Incubators Outside of the Financial District, simplify eligibility for office buildings by removing requirements related to employment sectors and rapid transit proximity Starting as of October 1, 2019, City Council also approved a points-based system as part of the IMIT program, which provides a menu of options of City-endorsed local hiring and training activities to help applicants prepare their Local Employment Plan. Each option has a corresponding point value and tracking indicator, which impacts the amount of allocated funds to each applicant. While not part of the IMIT program, the City of Toronto also exempts most non-residential development from paying development charges (DCs). Industrial development is entirely exempt, while other forms of non-residential development – office – only pay development charges on the ground floor of a project. While Toronto currently offers a significantly reduced rate for office development, the City does notably have a substantially higher municipal taxes on these properties. As well, land costs, building forms, the planning process, ease of construction are significantly more challenging. Made possible by unmatched access to multiple-modes of higher-order transit and increasing value placed on such access by tenants, development cost have partly been reduced by allowing for low to no parking in some locations. Overtime, these barriers to investing in Downtown Toronto has also been offset by both much higher commercial service levels, lifestyle amenities, overall tenant attractiveness to Toronto's Downtown Core, lower availability and higher rents. The result has been an increasingly attractive location for investment. Appreciating the changing economic of development, as of 2020, the above 'discounted' method of calculating the total development charge levy for office is under study. 			
Incentive Tool	Name: DC By-Law 515-2018 Status: adopted by Council January 24, 25, 26 and 27, 2018 Duration / Expiry: duration of by-law, subject to 5-year review		
	Geography	Description	Criteria / Requirements
			KPIs

DC Reduction	- citywide	- the non-residential DC for new buildings or structure is calculated according to the amount of non-residential gross floor area (GFA) located on the ground floor of such building or structure	- achieves Tier 1 of the Toronto Green Standard Program	- ?
Toronto Green Standards Program Credit	- citywide	- a partial DC refund is provided if Tier 2, 3 and 4 requirements are met by multiplying the applicable ground floor GFA by a reduced amount set out in the bylaw	- the City has certified all the Tier 2, Tier 3 or Tier 4 requirements or successor program have been met	- ?
Incentive Tool	Name: CIP By-law No. 1323 2012 (Citywide), By-law 1325 2012 (Waterfront) and By-law 1324-2012 (South of Eastern District) Status: adopted by Council October 2, 3, and 4, 2012, and B Duration / Expiry: regularly reviewed and amended			
	Geography	Description	Criteria / Requirements	KPIs
Imagination, Manufacturing, Innovation, Technology (IMIT) Property Tax Incentive	- citywide	<ul style="list-style-type: none"> - A TIEG grant is offered to offset incremental increase in property taxes from new construction which: <ul style="list-style-type: none"> o begins at a 100% grant in year 1 o declines by 9% annually, and o ends with a 20% grant in year-10 - The average grant over the 10-year period is 60% - For projects located in Employment Districts and other designated employment areas, the incentive is increased to 70% over the 10-year period 	<ul style="list-style-type: none"> - The program is only available to buildings that will be wholly occupied by eligible target sectors or uses¹ - Office development within the Financial District are not eligible except for national and international corporate headquarter developments with a minimum GFA of about 107,639 sf - Application must include a Local Employment Plan to support local hiring and/or training - construction values exceeding \$150 million require City Council approval - construction value must be at least \$1.0 million total to qualify - new construction must not be demolished over the term of the grant 	<ul style="list-style-type: none"> - 46 projects approved, adding 16 million sf of office space and 70,000 jobs - estimated to yield \$950 million in new taxes over the grant period, while they will be eligible to receive \$589 million in grants, which equal to a net gain of \$361 million
	- waterfront (East Bayfront, West Don Lands, and Port Lands)		<ul style="list-style-type: none"> - same as above (citywide) but manufacturing and film studio uses is restricted to the Port Lands, while uses such as offices, colleges, and tourism attractions are restricted to the West Don Lands and East Bayfront 	
	- South of Eastern District		<ul style="list-style-type: none"> - Same as citywide but eligible uses exclude tourism attractions 	
Brownfield Remediation Tax Assistance (BRTA)	- focus areas (Financial District, Focus Area A, Focus Area B)	<ul style="list-style-type: none"> - the program complements IMIT by providing an additional incentive to support the remediation of contaminated land associated with development projects for employment uses in the CIP project areas - it provides for the cancellation of up to three years of property taxes, capped at the lesser of 100 % of the total increment over a three-year period or the total cost of remediation - when combined with a Brownfield Remediation Tax Assistance (BRTA) program, the IMIT incentive can increase 	<ul style="list-style-type: none"> - The applicant must submit a Phase II Environment Site Assessment confirming it does not meet standards, a signed declaration respecting funding from other sources, and a statement of costs to be incurred in connection with remediation 	<ul style="list-style-type: none"> - approved 8 applications under the TIEG and BRTA program as of 2018

		to a 77 % tax reduction grant and extend to over a 12-year period for eligible projects - grant can cover such matters as costs incurred for remediation within 12 months prior to the submission of an application, environmental studies, environmental remediation, environmental insurance premiums, environmental testing costs, demolition or removal relating to remediation		
- Notes: 1) Targeted sectors are: Biomedical, Creative, Financial, Information and Communication, Manufacturing, Tourism. Targeted uses are: Broadcasting, Call Centres Computer Systems Design and Services Convergence Centres Corporate Office, Corporate Headquarters, Film Studio Complex, Food and Beverage Wholesaling, Office Building, Incubators, Information Services and Data Processing, Scientific Research and Development, Software Development, Transformative Project				
York Region				
Chronology of Office Incentives – Upper and Local Municipalities				
<ul style="list-style-type: none"> Starting in 1998, the Regional Municipality of York (the Region) offered a DC discount for non-residential construction through its first development charge bylaw. During this time, the average discounted rate to the non-retail portion was about 40%. The Region's 2007 DC by-law discontinued the reduction to the percentage of the incentives until they were completely phased-out by mid-2010. In 2010, the Region introduced an 18-month development charge deferral incentive instead. Between 2013 and 2015, staff reviewed appropriateness of offering financial incentives to encourage greater office development, which would be in addition to the DC deferral program but decided not to move forward. At this time, it was determined that the Region's office market was already competitive to neighboring suburban municipalities and financial incentives alone would not generate enough demand to capture a share of growth from Downtown Toronto; particularly in light of their significant incentive program – DC's on only the ground-floor, coupled with IMIT. Between 2015 and 2018, the local municipalities of Vaughan, Markham and Richmond Hill introduced various incentives to encourage office development by way of a combination of DC By-law reductions and CIP programs. <ul style="list-style-type: none"> In 2014, Vaughan began preliminary work to develop criteria for a CIP, which focused on attracting major office to the VMC and other intensifications areas. As of November 2015, the City passed a CIP for the VMC and the Weston Road & Highway 7 Primary Centre (Weston & 7), combined. However, incentives would be retroactively applied to eligible developments with building permits issued on or after January 1, 2014 – coinciding with the beginning of preliminary CIP work. In 2017, Markham passed a new DC bylaw and introduced a new discount for office use greater than 100,000 sf. In 2018, Richmond Hill adopted a CIP bylaw, most notably offering a 10 Year TIEG program for office use only. The Region has recognized that to have a greater impact on commercial real estate markets and offset Toronto's many advantages, matching local municipalities may be necessary. In the Fall of 2019, the region was to consult with stakeholders on potential financial incentives to promote major office development in the Region's Centres and Corridors., and a new DC deferral pilot policy program to incent large office building, by way of a DC by-law update, was adopted by the Region as of October 17, 2019. The Region does not intend to offer incentive by way of a CIP. As of April 2019, the Town of Newmarket started an Official Plan Amendment process to add a policy to the Town's Official Plan to allow the Town to partner and participate in any matching incentives offered by the Region. 				
Current Incentives - Regional Municipality of York				
Incentive Tool	Name: Development Charge By-Law No. 2017-3 Status: approved October 17 th , 2019 Duration: Regional by-law available for duration of by-law, subject to 5-year review, and pilot policy available for three years and capped at 1.5 million sf			
	Geography	Description	Criteria / Requirements	KPIs
Development Charge Deferral	- regionwide	- an 18-month deferral of DC levies owed is available starting at the date of the issuance of a building permit by a local municipality	<ul style="list-style-type: none"> - must be office use - must be a min. 4-storeys - must provide a letter of credit 	- 2 projects or 760,000 sf total have been

				delivered utilizing this program
Large Office Buildings Development Charge Deferral – Pilot Policy	<ul style="list-style-type: none"> - regional Centres and Corridors - specific Local Centres 	<ul style="list-style-type: none"> - The length of the deferral agreement is based on size of development, set at: <ul style="list-style-type: none"> o 5 yrs for buildings between 75,000 and 150,000 o 10 yrs for 150,000 to 250,000 sf o 15 yrs for 250,000 to 400,000 sf 20 yrs for 400,000 sf + - No interest is charged 	<ul style="list-style-type: none"> - same as above - plus the Region will only enter an agreement if local municipality has provided similar, if not better, incentive - applies only to office buildings in excess of 100,000 sf 	<ul style="list-style-type: none"> - no take up, new program
Current Incentives – City of Vaughan				
Incentive Tool	Name: VMC & Weston and Hwy 7 CIP Status: approved November 17 th , 2015 Duration / Expiry: valid from January 1, 2014 until November 17, 2020 or until total office building permits issued reach 1.5 million sf of office space, extended up to two years (November 2022) to coincide with the region's DC deferral pilot policy program			
	Geography	Description	Criteria / Requirements	KPIs
Development Charge Reduction	<ul style="list-style-type: none"> - VMC and - Weston / 7 	<ul style="list-style-type: none"> - The DC rate for new office development is set at 2013 rates, as opposed to current rates, which is approximately 38% lower than the current rate 	<ul style="list-style-type: none"> - must be office use - office component must be 75,000 sf or larger - the building permit must be issued before expiration of the CIP by-law - an appraisal must be submitted, no more than 6 months prior building permit approval 	<ul style="list-style-type: none"> - 4 projects, or delivery of 724,000 sf total (1/2 of allocated funds)
Cash-in-Lieu (CIL) of Parkland Exemption / Reduction	<ul style="list-style-type: none"> - VMC and - Weston / 7 	<ul style="list-style-type: none"> - provides exemption from cash-in-lieu of parkland (CIL) fees, equivalent to 2% of the land value for office space - for mixed use buildings, a discount on CIL fees is applied at \$4,400 per residential units for every 750 sf of office space built on the same development site 	<ul style="list-style-type: none"> - same as above 	
Increment Equivalent Grant (TIEG)	<ul style="list-style-type: none"> - VMC and - Weston / 7 	<ul style="list-style-type: none"> - Begins with a 70% grant in year 1, and, - declines to a 7% grant in year 10. - The average grant over the 10-year period is 38% 	<ul style="list-style-type: none"> - same as above 	
Development Charge Deferral	<ul style="list-style-type: none"> - VMC only 	<ul style="list-style-type: none"> - the applicant can defer payment of City portion of the DCs for up to 18-months after the issuance of a building permit, matching program to region 	<ul style="list-style-type: none"> - same as above 	
Podium Parking Incentive	<ul style="list-style-type: none"> - VMC only 	<ul style="list-style-type: none"> - up to two storeys of integrated above-grade parking may be excluded from the total density calculation of a building, with the intent to limit Section 37 contributions - Section 37 contributions may be required if the height exceeds two additional storeys 	<ul style="list-style-type: none"> - A minimum of two below grade parking levels are provided 	<ul style="list-style-type: none"> -
Expediated Development Approvals	<ul style="list-style-type: none"> - citywide 	<ul style="list-style-type: none"> - provides an expedited development approval process for office and mixed-use development process with dedicated staff team to meet with the applicant, its tenant(s) and/or its consultants 	<ul style="list-style-type: none"> - Office uses must be the prevalent use 	<ul style="list-style-type: none"> -

Current Incentives – Town of Markham				
Incentive Tool	Name: DC By-law 2017-117 (Citywide Soft Costs) and DC By-law 2017-116 (Hard Costs) Status: approved December 12, 2017 Duration/Expiry: duration of by-law, subject to 5-year review			
	Geography	Description	Criteria / Requirements	KPIs
Development Charge Discount	- citywide	- allows for 25% reduction of citywide development charge rate for office GFA above 100,000 sf	- Must be office use - Min. of 100,000 sf	- no take up, new reduction
Current Incentives – City of Richmond Hill				
Incentive Tool	Name: Richmond Hill CIP – Richmond Hill Centre, Regional mixed-use Corridor designated lands, Yonge/16th Avenue KDA, Yonge/Bernard Key Development Area (KDA), Downtown Local Centre, Oak Ridge's Local Centre, Newkirk Employment Area, Beaver Creek Employment Area Status: approved February 20, 2018 Duration / Expiry: reviewed and amended as appropriate			
	Geography	Description	Criteria / Requirements	KPIs
Increment Equivalent Grant (TIEG)	- all CIP project areas (see above)	- begins at 90% grant in year 1, - declines by 10% annually, and, - ends with a 0% grant in year 10. - the average grant over the 10-year period is 45%	- must be minimum of approximately 17,222 sf GFA	- no take up, new program
Building Renovation Grant Program	- Oak Ridges Local Centre, Newkirk Employment Area, Downtown Local Centre and Beaver Creek Employment Area	- provides minimum grant of \$10,000 and maximum grant of \$50,000 for conversion of existing industrial/residential/commercial space to office space, on a matching funds basis to a maximum of 50% of eligible costs	- requires that two quotes are prepared demonstrating the valuation of the works/eligible costs - excludes general tenant fit-up and systems upgrades associated with existing uses	- no take up, new program
Peel Region				
Chronology of Incentive Programs				
<ul style="list-style-type: none"> ▪ The Regional Municipality of Peel (the Region) currently does not offer non-residential (office) development incentives, except for standard industrial intensification exemptions. ▪ As mentioned, the City of Brampton was the first local municipality to introduce a CIP bylaw, implication guidelines and programs, starting in 2000, now applicable to its Central Area. While significantly enhanced in 2007, the CIP by-law and its programs are still available for use. ▪ While Mississauga's Downtown was once the largest and most popular office location in the region, there had been no additional office projects added to the area for nearly a thirty-year period. Recognizing a need for a mix of residential and non-residential uses as part of the evolution of a maturing downtown, the City approved a CIP for its Downtown Core in 2017 to attract new office development specifically. ▪ Concurrently, Council requested that the Region develop a Regional CIP to support office development in their Downtown Core. While Peel Region does not have development incentives specific to new office, staff are in the earlier stages of investigating appropriateness of an Office CIP or other means to achieve the same outcome. 				

City of Mississauga				
Incentive Tool	Name: Downtown Community Improvement Plan Status: approved July 5, 2017 Duration/Expiry: valid until July 4, 2022			
	Geography	Description	Criteria / Requirements	KPIs
Increment Equivalent Grant (TIEG)	- Downtown Core Character Area	- details of the grant are determined after an application is deemed acceptable by the Review Panel (composed of relevant City directors)	- applies to standalone office or pro-rated to apply to the office component of mixed-use buildings - must be a minimum of 3-storeys - must be a minimum 50,000 sf - the project must include transportation demand management measures	- no take up
Development Processing Fees Grant	- Downtown Core Character Area	- provides a one-time grant equivalent to development application fees and building permit fees, in whole or in part, for the office component of a development		
Municipally Funded Parking Program	- Downtown Core Character Area	- allows the City to contribute equity to a project in the form of municipal parking, either in a stand-alone structure or as part of a private development, to reduce project parking requirements and provide parking at reduced cost		
Municipal Property Acquisition and Disposition	- Downtown Core Character Area	- allows the City to contribute equity to a project in the form of land at affordable price to developers - the City may purchase, participate in public-private-partnerships (P3s) or sell municipal land for office development		
City of Brampton				
Incentive Tool	Name: Central Area CIP Status: approved November 2007, Amended June 2010 Duration/Expiry: subject to regular review and amendment, programs offered on first-come, first-serve basis, subject to annual allocation of funds			
	Geography	Description	Criteria / Requirements	KPIs
Development Charges Incentives Program (DCIP)	- reduced DCIP program boundary within Central Area	- provides relief from <u>all or part</u> of the City's portion of development charge - relief is provided for up to a maximum of 1,500 square metres (sm) per site (or 16,146 sf), and to a maximum of 9,000 sm (or 96,875 sf) in any given year - the amount of relief provided is based on a scoring system tied to planning and urban design objectives - however, if an applicant meets the set-out requirements, they are eligible for at least 50% relief - the higher the project scores against the set of criteria (location, preferred type of development, high quality physical environment, community benefit and sustainability) the greater the additional 50% discount	- only major residential, office or mixed use development - only new construction or adaptive reuse - designated "Central Area Mixed Use", and "Medium High/High Density Residential" land use designations prescribed by the Brampton Central Area Secondary Plans (The Downtown Brampton Secondary Plan (SP 7) and Queen Street Corridor Secondary Plan (SP 36)) - for office application of 3-storeys or greater	- while \$25 million in relief has awarded across 10 projects over the last 11 years, only one is a complete office project (490 Bramalea Road) and one is an approved office application but not yet under-construction (Atlas Healthcare)
Building Improvement Loan / Grant Program	- reduced program area within Central Area (Downtown Brampton) for	- provides either a loan or grant to capital improvements for: <ul style="list-style-type: none">tenant "fit-up" of internal space and comprehensive improvements to building systems for the purposes of	- only in reduced downtown area	-

	properties from on Queen and Main, plus some eligible laneways	activating previously unused space or to make the buildings more attractive to potential lessors; <ul style="list-style-type: none"> ○ installation/upgrading of fire protection systems and structural repairs; ○ improvement to private patio space including appropriate fencing, lighting and landscaping; ○ screening of utilities and mechanical equipment; ○ entrance modifications to provide barrier-free access; ○ other improvements related to health and safety; and, ○ design fees for the preparation of drawings necessary to undertake the proposed works up to maximum of 10% of the grant amount. 		
Incentive Tool	Name: DC By-law 129-2019 Status: adopted June 17, 2019 Duration / Expiry: duration of by-law, subject to 5-year review			
	Geography	Description	Criteria / Requirements	KPIs
Major Office Exemption	- citywide	- buildings containing office uses <u>other than neighbourhood commercial office buildings and structures</u> which serve the general population in the immediate neighbourhood are exempt from payment of development charges	<ul style="list-style-type: none"> - applies to a building or structure that is freestanding with a total floor area of at least 50,000 sf - applies to project proposing a minimum of two storeys - does not contain any personal service facilities (medical health clinics, dental offices, optometrists and opticians' offices and aesthetic clinics) 	- no take up
City of Hamilton				
Chronology of Incentive Programs				
<ul style="list-style-type: none"> ▪ Originally implemented in 2002, the Downtown Hamilton CIP has been offering various financial incentives with limited success. By 2015, private sector investment began to pick up in the downtown, with several condominium apartment projects and other smaller scale commercial investments occurring. ▪ In 2015, 2017 and 2019, the City undertook a review of its CIP programs to determine if incentives were still a crucial element of development viability. ▪ As part of the City's development charge update, the 2017 review eventually concluded that while financial incentives are still a crucial element of development viability in Hamilton's downtown, they were becoming less necessary and could be reduced. <ul style="list-style-type: none"> ○ The 2019 review informed the final development charge rates and reductions were incorporated into the updated development charges by-law. ○ While incentives for market housing were scaled down, it was determined that office development still required a package of incentives. ▪ In addition to the Downtown CIP, Hamilton has also introduced the ERASE (Brownfield) CIP. While not specific to land use, programs available under this CIP may further support feasibility of office development where contemplated. The ERASE CIP programs include the: ERASE (Environmental Site Assessment II and III) Study Grant, Redvelopment Grant, Education Tax assistance, The Hamilton Downtown or West Harbourfront Remediation Loan program, municipal acquisition and partnership, and further development charge reductions. 				
Incentive Tool	Name: Downtown and Community Renewal CIP – Downtown, Ancaster Village, Binbrook, Dundas, Downtown Stoney Creek, Waterdown, Barton Village, Concession Street, Locke Street, Ottawa Street, Westdale, Mount Hope Airport Gateway, and various pre-defined Commercial Corridors Status: adopted May 11, 2016 Duration: reviewed and amended as appropriate			
	Geography	Description	Criteria / Requirements	KPIs

Hamilton Tax Increment Grant Program (TIEG)	<ul style="list-style-type: none"> - Downtown Hamilton, Community Downtowns, Mount Hope/Airport Gateway - BIAs - properties designated under the Ontario Heritage Act 	<ul style="list-style-type: none"> - begins at max. of 100% in year 1, - declines by 20% annually, and, - ends with a 20% grant in year 5. - The grant is assignable to a condominium unit owner 	<ul style="list-style-type: none"> - must provide plans, estimates, contracts and other details as may be required to satisfy the City of the cost of the project 	-
BIA Commercial Property Improvement Grant Program	<ul style="list-style-type: none"> - BIAs 	<ul style="list-style-type: none"> - provides financial assistance to commercial property owners and owner-authorized tenants 	<ul style="list-style-type: none"> - The existing use is in conformity with the current zoning by-law regulations 	-
Commercial Property Improvement Grant Program	<ul style="list-style-type: none"> - Downtown Hamilton - Community Downtowns - Mount Hope/Airport Gateway 	<ul style="list-style-type: none"> - provides grant to improve the physical appearance of properties, including façade improvements, and support property and business owners with limited (no more than 50% of available grant, up to \$5,000) for rehabilitation of interior space, and assist in creating a barrier-free and accessible environment - a maximum of \$3,000 grant is available for related permits and fees - grants are provided on a matching basis up to: <ul style="list-style-type: none"> o \$10,000 per property o \$12,500 for corner properties 	<ul style="list-style-type: none"> - only eligible for one grant every five years - applicant must be property owners or authorized tenants - a pre-inspection by the City Building Inspector is required 	-
Office Tenancy Assistance Program	<ul style="list-style-type: none"> - Downtown Hamilton, Community Downtowns, Mount Hope/Airport Gateway, Business Improvement Areas (BIAs) and some commercial corridors 	<ul style="list-style-type: none"> - Provided to help improve attractiveness and marketability and reduce vacancy - provides financial assistance to either building owners or tenants for eligible leasehold improvements to office buildings 	<ul style="list-style-type: none"> - office only 	-
Incentive Tool	Name: DC By-law 19-142 Status: by-law approved June 12, 2019, and DC deferral program effective January 22, 2020 Duration / Expiry: partial exemptions available for the duration of by-law, subject to 5-year review, and deferral program on first-come first-serve basis			
	Geography	Description	Criteria / Requirements	KPIs
Downtown CIPA Partial Exemption	<ul style="list-style-type: none"> - Downtown CIP project area 	<ul style="list-style-type: none"> - provides Class A office development within the boundaries of the Downtown CIP with a 70% DC discount for only the portion of development within prescribed height restrictions - development in excess of height restrictions is subject to full DC rate 	<ul style="list-style-type: none"> - Must be a minimum of 20,000 sf 	-
Partial Exemption	<ul style="list-style-type: none"> - Downtown CIP project area and BIAs 	<ul style="list-style-type: none"> - for any non-industrial development or office development, other than expansion, DCs are calculated by paying 	<ul style="list-style-type: none"> - must be minimum of 5,000 sf - Excludes medical clinic or any part of an industrial development 	

		<ul style="list-style-type: none"> ○ 50% of applicable DCs on the first 5,000 sf ○ 75% of applicable DCs in excess of 5,000 sf and under 10,000 sf ○ 100% on the amount exceeding 10,000 sf 		
DC Deferral Program	- citywide	<ul style="list-style-type: none"> - applicants can defer payment of City portion of the DCs for five-years - applicant request the amount to be deferred to the City 	<ul style="list-style-type: none"> - must be a minimum of \$50,000 levy - only non-residential, high density residential or mixed-use buildings can apply 	-

Halton Region

Chronology of Incentive Programs

- The Regional Municipality of Halton's (Halton Region) official plan (OP) contains policies that permit the Region to use CIPs as a tool to implement the policies of the ROP. The Region's approach is premised on providing grants to local municipalities in support of individual applications in their CIP programs (match funding), provided grants available from local municipalities support the policies of the Regions OP (e.g. intensification, brownfield and Greyfield redevelopment). The Region does not have a CIP per se.
- Since April 2010, the Town of Halton Hills identified the entirety of the Town of Halton Hills as a Community Improvement Project Area, and prepared a Comprehensive CIP and complementary incentive programs for eight sub-areas: Guelph Street; Downtown Georgetown; Georgetown Community Node; Downtown Acton; Agricultural/Rural Lands; the Georgetown Industrial Park; and, Acton Industrial Park. The CIP also has multiple Brownfield redevelopment incentives specific for Georgetown GO Station Lands, South Acton Special Study Area (the former Beardmore Tannery lands) and other Brownfield sites.
 - Programs activated for Brownfield sites include an: Environmental Site Assessment Grant, Brownfield Tax Assistance Program, Brownfield Redevelopment Grant, and Brownfield Development Charge Reduction.
 - The town wide CIP has been amended since to extend incentives with a Brownfield Parkland Dedication Program, and also allow consideration of some financial programs summarized below outside of eligible areas, on a case-by-case basis.
- While the Town of Oakville does not have a CIP specifically targeting the development of office, a Brownfield CIP was approved by Town Council on July 9, 2018 that focuses on encouraging development in multiple areas of the city, with the first priority being all designated Employment Areas, Major Transit Station Areas (MSTA) and Midtown Oakville, followed by all designated Nodes and Corridors, and lastly, the Rest of the Town's Urban Area.
 - Programs activated by the Brownfield CIP include: Environmental Study Grant (ESG), Tax (Cancellation) Assistance, and a TIEG program – the latter of which uses the priority area rank order to determine the percentage and length of grant, as well as other factors such as other project achievements (employment growth, design, sustainability).

Town of Halton Hills

Incentive Tool	Name: Comprehensive CIP – Georgetown Community Node (Guelph Street), Downtown Georgetown, Downtown Acton, Brownfield Sub-Areas, and Georgetown and Acton Industrial Park Sub-Areas Status: approved April 2010, amended November 2017 Duration/Expiry: CIP indicates suggests duration of 10 years for all programs			
	Geography	Description	Criteria / Requirements	KPIs
Municipal Leadership Program	- All areas	<ul style="list-style-type: none"> - provides pre-consultation meetings with applicants, reviewing and evaluating all CIP incentive program applications and supporting materials against program requirements, presenting recommendations to Council for consideration ○ made up of representatives from Planning and Development, Economic Development, Recreation and Parks, Transportation and Public Works, plus an 	<ul style="list-style-type: none"> - located in CIP project area - application must be submitted prior to any works or study related to the proposed development and issuance of a permit - must include plans, estimates, contracts, reports and other details with respect to costs and conformity with the CIP 	-

		assigned CIP administrator, which collectively make up the CIP Review Panel <ul style="list-style-type: none">the CIP Review Panel works with the Region with respect to match funding of financial incentives, including approvals and agreements	- declaration of other sources of government and/or non-profit organization funding	
Revitalization Grant Program	- Georgetown Community Node, Downtown Georgetown, Downtown Acton	- provides a grant equal to 80% of the municipal property tax increase created by the project for up to 10 years after project completion		-
Comprehensive Planning Grant Program		- provides for 50% of the cost of draft plans and professional urban design studies/drawings to a maximum of of \$7,500 per project		
Landscape Improvement Grant Program	- Georgetown and Acton Industrial Parks	- provides grant equal to 50% of the cost of eligible fencing, landscaping and screening of industrial properties to a maximum of \$12,500 per property		-
Town of Oakville				
Incentive Tool	Name: DC By-law 2018-001 Status: approved 27th day of February 2018 Duration/Expiry: duration of by-law, subject to five-year review			
	Geography	Description	Criteria / Requirements	KPIs
Caps on Coverage	- townwide	- where there is non-residential development, the development charge payable is calculated at 50% of the levy owed for the portion of the total floor area greater than 2.0 times the area of a lot	- must be non-residential use - must have a minimum FSI of 2.0 x the lot area, including separate lot if assembled for required parking	-
Waterloo Region				
Chronology of Incentive Programs				
<ul style="list-style-type: none">The Regional Municipality of Waterloo Official Plan allows for designation of Community Improvement Project Areas and adoption of Regional CIPs as it relates to infrastructure that is in the Region’s jurisdiction, as well as land and buildings within and adjacent to Existing or Planned Transit Corridors that have potential for higher density reurbanization, and also allows the Region to provide grants, loans or other assistance as Council deems appropriate in this area. While the Region identified the entire corporate boundary as the Community Project Area in its Official Plan, the Region has adopted a Region of Waterloo Reurbanization Community Improvement Plan that only applies to land in what is called the Central Transit Corridor (CTC). Generally following the corridor of existing (new) and future LRT service, the Region recognized there were several under-utilized properties within the CTC with potential for reurbanization but areas were often complicated by faulty arrangement and unsuitable buildings. Despite their availability for reurbanization, these individual properties may not be large enough to accommodate higher density buildings. The cost and time of preparing the land for redevelopment would likely be onerous to the development community, particularly when compared to greenfield land free of any complications. The RRCIP was adopted as of xxxxx, and sets out the guidelines for a Regional Reurbanization Facilitation Program (RRFP) to help increase the number of development ready sites and incent involvement of the development community in this process.While the RRCIP currently does not include provisions for financial incentives per se, the Regional Official Plan policies contain language that allow Council to provide match funding to financial incentives for the purpose of carrying out local municipal CIPs.Today, Cambridge, Kitchener and Waterloo all adopted CIPs.In addition to CIPs for respective downtowns, local municipalities have introduced a Tax Increment Grant (TIG) program to encourage brownfield clean up in partnership with the Region.<ul style="list-style-type: none">The TIG program generally provides a grant for remediation of brownfield sites, with payments made after remediation with the total grant based on all eligible costs, and payment provided over a 10 years period.				

<ul style="list-style-type: none"> ○ From 2009 to 2019, 20 projects across the Region have used incentives through regional development charge exemptions and TIGs. The majority (11) were in Kitchener, along with six in Cambridge, two in Waterloo and one in Woolwich Township. ▪ Repealed as of February 28th, 2019, the Region offered DC exemptions for projects in the downtown areas in Cambridge, Kitchener and Waterloo, with the City of Kitchener also waiving the City portion, however, this exemption has since expired. The Region currently offers a DC reduction for office uses in urban growth centres where such use is 20,000 sf or more. The region had previously Regional DC exemption for the downtown areas in Cambridge, Kitchener and Waterloo. 				
Regional Municipality of Waterloo				
Incentive Tool	Name: Region of Waterloo Reurbanization Community Improvement Plan (RRCIP) Status: Effective August 1, 2019 Duration/Expiry: duration of by-law, subject to five-year review			
	Geography	Description	Criteria / Requirements	KPIs
Regional Reurbanization Facilitation Program (RRFP)	- Central Transit Corridor (including regional growth centres)	<ul style="list-style-type: none"> - provides Regional Council with the authority to purchase key properties in the CTC with the intent to prepare them to a point where they become more attractive to the development community - for example, the program authorizes Regional Council to: purchase and hold lands; prepare lands (e.g. land assembly, site cleanup and associated studies, lot reconfiguration, planning preparations, demolition, clearing of land, grading, improvement to and construction of buildings, marketing and disposition of properties) 	<ul style="list-style-type: none"> - criteria for identifying sites generally compare the potential for urbanization vs obstacles to development - the RRCIP overlaps with local CIPs and works with area municipalities to identify sites and confirm to policy directions 	-
Incentive Tool	Name: Regional DC By-law 14-046 Status: Effective August 1, 2019 Duration/Expiry: duration of by-law, subject to five-year review			
	Geography	Description	Criteria / Requirements	KPIs
Regional Redevelopment Charge Allowance	- regionwide	<ul style="list-style-type: none"> - redevelopment allowances are given in recognition of the value of services previous provided to the site and are valid for up to 7 years from the date of issuance of a demolition permit may be entitled to a credit. - is only applied against regional DCs 	- not applicable to former residential uses and some former non-residential or mixed-use developments	-
Development Charge Reduction (Major Office)	- regional urban growth centres	- provides a 50% discount for the portion of an office building that is the third floor and above	<ul style="list-style-type: none"> - located in an urban growth centre - minimum of 3-storeys - proposed development is greater than 20,000 sf (excluding podium portion of building) - podium does not have residential uses - a minimum of 75% of GFA making up the office portion of the building is dedicated to office space and associated facilities (e.g. reception, meeting rooms) 	

City of Waterloo				
Incentive Tool	Name: Uptown Waterloo Status: approved in 2013 Duration/Expiry: programs to expire December 2020			
	Geography	Description	Criteria / Requirements	KPIs
Major Activity Grant	- Uptown Waterloo	- provides grant for large reurbanization projects that create new space for office employment - grant is equal to the portion or full amount of the property tax increase as the property is redevelopment and reassessed - 80% to 100% of the potential grant is provided based on achievement density, designation of heritage resources and achievement of LEED certification or other sustainable design and construction standards	- the project is over 5,000 sf	-
Minor Activity Grant		- provides grant for small reurbanization projects that create new office space for employment - a minimum of \$25.00 psf is offered to maximum of \$20,000 per project, where minimum requirements are met. Up to \$400 psf or \$50,000 per project is provided where there are there is a designated heritage resource and achieves LEED certification or similar	- for projects between 400 sf and 5,000 sf	-
Parking Exemption		- reduced parking standards for office expansions	- provided where developer is unable to provide the on-site parking as required by the city's zoning bylaw	-
Study Grant		- provides grant for professional urban design studies and drawings, heritage feasibility studies and assessments - provided as matched funding of up to \$3,000 per project	-	-
Fee Grant		- provides a grant to offset planning and development fees, up to \$10,000 per project	- for renovations and small expansions only	-
City of Kitchener				
Incentive Tool	Name: Downtown CIP Status: Adopted January 20, 1997, amended March 31, 2014 Duration/Expiry:			
	Geography	Description	Criteria / Requirements	KPIs
Startup Landing Pads program	- Downtown Kitchener	- helps start-up companies transition from accelerator programs, incubator facilities, and short-term lease space into more permanent locations - assists property owners and tenants with the financing of interior leasehold improvements and/or accessibility improvements - enables the city to repair, rehabilitate or improve buildings on land it holds or acquires, and to sell, lease or dispose of	- for 2 nd storey properties and above - the occupant, start-up company is endorsed by a program partner	-

		any such buildings and land for the purpose of establishing start-up landing pads;		
Niagara Region				
Chronology of Incentive Programs				
<ul style="list-style-type: none"> Starting adoption of Amendment 2 to the Regional Policy Plan in 2009, which first introduced the Niagara Economic Gateway, policies were put in place to for employment lands stating that the Region would work in partnership with the Province, local municipalities and economic development agencies to develop a comprehensive funding strategy to create an attractive investment climate through such measures improving appearance, infrastructure, and reducing the cost of servicing industrial lands and exploring opportunities for developing environmentally sustainable industrial buildings. The Niagara Gateway Economic Zone and Centre CIP was prepared as the main tool for the Region and local municipalities to achieve regional policy goals. In consultation with the five affected local municipalities (Fort Erie, Niagara Falls, Thorold, Welland, Port Colborne) and other key stakeholders, Niagara Region led and coordinated the preparation of this "Master Gateway CIP" for employment lands in the Gateway Economic Zone, with the Region endorsing the "Master Gateway Plan" and all local municipalities approving the final Economic Gateway CIP to provide the legislative basis and comprehensive policy framework for the provision of incentive programs. This approach has ensured consistency amongst municipalities, but still has allowed local municipalities to provide their own grants with partial funds from the Region. For example, a Tax Increment Based Grant (TIBG) program are established in the Master Gateway CIP and applies only to municipal property taxes - including the Regional portion, and the local portion and lower-tiers since each has opted to participate – plus the City of Niagara Falls provides additional financial incentives to TIBG approved projects (e.g. application fee rebates and study fee grants), as does the City of Welland (e.g. Planning Application Waivers). These complementary Economic Gateway CIPs are in addition to CIP for traditional downtown areas, providing other incentives to these targeted areas (e.g. capital improvement grants, site remediation and other improvements). The City of Welland has established a Downtown and Health and Wellness Cluster CIP to promote the revitalization of this area, and reinforce the Downtown as a mixed use, transit supportive area, and encourages uses in the Health and Wellness Cluster that strengthen Welland's health and wellness resources. The CIP includes a Public Realm Improvement Plan which identifies opportunities to improve the overall image and sense of community within the Project Area. Several financial incentive programs designed to stimulate private sector investment activity in the revitalization and redevelopment of the Project Area, notably including a development charge reduction of 75% to 100% of the city-portion depending on the number of Smart Growth Features achieved. 				
Regional Municipality of Niagara				
Incentive Tool	Name: The Niagara Gateway Economic Zone and Centre CIP Status: adopted February 2012 Duration/Expiry: effective 2015, no expiry provided			
	Geography	Description	Criteria / Requirements	KPIs
Tax Increment Based Grant Program (TIBG)	- entire CIP project area	<ul style="list-style-type: none"> provides an incremental tax rate rebate of a percentage of the post-project values for a period of 5 or 10 years period depending on the location of the project a rebate is provided for 5-years for project within the CIP project area but outside of strategic areas for investment or 10-years for strategic areas 	<ul style="list-style-type: none"> for projects proposing employment land uses and businesses in the targeted sectors identified in the Niagara Gateway Economic CIP retail and residential uses are not eligible if conversion to retail uses occurs prior to cessation of a grant payment, the amount remaining for payment is adjusted to reflect non-retail space remaining the applicant must submit a business plan 	- more than \$36 million in relief awarded between 2015 and 2017
Regional Development Charge Grant Program	- entire CIP project area	<ul style="list-style-type: none"> provides a grant to offset development charges related to the investment projects that score 14 points or more according evaluation criteria receive greater relief from Regional DCs, with payments capped at \$1.5 million 	-	

		<ul style="list-style-type: none"> - additional relief of up to \$1.5 million from regional development charges is provided for exceptional projects - exceptional projects achieve a higher standard with regard to economic performance and environmental design 		
City of Niagara Falls				
Incentive Tool	Name: Niagara Fall Gateway Economic Zone and Centre CIP Status: adopted November 2015 Duration/Expiry:			
	Geography	Description	Criteria / Requirements	KPIs
Municipal Employment Incentive Program (MEIP)	- entire CIP project area	<ul style="list-style-type: none"> - provides supplemental incentives to the TIBG local and regional rebate, including: Planning Application Fee Waivers, Building Permit Fee Rebates, Study Grants - Study Grants are based on 50/50 match funding up to a maximum of \$5000 per study or \$50,000 per applicant 	- received approval for the TIBG by the Region	-
City of Welland				
Incentive Tool	Name: City of Welland Gateway Economic Zone and Centre CIP Status: adopted February 2014 Duration/Expiry:			
	Geography	Description	Criteria / Requirements	KPIs
Planning Application Grant Program	- entire CIP project area	- provides supplemental incentives to the TIBG local and regional rebate in the form of Planning Application Fee Waivers	- received approval for the TIBG by the Region	-


Appendix B – Proforma



Hypothetical Office Proforma Example - Brampton with Surface Parking

Assumptions	Office 75k	Office 40k	NBLC makes every effort to ensure the data is correct but cannot guarantee its accuracy. NBLC assumes no responsibility for losses sustained as a result of implementing any recommendation provided in this analysis. The analysis is not to be used for any other purposes, or by any other party without the prior written authorization from N. Barry Lyon Consultants Limited.
Site and Project Statistics			
Site			
Site Area (ac)	3.26	1.96	<i>Estimate to accommodate all parking as surface</i>
Site Area (ha)	1.32	0.79	
Site Area (sf)	142,143	85,476	
Building			
Floorplate Size	12,500	13,333	
Number of Storeys	6	3	
Commercial			
Office Gross Constructible Floor Area (sq. ft.)	75,000	40,000	<i>per NBLC</i>
Office Gross Constructible Floor Area (sq. m.)	6,968	3,716	
Office Net to Gross Efficiency Ratio (%)	90%	90%	<i>per NBLC</i>
Office Net Leasable Area	67,500	36,000	
Floor Space Index	0.5	0.5	
Parking			
Non-Residential Parking Stall Ratio (per sq. m)	0.0333	0.0333	<i>per Brampton zoning</i>
Required Commercial Parking	232	124	
Area Required for Surface Parking (sf)	87,000	46,500	
Estimated Area per Stall (sq. ft.)	375	375	<i>Per NBLC</i>
Total Parking Area Required Underground (sq.ft.)	0	0	
Storeys of Below Grade Parking	0.00	0.00	

Revenues			
Office			
Gross Lease Rate (per sq. ft.)	\$33	\$33	Estimate
TMI (per sq. ft.)	\$10	\$10	Estimate
Cap Rate	6.00%	6.00%	CBRE Estimate for suburban class B office
Net Office Rent (psf)	\$23.00	\$23.00	Per NBLC
Office Vacancy Rate	10.0%	10.0%	Per NBLC
Revenue for parking (per space per month)	\$0	\$0	Per NBLC
Absorption			
% Leased prior/During Construction	30%	30%	Estimate
% Leased at Completion	70%	70%	Estimate
Costs			
Hard Construction Costs			
Surface Parking Construction Cost (per sq. ft.)	\$15	\$15	Per Altus Canadian Cost Guide 2020
Commercial Construction Cost (per sq. ft.)	\$230	\$230	Per Altus Canadian Cost Guide 2020 Class B
Below Grade Construction Cost (per sq. ft.)	\$125	\$125	Per Altus Canadian Cost Guide 2020
Servicing Connection Cost (lump sum)	\$50,000	\$50,000	Estimate
Landscaping & Hardscaping (per sq. ft.)	\$10	\$10	Estimate
Site Preparation/ Demolition (per sq. ft.)	\$10	\$10	Estimate
Contingency (% of total hard costs)	5%	5%	Estimate
Cost Inflator	3.0%	3.0%	Estimate
Soft Costs			
Commercial Cash-in-Lieu of Parkland Dedication (% land value at time of permit)	2%	2%	Per City of Brampton
Section 37 Fee	\$0	\$0	Estimate
City Office Development Charge (per sq. m.)	\$0	\$0	Per City of Brampton - inclusive of education, GO
Region Office Development Charge (per sq.m.)	\$0	\$0	Per Region of Peel
Building Permit Fee (per sq.m)	\$16	\$16	Per City of Brampton
Property Tax Rate	1.59%	1.59%	Office Building Excess Land Rate
Consultants (% of hard costs)	5%	5%	Estimate
Development Project Management (% total hard costs)	3%	3%	Estimate
Construction Management (% of total hard costs)	3%	3%	Estimate
General Legal & Administration(lump sum estimate)	\$50,000	\$50,000	Estimate
Planning Application Fees (lump sum estimate)	\$125,000	\$125,000	Estimate
Insurance (% of total hard costs)	1.0%	1.0%	Estimate
Marketing Cost (% of total revenue)	2.0%	2.0%	Estimate
Construction Loan Interest Rate	4.95%	4.95%	Estimate
Construction Loan to Cost	75%	75%	Estimate

Lender's Administrative Fee (% of total costs)	0.8%	0.8%	Estimate
HST Rate	0%	0%	Per CRA - HST is paid through rents, no deemed disposition
HST Rebate	\$0	\$0	N/A
Development Rates & Timing			
Profit Margin (% spread on cap rate)	0.75%	0.75%	Estimate
Discount Rate	6.00%	6.00%	Estimate
Years Prior to Land Sale	0.00	0.00	Assumption
Prelease Timeline (To 70%)	1.0	1.0	Estimate
Years to Begin Marketing (Planning Approval Time)	1.0	1.0	Estimate
Construction Period (years)	2.5	2.5	Estimate
Lease up Period/Stabilization (years)	1.5	1.5	Calculated
Occupancy Period beyond Construction (years)	0.0	0.0	Estimate
Completion Date	4.5	4.5	Calculated
Construction Loan Interest Cal Period	4.0	4.0	Calculated
Revenue & Cost Calculations			
	Office 75k	Office 40k	Notes:
Revenues			
Revenue from Commercial Space	\$27,806,493	\$14,830,130	At Stabilization
Revenue from Parking	\$0	\$0	
Total Development Revenue	\$27,806,493	\$14,830,130	
	\$371	\$371	
Costs			
Hard Costs			
Surface Parking Construction Cost	\$1,384,475	\$739,978	
Underground Parking Construction Cost	\$0	\$0	
Commercial Construction Cost	\$18,300,525	\$9,760,280	
Servicing Connection Cost	\$53,045	\$53,045	
Landscaping & Hardscaping	\$1,507,994	\$906,817	
Site Preparation/ Demolition	\$1,507,994	\$906,817	
Contingency	\$1,137,702	\$618,347	
Total Hard Cost	\$23,891,733	\$12,985,283	
Soft Costs			
Residential Cash-in-Lieu of Parkland Dedication Levy	\$163,157	\$98,113	Based on a \$2.5M per acre value
Section 37	\$0	\$0	
City Development Charges	\$0	\$0	
Region Development Charges	\$0	\$0	
Building Permit Fee	\$135,638	\$79,340	
Property Tax	\$355,092	\$213,531	Based on a \$1M per acre assessed value - tax paid during holding/construction
Planning Application Fees	\$132,613	\$132,613	
Consultants	\$1,194,587	\$649,264	
Development Project Management	\$716,752	\$389,559	
Construction Management	\$716,752	\$389,559	
General Legal	\$57,113	\$57,113	
Insurance	\$238,917	\$129,853	
Marketing Cost	\$556,130	\$296,603	
Construction Loan Financing Costs	\$2,234,718	\$1,223,831	including lender administration fee, including interest up to stabilization
HST	\$0	\$0	
HST Rebate	\$0	\$0	
Total Soft Cost	\$6,501,469	\$3,659,377	
Total Development Cost	\$30,393,203	\$16,644,661	
	\$405	\$416	
Land Budget			
	Office 75k	Office 40k	Notes:
Residual Land Value and Profit			
Total Residual Land Value and Profit (future\$)	(\$2,586,710)	(\$1,814,531)	
RLV and Profit PSF of GFA	(\$34)	(\$45)	
Total Residual Land Value and Profit (present\$)	(\$1,990,084)	(\$1,396,008)	
RLV and Profit PSF of GFA	(\$27)	(\$35)	

Immediate Implementation Recommendations				
Potential/Existing Incentives (Employment CIP)	City-wide	Strategic Areas	Cost of providing incentives for 75,000 sq ft (6,967 sq m) Office Building	Evaluation of the proposed incentives
<p>10-year TIEG, staggered to reduce by 10% each year</p> <ul style="list-style-type: none"> TIEG will refund the increase in municipal property taxes over a 10-year period. Offered as a grant covering the entire increase in year one, 90% in year two, and continue to decrease by 10% until it becomes extinguished. The approved applicant will be required to pay the applicable property tax each year and will be refunded through the grant structure discussed in bullet 2. <p>If a project is found to not follow any of the eligibility requirements after project completion, as determined through the annual occupancy report, the TIEG will be cancelled.</p>			<p>Site size – 3.84 acres Est. assessed value pre-development (\$0.5M/acre) - \$1,920,000</p> <p>Est. assesses value post-development (\$5M/acre) - \$19,200,000</p> <p>Office tax rate for new construction: 0.56% City</p> <p>Pre-development tax: City \$10,775;</p> <p>Post-development tax: City \$107,754 Difference in value; City \$96,979</p> <p>First year of the program – full rebate: City \$96,979 Year 2 (90% rebate) City \$87,281 Year 3 (80% rebate) City \$77,583 to Year 10 (10% rebate)</p> <p>TOTAL TIEG City value (not including inflation) \$533,383</p>	Preferred option to start-up the city-wide CIP.

<p>Region of Peel potentially offering matching grants through this CIP – TIEG under review</p>			<p>Site size – 3.84 acres Est. assessed value pre-development (\$0.5M/acre) - \$1,920,000</p> <p>Est. assessed value post-development (\$5M/acre) - \$19,200,000</p> <p>Office tax rate for new construction: Region 0.48%</p> <p>Pre-development tax: Region \$9,156</p> <p>Post-development tax: Region \$91,557 Difference in value; Region \$82,401</p> <p>First year of the program – full rebate: Region \$82,401 Year 2 (90% rebate) Region \$74,161 Year 3 (80% rebate) Region \$65,921 to Year 10 (10% rebate)</p> <p>Total TIEG Regional value (not including inflation) \$453,205</p>	<p>Regional staff moving forward with recommending a TIEG for Regional portion of taxes to assist the local municipalities – report to Regional Council in Q2 2021.</p>
<p>Expedited planning review – the City provides a dedicated staff team to meet with the applicant, its tenant(s) and/or its consultants to ensure that the project is delivered as expeditiously as possible.</p>			<p>No immediate budget costs associated with this item.</p>	<p>Initiated as part of the 2021 work plan of the Renewal Steering Committee's review and will explore other models of expediting reviews. Intended to apply to all</p>

However, approval through the CIP does not guarantee planning application approval.				projects that have Term of Council priority or city-wide significance - outside the scope of the city-wide CIP.
Future Implementation Considerations				
Potential/Existing Incentives (Employment CIP)	City-wide	Strategic Areas	Cost of providing incentives for 75,000 sq ft (6,967 sq m) Office Building	Evaluation of the proposed incentives
Development charge grant for office buildings above 25,000 square feet and other eligible sectors (Innovation & Tech, Advanced Manufacturing, Medtech, lab space, R&D). Potential enhancements to the existing DC Exemption By-Law: <ul style="list-style-type: none"> Allowing an office component to be included in a mixed-use project 	✓		<i>City's DC portion: (\$119.05/sq m)</i> <u>Additional scenarios</u> 25,000 sq ft (2323 sq m) \$276,553.15 50,000 sq ft (4645 sq m) \$555,077.50	Enhance the existing program
Existing DC Exemption By-Law			<i>City's DC portion: (\$119.05 per sq m)</i> \$829,421 TOTAL \$829,421	Utilize the existing program
Capital grant to offset underground parking costs. <ul style="list-style-type: none"> For projects pursuing underground parking, a capital grant of \$25,000 per parking space can be requested. 		✓	1 space per 30 sq m Building size – 6,967 sq m Req'd Parking – 233 spaces 70% underground 163 spaces	A Municipal Parking Strategy (MPS) has been initiated to address the integration of land use and transportation policies, prioritize active transportation and non-auto modes, incorporate the Vision Zero framework, as well as

Appendix 2 Incentive Summary Table – NBLC's Employment Study for a City-wide Office Employment CIP (dated Nov 2020)

<ul style="list-style-type: none"> Grant will only be made available in locations the City determines underground parking is a desirable outcome and where more cost-effective solutions (surface, podium parking) is not possible. An alternate approach to an underground parking grant program would be a City Parking Partnership Program (i.e. City would partner with developers to identified the desirable approach to financing the parking) 			<p>Cost per stall between \$50,000 to \$100,000</p> <p>\$15,000 per space grant - \$2,446,500</p> <p>\$25,000 per space grant - \$4,077,500</p>	<p>address minimum maintenance standards, and efficient management of parking resources, finances and operations.</p> <p>Completion of Municipal Parking Strategy - Q4 2022</p>
<p>Development application and building permit fee grant – a grant to offset 100% of the costs associated with a rezoning and site plan application will be offered, in addition to a grant covering building permit fees.</p>		✓	<p><u>Rezoning Costs:</u> (City \$20,585; Region \$12,000) \$32,585</p> <p><u>Site Plan Costs:</u> (City \$15,416; Region \$1,000) \$16,416</p> <p><u>Building Permit Fee:</u> (\$16.65 per sq m) \$116,001</p> <p>TOTAL \$165,002</p>	<p>Will need to be reviewed as part of the Renewal Steering Committee's work - not being considered as part of the 2021 work plan.</p>
<p>Cash-in-lieu of parkland grant – a grant to offset 100% of the costs associated with cash-in-lieu of parkland requirements.</p>		✓	<p>Estimated assessed value per acre \$5,000,000 Site size: 3.84 acre Est. assessed value \$19,200,000</p> <p>CIL Payment - (based on 2% of the "net area of the lands" to be developed as commercial – office; and annual CIL rate of \$1,900,000 /</p>	<p>The Alternative Parkland Rate Methodology Study is currently underway and will inform the Parkland By-Law update that is expected to be completed in 2022, conforming to the Provincial deadline.</p> <p>Urban Parkland Provisional Study to be initiated in Q2</p>

Appendix 2 Incentive Summary Table – NBLC's Employment Study for a City-wide Office Employment CIP (dated Nov 2020)

			<p>acre for commercial land use (2021)) – under Draft Plans of Subdivision.</p> <p>CIL Payment - \$145,920 (depends on the scenarios noted below)</p> <p>Note: (I) CIL rate - land values are used <u>only</u> for the purposes of calculating CIL requirements on draft plans of subdivision where both parkland and cash-in-lieu is being collected. Pursuant to Section 51.1 and 53 of the Planning Act.</p> <p>(II) In instances where no parkland is being conveyed and parkland dedication requirements on subdivisions are being satisfied exclusively through the payment of CIL (pursuant to Section 42 of the Planning Act), calculations are carried out by Realty Services. These requirements include site-specific land valuations.</p> <p>(III) CIL-payable calculated on non-subdivision, or stand-alone (i.e. site plan) development applications are dealt with separately by Realty Services. CIL requirements for these forms of development continue to be calculated with the benefit of a site – specific appraisal in accordance with the provisions of the by-law.</p>	<p>2021 and targeted for completion Q4 2021/Q1 2022.</p>
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Appendix 4 - Financial Considerations of NBLC's Recommendations

NBLC Recommended CIP Incentivization Tools	Cost of Financial Incentives				Potential Sources of Financing:
	City		Region	Total	
	Annual \$	Tax Equivalent			
Development Charge Grant	\$ 829,421	0.17%	\$ 1,613,975	\$ 2,443,396	Strategic Reserves (CIF and Legacy Fund)
Development Application and Building Permit Grant	\$ 152,002	0.03%	\$ 13,000	\$ 165,002	Building Rate Stabilization Fund
CIL Parkland Grant	\$ 384,000	0.08%	\$ -	\$ 384,000	Strategic Reserves (CIF and Legacy Fund)
Capital Parking Grant	\$ 4,077,500	0.83%	\$ -	\$ 4,077,500	Strategic Reserves (CIF and Legacy Fund)
Tax Increment Equivalent Grant (TIEG)	\$ 533,383	0.11%	\$ 453,205	\$ 986,588	Strategic Reserves (CIF and Legacy Fund)
Total	\$ 5,976,306	1.2%	\$ 2,080,180	\$ 8,056,486	
1% Tax Equivalent	\$4,883,581				

Reserves	Original Balance	Commitments	Current Balance
Legacy Fund ⁽¹⁾	100,000,000	57,300,000	42,700,000
Community Investment Fund ⁽²⁾	100,000,000	49,725,000	50,275,000
Building Rate Stabilization	39,931,515		39,931,515
Total Reserve Balances	239,931,515	\$ 107,025,000	\$ 132,906,515

(1) Legacy Fund has commitments of \$7.3 M for Algoma University Expansion, \$4 M for Cybersecure Catalyst and \$ 46 M pending commitment with Ryerson University

(2) Community Investment Fund Commitments account for internal loans against the CIF (foregone as per the 2021 Budget) and loans to be repaid from Development Charges

Date: 2021-03-16

Subject: **Implementation of the Active Transportation Master Plan – Annual Report (All Wards)**

Contact: **Henrik Zbogar**

Report Number: Planning, Bld & Ec Dev-2021-369

Recommendations:

THAT the report from Nelson Cadete, Project Manager, Active Transportation, Transportation Planning, dated March 3, 2021, to the Committee of Council meeting of March 31, 2021, re: **Implementation of the Active Transportation Master Plan – 2020/2021 Annual Report (All Wards) HF.x** be received.

2020/2021 Active Transportation Implementation

Annual Report

Committee of Council

Wednesday, March 31, 2020



Developing
a Walking
and Cycling
Culture

Designing
for Safety
and
Comfort

LET'S CONNECT
ACTIVE
TRANSPORTATION
MASTER PLAN

Connecting
the Network

Providing
Year-
Round
Mobility

STREETS
FOR
PEOPLE

Bike
Lane



BRAMPTON IS A **HEALTHY AND SAFE** CITY

Active Transportation Master Plan



2020

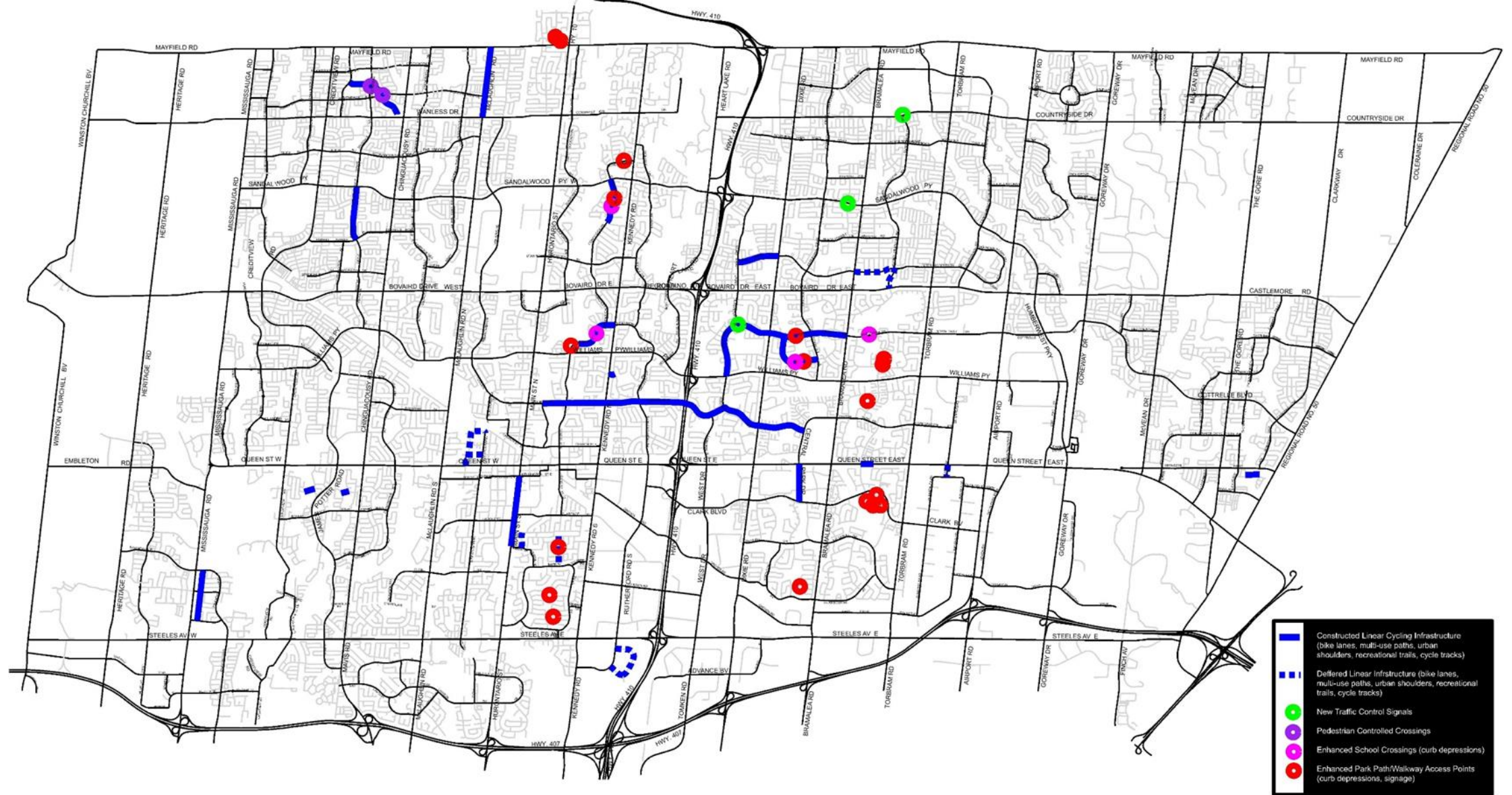
- 19.7 km of linear cycling infrastructure (bike lanes, urban shoulders, multi-use paths and recreational trails/paths)
- enhancements to four school crossings
- curb depressions at 17 locations
- two new pedestrian crossings
- three new bicycle and pedestrian friendly traffic control signals



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2020 ATMP Implementation





DEPT./DIVISION	PROJECT TITLE	2021	2022	2023
PWE/Road Maintenance, Ops. & Fleet	Active Transportation	\$1M	\$1M	\$1M
	Controlled PXO	\$100K	\$100K	\$100K
	Traffic Calming	\$29K	\$87K	-
	Traffic Signal Modernization	\$320K	\$240K	\$240K
	New Traffic Signalization	\$1M	\$750K	\$750K
PWE/Capital Works	Pedestrian Bridge Repairs	\$1.265M	\$1.3M	\$1.3M
	Goreway Drive Widening (Humberwest to Castlemore)	-	\$250K	-
	Intermodal Drive Widening	-	-	\$150K
	Road Resurfacing	\$200K	\$200K	\$200K
	Sidewalks	\$1.0M	\$600K	\$600K
	Torbram Road Widening (Queen to Steeles)	-	-	\$1.2M
	Williams Parkway (Kennedy to North Park Dr)	-	\$2M	-
PB&ED/Trans. Plan.	Data Analytics – Bike/Pedestrian Counters	\$25K	\$25K	\$25
TOTAL		\$4.939M	\$6.552	\$5.565M

2021

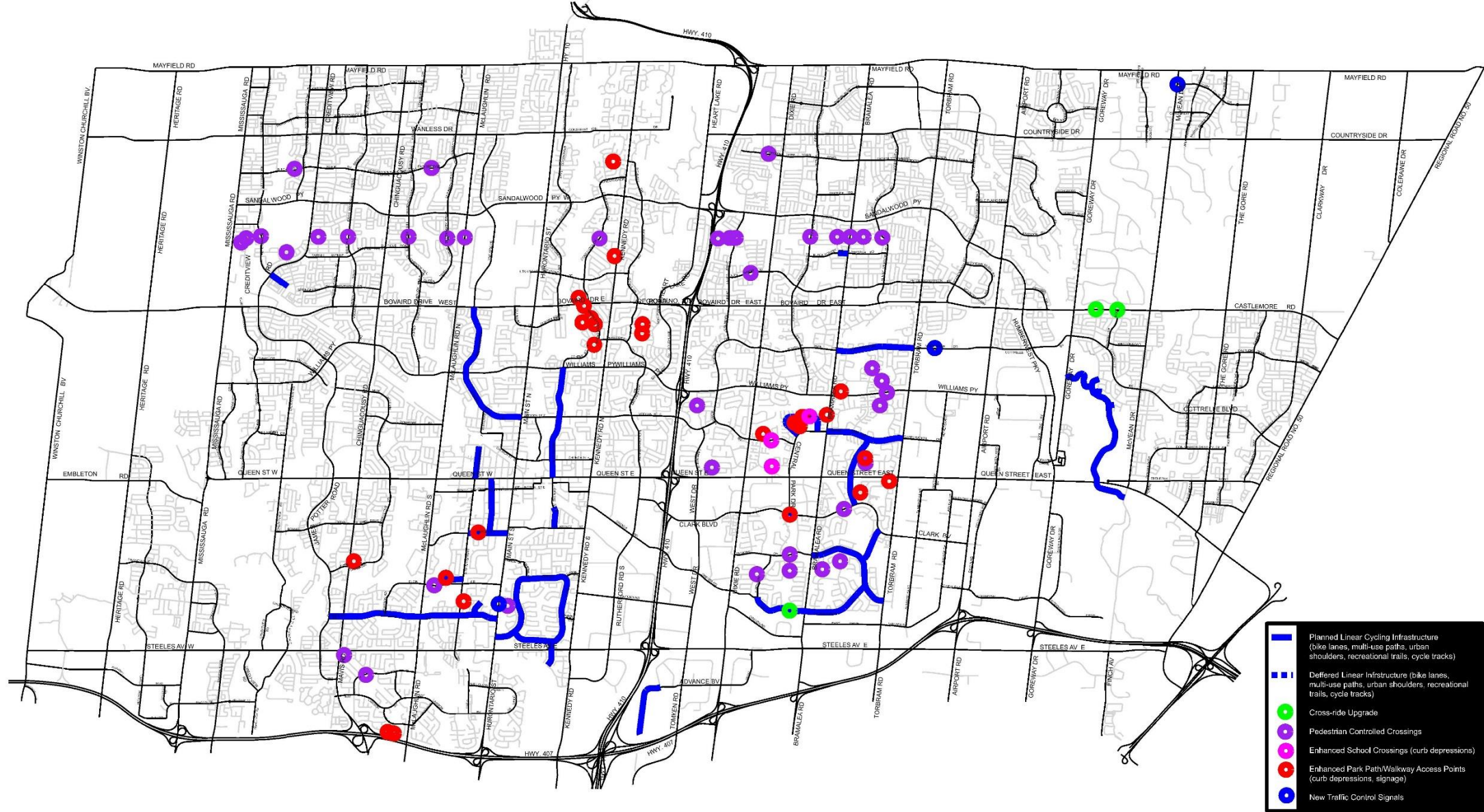
- a 2021 budget allocation of close to \$5M
- total of 29.3 km of linear cycling infrastructure (bike lanes, urban shoulders, multi-use paths and recreational trails/paths)
- enhancements to one school crossing
- curb depressions at 25 locations
- 41 new pedestrian crossings
- three new traffic control signals
- bicycle friendly signalized bike crossings at 2 intersections



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2021 ATMP Implementation Program





BRAMPTON IS A HEALTHY AND SAFE CITY

Connecting the Network - 2021 AT implementation - Map



BIKE LANES



The City of Brampton is making it easier for cyclists to get around safely. Bicycle lanes are reserved for people on bikes and are typically marked by a solid white line and a bicycle symbol.

Here are some safety reminders:

Bicycle Lanes at Intersections

Bike Box



Certain intersections in Brampton have green "bike boxes," which allow cyclists to proceed ahead of vehicles at traffic signals.

Bike Lanes and Transit Stops



If you are driving a vehicle, you may sometimes need to enter or cross a bicycle lane to turn right at an intersection or driveway. Take extra care when you do this.

- For bike lanes that have a solid line extending to the intersection, vehicles are not allowed to enter the bike lane and drivers must yield to cyclists before they can complete their right turn.
- For bike lanes that have a dashed line leading to the intersection, drivers are allowed to enter the bike lane when it is safe and clear of cyclists.

Buses are allowed to stop in a bike lane briefly at transit stops.

When riding in a bike lane approaching a stopped bus that is loading and/or unloading passengers, you must yield right-of-way to the bus. Do not attempt to pass the bus on its right hand side until it has completely cleared the bike lane.

SHARE THE ROAD. STAY SAFE

BRAMPTON IS A **HEALTHY AND SAFE** CITY



1-811 f t o o
brampton.ca/cycling



EAST WEST CYCLING CORRIDOR



1-811 f t o o

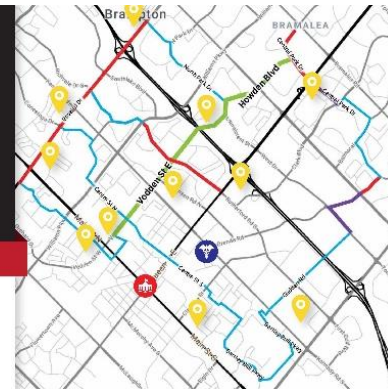
brampton.ca/cycling



COVID-19 BIKE NETWORK

- Interim Bike Lane
- Existing Bike Lane or Path
- Two Lane Road
- Four Lane Road
- Goody's Pharmacy
- City Hall
- Pier Memorial Centre

COVID-19 ALERT



We are building STREETS FOR PEOPLE

Interim Bike Lane

COVID-19 ALERT

MAINTAIN PHYSICAL DISTANCE
2 metres or 6 feet.

brampton.ca/covid19



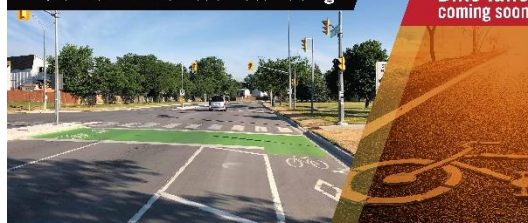
BRAMPTON IS A SAFE AND HEALTHY CITY



We are building STREETS FOR PEOPLE

North Park Drive Road Resurfacing

Bike lane coming soon



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www.brampton.ca/roadworks



TRAIL USER SAFETY



CYCLISTS



Pass to the left



Keep speed low



Be careful around children and groups



Be courteous
Ring bell or yell

PEDESTRIANS



Do not block the path

Watch for other users



Stay to the right of path



Dogs must be on a leash

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STREETS FOR PEOPLE

Bike Lane



BRAMPTON IS A HEALTHY AND SAFE CITY

Developing a Walking and Cycling Culture (2020/2021)



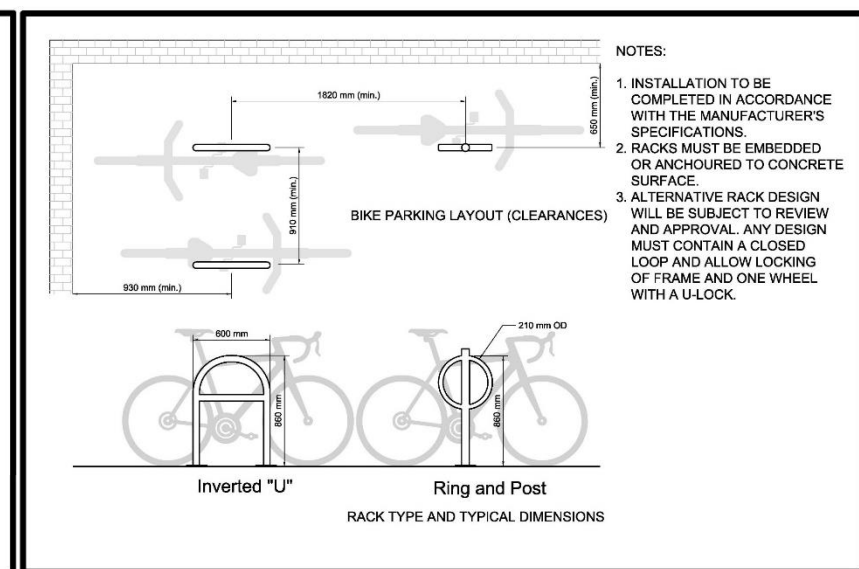
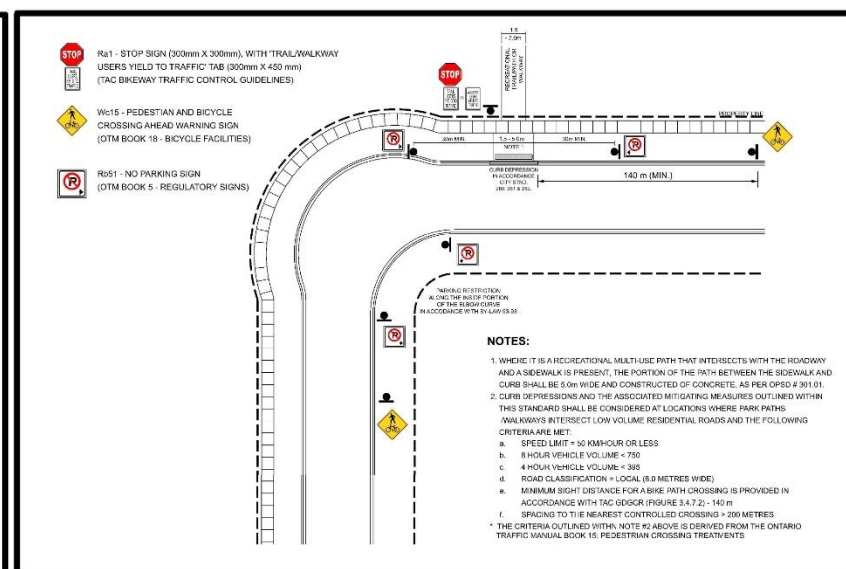
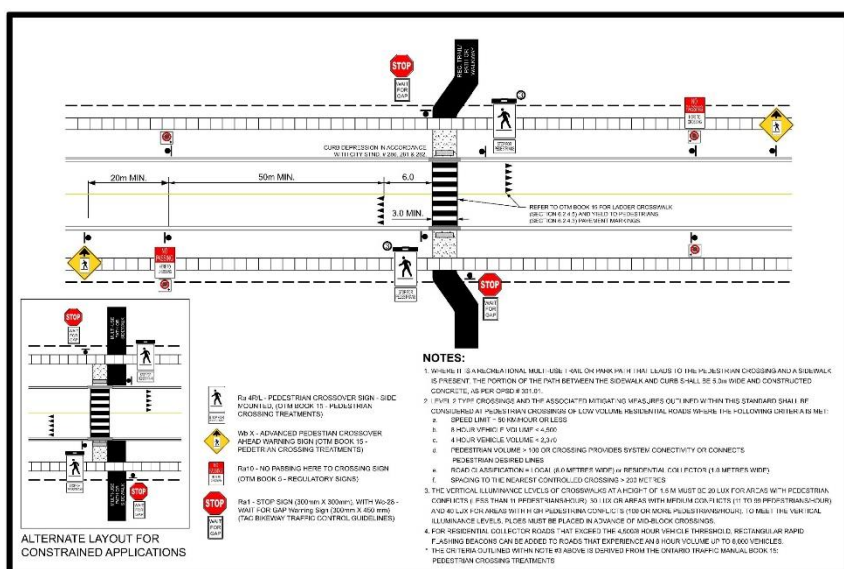
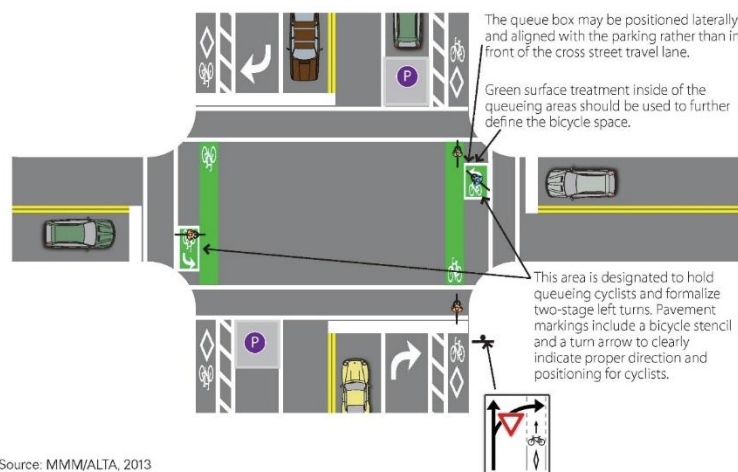


Figure 4.65 – Two-Stage Left Turn Queue Box With Parking Lane Adjacent to Buffered Bicycle Lane

(See Table 4.4. As an option, directional arrows may be applied within the bicycle lane, and right turns on red from the cross street may be restricted. For cases not involving a parking lane, refer to Figure 4.37)



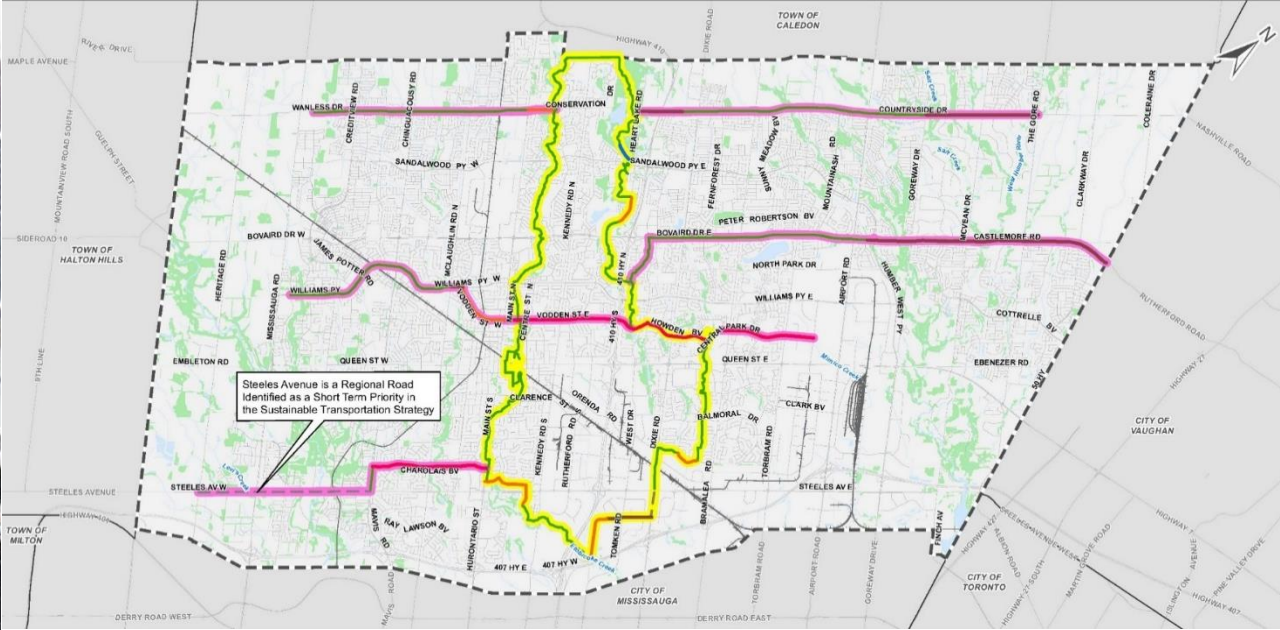
Source: MMM/ALTA, 2013



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Designing for Safety and Comfort (2020/2021)





**PUBLIC WORKS
AND ENGINEERING**

**Sidewalk and Walkway Routes
2020/2021**

West Brampton
Sandalwood Parkway Service Complex



**Parks Maintenance
& Forestry**

**Winter Maintenance
Recreational Trails**

NOV 2020

Legend

- CROSSWALK LOCATIONS
- MID-BLOCK CROSSINGS
- POINT
- ATTENTION ISLAND AREAS
- PRIMARY SIDEWALK/WALKWAY
- SECONDARY SIDEWALK/WALKWAY
- ATTENTION SMALL AREAS

**A207
SW/WALKWAY
2020 - 2021**
Page 2 of 2
Date: 2020/10/28



BRAMPTON IS A HEALTHY AND SAFE CITY

Providing Year-Round Mobility (2020/2021)





RIDE A BIKE. DISCOVER YOUR CITY.

brampton.ca/cycling



Date: 2021-03-03

Subject: **Active Transportation Master Plan**

Secondary Title: Implementation of Active Transportation Master Plan – 2020/2021 Annual Report (All Wards) HF.x

Contact: Nelson Cadete, Project Manager, Active Transportation, Planning, Building and Economic Development Department

Report Number: Planning, Building and Economic Development-2021-070

Recommendations:

THAT the report from Nelson Cadete, Project Manager, Active Transportation, Transportation Planning, dated March 3, 2021, to the Committee of Council meeting of March 31, 2021, re: **Implementation of Active Transportation Master Plan – 2020/2021 Annual Report (All Wards) HF.x** be received.

Overview:

- **This is the inaugural annual report of Active Transportation Master Plan (ATMP) summarizing the scope of active transportation elements implemented in the ATMP's first year, and outlining the proposed program for 2021.**
- **The intent of the annual report is to measure the successes of the ATMP and provide an opportunity to advise Council and the community of changes coming to City road and trail/path networks prior to the beginning of the construction season.**
- **In 2020, the City implemented:**
 - **19.7 km of linear cycling infrastructure (bike lanes, urban shoulders, multi-use paths and recreational trails/paths);**
 - **enhancements (curb depressions, etc.) to four school crossings;**
 - **curb depressions at 17 locations;**
 - **two new pedestrian crossings; and,**
 - **three new bicycle- and pedestrian-friendly traffic control signals.**
- **The proposed 2021 ATMP Implementation Program, includes:**

- a 2021 budget allocation of close to \$5M;
- total of 29.3 km of linear cycling infrastructure (bike lanes, urban shoulders, multi-use paths and recreational trails/paths);
- enhancements (curb depressions, etc.) to one school crossing;
- curb depressions at 25 locations;
- 41 new pedestrian crossings;
- three new traffic control signals; and,
- bicycle friendly signalized bike crossings at two intersections.
- To complement the proposed infrastructure, in 2021, staff will be working on the following programs, policy and design standards:
 - a standard for the uniform and consistent use of green paint at conflict points along cycling facilities throughout the City;
 - a standard for bike racks;
 - a ‘streets for people’ education campaign;
 - a communication strategy relating to parking in designated bike lanes; and,
 - with Brampton Cycling Advisory Committee, assess the winter maintenance best practices and service levels thresholds within the ATMP to determine the impact to operating budgets, equipment needs and resources.

BACKGROUND:

The Active Transportation Master Plan (ATMP) provides the implementation framework for network plans, policies and programs that support the 2040 Vision of “*a mosaic of safe, integrated transportation choices and new modes, contributing to civic sustainability, and emphasizing walking, cycling and transit.*” The ATMP states that “through developing an integrated, attractive, and accessible system of sidewalks, cycling facilities and trails, Brampton will be a livable city where all members of the community can safely and conveniently access places, goods and services and connect to transit using active modes of transportation.”

The ATMP recommends a comprehensive future cycling network that incorporates a variety of facility types such as signed routes, bike lanes, buffered bike lanes, protected bike lanes, cycle tracks and multi-use paths (located within road allowance) and recreational trails (located within parks and valley lands).

The network elements of the ATMP implementation strategy are delivered in partnership between Planning, Building & Economic Development, Public Works & Engineering and

Community Services Departments, as a part of capital improvement projects, new development applications and maintenance programs. Since many of these projects have significant design timelines before actual construction can begin, decisions on which elements of the ATMP are constructed are determined well ahead of implementation. Careful monitoring of design progress and being mindful of changes to active transportation strategies help to ensure the scope of work is finalized prior to implementation (and avoiding costly change orders once projects have been tendered or are in construction).

This report is the ATMP's first annual report to be delivered in the first quarter of each year, summarizing the scope of active transportation elements implemented in the ATMP's first year (2020), and outlining the proposed program for 2021. The intent is to measure the successes of the ATMP and provide an opportunity to advise Council and the community of changes coming to City roads prior to the beginning of construction.

CURRENT SITUATION:

Consistent with the ATMP, this annual report has been organized into the following four strategic themes:

1. Connecting the network
2. Designing for safety and comfort
3. Providing year-round mobility
4. Developing a walking and cycling culture

1. Connecting the network

Enhancing and connecting the active transportation network in order to support an increase in walking and cycling is a critical focus for the Active Transportation Master Plan.

2020 Program

The 2020 Active Transportation Implementation program included:

- 19.7 km of linear cycling infrastructure (bike lanes, urban shoulders, multi-use paths and recreational trails/paths);
- Four enhanced school-crossing locations (curb depressions, etc.);
- New curb depressions at 17 locations;
- Two new pedestrian cross-overs; and,
- Three new traffic control signals (including bicycle detection and bicycle crossings – “crossrides” – where appropriate).

Appendix A: 2020 AT Implementation Map depicts the AT infrastructure that was included within the 2020 ATMP Implementation Program.

Appendix B: New Cycling Facilities - 2020 provides a detailed summary of the following bike lanes, multi-use paths, recreational trails/paths and urban shoulders included within the 2020 ATMP Implementation Program. Due to delays in construction, some of the projects listed below (marked with an asterisk *) have been deferred to 2021.

- Vodden Street – Ken Whillans Drive to Howden Boulevard (Ward 1)
- Howden Boulevard – Vodden Street to Central Park Drive (Ward 1,7)
- McLaughlin Road – Wanless Drive to Mayfield Road (Ward 2,6)
- North Park Drive –Bramalea Road to Williams Parkway (Ward 7)
- Central Park Drive – Queen Street to Clark Boulevard (Ward 7)
- Main Street S – Wellington Street to the Etobicoke Creek (Ward 3)
- Conestoga Road – Kennedy Road to Ruth Avenue (Ward 2)
- Centre Street - Williams Parkway to Kennedy Road (Ward 1)
- Brisdale Drive – Fairhill Avenue to Sandalwood Parkway (Ward 6)
- Maitland Street – North Park Drive to MacKay Street (Ward 7) *
- Nelson Street – Haggert St to McMurphy Avenue (Ward 1) *
- Haggert Avenue – Queen Street West to Railroad Street (Ward 1) *
- Railroad Street – Haggert Avenue to Railroad Street (Ward 1) *
- Biscayne Crescent – First Gulf Boulevard - N&S Intersection (Ward 3) *
- Meadowland Gate – Nanwood Drive to Eldomar Avenue (Ward 3) *
- Harper Road – Bartley Bull Parkway and Cornwall Road (Ward 3) *
- Guru Nanak Street – Great Lake Drive and Dixie Road (Ward 9)
- Sky Harbour Drive – Financial Drive and Olivia Marie Road (Ward 4)
- Queen Street East – Glenvale Drive to Don Doan Recreational Trail (Ward 8)
- Dawson Valley Park Path (Ward 4)
- Heatherglen – Allegro Park Path (Ward 4)
- Davinfield Valley Park Path (Ward 8)
- Mount Pleasant Block 51-2 Park Path (Ward 6)

East - West Cycling Corridor (Vodden Street Bike Lanes)

The detailed design for a project to implement protected bike lanes along the following 7km corridor is nearing completion:

- Vodden Street, extending from Isabella Street to Howden Boulevard;
- Howden Boulevard, from Williams Parkway to Central Park Drive; and
- Hanover Road, between Howden Boulevard and Central Park Drive.

In 2020, Council directed staff to fast-track the implementation of temporary bike lanes during the Covid-19 pandemic to provide an alternative cycling option to overcrowded recreational trails, and an alternate way for people to access essential amenities. The initial roll out involved the use of construction barrels to delineate the temporary lanes. Given the continuation of the pandemic situation and continuing refinement of the ultimate design, the construction barrels were replaced with a more “permanent” measure to continue the interim condition (in advance of an ultimate design being finalized). The design and tender process for the East-West Cycling Corridor permanent design will take a few more months to complete. Painting these lanes in the interim moves us closer to the final design while saving costs, as the construction barrels were leased on a monthly basis.

Appendix C: ‘Fix-it’ Enhancements - 2020 summarizes the locations where upgrades/enhancements (curb cuts, crossings, etc.) were implemented to ensure a uniform level of quality across the cycling and trails network.

2021 Program

The approved 2021 Capital Budget includes approximately \$4.9M for Active Transportation infrastructure improvements. A breakdown of the \$4.9M budget allocation is provided in Table 1:

Table 1: 2021 AT Implementation Program Budget

Dept./Div.	Project	2021	2022	2023
PWE/Road Maintenance, Ops. & Fleet	Active Transportation	\$1M	\$1M	\$1M
	Controlled Pedestrian Crossover	\$100K	\$100K	\$100K
	Traffic Calming	\$29K	\$87K	-
	Traffic Signal Modernization	\$320K	\$240K	\$240K
	New Traffic Signalization	\$1M	\$750K	\$750K
PWE/Capital Works	Pedestrian Bridge Repairs	\$1.265M	\$1.3M	\$1.3M
	Goreway Drive Widening (Humberwest to north of Yorkland)	-	\$250K	-
	Intermodal Drive Widening	-	-	\$150K
	Road Resurfacing	\$200K	\$200K	\$200K
	Sidewalks	\$1.0M	\$600K	\$600K
	Torbram Road Widening (Queen to Steeles)	-	-	\$1.2M
	Williams Parkway (Kennedy to North Park)	-	\$2M	-

PB&E/Transp Planning	Data Analytics – Bike/Pedestrian Counters	\$25K	\$25K	\$25K
TOTAL		\$4.9M	\$6.6M	\$5.6M

The ATMP “Fix-it” Program is an implementation tactic that focuses on enhancing the existing network by completing critical gaps with proper pedestrian and/or cycling crossings. *Appendix D: 2021 “Fix-it” Locations* summarizes a list of 37 locations where recreational trail or major park paths intersect with existing roadways and proper crossings will be implemented in 2021 (pedestrian crossings, signalized crossings or uncontrolled crossings).

One of the key implementation strategies outlined in the Active Transportation Master Plan (ATMP) is to incorporate cycling and walking infrastructure into planned construction opportunities (i.e., capital road projects, road resurfacing program).

Appendix E: 2021 Planned Linear Facilities – Construction Opportunities provides a detailed summary of the bike lanes, urban shoulders and shared roadways to be implemented through the 2021 annual road resurfacing program, and other maintenance and/or capital construction projects. The roads where these facilities are being evaluated is as follows:

- McMurchy Avenue – Railroad Street to Queen Street (Ward 1)
- Centre Street – Clarence Street to Haslemere Avenue (Ward 3)
- Mill Street – Charolais Boulevard to Edwin Drive (Ward 3)
- Mill Street – Harold Street to Queen Street (Ward 3)
- Parkend Avenue – McMurchy Avenue to End of the road (Ward 3)
- Harold Street – Main Street to 340 m West of McMurchy Avenue (Ward 3)
- Hilldale Crescent – Central Park Drive to Central Park Drive (Ward 7)
- Black Forest Drive – Bramalea Road to Sprucelands Avenue (Ward 9)
- Clarence Street – Rutherford Road to Kennedy Road (Ward 3)
- Bramalea Road – Steeles Avenue to Avondale Boulevard (Ward 7)

Implementation of active transportation infrastructure through planned construction projects is the most cost-effective approach to build the active transportation network. It is important to note the type of work and scope of planned projects will dictate the type of cycling facility that can be implemented. For example, major road reconstruction projects allow for cycling infrastructure to be incorporated into a roadway design whereas road resurfacing is a maintenance activity intended to extend the life cycle of the road without major changes to road geometrics. Therefore, potential cycling facility types are limited to what can be accommodated within the scope of a road resurfacing program (replacement of asphalt road surface, roadway painting and minor repairs/replacement of curbs/sidewalks).

City staff presented the draft 2021 Road Resurfacing Program to the Brampton Cycling Advisory Committee for its input in December 2020, and again in January 2021, once the program was finalized. Based on input from the Advisory Committee and assessment by staff, cycling infrastructure as part of the 2021 Road Resurfacing Program is being addressed as follows:

- Existing traffic conditions (road classification/vehicle volume/speed/truck traffic) along Clarence Street and Bramalea Road suggest that the appropriate facility type would require changes to the roadway that extend beyond the scope of the road resurfacing projects.
- Mill Street, Parkend Avenue and Centre Street (south of Clarence Street) are candidates for cycling infrastructure; however they are too narrow (8.0 m pavement width) to accommodate a bike lane or urban shoulder. City staff will be introducing the use of signage and “sharrows” or “super-sharrows” (see Figure 1) along these roadways to identify them as cycling routes and provide wayfinding along their respective corridors.
- Staff will be communicating to residents along McMurchy Avenue, Harold Street, Hilldale Crescent, and Black Forest Drive that bike lanes are being proposed as a part of the road resurfacing work.



Figure 1: Super-sharrow

In addition to the linear infrastructure identified above, the 2021 Road Resurfacing and other construction opportunities will include an additional 25 curb depressions at park paths and walkways, one enhanced school crossing, two signalized crosswalks upgraded to accommodate both pedestrians and bikes (“crossride”), a new pedestrian crossing, three new traffic control signals, and a bridge deck widening within the scope of a bridge rehabilitation project. These improvements are summarized in *Appendix F: 2021 ‘Fix-it’ Locations – Construction Opportunities*.

The 2021 Capital Budget introduced an “Active Transportation Projects” line item that identifies a \$1M per year investment over the next three years to construct a city-wide connected cycling and pedestrian network (per the Active Transportation Master Plan) to enable safer, more convenient travel by non-motorized modes. In addition to the Planned Linear Facilities identified above (and detailed in Appendix E) as part of the road resurfacing program, the following locations are also planned to be upgraded in 2021 with a cycling facility (*Appendix G: 2021 Planned Linear Facilities – ATMP ‘In-fill’ Program* provides a more detailed summary):

- Charolais Boulevard – James Potter Road to Main Street South (Wards 3, 4)

- Central Park Drive – Bramalea Road to Torbram Road (Ward 8)
- Westcreek Boulevard – Steelwell Road to south limit of the road (Ward 3)
- Avondale Boulevard (the Loop) – Bramalea Road to Birchbank Road (Ward 7)
- Avondale Boulevard (the Loop) – Birchbank Road to Balmoral Drive (Ward 7)
- Dearbourne Boulevard – Bramalea Road to Balmoral Drive (Ward 7)
- Balmoral Drive – Bramalea Road to Torbram Road (Ward 7)
- Eastbourne Drive – Balmoral Drive to Clark Boulevard (Ward 7)
- North Park Drive – Bramalea Road to Torbram Road (Wards 7,8)
- Glenvale Boulevard – Clark Boulevard to Queen Street East (Ward 7)
- Finchgate Boulevard – Queen Street East to Central Park Drive (Ward 7)
- Claireville Recreational Trail North – Valleycreek Drive to south of Queen Street (Ward 8)
- Bartley Bull Parkway – Etobicoke Creek Recreational Trail to Orchard Drive (Ward 3)
- Orchard Drive/Hartford Trail – Bartley Bull Parkway to Etobicoke Creek Recreational Trail (Ward 3)
- Cloverdale Drive – Chinguacousy Recreational Trail to Central Park Drive (Ward 7)
- Vodden Street – Isabella Street to Williams Parkway (Ward 1)
- Royal Orchard Drive – Williams Parkway to Bovaird Drive (Ward 1)
- Centre Street – Williams Parkway to Queen Street (Ward 1)

These roads were identified as priorities given they are either links within the City's Priority Cycling Network or located within the Bramalea Sustainable Neighbourhood Action Plan (SNAP) which was approved by Council earlier this year.

To prioritize and direct the development of the City's cycling network, a core network of higher order cycling facilities was identified in the Active Transportation Master Plan as the City's Priority Cycling Network (map of the Priority Cycling Network is attached as Appendix H). The Priority Cycling Network comprises a 40 km loop along a north-south axis (encompassing the Etobicoke Creek, Esker Lake, and Chinguacousy recreational trails) and 42 km of east-west routes connecting the loop to the outer edges of the City in either direction. To date, 53 km of the 82 km that make up the priority network have been completed. An additional 10.8 km of the priority network will be added in 2021, tracking towards full completion within the planned 5-year time frame.

Earlier this year City Council endorsed the Bramalea Sustainable Neighbourhood Action Plan. The TRCA-led SNAP program is a collaborative, neighbourhood-based approach for advancing urban renewal and climate action in older urban areas, such as Bramalea. As a secondary priority for the Active Transportation Project line item in the 2021

Budget, an additional 5.8 km of bike lanes will be introduced in the vicinity of the SNAP area.

The locations identified above were also presented and discussed at the Brampton Cycling Advisory Committee meetings in December 2020 and February 2021.

Appendix I: 2021 AT Implementation Map depicts the active transportation infrastructure that is proposed within the scope of the 2021 Active Transportation Master Plan Implementation Program.

2. Designing for safety and comfort

High quality pedestrian and cycling infrastructure creates a safe and inviting environment which is critical to attracting anyone wishing to use active modes for transportation. In 2020, the City worked towards creating three separate design standards prescribing appropriate measures to apply at different pedestrian and/or bicycle crossing scenarios where trails/path/walkways meet roadways (e.g., signs, pavement markings, etc.). These standards will be applied to the pedestrian crossings and curb depressions identified in this report, ensuring these critical junction points are safe and comfortable.

In 2021, staff will undertake to develop a standard outlining a uniform and consistent use of green paint along cycling facilities throughout the City. This standard will follow the provincial guidance in the pending *Ontario Traffic Manual Book 18: Bicycle Facilities* update, expected to be approved this year. Staff will also finalize a standard bicycle rack, to ensure future bike parking is comfortable, functional, convenient and secure. Bike parking is an essential component of a comprehensive active transportation network, fostering greater use of a cycling network for more utilitarian purposes as well as recreational ones.

3. Providing year-round mobility

A good maintenance program can help to encourage walking and cycling in all seasons, reduce the risk of injuries and extend the service life of infrastructure. At a recent Brampton Cycling Advisory Committee meeting, the committee offered to work with City staff on recommendations concerning the winter maintenance of active transportation infrastructure, and to outline operations costs, for implementation next winter season. In 2021, with input from the Brampton Cycling Advisory Committee, staff will assess maintenance best practices and service levels thresholds recommended in the Active Transportation Master Plan, to determine implications for operating budgets, equipment needs, and resources.

4. Developing a walking and cycling culture

Building a safe and comfortable active transportation network is a key prerequisite to making walking and biking a viable transportation option; however, it must also be complemented by supportive policies and programs to foster a walking and cycling culture. In 2020 staff developed the following two education/information campaigns to support and promote existing and proposed infrastructure, and in so doing, to begin to foster an active transportation culture:

- Given the notable increase in people on Brampton's recreational trails and pathways during the COVID-19 pandemic, staff prepared a communication strategy addressing trail etiquette, to raise awareness and provide guidance on the importance of safe and courteous trail usage.
- With over 10 km of new dedicated bike lanes implemented in 2020, City staff rolled out a communication strategy focused on educating drivers and cyclists on the proper use of the new infrastructure. The campaign included guidance on navigating through intersections, transit stops and the new left-turn queue boxes.

Communication tactics to deliver these campaigns included a mail-out with the 2020 Tax Bill, social media posts, and partnering with Bike Brampton (community cycling advocacy) () who distributed trail etiquette messaging and collateral (bike maps, bells) at several pop-up repair clinics they hosted at various locations along the City's active transportation network throughout the year.

This year, staff will focus on a "Streets for People" education campaign. In any city, the street network is pervasive, and the character of streets sets the character of the whole city. Streets for People is about providing a safe and comfortable street experience regardless of how someone chooses to travel on it. It is where a place on the street is identified not just mobility but a wide array of activities. "Streets for People" should include a people-friendly dimension including safety, trees, local culture, pleasant ambiance, multiple uses and environmental features. City Transportation Planning staff are working with Public Works & Engineering and Corporate Communications staff to develop a communication strategy around streets for people to be applied to the projects outlined within this report.

A second focus area in 2021 for developing an active transportation culture relates to parking and/or stopping in bike lanes. As on-road dedicated bicycle lanes are added to the City's network, it is essential that Brampton's residents be engaged and made aware of the laws and regulations governing their usage.

CORPORATE IMPLICATIONS:

Financial Implications:

Funding for the projects outlined within this report have been approved through the annual operating and capital budget approval process. Funding for future active transportation initiatives will continue to be considered through the annual budget process and included in the capital budget request put forward by Public Works & Engineering and Community Services.

TERM OF COUNCIL PRIORITIES:

This report directly supports the 'Active Transportation Action Plan' Term of Council priority. The existing infrastructure and planned projects outlined within this report contribute towards an ultimate broad and well-connected active transportation network making travel by bike and on foot a safe and desirable option for school, work, recreation and other trips while supporting a cycling and walking culture.

CONCLUSION:

The City's Active Transportation Master Plan lays out a defined strategy to implement a comprehensive citywide active network. The network elements of the ATMP implementation strategy are delivered in partnership between Planning, Building & Economic Development, Public Works & Engineering and Community Services Departments, as a part of capital road improvement projects and maintenance programs.

Building on the success of last year, in 2021 City staff are planning the implementation of:

- 29.3 km of linear cycling infrastructure (bike lanes, urban shoulders, multi-use paths and recreational trails/paths);
- enhancements to one school crossing;
- curb depressions at 25 locations;
- 38 new pedestrian crossings;
- three new traffic control signals; and,
- bicycle-friendly signalized bike crossings at two intersections.

Further to the planned physical infrastructure, staff will be developing complementary design standards, programming and policy that will foster a walking and cycling culture in the City.

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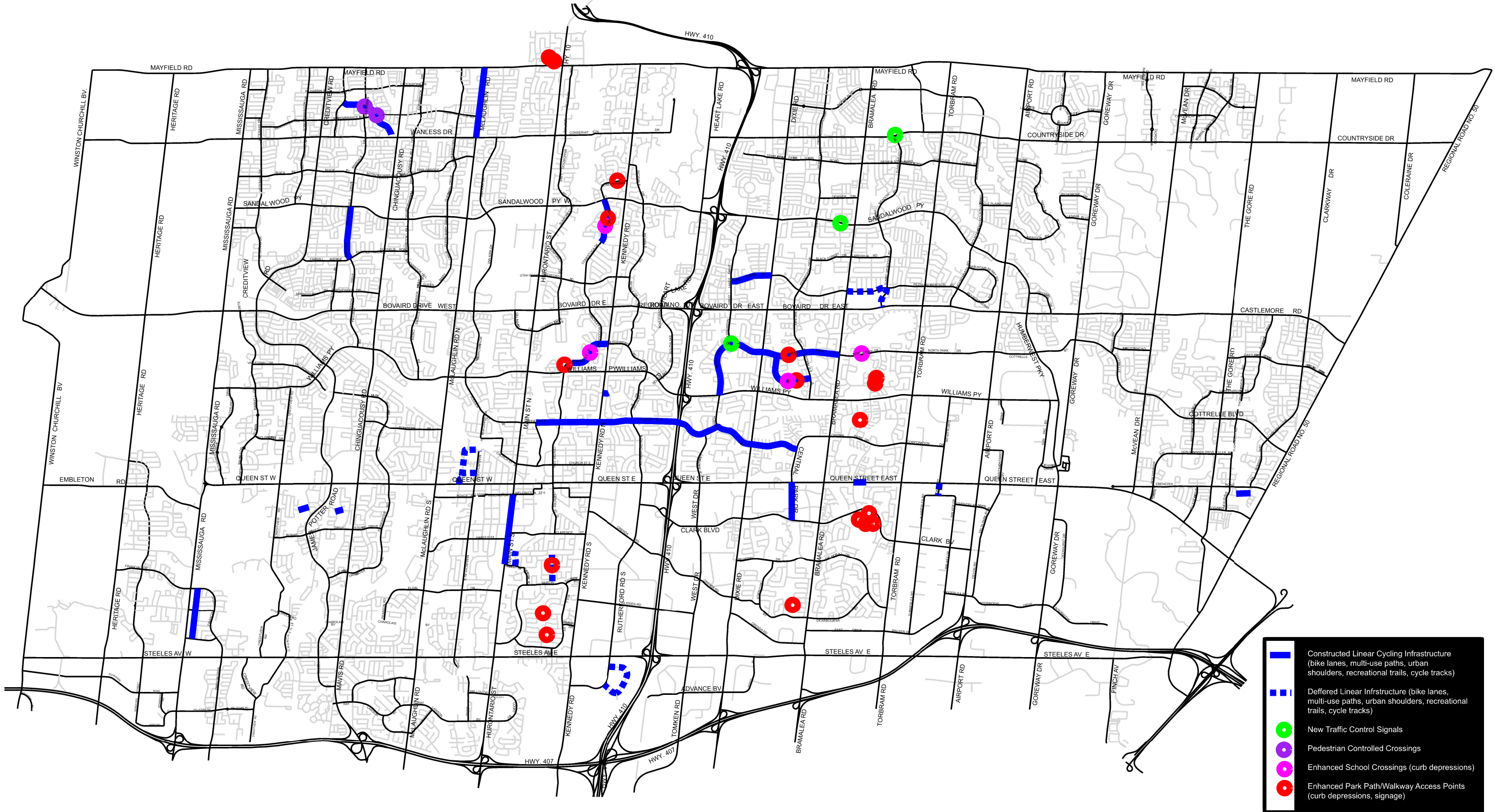
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Appendix A: **2020 AT Implementation Map**
Appendix B: **New Linear Cycling Facilities - 2020**
Appendix C: **'Fix-it' Enhancements – 2020**
Appendix D: **2021 'Fix-it' Locations**
Appendix E: **2021 Planned Linear Facilities – Construction Opportunities**
Appendix F: **2021 'Fix-it' Locations – Construction Opportunities**
Appendix G: **2021 Planned Linear Facilities – ATMP 'In-fill' Program**
Appendix H: **2021 AT Implementation Map**



- Constructed Linear Cycling Infrastructure (bike lanes, multi-use paths, urban shoulders, recreational trails, cycle tracks)
- Deferred Linear Infrastructure (bike lanes, multi-use paths, urban shoulders, recreational trails, cycle tracks)
- New Traffic Control Signals
- Pedestrian Controlled Crossings
- Enhanced School Crossings (curb depressions)
- Enhanced Park Path/Walkway Access Points (curb depressions, signage)



BRAMPTON IS A HEALTHY AND SAFE CITY

Appendix A: 2020 ATMP Implementation Map



Appendix B: New Linear Cycling Facilities (2020)

Location	Ward	Facility Type	Length
Vodden St - Interim Bike Lanes (Ken Whillans Dr to Howden Blvd)	1	Buffered Bike Lanes	3.3
Howden Blvd - Interim Bike Lanes (Vodden St to Central Park Dr)	1,7	Buffered Bike Lanes	1.5
McLaughlin Road - Road Reconstruction (Wanless Drive to Mayfield Road)	2, 6	Multi-Use Path	1.2
North Park Drive – Road Resurfacing (Bramalea Road to Williams Parkway)	7	Buffered Bike Lanes	3.0
Central Park Drive – Road Resurfacing (Queen Street to Clark Boulevard)	7	Buffered Bike Lanes	0.7
Main St S – Road Resurfacing (Wellington St to the Etobicoke Creek)	3	Buffered Bike Lanes	1.2
Conestoga Rd – Road Resurfacing (Kennedy Road to Ruth Avenue)	2	Urban Shoulders	0.8
Centre St - Road Resurfacing (Williams Parkway to Kennedy Road)	1	Urban Shoulders	0.6
Brisdale Dr - Road Resurfacing (Fairhill Ave to Sandalwood Pkwy)	6	Urban Shoulders	0.9
*Maitland St - Road Resurfacing (North Park Dr to MacKay St)	7	Urban Shoulders	1.0
*Nelson St - Road Resurfacing (Haggert St to McMurchy Ave)	1	Urban Shoulders	0.2
*Haggert Avenue - Road Resurfacing (Queen Street West to Railroad Street)	1	Urban Shoulders	0.6
*Railroad Street - Road Resurfacing (Haggert Avenue to Railroad Street)	1	Urban Shoulders	0.2
*Biscayne Crescent - Road Resurfacing (First Gulf Boulevard - N&S Int.)	3	Urban Shoulders	1.0
*Meadoland Gate - Road Resurfacing (Nanwood Drive to Eldomar Avenue)	3	Urban Shoulders	0.3
*Harper Road - Road Resurfacing (Bartley Bull Parkway and Cornwall Road)	3	Urban Shoulders	0.5
Guru Nanak St - 'Road Diet'	9	Buffered Bike Lanes	0.7
Sky Harbour Dr – traffic calming	4	Urban Shoulders	0.9
Queen St East (Don Doan RT) – Noise Wall (Glenvale Dr to Don Doan Recreational Trail)	8	Recreational Trail	0.2
Dawson Valley Park Path – Development	4	Park Path	0.2
Heatherglen – Allegro Park Path – Development	4	Park Path	0.1
Davinfield Valley Park Path - Development	8	Park Path	0.2
Mount Pleasant Block 51-2 Park Path - Development	6	Park Path	1.1
TOTAL			19.7

* cycling facility implementation deferred to 2021

Appendix C: 'Fix-it' Enhancements (2020)

Location	Ward	Enhancement
Centre Street North (a number of opportunities north of Williams Parkway)	1	Curb Depression
Carrefour Des Jeunes (Centre Street North)	1	School Crossing
Maitland Street (Chinguacousy Recreational Trail (no crossing just access to road)	7	Curb Depressions (2)
Khalsa School (Maitland Street)	7	School Crossing
North Park Drive (Chinguacousy Recreational Trail (no crossing just access to road)	7	Curb Depressions (2)
School Crossing – St. John Bosco (North Park Drive)	8	School Crossing
Conestoga Drive (opposite Primrose Cres., S. Int)	1	Curb Depression
School Crossing - St. Leonards Separate School (Conestoga Drive)	2	School Crossing
Mount Pleasant Block 51-2 Path at Brisdale Drive	6	PXO Crossing
Mount Pleasant Block 51-2 Path at Remembrance Road	6	PXO Crossing
Ashwood Crescent (between 43 & 47)	7	Curb Depression
*Melrose Gardens (end of cul-de-sac)	2	Curb Depression
*Sundridge Street (between 60 & 62)	2	Curb Depression
*Harper Road (between 18 & 20)	3	Curb Depression
*Terra Cotta Crescent (between 44 & 46)	3	Curb Depression
*Watson Crescent (between 45 & 49)	3	Curb Depression
*Earlton Court (between 14 & 16)	7	Curb Depression
*Elrose Road (between 10 & 12)	7	Curb Depression
*Elrose Road (between 42 & 44)	7	Curb Depression
*Esplanade Road (between 53 & 55)	7	Curb Depression
*Grasspoint Square (between 7 & 8)	8	Curb Depression
*Jennifer Square (between 9 & 10)	8	Curb Depression
*Josephine Court (between 22 & 24)	8	Curb Depression
New Traffic Control Signals - Sandalwood Parkway and Pinecone Way/Rattlesnake Road	9	Crossing Upgrade & Detection Markings/Signage
New Traffic Control Signals - Countryside Drive and Sunny Meadow Boulevard	9	Detection Markings/Signage
New Traffic Control Signals - North Park Drive and Nasmith Street	7	Detection Markings/Signage

* 'fix-it enhancement deferred to 2021

Appendix D: 2021 'Fix-it' Locations

Doan Doan Rec. Trail and Clark Blvd (Ward 7,8)	Flower City Rec. Trail at Tysonville Circle (Ward 6)
Doan Doan Rec. Trail and Williams Pkwy (Ward 8)	Flower City Rec. Trail at Aldersgate Drive (Ward 6)
Flower City Rec. Tr and McLaughlin Rd (Ward 2, 6)	Flower City Rec. Trail at Vetrans Drive (Ward 6)
Flower City Rec. Trail and Bramalea Rd (Ward 9)	Flower City Rec. Trail at Legate Street (Ward 6)
Guru Nanak Blvd at Flower City RT to Ching. RT (Ward 9)	Flower City Rec. Trail at Brisdale Drive (Ward 6)
Chinguacousy Rec. Trail at Templehill Road (Ward 9)	Flower City Rec. Trail at Edenbrook Hill Dr (Ward 6)
Chinguacousy Rec. Trail at Balmoral Drive (Ward 7)	Flower City Rec. Trail at Checkerberry Cres (Ward 9)
Chinguacousy Rec. Trail at Algonquin Boulevard (Ward 7)	Flower City Rec. Trail at Geddes Lane (Ward 9)
Don Doan Rec. Trail at Jordan Boulevard (Ward 8)	Flower City Rec. Trail at Fernforest Drive (Ward 9)
Don Doan Rec. Trail at Jayfield Road (Ward 9)	Flower City Rec. Trail at Sprucelands Ave (Ward 9)
Don Doan Rec. Trail at Greenbriar Road (Ward 8)	Flower City Rec. Trail at Maidengrass Road (Ward 9)
Don Doan Rec. Trail at Greenmount Road (Ward 8)	Flower City Rec. Tr at Sunny Meadow Blvd (Ward 9)
Don Doan Rec. Trail at Dorchester Drive (Ward 7)	Flower City Rec. Trail at Great Lakes Dr (Ward 9)
Don Doan Rec. Trail at Doncaster Drive (Ward 7)	Flower City Rec. Trail at Queen Mary Dr (Ward 6)
Esker Lake Rec. Trail at La France Road (Ward 7)	Mount Pleasant Rec. Trail at Buick Blvd (Ward 6)
Esker Lake Rec. Trail at Lambeth Crescent (Ward 7)	Mount Pleasant Rec. Trail at Aylesbury Dr (Ward 6)
Esker Lake Rec. Trail at Brentwood Drive (Ward 7)	Hydro Corridor Trail at Kingknoll Drive (Ward 4)
Fletchers Creek Rec. Trail at Earlsbridge Blvd (Ward 6)	Hydro Corridor Trail at Millstone Drive (Ward 4)
Fletchers Creek Rec. Trail at Elgin Drive (Ward 3)	Conestoga Drive and Ruth Avenue (Ward 2)

Appendix E: 2021 Planned Linear Facilities – Construction Opportunities

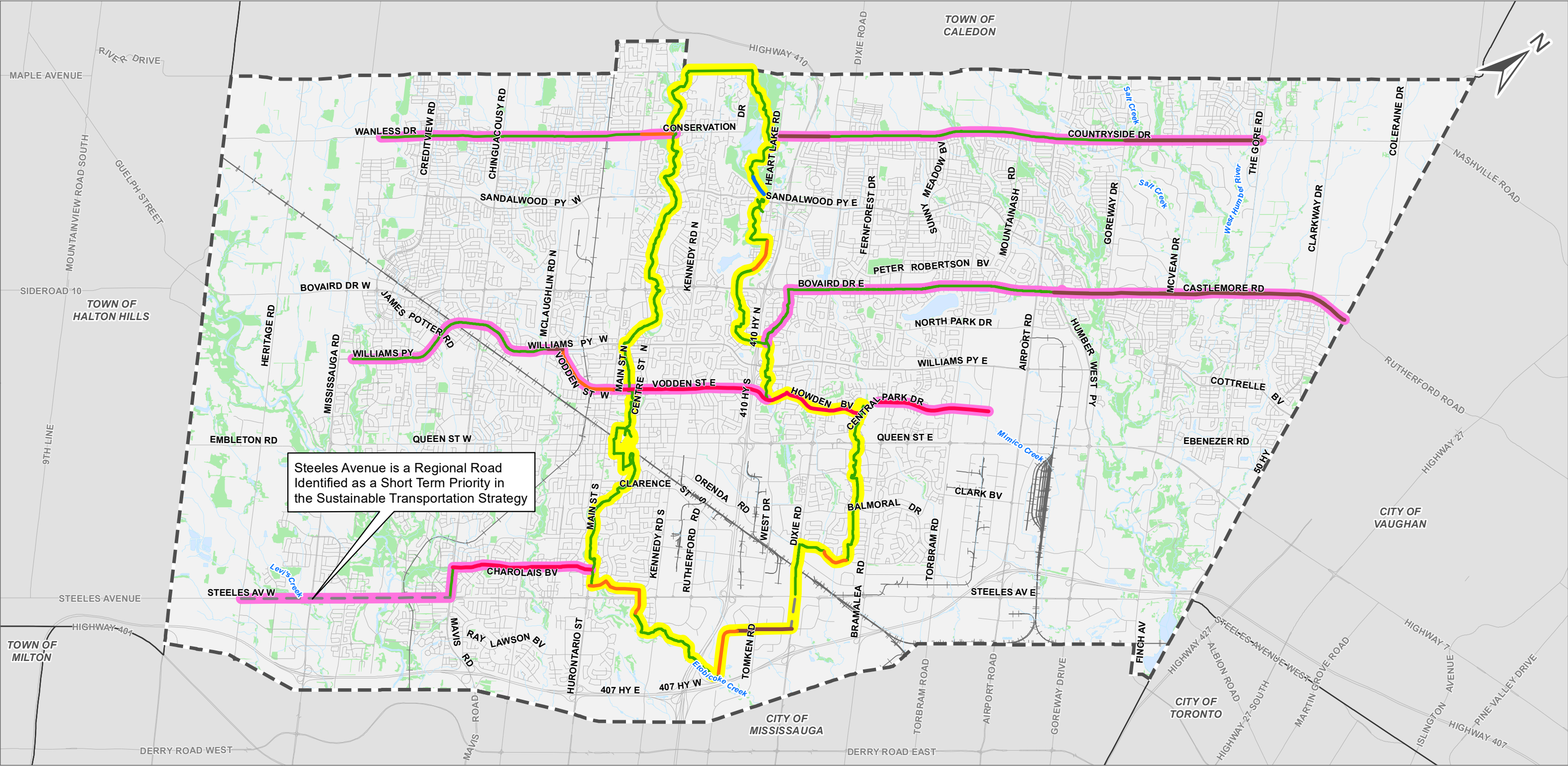
Location	Ward	Facility Type	Length
McMurphy Avenue (Railroad Street to Queen Street)	1	Bike Lanes/Shared Rdwy	0.6
Centre Street (Clarence Street to Haslemere Ave)	3	Shared Roadway	0.4
Mill Street (Charolais Boulevard to Edwin Drive)	3	Shared Roadway	0.4
Mill Street (Harold Street to Queen Street)	3	Shared Roadway	1.0
Parkend Avenue (McMurphy Avenue to End of the road)	3	Shared Roadway	0.4
Harold Street (Main St to 340 m West of McMurphy Ave)	3	Bike Lanes	1.0
Hilldale Crescent (Central Park Dr to Central Park Dr)	7	Buffered Bike Lanes	1.2
Black Forest Dr (Bramalea Road to Sprucelands Ave)	9	Bike Lanes	0.2
Clarence Street (Rutherford Road to Kennedy Rd)	3	Cycle Track or MUP	*0.8
Bramalea Road (Steeles Avenue to Avondale Boulevard)	7	Multi-use Paths	*0.7
TOTAL			5.2

Appendix F: 2021 'Fix-it' Locations – Construction Opportunities

Location	Ward	Enhancement
Ashurst Crescent (next to house 40 & 98)	1	Curb Depression (2)
Salem Court (next to house 17)	1	Curb Depression
Swennen Drive (between houses 78 & 80)	1	Curb Depression
Valonia Drive (between houses 60 & 62)	1	Curb Depression
Willerton Crescent (End of the road & Valley Down Park)	1	Curb Depression (2)
Burnley Place (End of the road)	2	Curb Depression
Silver Stream Road (at Jay Street)	2	Curb Depression
Harold Street (Opposite Fern Street)	3	Curb Depression
Howell Street (between houses 14 & 16)	3	Curb Depression
Parkend Avenue (End of the road)	3	Curb Depression
Lauraglen Court (between houses 29 & 41)	4	Curb Depression
Ready Court (between houses 67 & 69)	4	Curb Depression
Tumbleweed Trail (between houses 32 & 50)	4	Curb Depression
Handel Court (end of cul de sac)	7	Curb Depression
Hardcastle Court (between houses 13 & 15)	7	Curb Depression
Hayden Court (between houses 10 & 11)	7	Curb Depression
Highland Trail (between houses 11 & 12)	7	Curb Depression
Hilldale Crecent (Hilldale Park (access to road, no crossing))	7	Curb Depression
Hyde Park Court (between houses 10 & 11)	7	Curb Depression
Flamingo Crescent (between houses 94 & 95)	8	Curb Depression
Forsythia Road (between houses 31 & 35)	8	Curb Depression
Gailwood Court (between houses 13 & 14)	8	Curb Depression
Juniper Crescent (bwtween houses 39 & 41)	8	Curb Depression
Hilldale Crecent (at Hilldale Public School)	7	School Crossing
Castlemore Road/Red Willow Road	8,10	Crossing Upgrade
Castlemore Road/Valleycreek Drive	8,10	Crossing Upgrade
Bartley Bull Parkway - bridge over Etobicoke Creek Trail	3	Bridge Deck Widening
North Park Drive and Chrylser Plant Entrance	8	New Traffic Signals
McVean Drive and Squire Ellis Drive	10	New Traffic Signals
Main Street South and Peel Village Parkway	3	New Traffic Signals
Peel Village Parkway, east of Main Street South	3	Pedestrian Crossover
Howden Boulevard, west of Horton Crescent	7	Pedestrian Crossover
Hanover Road, west of Huntingwood Crescent	7	Pedestrian Crossover

Appendix G: 2021 Planned Linear Facilities – ATMP ‘In-fill’ Program

Location	Ward	Facility Type	Length
Charolais Blvd - James Potter Rd to Main St South (priority network)	3, 4	Bike Lanes	3.0
Central Park Drive - Bramalea Rd to Torbram Rd (priority network)	8	Bike Lanes	2.0
Westcreek Boulevard (the Loop) - Steelwell Road to south limit of the road (priority network)	3	Bike Lanes	1.1
Avondale Boulevard (the Loop) - Bramlea Road to Birchbank Road (priority network)	7	Bike Lanes	1.0
Avondale Boulevard (the Loop) - Birchbank Road to Balmoral Drive (SNAP)	7	Bike Lanes	0.8
Dearbourne Boulevard - Bramlea Road to Balmoral Drive (SNAP)	7	Bike Lanes	1.3
Balmoral Drive - Bramalea Road to Torbram Road (SNAP)	7	Bike Lanes	1.9
Eastbourne Drive - Balmoral Drive to Clark Boulevard (SNAP)	7	Bike Lanes	0.6
North Park Drive - Bramalea Road to Torbram Road	7,8	Bike Lanes	1.3
Glenvale Boulevard - Clark Boulevard to Queen Street East (SNAP)	7	Bike Lanes	0.7
Finchgate Boulevard - Queen Street East to Central Park Drive (SNAP)	7	Bike Lanes	0.5
Claireville Recreational Trail North - Valleycreek Drive to south of Queen Street	8	Recreational Trail	3.8
Bartley Bull Parkway - Etobicoke Creek RT (Main Street South) to Orchard Drive (priority network)	3	Bike Lanes	1.1
Orchard Drive/Hartford Trail - Bartley Bull Parkway to Etobicoke Creek Recreational Trail (priority network)	3	Bike Lanes	0.5
Cloverdale Drive - Chinguacousy Recreational Trail to Central Park Drive (priority network)	7	Signed Route / Shared Roadway	0.1
Vodden Street - Isabella Street to Williams Parkway (priority network)	1	Urban Shoulders	1.2
Royal Orchard Drive - Williams Parkway to Bovaird Drive	1	Bike Lanes	1.2
Centre Street - Williams Parkway to Queen Street	1	Bike Lanes	2.0
Total			24.1



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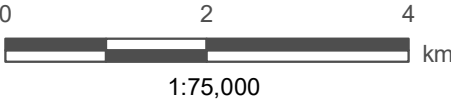


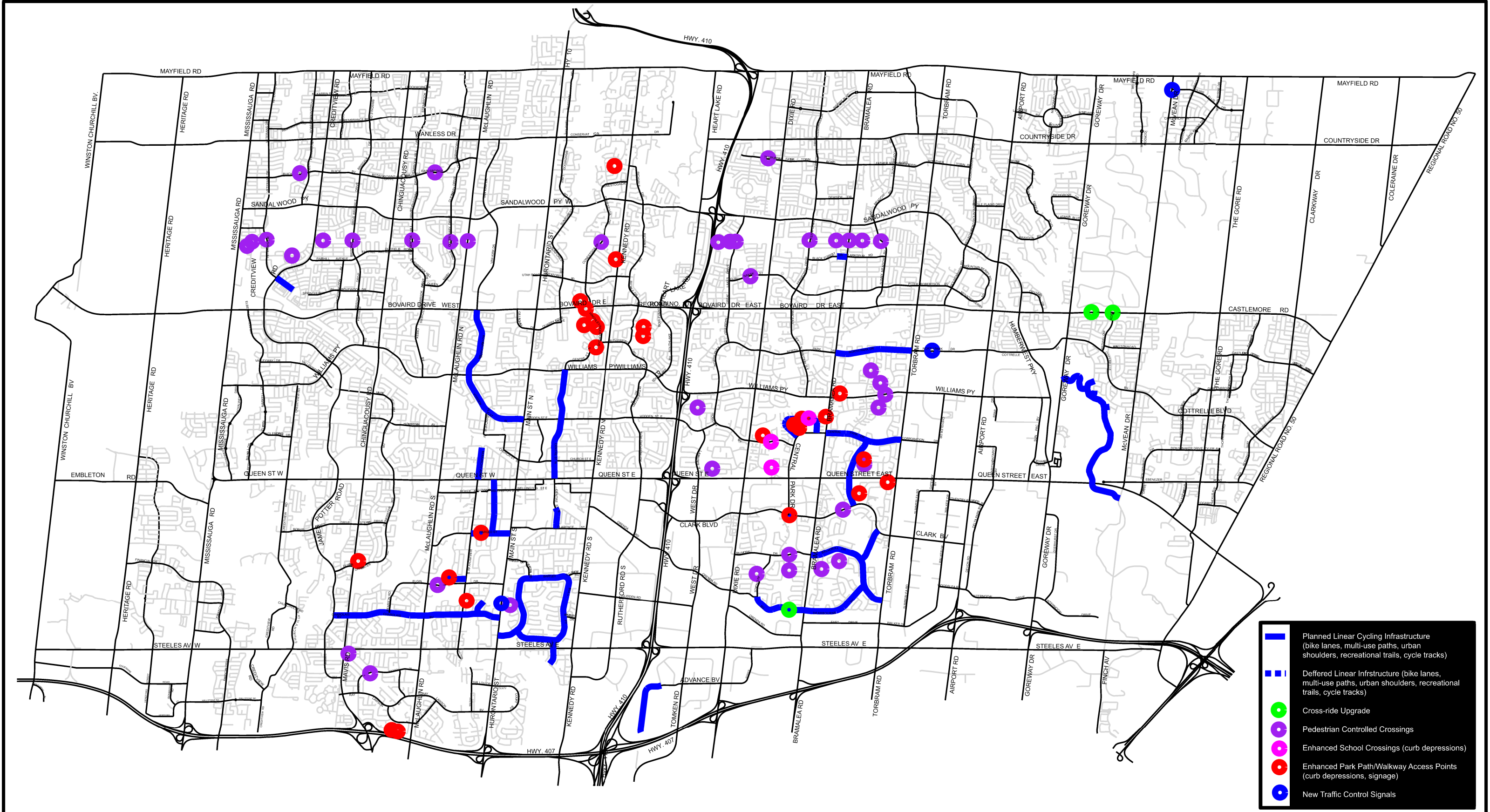
Notes
1. Coordinate System: NAD 1983 UTM Zone 17N

- Facility Type**

 - Multi-Use Path / Boulevard Path
 - Protected Bike Lane or Cycle Track (Separated)
 - Bike Lane or Buffered Bike Lane (Designated)
 - Recreational Trail
 - Existing Network Link
 - Regional Connection
- Brampton Trail Loop
 - East-West Connection Desired
- Watercourse
 - Road
 - Rail Line
 - Waterbody
 - Wooded Area

**Priority Cycling Network:
Loop Route and East-West Connections**
Appendix H
Brampton ATMP
City of Brampton





- Planned Linear Cycling Infrastructure (bike lanes, multi-use paths, urban shoulders, recreational trails, cycle tracks)
- Deferred Linear Infrastructure (bike lanes, multi-use paths, urban shoulders, recreational trails, cycle tracks)
- Cross-ride Upgrade
- Pedestrian Controlled Crossings
- Enhanced School Crossings (curb depressions)
- Enhanced Park Path/Walkway Access Points (curb depressions, signage)
- New Traffic Control Signals



BRAMPTON IS A HEALTHY AND SAFE CITY

Appendix I: 2021 ATMP Implementation Map



Date: 2021-02-23

Subject: **Traffic By-law 93-93 - Administrative Update - File I.AC (TRAF)**

Contact: Binita Poudyal, Traffic Operations Technologist, Road Maintenance, Operations and Fleet, Public Works and Engineering Department, 905-874-2878

Report Number: Public Works & Engineering-2021-276

Recommendations:

1. That the report titled: **Traffic By-law 93-93 - Administrative Update – (R276/2021 - File I.AC TRAF)**, to the Committee of Council meeting of March 31, 2021, be received; and,
2. That Traffic By-law 93-93, as amended, be further amended.

Overview:

- **Administrative changes are required to update and/or add new by-law information to the appropriate schedules and consolidated text of the General Traffic By-law 93-93.**
- **The by-law schedules relating to “Rate of Speed”, “No Parking”, and “Community Safety Zones” are impacted by this administrative update.**

Background:

Administrative changes to Traffic By-law 93-93 are necessary on a regular basis as staff identifies, adds and modifies by-law information to the appropriate schedules of the by-law. This allows Traffic By-law 93-93 to support appropriate changes to the City’s road network and subsequent traffic and parking regulations.

Current Situation:

The following amendments to the schedules of Traffic By-law 93-93 are recommended:

Rate of Speed (Schedule X):

A housekeeping amendment is required to the “Rate of Speed” schedule to correct errors related to the following entries:

- Financial Drive
- Abbey Road
- Meltwater Crescent
- Seaborn Road

No Parking (Schedule XIV):

By-law amendments are required to the “No Parking” schedule to support parking prohibitions that are approved through the subdivision review and approval process on the following roadways:

- New Pines Trail
- Sprucewood Road

Community Safety Zones (Schedule XXIV):

Based on the report to the July 8, 2020 Council meeting titled “Timetable for Automated Speed Enforcement Implementation”, the following roadway sections are recommended to be designated as Community Safety Zones to meet the provincial requirements for implementing Automated Speed Enforcement.

Street Name	Between	Ward no.
Abbey Road	Golding Avenue and a point 100 metres south of Pleaseley Road	3
Academic Drive	Queen Street West and the south limit of Academic Drive	4
Brenda Avenue	Harold Street and Kingsview Boulevard	3
Centre Street North	A point 315 metres north of Vodden Street East and Vodden Street East	1
Elbern Markell Drive	Bovaird Drive West and Ashby Field Road	5
Fallowfield Road	Fort Williams Drive/ Haywood Drive and Creditview Road	5
Financial Drive	A point 365 metres south of Sacramento Road/ Wardsville Drive and a point 57 metres north of Attraction Drive	4

Goldcrest Road	Central Park Drive and Gable Place	8
Herkley Drive	Scenic Gate and Archdekin Drive	1
Howard Stewart Road	A point 13 metres west of Little Britain Crescent (westerly intersection) and Montpelier Street/Rising Hill Ridge	6
Jefferson Road	Jasper Crescent (southerly intersection) and Jacobs Square	8
Ladore Drive	A point 177 metres west of Mill Street South and Ambleside Drive	3
Meltwater Crescent	A point 71 metres south of Riseborough Drive (westerly intersection) and a point 23 metres north of Washburn Road	10
Ross Drive	Countryside Drive and Templehill Road	9
Seaborn Road	A point 168 metres south of Herkley Drive and Bingham Road	1
Van Kirk Drive	A point 60 metres south of Chalkfarm Crescent/Iron Block Drive and a point 40 metres north of Amaryllis Drive/ Begonia Crescent	2
Wardsville Drive	A point 26 metres west of Sky Harbour Drive and Financial Drive	4
Winterfold Drive	Langston Drive and Rutherford Road North (easterly intersection)	1
Young Drive	James Potter Road and Young Drive/Beethoven Court	4

Corporate Implications:

Financial Implications:

There is no financial impact resulting from the recommendations in this report.

Strategic Plan:

This report achieves the “Move & Connect” Priority of the Strategic Plan by supporting the “active transportation and cycling strategy” initiative of the plan.

Council Priority – Streets for People

This report incorporates the Vision Zero framework into transportation planning, design and operations to prevent fatal and serious injury from motor vehicle collisions within the City right-of-way.

Conclusion:

The aforementioned administrative updates to Traffic By-law 93-93 are required to support appropriate changes to the City's road network and subsequent traffic and parking regulations.

Authored by:

Reviewed and Recommended by:

Binita Poudyal
Traffic Operations Technologist,
Road Maintenance, Operations and Fleet,
Public Works and Engineering Department

Michael Parks, C.E.T.
Director,
Road Maintenance, Operations and Fleet
Public Works and Engineering

Approved by:

Submitted by:

Jayne Holmes
Acting Commissioner
Public Works and Engineering

David Barrick, Chief Administrative Officer

Date: 2021-02-23

Subject: **Traffic Calming Plan – Vodden Street West (Williams Parkway to Isabella Street), Royal Orchard Drive (Bovaird Drive West to Williams Parkway) and Centre Street North (Queen Street East to Williams Parkway - Wards 1 and 5**

Contact: Radoslaw Moryc, Traffic Operations Technologist, Road Maintenance, Operations and Fleet, Public Works and Engineering Department, 905-874-2583

Report Number: Public Works & Engineering-2021-132

Recommendations:

1. That the report titled: **Traffic Calming Plan – Vodden Street West (Williams Parkway to Isabella Street), Royal Orchard Drive (Bovaird Drive West to Williams Parkway) and Centre Street North (Queen Street East to Williams Parkway - Wards 1 and 5 (R132/2021 - File I.AC TRAF)** to the Committee of Council Meeting of March 31, 2021 be received; and,
2. That staff implement the recommended traffic calming measures on Vodden Street West, Royal Orchard Drive and Centre Street North as outlined in this report.

Overview:

- **Vodden Street West between Williams Parkway and Isabella Street, Royal Orchard Drive between Bovaird Drive West and Williams Parkway, and Centre Street North between Queen Street East and Williams Parkway had been identified as priority locations to be studied in accordance with the Neighbourhood Traffic Management Guide.**
- **The proposed traffic calming plans for Vodden Street West, Royal Orchard Drive, and Centre Street North consist of pavement markings (centerlines, bicycle lanes, urban shoulders) and speed cushions.**
- **Various points of public contact were made following the process defined in the Neighbourhood Traffic Management Guide.**

- **Based upon the public input, the proposed traffic calming plans for Vodden Street West between Williams Parkway and Isabella Street, Royal Orchard Drive between Bovaird Drive West and Williams Parkway, and Centre Street North between Queen Street East and Williams Parkway are recommended for approval.**

Background:

Brampton City Council adopted the Neighbourhood Traffic Management Guide (NTMG) as a means for staff to address traffic problems on residential streets. The NTMG was developed to improve the safety and the liveability of neighbourhoods by minimizing negative impacts of traffic, such as noise, pollution, and visual intrusion. It also seeks to improve safety for pedestrians, cyclists, motorists, and all other road users by implementing a wide range of traffic calming countermeasures.

The process of Neighbourhood Traffic Management includes the development and ongoing maintenance of the Traffic Calming Priority List. This is a tool to quantify traffic-related issues and rank locations based on the current conditions. The ranking of any particular roadway is determined by consideration many factors. These factors include traffic volume, speed, cut-through traffic, the average number of collisions over three years, presence or absence of school frontage, parks, sidewalks, and other pedestrian generators.

In October 2019, City Council approved Vodden Street West between Williams Parkway and Isabella Street, Royal Orchard Drive between Bovaird Drive West and Williams Parkway, and Centre Street North between Queen Street East and Williams Parkway as priority locations to be studied following the NTMG guidelines.

Current Situation:

The development of a neighbourhood traffic-calming plan involves a comprehensive review of the existing right of way conditions. This review provides staff with an understanding of current traffic conditions and verifies/addresses identified traffic-related issues. The review also includes an overview of the road network, pedestrian facilities, and existing traffic control devices.

Vodden Street West

Vodden Street West is a north-south/east-west two-lane collector road with a posted speed limit of 50 km/hour. The roadway is 9.3 metres wide and provides a direct connection between Williams Parkway and Main Street. The convenience and comfort provided by the alignment and width of the roadway have resulted in a higher than normal percentage of cut-through traffic and prevailing speed. This section of Vodden Street West has several community parks and recreational areas including Mains Creek Park West, Mains Creek Park East, Talbot Park, Vodden Park, Nancy McCredie Park, and Lowes Avenue Parkette North that are located adjacent to it. These pedestrian

generators are located throughout the entire stretch of Vodden Street West. With excessive speeding and higher collision rates within the area, safety for pedestrians within the surrounding neighbourhood is of concern.

Royal Orchard Drive

Royal Orchard Drive is a north-south two-lane collector road with posted speed limits of 50 km/hour and 40 km/hour (through a school zone). The roadway is 9.3 metres wide and provides a direct connection between Bovaird Drive West and Williams Parkway. The convenience and comfort provided by the alignment and width of the roadway have resulted in a higher than normal percentage of cut-through traffic and prevailing speed. There are two existing schools adjacent to Royal Orchard Drive, an elementary school (St. Maria Goretti Elementary School) and a middle school (Royal Orchard Middle School). There are also several community parks and recreational areas including W.A. Russell Parkette, Fred Kee Park, and Donn Reynolds Parkette, which are adjacent to Royal Orchard Drive. These pedestrian generators are located throughout the entire stretch of Royal Orchard Drive. With excessive speeding and higher collision rates within the area, safety for pedestrians within the surrounding neighbourhood is of concern.

Centre Street North

Centre Street North is a north-south two-lane collector road with posted speed limits of 50 km/hour and 40 km/hour (through a school zone). The roadway is 11.0 metres wide and provides a direct connection between Williams Parkway and Queen Street East. The convenience and comfort provided by the alignment and width of the roadway have resulted in a higher than normal percentage of cut-through traffic and prevailing speed. Sir John A. Macdonald Sr. Public School fronts onto Centre Street North and two community parks and recreational areas (Willow Parkette and Duggan Park) are located adjacent to Centre Street North. These pedestrian generators are located throughout the entire stretch of Centre Street North. With excessive speeding and higher collision rates within the area, pedestrian safety within the surrounding neighbourhood is of concern.

Traffic Calming Measures

The proposed traffic calming plans for Vodden Street West, Royal Orchard Drive, and Centre Street North were selected based on their effectiveness at addressing the traffic-related issues within the neighbourhood while considering site-specific challenges and opportunities, which include:

Speed Cushions are raised areas on a road, similar to a speed hump, but it does not cover the entire width of the road. Speed cushions are usually configured two or three across, depending on the width of the road. The width of each cushion is designed intentionally so that the wider axle of emergency vehicles and buses can pass unaffected, but that smaller passenger vehicles must ride over the raised area. This

configuration addresses one of the main concerns with speed humps: the fact that emergency vehicles are also forced to slow down.

Bicycle Lanes are the portions of the roadway, which have been designated by pavement markings and signage for the exclusive use of cyclists.

Pavement Markings including Centerline and Edge line (Urban Shoulder) involve the use of pavement markings to visually narrow the travelled portion of a roadway, thereby encouraging lower travel speeds. Similar to the bump-outs, the narrowing effect of the centre lines and edge lines addresses the excessive speeds and discourage traffic infiltration into the neighbourhood.

Illustrations of the above measures and their proposed locations are provided in Appendix A1/A2/A3/A4, Appendix B1/B2/B3/B4, and Appendix C1/C2/C3/C4/C5/C6/C7.

Agency Review and Public Consultation

An objective in the development of the subject traffic calming plans is to involve stakeholders, service providers, and the public in the development of the plans.

Staff provided the details of the preferred plan to service providers such as Brampton Transit and the Accessibility Advisory Committee. No concerns or objections were received regarding the proposed plans.

Various points of public contact were made in accordance with the process defined in the NTMG. Residents of the subject roadways were notified of the study commencement, invited to a virtual public information center, and surveyed to measure support for the proposed plans.

The intent of the traffic calming survey is to determine the level of support for traffic calming measures and to provide residents with a way to voice any opposition to the proposed plans. Surveys were delivered to the residents of Vodden Street West, Royal Orchard Drive, and Centre Street North. The survey described the proposed traffic calming plans and asked whether the residents support the implementation.

The surveys were sent out to residents in September 2020. The following table summarizes the results of the survey.

Location	Vodden Street West	Royal Orchard Drive	Centre Street North
Total Number of Surveys Sent Out	147	80	182
Total Number of Surveys Returned	14 (10%)	8 (10%)	10 (5%)
Option 1 – Urban Shoulders	9 (64% of returned)	3 (38% of returned)	3 (30% of returned)
Option 2 – Bicycle Lanes	5 (36% of returned)	4 (50% of returned)	5 (50% of returned)
Option 3 – Do Nothing	0 (0% of returned)	1 (12% of returned)	2 (20% of returned)

Royal Orchard Drive, Vodden Street West and Centre Street North have been identified in the City's Active Transportation Master Plan (ATMP) as candidate streets for implementing bicycle infrastructure. The implementation of bicycle lanes on these streets aligns not only with the ATMP but also with Brampton's 2040 Vision and more specifically with Term of Council Priorities "Brampton is Green City" (Equalize All Forms of Transportation) and "Brampton is Healthy and Safe City" (Streets for People). Implementation of bicycle infrastructure on Royal Orchard Drive and Vodden Street West also provides a seamless connection to the partially completed East-West Cycling Corridor on Vodden Street East and Howden Boulevard. It should also be noted that the introduction of cycling lanes and urban shoulders also act as a traffic calming measure through the reduction of vehicle lane-widths. Narrower lane-widths reduce the risk of collision through the reduction of vehicle speeds and non-local traffic.

In addition, those residents who responded to the survey, through the public consultation process, support the implementation of urban shoulders on Vodden Street West and bicycle lanes on Royal Orchard Drive and Centre Street North Drive. With the above in mind, the proposed traffic calming plans for the subject roadways are recommended for approval.

Next Steps

Detailed Construction Drawings

Once approved by Council, detailed construction drawings will be developed for the concept plans with the intent of commencing construction in 2021.

Implementation, Monitoring, and Evaluation

The final stage of the study involves the implementation, monitoring and evaluation of the recommended plan. The monitoring/evaluation program will be developed consistent with the data collection activities that occurred in the problem identification stage of the process. This will facilitate the comparison of “before and after” data.

The monitoring and evaluation of the relevant traffic characteristics of Voddan Street West, Royal Orchard Drive, and Centre Street North after implementation should occur after a sufficient time period has elapsed in order to allow for the desired effect to be achieved (i.e. 1-2 years post-installation). The suggested timeframe also allows staff to monitor and evaluate the installation in all four seasons of the year.

Corporate Implications:

Financial Implications:

The estimated cost associated with the implementation of the traffic calming measures for Voddan Street West, Royal Orchard Drive, and Centre Street North is \$162,400. There are sufficient funds available to proceed with this initiative.

Other Implications:

Traffic calming measures by design restrict the flow of traffic along a subject roadway with the intent of minimizing traffic infiltration in a residential neighbourhood. Physical measures chosen for these particular plans will impact residents adjacent to the subject roadways. Bicycle lanes will restrict parking on both sides of Royal Orchard Drive and Centre Street North. In order to minimize the impact of these measures on the residents, a public consultative process was completed including a virtual public meeting and resident feedback questionnaire that was sent to the affected residents providing them the opportunity to voice their opinion on the proposed design alternatives, which helps in completing the design of the traffic calming plans.

Strategic Plan:

This report achieves the “Move & Connect” Priority of the Strategic Plan by supporting the “active transportation and cycling strategy” initiative of the plan.

Council Priority – Streets for People

This report incorporates the Vision Zero framework into transportation planning, design and operations to prevent fatal and serious injury from motor vehicle collisions within the City right-of-way.

Conclusion:

Driver behaviour is influenced by the geometric characteristics of the subject roadway and when combined with neighbourhood features such as frequent driveways,

pedestrian traffic, and adjacent parkland/schools, which results in a reduction in safety and liveability of the neighbourhood.

The traffic calming plans recommended for Vodden Street West, Royal Orchard Drive, and Centre Street North are expected to lower vehicle speeds, reduce cut-through traffic, improve safety, and improve pedestrian accessibility within the adjacent neighbourhoods.

In accordance with the Neighbourhood Traffic Management Guide, staff recommends that the proposed traffic calming plans for the subject roadways be approved as outlined within this report.

Authored by:

Reviewed by:

Radoslaw Moryc
Traffic Operations Technologist, Road
Maintenance, Operations and Fleet,
Public Works and Engineering
Department

Michael Parks, C.E.T.
Director, Road Maintenance, Operations
and Fleet, Public Works and Engineering
Department

Approved by:

Submitted by:

Jayne Holmes
Acting Commissioner
Public Works and Engineering

David Barrick
Chief Administrative Officer

Attachments:

Appendix A: Vodden Street West - Traffic Calming Concept Plan

Figure A1: Vodden Street West Traffic Calming (Williams Parkway to a point 47 meters south of Brookview Road)

Figure A2: Vodden Street West Traffic Calming (A point 47 metres south of Brookview Road to a point 19 metres south of Pleasantview Avenue/English Street)

Figure A3: Vodden Street West Traffic Calming (A point 19 metres south of Pleasantview Avenue/English Street to a point 35 metres east of Rosebud Avenue/Mill Street North)

Figure A4: Vodden Street West Traffic Calming (A point 35 metres east of Rosebud Avenue/Mill Street North to Isabella Street)

Appendix B: Royal Orchard Drive - Traffic Calming Concept Plan

Figure B1: Royal Orchard Drive Traffic Calming (Bovaird Drive and a point 35 metres south of Springview Crescent/ Richwood Crescent)

Figure B2: Royal Orchard Drive Traffic Calming (Springview Drive/ Richwood Crescent and Beaverhall Road)

Figure B3: Royal Orchard Drive Traffic Calming (Beaverhall Road and Saddletree Trail)

Figure B4: Royal Orchard Drive Traffic Calming (Saddletree Trail and Williams Parkway)

Appendix C: Centre Street North - Traffic Calming Concept Plan

Figure C1: Centre Street North Traffic Calming (Williams Parkway and a point 42 metres south of Linkdale Road)

Figure C2: Centre Street North Traffic Calming (A point 42 metres south of Linkdale Road and a point 350 metres south of Linkdale Road)

Figure C3: Centre Street North Traffic Calming (A point 350 metres south of Linkdale Road and Vodden Street East)

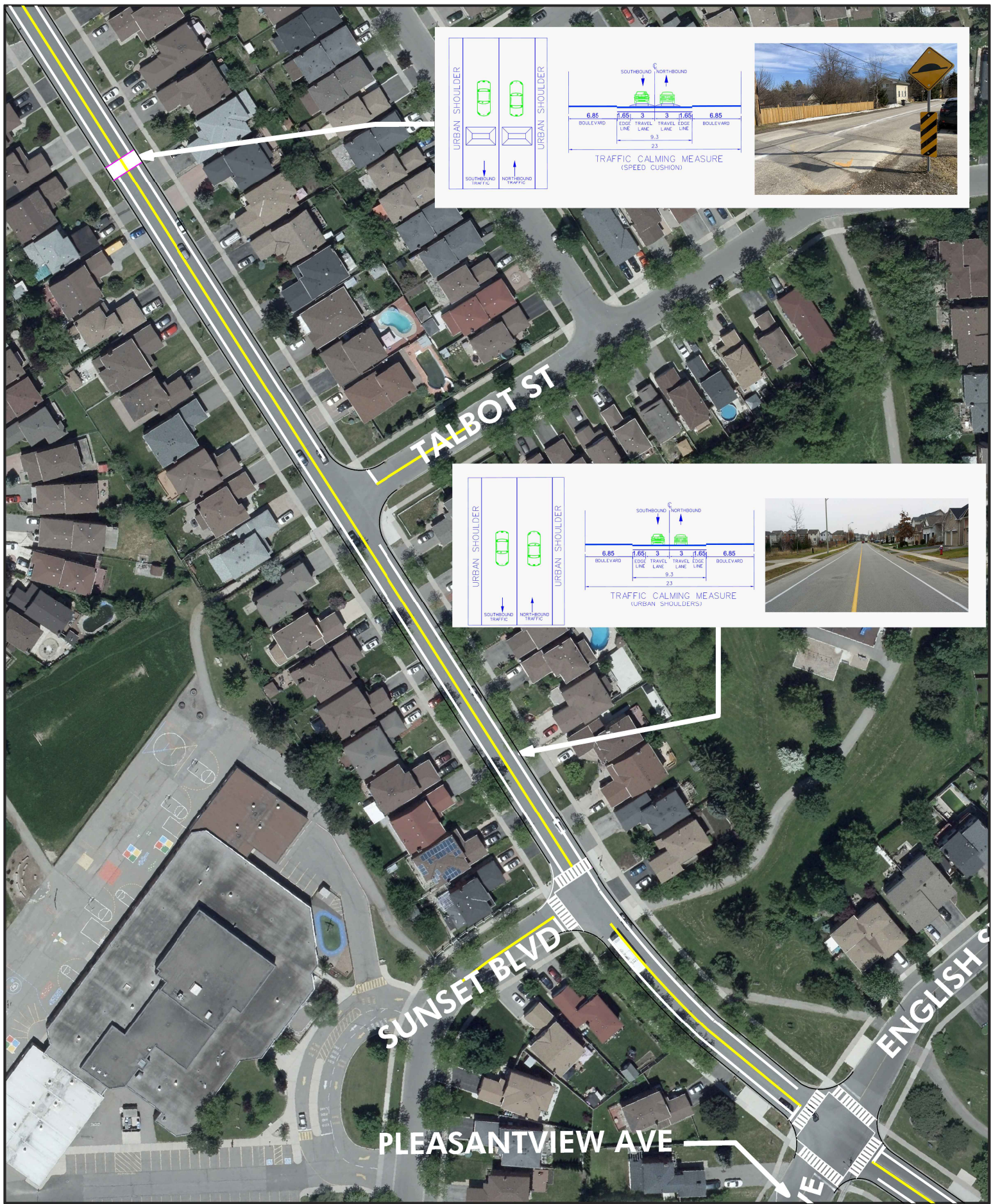
Figure C4: Centre Street North Traffic Calming (Vodden Street East and a point 140 metres south of Beech Street)

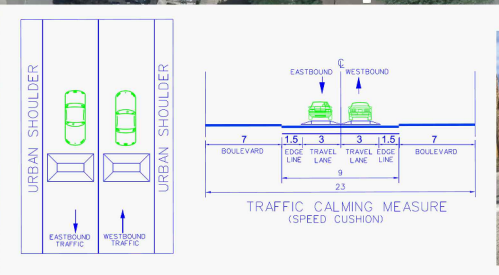
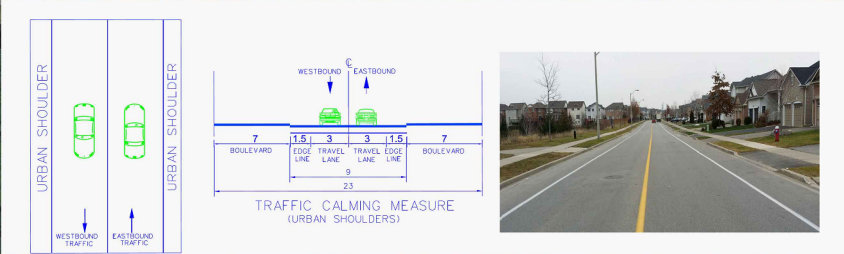
Figure C5: Centre Street North Traffic Calming (A point 140 metres south of Beech Street and McCaul Street)

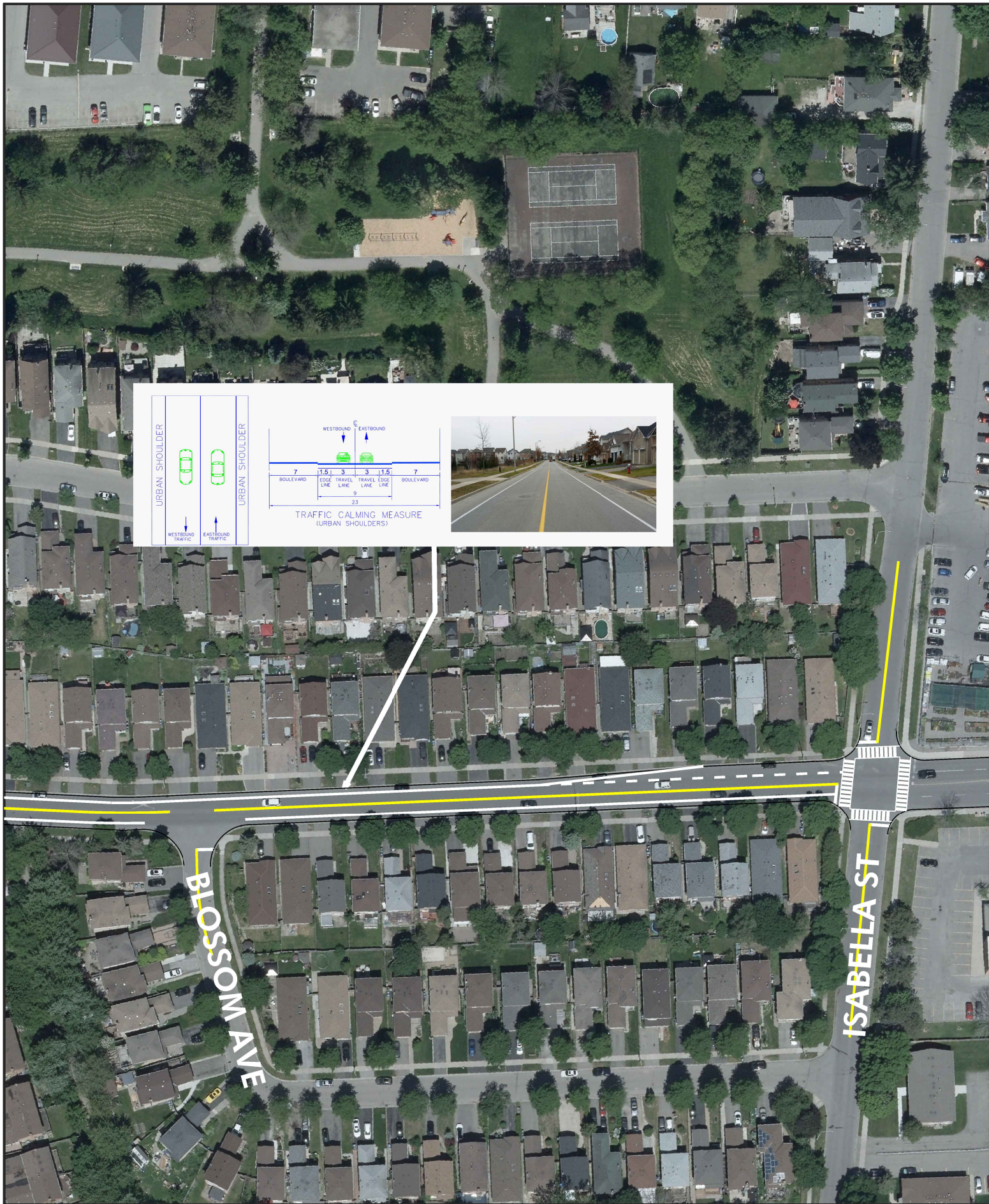
Figure C6: Centre Street North Traffic Calming (McCaul Street and a point 166 metres south of Church Street East)

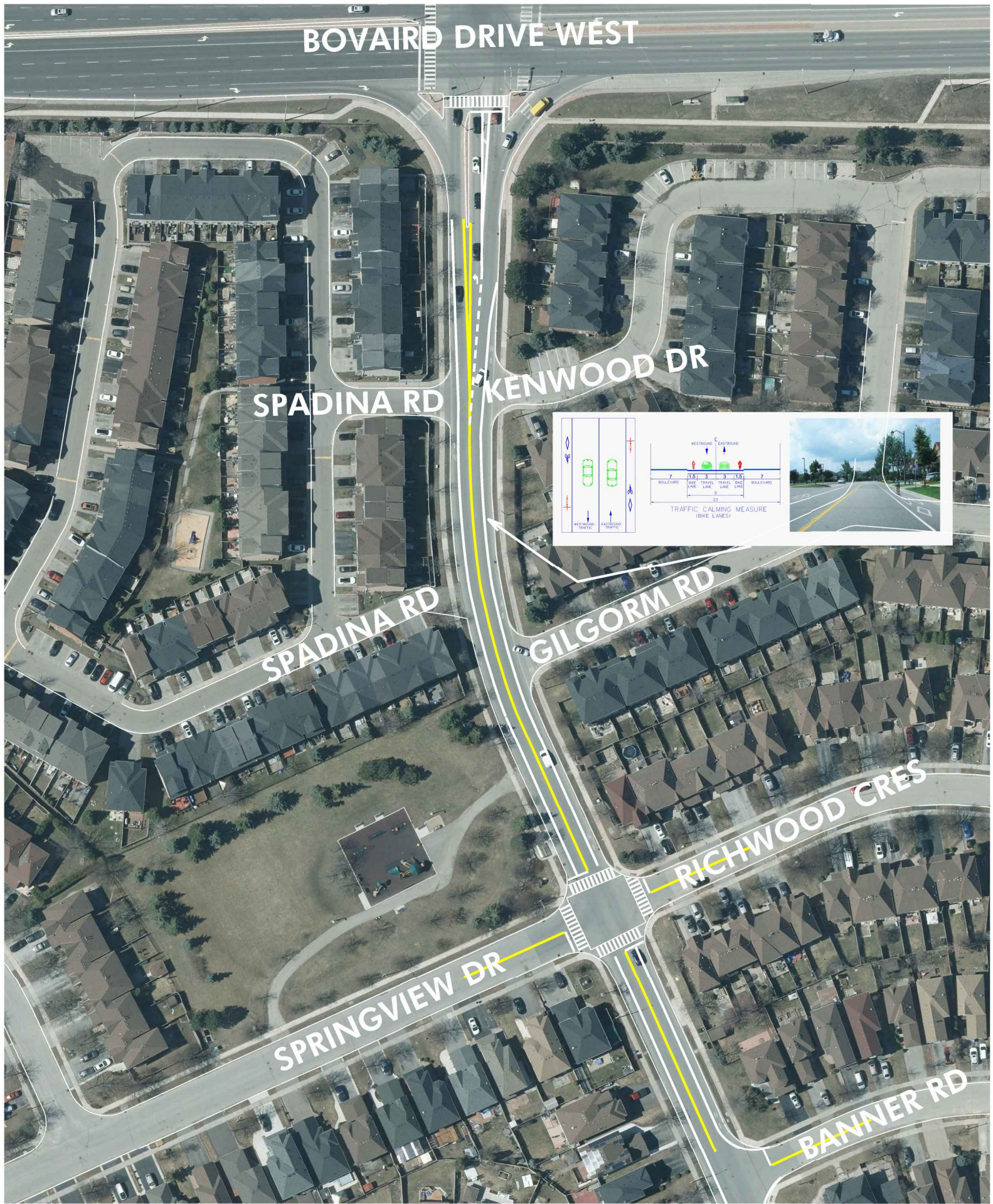
Figure C7: Centre Street North Traffic Calming (A point 166 metres south of Church Street East and Queen Street East)



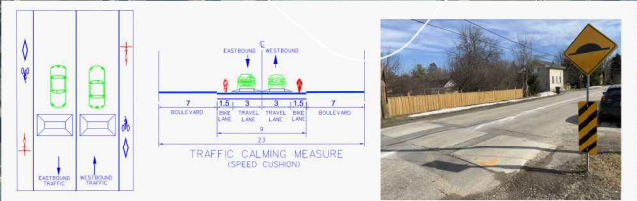


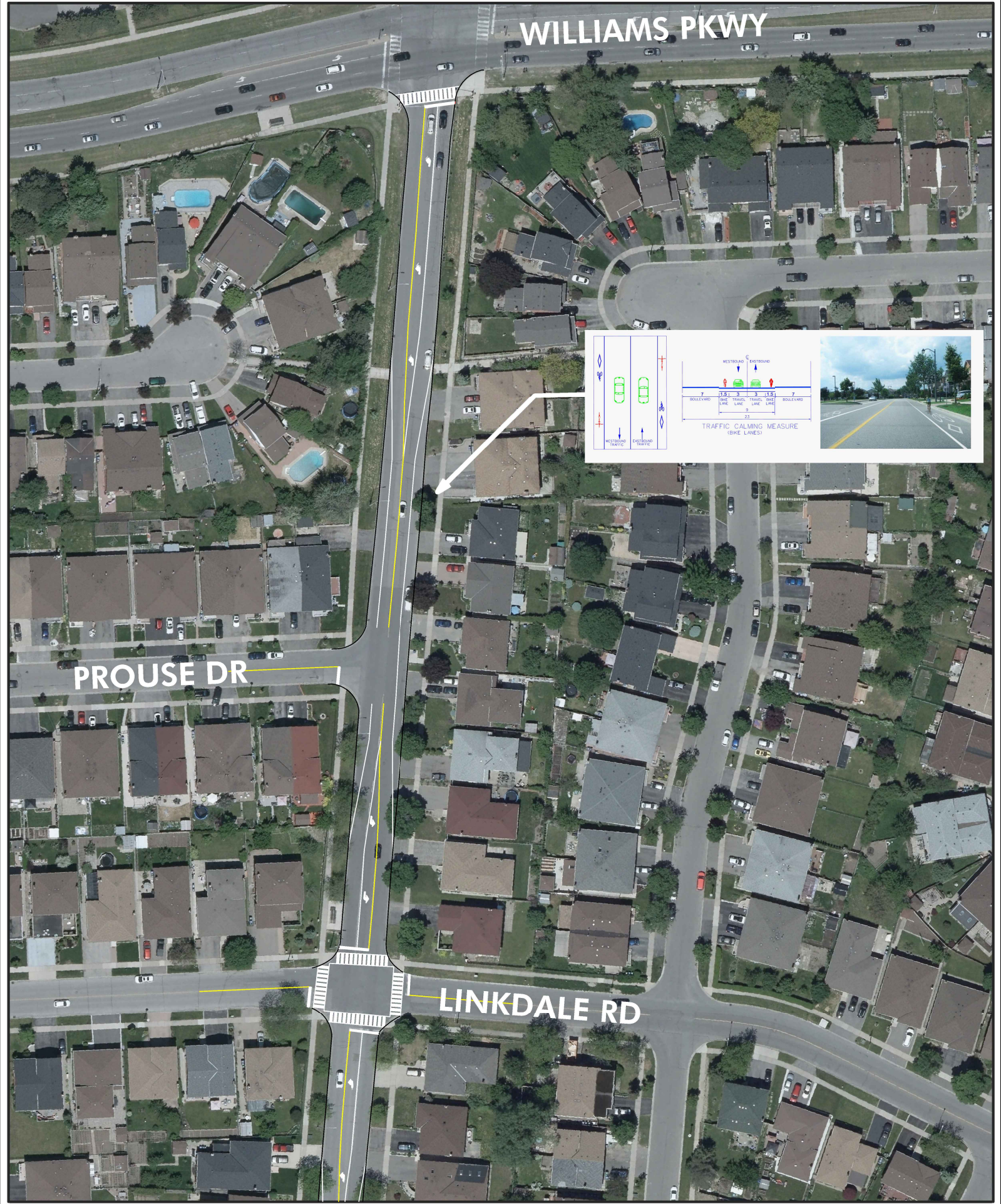










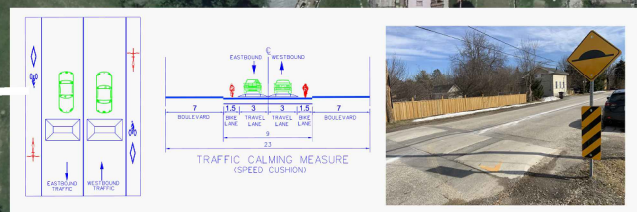
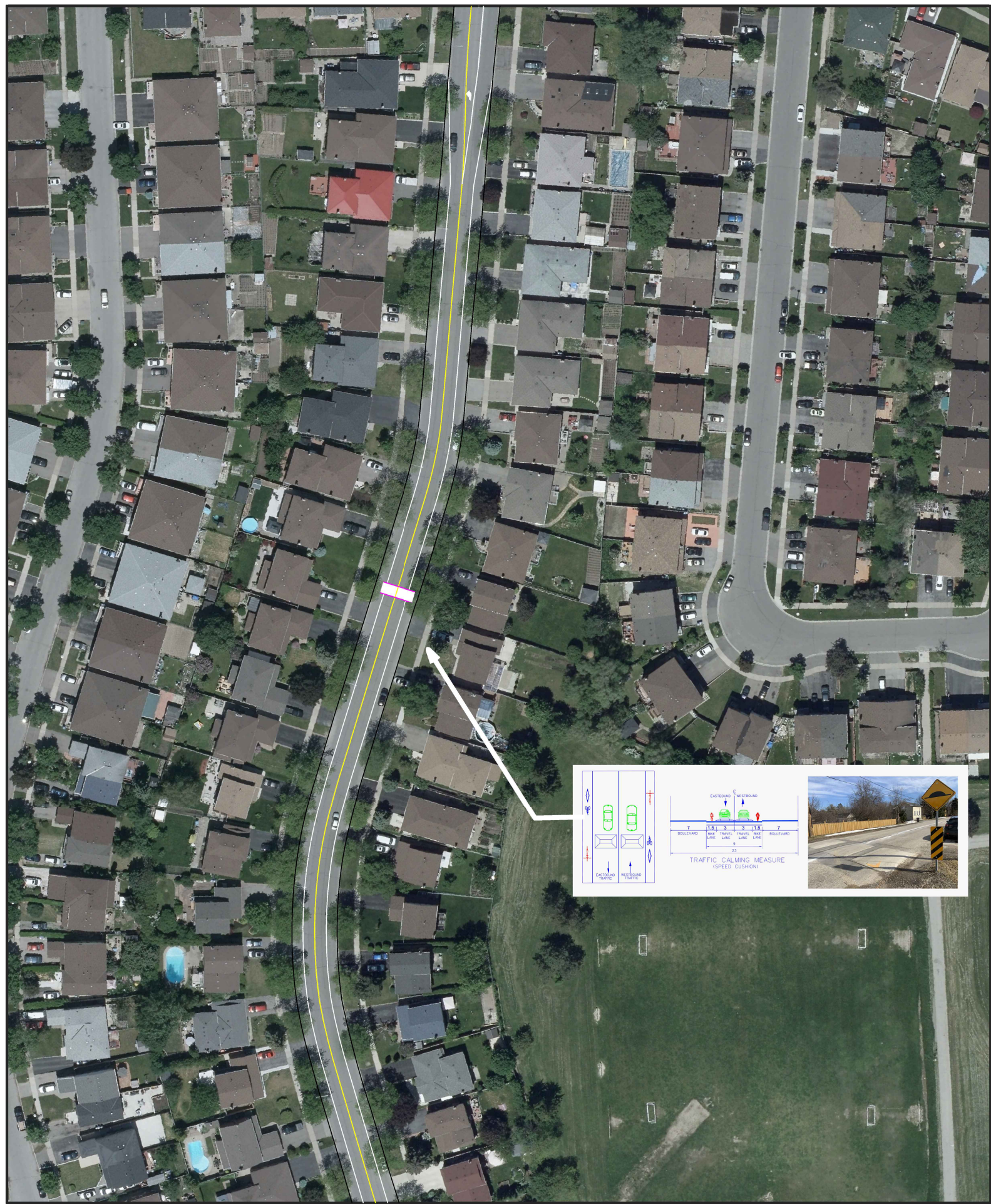


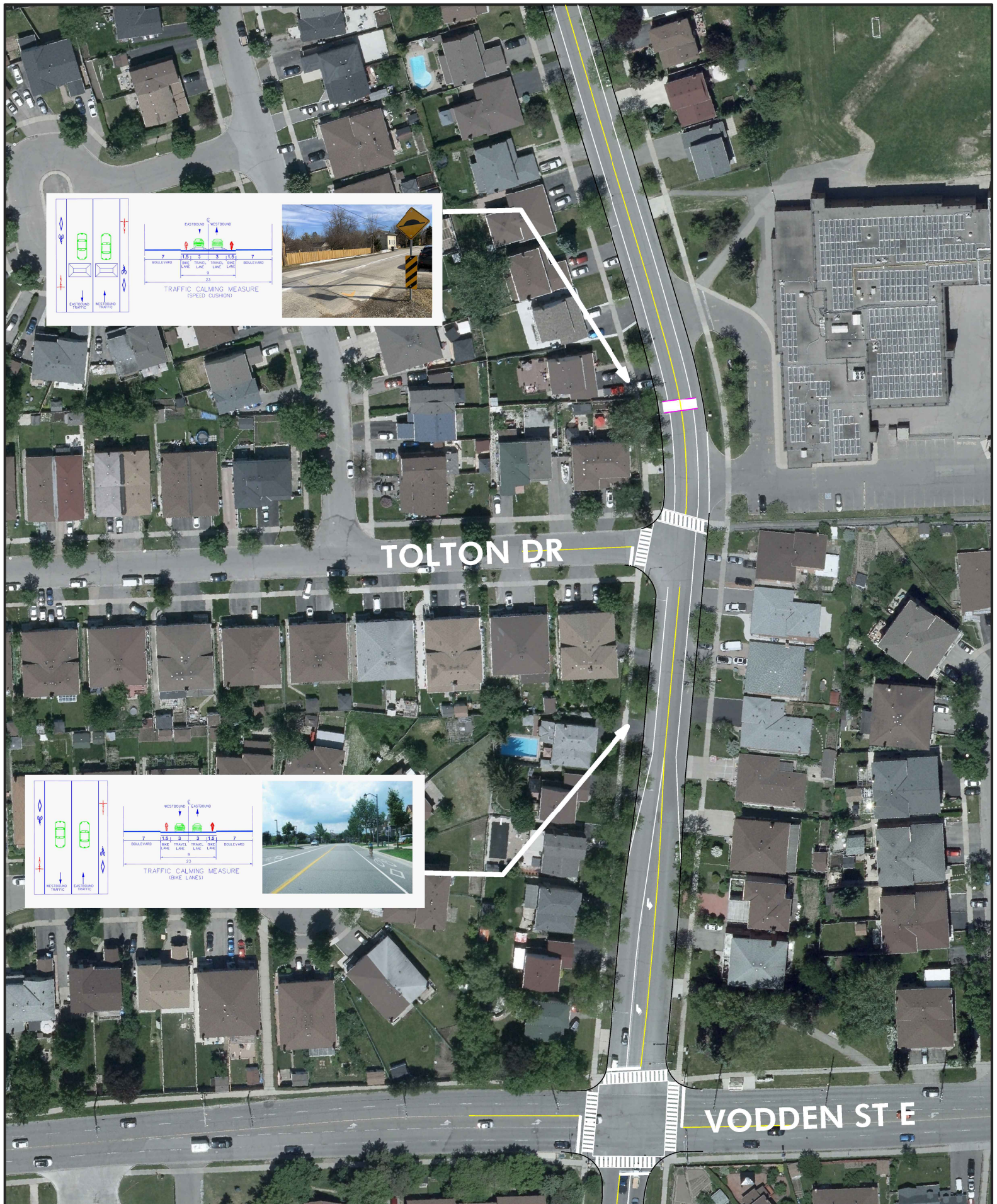
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PROUSE DR

LINKDALE RD

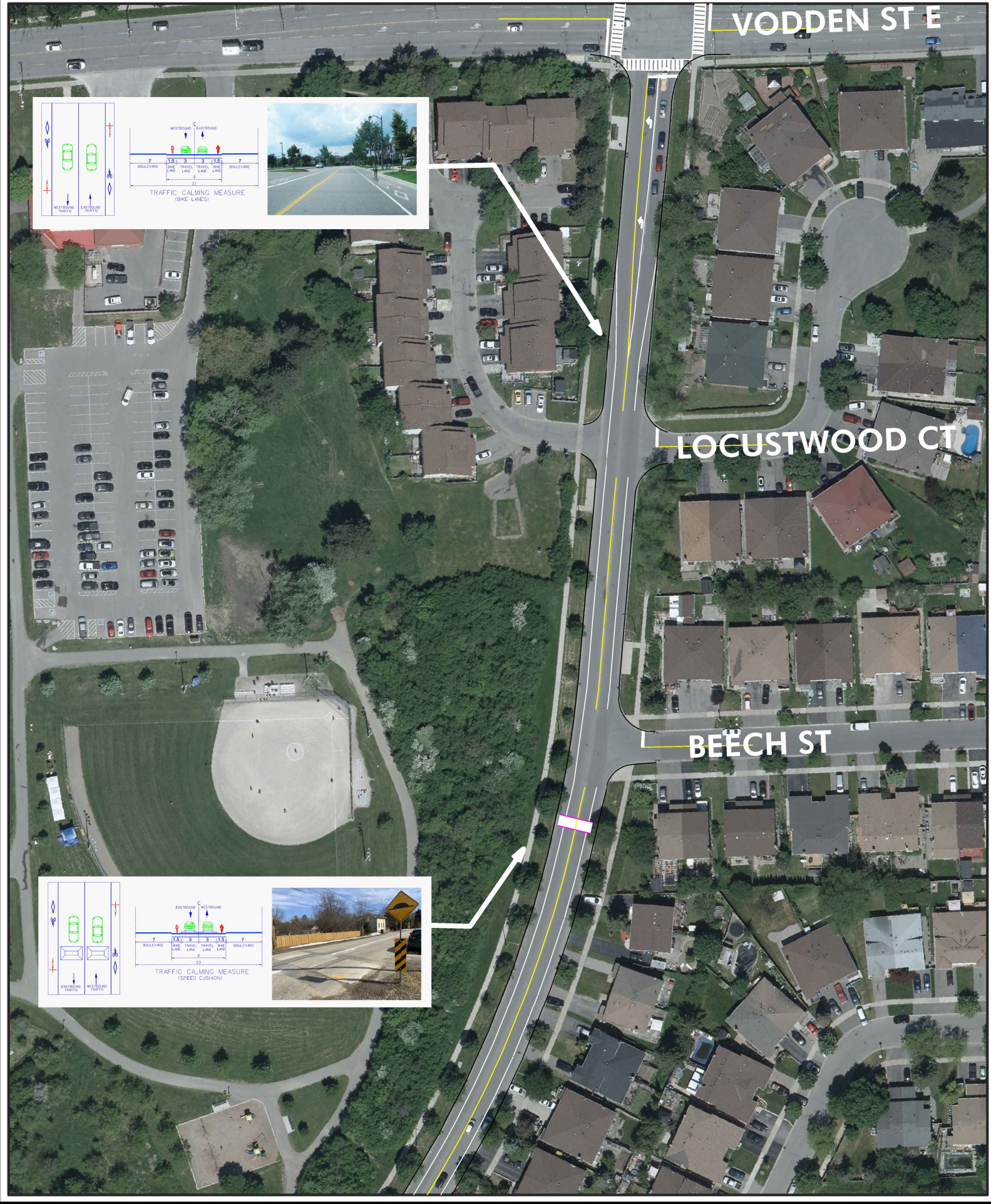


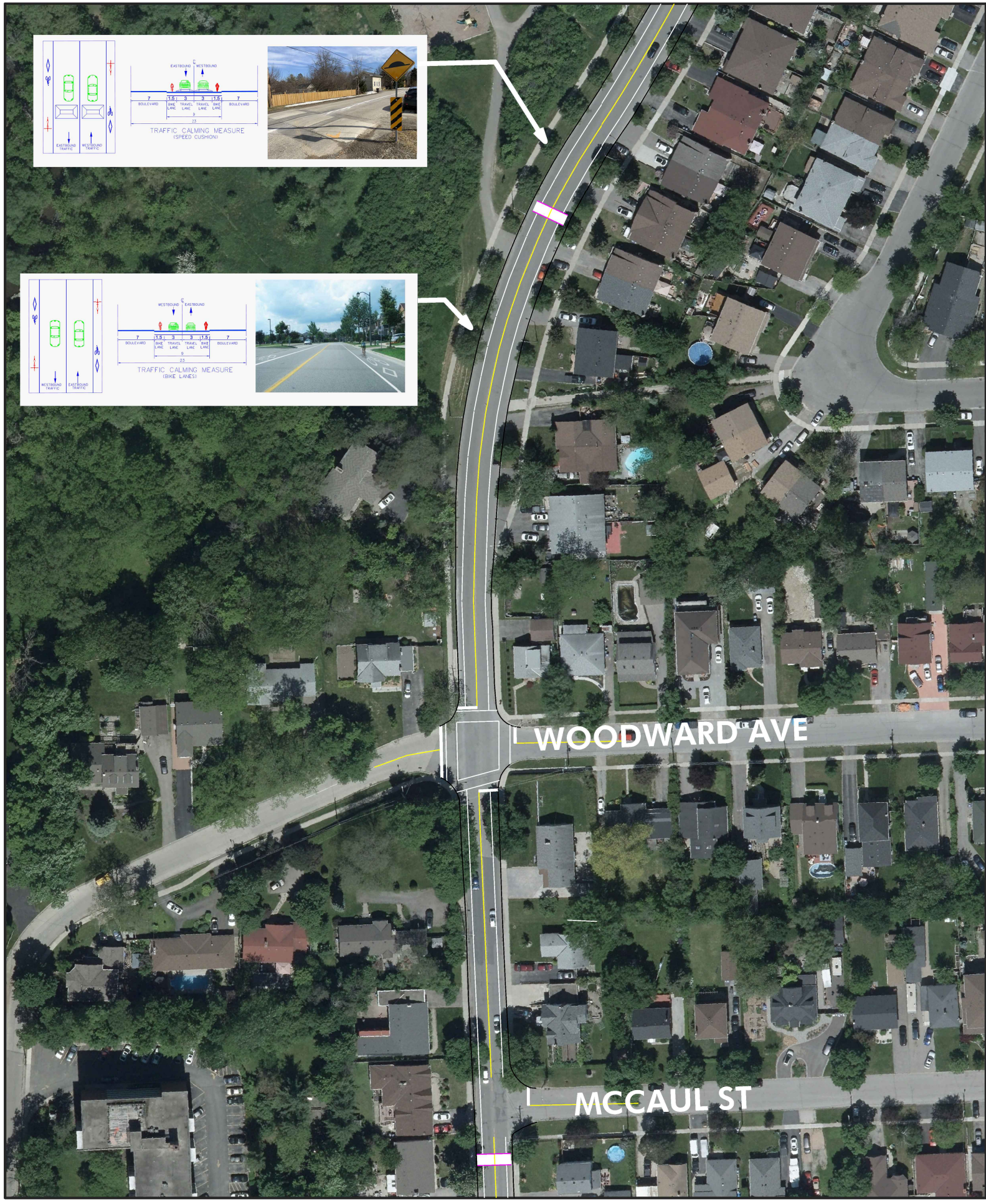


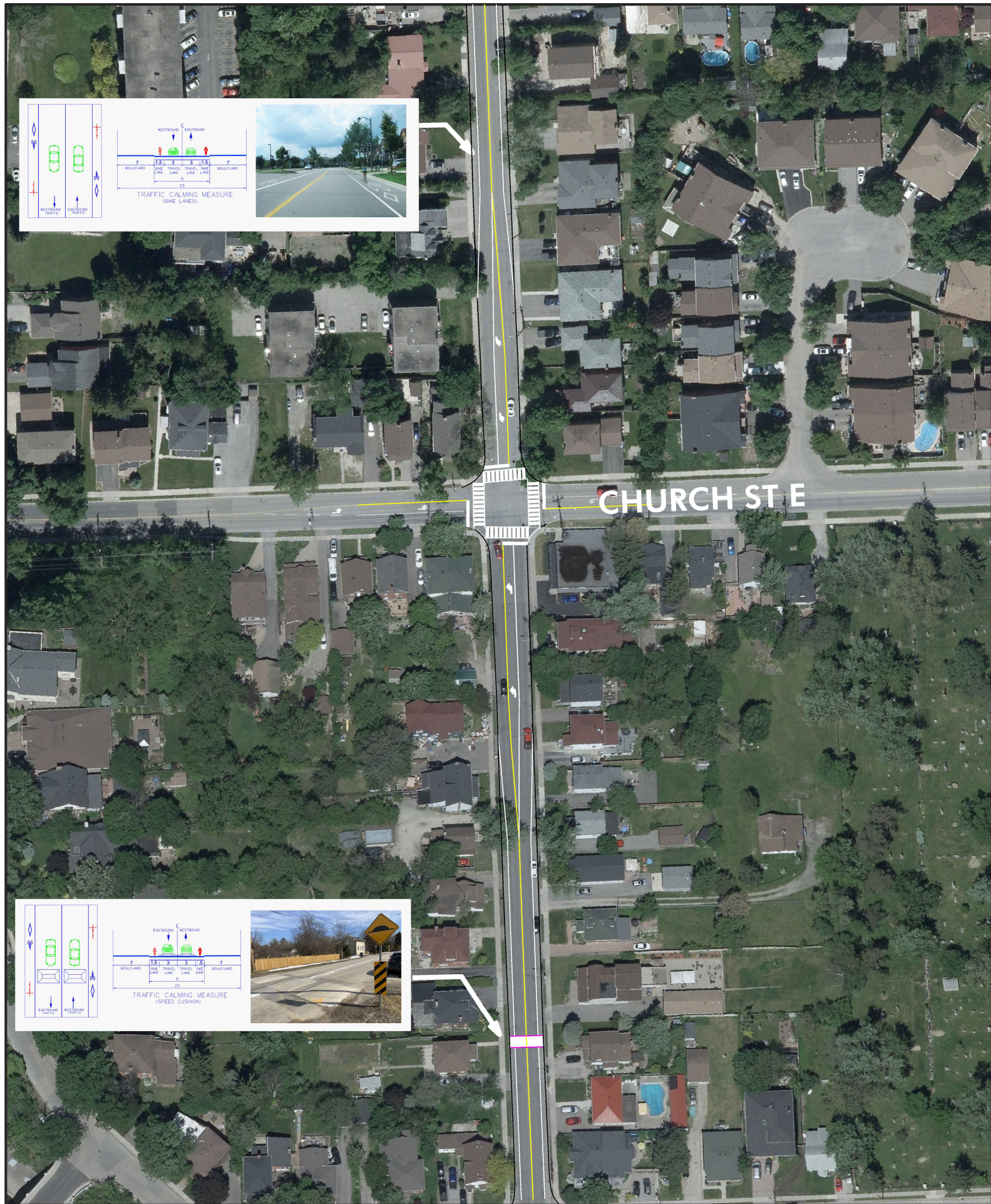


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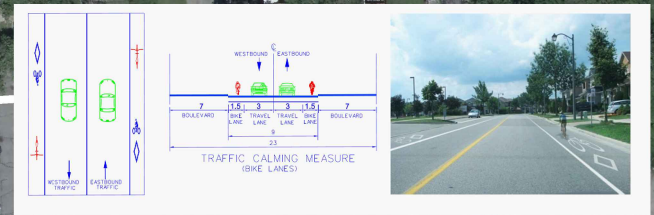
VODDEN ST E







CHURCH ST E



Date: 2021-03-09

Subject: Request to Begin Procurement Report – Supply and Delivery of Various Hardware, Safety and Industrial Supplies

Contact: Dale Turpin
Acting Supervisor, Operations and Service Contracts
905-874-2496
Dale.turpin@brampton.ca

Report Number: Public Works & Engineering-2021-331

Recommendations:

1. That the report titled: Request to Begin Procurement Report – Supply and Delivery of Various Hardware, Safety, and Industrial Supplies to City of Brampton Facilities for a Three (3) Year Period. (File ACX.HA), to the Committee of Council Meeting of March 31, 2021, be received; and
2. That the Purchasing Agent be authorized to commence the procurement for the Supply and Delivery of Various Hardware, Safety, and Industrial Supplies to City of Brampton Facilities for a Three (3) Year Period.

Overview:

- The purpose of this report is to obtain authorization to begin procurement for the Supply and Delivery of Various Hardware, Safety, and Industrial Supplies to City of Brampton Facilities for a three (3) year period with two (2) additional one (1) year renewal options.
- The current contract expires June 30th, 2021

Background:

A public competitive RFP (RFP2018-004) was conducted in May 2018 for the supply and delivery of various hardware, safety and industrial supplies to City of Brampton facilities for a three year period. Corporate Express Canada Inc. was awarded the resulting contract.

Current Situation:

The current contract is set to expire June 30, 2021. A procurement process is required in order to establish a new contract for a three year period with the option to renew for two additional one year periods.

Corporate Implications:Purchasing Comments:

A public Procurement Process will be conducted and the Bid submissions shall be evaluated in accordance with the published evaluation process within the bid document. Purchase approval shall be obtained in accordance with the Purchasing By-law.

All communication with Bidders involved in the procurement must occur formally, through the contact person identified in the Bid Document.

Financial Implications:

Funding for Supply and Delivery of Various Hardware, Safety, and Industrial Supplies to City of Brampton Facilities is an approved operating initiative, which currently has sufficient funding for the budget year 2021. Staff will ensure there is sufficient funding in place for future years until the end of the contract, subject to Council approval.

Other Implications:**Term of Council Priorities:**

Term of Council Priorities are the steps to move our city towards that goal over the next four years. Brampton is a Well-Run City Continuously improving the day-to-day operations of the corporation by streamlining service delivery, effectively managing municipal assets, and leverage

Living the Mosaic – 2040 Vision

This report aligns with the 2040 Vision by streamlining service delivery and effectively managing municipal assets as a well-run city.

Conclusion:

This report recommends that the Purchasing Agent be authorized to commence the procurement as described in this report.

Authored by:

Dale Turpin
Acting Supervisor, Operations and
Service Contracts, Facilities
Operations and Maintenance,
Public Works & Engineering

Reviewed by:

Ruban Rajah, Director
Facilities Operations and Maintenance
Public Works & Engineering

Approved by:

Jayne Holmes
Acting Commissioner, Public Works &
Engineering

Submitted by:

David Barrick
Chief Administrative Officer

Report Approval Details

Document Title:	Begin Procurement Rpt-Supply and Delivery of Hardware, Safety and Industrial Supplies.docx
Attachments:	
Final Approval Date:	Mar 25, 2021

This report and all of its attachments were approved and signed as outlined below:

Ruban Rajah - Mar 11, 2021 - 2:26 PM

No Signature found

Diane Oliveira - Mar 11, 2021 - 3:26 PM

No Signature found

Nadeem Yousuf - Mar 11, 2021 - 3:29 PM

Jayne Holmes - Mar 11, 2021 - 4:26 PM

David Barrick - Mar 25, 2021 - 5:49 PM



Minutes

Brampton Transit Advisory Committee The Corporation of the City of Brampton

Monday, March 1, 2021

Members Present: Regional Councillor M. Palleschi (Co-Chair)
 Regional Councillor P. Vicente (Co-Chair)
 Sylvia Menezes Roberts
 Akinade Oduntan
 Ameek Singh
 Myrna Adams, Representative, Age-Friendly Brampton Advisory
 Committee
 Alina Grzejszczak, Representative, Cycling Advisory Committee
 Todd Letts, Representative, Brampton Board of Trade

Staff Present: Alex Milojevic, General Manager, Transit
 Doug Rieger, Director, Transit Development
 Vincent Rodo, Director, Transit
 Ivana Tomas, Director, Transit Services
 Shauna Danton, Legislative Coordinator, City Clerk's Office

1. Call to Order

Note: In consideration of the current COVID-19 public health orders prohibiting large public gatherings of people and requirements for physical distancing between persons, in-person attendance at this Planning and Development Committee meeting was limited and physical distancing was maintained in Council Chambers at all times during the meeting.

The meeting was called to order at 7:00 p.m. and adjourned at 8:30 p.m.

As this meeting of the Brampton Transit Advisory Committee was conducted with electronic participation by Members, the meeting started with the Clerk's Office calling the roll for attendance at the meeting, as follows:

Members present during roll call: Councillor Palleschi, Councillor Vicente, Sylvia Menezes Roberts, Akinade Oduntan, Ameek Singh, Myrna Adams, Alina Grzejszczak, Todd Letts

Members absent during roll call: Rafiqul Islam, Sarbjeet Sani, Franco Spadafora

2. Approval of Agenda

BTAC001-2021

That the Agenda for the Brampton Transit Advisory Committee Meeting of March 1, 2021, be approved as amended as follows:

To add:

7.1 - Discussion at the request of Sylvia Menezes Roberts, Member, re: **Agenda Publication and the Procedure By-law**

7.2 - Discussion at the request of Sylvia Menezes Roberts, Member, re: **Transit Oriented Development**

7.3 - Discussion at the request of Sylvia Menezes Roberts, Member, re: **Bus Lanes**

Carried

3. Declarations of Interest under the Municipal Conflict of Interest Act

Nil

4. Previous Minutes

The minutes were considered by Committee of Council on November 18, 2020, and approved by Council on November 25, 2020. The minutes were provided for Committee's information.

5. Presentations\Delegations

5.1 Staff presentation by Alex Milojevic, General Manager, Transit, re: Transit Advisory Committee Presentation

Transit staff provided a presentation that included the following:

- Deferral of 2020 Items

- 2021 Budget
- ICIP Update
- 2020 Ridership
- Follow-up: 2019 Customer Satisfaction Survey
- Transit Projects
- 2021 Service Plan
- Follow-up: Bike and Car Sharing in Brampton

Committee discussion of the matter included:

- route extensions; anticipated completion, delays, and contingency plans
- Covid-19 impacts and questions of clarification with respect to the budget
- provincial grants and funding; phases and timelines

The following motion was considered:

BTAC002-2021

That the staff presentation re: **Transit Advisory Committee Presentation** to the Brampton Transit Advisory Committee Meeting of March 1, 2021 be received.

Carried

5.2 Staff presentation by Alex Milojevic, General Manager, Transit, re: Customer Satisfaction among Brampton Transit Riders

Staff provided a presentation that included the following:

- Customer satisfaction with respect to: bus services, terminals, shelters, stops, and bus drivers
- alternative modes of transportation
- trip overview: trips per week, number of trips over time, longevity, weekday vs. weekend trips, employment, and age

Committee discussion of the matter included the following:

- frequency of customer satisfaction surveys
- details of ridership data
- future data collection and topic suggestions

The following motion was considered:

BTAC003-2021

That the staff presentation re: **Customer Satisfaction among Brampton Transit Riders** to the Brampton Transit Advisory Committee Meeting of March 1, 2021 be received.

Carried

6. Reports/Updates

Nil

7. Other/New Business/Information Items

7.1 Discussion at the request of Sylvia Menezes Roberts, Member, re: Agenda Publication and the Procedure By-law

Committee noted the significant agenda items and expressed a desire for more time to review the materials prior to the meeting. The following suggestions were provided:

- that the meeting frequency be increased to allow for a more even agenda item distribution, or
- that the agenda publication and circulation date be amended from one (1) Friday prior to the week of the meeting, to two (2) Fridays prior to the week of the meeting

There was consensus that Council ratification of either of the suggested amendments to the meeting protocol would suffice.

A recorded vote was requested and the motions carried as follows:

BTAC004-2021

That it is the position of the Brampton Transit Advisory Committee that the Brampton Transit Advisory Committee's agenda publication and circulation date be amended from one (1) Friday prior to the week of the meeting, to two (2) Fridays prior to the week of the meeting, for the remainder of the current term of council.

A recorded vote was requested and the motion carried as follows:

Yea (8): Regional Councillor Vicente, Regional Councillor Palleschi, Sylvia Menezes Roberts, Akinade Oduntan, Aameek Singh, Myrna Adams, Alina Grzejszczak, Todd Letts

Absent (3): Rafiqul Islam, Sarbjeet Saini, Franco Spadafora

Carried (8 to 3)

BTAC005-2021

That it is the position of the Brampton Transit Advisory Committee that the frequency of Brampton Transit Advisory Committee meetings be increased for the remainder of the current term of council.

A recorded vote was requested and the motion carried as follows:

Yea (8): Regional Councillor Vicente, Regional Councillor Palleschi, Sylvia Menezes Roberts, Akinade Oduntan, Aameek Singh, Myrna Adams, Alina Grzejszczak, Todd Letts

Absent (3): Rafiqul Islam, Sarbjeet Saini, Franco Spadafora

Carried (8 to 3)

7.2 Discussion at the request of Sylvia Menezes Roberts, Member, re: Transit Oriented Development

Committee consideration of the matter included a suggestion that the City adopt a definition of good transit and ensure it is incorporated into future planning considerations, with an emphasis on areas designated for high density development. Committee noted Council's commitment to reduce parking requirements in new developments in an effort to encourage transit usage.

- 7.3 Discussion at the request of Sylvia Menezes Roberts, Member, re: Bus Lanes
Committee outlined the importance and need for dedicated bus and cycling lanes
and along the Hurontario and Steeles LRT routes.

Staff noted that the comments will be taken into consideration during the LRT
process.

8. **Correspondence**

Nil

9. **Question Period**

In response to a question from Committee, staff outlined the City's bus cleaning
and sanitization procedures.

10. **Public Question Period**

The public was given the opportunity to submit questions via e-mail to the City
Clerk's Office regarding any decisions made at this meeting.

Staff confirmed that no questions were submitted regarding decisions made at
this meeting.

11. **Closed Session**

Nil

12. **Adjournment**

The following motion was considered:

BTAC006-2021

That the Brampton Transit Advisory Committee do now adjourn to meet again on
Monday, May 3, 2021, at 7:00 p.m., or at the call of the Co-Chairs.

Carried

Regional Councillor P. Palleschi (Co-Chairs)

Regional Councillor P. Vicente (Co-Chairs)



Minutes

Brampton School Traffic Safety Council The Corporation of the City of Brampton

Thursday, March 4, 2021

Members Present: Patrick Doran (Chair)
Wendell Cole
Renee Crone
Charles Gonsalves
Michael Gyovai
Zeenath Mahajan
Mohan Balasubramaniam
Abdul Rashid
Pathik Shukla
Jashandeep Singh
Trustee Darryl D'Souza, DPCDSB
Trustee Kathy McDonald, PDSB
City Councillor C. Williams - Wards 7 and 8

Members Absent: Max Kazman (Vice-Chair)
Baljit Mand
Mazhar Khan

Staff and Agencies: Craig Kummer, Senior Manager, Traffic Services
Violet Skirten, Crossing Guard Supervisor
Kim Bernard, Team Lead Crossing Guard
Dave Marcotte, Peel District School Board
Chandra Urquhart, Legislative Coordinator

1. **Call to Order**

The meeting was called to order at 9:37 a.m. and adjourned at 10:15 a.m.

2. **Approval of Agenda**

SC001-2021

That the agenda for the Brampton School Safety Traffic Council meeting of March 4, 2021 be approved as published and distributed.

Carried

3. **Declarations of Interest under the Municipal Conflict of Interest Act**

Nil

4. **Previous Minutes**

4.1 Minutes - Brampton School Traffic Safety Council - December 3, 2020

The minutes were considered by Committee of Council on January 20, 2021 and approved by Council on January 27, 2021. The minutes were provided for Committee's information.

5. **Presentations\Delegations**

5.1 Delegation from Sgt. Paul Dhillon, Peel Regional Police, re: Restructuring of Peel Regional Road Safety Services - newly adopted Community Safety and Wellbeing Model

Insp. Peter Danos and Cst. Claudia Wells joined Sgt. Dhillon for the presentation on Community Safety and Well-Being – Road Safety Services. The following was highlighted:

- Framework and areas of focus – video presented
 - incident response
 - social development
 - risk intervention
 - prevention
- Mobilization/Community Policing Operations

- connections throughout the organization
- integration with operations
- coordinated activities, e.g. crisis response and schools
- Community Safety and Well-being activities, and situation tables
- Public Health Addiction
 - statistics on drug overdose deaths – 2014-2020
- Fatalities and Life Altering Injuries – 2018-2020 statistics
- Road Watch Complaints and On-line Process
 - details of high traffic complaint list - statistics for 2019 -2020 of top 30 streets hourly
 - complainants were contacted with next steps once complaints were received

Committee discussion and questions on the matter included:

- Inquiries regarding complaints for next steps include a letter being sent to complainant and a visit from an officer if required
- Complainant maybe required to testify on certain offences such as dangerous driving
- Inquiries regarding usage of photos/video footage as evidence were under consideration
- Details on the process for ranking of streets/intersections on high traffic list and duplications
- Statistics for intersections in the vicinity of schools and comments that this type of data can be provided at a future meeting
- Overview of the process to complete on-line complaint forms
- Clarification on the availability of information collected through Road Watch (RW) and whether it was shared within the system for officers on the road
- Comment that City and Regional staff were in collaboration with Road Safety Services with the focus on how to utilize RW especially around schools
- Explanation of the process if a witness may choose to provide an affidavit instead of attendance of court

- Whether statistics provided include violations by scooters and comments on the difficulties to identify those type of vehicles
- Indication that violations involving crossing guards while on duty also requires completion of the on-line complaint form process

The following motion was considered:

SC002-2021

That the delegation and presentation by Sgt. Paul Dhillon, Peel Regional Police, Insp. Peter Danos and Cst. Claudia Wells, to the Brampton School Traffic Safety Council meeting of March 4, 2021, re: **Restructuring of Peel Regional Road Safety Services - newly adopted Community Safety and Wellbeing Model** be received.

Carried

6. Committees, Education and Promotions

Nil

7. Correspondence

- 7.1 Site Inspection request by Tara Benson, Student Transportation of Peel Region (STOPR), re: Crossing Guard/Safety Concerns at intersection of Queen Street West and Creditview Road - St. Jacinto Marto, Catholic School, 5 Fallowfield Road - Ward 5

Violet Skirten, Crossing Guard Supervisor, provided an overview of the request and advised that a site inspection be undertaken of the intersection of Queen Street and Creditview Road for overall safety.

The following motion was considered:

SC003-2021

1. That the site Inspection request by Tara Benson, Student Transportation of Peel Region (STOPR), to the Brampton School Traffic Safety Council meeting of March 4, 2021, re: **Crossing Guard/Safety Concerns at intersection of Queen Street West and Creditview Road - St. Jacinto Marto, Catholic School, 5 Fallowfield Road - Ward 5** be received; and,
2. That a site inspection be undertaken.

Carried

8. New School Openings

Nil

9. Changes/Updates to School Boards/Student Population

Trustee K. McDonald and Trustee D. D'Souza advised that student population at both Peel District School Board and Dufferin-Peel Catholic District School Boards have experienced a slight decrease due to the pandemic and changes at schools.

10. Other/New Business

Nil

11. Site Inspection Report(s)

Nil

12. Future/Follow-up Site Inspection(s)

Nil

13. Site Inspection Schedule

The following site inspection was scheduled:

St. Jacinto Marto, Catholic School, 5 Fallowfield Road - Ward 5 - Crossing Guard/Safety Concerns - intersection of Queen Street West and Creditview Road
- Tuesday, March 9, 2021 - 8:30 a.m - Renee Crone and Abdul Rashid- 3:30 p.m.
- Report - Abdul Rashid

14. Information Items

Nil

15. Question Period

Nil

16. Public Question Period

Nil

17. **Adjournment**

The following motion was considered:

SC004-2021

That Brampton School Traffic Safety Council do now adjourn to meet again on April 1, 2021 at 9:30 a.m.

Carried

Patrick Doran, Chair

Max Kazman, Vice-Chair

Referred Matters List - 2018-2022 Term of Council

RML ID	Origin Meeting			Report to	Report Name (working title only)	Original Deadline/ Target	Revised Target Date	Revision Number	Contact
	Date	Resolution / Recommendation	Council / Committee						
City Council									
RM 12/2019	2019/01/30	CW051-2019	CW	CL	Development of a residential hospice in Brampton	2019/04/17	Q4 2021	7	M. Nader x42145
RM 134/2019	2020/12/11	C441-2019	CL	CL	Healthcare in Brampton - Confirmation of the City's Local Share Commitment	2020/03/11	2021/04/07	11	G. Kaur x43694
RM 70/2020	2020/10/28	C409-2020	CL	CL	Integrated frame and cover maintenance system - potential cost savings through adopting this new technology	2021/03/03	Q2 2021 (May)	2	R. Forward x42052 J. Holmes x42554
RM 7/2021	2021/01/27	CW041-2021	CL	CL	Identification of a city park or facility for a Tamil Memorial Genocide monument, in consultation with the Brampton Tamil Seniors Association and Brampton Tamil Association	2021/03/03	2021/04/07	2	M. Nader x2145
RM 8/2021	2021/01/27	C028-2021	CL	CL	Policies, governance, reporting structure, budget, and independence of the Municipal Ombudsman and Auditor General	Q1 2021	Q2 2021	1	D. Barrick x42625
RM 12/2021	2021/02/23	AU003-2021	AU	AU	Overview of existing or potential whistle-blower policy and procedures	2021/05/04			R. Gervais x43836
RM 13/2021	2021/03/03	C059-2021	CL	CL	Development and deployment of recruitment plans for employment opportunities for Brampton residents	2021/04/07			S. Aujla x42155
RM 14/2021	2021/03/03	C067-2021	CL	CL	Naming of an asset to commemorate Sean Monahan	2021/04/07			R. Forward x42052
RM 16 /2021	2021/03/24	tbc	CL	CL	Provide recommendations that update the Council Code of Conduct to strengthen its alignment with HR policy and complaint processes, in consultation with the Integrity Commissioner	2021/06/02			S. Aujla x42155 P. Fay x42172
RM 17 /2021	2021/03/24	tbc	CL	CL	Provide recommendations to strengthen and clarify the process for complaints made to HR against members of council, including but not limited to specific reference to the IC in HR policy, and examples/processes used by other municipalities.	2021/06/02			S. Aujla x42155
RM 18 /2021	2021/03/24	tbc	CL	CL	Council workshop with the Integrity Commissioner, to include a review of recommendations of the previous workshop and meetings of Council, and to inform and be informed by the ongoing provincial consultation on integrity commissioner roles and Council codes of conduct	2021/06/02			P. Fay x42172
Committee of Council									
RM 9/2019	2019/01/16	CW028-2019	CW	CW	Update on protecting the City's trademark, logo and wordmark	2019/04/03	Q2 2021	16	J. Tamming x42889
RM 45/2019	2019/04/03	CW150-2019	CW	CW	Housekeeping Amendments to Brampton Appeal Tribunal By-law 48-2008	2019/06/12	Q2 2021	15	P. Fay x42172
RM 48/2019	2019/04/17	CW187-2019	CW	CW	Bovaird House – Robinson Barn	2019/09/04	Q2 2021	8	J. Holmes x42554
RM 54/2019	2019/04/17	CW190-2019	CW	CW	Proposed changes to legislation concerning consumption of alcohol in public spaces	2019/09/04	2022	3	G. Kaur x43694 P. Fay x42172
RM 62/2019	2019/05/15	CW219-2019	CW	CW	Downtown Mobility Hub and Metrolinx's transit oriented development strategy	2019/09/04	Q2 2021	10	P. Aldunate x42435
RM 84/2019	2019/06/19	C247-2019	CL	CW	Costs/Benefits related to Banning of Election Signs	2020/01/15	2021/05/26	9	E. Corazzola x42092
RM 106/2019	2019/09/04	CW343-2019	CW	CW	Proposed surplus declaration of 7752 Churchville Road	2019/12/04	Q2 2021	6	M. Nader x42145
RM 107/2019	2019/09/04	CW343-2019	CW	CW	Proposed demolition of the Siemens Building at 2719 Bovaird Drive West	2019/12/04	Q2 2021	4	M. Nader x42145
RM 108/2019	2019/09/04	CW343-2019	CW	CW	Proposed demolition of the residential structures at 10981 Torbram Road	2019/12/04	Q3 2021	5	J. Holmes x42554
RM 110/2019	2019/09/11	C338-2019	CL	CW	Safety and Security Measures in all City Facilities and Public Spaces in the Downtown Area	2019/11/13	Q2 2021	6	M. Nader x42145 R. Said x42645
RM 131/2019	2019/11/13	CW477-2019	CW	BC	Timeline, plan and costing to improve water quality of water bodies within the City's jurisdiction	2020 Budget	Q2 2021	4	M. Won x42533 M. Hoy x42608
RM 4/2020	2019/12/04	CW498-2019	CW	CW	Review of offers received for City Friendship Agreements with Ahmeda-bad, India, and Riberia Grande, Azores, Portugal	2020/01/29	Q2 2021	10	J. Tamming x42889
RM 6/2020	2019/12/04	CW513-2019	CW	CW	Negotiations for structuring a long-term lease and funding arrangement for the joint development of the Trailhead Eco Park	2020/03/04	Q4 2021	4	M. Nader x42145
RM 8/2020	2019/01/15	CW004-2020	CW	CW	Potential use of Block 109, 43M-1425 and Block 99, 43M-1378, for park-like purposes - Ward 10	2020/04/08	Q2 2021	3	E. Fagan x42913
RM 9/2020	2019/01/15	CW007-2020	CW	CW	Arm's Length Organization for Arts, Culture and Creative Industry Development in Brampton - Advisory Panel Appointments	2020/04/08	Q2 2021	5	J. Tamming x42889

RML ID	Origin Meeting			Report to	Report Name (working title only)	Original Deadline/ Target	Revised Target Date	Revision Number	Contact
	Date	Resolution / Recommendation	Council / Committee						
RM 18/2020	2020/02/18-25	BC010-2020	BC	CW	Brampton Sign for Tourism Promotion - Potential Partnerships	2020/04/22	Q2 2021	5	J. Tamming x42889
RM 19/2020	2020/03/04	CW072-2020	CW	CW	Participation of Brampton-resident players with the Brampton Canadettes and with other affiliated local sport organizations	2020/06/03	Q2 2021	8	D. Boyce x42358
RM 20/2020	2020/03/04	CW079-2020	CW	CW	Posting the land acknowledgement on city-owned parks and facilities	2020/06/03	Q2 2021	4	G. Kaur x43694
RM 23/2020	2020/03/11	C081-2020	CL	CW	Youth Internships and Mentoring Programs / Veterans Program	Q2 2020	Q2 2021	5	S. Aujla x42155
RM 27/2020	2020/05/06	CW094-2020	CW	CW	Sustainable Procurement Strategy	2020/09/09	Q2 2021	7	G. Rebancos x3435
RM 36/2020	2020/06/03	CW125-2020	CW	CW	Enhancement and Improvements to Service Delivery	2020/09/09	Q2 2021	4	D. Barrick x42625
RM 42/2020	2020/06/17	CW142-2020	CW	CW	Scope of potential road closures in the downtown to help downtown restaurants and businesses during the COVID-19 recovery efforts	2020/09/23	Q2 2021	6	J. Holmes x42554
RM 46/2020	2020/08/05	C289-2020	CL	CW	Blue Box Program Transition to Full Producer Responsibility	2020/11/25	Q4 2021	2	M. Nader x42145 J. Holmes x42554
RM 47/2020	2020/08/05	C318-2020	CL	CW	Extension of Noise Wall at Highway 410 and Brussels Avenue to the Neighbouring Development	2020/11/18	Q2 2021	2	J. Holmes x42554
RM 48/2020	2020/09/09	CW163-2020	CW	CW	Proposal for The City of Brampton-Lorne Scots Military Museum	2020/12/02	Q2 2021	2	J. Holmes x42554
RM 53/2020	2020/09/09	CW175-2020	CW	CW	Potential granting opportunities for women's support groups and empowerment initiatives, and possible existing gaps	2020/12/02	Q2 2021	1	J. Tamming x2889
RM 63/2020	2020/09/23	CW213-2020	CW	CW	Progress of establishing the Centre for Community Energy Transformation	2021	Q1 2022	1	M. Won x42533 M. Hoy x42608
RM 64/2020	2020/09/23	CW216-2020	CW	CW	Status of battery-electric bus trial (eBus) Phase I	2022			A. Milojevic x62332
RM 65/2020	2020/10/07	CW228-2020	CW	CW	Proposed Partnership between the City of Brampton and Raising the Roof	2021/01/20	Q2 2021	1	B. Bjerke x42327
RM 66/2020	2020/10/07	CW234-2020	CW	CW	Security of Councillor-account email, electronic files, and corporately-supported platforms for electronic meetings	2021/01/20	Q2 2021	1	K. Gopalasamy x42018
RM 67/2020	2020/10/21	CW248-2020	CW	CW	Corporate Waste Diversion Strategy	2021	Q2 2021	1	J. Holmes x42554
RM 73/2020	2020/12/02	CW310-2020	CW	CW	Review of NRFP2020-151 Insurance and Risk Management	2021/03/10	Q2 2021	1	G. Rebancos x3435
RM 74/2020	2020/12/02	CW323-2020	CW	CW	Purchasing Activity Quarterly Report – 3rd Quarter 2020 / contract extensions and renewals processes	2021/03/10	Q2 2021	1	G. Rebancos x3435
RM 76/2020	2020/12/02	CW328-2020	CW	CW	Updated draft Long Term Financial Plan	2022			M. Medeiros x42520
RM 79/2020	2020/12/02	CW341-2020	CL	CW	Street and Park Naming Requests Note: Recommendation CW341-2020 was amended by Council on Dec 9, 2020 to refer Clauses 2 and 3 to staff	2021/02/03	Q2 2021	1	P. Fay x42172
RM 1/2021	2021/01/20	CW003-2021	CW	CW	Identify opportunities to align, integrate and provide specific examples of how FCMs Building Back Better Together supports advancing Brampton's priorities through the Municipal Economic Recovery Fund; inclusive and green recovery lenses	Q2 2021			D. Barrick x42625
RM 2/2021	2021/01/20	CW007-2021	CW	CW	Discussions with Ryerson University for a potential Police Cybercrime Training College within the municipality, outlining Brampton's role in a possible partnership, and identify what resources would be required	Q2 2021			D. Barrick x42625
RM 3/2021	2021/01/20	CW020-2021	CW	CW	Strategy to publish the City of Brampton's organizational chart, including each employee's title and relevant contact information (email or phone), consult with City labour associations and identify any considerations for employees which cannot be published for reasons such as nature of their position, confidentiality, etc.	Q2 2021			M. Davidson x43985
RM 4/2021	2021/01/20	CW022-2021	CW	CW	Communicate with social media account providers (Twitter, FaceBook, Instagram) to request they undertake verification of all Brampton Councillor accounts for legitimacy	Q2 2021			K. Gopalasamy x42018
RM 5/2021	2021/01/20	CW039-2021	CW	CW	Investigate possible street or parking naming in honour of Iggy Kaneff, in consultation with appropriate family members	Q2 2021			P. Fay x42172
RM 6/2021	2021/01/20	CW040-2021	CW	CW	Investigate park and street naming policies and processes in other municipalities, and report back with possible amendments to the policy to ensure the Brampton naming policy and process reflects the diversity of the City	Q2 2021			P. Fay x42172
RM 9/2021	2021/02/03	CW052-2021	CW	CW	Request to establish a new position/office to address Indigenous and Urban Migrant Affairs	Q2 2021			D. Barrick x42625

RML ID	Origin Meeting			Report to	Report Name (working title only)	Original Deadline/Target	Revised Target Date	Revision Number	Contact
	Date	Resolution / Recommendation	Council / Committee						
RM 10/2021	2021/02/03	CW053-2021	CW	CW	Proposal by Renewed Computer Technology to donate outdated City computer technology to Renewed Computer Technology for their repair, renewal and repurposing for other community uses	Q2 2021			K. Gopalasamy x42018
RM 11/2021	2021/02/03	CW055-2021	CW	CW	Implementation of naming "Toby's Way" trail segment	Q2 2021			E. Fagan x42913
RM 15/2021	2021/03/10	CW112-2021	CW	CW	Report re. Recommendation BCS005-2021 relating to various traffic elements on Williams Parkway	Q2 2021			
RM 19/2021	2021/03/24	tbc	CL	CW	Costs of initiating a credit on next year's business licence fees of up to 50% for those affected by a total shutdown in the City of Brampton due to COVID-19 in 2020-2021.	2021/06/02			T. Olsen x42108 J. Adshead x42109
RM 20/2021	2021/03/24	tbc	CL	CW	Referral of delegation from Bill Godfrey, People Against Littering (P.A.L.) for staff consideration as part of the Brampton Grow Green Environmental Master Plan, including enhanced communication support for litter-related initiatives, and report thereon	2021/06/02			M. Won x42533
RM 21/2021	2021/03/24	tbc	CL	CW	Assessment of working farm properties to determine and implement internal adjustments that may be required to the Stormwater Charge recognizing the characteristics of such properties; in so far as it does not impact the residential stormwater management charge.	2021/06/02			M. Won x42533
Planning and Development Committee									
RM 86/2019	2019/06/17	PDC098-2019	PDC	PDC	Student Housing - Policy Review	2019/09/23	Q2 2021	4	B. Bjerke x42327 M. Palermo x42457
RM 86/2019	2019/06/17	PDC098-2019	PDC	PDC	Student Housing - Rental Protection	2020/03/23	Q2 2021	4	B. Bjerke x42327 M. Palermo x42457
RM 43/2020	2020/07/06	PDC082-2020	PDC	PDC	Increasing the minimum sustainability threshold sought and required by new development applications as part of the Sustainability Matrix Scoring System	2020/10/26	2021/04/26	3	A. Parsons x42063 M. Hoy x42608
RM 44/2020	2020/08/05	C284-2020	CL	PDC	Unbanning of Day Nurseries in Residential Areas	2020/11/16	Q2 2021	5	A. McNeill x43491
RM 45/2020	2020/08/05	C286-2020	CL	PDC	e-Scooter Pilot Program (<i>joint report with RM 52/2020</i>)	2020/09/16	2021/04/12	8	H. Zbogar x43553 N. Cadete x42552
RM 52/2020	2020/09/09	CW170-2020	CW	PDC	Micro-Mobility and the Broader Transportation Paradigm (<i>joint report with RM 45/2020</i>)	2020/02/12	2021/04/12	3	H. Zbogar x43553 N. Cadete x42552
RM 72/2020	2020/11/16	PDC139-2020	PDC	PDC	Investigate opportunity to waive the City's portion of DCs and review of Central Area CIP and Housing Strategy for financial incentives	Q1 2021	Q2 2021	1	R. Forward x42052

Note: Referred Matters for which a specific target date was not requested by Council/Committee have been issued an arbitrary target date approximately three (3) months from the date of the meeting at which the resolution/recommendation was passed.