



Agenda  
City Council Workshop  
The Corporation of the City of Brampton

Monday, June 28, 2021

9:30 a.m.

**Council Chambers - 4th Floor, City Hall - Microsoft Teams Meeting**

**Members:**

Mayor Patrick Brown	
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
City Councillor J. Bowman	Wards 3 and 4
Regional Councillor M. Medeiros	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.

For inquiries about this agenda, or to make arrangements for accessibility accommodations (some advance notice may be required), please contact:

Peter Fay, City Clerk, Telephone 905.874.2172, TTY 905.874.2130  
[cityclerksoffice@brampton.ca](mailto:cityclerksoffice@brampton.ca)

1. **Roll Call**

2. **Workshop Session**

Purpose: Council learning day to discuss a variety of topics supporting Council's Term of Council Priorities.

9:30 a.m. **Welcome and Introductory Remarks**

- Richard Forward, Planning, Building and Economic Development

9:35 a.m. **Municipal Parking Strategy**

- Bob Bjerke and Malik Majeed, Planning, Building and Economic Development
- Adam Wenneman and Marianne Alden, IBI Group

10:30 a.m. **Section 37 of the Planning Act (Density Bonusing and Community Benefits Charge)**

- Bob Bjerke, Jeff Humble and Bindu Shah, Planning, Building and Economic Development

11:30 a.m. **Update on Heritage Heights Secondary Plan**

- Bob Bjerke, Andrew McNeill and Anand Balram, Planning, Building and Economic Development

12:15 p.m. ***Lunch Break***

12:45 p.m. **Referred Matters List Update**

- Deepi Singh, Office of the Chief Administrative Officer

1:00 p.m. **Cybersecurity with the Cybersecure Catalyst**

- Denise McClure, Planning, Building and Economic Development
- Dr. Randy Purse, Senior Cybersecurity Advisor

3:00 p.m. **Wrap-up and Adjournment**

Session and break times may vary depending on Council discussion.

This virtual Council Workshop will be livestreamed and archived on the City's website for future public access.

3. Adjournment

# Brampton Municipal Parking Strategy

Introductory Council Session  
June 28, 2021





## Agenda

- Introduction
- Project Background & Objectives
- The Importance of Parking in the Urban Context
- Emerging Trends
- Modern Parking Management Strategies
- Next Steps
- Discussion

# Introduction

## IBI Group

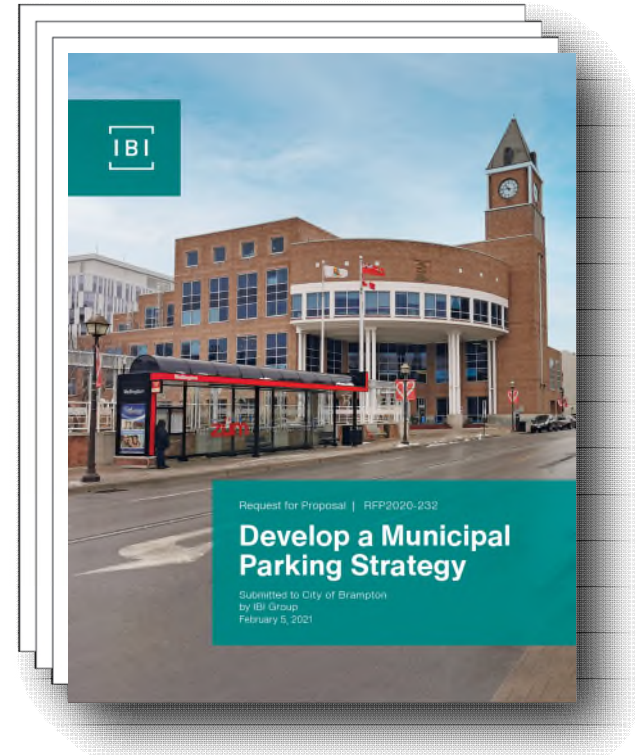
- Globally integrated architecture, planning, engineering, and technology firm.
- Completed parking studies on a municipal level, site specific level, and for large institutions such as post-secondary schools.
- Project staff are recognized experts in parking management and policy.



# Project Background & Objectives

## Project Purpose

The purpose of the Municipal Parking Strategy (MPS) is to develop a **forward thinking, comprehensive parking policy, management and implementation framework** for Brampton that is consistent with the **Brampton 2040 Vision** (2040 Vision), **2018-2022 Term of Council Priorities** (TOCPs), other **relevant City department objectives**, and the **2041 Metrolinx Regional Transportation Plan** (RTP).



## Project Objectives

- Develop a vision and guiding principles that are consistent with provincial, regional, and forward-looking municipal plans and address public input
- Develop a modern city-wide parking policy framework that is sensitive to Brampton's context
- Develop a future direction for the City's parking operations and enforcement with regard to on-street and off-street parking assets



## Project Background

- Brampton's population and employment are projected to grow by over 40% by 2051
- Brampton is shifting towards greater intensification with goals to reduce parking supply
- Major investments in transit infrastructure, decreasing parking demand
- Goods movements is a key economic activity



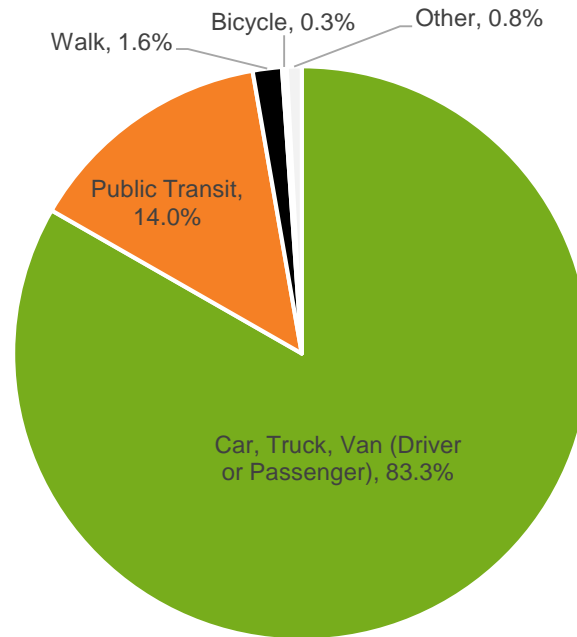
# The Importance of Parking in the Urban Context



## Parking

- Parking is an essential part of a transportation network
- Automobiles are the most common mode of commuting
- Existing low density land use patterns have contributed to auto-dependency

Brampton 2016 Main Mode of Commuting



## Negative Impacts of Parking

- Increases automobile use (induced demand)
  - Urban sprawl and congestion
  - Greenhouse gas emissions
  - Health impacts
- Increases housing costs
- Inefficient use of space, decreases accessibility for non-automobile users
- Impermeable surfaces contribute to runoff and the urban heat island effect



## Parking in North America

- Parking is often over-supplied and over-prioritized in the North American context
- Each individual car has approximately 4-5 parking spots
- Parking should be approached strategically to meet the demands of the local context while minimizing negative impacts



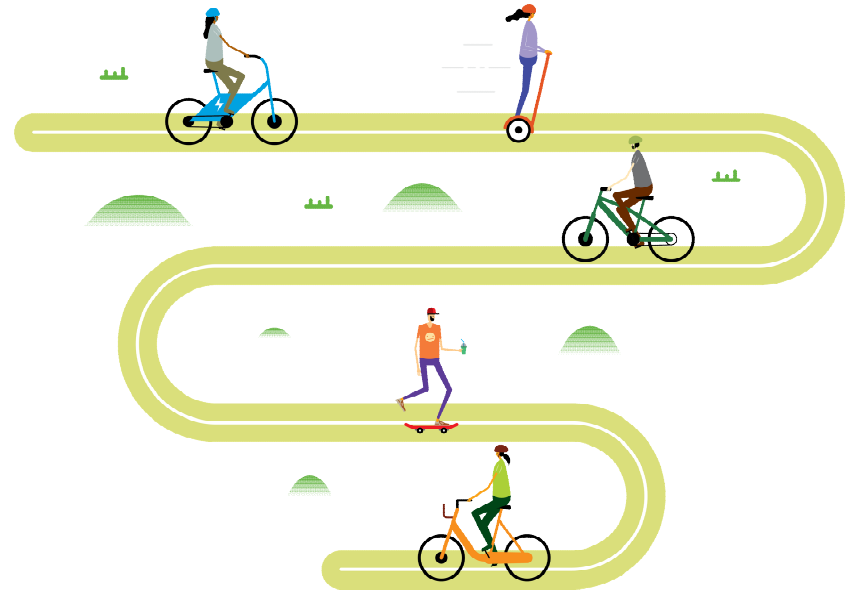


# Emerging Trends

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## Shared Economy

- The use of shared transportation modes is increasing
  - Rideshare
  - Carshare
  - Micromobility
  - Others?



## Connected Automated Vehicles (CAVs)

- Impacts of CAVs on parking supply may include:
  - Reduced parking demand
  - Increased parking capacity
  - Additional curb space for pick-ups and drop-offs



## Municipal Parking Strategies

- Partnerships with local developers to supply public parking in new developments
- Shared private parking facilities for land uses with opposite peak periods
- Shared parking facilities for truck parking



## Key Lessons

- Future parking demand is uncertain given emerging trends
- Flexibility should be included in parking strategies to increase resilience to future changes



# Modern Strategies for Parking Management

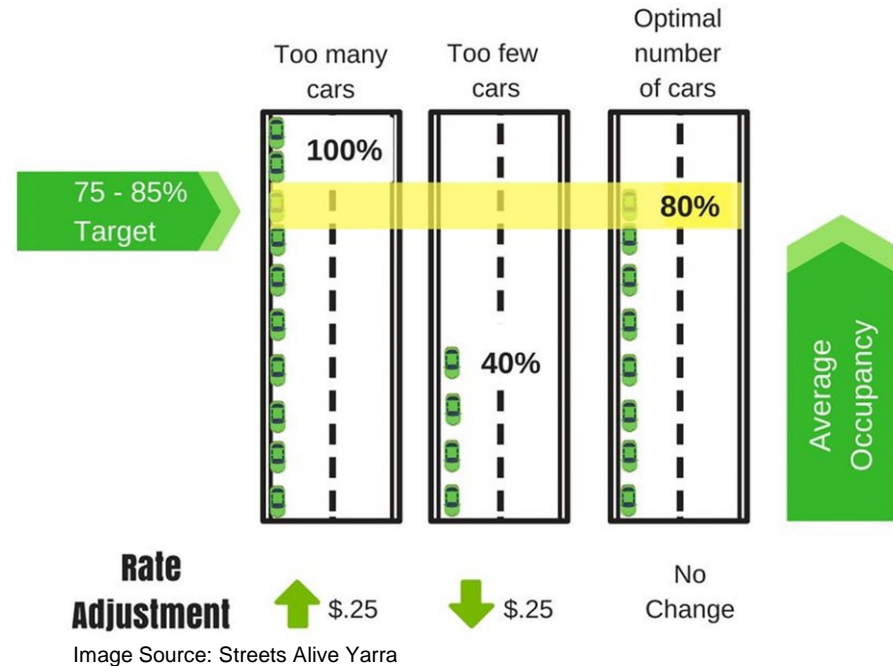
## Parking Management for Smart Growth

1. **Parking Prices** that reflect market demand
2. **Parking Revenues** that benefit the neighbourhoods from which they are collected
3. **Parking Minimums** elimination
4. **Partnerships & Shared Facilities**
5. **Parking Enforcement** identified as key to successful strategy



## 1. Parking Prices

- Parking prices can be used to achieve targeted utilization levels
- **Pricing Strategies:**
  - Location based pricing
  - Time based pricing
  - Performance based pricing



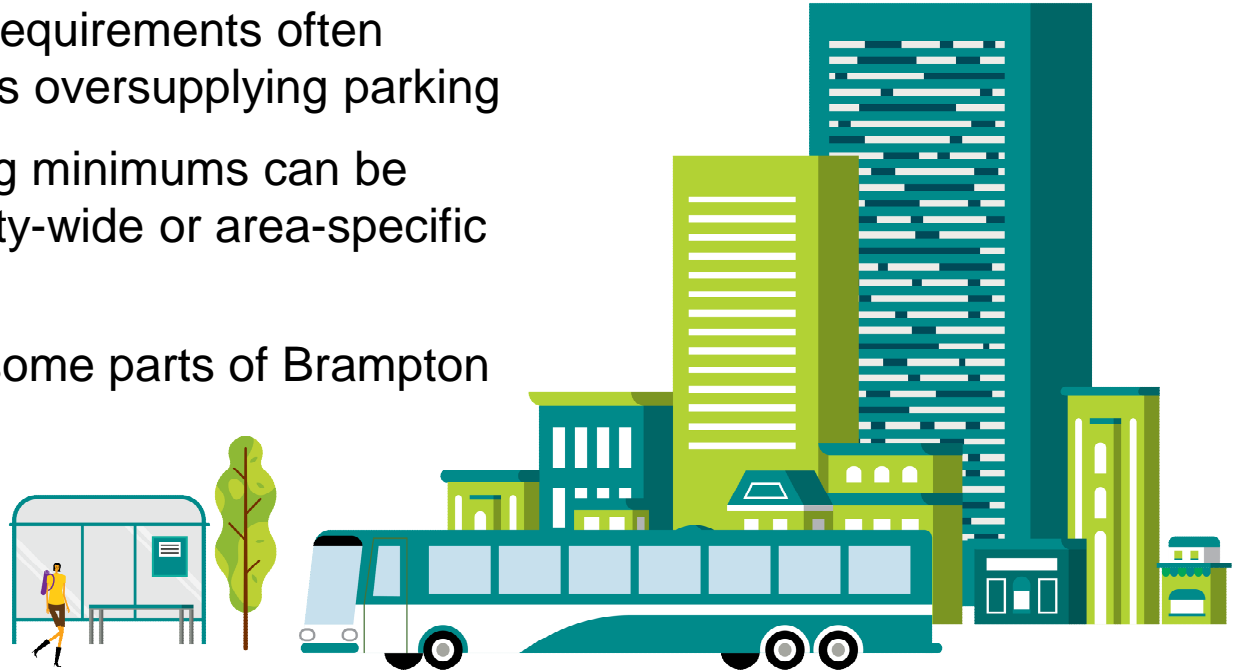
## 2. Parking Revenues

- Parking Benefits Districts:
  - Geographic areas where parking revenues are reinvested into the district
- Uses of Revenue
  - Active transportation infrastructure
  - Street enhancements (i.e. lighting, benches)
  - Street repairs



### 3. Parking Minimums

- Minimum parking requirements often result in developers oversupplying parking
- Removal of parking minimums can be implemented on city-wide or area-specific basis
- Being adopted in some parts of Brampton



## 4. Partnerships & Shared Facilities

- Shared parking spaces can lead to higher parking utilization
- Public parking facilities allow municipalities to adjust rates to achieve desired utilization levels
- Mutually-beneficial partnerships with local developers



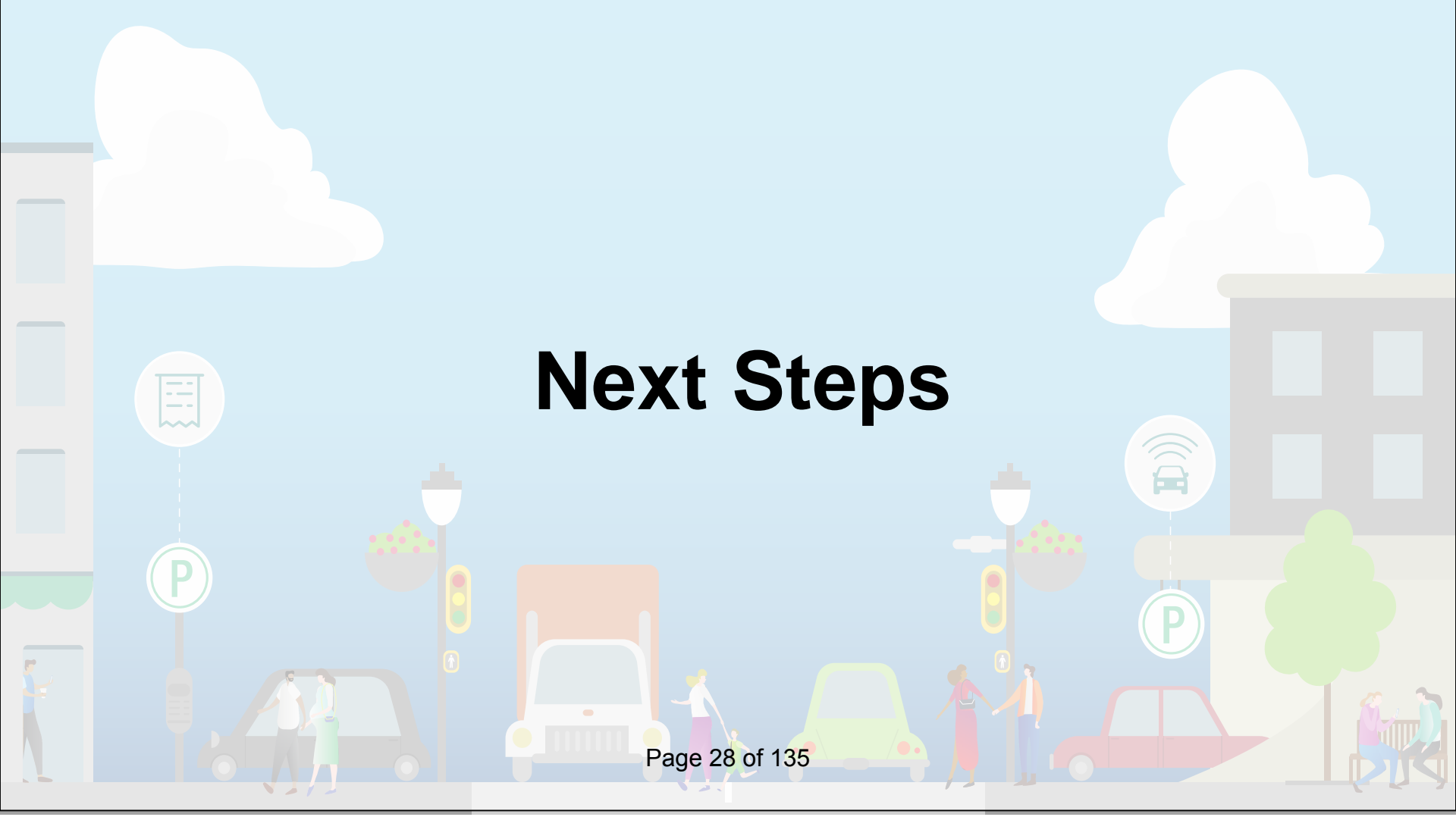
## 5. Parking Enforcement

- Enforcement is an important piece of effective parking management
- Parking fines should cover the cost of parking enforcement
- **Key Principles:**
  - Consistency
  - Fairness
  - Desired rate of compliance



Image Source: City of Brampton

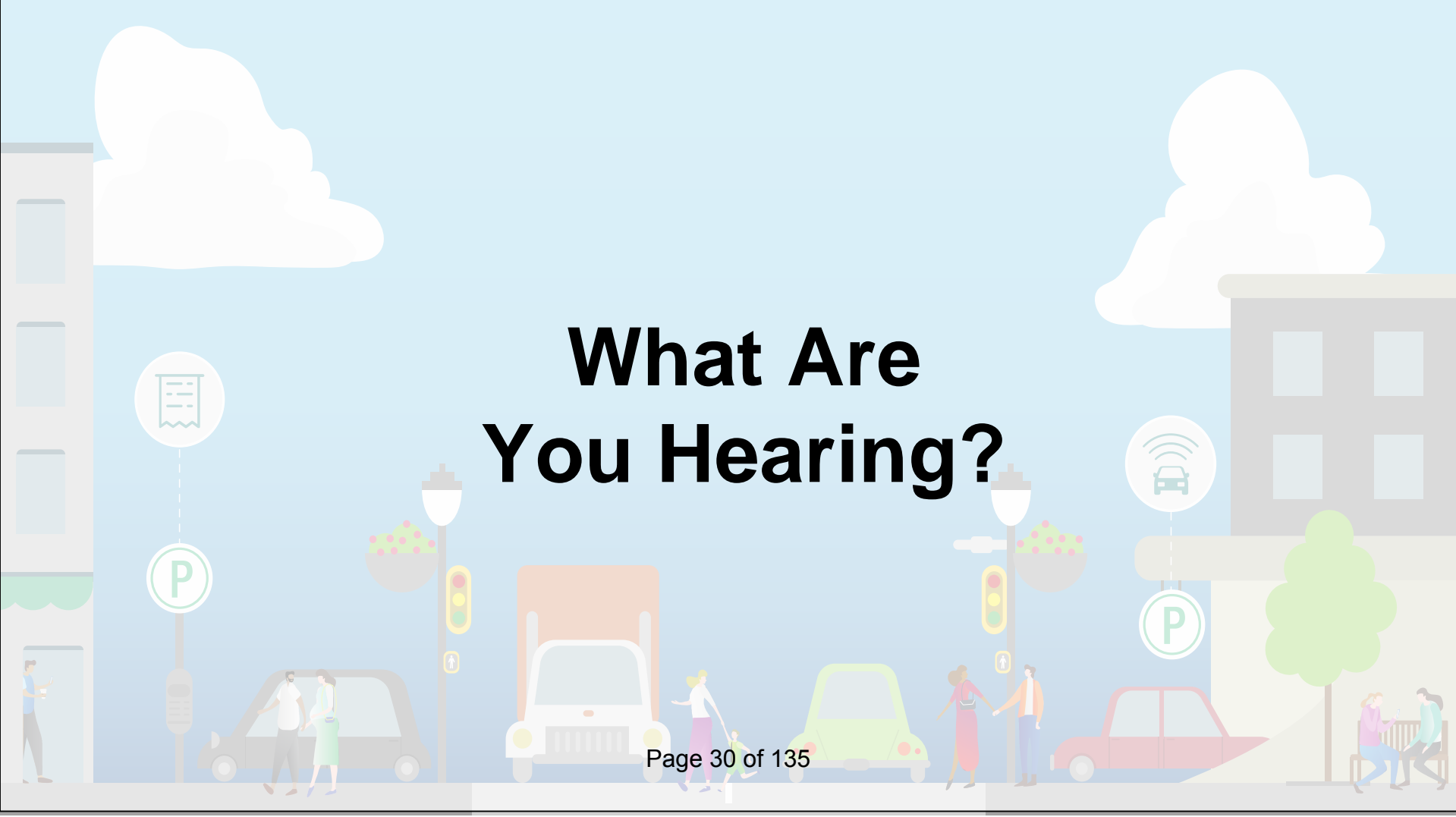
# Next Steps





## Next steps

- Complete work on Task 2 Data Collection & Consolidation and Task 3 Best Practices Review
- Kick-off engagement & consultation tasks
- Phase 1 to be complete Q1 2022



# What Are You Hearing?

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# Initial Aspirations



# Section 37

## Density Bonusing and Community Benefits Charge

### Principles of Use in Brampton

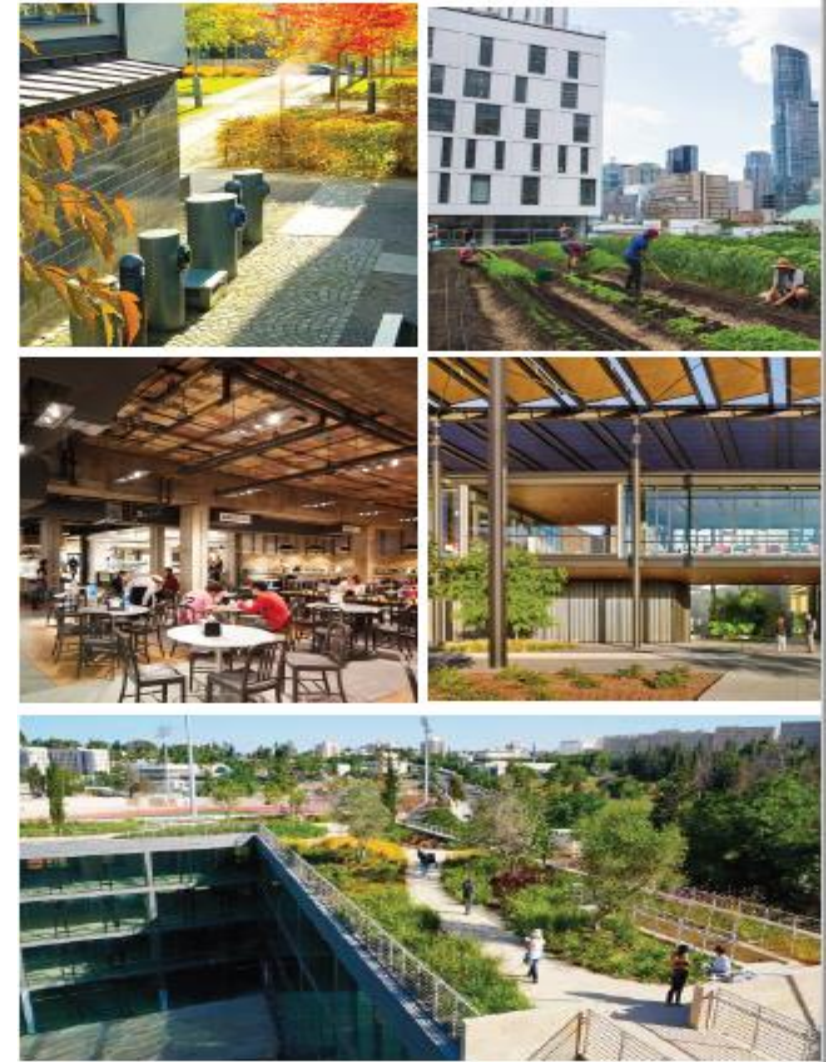
CITY PLANNING AND DESIGN  
PLANNING, BUILDING AND ECONOMIC DEVELOPMENT DEPARTMENT  
CITY OF BRAMPTON



C O U N C I L   W O R K S H O P   J U N E   2 8 ,   2 0 2 1

# Overview

1. Direction from Housing Brampton
2. Community Infrastructure Cost-sharing Tools
3. Section 37 Density Bonusing
4. Brampton's Approach
5. Section 37 Community Benefit Charges
6. Next Steps





# Housing Brampton

## City of Brampton Housing Strategy and Action Plan

Endorsed by City Council May 19, 2021

### Recommendation PDC064-2021 – Clause 5:

“That staff advance the timely implementation of regulatory tools identified in Housing Brampton, such as inclusionary zoning, **density bonusing and/or a Community Benefits Charge By-law**, to facilitate affordable housing in appropriate development applications.”



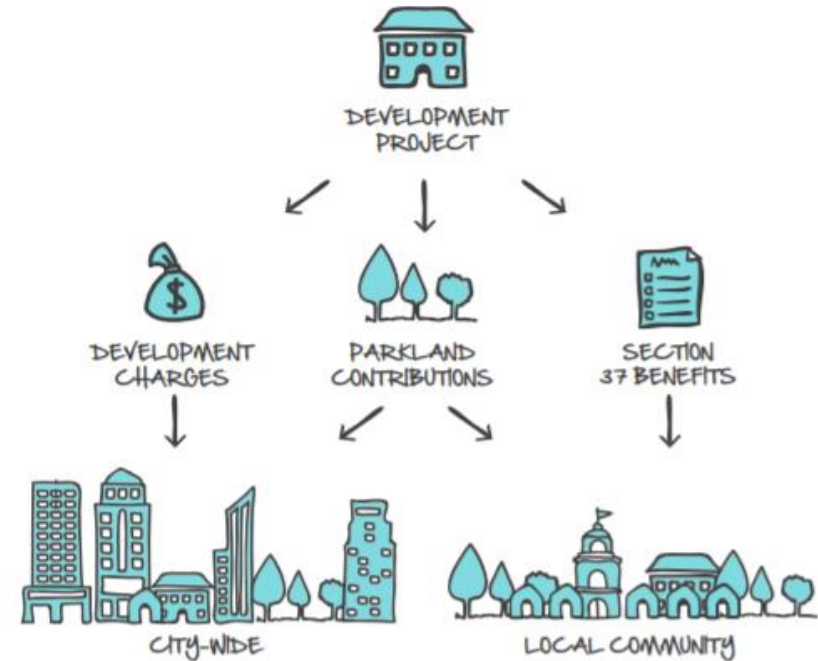
# Community Infrastructure Cost Sharing Tools

**Development Charges** – Provides for city-wide infrastructure/essential services following the principle that “growth pays for growth”.

**Parkland Contributions** – Provides for city-wide and local parkland dedications through land conveyance or cash in lieu.

**Section 37** – A way to obtain local community benefits from applicable development applications.

## FUNDING COMMUNITY BENEFITS AND INFRASTRUCTURE



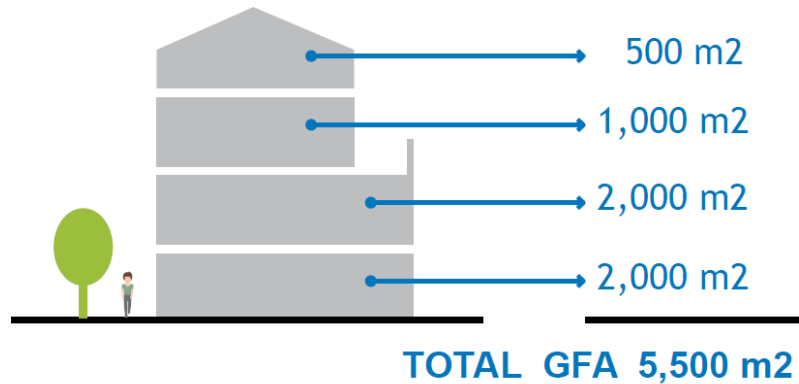
City of Toronto

# Density

Measured in units/net hectare or FSI

## GROSS FLOOR AREA (GFA):

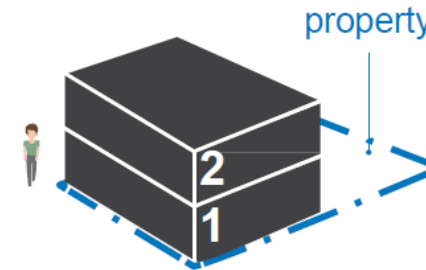
» The total amount of space within a building.



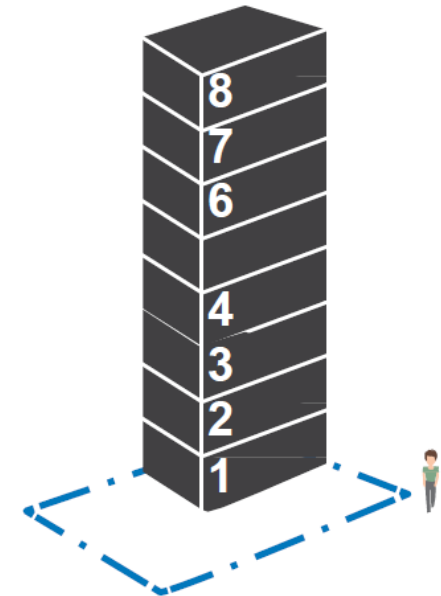
## FLOOR SPACE INDEX (FSI):

» The ratio of a building's gross floor area relative to the size of the property that it occupies.

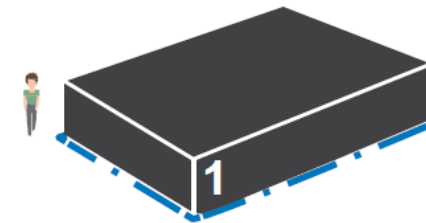
**FSI = 1**  
(100%)



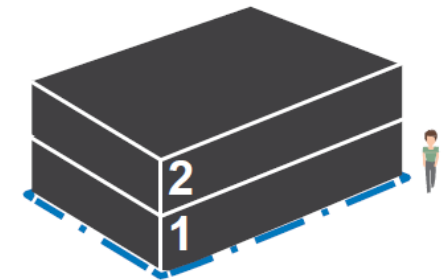
**FSI = 2**  
(200%)



**FSI = 1**  
(100%)



**FSI = 2**  
(200%)



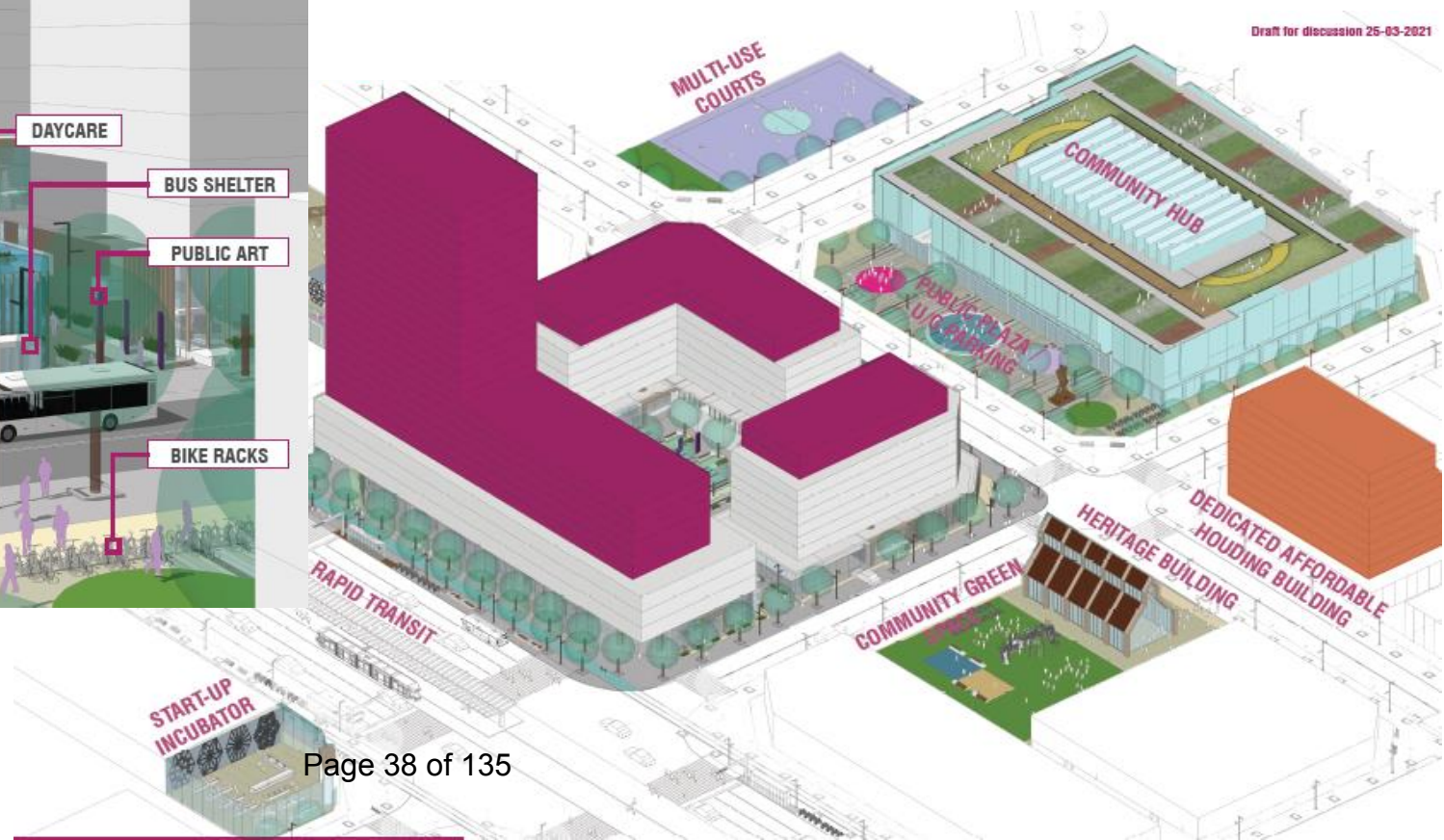


# Density Bonusing (Bonus Zoning)

- ❑ A tool to exchange increase in zoned height and/or density of development in return for "facilities, services or matters"
- ❑ The owner/developer and the community share in the increased value of the development
- ❑ Land Uplift Value calculated to determine contribution
- ❑ Section 37 Agreement registered on title



# Benefit Options



# Brampton Official Plan

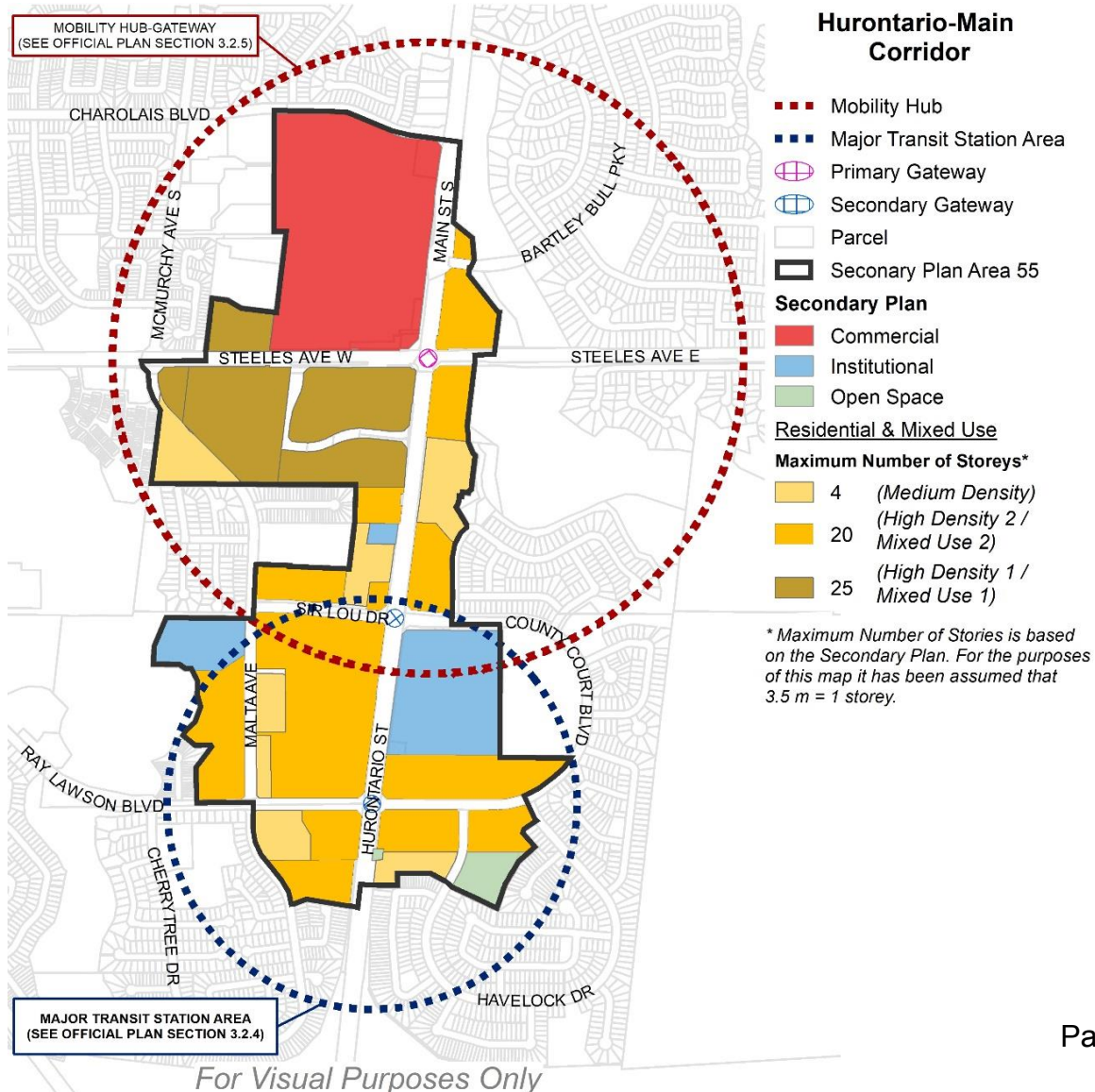
## Policy on Density Bonusing

- ☐ Reflects provisions of Section 37 of the Planning Act prior to the CBC
- ☐ The City may develop bonusing policies on a City wide, area specific or site specific basis.
- ☐ Height and density increases shall not result in inappropriate neighbourhood scale or intensity or exceed capacity of community and physical services.
- ☐ Any facilities, services or matters obtained through density bonusing provisions shall be logically applied to areas impacted to realize community benefits because of density bonusing.

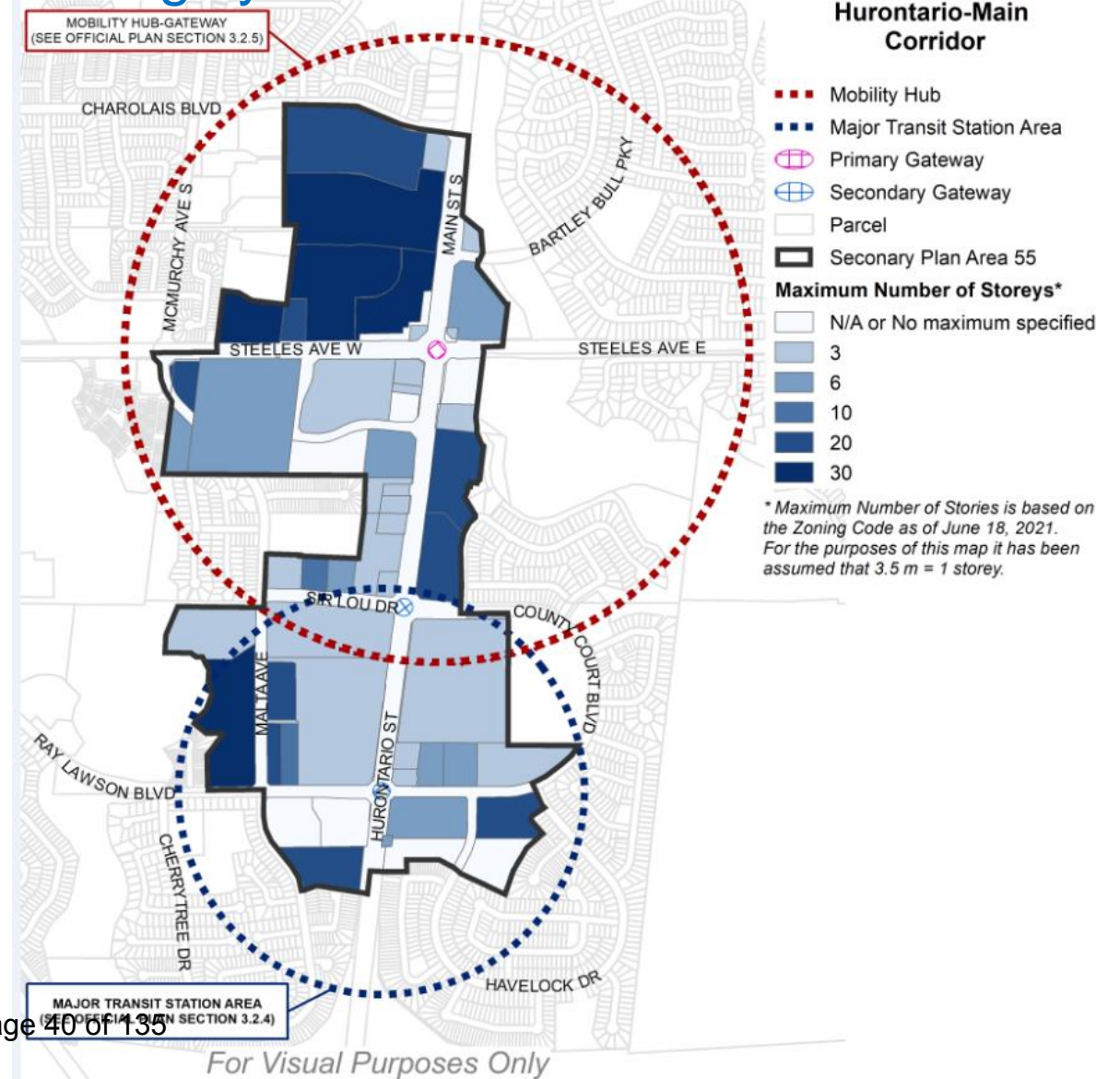


# Height Permissions

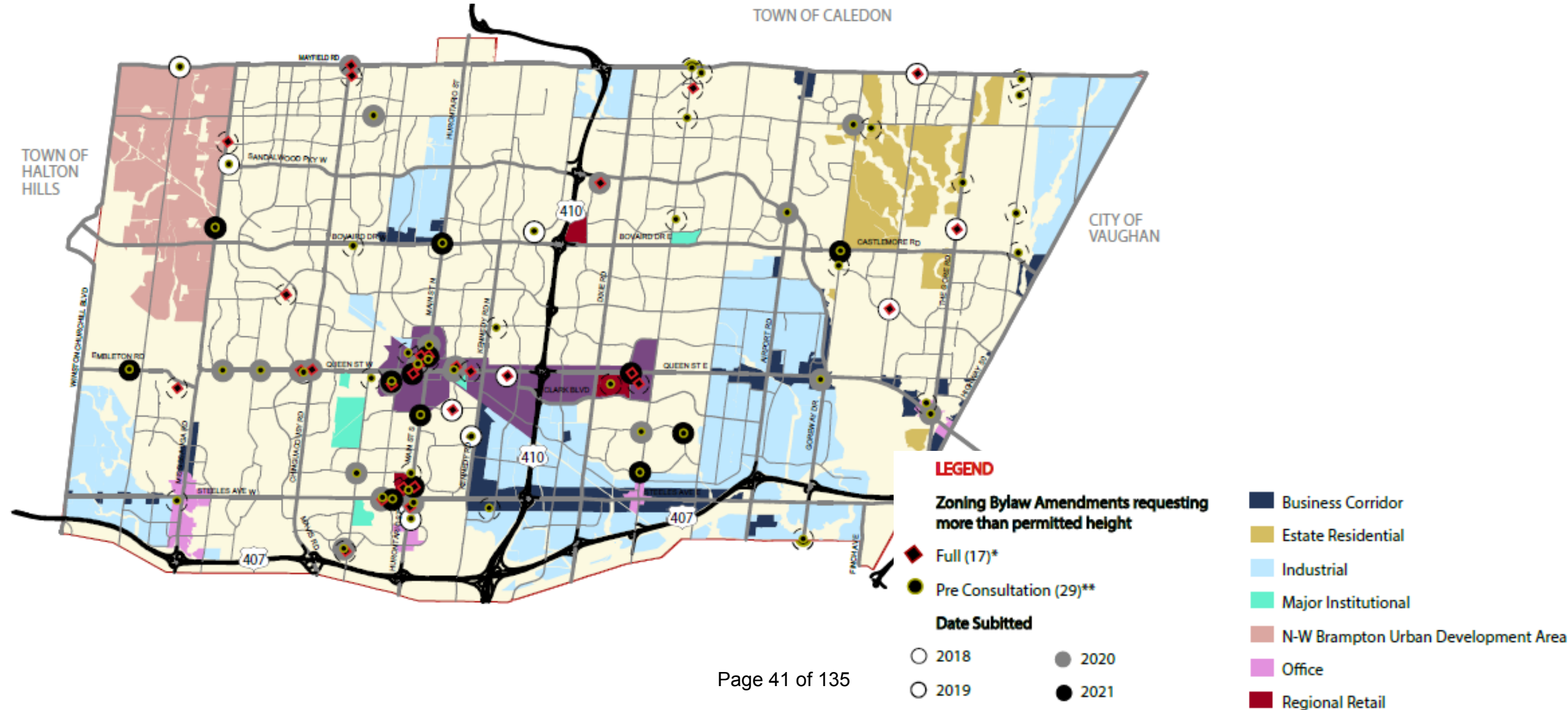
## Secondary Plan



## Zoning By-law



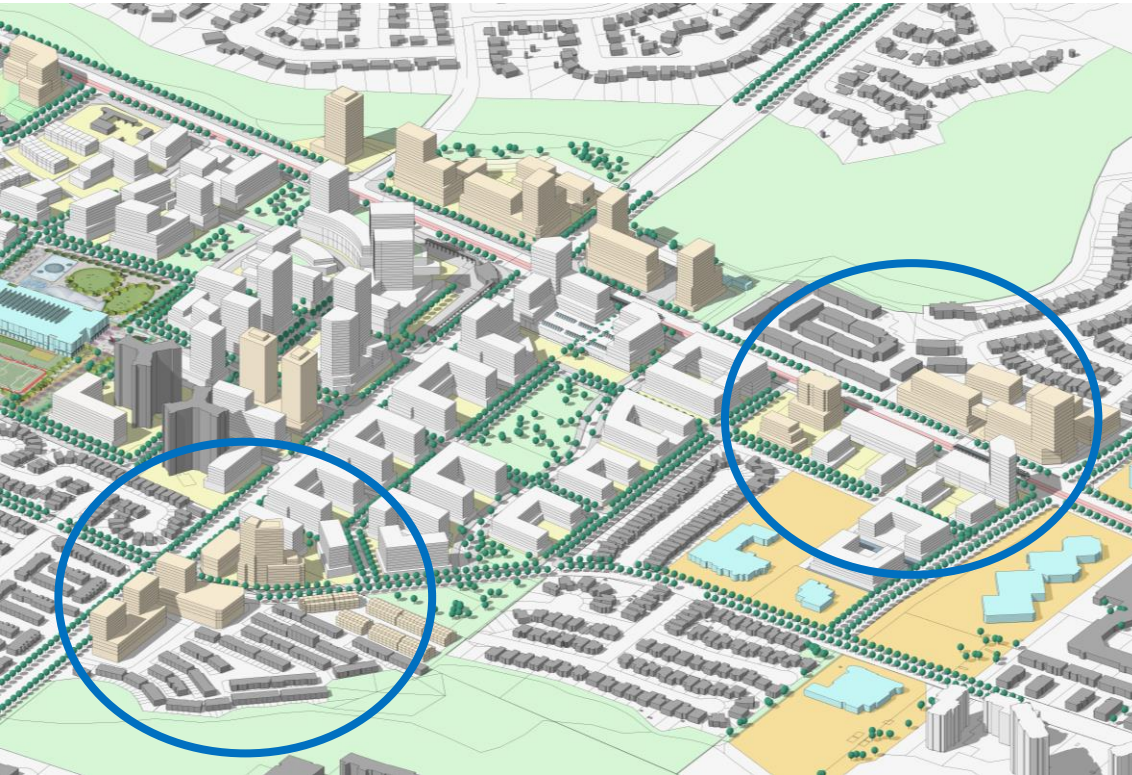
# Preliminary Review of Requests for Height Increases



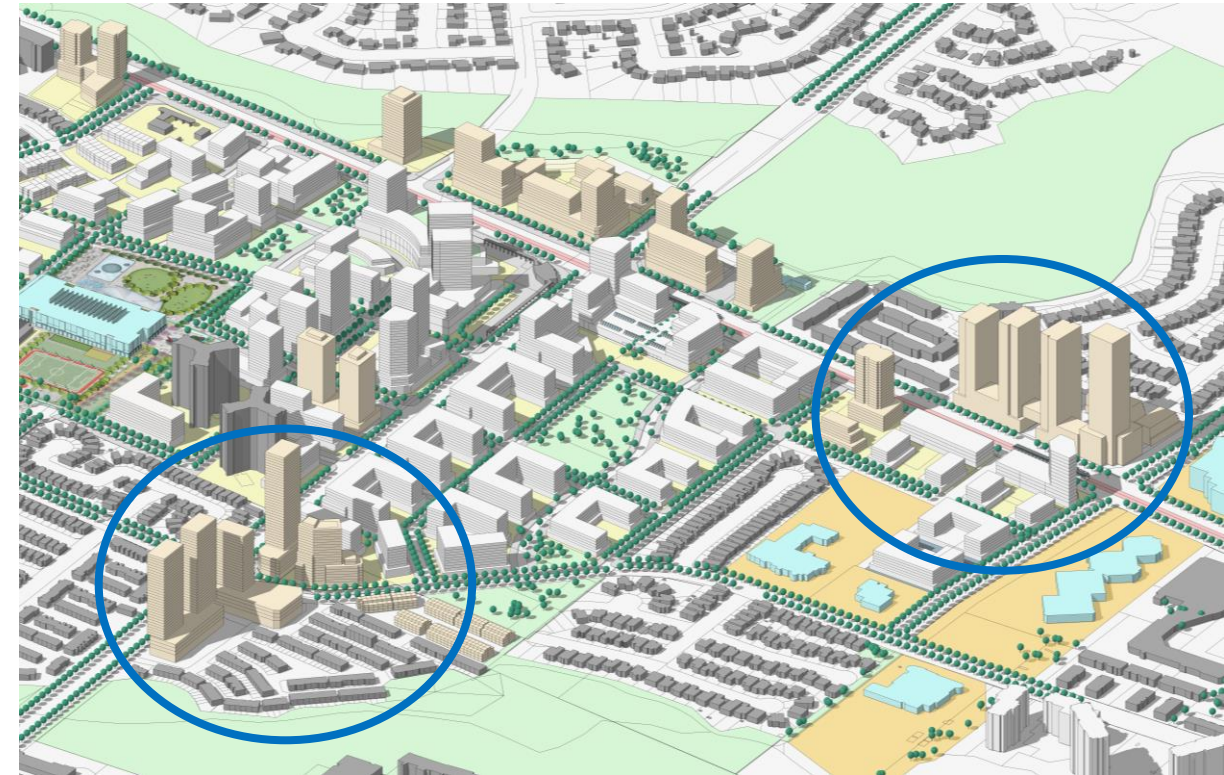


# Uptown Brampton Built Form

“As of Right” Heights



Requested Heights



# Benchmarking- Toronto

- ❑ The development must represent good planning
- ❑ Affordable housing treated as a priority community benefit
- ❑ Toronto uses cash-in-lieu for affordable housing in 2 ways:
  - ❑ Transfer to Eva's Initiatives for Homeless Youth for affordable housing improvements
  - ❑ Contribution to Capital Revolving Fund for Affordable Housing

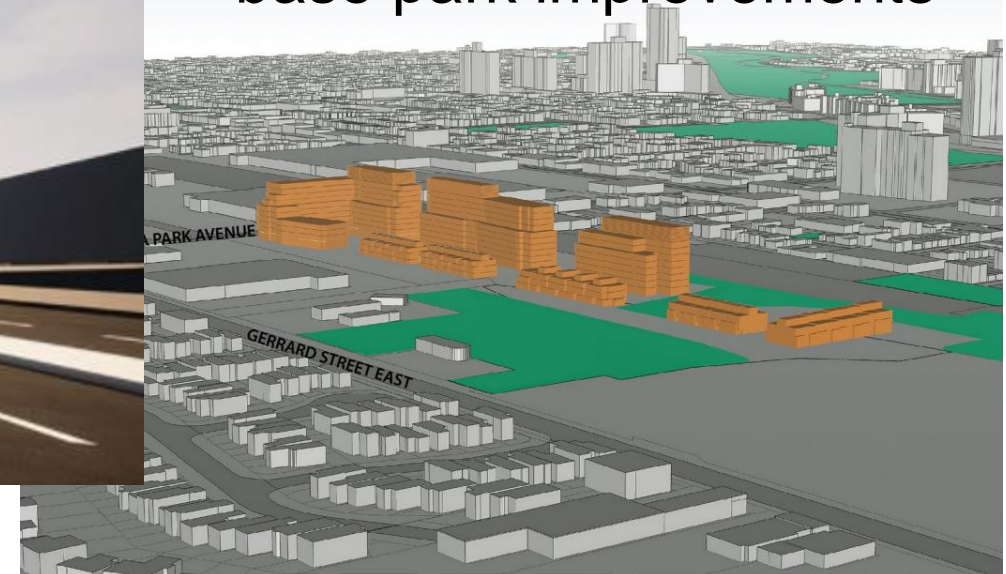


# Quarry Lands, Toronto

Diamondcorp, Kilmer Brownfield, Habitat for Humanity

## Value of Community Benefit Secured

- 57 affordable ownership units to Habitat for Humanity
- \$500,000 toward above-base park improvements





# Benchmarking- Oakville

- ☐ Application should be justified as good planning
- ☐ A real estate review to examine the valuation of the bonus & the value of the public benefits exchanged
- ☐ A holding by-law placed if S.37 benefits are not finalized
- ☐ Cash-in-lieu to be paid prior to the issuance of a building permit

15.400.2 Zone Provisions		
The following regulations apply:		
a)	Maximum number of <i>storeys</i> (upon execution of a Section 37 agreement)	8
b)	Maximum <i>height</i> (upon execution of a Section 37 agreement)	30.0 m

# Benchmarking- Burlington

- ☐ Application should be justified as good planning
- ☐ Special regard for intensification areas
- ☐ S.37 Agreement is executed prior to the approval of the OPA or ZBA
- ☐ Increased value of the land is be determined through an appraisal
- ☐ Ward Councillor is consulted by staff prior to any negotiations

# Adi Development, Burlington

## 374 Martha Street– Mixed-Use Building

### **Value of Community Benefit Secured**

- \$550,000 for waterfront park
- \$300,000 to Region of Halton for affordable housing in Burlington
- \$100,000 towards public art reserve fund
- Provision of one publicly accessible car share vehicle located on Martha Street within the public ROW to contribute to the City's car-share network



# Benchmarking- Vaughan

- Primary focus on the Intensification Areas of Vaughan
- S.37 Agreement is executed prior to the enactment of the zoning by-law amendment
- Applications for certain non-profit or public facilities may be exempted
- Any affordable housing has to be maintained as affordable for 20 years
- S.37 Agreements do not in any way entitle reductions in Development Charges

# VMC Residences III, Vaughan

Millway Avenue and Portage Parkway – High Density Residential

## Value of Community Benefit Secured

- \$1 million for pedestrian bridge
- \$3.5 million for on-site public art budget





# BAIF Development, Vaughan

Beverley Glen Boulevard- High Density Residential

## Value of Community Benefit Secured

- \$50,000 YRT/Viva transit passes to condo purchasers
- \$350,000 public art installation
- \$350,000 community services/facilities installation



# Benchmarking- Mississauga

- ☐ All rezoning applications for increases in height and/or density in the City
- ☐ Applications that are under appeal at LPAT
- ☐ S.37 Agreements negotiated on a case-by-case basis
- ☐ City strives to achieve a value in the range of 20% to 40% of the land lift value
- ☐ City retains an independent real estate appraiser
- ☐ Cash-in-lieu to occur prior to Council approval of the Zoning By-law

# Brightwater, Port Credit, Mississauga

## Value of Community Benefit Secured

- Strata conveyance to Region for 150 subsidised units
- 150 purpose-built market rental units
- \$250,000 for pedestrian and cycling bridge
- \$50,000 for traffic calming
- Development of YMCA facility on site or \$3M cash contribution to City





# Brampton Density Bonusing Principles

## **1. The development must represent good planning**

- ☐ Matters required to support a development are not considered to be eligible S.37 community benefits, and should be provided by the developer anyways
- ☐ An owner/developer should not obtain inappropriately high density or height increases by offering community benefits and the City should not approve development simply to get community benefits

# Brampton Density Bonusing Principles

## **2. There should be a reasonable planning relationship between the secured community benefits and the contributing development**

☐ Location priority - In-kind contribution: On-site or in the vicinity of the site

Cash contribution: may be used for City-wide capital projects

☐ Benefit Priority - In-kind: Affordable and rental housing units  
Cash: Housing Catalyst Capital Project

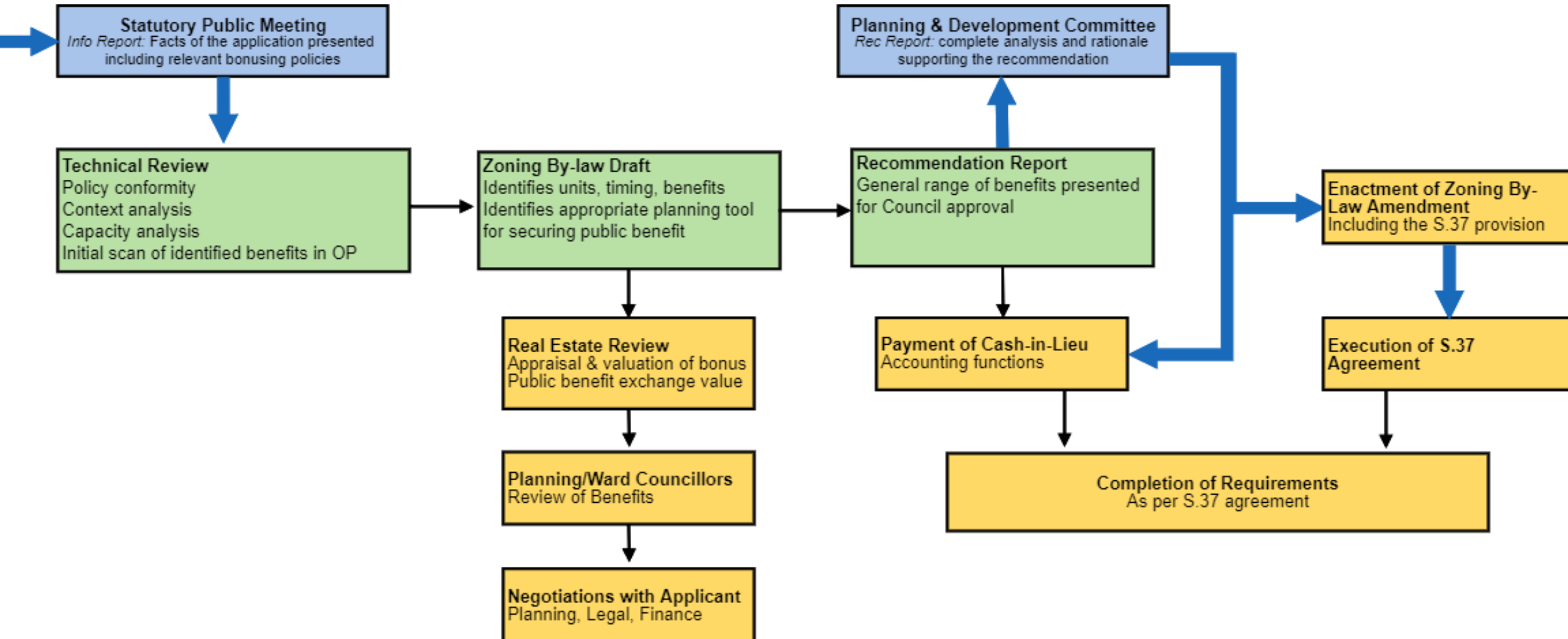
# Brampton Density Bonusing Process Parameters

- ☐ Will be required for all zoning applications proposing density and/or height increases
- ☐ Applications for certain non-profit or public facilities may be exempted
- ☐ S.37 Agreements will be negotiated on a case-by-case basis
- ☐ General contribution range will be 20-60% of uplift value
- ☐ The Ward Councillors will always be consulted by City Planning staff prior to any negotiation of S.37 community benefits with applicant

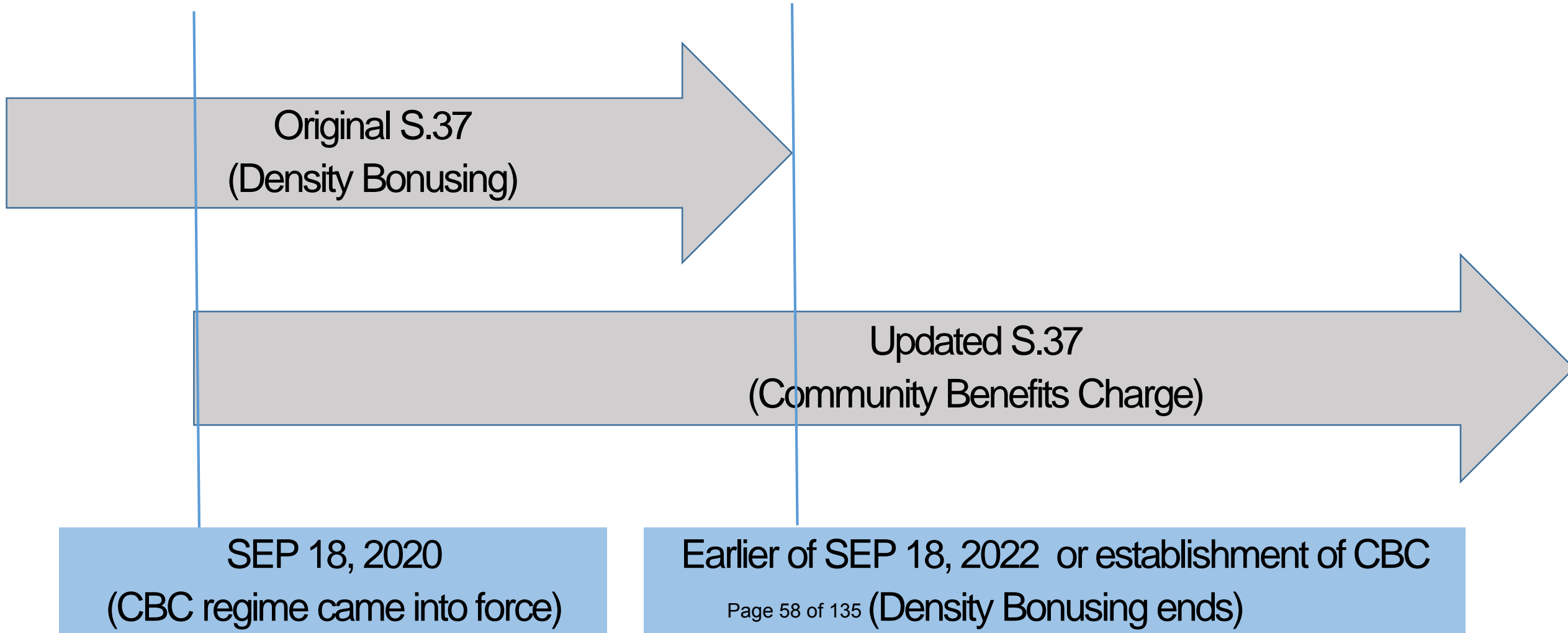
# Brampton Density Bonusing Process Parameters

- ☐ Applicants will bear the cost of appraisals.
- ☐ The Zoning By-law will include a provision that a S.37 Agreement will be registered on title; unless cash contributions paid prior to ZBA approval.
- ☐ Timing of the payment of benefits will be tied into the S.37 Agreement.
- ☐ Cash benefits will be held in a S.37 Reserve Fund and moved to special accounts already established by City Council and intended to be used for capital facilities in the broader community (e.g. Housing Catalyst Capital Fund).

# Process Chart



# Planning Act – Section 37 Amendments



# Community Benefits Charge (CBC)

## Legislative Basics

- ☐ Imposed by by-law (no term limit)
- ☐ Only local municipalities can charge
- ☐ Can only be levied against higher density development
- ☐ 5 or more storeys, &
- ☐ 10 or more residential units
- ☐ Requires a “strategy”
- ☐ Legislation does not prescribe CBC rate structure

CBC may be imposed on developments or redevelopments that require:

- ZBA
- minor variance
- conveyance of land
- plan of subdivision
- a consent
- the approval of a description under section 9 of the Condominium Act, 1998
- the issuance of a building permit

Regulation sets cap at 4% of land value the day before a building permit is issued

# Use of CBC Fund

## Can recover any “growth related” capital cost

- ☐ No prescribed list of eligible services
- ☐ Initial considerations:
  - ☐ Affordable housing
  - ☐ Parking (no longer DC eligible)
  - ☐ Parkland development
  - ☐ Active Transportation
  - ☐ Eligible DC services (no overlap with DCs)
  - ☐ Parkland acquisition (no overlap with S.42)
  - ☐ Public Art
  - ☐ Other services



# Next Steps

1. Brampton will pursue Density Bonusing until Sep 18, 2022
2. Brampton will initiate a CBC Strategy and Implementation Framework in Q3, 2021

# Thank you!

## City Contributors

Legal Services

Finance

Realty Services

Development Services

Parks Planning

City Planning and Design

## City Contacts:

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### Bob Bjerke

Director, Policy Planning

Planning, Building and Economic Development Department

[Bob.Bjerke@brampton.ca](mailto:Bob.Bjerke@brampton.ca)



# HERITAGE HEIGHTS SECONDARY PLAN

**Project Update**

**Council Workshop – July 28, 2021**





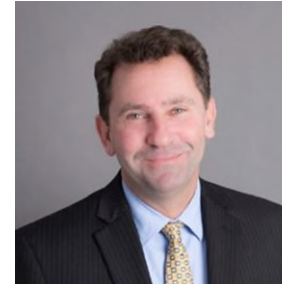
# AGENDA

- Heritage Heights – Refresh
- Update on Technical Studies
  - Subwatershed Study (Natural Heritage System Planning)
  - Infrastructure Servicing Study
  - Community Energy Plan
  - Preclude and Hinder Study
  - Transportation Study
  - Planning Policy
- Next Steps

## Presenters



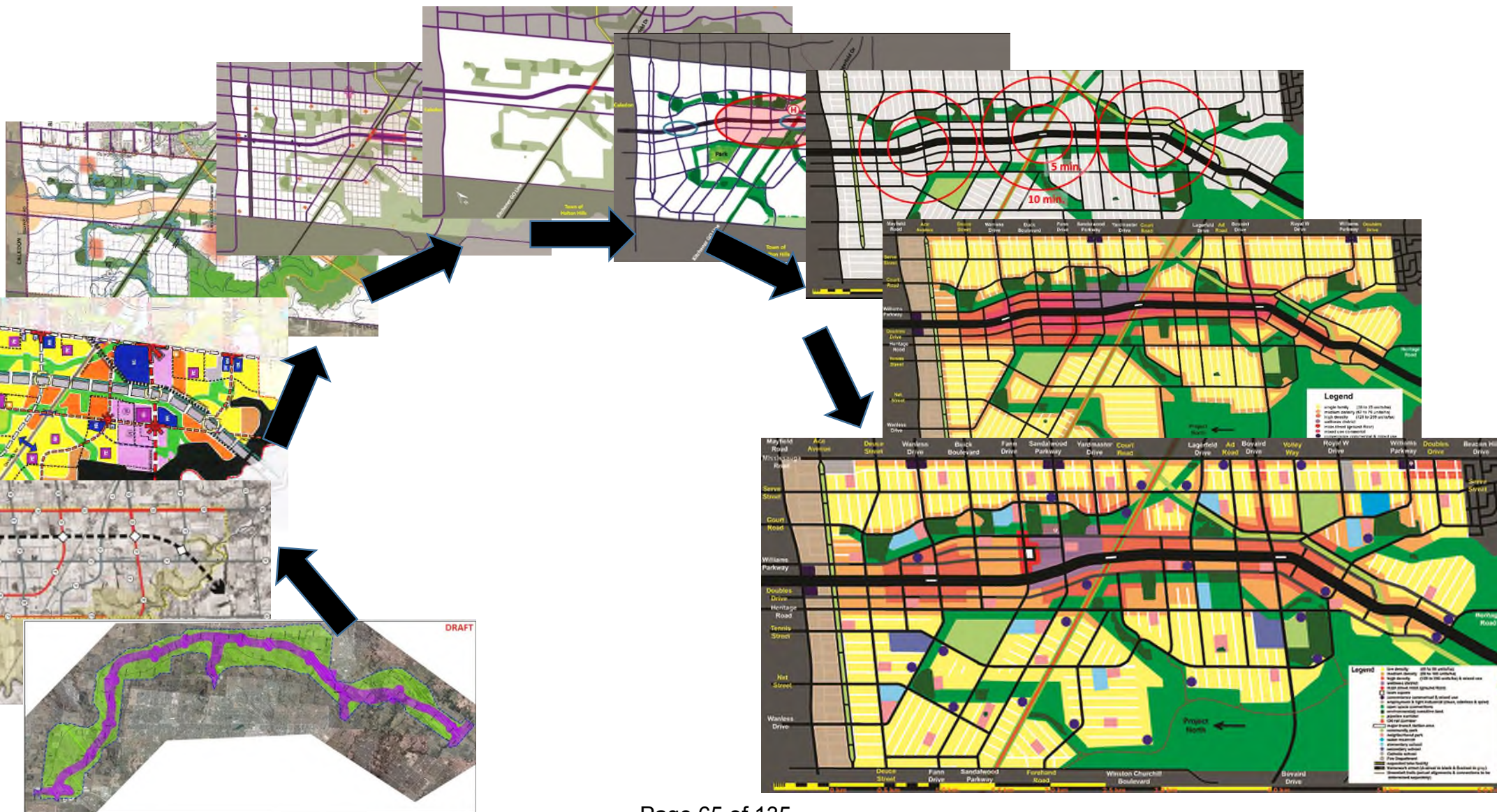
**Bob Bjerke**  
City of Brampton  
Director,  
Community  
Planning &  
Design



**Andrew McNeill**  
City of Brampton  
Manager, Official  
Plan and Growth  
Management



**Anand Balram**  
City of Brampton  
Senior Policy  
Planner, Official  
Plan and Growth  
Management





# HERITAGE HEIGHTS

Be a walkable neighbourhood promoting

**HEALTH & WELLBEING**

Be a place for business and culture to

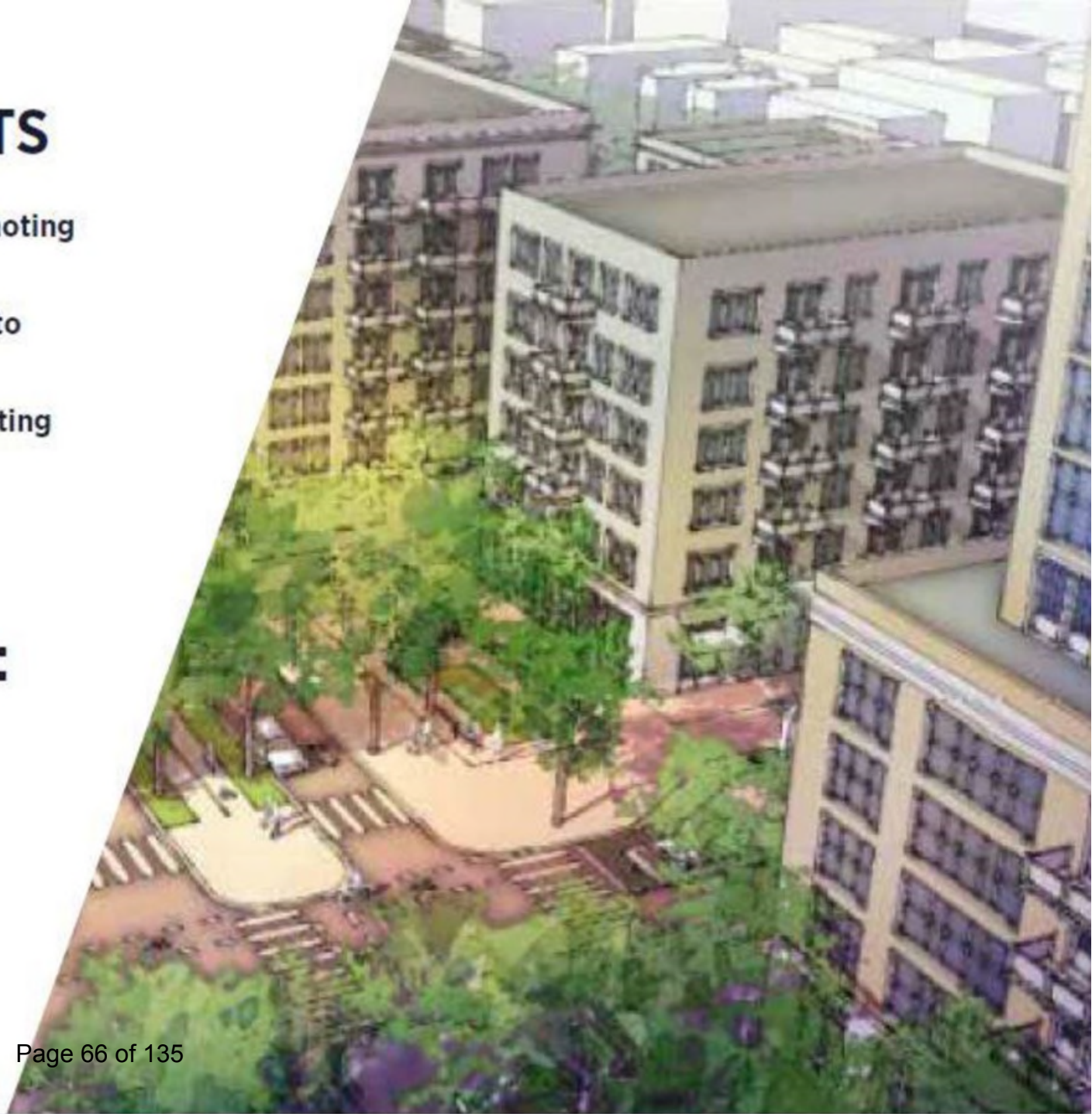
**THRIVE**

Be environmentally friendly supporting

**CLIMATE MITIGATION**

## A COMMUNITY WHERE YOU CAN:

- Live, learn, work, play & shop
- walk to school
- live without a car
- start a business
- Hop on the GO or the ZUM
- pick an apple







# HERITAGE HEIGHTS CONCEPT PLAN

catalyzes mixed-use development / maximizes land values / stimulates job creation





# HERITAGE HEIGHTS CONCEPT PLAN

catalyzes mixed-use development / maximizes land values / stimulates job creation



# MAKING SMART INFRASTRUCTURE INVESTMENTS



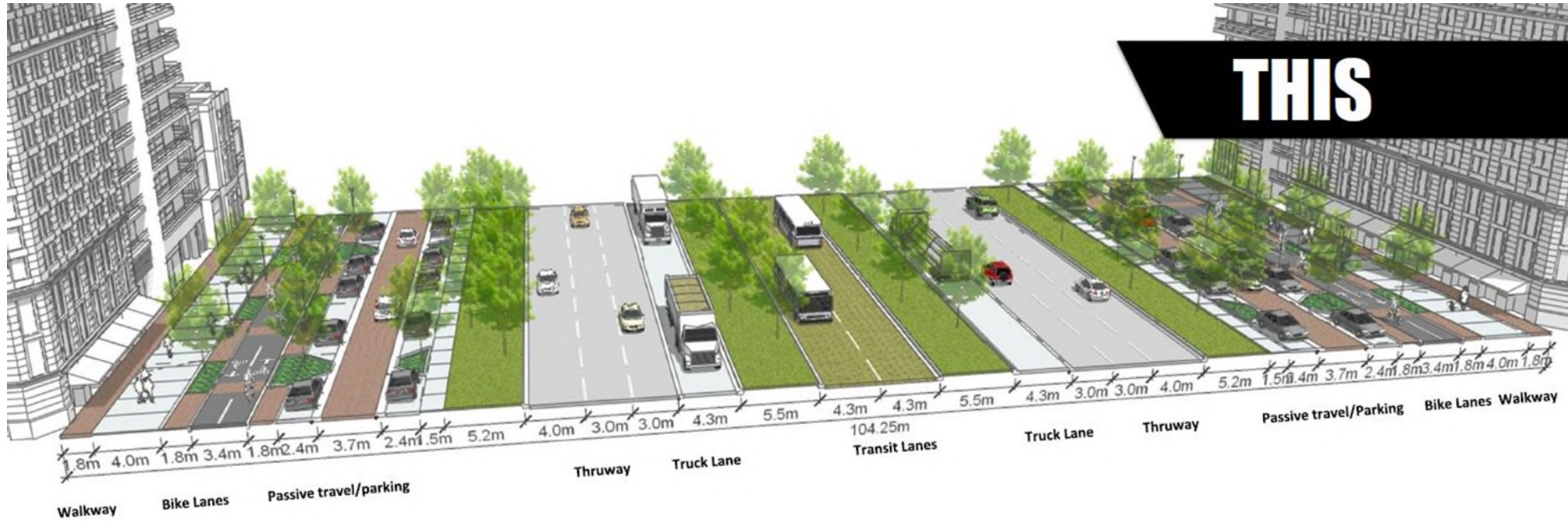
## BOULEVARD

- Robust connected street network
- Multiple routing options
- Multi-modal
- Maximizes short trip making
- Flexible
- Framework for a complete community



## HIGHWAY

- Barrier effect
- Sparse network
- Bigger, faster roads
- Car-oriented
- Encourages longer haul car trips
- Adds to congestion
- Harder to change





# BOULEVARD VS HIGHWAY

ENGAGING / DIVERSE / GREATER TRIPS



VAST / STERILE / HIGH SPEEDS







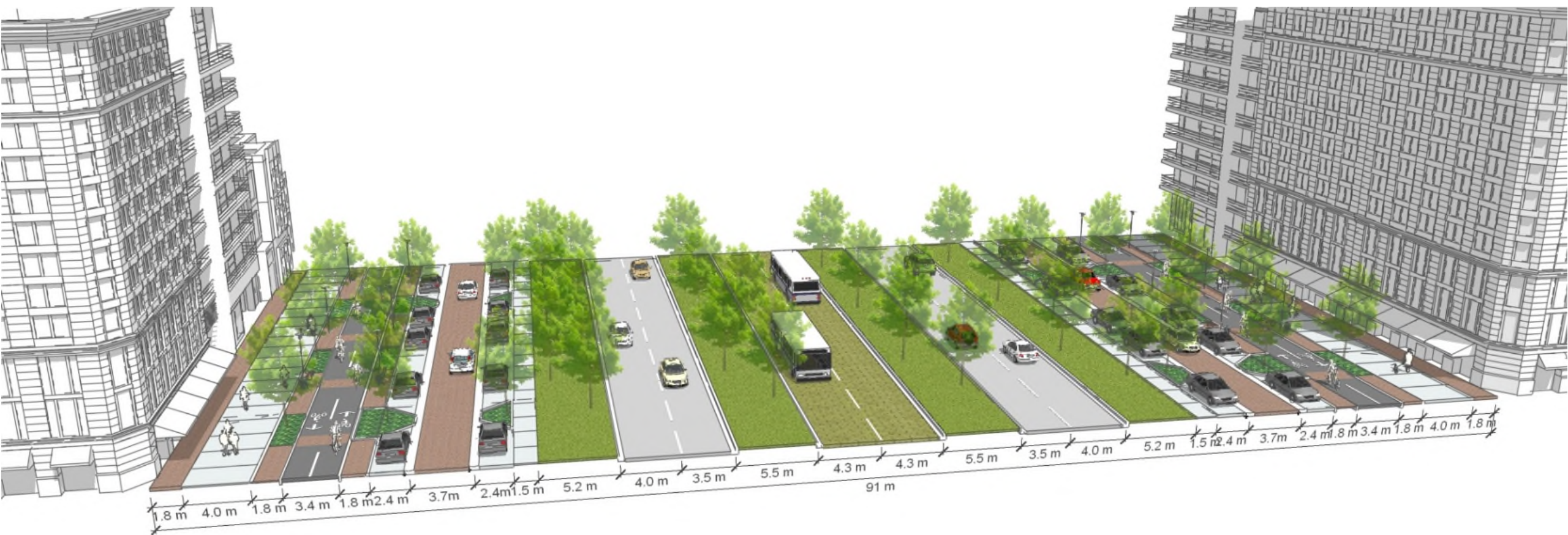
# **AV. 9 DE JULIO BUENOS AIRES, ARGENTINA**



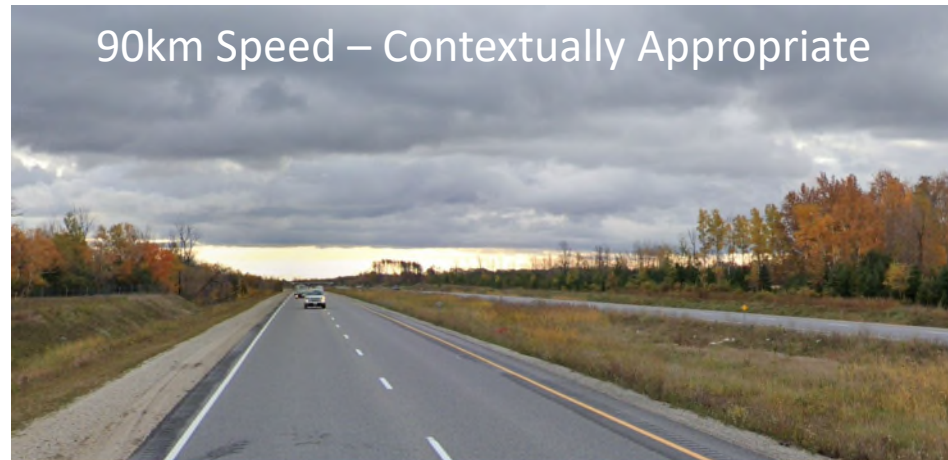
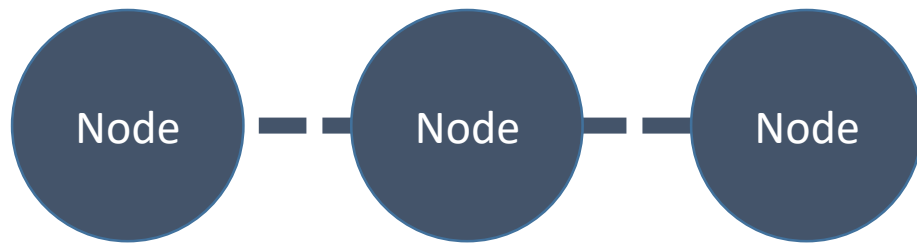


# **AV. 9 DE JULIO BUENOS AIRES, ARGENTINA**





## HERITAGE BOULEVARD – NARROWER OPTION



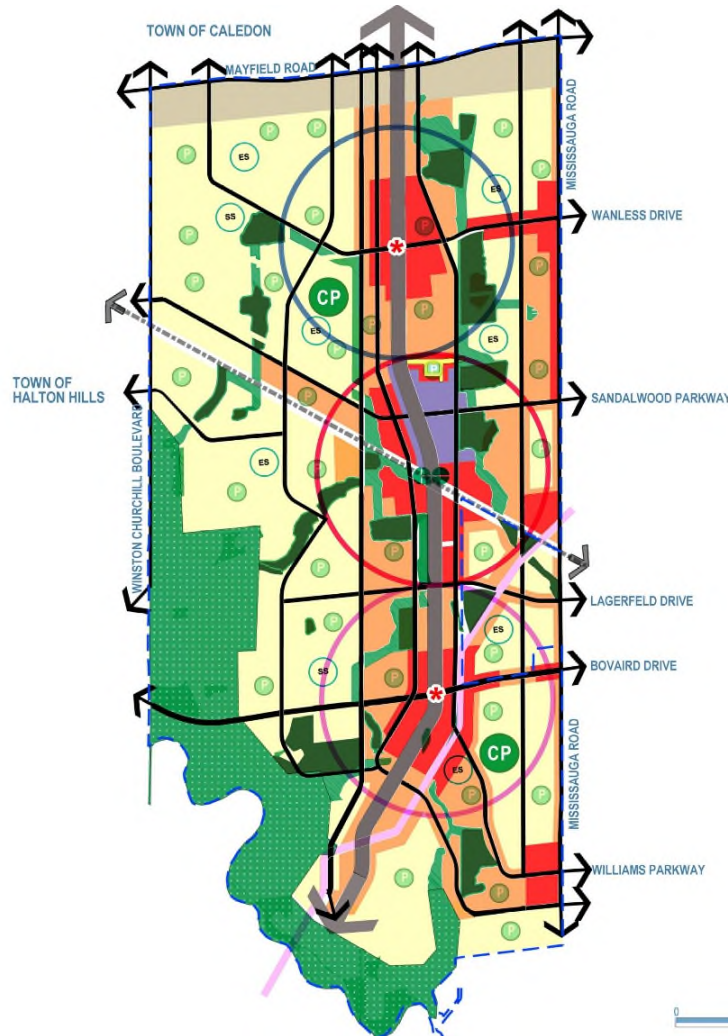
**HIGHWAY BETWEEN - NOT THROUGH URBAN PLACES**

# **UPDATE ON SUPPORTING TECHNICAL STUDIES**

**SUBWATERSHED | COMMUNITY ENERGY | INFRASTRUCTURE SERVICING  
TRANSPORTATION | SHALE – PRECLUDE & HINDER | POLICY**



# SUBWATERSHED STUDY (SWS)



- Simplification of the land use plan to ease the technical review
- Maintains the intent of the Council Endorsed Plan
- Key Framework Streets
- Environmental layer has been formulated based on the best available information at the time – may be subject to minor changes

## LEGEND

**STREET NETWORK**  
 URBAN BOULEVARD  
 FRAMEWORK STREETS  
 HIGH STREET

**NATURAL HERITAGE SYSTEM**  
 ENVIRONMENTALLY SENSITIVE  
 NATURAL HERITAGE SYSTEM  
 GREENBELT

GO M.T.S.A. AREA  
 NORTH M.T.S.A. AREA  
 SOUTH M.T.S.A. AREA  
 RAPID TRANSIT STATIONS  
 HIGH DENSITY MIXED USE  
 MEDIUM DENSITY MIXED USE  
 LOW DENSITY RESIDENTIAL  
 HOSPITAL DISTRICT  
 EMPLOYMENT MIXED USE

GO TRANSIT STATION  
 CANADIAN NATIONAL RAILWAY  
 COMMUNITY PARKS  
 LOCAL PARKS  
 ELEMENTARY SCHOOLS  
 SECONDARY SCHOOLS  
 TRANSCANADA GAS PIPELINE  
 HERITAGE HEIGHTS SECONDARY PLAN AREA BOUNDARY

- Land use concept updated to reflect **fluvial and terrestrial systems**
- Efforts to reduce impacts on the existing natural heritage system
- Support the next step of technical analysis of Phase 2 of the Subwatershed Study: Impact Assessment Phase

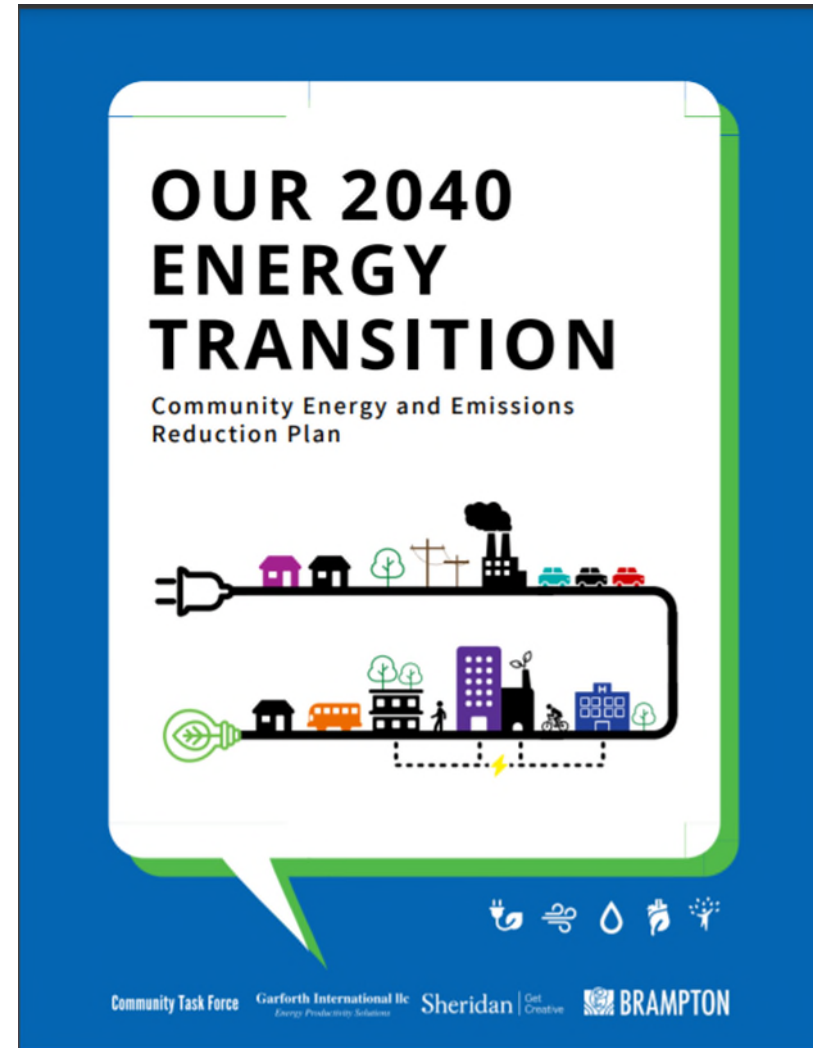


TERRESTRIAL OVERLAY

AQUATIC OVERLAY

# COMMUNITY ENERGY STUDY

- Recommendation of the City Wide Community Energy and Emission's Plan
- Will explore the feasibility of alternative energy solutions in the area to establish a net zero community
- Energy Districts to be established and reinforced through Policy.
- Working with Alectra, Enbridge, and the IESO through this process



# INFRASTRUCTURE SERVICING STUDY

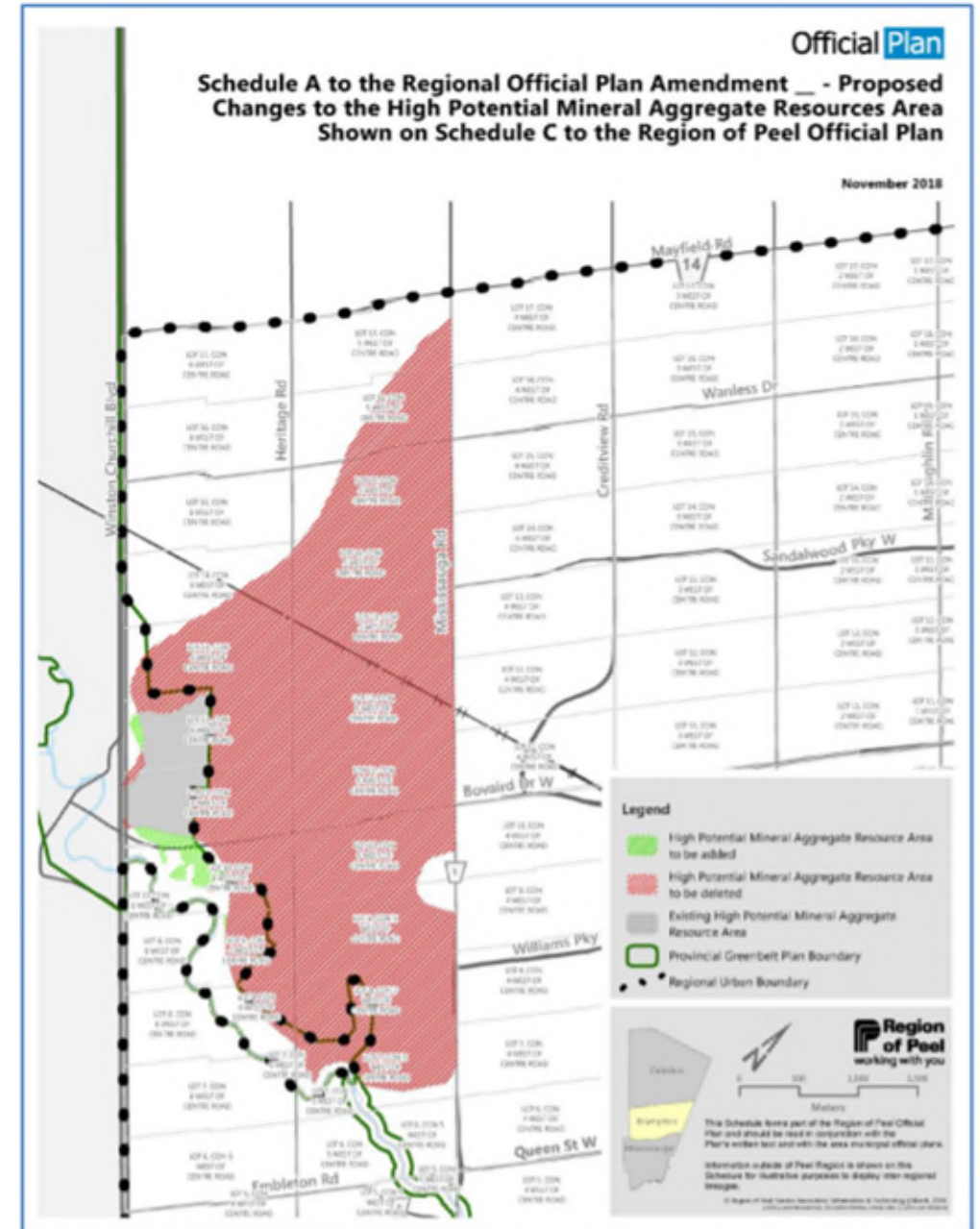
- Develop alternative sanitary sewer and water servicing strategies and systems for the subject lands
- Recommend the most efficient and cost-effective servicing option
- Determine preliminary storm water requirements, including drainage boundaries and the identification of storm water management facilities and their potential location (including innovative SWM solutions)
- Identify servicing staging and sequencing strategies





# SHALE - PRECLUDE AND HINDER STUDY

- Examine any potential impacts of the Secondary Plan on the aggregate resource and its potential extraction
- Identify any potential mitigation techniques



# TRANSPORTATION STUDY

- Provide guidance on street and block structure
- Complete streets – 2-lane community to maximize safety
- Reduce VKT to lower emissions
- Contribute to and not detract from places
- Provide guidance to Transit Routing
- Undertake modelling





# HERITAGE HEIGHTS STREET STANDARDS

Conventional Road Design



- Limited access
- Throughputs – long haul by car
- Maximize speed/Minimize delay
- Level of service

Traditional Street Design



- Maximize access – facilitate social/economic exchange
- Short trips – on foot, bike, transit, car
- Slower, safer, easier to cross
- Decrease auto-dependency, minimize km's travelled

# REGIONAL ENVIRONMENTAL ASSESSMENTS



**Bovaird Drive Existing/Proposed (EA)**

- 4-6 lanes proposed
- 90 km/h design speed, 70km/h posted speed
- Limited access – intended to feed the GTA West highway
- Not pedestrian or cyclist friendly
- Hostile to people and business

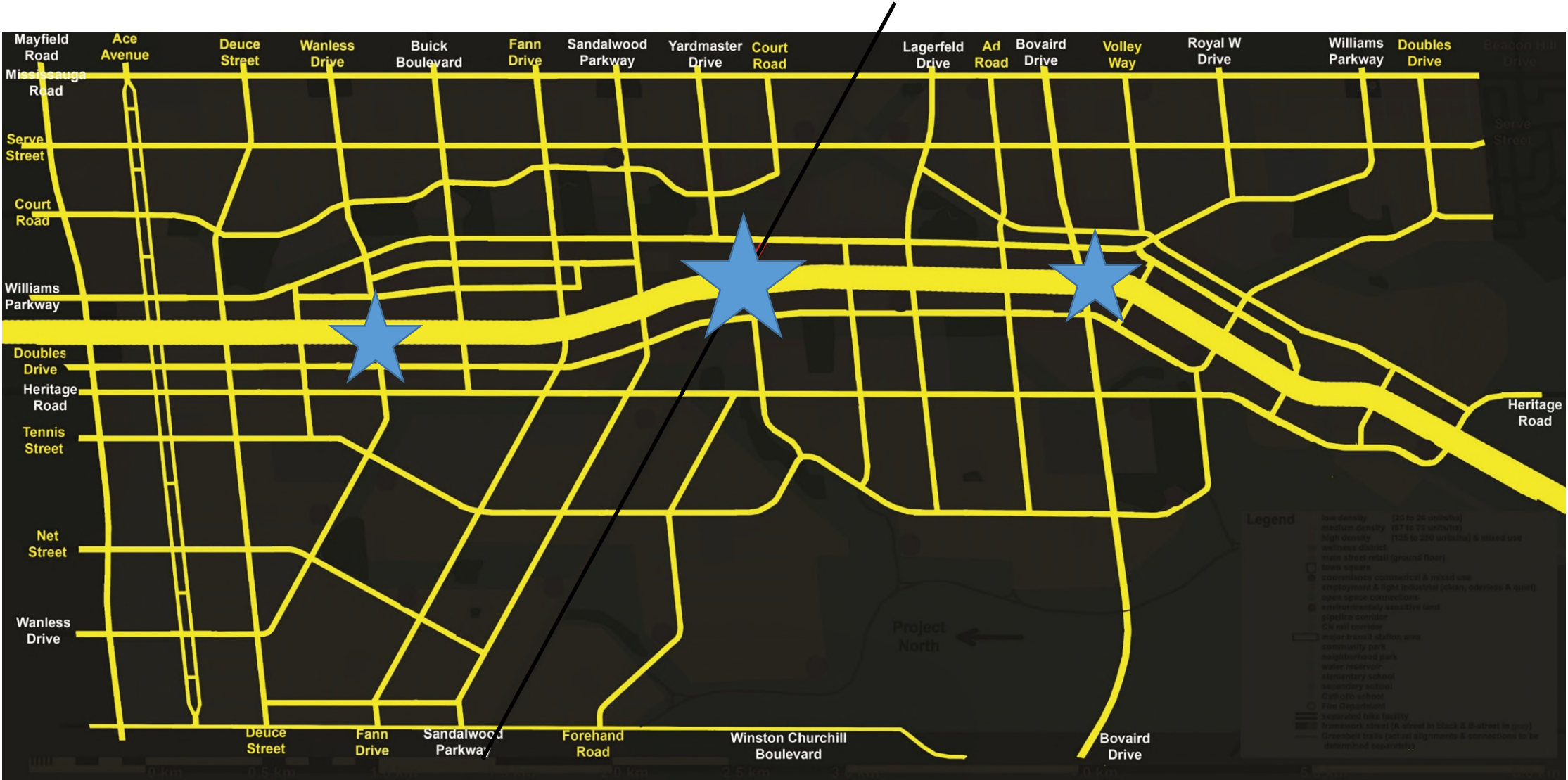


**Bovaird Drive Proposed (Secondary Plan)**

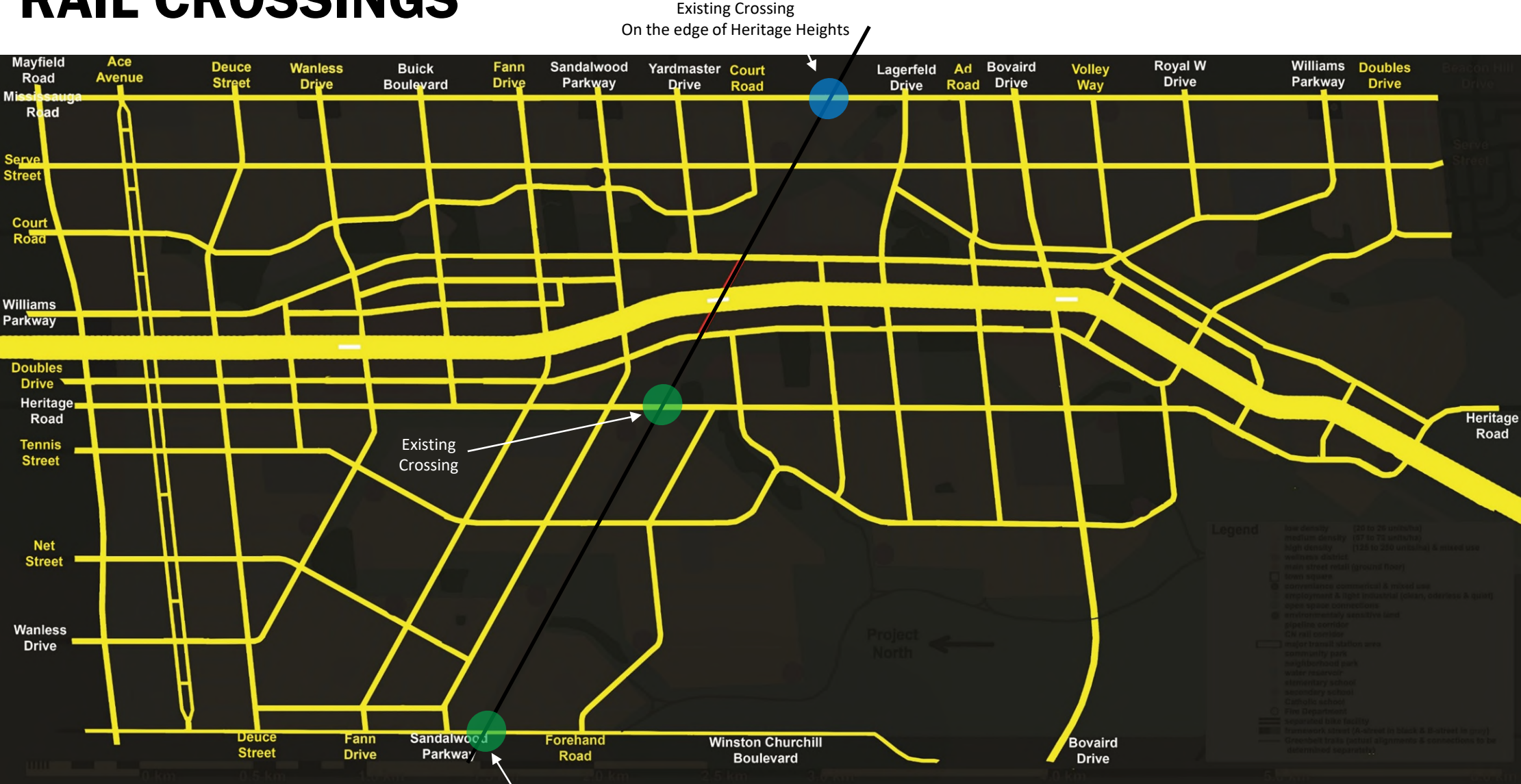
- 4 lane (east of Heritage Rd.) 2-lanes west
- Complete street
- 50km/h design and posted speed
- Separated and protected cycling facilities
- Pedestrian and business friendly
- Contributes to great place-making
- Adds value to Brampton



# TRANSIT AND RAIL CONSIDERATIONS – MTSA’s

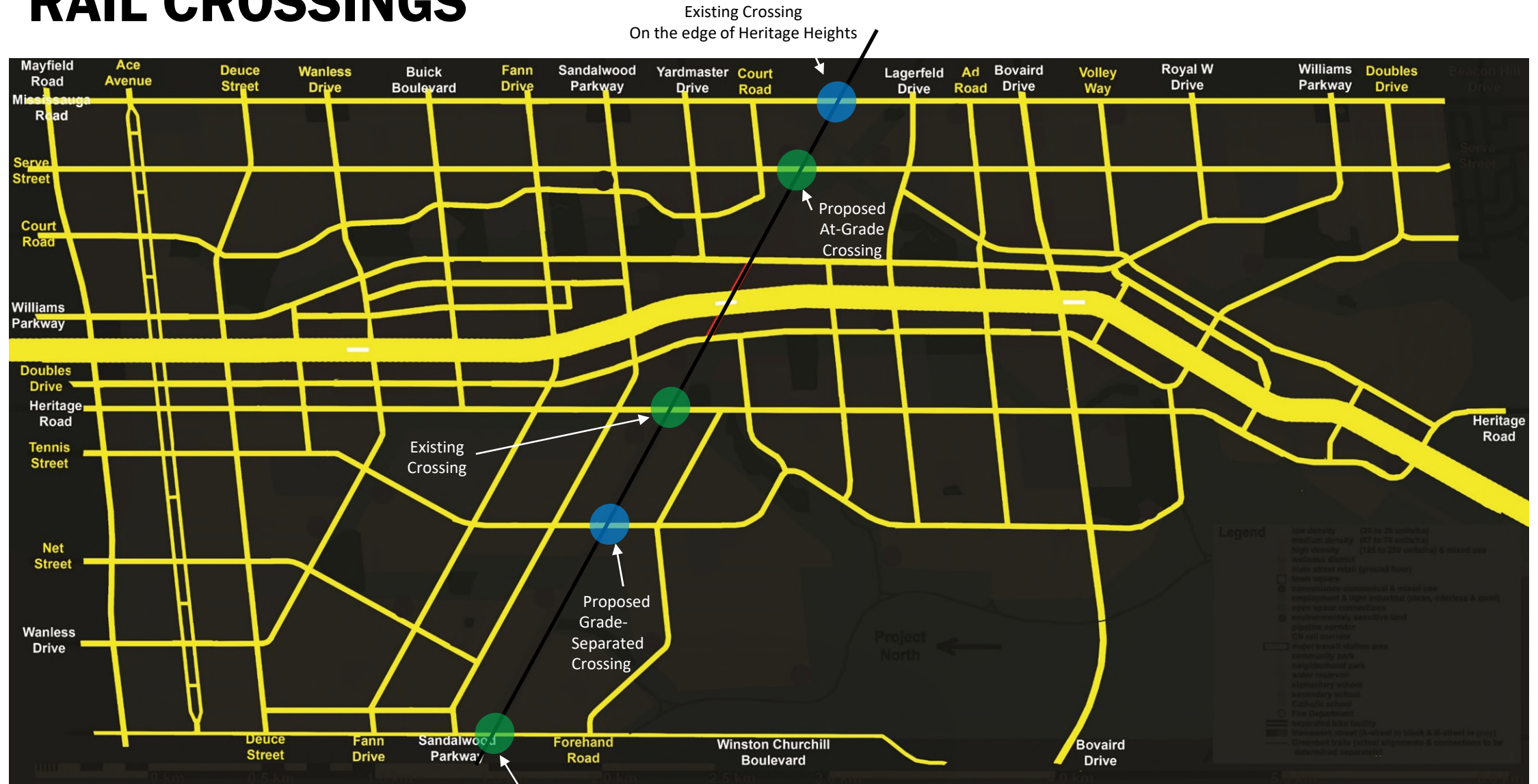


# RAIL CROSSINGS



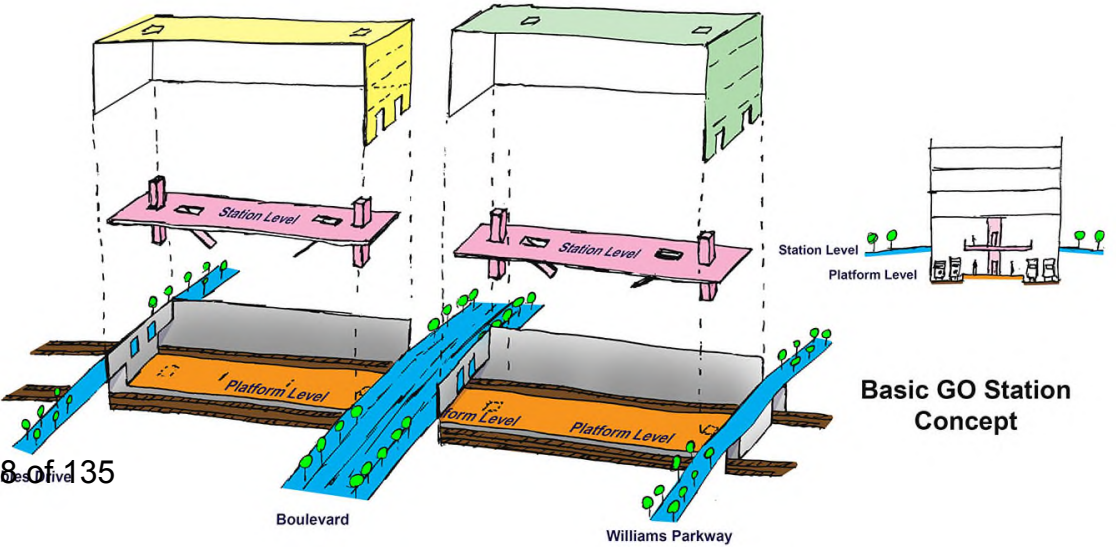


# RAIL CROSSINGS



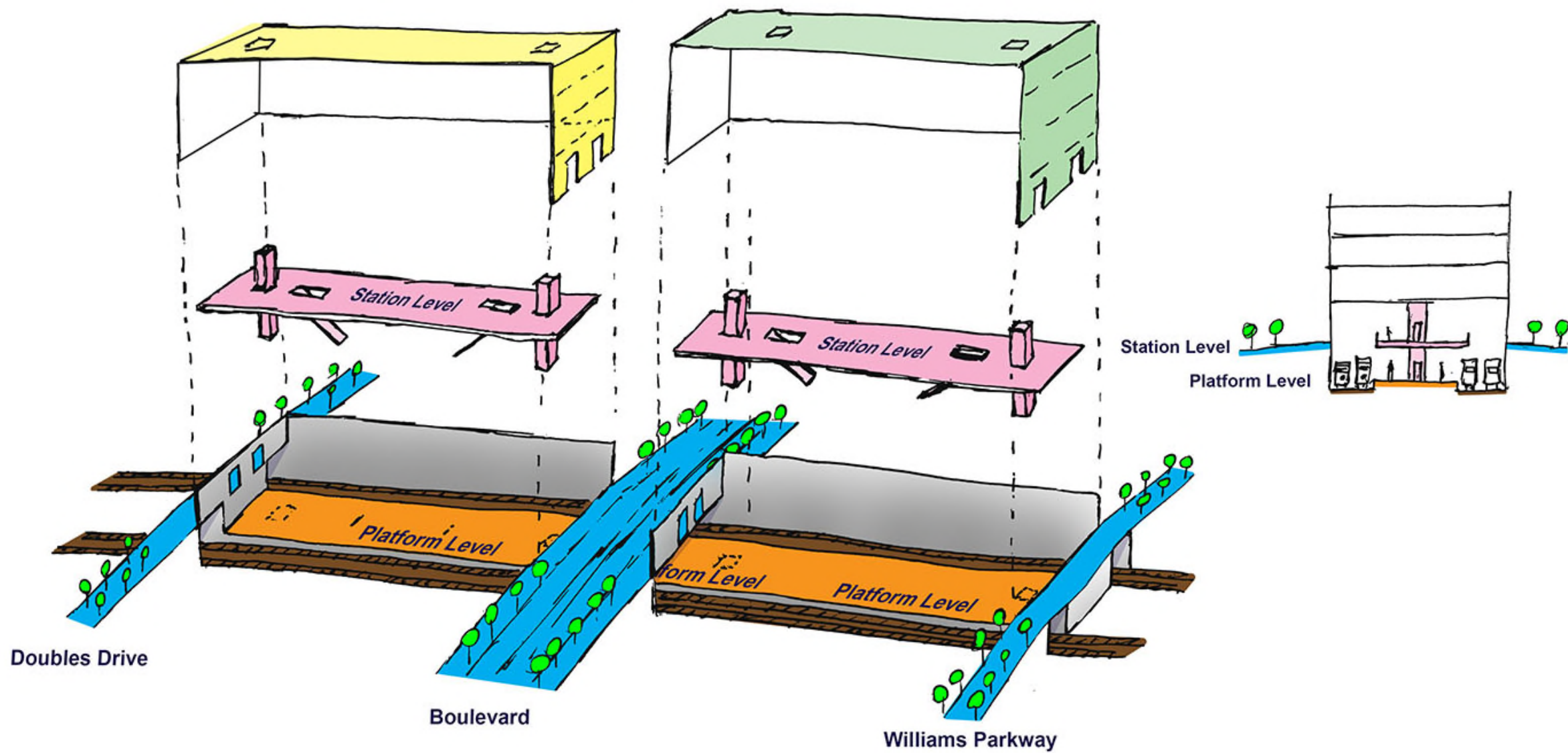
Existing Crossing  
On the edge of Heritage Heights

# RAIL CROSSINGS



Existing Crossing  
On the edge of Heritage Heights





# TRANSPORTATION STUDY – NEXT STEPS

- Staff are working collaboratively with Brampton Transit to understand facility and routing considerations for the plan
- A transportation model is being prepared to evaluate the technical feasibility of the plan
- Staff are continuing to assert Brampton's Urban Boulevard Position to both the Region of Peel and MTO
- Staff are working with CN Rail to explore rail crossings





# POLICY FRAMEWORK

- Draft Policy is under development and will be refined as more information becomes available
- Policy will be consistent with corporate documents such as the Age Friendly Master Plan, Community Energy and Emissions Reduction Master Plan, Culture Master Plan, Housing Strategy, etc.
- Development of Zoning, Urban Design and Open Space Guidelines





## NEXT STEPS

- A report to Planning and Development Committee in July to seek permission to conduct a statutory public meeting in September
- Recommendations pertaining to the ICBL to follow



## **Referred Matters List** ***CI Project update***

Council Workshop  
June 28, 2021

Deepi Singh  
Business Improvement & Innovation





- ✓ Conduct current state analysis
- ✓ Identify gaps and areas for improvement

- ✓ Revised the reporting structure
- ✓ Increase records management



- ✓ Conduct an in-depth revision of the current RML
- ✓ Explore system capability for process enhancement

- ✓ Implementation of the revised process



# RML Revisions - Internal

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									
M 134/2019	2020/12/11	<a href="#">C441-2019</a>	CL	CL	Healthcare in Brampton - Confirmation of the City's Local Share Commitment	2020/03/11	2021/07/07	17	B. Lucas
M 23/2020	2020/03/11	<a href="#">C081-2020</a>	CL	CW	Youth Internships and Mentoring Programs / Veterans Program	Q2 2020	2021/07/07	7	S. Aujla x42155
M 70/2020	2020/10/28	<a href="#">C409-2020</a>	CL	CL	Integrated frame and cover maintenance system - potential cost savings through adopting this new technology	2021/03/03	Q2 2021	2	R. Forward x42052 J. Schmidt-Shoukri
M 13/2021	2021/03/03	<a href="#">C059-2021</a>	CL	CL	Development and deployment of recruitment plans for employment opportunities for Brampton residents	2021/04/07	2021/07/07	6	S. Aujla x42155
M 16 /2021	2021/03/24	<a href="#">C086-2021</a>	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	2021/07/07	2	S. Aujla x42155 P. Fay x42172
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M 25/2021	2021/03/31	<a href="#">CW162-2021</a>	CW	GC	Options with respect to the processes for Council Member expense approvals and posting timings	Q2 2021	Q3 2021	1	M. Medeiros x42520
M 37/2021	2021/05/04	<a href="#">AU011-2021</a>	AU	AU	Process for review, investigation and reporting of complaints submitted to the Corporate Fraud Prevention Hotline	Q3 2021			R. Gervais x43836
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Committee of Council									
M 9/2019	2019/01/16	<a href="#">CW028-2019</a>	ICW	ICW	Update on protecting the City's trademark, logo and wordmark	2019/04/03	Q3 2021	17	L. Tammingo x42889

- Revise the reporting structure of RML:  
-aging tracker, progress, risks, department/division
- Select ToCP alignment at Council level
- Legislative Services to manage monthly reporting
- Implement a quarterly status review meeting with Council
- Track resolved matters and review analytics Quarterly
- Decrease default Target Completion Date (TCD) from 3 month → 1 month

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- Revise the reporting structure of RML:
  - replace contact with department/division
- Audit ToCP alignment at Council level
- Publish resolved/completed matters in archives
- Consolidate the date field and revisions

## Next Steps

- Publishing of the internal RML list (interim solution)
- Publishing of the external RML list
- Load RML into eScribe to consolidate communications
- Automate notifications for aging items



# Municipal Cybersecurity Workshop

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Developed for: City of Brampton

June 28, 2021

# Agenda

1:00-1:05pm: Opening remarks

**Denise McClure**, Senior Manager, Economic Development, City of Brampton

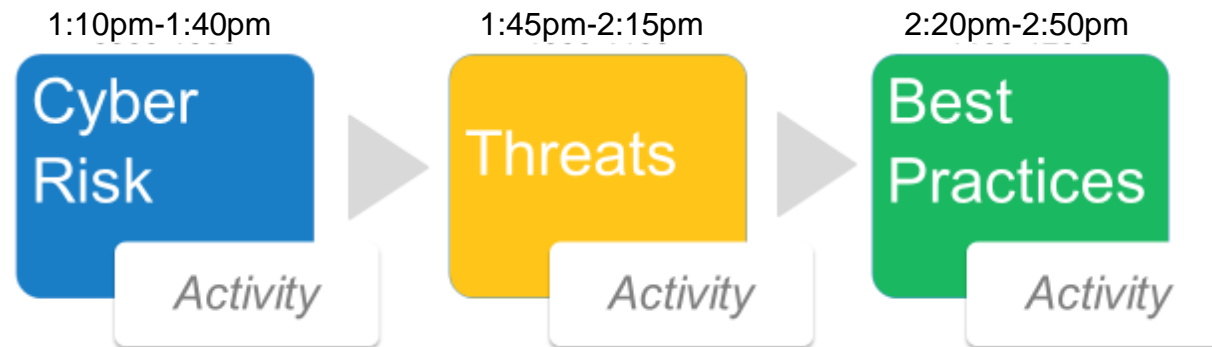
**Charles Finlay**, Executive Director, Rogers Cybersecure Catalyst

1:05-3:00pm: Municipal Cybersecurity Workshop

**Randy Purse, CD, PhD, CTD**, Senior Cybersecurity Advisor, Rogers Cybersecure Catalyst

1:05-1:10pm: Introduction and objectives

1:10pm-2:50pm: Cyber risk, Cyber threats and Cybersecurity best practices



2:50-3:00pm: Conclusion

# Why?

## Think 'Digital'

### Municipal challenges

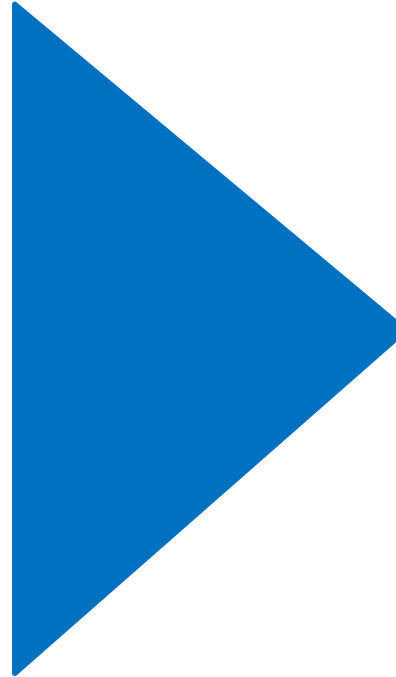
- *Dynamic threat context*
- *Rapidly evolving technology*
- *Convergence of physical and cyber*
- *Large complex threat surface*
- *Constrained by funding for resources and qualified staff*
- *Legacy systems*
- *Limited sharing and collaboration*
- *Etc....*

# Objectives

- Appreciate the **cyber threats and risks** posed to municipal operations, critical infrastructure, and the community
- Identify common preventative actions and municipal cyber security **best practices**; and
- **Define role** in leading municipal cyber security including during cyber security incidents.

# Outcomes

- **Improving municipal cyber readiness and resilience**
- **Protection of your community**





# Getting the most out of this – 3 key points

1. Actively participate
2. Engage in respectful discourse
3. Ask questions

# Cyber Risk

Defining cybersecurity

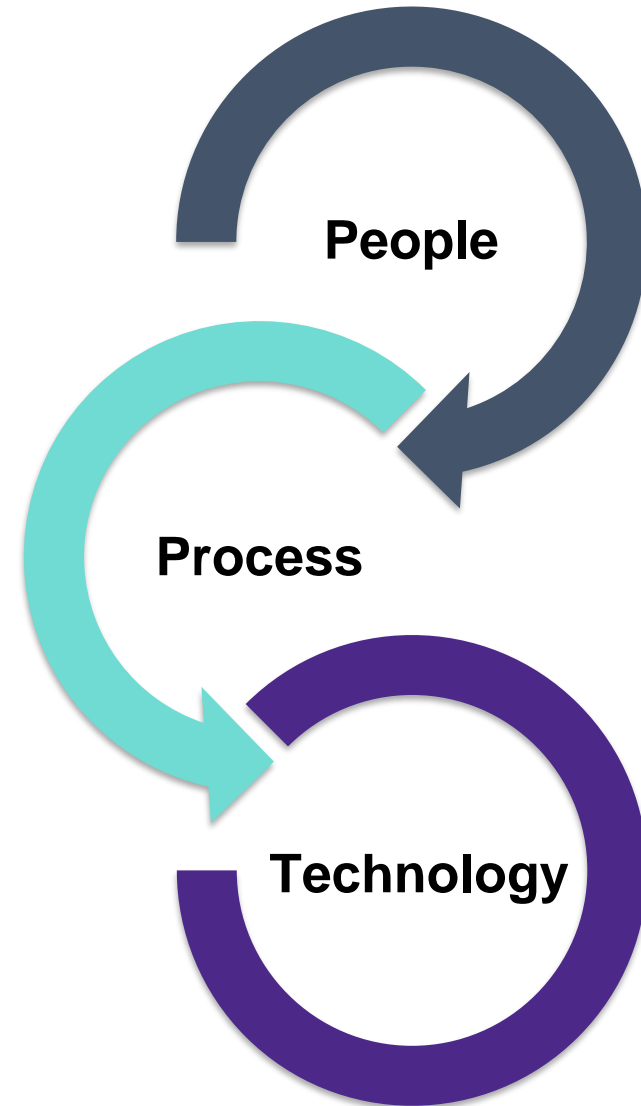
Risk management

Translating cyber risk into municipal risk

# Cybersecurity – A Definition

“Cyber security is the **protection** of digital information and the infrastructure on which it resides.”

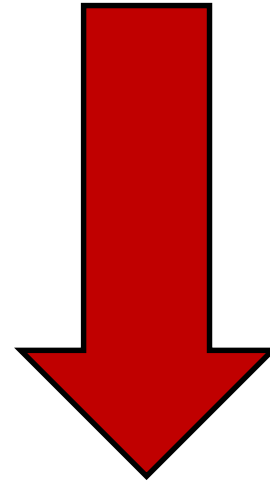
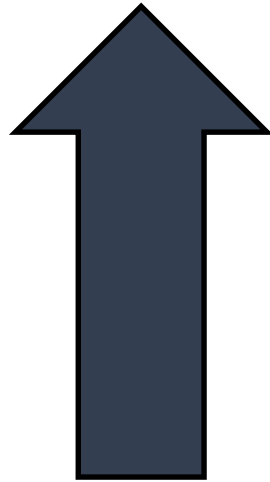
(National Cyber Security Strategy, 2018)



# Goal of Cybersecurity

## Security

(within organizational /municipal constraints)



## Risk

(to an acceptable level)



# What are we trying to protect?

Information and information systems throughout their lifecycle.

**C**onfidentiality

**I**ntegrity

**A**vailability



# Digital Dependencies



Networking & social media



Global reach



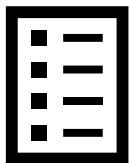
Financial Mgt Transactions



Communications



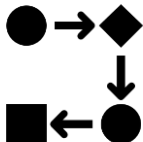
Facilities Controls



Polling, voting



Records Mgt & Storage



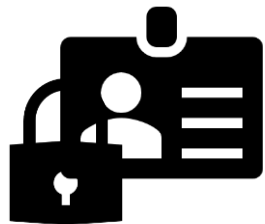
Process / System Controls



Health & Safety



Tools & Performance Support



Security



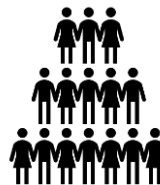
Logistics



Learning Mgt



Analytics



HR Mgt

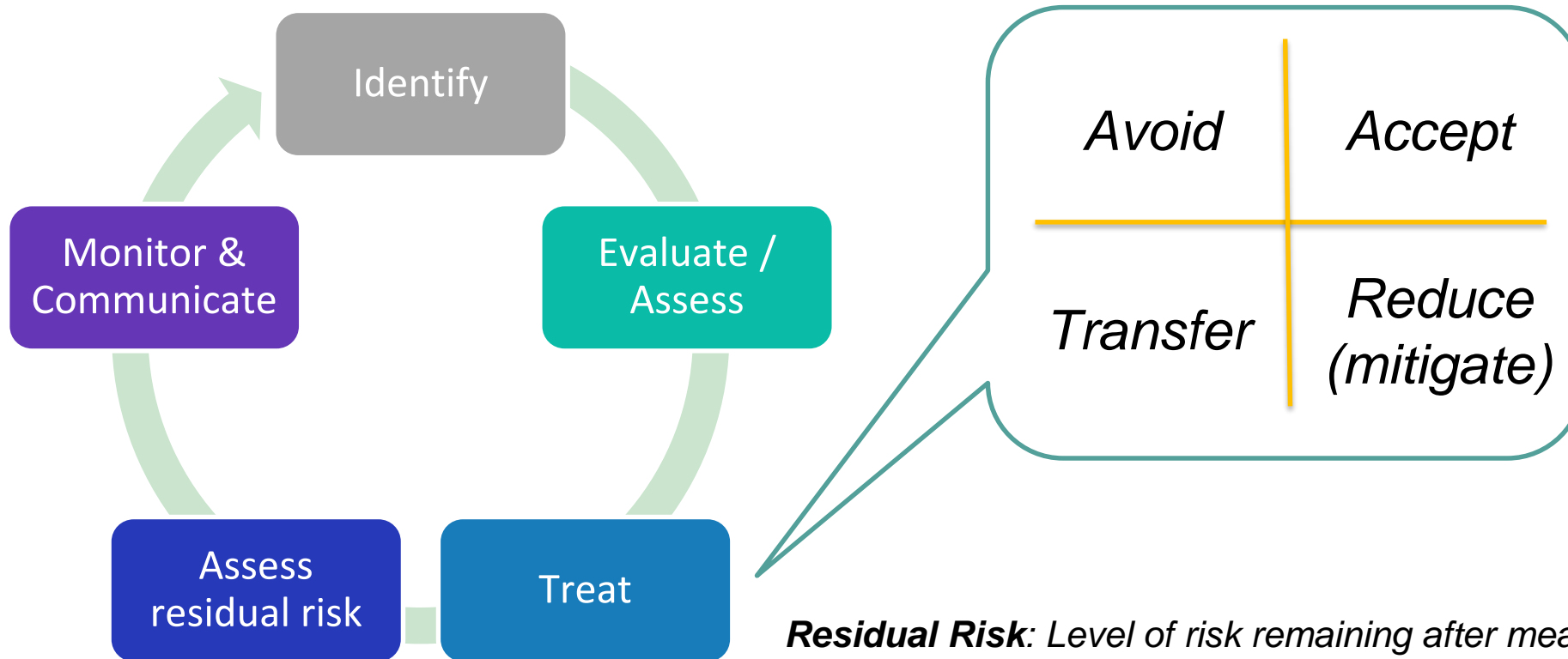


Research & Development

# Risk\* Management

\*uncertainty

A strategic (ongoing) process that identifies, assesses and takes steps to control risks.



**Residual Risk:** Level of risk remaining after measures have been applied

**Risk Appetite:** Amount of risk desired to pursue objectives

**Risk Tolerance:** Readiness to bear risk after risk treatment

# Activity: Translating cyber risk

What may be at risk (services, products) and what are some potential risks to the municipality (the organization) and the community?

1. Public transportation - Brampton Transit
2. Government - City Hall
3. Public safety - Emergency services
4. Food distribution / local economy - Local national distributor





# Questions?

Questions to consider:

- What municipal services are critical or important to the organization and your community?
- What are the potential cyber risks to those services?
- What suppliers support municipal services or the needs of your community?
- What processes are there in place for identifying and prioritizing municipal risks at the organizational and at the municipal level?
- Is the potential for cyber risk integrated into emergency management scenarios?

# Break

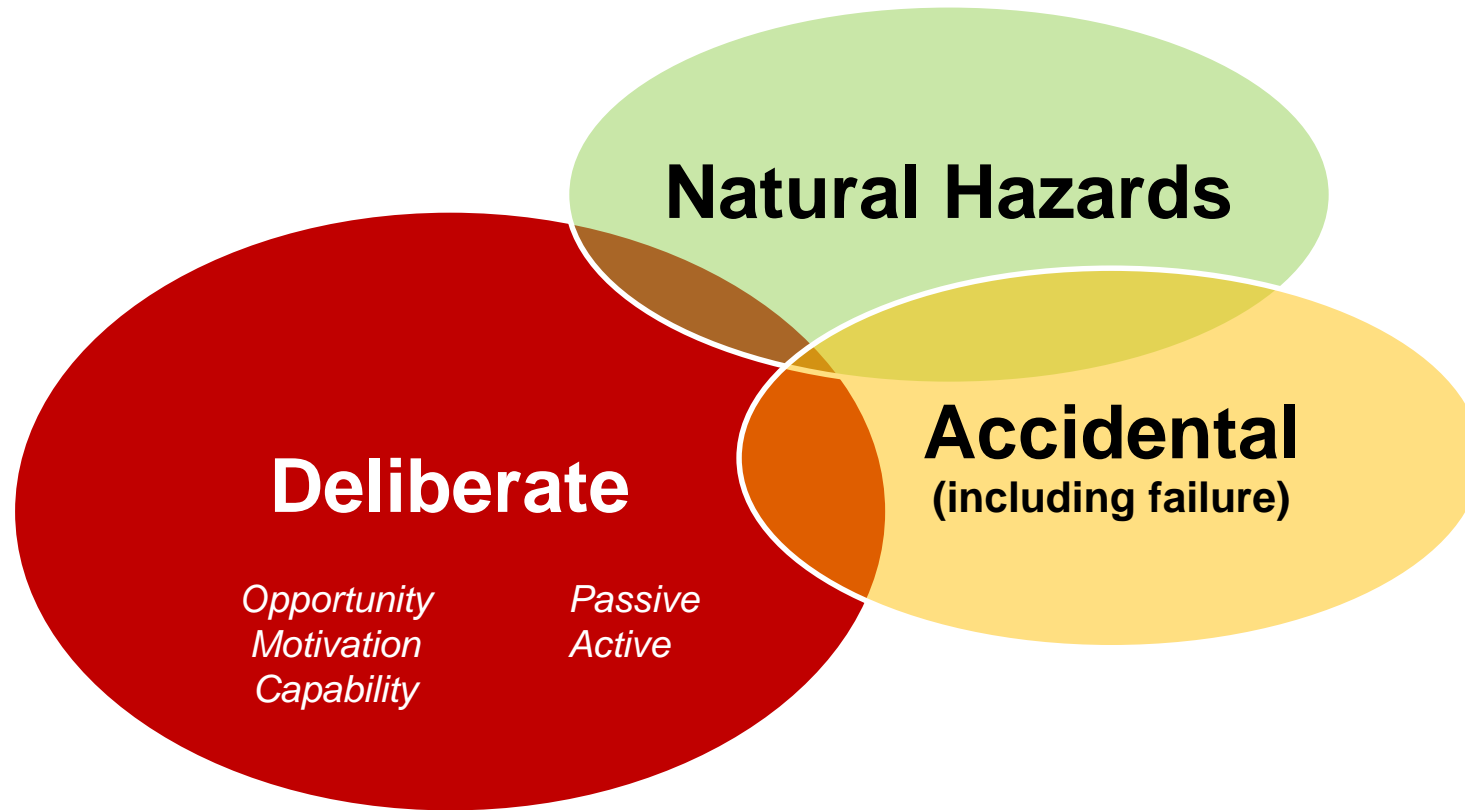
# Threats

Types of threats

Deliberate cyber threat actors

Insider threats

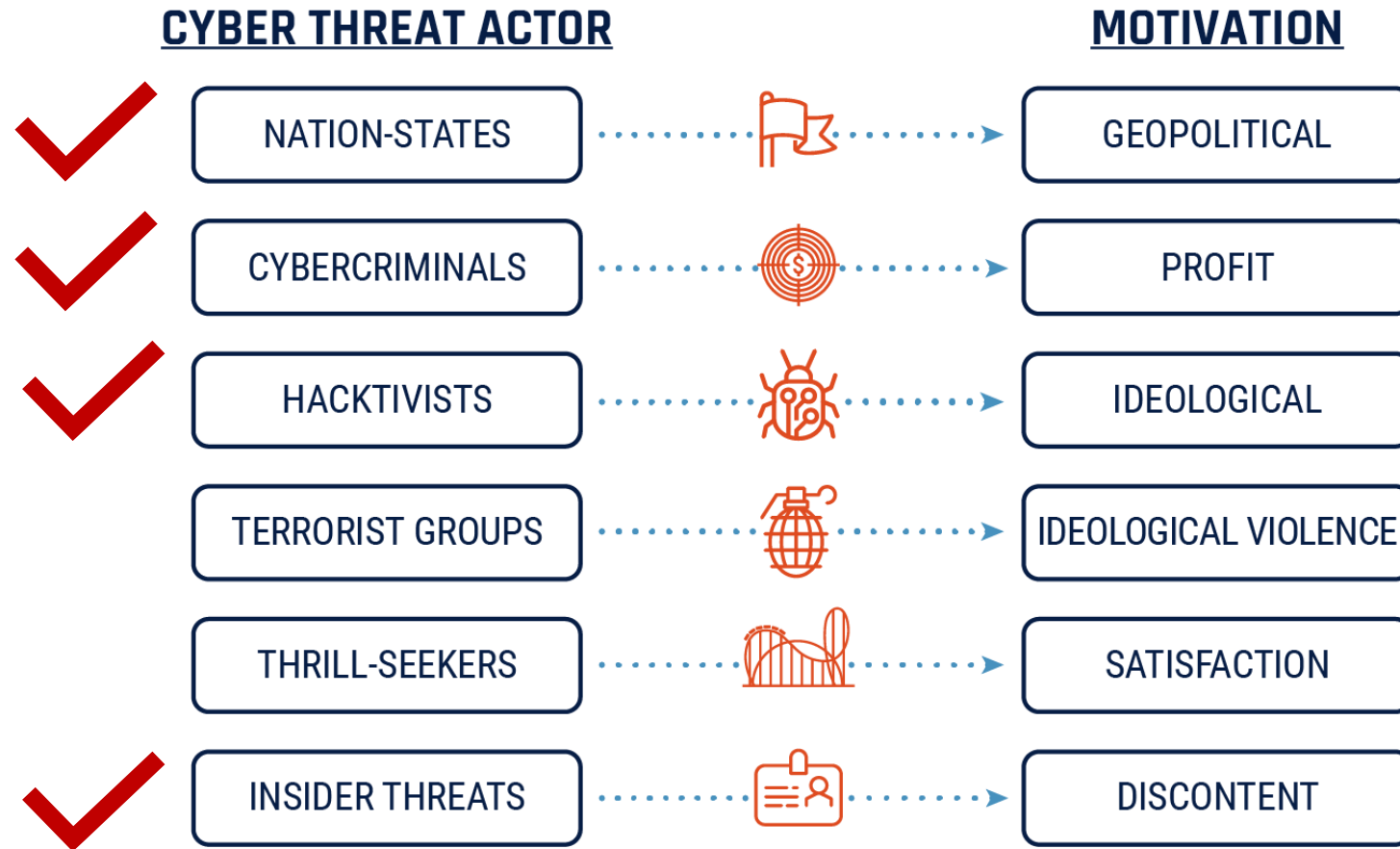
# Threat Types



***Incidental or indirect  
Opportunistic  
Compound***



# Deliberate threats



# Threat Actor Tools & Techniques

**Spoofing**/Pharming

Social Engineering

- **Phishing/vishing**

- Identity Theft

- Doxing

Theft/Tampering

Elevation of Privilege

DoS/DDoS

- Jamming

- Botnets

SQL Injection

SPAM

**Malware**

- **Trojans**

- **Worms/Viruses**

- **Rootkits**

- **Spyware**

- **Ransomware**

Backdoors

Eavesdropping

Close Access



CYBER SECURITY

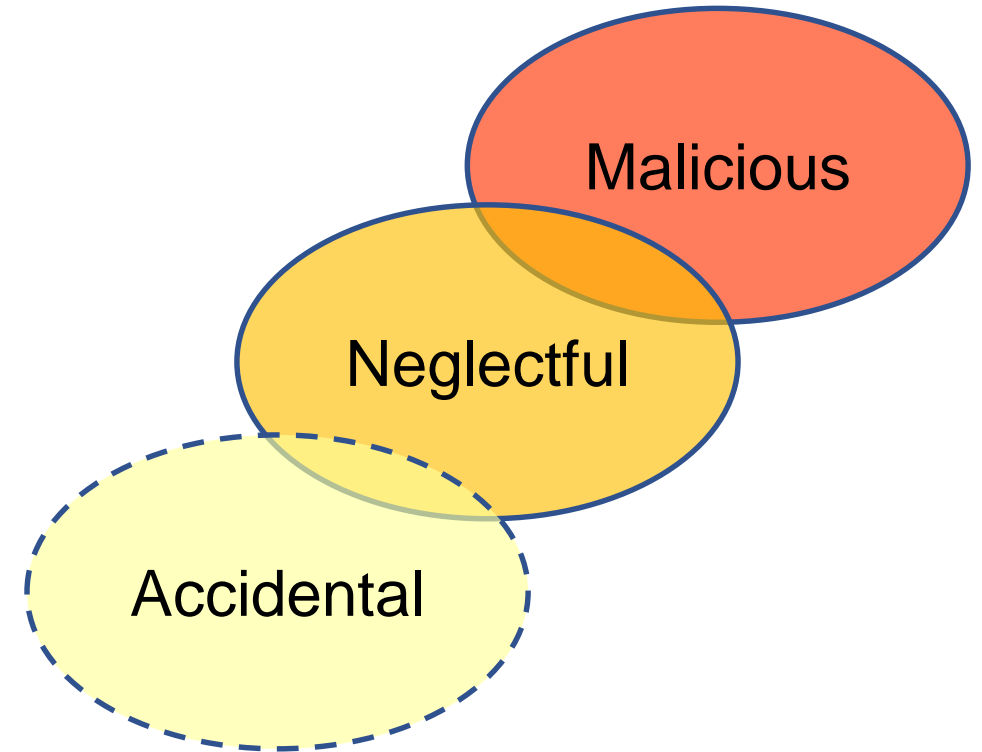
# Insiders - a special note:

Why are insiders particularly problematic?

- They are already 'inside' and therefore skirt perimeter security
- They have 'inside' knowledge – critical information and assets, priorities, etc.

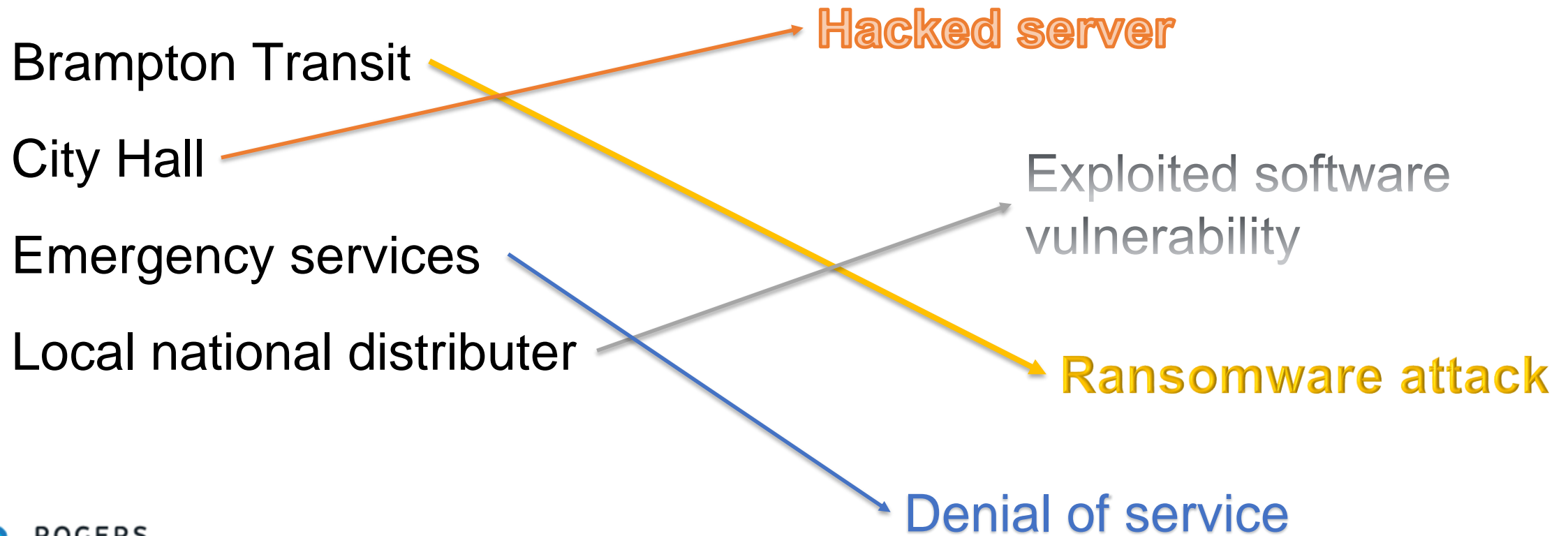
What are some preventative measures?

- Screening
- Awareness
- “Zero trust” systems – monitoring, logging, access control, privilege management, etc.



# Activity: Choose our own adventure

- *What does the threat mean?*
- *What are some of the specific threat-based risks now?*





# Questions?

Questions to consider:

- What are the primary threats to systems / networks of importance to the city (as an organization) and your community?
- How do these threats increase the risk?
- What means are there to deny opportunity, reduce motivation or limit threat actor capability?
- Are our suppliers and community aware of the threats and potential opportunities to better protect themselves?

# Break

# Best Practices

Municipal cyber security best practices

What to expect from your IT / cybersecurity team

Reducing cyber risk and increasing resilience

The municipal leaders' role

# Best Practices for any Organization

1. Understand what you need to protect (systems, devices, data) and how it should be protected.
2. Use what's already available - activate security products and leverage security services.
3. Ensure your employees are aware of the threats and their responsibilities in protecting your business.
4. Ensure that your operating systems and devices are up-to-date and patched.
5. Use strong passwords/passphrases – use multi-factor authentication for sensitive content. Employ a password manager.
6. Have a plan to respond to a cyber attack.
7. Ensure you have adequate access controls.
8. Ensure that you regularly 'back up' your critical information & information systems – separate and secure.



# Incident Response Best Practices

- Establish formal **roles and responsibilities** - *across the organization*
  - *Not just technical response*
  - *Include crisis management roles*
- Develop and communicate the **plan** – *make sure it's accessible*
- Inform and **train** personnel - *based on their role*
- **Test** the plan & procedures – *for all roles*
- **Review & exercise** the plan – *whole of organization*

# Situating Municipal 'Best' Practices:

- Scope of responsibility and size of municipality
- Current threat landscape
- Technical maturity & dependence on connected systems and devices
- Owned v. out-sourced services and systems
- Organizational characteristics (size, functions, scope of responsibilities, etc.)
- Legal and compliance requirements
- Constraints and limitations
- Support network

# Municipal Cyber Best Practices

- **Threat and risk assessment**

- Criticality, sensitivity, value of assets
- Compliance ~ security
- Consult experts
  - Legal counsel
  - Privacy officials

- **Planning and governance**

- Policy & plans
- Roles & responsibilities (including 3rd party suppliers)
- Training & awareness

- **Communications**

- Internal
- External
- Prepared holding and update statements

- **Incident Response**

- Have a plan
- Publish procedures (Playbook)
- Exercise the plan
- Integrate improvements

- **Working with law enforcement**

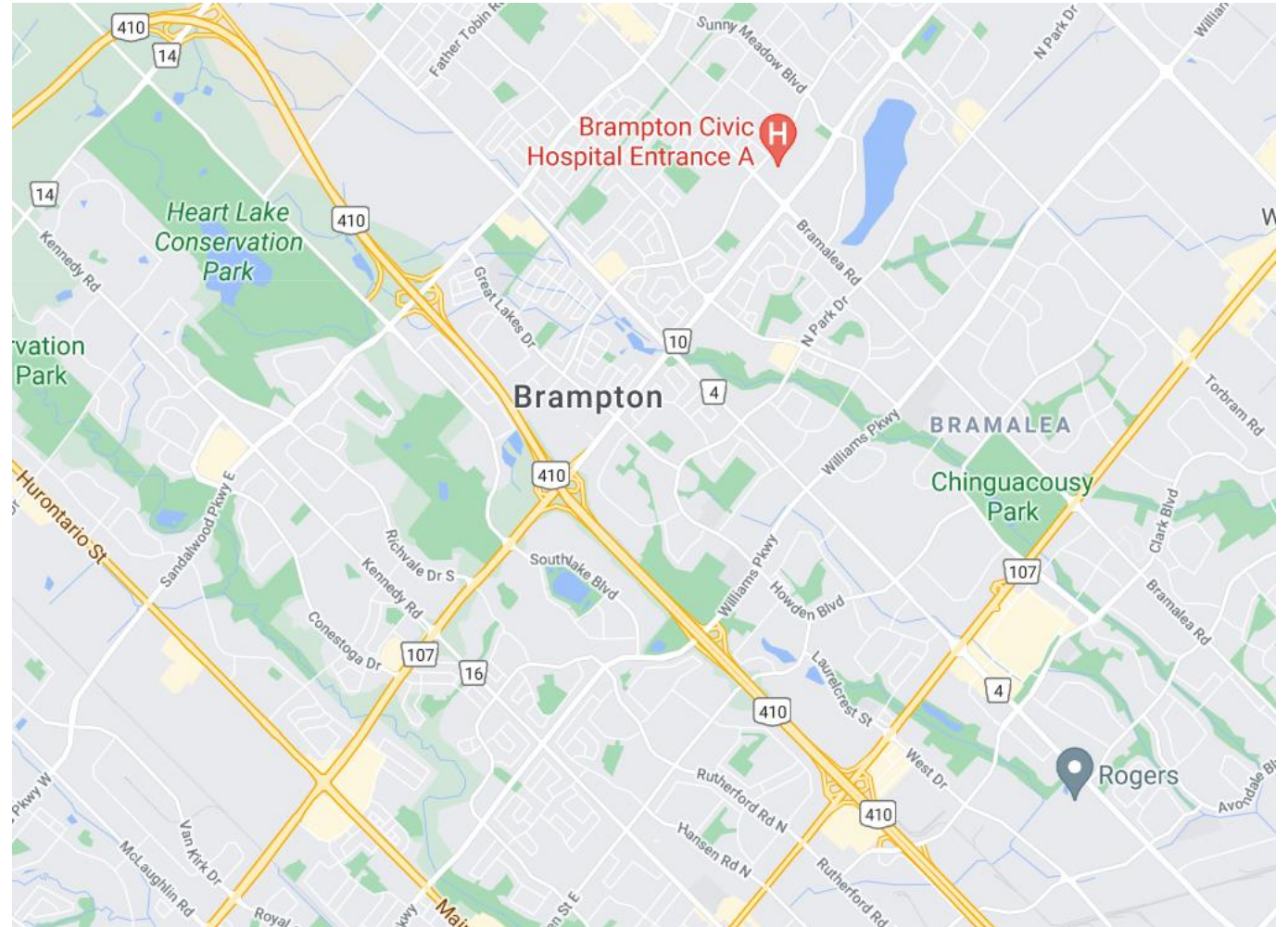
- Public safety first
- Protection of assets during an investigation
- Preservation of evidence

# Municipal Cyber Best Practices In Focus

- **Threat and risk assessment**
  - **Criticality, sensitivity, value of assets**
  - Compliance ~ security
  - Consult experts
    - Legal counsel
    - Privacy officials
- **Planning and governance**
  - Policy & plans
  - Roles & responsibilities (including 3<sup>rd</sup> party suppliers)
  - **Training & awareness**
- **Communications**
  - Internal
  - External
  - Prepared holding and update statements
- **Incident Response**
  - **Have a plan**
  - Publish procedures (Playbook)
  - Exercise the plan
  - Integrate improvements
- **Working with law enforcement**
  - Public safety first
  - Protection of assets during an investigation
  - Preservation of evidence

# Mobilization Across the Municipality

How can best practices be mobilized to the broader municipality, partners, suppliers and the public?



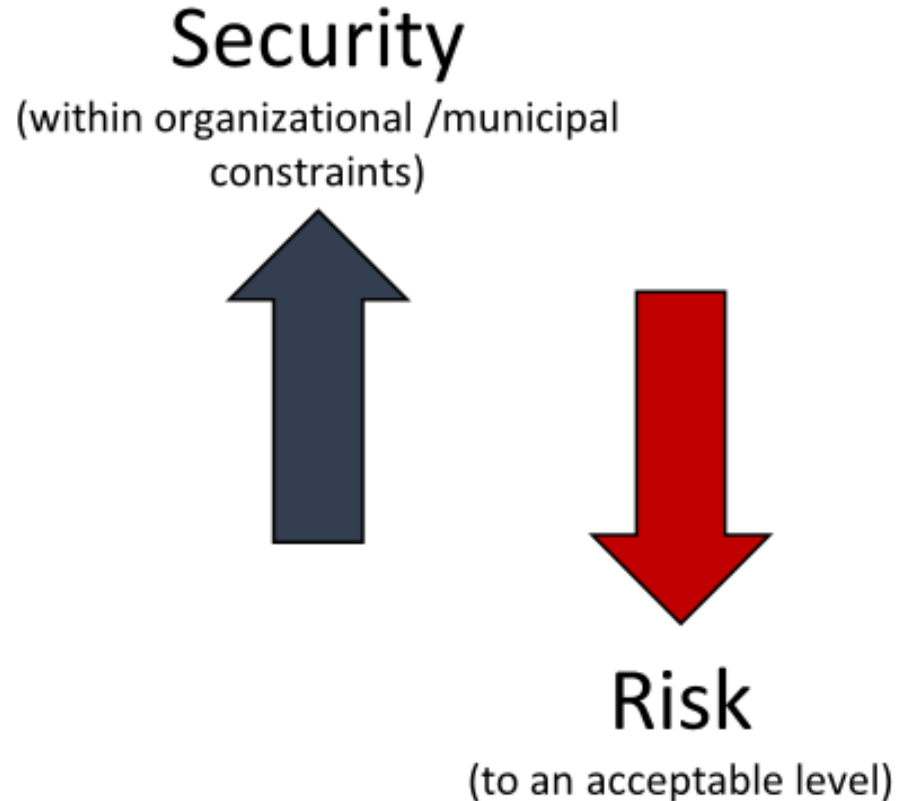


# Collaborative planning

‘Cybersecurity is a team sport!’ – effective governance and allocation of responsibilities helps. What should you expect from your security and IT team?

Role	General responsibility & scope of input
Senior Leaders	Oversight, strategy, governance, risk management, business direction
Security advisors & practitioners	Threats, analysis, security program implementation & management
Business/program managers	Business requirements, impacts and implementation
IT asset owners & IT management	Technological solutions, IT management, emerging tech
Users representatives/Users	User concerns, application and implementation

# Your Role as a Municipal Leader...



- Are you integrated into municipal cyber risk management discussions and cyber security investment strategy?
- What opportunities might there be to promote cyber security best practices (within the organization or community)?
- How are cyber security and emergency management processes integrated?
- If a cyber incident impacts your office or constituency, what role would you play?

# Activity: Stopping the pain with some best practices

Brampton Transit **Ransomware attack**

City Hall **Privacy beach**

Emergency services **Denial of service**

Local national distributor **Exploited software vulnerability**

## Reminder:

- Identify criticality, sensitivity, value of assets
- Training & awareness
- Have an incident response plan

# Questions?

Questions to consider:

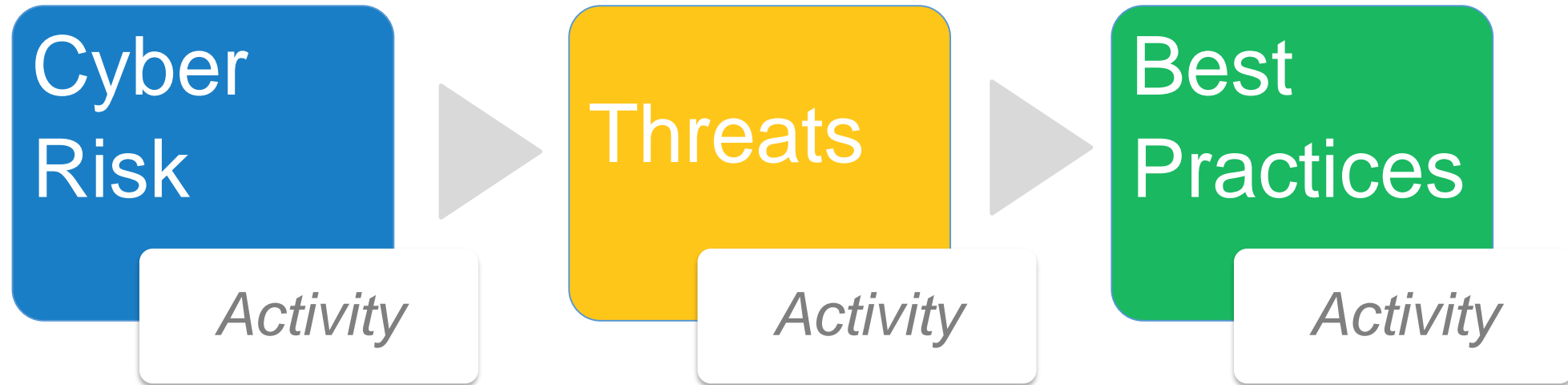
- What are we doing to prevent cyber attacks?
- What plans and processes are in place?
- Who are the experts in our organization that can help?
- What is my role in supporting cyber security activities?
- What is my role during a cyber security incident?

# Conclusion



# Workshop Flow

## Introduction



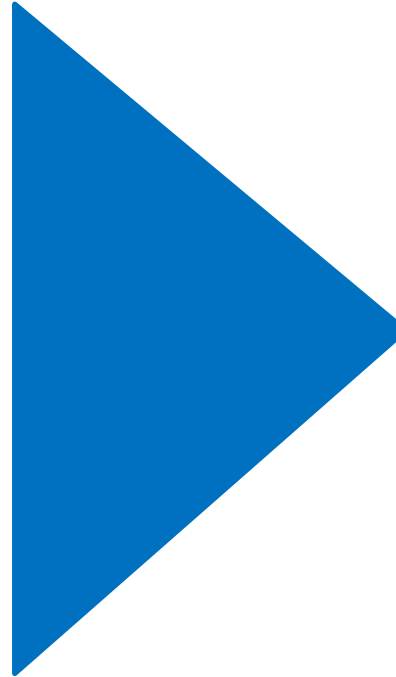
## Conclusion

# Objectives

- Appreciate the **cyber threats and risks** posed to municipal operations, critical infrastructure, and the community
- Identify common preventative actions and municipal cyber security **best practices**; and
- **Define role** in leading municipal cyber security including during cyber security incidents.

# Outcomes

- **Improving municipal cyber readiness and resilience**
- **Protection of your community**



# References & Resources

- Canadian Centre for Cyber Security (2018), [An Introduction to the Cyber Threat Environment](#)
- Canadian Centre for Cyber Security (2019), Develop an incident response plan <https://www.cyber.gc.ca/en/develop-incident-response-plan>
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# Thank you!


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