

# Agenda Committee of Council The Corporation of the City of Brampton

Date: Wednesday, November 29, 2023

**Time:** 9:30 a.m.

**Location:** Hybrid Meeting - Virtual Option & In-Person in Council Chambers – 4th Floor –

City Hall

#### Members:

Mayor Patrick Brown (ex officio) Wards 1 and 5 Regional Councillor R. Santos Regional Councillor P. Vicente Wards 1 and 5 Wards 2 and 6 Regional Councillor N. Brar Wards 2 and 6 Regional Councillor M. Palleschi Wards 3 and 4 Regional Councillor D. Keenan Wards 3 and 4 Regional Councillor M. Medeiros Wards 7 and 8 Regional Councillor P. Fortini City Councillor R. Power Wards 7 and 8 Wards 9 and 10 Regional Councillor G. Toor Wards 9 and 10 Deputy Mayor H. Singh

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

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

5.1 Announcement - Startup Visa Collaboration between Altitude Accelerator and BHive

Presenters: Pam Banks, Executive Director, and Andrew Opala, Chair, Altitude Accelerator, and Vikrum Khurana, Chief Executive Officer, BHive

Council Sponsor: Regional Councillor Toor

### 6. Public Delegations

- Delegation from Todd Kyle, CEO, and Radha Tailor, Library Board Chair, Brampton Library, re: Brampton Library Budget and Quarterly Update
- Delegation from Pam Banks, Executive Director, and Andrew Opala, Chair, Altitude Accelerator, re: Altitude Accelerator and other Regional Innovation Centres Funding Agreements with the Province

#### 7. Government Relations Matters

7.1 Staff Update re: Government Relations Matters

To be distributed prior to the meeting

#### 8. Public Works and Engineering Section

	(Councillor Vicente, Chair; Councillor Keenan, Vice Chair)
8.1	Staff Presentations
8.2	Reports
8.2.1	Staff Report re: Request to Begin Procurement – Supply and Delivery of Various Automotive Parts and Supplies for a Three (3) Year Period
	Recommendation
8.2.2	Staff Report re: Request to Begin Procurement - Reconstruction of Williams Parkway between McLaughlin Road and Dixie Road – Wards 1, 5 and 7
	Recommendation
8.2.3	Staff Report re: Request to Begin Procurement – Chinguacousy Züm and Cycling Infrastructure Improvements - Wards 2, 4, 5, and 6
	Recommendation
8.2.4	Staff Report re: Request To Begin Procurement – Winter Maintenance Services for a Ten-Year Period
	Recommendation
8.2.5	Staff Report re: Budget Amendment – Gage Park Construction Project - Ward 3
	Recommendation
8.2.6	Staff Report re: Budget Amendment – Bramalea Tennis Club Expansion – Ward 7
	Recommendation
8.2.7	Staff Report re: Brampton Transit 2023-2027 Business Plan – Supplementary Report
	Recommendation
8.2.8	Staff Report re: New Brampton Transit Facility – Project Update
	To be received

8.2.9	Staff Report re: Traffic By-law 93-93 – Administrative Update
	Recommendation
8.3	Other/New Business
8.3.1	Minutes - Brampton School Traffic Safety Council - November 2, 2023
	To be approved
8.4	Correspondence
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.	Community Services Section
	(Councillor Santos, Chair; Councillor Kaur Brar, Vice Chair)
9.1	Staff Presentations
9.2	Reports
9.2.1	Staff Report re: Neighbourhood Association Guide (RM 60/2022)
	Recommendation
9.2.2	Staff Report re: Feasibility and Options for Washrooms in Parks
	Recommendation
9.2.3	Staff Report re: Enhancement Update on Two Parkettes Identified for Renaming - Ward 5 (RM 51/2023)

	Recommendations
9.2.4	Staff Report re: Request to Begin Procurement for the Replacement of the Turf Field at Terry Fox Stadium – Ward 7
	Recommendation
9.2.5	Staff Report re: Sacred Fires at Meadowland Park - Ward 3
	Recommendation
9.3	Other/New Business
9.4	Correspondence
9.5	Councillors Question Period
9.6	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.
10.	Legislative Services Section
	(Councillor Santos, Chair; Councillor Palleschi, Vice Chair)
10.1	Staff Presentations
10.2	Reports
10.2.1	Staff Report re: Proposed Residential Rental Licensing Pilot Program for Wards 1, 3 4, 5 and 7 (RM 23/2023 and RM 25/2023)
	To be distributed prior to the meeting
10.3	Other/New Business
10.4	Correspondence

10.5	Councillors Question Period
10.6	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.
11.	Economic Development Section
	(Regional Councillor G. Toor, Chair; Regional Councillor R. Santos, Vice Chair)
11.1	Staff Presentations
11.2	Reports
11.3	Other/New Business
11.3.1	Minutes - MedTech Task Force - May 24, 2023
	To be approved
11.3.2	Minutes - MedTech Task Force - November 23, 2023
	To be approved
	Note: A summary of recommendations is attached and the full minutes will be distributed prior to the meeting.
11.4	Correspondence
11.5	Councillors Question Period
11.6	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.

12.	Corporate Services Section
	(Deputy Mayor Singh, Chair; Councillor Kaur Brar, Vice Chair)
12.1	Staff Presentations
12.2	Reports
12.2.1	Staff Report re: Transactions Executed by Administrative Authority for July 1, 2023, to September 30, 2023
	To be received
12.2.2	Staff Report re: Potential for Improvement to Maternity and Parental Benefits (RM 73/2023)
	To be received
12.2.3	Staff Report re: Budget Amendment – Certified Commercial Kitchen
	Recommendation
12.2.4	Staff Report re: Land Tax Apportionments Pursuant to the Municipal Act, 2001
	Recommendation
12.2.5	Staff Report re: 2023 Third Quarter Reserve Report
	Recommendation
12.2.6	Staff Report re: 2023 Third Quarter Operating Budget Forecast
	To be received
12.2.7	Staff Report re: Capital Project Financial Status Report – Q3 2023
	Recommendation
12.2.8	Staff Report re: Bridge Financial Master Plan

#### Recommendation

- 12.3 Other/New Business
- 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.

Current number of referred matters as of the last Council meeting (November 22, 2023) = (55)

#### 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 - a

facility development matter

15.2 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 - a property lease matter

15.3 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 - a property lease matter

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

A proposed or pending acquisition or disposition of land by the municipality or local board; and, 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 - property matter

### 16. Adjournment

Next Regular Meeting: Wednesday, January 17, 2024



appropriate meeting agenda.

## **Chief Administrative Office**

City Clerk

### **Announcement Request**

For Office Use Only: Meeting Name: Meeting Date:

Please complete this form for your request to make an Announcement at a future Council Meeting. An announcement can relate to an event of interest to the general public. Your request must include the name of the Member of Council sponsoring the Announcement. Once this completed form is received by the City Clerk's Office, you will be contacted to confirm your placement on the appropriate agenda. **Announcements are limited two (2) minutes at the meeting.**Attention: City Clerk's Office, City of Brampton, 2 Wellington Street West, Brampton ON L6Y 4R2

Email:	citycle	erksoffice@brampton.ca Telephone: (905) 874-2100	) Fax: (	905) 874-2119			
Meeting:			Planning and Development Committee Other Committee:				
Meeting Da	te Reques	wednesday, November 29					
Name of Individual(s):		Pam Banks, Altitude Accelerator Vikrum Khurana, BHive					
Position/Ti	tle:	Pam Banks - Executive Director Vikrum Khurana - Chief Executive Officer					
Organization being representation		Altitude Accelerator & BHive					
Full Addres	s for Cont	tact: 6 George St South, #301 Brampton	ephone:	289 373 3052			
		Ema	ail:	pam.banks@altitudeaccelerator.ca			
Event or S Name/Title Date/Time	Subject e/ /Location:	Memorandum of Understanding (MOU) between Alt on Startup Visa Programming	titude Ac	celerator and BHive to collaborate			
Additiona Information							
this Anno	ponsoring uncement:	 					
A formal pre	esentation v	will accompany my Announcement: 🗹 Yes	☐ No				
Presentation format:		<ul><li>☐ PowerPoint File (.ppt)</li><li>☐ Adobe File or ed</li><li>☐ Video File (.avi,</li></ul>		(.pdf)			
Additional p	rinted infori	mation/materials will be distributed with my Announcem	nent: 🔲	Yes			
Note: Persons 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.							
Once this co	Once this completed form is received by the City Clerk's Office, you will be contacted to confirm your placement on the						

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. 905-87 Page 10 of 440



## **Chief Administrative Office**

City Clerk

## **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: Email:	•	Clerk's Office, City of Brampton, 2 Wellington Street West, Brampton ON L6Y 4R2						
Meeting:	☐ Ci	ty Council committee of Council	priorie	=. (905) 874-     	`	d Developn	ment Committee	•
Meeting Date R	equested:	November 15, 2023	Ag	enda Item (i	f applicable)	:		
Name of Individual(s):		To be finalized but here are Todd Kyle Radha Tailor	tenta	ative speaker	rs:			
Position/Title:		CEO, Brampton Library Library Board Chair						
Organization/Pobeing represen		Brampton Library						
Full Address fo	r Contact	65 Queen St E Brampton, ON			Telephone:			
		L6W 3L6			Email:	mkwok@t	oramptonlibrary	ca
Subject Matte to be Discuss	r Ö	et and quarterly update						
Action Requested:	Recei	pt						
A formal present	tation will a	accompany my delegation:		Yes	□ No			
Presentation for	mat:	PowerPoint File (.ppt) Picture File (.jpg)		Adobe File Video File (	or equivalent (.avi, .mpg)	(.pdf)	Other:	
Additional printe	d informati	ion/materials will be distribute	ed wit	th my delega	ition: 🗌 Yes	<b>№</b> 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.								
Once this completed form is received by the City Clerk's Office, you will be contacted to confirm your placement on the								

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 om 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.

Page 11 of 440

# **Brampton Library**

# Update to Committee of Council November 29, 2023

**Presented By:** 

**Todd Kyle, CEO Radha Tailor, Board Chair** 



# **The Brampton Library Board**



Chair Radha Tailor



Vice Chair Michael Ben



Regional Councillor
Paul Vicente



Regional
Councillor
Navjit Kaur Brar

### **Board Trustees:**

- Tamanpreet Atwal
- Navdeep Dhaliwal
- Desiree Jones

- Nicole Russell
- Ameek Singh
- (1 vacant)



# Our vision inspiring connections

## **Our mission**

To build an inclusive community by inspiring learning, literacy, and social cohesion.

Page 14 of 440

## **Coming out of the Pandemic**

# How is the Library doing?

Library performance is on-trend with major urban libraries across Canada - libraries have not fully recovered yet.

However, Brampton
Library has flourished
with new programming,
increased digital
borrowing,
membership breadth
and more community
partnerships.





## **Post-Pandemic Performance**



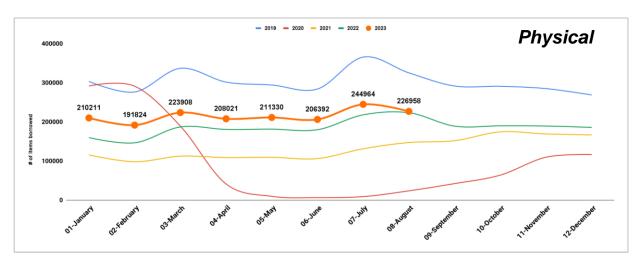








# **Borrowing Trends**





We lend 3.5x more physical than digital materials; however, digital is growing.

Digital enables greater accessibility to more customers, including ebooks, audiobooks, job search help, movies and learning resources.

Digital borrowing restrictions are mostly licensing and volume availability to public libraries.



# **Programming Trends**

Average Attendance per Program 86% from Pre-pandemic 2023: 73329 Attendees Across 3852 Programs (approx. 19/program)



Both the Youth Job Fair at Springdale (above) & MakerFest at Chinguacousy had 1000+ participants.







# **Library Capacity Changes**

August 2023

Relocation from
Civic Centre to Ski
Chalet branch and
129 Glidden offices

September 2023

South West Branch increase to 6-day service

November 2023

Gore Meadows expansion

2024

Development of Branch #9

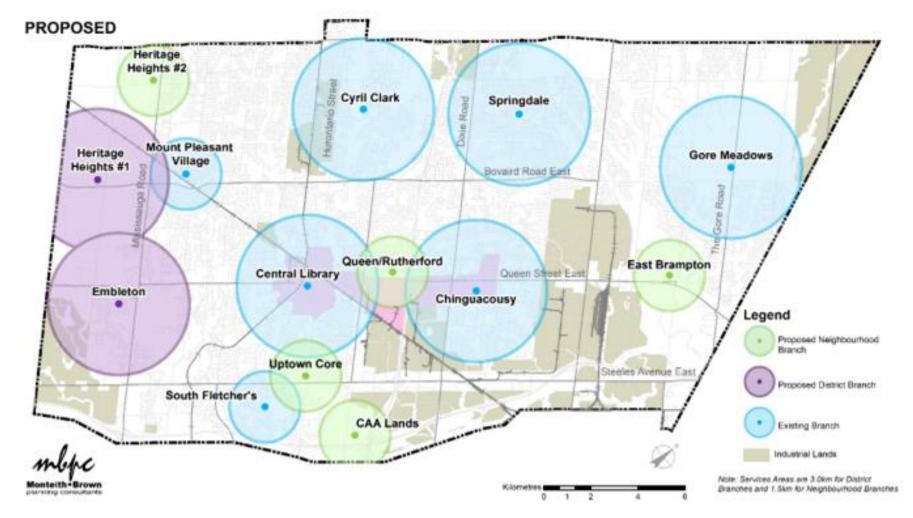
**Process Started** 

Search for a longterm site for the Chinguacousy Branch **Process Started** 

Align with new developments: Recreation Centres and Urban Hubs



# **Expansion: Facilities Master Plan**









# **Health & Well-Being**

- Safety plan and seniors calls during COVID
- New accessible collections (Memory Kits, Decodable Books, Braille books for kids)
- Partnerships with Autism Ontario, CMHA
- Black Family Support Prog.
- A Reader Is Born partnership with hospital







# **Transit, Connectivity, Liveability**

- Laptop + internet hotspot loans to vulnerable families
- Partnership with e-scooter provider
- Expanded chat/email/phone customer service
- Newcomer Bus Tour with Transit
- Fine Free







## **Growing Urban Centres & Neighbourhoods**

- Resources for employment and educational skills (including LSAT & MCAT practice cards)
- STEM, employment, entrepreneurship partnerships
- Partnership with Algoma University
- Makerspaces at 4 branches







## **Environmental Resilience & Sustainability**

- Partnerships with Bike Brampton, TRCA, Peel Community Climate Council, Recreation
- Fund development strategy
- Permanent space for community partner kiosks
- Ontario Parks Passes







## **Governance & Leadership**

- IDEA Strategy: GDEIB score from Proactive to Progressive
- Bursary Program & Tuition/Education Support
- Service Delivery Review







## **Culture & Diversity**

- Partnership with BAO: Artist in Residence
- South Asian Legal Clinic partnership
- 5 new world languages (now totals 14 languages)
- Indigenous cultural programming
- Local Authors Showcase







## **Public Libraries Enhance:**



Knowledge



Culture



Reconciliation



Health



Neighborhoods



Belonging



Canadian Institut Urbain du

Canada



# inspiring connections

905.793.4636 bramptonlibrary.ca







## **Chief Administrative Office**

City Clerk

## **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:	•	lerk's Office, City of Brampton, 2 Wellington Street West, Brampton ON L6Y 4R2  rksoffice@brampton.ca Telephone: (905) 874-2100 Fax: (905) 874-2119						
Email: <b>Meeting:</b>		soffice@brampton.ca Te City Council Committee of Council	elephone: (9	U5) 874-		d Developr	ment Committe	e ───
Meeting Date F	Requested	Nov 29, 2023	Agenda	a Item (i	f applicable)	:		
Name of Indivi	dual(s):	Pam Banks, Andrew Opa	ıla					
Position/Title:		Executive Director Altitude Accelerator- Chai	Executive Director Altitude Accelerator- Chair					
Organization/P being represer		Altitude Accelerator						
Full Address fo	or Contac	t:6 George St. South #301 Brampton ON L6Y 1P1			Telephone:	289 373 3	3052	
		Drampton ort 201 Tr			Email:	pam.bank	s@altitudeacc	elerator.ca
Subject Matte to be Discuss	agre are a	ide Accelerator and other R ements with the Province. I aligned with cities to drive edurio as the best place in Car	This present conomic gro	ation wil owth, cre	l provide an ເ ate jobs in hi	pdate on ogh paying:	current funding	g as RICs
Action Requested:								
A formal preser	ntation will	accompany my delegation:	<b>∠</b> Ye	s	☐ No			
Presentation for	rmat:	PowerPoint File (.ppt) Picture File (.jpg)			or equivalent (.avi, .mpg)	(.pdf)	Other:	
Additional printed information/materials will be distributed with my delegation:   Yes  No  Attached								
(i) 25 copi distribu	Note: Delegates are requested to provide to the City Clerk's Office <b>well in advance of the meeting date:</b> 25 copies of all background material and/or presentations for publication with the meeting agenda and /or distribution at the meeting, and							
(ii) the elec	ctronic file	of the presentation to ensu	re compatib	ility with	corporate eq	uipment.	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							

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 om 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.

<u>Page 31 of 440</u>



# Brampton's Innovation District

**EARLY STAGE** 





LATER STAGE

SUPPORT SYSTEMS













# 



# ConsidraCare Putting care back into caregiving

# Brampton's Population Growth

Recent immigrants higher percentage entrepreneurs

#101.7%

**325,425 656,480**2001

ONTARIO +19.5%

11.9M 14.22M 2001 2021 CANADA +23.3%

**31.02M**2001 **38.25M**2021



# Scaling companies in Brampton

- Incubator
- Investor Readiness

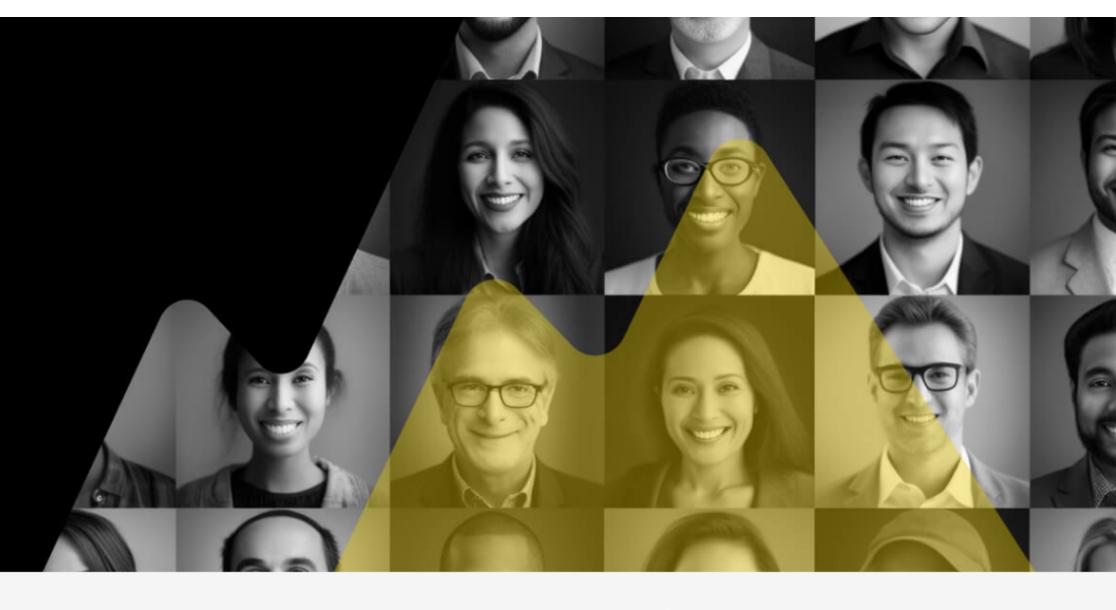


# Investing in Future

Where Brampton's Dreams Take Flight

**Get Funded** 

Join as Investor













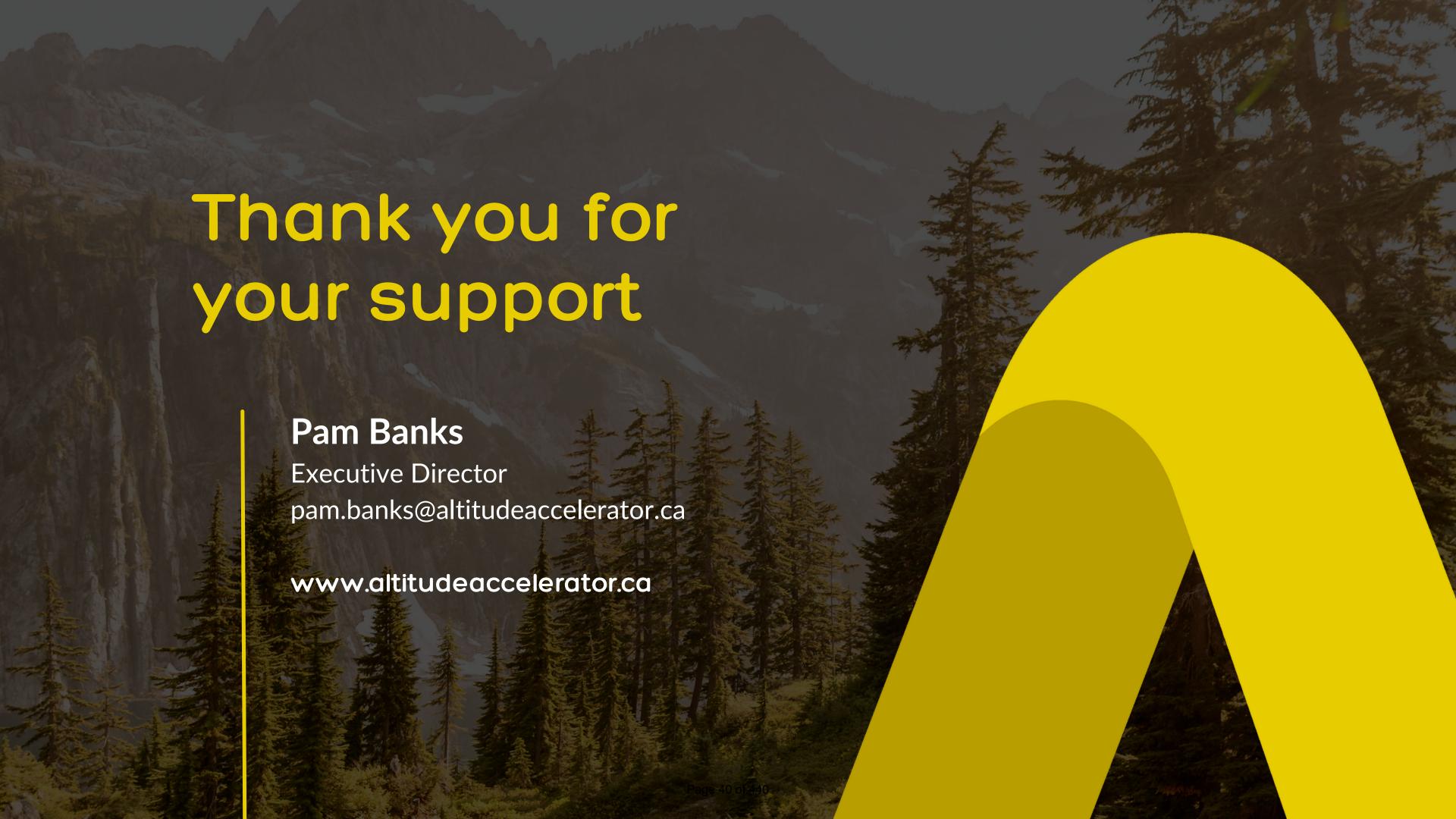


# Negotiating Contract Renewal

- Request update to the funding formula
- 35%+ decline in funding over the past 12 years









Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-03

Subject: Request to Begin Procurement – Supply and Delivery of Various

Automotive Parts and Supplies for a Three (3) Year Period

**Contact:** Brian Johnson, Acting Fleet Services Supervisor, Fleet Services

**Report Number:** Public Works & Engineering-2023-965

#### **Recommendations:**

 That the report titled: Request to Begin Procurement – Supply and Delivery of Various Automotive Parts and Supplies for a Three (3) Year Period, be received; and.

2. That the Purchasing Agent be authorized to commence procurement for the supply and delivery of Various Automotive Parts and Supplies for Fleet Services and Brampton Fire and Emergency Services.

#### Overview:

- Staff seek Council approval to commence the procurement for the Supply and Delivery of Various Automotive Parts and Supplies for a Three (3) Year Period with the option to renew for three (3) additional one (1) year periods.
- Staff require stock and non-stock automotive parts and supplies for preventative maintenance services and systematic inspections to ensure vehicles and equipment are well-maintained and safe for City staff.
- Sufficient funding has been identified for the first year of this contract in the 2024 base operating budget within the Public Works and Engineering and Fire and Emergency Services Departments, which is subject to Council approval.
- Staff will ensure that sufficient funds are requested through subsequent budget submissions for future years of this contract, which is subject to Council approval.

#### Background:

Fleet Services owns and maintains approximately one thousand and fifty (1050) non-revenue City-owned licensed vehicles and various pieces of equipment. Brampton Fire and Emergency Services (BFES) owns and maintains three-hundred and forty (340) City-owned licensed vehicles and various pieces of equipment. Fleet Services and BFES repair and maintain all Fleet and Fire vehicles, while supplying City staff with essential supplies to meet operational requirements.

Vehicles and equipment are utilized by several City departments, including but not limited to: Fire and Emergency Services, Parks Operations, Recreation, Road Operations, Enforcement & By-Law Services, as well as Animal Services.

#### **Current Situation:**

It is critical that City departments be provided with operable vehicles, equipment and supplies to deliver a high level of continuous service to Brampton residents.

Stock and non-stock automotive parts and supplies are required by City departments to perform preventative maintenance services and systematic inspections to ensure vehicles and equipment are safely operating for City staff, while meeting the minimum safety standards and regulations under the Ministry of Transportation of Ontario.

Fleet Services recommends that a competitive procurement be conducted to establish a contract for the Supply and Delivery of Various Automotive Parts and Supplies for a Three (3) Year Period with the option to renew for three (3) additional one (1) year periods.

#### **Corporate Implications:**

#### Financial Implications:

Sufficient funding has been identified for the first year of this contract in the 2024 base operating budget within the Public Works and Engineering and Fire and Emergency Services Departments. However, the contract award will be subject to Council's approval of 2024 budget allocation for this initiative. Departmental staff will ensure that sufficient funds are requested through subsequent budget submissions for future years of this contract, subject to Council approval.

#### Purchasing Implications:

A public Procurement Process will be conducted and the lowest compliant bid will be eligible for Contract award. 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.

#### **Strategic Focus Area:**

This report focuses on the Government & Leadership strategic focus area by ensuring that City vehicles are well-maintained and City staff operate safe vehicles while delivering high-quality services to Brampton residents.

#### **Conclusion:**

This report recommends that the Purchasing Agent be authorized to commence the procurement for the Supply and Delivery of Various Automotive Parts and Supplies for a Three (3) Year Period, as described in the report.

Authored by:	Reviewed by:
Brian Johnson Acting Supervisor, Fleet Services Road Maintenance, Operations and Fleet	Rob Gasper Director, Road Maintenance Operations and Fleet
Approved by:	Approved by:
Marlon Kallideen Acting Commissioner Public Works and Engineering	Marlon Kallideen Chief Administrative Officer



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-16

Subject: Request to Begin Procurement - Reconstruction of Williams

Parkway between McLaughlin Road and Dixie Road - Wards 1,

5 and 7

**Contact:** Ghaz Mohammad, Senior Project Engineer, Capital Works

**Report Number:** Public Works & Engineering-2023-948

#### **Recommendations:**

 That the report titled from Ghaz Mohammad, Senior Project Engineer, Capital Works, re: Request to Begin Procurement - Reconstruction of Williams Parkway between McLaughlin Road and Dixie Road - Wards 1, 5 and 7, to the Committee of Council Meeting of November 29th, 2023, be received;

- That the Purchasing Agent be authorized to commence the procurement for the reconstruction of Williams Parkway between McLaughlin Road and Dixie Road subject to Council approval of the 2024 Capital budget for this project; and
- 3. That the Purchasing Agent be authorized to commence the procurement for the contract administration services for the Reconstruction of Williams Parkway between McLaughlin Road and Dixie Road project subject to Council approval of the 2024 Capital budget for this project.

#### Overview:

- This report is to obtain Council authorization to begin procurements for the reconstruction of Williams Parkway between McLaughlin Road and Dixie Road including contract administration services for the project.
- The construction work includes road rehabilitation, intersection improvements, multi-use paths, cross-ride, storm sewer, structure rehabilitation, streetscaping, pavement marking, traffic signals, and street lighting.
- The City will recover the cost of the construction work to be completed on behalf of the Region of Peel and the Ministry of Transportation (MTO) of Ontario from the Region and the MTO respectively.

 The procurements and reconstruction are subject to Council approval of the 2024 Public Works and Engineering Capital Budget.

#### Background:

On November 25, 2020, Council discussed the widening of Williams Parkway between McLaughlin Road and Dixie Road from four lanes to six lanes. At the meeting, Council directed staff to carry out resurfacing of the existing four lanes and review opportunity for multi-use path, enhanced streetscaping on boulevard and additional greening/landscaping.

On March 24, 2021, Council approved the recommendations from Brampton Safety Advisory Committee and directed staff to carry out review and optimize existing traffic signal timings and improve signal progression on Williams Parkway.

On June 23, 2021, staff presented to Council a feasibility assessment study with the main design requirements as set out below:

- Complies with Council priorities such as Complete Streets, Vision Zero, and Active Transportation and applicable Provincial and Municipal standards;
- Encourages lower speeds for drivers;
- Meets the objectives of Active Transportation including increased separation distance between vehicles and pedestrians or cyclists and more attractive, scenic and shaded environment;
- Upgrades and replaces the existing infrastructure; and
- Allows for maximum people moving capacity.

The City coordinated with the Ministry of Transportation (MTO) during the detailed design phase of the project. The design includes the rehabilitation of structure over Highway 410 without widening to minimize cost, improve safety, reduce project duration and minimize public disruption.

#### **Current Situation:**

Capital Works is seeking Council authorization to begin procurement for the reconstruction of Willimas Parkway from McLaughlin Road to Dixie Road including procurement of contract administration services to effectively managing the project. A key plan is attached (Attachment 1), which describes the location of the project part of this report.

The design and approvals for the overall project are in progress and are anticipated to be completed by end of 2023. The major tasks of the Williams Parkway reconstruction project include pavement rehabilitation, curb replacement, lowering speed to 50km/h, operational improvements at intersections including use of adaptive signal control

system, multi-use paths on both sides, enhanced landscaping, use of Silva cells and tree trenches, public arts at major intersections and structure rehabilitations.

Utility relocation work is in progress and expected to be completed before commencement of this contract. Agreements for temporary grading easements with the affected property owners will be executed prior to tender.

The cost for the rehabilitation of the bridge over Highway 410 will be recovered from the MTO. The City and MTO will enter into an agreement for the cost sharing and other MTO requirements prior to releasing the tender. Additionally, the cost for the improvements of the regional intersection at Williams Parkway and Kennedy Road will be recovered from the Region of Peel.

#### Anticipated Timeline:

Council Approval	November 29, 2023
Issue for Tender	January, 2023
Tender Closing	February, 2024
Construction Start	March , 2024
Completion	December, 2025

#### **Corporate Implications:**

#### **Financial Implications:**

Departmental staff in Public Works & Engineering and Planning, Building & Growth Management have submitted the project within the 2024 Capital Budget request for Council's consideration, and the contract award will be subject to the Council's approval of 2024 budget allocation. Any additional works to be completed on behalf of the Region of Peel and Ministry of Transportation of Ontario are fully recoverable from the Region and the Ministry respectively. Funding for storm sewer related works is available under Reserve 18 and will require a budget amendment to utilize the funds.

#### Legal Implications:

Legal Services will be engaged in negotiating and finalizing the joint construction agreement with the MTO.

#### Purchasing Implications:

General Contractor Procurement:

A public procurement process will be conducted and the lowest compliant bid will be eligible for contract award.

#### Contract Administration Services:

A public Procurement Process will be conducted and Proposals shall be evaluated in accordance with the published evaluation process within the bid document.

Purchase approvals shall be obtained in accordance with the Purchasing By-law.

All communication with bidders involved in the procurements must occur formally, through the contact person identified in the bid document.

#### **Strategic Focus Area:**

This report advances the City's Growing Urban Centres & Neighbourhoods strategic focus area by investing in the reconstruction of Williams Parkway and connecting Brampton communities to the wider regional, provincial, and national transportation networks.

#### Conclusion:

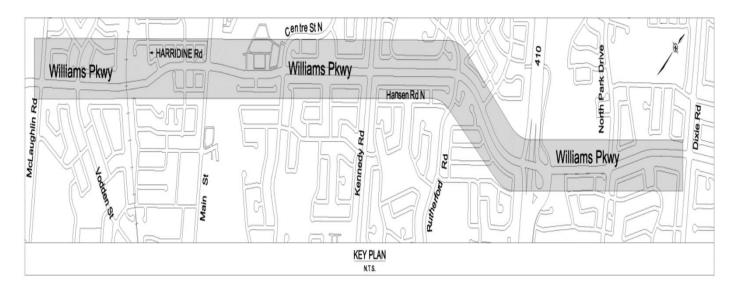
It is recommended the Purchasing Agent be authorized to commence the procurements for the reconstruction of Williams Parkway from McLaughlin Road to Dixie Road and for the contract administration services, as described in this report.

Authored by:	Reviewed by:
Ghaz Mohammad, P. Eng., PMP Sr. Project Engineer Capital Works	Sunil Sharma, M. Eng., P. Eng. Director Capital Works
Approved by:	Approved by:
Marlon Kallideen Interim Commissioner Public Works & Engineering	Marlon Kallideen Chief Administrative Officer

#### **Attachments:**

Attachment 1 – Key Plan

### **Project Boundaries**



Attachment 1



# Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-11-03

Subject: Request to Begin Procurement — Chinguacousy Züm and

Cycling Infrastructure Improvements - Wards 2, 4, 5, and 6

**Contact:** Chris Lafleur, Project Leader, Higher Order Transit, EA

**Report Number:** Brampton Transit-2023-979

#### **Recommendations:**

1. That the report from Chris Lafleur, Project Leader, Higher Order Transit EA, to the Committee of Council Meeting of November 29, 2023, re: Request to Begin Procurement – Chinguacousy Züm and Cycling Infrastructure – Wards 2, 4, 5 and 6, be received:

- 2. That, the Purchasing Agent be authorized to begin the procurement to hire the General Contractor for Chinguacousy Züm and Cycling Infrastructure Improvements.
- 3. That, the Purchasing Agent be authorized to commence the procurement and enter into negotiations with Enseicom Inc. for the Chinguacousy Road Züm Detailed Design, Fabrication and Installation of the Station Stops.

#### Overview:

- Chinguacousy Züm is planned to be launched following the start of service for Hazel McCallion Light Rail Transit line. Chinguacousy Züm will connect Cassie Campbell Recreation Centre at Sandalwood Parkway to the Bramalea GO Station on Steeles Avenue via Chinguacousy Road and Steeles Avenue.
- Staff is ready to begin procurement for the Chinguacousy Road Züm and Cycling Infrastructure Improvements, which includes hiring the general contractor for the civil construction of Züm and cycling infrastructure. The Capital Works section of the Public Works & Engineering department will manage the General Contractor and the delivery of this infrastructure.
- Staff is seeking approval, to enter direct negotiations with Enseicom Inc. for the Züm Chinguacousy Station Stops design, fabrication and installation. Retaining Enseicom Inc. will have a number of benefits including saving on design cost, facilitating and speeding up the building permit approval

process, reducing timelines, and ensuring compatibility with the existing designs, which will also reduce operating costs.

#### Background:

In the City of Brampton, Route 4/4A Chinguacousy is one of the busiest conventional bus routes. As a result of increased ridership along the Chinguacousy Road corridor, it is recommended that a Züm service be implemented to accommodate this demand. Moreover, a Züm service along the Chinguacousy Road corridor is recommended in Brampton Transit's latest five-year business plan (2023-2027) and was also identified in the City of Brampton's Transportation Master Plan (2015).

Züm infrastructure including bus bays, upgraded bus pads, transit signal priority (Transit Signal Priority/Emergency Vehicle Priority) and upgraded shelters are scheduled to be installed along Chinguacousy Road between Sandalwood Parkway and Steeles Avenue. Chinguacousy Züm is planned to be launched following the start of service of the Hurontario Hazell McCallion Light Rail Transit line. Metrolinx has stated that the Hazell McCallion LRT will launch no earlier than late 2024. Chinguacousy Züm will connect Cassie Campbell Recreation Centre at Sandalwood Parkway to the Bramalea GO Station on Steeles Avenue via Chinguacousy Road and Steeles Avenue.

Additionally, signalized intersections along the Chinguacousy Road corridor between Sandalwood Parkway and Chinguacousy Road will be upgraded with active transportation infrastructure such as new bicycle signal heads, bike boxes and improved intersection geometry for cyclists. These improvements are being installed to enhance the rideability of the existing multi use path along the Chinguacousy Road corridor.

#### **Current Situation:**

#### Roadway Improvements

The City's Public Works and Engineering department has completed the design and tender package and is seeking Council approval to proceed with procurement. Upon Council approval, a procurement process will start in December 2023 and construction will start in Spring 2024 completing in fall 2024. The Capital Works section of the Public Works & Engineering department will manage the General Contractor and the delivery of this infrastructure.

This contract will include intersection improvements required for implementation of the Züm service along the Chinguacousy Road corridor between Sandalwood Parkway and Steeles Avenue. Züm stops will be constructed at the following intersections as part of the planned contract:

- Sandalwood Parkway
- Fairhill Avenue / Duffield Road
- Boyaird Drive

- Williams Parkway
- Major William Sharpe Drive / Valleycreek Drive
- Queen Street East
- Bonnie Braes Drive / Sterrit Drive
- Dusk Drive / Drinkwater Drive
- Charolais Boulevard
- Steeles Avenue East

The improvements at these locations include construction of the following:

- Concrete bus bays, pedestrian bus pads, sidewalks, street lighting, traffic signals, extending storm sewers, street trees, and the Station Stop installations.
- Station Stop servicing (hydro and communication ducts).

In addition, all remaining traffic signals will be enhanced with transit signal priority and WiFi infrastructure.

Cycling infrastructure including but not limited to the following will be added to all signalized intersections in the Chinguacousy Road corridor between Sandalwood Parkway and Steeles Avenue as follows:

- Bicycle traffic signal head installations. A bicycle signal is an electrically powered traffic control device that provides guidance for cyclists at intersections where they may have different needs from other road users.
- Bike boxes. Designated areas at the head of traffic lane at a signalized intersection that provides cyclists with a safe visible way to get ahead of queuing.
- Enhanced intersection geometry for cyclists such as wider curb cuts, MUP connectivity to intersections etc.

#### Chinguacousy Road Station Stops: Detailed Design, Fabrication and Installations

The Capital Works Division is ready to begin procurement of Züm Station Stops for Chinguacousy Züm. This contract will include the design, fabrication, and installation of the Chinguacousy Züm Station Stop shelters and related passenger amenities.

The Station Stops will have the same look, function, and amenities as the structures built for all existing Züm services. The Station Stops include custom design features including emergency panels, heaters, illuminated display cases, ad cases, benches, garbage and recycling bins, a CCTV system, and real-time information displays.

Retaining Enseicom Inc., which is the current supplier of the Züm shelters for previous Züm corridors including Queen Street, Main Street, Steeles Avenue, Bovaird Drive and Airport Road, will have a number of benefits including but not limited to the following:

Maintain brand consistency and customer experience

- Design cost savings by using designs and schematics already prepared by Ensiecom
- Facilitating the building permit approval process
- Reduce timelines Enseicom staff are well versed with the detailed contract steps, and installation sequences, to ensure successful and timely installation of the shelters
- Ensure compatibility with existing infrastructure designs which will reduce operating / maintenance costs for the City of Brampton / Brampton Transit

#### Timing of the Project (Anticipated)

Road works, active transportation infrastructure and shelter installation is anticipated to be completed in late 2024. See below the project schedule for both the Züm Chinguacousy projects from Sandalwood Parkway to Steeles Avenue East:

Council Approval	November 2023
Negotiate with Züm Station Stop Vendor	December 2023
Issue Purchase Order to Züm Station Stop Vendor	January 2024
Issue Tender for Road Construction	February 2024
Road Construction Start	March 2024
Installations by Züm Station Stop Vendor	July 2024
Full Project Completion	October 2024

#### **Corporate Implications:**

#### Financial Implications:

#### **Anticipated Costs**

The table below outlines the anticipated costs associated with the recommendations of this report.

Project	Details	Cost (pre-tax)
Züm Chinguacousy Roadway Improvements and Active Transportation Installations	Sandalwood Parkway to Steeles Avenue East	\$4.5 M
Züm Chinguacousy Station Stops	Detailed design, fabrication, installation, and commissioning	\$3.5 M

Sufficient funding is available is capital project #224802-001.

#### Purchasing Implications

### General Contractor for Chinguacousy Züm and Cycling Infrastructure Improvements

A public Procurement Process will be conducted, and the lowest compliant Bid will be eligible for contract award. 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.

### Station Stop Design, Fabrication and Installation for Züm Chinguacousy Station Stops

The Purchasing Agent will enter into direct negotiations with Enseicom Inc. Upon successful conclusion, purchase approval will be obtained in accordance with the Purchasing By-law.

Direct Negotiations are permitted in accordance with Schedule C to the Purchasing By-law as follows:

"To ensure compatibility with existing products, services and construction, to recognize exclusive rights, such as exclusive licenses, copyright and patent rights or to maintain specialized products that must be maintained by the manufacturer or its representative."

Should the negotiations be unsuccessful, the Purchasing Agent will proceed with a competitive procurement for Custom Transit Station Stops detailed design, fabrication, and Installation for Chinguacousy Züm Project in accordance with the Purchasing Bylaw.

All communication with the Bidder involved in the procurement must occur formally, through the contact person identified in the Bid Document.

#### **Strategic Focus Area:**

This report corresponds to:

 Transit & Connectivity: Focusing on transportation and a connected infrastructure that is safe, convenient, efficient, and sustainable.

#### Conclusion:

There is a unique opportunity for the City of Brampton to strengthen our community and grow our economy by increasing transit ridership through service level improvements and infrastructure expansion. Implementing Züm service along Chinguacousy Road will help meet the current and future transit needs of the City.

It is recommended the Purchasing Agent be authorized to commence the procurements for the Chinguacousy Züm and Cycling Infrastructure Improvements as described in this report.

Authored by:	Reviewed by:
Chris Lafleur, Project Leader, Higher Order Transit EA	Doug Rieger, Director, Transit Development
Approved by:	Approved by:
Heidi Dempster, General Manager, Transit	Marlon Kallideen, Chief Administrative Officer



Report
Staff Report
The Corporation of the City of Brampton
11/23/2023

**Date:** 2023-11-21

Subject: Request To Begin Procurement – Winter Maintenance Services

for a Ten-Year Period

**Contact:** Sam Mattina, Manager, Contracts, Operations Planning and

**Projects** 

**Report Number:** Public Works & Engineering-2023-1036

#### **Recommendations:**

 That the report from Sam Mattina, Manager, Contracts, Operations Planning and Projects, Road Maintenance, Operations and Fleet to the Committee of Council Meeting of November 29th, 2023, re: Request To Begin Procurement – Winter Maintenance Services for a Ten-Year Period, be received;

- 2. That the Purchasing Agent be authorized to begin a pre-qualification process for Winter Maintenance Services for a Ten-Year period within the City of Brampton; and
- 3. That the Purchasing Agent be authorized to begin a tender process for Winter Maintenance Services for a Ten-Year period within the City of Brampton, following the pre-qualification process.

#### Overview:

- The current winter maintenance contract is in its final contract year. For the 2024/2025 winter maintenance season, staff require Council authorization to commence the procurement for winter maintenance services for a ten-year period, with options to renew for two additional oneyear terms.
- Upon Council approval of this report, a pre-qualification process will commence to shortlist qualified vendors, followed by a tender process, with the anticipated award of the new contract in June 2024.
- Prior to the tender being issued, staff will coordinate a Council Workshop to discuss with Council additional services and options, such as Citywide sidewalk clearing, windrow removal, and expanding collector road service level to local roads.

 The 2024 Operating Budget request was developed based on the current contract and service levels and does not include provisions for a new tender. Any additional funding required for the new contract will be subject to further Council approval.

#### **Background:**

The City provides and maintains safe and passable roads, sidewalks, school crossings, and transit stops during the winter season as per the Province of Ontario's legislated Minimum Maintenance Standards for Municipal Highways, O. Reg. 239/02.

In 2020, Brampton City Council increased service levels on local roads from 7.5 cm snow accumulation to 5 cm, with crews dispatched sooner during a winter weather event. The current contract for winter maintenance service provides winter services to keep the roads, sidewalks, transit stops and school crossings safe and passable in winter.

The City has proposed ten-year contract period to secure a vendor for a longer term than the previous contract at a reasonable cost. Other municipalities with a ten-year contract period include Mississauga, Vaughan and Toronto.

#### **Current Situation:**

The current winter maintenance service contract was awarded for seven-year period and expires in April 2024. Staff propose a prequalification process, followed by a tender process for a new contract, to be awarded for a ten-year period, plus two additional one-year terms, through a competitive procurement process.

Specifications in the new tender have been enhanced to ensure quality assurance and control. The new contract has been designed to maintain the current winter maintenance services being delivered and includes provisional expansion services for the following:

- Windrow removal in local roads;
- City wide sidewalk plowing;
- Regional road takeover in January 2025; and
- Active transportation infrastructure, such as bike lanes.

The new contract will include considerations related to Active Transportation infrastructure, (new bike lanes) and the associated snow removal requirement. Additionally, the new contract will also include the continuation up-to-date technological improvements to deployment strategies.

Staff will commence a pre-qualification process immediately following Council approval of this report to narrow down the list of potential vendors, with the anticipated award of the new contract to be made in June 2024. Staff will ensure the tender process begins early to allow the successful vendors to meet their contractual commitments by ordering and obtaining equipment in time for the 2024-2025 winter season and avoid any potential disruptions.

Prior to tender being issued, staff will coordinate a Council Workshop to discuss additional services and options.

#### **Corporate Implications:**

#### **Financial Implications:**

The funding required for the current winter maintenance service contract is allocated within the Public Works and Engineering's approved 2023 Operating Budget. The budget request for 2024-2026 was based on the assumption that the optional years under the existing contract would be utilized to maintain the current service levels. Consequently, the 2024 Operating Budget does not include provisions for a new tender.

The budget impact will be partial in 2024, as only two months of winter operations (November to December) will fall under the new contract. Hence, any funding shortfall in 2024 either will need to be absorbed by the department or will require council approval for additional funding. Adjustments will likely be necessary in the 2025 Operating Budget to accommodate the new contract amounts.

Furthermore, if Council approves the additional provisional services of City-wide sidewalk clearing, residential windrow removal and plowing of local roads simultaneously with Collector Roads, the 2024 and subsequent year Operating Budgets will need to be increased to incorporate these services as well.

#### Purchasing Implications:

A public procurement process will be conducted to pre-qualify contractors and submissions will be evaluated in accordance with the published evaluation process within the procurement document.

A subsequent tender process will be conducted with the pre-qualified contractors and the lowest compliant bids based on the award strategy will be eligible for contract award. The contract will be awarded, at a minimum, to two contractors. This would allow for a geographical split of the responsibilities.

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.

#### **Strategic Focus Area:**

The new contract for winter maintenance services will support the City's Transit and Connectivity by ensuring roads are safe and passable for Brampton residents during the winter months.

#### Conclusion:

This report recommends that the Purchasing Agent be authorized to commence with the procurement for winter maintenance services for a ten-year period with the option to renew for two additional one-year terms as described in this report.

Authored by:	Reviewed by:
Sam Mattina Manager, Operations Planning and Special Projects	Rob Gasper Director, Road Maintenance, Operations and Fleet
Approved by:	Submitted by:
Marlon Kallideen Interim Commissioner, Public Works and Engineering	Marlon Kallideen Chief Administrative Officer



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-03

Subject: Budget Amendment – Gage Park Construction Project - Ward 3

**Contact:** Sean Cressman, Manager, Building Design & Construction

**Report Number:** Public Works & Engineering-2023-968

#### **Recommendations:**

 That the report from Sean Cressman, Manager, Building Design and Construction to the Committee Meeting of November 29th, 2023, re: Budget Amendment – Gage Park Construction Project - Ward 3, be received; and

2. That a budget amendment be approved, and a new activity be established under capital project # 201650-Facilities Repair & Replacement in the amount of \$1,860,000 for various construction improvements at Gage Park, with funding of \$1,760,000 to be transferred from Reserve # 4 Asset Repair & Replacement and the remaining \$100,000 to be transferred from capital project 225893-005 – Irrigation.

#### Overview:

- On January 25, 2023, Council approved the budget amendment to commence the limited tendering of refrigeration contractors to replace the refrigeration plant at Gage Park.
- The Gage Park ice track project consists of two phases including:
  - Phase 1 involved the critical replacement of the refrigeration plant by November 25, 2023; and
  - Phase 2 includes the ice pad replacement with additional construction activities to be incorporated into the project.
- On June 21, 2023, Council authorized staff to commence procurement of a General Contractor for Phase 2 construction at Gage Park.
- The award of contract to a General Contractor for Phase 2 is dependent on approval of the budget amendment in the amount of \$1,860,000.
- Phase 2 construction includes the ice track replacement, walkway replacement, irrigation replacement, electrical supply upgrade and power distribution.

 Phase 2 construction occurs from April to November 2024 and will impact park operations and limit public access. The playground, splash pad and public washrooms will remain open and accessible to the public.

#### Background:

On March 30, 2022, Council authorized City staff to commence procurement for replacing the ice pad and piping at Gage Park.

On January 25, 2023, Council approved the initial budget amendment and authorized staff to commence limited tendering of refrigeration contractors to replace the refrigeration plant at Gage Park.

Phase 1 included the refrigeration plant replacement. Phase 2 includes the ice track replacement and other necessary works to be incorporated into the project.

On June 21, 2023, Council authorized City staff to commence procurement of the additional work added to the Phase 2 construction.

#### **Current Situation:**

The refrigeration plant replacement is underway with anticipated completion before the last Saturday of November 2023. Award of the contract for Phase 2 is dependent on approval of additional funding.

A tender was released in September 2023 and closed October 2023 to hire a General Contractor for construction of Phase 2 Gage Park works. Five bids were received. A budget amendment of \$1,860,000 is required to proceed with award of Phase 2 construction services. The tender value received is within 10% of the estimated Phase 2 value.

The budget amendment is required for the additional work to the Gage Park ice track replacement project. This work includes future construction that would otherwise have been required soon. Incorporating the work into the current project minimizes future impacts to park operations and events.

The added scope of work includes the following:

- A power upgrade for the site and electrical power distribution throughout the park for events, which is approximately 31% of the increase.
- Replacements of walkways have also been added to the project which is approximately 21% of the funding increase.
- Replacement of the brick enclosure and foundation around the condenser tower as part of Phase 1 which is approximately 6% project cost increase.

• For the remaining increase, 4% is related to the irrigation and 3% is due to additional staff and consulting oversight associated with a phased construction split over two years instead of one.

Overall project funding for both Phase 1 and 2 is currently \$2,850,000, and this report requests an increase of \$1,860,000 for a total revised budget of \$4,710,000. Of the increase amount, \$100,000 was previously approved for irrigation, this report requests those funds be reallocated to this project for bundling of the construction. The funding increase is approximately 65% of approved funding.

The park will be partially closed from April to November 2024 to complete the additional work. During Gage Park's 2024 partial closure, access to the playground, splash pad and the public washrooms will be maintained. All events scheduled at Gage Park during the closure will be moved to alternate locations.

#### **Corporate Implications:**

#### Financial Implications:

As per the recommendations in this report, a budget amendment is required to create a new activity under capital project # 201650-Facilities Repair & Replacement in the amount of \$1,860,000 for the design and construction of various improvements at Gage Park, with funding of \$1,760,000 to be transferred from Reserve # 4 Asset Repair & Replacement with the remaining \$100,000 to be transferred from capital project 225893-005-Irrigation, subject to Council approval.

The table below provides the latest funding status of the project:

	Approved	Budget	Total
Gage Park Project Funding	Funding	Amendment	Funding
201650-55 Replacement of Ice Track	1,288,000		1,288,000
201650-57 & 221650-223 Replacement of	1,562,000		1,562,000
Mechanical Equipment	1,362,000		1,302,000
Budget Amendment			
Reallocation from Project # 225893-005-Irrigation		100,000	100,000
Funding for additional work		1,760,000	1,760,000
Project Total	\$2,850,000	\$1,860,000	\$4,710,000

The 2023 Budget included approval of a 3-year capital program and funding plan, which maximized the allocation of anticipated funding availability across planned projects. The approval of this amendment will require reprioritization of capital projects forecasted to be funded against Reserve # 4 Asset Repair & Replacement.

#### Legal Implications:

Aside from making a decision on whether to cancel this project or approve a budget amendment based on the current project requirements and market pricing, as outlined in this Staff Report, because this is an active procurement section 3.1 of the Purchasing By-law otherwise applies and provides that Council shall have no involvement in specific procurements until a contract has been entered into.

Purchasing	Comments:
------------	-----------

See Legal Implications.

#### **Strategic Focus Area:**

The Gage Park construction project supports Health and Well-being by enhancing an outdoor space to allow increased use for healthy activities. The project also supports Environmental Resilience & Sustainability by utilizing a high level of protection for existing nature within Gage Park to ensure preservation. It also supports Culture and Diversity by increasing the park's functionality as a gathering place and events space.

#### Conclusion:

Authored by:

This report requests a budget amendment for Phase 2 construction at Gage Park. A tender has been conducted and award to the successful proponent is dependent on approval of additional funding. The project is planned as to limit future disruptions to events after 2024 and to avoid disruption to the winter skating season.

Reviewed by:

ridinorod by:	rtorionou sy.	
Sean Cressman Manager, Building Design and Construction	Mitsa Montaser Director, Building Design and Construction	
Approved by:	Submitted by:	
Marlon Kallideen Acting Commissioner, Public Works and Engineering	Marlon Kallideen Chief Administrative Officer	



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-08

Subject: Budget Amendment – Bramalea Tennis Club Expansion – Ward

7

**Contact:** Neda Pavela-Mogus, Manager, Building Design and Construction

**Report Number:** Public Works & Engineering-2023-976

#### **Recommendations:**

1. That the report from Neda Pavela-Mogus, Manager, Building Design and Construction to the Committee of Council Meeting of November 29th, 2023, re: **Budget Amendment – Bramalea Tennis Club Expansion – Ward 7**, be received; and

2. That a budget amendment be approved for project #205951-003 – Bramalea Tennis Club Expansion-Construction, to increase the project fund by \$185,000, with funding of \$155,000 to be transferred from Reserve #134 - Recreation Development Charges and the remaining funding of \$30,000 to be transferred from Reserve #4 Asset Repair and Replacement.

#### Overview:

- The Bramalea Tennis Club is located at 9050 Bramalea Road. The project consists of an approximately 86 sq. m. (925 sq. ft.) extension to the existing Bramalea Tennis Club and interior renovations to convert the existing men's change room area to a universal changeroom for the exclusive use of the tennis club.
- A total of \$1,600,000 was approved in 2020 and 2021 for the design and construction of this project.
- In February 2023, a budget amendment of \$690,000 was approved to proceed with the award of the construction tender to the lowest compliant bidder.
- Current project contingencies have been exhausted, and an additional budget amendment of \$185,000 is\_required to complete the project.
- Staff require the additional funding request for the project to avoid any interruptions to the operation of recreation programs.

 The project has been approved for a Canada Community Revitalization Grant of up to \$750,000, which mandates the project be substantially complete by March 31, 2024.

#### **Background:**

Bramalea Tennis Club is located at 9050 Bramalea Road. The project consists of adding approximately 86 sq. m. (925 sq. ft.) to the existing Bramalea Tennis Club. The expansion includes a lounge, kitchenette, court viewing areas, a rooftop viewing deck and a dedicated storage room accessible from the exterior of the building.

The existing barrier free washroom will be converted to a new universal washroom for the exclusive use of the tennis club. The existing men's public change room will be renovated to accommodate two barrier free washrooms with showers as well as a dry area for private changing.

In 2020, Council approved \$240,000 for design, and the City retained an architectural consulting firm in February 2021 to complete the design phase of the project.

In 2021, Council approved \$1,360,000 for construction for the Bramalea Tennis Club Expansion, and in November 2022, the Bramalea Tennis Club Expansion project was tendered through a public procurement process.

In February 2023, a budget amendment of \$690,000 was approved to allow for the award of the tender to the lowest compliant bidder, which increased the total project budget to \$2,290,000. Moreover, the funding of this project is tied to a Canada Community Revitalization Grant of up to \$750,000, which mandates the project to be substantially completed by March 31, 2024.

#### **Current Situation:**

Construction started in April 2023. The project achieved partial occupancy in September 2023, as requested by Recreation, so that the change rooms could be used during the fall tennis season. Construction of the lounge is ongoing and it is in the final stages of construction.

Additional funding of \$185,000 is required to substantially complete the project by January 2024, ahead of the grant deadline of March 31, 2024, and in time for the start of the spring tennis season.

The budget amendment request represents an 8% change in the overall project cost and is a result of the following:

- All related costs to achieve partial occupancy;
- Additional Consultant fee for added services; and

• Staff recoveries and additional contingencies for the remainder of the project.

#### **Corporate Implications:**

#### **Financial Implications:**

As per the recommendation in this report, a budget amendment is required to increase the project #205951-003 – Bramalea Tennis Club Expansion-Construction, by the amount of \$185,000, with funding of \$155,000 to be transferred from Reserve #134 - Recreation Development Charges and the remaining funding of \$30,000 to be transferred from Reserve #4 Asset Repair and Replacement.

The table below provides the latest funding status of the project:

		[\$]	
Funding Source	Approved Funding	Budget Amendment	Total Funding
Project 205951-002-Design			
601084 - Res#4-Asset R&R	72,000		72,000
601386 - Res#78-10% Dev. Chg. Contribution	17,000		17,000
645134 - Recreation (Dev. Chg. Reserves)	151,000		151,000
Sub-Total	240,000	•	240,000
Project 205951-003-Construction			
601084 - Res#4-Asset R&R	207,000	30,000	239,000
645134 - Recreation (Dev. Chg. Reserves)	1,093,000	155,000	1,261,000
601029 - Federal Grants	750,000		750,000
Sub-Total	2,050,000	185,000	2,250,000
Total Project	2,290,000	185,000	2,490,000

The 2023 Budget included approval of a 3-year capital program and funding plan, which maximized the allocation of anticipated funding availability across planned projects. The approval of this amendment will require reprioritization of capital projects forecasted to be funded against Reserve # 4-Asset Repair & Replacement & Reserve # 134-Recreation Development Charges.

#### **Strategic Focus Area:**

The Bramalea Tennis Expansion Project aims to improve the Health & Well-being of Brampton residents by belonging, health, wellness, and safety by encouraging healthy physical activity through tennis programming at the site.

#### **Conclusion:**

This report seeks Council approval for a budget amendment of \$185,000 to complete the construction of the Bramalea Tennis Club Expansion.

Authored by:	Reviewed by:
Neda Pavela-Mogus Manager, Building Design & Construction	Mitsa Montaser (Acting) Director, Building Design & Construction
Approved by:	Submitted by:
Marlon Kallideen Interim Commissioner Public Works and Engineering	Marlon Kallideen Chief Administrative Officer Office of the CAO



## Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-11-06

Subject: Brampton Transit 2023-2027 Business Plan – Supplementary

Report

**Contact:** Doug Rieger, Director, Transit Development

**Report Number:** Brampton Transit-2023-973

#### **Recommendations:**

1. That the report from Doug Rieger, Director, Transit Development to the Committee of Council Meeting of November 29, 2023, re: **Brampton Transit 2023-2027 Business Plan – Supplementary Report**, be received;

- 2. That the report from Doug Rieger, Director, Transit Development, to the Committee of Council meeting on May 10, 2023, re: **Brampton Transit 2023-2027 Business Plan** (attached to this report as Appendix A), be received; and
- 3. That the updated summary document of the Brampton Transit 2023-2027 Business Plan and the Service Guidelines documents attached to this report (as Appendix B and C), be endorsed to help guide the improvement and expansion of the Brampton Transit and Züm network and services, through the next five years (2023 to 2027), noting that future changes in services are still subject to change and subsequent approval through the annual budget process.

#### Overview:

 At the Committee of Council Meeting of May 10, 2023, resolution CW183-2023 was passed which stated the following:

That the report from Doug Rieger, Director, Transit Development, Transit, to the Committee of Council Meeting of May 10, 2023, re: Brampton Transit 2023-2027 Business Plan, be referred to Finance staff, to provide comment in consultation with Transit, and that reference to the Queen Street BRT be incorporated.

 The 2023-2027 Brampton Transit Business Plan and the Service Guidelines document will help guide the improvement and expansion of the Züm/Brampton Transit network and services, through the next five years (2023 to 2027), noting that future changes in services are still subject to change and subsequent approval through the annual budget process.

- Transit staff have worked in consultation with Finance to review the 2023-2027 Business Plan documents. The review concluded that 0.5% to 0.9% annual increases on the Tax Bill may be required to support the Transit Business plan over the next 5 years. These figures are expected to change based on the changing needs for transit in the community, changes in various revenue streams, as well as other potential funding sources (e.g., ZETF, Permanent Transit Fund). An example of this is how the dramatic increase in fare revenues in 2023 will help fund future increases in service.
- To support Council's direction, the updated summary document of the Brampton Transit 2023-2027 Business Plan (Appendix B) has also revised to include references to the Queen St BRT in sections 2.3 and 9.4 of the report.

#### Background:

At the Committee of Council Meeting of May 10, 2023, the report titled Brampton Transit 2023-2027 Business Plan (Appendix A) from Doug Rieger, Transit Development, was presented to Council. The report sought Council's endorsement of the presented summary document of the Brampton Transit 2023-2027 Business Plan (Appendix B – Updated Version) and the Service Guidelines document (Appendix C).

At the May 10, 2023, meeting, resolution CW183-2023 was passed which stated the following:

That the report from Doug Rieger, Director, Transit Development, Transit, to the Committee of Council Meeting of May 10, 2023, re: Brampton Transit 2023-2027 Business Plan, be referred to Finance staff, to provide comment in consultation with Transit, and that reference to the Queen Street BRT be incorporated.

#### **Current Situation:**

The Business Plan's primary purpose is to ensure individual projects and plans are all effectively contributing to the organization's vision/strategic direction and that key activities are prioritized and staged to fit within the City's financial plan.

The Brampton Transit 2023-2027 Business Plan and the Service Guidelines document will help guide the improvement and expansion of the Brampton Transit and Züm network and services, through the next five years (2023 to 2027), noting that future

changes in services are still subject to change and subsequent approval through the annual budget process.

To support Council's direction to reference the Queen St BRT, the summary document of the Brampton Transit 2023-2027 Business Plan (Appendix B) has also been updated to include the following statements in section 2.3;

Two other key higher order transit projects are in the planning stages and will be vital to meet both Brampton's and the region's long-term goals. This includes the extension of the Hazel McCallion LRT into downtown Brampton and the Queen St – Highway 7 BRT. While Brampton continues to support and advocate for these projects, federal and provincial investment is needed to build these critical pieces of transportation infrastructure. Even though both of these initiatives are presently envisioned to be operationalized beyond the span of the 2023-2027 Business Plan, should one be advanced, the relevant impacts will be incorporated into the annual service plan for that specific year.

Transit staff also took the opportunity to expand section 9.4 (Capital Costs) of the Business Plan summary document to reference what will be required from the Federal and Provincial governments to advance and construct the Queen St – Highway 7 BRT and the extension of the Hazel McCallion LRT into downtown Brampton.

This section now highlights the most recent cost estimates of these projects and includes a table that demonstrates that the funding that Brampton is requesting is comparable to other recent federal and provincial transit investments in the Greater Toronto Hamilton Area. This information is also included in Table 1 below.

**Table 1 - Transit Investments Comparison Table** 

GTHA Rapid Transit Projects	Municipal Population (2021 Census)	Total Cost of Project(s)	Provincial Funding		Provincial & Federal Funding per Capita	Change in Transit demand between 2009 and 2019	Covid Ridership Recovery (Aug. 2023)
City of Toronto* Scarborough Subway Extension Ontario Line Finch West LRT Eglinton Crosstown	2,794,356	\$39.8B	\$31.32B	\$8.48B	\$14,240	12%	<b>↓</b> 22%
City of Hamilton Hamilton LRT	569,353	\$3.4B	\$1.7B	\$1.7B	\$5,970	3%	<b>↓</b> 4%
City of Brampton Brampton LRT Extension (Tunnel) Queen St - Highway 7 BRT	656,480	\$3.3B	\$1.65B	\$1.65B	\$5,030	160%	<b>1</b> 30%

Notes: \*City of Toronto projects does not include Yonge Subway Extension as it is primarily a York Region Project

#### **Finance Review and Commentary:**

The following summarizes the comments received from Finance staff.

#### **OPERATING BUDGET**

The 2023-2027 Transit Business Plan proposes an average annual increase to Operating Budget expenditures of \$17.7 million or 8.2% over the 5-year period. These increases are proposed to be funded through Fare Revenues, Provincial Gas Tax and Property Taxes, with the following distribution:

- Fare Revenues = \$9.3 million (52.7%)
- Provincial Gas Tax = \$1.5 million (8.6%)
- Property Tax Subsidy = \$6.8 million (38.7%)

#### **CAPITAL BUDGET**

The 2023-2027 Capital Program proposed in the Transit Business Plan requires funding in the amount of \$829 million or an average \$166 million per year.

Although a detailed funding plan is not included in the business plan, the business plan acknowledges the need for external funding for these programs to move forward.

To determine the feasibility of funding the proposed capital program, Finance staff prepared a 5-year funding plan, assuming the City's historical funding trends and distribution ratios are maintained, and that Federal and Provincial governments continue to provide similar support for Transit capital throughout the 5-year period.

The 5-year funding plan forecasts financial support from City sources of approximately 33% to 43% of the \$829 million or between \$275 million to \$359 million. Similar to previous years, the remaining 57% to 67% is presumed to be funded through the Federal and Provincial governments.

#### PROPERTY TAX PROJECTIONS

The 2023 Budget has already been approved by Council, resulting in a remaining forecast period of 2024-2027 for the proposed Transit Business Plan.

For the period of 2024-2027, the Operating Budget proposal in the Transit Business Plan may require annual increases of approximately 0.5% on the City's overall tax bill, to fund the \$7.1 million average annual increase.

Property tax implications related to the 2024-2027 Capital Budget proposed in Transit Business Plan are partially contingent on annual Transit Levy approvals through the

budget process. Should the full Transit Levy be approved each year, the annual impact on the City's overall tax bill would be approximately 0.4% per year.

The Transit Business Plan is projected to require increases to the City's overall tax bill in the range of 0.5% to 0.9% on an annual basis.

Transit has worked in consultation with Finance on the above commentary. Although important in estimating potential cost implications, the Business Plan's primary purpose is to ensure individual projects and plans are all effectively contributing to the organization's vision/strategic direction and that key activities are prioritized and staged to fit within the City's financial plan.

Also, as noted in the attached report and the Business Plan summary document, Brampton Transit operates with a healthy Revenue/Cost (R/C) ratio of 50% and leads our industry peer group. The R/C ratio is a measure that is often used in the transit industry and is an important indicator of how policies, fares, service, and finances impact the affordability of a transit system. The Business Plan forecasts revenues and costs for each of the next five years and are noted in Figure 2 below.

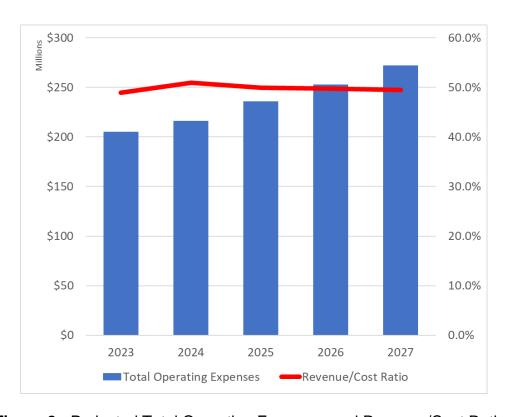


Figure 2 - Projected Total Operating Expenses and Revenue/Cost Ratios

Operating expenses are projected to increase to support the increase in service levels to help meet higher demand for Brampton Transit. While the operational costs increase,

the revenue-cost ratio is maintained through the course of the five years helping to ensure that the plan is also fiscally responsible.

These figures noted above by Finance staff are expected to change based on the changing needs for transit in the community, changes in various revenue streams, as well as other potential funding sources (e.g., ZETF, Permanent Transit Fund). An example of this is how the dramatic increase in fare revenues in 2023 will help fund future increases in service. In addition, any future changes in services are still subject to change and subsequent approval through the annual budget process.

#### **Corporate Implications:**

#### Financial Implications:

The recommendations in the attached report (Appendix A) to obtain Council's endorsement of the Brampton Transit 2023-2027 Business Plan and the Service Guidelines document will help guide the improvement and expansion of the Brampton Transit and Züm network and services and will have no direct financial impact. Future changes in services will be reviewed and presented to Council for approval through the annual budget process.

#### **Strategic Focus Area:**

The Brampton Transit 2023-2027 Business Plan supports the Brampton 2040 Vision: Living the Mosaic, by achieving the following enhanced strategic priorities:

- **Transit & Connectivity:** Focusing on transportation and a connected infrastructure that is safe, convenient, efficient, and sustainable by enhancing transit services.
- Environmental Resilience & Sustainability: Focusing on nurturing and protecting our environment for a sustainable future by enhancing energy and climate resilience.
- Growing Urban Centres & Neighbourhoods: Focusing on an economy that thrives with communities that are strong and connected by investing In Strategic Growth Areas

The 2023-2027 Brampton Transit Business Plan will help ensure that Brampton residents have a safe, convenient, efficient and well run public transit system that connects Brampton to the rest of the GTHA.

#### **Conclusion:**

Transit staff have worked in consultation with Finance to review the 2023-2027 Business Plan with the goal of estimating the financial implications to the City from both the Operating and Capital proposals. Future changes in services, funding sources and

other implications are	still subject to	change and	d subsequent	approval	through	the
annual budget approv	al process.					

Authored by:	Approved by:
Doug Rieger	Heidi Dempster
Director, Transit Development	General Manager, Transit
Approved by:	
Marlon Kallideen	
Chief Administrative Officer	

# **Attachments:**

Appendix A - Report titled Brampton Transit 2023-2027 Business Plan

Appendix B – Updated Summary Document - Brampton Transit 2023-2027 Business Plan

Appendix C – Brampton Transit Service Guidelines



Report
Staff Report
The Corporation of the City of Brampton
2023-05-10

**Date:** 2023-04-14

Subject: Brampton Transit 2023-2027 Business Plan

**Contact:** Doug Rieger, Director, Transit Development, Brampton Transit,

(905.874.2750, x62349)

**Report Number:** Brampton Transit-2021-744

#### Recommendations:

1. That, the report titled: **Brampton Transit 2023-2027 Business Plan – ,** to the Committee of Council Meeting of May 10, 2023, be received and

2. That, the summary document of the Brampton Transit Business Plan 2023-2027 and the Service Guidelines document attached to this report be endorsed to help guide the improvement and expansion of the Züm/Brampton Transit network and services, through the next five years (2023 to 2027), noting that future changes in services are still subject to change and subsequent approval through the annual budget approval process.

### Overview:

- With the Brampton Transit Business Plan for 2018-2022 nearing completion, Brampton Transit issued RFP 2021-231 to hire a consultant to develop a new five-year Business Plan (2023-2027).
- The Business Plan's primary purpose is to ensure individual projects and plans are all effectively contributing to the organization's vision /strategic direction and that key activities are prioritized and staged to fit within the City's financial plan. It provides a roadmap for the next five years for Brampton Transit's operations and it helps to ensure that Brampton Transit runs an effective, efficient and quality service at a peak performance level. A Business Plan also helps to hold staff accountable to deliver the various initiatives outlined in the Plan.
- The Business Plan is comprised of several components including a Vision & Strategic Directions report, Customer Experience Strategy, Service Strategy (with accompanying Service Guidelines), Management

Plan and a high level Financial Plan for the next five years. The document also outlines Asset & Infrastructure requirements, as well as a strategy to improve Accessibility.

- The Brampton Transit Business Plan 2023-2027 has been completed and all of the individual strategies have been combined into one comprehensive plan. A copy of the Summary Document and Service Guidelines are attached to this report. Prior to its completion, Brampton Council and residents provided input into the strategy through a Council Workshop held on February 27, 2023 and various Public Information Centers held in late March and early April of 2023. Overall feedback from this engagement was positive.
- Components of the Plan will be updated annually based on performance monitoring and are subject to the annual budget approval process. The endorsement of this plan will help guide the improvement and expansion of the Züm/ Brampton Transit network and services, through the next five years (2023 to 2027).

# Background:

In the fall of 2021, Brampton Transit issued RFP 2021-231 to hire a consultant to develop a new five-year Business Plan (2022-2027). Transit required the expertise of an external consultant who had the knowledge and experience in developing a comprehensive Business Plan for public transit service providers.

The Business Plan will guide the improvement and expansion of the Züm/Brampton Transit network and services, through the next five years. The Business Plan identifies the needs and requirements to support these changes, while adhering to the long-term visions set forth by a number of related policy documents, and ensuring the integration with adjacent and connecting inter-regional transit services.

The Business Plan is comprised of several components including a Vision & Strategic Directions report, Customer Experience Strategy, Service Strategy (with accompanying Service Guidelines), Management Plan and a high level Financial Plan for the next five years. The document also outlines Asset & Infrastructure requirements, as well as a strategy to improve Accessibility.

### **Current Situation:**

The Brampton Transit Business Plan 2023-2027 is completed and all of the individual strategies noted above have been combined into one comprehensive plan. A copy of the Summary Document is attached to this report.

Over the past decade, the City has made a significant investment in public transit, which has helped to improve the quality of life of residents and contribute to a healthier environment and a strong local economy. The Business Plan from 2023 to 2027 builds on the previous Business Plan (2018-2022) and sets out the direction that Brampton Transit will need to take, to support and align its future services.

The Business Plan's primary purpose is to ensure individual projects and plans are all effectively contributing to the organization's vision /strategic direction and that key activities are prioritized and staged to fit within the City's financial plan. The Business Plan is an important communication tool for transit staff and management that will clearly set out steps required to move towards the long-term direction of the organization.

This Plan assembles and reviews all steps required over the next five years and includes a financial plan to ensure the steps taken are achievable, effective and optimize available resources.

# Vision and Strategic Direction

A Vision and Strategic Directions were developed for this 5 year plan. Based on its continued relevance, the existing Brampton Transit vision of "Connecting you to everyday" remains. This vision reflects the customer-focused responsiveness of Brampton Transit and its everyday importance for Brampton residents and transit staff. The following strategic directions for the next five years are aligned with this vision and provide more specific guidance for Brampton Transit.

- Meeting the Needs of the Evolving Community
- Smart and Sustainable Innovation
- Maximizing the Customer Experience
- Collaborations and Partnerships

Goals and objectives for the supporting plans/strategies in the five-year plan have also been developed and each of them are tied to a specific strategic direction.

### Customer Experience Strategy

The 2018-2022 Business Plan focused on improving the customer experience through key priorities and actions. The 2023-2027 Business Plan seeks to build on these priorities and actions where applicable, but understands that customer priorities have changed over the last five years due to growth within the City of Brampton, changing travel patterns, and the COVID-19 pandemic.

To categorize the recommendations contained in the Customer Experience Strategy, a framework was developed that aligns with the Strategic Direction 'Maximizing the Customer Experience' component, which contains four key themes as follows:

- Responsiveness Brampton Transit should continue to use customer/community feedback and data to maximize the customer experience
- Access to Information Customer should have seamless access to information about transit and internal stakeholders should have easy access to pertinent information.
- Comfort & Reliability Customers should continue to be able to rely on Brampton Transit and perceive it to be a reliable and comfortable service.
- Safety & Security Brampton Transit should feel safe and secure at all times, for both customers and employees, and strive to pursue universal accessibility.

# Accessibility Plan

Brampton Transit's commitment to provide a fully accessible conventional transit service is driven by its efforts to improve accessibility on multiple elements of the customer experience. Brampton Transit's goal is to provide a service that is accessible and barrier-free.

Brampton Transit has been successful and diligent at achieving and maintaining full AODA compliance. Brampton Transit has made strides in improving the accessibility of its services over the years. Key achievements include making the fleet 100% accessible, achieving AODA accessibility at 85% of transit stops, obtaining Rick Hansen Foundation Accessibility Certification for 2 existing transit facilities and implementing customer communication channels to communicate accessibility features.

Brampton Transit can further improve accessibility and provide a barrier-free transit experience by having a better understanding of the needs of its customers with disabilities, and to use that understanding to address system barriers. To achieve this, the following recommendations were made:

- Understand customer needs: Design and conduct public consultations and perform assessments to better understand the barriers faced by people with disabilities using transit.
- Continue to prioritize transit stops for improvement: Continue to update the transit stop database, with information on all accessibility features as well as ridership demand at the stops. This will accurately inform staff on which stop improvements to prioritize.
- Continue to improve customer communication: Launch a campaign and leverage social media to broadly communicate system accessibility features.

 Update transit stop infrastructure guidelines: Review and update the accessibility section of the Transit Infrastructure Design guidelines to ensure continued compliance and consistency with universal accessibility design principles and AODA / City of Brampton requirements and include additional accessibility features that address identified customer challenges.

# Service Strategy

The 5-Year Service Plan is a key deliverable in the Business Plan as it directly feeds into many of the other components of the plan (e.g. asset management plan, financial plan). The central input into the development of the service plans are the increasing and changing demand for our services. Brampton's growth in the decade leading up to the pandemic was extraordinary, with the system growing by 160% between 2009 and 2019.

The pandemic had a significant impact on every transit system in the entire world, including Brampton Transit. In April of 2020, ridership on Brampton Transit services fell to approximately 25% of pre-pandemic levels. Since then however, the ridership recover on Brampton Transit has been strong. Brampton Transit ridership fully recovered to pre-pandemic levels in the spring of 2022 and ended the year 16% higher compared to 2019 levels. While weekday ridership has seen the highest net gain in demand, the highest percentage increase are on weekends, which is demonstrated in **Figure 1** below.

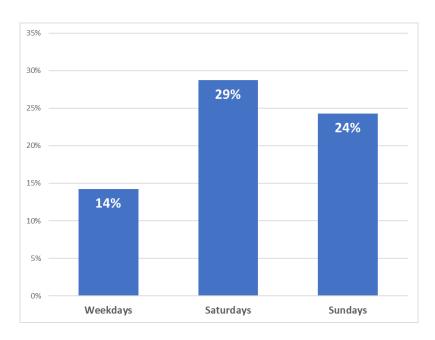


Figure 1 - Percentage Increase in Ridership by Day Type - November 2019 to 2022

Brampton Transit led the GTHA in ridership recovery and based on recent increases in demand, it is becoming evident that ridership growth is picking up where it had left off

before the pandemic. This validates the continuing need to grow transit service to meet the increasing demand from Brampton residents.

The change in demand also demonstrates that travel patterns are changing as society begins to reset itself in a post pandemic environment. The following service objectives were developed to direct service changes and improvements over the next five years:

- Continue Transportation Master Plan (TMP) guidance and collaboration for network restructure
- Match service to demand to grow ridership most effectively
- Understand and adapt to changing travel patterns
- Ensure equitable service provision
- Conduct more detailed travel market analysis
- Provide better connections between origins and destinations
- Establish transit early for new development
- Focus investment in off-peak periods and work towards 24/7 service.

A number of updates were also made to the Service Guidelines to support these objectives. Two of the more significant updates were to add Night Routes and On-Demand services to the guideline document. A copy of the Service Guidelines have been attached to this report.

Based on the current and projected growth in demand, the project team developed a comprehensive Service Plan for the next five years that are also derived from, and align with, both the Service Objectives and the Service Guidelines. The proposed changes over the next five years include:

- Increasing service on main corridors to meet demand and connect to two future LRT Lines – Hazell McCallion and Finch West LRT's
- Increasing service in off peak periods (particularly on weekends)
- Expanding and modifying the network in growth areas of the city
- Launching Chinguacousy and Bramalea Züm Services
- Launching and expanding overnight services
- Expanding On-demand Services

The recommended Service Plan will grow the number of service hours over the next five years by about 33% compared to 2019, while ridership is projected to grow slightly more by about 35%. The additional hours, change in ridership and change in Boarding/ Vehicle Service Hour for the five years of the Business plan are outlined in **Figure 2** below.

Year	Projected Annual Ridership	Percent Increase from 2022	Proposed Annualized Service Hours	Percent Increase from 2019	Annual Service Hour Increase	Boardings/ Revenue Vehicle Hour
2023	35,600,000	12%	1,427,400	9%	84,800	25
2024	37,478,000	17%	1,500,200	14%	72,800	25
2025	39,220,000	23%	1,575,800	20%	75,600	25
2026	41,151,000	29%	1,654,100	26%	78,800	25
2027	43,178,000	35%	1,745,200	33%	91,100	25

**Figure 2** – Change in Ridership, Service Hours and Boardings/Revenue Vehicle Hour from 2023-2027

# Management Plan

A Management Plan has been also been generated that supports the vision and strategic directions. The focus of the management plan is to ensure Brampton Transit has the right resources to support the evolution of our services and support the expansion of transit. Three key areas of focus have been identified through this plan, which are as follows:

- Resources and Organizational Readiness tasks to support this area of focus
  will include reviewing and updating specific roles within the organization, creating
  specialized roles and increasing cross-departmental collaboration to prepare for
  initiatives like electrification.
- Technology tasks to support this area of focus will include leveraging new technology (e.g. new CAD/AVL) system to improve processes and leveraging new tools and software to prepare for changing needs (e.g. on-demand services)
- Information and Data tasks to support this area of focus will include using the data generated from various systems more effectively to make better and timelier decisions.

The development of the management plan highlighted the need to incorporate a modest increase in some specific support staff to help advance key goals and objectives (e.g. electrification). **Figure 3** below shows the percentage of total budget spend on administration compared to Brampton Transit's peer group in 2019.

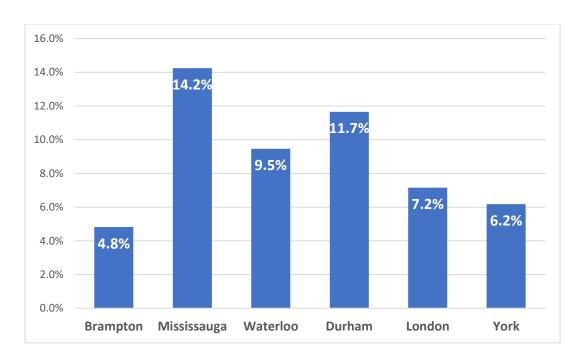


Figure 3 - Percentage of Total Budget Spent on General Administration Expenses (source – 2019 CUTA Canadian Transit Fact Book)

Based on this data, Brampton is the lowest, which further highlights the need to adjust resources in this area. To address this, over the next few years, Transit staff will be analyzing where the specific needs are for additional support and putting forward staff requests through the annual budget approval process.

# Asset Management Plan

Brampton Transit maintains an extensive portfolio of assets to provide and maintain efficient transit services across the city. Brampton Transit's assets include transit buses (including diesel, hybrid and electric vehicles), transit support vehicles, two operations facilities, several transit terminals, over three thousand bus stops and on-street assets, and several critical technologies. The following points summarize the changes and enhancements to these assets over the next five years.

- Vehicles Brampton Transit has a total fleet of 475 buses comprised of diesel, hybrid and electric vehicles. Over the next five years, Brampton Transit is anticipating growth and replacement of a portion of the fleet. This includes an additional 125 vehicles for new and expanded services as well as 106 vehicles to replace vehicles at the end of their lifecycle.
- Vehicle Innovation Brampton Transit's first Battery Electric Buses (BEBs) went into service in May 2021, as part of Brampton Transit's zero-tailpipe emissions BEB Trial. This trial is a first step into Brampton Transit's broader vision to transition to a zerotailpipe emission fleet. Today, Brampton Transit operates eight BEBs and anticipates purchasing an additional ten for in-service 2024. In 2022, Brampton secured the largest municipal transit financing arrangement with Canada Infrastructure Bank (to date), that

will be used to finance the higher cost of battery electric buses (up to \$400M for up to 450 BEBs by the end of 2027).

- Facilities Brampton Transit currently operates from two locations, the Clark Transit
  Facility located at 185 Clark Boulevard and the Sandalwood Transit Facility located at
  130 Sandalwood Parkway West. Brampton Transit is planning for three significant
  advancements to their operational facilities over the next five years, which includes
  the construction of a new third maintenance and storage facility, as well as retrofitting
  the existing Sandalwood Facility and Clark Facility to support the transition to a zerotailpipe emission fleet.
- On Street Infrastructure Over the next five-year plan, Brampton Transit plans to install an additional 125 shelters at bus stops throughout the city, to support the ultimate goal of ensuring that 90% of boardings happen at stops with a shelter. There are also plans to invest over \$4 million dollars in the addition, replacement or refurbishment of conventional and Züm shelters and to construct more accessible landing pads.

# Financial Plan

The Financial Plan details the fare strategy, projected operating budget and capital plan for the 2023-2027 Business Plan. The revenues and costs presented in the Financial Plan detail the funding, resources and assets required to support Brampton Transit to meet its changing and growing demands while maintaining fiscal responsibility to the taxpayers of Brampton.

Fares are a very important revenue source that supports the operation of Brampton Transit. **Figure 4** below shows the various funding streams that supported Brampton Transit's operations in 2019 (pre-pandemic).

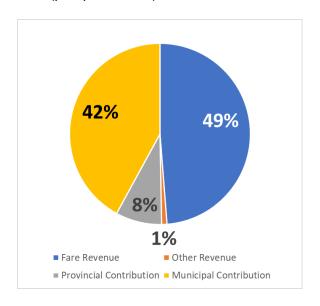


Figure 4 – 2019 Brampton Transit Funding Sources

Fare revenue accounted for 49% (about \$80M) of the cost to operate Brampton Transit, with another 1% of revenue coming from other sources (mainly advertising). The remaining funding sources came from the Province through gas tax funding (8%) and from the City of Brampton (42%).

The two sources of revenue generate a revenue-cost or R/C ratio, which is a measure that is often used in the transit industry and is an important indicator of how polices, fares, service and finances impact the affordability of a transit system. In 2019, Brampton's R/C ratio was 50% and compared favourable to Brampton Transit's peers as is shown in **Figure 5** below.

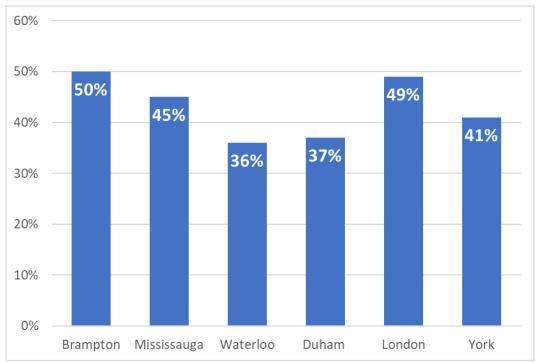


Figure 5 – 2019 Revenue/Cost Ratios

A fare strategy was also developed as part of the 2023-2027 Business Plan that explored different ways to support the Brampton 2040 Vision of free transit (or free fares). This is a key goal of the 2040 vision and would further promote equity and better establish transit as a preferred transportation option within the community.

Achieving free fares as outlined in the 2040 Vision will require the City of Brampton to find alternative funding sources that are equivalent to the portion of revenue generated by fares today. This revenue shortfall is significant and will require support from other levels of government and potentially new funding tools to help compensate for this shortfall. As such, until a sustainable source of additional funding is identified, it is recommended that Brampton Transit continue with its current fare structure, wherein fares are adjusted to align with inflation. Ensuring that fare increases do not exceed inflation will help keep fares affordable to customers while maintaining a stable revenue

source that will help fund transit expansion in the city. While this approach will sustain ridership growth, it will not help advance the organization toward the fare-free goal established by the city.

Revenues and costs have been projected for each of the next five years and are noted in Figure 6 below.

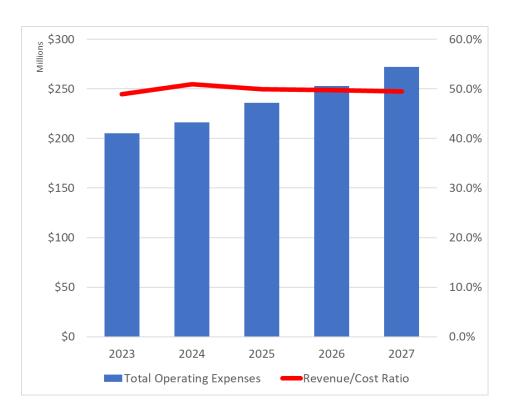


Figure 6 - Projected Total Operating Expenses and Revenue/Cost Ratios

Operating expenses are projected to increase to support the increase in service levels to help meet higher demand for Brampton Transit. While the operational costs increase, the revenue-cost ratio is maintained through the course of the five years helping to ensure that the plan is also fiscally responsible.

# **Corporate Implications:**

### Financial Implications:

#### n/a

## **Term of Council Priorities:**

The Brampton Transit 2023-2027 Business Plan is in alignment with the 2023-2026 Term of Council Priority – Brampton is a Green City – Equalize all forms of

transportation. The 2023-2027 Brampton Transit Business Plan will help ensure that Brampton residents have a safe, convenient, efficient and well run public transit system that connects Brampton to the rest of the GTHA.

# **Conclusion:**

The endorsement of this plan will help guide the improvement and expansion of the Züm/Brampton Transit network and services, through the next five years (2023 to 2027). Components of the plan will be updated annually based on performance monitoring and are subject to the annual budget approval process.

Authored by:	Reviewed and Approved by:			
Doug Rieger Director, Transit Development Brampton Transit	Alex Milojevic, General Manager, Brampton Transit			
Approved by:	Submitted by:			
Alex Milojevic, General Manager, Brampton Transit	Marlon Kallideen, Chief Administrative Officer			



This page is intentionally left blank.

# **ACKNOWLEDGEMENTS**

Brampton Transit's 2023-2027 Business Plan was a collaborative effort between Brampton Transit staff and consulting partners Left Turn Right Turn and Optimus SBR. We acknowledge their contribution towards the development of this plan.







A	CKNC	OWLEDGEMENTS	1		6.2	SERVICE OBJECTIVES	27
1	ls.	TRABULATION	1		6.3	SERVICE GUIDELINES	30
1	IN	TRODUCTION	1		6.4	2023-2027 RECOMMENDED	
	1.1	DOCUMENT STRUCTURE	2			CHANGES	31
2	BA	ACKGROUND	4		6.5	Annual Service Plan Development	38
	2.1	REFLECTING ON THE PREVIOUS BUSINESS PLANS	5	7	С	ONSTANTLY EVOLVING	45
	2.2	2018-2022 KEY MILESTONES & ACHIEVEMENTS	6		7.1	RESOURCES & ORGANIZATIONAL READINESS	47
	2.3	REGIONAL CONTEXT	9		7.2	TECHNOLOGY & SYSTEMS	48
	2.4	COVID-19 IMPLICATIONS	10		7.3	INFORMATION & DATA MANAGEMENT	50
3	Vı	ISION & GOALS	12		7.4	MARKETING & COMMUNICATIONS	51
J			- —	8	Α	SSET MANAGEMENT	54
	3.1	VISION	12				-
	3.2	NEW STRATEGIC DIRECTIONS	12		8.1	VEHICLES	54
4	C	USTOMER EXPERIENCE	18		8.2	FACILITIES	58
	4.1	IMPROVING THE CUSTOMER			8.3	On-Street Infrastructure	59
		EXPERIENCE	18		8.4	TECHNOLOGY	59
	4.2	CUSTOMER EXPERIENCE STRATEGY FRAMEWORK	19	9		NANCIAL PLAN	62
5	Δ	CCESSIBILITY	24		9.1	FARE STRATEGY	62
J	Α'	CCE33IBILITY	24		9.2	REVENUE PROJECTIONS	64
6	SE	RVICE PLAN	27		9.3	OPERATING COSTS	65
	6.1	BRAMPTON TMP & SERVICE			9.4	CAPITAL COSTS	66
		INVESTMENT TARGETS	27	10	IN	APLEMENTATION	71
Lis	ST OF	TABLES AND FIGURES					
TAI	BLE 1 - <i>A</i>	Annual Ridership 2019-2022	6	Fig	URE 1 -	2023-2027 Business Plan Strategic	
TAI	BLE <b>2</b> - S	SERVICE GUIDELINE CHANGES	30			DIRECTIONS	12
TAI	BLE 3 - <i>A</i>	Annual Ridership, Service Hours, and r	ELATED			CUSTOMER EXPERIENCE FRAMEWORK	20
	ı	METRICS 2019-2027	38			2023-2027 SERVICE PLAN NETWORK CHANGE	-
TAI	BLE <b>4</b> - <i>A</i>	Assessment Domains	52	Fig	URE <b>4</b> -	BREAKDOWN OF BRAMPTON TRANSIT'S OPERATIN	NG
		REVENUE VEHICLE SUMMARY	54			EXPENSES (CUTA DATA)	45
TAI	BLE 6 - F	IVE-YEAR VEHICLE GROWTH AND		Fig	URE <b>5</b> -	PERCENTAGE OF TOTAL BUDGET SPENT ON GENER	
	I	REPLACEMENT PLAN	55			ADMINISTRATION EXPENSES	46
TAI	BLE <b>7</b> - <b>P</b>	PROJECTED REVENUE AND R/C RATIOS	64	Fig	URE <b>6</b> -	Marketing and Communications Strategic	
		SUMMARY OF OPERATING COSTS*	65	_	<b>-</b>	FRAMEWORK	51
		SUMMARY OF CAPITAL COSTS	66			IMPLEMENTATION ROADMAP 2023-24	72
TAI	BLE 10 -	TRANSIT INVESTMENT COMPARISON OF HIG	GHER	FiG	URE <b>8</b> -	IMPLEMENTATION ROADMAP 2025-27	73
		ORDER TRANSIT PROJECTS IN THE GTHA	69				



Page	91	of	440
------	----	----	-----

# 1 INTRODUCTION

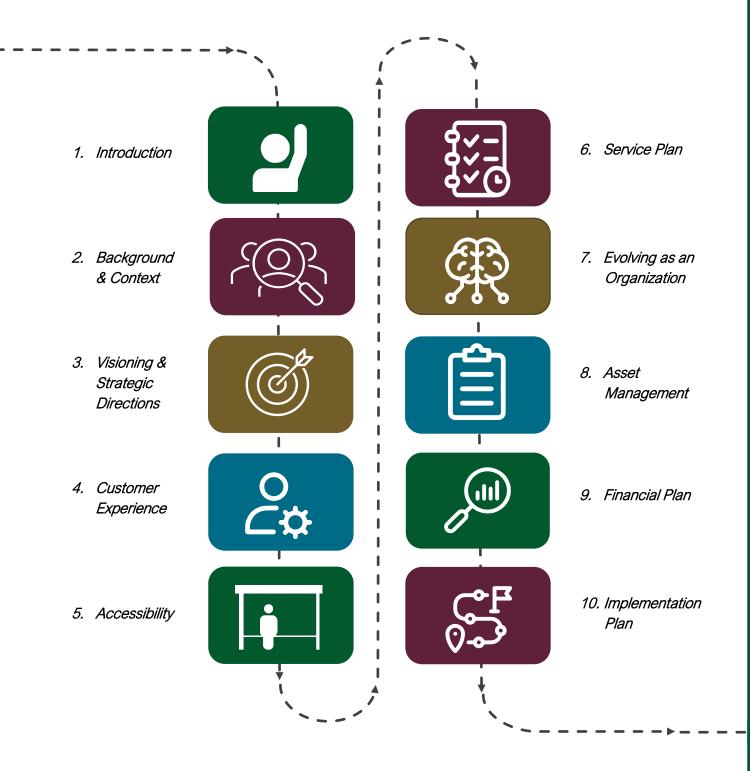
The City of Brampton and Brampton Transit have focused significant effort and capital investment over the past decade to improve transit and implement new ideas. This has included expanding existing service, connecting new routes, implementing new technologies, becoming more accessible, and advancing the transition to a zero-tailpipe emissions bus fleet. The successes of these efforts and investments have led to continually increasing ridership, surpassing all expectations of the 2015 Transportation Master Plan (TMP).

Brampton Transit's Five-Year Business Plan represents the foundation on which these successes are built. Where the TMP is a visionary document that outlines broad, large-scale objectives over more than twenty years, the Business Plan deconstructs these objectives by addressing them in five-year segments to prioritize efforts, set expectations and advance toward the vision.

This document represents a summary of the new 2023-2027 Brampton Transit Business Plan. It strives to direct Brampton Transit over the next five years to not only continue to build on the exemplary successes and growth experienced over the previous decade, but to also respond to – and rebuild from – the COVID-19 pandemic. Key themes that this Business Plan addresses include responding to significant ridership growth, readying for electrification, increasing system efficiency, right-sizing administration, and setting the course for Brampton Transit for the next five years and beyond.

# 1.1 DOCUMENT STRUCTURE

This report presents a summary of the 2023-2027 Brampton Transit Business Plan, with sections focused on:





# 2 BACKGROUND

Brampton Transit produces a Business Plan every five years. This summary document considers the 2023-2027 timeframe. The plan integrates Brampton's 2040 Vision, industry trends, the city's Term of Council Priorities, and customers' expectations.

Notable to this plan, Brampton has recently initiated, or is in the process of planning: the Phase I zero-tailpipe emission battery electric bus trial, the extension of the Hazel McCallion LRT line, a 3<sup>rd</sup> transit facility, the introduction of the Queen St – Highway 7 BRT, and new Züm routes.

This 2023-2027 Business Plan is designed to be a forward-facing document and responds to societal and technological changes and advancements that transpired over the previous period. The plan explores how the network integrates with neighbouring municipalities.

As well, this plan considers the significant impact that the COVID-19 pandemic has had on transit agencies across the world – decreased ridership, service levels, and revenues – and reflect on Brampton Transit's responsiveness and continued recovery. As such, this Business Plan is the first to be developed in, and also respond to, the COVID-19 era. While the pandemic continues to persist into 2023, the Business Plan considers COVID-19 recovery, the effects of the pandemic on Brampton Transit, and responding to the changing and evolving needs of society in a peri- and post-COVID world. This includes economic impacts that affect Brampton Transit and the provision of services (i.e., the resultant supply issues that have yet to be remediated and increased prices as a result).

Despite heavy impacts to the previous Business Plan's goals and objectives, Brampton's pandemic response is not the only focus of the 2023-2027 Business Plan. As a forward-facing document, it seeks to grow beyond the temporary disruption of COVID-19 to enable efficient growth to meet the City's transit goals and circumstances, including unprecedented ridership growth both before and during the pandemic. This massive ridership growth, coupled with the City's inspirational vision for a more sustainable and vibrant future in which transit plays a more prominent role, requires sound and achievable transit goals and objectives that not only meet current needs, but also anticipated future needs of an evolving community.

# 2.1 REFLECTING ON THE PREVIOUS BUSINESS PLANS

The 2023-2027 Brampton Transit Business Plan builds on the foundation of the 2018-2022 Business Plan, with redeveloped strategic directions that respond to both external changes and the prior successes of previous Business Plans.

The focus of previous Business Plans has varied. The 2013-2017 Brampton Transit Business Plan was focused on growth, largely due to the expansion of the Züm network and corresponding service increases required to support these corridors and expand to growing areas. The result of this investment was significant ridership growth between 2012 and 2016, which exceeded the rate of population growth. The 2018-2022 Brampton Transit Business Plan responded to and continued this growth as well as focused on implementing a new vision and new strategic directions.

The overarching goals and objectives of the Business Plan are connected and aligned with broader City plans, such as the official Brampton Plan and the Transportation Master Plan, as well as the Brampton Transit strategic directions developed as part of this 2023-2027 Business Plan. This plan builds on the achievements of the previous 2018-2022 Business Plan and adjusts for the changing operating context (e.g., COVID-19 impacts).

The 2018-2022 Business Plan set a good foundation for the 2023-2027 Business Plan, though parts of the plan were impacted and ultimately delayed by the COVID-19 pandemic. In addition to delaying certain projects, COVID-19 also impacted travel patterns and disrupted ridership projections. The 2023-2027 plan therefore leverages the previous Business Plan while acknowledging that not all planned changes and projections are still relevant.

# 2.2 2018-2022 KEY MILESTONES

# AND ACHIEVEMENTS

Despite the challenging period for transit agencies across the globe due to the COVID-19 pandemic, Brampton Transit has, over the past five years, been working toward accomplishing the strategies, goals and objectives set out in the previous 2018-2022 Business Plan. While COVID-19 has impeded or temporarily delayed select goals and objectives outlined for the latter half of the plan (2020 onward), Brampton Transit has experienced significant success over the five-year period:

# COVID-19 PANDEMIC RESPONSE & RECOVERY

The pandemic affected transit agencies across the globe, with many temporarily suspending service altogether. Brampton Transit has been able to navigate the impacts of the pandemic by providing continued daily service but operating reduced service levels across the network due to multiple factors, including:

- Reduced levels of ridership due to physical distancing limitations, changing work arrangements (i.e., telecommuting), and the public's perception of crowded spaces during this time
- COVID-19 safety measures (i.e., physical distancing, mask protocol, etc.)
- Organizational resource constraints

Despite the challenges, Brampton Transit has recovered its ridership far more quickly than most peer agencies. June 2022 marked the agency's recovery to 100% of pre-pandemic ridership levels despite service levels operating at 90% capacity; and ridership has continued to increase since.

TABLE 1 - ANNUAL RIDERSHIP 2019-2022

RIDERSHIP	2019	2020	2021	2022
TOTAL	31,914,291	18,098,238	19,423,009	31,314,940



# **EMERGING TECHNOLOGY IMPLEMENTATION**

Brampton Transit endeavours to be responsive to the needs of the community. Brampton Transit has continued to invest in new and advanced technologies to improve the customer experience, support better operations, and reduce Brampton Transit's environmental footprint.

For example, in addition to the BEB trial noted above, Brampton Transit has developed a strategy for an on-demand transit trial program.

# IMPROVING SERVICE COVERAGE TO NEW GROWTH AREAS

Brampton Transit focused on improving service coverage to new growth areas pre-COVID-19, during the earlier years of the plan (2018-2020). "New growth areas" are just that – areas of new development (residential or commercial).

Service is provided to areas of new residential or commercial development and employment lands as soon as is operationally feasible, in order to provide travel options as the area matures and help encourage transit usage in and to new areas as they continue to develop. Brampton Transit continues to improve service across the city – including new growth areas – despite service levels being temporarily reduced due to the pandemic.



# **ELECTRIFYING THE FLEET**

Brampton Transit is leading the industry through its electric bus trials and maintenance program. In May 2021, Battery Electric Buses (BEBs) went into service as Brampton Transit launched a zero-tailpipe emissions battery electric bus (BEB) trial and continue to use BEBs to provide transit service in 2023. The trial was the first phase of Brampton Transit's broader vision to transition to a zero-tailpipe emission fleet.

In 2022, Brampton secured a significant federal financing arrangement to manage the higher cost of BEBs. As a result, planning for additional electric infrastructure upgrades and battery electric bus fleet plan is already underway (with up to 450 BEBs secured by the end of 2027).

# CONTINUED GROWTH OF ZÜM CORRIDORS

Brampton Transit service benefited from steady growth of the Züm network during the 2018-2022 Business Plan which included Züm Airport Road connecting to Malton GO Station in 2018 and to Viscount Station at Pearson Airport in the Fall of 2022. As well, service improvements were implemented on the Chinguacousy Corridor, including on express Route 104 to build corridor capacity and grow ridership in advance of the planned launch of Züm Chinguacousy in 2024.

While the expansion of new Züm network lines was temporarily delayed due to the COVID-19 pandemic, critical infrastructure planning took place during 2018-2022. As a result, Brampton Transit is ready to move forward with new Züm expansions in the early stages of this 2023-2027 service plan.

# 2.3 REGIONAL CONTEXT

Transportation in and around Brampton is deeply integrated with its neighbours in the Greater Toronto and Hamilton Area. For Brampton Transit this manifests as significant service demand to regional GO Transit stations and routes that run to Mississauga, Toronto, Vaughan, and Caledon.

The regional context will continue to impact Brampton Transit in the form of higher order transit projects and high growth anticipated within and outside of Brampton's boundaries. This includes advancing large transit projects: two Light Rail Transit (LRT) routes (Hazel McCallion and Finch West) and expansion of GO trains to two-way, all-day service along the Kitchener GO corridor. These projects will enhance regional travel for Brampton residents as well as bring in new riders to Brampton Transit. Brampton Transit services will need to respond to these additional higher order regional services through changes to the local network and additional service to meet increased ridership.

Further employment and residential growth is anticipated at or near Brampton boundaries. An important challenge to be addressed in this service plan and the annual service plans is to identify the new demand this will create and how to efficiently provide transit service to those areas, including how to best leverage service and fare integration opportunities with our partner agencies.

Two other key higher order transit projects are in the planning stages and will be vital to meet both Brampton's and the region's long-term goals. This includes the extension of the Hazel McCallion LRT into downtown Brampton and the Queen St – Highway 7 BRT. While Brampton continues to support and advocate for these projects, federal and provincial investment is needed to build these critical pieces of transportation infrastructure. Even though both of these initiatives are presently envisioned to be operationalized beyond the span of the 2023-2027 Business Plan, should one be advanced, the relevant impacts will be incorporated into the annual service plan for that specific year.

# 2.4 COVID-19 IMPLICATIONS

The operating context for Brampton Transit presently and in the next five years will be different from the previous five years, primarily but not wholly due to the COVID-19 pandemic. When the COVID-19 pandemic first hit, it significantly reduced ridership and altered the operations of transit (e.g., additional cleaning, limited capacity). As society begins to reset itself in a post-pandemic environment, significant and long-lasting changes to travel demand and travel patterns are anticipated. Transit agencies across the country are looking to answer questions as it relates to the pandemic. These include:

- Who is travelling? Is it different now than pre-COVID?
- When are they travelling?
- Have travel patterns changed?
- What kind of trips customers taking (i.e., employment/commuting, pleasure, etc.)?

In employment, for example, not all "9-to-5" employees are expected to return to commuting due to teleworking and hybrid work environments, while industrial shift workers may increase. COVID-19 has also shifted customer perspectives and expectations around traveller information, cleanliness, and crowding levels.

Moving forward, COVID-19 has highlighted the need and desire for previously underutilized technologies. On-demand transit, for example, emerged in the public transit industry as a means of addressing areas with low ridership and dispersed populations. With respect to COVID-19, however, it becomes a tool to address areas experiencing diminished ridership or the desire of customers to limit close-quarter interactions (i.e., fewer people wanting to be in crowded places).

The pandemic has also directly impacted Brampton Transit's organizational capacity and service provision. Front-line resources were directly impacted by COVID-19, exacerbating challenges around absenteeism. Supply chain issues and inflation continue to impact costs and expenditures for numerous sectors and industries across Canada and the globe. The resultant impact on Brampton Transit includes operating in an economically depressed environment that has lingering impact on operational and new capital costs.



# 3 VISION & GOALS

# "CONNECTING YOU TO EVERYDAY"

# 3.1 VISION

Based on its continued relevance, the existing Brampton Transit vision of "Connecting you to everyday" remains. This vision reflects the customer-focused responsiveness of Brampton Transit and its everyday importance for residents, employees, and visitors. This especially reflects the constancy of Brampton Transit throughout the COVID-19 pandemic and a changing environment and context.

# 3.2 NEW STRATEGIC DIRECTIONS

Strategic directions aligned with the vision provide more specific guidance for Brampton Transit over the next five years. These directions are expanded in the following sections, and they are all supported by effective communication of the value of transit (to funding partners, non-transit audiences, and other constituencies). Figure 1, below, relays the strategic directions for the 2023-2027 Business Plan.



FIGURE 1 - 2023-2027 BUSINESS PLAN STRATEGIC DIRECTIONS

# O1 MEETING THE NEEDS OF THE EVOLVING COMMUNITY

Meeting the Needs of the Evolving Community focuses on the broader Brampton community and meeting its diverse needs as the city continues to grow and change. As part of this strategic direction, Brampton Transit will:

- Continue to meet the challenges presented by COVID-19 and take opportunities to renew and improve transit for the community.
- Consider how COVID-19 has changed the employment characteristics of the city and adjust transit to meet new commute travel patterns.
- Build upon the understanding of Brampton's population diversity to better anticipate and respond to changing transportation needs.
- Continue to respond to the growth of the city, while also taking the opportunity to have transit and transportation shape that growth.
   This includes leveraging existing guidance within the Transportation Master Plan and Vision 2040.
- Plan transit in collaboration with new development in a mutually beneficial way to increase the city's access to transit in transitoriented development (TOD).
- Be active in the broader community and be known for community involvement and providing value for Brampton residents.

Smart and Sustainable Innovation focuses on leveraging technology to support sustainability and growth of Brampton Transit as an organization. As part of this strategic direction, Brampton Transit will:

- Continue its electrification efforts to meet its goal of a fully electric fleet. This includes significant infrastructure planning and implementation work.
- 2. Launch new **on-demand transit** services to improve service coverage and meet residents' diverse needs.
- Continue to improve organizational readiness, flexibility, and efficacy to maximize the benefit of taking on innovative ideas and technologies.
- Be selective about new technology and better integrate technologies into existing processes.
- Leverage big data to make data-informed decisions that improve the customer experience (e.g., route frequency based on full buses).
- 6. Review and select **fare technology** that aligns with fare policies and Vision 2040.
- Consider mobility in a holistic way as
   integrated mobility options. This includes
   exploring technology solutions (e.g., Mobility
   as a Service) and better integration with
   active transit.





Maximizing the Customer Experience includes various factors that can improve the customer experience. As part of this strategic direction, Brampton Transit will:

- Work to keep transit safe and secure at all times for riders and employees. This includes promoting public perceptions of safety by building off the success of the <u>award-winning</u> public awareness program, <u>See Something</u>. <u>Hear Something</u>, <u>Say Something</u>.
- Pursue universal accessibility by meeting and exceeding all applicable accessibility standards.
- 3. Maximize **transit reliability** so that riders can confidently rely on Brampton Transit.
- Maximize rider comfort. This includes comfortable amenities like shelters, and improved access to important service information.
- 5. Plan and deliver **fast and frequent** service so that riders can be assured that transit is a fast transportation option with frequent service.
- 6. Review and revise **fare policy** that aligns with Vision 2040.
- 7. Improve riders' access to information about transit, including trip planning and real-time service information.

Collaborations and Partnerships to Improve Service and Organizational Effectiveness considers the importance of collaboration and partnership in having a more successful and effective agency. As part of this strategic direction, Brampton Transit will:

- Continue to collaborate with peer agencies on fare and service integration in consideration of Brampton residents that use transit across the GTHA and visitors riding with Brampton Transit.
- Explore opportunities to partner with an Energy-as-a-Service provider to support Brampton Transit's electrification journey.
- Develop and strengthen the connection to the city and the region to integrate transit improvements with land use, planning, and economic development.
- Continue to foster a diverse and engaged workforce so that employees reflect the city's diversity, a passion for transit, and pride for their work and valuable contributions.
- Continue to engage the community and stakeholders to share the value of transit through a variety of engagement initiatives.
- Enter non-transit partnerships (collaboration with local organizations that are not transitfocused) to find mutually beneficial initiatives and collaborations.
- 7. Explore opportunities for **revenue sharing** through partnerships and collaborations.





# 4 CUSTOMER EXPERIENCE

## 4.1 IMPROVING THE CUSTOMER EXPERIENCE

It is important to recognize the recent advancements Brampton Transit has made towards improving the customer experience and to build momentum as Brampton Transit refocuses its efforts and priorities. Key priorities, actions, and progress from the 2018-2022 Business Plan were:

- 1. Allowing Passengers to Know What Is Going On
- 2. Assisting with Communication Link
- 3. Transit Signal Priority Features
- 4. Trip Planning in a Multi-lingual Community
- 5. Enhancing Customer Service for Staff

These five key priorities have been advanced over the five-year life cycle of the previous Business Plan, having leveraged technology to provide real-time service information through the TripLinx app, provide free Wi-Fi at Brampton Transit Terminals, equip new buses with signal priority features (which also helps improve on-time performance), and improve data reliability.

The 2023-2027 Business Plan seeks to build on this platform of priorities where applicable but understands that customer priorities have changed over the last five years due to growth within the City of Brampton, changing travel patterns, and the COVID-19 pandemic. Therefore, opportunities were identified that inform a new Customer Experience Framework for the 2023-2027 Business Plan that responds to the current needs of the community.

The opportunities that inform the Customer Experience Framework are derived from previously identified "pain points" in the customer experience. "Pain points" is an industry term used to denote areas or experiences that hinder or detract from the overall customer experience. The following are the identified key "pain points" which have informed the areas of focus for improving the customer experience at Brampton Transit:

- Customers largely feel that there either aren't enough buses, that the buses are overcrowded, or that service is not frequent enough;
- Hours of service may not align to employment or business needs;
- Availability of real-time schedules and updates; and
- Interactions with customer service agents/call centre agents.

It should be noted that some progress has already been made to address the last two pain points, which should be reflected in a planned upcoming customer satisfaction survey.

## 4.2 CUSTOMER EXPERIENCE STRATEGY FRAMEWORK

To categorize the recommendations contained in the Customer Experience Strategy, a framework was developed that aligns with the Strategic Direction 'Maximizing the Customer Experience' component, and each component of the framework contains a set of recommendations related to the component. Figure 2, below, depicts the overarching Customer Experience Strategy Framework:



FIGURE 2 - CUSTOMER EXPERIENCE FRAMEWORK

#### RESPONSIVENESS

The "Responsiveness" part of the Customer Experience Strategy Framework focuses on ways that Brampton Transit should continue to use data and customer and community feedback to maximize the customer experience, which is a strategic direction. Recommendations related to responsiveness are focused on the formalization of data and analytic strategies, as well as the implementation of internal technologies in order to better use information to share, anticipate, and respond to user needs.

## **ACCESS TO INFORMATION**

The "Access to Information" section of the Customer Experience Strategy Framework provides recommendations to guide Brampton Transit's continual dissemination of information and customers' ability to seamlessly access this information, as well as internal stakeholders ease of access to pertinent information. Access to Information recommendations target communication channels (e.g., social media) for the purposes of increasing their presence and streamlining information through dedicated channels for real-time service alerts and general marketing or communications.



## COMFORT AND RELIABILITY

Within the Customer Experience Strategy Framework, "Comfort and Reliability" is geared toward ensuring that customers continue to find Brampton Transit a reliable service, while finding the comforts needed for a friendly trip that meets their needs. Comfort and Reliability recommendations include the need for on-time performance monitoring, expanding the use of technology on and across Brampton Transit's fleet of buses, using data to make informed decisions, and developing partnerships to better disseminate relevant data and information to customers.

## SAFETY AND SECURITY

"Safety and Security" represents the last pillar of the Customer Experience Framework. As the name implies, it focuses on perceptions and feelings of safety while using Brampton Transit at all times for both customers and employees, as well as feeling secure on buses, at stops, and in terminals. Safety and Security is similarly focused on universal accessibility. Recommendations under Safety and Security are aimed at inventorying service offerings and programs to inform future decision-making and to increase the awareness of offerings by increasing marketing efforts.





# 5 ACCESSIBILITY

Brampton Transit's commitment to provide a fully accessible conventional transit service is driven by its efforts to improve accessibility on multiple elements of the customer experience. Brampton Transit's goal is to provide a service that is accessible and barrier-free. A separate Accessibility working paper was developed that summarizes the Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards (IASR) (Ontario Regulation 191/11) (AODA) requirements, transit specific accessibility commitments made by the City of Brampton, current state of transit accessibility and the recommendations towards improving system accessibility going forward.

Brampton Transit, through the City of Brampton has been successful and diligent at achieving and maintaining full AODA compliance. Through an Accessibility Audit conducted by the City in 2021, two key transit-related areas of improvements were identified where the City and Brampton Transit can improve further alignment with AODA requirements:

- Accessibility Advisory Committees (AAC) Members: A majority of the members of the committee shall be persons with disabilities. (AODA 2005, c. 11, s. 29 (3)).
  - The City of Brampton has plans to address this gap with updated 2023 Terms of Reference for the committee.
- Maintenance of accessible elements: Ensure that multi-year accessibility plans include procedures for preventative and emergency maintenance of the accessible elements in public spaces as required under this Part. AODA IASR Reg. 191/11 s. 80 (44-1).
  - The City of Brampton is in the process of updating its MAP to include preventative and emergency maintenance procedures.

Through the project team's review, one additional area where Brampton Transit can improve its alignment with the AODA was identified:

Accessibility plans, conventional transportation services: Every conventional transportation service provider shall annually hold at least one public meeting involving persons with disabilities to ensure that they have an opportunity to participate in a review of the accessibility plan and that they are given the opportunity to provide feedback on the accessibility plan. (AODA IASR Reg. 191/11 s. 41(2)).<sup>1</sup>

<sup>&</sup>lt;sup>1</sup> At present, Brampton Transit provides an annual update to the City's Accessible Advisory Committee which the City has deemed to be in compliance with the AODA. From a best practices perspective, broader engagement is recommended, which could be undertaken in collaboration across City departments.

- Currently, Brampton Transit meets its obligations through the working paper undertaken as part of the Business Planning process. Furthermore, Brampton Transit meets with the AAC on an annual basis to present on accessibility initiatives and updates.
- As part of the next Business Plan, Brampton Transit plans to develop a more comprehensive Multi-Year Accessibility Plan. This would incorporate expanded engagement activities to further understand system barriers faced from a broad cross-section of customers.

Brampton Transit has made strides in improving the accessibility of its services over the years. Key achievements include making the fleet 100% accessible, achieving AODA accessibility at 85% of transit stops, obtaining Rick Hansen Foundation Accessibility Certification for two existing transit facilities and implementing customer communication channels to communicate accessibility features. Brampton Transit can further improve accessibility and provide a barrier-free transit experience by having a better understanding of the needs of its customers with disabilities, and to use that understanding to address system barriers. To achieve this, the following recommendations were made in the working paper:

- Understand customer needs: Design and conduct public consultations and perform assessments to better understand the barriers faced by people with disabilities using transit.
- Continue to prioritize transit stops for improvement: Continue to update the transit stop database, with information on all accessibility features as well as ridership demand at the stops. This will accurately inform staff on which stop improvements to prioritize.
- Continue to improve customer communication: Launch a campaign<sup>2</sup> and leverage social media to broadly communicate system accessibility features.
- Update transit stop infrastructure guidelines: Review and update the accessibility section of
  the Transit Infrastructure Design guidelines to ensure continued compliance and
  consistency with universal accessibility design principles and AODA / City of Brampton
  requirements and include additional accessibility features that address identified customer
  challenges.

Brampton Transit is committed to making accessibility a key part of its services. Achieving accessibility is an ongoing process that improves with better understanding of barriers as well as innovations in technology. To provide universal accessibility in services, accessibility must continue to be considered into the culture and processes of an organization. The recommendations set forth in the Accessibility working paper will support Brampton Transit to continue to remove barriers and make transit accessible to all.

<sup>&</sup>lt;sup>2</sup> Campaigns can involve promotions similar to those done for priority seating, where accessibility improvements were advertised on buses and shelters. This can be done through posters or banners on side of buses and shelters, messaging on IVR systems, banner on website and social media posts highlighting accessibility features.



# 6 SERVICE PLAN

## 6.1 Brampton TMP & Service Investment Targets

The City of Brampton's Transportation Master Plan (TMP), last updated in 2015, provides the principal guidance to the Business Plan on service investment targets. For 2031, the TMP sets out a mode share target of 16% for local public transit<sup>3</sup> and recommends delivering 2.9M annual service hours. The Business Plan considered updated projections to account for slower population and employment growth and higher ridership growth, as well as more concentrated development. As a result, the Business Plan accounts for 2.3M annual service hours which is projected to be sufficient to achieve the 16% local transit mode share by 2031.

The 2023-27 Service Plan has been developed to grow sufficiently to achieve these revised measures while also considering current constraints including garage capacity, staffing, administrative capacity and the availability of supporting tools.

The result is that growth in service hours in the next plan, specifically between 2028-2031, will likely need to be a little faster than during the 2023-2027 period to achieve the TMP mode share target. The annual service hour growth target is 5.5% during the 2023-2027 plan and anticipated to be 7-9% after the plan. The 5.5% annual growth target will fluctuate on an annual basis according to immediate needs and the timing of various service requirements and will be subject to the City's annual budget approval process.

## 6.2 SERVICE OBJECTIVES

Targeted service changes and improvements are directed by Service Objectives (and Service Guidelines, discussed in 6.3). The Service Objectives follow from the Business Plan's Strategic Directions (see Section 3) and are intended to guide decision-making on service provision and the planning process. The objectives are connected to the strategic directions, shown as follows:

<sup>&</sup>lt;sup>3</sup> The TMP mode share target of 16% for local public transit by 2031 is dependent on the implementation of two higher-order transit projects within the City of Brampton (Hazel McCallion Line LRT and the Queen Street BRT).

## MEETING THE TRANSIT NEEDS OF THE EVOLVING COMMUNITY

## CONTINUE TMP GUIDANCE AND COLLABORATION FOR NETWORK RESTRUCTURE

- The 2023-2027 Business Plan follows the direction set out in the 2015 TMP
- Inform subsequent updates to the TMP through on-going coordination to ensure strategic alignment

#### MATCH SERVICE TO DEMAND TO GROW RIDERSHIP MOST EFFECTIVELY

- Targeted changes and adjustments to service levels across the network
- Better grow ridership by matching service levels to levels of demand

#### UNDERSTAND AND ADAPT TO CHANGING TRAVEL PATTERNS

- COVID-19 significantly changed travel patterns; patterns are expected to evolve
- Adapting service to meet these evolving patterns is important to Brampton Transit's success

#### ENSURE EQUITABLE SERVICE PROVISION

- Equity-focused service planning is increasingly important and a desired area of focus
- Identify equity-deserving groups, how service changes affect them, and prioritize quality changes

#### **CONDUCT MORE DETAILED TRAVEL MARKET ANALYSIS**

- More resources should be directed toward better understanding of customer transit needs
- Enhancing data and analytics capacity will be key to a more efficient Brampton Transit

#### PROVIDE BETTER CONNECTIONS BETWEEN ORIGINS AND DESTINATIONS

- Door-to-door passenger travel times are an important feature of the customer experience
- Network design should consider minimizing travel times connecting major origins and destinations

#### ESTABLISH TRANSIT EARLY FOR NEW DEVELOPMENT

- Introducing transit early in new development areas helps establish a viable transportation option
- Where conventional service is not yet viable, alternative service methods should be considered

### FOCUS INVESTMENT IN OFF-PEAK PERIODS AND WORK TOWARDS 24/7 SERVICE

- Service demand in off-peak periods have increased as a result of the pandemic
- Focusing service investment in off-peak periods will better service equity-deserving groups

## SMART AND SUSTAINABLE INNOVATION

#### USE ON-DEMAND TRANSIT TO PROVIDE EXPANDED SERVICE SPAN AND COVERAGE

- On-demand transit can complement fixed-route service to expand service span and coverage
- Appropriate contexts should be explored to understand areas where fixed-route service does not work well, such as areas of low or dispersed ridership

#### MAXIMIZING THE CUSTOMER EXPERIENCE

#### ADDRESS EXISTING AND EMERGING CUSTOMER EXPERIENCE PRIORITIES

- Better understand, as well as meet, the needs of the customer
- Address current experience priorities such as crowding, reliability, passenger facilities

# COLLABORATIONS AND PARTNERSHIPS TO IMPROVE SERVICE AND ORGANIZATIONAL EFFECTIVENESS

#### ENHANCE REGIONAL CONNECTIVITY

- Over 1/3 of Brampton's routes cross the municipal boundary
- There are opportunities for Brampton to build upon existing cross-boundary services

## UNDERSTAND COMMUNITY BENEFITS OF REGIONAL VERSUS LOCAL CONNECTIONS

- Benefits of regional service differs from local services and should be explored
- Clear guidelines should be developed when Brampton will provide cross-boundary service

## 6.3 SERVICE GUIDELINES

Previous business plans presented "Service Standards" for which Brampton Transit was responsible for achieving and maintaining. Service standards, however, can restrict an organization's ability to adapt, which is particularly critical within current societal context, not to mention the wake of the COVID-19 pandemic. Therefore, this 2023-2027 Business Plan has evolved to using the term "Service Guidelines" to reflect the flexible direction with which they are intended for use.

The Service Guidelines build on the foundation of the previous Service Standards, altering them as appropriate to react to the current and anticipated future context within the City of Brampton. This section highlights all changes made to the previous Service Standards to create the new 2023-2027 Service Guidelines.

These changes relate to Route Class, System Proximity, Service Levels, Stop Amenity Guidelines, Passenger Comfort, System Utilization, and System Reliability. Previous Service Standards that are not listed for change conform to peer and industry standards and do not warrant an update at this time. The following Table 2 is a summary of the anticipated changes and affected Service Guidelines.

TABLE 2 - SERVICE GUIDELINE CHANGES

Affected Service Guidelines	Anticipated Changes		
Route Class	<ul> <li>Introduce two new route classes:         <ul> <li>Night Route class</li> <li>Employer Shuttle class</li> </ul> </li> </ul>		
System Proximity	<ul> <li>Increase two different coverage targets of population and employees within walking distance to:         <ul> <li>Transit (400m), from 80% to 90%</li> <li>Base grid/Züm stop (800m), from 85% to 90%</li> </ul> </li> </ul>		
Service Levels	Improve minimum service frequencies for weekday BRTs and develop guidelines for the Night Route class		
Introduce Stop Amenities Guidelines	Introduce guidelines to have more boardings at stops with shelters and be more proactive with stop amenity allocations		
Passenger Comfort	<ul> <li>Add guidelines for when passenger load thresholds are consistently being exceeded.</li> </ul>		
System Utilization	<ul> <li>Introduce criteria that would trigger a review for on-demand service</li> <li>Further introduce changes to:         <ul> <li>Route performance guidelines</li> <li>Minimum performance guidelines for on-demand transit</li> </ul> </li> </ul>		

Additional details can be found in the 2023-2027 Service Guidelines document (Appendix A).

## 6.4 2023-2027 RECOMMENDED CHANGES

Over the course of this 2023-2027 Service Plan, Brampton Transit envisions a series of changes that will both reallocate and expand transit service so that Brampton residents will be better served. The changes are largely derived from, and align with, both the Service Objectives and the Service Guidelines introduced above.

These planned improvements will see modifications of the network in the western, northern, and southern regions of the city to serve new growth areas; adapt service to regional higher-order transit changes; address full-load capacity issues; meet system utilization guidelines, expand the Züm network; and introduce new services to mitigate gaps in the network including nighttime and on-demand services. Areas under consideration for changes are depicted in Figure 3 below:

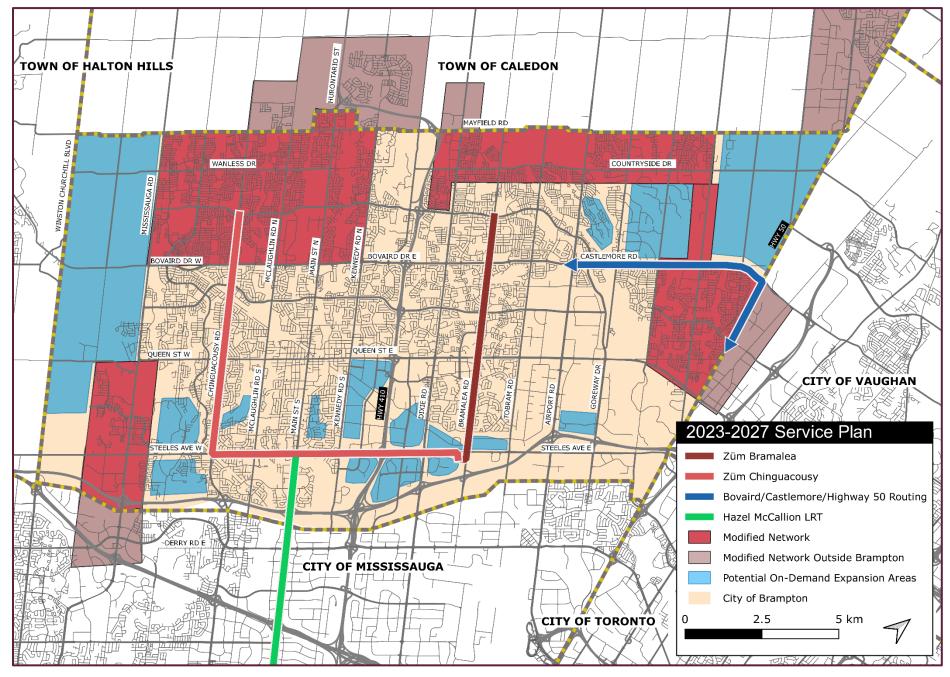


FIGURE 3 - 2023-2027 SERVICE PLAN NETWORK CHANGES

## PLANNED IMPROVEMENTS

#### 1. ADDRESS OVERCROWDING

Reducing the number of overcrowded buses is a key short-term priority for Brampton Transit. Changes in travel patterns and ridership growth without the ability to implement service growth has led to an increasing number of full buses and generally overcrowded conditions further exacerbated due to the ongoing effects of the pandemic on resources.

#### 2. IMPLEMENT ZÜM CHINGUACOUSY

Züm Chinguacousy (Route 504), planned to be introduced in late 2024 and coinciding with the opening of the Hazel McCallion Line LRT, connecting Sandalwood Parkway to Bramalea GO Station, via Sheridan College and Gateway Terminal.

#### 3. IMPLEMENT ZÜM BRAMALEA

Planned for a 2026 launch to coincide with the GO service enhancement to effectively capture benefits from the 2-way GO service and to meet the expected growth in ridership. The new Züm route would also play an important part to enhance connectivity to the Kitchener Line from north and northeast Brampton.

#### 4. CONTINUE TO EXPAND ZÜM SERVICE TO PEARSON AIRPORT

Route 505A service to Pearson Airport will be enhanced through both service span extension and frequency improvements in the 2023-2027 period, based on demand and available resources.

# 5. ADJUST FREQUENCIES AND EXTEND SERVICE SPANS TO MEET SYSTEM UTILIZATION GUIDELINES

Service investment will allow Brampton to effectively keep pace with continued growth, grow ridership, adapt to changing travel patterns and provide more equitable service. The specifics of where and how this investment will be implemented will be determined through the annual service plan process.

# 6. SERVICE MODIFICATIONS IN PREPARATION FOR REGIONAL HIGHER-ORDER TRANSIT PROJECTS

Introduction of two-way all-day GO service, Finch West LRT and Hazel McCallion LRT will increase ridership for Brampton Transit and require changes in the Brampton Transit network to optimize service provision.

#### 7. ADAPT TO CHANGES IN RUNNING TIME

Continued increases in both traffic congestion and ridership will act to increase route running times. On-time performance standards will help maintain service quality. The specific routes impacted will be identified through on-going on-time performance monitoring and associated changes.

#### 8. Provide Contingency Funding for Detours

Contingency funding has been allocated to maintain service quality impacted by longterm detours and road construction.

#### 9. INTRODUCE NIGHT NETWORK

Brampton Transit will incrementally implement a night network, aiming toward full overnight service. Starting in 2026, the night network will be introduced with a base route structure and level of service. The night network will be gradually implemented, with service spans extended to provide 24/7 service by the end of 2027.

#### 10. EXTEND SERVICE SPANS ON ROUTES WHERE DEMAND WARRANTS

Focusing more investment into off-peak periods, which includes extending service span during days of current operation but also introducing service on select routes during days with no service, such as Saturday or Sunday.

# 11. EXPAND ON-DEMAND TRANSIT SERVICE TO PROVIDE GREATER COVERAGE DURING ALL TIME PERIODS

An on-demand trial program will be launched in 2023. On-demand service may also be used to fill in coverage gaps within the service area during all time periods. Areas that could be considered for on-demand service area are shown in Figure 3.

#### 12. INTRODUCE EMPLOYER SHUTTLES

Employer shuttles provide Brampton Transit with an opportunity to connect transit users and residents with large employers in harder to serve areas and at time periods with lower demand.

#### 13. MEETING MINIMUM LEVELS OF SERVICE GUIDELINES

Routes connecting to Züm services and other higher-order services require an augmented frequency to establish better all-day service quality that meets updated Service Guidelines.

#### 14. NETWORK MODIFICATIONS

Brampton Transit will review and redesign areas of its network, with a focus on the northwest, southwest, and northeast areas of the city. The majority of these modifications are planned to be implemented in the first half of this Business Plan to better connect to new growth areas and higher-order transit, as shown in Figure 3.

## ANTICIPATED NETWORK MODIFICATIONS 2023-2027

Select areas of the city will have their network modified to provide enhanced efficiency and better connection opportunities to new growth areas and higher-order transit. These areas are anticipated to be the northeast, northwest, and southwest areas of the city, as shown in Figure 3.

The specifics of all service changes will be determined through targeted network studies of the area with further study and public engagement being required to determine exact service changes.

Objectives of the network changes are focused on:

- Enhancing connectivity
- Improving matching service to demand
- Extending services where appropriate
- Reducing service duplication
- Minimizing looping, branching, and indirect services
- Utilizing on-demand to better fill service coverage
- Adjusting service for new Züm routes

#### MODIFY NETWORK IN NORTHEAST

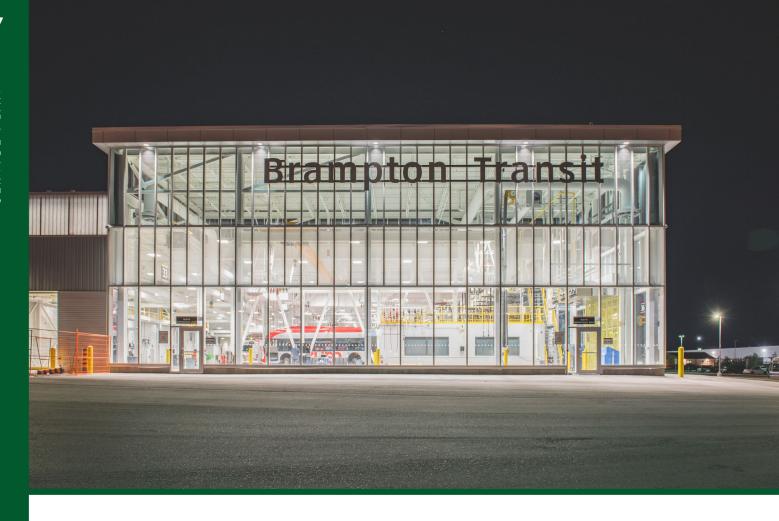
The northeast portion of the City of Brampton and bordering area have experienced numerous recent and upcoming developments. This includes all municipal boundary areas between Highway 410 at Mayfield Road in the northwest and Queen Street at Highway 50 in the northeast. These developments require a network review and redesign of the area to optimally provide new service coverage.

#### 2. Modify Network in Northwest

Coinciding with Züm Chinguacousy and the opening of the Hazel McCallion Line LRT (anticipated for late 2024), fixed-route services in the northwest will be modified to better address new growth in the area and provide improved connection to the new Züm route. As with the northeast modifications, further study and public engagement are required to determine exact service changes.

#### 3. Modify Network in Southwest

Southwest route modifications will be less significant than in the northeast and northwest but are also mainly intended to better integrate the network into new growth areas with focus on employment lands in and around the Steeles Corridor. Further study and public engagement are required to determine exact service changes.



## PLANNING CONSIDERATIONS

Several supplementary planning studies could be undertaken to potentially improve service efficiency and the quality of the transit experience for passengers. These planning studies listed below could be undertaken over the next five years and help inform further initiatives and include:

- 1. PEDESTRIAN ACCESS STUDY
- 2. TRANSIT PRIORITY STUDY/PLAN
- 3. HEADWAY MANAGEMENT STUDY
- 4. ADDITIONAL SERVICE OPTIMIZATION STUDIES

## 6.5 Annual Service Plan Development

The annual service plans highlight service initiatives and their investment implications throughout the 2023-2027 period. Each annual service plan is summarized in chart form that provides a description of the service initiative, the annual service hour implication and the peak vehicle requirement. This chart is followed by further description of the service changes and their rationale. Table 3 presents historical and estimated ridership, service hours and related metrics. Boardings per Revenue Vehicle Hour is a measure of system utilization, roughly measuring the number of trips provided for each hour a vehicle is on the road. Higher figures indicate a more efficient use of the service provided. However, too high of a number could result in a decline in service quality.

TABLE 3 - ANNUAL RIDERSHIP, SERVICE HOURS, AND RELATED METRICS 2019-2027

Year	Annual Ridership	Percent Increase from 2019	Approved Annualized Service Hours	Percent Increase from 2019	Annual Service Hour Increase	Boardings/ Revenue Vehicle Hour
2019	31,900,000		1,315,000*			25
2022	31,300,000	-2%	1,342,600*	2%		23
Projected 2023-2027 Service Plan Figures						
2023	35,600,000	12%	1,427,400	9%	84,800	25
2024	37,500,000	18%	1,500,200	14%	72,800	25
2025	39,200,000	23%	1,575,800	20%	75,600	25
2026	41,200,000	29%	1,654,600	26%	78,800	25
2027	43,200,000	35%	1,745,700	33%	91,100	25

<sup>\*</sup>Approved annualized service hours

The 2023-2027 Service Plan provides guidance for annual service investment, specific service planning studies to be conducted and a high-level strategy for service planning for each year of the span of the plan. The recommendations should be reassessed and refined each year through the annual service planning process and may be adjusted subject to the annual budget approval process, availability of resources (vehicles and front-line staff) and emergent service priorities and service quality issues.

## 2023 SERVICE PLAN

The 2023 service plan focuses on implementing outstanding and still relevant elements from the previous Business Plan and increasing frequencies to address overcrowding and improve service quality. Annual service hour increases will be higher in this first year to address excessive system utilization caused by rapidly growing ridership and several years of service growth deferred due to the effects of the pandemic. The 2020 budget, which increased service by approximately 2%, was deferred for implementation in 2022 and early 2023. In 2021 and 2022, there were no additional service increases. Meanwhile, ridership has recovered to above pre-pandemic levels, and 2023 ridership is projected to be 12% higher than 2019.

Investments to improve frequencies are needed to allow Brampton Transit to better meet the System Utilization Guidelines. The specific routes and time periods that will improve will be decided in the annual service planning process. For 2023, it is likely that off-peak/shoulder periods will see a significant portion of the investment. The focus on investment in off-peak and shoulder (transition from off-peak to peak) time periods reflects the impact of changing travel patterns and growth in ridership outside of the traditionally defined peak periods. It is expected that the planned frequency investment will bring 60% of the conventional services currently exceeding the guideline to within the defined range as well as all Züm services.

The 2023 Service Plan also includes investments to extend the hours of operation on select routes identified by Brampton Transit staff, as appropriate. This would further the service objective to improve off-peak service. The hours of operation for Route 104 will be extended, which will build ridership on that corridor, setting the stage for the planned launch of Züm Chinguacousy in 2024.

## 2023 Highlights

Increase frequencies to alleviate overcrowding and grow ridership

Continue to expand
Pearson Airport Züm
service

Extend hours of operations on select routes

Implement service improvements deferred during the pandemic

## 2024 Highlights

Focus on servicing new growth areas and new higher order transit projects (LRTs)

Introduce Züm Chinguacousy

Network modifications in the northeast, northwest, southwest

Extend hours of operation on select routes

## 2024 SERVICE PLAN

The 2024 plan focuses on providing service to new growth areas and adapting to several higher order regional transit projects that are expected to be implemented. It will see the introduction of a new BRT route, Züm Chinguacousy, as well as a series of route modifications.

Route modifications in the northeast, northwest and southwest are all necessary to adapt to recent developments within the existing service areas and expand into new growth areas. Changes will enhance access to transit, improve connections within and outside these areas, and make service more efficient. Additionally, changes to the western network are required for the introduction of Züm Chinguacousy.

The 2024 Service Plan capitalizes on the planned launch of two LRT lines that will have a major impact on Brampton's transit system, the Hazel McCallion LRT and the Finch West LRT. Frequencies on various routes and time periods connecting into both LRTs will be increased to create sufficient capacity to meet the anticipated ridership growth. Significant frequency increases to select routes will aim to match service levels to the increased demand to connect to the Hazel McCallion LRT and will include an option to extend service north into Caledon. Considerations for enhancing connectivity to the Finch West LRT will be explored as part of the northeast Modified Network changes. If either LRT line is delayed, this could push service changes planned for LRT lines into future years, including the launch of Züm Chinguacousy.

The 2024 Service Plan also includes investments to extend the hours of operation on select routes. This also furthers the service objective to improve off-peak service. Investments to meet the system utilization frequency guidelines are de-emphasized in 2024 as other major changes are prioritized. Still, these investments will bring 10% of the conventional service and 80% of the Züm service above the guidelines which will improve service quality and help grow ridership.

## 2025 SERVICE PLAN

While 2024 focused on new higher order transit projects and growing service into new areas, the 2025 service plan re-focuses investment into frequency increases. Sufficient budget is also available to expand on-demand services beyond the proof of concept launched in 2023.

Frequency increases within the conventional network will bring more routes into alignment with the service utilization guidelines as well as significantly improve passenger comfort, reliability and grow ridership in situations of high demand. Frequency increases are also expected to disproportionately benefit off-peak service. The specific routes and time periods to see improvements will be determined in the annual service planning process.

Investments would also be made to increase mid-day frequencies on select Züm Routes. This would meet the revised level of service guidelines, which will establish better all-day service quality across the Züm network.

The on-demand service expansion will be contingent on the success of the trial program launched in 2023. The 2025 expansion is expected to increase the number of people with access to transit and replace fixed-route areas with low-demand on weekdays between 6am – 7pm. Potential on-demand expansion areas are shown in Figure 3.

2025 Highlights

Focus on frequency increases

Expand on-demand transit services

Improve Züm midday frequencies

## 2026 Highlights

Introduce Züm Bramalea

Adapt to the new twoway all-day GO service

Introduce a night network

Invest in frequency improvements

## 2026 SERVICE PLAN

Service improvements in 2026 will introduce Züm Bramalea, adapt to new two-way all-day GO service and introduce a night network. In addition to these elements, investments will continue to be made to increase route frequencies. 2026 is the anticipated launch date for two-way all-day GO service on the Kitchener Line. This enhanced service is a major driver of the 2026 service plan. The changes are expected to boost ridership and improve regional and long-distance travel. To effectively take advantage of this increase in rapid transit and to provide sufficient capacity to handle ridership increases, frequency increases are planned for routes connecting into Brampton GO stations. The specific routes and time periods that will see frequency increases will be established in the annual planning process.

Züm Bramalea will also be launched in 2026 to take advantage of the enhanced GO service. It fulfills rapid transit service planned for the corridor in both the Transportation Master Plan and Official Plan. While further work is required to finalize the service design, the 2026 Service Plan assumes a service between Bramalea GO Station and Sandalwood Parkway along Bramalea Road.

A key service objective of the 2023-2027 Business Plan is to introduce a night network. 2026 will be the first year of service investment dedicated towards this goal. In 2026, night network services are added between 11PM-2AM, complementing existing services. The night network will operate on approximately eight fixed routes, supported by on-demand vehicles.

Frequency improvements to meet system utilization guidelines constitute the majority of the annual service plan investment. Route frequency improvements aim to efficiently improve service quality and provide more equitable service with better off-peak frequencies. The specific routes and time periods to be improved will be determined in the annual service planning process.

## 2027 SERVICE PLAN

The 2027 annual service plan includes the largest increase in total service hours from 2023-2027 Business Plan. Investment will be directed towards route frequency increases to meet system utilization guidelines, extensions to route operating hours, finalization of the night network, a further expansion to on-demand service as well as the introduction of employer shuttles.

The full night network will be completed in 2027. This expands services from 2AM to 6AM, providing effective 24/7 transit coverage across the City of Brampton. The on-demand service expansion will also expand transit access during off-peak periods. On-demand service areas will be expanded during times when not all routes are in service and into those areas that are outside 400m from a transit stop. The aim of the expansion would be to provide consistent access to transit and efficiently serve low demand areas throughout the day.

Route frequency improvements that aim to enhance service quality and grow ridership are another major investment in the 2027 service plan. 2027 frequency investments are designed to bring all service (conventional and Züm) above the system utilization guidelines to within the range.

Employer Shuttles will be introduced that connect employees with large employers in harder-to-serve areas and at lower-demand time periods. The shuttles would operate similar to School Specials, with direct routing between the employer(s) and major residential areas and/or a transit terminal at a specific shift time and build off the existing employment extras that are already operating within some key corridors.

2027 Highlights

Route frequency increases

Expand night network to create 24/7 service coverage

Expand on-demand transit services

Introduce employer shuttles



# 7 CONSTANTLY EVOLVING

To successfully meet growing demand, transit agencies must evolve their services and have the resources to support the expansion. Brampton Transit has successfully navigated the extraordinary growth in ridership by increasing its service and implementing technology to support day-to-day management of service delivery. As shown in Figures 4 and 5, compared to its peers, Brampton Transit has been able to meet the 160% growth in service without a significant increase in spending on administrative and management resources.

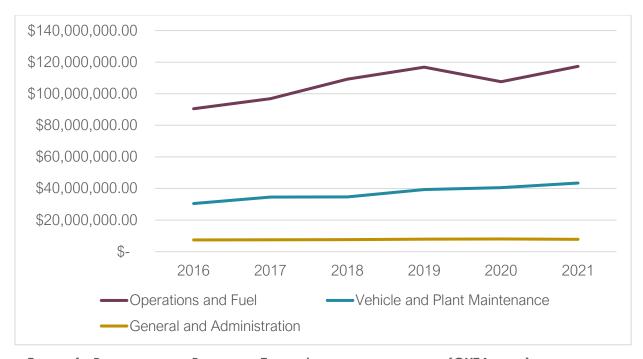


FIGURE 4 - BREAKDOWN OF BRAMPTON TRANSIT'S OPERATING EXPENSES (CUTA DATA)

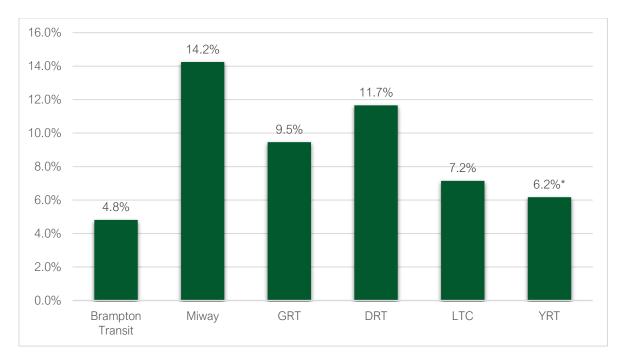


FIGURE 5 - PERCENTAGE OF TOTAL BUDGET SPENT ON GENERAL ADMINISTRATION EXPENSES<sup>4</sup>

\* YRT % does not include general and administration expenses incurred through operation by its contractors.

Although it is not necessary to grow administrative staff on par with ridership, it is necessary to ensure sufficient roles and capacity are in place to effectively navigate and meet the needs of a significant increase in ridership and successfully transition the organization to provide service through zero emissions vehicles. Furthermore, with these changes, a growth in administrative staff can help maximize efficiencies and help Brampton Transit proactively plan services based on changing demographic and socio-economic needs. This will provide the unique opportunity for Brampton Transit to reflect on its growth, innovations and the changing needs of the organization and its customers. As Brampton Transit prepares to grow its services to meet the demand in the next five years and beyond, it is crucial to understand how it must evolve as an organization to successfully navigate the changing landscape of transit. The following sections highlight emerging skills and approaches that Brampton Transit may require to deal with opportunities and challenges associated with becoming a larger and more complex operation.

<sup>&</sup>lt;sup>4</sup> Based on 2019 Canadian Urban Transit Association (CUTA) data

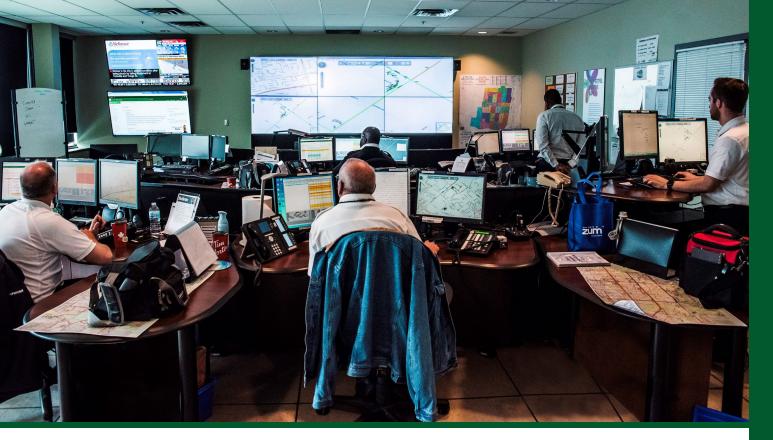
## 7.1 RESOURCES AND

## ORGANIZATIONAL READINESS

Employees are the backbone of any organization. As such, organizational readiness to succeed in meeting changing demands and growth is directly impacted by the readiness of staff to adapt to new way of delivering services. As Brampton Transit leads many of its peers into meeting its recovering ridership and advancing the electrification of its fleet, appropriate resources and collaborating strategies must be in place to address challenges and leverage opportunities.

Brampton Transit has experienced tremendous operational growth and demand, but internal capacity has not grown accordingly. This has resulted in staff taking on additional responsibilities to their regular day-to-day duties. Limited resource capacity can have long-standing effects on an organization from knowledge gaps to recruitment and absenteeism challenges to prolonging system improvements as well as organizational readiness to support electrification and cross departmental collaboration. These challenges have an organizational impact on Brampton Transit's ability to provide services meaningfully and efficiently. Addressing these challenges requires an organizational focus and commitment to provide staff with the resources, skills, and tools necessary to efficiently deliver services, continue to meet growth and prepare for electrification.

To proactively address the changing landscape of transit, it is recommended that Brampton Transit address resources and process gaps to achieve a state of readiness towards zero emissions and do its best to meet ridership demands. This will enable staff across Brampton Transit to be equipped with the resources, knowledge and skillset required to navigate and lead the changing landscape of transit.



## 7.2 TECHNOLOGY AND SYSTEMS

Brampton Transit has a full suite of technologies that support service development, delivery and maintenance. As the organization has grown, it has modernized its technologies to better support growth and other strategic directions. For example, the move towards fleet electrification to ensure transit is provided in a sustainable manner is supported by new technologies like charging infrastructure and state of charge monitoring tools. A new customer safety app and Customer Relationship Management (CRM) system reflect Brampton Transit's dedication to the customer experience. Additionally, on-demand transit, while starting out as a small trial program, could provide customers with new ways to connect to transit that will also require a certain amount of effort for user access control, hardware management, data management and support. Beyond the procurement of new systems, Brampton Transit has also identified the need to upgrade or replace existing core systems such as HASTUS scheduling application, CAD/AVL, and related technologies to continue to support its growing operations.

To successfully manage the maintenance and continual improvements of its various systems, it is critical that Brampton Transit expand the lifecycle planning approach for the full suite of existing and planned technologies. While Brampton Transit Business Systems staff hold deep knowledge on specific systems, a lifecycle planning approach for all technologies is an industry best practice that can help Brampton Transit fully leverage its technology. Good technology lifecycle planning ensures that technology is implemented effectively, meets business needs, and advances organizational and strategic goals.

As technology advances and Brampton Transit continues to grow rapidly it may be a challenge for the organization to ensure its technology planning and adoption is keeping pace appropriately. The large number, breadth and complexity of systems undergoing upgrades and/or replacement over the next few of years will have an impact on resource loading. For example, both the HASTUS and SmartBus projects will require significant System Administration involvement.

Additionally, as the fleet grows, there may be certain technologies and related processes that worked well for 400 buses but may not be as efficient for 600 buses. When combined with CAD/AVL and HASTUS replacements or upgrades, the vast increase in data available for Service Development and other departments to analyze may become challenging within the current business processes and tools. Therefore, there is a need to dedicate more resources to review business processes and document how this changing context is impacting business users and their needs. These two projects would benefit largely from having a dedicated Analyst/Data Scientist to explore the available data and business processes, as well as develop predictive models, KPIs, reports and dashboards.

## 7.3 Information and Data Management

Business data and analysis helps organizations understand current and past trends and informs future needs. Having a foundation of data to draw from can aid in finding new customers, increase customer retention, improve the customer experience, enhance marketing efforts, predict travel demand, prioritize investment, improve on-time performance, and streamline spending.

With a general business focus on data-based learning and decisioning over the past decade, advancements in machine learning and big data predictive analytics have had the impact of forcing the evolution of operational systems to generate and archive massive volumes of data for the purposes of future mining and analytics. The raw data from these systems is typically unstructured, and thereby not well suited to reporting or general consumption by traditional business units but may be rich in predictive insights under the right analytical environment. For this reason, industry practices are evolving to archive raw unstructured data from multiple systems in large repositories known as data lakes. Data scientists/analysts can then comb through the data using advanced analytical tools. As insights are gained and relevant data identified, the data can be structured into subject-matter-specific data marts, and/or further integrated into highly structured data warehouses to be made available to business intelligence reporting platforms.

Best practices call for the separation of reporting and operational databases to guard against over-taxing operational systems with repeated queries for reporting and analytical purposes. However, repositories and the cleansing management of data typically initiates discussions and decisions regarding the record keeping of various data, as well as it's verification. This results in the need for an overarching data governance strategy within an organization. The upcoming City of Brampton data governance initiative will better identify roles and responsibilities of those responsible for data cleansing and management within Brampton Transit, and may further inform the requirements for data lakes, marts, and warehouses, especially for new business technologies such as Zero Emissions Mobility.

It is critical, from the outset, to evaluate and determine what the organization wants from its data, and who should be responsible for data management. While some organizations establish data departments with representation in the C-suite (Chief Data Officer, etc.), cleansing typically falls to the end departments generating, interpreting and closest to the data. Brampton Transit's active participation in the upcoming data governance initiative should influence the project's governance recommendations.

## 7.4 MARKETING AND COMMUNICATIONS

As a result of the significant recovery and growth of its ridership base throughout the COVID-19 pandemic, Brampton Transit was not able to undertake significant customer research and experience surveys. Consequently, there is an emerging gap in understanding the new demographics, preferences and ridership patterns among new customers that would inform tailored marketing and communications efforts to these customers. Additionally, ridership patterns for existing or long-term customers may have changed over this timeframe as well, which would need to be determined.

While Brampton Transit has undertaken outreach to the city's largest employers and industries to encourage work trips, there may be an opportunity to further segment this customer group and engage with these businesses and their employees in more meaningful or effective ways. Brampton Transit has also undertaken significant efforts to improve the sustainability of its bus fleet and operations, which could be a key differentiator for Brampton Transit in attracting new riders and moving occasional riders from indifference to preference. Figure 6, below, shows the marketing and communications strategic framework developed for the 2023-2027 Business Plan.

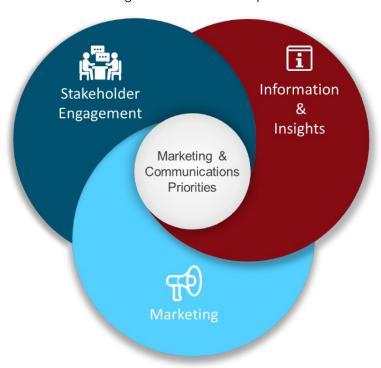


FIGURE 6 - MARKETING AND COMMUNICATIONS STRATEGIC FRAMEWORK

The framework was developed, focusing on three priority areas – Marketing, Information & Insights, and Stakeholder Engagement. Each of the three priority areas have associated "assessment domains" that provide addition focus to better structure recommendations. Table 4 shows the assessment domains as they relate to the three priority areas.

TABLE 4 - ASSESSMENT DOMAINS

Marketing	Information & Insights	Stakeholder Engagement	
Multi-Channel Marketing	Marketing Analytics	Community Engagement	
Brand Voice	Information Gathering	Business Engagement	
Social Media	Service Information	Internal Engagement	
	Mobile		

## MARKETING

Marketing recommendations relate to the multi-channel marketing, brand voice, and social media for the purposes of growing the brand of Brampton Transit to be homogenous with reliability, safety, and comfort. Increased marketing efforts will allow efforts to ensure customer channels and touch points are available in multiple languages and formats enabling increased access to Brampton Transit and better dissemination of relevant news and updates that may affect day-to-day use and travel.

## **INFORMATION & INSIGHTS**

Information & Insights recommendations relate to marketing analytics, information gathering, service information, and mobile. This series of recommendations are geared internally, to better increase the efficiency and quality of customer engagement and gathering of customer feedback to identify opportunities to improve the service.

## STAKEHOLDER ENGAGEMENT

Stakeholder Engagement refers to all parties that rely on, use, or have an interest in Brampton Transit. As such, these recommendations relate to all internal, community, and business stakeholders. They focus on increasing access to engagement opportunities as well as gradually increasing the effectiveness of the activities themselves and exploring how the community could be better engaged.



# 8 ASSET MANAGEMENT

Brampton Transit maintains an extensive portfolio of assets to provide and maintain efficient transit services across the city. As per new Provincial regulations, Brampton Transit will be part of the City of Brampton's Asset Management Plan for non-core assets. Brampton Transit's assets include transit buses (including diesel, hybrid and electric vehicles), transit support vehicles, two operations facilities, several transit terminals, over three thousand bus stops and on-street assets, and several critical technologies. The following sections summarize the changes and enhancements to these assets over the next five years.

# 8.1 VEHICLES

Brampton Transit has a total fleet of 475 buses comprised of diesel, hybrid and electric vehicles. To date, Brampton Transit has made a significant investment to make one hundred percent (100%) of its buses accessible. All vehicles in service are low-floor models equipped with kneeling features, deployable ramps, audio and visual announcements and designated priority seating.

Table 5, below, illustrates the number of vehicles by vehicle type, highlighting their average age and assigned services.

TABLE 5 - REVENUE VEHICLE SUMMARY

Fleet Type	No. of Vehicles	Average Age	Service Assignment
Diesel 40'	334	10	Conventional Service
Hybrid 40'	43	11.5	Züm Service
Hybrid 60'	90	6.5	Züm Service
Battery Electric Bus	8	1	Conventional Service
Total	475		

Over the next five years, Brampton Transit is anticipating growth and replacement of their fleet. This includes an additional 125 vehicles for new and expanded services as well as 106 vehicles to replace vehicles at the end of their lifecycle. The following Table 6 outlines the annual growth and replacement vehicles by vehicle-type. Note that only conventional 40-foot vehicles are planned for replacement, and no additional hybrid 40-foot vehicles are planned for Züm services.

TABLE 6 - FIVE-YEAR VEHICLE GROWTH AND REPLACEMENT PLAN

Fleet Type	2023	2024	2025	2026	2027
Conventional 40ft (Replacement)	22 (0)	1 (38)	15 ( <i>15</i> )	13 (27)	11 (26)
Züm Hybrid 40ft	0	0	0	0	0
Züm Hybrid 60ft <sup>5</sup>	8	16	3	10	7
Battery Electric Bus 40ft <sup>6</sup>	0	10	0	0	0
Fuel Cell Electric Bus 40ft	0	2	0	0	0
On-demand vehicles	0	0	5	2	0
Total Growth	30	29	23	25	18
Total Growth & Replacement	30	67	38	52	44

In addition to revenue vehicles, Brampton Transit has 20 transit support vehicles to support operations and facilities, seven trailers and three steel spreaders. The transit support vehicles largely include maintenance trucks and operations minivans. The useful life of these support vehicles ranges from 8-15 years and trailers range from 15-30 years. Although most of the existing support vehicles are aging, Brampton Transit has not been able to replace these vehicles due to supply chain challenges.

<sup>&</sup>lt;sup>5</sup> Due to anticipated challenges with engine and parts availability, 60' hybrid buses may not be available and alternative vehicles will need to be purchased to serve the Züm lines.

<sup>&</sup>lt;sup>6</sup> Brampton Transit is in the process of developing a ZEB Implementation Strategy & Rollout Plan. The Plan will determine how many battery-electric buses (BEB) will be purchased year-over-year. Once the plan is completed and there is additional infrastructure in place to support this transition, part or all of the 40' conventional growth vehicles will be allocated as BEB growth vehicles.

## INNOVATIONS AND FUTURE GROWTH

Brampton Transit's first Battery Electric Buses (BEBs) went into service in May 2021. As part of Brampton Transit's zero-tailpipe emissions BEB Trial, eight buses went into operation serving Route 26 (Mount Pleasant Village) and Route 23 (Sandalwood). This zero-tailpipe emissions BEB trial is a first step into Brampton Transit's broader vision to transition to a zero-tailpipe emission fleet. Today, Brampton Transit operates eight BEBs and anticipates purchasing an additional ten for in-service 2024. Additionally, Brampton Transit plans to purchase and operate two Fuel Cell Electric Buses in the upcoming years to understand the impacts of this technology as part of the next five-year plan. In 2022, Brampton secured the largest municipal transit financing arrangement with Canada Infrastructure Bank (to date), that will be used to finance the higher cost of battery electric buses (up to \$400M for up to 450 BEBs by the end of 2027).

To facilitate the anticipated future expansion of on-demand transit service following the current trial program, Brampton Transit will explore investing in a new fleet of vehicles dedicated to expand this service. The first five dedicated on-demand vehicles will come into service in 2025 with an additional two vehicles arriving in 2026.

In addition to new zero-tailpipe emissions vehicles and dedicated fleet for the on-demand transit service trial program, Brampton Transit continues to invest in additional conventional vehicles to support expanded transit services. Over the next five years, an additional 62 40-foot transit buses are planned to support expansion of conventional services and an additional 44 60-foot articulated transit buses are planned to support Züm service improvements and expanded Züm services along Chinguacousy Rd and Bramalea Rd. Brampton Transit is fully committed to fleet electrification and will continue to add electric buses through these additions as appropriate and feasible.

## REFURBISHMENTS AND REPLACEMENTS

Brampton Transit's diesel and hybrid vehicles have an 18-year lifecycle and the battery-electric buses are expected to have a 15-year lifecycle. Given that the hybrid vehicles were recently refurbished (2021 and 2022) and the young age of the electric vehicles, Brampton Transit has planned to replace 106 40-foot diesel buses over the next five years.

Significant plans for refurbishment of the fleet are accounted for over the next five years. These refurbishments include major midlife overhauls, battery and articulated joint replacements, engine and transmission refurbishments, and several critical component refurbishments. Of these activities, major midlife overhauls, battery replacements and articulated joint replacements are undertaken at 12-, 6- and 7-year intervals, respectively. Remaining maintenance activities are conducted at an "as required" basis. Over the next five years, Brampton Transit has planned for 167 major overhauls of its conventional and hybrid vehicles.



# 8.2 FACILITIES

Brampton Transit currently operates from two locations, the Clark Transit Facility located at 185 Clark Boulevard and the Sandalwood Transit Facility located at 130 Sandalwood Parkway West. The 2018-2022 Business Plan expected capacity issues at the current facilities in its five-year period. However, Brampton Transit deferred the expansion of its fleet when ridership fell due to the COVID-19 pandemic. As a direct result of the service expansion planned over the next five years, it is anticipated that capacity pressures at these two facilities will return and expansion plans will be necessary.

Brampton Transit has prepared for three significant improvements to their operational facilities, including the construction of a new third maintenance and storage facility. Details of the new third facility and planned improvements to existing facilities are summarized below:

- A new third transit facility is planned near the Highway 50 and Cadetta Road intersection in the northeast quadrant of Brampton to address projected fleet growth and electrification. Substantial completion for construction of phase one is currently anticipated by late 2026 and includes electrification and building capacity for approximately 250 buses. Phase Two of the facility will expand the capacity to a maximum of 440 buses. Subject to the City receiving the required funding this facility will be designed to support a fully electric bus fleet.
- Retrofitting the existing Sandalwood Facility (325 bus capacity) and Clark
  Facility (148 bus capacity) to support transition to a fully electric zero emission
  fleet will be required. Initial implementation planning is underway with CUTRIC
  as part of the ZEB Implementation Strategy & Rollout Plan, and capital
  applications for this work are envisioned to be submitted under the federal Zero
  Emission Transit Fund (ZETF). This will include the necessary electric vehicle
  charging equipment and allied infrastructure requirements.
- Additional renovations to Sandalwood Facility include significant safety and equipment improvements, supporting civil works to support upgrades, and improved staff wellness facilities.
- Planned upgrades to the Clark Facility include the expansion and renovation of operator lounge/dispatch areas, gasoline fueling system, maintenance washroom upgrades and an additional diesel fuel dispenser.

# 8.3 ON-STREET INFRASTRUCTURE

Brampton Transit maintains a variety of on-street infrastructure to support passengers waiting, boarding and alighting at over three thousand stops and several transit terminals. Additionally, Brampton Transit recently installed bicycle shelters at several locations throughout the city to improve active transportation connections to its services.

Over the next five-year plan, Brampton Transit hopes to achieve the following:

- Install an additional 125 shelters at bus stops throughout the city, ensuring that 90% of boardings happen at stops with a shelter;
- Invest over \$4 million dollars in the addition, replacement or refurbishment of conventional and Züm shelters, subject to budget approvals; and
- Ensure that 90% of all transit stops have an accessible landing pad by 2027, with a target of 95% by 2032, through continued investment in the Pad Program.

Many stop locations throughout the Brampton Transit network include passenger information and other transit technology systems. Several of these systems are slated for replacement and refurbishment, including real-time departure information screens at select Züm stations, NextRide application and real-time departure displays at select transit terminals.

# 8.4 TECHNOLOGY

Transit technology systems play a vital role in Brampton Transit operations and their ability to communicate to the public. Brampton Transit has a full suite of technologies that supports service development, delivery and maintenance. As the organization has grown, it has modernized its technologies to better support growth and other strategic directions. Several of these recent innovations include:

- Investing in charging infrastructure, electric vehicle monitoring tools, and an integrated energy management system to support the transition to a zero-tailpipe emissions fleet; and
- Deploying a new customer safety app and Customer Relationship Management system.

As part of this five-year plan, several strategic investments are planned to upgrade and modernize operational and customer-facing technologies.

## PLANNED TECHNOLOGY PROJECTS

Brampton Transit is actively working to acquire, replace or upgrade many core technology systems. These systems include:

- On-demand transit management platform: includes dynamic scheduling and routing technology, driver interface and a customer-facing app and booking portal;
- SmartBus Computer Aided Dispatch / Automatic Vehicle Location, or CAD/AVL System Replacement: includes operational systems to monitor operations in realtime both on-street and within transit operations facilities, operator communications systems and automatic passenger counting technology;
- SmartBus Passenger Information systems: includes on-street signage, Interactive Voice Response (IVR) and customer service call routing systems;
- Evaluation and strategy to replace existing aging fareboxes;
- Transit scheduling system (HASTUS) upgrade;
- Expansion of electric chargers to support growth in electric fleet; and
- Modernization of Business Intelligence applications to provide streamlined data to better inform reporting, planning and decision making.

## **ADDITIONAL TECHNOLOGIES**

In addition to the planned technology projects, Brampton Transit has identified the following technologies being of strategic importance, either as enhancements or as replacements for existing technologies that are coming upon the end of their useful life within the next five years:

- Conventional transit scheduling system (HASTUS) enhancements required support advanced optimization analysis including zero-emissions fleet planning and scheduling;
- Fuel management system replacement;
- Implementation of a comprehensive transit-specific data warehouse to support reporting and business intelligence; and
- Creation of a data lake to store all raw data generated by various Brampton Transit systems.



# 9 FINANCIAL PLAN

The Financial Plan details the fare strategy, projected operating budget and capital plan for the 2023-2027 Business Plan. The revenues and costs presented in the Financial Plan detail the funding, resources and assets required to support Brampton Transit to meet its changing and growing demands while maintaining fiscal responsibility to the taxpayers of Brampton. The section also describes steps the organization should explore to meet its fare-free goal by 2040.

# 9.1 FARE STRATEGY

Brampton Transit's primary source of operating revenue stems from fares. In 2018, the Brampton 2040 Vision was endorsed by council. The Brampton 2040 Vision established free transit as a city goal to promote equity and to better establish transit as a preferred transportation option within the community.

Achieving free fares as outlined in the 2040 Vision will require the City of Brampton to find alternative funding sources that are equivalent to the portion of revenue generated by fares today. This revenue shortfall is significant and will require support from other levels of government and potentially new funding tools to compensate. As such, until a sustainable source of additional funding is identified, it is recommended that Brampton Transit continue with its current fare structure, wherein fares are adjusted to align with inflation. Ensuring that fare increases do not exceed inflation will help keep fares affordable to customers while maintaining a stable revenue source that will help fund transit expansion in the city. While this approach will sustain ridership growth, it will not help advance the organization toward the fare-free goal established by the city.

However, Brampton Transit and the City of Brampton can take the following measures to work towards promoting equity and to better establish transit as a preferred transportation option within the community:

- Expand the Peel Affordable Transit Program: Brampton Transit should advocate to increase the discount offered by the program or for it to provide free fares and/or expand the program eligibility. The City of Brampton could also help to initiate changes to the program by offering funding, if an appropriate funding source becomes available.
- Advocate for regional fare integration: Brampton Transit should continue to be a strong
  advocate for fare integration, particularly with the TTC, given current double fare barrier
  between the two systems and the large travel flows between Brampton and the City of
  Toronto.
- Explore alternative funding: Over the course of this Business Plan, Brampton should
  explore alternative funding sources and advocate to higher levels of government for
  increased operational funding. Alternative funding sources could include elements such
  as real estate development, land value capture road tolls/cordon charge, parking fees or
  partnerships/donations and may require support from the provincial government to
  implement.
- Improve youth discounts: Brampton Transit can continue to explore U-Pass (multi-transit agency post-secondary pass) for Sheridan College, in collaboration with Oakville Transit and Mississauga Transit.

Once external funding alternatives are implemented, Brampton Transit can begin to apply some of the fare structures that support the move towards the 2040 fare free vision. To understand what these fare structures may entail, a modelling exercise was conducted to assess the variations in three general areas of fare structure. These areas are inflation, new fare-free products and changes in concession fare ratios. Based on the assessment, the move towards a fare free strategy would likely involve the following first steps:

## • Expand fare-free products:

- Expand fare-free to 12 and under
- o Fare-free pilot on one route
- Expand fare-free to 19 and under

## Improve youth discounts:

- Reduce youth-to-adult fare ratio from 82% to 50%, which would reduce the current youth PRESTO single-trip fares.
- o Increase non-resident seniors-to-adult fare ratio from 52% to 55%, which would increase the current senior PRESTO single-trip fares.

# 9.2 REVENUE PROJECTIONS

The majority of operating revenue comes from fare revenue. In addition to fare revenue, other revenue (such as those from advertisements) and government contributions support Brampton Transit in meeting its operational expenses.

Provincial funding through gas tax revenue have historically contributed about 8% of operating expenses. Municipal contributions have been a key source of funding to support transit agencies as they cover the difference between operating expenses and revenue and provincial funding. Historically, municipal funding has supported about 40% of operating expenses. Table 7 summarizes the expected revenues and revenue to cost ratios for the 2023-2027 Business Plan timeline. These projections assume the Business-as-Usual fare structure where fares will be adjusted based on inflation.

TABLE 7 - PROJECTED REVENUE AND R/C RATIOS

	2023	2024	2025	2026	2027
Fare Revenue	\$98,700,000	\$108,300,000	\$116,100,000	\$124,100,000	\$132,700,000
Revenue-Cost Ratio	49%	51%	50%	50%	49%

The transition to free fares from the current relatively high revenue to cost ratio of Brampton Transit will require new funding sources to support the forgone revenue as well as additional service increase costs. Without significant changes to council spending priorities, increased provincial/federal operating funds or new and substantial funding sources, the move to fare free transit will place an oversized burden on property taxes.

# 9.3 OPERATING COSTS

Operating costs are driven by various expenses that are necessary to operate and maintain Brampton Transit's fleet and facilities. These expenses include transportation operations<sup>7</sup>, fuel and energy, vehicle maintenance<sup>8</sup>, premises and plant maintenance and general and administration<sup>9</sup>. Projected operating costs for the 2023-2027 Business Plan are summarized in Table 8 below.

TABLE 8 - SUMMARY OF OPERATING COSTS\*

Operating Costs	2023	2024	2025	2026	2027
Transportation Operations	\$127,000,000	\$136,000,000	\$148,000,000	\$158,000,000	\$169,000,000
Fuel and Energy	\$25,000,000	\$23,000,000	\$25,000,000	\$27,000,000	\$29,000,000
Vehicle Maintenance	\$37,000,000	\$40,000,000	\$43,000,000	\$47,000,000	\$51,000,000
Plant & Premises Maintenance	\$6,000,000	\$6,000,000	\$7,000,000	\$7,000,000	\$7,000,000
General and Administration	\$10,000,000	\$11,000,000	\$13,000,000	\$14,000,000	\$16,000,000
Total Operating Expenses	\$205,000,000	\$216,000,000	\$236,000,000	\$253,000,000	\$272,000,000

<sup>\*</sup>Expense projections account for both service and inflationary increases

<sup>&</sup>lt;sup>7</sup> Transportation operations expenses are informed by projected growth in number of operators and supervisors, staff salaries and inflationary increases in licences and automatic vehicle monitoring costs for new vehicle purchases.

<sup>&</sup>lt;sup>8</sup> Various factors are evaluated to determine vehicle maintenance costs, including growth in staff and their salaries, vehicle repairs and cost of key parts.

<sup>&</sup>lt;sup>9</sup> Includes a 10% annual increase in costs to support the recommended increase in general administration resources.

# 9.4 CAPITAL COSTS

Capital costs pertain to the growth, replacement and major refurbishment of fleet, upgrades and construction of new facilities and shelters, installation of new infrastructure for Brampton's Züm route expansions and implementation of new technologies. Over the course of the 2023-2027 Business Plan, Brampton Transit will make a number of these investments to meet growth as well as deliver service more efficiently and with better quality. Table 9 summarizes the key capital projects planned to be implemented over the next five years.

TABLE 9 - SUMMARY OF CAPITAL COSTS

Capital Costs	2023	2024	2025	2026	2027
Revenue fleet growth and replacement	\$30,200,000	\$111,300,000	\$72,600,000	\$76,400,000	\$96,700,000
Revenue fleet refurbishment and maintenance	\$16,300,000	\$18,800,000	\$7,800,000	\$14,100,000	\$16,600,000
Non-revenue fleet	\$300,000	\$600,000	\$1,400,000	\$100,000	\$700,000
On-street infrastructure	\$900,000	\$800,000	\$1,100,000	\$1,000,000	\$1,000,000
Facilities <sup>10</sup>	\$210,000,000	-	\$3,000,000	-	\$60,000,000
Technology 11	\$200,000	\$1,000,000	\$5,300,000	\$2,000,000	-
High order transit <sup>12</sup>	\$16,200,000	\$5,000,000	\$22,100,000	\$1,300,000	\$23,400,000
Other capital projects 13	\$1,700,000	\$1,800,000	\$2,300,000	\$2,400,000	\$2,300,000
Total Budgeted	\$275,800,000	\$139,300,000	\$115,600,000	\$97,300,000	\$200,700,000
Total capital projects awaiting funding 14	-	\$7,000,000	\$6,000,000	\$73,100,000	\$2,210,700,000

<sup>&</sup>lt;sup>10</sup> Includes costs for construction and electrification of third transit facility, improvements and electrification of existing facilities and terminals.

<sup>&</sup>lt;sup>11</sup> Includes already planned projects (SmartBus systems, farebox replacement, HASTUS upgrades).

<sup>&</sup>lt;sup>12</sup> Includes Züm line expansions, Queen street BRT projects.

<sup>&</sup>lt;sup>13</sup> Includes minor capital projects and technology maintenance and support.

<sup>&</sup>lt;sup>14</sup> Includes additional facility and terminal renovations, autonomous vehicle project, recommended technology projects (data warehouse/lake implementation, fuel management and videowall upgrades)

Some capital costs are currently funded and financed through the Investing in Canada Infrastructure Program (ICIP), Canada Infrastructure Bank Financing (CIB) and the Zero Emissions Transit Fund (ZETF). ICIP funding has already been committed to projects approved in past budget years, such as the Phase 1 base build of the third transit facility, growth and replacement buses, bus refurbishments, the Transit Hub and SmartBus technology projects. ICIP funding is also allocated to bus purchase and refurbishment projects in 2023 and 2024. CIB financing and ZETF funding will be utilized to invest in electric buses and chargers, as well as the electrification of the third facility and electrification retrofit of Transit's existing Sandalwood and Clark facilities. There is no further funding committed for additional capital projects (including the Hazel McCallion LRT extension, Queen Street BRT, among others) which will be required to achieve the City's long term transportation goals. However, Infrastructure Canada has recently announced the creation of a Permanent Public Transit Fund of \$3 billion per year, nationally, beginning in 2026-2027. The availability of this fund should be able to partially support Brampton Transit with its capital projects that are currently unfunded. However, given this funding may not be available until 2026, projects between now and then may need to be deferred to 2026 or beyond unless other funding becomes available.

## CAPITAL COSTS FOR FUTURE HIGHER ORDER TRANSIT PROJECTS

As noted in section 2.3, two other key higher order transit projects are in the planning stages and will be vital to meet both Brampton's and the region's long-term goals. These projects include:

- The extension of the Hazel McCallion LRT into downtown Brampton, and
- The Queen St Highway 7 BRT.

While both of these initiatives are presently envisioned to be operationalized beyond the span of the 2023-2027 Business Plan, the design and construction phases are expected to begin before 2027.

In the GTHA, projects of this nature are typically funded from other levels of government and therefore, the costs have not been incorporated into the capital costs for Brampton Transit in the next five years. Brampton continues to advocate to both the federal and provincial governments for the funding of these projects. Recent estimates to construct the LRT extension into downtown Brampton is between \$933M (surface alignment) and \$2.804B (tunnel alignment) and the

previous estimates (from 2020) to construct the Queen St – Highway 7 BRT is approximately \$500M.

While significant, the costs of these two projects combined are in line with the funding levels for other Higher Order Transit projects in the GTHA. Table 10, on the following page, compares recent investments from the federal and provincial governments for similar projects in Toronto and Hamilton. The combined federal and provincial funding per capita for these projects compares favourably to what would be required to build the LRT extension (tunnel alignment) and the Queen St – Highway 7 BRT. It is also important to note that the transit ridership gains in Brampton for the period both before and after the pandemic far outpace the change in demand in Toronto and Hamilton, further strengthening the need for this funding.

TABLE 10 - TRANSIT INVESTMENT COMPARISON OF HIGHER ORDER TRANSIT PROJECTS IN THE GTHA

GTHA Rapid Transit Projects	Municipal Population (2021 Census)	Total Cost of Project(s)	Provincial Funding	Federal Funding	Provincial & Federal funding per capita	Change in transit demand between 2009 and 2019	COVID Ridership Recovery (Dec. 2022)
City of Toronto*  Scarborough Subway Extension Ontario Line Finch West LRT Eglington Crosstown	2,794,356	\$39.8 B	\$31.32 B	\$8.48 B	\$14,240	12%	-31%
City of Hamilton Hamilton LRT	569,353	\$3.4 B	\$1.7 B	\$1.7 B	\$5,970	3%	-18%
City of Brampton  Brampton LRT Extension (Tunnel)  Queen St – Highway 7 BRT	656,480	\$3.3 B	\$1.65 B	\$1.65 B	\$5,030	160%	+16%

<sup>\*</sup>City of Toronto projects does not include Yonge Subway Extension as it is primarily a York Region Project



# 10 IMPLEMENTATION

Brampton Transit will be undertaking multiple projects throughout 2023-2027 to enhance service provision, organizational capacity, customer service and experience, technology capabilities, and fleet management.

A significant project that Brampton Transit is working on is the electrification of their fleet. Significant funding has been acquired and will be used to invest in electric buses and chargers, as well as the electrification of the third facility and electrification retrofit of Transit's existing Sandalwood and Clark facilities. As a result, planning for additional electric infrastructure upgrades and battery electric bus fleet plan is already underway (with up to 450 BEBs secured by the end of 2027). Advancing to an electrified fleet takes time and will gradually happen over the course of this plan.

The implementation roadmap, Figures 7 and 8 on the following pages, summarizes all other key projects and actions for Brampton Transit from 2023 to 2027.

2023

#### Service Plan **Transit Electrification Technology** Implement Customer Relationship Complete the Electrification Launch on-demand service **e**. Management (CRM) software Rollout Strategy Restore service to pre-pandemic On-demand software goes live Complete Phase 1 of Battery Electric Trial Investigate network modifications Develop farebox strategy in the Northwest, Northeast and Southwest Marketing **Customer Experience and Service Management Plan** Review marketing opportunities to Support Maintenance and Service Develop CRM-related processes ż highlight employees and their Development for electrification impact on the community Make a passenger safety inventory Investigate operator absenteeism and impact on service delivery Review social media channels and evaluate need for a second channel for service alerts



## Finch West LRT

# Change service in response to new Finch West LRT Assess need for and if warranted, conduct headway management study Implement network modifications in the Northwest, Northeast and Southwest

Service Plan

#### **Technology**

Implement new CAD/AVL and supporting systems implementation

## **Transit Electrification**

Begin Sandalwood Facility
Electrification Retrofit Project

Introduce 10 new BEBs into service as part of Phase 2 Trial

#### Marketing

Enhance bi-annual customer survey

Increase multi-language, multichannel touchpoints

#### **Customer Experience and Service**

Develop campaign to enhance safety awareness

Develop campaign to increase social media awareness

Conduct customer journey mapping and heatmap

FIGURE 7 - IMPLEMENTATION ROADMAP 2023-24

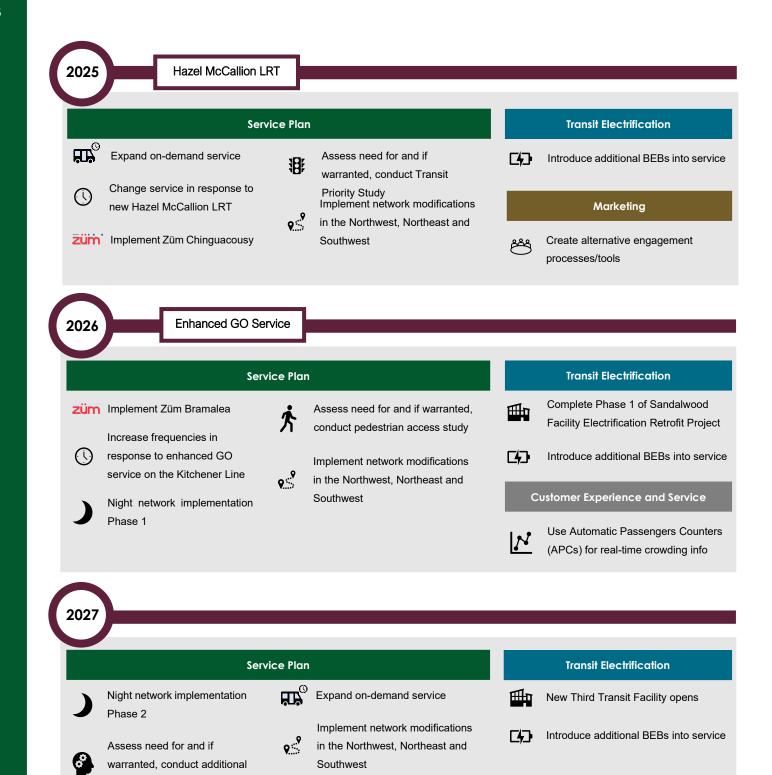


FIGURE 8 - IMPLEMENTATION ROADMAP 2025-27

optimization studies









# BRAMPTON TRANSIT SERVICE GUIDELINES

SUBMITTED BY: LEFT TURN RIGHT TURN LTD.

To the attention of: Brampton Transit April 21, 2023

# Table of Contents

1	Intro	oduct	tion	1
	1.1	Froi	m Service Standards To Service Guidelines	1
	1.2	Trai	nsit Service Area	2
	1.3	Rou	ute Classifications	2
	1.3.	1	Züm BRT Routes	4
	1.3.	2	Base Grid Routes	5
	1.3.	3	Local Routes	6
	1.3.	4	Conventional Express Routes	6
	1.3.	5	Night Routes	7
	1.3.	6	Community Bus Routes	7
	1.3.	7	On-Demand Services	7
	1.3.	8	School Special Routes	7
	1.3.	9	Employment Shuttles	8
	1.3.	10	Contract Services	8
2	Ser	vice	Guidelines	9
	2.1	Sys	stem Proximity	9
	2.2	Rou	ute Directness	10
	2.2.	1	Züm BRT Routes	10
	2.2.	2	Base Grid Routes	11
	2.2.	3	Local Routes	11
	2.2.	4	Conventional Express Routes	11
	2.2.	5	Night Routes	11
	2.2.	6	Community Bus Routes	12
	2.2.	7	On-Demand Transit Services	12
	2.2.	8	School Special Routes	12
	2.2.	9	Contract Services	12
	2.2.	10	Employment Shuttle Routes	12

2.3	Ser	rvice Levels	12
2.3	3.1	Züm BRT Routes	13
2.3	3.2	Base Grid Routes	13
2.3	3.3	Local Routes	14
2.3	3.4	Conventional Express Routes	14
2.3	3.5	Night Routes	15
2.3	3.6	Community Bus Routes	15
2.3	3.7	On-Demand Service	15
2.3	3.8	School Special Routes	15
2.3	3.9	Decision Process For Modifying Service Levels	15
2.4	Sto	pp And Shelter Locations	16
2.5	Pas	ssenger Comfort And Delay	17
2.5	5.1	Monitoring And Decision-Making Process	19
2.6	Ser	rvice Utilization	19
2.6	6.1	System Utilization	20
2.6	6.2	Utilization By Route Classification	20
2.6	6.3	Monitoring And Decision-Making Process	25
2.7	Ser	rvice Reliability	27
2.7	<b>7</b> .1	On-Time Performance	27
2.7	7.2	Inter-Regional Service Connections	27
2.7	7.3	Monitoring And Decision-Making Process	28
2.8	Gu	idelines For Service Expansion	28
2.8	3.1	Service To New Areas	28
2.8	3 2	Monitoring And Decision-Making Process	29

## 1 INTRODUCTION

Service Guidelines provide a quantitative tool to aid in the consistent and fair evaluation of both existing and proposed services. This document provides guidelines that aim to balance competing service strategies and priorities in the design of service.

Because markets, customer expectations, and Brampton Transit's resources change over time, service guidelines are evolutionary by nature. Brampton Transit must be responsive to these changes in order to retain current customers and achieve and sustain ridership growth. Balancing customer expectations and budget constraints is a difficult challenge. Existing services must be monitored and modified continually to match service levels to demand and respond to opportunities for new or improved services. The dynamic nature of new urban developments, changing travel markets in Brampton Transit's service area and changing community values requires constant review of new service strategies, service expansion, or service re-alignment options. Brampton Transit must be able to rationally evaluate service changes and adjust service within the constraints of budget and equipment availability, in order to provide the highest quality service in the most efficient manner possible, using established Service Guidelines as a guide.

These Service Guidelines should be reviewed and updated, as necessary, in conjunction with the 5-Year Service Plan cycle to ensure that the established criteria are still relevant to Brampton Transit's operating environment; customer needs and expectations; and reflect current transit industry trends.

This Service Guidelines document was updated in December 2022 as part of the 5-Year Business Plan (2023-2027). It is based on a review of current performance and future goals, service standards and guidelines from Brampton's peer systems, and directions and input provided by Brampton Transit staff. This document is intended to follow from the 2023-2027 Service Strategy and to work as a tool in the Strategies' implementation and monitoring.

## 1.1 FROM SERVICE STANDARDS TO SERVICE GUIDELINES

The previous Business Plan presented Service Standards for which Brampton Transit was responsible for achieving and maintaining. However, service standards in transit within the current societal context, not to mention the wake of the COVID-19 pandemic, misrepresents their purpose. It is recommended that Brampton Transit change the term "Service Standards" to "Service



Guidelines" to better reflect how they are typically applied in actual use – as a decision-making framework to inform where and how services are provided across the city. For the rest of the document, the term Service Guidelines will be used.

## 1.2 TRANSIT SERVICE AREA

This service guidelines document is applicable to services provided in the Transit Service Area. The Transit Service Area is defined by the urban growth boundary in the City of Brampton.

Cross-border services may be provided where warranted by demand, to service major trip generators or employment lands, or to connect to inter-regional services. These services should not duplicate services already provided by the adjacent municipality and must prove to have a high degree of cost recovery. Brampton Transit will work with adjacent transit service providers to create cross-border services bridging the municipalities together. The intent will be for integration, instead of duplication.

## 1.3 ROUTE CLASSIFICATIONS

Service guidelines are defined for the different route classifications that form the overall family of services provided by Brampton Transit. These include:

- 1. Züm BRT Routes;
- 2. Base Grid Routes:
- 3. Local Routes;
- 4. Conventional Express Routes;
- 5. Night Routes;

- 6. Community Bus Routes;
- 7. On-Demand Transit Services:
- 8. School Special Routes;
- 9. Contract Services; and
- 10. Employment Shuttle.

**Table** 1 summarizes all route classifications.

**TABLE 1: ROUTE CLASSIFICATIONS** 

TABLE 1. NOOTE	TABLE 1. NOUTE CLASSIFICATIONS					
Route Classification	Definition	Criteria for Implementation	Alignment Notes			
Züm BRT Routes	<ul> <li>Higher order transit routes</li> <li>Designed to provide a frequent, high- quality service in designated corridors</li> </ul>	<ul> <li>Identified as a Züm corridor in the Brampton Transportation Master Plan</li> <li>May be considered "Priority Bus" in the context of the Metrolinx Frequent Rapid Transit Network</li> </ul>	Little or no deviation from corridors except to access multi-modal transit terminals			



Route Classification	Definition	Criteria for Implementation	Alignment Notes
Base Grid Routes	Provide basic minimum level of service and route coverage during most of the day	<ul> <li>Identified as Support Corridors in the Brampton Transportation Master Plan</li> <li>Achieve minimum B/RVH as outlined in Section 2.6.</li> </ul>	Operates primarily in designated arterial corridors     Minimal or no deviation, except at major transfer locations     Generally perpendicular to and intersecting Züm BRT Routes
Local Routes	Provide a feeder or neighbourhood circulation function supplementing and connecting to the Züm BRT Routes and Base Grid Route Network; major local activity centres or corridors; and transfer points	New development or existing underserved area meeting criteria in Section 2.8.	Operates on arterial roads as well as major and minor collectors     Operation on local roads should be limited and only considered to serve major passenger destinations where no other options exist, to meet service proximity objectives, or to accommodate operational needs such as a turnaround
Conventional Express Routes	Conventional Express (Point) Routes carry significant numbers of passengers directly between two points Conventional Express (Overlay) Routes duplicate a service within a specific corridor, making limited stops where significant ridership activity takes place at specific nodes	<ul> <li>Conventional Express (Point): Need identified for direct service between two major trip generators</li> <li>Conventional Express (Overlay): Need for supplemented local service along specific corridor to increase capacity and enhance customer service, and/or as a precursor to future Züm Service</li> </ul>	Operate primarily on arterial roads, on major and minor collectors as required     Little or no deviation from main corridor
Night Routes	<ul> <li>Provide basic level of fixed-route service and coverage overnight</li> <li>Complemented by on-demand services</li> </ul>	<ul> <li>Routes should broadly cover the         City of Brampton and be focused on         the highest evening demand areas         and late-night connection points</li> <li>Routes should predominately take         the form of a grid and be designed         at a density to meet the system         proximity guideline</li> </ul>	Operate in designated arterial corridors     Minimal or no deviation, except at major transfer locations
Community Bus Routes	Fully accessible dynamic routing transit services typically designed for seniors and persons with disabilities who can use fully accessible conventional transit	Need for service to/from higher density residences and community destinations of interest to the seniors market and persons with disabilities	Custom designed to provide better access to facilities oriented to this market group, such as senior's apartments, medical facilities, community centres and shopping areas



Route Classification	Definition	Criteria for Implementation	Alignment Notes
On-Demand Service	Provides flexible routing and scheduling within a defined service area based on customer requests for trips.	Deployed in low demand periods and areas where Local Routes do not meet minimum productivity guidelines. Can also be used as a new mobility option in areas serviced by low frequency fixed routes to attract new customers.	Flexible route design connecting passengers in a designated service area to a transit terminal or Züm station.
School Specials	Fixed routes serving specific secondary schools which are otherwise not served by any existing route. There are two types of school specials: Local School Specials and Overlay School Specials.	<ul> <li>Local School Specials are provided when a secondary school is located more than 800 meters from the existing transit network</li> <li>Overlay school specials are provided when a large movement of students would create significant overload conditions on existing fixed route service or</li> <li>Catchment area for school cannot be serviced by an existing Local or Base Grid Route within the limits of the route directness criteria</li> </ul>	Fixed-route design     As direct as possible, with deviations into residential areas or major terminals as warranted by demand, to provide for coverage to catchment area, or to facilitate convenient connections
Employment Shuttle	Routes operated to meet point-based employment demand (high volumes at a specific time and place) in areas that are difficult to serve by conventional service	<ul> <li>Should only be implemented if other route classes cannot efficiently serve the employment locations</li> <li>Where the guidelines cannot be met, the service can also be considered through cost-sharing agreements with employers.</li> <li>Contractual arrangements should have provisions to account for increasing ridership from other sources. (Additional employer-partners or general ridership).</li> </ul>	<ul> <li>Fixed-route design</li> <li>Direct routing between employer/s and major transfer point and/or residential area deemed significant to the employer/s</li> <li>Alternative routing or flexible routing considerations may be applied in the event of a cost-sharing agreement</li> </ul>
Contract Services	Routes or route branches/extensions operated on behalf of a specific employer, institution, or adjacent municipality	<ul> <li>Operation of these services requires 100% cost recovery including all direct operating expenses and toll charges etc.</li> <li>May be considered where regular service not warranted by demand and/or would duplicate other services.</li> </ul>	Varies depending on the destination served and type of service desired by the employer, institution, or municipality

## 1.3.1 ZÜM BRT ROUTES

Züm BRT Routes are higher order transit routes designed to provide a frequent, high-quality service in designated corridors with little or no deviation from these corridors except to access multi-modal transit terminals. Züm BRT Routes are operated using distinct and specially branded vehicles with intelligent technology systems, upgraded station stops and shelters, and transit priority measures such as queue jump lanes and transit signal priority. They are generally implemented proactively in intensification corridors where transit ridership growth is paramount. Züm routes may also be considered "Priority Bus" in the context of the Metrolinx Frequent Rapid Transit Network Plan



Designated Züm BRT corridors currently in operation or planned for launch within the scope of the Five-Year Business Plan (2023-2027) include:

- Queen Street (2010);
- Main Street / Hurontario Street (2011);
- Steeles Avenue (2012);
- Boyaird Drive (2014);
- Steeles West (2015);

- Queen West (2016);
- Airport Road (2018);
- Chinguacousy Road (planned 2024);
- Bramalea Road (planned 2026).

Additional Züm BRT corridors have also been identified in the City's Official Plan and Transportation Master Plan (TMP). These other corridors are not anticipated to be implemented within the scope of the Five-Year Business Plan (2023-2027).

## 1.3.2 BASE GRID ROUTES

Base Grid Routes provide a basic minimum level of service and route coverage during most of the day. They are designed to fulfill the Transit Support Corridor roles as set out in the City's TMP. Base Grid Routes operate in designated arterial corridors with minimal or no deviation, except at major transfer locations such as multi-modal terminals, GO Stations, and major shopping malls and centres to provide connections, as required. They typically operate along the major travel corridors, both perpendicular to and intersecting the Züm BRT Routes.

Base Grid Routes also operate in combination with Züm BRT Routes, providing local service coverage between Züm BRT stations. In addition, most Base Grid Routes are identified in the AcceleRide (Züm) Strategy Implementation Plan as BRT Support Corridors. As such, Base Grid Routes are generally given more flexibility and time to reach their performance targets in light of the important role these routes have in feeding the Züm BRT network. Base Grid Routes currently operate along the following support corridors:

- Chinquacousy Road;
- McLaughlin Road;
- Main Street/Hurontario Street;
- Kennedy Road;
- Dixie Road;
- Bramalea Road;
- Torbram Road;

- Airport Road;
- The Gore Road;
- Steeles Avenue;
- Queen Street;
- Williams Parkway;
- Bovaird Drive; and
- Sandalwood Parkway.

Further corridors will be considered during this business plan subject to network design and system utilization metrics. Support Corridors currently serviced or partially serviced by local service routes



that may be upgraded to Base grid service within the scope of the Five-Year Business Plan (2023-2027) include:

- Mayfield Road
- Mississauga Road
- Castlemore Road;

- Countryside Drive;
- James Potter Road;
- Wanless Drive.

## 1.3.3 LOCAL ROUTES

Local Routes form the balance of the fixed route network. They are designed to provide a feeder or neighbourhood circulation function supplementing and connecting to the Züm BRT Routes and Base Grid Route Network, major local activity centres or corridors, and transfer points where additional connections between routes can be made. Local routes should operate primarily on arterial roads and major and minor collectors. Operation on local roads should be limited and only considered to serve major passenger destinations where no other options exist, to meet service proximity objectives, or to accommodate operational needs such as a turn-around.

Local Routes are typically measured against a lower performance guideline than the Base Grid Routes, and generally provide lower levels of service and more limited operating periods, depending on demand and performance.

## 1.3.4 Conventional Express Routes

Conventional Express Routes serve high demand destinations with direct non-stop or limited stop service. While providing similar levels of direct express services as Züm BRT Routes, Conventional Express Routes do not receive the same minimum service frequencies and span of service, high quality technologies and branding as Züm BRT Routes, and are subject to the application of the Service Utilization Guidelines. Conventional Express Routes are often implemented as a result of high transit demands and/or as precursors to Züm BRT Routes. As described below, there are two types of service design that are used when establishing an Express Route, depending on their operating characteristic and the main function they fulfil:

1. Overlay Conventional Express Routes duplicate a service within a specific corridor, making limited stops where significant ridership activity takes place at specific nodes, and are used to increase capacity and enhance customer service. These are primarily implemented on the Base Grid Route Network, or as a precursor to Züm BRT Routes on designated/ planned Züm BRT corridors. Stop spacing along Overlay Conventional Express Routes should be designed to ensure that 75 percent of the passengers within the corridor can take advantage of the express service, and that the express service can be scheduled to save at least 15 percent of the regular route travel time, with a minimum time savings of 5 minutes.



Point Conventional Express Routes carry significant numbers of passengers directly between
two distinct points, such as between terminals and major employment areas or educational
institutions, and do not depend on a significant local service area for their passengers.

## 1.3.5 NIGHT ROUTES

Night Routes are fixed routes that are planned to operate overnight between 11:00PM and 6:00AM seven days a week. Other routes will operate between these hours, however, if the route is not planned to operate the full overnight, it is not considered a Night Route. Night Routes are intended to provide a basic level of service across Brampton overnight. These routes may be complemented by on-demand service to provide broader coverage. The night network will follow key corridors to provide strategic connectivity across the city, while on-demand services would provide coverage in lower demand areas with connections into the fixed route network.

## 1.3.6 COMMUNITY BUS ROUTES

Community Bus Routes are fully accessible transit services typically designed for seniors and persons with mobility challenges who can use fully accessible conventional transit. Rather than follow conventional routing patterns, they are custom designed to provide better access to facilities oriented to this market group, such as senior's apartments, medical facilities, community centres and shopping areas.

## 1.3.7 On-Demand Services

On-Demand Services provide flexible routing and scheduling within a defined service area based on customer requests for trips. These typically operate in shared-ride mode between a transit terminal or Züm station and a pick-up/drop-off location according to customer needs. To access the service, the customer must call or use their mobile phone to request a trip in advance of the trip pick-up time. The service is typically deployed for specific low-demand markets or in low demand periods and areas where Local Routes do not meet minimum productivity guidelines. The service can also be deployed to provide an alternative service option for passengers near low frequency fixed route services (as a tactic to attract new ridership).

## 1.3.8 SCHOOL SPECIAL ROUTES

The criteria for introducing a School Special Route depends largely on whether or not the student catchment area for the relevant school is, or can easily be, serviced by an existing Local Route or Base Grid Route within the route structure guidelines and limits of the route directness guidelines for those respective service types. A School Special may be considered in cases where:



- The secondary school is located greater than 800 meters from the existing transit network;
   and/or
- A large movement of students would create significant overload conditions on existing scheduled fixed route service; and/or
- The catchment area for relevant school cannot be serviced by an existing Local or Base Grid Route within the limits of the route directness criteria for the respective services type.

Where the introduction of a School Special would duplicate existing services or shift current passengers from existing regular service routes without a corresponding increase in ridership, they are not recommended.

Where the operation of a School Special is warranted, the route structure should be designed to be direct as possible, with deviations into residential areas or major terminals as warranted by demand or to provide for route coverage to the school's catchment area, or to facilitate convenient connections for customers. School Special routes should be of a fixed-route design, to accommodate customer information needs.

## 1.3.9 EMPLOYMENT SHUTTLES

Employment Shuttles are specifically designed to meet employment related travel for an employer or employers that create a high-volume of demand at a specific time and place. The employer/s will often be in areas that are not conducive to conventional transit service and usually at lower demand time periods. This service class should only be implemented if existing route classes cannot efficiently serve the identified employment locations.

Where Employment Shuttle guidelines cannot be met, the service can also be considered through cost-sharing agreements with employers. This could include:

- Ridership guarantees (through pass purchases)
- Revenue support

Contractual arrangements should have provisions to account for increasing ridership from other sources. (Additional employer-partners or general ridership).

## 1.3.10 Contract Services

Contract services are routes or route branches/extensions operated on behalf of a specific employer, institution or adjacent municipality that may not be otherwise warranted or are a specific



service design. Operation of these services requires 100% cost recovery including all operating expenses such as highway tolls, permit fees, etc.

## 2 SERVICE GUIDELINES

## 2.1 SYSTEM PROXIMITY

The proximity guideline is meant to address the accessibility of transit by targeting a maximum walking distance that a customer will have to travel to reach a transit stop. Brampton Transit will attempt to operate routes throughout the Established Service Area, where economically and operationally feasible, so that this guideline is met.

An important distinction with this service guideline is the measure of 'proximity' to population and employment instead of focus on 'geographic coverage'. Proximity considers the density of an area that is serviced by transit as part of the walking distance calculation where geographic coverage addresses only the physical area within walking distance of transit service. A proximity guideline provides a more accurate measure of the ability of residents, students, and employees to access transit services. It will also lead to more effective decisions being made on where to focus transit services and intensification strategies to meet minimum service proximity targets.

With the introduction of on-demand service, service coverage and system proximity will improve and enable Brampton Transit to meet its goals and provide a more equitable service.

TABLE 2: SERVICE PROXIMITY GUIDELINES FOR MAXIMUM WALKING DISTANCE FOR RESIDENTS AND EMPLOYEES

Route Classification	Service Proximity Guideline	
All Routes	90% of population/employees within 400m	
Züm BRT / Base Grid Routes Only	90% of population/employees within 800m	

This guideline relates to the goal identified in the Brampton Official Plan which states that "the City shall endeavour to provide a local transit stop within easy walking distance (300 to 400 metres) of all urban land uses." It should be acknowledged that the OP target is an aspirational goal for the long-term, and the system proximity objectives identified above are more achievable, short-term targets. Reaching the goal of the Official Plan will require further development of on-demand service, pedestrian network enhancements and a slower build out of new growth lands as areas under development often constrain the ability to implement transit service, which work towards realizing the goal identified in the Official Plan.



Adherence to the above guidelines requires consideration of land use, transportation, and transit decisions. Brampton Transit has a role to play in developing policy and processes in all three planning areas. This includes effective communication with the Planning & Development Department to ensure transit-supportive land use and transportation planning and in transit service planning to provide to sufficient coverage.

Developing Brampton-specific transit supportive guidelines as a subsequent study would effectively improve coordination with the Planning & Development Department. These guidelines could be used to help guide City policy and development approval processes.

Brampton Transit staff are a commenting agency in the development approval process for secondary plans, plans of subdivision, and site plans, including highlighting where proposed development contravene transit-supportive policy such as that related to walk distance, and land uses along higher-order corridors. A stronger role for transit within the approval process could also be an effective means of achieving the above guidelines.

## 2.2 ROUTE DIRECTNESS

Route Directness is a measure of how much a route deviates from the most direct road path between the start and end points of a route. The measure indicates a desire to limit additional travel time and distance resulting from route deviations and indirect or circuitous route design. **Table 3** shows that it is measured as the ratio of the length of the proposed route (with deviation) to the length of the route along the most direct road path:

TABLE 3: ROUTE DIRECTNESS MEASUREMENT EXAMPLE

	Length of Proposed Route with Deviation	_	Route Directness Factor
	Length of Route Corridor without Deviation	_	Roote Directitiess ractor
,	5,500 m	_	1.1
	5,000 m		

## 2.2.1 ZÜM BRT ROUTES

Züm BRT Routes are designed to operate on major arterial roads, and should not deviate from these arterials, except when necessary to access major transit terminals. A route directness factor of 1.0 should be strictly applied.



## 2.2.2 BASE GRID ROUTES

Deviations on Base Grid Routes should be avoided, with the route directness measure within a range of 1.0 to 1.1. Minor deviations are permitted to service a major terminal or trip generator; connect to another route for the purposes of accommodating a major transfer movement; provide necessary coverage to achieve proximity guideline and/or match travel demands. Base Grid routes should ideally be anchored at a terminal or major activity centre, with one-way loops permitted at the extremities of the routes to allow for turn-around. The maximum travel time around a one-way loop at the extremity of a Base Grid Route should not exceed 5 minutes.

## 2.2.3 LOCAL ROUTES

The configuration of Local Routes should be designed to provide as direct a service as possible between two points or communities, with deviations to serve local areas and major destinations as warranted by demand or to achieve proximity guidelines. The route directness measure for Local Routes should be used as a guideline, with a target range of 1.1 to 1.3. One-way loops are permitted at the extremities of the routes to allow for turn-around, to service a major terminal or trip generator, connect to another route for the purposes of accommodating a major transfer movement, provide necessary coverage to achieve proximity guideline and/or match travel demands. As a guideline, Local Routes should be designed such that the maximum travel time around a one-way loop at the extremity should not exceed 10 minutes.

## 2.2.4 Conventional Express Routes

The route directness measure for Overlay Conventional Express Routes should be equal to or less than that of the underlying Base Grid Route. Within the express or limited stop portion of the route, the route directness measure should be 1.0.

The route directness measure for Point Conventional Express Routes should be 1.0, in areas where the route is running express and outside of any distinct location that the route is servicing (i.e., major employment area). A more indirect routing may be required for coverage purposes in distinct locations and should involve only a few stops.

## 2.2.5 NIGHT ROUTES

Night Routes will run the route patterns as existing routes, predominantly Base Grid Routes. As such, route directness should mirror that of the Base Grid Routes.



## 2.2.6 COMMUNITY BUS ROUTES

For Community Bus Routes, service proximity is generally the primary consideration, and the routes are typically somewhat circuitous in order to directly serve higher density residences and community destinations of interest to the seniors market and persons with disabilities. Where a Community Bus route is intended to be a general-purpose route for low demand areas, a more direct alignment (similar to a Local Route) should be considered. No specific route directness guideline for Community Bus Routes is recommended but it is suggested that the total time in the bus for a person making a return trip should not exceed 60 minutes, with 30 minutes preferred.

#### 2.2.7 ON-DEMAND TRANSIT SERVICES

Route directness will vary according to whether an on-demand service is a flex route or trip pooling in orientation. The number and location of trip requests will also impact route directness. In planning for and monitoring on-demand service, the average and maximum passenger travel times should be evaluated against those of other service options.

## 2.2.8 SCHOOL SPECIAL ROUTES

School Special Routes are expected to be more circuitous in order to provide service to area residences, terminals, and schools. While the route directness value should always be minimized, no specific route directness guideline for School Special Routes is recommended.

## 2.2.9 CONTRACT SERVICES

These routes are designed in partnership with a specific institution or adjacent municipality. No design guideline applies.

# 2.2.10 EMPLOYMENT SHUTTLE ROUTES

Route directness for employment shuttles will vary according to the residential locations of employees and the number of employers being served on a specific shuttle. Both direct terminal to employer routing and circuitous routing that serves multiple residential hubs and employers may be considered. No design guideline applies.

## 2.3 SERVICE LEVELS

Service levels define the frequency of service and the span of service for each route classification.



The span of service for each service type will determine the availability, flexibility and convenience of the service for transit customers. Minimum span of service targets are applicable to the Züm BRT, base grid and local routes.

Different frequency targets are identified for different service offerings and during different periods. This communicates to the customer the minimum level of service they can expect when riding Brampton Transit.

As a general guideline, clock-face headways should be implemented for any route operating with a scheduled headway greater than 10 minutes. Clock-face headways are an important marketing tool that allows schedule times to repeat each hour, making it easy for the customer to remember the bus schedule, and can also aid in improving connections. They are applied as a guideline only since the required frequency cannot always be achieved without incurring unwarranted additional operating cost.

#### 2.3.1 ZÜM BRT ROUTES

Typically, higher service levels are provided on the Züm BRT Routes to provide an increased service quality on these corridors. The minimum service frequency for Züm BRT routes is 20 minutes. Outside of the minimum span of service where ridership demand does not warrant at least a 20-minute service frequency, Brampton Transit should operate a Base Grid Route rather than a Züm BRT Route in the corridor. **Table 4** shows Züm BRT Route minimum service levels by operating period.

TABLE 4: ZÜM BRT ROUTE MINIMUM SERVICE LEVELS

Operating Period	Minimum Service Frequency	Minimum Span of Service
Weekday Peak	15	6:00 am to 9:00 am / 3:00 pm to 6:00 pm
Weekday Base	15	9:00 am to 3:00 pm
Weekday Evening	20	6:00 pm to 9:00 pm
Saturdays	20	7:00 am to 9:00 pm
Sunday / Holidays	20	8:00 am to 6:00 pm

#### 2.3.2 BASE GRID ROUTES

Base Grid Routes are intended to provide a basic minimum level of service. Higher service frequencies are encouraged on Base Grid Routes to support the Züm BRT network and provide an increased service quality along the main arterial corridors. The following table shows Base Grid Route minimum service levels by operating period.



TABLE 5: BASE GRID ROUTES MINIMUM SERVICE LEVELS

Operating Period	Minimum Service Frequency	Minimum Span of Service
Weekday Peak	15	6:00 am to 9:00 am / 3:00 pm to 6:00 pm
Weekday Base	30	9:00 am to 3:00 pm
Weekday Evening	30	6:00 pm to 11:00 pm
Saturdays	30	6:00 am to 11:00 pm
Sunday / Holidays	30	8:00 am to 10:00 pm

Where ridership performance targets are not met on Base Grid Routes that also operate in support of Züm BRT corridors; the minimum frequency targets for service along the corridor can be met by calculating the combined frequency of Züm BRT Routes and Base Grid Routes that provide service on the same corridor.

Minimum service frequencies for branches of Base Grid Routes follow Local Route level of service criteria as outlined below.

# 2.3.3 LOCAL ROUTES

The actual service levels and hours of operation for Local Routes are subject to demand and meeting the minimum utilization targets, based on boardings per revenue vehicle-hour **Section** (2.6.2.3). When the operation of local service is warranted by demand, the minimum service levels should apply. **Table 6** shows Local Route minimum service levels by operating period.

TABLE 6: LOCAL ROUTE MINIMUM SERVICE LEVELS

Operating Period	Minimum Service Frequency	Minimum Span of Service		
Weekday Peak	30	6:00 am to 9:00 am / 3:00 pm to 6:00 pm		
Weekday Base		9:00 am to 3:00 pm or based on demand		
Weekday Evening		6:00 pm to 9:00 pm or based on demand		
Saturdays	- 60	6:00 am to 6:00 pm or based on demand		
Sunday / Holidays		8:00 am to 6:00 pm or based on demand		

Local Route level of service criteria still apply to the minimum service frequencies for branches of Local Routes.

#### 2.3.4 Conventional Express Routes

For both Overlay and Point Express services, minimum service frequencies and span of service criteria do not apply. Passenger loading, ridership demand and performance guidelines determine the service level. These services are typically only operated during the weekday peak periods.

## 2.3.5 NIGHT ROUTES

The Night Route service span is categorized to fall outside of the current service spans minimums for the Base Grid Routes. Routes are planned to provide a minimum level service and as such do not have a minimum service level. Frequencies will be dictated by the round-trip time of a single vehicle on a route.

TABLE 7 NIGHT ROUTES MINIMUM SERVICE LEVELS

Operating Period	Minimum Service Frequency	Minimum Span of Service
Overnight	None	11:00 pm to 6:00 am

## 2.3.6 COMMUNITY BUS ROUTES

Minimum service frequencies and spans of service do not apply. Service frequency is determined by customer demand and the nature of the service provided.

## 2.3.7 On-Demand Service

Minimum service frequencies and spans of service do not apply. Service frequency is determined by customer demand and the nature of the service provided.

# 2.3.8 SCHOOL SPECIAL ROUTES

Minimum service frequencies and spans of service do not apply. Service levels are determined by school bell times, passenger demand, and are measured against the appropriate minimum performance levels as outlined in **Section 2.6.2.8**.

## 2.3.9 Decision Process for Modifying Service Levels

The following process will guide actions taken by Brampton Transit to ensure compliance to the above guidelines.

- Modifications to service levels can be proactive (e.g., based on anticipated ridership growth due to a new development); or based on the overall performance of a route.
- An increase in service frequency should be considered on a route in three instances:
  - 1. When the passenger comfort thresholds identified in **Section 2.5** are exceeded on 50% of more trips at a full load point on a given trip over 3 months.
  - Additional round trip time is needed on a given route and time period and providing it also enables a frequency increase which is justified by a B/RVH performance that exceeds the class average.
  - 3. The system utilization review trigger as identified in Section 2.6.2.9. has been reached



- Potential reductions in service frequency span of service, and/or route modifications should be considered when the targets by operating period identified in **Section 2.6.2.9** are consistently not achieved over a 6-to-12-month period.
- If any Züm BRT, Base Grid, or Local (only in the weekday peak) routes fall below the minimum ridership threshold, modifications to the route should be made to improve overall ridership productivity while meeting the minimum service hours and frequency identified in this guideline. These measures can include the following:
  - o Reduction in the service hours;
  - Reduction in frequency;
  - o Adjustments to routing (i.e., improve directness);
  - Operational adjustments (i.e., interlining); and
  - o Re-designation of the route (i.e., from Base Grid to Local Route).

#### 2.4 STOP AND SHELTER LOCATIONS

Bus stops represent customers' first physical interaction with a transit service and should therefore create a positive first impression. Brampton Transit maintains a separate bus stop standards & technical guidelines document that outlines in detail requirements, guidelines, and operating procedures for bus stops and shelters.

Bus stops must be designed for barrier-free access and sited with safety and security considerations in mind. An accessible bus stop is defined as providing a barrier free connection between the bus and surrounding pedestrian network (including a flat, level, hard surface landing area and necessary connectors), and providing passenger amenities which are user-friendly to persons with mobility challenges. As many bus stops as possible should be made barrier free, accounting for natural barriers (such as geometrics or gradient) and unique challenges (such as excessive cost to meet accessibility criteria due to physical characteristics). Further direction on this is provided in the Accessibility Working Paper.

Bus stops must be located to avoid interference with emergency services station, fire routes, school crossings, pedestrian crossovers, and regulatory signage. They must be located an adequate distance away from any pedestrian crossing/network and railway grade crossings.

Shelters are installed based on a priority list. The need for a shelter is evaluated based on four criteria: Passenger usage, passenger wait time, physical applications (exposure to weather, sight line hazard, lighting, street crossing hazard), and the type of area being serviced. Each criterion is evaluated on a specific point-scale. Larger shelters may be warranted at special locations (such as



institutions, major trip generators, or terminals), high-use stops (greater than 125 total boardings), or major transfer points. This shelter warrant evaluation should be conducted proactively to highlight the stops that would score higher and therefore be of greater priority.

To maximize the customer experience most efficiently, shelters should be located at stops that represent 90% of boardings within the City of Brampton.

# 2.5 PASSENGER COMFORT AND DELAY

Passenger Comfort and Delay sets a guideline of comfort for passengers while on board transit vehicles. It also monitors the number of passengers that are unable to board buses at a stop due to overcrowding. If it is observed that acceptable passenger comfort and delay guidelines are exceeded, corrective actions can include adding trips to the schedule in the form of a frequency improvement or trippers; the introduction of an Overlay Express Route; and/or restructuring the service to distribute demand among several routes. When many routes report high demand, priority for corrective action will be based on the degree of demand in excess of seated capacity and the overall average ridership of the route.

For peak period services, a threshold of 150 percent of seated capacity is the typical passenger comfort and delay guideline for many systems. Establishing and adhering to a fixed loading may be somewhat problematic given the range of vehicles currently operated. Similar sized buses in the fleet have similar overall capacities but differ in their seating capacities depending on configuration. As the objective of this guideline is to limit standees to a reasonable level in order to maintain a comfortable level of service quality, the 150 percent threshold remains appropriate for Base Grid Routes and Local Routes during the busiest operating periods (weekday peak). Consideration should be given to matching the seated capacity of the vehicles to the ridership levels on the route, to avoid unnecessary increases in service levels. Express and School Special routes generally operate during the peak period and are subject to the same thresholds as the Base Grid Routes and Local Routes.

For off-peak periods, it is appropriate to strive to provide a seat for all customers in consideration of generally less frequent service. A threshold of 100 percent of seated capacity is appropriate on all services during weekday off peak and weekends.



Routes crossing a municipal boundary, such as those routes currently operating into Mississauga, York Region or Toronto, are subject to the regulations of the Public Vehicle Act, which prescribes a limit of one standee per three seats (133 percent).

Züm BRT routes need to maintain their brand and provide high service quality and comfort. As such, a threshold of 133 percent of seated capacity is appropriate.

Community Bus Routes typically cater to clientele who are often restricted in their mobility. Therefore, it is appropriate to set a threshold of 100 percent of seated capacity.

Similarly, On-Demand Transit services are typically operated using smaller vehicles that do not accommodate standees. Therefore, it is appropriate to set a threshold of 100 percent of seated capacity. **Table 8** summarizes the number of passengers that correspond to the capacity thresholds mentioned above for each type of bus in the Brampton Transit fleet.

TABLE 8: PASSENGER LOAD ACCORDING TO SEATED CAPACITY GUIDELINES

Bus Type	Percent of Seated Capacity						
	100%	133%	150%				
60 ft	56	74	84				
40 ft	39	52	58				
30 ft	27	35	40				

**Table 9** below outlines the passenger comfort thresholds for each service type by operating period.

TABLE 9: PASSENGER COMFORT GUIDELINES

		Operating Period									
Service Type	V	Veekday Ped	ak	All Other Periods							
Bus Type	60 ft	60 ft 40 ft 30 ft			60 ft 40 ft						
Züm BRT Routes	74	52	-	56	39	-					
Base Grid Routes	84	58	-	56	39	-					
Local Routes	-	58	40	-	39	27					
Overlay Express	84	58	40	56	39	27					
Point Express	84	58	40	56	39	27					
Community Bus Routes	-	39	27	-	39	27					
School Special Routes	-	58	40	-	-	-					

## 2.5.1 Monitoring and Decision-Making Process

Passenger Comfort and Delay measures are calculated at the full load point on any given trip. If passenger loads exceed the seated capacity guidelines of the bus and the passenger comfort and delay guidelines as defined in **Table 8** and **Table 9** more than 50% of the time over a 3 month period, remedial action should be considered. Remedial action could take the form of a tripper bus or if there are numerous points on a route that are frequently exceeding the comfort delay guidelines over an extended period, the addition of a line bus/es and a frequency increase should be considered.

Additionally, remedial action should be considered if the full load point on any given trip exceeds its passenger load threshold more than 50% of the time over 3 months.

# 2.6 SERVICE UTILIZATION

Service Utilization is a measurement of the effectiveness of the application of the system's resources against established criteria.

To establish thresholds for route performance requires an acknowledgement that various services, even within the same route classification, will vary in their performance, with some exhibiting superior performance and others exhibiting lower performance levels. To meet a variety of system objectives, top-performing routes must be allowed to support other lower performing routes, while continuing to ensure that:

- "Class Average" targets for each route classification meets system objectives
- "Route Minimum" performance targets for each of the individual routes is established and met.

In addition to this, it is important that productivity triggers be set which identify routes that may warrant a service level increase when "Class Average" targets are exceeded over a certain threshold. These are referred to as "Triggers for Improvement".

Route performance should be assessed on the basis of total boardings per revenue-vehicle-hour, since this statistic will appropriately credit those routes that perform a significant transfer role in the system.



## 2.6.1 System Utilization

Different classes of routes have different performance expectations, ridership potential, equity implications, and network impacts and the performance target values should be established separately for each route type, while ensuring that the overall average can be met. Separate threshold levels should be established for peak versus off-peak services, to reflect the relative operating and capital cost structures of the respective operating periods as well as differences in rates of ridership return and equity implications. Also, triggers for service improvements are provided to identify when service levels should be improved on individual routes.

Prior to the COVID-19 pandemic, in 2019, Brampton Transit achieved a system average of 25 boardings/revenue vehicle hour. Given increasing intensification, greater focus on Züm service and internal opportunities to enhance service efficiencies, the long-term target for Brampton Transit is 28 boardings/revenue vehicle hour for all operating periods. It is recommended that Brampton Transit continue to target a longer-term goal for increased boarding/revenue vehicle hour by 2041, in line with the span of the current Transportation Master Plan. The target value should be reviewed and revised, as required, with the five-year Business Plan cycle.

# 2.6.2 UTILIZATION BY ROUTE CLASSIFICATION

The rationale for utilization targets for each route classification is explained below with the actual targets detailed in **Table 8** and **Table 9**.

#### 2.6.2.1 ZÜM BRT ROUTES

Züm BRT Routes are expected to perform at a high level and make a significant contribution to the system-wide performance targets. However, they are also designed and branded to provide a high basic minimum level of service and should not be subject to the strict application of the utilization targets without considering the potential effects on the brand. Significant investments have been made in Züm BRT Routes for the long-term, to account for Brampton's population and employment growth, and allow for continual improvement and expansion of the Brampton Transit network. In some cases, service may still be growing along Züm BRT Routes. Reducing service along Züm BRT Routes not currently meeting service utilization guidelines is not recommended. If a Züm BRT Route is not meeting the service utilization guidelines, analysis should be completed to better understand the reasons behind this.

#### 2.6.2.2 BASE GRID ROUTES

Base Grid Routes are expected to perform at a high level and their operation is intended to provide a basic minimum level of service and route coverage and support the Züm BRT network. The



performance of Base Grid Routes is expected to make a significant contribution to the system-wide performance targets. If the targets outlined in **Table 9** cannot be consistently met or there is no evidence of ridership growth trends towards meeting the targets, consideration should be given to modifying the route or removing the Base Grid Route designation from the route (or a portion of it), subject to maintaining the minimum proximity guidelines. This change in route classification would permit a wider range of remedial actions, including service level adjustments, route restructuring, and operational modifications such as interlining.

Most Base Grid Routes are identified in the TMP as BRT Support Corridors. These routes are required to provide a basic level of service in support of the Züm BRT network that they connect to. As such, Base Grid Routes operating below the route utilization minimums will be given more flexibility and time to reach their performance target considering the important role these routes have in feeding the Züm BRT network (provided that underperforming routes show consistent ridership growth towards the minimum utilization thresholds). If the route does not show consistent and significant ridership growth over the first 6-12 months of implementation, it should be modified or reclassified as a Local Route with the necessary Service Design Guideline adjustments made.

#### 2.6.2.3 LOCAL ROUTES

The primary function of local routes is to maximize service coverage and to feed into the Base Grid Route Network. This often requires a more indirect routing and lower frequencies than Base Grid Routes. As such, Local Routes are not expected to perform at a level as high as the Base Grid Routes. If the targets outlined in **Table 9** cannot be consistently met, consideration should be given to a range of remedial actions, including service level adjustments, route restructuring, and operational modifications such as interlining. When adjusting individual routes and services, care must be taken to consider the impacts on the connecting routes and services that users may be relying on.

Over the course of time, due to development/intensification and/or ridership growth, Local Routes may become candidates for reclassification to a Base Grid Route. A Local Route may be reclassified to a Base Grid Route if:

- The Local Route exceeds its daily class average utilization for all operating periods consistently, and
- The design of the Local Route can match the route classification criteria for a Base Grid Route, as set out in **Section 1.3.3**.



It should be noted that a reclassification of a Local Route into a Base Grid Route requires specific service level adjustments and increases to ensure that the route conforms to the applicable Base Grid Route Service Design Guidelines. Reclassification of a Local Route to a Base Grid Route should only be implemented if the applicable Base Grid Route Service Design Guidelines are achieved with the existing service level or can be achieved with only minor service adjustments. A reclassified route's utilization should be closely monitored for the first year to ensure that it meets or exceeds the Route Minimums for Base Grid Routes.

#### 2.6.2.4 CONVENTIONAL EXPRESS ROUTES

Performance indicators differ for each type of express service:

- 1. **Point Express** are routes designed to provide direct non-stop service between specific points, where warranted by a significant volume of demand, and as such, need to perform at the highest of guidelines to justify the exclusivity of the service.
- 2. Overlay Express are routes with limited stop service and operate on the Base Grid corridors as a supplement to Base Grid routes that are over capacity. Therefore, it is appropriate to apply the utilization target of the associated Base Grid route to Overlay Express Route subject to the following conditions:
  - a. the introduction of an overlay express route must maintain the performance levels of the associated Base Grid route at current levels; and
  - b. the projected performance of the new Overlay Express Route must exceed that of the current Base Grid route.

#### 2.6.2.5 NIGHT ROUTES

Night routes are intended to provide a base level of service overnight at very low frequencies. As a result, the expected ridership return is lower. The ridership return on service investment is also better at a lower B/RVH threshold. Lastly, overnight service provides an important equity function. All these factors lead to lower system utilization thresholds for the Night Routes.

#### 2.6.2.6 COMMUNITY BUS ROUTES

Community Bus Routes are typically catered to senior citizens who travel during off-peak periods. The route is designed to place greater emphasis on access than directness of travel and speed. As such these routes are expected to operate at a generally lower utilization than the other fixed route classes in the system.



#### 2.6.2.7 ON-DEMAND SERVICES

On-Demand Services can be put in place to service lower demand periods or areas of the city, or to provide an enhanced level of service for a targeted market (e.g., Local access to GO Train service). The service is designed to be coverage focused with connections to fixed route transit that are used primarily in low demand areas or periods with less opportunity for mass transit. As such these services are expected to operate at a generally lower productivity than Local Routes in the system, however, should do so at a lower total net operating cost in a head-to-head comparison for a specific area/period. A range between 3 to 15 boardings per revenue vehicle hour is appropriate for this type of service. Services operating on a pooling model should range between 3 to 8 boardings per revenue vehicle hour while flex route service has a higher expectation of utilization with a range 6-15 boardings per revenue vehicle hour.

## 2.6.2.8 SCHOOL SPECIAL ROUTES

The specific performance guidelines applied to School Special Routes depend on the individual nature of the route under review.

Local Route guidelines shall be applied to School Special Routes when:

- the School Special Route significantly deviates from the Base Grid and Local Route network to provide the necessary coverage, or;
- the use of existing services would require more than two transfers.

Overlay Express Route guidelines shall be applied to School Special Routes when:

- the School Special Route substantially duplicates the coverage of an existing Local or Base Grid Route, and/or;
- existing services do not have the capacity to accommodate this specialized demand and an overlaying School Special Route is necessary.

In all cases, there is no maximum utilization guideline applicable to school special routes, as these routes are designed to serve a high demand in a short amount of time.

If students are being left behind due to crowding, the passenger crowding and delay guidelines discussed in **Section 2.5.1** should be used, and a "tripper" (extra bus) should be added if the delay exceeds the guideline threshold.

Alternatively, a "tripper" (extra bus) scheduled to accommodate the surge in demand from the school and maintain the regular route at normal loading guidelines should be considered.



#### 2.6.2.9 EMPLOYMENT SHUTTLE ROUTES

As a dedicated service with a limited operating span, employment shuttles are less cost-effective and operationally challenging than other routes. They are also not intended to serve as coverage providers or to produce network effects. The goal is to capture a particular travel flow more efficiently. Due to these factors, a higher utilization threshold is expected for the service. Guidelines have been set to match those of the Base Grid Routes and thereby create an equal measure for service investment in the two services.

#### 2.6.2.10 SERVICE UTILIZATION GUIDELINES

Individual route performance should be assessed annually, as a minimum, based on both the overall daily service utilization (**Table 10**), as well as at the operating period level (**Table 11**).

**Table 10** below summarizes the daily class average targets that should be achieved by route classification. This will be used by Brampton Transit planning staff to assess individual route performance relative to other routes within its class.

TABLE 10: ROUTE PERFORMANCE GUIDELINES – DAILY ROUTE CLASS AVERAGE (BOARDINGS PER REVENUE VEHICLE HOUR, B/RVH)

Constant Town	Class Average							
Service Type	Weekday	Saturday	Sunday/Holiday					
Züm BRT Routes	64	61	55					
Base Grid Routes	48	48	44					
Local Routes	32	29	28					
Conventional Express Routes (Point Express)	45	40	35					
Conventional Express Routes (Overlay Express)	45	40	35					
Night Routes	23	23	23					
Community Bus Routes	10	10	10					
On-Demand Transit Services	5	4	4					
School Specials (Local)	25	-	-					
School Specials (Overlay)	37	-	-					
School Specials (Overlay)	37	-	-					
Employment Shuttles	48	48	44					

**Table 11** below summarizes the minimum route utilization targets as well as triggers for service enhancement by each route classification by time period. Triggers and minimums were defined through an evaluation of relative prioritization of investments. This included establishing available

resources, estimating ridership returns, equity considerations prioritizing off-peak service and prioritizing Züm service due to its network effects.

## 2.6.3 Monitoring and Decision-Making Process

Ridership data generated from the APC system, in conjunction with service hour statistics from the Hastus scheduling software should be used to obtain boardings per revenue hour data for the overall system, by route and time period as well as the class averages, route minimum thresholds and improvement triggers for each service type. This analysis should be completed, as a minimum, on an annual basis and serve as a primary input to the Annual Service Plan process.

It is noted that new routes may not meet service utilization guidelines for several months after they are implemented. In many cases, investment is needed to incent ridership growth. Routes should be monitored according to **Table 13**.

Routes consistently not meeting the prescribed **minimum thresholds** would be subject to review and consideration of the best option to improve performance. Options for remedial action would be subject to consideration of the characteristics of each route and its classification but should include frequency reductions or replacing service with on-demand. When adjusting individual routes and services, care must be taken to consider the impacts on system proximity objectives and the connecting routes and services that users may be relying on.

Should a particular route or spatial area fall below 15 B/RVH, further analysis should be conducted to consider replacing the route with on-demand services. The most successful on-demand flex routes can achieve up to 15 B/RVH.

The **class average** represents the average utilization target that all routes in the Route Classification should achieve during each operating period.

The **Trigger for Improvement** indicates the level of utilization which should trigger consideration of improvements to the route (subject to resources for service expansion being available). This could include reclassification of the route if warranted.



TABLE 11: ROUTE PERFORMANCE GUIDELINES – BY OPERATING PERIOD (BOARDINGS PER REVENUE VEHICLE HOUR, B/RVH)

Service Type		ekday Peak		ekday f-Peak		turday Day		turday Base/Eve	Sunday	Sunday/Holiday Base Sunday		ıy/Holiday Eve	
	Min Threshold	Improvement Trigger	Min Threshold	Improvement Trigger									
Züm BRT Routes	50	82	40	70	45	65	40	65	35	60	35	60	
Base Grid Routes	35	65	25	50	25 45		25	45	25	45	20	40	
Local Routes	15	45	10	35	10 35		10	35	10	35	10	35	
Conventional Express Routes (Point Express)	55	65	45	50	45	45 50		50	40	45	40	45	
Conventional Express Routes (Overlay Express)	30	66	20	66	25	50	15	50	15	40	10	40	
Night Routes			10	30			10	30			10	30	
Community Bus Routes	5	20	5	20	5	20	5	20	5	20	5	20	
On-Demand Transit Services	3		3		3		3		3		3	**	
School Specials (Local)	15	33	-	-	-	-	-	-	-	-	-	-	
School Specials (Overlay)	30	50	-	-	-	-	-	-	-	-	-	-	
Employment Shuttle	35	65	25	50	25	45	25	45	25	45	20	40	



## 2.7 SERVICE RELIABILITY

Service reliability is a significant service quality factor influencing ridership, customer satisfaction and the reputation of the transit system. The reliability of service operating to published schedule times is consistently ranked first in importance in customer satisfaction surveys.

A person using any transportation mode has an expectation that the service will be there according to the schedule and services that cannot meet their published schedules lose the loyalty of their customers. Consistently reliable arrival times also reduce waiting times for passengers at stops and such performance is critical during inclement weather. A high 'on time' performance will improve transit system credibility and build a positive image of the system.

## 2.7.1 ON-TIME PERFORMANCE

The On-Time Performance Guideline sets out guidelines for schedule adherence and transfer wait times. In order to maintain good schedule reliability, the following performance guidelines apply to all services:

- Buses shall be no more than 3 minutes early and no more than 5 minutes late arriving at published timing points, 90 percent of the time.
- At no time will a bus **depart** early from a major terminal.

Brampton Transit's longer-term on-time performance goal is to arrive within 1 minute early and 5 minutes late, 90 percent of the time.

# 2.7.2 Inter-Regional Service Connections

Brampton Transit provides feeder service to five GO Rail Stations: Mount Pleasant, Brampton, and Bramalea within Brampton, as well as Lisgar and Malton in Mississauga. Many Brampton Transit routes serve one or more of these GO Stations and a significant number of Brampton Transit riders use the service to access GO rail and bus services. Providing connections to GO Trains can be difficult due to their scheduling, which may not be aligned to Brampton Transit schedules during all periods. In order to promote improved passenger connections to the GO service, the following guideline applies:

- Where possible, trips that are designated to meet train times shall be scheduled to arrive not less than five (5) minutes before scheduled train departure times and depart not less than five (5) minutes after scheduled train arrival times.
- Scheduled trip times for arrival or departure on routes serving GO Rail stations may be shifted a maximum of three (3) minutes, if such a schedule adjustment will provide a regular train meet connection, as set out above, without significantly impacting schedule or connections on the balance of the route.

- If a choice needs to be made on which train trips to meet due to a service frequency mismatch between GO Trains and the headway of the connecting service, preference will be given to schedule the connection with an express train trip, where feasible.
- When required due to known operational delays impacting GO Rail services, at the discretion of the Operations Department, routes serving GO Rail Stations may hold for an additional three (3) minutes past their scheduled departure time, if it is determined that the additional wait time will provide the train meet connection without significantly impacting schedule or connections on the balance of the route.

## 2.7.3 Monitoring and Decision-Making Process

Schedule Adherence data is generated from the SmartBus system, with on-time performance measured at the route and time period level. Actual times are compared with published times and measurements obtained to show the status of performance as being "on-time", "late" or "early". Exception reports are created for specific periods, to show the details of services not meeting the on-time performance guideline.

Daily, weekly and monthly exception reports could be generated by the Smart Bus system to show the time and location of individual buses not meeting the on-time performance guideline. Analysis of consistently "early" and "late" arrivals is required by operations and service development staff to determine the root cause of the schedule adherence problem.

If the above on-time performance guidelines are not met on a regular basis for a specific route, Brampton Transit should consider adjusting the published schedule and/or route timing, providing additional training for drivers or, in the case of Züm BRT and Base Grid Routes, modifying or adding transit priority measures.

## 2.8 GUIDELINES FOR SERVICE EXPANSION

## 2.8.1 Service to New Areas

This guideline sets both a policy direction and performance targets that should be achieved when introducing a new bus route or extending a route into a new area. A new transit route may be required as residential areas are developed, to improve the transit system proximity or in response to growth in major commercial, institutional or employment areas.

Brampton Transit staff will actively work with the City's Planning & Development Department to provide new route design and stop locations to serve growth in advance of development approval. This coordination will contribute to the implementation of transit-oriented design (TOD) principles in the new growth areas. New growth areas designed using TOD principles should be designed to achieve 100% of the population and

employment within 400m (actual walk distance) coverage with transit service on long linear arterial or collector roadways.

Performance of new or extended services will be assessed at regular intervals after implementation to determine whether ridership is growing and whether minimum performance targets are expected to be met.

In order to consider introducing transit service into new areas, two requirements must be met:

- 1. The roadways on which the proposed route will operate on are in a condition to support regular transit operations. Proper infrastructure (curbs, sidewalks, street lighting, etc.) should be in place and construction activity should be at a level where construction equipment will not interfere with the safe operation of transit vehicles or impede on-time service delivery.
- 2. The occupancy of the neighbourhood must be substantial enough to support the efficient operation of public transit. Targets for the introduction of new services are outlined in **Table 12**.

TABLE 12: POPULATION THRESHOLDS FOR NEW SERVICE

Type of Area	Minimum Residents/Employees within 400m of Each km of Expanded Service*
Residential Area	400 residents
Employment Area	500 employees
Mixed Use Area	450 residents/jobs

<sup>\*</sup> The population/employment data used in this calculation should exclude those within 400m of an existing route.

## 2.8.2 Monitoring and Decision-Making Process

Services introduced in new areas not previously served by transit should be guaranteed for a minimum 12 months of operation to ensure adequate time for travel patterns to adjust and for year-round ridership patterns to be assessed. At the end of the 12 months, the service must meet the minimum performance thresholds required for its class of service.

Within this trial period, interim targets are set to ensure that a service which is clearly not capable of meeting the ultimate targets is identified as early as possible. Monitoring should be performed at 3-, 6- and 9-months intervals to ensure that the new service is trending towards the appropriate guideline. Targets for these interim periods are:

- 3 months: 25 percent of the minimum target;
- 6 months: 50 percent of the minimum target; and
- 9 months: 75 percent of the minimum target.

The actual values of these (boardings per revenue vehicle hour) are shown in Table 13.

If the performance at the end of each period has not reached at least 75 percent of the target value, the route should be re-examined to identify potential changes to improve its performance. If the same guideline is not met in the next period, the identified changes should be implemented.

TABLE 13: MONITORING SERVICE UTILIZATION TARGETS (BOARDINGS PER REVENUE VEHICLE HOUR, B/RVH)

Service Type	Weekday Peak	Weekday Off-Peak	Saturday Day	Saturday AM/Base/Eve	Sunday/Holiday Base	Sunday/Holiday Eve	
3 Month Target			,				
Züm BRT Routes	13	10	11	6	8	6	
Base Grid Routes	8	5	6	4	4	3	
Local Routes	4	3	3	3	3	2	
Conventional Express Routes (Point Express)	14	11	13	11	11	11	
Conventional Express Routes (Overlay Express)	8	5	6	4	4	3	
Night Routes		3		3		3	
Community Bus Routes	1	1	1	1	1	1	
On-Demand Transit	1	1	1	1	1	1	
School Specials (Local)	4	-	-	-	-	-	
School Specials (Overlay)	8	-	-	-	-	-	
Employment Shuttle	8	5	6	4	4	3	
6 Month Target							
Züm BRT Routes	25	20	23	13	15	13	
Base Grid Routes	15	10	13	8	8	5	
Local Routes	8	5	5	5	5	4	
Conventional Express Routes (Point Express)	28	23	25	23	32	23	
Conventional Express Routes (Overlay Express)	15	10	13	8	8	5	
Night Routes		5		5		5	
Community Bus Routes	3	3	3	3	3	3	
On-Demand Transit	3	3	3	3	3	3	
School Specials (Local)	8	-	-	-	-	-	
School Specials (Overlay)	15	-	-	-	-	-	
Employment Shuttle	15	10	13	8	8	5	
9 Month Target							
Züm BRT Routes	38	30	34	19	23	19	
Base Grid Routes	23	15	19	11	11	8	
Local Routes	11	8	8	8	8	5	
Conventional Express Routes (Point Express)	41	34	38	34	34	34	
Conventional Express Routes (Overlay Express)	23	15	19	11	11	8	
Night Routes		8		8		8	
Community Bus Routes	4	4	4	4	4	4	

On-Demand Transit	4	4	4	4	4	4
School Specials (Local)	11	-	-	-	-	-
School Specials (Overlay)	23	-	-	-	-	-
Employment Shuttle	23	15	19	11	11	8



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-21

Subject: New Brampton Transit Facility – Project Update

**Contact:** John Zelem, Project Manager, Building Design & Construction

**Report Number:** Public Works & Engineering-2023-986

#### Recommendations:

1. That the report from John Zelem, Project Manager, Building Design & Construction to the Committee of Council Meeting of November 29th, 2023, re: **New Brampton Transit Facility – Project Update**, be received.

#### Overview:

- The new Brampton Transit Facility project is in the design stage, which is to be followed by early-works site development and primary building construction in 2024.
- A Request for Proposal has been released to hire a construction manager, and the contract award is anticipated in Q1 2024.
- Current project funding of \$189,780,000 is insufficient to complete the building construction portion of the project. The first two Construction Manager service agreements of preconstruction and early works site development are to proceed in 2024 prior to full funding being in place.
- The project cost increase is attributed primarily to market escalation, the addition of enhanced energy performance requirements and the additional requirements to future-proof for a battery electric bus fleet.
- A budget amendment request is planned for mid-2024 for the remaining construction funding required to complete the project. Based on a revised Class D cost estimate prepared by WSP in September 2023, the funding shortfall is expected to be within the anticipated range previously reported to the closed session of Council on February 10, 2022.
- The budget amendment value will be based on pricing provided by the Construction Manager, closer to a Class A level pricing.

# **Background:**

The new Brampton Transit Facility project was initially approved in 2019. Based on ridership and service growth projections prior to the pandemic, Brampton Transit anticipated reaching maximum bus capacity levels at the existing Sandalwood and Clark facilities by the end of 2024.

In October 2019, a funding application was submitted through the Investing in Canada Infrastructure Program ("ICIP"), with a request for \$174.8M for the phase 1 construction of a 250 standard bus equivalent (s.b.e) transit facility. ICIP funding was received in April 2021, with a \$128.2M contribution from Federal and Provincial partners. The balance of \$46.6M is to be funded by external tax supported debt. The ICIP cost-sharing breakdown includes a commitment of 40% from the Federal Government, 33.3% from the Province of Ontario, with the City covering the remaining 26.7%. There was also funding in the amount of \$15M approved for initial project costs and expenses ineligible under the grant. This provides overall project funding of \$189,780,000.

In addition to design and construction project funds, there was \$13.5M in external debt funding for land acquisition costs.

**Table 1: Project Funding** 

Table 1: 1 Toject I dilaling							
\$('000'000s)	ICIP	D	OC's	Exter	nal Debt	Total Approv	
New Facility - Construction (Project 194880-003)	\$ 128.2			\$	46.6	\$	174.8
Design (Project 194880-002)		\$	15.0			\$	15.0
Total Design - Build	\$ 128.2	\$	15.0	\$	46.6	\$	189.8
Land Acquisition (Project 191542-005)				\$	13.5	\$	13.5
Total	\$ 128.2	\$	15.0	\$	60.1	\$	203.2

Upon completion of the land acquisitions, a Transit Project Assessment Process was conducted. This process received approval from the Ministry of the Environment, Conservation and Parks on May 19, 2021, which fulfilled the requirement to complete an Environmental Assessment.

The project was initially planned as a design-build delivery method. In preparation for a design-build procurement, WSP was retained as an owner advisor to provide a concept design as well as contract administration.

Three design-builders were prequalified in March 2021, and in June 2021 the design-build Request for Procurement (RFP) was released to the three proponents. Through the "in-market" RFP process, the prequalified Proponents provided feedback advising that there were insufficient funds based on the size and complexity of the project. Proponents also provided feedback that it was unfavourable for them to accept the design risk associated with a design-build delivery model, given the volatile market conditions. As a result, the procurement was cancelled in February 2022.

The project was reconvened to use a construction manager delivery method to provide greater flexibility given the market volatility and cost escalation. Construction management would also transfer the design risk from proponents to the City, which is important during times of high market volatility.

In April 2022, <u>staff reported to Council</u> for authorization to commence limited tendering to WSP for design and contract administration consulting services. The limited tendering process was used in lieu of a public procurement, since it reduced the project schedule significantly by leveraging work performed by WSP under their previous owner advisor services. The report also authorized staff to commence procurement for construction manager services.

This approach was supported by external Counsel and an outside financial expert. WSP has since been retained as a consultant, and a schematic design has been completed for the facility.

The schedule is critical for this project as the facility is required to accommodate growth. If a limited tender was not used, the longer timelines for procurement, onboarding and redesign would likely have resulted in missing a construction season. With the growth in ridership since the pandemic, that is even more problematic now. To accommodate this approach, the design portion of the project was removed from the ICIP grant application, and the grant is to be used for the construction portion of the project.

#### **Current Situation:**

On June 6, 2023, a Request for Proposal to hire a construction manager was issued publicly. This procurement is ongoing, and the award is anticipated in Q1 2024. The construction manager's services are split into three agreements, which include a preconstruction consultation stage, early works stage to develop the site, and a primary construction stage for the building and remaining development. The third stage of the construction manager services is not to be awarded until after a planned budget amendment request in mid-2024, which is subject to Council approval.

Phasing of construction management services is planned to expedite the project schedule and allows for early construction to proceed prior to full funding being in place. A detailed construction schedule is to be established with the successful construction manager.

#### Preconstruction Consultation

Preconstruction consultation is to occur from Q1 2024 through Q3 2024. This stage will involve design reviews, value engineering recommendations, and cost monitoring and controlling assistance during design.

# Early-Works Site Development

Early-works site development is to occur from Q2 2024 through to Q4 2024. During early-works, site earthworks, site servicing, utilities and foundation work is to take place. Commencing this stage in advance allows for fast tracking of the project schedule.

# **Primary Building Construction**

The primary construction stage is to commence in Q4 2024 and last until 2027. During this stage, the bulk of construction takes place, including the facility component, equipment, and commissioning. This stage cannot commence without approval of additional funding.

The available funding of \$189,780,000 is insufficient to complete the project. A budget amendment report is planned for mid-2024 to seek the additional funding required for construction. The actual budget amendment value will be based on market pricing provided by the construction manager. Since site development and earthworks are proceeding in advance of full funding approval, there would be sunk construction costs should the building construction stage not receive funding approval.

Additional Federal and Provincial funding is not currently available to assist with the funding shortfall. Staff will continue to advocate for funding and monitor available grant funding programs that may be applicable.

## Cost Evolution

Staff have collaborated with WSP to find ways to lessen the impacts to the budget where possible without compromising the operation of the facility, sustainability measures, future expansion, and future proofing for battery electric buses. Some of the measures taken to date include the replacement of a multi-level parking structure with a surface parking lot, reduction of the building footprint through efficient space planning, and changing the design of the structure and envelope to reduce costs.

The budget increase to the project, since it was initially planned in 2019, is attributed to the below items:

- Unforeseen market escalation;
- Enhanced energy efficiency measures;
- Measures to future-proof for electric bus fleet;
- Increased foundations and earthworks requirements;
- Additional maintenance space for increased 60-foot bus fleet;
- Additional construction outside property boundaries and intersections; and
- Additional EV car charging.

Market escalation is the largest contributor to the project cost increase and has been prominent in the construction industry since 2021. According to Statistics Canada, non-residential construction costs in the GTHA peaked at an annual rate of 17.5% in the first

half of 2022. As of Q2 2023, the escalation was recorded at 8.1% annually. This is a significant increase considering pre-pandemic inflation rates averaged between 3-4% over a five-year span. The construction industry continues to experience pressure on availability and cost of labour as well as increased material and equipment costs.

# Battery Electric Bus Charging

The new Brampton Transit Facility is to be designed to accommodate future installation of electric bus charging infrastructure. This includes features incorporated into this project such as additional structural steel to support equipment and rooftop photovoltaic panels, space in electrical rooms dedicated for charging equipment, and careful planning of facility layout to ideally locate infrastructure and minimize impacts during future installation.

Installation of battery electric bus charging equipment is to be a separate project and Transit staff continue to advocate for funding to electrify the facility.

# **Corporate Implications:**

## <u>Financial Implications:</u>

Based on recent project estimates, this project will require additional funding.

As the project progresses and funding requirements are further refined, staff will report to Council by mid 2024 with a budget amendment, subject to Council approval.

The table below provides the latest financial status of the project:

Transit Maintenance Storage Facility		[\$]			
Activity Description	Project #	Budget	Spending	Purchase Order	Uncommitted Funds
New Transit Facility - Design	194880-002	15,000,000	7,516,646	5,637,330	1,846,024
New Facility - Construction	194880-003	174,780,000	14,172	10,176	174,755,652
Total Design - Build		189,780,000	7,530,817	5,647,506	176,601,676
Land Acquisition-Transit Facility	191542-005	13,450,000	13,610,815	-	- 160,815
Total		203,230,000	21,141,632	5,647,506	176,440,861

# **Legal Implications:**

Section 3.1 of the Purchasing By-law applies as it is an active procurement, which provides that Council shall have no involvement in specific procurements until a contract has been entered into.

This report is to provide Council with an update on the status of this project.

# **Strategic Focus Area:**

The new Brampton Transit Facility is important to the City's Transit & Connectivity and will provide much needed transit infrastructure to allow for the expansion of bus service in the City. The project also supports Environmental Resilience & Sustainability by utilizing high performance building systems and envelope design as the facility is to achieve LEED certification. Additionally, the project supports a well-designed transit network, which provides the infrastructure for sustained strategic growth, job creation, and new housing.

#### Conclusion:

This report provides an update on the new Brampton Transit Facility project. The project has recommenced with a construction management delivery model to respond to market volatility and a budget shortfall. Early works construction is to commence in 2024 and a budget amendment will be requested in mid-2024 for the primary building construction stage.

Authored by:	Reviewed by:
John Zelem, Project Manager Building, Design and Construction	Mitsa Montaser, Interim Director Building, Design and Construction
Approved by:	Approved by:
Heidi Dempster, General Manager, Brampton Transit	Marlon Kallideen, Commissioner, Public Works and Engineering
Submitted by:	
Marlon Kallideen, Chief Administrative Officer	

**Attachments: Appendix 1** - Confidential Appendix provided to Council as part of the closed session agenda for the November 29, 2023 Committee of Council meeting, under the following open session meeting exception:

(k) 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.



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-03

Subject: Traffic By-law 93-93 – Administrative Update

**Contact:** Binita Poudyal, Traffic Operations Technologist, Road Maintenance,

Operations and Fleet

**Report Number:** Public Works & Engineering-2023-954

# **Recommendations:**

 That the report from Binita Poudyal, Traffic Operations Technologist, Road Maintenance, Operations and Fleet to the Committee of Council Meeting of November 29<sup>th</sup>, 2023, re: Traffic By-law 93-93 – Administrative Update, 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 Fire Routes, Designated Bicycle Lanes 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.

#### **Current Situation:**

The following amendments to the schedules of Traffic By-law 93-93 are recommended:

#### Fire Routes (Schedule XXII):

The following fire route locations have been provided by Brampton Fire and

Emergency Services and are recommended for approval as part of this amending bylaw:

- 2250, 2260, 2280 Bovaird Drive East (Ward 6)
- 85 Burnt Elm Drive (Ward 2)
- 565 Remembrance Road (Ward 6)
- 181 Rutherford Road South (Ward 3)
- 10 Whybank Drive (Ward 2)

# <u>Designated Bicycle Lanes (Schedule XXX):</u>

An administrative update is required to include following existing streets with designated bicycle lanes in Schedule XXX of the Traffic By-law as follows:

- Kingknoll Drive between Windmill Boulevard and McLaughlin Road South (Ward 4)
- Gillingham Drive between Bovaird Drive West and Main Street North (Ward 1)
- Peter Robertson Boulevard between Bramalea Road and Dixie Road (Ward 9)
- Linkdale Road between Kennedy Road North and Centre Street North (Ward 1)
- Black Forest Drive between Bramalea Road and Sprucelands Avenue (Ward 9)
- Elbern Markell Drive between Bovaird Drive West and Queen Street West (Ward 5)
- Rutherford Road North between Williams Parkway and Weybridge Trail/Wikander Way (Ward 1)
- Olde Town Road between Fletchers Creek Boulevard and Chinguacousy Road (Ward 1)
- Royal West Drive between Williams Parkway and Queen Street West (Ward 5)

## Community Safety Zones (Schedule XXIV):

Based on the report to the July 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
Palmvalley Drive	Riverstone Drive and Imperial Lakes Drive	8

## **Corporate Implications:**

#### Financial Implications:

There is no financial impact resulting from the recommendations in this report. **Strategic Focus Area:** 

This report supports Brampton's Transit & Connectivity through administrative updates to Traffic By-law 93-93.

# **Conclusion:**

The administrative updates to Traffic By-law 93-93 are required for the City implement Fire Routes, Designated Bicycle Lanes and Community Safety Zones.

Authored by:	Reviewed by:
Binita Poudyal Traffic Operations Technologist Road Maintenance, Operations and Fleet	Rob Gasper Director Road Maintenance, Operations and Fleet
Approved by:	Submitted by:
Marlon Kallideen Interim Commissioner Public Works and Engineering	Marlon Kallideen Chief Administrative Officer



# **Minutes**

# Brampton School Traffic Safety Council The Corporation of the City of Brampton

# Thursday, November 2, 2023

Members Present: Dominique Darmanin-Sturgeon (Co-Chair)

Charles Gonsalves (Co-Chair)

Satvir Dhaliwal

Janice Gordon-Daniels

**Donald Haberer** 

Trustee Will Davies, PDSB

Regional Councillor Navjit Brar - Wards 2 & 6

Members Absent: Nayan Brahmbhatt

Carla Green Rohail Massy

Trustee Shawn Xaviour, DPCDSB

Staff and Agencies: Shane Loftus, Manager, Public Works and Engineering

Violet Skirten, Supervisor, Crossing Guard, Public Works and

Engineering

Nikolai Belyntsev, Enforcement Officer, Legislative Services

Chandra Urquhart, Legislative Coordinator

# 1. Call to Order

The meeting was called to order at 9:34 a.m. and recessed at 9:45 a.m.

# 2. Approval of Agenda

The following motion was considered:

# SC035-2023

That the Brampton School Traffic Safety Council agenda be approved as published and circulated.

Carried

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

Nil

# 4. <u>Previous Minutes</u>

4.1 Minutes - Brampton School Traffic Safety Council - October 5, 2023

The minutes were considered by Committee of Council on October 25, 2023, and approved by Council on November 1, 2023. The minutes were provided for Committee's information.

# 5. <u>Presentations\Delegations</u>

Nil

# 6. Committees, Education and Promotions

Nil

# 7. Correspondence

Nil

# 8. New School Openings

Nil

# 9. Changes/Updates to School Boards/Student Population

Nil

# 10. Site Inspection Reports

10.1 Jean Augustine Secondary School, 500 Elbern Markell Drive, Ward 5

Committee reviewed the site inspection report and considered the following motion:

#### SC036-2023

- 1. That the Site Inspection report for **Jean Augustine Secondary School** be received:
- 2. That the Manager of Traffic Operations and Parking be requested to arrange for:
  - The installation of "No Stopping" anytime on the east side of Elbern Markell Drive and from Bovaird Drive to Lanark Circle
  - Review the existing "No Stopping" signage on the west side of Elbern
    Markell Drive from Bovaird to the northerly school driveway to ensure it is
    adequate for the location
  - The installation "No Stopping, Mon-Fri,8-5" restrictions on east of Elbern Markell Drive, from Lanark Circle to Banbridge Crescent
  - The installation of "No U-Turns" on Elbern Markell Drive between Bovaird Drive and Banbridge Crescent
- That the Principal be requested to:
  - Ask the school board to review the pavement markings and signage in the Bus Loading area.
  - Educate and encourage drivers to use the Kiss and Ride operation to pick up/drop off students at the south end of the school
- 4. That the Region of Peel be requested to:
  - Arrange for "No Parking" signs to be placed on the south side of Bovaird Drive between Mississauga Road and Elbern Markell Drive to replace the "No Stopping" signs.
- 5. That the Manager of Enforcement and By-Law Services be requested to monitor and enforce the "No Stopping" restrictions on Elbern Markel Drive and Bovaird Drive arrival and dismissal times now and in the future when the new signage is in place; and,

6. That Peel Regional Police be requested to enforce the "No U-turn" signage, once installed, on Elbern Markell Drive at arrival and dismissal times of the school.

Carried

10.2 Northwood Public School, 70 Gretna Drive, Ward 5

Committee reviewed the site inspection report and considered the following motion:

#### SC037-2023

- 1. That the Site Inspection report for **Northwood Public School** be received;
- 2. That a crossing guard is not warranted at the intersection of Gretna Drive and Kimbark Drive;
- 3. That the Manager of Traffic Operations and Parking arrange for:
  - a. the installation of "No Parking" anytime restrictions on the west side of Kimbark Drive from the driveway of 25 Kimbark Drive to the intersection of Kimbark Drive and Gretna Drive
  - b. the refreshing of pavement markings at Kimbark Drive and Gretna Drive; and
- 4. That the Manager of Parking Enforcement arrange for enforcement of parking rules on Gretna Drive and Kimbark during school arrival and dismissal times.

Carried

# 11. Other/New Business

11.1 Update from Enforcement and By-law Services, re: School Patrol Statistics 2023-2024

In response to questions regarding drivers who fail to follow parking restrictions, staff advised that enforcement officers regard it as an opportunity to educate parents/drivers about safety of students and teachers in the vicinity of school zones. The matter would be escalated if drivers fail to comply. Staff explained that typically when complaints are frequently received for a particular school, staff will monitor the school area for a two-week period. Calls may also be made to the 311 Call Centre and the appropriate action will be undertaken by Enforcement Services.

The following motion was considered:

#### SC038-2023

That the report from Enforcement and By-law Services to the Brampton School Traffic Services meeting of November 2, 2023, re: **School Patrol Statistics 2023-2024** be received.

Carried

# 12. Future/Follow-up Site Inspection(s)

Nil

# 13. Site Inspection Schedule

Nil

# 14. <u>Information Items</u>

Nil

# 15. Question Period

In response to a question regarding the status of the Committee recommendations that are forwarded to staff to address, Traffic Services advised that a report will be brought forward at a future date.

# 16. Public Question Period

Nil

# 17. Adjournment

The following motion was considered:

# SC039-2023

That the Brampton School Traffic Safety Council meeting do now adjourn to meet again December 7, 2023 at 9:30 a.m.

Car	r	le	a

Dominique Darmanin-Sturgeon, Co-Chair	٢

Charles Gonsalves, Co-Chair



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-29

Subject: Neighbourhood Association Guide (RM 60/2022)

Contact: Razmin Said, Manager, Community Safety & Well-Being Office

**Report Number:** Community Services-2023-985

#### **Recommendations:**

1. That the report from Razmin Said, Manager, Community Safety & Well-Being Office (CSWO) to the Committee of Council Meeting of November 29, 2023, re: **Neighbourhood Association Guide**, be received; and

- That Council approve the final Neighbourhood Association Guide and the CSWO Nurtured Neighbourhood Grant; and
- 3. That the Commissioner, Community Services be delegated authority to approve funding recommendations and execute on behalf of the City any required grant agreements and other agreements and documents deemed necessary for implementing approved funding from the Nurtured Neighbourhood Grant beginning with the 2024 program year, on such terms and conditions as may be satisfactory to the Commissioner, Community Services or designate in a form satisfactory to the City Solicitor or designate.

#### Overview:

- In response to Referred Matter 60/2022 and motion C380-2022, the draft Neighbourhood Association Guide was developed as a tactic to empower residents to take action in their neighbourhoods and was approved by City Council on June 28, 2023.
- A Community Leaders Workshop took place following Council approval
  of the draft Neighbourhood Association Guide, to provide existing
  leaders and Neighbourhood groups the opportunity to collaborate in
  finalizing the guide and validate what the CSWO has learned through
  previous engagements.

- The Neighbourhood Association Guide includes a new source of community funding through the CSWO called the 'Nurtured Neighbourhood Grant,' for up to \$1,500, for the purpose of beautification and enhancing the safety of local neighbourhoods.
- The CSWO Community Safety Action Plan tactic of GeoHub Neighbourhood Profiles is linked to the Neighbourhood Association Guide and provides residents the opportunity to learn about and identify assets and features in their neighbourhoods, including successful projects completed through the Nurtured Neighbourhood Grant.
- The implementation of the Neighbourhood Association Guide and the Nurtured Neighbourhood Grant aligns with the Strategic Focus Area of Health & Well-being, focused on making positive impacts to citizen's belonging, health, wellness, and safety.

#### **Background:**

The CSWO aims to achieve an empowered and connected Brampton where everyone feels safe, has a sense of belonging, and has their needs met. Through the Nurturing Neighbourhoods Program survey data analysis (2018-2022) and the Community Leaders Workshop (August 19, 2023) the CSWO learned residents across Brampton want to enhance their neighbourhoods.

Understanding that safety and well-being is a collective responsibility, the Community Safety Action Plan (the Action Plan) tactic of the Neighborhood Association Guide and the newly developed Nurtured Neighbourhood Grant available through the CSWO highlights the commitment of the CSWO to work closely with residents, City staff, and community partners to enhance safety, share information, and take action. Beautification of local neighbourhoods is linked to the Neighbourhood Association Guide as a targeted neighbourhood-level response to address safety concerns, ensure access to resources, and enhance one's sense of belonging in the community.

The draft Neighbourhood Association Guide was approved by City Council on June 28, 2023. Following approval, the CSWO planned and delivered a Community Leaders Workshop, discussed in detail in the section below.

#### **Current Situation:**

After the draft Neighbourhood Association Guide was approved by City Council, there were several components that led to finalizing the guide.

### Community Leaders Workshop

Residents' participation in finalizing the draft Neighbourhood Association Guide and potential uses for the Nurtured Neighbourhood Grant funding allowed neighbourhoods to be a part of the evolution of providing solutions and addressing and overcoming gaps related to neighbourhood-level interventions.

The CSWO planned and led a workshop with community leaders and existing Neighbourhood Associations to gain insight and input into the draft guide and associated Nurtured Neighbourhood Grant available to affiliated Neighbourhood Associations.

The CSWO promoted the workshop to over 300 CSWO connections from community engagements with an email invitation and through word-of-mouth. This group included resident champions, neighbourhood association leaders, Friends of CSWO, Brampton volunteers, Members of Council, members of the Brampton Community Safety Advisory Committee (BCSAC), and others. Over forty (40) Brampton residents across all ten wards in the city attended the three (3) hour facilitated session. This engaged group included several existing neighbourhood associations, members of the BCSAC, and volunteer groups. Workshop participants provided direct feedback on specific areas of the draft guide. This feedback was gained through group conversations and share-back discussions. It garnered over 200 comments related to the following elements of the draft:

- Pre- and post-application supports
- Siloed/multiple neighbourhood associations per geographic area
- Project list
- Conduct of associations
- Application process

Overall, workshop participants expressed gratitude for being included in the discussion to finalize the draft. They felt the guide was a comprehensive and detailed tool with transparency, flexibility, broadness, accessibility, and support from the CSWO.

#### Neighbourhood Association Guide

The Neighbourhood Association Guide will launch following approval of this report, with an application in-take window for neighbourhood associations to apply to become affiliated with the City, opening in the spring of 2024.

The Neighbourhood Association Guide aims to support groups of residents (a minimum of twenty (20) residents (each from different households) governed by volunteers with a vested interest in improving the well-being of residents. The Guide will provide information on the following:

- Brampton Neighbourhood Association Affiliation (i.e., benefits, requirements, and process of affiliation)
- Resources for building Neighbourhood Action Plans

 Potential beautification, connectedness, sense of belonging, and safety uses for the CSWO Nurtured Neighbourhood Grant (up to \$1,500 per Affiliated Neighbourhood Association.

### **CSWO Nurtured Neighbourhood Grant**

The CSWO recognizes the unique and valuable role neighbourhood groups can play in delivering projects that meet needs across their neighbourhood, complement City services, and contribute to advancing the City's strategic focus areas.

Through the CSWO, a funding source to support local neighbourhood beautification, connectedness, sense of belonging, and safety measures has been developed for Affiliated Neighbourhood Associations, with funds allocated through the 2024 budget process. The Community Leaders Workshop determined that the first year of the program will require funding for ten neighbourhood associations per ward. The Nurtured Neighbourhood Grant will require an allocation of \$150,000, which differs from the originally stated amount of \$75,000 in Report 2023-517. Furthermore, additional funds will be needed for general liability coverage.

Affiliated Neighbourhood Associations in Brampton will have the opportunity to apply for funding through the newly established Nurtured Neighbourhood Grant. Affiliated Neighbourhood Associations are eligible for up to \$1,500 for collective beautification measures or other projects or initiatives outlined in the Neighbourhood Association Guide and related to community safety and well-being, as reviewed, and approved by the CSWO. Applications are expected to outline outputs, impacts, and align the project to the Community Safety Action Plan.

The CSWO will evaluate the impacts on safety and well-being in neighbourhoods resulting from the Neighbourhood Association's collective measures on beautification, safety, and belonging projects and will track outputs and outcomes to determine the success of the Nurtured Neighbourhood Grant. The CSWO will encourage Neighbourhood Associations to pin and geo-locate successful projects in the newly enhanced GeoHub Neighbourhood Profiles, as user generated content highlighting features and assets from local neighbourhoods.

The CSWO will lead the administration and delivery of the Nurtured Neighbourhood Grant, while the Commissioner of Community Services will have delegated authority to approve funding recommendations and execute on behalf of the City any required grant agreements and other agreements and documents deemed necessary for implementing approved funding from the Nurtured Neighbourhood Grant beginning with the 2024 program year, on such terms and conditions as may be satisfactory to the Commissioner, Community Services or designate and in a form satisfactory to the City Solicitor or designate.

## GeoHub Neighbourhood Profiles

The GeoHub Neighbourhood Profiles is a tool for residents to familiarize themselves with unique community-based assets in their neighbourhoods and connect them to safety and well-being resources. This Council-approved <a href="Community Safety Action Plan">Community Safety Action Plan</a> tactic will be delivered in several phases. The first phase will map assets for all defined neighbourhoods in Brampton, along with pertinent, neighbourhood-specific data.

The second phase, expected to be delivered in November 2024, is aligned with the Neighbourhood Association Guide and will highlight additional data input by residents and feature projects implemented by Affiliated Neighbourhood Associations through the Nurtured Neighbourhood Grant funding. Including successful projects in the GeoHub Neighbourhood Profiles that are delivered through the Nurtured Neighbourhood Grant allows for a user generated list of neighbourhood assets, which aligns with the Neighbourhood Association Guide asset-identifying activity (section 6, page 26).

## **Corporate Implications:**

### Financial Implications:

Funding for the Nurtured Neighbourhood Grant in the amount of \$150,000 has been included as part of the Community Services 2024 Budget Submission, subject to Council approval.

### Legal Implications:

Legal Services has prepared the Nurtured Neighbourhood Grant Agreement, which the CSWO will administer with delegated authority to approve funding recommendations and execute on behalf of the City delegated to the Commissioner of Community Services.

## Other Implications:

Insurance & Risk Management:

The City will arrange to place general liability insurance coverage for those Neighbourhood Associations who are granted affiliation status and who qualify for this benefit under the CSWO affiliation requirements and eligibility, as identified in the Neighbourhood Association Guide and under the City of Brampton Community Services Community Group Affiliation Policy. There will be minimal impact on the current premium and it will be funded through our general revenue account for the City.

#### **Strategic Focus Area:**

This initiative supports the Strategic Focus Area of Health & Well-being, focused on citizen's belonging, health, wellness, and safety. It provides strategies for enhancing safety and well-being in neighbourhoods through measures for beautification of local

neighbourhoods, whereby neighbourhoods with clean and beautified physical spaces will promote positive behaviours and improve sense of belonging and connectedness, which aligns with the goals and safety, awareness, and empowerment focus areas of the Council approved Community Safety Action Plan.

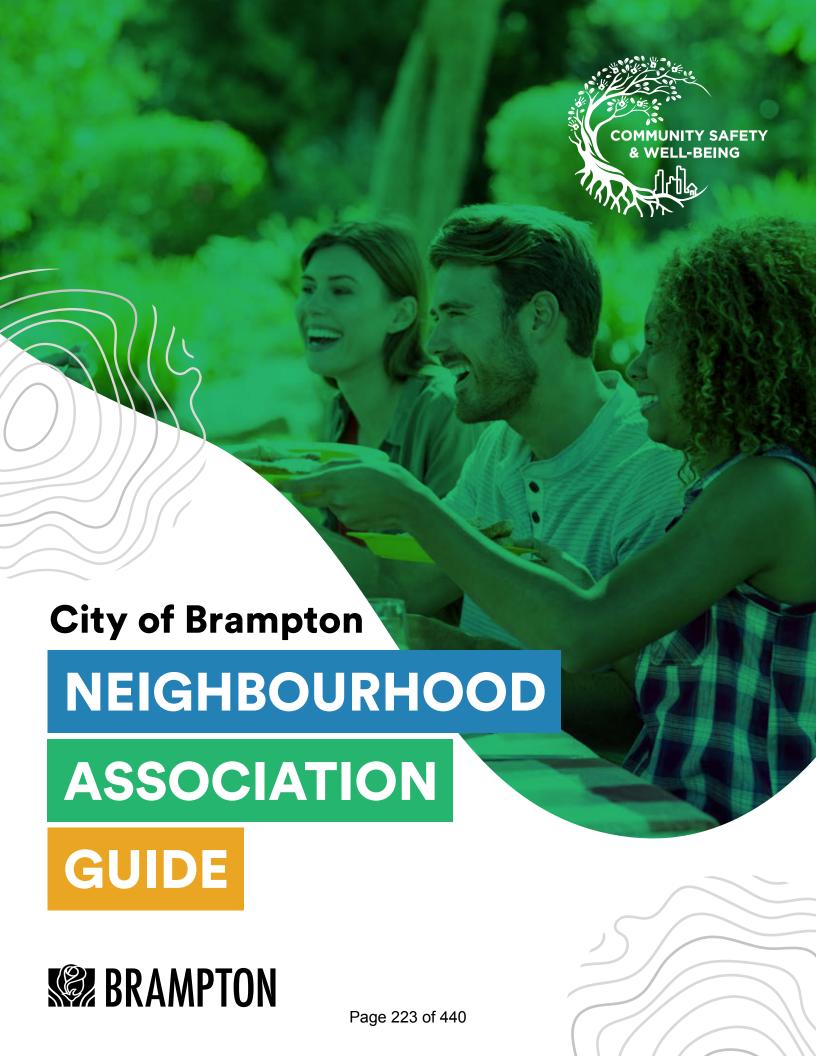
#### Conclusion:

The Neighbourhood Association Guide is a novel resource that builds capacity and establishes a network of residents to support working collectively to address and overcome safety concerns in their neighbourhoods. This new tool incorporates valued community feedback and aims to support groups of residents governed by volunteers and people with a vested interest in improving the well-being of residents and outlines the use of the CSWO Nurtured Neighbourhood Grant.

Authored by:	Reviewed by:	
Amanda Agnihotri Supervisor, Neighbourhood Outreach & Development Community Services	Razmin Said Manager, Community Safety & Well-Being Community Services	
Approved by:	Submitted by:	
Bill Boyes Commissioner Community Services	Marlon Kallideen Chief Administrative Officer	

#### **Attachment:**

Appendix A – Neighbourhood Association Guide



# Table of Contents

1.	Introduction	
2.	What is a Neighbourhood Association?	
3.	Brampton Neighbourhood Association Affiliation	7
	A. Why become affiliated with the City?	8
	B. What is required to become affiliated with the City?	9
	C. What is the process of becoming affiliated?	10
	D. What role does the City play in Neighbourhood Association affiliation?	12
	E. Approval of affiliated status	12
	F. Termination of affiliated status	13
4.	Connecting People	14
	A. How to get started!	15
	B. How to keep members active and involved!	17
5.	Taking Action	18
	A. Opportunities to receive the Nurtured Neighbourhood Grant from the City	19
	B. Nurtured Neighbourhood Grant potential uses	20
	C. Number of projects per year	26
	D. Successful projects	26
6.	Neighbourhood Action Plan	27
	A. Why create a Neighbourhood Action Plan?	28
	B. Approach	29
	C. Asset identifying activity	30
<b>7.</b>	Highlights from a Neighbourhood near you!	31
8.	Acknowledgements	33







The City of Brampton Community Safety & Well-Being Office (CSWO) is excited to present the **Brampton Neighbourhood Association Guide**. Using place-based approaches, neighbourhoods are at the heart of our work. Through resident engagements from the Nurturing Neighbourhoods Program, the CSWO heard that feeling safe, being connected to resources, and having a sense of belonging are important to creating positive impacts in the community.

The Neighbourhood Association Guide is a tactic identified in the Council-approved Community Safety Action Plan (2022-2027). This resource will share information for capacity building and establishing a network of residents to support working collectively to address and overcome safety concerns in their neighbourhoods.

The Neighbourhood Association Guide aims to support groups of residents governed by volunteers or people with a vested interest in improving the well-being of residents, and outlines use of the CSWO Nurtured Neighbourhood Grant.





# What is a Neighbourhood Association?

A Neighbourhood Association is a volunteer group of residents from the same neighbourhood who get together to identify ways to improve their neighbourhoods and work together to bring about those changes.

A neighbourhood is described as an area where people live and interact with one another. We leave it to each Neighbourhood Association to define their own boundaries, based on a variety of factors, including geographic location, proximity to amenities, shared goals, values, and/or the overall feel and identity of their area. The CSWO can assist by providing information about existing Neighbourhood Associations and their boundaries and help resolve any cases of mutual claim over a particular area.

A Neighbourhood Association is a great way to meet fellow residents, identify both the strengths and weaknesses within a neighbourhood, and work together to improve the community. Connected neighbourhoods are resilient neighbourhoods.

"Neighbourhood Associations increase friendships, knowledge with neighbours."

Resident, NurturingNeighbourhoodsProgram Survey





Neighbourhood Associations in Brampton are encouraged to become affiliated with the City. Affiliated status is granted to support groups that contribute to the City's Corporate Strategic focus area of Health & Well-Being.

## A

## Why become affiliated with the City?

Becoming affiliated will unlock the following opportunities through the CSWO:

✓	Benefits Through the CSWO
	The CSWO will fund the Neighbourhood Association up to \$1,500 through the Nurtured Neighbourhood Grant for activities, special events, projects, meetings, and related supplies.
	Boardroom bookings through the CSWO at City Hall West Tower (2nd or 3rd floor) for executive meetings and/or annual general meetings (subject to capacity limits).
	Access to a City liaison through the CSWO's Community Safety Coordinators.
	Opportunity to be featured in the upcoming Community Safety & Well-Being digital newsletter.
	Access to advice and support from the Brampton Community Safety Advisory Committee (BCSAC).
	General liability insurance to cover the Neighbourhood Association's affiliated initiatives, as approved by the CSWO. The City of Brampton will cover the cost of this insurance through the Community Services Community Group Affiliation Policy and will require a full list of activities and actions of the Neighbourhood Association's Nurtured Neighbourhood Grant project.
	Access to other Neighbourhood Associations for information, ideas, resource sharing, and opportunities to connect.

Becoming affiliated also allows for networking and connecting to other Neighbourhood Associations that are supported by the CSWO, and the following additional perks:

<b>√</b>	Benefits
	Access to mutually beneficial relationships that support and strengthen community involvement.
	Support for neighbourhood initiatives led by association member volunteers.
	City recognition for neighbourhood-led initiatives that increase community safety and well-being.
	Access to opportunities for association members to work collaboratively with the City to address local neighbourhood concerns.

B

## What is required to become affiliated with the City?

To qualify as a recognized affiliated group and receive the applicable supports and benefits, Neighbourhood Associations must meet all the following requirements and eligibility criteria:

<b>√</b>	Requirements and Eligibility	
1	Geography	
	The Neighbourhood Association must be located within the City of Brampton.	
	All members must reside within their defined geographic boundaries, established by the Neighbourhood Association.	
	The CSWO will review and approve the proposed boundaries as part of the application process and help resolve any cases of mutual claim over a particular area.	
	In such cases, the CSWO will work with both parties to find a resolution. Outcomes include but are not limited to:	
	• merging of Neighbourhood Associations for the purpose of affiliation,	
	<ul> <li>granting of affiliation, with the limitation that multiple Neighbourhood Associations sharing a geographic boundary are not permitted to apply for funding concurrently,</li> </ul>	
	denial of affiliation status.	
2	Financial Stability	
	The Neighbourhood Association must exercise good financial management practices and transparency. The CSWO will review the Neighbourhood Association's use of Nurtured Neighbourhood Grant funds on an annual basis as part of the close out period and renewal process.	



<b>√</b>	Requirements and Eligibility
3	Structure
	The Neighbourhood Association must operate in an open and democratic manner through the election of two key positions from the general membership, a Treasurer, and a main point of contact between the CSWO and the Neighbourhood Association. For more information on the election process, the Neighbourhood Association may reach out to the CSWO for support.
	A minimum of 50% of members must be over the age of 18.
	One (1) voter per household is permitted.
	The Neighbourhood Association must be made up of a minimum of twenty (20) Brampton residents from the same neighbourhood, each from different households. The CSWO will review applications and proposed boundaries and identify cases where applicants may wish to join an existing Neighbourhood Association to avoid unnecessary community division.
	The Neighbourhood Association must be a volunteer-based group.
4	Agreement
	Neighbourhood Associations must sign and adhere to an Agreement, outlining the CSWO's conditions for affiliation and other related information.
5	Activities
	The Neighbourhood Association must have one or more neighbourhood-based activity, program, or event that supports the City's Corporate Strategic focus area of Health & Well-Being, and the City of Brampton Community Safety Action Plan.
	Neighbourhood Associations must submit a copy of any activities/schedules/dates (i.e., neighbourhood clean-ups, planting, parties, etc.) in advance to the CSWO, including financial information related to costs and use of the Nurtured Neighbourhood Grant funds.
6	Other Requirements
	The Neighbourhood Association must hold an Annual General Meeting (AGM) within the year affiliation is granted, keeping meeting minutes and recording meeting attendance.
	Neighbourhood Associations must adhere to the Ontario Human Rights Code.
	Composition of the Neighbourhood Association must be submitted to the CSWO. Updates or changes must be re-submitted to the CSWO within thirty (30) days of any substantive change (i.e., change to the main point of contact, treasurer, etc.)
	Notification must be provided to the CSWO one month in advance of any annual or special general membership meetings.



## C

# What is the process of becoming affiliated?

The process of becoming affiliated with the City has never been easier!

<b>√</b>	Steps
1	Visit the CSWO website
	Navigate to www.brampton.ca/communitysafety
	Read through the identified requirements and eligibility (available on www.brampton.ca/communitysafety or on pages 9-10 of this Guide).
	Contact the CSWO (CSWO@brampton.ca) for more information on requirements, if necessary.
2	Complete the online application form
	If your Neighbourhood Association meets the requirements and eligibility criteria, complete the online application form within the intake period. Alternate formats are available upon request. The application will include and require Neighbourhood Associations to complete the CSWO project work plan and budget template.
	Neighbourhood Associations may contact the CSWO (CSWO@brampton.ca) with any questions or for support in completing the application.
3	Application review
	The CSWO will review all applications and reply with an approval status within eight (8) weeks. All approvals will be discussed and provided over a meeting with the CSWO. The CSWO will communicate with applicants via email, unless otherwise specified or requested.
4	Meeting with the CSWO for affiliated status
	The CSWO will reach out to successful applicants to schedule a meeting to sign the Neighbourhood Association Affiliation Agreement.
	Once Neighbourhood Associations receive affiliated status, they may start using benefits, as applicable.
5	Maintenance and review
	Neighbourhood Associations are required to report back to the CSWO by the end of the year following the CSWO close-out report template, on activities, meetings, finances, and projects.
	Renewal of affiliated status is required on an annual basis. While a full application form is not required as part of the renewal process, a CSWO representative will reac out to the Neighbourhood Association leadership regarding the reports listed above.
	The CSWO will make renewal approvals based on review of Neighbourhood Association activities, meetings, finances, and projects. Additionally, the CSWO will also consider complaints related to the Neighbourhood Association Affiliation Agreement and Ontario Human Rights Code.

**NOTE:** Affiliation applications and funding will be subject to changes the year of a municipal election. Funding and activities may be paused until after the municipal election date.



# What role does the City play in Neighbourhood Association affiliation?

The City of Brampton, through the CSWO will support all Affiliated Neighbourhood Associations by providing services outlined in this Guide.

Through the CSWO the City of Brampton's relationship with Neighbourhood Associations is one of support and guidance. The success of Neighbourhood Associations depends on the commitment of their members. The role of the CSWO is to support Neighbourhood Associations by providing guidance when requested, and assist Neighbourhood Associations in their ability to develop, thrive and continue to grow. The stronger the association, the more effective it will be at increasing safety and well-being within the neighbourhood it serves.

The City is not responsible for the decisions and/or actions of any Neighbourhood Association or its members.



## Approval of affiliated status

Applications for affiliated status will be approved by the CSWO, in consultation with other City divisions. The period for approval may take up to eight (8) weeks from the closing of the application intake.

Upon approval, all affiliated groups are required to meet with the CSWO to sign a Neighbourhood Association Affiliation Agreement with the CSWO. This contract requires each Neighbourhood Association to adhere to the elements outlined in this Guide.

Approvals for affiliation status are granted for a maximum of one (1) year from the date of approval. Affiliated groups must engage with the CSWO through the renewal process to continue their status. Approval is not guaranteed in subsequent years.





## Termination of affiliated status



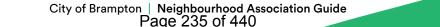
Affiliation status will be rescinded by the CSWO and future requests for assistance may be denied, if the Neighbourhood Association:

- abuses the services and privileges provided through affiliation,
- fails to operate in a financially responsible manner,
- fails to abide by the Ontario Human Rights Code, and/or
- acts in a manner contradictory to the Neighbourhood Association Agreement.

Affiliated Neighbourhood Associations must adhere to the Ontario Human Rights Code. Prohibited grounds under the Code include discrimination of any kind related to race, ancestry, place of origin, ethnic origin, citizenship, sexual orientation, sex, gender identity, gender expression, disability, colour, creed, age, marital status, family status, reprisal, receipt of public assistance (in housing), record of offences (in employment) and discrimination because of association.

If the prohibited conduct listed prior is reported to have taken place by any member of the affiliated Neighbourhood Association, the affiliation status will be reviewed and potentially rescinded by the CSWO. Reports of such conduct can be made to the relevant CSWO contact and/or CSWO management. The CSWO is committed to reviewing reports of prohibited conduct, and doing so in a manner that best protects the complainant. The CSWO can respond to reports of prohibited conduct with varying degrees of action, including but not limited to providing warnings and termination of affiliated status. Neighbourhood Associations that want support regarding a member contradicting the agreement can contact the CSWO for support.

Neighbourhood Associations may terminate affiliated status at any time. Requests to terminate affiliation must be made in writing to the CSWO (via CSWO@brampton.ca) and must be signed by the group's main point of contact.





Brampton's neighbourhoods are rich in diversity and culture. It is vital to ensure every effort is made to form associations that are reflective of the neighbourhood. To achieve this, the membership recruitment strategy for Neighbourhood Associations should be inclusive and consider a variety of factors:

<b>√</b>	Considerations
	Family type
	Culture and religion
	Age ranges
	Languages
	Abilities
	Gender and/or gender identity
	Sexuality

"There is a need of a Neighbourhood Association in my neighbourhood as neighbours are not connected and no one feels a sense of belonging."

Resident, NurturingNeighbourhoodsProgram Survey



## How to get started!

Follow these helpful tips for connecting with neighbours and starting a Neighbourhood Association:

<b>√</b>	Steps
1	Meet your neighbours
	Get to know your neighbours!
	Gather a group of neighbours together who share a common interest of improving the safety and well-being in the neighbourhood.
	Contact the CSWO to inquire if there is an existing Neighbourhood Association in your area.
2	Start a group conversation
	Initiate a virtual group conversation over free online social/digital platforms. For help and ideas, contact the CSWO (CSWO@brampton.ca).
	Initiate an in-person group conversation at a nearby community park or trail.
	Ensure the manner(s) of communication is inclusive of those with varying access to technology and is also inclusive of language barriers.
	Potential topics to chat about: safety, beautification, staying connected, accessing resources.

<b>√</b>	Steps
3	Formalize
	Establish a formal Neighbourhood Association with a group of neighbours that have engaged thus far.
	Identify a group name, for example: your "street name/neighbourhood name Neighbourhood Association."
	Identify and finalize your geographic boundary with the CSWO staff.
	Establish parameters, guidelines, composition, and rules of communication.
4	Plan a neighbourhood walk
	Take a light walk through your neighbourhood with neighbours to chat about what you love and what you would like to see improved.
	Establish goals, priorities, and an overall vision for the neighbourhood.
	Identify neighbourhood assets.
5	Keep the conversation going!
	Determine a structure for the Neighbourhood Association, including timelines, format, and meetings.
	Identify your group's preferred method of voting on future projects and decisions. The CSWO suggests considering establishing a quorum or minimum number of members present for a vote and using a 50% +1 voting threshold to determine the overall wishes of the group. This method aims to demonstrate the consensus needs and wants of the neighbourhood without placing an undue burden on groups related to attendance for votes.
	Determine meeting/communication frequency.
	Continue to meet and communicate about priorities identified as a group.





## How to keep members active and involved!



Neighbourhood Associations can make a big impact in the community. The following suggestions can keep the group motivated and maintain their regular participation in the activities of the Neighbourhood Association:

<b>√</b>	Tasks
1	Establish structure
	Define and establish a structure for membership requirements, neighbourhood boundaries, governance, mission, vision, and values.
2	Establish communication channel(s)
	Communicate with members regularly over one or more channels (i.e., newsletter or social/digital platforms).
3	Discuss common interests/issues
	Come together and collaborate to problem-solve or learn about common interests or issues in the neighbourhood, such as safety, access to resources, and taking action.
4	Hold regular meetings
	Book a suitable location, convenient and accessible by all members. Prepare an agenda to keep the meeting on track. Assign a member to lead discussions. Share notes, action items, decisions, and outcomes from meeting discussions for accountability. Ensure that all meeting communication is transparent and accessible to all.
5	Vote on key decisions and projects
	Engage members by taking votes on key decisions and projects that the group wishes to pursue. This ensures that the voice of the community is heard in all decisions and helps increase a sense of ownership in the Neighbourhood Association's activities.
6	Hold regular events
	Engage members by planning and attending events, such as neighbourhood social gatherings, neighbourhood tours and walks, and other fun opportunities to meet and socialize with your neighbours.



The City supports Neighbourhood
Associations in their efforts to take action
towards making our neighbourhoods better.
A key goal of the CSWO is to provide
resources, tools, and support for the process,
and to make it as simple as possible for
residents to make great things happen in
their neighbourhoods.

Need help getting started on a Neighbourhood Association project? Follow this helpful checklist:

<b>√</b>	Tasks
	Brainstorm a project within your Neighbourhood Association! The goal should be a project that promotes safety and well-being.
	Work within your Neighbourhood Association to inspire action, keep the project moving, and identify those willing to lead or support the project.
	Develop a project budget. Determine the cost for the project, including estimates for materials or equipment.
	Submit your project plan and application for affiliation to the CSWO. This should include financial details including associated costs.
	Make it happen!
	Report back to the CSWO and the BCSAC upon project completion. Include details related to any purchased materials or other associated costs.



# Opportunities to receive the Nurtured Neighbourhood Grant from the City

Through the CSWO, a funding source to support local Neighbourhood Associations will be provided, with funds allocated through the 2024 budget process.

Neighbourhood Associations in
Brampton will have the opportunity to
apply for affiliation. Once approved, the
CSWO will fund the Neighbourhood
Association projects/initiatives from the
Neighbourhood Association Guide project
list for up to \$1,500 through the Nurtured
Neighbourhood Grant for access to:

- City-owned boardroom space at City Hall West Tower (2nd and 3rd floor).
- Projects related to public space beautification, cleanliness, and taking proactive approaches to the upkeep of neighbourhood properties.
- Projects related to increasing the sense of belonging in the neighbourhood, through events such as street parties and street barbeques.

Access to the Nurtured Neighbourhood Grant must follow the CSWO guidelines, where applicants are expected to:

<b>√</b>	Requirements
	Outline outputs and measures.
Align project(s), meeting(s), or event(s) to the Community Sat Action Plan.	
	Report back to the CSWO and the BCSAC on outcomes and expenditures.

## Nurtured Neighbourhood Grant potential uses

Successful affiliated Neighbourhood
Association applicants have the opportunity
to use the Nurtured Neighbourhood Grant
available through the CSWO for several
purposes related to the Community Safety
Action Plan, with focus areas and suggested
related projects outlined below.

- Safety: Organizing and implementing measures for improving safety and local beautification. A visually appealing neighbourhood improves the overall perception of the neighbourhood and one's interest in participating in neighbourhood initiatives.
- Awareness: Organizing and holding neighbourhood events, meetings and/ or walking tours to discuss neighbourhood visions and goals and connect people to resources and information.
- Empowerment: Fostering belonging within the neighbourhood and taking action to make spaces into places.

Potential projects that fall into the Safety, Awareness, and Empowerment areas are outlined next:



Projec	et	Description	Theme	Available Funding
Litter clean-up		Organize a neighbourhood cleanup event to pick up litter in and around parks, trails, schools, and other public spaces. More information on the <u>City's Parks Cleanup Program</u> is available online.	Beautification	Up to \$1,500
Graffiti removal		Identify areas in the neighbourhood where graffiti removal is required. Participate in graffiti removal activities/re-painting/clean-up. Develop a maintenance plan.  Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project.	Beautification	Up to \$1,500
Flowe plante in pub space	rs lic	Identifying public spaces in the neighbourhood to add flower planters to and develop and implement a plan for the maintenance of planters.  This project must be in consultation with the City of Brampton Parks Maintenance & Forestry division for a feasibility study and does not	Beautification	Up to \$1,500
Flowe plante for tra calmir (land- scape street media	ers ffic ng d	guarantee implementation.  Identify local roadways in the neighbourhood to implement flower planters or landscaped street medians as a physical design element to improve traffic safety for pedestrians, cyclists, and motorists.  This project must be in consultation with the City of Brampton Public Works & Engineering Department and Parks Maintenance & Forestry division for a feasibility study and does not guarantee implementation.	Safety	Up to \$1,500





<b>√</b>	Project Description		Theme	Available Funding
Public bench dedication  Identify areas in the neighbourhood that could benefit from public benches. More information on bench dedications is available online.  Placemaking		Placemaking	Up to \$1,500	
	Painted	Partner with local artists for a neighbourhood-led project to paint waste receptacles, to encourage use and discourage litter.		
	waste re- ceptacles	Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project and does not guarantee implementation.	Beautification	Up to \$1,500
	Infor- mation boards	Identify areas for neighbourhood information/resource boards and a maintenance plan for turnover of information and avoiding litter.	Placemaking	Up to \$1,500
	Pop-up libraries	Identifying areas for and resourcing a neighbourhood pop-up library.  Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project.	Placemaking	Up to \$1,500
Identifying areas for and resourcing a neighbourhood pop-up market.  Appropriate materials and		Placemaking	Up to \$1,500	

✓	Project	Description	Theme	Available Funding
	Adopt-a- park	Volunteers can donate time and resources to give special care to a City park by helping maintain, beautify, and enhance the open space and keep the park safe for all to enjoy. By adopting a park, a group of volunteers pledge to conduct six (6) stewardship activities or events over the two-year adoption period. More information is available online.	Sense of belonging	Up to \$1,500
bourh entrar	Neigh- bourhood entrance flower beds	Supporting or leading the design and planting of neighbourhood entrance flower beds.  This project will be assessed and actioned by the City's Parks Maintenance & Forestry division following the submission of a 311 service request.	Beautification	Up to \$1,500
	Wayfind- ing signage	Identify areas in the neighbourhood that require new or additional wayfinding signage.  This project must be in consultation with applicable City departments for a feasibility study and does not guarantee implementation.	Placemaking	Up to \$1,500



<b>✓</b>	Project	Description	Theme	Available Funding
	Painted trails	Partner with local artists for neighbourhood-led projects to paint neighbourhood trail(s), to beautify and build a sense of belonging within the neighbourhood.		Up to
		Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project and does not guarantee implementation.	Placemaking	\$1,500
	Multi- purpose court artwork	Partner with local artists for neighbourhood-led beautification of multi-purpose courts.		
		Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project. Implementation is not guaranteed.	Beautification	Up to \$1,500
	Street parties	Plan and hold a street party with your Neighbourhood Association. Include inclusive activities and fun 'getting-to-know-you' games to build sense of belonging within the neighbourhood.	Sense of belonging	Up to \$1,500
		This project must be in consultation with applicable City departments to obtain appropriate permits.		
	Street barbeques	Plan and hold a street barbeque with your Neighbourhood Association. Include inclusive activities and fun 'getting-to-know-you' games to build sense of belonging within the neighbourhood.	Sense of belonging	Up to \$1,500
		This project must be in consultation with applicable City departments to obtain appropriate permits.		





<b>✓</b>	Project	Description	Theme	Available Funding
	Youth engage- ments	Plan and hold a community gathering designed to engage youth in the community, such as a movie or games night in the park.  This project must be in consultation with applicable City departments to obtain appropriate permits.	Sense of belonging	Up to \$1,500
	Access to space	Access municipal space, such as community rooms at recreation centres or parks for Neighbourhood Association events, executive meetings, or membership meetings.	Connected- ness	Up to \$1,500
	Dog and/ or pet related communi- ty parties	Plan and hold a community gathering designed to connect dog and/or pet owners, such as a dogwalk or pet show.  This project must be in consultation with applicable City departments to obtain appropriate permits.	Sense of belonging	Up to \$1,500
	Communi- ty fitness events	Plan and hold community fitness events, such as yoga in the park, to connect neighbours and encourage physical activity.  This project must be in consultation with applicable City departments to obtain appropriate permits.	Sense of belonging	Up to \$1,500
	Learning events	Plan and hold a community learning night, engaging local experts and locals with lived/living experience to deepen the community's knowledge of local issues and opportunities.  Funding should be used in part to provide honorariums for the speakers.	Connected- ness	Up to \$1,500

**NOTE:** All potential projects listed in the table above have varying timelines. Connect with the CSWO for applicable project timelines.

C

## Number of projects per year



Affiliated Neighbourhood Associations are permitted to apply for access to the Nurtured Neighbourhood Grant for projects in the specific geographic boundaries of their Neighbourhood Association for as many projects/initiatives totalling \$1,500.

If additional projects are desired for the geographic boundaries of the Affiliated Neighbourhood Association, the group may connect with the CSWO for additional options for running multiple projects/initiatives per year.

Multiple Neighbourhood Associations for one geographic boundary are not permitted to apply for funding concurrently. The CSWO will review all applications and boundaries upon receipt to make a collective decision.

The CSWO can assist by providing information about existing Neighbourhood Associations and their boundaries and help resolve any cases of mutual claim over a particular area.

Successful applicants will be required to report back to the CSWO and the BCSAC on their projects, as a mechanism for ensuring the funds are used towards neighbourhood beautification and safety and will be invited to participate in CSWO Quadrant Connection Meetings and Workshops to share their projects with the community.

The CSWO will evaluate the impacts on safety and well-being in neighbourhoods resulting from the Neighbourhood Association's collective measures on beautification and enhanced safety projects and will track outputs and outcomes as a measure for determining the success of the Nurtured Neighbourhood Grant. The CSWO may follow-up with the Neighbourhood Association as part of this process.

"Neighbourhood-based festivals and events would help to build connection and community between neighbours, which is an important factor in personal wellbeing, safety, security, and ability to support each other in celebrations and difficulties."

- Resident, Nurturing Neighbourhoods Program Survey



Through Neighbourhood Action Plans, Neighbourhood Associations are empowered to build stronger neighbourhoods where everyone feels safe, has a sense of belonging, and are connected to information and resources.

Neighbourhood Action Plans identify short, medium, and long-term goals to shape the future of neighbourhoods, with achievable actions to reach the neighbourhood vision identified by its residents.

The CSWO can support
Neighbourhood Associations in the
development and implementation
of Neighbourhood Action Plans.
Please contact the CSWO to
access a template Neighbourhood
Action Plan.

"Help us to be more familiar with neighbours and feel safer."

Resident, NurturingNeighbourhoodsProgram Survey



# Why create a Neighbourhood Action Plan?

There are many reasons to capture the collective thoughts and ideas from residents into an Action Plan – benefits include:

<b>√</b>	Benefits
	Increase knowledge about the neighbourhood.
	Increase opportunities to connect and get to know your neighbours.
	Increase sense of belonging within the neighbourhood.
	Increase opportunities for residents to get involved and be engaged in the neighbourhood.
	Increase safety, access to information, and empowerment within neighbourhoods.
	Increase opportunities for capacity building and leadership among the neighbourhood.



## **Approach**

The eight (8) principles noted below outline the approach for building Neighbourhood Action Plans within your Neighbourhood Association. Recognizing that each neighbourhood is unique, these principles are provided to establish some common ground for neighbourhoods to incorporate and work towards.

1	Resident-led	Residents will lead initiatives and have ownership over ideas and projects that make positive impacts to their neighbourhood.
2	Action oriented	Residents will generate ideas and projects to drive meaningful and measurable actions and change in their neighbourhood.
3	Focus on assets	Residents will focus on amenities and assets that are found in their neighbourhoods and find ways to maximize their use and benefits to the neighbourhood.
4	Inclusive and collaborative	Residents will work together within the neighbourhood association to ensure practices and programs are fair, equitable, and foster a sense of belonging for all members.
5	Achievable outcomes	Residents will work on projects and initiatives that are realistic and achievable based on available funding (through fundraising or community grants).
6	Positive impacts	Action Plans should identify and implement projects that lead to positive impacts and change for the neighbourhood.
7	Measurable	Projects and initiatives should be reported to the CSWO with metrics and data that show positive impacts and outcomes.
8	Accountable	Neighbourhood Associations will be held to a standard of conduct outlined in the agreement and are expected to steward funds and/or projects in a manner consistent with the goals of the Neighbourhood Association Affiliation Program.

C

## **Asset identifying activity**

## How many communities are in my neighbourhood?

This activity can encourage connectedness and belonging, while also providing an opportunity for neighbourhood asset mapping. These identified communities within a neighbourhood may be able to either support Neighbourhood Association goals and objectives or become members.

For example, a beautification project might need a variety of talents, such as gardeners, artists and even landscapers. Members from the gardening community, the artist community, and the landscaping community may already be residents in a neighbourhood that are taking part in a beautification project and may be happy to share their talents to improve their neighbourhood.

This activity also encourages Neighbourhood Associations to look beyond its current membership, thereby promoting the group itself and increasing the wealth of diverse voices and experiences represented in the group's efforts and impact.





Neighbourhood Associations assist residents in learning about how to improve their sense of safety, how to become more aware of concerns within their neighbourhood, and how to become empowered to address those issues. Neighbourhood Associations build neighbourhood resilience, and there are many active groups across the city working on enhancing their neighbourhoods. Check out some tips and highlights from existing Neighbourhood Associations in Brampton!

#### • Fletcher's Creek SNAP (Wards 1 & 5)

The Fletcher's Creek neighbourhood worked collaboratively with Credit Valley Conservation, City of Brampton, Region of Peel, local residents, community members, and leaders to develop the Fletcher's Creek Sustainable Neighbourhood Action Plan (SNAP). This group has come together to share resources and information, and work on several neighbourhood initiatives, including tree planting, sustainable home landscaping, and community engagement.

#### Heart Lake Happenings (Wards 2 & 6)

Created in 2012, this group of residents live, work, or play in the Heart Lake neighbourhood, and come together over Facebook and in-person gatherings to foster community building and great neighbourhood spirit. Over 3,000 members participate, share, and discuss ideas and topics related to their neighbourhood.

#### Peel Village (Wards 3 & 4)

The Peel Village neighbourhood hosts an active group of residents, who empower each other to take the lead in enhancing safety and shaping the future of their neighbourhood.

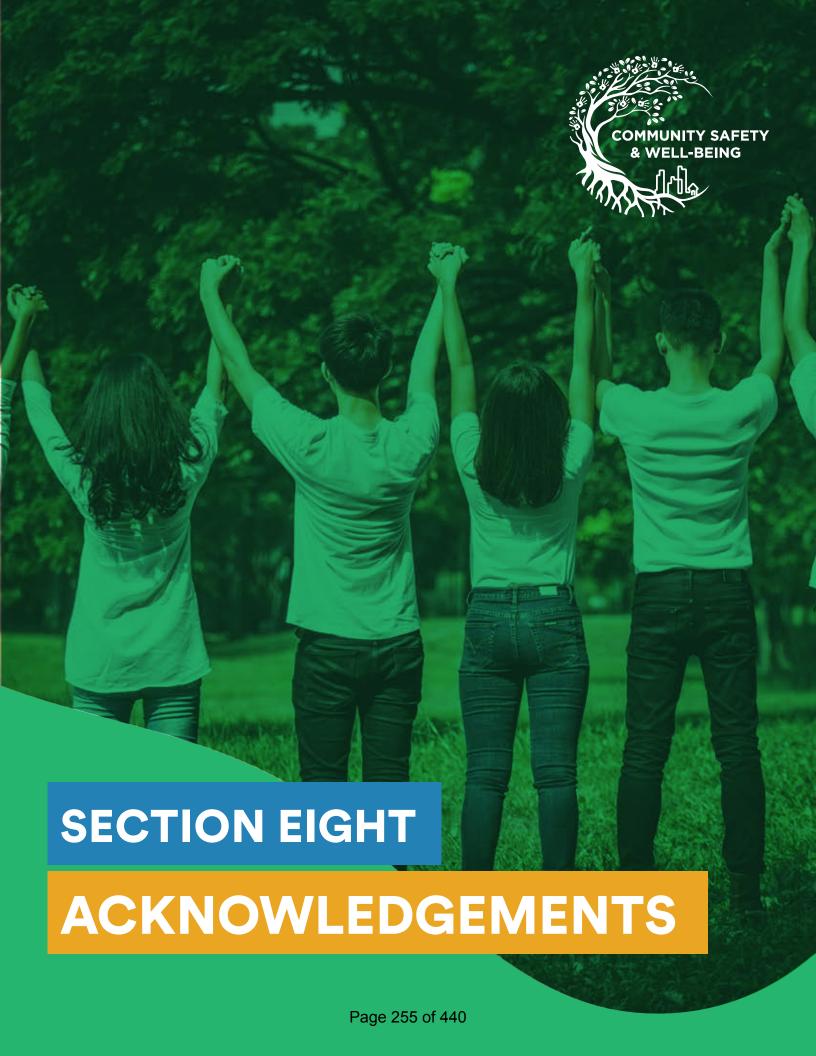
#### • Bramalea SNAP (Wards 7 & 8)

This program includes the facilitation of monthly network meetings, annual events with resident leadership, local partnership development, and a focus on neighbourhood engagement to support local revitalization projects.

# Mount Royal Community Group (Wards 9 & 10)

The Mount Royal Community Group works to build relationships among its residents to form a close-knit community by organizing fun movie nights and activities, supporting schools in their area, and advocating for neighbourhood with the local government to improve safety.







To build this Guide, the CSWO conducted a jurisdictional scan of existing Neighbourhood Association programs across Ontario.

With that, the CSWO is excited to share a structure to residents for establishing and sustaining Neighbourhood Associations within our community. We look forward to working with resident groups to enhance safety and well-being in our neighbourhoods.

The Community Services department is thrilled to support Neighbourhood Associations as we deliver neighbourhood projects that benefit the community in new and exciting ways that empower and connect Brampton within communities where people feel safe and have a sense of belonging.

Brampton is a beautiful city with vibrant outdoor spaces for all to enjoy. Everyone plays a role in keeping our city clean, green, and safe!









Report
Staff Report
The Corporation of the City of Brampton
2023/11/29

**Date:** 2023-11-09

Subject: Feasibility and Options for Washrooms in Parks

**Contact:** Ed Fagan, Director, Parks Maintenance and Forestry

Report Number: Community Services-2023-991

#### Recommendations:

 That the report from Parks Maintenance & Forestry Division to the Committee Meeting of November 29, 2023, re: Feasibility and Options for Washrooms in Parks, be received:

2. That upon approval of the 2024 Budget, staff proceed with the enhancement of the portable washroom program at public parks, with increased maintenance as required, in collaboration with Members of Council.

#### Overview:

- The Parks Maintenance & Forestry Division currently provides portable washroom services in parks that have affiliate seniors group status, leash free amenities and where sports amenities are not in proximity to existing recreation facilities.
- On December 7, 2022, Council recommendation CW054-2023 was received regarding smart self-cleaning, vandal proof, prefabricated washrooms.
- On January 30, 2023, in collaboration with Purchasing, a public Request for Information (RFI) was released for all interested manufacturers to provide details on their product and how they meet the City of Brampton's required standards.
- Upon the closing of the RFI on February 14, 2023 (4) submissions were received providing information on Modular and Modular-Self Cleaning washrooms with details regarding water and electrical requirements,

materials, safety features, cleanliness, washroom accessibility standards and environmental benefits.

- Modular Washrooms are prefabricated structures with off the grid features, requiring a concrete pad for installation and are usually delivered by a crane, requiring on-site servicing connection.
- Modular Self Cleaning Washrooms are also prefabricated structures with automated cleaning capabilities requiring similar delivery methods as a modular washroom.
- The Parks Maintenance & Forestry division recognizes the need to provide suitable washroom facilities and recommends that the current portable washroom program be enhanced for the 2024 season, to accommodate additional maintenance when required and meet the needs of residents in providing clean, safe and secure sanitation in parks.

## **Background:**

The Parks Maintenance & Forestry Division currently provides portable washroom services in parks that have affiliate seniors group status, leash free amenities and where sports amenities are not in proximity to an existing recreation facility.

Permanent (brick and mortar) washroom facilities are also provided in some parks. These washrooms are custom designed and built specific to park size and volume of programming (sports fields, splash pads, playgrounds).

In spring of 2022, the Parks Maintenance & Forestry division introduced a portable washroom project in neighborhood parks to provide access to clean, safe and secure sanitation. There has been an increased demand for the installation of portable units citywide with approximately 150 portable washrooms installed in 2022. In 2023, the Parks Maintenance & Forestry Division continued the project to support residents with approximately 200 portable units installed citywide.

With the approval of the December 7, 2022 Council recommendation CW054-2023 regarding smart self-cleaning, vandal proof, prefabricated washrooms Parks Maintenance & Forestry staff were directed to review different options, for providing permanent public washroom facilities in parks.

January 30, 2023 a Request for Information (RFI) inviting vendors to provide information on products they produce was released in collaboration with Purchasing. Based on the preliminary review (4) submissions were received and (2) new types of washroom facilities were explored, which include a modular washroom and a modular self-cleaning washroom.

A comparison analysis was conducted for modular washrooms and traditional park washroom facilities, such as portable toilets and permanent washroom buildings.

#### **Current Situation:**

Currently, there are 10 parks with custom permanent washrooms citywide. Of the 345 playgrounds citywide, up to fifty percent of locations received portable washroom facilities in 2023 to support park users. The portable washrooms were cleaned on a weekly basis.

There are (4) viable options when considering appropriate park washroom facilities in parks and each washroom model varies in benefits and drawbacks.

# 1. Modular Washroom (Off – Grid)

#### Benefits

- Includes some off the grid benefits such as rainwater capturing, solar panels, and utilization.
- Washroom unit is constructed off site and craned onto a concrete pad at the desired location, creating ease of installation.
- Has the ability to provide self-contained flush operation, not requiring connection to sewer.
- Has the ability to collect rainwater, eliminating the need for a municipal water connection.

#### Drawbacks

- Not a desired option in areas with heavier use, as the collecting tank has a limited capacity.
- A drought season could limit available water supply, likely requiring some sort of supplementary water supply.
- The City is required to prepare the site before installing the product, e.g., earthworks to accommodate a collecting tank.
- During the winter periods additional maintenance may be required to sustain the operation of the unit.

#### 2. Modular Self-Cleaning Washroom

#### Benefits

- Washroom unit is constructed off site and craned onto a concrete pad at the desired location, creating an ease of installation.
- Minimal cleaning based on "self-cleaning" capabilities.
- Building materials are vandal proof and anti-graffiti.
- Provides alert features to prevent prolonged usage of the facility.

#### Drawbacks

- Additional requirements for washroom stalls would require multiple units, adding significant cost increase.
- Supplies such as paper towel and toilet paper can only be purchased from the manufacturer.
- Proprietary items such as software, and custom items such as paper towel and toilet paper could increase the annual cost of maintaining these units.

# 3. Permanent Washroom Building:

#### Benefits

- Can be custom built to the site for the programming they are intended to serve.
   This can include capacity, environmental, and operations and maintenance considerations.
- Can be constructed with materials that are vandal resistant and tailored to the specific environment.
- Can be modified and upgraded over the course of its service life as there are typically no proprietary parts or installation techniques required.
- Ease of maintenance, not requiring special products.

#### **Drawbacks**

• Expensive to design and construct.

#### 4. Portable Washrooms

#### Benefits

- Can be conveniently relocated.
- Inexpensive to install and maintain in comparison to other washroom facilities.
- Requires minimum to no servicing (water, electrical, etc.).
- Can be customized to compliment surrounding esthetics.

#### **Drawbacks**

May not be feasible during the winter season in certain locations

Table 1:

Public Park Washroom Facility Summary				
T GOILO I GIR TTGGITTOO	_			
	Modular Self- Cleaning* Washroom	Modular Washroom (Off - Grid)	Custom Permanent Washroom	Portable Washrooms
Approximate Costs				
Capital Purchasing Costs	\$714,000	\$500,000	\$900,000+	N/A
Annual Operating	\$12000/per	\$12000/per	\$12000/per	\$528/per season
Costs	year	year	year	(per unit)
Utility Installation Costs	Varies****	Varies****	Varies****	N/A***
Servicing				
Water Servicing Required?	Yes	Yes	Yes	No
Sanitary Service Required?	Yes	No**	Yes	No
Electrical Service Required?	Yes	No**	Yes	No
Maintenance				
Self-Cleaning* capability	Yes	No	No	No
Vandal resistant Materials	Yes	Yes	Yes	No
Staff Required	Yes	Yes	Yes	N/A***
Expected lifecycle of product	30 Years	50 Years	80 Years	N/A***
User Experience				
User Comfort	High	Medium	High	Very Low
Size	Approx. 49 sq. ft./ per stall	Approx. 71 sq. ft./ per stall	Approx. 87 sq. ft./ per stall	Approx. 9 sq. ft./ per unit
User Capacity	2 Stalls	1 Stall	6 Stalls	1 Unit
Daily Use Capacity	Medium	Low	High	Low
				•

<sup>\*</sup>Self-Cleaning still requires maintenance staff to clean and maintain unit.

<sup>\*\*</sup>Can optionally be connected to sanitary sewer and electrical service
\*\*\*Item is taken care of through a contracted service provider
\*\*\*\*Cost for utility installation will be dependent on specific site conditions and availability of existing services.

# **Next Steps:**

Due to its economical advantage and required maintenance, it is recommended to enhance the current portable washroom program. This option will allow more parks to receive sanitary facilities, for residents to utilize. To ensure units citywide are clean, safe and meet the needs of residents, staff will increase maintenance and cleaning practices. This would include an additional scheduled cleaning when required, to minimize concerns of the scent within proximity of the portable washroom units.

Through the Community Living Enhancement Program and in consultation with Ward Councillors, there will also be an opportunity to incorporate public art with the installation of portable washroom enclosures, allowing the units to seamlessly integrate with surrounding esthetics.

Staff will support each Ward Pairing to identify suitable locations, monitor feedback for installations and additional maintenance.

# **Corporate Implications:**

#### Financial Implications:

Sufficient funding is available within the existing operating budget for the Parks Maintenance & Forestry division to maintain the current portable washroom program. Staff will monitor for additional maintenance and/or installation requirements throughout 2024 and will include funding requests as part of future years' budget submissions, to support the installation and maintenance of portable washroom units citywide as required, subject to Council approval.

#### **Strategic Focus Area:**

**Health & Well-being**: Focusing on citizens' belonging, health, wellness, and safety, by continuing to design, build and maintain community assets that will encourage active and healthy lifestyles, while improving the mental health of all ages and abilities.

#### Conclusion:

Upon approval, the Parks Maintenance and Forestry division will support Ward Pairings to provide portable washroom facilities within public parks and conduct additional maintenance as required to ensure clean, safe and secure sanitation for all residents.

Authored by:	Reviewed by:
Tonian Reid Coordinator, Parks Business Planning Parks Maintenance & Forestry Community Services	Ed Fagan Director, Parks Maintenance & Forestry Community Services
Approved by:	Submitted by:
Bill Boyes Commissioner Community Services	Marlon Kallideen Chief Administrative Officer

# **Attachments:**

• Attachment 1 – Portable Washroom Enclosure

# **Portable Washroom Enclosure**

Image 1



Image 2

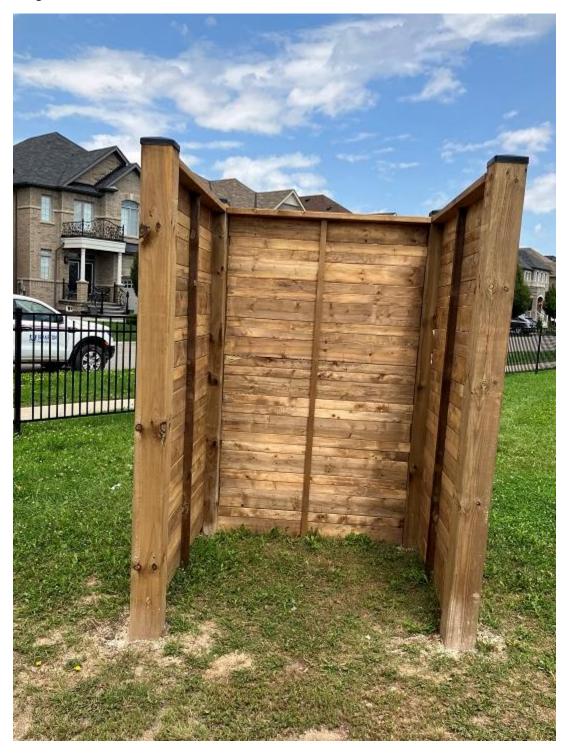


Image 3





# Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-11-08

Subject: Enhancement Update on Two Parkettes Identified for Renaming

- Ward 5 (RM 51/2023)

**Contact:** Kelly Stahl, Director, Cultural Services

Ed Fagan, Director, Parks Maintenance & Forestry

**Report Number:** Community Services-2023-992

#### **Recommendations:**

- That the report from Tonian Reid, Coordinator, Business Planning, Parks Maintenance & Forestry to the Committee Meeting of November 29, 2023, re: Enhancement Update on Two Parkettes Identified for Renaming - Ward 5 (RM 51/2023), be received; and
- 2. That upon conducting public engagement with the community, staff be directed to report back with suitable names to rename Whitewash Parkette and Native Landing Parkette for Council's approval.

#### Overview:

- At the June 21, 2023, Committee of Council Meeting, a motion was passed for staff to investigate and report on the condition of Whitewash Parkette and Native Landing Parkette, to align with the City of Brampton's Asset Naming Policy.
- A detail assessment was conducted summer 2023 for both parks identifying short and long-term enhancements to maintain the parks' beautification and functionality.
- Pending approval of the 2024 Budget, playground replacements will be conducted at both parkettes and a lead artist will be commissioned to work with the community and stakeholders to design and install artwork at both locations.
- Public engagement will be conducted between January and mid-April
   2024 to gain input on various installations such as art, medicine gardens

and other environmentally friendly upgrades and to source appropriate names to rename both parkettes for Council's approval.

# Background:

The City of Brampton is one of the youngest and most diverse cities in Canada and has a mosaic made up of 234 cultures with 115 different languages and growing. Hence, the City recognizes the need to create and maintain assets that meet the needs of the growing mosaic and align with the City's equity, diversity, inclusion and anti-racism vision.

At the June 21, 2023, Committee of Council Meeting, a motion was passed for staff to investigate and report on the condition of Whitewash Parkette and Native Landing Parkette. Direction was also given to incorporate Indigenous art at the local parkettes, in consultation with the community and to proceed with next steps to rename both parkettes.

The City of Brampton's Asset Naming Policy was revised in September 2021 to include equity and diversity criteria for naming assets, to ensure names are not offensive, discriminatory or insensitive to Indigenous peoples and diverse communities. To align with the policy, appropriate names are being considered to rename Whitewash Parkette and Native Landing Parkette.

#### **Current Situation:**

## Parkette Condition and Enhancements

The Parks Maintenance & Forestry division oversees the cleanliness and maintenance of parks citywide and follows a 20-year replacement cycle for all playgrounds. A detailed assessment was conducted summer 2023 for both parks, identifying short and long-term enhancements to maintain the parks' beautification and functionality.

Pending the approval of the 2024 Capital Budget, both playgrounds are scheduled to be replaced in 2024. The replacement will include new play structures, upgraded playground surfaces and park benches. In the interim, staff conducted mulching and pruning of existing trees and general playground improvements, such as sand maintenance and mulch refills.

## Indigenous Artwork

The two parkettes have been included in the 2024 Public Art Investment Capital request under 'My Neighbourhood' public art program. Pending budget approval, Cultural Services staff will commission a lead artist to work with the community and stakeholders to design and install artwork in both locations.

# Renaming

The Equity Office will provide outreach and set up in person and group meetings with members of the Indigenous Network for the purpose of holding focus groups and gaining their input on name suggestions, place making and any historical and cultural significance for suggestions. Meetings will also generate ideas for installations such as art, medicine gardens and other environmentally friendly upgrades and suggestions. There will be between (2) two to (4) four consultations to ensure that there is a good representation from the Indigenous community with meetings taking place between January and mid-April 2024.

# Next Steps

Through community engagement and partnership building, staff will report back to Council with appropriate names to be considered for renaming Whitewash Parkette and Native Landing Parkette. Upon the approval of the new park names, steps will be taken to rename both parkettes. In consultation with community partners, a strategy will be developed for the installation of suitable art at both locations.

#### **Corporate Implications:**

#### Financial Implications:

Funding for the replacement of the (2) two playgrounds and artwork installation will be included as part of the Community Services 2024 capital budget submission, subject to Council approval. The renaming of both parks will be absorbed within the operating budget.

#### **Strategic Focus Area:**

**Health & Well-being**: Focusing on citizens' belongings, health, wellness, and safety by providing suitable parks for all residents.

**Government & Leadership**: Focusing on service excellence with equity, innovation, efficiency, effectiveness, accountability, and transparency through community engagement and partnership building.

**Culture and Diversity**: Focusing on cultural diversity, cross-cultural understanding to align with the City of Brampton's equity, diversity, inclusion and anti-racism vision.

#### Conclusion:

Staff conducted a detail assessment of Whitewash Parkette and Native Landing Parkette. Upon approval of the 2024 budget, both playgrounds will be replaced and the parks will be incorporated under the 'My Neighbourhood' public art program. Through community engagement and partnership building, staff will report back to Council with appropriate names to be considered for renaming Whitewash Parkette and Native Landing Parkette, to align with the City of Brampton's Asset Naming Policy.

Authored by:	Reviewed by:
Tonian Reid Coordinator, Parks Business Planning Parks Maintenance & Forestry Community Services	Ed Fagan Director, Parks Maintenance & Forestry Community Services
Reviewed by:	Approved by:
Kelly Stahl	Bill Boyes
Director, Cultural Services Community Services	Community Sorvings
Community Cervices	Community Services
Submitted by:	
Marlon Kallideen	
Chief Administrative Officer	



# Report Staff Report The Corporation of the City of Brampton Click or tap to enter a date.

**Date:** 2023-11-29

Subject: Request to Begin Procurement for the Replacement of the Turf Field

at Terry Fox Stadium - Ward 7

**Contact:** Anand Patel, Director, Recreation

**Report Number:** Community Services-2023-1032

#### Recommendations:

 That the report from Danial Chowdhary, Facility Planning, Recreation to the Committee of Council Meeting of November 29, 2023, re: Request to Begin Procurement for the Replacement of the Turf Field at Terry Fox Stadium – Ward 7, be received; and

2. That the Purchasing Agent be authorized to commence procurement for the replacement of the turf field at Terry Fox Stadium

#### Overview:

- The Terry Fox turf field at Terry Fox Stadium has reached the end of its lifecycle. This popular amenity is the only stadium in Brampton used for competitive football, soccer, track meets and other competitive outdoor sports.
- The replacement of the turf field at the Terry Fox Stadium is planned for 2024.
- The purpose of this report is to obtain Council authorization to commence the procurement of the turf field replacement at Terry Fox Stadium located at 9050 Bramalea Rd, Brampton, Ontario.
- Funding is available through Recreation's 2023 approved Capital budget.

## **Background:**

Terry Fox Stadium at Chinguacousy Park is Brampton's signature turf field frequently used by sports affiliates, schools, and private rentals. The turf installed 13 years ago, has reached the end of its lifecycle. To meet current and future rental and programming needs, the existing turf must be replaced. The stadium is Brampton's premier field for high-level competitive soccer and football, while also hosting regional games, championships, and track meets.

#### **Current Situation:**

Through the 2023 approved Capital Budget for Recreation, the Community Services Department received funding to replace the turf field at Terry Fox Stadium and is now ready to begin procurement.

# Scope of the Project

The scope of the work will include removing the existing turf and installing a new turf field. Staff will meet with the field's primary user groups to obtain feedback on turf replacement timing with the goal of minimizing impact to user groups.

# **Corporate Implications:**

# Financial Implications:

Funding for replacing the turf field at Terry Fox Stadium was approved through the 2023 Capital Budget process. Should the project once tendered require additional funds, staff will return to Council for a budget amendment, as required.

# Other Implications:

Purchasing Implications – A Public Procurement Process will be conducted, and the lowest compliant bid meeting minimum weighting requirement will be eligible for the contract award. Purchasing 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.

# **Strategic Focus Area:**

**Health & Well-being**: focusing on Community Safety, encouraging active and healthy lifestyles, and enhancing facilities to increase access for residents.

#### Conclusion:

To ensure delivery of the project in a timely manner, it is recommended that the Purchasing Agent be authorized to commence the procurement for the replacement of the turf field at Terry Fox Stadium at Chinguacousy Park as described in this report.

Authored by:	Reviewed by:
Danial Chowdhary Coordinator, Recreation Facility Planning	Anand Patel Director, Recreation
Approved by:	Approved by:
Bill Boyes Commissioner, Community Services	Marlon Kallideen Chief Administrative Officer, Office of the CAO



# Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-11-03

Subject: Sacred Fires at Meadowland Park (Ward 3)

Contact: Andrew von Holt, Deputy Fire Chief, Brampton Fire and

**Emergency Services** 

**Report Number:** Brampton Fire and Emergency Services-2023-962

#### **Recommendations:**

Aligned with responding to the Truth and Reconciliation Commission Calls to Action #43 and United Nations Declarations on the Rights of Indigenous Peoples Article 12.1. recognizing and working with the local Indigenous community to re-establish a site for the use of a ceremonial Sacred Fire is viewed as a necessary and meaningful action in response to the City of Brampton's commitment. It is recommended that Council enact a by-law to amend the Open-Air Burning By-law 91-94 to support these Calls to Action, by approving the following recommendations:

- 1. That the report titled Sacred Fires at Meadowland Park (Ward 3) to the Committee of Council Meeting, dated November 3, 2023 be received;
- 2. That Council enact By-law XXXX, being an amendment to the By-law 91-94 (Open Air Fires) to provide for an exemption for the holding of Ceremonial or Sacred Fires for Indigenous Groups; and
- 3. That staff continue to work with the Indigenous Groups regarding the holding of Ceremonial or Sacred Fires in the City of Brampton.

#### Overview:

- At the direction from Council, staff is taking steps in response to the Truth and Reconciliation Commission of Canada: Calls to Action to redress the harms caused by colonization and the impacts of the residential school system.
- Recognizing that Indigenous Peoples have an inherent right to conduct Sacred Fires for healing and ceremonial purposes, City staff has been working with The Indigenous Network to determine a suitable location and plan to facilitate the holding of Sacred Fires.

- City staff recognizes the rights of the Indigenous community in Brampton to manifest, practise, develop, and teach their spiritual and religious traditions, customs, and ceremonies; the right to maintain, protect, and have access in privacy to their religious and cultural sites; the right to the use and control of their ceremonial objects; and the right to the repatriation of their human remains.
- Staff will provide a designated location in Meadowland Park where Indigenous groups can hold Sacred Fires. This collaboration prioritizes community safety and has worked closely to establish a non-combustible storage unit with appropriate supplies.
- Indigenous groups will have access to the storage unit and supplies to support the use of a sacred fire when needed.
- To ensure community safety remains a priority, City staff will incorporate an internal notification system to advise when sacred fires will be held.

# **Background:**

The Government of Canada created the Truth and Reconciliation Commission (TRC) as a result of a class action lawsuit in 2007 as a way to examine the full magnitude of harm caused by Canadian residential schools and to make recommendations and solutions that would stop future abuses of Indigenous communities.

The Commission's mandate was to inform all Canadians about what happened in residential schools and in 2015, the TRC released their final report. Over a six-year span, the TRC heard from more than 6,500 witnesses including survivors, their families, communities, and anyone personally affected by the residential school experience. In June 2015, the TRC presented a final summary in Ottawa containing 94 Calls to Action aimed at redressing the Indigenous Reconciliation efforts across Canada.

These Calls to Action include all levels of government and cover a wide range of government responsibilities including child welfare, education, language and culture, health, justice, commemoration, museums and archives, and training for public servants.

In March 2020, Brampton City Council accepted a <u>report</u> and provided staff directives to carry out in response to the TRC Calls to Action and redress the harms caused by colonization and the impacts of residential school.

For the purposes of this report, TRC Call to Action #43 states: We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the

United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

In relation to the United Nation Declaration on the Rights of Indigenous People this report includes Article 12.1. which further states: Indigenous Peoples have the right to manifest, practise, develop and teach their spiritual and religious traditions, customs and ceremonies; the right to maintain, protect, and have access in privacy to their religious and cultural sites; the right to the use and control of their ceremonial objects; and the right to the repatriation of their human remains.

Sacred Fires are one of many significant Indigenous ceremonies that were banned between 1884 and 1951 as a result of colonization. Sacred Fires were reinstated when changes to the Indian Act recognized religious freedom as an inherent right of Indigenous People.

These ceremonies are experienced by Indigenous People as healing and grounding as well as a connection of community and all of creation. Going forward and in the spirit of reconciliation, City staff will continue working to permanently reinstate Sacred Fires in the City of Brampton.

#### **Current Situation:**

The City of Brampton does not allow an open fire to occur unless a permit has been issued. Lack of process and by-law restrictions continue to prohibit the use of Ceremonial/Sacred Fires in many municipal frameworks and can be redressed to ensure that meaningful, lasting and impactful actions are taken in response to the City's commitment to the TRC Calls to Action.

The creation of a designated Ceremonial/Sacred Fire site in a City of Brampton Park supports articles in the United Nations Declaration on the Rights of Indigenous Peoples and the Calls to Action in the Truth and Reconciliation Commission's Final Report. This addresses the need to reduce barriers for Indigenous People holding Sacred Fires.

The City recognizes the inherent rights of Indigenous Peoples to hold Ceremonial or Sacred Fires. To recognize these rights, while prioritizing community safety, a notification system to the City will be implemented and managed by the Indigenous Network to support Indigenous community members with utilizing and sharing these spaces. This notification system will ensure City staff are well informed of Sacred Fires occurring.

The designated Sacred Fire site selected is Meadowland Park. This site was selected through collaboration with Indigenous Network and City staff. Safety concerns will be addressed through processes as agreed upon between Brampton Fire & Emergency Services and the Indigenous Network.

The City will provide a locked non-combustible storage unit at site containing the supplies to support sacred fires as needed by the Indigenous Groups.

# **Corporate Implications:**

# **Financial Implications:**

The City has purchased a bunker for the storage of supplies, and an ash box. Capital expenses of \$7,200 have already been incurred and absorbed in the Parks budget.

Legal Implications

# By-law Amendment

The Open Fires By-law 91-94 prohibits the holding of open-air fires without a permit issued by the Fire Chief, or unless it falls within an exemption to the by-law. The proposed amendment to the by-law would remove the permitting and other requirements, thereby taking meaningful action to support the Calls to Action

# **Communications Implications**

Staff is working with Strategic Communications on an engagement and communications strategy to advise residents on Sacred Fires.

# **Strategic Focus Area: Culture and Diversity**

Allowing Sacred fires in a dedicated location in Meadowlands Park supports and enhances the holistic framework that makes up Brampton.

#### Conclusion:

Aligned with responding to the TRC Calls to Action #43 and UNDRIP Article 12.1. recognizing and working with the local Indigenous community to re-establish a site for the use of a ceremonial Sacred Fire is viewed as a necessary and meaningful action in response to the City of Brampton's commitment. It is recommended that Council enact a by-law to amend the Open-Air Burning By-law 91-94 to support these Calls to Action.

Authored by:	Reviewed by:
Andrew von Holt, Deputy Fire Chief	Bill Boyes, Commissioner, Community Services

Approved by:	Approved by:	
D.W.D.		
Bill Boyes	Marlon Kallideen	
Commissioner, Community Services	Chief Administrative Officer	

# Attachments:

• Attachment 1 – Draft Amending By-law to By-law 91-94, Open Air Fires

#### **APPENDIX 1**

# BRAMPTON FIRE AND EMERGENCY SERVICES REPORT

NO. 2023-962

# **DRAFT**



# THE CORPORATION OF THE CITY OF BRAMPTON



A by-law to amend By-law 91-94, Open Air Fires By-law

**WHEREAS** Council for The Corporation of the City of Brampton passed Resolution number......2023;

**AND WHEREAS** the City recognizes the inherent rights of Indigenous Peoples to hold Ceremonial/Sacred Fires;

**AND WHEREAS** the City wishes to designate an area for the Indigenous community to hold Ceremonial/Sacred Fires;

**AND WHEREAS** Council deems it appropriate to amend By-law 91-94 to permit Indigenous groups to hold Ceremonial/Sacred Fires;

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

- 1. By-law 91-94 is amended by adding the following definition in alphabetical order: "Ceremonial/Sacred Fire" means an Open Air Fire carried out by Indigenous peoples as part of or in observance of a ceremonial or sacred service."
- 2. By-law 91-94 is amended by deleting Section 4 in its entirety and replacing it with the following:
  - "4. No person shall set or maintain a fire in the open air unless:
    - (1) the fire is to be used for the purpose of cooking and providing that:
      - (a) a distance of not less than five (5) metres is maintained between the fire and any building structure, fence, hedge, vehicular roadway or overhead wire or obstruction of any kind or nature whatsoever;
      - (b) the requirements of clauses (c), (d), (e) and (f) of subsection (2) of Section 3 are complied with;
      - (c) the fire is not more than 0.5 square metres in area and is not more than 0.5 metres in height; AND
      - (d) the fire is set and confined in a metal or masonry container with a metal screen on top having a mesh of not larger than one-half inch;

or

- (2) The fire is a Ceremonial/Sacred Fire."
- 3. By-law 91-94 is amended by adding the following provisions immediately after Section 6:
  - "7. No permit is required to set or maintain a Ceremonial/Sacred Fire at an approved City location.
  - 8. The Fire Chief is hereby delegated the authority to approve locations and requirements for setting and maintaining of Ceremonial/Sacred Fires."

# ENACTED and PASSED this day of , 2023.

Approved as to form.
2023/

Patrick Brown, Mayor

Approved as to content.
2023/

Peter Fay, City Clerk



# **Minutes**

# **MedTech Task Force**

# The Corporation of the City of Brampton

# Wednesday, May 24, 2023

Members Present: Deputy Mayor H. Singh (Chair)

Dr. Mohamed Lachemi, President, Toronto Metropolitan

University (Vice-Chair)

Regional Councillor M. Palleschi - Wards 2 and 6 Regional Councillor R. Santos - Wards 1 and 5 Regional Councillor G. Toor - Wards 9 and 10

Dave Casimiro, Managing Director, NorthWest Healthcare

**Properties REIT** 

Tony Chahine, CEO, Myant Inc.

Vito Ciciretto, President and CEO, Dynacare Sheri Dodd, President, Medtronic Canada

Anton Katipunan, Development with RioCan, RioCan Dr. Frank Martino, President & CEO, William Osler Health Systems

Dr. Dante Morra, Chief of Medical Staff, Trillium Health Partners Dr. Janet Morrison, President & Vice Chancellor, Sheridan College

Carl Rodrigues, CEO, SOTI

Ken Spears, General Manager / Vice-President, Boston

Scientific Canada

Darren Steedman, Vice-President, DG Group Jay Stevens, CEO, The Stevens Company

Amy Swanson, Vice-President, MedTech Canada

Andreas Wegner, General Manager, Taro Pharmaceuticals Mahes Wickramasinghe, EVP & Chief Administrative Officer,

Rogers

David Wyatt, Senior Vice President, Morguard Investments Ltd

Staff Present: Patrick Brown, Mayor

Marlon Kallideen, Chief Administrative Officer

Steve Ganesh, Commissioner, Planning, Building and Growth

Management

Clare Barnett, Director, Economic Development Paul Aldunate, Expeditor, Office of the CAO

Martin Bohl, Sector manager, Health and Life Sciences, Office of

the Chief Administrative Officer

Peter Fay, City Clerk

Tammi Jackson, Legislative Coordinator

# 1. Call to Order

The meeting was called to order at 6:00 p.m. and adjourned at 7:22 p.m.

As this meeting of the MedTech Task Force was conducted with electronic participation by Members of the Committee, the meeting started with the City Clerk calling the roll for attendance at the meeting, as follows:

Members present during roll call: Deputy Mayor Singh (Chair); Dr. Mohamed Lachemi, Toronto Metropolitan University, (Vice-Chair); Regional Councillor Santos, Regional Councillor Toor; Dave Casimiro, Managing Director, Northwest Healthcare Properties REIT; Vito Ciciretto, President and CEO, Dynacare; Sheri Dodd, President, Medtronic Canada; Anton Katipunan, Development with RioCan; Dr. Frank Marino, President and CEO, William Osler health Systems; Dr. Dante Morra, Chief of Medical Staff, Trillium Health Partners; Dr. Janet Morrison, President and Vice Chancellor, Sheridan College; Ken Spears, General manager / Vice-President, Boston Scientific Canada; Darren Steedman, Vice-President, DG Group; Jay Stevens, CEO, The Stevens Company; Amy Swanson, Vice-President, MedTech Canada; Andreas Wegner, General Manager, Taro Pharmaceuticals; Mahes Wickramasinghe, EVP and Chief Administrative Officer, Rogers; David Wyatt, Senior Vice-President, Morguard Investments Ltd.

**Members absent during roll call:** Regional Councillor Palleschi; Tony Chahine, CEO, Myant Inc.; Carl Rodrigues, CEO, SOTI

Introductory and welcoming remarks were provided by Chair Singh, Mayor Brown and CAO Kallideen

# 2. Approval of Agenda

The following motion was considered.

# MTTF001-2023

That the agenda for the MedTech Task Force Committee Meeting of May 24, 2023, be approved as published and circulated.

Carried

# 3. <u>Declarations of Interest under the Municipal Conflict of Interest Act</u>

Nil

# 4. Previous Minutes

Nil

# 5. <u>Presentations / Delegations</u>

# 5.1 Economic Development

Martin Bohl, Sector Manager, Health and Life Science, Office of the Chief Administrative Officer, provided an overview of Economic Development partnerships developed with leading companies within the health and life sciences industry. Mr. Bohl identified that a Wet Labs project would be an opportunity for the Committee to work with the community on an action plan as there is a real need within the industry.

The following motion was considered.

#### MTTF002-2023

That the presentation from Martin Bohl, Sector Manager, Health and Life Science, Office of the Chief Administrative Officer, re: **Economic Development**, to the MedTech Task Force Committee Meeting of May 24, 2023, be received.

Carried

## 5.2 Toronto Metropolitan University's School of Medicine

Dr. Mohamed Lachemi, President, Toronto Metropolitan University (TMU), provided a detailed overview on the subject matter that included:

- The 5 Pillars the School of Medicine will be designed around
- Phases of Development.
- Collaboration and Community Engagement.
- Key Features and Differentiators of TMU's Medical Education.
- EDI Strategy and Action Plan.
- Undergraduate Medical Education (UGME).

- Proposal for the TMU Integrated Health Centres (IHCs).
- Opportunities for Partnership.

Adam Kassam, Toronto Metropolitan University (TMU), provided further details on the subject matter that included:

- Institute for Health Innovation and Equity 3 key elements (Diversity Research and Policy, Health Technology, Digital Care & Prescriptive Medicine, Health Accelerator/Incubator).
- Office of Help Innovation and Strategy.
- Proposal for the TMU Integrated Health Centres (IHCs).
- Integrated Health Centres Community focal point.
- The following motion was considered.

Glenn Craney, Toronto Metropolitan University (TMU), provided details on the subject matter with respect to the economic impact that included:

- The medical school will generate \$1.2 \$2.6 B in economic activity over the next decade.
- It will create over 7,000 direct and indirect jobs in the City of Brampton.
- A Health Innovative District will attract new health related investment in Brampton.

The following motion was considered.

#### MTTF003-2023

That the presentation from Mohamed Lachemi, President, Toronto Metropolitan University, re: **Toronto Metropolitan University's School of Medicine**, to the MedTech Task Force Committee Meeting of May 24, 2023, be received.

Carried

5.3 Official Plan: Discussion and Consultation

Item 5.4 was brought forward and dealt with at this time.

Steve Ganesh, Commissioner, Planning, Building and Growth Management provided an overview of the subject matter The City of Brampton Official Plan & City Lands Project and answered questions of clarification.

Committee discussion on this matter included the following:

- Advised that the City of Brampton is moving forward with several redeveloped lands to include MedTech Task Force initiatives.
- Clarified that the concept of City lands was established through the 2040 vision in 2018.
- Outlined the intention of the development framework is to develop a transit oriented community to piggy backs on the highways near by.
- Intent is the integration of mix of uses into the communities for the purpose of blending in the MedTech field.
- The City of Mississauga partnered with the University of Toronto Campus as a joint effort in building a wet lab and dry lab space.

The following motion was considered.

#### MTTF004-2023

That the presentation from Steve Ganesh, Commissioner, Planning, Building and Growth Management, re: Official Plan: Discussion and Consultation and City Lands: Highlighting MedTech Uses, to the MedTech Task Force Committee Meeting of May 24, 2023, be received.

Carried

5.4 City Lands: Highlighting MedTech Uses

**Dealt with under Item 5.3 - Recommendation MTTF004-2023** 

#### 6. Other / New Business / Information Items

Nil

#### 7. <u>Member Questions / Roundtable</u>

Discussion included possible future agenda items including a presentation regarding Sheridan's Nursing School, a MedTech Canada presentation and scheduled MedTech conference in Toronto next year.

8.	<u>Correspondence</u> Nil				
9.	Question Period Nil				
10.	Public Question Period Nil				
11.	Adjournment The following motion was considered.  MTTF005-2023 That the MedTech Task Force Committee do now adjourn.				
		Carried			
		Deputy Mayor H. Singh (Chair)			
		Mohamed Lachemi (Vice-Chair)			



# Summary of Recommendations MedTech Task Force

#### The Corporation of the City of Brampton

#### Thursday, November 23, 2023

#### 2. **MTTF006-2023**

That the agenda for the MedTech Task Force Committee Meeting of November 23, 2023, be approved as published and circulated.

Carried

#### 5.1 **MTTF007-2023**

That the following presentations to the MedTech Task Force Committee Meeting of November 23, 2023, re:

- 1. MedTech Canada
- 2. Rowan University
- 3. Sheridan College
- 4. Understanding Ontario's Wet Lab Challenge
- 5. Fero International
- 6. Simon Fraser University

be received.

Carried

#### 7.1 **MTTF008-2023**

 That that members of the Task Force assign the lead to the Economic Development staff at the City of Brampton to form a sub-committee with interested members to support our investment attraction plan and brand the City as a MedTech leader at the October 2024 MedTech Conference in Toronto and to report back to the Task Force with updates of the work at the next Task Force meeting; and,

- 2. That the members of the Task Force assign the lead to the Economic Development staff at the City of Brampton to work closely with the Brampton Venture Zone and interested members of the Task Force to develop ways to integrate the work of the Innovation District and the MedTech start-ups with the strategies of the new hospital, the new medical school, and with existing firms in Brampton, and to report back on progress at the next Task Force meeting; and,
- 3. That the members of the Task Force direct the Economic Development staff at the City of Brampton to develop a request for proposal for a feasibility study in establishing a wet lab in Brampton, with participation from interested Task Force members, and to report back at the next Task Force meeting.

Carried

#### 11. MTTF009-2023

That the MedTech Task Force Committee do now adjourn.

Carried



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-10

Subject: Transactions Executed by Administrative Authority for July 1,

2023, to September 30, 2023

**Contact:** Bennett Kim, Real Estate Coordinator, Realty Services

**Report Number:** CAO's Office-2023-887

#### **Recommendations:**

 That the report from Bennet Kim, Real Estate Coordinator, Realty Services to the Committee of Council Meeting of November 29, 2023, re: Transactions Executed by Administrative Authority for July 1, 2023, to September 30, 2023, be received.

#### Overview:

- By Administrative Authority By-law 216-2017, as amended, authority is delegated to department heads to execute certain real estate transactions.
- In order to keep City Council apprised on the quantity and financial implications of agreements executed by administrative authority, Realty Services provides City Council with a summary of executed agreements, attached to this report as Appendix A – Summary of Real Estate Transactions executed by Administrative Authority.
- This report provides information on Real Estate Agreements executed by administrative authority for the period from July 1, 2023, to September 30, 2023. This summary does not include agreements arising as a condition of development (site plan/subdivision/consent) approval.

#### Background:

In accordance with the Administrative Authority By-law, authority is delegated to department heads to execute certain real estate agreements. Authority is granted for routine, non-controversial transactions up to specified dollar amounts.

Realty Services reports to Council on a quarterly basis, on the Real Estate Activities authorized by the Administrative Authority attached to this report as Appendix A – Summary of Real Estate Transactions executed under the Administrative Authority.

Staff are providing an Information Report to Committee of Council for all transactions completed and executed under the Administrative Authority By-law for the period from July 1, 2023, to September 30, 2023.

#### **Corporate Implications:**

#### Financial Implications:

There are no financial implications resulting from this Information Report.

#### Other Implications:

There are no other implications resulting from this Information Report.

#### **Strategic Focus Area:**

This report fulfills the strategic focus area of Government and Leadership by being accountable and transparent to Council by reporting all agreements that were fully executed under the Administrative Authority By-law # 216-2017, as amended, for the third quarter in 2023. This report provides elevated performance and service standards, through reporting for each quarter.

#### Conclusion:

This report summarizes Realty Services' reporting on real estate agreements that were fully executed under the Administrative Authority By-law # 216-2017, as amended, for the period from July 1, 2023, to September 30, 2023.

Authored by:	Reviewed by:
Bennett Kim, Real Estate Coordinator,	Rajat Gulati, Senior Manager,
Realty Services	Realty Services
Approved by:	Submitted by:
Marlon Kallideen,	Marlon Kallideen,
Chief Administrative Officer	Chief Administrative Officer

#### **Attachments:**

 Appendix A – Summary of Real Estate Transactions Executed by Administrative Authority, July 1, 2023, to September 30, 2023

# Appendix A Acquisitions - July 1, 2023 to September 30, 2023

File No.	Approved By:	Ward	Project	Transaction	Financial Implication for Term
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 2 Ryckman Lane; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10309 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 1 Bowman Ave; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10829 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - PIN 14218-0301; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - PIN 14216-0392; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10343 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10960 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10739 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10221 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - PIN 14217-0043	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10387 McVean Dr; McVean Rd Widening	Permission to Enter Agreement	Nil

Appendix A

Acquisitions - July 1, 2023 to September 30, 2023

File No.	Approved By:	Ward	Project	Transaction	Financial Implication for Term
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - PIN 14216-0002; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10834 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10148 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10379 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 10917 McVean Dr; McVean Rd Widening Project	Permission to Enter Agreement	Nil
AR23100	Commissioner of Public Works & Engineering	10	Permission to Enter Agreement - 28 Michelangelo; McVean rd Widening Project	Permission to Enter Agreement	Nil

#### Appendix A

#### Dispositions - July 1, 2023 to September 30, 2023

File No.	Approved By:	Ward	Project	Transaction	Financial Implication for Term
CTE23111	Commissioner of Community Services	2	Consent to Enter Agreement with Region of Peel (PIN 14251-5270)	Consent to Enter Agreement	Nil
EN-23-117	Commissioner of Public Works & Engineering	3	Encroachment Agreement, Charles Foster and Barbara Chiu- Foster, 10 Mill Street S	Encroachment Agreement	Nil
PM01E04	Commissioner Community Services	9	Kay Blair Hospice CTE Phase 2	nil	nil
PM01E04	Commissioner of Community Services	9	Kay Blair Hospice CTE Phase 2 EXTENSION	nil	nil
PM01W05P	Commissioner of Community Services	3	TRCA, 185 Main Street S Archdekin Park, Consent to Enter Agreement	Nil	Nil
PM03E10B	Commissioner of Public Works & Engineering	3	City of Brampton, 1030 Williams Parkway, Consent to Enter Agreement	Nil	Nil
PM08ND06A	Commissioner of Community Services	8	Lease Agreement with TRCA for CoB Community Farm	nil	nil



Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-10

Subject: Potential for Improvement to Maternity and Parental Benefits

(RM73/2023)

Contact: Cynthia Ogbarmey-Tetteh, Director, Human Resources

**Report Number:** Corporate Support Services-2023-1005

#### **Recommendations:**

That the report from Cynthia Ogbarmey-Tetteh, Director, Human Resources to the Committee of Council Meeting of November 29, 2023, re: **Potential for Improvement to Maternity and Parental Benefits (R73/2023)**, be received.

#### Overview:

- Council through approved motion CW394-2023 requested that staff report on the potential for improvement to Maternity and Parental Benefits to more closely align with those provided by other cities.
- City of Brampton is committed to providing employee and family protection during periods of maternity and parental leave.

#### Background:

At the October 25, 2023 Committee of Council Meeting a staff report titled Employee Maternity Leave and Parental Benchmarking was received. Staff was directed to report on the potential for improvement to Maternity and Parental Benefits to more closely align with those provided by other cities.

The benchmarking of seven (7) comparable municipalities revealed that the average parental leave entitlement is 18 weeks up to 81% supplementary unemployment benefits (SUB) top up on an employee's regular weekly earnings after receipt of Employment Insurance (EI) for both maternity and parental leave.

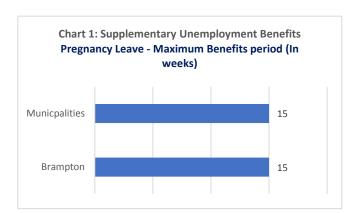
Maternity leave is traditionally the combined pregnancy leave and parental leave periods. The rest of this report will use the terms pregnancy and parental leave to align with the City's policy name.

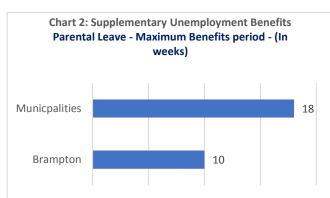
#### **Current Situation:**

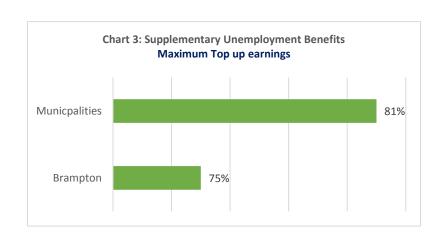
The *Pregnancy/Parental Leave Policy No 9.7.0* effective October 16, 2002 (under review) grants a leave of absence without pay to eligible employees in accordance with the *Ontario Employment Standards Act*, ESA 2000. In addition, the City of Brampton provides supplementary unemployment benefits (SUB) top up of up to 75% of the employee's regular weekly earnings after receipt of Employment Insurance (EI) pregnancy or parental leave benefits pursuant to the Employment Insurance Act.

SUB payments commence following the EI waiting period and continue while the employee is in receipt of such benefits for maximums of fifteen (15) weeks for pregnancy leave and ten (10) weeks for parental leave; both at a top up to 75%.

Below are three (3) charts comparing the average benefit provisions of seven (7) municipalities to the City of Brampton.







To align the current duration of parental leave entitlement and SUB top-up with the averages of the seven (7) municipal comparators, the following cost analysis are provided for consideration.

#### A. Options and Costs to increase the Paternal Leave

- **Option 1: Average**: This option improves the City's position as average in its pregnancy and parental leave benefits among comparator municipalities.
- Option 2: Above Average: This option positions the City as a modern, inclusive and competitive leader in pregnancy and parental leave among comparator municipalities.

Gender	Average # Employees	Total Annual Cost of Parental for 10 weeks	OPTION 1 Total Annual Cost of Parental for 18 weeks (Average)	OPTION 2 Total Annual Costs of Parental for 35 weeks (Municipal Leader)
F	53	\$1,167,346	\$1,431,567	\$1,993,037
М	66	\$459,338	\$826,809	\$1,607,684
Total	119	\$1,626,684	\$2,258,376	\$3,600,720

### B. Options and Costs to increase the supplementary unemployment benefits (SUB) top up

- Option 1: Average: This option improves the City's pregnancy and parental SUB top up to average among comparator municipalities, from 75% to 81% (average)
- Option 2: Above Average: This option improves the City's pregnancy and parental SUB top up from 75% to 95%, positioning the City as a modern, inclusive and competitive leader in pregnancy and parental leave among comparator municipalities.

Gender	Average # Employees	Total Annual Cost of Pregnancy + Parental SUB top up at 75%		OPTION 2 Total Annual Cost of Pregnancy + Parental SUB top up from 75% to 95% (Municipal Leader)
F	53	\$1,167,346	\$1,269,912	\$1,509,232
М	66	\$459,338	\$530,405	\$696,229
Total	119	\$1,626,684	\$1,800,317	\$2,205,461

#### Assumptions:

- Costing is based on the average of 2021-2023 participants.
- Costing is based on average of 2021-2023 gender distribution.
- Costing is based on 2023 Salaries.
- Costing is based on current 10 weeks parental SUB
- El payments are 55% of weekly salary to a maximum of \$650.
- Costing represents the potential liability to the City and excludes the Employment Insurance (EI) payments.

#### **Corporate Implications:**

#### Financial Implications:

There are no direct financial implications resulting from the recommendations in this Information Report.

#### **Strategic Focus Area:**

This report aligns with the City of Brampton's commitment to Government and Leadership objectives, emphasizing service excellence, equity, innovation, efficiency, effectiveness, accountability, and transparency. By comparing the current employee maternity and parental benefits to municipalities and other orders of government, the City of Brampton as an employer, is able to review its competitive edge in attracting and retaining through the provision of maternity and parental leave SUB top up to eligible employees.

#### Conclusion:

This report provides the benchmarking with respect to employee pregnancy leave and parental benefits provided by the City of Brampton in relation to other municipalities and other orders of government.

Authored by:	Reviewed by:
Siva Mahalingam	Cynthia Ogbarmey-Tetteh
Manager, Compensation and Benefits	Director, Human Resources
Approved by: Alex Milojevic	Approved by: Marlon Kallideen
Commissioner, Corporate Support Services	Chief Administrative Officer

#### Attachments:

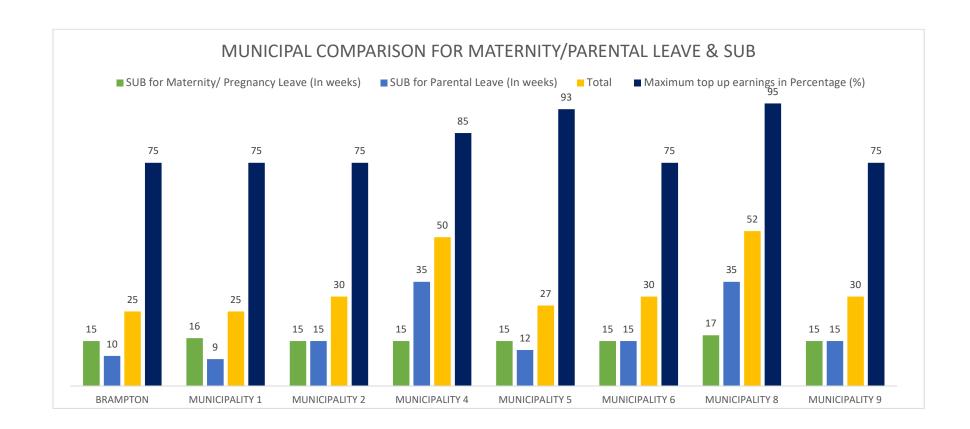
 Attachment 1 – Maternity and Parental Leave Benefits - City of Brampton and Anonymized Municipal Benchmarking

#### MUNICIPAL COMPARISON FOR MATERNITY/PARENTAL LEAVE & SUB

#### COMPARATORS

### Maximum duration for receiving SUB BENEFITS (in weeks)

CITIES	SUB for Maternity/ Pregnancy Leave (In	SUB for Parental Leave (In weeks)	Total	Maximum top up earnings in Percentage (%)
BRAMPTON	15	10	25	75
MUNICIPALITY 1	16	9	25	75
MUNICIPALITY 2	15	15	30	75
MUNICIPALITY 4	15	35	50	85
MUNICIPALITY 5	15	12	27	93
MUNICIPALITY 6	15	15	30	75
MUNICIPALITY 8	17	35	52	95
MUNICIPALITY 9	15	15	30	75
Averages	15	18	34	81





Report
Staff Report
The Corporation of the City of Brampton
11/29/2023

**Date:** 2023-11-14

Subject: Budget Amendment – Certified Commercial Kitchen

**Contact:** Gage Board, A/Manager, Tourism

Report Number: Corporate Support Services-2023-1014

#### **Recommendations:**

1. That the report from Gage Board, Acting Manager, Tourism, dated November 14, 2023, to the Committee of Council meeting of November 29, 2023, re: **Budget Amendment – Certified Commercial Kitchen** be received; and,

2. That a budget amendment be approved for project 171255-001 Certified Commercial Kitchen to increase the project by the amount of \$808,728, with funding to be transferred from Reserve #4 – Asset R&R for the completion of the Certified Commercial Kitchen in 2024.

#### Overview:

- Brampton City Council unanimously approved the Tourism strategy in April 2021 that recommends a certified kitchen be developed to create a culinary hub to support local food entrepreneurs and home cooks and to be a destination.
- The Downtown Revitalization Division, in partnership with the Tourism Office and Brampton Entrepreneur Centre (BEC) has undertaken the project of establishing a Certified Commercial Kitchen that provides public health certified commercial kitchen space to chefs, cooks, bakers, private caterers, and food entrepreneurs. The commercial kitchen aims to increase access to public health certified commercial kitchen space and professional food handling equipment, while fostering food entrepreneurship and promoting food tourism in the downtown.
- The Certified Commercial Kitchen is to be located at Brampton City Hall (West Tower), 41 George Street South, Suite 103. The project consists of the renovation and fit-out of the existing 1,222 square foot Commercial-Retail Unit.

- The Certified Commercial Kitchen project is partially funded by Federal Economic Development Agency for Southern Ontario (FedDev Ontario) through the Canada Community Revitalization Fund (CCRF) to support downtown revitalization and establishing new community infrastructure projects to support its residents, entrepreneurs, and businesses. The City of Brampton has been approved for \$522,375 in funding.
- The project has been tendered for both the construction/renovation of the unit and for the required equipment to be an operational commercial kitchen.
- Due to scope development, unanticipated scope and cost escalation for materials, renovations, and mechanical, electrical, and HVAC upgrades, and project management costs, additional budget of \$808,728 is required to (a) award the contracts to the lowest qualified bidders and (b) complete the renovations and fit-out for the commercial kitchen use at 41 George Street South, Suite 103.
- The project must be completed by no later than March 31, 2024 to receive the grant funding.
- Given the limited construction window specified by the grant requirement, it is necessary to award these tenders in a timely manner to complete construction by March 31, 2024. Staff recommends budget amendment approval to satisfy the grant obligations with FedDev and to deliver the commercial kitchen project.

#### Background:

#### Integrated Downtown Plan (IDP)

Through the Integrated Downtown Plan (IDP), the Downtown Revitalization Division is exploring a strategic approach to revitalizing properties in the downtown to support the redevelopment, and reoccupation of vacant City-owned buildings. The IDP *Meanwhile Strategies* are intended to support the needs of residents and businesses during the time of economic recovery in Downtown Brampton by making improvements to City assets and introducing community amenities. The Certified Commercial Kitchen project is one of the *Meanwhile Strategies* implemented as part of the IDP.

#### Certified Commercial Kitchen

The Certified Commercial Kitchen project is undertaken by the Downtown Revitalization Division in partnership with the Tourism Office and the Brampton Entrepreneurship Centre (BEC). The certified commercial kitchen will provide public health-certified commercial kitchen space to chefs, cooks, bakers, private caterers, and food entrepreneurs. A commercial kitchen is also referred to as a shared, cloud, ghost, or virtual kitchen, whereby individual kitchens or shared kitchen spaces are rented out on

an hourly or daily basis by chefs, cooks, bakers, and food entrepreneurs to test their food products, and to prepare food, meal kits, and self-stable packaged goods.

The certified commercial kitchen was identified to be located in the vacant unit at 41 George Street South, Suite 103.

#### Canada Community Revitalization Fund (CCRF)

The Tourism and Downtown Revitalization Divisions, in collaboration with Economic Development, successfully acquired \$522,375 grant funding from the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) through the Canada Community Revitalization Fund (CCRF). The grant amount represents 75% of the estimated project cost at the time of application. CCRF provided funding to projects aimed at supporting cities across Canada to build and improve community infrastructure projects and drive post-COVID-19 recovery to revitalize Main Streets and downtown cores, build community infrastructure such as community and cultural centers, farmers' markets, libraries, outdoor space, and other public places that attract residents and visitors alike, supporting local businesses and jobs. The City is required to meet funding obligations through CCRF and complete the project (and spend all funds) by March 31, 2024.

#### <u>Brampton Entrepreneurship Centre (BEC)</u>

BEC sees a significant number of consultations for food-related businesses; they have worked with over 125 clients interested in pursuing food ventures. The goal of the certified commercial kitchen is to support this demand and promote economic diversity by providing a platform for small businesses to succeed and innovate. With affordable access to resources and support, this commercial kitchen will help create a more diverse and dynamic food industry in Brampton. This commercial kitchen will contribute to Brampton's Innovation District, the goal of which is to support business incubation and entrepreneurship.

#### **Current Situation:**

The commercial kitchen aims to promote economic diversity by providing a platform for small businesses to succeed and innovate. With affordable access to resources and support, this commercial kitchen will help create a more diverse and dynamic food industry that benefits all. This commercial kitchen will contribute to Brampton's Innovation District, the goal of which is to support business incubation and entrepreneurship.

Due to the complexity of the project, City staff have been working on parallel processes to realize the project within the project completion timeline identified by FedDev. Key components of the project are defined as follows:

#### 1. Architectural Consulting Services

Led by BDC, the City retained consultants for the preparation of detailed design and construction documents in May 2023. The consultant also applied for the building permit, which is anticipated to be fully approved by December 2023, prior to start of construction.

#### 2. Renovation/Construction

Led by BDC, the City issued a public construction tender for the renovation of the unit in October 2023. In order to complete the project by the grant deadline of March 31, 2024, the construction tender must be awarded in December 2023.

#### 3. Equipment and Start-Up

Led by BDC, the City issued a tender for the supply and installation of commercial-grade kitchen equipment and appliances in October 2023. The tender must be awarded by January 2024 in order to complete the project by the grant deadline.

#### 4. Operation and Management

Led by Downtown Revitalization, the City issued a Request for Proposals (RFP) for the selection of a tenant/operator for the certified commercial kitchen. The tenant/operator will be responsible for the management and day-to-day operations of the commercial kitchen. The RFP was issued on September 15, 2023, and proposals must be received by November 17, 2023. For more information, visit

https://letsconnect.brampton.ca/commercial-kitchen

#### Project Cost Breakdown

In October 2023, tenders were issued for the construction and fit up of the commercial kitchen. Six (6) bids were received for the renovation work, with the lowest price being \$882,227.00 plus tax. Three (3) bids were received for the kitchen equipment, with the lowest compliant bid being \$361,556 plus tax. Together these bids exceeded the current available project funding of \$724,272.00.

This report is requesting \$808,728 in top-up funding to allow for the project to be awarded to the lowest compliant bidders and completed in time to meet the Fed Dev Grant application, bringing the total project budget to \$1,533,000.

	Initial Budget	Actual cost (at tender)	Variance/Required
Consulting	\$ 25,000	\$87,660	\$62,660
Construction	\$ 510,500	\$882,227	\$371,727
Equipment	\$ 161,000	\$361,556	\$200,556
Non-recoverable Tax	-	\$23,433	\$23,433
Contingency	-	\$78,124	\$78,124
Project Management	\$ 27,772	\$100,000	\$72,228
Total Cost Estimate	\$724,272.00	\$1,533,000	\$808,728

The following outlines key changes in the scope of work to the overall project that has resulted in budgetary implications. Below are the reasons for this budget increase:

#### Consulting (increase of \$62,660):

In May 2023, the City issued an Invitational Procurement to retain an architectural consulting firm for design and contract administration services for renovation and fit out of the commercial kitchen. Three bids were received, all of which exceeded the original estimate. The project was awarded to the lowest bidder, ATA Architects Inc for \$87,660 plus Non-Recoverable Tax, an increase of \$62,660 from the initial budget estimate of \$25,000 at the time of grant application.

#### Equipment (increase of \$200,556):

As part of the validation process, it was established that two individual kitchen spaces and one common dishwashing/shared equipment space were required. A complete list of equipment was developed during project validation in consultation with Planning and Tourism staff. The tendered cost for kitchen equipment supply and install is \$361,556.00 plus NRT, an increase of \$200,556.00 from the initial budget estimate of \$161,000 at time of grant application.

#### Construction (increase of \$371,727):

During the design phase, it was established that the existing mechanical and electrical capacity of the retail unit was insufficient to fully accommodate the requirements of two new kitchen spaces. Additional scope of work includes modifications to the existing ventilation, heating, and cooling systems, and an upgrades to the existing electrical service capacity. The tender price of the construction work is \$882,227 plus NRT, an increase of \$387,254.20 from the original estimate at the time of grant application.

#### Project contingency (addition of \$78,124):

A contingency of \$78,124 is included in the total project budget to cover any unforeseen issues that may arise during construction. This is 5% of the project budget.

#### Project Management (increase of \$72,228):

The initial budget estimate included \$27,772 that was allocated to internal project management costs. Due to the increased project duration and complexity, an additional \$72,228 is required for staff recoveries to complete the project.

#### Implications of Budget Shortfall

Failure to secure additional funding to complete renovations and fit-out for the commercial kitchen will result in failing to meet obligations through CCRF to deliver a commercial kitchen project intended to benefit the community at large. Additional funding must be approved prior to awarding the construction and renovation contract. Due to strict timelines from FedDev, the project must be delivered in a timely manner by March 31, 2024.

#### Anticipated Revenue

The City of Brampton plans on leasing the Certified Commercial Kitchen to the successful tenant proponent at fair market rent. Based on market conditions in the downtown and the fit out and renovations being provided in this unit, Fair Market Rent is determined as \$18 net per sq. ft. plus TMI annually.

The City of Brampton anticipates an annual rent fee of \$22,000, net revenue, for the operation of the Certified Commercial Kitchen.

#### **Corporate Implications:**

#### Financial Implications

This initiative requires a capital budget amendment for project # 171255-001 Certified Commercial Kitchen to increase the project by \$808,728, with funding to be transferred from Reserve #4 – Asset R&R. The original funding sources for this project were Federal Grants and Reserve #4. Pending Council approval of this amendment, the total funding for this initiative will amount to \$1,533,000.

	Amount (\$)
Revised Budget Estimate (A)	1,533,000
Spending to Date	104,612
Balance Available	619,660
Original Budget (B)	724,272
Budget Amendment Required (A - B)	808,728

The 2023 Budget included approval of a 3-year capital program and funding plan, which maximized the allocation of anticipated funding availability across planned projects. This initiative was not part of the 3 year capital forecast. The approval of this budget amendment will require reprioritization of capital projects forecasted to be funded against Reserve #4 Asset R&R through the 2024 capital budget submission.

Staff will explore opportunities to secure additional grant funding for this initiative throughout the duration of the project.

#### Legal Implications

There are no legal implications with this budget amendment request.

#### Purchasing Implications

Aside from making a decision on whether to approve a budget amendment or cancel the project based on the current project requirements and market pricing, as outlined in this Staff Report, because this is an active procurement section 3.1 of the Purchasing By-law otherwise applies and provides that Council shall have no involvement in specific procurements until a contract has been entered into.

#### **Strategic Focus Area:**

Growing Urban Centres & Neighbourhoods

The Brampton Certified Commercial Kitchen will provide an innovative space for young culinary professionals to connect and share ideas. It will contribute to Brampton's Innovation District while focusing on education, employment opportunities and job investment within the local culinary industry. Downtown Brampton will continue to grow as an urban centre for culinary alongside the development of entrepreneurs and tech industry. It will provide a safe and practical cooking environment for chefs and entrepreneurs to practice their craft.

#### Culture and Diversity

Culinary experiences and tourism help form Brampton's unique identity as a cultural mosaic. The Commercial Kitchen provides an innovative workspace to help residents develop their culinary practice and express their authentic self through the potential international flavours produced. The accessible space will foster culinary creativity and support inclusive culinary expression. It will support the high demand for food ventures in Brampton while promoting economic diversity by providing a platform for small businesses to succeed and innovate. With affordable access to resources and support, this commercial kitchen will help create a more diverse and dynamic food industry in Brampton.

#### Conclusion:

To complete the Certified Commercial Kitchen project, the budget amendment of \$808,728 must be approved. Failing to approve this budget amendment request will result in the cancellation of the procurements, and the construction of this project will not take place. Furthermore, failure to secure additional funding to complete renovations and fit-out for the commercial kitchen will result in failing to meet the obligations of the CCRF grant to deliver a commercial kitchen project intended to benefit the community at large. Additional funding must be approved prior to awarding the construction and renovation contract. Due to grant deadlines from FedDev, the project must be completed by March 31, 2024.

Authored by:	Reviewed by:
Gage Board, Acting Manager, Tourism	Jason Tamming, Director, Strategic Communications, Tourism & Events
Approved by:	Approved by:

Alex Milojevic, Commissioner,	Marlon Kallideen, Chief Administrative
Corporate Support Services	Officer



# Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-10-30

Subject: Land Tax Apportionments Pursuant to the Municipal Act, 2001

**Contact:** Nash Damer, Treasurer, Finance

**Report Number:** Corporate Support Services-2023-960

#### **Recommendations:**

1. That the report from Nash Damer, Treasurer, Finance to the Committee of Council Meeting of November 29, 2023, re: Land Tax Apportionments Pursuant to the Municipal Act, 2001, be received;

2. That the unpaid taxes for the lands encompassed by the assessment roll numbers listed in **Schedule A** to this report be apportioned according to their relative value for each year as indicated in Schedule A.

#### Overview:

- This report is to obtain Council approval for the apportionment of unpaid taxes on certain subdivided land in accordance with Section 356 of the *Municipal Act*, 2001.
- Apportionments are required when properties originally assessed in one lot or block has the land assessment split into two or several additional portions to reflect their actual final configuration. These transactions only re-distribute existing assessment and do not create any new assessment.

#### **Background:**

Apportionments are required when properties originally assessed in one lot or block have the land assessment split into two or several additional portions to reflect their actual final configuration. These transactions only re-distribute existing assessment therefore the reallocation to the tax base is revenue neutral.

The Municipal Act, 2001 sets out the procedures to be followed for the re-allocation of assessment through an apportionment. The procedure includes: notifying property

owners of the report being submitted to Council, Council's review and approval of the apportionment, notification to the property owner(s) of Council's decision, and property owner appeal rights to the Assessment Review Board (ARB).

#### **Current Situation:**

The attached schedule (Schedule A) summarizes the information provided on the Apportionment of Assessment forms received from the Municipal Property Assessment Corporation (MPAC) for properties identified as requiring land assessment/tax recalculations for various tax year(s) as indicated.

Subsection 356 of the *Municipal Act, 2001* provides as follows:

"Upon application by the treasurer of a local municipality or to the treasurer by an owner of land, the local municipality may,

- (a) divide, for the purposes of this section, land which is assessed in one block into two or more parcels if each parcel is one that can be legally conveyed under the Planning Act;
- (b) apportion the unpaid taxes on the land among the parcels:
  - (i) in proportion to their relative value at the time the assessment roll for the year in which the application is made was returned, or
  - (ii) if council is of the opinion that an apportionment under sub clause (i) is not appropriate due to special circumstances, any other manner; and
- (c) direct what proportion of any part payment of taxes on the land is to be applied to each of the parcels."

Applicants and owners of each of the properties listed on the schedule have been notified by mail at least 14 days before the meeting at which the matter will be considered. A second letter will be sent to each of the property owners affected by this transaction to indicate the amount of unpaid taxes assigned to their property and that if they wish to appeal this decision to the ARB, they must do so within 35 days of the Council decision.

#### **Corporate Implications:**

#### Financial Implications:

There are no immediate corporate implications. The apportionment of taxes does not affect other departments. The re-allocation of the total taxes is revenue neutral.

#### **Strategic Focus Area:**

This report supports the strategic focus area of government and leadership, focusing on service excellence with equity, innovation, efficiency, effectiveness, accountability, and transparency.

#### Conclusion:

The tax levy of the municipality is based on the assessment roll delivered by MPAC to the City in December of the previous year. It is very common for land changes to occur after the return of the roll due to severances or consolidations. To ensure accurate taxation, it is necessary to apportion the taxes of the pre-severed lands to reflect the new land configuration and the new owners of these lands. Property owners do have the option to appeal the apportionment to the ARB, if they disagree with the amount. The ARB cannot increase or decrease the overall amount, but can only reallocate the original assessment value amongst the affected parcels.

Authored by:	Reviewed by:
Yvonne Kwiecien, Manager, Taxation and Assessment	Nash Damer, Treasurer
Approved by:	Submitted by:
Alex Milojevic, Commissioner, Corporate Support Services	Marlon Kallideen, Chief Administrative Officer

#### **Attachments:**

Schedule A – Summary of Apportionment of Taxes

#### Page 1 of 13

### **Summary of Apportionment of Taxes For Hearing on November 29, 2023**

Jennifer Anderson (905)874-2205

#### FINANCE TAX & ASSESSMENT

October 27, 2023 09:29

Apportionm No	nent Roll No	Location	Legal Dscr	Ward	Tax Year	Assessment	Recommended Apportionment of Taxes	Recommended Apportionment of Payments
9935	10-08-0-011-67233-0000	27 LOST CANYON WAY	PLAN 43M2106 BLK 14 PLAN 43M1856 BLK 437	05	2023	45,000	10,852.53	- 352.62
9936	10-08-0-011-13326-0000	32 LOST CANYON WAY	PLAN 43M1856 BLK 438 PLAN 43M2106 BLK 13	05	2023	294,000	12,377.95	- 5,484.38
9938	10-09-0-023-06500-0000	0 CRESCENT HILL DR N	CHINGUACOUSY CON 4 EHS PT LOT 7 RP 43R39706 PT(s) 2	07	2023	440,562	4,578.81	- 6,537.49
	10-09-0-023-06502-0000	20 CRESCENT HILL DR N	CHINGUACOUSY CON 4 EHS PT LOT 7 RP 43R39706 PT(s) 1		2023	883,438	9,181.67	
9943	10-06-0-001-26811-0000	66 ALLNESS RD	PLAN 43M2145 LOT 1		2023	275,807	2,866.48	- 1,371.05
	10-06-0-001-26812-0000	70 ALLNESS RD	PLAN 43M2145 LOT 2		2023	277,221	2,881.19	- 1,378.09
	10-06-0-001-26813-0000	74 ALLNESS RD	PLAN 43M2145 LOT 3		2023	280,757	2,917.94	- 1,395.67
	10-06-0-001-26814-0000	37 ALLNESS RD	PLAN 43M2145 LOT 4		2023	289,956	3,013.54	- 1,441.39
	10-06-0-001-26815-0000	35 ALLNESS RD	PLAN 43M2145 LOT 5		2023	268,735	2,792.98	- 1,335.89
	10-06-0-001-26816-0000	31 ALLNESS RD	PLAN 43M2145 LOT 6		2023	282,171	2,932.63	- 1,402.69
	10-06-0-001-26817-0000	28 YVONNE DR	PLAN 43M2145 LOT 7		2023	278,635	2,895.88	- 1,385.12
	10-06-0-001-26818-0000	0 ALLNESS RD	PLAN 43M2145 BLK 8		2023	22,983	238.86	- 114.25
	10-06-0-001-26819-0000	0 ALLNESS RD	PLAN 43M2145 BLK 9		2023	22,276	231.51	- 110.73

### **Summary of Apportionment of Taxes**

#### For Hearing on November 29, 2023

Apportionm	ent				Tax		Recommended Apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	l Year	Assessment	Taxes	Payments
	10-06-0-001-26820-0000	0 ALLNESS RD	PLAN 43M2145 BLK 10		2023	25,459	264.59	- 126.55
9945	10-06-0-003-13938-0000	186 THORNBUSH BLVD	PLAN 43M2005 BLK 134 PT LOT 21 PLAN 43M2100 BLK 33 AND RP 43R40483 PT(s) 15 AND 16	06	2023	747,582	8,237.14	
	10-06-0-002-03605-0000	184 THORNBUSH BLVD	PLAN 43M2005 PT LOT 21 RP 43R40483 PARTS PT(s) 12 AND 17	06	2023	348,418	3,621.15	
9947	10-08-0-012-36881-0000	3 BERMONDSEY WAY	PLAN 43M2097 BLK 133 PLAN 43M2108 BLK 75	06	2023	343,000	3,609.85	- 1,845.80
9948	10-06-0-002-22647-0000	15 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 1 AND 2	06	2023	143,728	3,783.43	- 1,826.56
	10-06-0-002-23066-0000	5 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 13 AND 14	06	2023	140,486	1,460.08	- 688.90
	10-06-0-002-23063-0000	11 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 5 AND 6	06	2023	140,486	1,460.08	- 688.90
	10-06-0-002-23067-0000	3 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 15 AND 16	06	2023	140,486	1,460.08	- 688.90
	10-06-0-002-23062-0000	0 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 3 AND 4		2023	140,486	1,460.08	- 1,465.64
	10-06-0-002-23064-0000	9 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 7 TO 10		2023	140,486	1,460.08	- 947.90
	10-06-0-002-23065-0000	0 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 11 AND 12		2023	140,486	1,460.08	- 1,465.64
	10-06-0-002-23068-0000	0 DONALD FICHT CRES	PLAN 43M2083 PT BLK 11 RP 43R40516 PT(s) 17 AND 18		2023	145,356	1,510.69	- 1,489.54

TXR5850

### **Summary of Apportionment of Taxes**

#### For Hearing on November 29, 2023

Apportionme	ant and a				Tax		Recommended Apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	Year	Assessment		Payments
9949	10-06-0-002-22648-0000	2 DONALD FICHT CRES	PLAN 43M2083 PT BLK 12 RP 43R40516 PT(s) 19 AND 20	06	2023	177,951	4,178.90	- 872.54
	10-06-0-002-23071-0000	6 DONALD FICHT CRES	PLAN 43M2083 PT BLK 12 RP 43R40516 PT(s) 24 AND 25	06	2023	171,359	1,780.96	- 840.21
	10-06-0-002-23072-0000	8 DONALD FICHT CRES	PLAN 43M2083 PT BLK 12 RP 43R40516 PT(s) 26 TO 28	06	2023	171,359	1,780.96	- 840.21
	10-06-0-002-23073-0000	10 DONALD FICHT CRES	PLAN 43M2083 PT BLK 12 RP 43R40516 PT(s) 29 AND 30	06	2023	175,972	1,828.90	- 862.82
	10-06-0-002-23070-0000	4 DONALD FICHT CRES	PLAN 43M2083 PT BLK 12 RP 43R40516 PT(s) 21 TO 23	06	2023	171,359	1,780.96	- 840.22
9950	10-06-0-002-22649-0000	12 DONALD FICHT CRES	PLAN 43M2083 PT BLK 13 RP 43R40516 PT(s) 31 AND 32	06	2023	186,952	3,787.87	- 916.78
	10-06-0-002-23077-0000	18 DONALD FICHT CRES	PLAN 43M2083 PT BLK 13 RP 43R40516 PT(s) 37 AND 38	06	2023	186,950	1,942.99	- 916.76
	10-06-0-002-23075-0000	14 DONALD FICHT CRES	PLAN 43M2083 PT BLK 13 RP 43R40516 PT(s) 33 AND 34	06	2023	182,049	1,892.05	- 892.72
	10-06-0-002-23076-0000	16 DONALD FICHT CRES	PLAN 43M2083 PT BLK 13 RP 43R40516 PT(s) 35 AND 36	06	2023	182,049	1,892.05	- 892.74
9951	10-06-0-002-22650-0000	20 DONALD FICHT CRES	PLAN 43M2083 PT BLK 14 RP 43R40516 PT(s) 39 AND 40	06	2023	175,022	4,248.29	- 858.27
	10-06-0-002-23079-0000	0 DONALD FICHT CRES	PLAN 43M2083 PT BLK 14 RP 43R40516 PT(s) 41 AND 42	06	2023	170,433	1,771.33	- 835.77
	10-06-0-002-23080-0000	24 DONALD FICHT CRES	PLAN 43M2083 PT BLK 14 RP 43R40516 PT(s) 43 AND 44	06	2023	170,433	1,771.33	- 835.77

### **Summary of Apportionment of Taxes**

#### For Hearing on November 29, 2023

Apportion	nment				Tax	Δ	Recommended apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	Year	Assessment	Taxes	Payments
	10-06-0-002-23081-0000	26 DONALD FICHT CRES	PLAN 43M2083 PT BLK 14 RP 43R40516 PT(s) 45 TO 47	06	2023	170,433	1,771.33	- 835.77
	10-06-0-002-23082-0000	0 DONALD FICHT CRES	PLAN 43M2083 PT BLK 14 RP 43R40516 PT(s) 48 AND 49	06	2023	175,679	1,825.85	- 861.42
9952	10-12-0-001-51599-0000	10 SKYRIDGE DR	PLAN 43M2092 PT BLK 136 RP 43R40126 PT(s) 18 AND 19	80	2023	205,849	6,097.10	- 4,967.01
	10-12-0-001-52624-0000	4 SKYRIDGE DR	PLAN 43M2092 PT BLK 136 RP 43R40126 PT(s) 24 TO 26	80	2023	198,616	2,064.24	- 973.86
	10-12-0-001-52623-0000	6 SKYRIDGE DR	PLAN 43M2092 PT BLK 136 RP 43R40126 PT(s) 22 AND 23	80	2023	191,940	1,994.85	- 941.10
	10-12-0-001-52622-0000	8 SKYRIDGE DR	PLAN 43M2092 PT BLK 136 RP 43R40126 PT(s) 20 AND 21	08	2023	191,384	1,989.08	- 938.40
	10-12-0-001-52625-0000	2 SKYRIDGE DR	PLAN 43M2092 PT BLK 136 RP 43R40126 PT(s) 27 AND 28	80	2023	224,211	2,330.25	- 1,099.32
9953	10-07-0-008-18103-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 1 RP 43R40621 PT(s) 1	10	2023	215,590	2,285.65	- 1,102.11
	10-07-0-008-18115-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 1 RP 43R40621 PT(s) 2		2023	199,755	2,076.08	- 979.47
	10-07-0-008-18116-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 1 RP 43R40621 PT(s) 3		2023	199,755	2,076.08	- 979.47
	10-07-0-008-18117-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 1 RP 43R40621 PT(s) 4		2023	222,900	2,316.63	- 1,092.95
9954	10-07-0-008-18104-0000	68 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP 43R40621 PT(s) 5	10	2023	163,069	1,784.80	- 844.56
	10-07-0-008-18122-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP 43R40621 PT(s) 6 TO 8		2023	149,403	1,552.76	- 732.54
	10-07-0-008-18123-0000	64 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP 43R40621 PT(s) 9 TO 11		2023	149,403	1,552.76	- 732.54
	10-07-0-008-18124-0000	62 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP		2023	149,403	1,552.76	- 732.54

Page 319 of 440 TXR5850

					_		ecommended	Recommended
Apportion No	nment Roll No	Location	Legal Dscr	Ward	Tax Year	App Assessment	ortionment of Taxes	Apportionment of Payments
			43R40621 PT(s) 12					
	10-07-0-008-18125-0000	60 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP 43R40621 PT(s) 13		2023	149,403	1,552.76	- 732.54
	10-07-0-008-18126-0000	58 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP 43R40621 PT(s) 14 TO 16		2023	149,403	1,552.76	- 732.54
	10-07-0-008-18127-0000	56 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP 43R40621 PT(s) 17 TO 19		2023	149,403	1,552.76	- 732.54
	10-07-0-008-18128-0000	54 FOXSPARROW RD	PLAN 43M2120 PT BLK 2 RP 43R40621 PT(s) 20		2023	158,513	1,647.44	- 777.20
9955	10-07-0-008-18105-0000	52 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 21	10	2023	156,893	1,720.61	- 814.32
	10-07-0-008-18130-0000	50 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 22 TO 24		2023	147,870	1,536.82	- 725.07
	10-07-0-008-18131-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 25 TO 27		2023	147,870	1,536.82	- 725.07
	10-07-0-008-18132-0000	46 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 28		2023	147,870	1,536.82	- 725.07
	10-07-0-008-18133-0000	44 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 29		2023	147,870	1,536.82	- 725.07
	10-07-0-008-18134-0000	42 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 30 TO 32		2023	147,870	1,536.82	- 725.07
	10-07-0-008-18135-0000	40 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 33 TO 35		2023	147,870	1,536.82	- 725.07
	10-07-0-008-18136-0000	38 FOXSPARROW RD	PLAN 43M2120 PT BLK 3 RP 43R40621 PT(s) 36		2023	156,887	1,630.55	- 769.26
9956	10-12-0-001-51581-0000	90 PURPLE SAGE DR	PLAN 43M2092 PT BLK 118 RP 43R40125 PT(s) 1 AND 2	80	2023	156,777	6,093.22	- 10,228.27
	10-12-0-001-51789-0000	92 PURPLE SAGE DR	PLAN 43M2092 PT BLK 118 RP 43R40125 PT(s) 3 TO 5	80	2023	149,003	1,548.60	- 730.60
	10-12-0-001-51790-0000	94 PURPLE SAGE DR	PLAN 43M2092 PT BLK 118 RP 43R40125 PT(s) 6 AND 7	80	2023	149,003	1,548.60	- 730.60
	10-12-0-001-51792-0000	98 PURPLE SAGE DR	PLAN 43M2092 PT BLK 118 RP 43R40125 PT(s) 10 AND 11	80	2023	149,003	1,548.60	- 730.60

Page 320 of 440 TXR5850

Apportionn	ment				Tax		Recommended Apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	Year	Assessment	Taxes	Payments
	10-12-0-001-51793-0000	100 PURPLE SAGE DR	PLAN 43M2092 PT BLK 118 RP 43R40125 PT(s) 12 AND 13	80	2023	157,211	1,633.91	- 770.85
	10-12-0-001-51791-0000	96 PURPLE SAGE DR	PLAN 43M2092 PT BLK 118 RP 43R40125 PT(s) 8 AND 9		2023	149,003	1,548.60	- 730.63
9957	10-12-0-001-51598-0000	18 SKYRIDGE DR	PLAN 43M2092 PT BLK 135 RP 43R40126 PT(s) 12 AND 13	80	2023	188,667	5,364.51	- 4,787.17
	10-12-0-001-52618-0000	16 SKYRIDGE DR	PLAN 43M2092 PT BLK 135 RP 43R40126 PT(s) 14	80	2023	178,792	1,858.21	- 876.73
	10-12-0-001-52620-0000	12 SKYRIDGE DR	PLAN 43M2092 PT BLK 135 RP 43R40126 PT(s) 16 AND 17	80	2023	190,749	1,982.48	- 935.37
	10-12-0-001-52619-0000	14 SKYRIDGE DR	PLAN 43M2092 PT BLK 135 RP 43R40126 PT(s) 15		2023	178,792	1,858.21	- 876.73
9958	10-07-0-008-18106-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 37	10	2023	156,630	1,672.87	- 812.99
	10-07-0-008-18143-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 38 TO 40		2023	147,624	1,534.27	- 723.84
	10-07-0-008-18144-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 41 TO 43		2023	147,624	1,534.27	- 723.84
	10-07-0-008-18145-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 44		2023	147,624	1,534.27	- 723.84
	10-07-0-008-18146-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 45		2023	147,624	1,534.27	- 723.84
	10-07-0-008-18147-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 46 TO 48		2023	147,624	1,534.27	- 723.84
	10-07-0-008-18148-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 49 TO 51		2023	147,624	1,534.27	- 723.84
	10-07-0-008-18149-0000	0 FOXSPARROW RD	PLAN 43M2120 PT BLK 4 RP 43R40621 PT(s) 52		2023	156,626	1,627.84	- 767.97
9959	10-07-0-008-18107-0000	20 FOXSPARROW RD	PLAN 43M2120 PT BLK 5 RP 43R40621 PT(s) 53	10	2023	174,000	1,898.40	- 898.20
	10-07-0-008-18151-0000	18 FOXSPARROW RD	PLAN 43M2120 PT BLK 5 RP 43R40621 PT(s) 54 TO 56		2023	164,000	1,704.47	- 804.15

TXR5850

Apportionme					Tax	,	Recommended Apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	Year	Assessment	Taxes	Payments
	10-07-0-008-18152-0000	16 FOXSPARROW RD	PLAN 43M2120 PT BLK 5 RP 43R40621 PT(s) 57 AND 58		2023	164,000	1,704.47	- 804.15
	10-07-0-008-18153-0000	14 FOXSPARROW RD	PLAN 43M2120 PT BLK 5 RP 43R40621 PT(s) 59 AND 60		2023	164,000	1,704.47	- 804.15
	10-07-0-008-18154-0000	12 FOXSPARROW RD	PLAN 43M2120 PT BLK 5 RP 43R40621 PT(s) 61 TO 63		2023	164,000	1,704.47	- 804.15
	10-07-0-008-18155-0000	10 FOXSPARROW RD	PLAN 43M2120 PT BLK 5 RP 43R40621 PT(s) 64		2023	174,000	1,808.40	- 853.20
9960	10-07-0-008-18108-0000	8 FOXSPARROW RD	PLAN 43M2120 PT BLK 6 RP 43R40621 PT(s) 65	10	2023	216,935	2,344.62	- 45.00
	10-07-0-008-18157-0000	6 FOXSPARROW RD	PLAN 43M2120 PT BLK 6 RP 43R40621 PT(s) 66		2023	204,467	2,125.04	
	10-07-0-008-18158-0000	4 FOXSPARROW RD	PLAN 43M2120 PT BLK 6 RP 43R40621 PT(s) 67		2023	204,467	2,125.04	
	10-07-0-008-18159-0000	2 FOXSPARROW RD	PLAN 43M2120 PT BLK 6 RP 43R40621 PT(s) 68		2023	238,131	2,474.92	
9961	10-06-0-002-21650-0000	4 SAIL RD	PLAN 43M2032 PT BLK 158 RP 43R40208 PT(s) 12 AND 13	06	2023	206,657	8,437.11	- 2,026.86
	10-06-0-002-22968-0000	40 GUILDHOUSE DR	PLAN 43M2032 PT BLK 158 RP 43R40208 PT(s) 17 AND 18	06	2023	197,606	3,991.82	- 1,938.08
	10-06-0-002-22967-0000	42 GUILDHOUSE DR	PLAN 43M2032 PT BLK 158 RP 43R40208 PT(s) 14 15 AND 16	06	2023	197,606	3,991.82	- 1,938.08
	10-06-0-002-22969-0000	38 GUILDHOUSE DR	PLAN 43M2032 PT BLK 158 RP 43R40208 PT(s) 19 AND 20	06	2023	202,131	4,083.23	- 1,982.46
9962	10-06-0-002-21641-0000	59 STEWARDSHIP RD	PLAN 43M2032 PT BLK 149 RP 43R40208 PT(s) 1 AND 2	06	2023	194,720	8,904.25	- 1,909.77
	10-06-0-002-22972-0000	5 SAIL RD	PLAN 43M2032 PT BLK 149 RP 43R40208 PT(s) 6 AND 7	06	2023	181,505	3,666.57	- 1,780.17
	10-06-0-002-22974-0000	9 SAIL RD	PLAN 43M2032 PT BLK 149 RP 43R40208 PT(s) 10 AND	06	2023	186,373	3,764.91	- 1,827.91

Page 322 of 440

TXR5850

Apportionm	ant				Tax		Recommended	Recommended
Apportionm No	Roll No	Location	Legal Dscr	Ward	Year	Assessment	Taxes	Apportionment of Payments
			11					
	10-06-0-002-22971-0000	3 SAIL RD	PLAN 43M2032 PT BLK 149 RP 43R40208 PT(s) 3 4 AND 5	06	2023	182,201	3,680.65	- 1,787.01
	10-06-0-002-22973-0000	7 SAIL RD	PLAN 43M2032 PT BLK 149 RP 43R40208 PT(s) 8 AND 9	06	2023	182,201	3,680.62	- 1,786.98
9963	10-08-0-011-77707-0000	431 ROYAL WEST DR	PLAN 43M1962 PT LOT 2 RP 43R40303 PT(s) 1 TO 3	05	2023	136,247	7,302.29	- 3,825.31
	10-08-0-011-81190-0000	4 PRESTIGE CRT	PLAN 43M1962 PT LOT 2 RP 43R40303 PT(s) 4 TO 7	05	2023	132,753	2,681.73	- 1,302.01
9964	10-08-0-011-77713-0000	28 PRESTIGE CRT	PLAN 43M1962 PT LOT 8 RP 43R40303 PT(s) 15 AND 16	05	2023	133,747	7,532.24	- 1,311.76
	10-08-0-011-81194-0000	425 ROYAL WEST DR	PLAN 43M1962 PT LOT 8 RP 43R40303 PT(s) 17 AND 18	05	2023	137,253	2,772.65	- 1,346.16
9965	10-08-0-011-77715-0000	442 ROYAL WEST DR	PLAN 43M1962 PT LOT 10 RP 43R40303 PT(s) 19	05	2023	133,688	7,262.04	- 1,815.30
	10-08-0-011-81196-0000	444 ROYAL WEST DR	PLAN 43M1962 PT LOT 10 RP 43R40303 PT(s) 20 AND 21	05	2023	141,312	2,854.62	- 1,385.95
9966	10-06-0-002-22342-0000	132 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 36 AND 37	06	2023	142,814	6,727.26	- 7,593.96
	10-06-0-002-23001-0000	140 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 26 AND 27	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-22998-0000	134 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 34 AND 35	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23000-0000	138 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 28 TO 30	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23004-0000	146 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 20 AND 21	06	2023	142,808	2,884.84	- 1,400.62

Apportionme	ent				Tax		Recommended Apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	Year	Assessment	• •	Payments
	10-06-0-002-22999-0000	136 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 31 TO 33	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23002-0000	142 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 24 AND 25	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23003-0000	144 ADVENTURA RD	PLAN 43M2044 PT BLK 307 RP 43R40414 PT(s) 22 AND 23	06	2023	139,063	2,809.20	- 1,363.90
9967	10-06-0-002-22341-0000	148 ADVENTURA RD	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 18 AND 19	06	2023	146,041	4,437.80	- 7,057.98
	10-06-0-002-23007-0000	152 ADVENTURA RD	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 12 TO 15	06	2023	142,212	1,478.02	- 697.30
	10-06-0-002-23011-0000	160 ADVENTURA RD	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 3 AND 4	06	2023	142,212	1,478.02	- 697.30
	10-06-0-002-23006-0000	150 ADVENTURA RD	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 16 AND 17	06	2023	142,212	1,478.02	- 697.30
	10-06-0-002-23009-0000	156 ADVENTURA RD	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 7 TO 9	06	2023	142,212	1,478.02	- 697.30
	10-06-0-002-23008-0000	154 ADVENTURA RD	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 10 AND	06	2023	142,212	1,478.02	- 697.30
	10-06-0-002-23010-0000	158 ADVENTURA RD	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 5 AND 6	06	2023	142,212	1,478.02	- 697.30
	10-06-0-002-23012-0000	530 VETERANS DR	PLAN 43M2044 PT BLK 306 RP 43R40414 PT(s) 1 AND 2	06	2023	147,687	1,534.93	- 724.12
9968	10-06-0-002-22343-0000	116 ADVENTURA RD	PLAN 43M2044 PT BLK 308 RP 43R40414 PT(s) 54 AND 55	06	2023	142,814	6,662.71	- 1,400.68
	10-06-0-002-23019-0000	128 ADVENTURA RD	PLAN 43M2044 PT BLK 308	06	2023	139,063	2,809.21	- 1,363.91

Page 324 of 440 TXR5850

# **Summary of Apportionment of Taxes**For Hearing on November 29, 2023

Apportion	nment				Tax		Recommended Apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	Year	Assessment	Taxes	Payments
			RP 43R40414 PT(s) 40 AND 41					
	10-06-0-002-23014-0000	118 ADVENTURA RD	PLAN 43M2044 PT BLK 308 RP 43R40414 PT(s) 51 TO 53	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23015-0000	120 ADVENTURA RD	PLAN 43M2044 PT BLK 308 RP 43R40414 PT(s) 49 AND 50	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23016-0000	122 ADVENTURA RD	PLAN 43M2044 PT BLK 308 RP 43R40414 PT(s) 46 TO 48	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23018-0000	126 ADVENTURA RD	PLAN 43M2044 PT BLK 308 RP 43R40414 PT(s) 42 AND 43	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23017-0000	124 ADVENTURA RD	PLAN 43M2044 PT BLK 308 RP 43R40414 PT(s) 44 AND 45	06	2023	139,063	2,809.21	- 1,363.91
	10-06-0-002-23020-0000	130 ADVENTURA RD	PLAN 43M2044 PT BLK 308 RP 43R40414 PT(s) 38 AND 39	06	2023	142,808	2,884.83	- 1,400.61
9969	10-06-0-002-22094-0000	27 TRUFFLE CRT	PLAN 43M2044 PT LOT 59 RP 43R40415 PT(s) 1	06	2023	144,500	7,179.76	- 4,639.70
	10-06-0-002-22984-0000	25 TRUFFLE CRT	PLAN 43M2044 PT LOT 59 RP 43R40415 PT(s) 2	06	2023	144,500	2,919.03	- 1,417.22
9970	10-06-0-002-22095-0000	23 TRUFFLE CRT	PLAN 43M2044 PT LOT 60 RP 43R40415 PT(s) 3	06	2023	144,500	7,402.05	- 1,417.23
	10-06-0-002-22986-0000	21 TRUFFLE CRT	PLAN 43M2044 PT LOT 60 RP 43R40415 PT(s) 4	06	2023	144,500	2,919.03	- 1,417.22
9971	10-06-0-002-22096-0000	19 TRUFFLE CRT	PLAN 43M2044 PT LOT 61 RP 43R40415 PT(s) 5	06	2023	144,500	7,318.71	- 4,717.23
	10-06-0-002-22988-0000	17 TRUFFLE CRT	PLAN 43M2044 PT LOT 61 RP 43R40415 PT(s) 6	06	2023	144,500	2,919.03	- 1,417.22
9972	10-06-0-002-22097-0000	15 TRUFFLE CRT	PLAN 43M2044 PT LOT 62 RP 43R40415 PT(s) 7	06	2023	144,500	6,999.55	- 1,417.23
	10-06-0-002-22990-0000	13 TRUFFLE CRT	PLAN 43M2044 PT LOT 62 RP 43R40415 PT(s) 8	06	2023	144,500	2,919.03	- 1,417.22
			_					

Page 325 of 440

# **Summary of Apportionment of Taxes**For Hearing on November 29, 2023

Apportionme	ent				Tax		Recommended Apportionment of	Recommended Apportionment of
No	Roll No	Location	Legal Dscr	Ward	Year	Assessment		Payments
9973	10-06-0-002-22098-0000	11 TRUFFLE CRT	PLAN 43M2044 PT LOT 63 RP 43R40415 PT(s) 9	06	2023	144,500	7,045.64	- 4,456.27
	10-06-0-002-22992-0000	9 TRUFFLE CRT	PLAN 43M2044 PT LOT 63 RP 43R40415 PT(s) 10	06	2023	144,500	2,919.03	- 1,417.22
9974	10-06-0-002-22099-0000	7 TRUFFLE CRT	PLAN 43M2044 PT LOT 64 RP 43R40415 PT(s) 11	06	2023	144,500	7,190.90	- 1,417.23
	10-06-0-002-22994-0000	5 TRUFFLE CRT	PLAN 43M2044 PT LOT 64 RP 43R40415 PT(s) 12	06	2023	144,500	2,919.03	- 1,417.22
9975	10-06-0-002-22100-0000	3 TRUFFLE CRT	PLAN 43M2044 PT LOT 65 RP 43R40415 PT(s) 13	06	2023	144,414	5,270.04	- 1,000.00
	10-06-0-002-22996-0000	1 TRUFFLE CRT	PLAN 43M2044 PT LOT 65 RP 43R40415 PT(s) 14	06	2023	146,586	1,523.49	
9976	10-06-0-002-22637-0000	77 DONALD FICHT CRES	PLAN 43M2083 PT LOT 1 RP 43R40515 PT(s) 1	06	2023	166,291	5,892.29	- 3,820.08
	10-06-0-002-23037-0000	75 DONALD FICHT CRES	PLAN 43M2083 PT LOT 1 RP 43R40515 PT(s) 2	06	2023	160,709	1,670.26	
9977	10-06-0-002-22643-0000	73 DONALD FICHT CRES	PLAN 43M2083 PT BLK 7 RP 43R40515 PT(s) 3 AND 4	06	2023	168,483	4,057.30	- 826.13
	10-06-0-002-23041-0000	67 DONALD FICHT CRES	PLAN 43M2083 PT BLK 7 RP 43R40515 PT(s) 11 TO 13	06	2023	162,945	1,693.51	- 798.98
	10-06-0-002-23043-0000	63 DONALD FICHT CRES	PLAN 43M2083 PT BLK 7 RP 43R40515 PT(s) 16 AND 17	06	2023	162,945	1,693.51	- 798.98
	10-06-0-002-23039-0000	71 DONALD FICHT CRES	PLAN 43M2083 PT BLK 7 RP 43R40515 PT(s) 5 TO 7	06	2023	161,101	1,674.34	- 789.92
	10-06-0-002-23040-0000	69 DONALD FICHT CRES	PLAN 43M2083 PT BLK 7 RP 43R40515 PT(s) 8 TO 10	06	2023	162,331	1,687.13	- 795.95
	10-06-0-002-23044-0000	61 DONALD FICHT CRES	PLAN 43M2083 PT BLK 7 RP 43R40515 PT(s) 18 AND 19	06	2023	167,250	1,738.25	- 820.08
	10-06-0-002-23042-0000	65 DONALD FICHT CRES	PLAN 43M2083 PT BLK 7 RP 43R40515 PT(s) 14 AND 15		2023	162,945	1,693.51	- 1,699.29
9978	10-06-0-002-22644-0000	59 DONALD FICHT CRES	PLAN 43M2083 PT BLK 8 RP 43R40515 PT(s) 20 AND 21	06	2023	177,430	1,889.05	- 870.00
	10-06-0-002-23049-0000	51 DONALD FICHT CRES	PLAN 43M2083 PT BLK 8 RP 43R40515 PT(s) 30 AND 31	06	2023	172,209	1,789.78	- 844.41
	10-06-0-002-23050-0000	49 DONALD FICHT CRES	PLAN 43M2083 PT BLK 8 RP	06	2023	176,775	1,837.24	- 866.79

TXR5850

# **Summary of Apportionment of Taxes**For Hearing on November 29, 2023

ent Tax Apportionment Roll No Location Legal Dscr Ward Year Assessment Tax	of Apportionment of es Payments
	ayıncını
43R40515 PT(s) 32 AND 33	
10-06-0-002-23048-0000 53 DONALD FICHT CRES PLAN 43M2083 PT BLK 8 RP 06 2023 172,862 1,796. 43R40515 PT(s) 27 TO 29	
10-06-0-002-23046-0000 57 DONALD FICHT CRES PLAN 43M2083 PT BLK 8 RP 06 2023 172,862 1,796. 43R40515 PT(s) 22 AND 23	57 - 847.59
10-06-0-002-23047-0000 55 DONALD FICHT CRES PLAN 43M2083 PT BLK 8 RP 2023 172,862 1,796. 43R40515 PT(s) 24 TO 26	- 847.62
10-06-0-002-13624-0000 14 KEPPEL CIR PLAN 43M2138 PT BLK 8 RP 06 2023 161,250 3,660. 43R40775 PT(s) 19	91.13
10-06-0-002-13686-0000 10 KEPPEL CIR PLAN 43M2138 PT BLK 8 RP 06 2023 157,999 1,642. 43R40775 PT(s) 21 TO 23	1
10-06-0-002-13685-0000 12 KEPPEL CIR PLAN 43M2138 PT BLK 8 RP 06 2023 157,999 1,642. 43R40775 PT(s) 20	1
10-06-0-002-13688-0000 6 KEPPEL CIR PLAN 43M2138 PT BLK 8 RP 06 2023 157,999 1,642. 43R40775 PT(s) 26	1
10-06-0-002-13687-0000 8 KEPPEL CIR PLAN 43M2138 PT BLK 8 RP 06 2023 157,999 1,642. 43R40775 PT(s) 24 AND 25	1
10-06-0-002-13689-0000 4 KEPPEL CIR PLAN 43M2138 PT BLK 8 RP 2023 157,999 1,642. 43R40775 PT(s) 27	1
10-06-0-002-13690-0000 2 KEPPEL CIR PLAN 43M2138 PT BLK 8 RP 2023 167,755 1,743. 43R40775 PT(s) 28 AND 29	50
10-06-0-002-22655-0000 78 DONALD FICHT CRES PLAN 43M2083 PT BLK 19 06 2023 89,768 4,002.  RP 43R40517 PT(s) 1 AND	35 - 485.13
10-06-0-002-23057-0000 16 ARROWVIEW DR PLAN 43M2083 PT BLK 19 06 2023 87,987 914.  RP 43R40517 PT(s) 11	- 431.41
10-06-0-002-23058-0000 18 ARROWVIEW DR PLAN 43M2083 PT BLK 19 06 2023 87,987 914.  RP 43R40517 PT(s) 12 AND  13	- 431.41
10-06-0-002-23054-0000 84 DONALD FICHT CRES PLAN 43M2083 PT BLK 19 06 2023 87,987 914.  RP 43R40517 PT(s) 6 AND  7	- 431.41
10-06-0-002-23055-0000 86 DONALD FICHT CRES PLAN 43M2083 PT BLK 19 06 2023 89,774 933.  RP 43R40517 PT(s) 8 AND 9	- 440.16
10-06-0-002-23053-0000 82 DONALD FICHT CRES PLAN 43M2083 PT BLK 19 06 2023 87,987 914.	- 431.41

Page 327 of 440 TXR5850

## **Summary of Apportionment of Taxes**

## For Hearing on November 29, 2023

Recommended	Recommended Apportionment of		Tax				ment	Apportionr
Payments	• •	Assessment		Ward	Legal Dscr	Location	Roll No	No
					RP 43R40517 PT(s) 4 AND 5			
- 440.13	932.97	89,768	2023	06	PLAN 43M2083 PT BLK 19 RP 43R40517 PT(s) 16 AND 17	22 ARROWVIEW DR	10-06-0-002-23060-0000	
- 431.41	914.46	87,987	2023	06	PLAN 43M2083 PT BLK 19 RP 43R40517 PT(s) 14 AND 15	20 ARROWVIEW DR	10-06-0-002-23059-0000	
- 431.41	914.46	87,987	2023	06	PLAN 43M2083 PT BLK 19 RP 43R40517 PT(s) 3	80 DONALD FICHT CRES	10-06-0-002-23052-0000	
- 440.12	932.97	89,768	2023	06	PLAN 43M2083 PT BLK 19 RP 43R40517 PT(s) 10	14 ARROWVIEW DR	10-06-0-002-23056-0000	
- 4,997.61	2,616.60	242,500	2022	03	PCP 256 LEVEL 10 UNIT 2 LEVEL A UNIT 11 PKG	5 LISA ST 1002	10-09-0-200-46006-0000	9982
- 13,683.19	42,142.54	1,380,000	2023	04	CHINGUACOUSY CON 3 WHS PT LOT 5 RP 43R40427 PT(s) 1 TO 6	1071 QUEEN ST W	10-08-0-012-23900-0000	9983
- 10,240.19	10,240.19	1,061,616	2021	05	PLAN 43M1835 BLK 54 PLAN 43M1841 BLK 254 PLAN 43M1872 BLK 7	48 BLACK DIAMOND CRES	10-08-0-011-18721-0000	9984
	186.60	19,384	2021		PLAN 43M1841 BLK 253	0 BLACK DIAMOND CRES	10-08-0-011-18723-0000	
- 23,032.79	10,432.47	1,061,616	2022	05	PLAN 43M1835 BLK 54 PLAN 43M1841 BLK 254 PLAN 43M1872 BLK 7	48 BLACK DIAMOND CRES	10-08-0-011-18721-0000	9985
	190.12	19,384	2022		PLAN 43M1841 BLK 253	0 BLACK DIAMOND CRES	10-08-0-011-18723-0000	
- 1,804.45	2,259.45	154,688	2022		PLAN 43M1962 PT LOT 4 RP 43R40303 PT(s) 9	8 PRESTIGE CRT	10-08-0-011-77709-0000	9986
- 1,464.43	1,464.43	149,312	2022	05	PLAN 43M1962 PT LOT 4 RP 43R40303 PT(s) 10	10 PRESTIGE CRT	10-08-0-011-81192-0000	
	6,052.21	154,688	2023	05	PLAN 43M1962 PT LOT 4 RP 43R40303 PT(s) 9	8 PRESTIGE CRT	10-08-0-011-77709-0000	9987
	1,551.81	149,312	2023	05	PLAN 43M1962 PT LOT 4 RP 43R40303 PT(s) 10	10 PRESTIGE CRT	10-08-0-011-81192-0000	
- 273,846.84	570,946.40	Total						



# Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-11-03

Subject: 2023 Third Quarter Reserve Report

Contact: Nash Damer, Treasurer, Finance

**Report Number:** Corporate Support Services-2023-967

#### **Recommendations:**

1. That the report from Nash Damer, Treasurer, Finance to the Committee of Council Meeting of November 29<sup>th</sup>, re: **2023 Third Quarter Reserve Report**, be received;

2. That a new reserve be established to manage the recently announced \$114 million in Housing Accelerator Funding from the Federal Government

#### Overview:

- As at September 30<sup>th</sup>, 2023, the Corporation is projecting a fund balance of \$1.4 billion, offset by commitments of \$923 million, leading to a net balance available of \$487 million.
- Forecasted transactions for the remainder of the year amount to an increase of \$66 million, resulting in a projected year-end net reserve balance available of \$553 million.
- Of the projected year-end net reserve balance available of \$553 million, \$308 million is considered discretionary in nature, while \$245 million is Obligatory. The usage of discretionary reserves is solely determined by the direction of Council, while obligatory reserves are required to abide by legislative and/or contractual requirements.
- The 2023 Projected Year-end balance has declined from prior years due to strategic investments in parkland and buildings, in order to meet the future needs of residents. These investments were funded through Strategic Reserves and Cash in-lieu of Parkland.
- On October 20<sup>th</sup>, 2023, The City of Brampton and the Federal Government announced a partnership to fast-track building of more than 24,000 new

homes, through the Housing Accelerator Fund. This fund will provide \$114 million to the City of Brampton and this report recommends the establishment of a new reserve, in order to manage these funds.

- Attachment 1 Reserve and Reserve Fund Balances, provides an itemized list of the Corporation Reserves, including individual reserve fund balances, commitments, year-end projections, and historical comparisons.
- Attachment 2 Status of Strategic Reserves provides a detailed continuity schedule of the strategic reserves, including the original beginning balance, amounts and initiatives that have utilized these reserves to date, and any known future commitments.

#### Background:

The City's financial management policies require staff to provide Council with periodic status updates related to the City's finances. This report is focused on updating Council on the status of the City's Reserves

#### **Current Situation:**

As at September 30<sup>th</sup> 2023, the Corporation is forecasting a fund balance of \$1.4 billion, offset by net projected commitments of \$923 million, leading to a net balance available of \$487 million.

Forecasted transactions for the remainder of the year amount to an increase of \$66 million, resulting in a projected year-end net reserve balance available of \$553 million. Of the projected year-end net reserve balance available of \$553 million, \$308 million is considered discretionary in nature, while \$245 million is Obligatory.

The 2023 Projected Year-end balance has declined from prior years due to strategic investments in parkland and buildings, in order to meet the future needs of residents. These investments were funded through Strategic Reserves and Cash in-lieu of Parkland. The following table highlights the year-end reserve balances from 2020 to 2022, along with the 2023 projection.

The General Rate Stabilization reserve (GRS) balance as at September 30, 2023, is \$92.1 million net of commitments, which includes \$22.8 million of Federal-Provincial Safe Restart Funding. Adjusting for the Safe Restart Funding, the available balance net of commitments is \$69.3 million which is \$15.2 below target.

	Net Balance Available								
	Year-End	Year-End	Year-End	Q3 Net Balance Available	YE Projection Net Balance Available				
	2020	2021	2022	Q3 2023	2023				
Discretionary Reserve Funds	262,790	322,506	339,986	294,209	307,982				
Obligatory Reserves Funds	328,413	367,406	337,097	192,817	245,252				
Total Reserve Funds	591,203	689,911	677,083	487,026	553,234				

Attachment 1 – Reserve and Reserve Fund Balances, provides an itemized list of the Corporations Reserves, including individual reserve fund balances, commitments, yearend net balance available and historical comparisons.

Attachment 2 - Status of Strategic Reserves provides a detailed continuity schedule of the strategic reserves, including the original beginning balance, amounts and initiatives that have utilized these reserves to date, and any known future commitments.

#### **RESERVE HIGHLIGHTS**

The Reserve Highlights section provides details and context around several of the Corporations materially significant reserves.

#### **Obligatory Reserve Funds**

#### Development Charges Reserve Funds

Development charges (DCs) are one-time fees levied on new growth to pay for growth-related City infrastructure. The current DC By-laws were approved by Council in 2019, and inputs into the DC Study were based on various master servicing plans and departmental input into how they would meet the needs of servicing new growth.

The use of development charges to fund growth-related capital projects is legislated by the *Development Charges Act, 1997*. DC funding of capital projects is evaluated on an annual basis through the City's Budget process, to ensure that the funds are utilized for the purposes for which they were collected. DC reserve funds are currently in a surplus position of \$45.6 million, net of commitments, as at September 30, 2023.

#### **Building Rate Stabilization Reserve Fund**

As at September 30, 2023, the balance in the Building Rate Stabilization Reserve Fund was \$34.3 million, which provides assurance against a future short-term downturn in building activity. The City is obligated to transfer any surplus resulting

from building related operations to this reserve fund in accordance with the requirements of Bill 124 (Building Code Statute Law Amendment Act, 2002).

#### Cash In Lieu of Parkland

As at September 30, 2023, there was a balance in the Cash in Lieu of Parkland of \$41.0 million.

Several sizeable investments were made in 2023 towards acquiring Parkland and park improvements totaling more than \$83 million as per the defined uses for Cash in Lieu of Parkland funding. Staff continues to work on strategies to secure and expedite the acquisition of strategic parkland to meet the future needs of residents.

#### **Discretionary Reserve Funds**

#### General Rate Stabilization Reserve (GRS)

Council has established a GRS reserve balance target at 10% of the annual approved operating budget. The 2023 Operating Budget has been approved at \$845.0 million, resulting in a Council approve GRS reserve target of \$84.5 million.

The General Rate Stabilization reserve (GRS) balance as at September 30, 2023, is \$92.1 million net of commitments, which includes \$22.8 million of Federal-Provincial Safe Restart Funding. Adjusting for the Safe Restart Funding, the available balance net of commitments is \$69.3 million which is \$15.2 below target.

The balance of the Safe Restart Funding remains unchanged in 2023. There is currently a fulsome review being completed on the utilization of the remaining funds. Staff will share the results of the review with Council in a future report.

#### Stormwater Reserve Fund

In the 2020 Operating Budget, the Stormwater Fund was established to manage the approved stormwater charge. The charge became effective on June 1, 2020, and is collected through the Region of Peel water/wastewater bill in response to the City's maintenance, renewal, replacement and Asset Management Plan for the City's \$1.2 billion of stormwater infrastructure.

The Stormwater Fund is projected to receive approximately \$24.4 million per year from the Stormwater Charge, growing at the rate of inflation. The balance as at September 30, 2023 is currently at \$17.1 million, net of commitments, including the approved 2023 capital budget.

#### **Debt Repayment Reserve**

The Debt Repayment Reserve established in 2018, has a balance of \$13.1 million, as at September 30, 2023.

The 2023 Operating Budget included approval of \$2.8 million in annual debt repayments;

- \$1.8 million related to a 25-year debenture of \$26 million, for the Fire and Emergency Services Campus
- \$1.1 million as part of a phased in approach to align tax supported debt repayments with the expected project delivery of the Transit Maintenance and Storage Facility. This is based on a 30-year debenture of \$60.1 million

To date, the Region of Peel has issued debentures on the City's behalf in the amount of \$46 million to meet cash flow requirements for the construction of the Fire and Emergency Services Campus and Transit Maintenance & Storage Facility.

#### Land Proceeds Reserve

As at September 30, 2023, there was a negative balance in the Land Proceeds Reserve of \$34.2 million. This reserve serves as a cash flow-through fund to support strategic opportunities under the Real Estate Modernization Strategy. As projects are developed to utilize the properties purchased through this strategy, permanent funding sources will be recommended to Council to replenish the Land Proceeds Reserve.

#### Interest Rate Stabilization Reserve Fund

As at September 30, 2023, the Interest Rate Stabilization Reserve Fund (IRS) has a balance of \$9.9 million.

At the December 8th, 2021, Special Council meeting, Council approved the report "Interest Rate Stabilization Reserve Status Update", which recommended \$13.3 million be transferred to the Interest Rate Stabilization Reserve, as part of the 2022 Budget and that annual budget adjustments are made over an 8-year period to permanently eliminate the structural investment income deficit in the Operating Budget.

Staff will continue to closely monitor the interest rate stabilization reserve each quarter and ensure that the 8-year plan approved by Council achieves the intended goal.

#### Strategic Reserves

The City's strategic reserves are comprised of Reserve #100 – Legacy Fund and Reserve #110- Community Investment Fund.

As at September 30, 2023, the combined uncommitted balance available in the strategic reserves is \$91.0 million. After accounting for future commitments that have been endorsed by Council, the amount available in strategic reserves is \$30.8 million.

Attachment 2 - Status of Strategic Reserves provides a detailed continuity schedule of the strategic reserves, including the original beginning balance, amounts and initiatives that have utilized these reserves to date, and any known future commitments.

To date, the strategic reserves have generated \$225.2 million in external and internal interest revenue since the inception of the fund. Of this, \$186.3 million has been transferred to the operating fund to offset tax levy requirements and the balance was transferred to the Interest Rate Stabilization Reserve Fund.

#### Housing Accelerator Fund

Authored by:

Finance

Mark Medeiros, Senior Manager,

Financial Planning and Analytics,

On October 20<sup>th</sup>, 2023, The City of Brampton and the Federal Government announced a partnership to fast-track building of more than 24,000 new homes, through the Housing Accelerator Fund. This fund will provide \$114 million to the City of Brampton and this report recommends the establishment of a new reserve, in order to manage these funds.

Corporate Implications:
N/A
Strategic Focus Area:
This report fulfills the Government & Leadership strategic focus area through strict adherence to effective financial management policies by ensuring sustainable financial operations
Conclusion:
To improve transparency and provide forward-looking guidance related to reserves and reserve funds, staff will continue to monitor the reserve and reserve funds as part of the quarterly financial reports.

Reviewed by:

Nash Damer, Treasurer, Finance

Approved by:				
Marlon Kallideen, Chief Administrative Officer				

#### **Attachments:**

- Attachment 1 Reserve and Reserve Fund Balances
- Attachment 2 Status of Strategic Reserves

	YE	YE	YE	2	023 Q3 ACTUALS		2023 YEAR END	
retionary Reserve and Reserve Funds	2020	2021	2022	Fund Balance	Commitments	Q3 Net Balance Available	Forecasted Transactions	YE Projection Net Balance Available
Financial Strategy Reserve Funds								
Res # 100 - Legacy Fund	\$95,200	\$91,500	\$87,700	\$88,940	(\$46,398)	\$42,543		\$42,54
Res # 110 - Community Investment Fund	\$51,390	\$47,590	\$48,440	\$56,897	(\$8,416)	\$48,481	\$462	\$48,94
Res # 200 - Debt Repayment	\$10,940	\$12,264	\$12,733	\$13,076		\$13,076	(\$1,303)	\$11,77
Res # 211 - Interest Rate Stabilization	\$3,009	\$0	\$9,713	\$9,871		\$9,871	(\$1,530)	\$8,34
Total Financial Strategy Reserve Funds	\$160,540	\$151,354	\$158,586	\$168,783	(\$54,814)	\$113,970	(\$2,371)	\$111,59
Other-Development Related Reserve Funds								
Res # 26 - Cash-In-Lieu of Downtown Parking	\$43	\$44	\$46	\$46		\$46	\$0	\$4
Res # 33 - Community Benefit Charges				\$723		\$723		\$7
Res # 37 - Official Plan Review Reserve Fund								
Total Other-Development Related Reserve Funds	\$43	\$44	\$46	\$769	\$0	\$769	\$0	\$7
Tax Base Capital Reserve Funds								
Res # 119 - Transit Levy	\$370	(\$1,129)	(\$2,255)	\$29,702	(\$29,425)	\$276	\$241	\$5
Res # 36 - Joint Use Facility Agreements	\$604	\$629	\$642	\$675		\$675	\$15	\$6
Res # 4 - Asset Replacement	(\$8,954)	(\$11,047)	\$8,709	\$230,504	(\$222,585)	\$7,918	\$2,099	\$10,0
Res # 46 - Stormwater Charge	\$594	\$14,503	\$20,224	\$56,071	(\$39,000)	\$17,071	\$7,590	\$24,6
Res # 58 - Theatre Capital Improvements								
Res # 78 - 10% Non-DC								
Total Tax Base Capital Reserve Funds	(\$7,386)	\$2,956	\$27,320	\$316,951	(\$291,011)	\$25,941	\$9,945	\$35,8
Special Purpose Reserve Funds								
Res # 10 - Civic Centre/Corporate Facilities								
Res # 12 - Land Proceeds	(\$29,981)	(\$30,277)	(\$32,282)	(\$29,838)	(\$4,331)	(\$34,169)	(\$242)	(\$34,41
Res # 125 - Heritage Initiatives	\$58	\$60	\$61	\$62		\$62	\$1	\$
Res # 126 - Pledge to Peel Memorial Hospital	\$21,393	\$62,550	\$68,594	\$74,342		\$74,342	\$604	\$74,9
Res # 129 - Brampton University Reserve Fund	\$26	\$27	\$27	\$28		\$28	\$0	\$
Res # 15 - Conversion of Employee Sick Leave	\$8,144	\$8,378	\$7,563	\$6,650		\$6,650	\$54	\$6,7
Res # 16 - Community Grant Surplus Reserve	\$897	\$961	\$477	\$486		\$486	(\$456)	
Res # 19 - Employee Ben. Prem. Rate Stabilization	\$11,343	\$14,292	\$11,530	\$11,300		\$11,300	\$3,104	\$14,4
Res # 23 - Brampton Columbarium	\$33	\$42	\$45	\$48	(4=0.4)	\$48	\$0	(
Res # 25 - Municipal Elections	\$2,458	\$3,077	\$949	\$2,220	(\$581)	\$1,638	(\$104)	\$1,5
Res # 3 - Workers' Compensation Fund	\$8,107	\$8,794	(\$3,230)	(\$3,085)	(\$4.0F0)	(\$3,085)	\$3,162	фо.
Res # 30 - Energy Efficiencies	\$2,048	\$1,328	\$4,583	\$4,674	(\$1,950)	\$2,724	\$63	\$2,
Res # 42 - C.A.R.E. Program	\$51	\$52	¢51	\$51		\$51	\$0	
Res # 53 - Brampton Senior Fund Res # 54 - LACAC	\$49	\$52 \$50	\$51 \$51	\$51 \$52		\$52	\$0	
Res # 59 - Fire / Life Safety Centre	\$199	\$205	\$210	\$212		\$212	\$2	\$2
Res # 8 - 3rd Party Liab. Self Insurance	ψ199	Ψ203	Ψ210	ΨΖΙΖ		ΨΖΙΖ	ΨΖ	Ψ2
Res # 88 - Community Improvement Plan Fund	(\$257)	(\$140)	\$80	\$332	(\$248)	\$85	\$3	
Res # 96 - Transportation Initiatives Reserve	\$44	\$316	\$672	\$866	(ψ2 10)	\$866	\$7	\$8
Res # 97 - Multi -Year Non-Capital Projects	\$141	\$145	\$149	\$151		\$151	\$1	\$
Total Special Purpose Reserve Funds	\$24,753	\$69,861	\$59,530	\$68,549	(\$7,110)	\$61,440	\$6,199	\$67,6
Reserves								
General Rate Stabilization Reserve	\$84,840	\$98,291	\$94,503	\$100,597	(\$8,507)	\$92,090		\$92,0
	\$84,840	\$98,291	\$94,503	\$100,597	(\$8,507)	\$92,090		\$92,0
Total Reserves	φ04,040	φ30,231	Ψ54,505	φ100,337	(40,501)	402,000		7,
Discretionary Reserve and Reserve Funds	\$262,790	\$322,506	\$339,986	\$655,650		\$294,209	\$13,773	\$307,9

	YE	YE	YE	2023 Q3 ACTUALS			2023 YEAR END FORECAST		
bligatory Reserve Funds	2020	2021	2022	Fund Balance	Commitments	Q2 Net Balance Available	Forecasted Transactions	YE Projection Net Balance Available	
Development Charges Reserve Funds									
Res # 130 - DC:Growth Studies	\$3,392	\$2,940	\$1,696	\$5,747	(\$6,768)	(\$1,021)	\$250	(\$771	
Res # 132 - DC:Library	(\$4,410)	(\$2,870)	(\$1,942)	(\$1,385)	(ψο, ε σο)	(\$1,385)	\$545	(\$840	
Res # 133 - DC:Fire Protection	(\$13,043)	(\$10,958)	(\$9,762)	(\$6,454)	(\$5,009)	(\$11,463)	\$387	(\$11,076	
Res # 134 - DC:Recreation	\$90,196	\$65,991	\$31,700	\$188,496	, ,	(\$4,847)	(\$1,665)	(\$6,512	
Res # 135 - DC:Transit	(\$33,948)	(\$27,192)	(\$15,614)	\$11,930	(\$24,779)	(\$12,849)	\$5,328	(\$7,521	
Res # 136 - DC:Public Works & Fleet	(\$30,486)	(\$28,096)	(\$26,460)	(\$24,286)	(\$789)	(\$25,076)	(\$64)	(\$25,140	
Res # 137 - DC:Roads & Engineering	\$18,595	\$57,742	\$52,934	\$219,115	(\$155,935)	\$63,180	· · · ·	\$82,50	
Res # 138 - DC:Parking Facilities	\$6,250	\$5,850	\$5,539	\$5,407	(\$189)	\$5,218	\$231	\$5,44	
Res # 142 - DC:Bramwest Transportation Corridor	\$26,358	\$28,784	\$31,464	\$33,857	(\$23)	\$33,834	\$2,180	\$36,01	
Total Development Charges Reserve Funds	\$62,905	\$92,191	\$69,555	\$432,427	(\$386,836)	\$45,591	\$26,517	\$72,10	
Total Botolopinoni Ghargoo Roool to Fanao	ψ02,000	Ψ02,101	ψ00,000	ψ+02,+21	(4000,000)	Ψ-10,001	Ψ20,017	Ψ12,10	
Other-Development Related Reserve Funds									
Res # 18 - Dev. Cont. for Future Construction	\$33,799	\$35,078	\$36,731	\$31,204	(\$1,614)	\$29,590	\$254	\$29,84	
Res # 2 - Cash in lieu of Parkland	\$119,245	\$101,890	\$124,362	\$103,587	(\$62,586)	\$41,001	\$925	\$41,92	
Res # 38 - Subdivision Maintenance	\$16,617	\$17,217	\$17,850	\$18,069	(. , ,	\$18,069	\$147	\$18,21	
Total Other-Development Related Reserve Funds	\$169,661	\$154,185	\$178,943	\$152,860	(\$64,200)	\$88,660	\$1,325	\$89,98	
Special Purpose Reserve Funds									
Res # 121 - Municipal Transit Capital	\$1,994	\$18,675	\$1,357	\$1,653	(\$276)	\$1,377	\$13	\$1,39	
Res # 122 - Municipal Road & Bridge Infrastructure	\$45	\$46	\$47	\$48	(+ - /	\$48	\$0	\$4	
Res # 123 - Miscellaneous Fed / Prov Transit Capital Grant	\$530	\$562	(\$8,553)	\$990	(\$9,394)	(\$8,404)	\$8	(\$8,396	
Res # 124 - Municipal Transit Demand Management	\$1	\$1	\$1	\$1	(. , ,	\$1	\$0	(, ,	
Res # 127 - Major Maintenance Reserve Fund	\$4,146	\$4,709	\$5,257	\$5,956		\$5,956	(\$152)	\$5,80	
Res # 128 - Brampton Starter Company	\$94	\$90	\$190	\$332		\$332	,	\$20	
Res # 22 - Sport /Entertainment Centre	\$8,250	\$8,257	\$8,264	\$8,267		\$8,267	\$67	\$8,33	
Res # 89 - Dedicated Gas Tax Reserve	\$5,270	\$5,347	\$5,943	(\$6,096)	(\$57)	(\$6,153)	\$12,118	\$5,96	
Res # 91 - Canada Community-Building Fund	\$33,042	\$37,164	\$30,702	\$110,056		\$19,922		\$34,66	
Res # 93 - Building Rate Stabilization	\$39,910	\$43,405	\$42,511	\$44,234	(\$9,934)	\$34,300		\$32,19	
Res # 95 - Accele Ride Reserve	\$2,566	\$2,773	\$2,881	\$3,487	(\$567)	\$2,920	\$28	\$2,94	
Total Special Purpose Reserve Funds	\$95,847	\$121,030	\$88,599	\$168,928	(\$110,362)	\$58,565	\$24,593	\$83,15	
otal Obligatory Reserve Funds	\$328,413	\$367,406	\$337,097	\$754,214	(\$561,398)	\$192,817	\$52,435	\$245,2	
otal Discretionary and Obligatory Reserve and Reserve Funds	\$591,203	\$689,911	\$677,083	\$1,409,864	(\$922,838)	\$487,026	\$66,208	\$553,23	

# ATTACHMENT 2: STATUS OF STRATEGIC RESERVES AS AT SEPTEMBER 30, 2023

	Legacy - Res #100	CIF - Res #110	Total Strategic Reserves
Starting Balance at Sale of Hydro	100,000,000	100,000,000	200,000,000
Less: Budgeted Drawdowns as of 2021 Budget:			
Algoma University Expansion	- 4,900,000		- 4,900,000
Cybersecure Catalyst	- 3,600,000		- 3,600,000
Foregone Internal Loans		- 35,639,535	- 35,639,535
Internal Loans to DC's		- 9,477,018	- 9,477,018
2021 Approved Budget	91,500,000	54,883,446	146,383,446
Less: 2021 Budget Amendments and Additional Transactions:			
GAVE initiative		- 500,000	- 500,000
Housing Catalyst		- 4,000,000	- 4,000,000
LRT Extension Study		- 650,000	- 650,000
Monument to William Davis		- 100,000	- 100,000
Return of Financing		956,232	956,232
2021 Year-End Balance	91,500,000	50,589,678	142,089,678
Less: 2022 Actuals and Capital Commitments:			
Algoma University Expansion - 2022 Budget	- 2,400,000		- 2,400,000
Cybersecure Catalyst - 2022 Budget	- 1,400,000		- 1,400,000
2022 Capital Budget - City-Wide Community Improvement Plan for Housing		- 30,000	- 30,000
2022 Capital Budget - Heritage Property Incentive Grant		- 100,000	- 100,000
2022 Capital Budget - Housing Brampton		- 135,000	- 135,000
2022 Capital Budget - Housing Brampton-Region of Peel Incentive Pilot Project		- 400,000	- 400,000
2022 Capital Budget - B-Hive		- 1,000,000	- 1,000,000
2022 Capital Budget - Hurontario LRT - Infrastructure		- 1,350,000	- 1,350,000
2022 Capital Budget - Light Rail Transit Extension Environmental Assessment		- 170,000	- 170,000
Kay Blair Hospice		- 200,000	- 200,000
Long Term Care - INDUS		- 250,000	- 250,000
Reduction in Internal Loans to DC		1,484,930	1,484,930
Fund Balance as at December 31, 2022	87,700,000	48,439,609	136,139,609
Less: 2023 Actuals and Capital Commitments:			
TMU Medical School	- 7,275,000		- 7,275,000
2023 Capital Budget - Light Rail Transit Extension		- 190,000	- 190,000
2023 Capital Budget - Hurontario LRT - Infrastructure		- 200,000	- 200,000
2023 Capital Budget - B-Hive		- 369,000	- 369,000
2023 Capital Budget - Investment Attraction		- 150,000	- 150,000
2023 Capital Budget - CyberTech Conference		- 50,000	- 50,000
2023 Capital Budget - Community Safety Program		- 401,000	- 401,000
175 Kennedy Rd W	- 38,950,000		- 38,950,000
Interest Earned	1,067,543	1,401,056	2,468,599
Q3 Net Balance Available	42,542,543	48,480,665	91,023,208
Less: Commitments YTD:			
TMU Medical School	- 20,000,000		- 20,000,000
Sheridan and the Centre of Healthy Communities	- 2,500,000		- 2,500,000
Brampton Arts		- 25,000,000	- 25,000,000
2024 - 2025 Capital Budget		- 14,312,000	- 14,312,000
RBC Loan *		- 6,431,942	- 6,431,942
Add: Internal Loans Payable from DC's		7,992,088	7,992,088
YTD Uncommitted Balance	20,042,543	10,728,811	30,771,355



# Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-11-06

Subject: 2023 Third Quarter Operating Budget Forecast

Contact: Nash Damer, Treasurer, Finance

**Report Number:** Corporate Support Services-2023-972

#### Recommendations:

1. That the report from Nash Damer, Treasurer, Finance to the Committee of Council Meeting of November 29<sup>th</sup>, re: **2023 Third Quarter Operating Budget Forecast**, be received:

#### Overview:

- Based on operating results as at September 30, the Corporation is forecasting a year-end operating surplus of \$2.9 million. This variance represents 0.3% of total budgeted expenditures of \$845.0 million.
- The \$2.9 million surplus is attributed to \$3.3 million in additional revenue, combined with \$15.8 million of labour savings, offset by \$16.3 million of other expenditure deficits.

#### **Background:**

The City's financial management policies require staff to provide Council with periodic status updates related to the City's finances. This report is focused on updating Council on the status of the City's 2023 third quarter operating budget.

#### **Current Situation:**

#### 2023 Operating Budget

Based on operating results as at September 30, 2023, the Corporation is forecasting a year-end operating surplus of \$2.9 million. This variance represents 0.3% of total budgeted expenditures of \$845.0 million.

The \$2.9 million surplus is attributed to \$3.3 million in additional revenue, \$15.8 million in labour savings, offset by \$16.3 million in other expenditure deficits.

CORPORATE-WIDE VARIANCE	2023 Q3 YE FORECAST
Revenue Surplus	(3,320)
Labour Savings	(15,849)
Other Expenditures Deficit	16,310
FORECASTED YEAR-END SURPLUS	(2,859)

The following tables provide departmental breakdowns of the 2023 Operating Budget forecasted year-end results.

TABLE 1: 2023 DEPARTMENTAL VARIANCE SUMMARY

DEPARTMENTAL VARIANCE	Annual Net Budget	Q3 YE Projection	(Favourable) / Varia	
Departments		(\$000s)		%
Brampton Public Library	20,575	20,575	-	0%
Community Services	84,661	81,634	(3,027)	-4%
Corporate Support Services	68,029	69,315	1,286	2%
Fire & Emergency Services	90,126	87,217	(2,909)	-3%
Legislative Services	11,711	12,163	452	4%
Mayor & Members Of Council	5,545	5,256	(289)	-5%
Office of the CAO	17,116	14,197	(2,919)	-17%
Planning, Building & Growth Management	1,851	69	(1,782)	-96%
Public Works & Engineering	85,905	86,463	558	1%
Transit	91,657	73,300	(18,357)	-20%
Gapping	(18,640)	-	18,640	-100%
DEPARTMENTAL VARIANCE : SURPLUS			(8,348)	
GENERAL GOVERNMENT VARIANCE: DEFICIT			5,489	
FORECASTED YEAR-END SURPLUS			(2,859)	

#### TABLE 2: DEPARTMENT HIGHLIGHTS

The Department Highlights section provides further breakdown of the year-end forecast by account category.

Departments	Labour Expenditures	Other Expenditures	Revenues	(Favourable)/ Unfavourable Variance
Brampton Public Library	0	0	0	0
Community Services	(5,354)	591	1,736	(3,027)
Corporate Support Services	(2,742)	5,782	(1,754)	1,286
Fire & Emergency Services	(3,664)	0	755	(2,909)
Legislative Services	(2,055)	486	2,022	452
Mayor & Members Of Council	138	(428)	0	(289)
Office of the CAO	(688)	(1,338)	(893)	(2,919)
Planning, Building & Growth Management	(5,249)	60	3,408	(1,782)
Public Works & Engineering	(1,908)	958	1,508	558
Transit	(12,641)	6,322	(12,038)	(18,357)
General Government	(327)	3,878	1,937	5,489
Gapping	18,640	0	0	18,640
YEAR-END FORECAST	(15,849)	16,310	(3,320)	(2,859)

#### Community Services

Overall, Community Services is projecting a favourable variance of \$3.0 million, primarily due to Parks Maintenance & Forestry and Recreation.

Parks Maintenance & Forestry division's overall surplus of \$1.9 million is due to savings in labour and other expenditures. The division experienced significant challenges in its ability to hire seasonal staff throughout the year and attempted to mitigate this shortfall through student hires, where possible.

The Recreation division's overall surplus of \$1.0 million is due to \$4.0 million savings in labour offset by \$1.3 million overage in other expenditures and \$1.7 million revenue shortfall. Recreation is seeing incremental improvements in the ability to hire PT staff across most operational and program areas, with challenges in specialty areas remaining evident (e.g. aquatics, specialty camps). While Recreation is currently operating and offering programs close to pre-pandemic levels across many program

areas, PT staffing is still not at full capacity, thus resulting in shortfalls in Lessons and Programs offerings which is forecasted to result in \$1.7M revenue deficit. Corporate Support Services

Corporate Support Services is projecting an overall deficit of \$1.3 million, primarily due to significant increases in WSIB fees. Further analysis is currently underway to determine the 2024 budget impact as well as the WSIB reserve fund target balance to address any future potential liabilities.

#### Fire & Emergency Services

Fire & Emergency Services' overall surplus of \$2.9 million is mainly due to savings in labour partially offset by revenue shortfall.

#### Legislative Services

Legislative Services is projecting an unfavourable variance of \$0.5 million, primarily due to the Court Administration division.

The Court Administration division's overall deficit of \$2.8 million has been largely due to decrease in Parking Violations and MTO Plate Denial Revenue, which is resulting in a projected deficit of \$3.4M, partially offset by savings in wages and other expenditures. This is primarily due to the elimination of the license plate sticker program, which has resulted in individuals not being aware of the need to renew plates. As a result, fewer fines are being collected through plate denial. Additionally, there is a lack of judicial resources leading to the closure of courts.

The Court Administration's deficit is offset by labour savings in Enforcement and By-Law Services and Legal Services, in addition to a revenue surplus of \$1.0 million in the City Clerk section, which is driven by higher license revenues.

#### Office of the CAO

Overall, the Office of the CAO is projecting a favourable variance of \$2.9 million. This is primarily due to savings in labour and other expenditures in most divisions, as well as \$0.8 million additional revenue due to unanticipated external government funding.

#### Planning, Building & Growth Management

Planning, Building & Growth Management is projected to have an overall surplus of \$1.8 million, due to labour savings and revenue surplus from the Development Services & Design section.

The Building division is forecasting lower than anticipated permit and zoning revenue in the amount of \$4.6 million, offset by labour savings in the amount of \$3.4 million and

other expenditures in the amount of \$0.3 million, leading to an overall projected deficit of \$0.9 million.

#### Public Works & Engineering

Public Works & Engineering anticipates an unfavorable overall variance of \$0.6 million due to reduced parking revenues (\$0.6 M) caused by ongoing downtown construction and decreased rental income (\$0.9 M). Additionally, there are expected overages of \$1.0 million in Other Expenditures, including Utilities, Winter Maintenance, Fleet Fuel, Vehicle Repair & Maintenance, and Automated Speed Enforcement.

However, the revenue shortfall and expenditure increase are largely mitigated by a favorable variance of \$1.9 million resulting from labor expenditures due to staff vacancies.

#### **Transit**

The Transit department is projecting a net surplus of \$18.4 million driven by \$12.0 million in additional revenues and \$12.6 million in labour savings, offset by \$6.3 million in other expenditure pressures. The projected Transit revenue surplus is based on current ridership trends, which is almost 30% higher compared to pre-pandemic levels.

#### **General Government**

WSIB costs for the Corporation have significantly increased and resulted in the WSIB reserve declining to a negative position of \$3.2 million as of year-end 2022. In order to eliminate the negative balance in the WSIB reserve, the 2023 year-end forecast includes a \$3.2 million contribution to this reserve.

Investment income transferred to the operating budget is projecting an unfavourable variance of \$1.9 million, which is offset by an equivalent increase in revenue being allocated to capital reserves. There is no net revenue loss overall and the 2024 budget includes adjustments to address this variance.

#### Gapping

Gapping is a corporate provision in General Government to offset the impact of vacancies savings through the Corporation, thereby aligning property tax collections with business requirements. The overall budgeted gapping provision for 2023 is \$18.6 million, which is projected to be offset by a favourable variance in labour expenditures of \$34.4 million, resulting in \$15.8 million in labour savings.

Corporate Implications:	
N/A	
Strategic Focus Area:	
<ul> <li>Government &amp; Leadership: Focusi innovation, efficiency, effectiveness,</li> </ul>	• •
Conclusion:	
As of September 30, the Corporation is foreca million. This variance represents 0.3% of total	• • • • •
Staff will continue to monitor the financial perfetinal year-end position through the 2023 Year	
Authored by:	Reviewed by:
Mark Medeiros, Senior Manager, Financial Planning and Analytics, Finance	Nash Damer, Treasurer, Finance
Approved by:	Approved by:
Alex Milojevic, Commissioner, Corporate Support Services	Marlon Kallideen, Chief Administrative Officer



# Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-10-31

Subject: Capital Project Financial Status Report – Q3 2023

Contact: Maja Kuzmanov, Sr. Manager Accounting Services/Deputy

Treasurer, Finance

**Report Number:** Corporate Support Services-2023-982

#### **Recommendations:**

 That the report from Maja Kuzmanov, Senior Manager Accounting Services/Deputy Treasurer to the Committee of Council Meeting of November 29, 2023 re. Capital Project Financial Status Report – Q3 2023 be received;

2. That the Treasurer be authorized to amend budgets for Capital Projects listed in Schedule D of this report.

#### Overview:

- The purpose of this report is to provide City Council with an update on the financial status of the City's Capital Program as at September 30, 2023.
- The City's Capital Program at September 30, 2023 included 595 (2022: 554) active capital projects with a total approved budget of \$2,889.8 million.
- \$1,265.7 million of the approved budget has been spent as of September 30, 2023.
- The remaining capital budget stands at \$1,624.1 million as at September 30, 2023. Of this amount, \$357.7 million has been committed through purchase orders (contracted work underway) for specific projects, leaving \$1,266.4 million (2022: \$885.7 million) not yet committed or spent.
- As in previous years, staff continues to review all active capital projects and return funds no longer required to their original funding sources as a measure to aid with the unspent capital. As of September 30, 2023, \$22.6

million in unspent capital was returned to source or the budget commitment reduced.

• Staff has identified additional \$16.7 million funding to be returned to source in preparation for the 2024 budget.

#### Background:

The Capital Project Financial Status Report provides a financial update of the City's Capital Program that includes analysis compiled from submissions made by departments managing their various capital programs. This report keeps Council informed on the use of financial resources and supports senior leaders by providing information to assist with project oversight and delivery.

Although there are a number of methods used to measure progress in Capital Program delivery, level of spending on projects compared to the approved budget is one of the key performance indicator that is common to all projects. This information reported helps generate discussion at the senior levels of departments with responsibility for project delivery and to draw attention to project areas that might require course correction. It is not meant to replace comprehensive corporate project management and reporting.

#### **Current Situation:**

As of September 30, 2023, the City had 595 active projects each comprised of one or more activities with a total approved budget of \$2,889.8 million. The City has spent \$1,265.7 million towards completion of these projects, with \$1,624.1 million budget available to be spent in the coming years. Of this amount, \$357.7 million has been committed through purchase orders (contracted work underway) for various capital projects. This leaves \$1,266.4 million (2022: \$885.7 million) remaining in open capital projects not yet committed or spent.

Key projects comprising \$600.8 million (37.0%) of the unspent/uncommitted balance include:

- Transit Maintenance & Storage Facility \$183.3 million
- Facility Electrification (Third Transit Facility) \$150.0 million
- Centre for Education, Innovation and Collaboration \$96.4 million
- Goreway Drive Widening \$93.2 million
- Property Acquisition \$77.9 million

Schedule A provides a summary, by department, of capital spending and the budget remaining, which includes all committed and remaining budgets.

Schedule B provides a list of the top 30 projects which has significant budget remaining.

Schedule C provides a detailed list of all open capital projects.

This report includes analysis of the following topics:

- Capital Budget Remaining
- Capital Projects with Significant Budget Remaining
- Annual Capital Spend
- Return of Financing and Budget Commitment Reduction

#### **Capital Budget Remaining (Schedule A)**

The total capital project budget remaining after commitments as of September 30, 2023, is \$1,266.4 million. This amount is \$380.7 million higher than the amount reported as at December 31, 2022 (\$885.7 million).

As demonstrated by the below table, 55% (\$691.3 million) of the total budget remaining before commitments is related to projects that were approved in 2022 and 2023. These figures show approved funding in each year approved capital budget in addition to in year budget amendments net of spent capital.

Project Approval Year										
2019 and prior	2020	2021	2022	2023	Total					
155.5	85.6	334.0	124.4	566.9	1,266.4					

Fundamental to understanding the causes of the unspent capital funds balance is the multi-year nature of large capital projects. To ensure that sufficient funds will be available to pay invoices throughout the life of a project, total funding has to be committed before a contract is awarded even though that funding may only be expended over several years.

The following schedule shows the year to date 2023 financial activities of the Capital Program.

	\$ Million
Remaining Budget before Commitments as at December 31, 2022	1,138.8
Less: 2023 Capital Spending	176.9
Less: 2023 Net Return of Financing and adjustments	26.0
Sub Total	935.9
Add: Council approved 2023 Capital Budget	498.9
Add: 2023 Budget Amendments	189.3
Remaining Budget before Commitments as at September 30, 2023	1,624.1
Remaining Budget before Communents as at September 30, 2023	1,024.1
Less: Purchase Orders (contracted works underway)	357.7
Remaining Budget, Uncommitted as at September 30, 2023	1,266.4

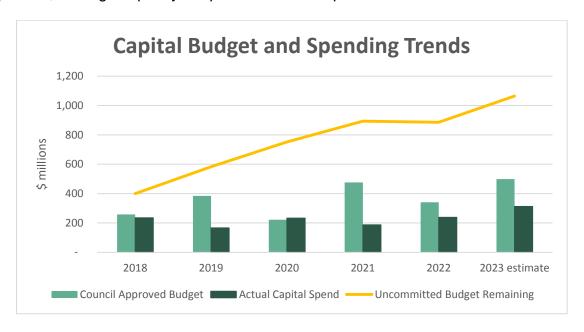
As demonstrated by the above table, a major driver of the increase in uncommitted budget remaining is the approval of the 2023 capital budget (\$498.9 million) of which \$210.0 million is related to electrification of Transit facilities.

In addition, contributing factors were budget amendments in the amount of \$189.3 million. Most significant being Property Acquisitions (\$101.0 million), Chris Gibson Recreation Centre (\$9.9 million) and Zero Carbon Retrofit of Susan Fennell Sportsplex (\$11.6 million).

As part of the Capital Program review, staff classified open projects into following categories:

Standard Recurring	Strategic & Council Priorities	Funding Advocacy Projects	Total	
183.1	571.5	511.8	1,266.4	

The following chart illustrates comparative trends between annual capital budget approvals, average capacity to spend and the unspent/uncommitted balance:



The 2023 estimate of Year-End Uncommitted Budget Remaining of \$1,064.4 million are a result of adjustments to reflect annual historical levels in addition to forecasted completion of significant property acquisitions approved by Council during 2023.

#### **Capital Projects with Significant Budget Remaining (Schedule B)**

For the purpose of this analysis, staff has identified 30 major Council approved capital projects, representing 73.2% (\$927.2 million) of the uncommitted budget of the Capital Program. All of these projects are progressing in various stages of the project lifecycle.

The status of the 30 major projects is as follows:

- 13 projects have an uncommitted budget of 90% or more.
- 1 projects was approved prior to 2017.
- Delivery status of the 30 projects
  - o 8 of the projects are in construction stage
  - 9 are in various stages of planning and design
  - 3 projects are in the procurement stage
  - 8 projects are comprised of multiple activities in various stages of completion
  - 2 project is on hold pending third party funding

#### **Annual Capital Spend:**

The City forecasted through the 2023 budget process that it would achieve \$204.0 million in capital spending (cash flow) during the 2023 fiscal year. This includes 2023 spending on projects approved in the 2023 budget and open projects approved in prior years. Actual spending as at September 30, 2023 on all capital projects was \$176.9 million.

Following are major contributors to capital spending in 2023:

- Transit bus purchases and refurbishment
- Property acquisition
- Facility construction, repair and replacement (Fire Station 201, Balmoral Recreation Centre)
- Roads infrastructure (Cottrelle-Humberwest-Goreway, Remembrance Road, Street lighting LED Retrofit, Noise Walls, Torbram-CNR Grade Separation)
- New Neighborhood Parks

#### Return of Financing and Budget Commitment Reduction:

Staff meets quarterly to identify adjustments needed to existing projects, which may result in reallocation or return of funds.

As of September 30, 2023, \$22.6 million of funding has been returned to source or the budget commitment reduced and made available for future allocation to other priorities. Seventy Three (73) projects were determined complete and therefore closed and \$8.1 million of the budget remaining associated with these projects was returned to source. An additional \$14.5 million was returned to source for projects that remain active.

The following is summary of return of financing by source of funding (\$million):

Reserve #4	Development Charges	Canada Community Building Fund	GRS	Other	Total	
9.1	8.0	2.9	1.5	1.1	22.6	

The following is summary of return of financing by department (\$ million):

Corporate Support Services	Community Services	Other	Public Works	Planning, Building and EDO	Total	
3.0	1.7	0.5	15.4	2.0	22.6	

Staff has identified additional \$16.7 million funding to be returned to source in preparation for the 2024 budget. These additional projects are outlined in Schedule E of this report.

The following is summary of return of financing by source of funding (\$million):

Reserve #4	Development Charges	Canada Community Building Fund	GRS	Total
10.5	0.5	5.6	0.1	16.7

#### **Corporate Implications:**

#### Financial Implications:

\$22.6 million of capital funding has been returned to source through return of financing and budget amendments and is available for allocation to other priorities, subject to Council approval.

#### Other Implications:

The quarterly Capital Status report will serve to maintain focus on project delivery and as a tool to identify available financial resources to be reallocated to other City priorities.

#### **Strategic Focus Area:**

This report fulfils *Government & Leadership* Strategic Focus Area through strict adherence to effective financial management policies and ensuring transparent and accountable financial operations.

#### Conclusion:

This report provides Council with a financial status of the City's Capital Program and contributes to improved management oversight of the City's Capital Program. As of September 30, 2023, the City had spent \$1,265.7 million on the 595 open projects with a further \$1,266.4 million remaining yet to be committed or spent to deliver the projects.

Authored by:	Reviewed by:	
Maja Kuzmanov	Nash Damer	
Senior Manager, Accounting	Treasurer, Finance	
Services/Deputy Treasurer, Finance	·	

Approved by:	Submitted by:
Jason Tamming,	Marlon Kallideen, Chief Administrative
Acting Commissioner, Corporate	Officer
Support Services	

#### **Attachments:**

Schedule A

Capital Project Spending Summary Capital Projects with Significant Budget Remaining Schedule B

Open Projects Analysis Schedule C

Budget Amendments, Reallocations and Projected Return of Funding Schedule D

Return of Financing Schedule E

## CAPITAL PROJECTS UNSPENT SUMMARY AS AT SEPTEMBER 30, 2023

						Total Budget		Total Business	
	No. of	Original	Approved	Revised	Total	Total Budget Remaining before	Purchase	Total Budget Remaining after	Uncommitted Balance as a % of
	Projects	Budget	Changes	Budget	Expenditures	Commitments	Orders	Commitments	Revised Budget
Summary of All Projects									
0		4.050.000	070 400	4 400 400	4 404 005	0.000.404	757 704	0.400.070	40.050/
Corporate-Council Information Technology	14	4,050,000	370,426	4,420,426	1,494,325	2,926,101	757,731	2,168,370	49.05%
Office of the CAO	19 27	72,629,000 - 201,795,000	4,176,010 4,625,828	68,452,990 206,420,828	41,751,486 115,755,920	26,701,504 90,664,908	3,066,879 45,274	23,634,625 90,619,634	34.53% 43.90%
Legislative Services	8	740,000	4,023,020	740,000	382,030	357,970	7,123	350,847	47.41%
Community Services	104	167,233,870	23,955,314	191,189,184	69,829,779	121,359,405	10,433,321	110,926,084	58.02%
Fire & Emergency Services	19	29,241,000	6,892,402	36,133,402	18,628,345	17,505,057	9,115,189	8,389,868	23.22%
Transit	49	582,136,000	130,232,890	712,368,890	263,924,050	448,444,840	15,523,157	432,921,683	60.77%
Public Works & Engineering	237	743,437,330	749,638,382	1,493,075,712	684,941,088	808,134,624	296,409,507	511,725,117	34.27%
Planning, Bldg & Growth Mgmt.	118	145,284,104	31,697,983	176,982,087	69,016,215	107,965,872	22,271,472	85,694,400	48.42%
Total City	595	1,946,546,304	943,237,215	2,889,783,519	1,265,723,238	1,624,060,281	357,629,653	1,266,430,628	
Summary of 2023 Projects									
Corporate-Council	4	743,000	370,426	1,113,426	300,307	813,119	136,811	676,308	60.74%
Information Technology	4	5,598,000	100,000	5,698,000	580,729	5,117,271	20,000	5,097,271	89.46%
Office of the CAO	9	117,660,000	0	117,660,000	36,140,711	81,519,289	20,000	81,519,289	69.28%
Legislative Services	2	240,000	0	240,000	0	240,000	-	240,000	100.00%
Community Services	36	40,299,720	14,566,700	54,866,420	7,380,559	47,485,861	2,694,303	44,791,558	81.64%
Fire & Emergency Services	6	10,748,000	6,687,402	17,435,402	5,099,115	12,336,287	5,748,273	6,588,014	37.79%
Transit	11	262,886,000	15,400,000	278,286,000	4,519,935	273,766,065	2,096,062	271,670,003	97.62%
Public Works & Engineering	50	139,928,330	90,593,540	230,521,870	28,341,374	202,180,496	88,141,994	114,038,502	49.47%
Planning, Bldg & Growth Mgmt.	17	18,125,000	30,250,000	48,375,000	916,330	47,458,670	5,162,469	42,296,201	87.43%
Total City	139	596,228,050	157,968,068	754,196,118	83,279,060	670,917,058	103,999,912	566,917,146	
Summary of 2022 Projects									
Corporate-Council	3	755,000	0	755,000	275,747	479,253	81,408	397,845	52.69%
Information Technology	2	7,812,000	500,000	8,312,000	2,296,134	6,015,866	839,487	5,176,379	62.28%
Office of the CAO	7	6,850,000	5,869,000	12,719,000	9,899,998	2,819,002	-	2,819,002	22.16%
Legislative Services	1	40,000	375 000	40,000	0 6,121,870	40,000	2 002 061	40,000	100.00% 74.19%
Community Services Fire & Emergency Services	18 4	31,415,000 5,607,000	375,000 200,000	31,790,000 5,807,000	2,538,726	25,668,130 3,268,274	2,082,861 1,999,588	23,585,269 1,268,686	21.85%
Transit	12	41,269,000	1,750,000	43,019,000	5,440,103	37,578,897	89,782	37,489,115	87.15%
Public Works & Engineering	42	124,679,000	21,283,323	145,962,323	37,670,976	108,291,347	69,865,594	38,425,753	26.33%
Planning, Bldg & Growth Mgmt.	21	42,223,000	(6,491,000)	35,732,000	5,722,485	30,009,515	14,786,203	15,223,312	42.60%
Total City	110	260,650,000	23,486,323	284,136,323	69,966,039	214,170,284	89,744,923	124,425,361	
Summary of 2021 Projects									
Corporate-Council	1	500,000	0	500,000	110,505	389,495	_	389,495	77.90%
Information Technology	2	11,717,000	(722,000)	10,995,000	5,531,636	5,463,364	897,692	4,565,672	41.52%
Office of the CAO	3	30,200,000	72,049	30,272,049	25,617,798	4,654,251	-	4,654,251	15.37%
Legislative Services	2	75,000	0	75,000	26,069	48,931	-	48,931	65.24%
Community Services	25	47,371,150	6,646,239	54,017,389	21,800,377	32,217,012	2,920,739	29,296,273	54.23%
Fire & Emergency Services	5	4,986,000	455,000	5,441,000	4,527,983	913,017	450,404	462,613	8.50%
Transit	7	99,076,000	4 500 000						
Public Works & Engineering	36		1,500,000	100,576,000	23,699,534	76,876,466	11,971,423	64,905,043	64.53%
Planning, Bldg & Growth Mgmt.	30	115,446,000	1,500,000 264,180,786	100,576,000 379,626,786		76,876,466 255,772,562	11,971,423 35,833,313	64,905,043 219,939,249	64.53% 57.94%
	19				23,699,534				
Total City		115,446,000	264,180,786	379,626,786	23,699,534 123,854,224	255,772,562	35,833,313	219,939,249	57.94%
Total City  Summary of 2020 Projects	19	115,446,000 14,210,000	264,180,786 205,000	379,626,786 14,415,000	23,699,534 123,854,224 3,441,615	255,772,562 10,973,385	35,833,313 1,193,795	219,939,249 9,779,590	57.94%
,	19	115,446,000 14,210,000	264,180,786 205,000	379,626,786 14,415,000	23,699,534 123,854,224 3,441,615	255,772,562 10,973,385	35,833,313 1,193,795	219,939,249 9,779,590	57.94%
Summary of 2020 Projects	19 100 3 3	115,446,000 14,210,000 323,581,150	264,180,786 205,000 272,337,074	379,626,786 14,415,000 595,918,224	23,699,534 123,854,224 3,441,615 208,609,741	255,772,562 10,973,385 387,308,483	35,833,313 1,193,795 53,267,366	219,939,249 9,779,590 334,041,117	57.94% 67.84%
Summary of 2020 Projects  Corporate-Council	19 100 3 3 3 3	115,446,000 14,210,000 323,581,150	264,180,786 205,000 272,337,074	379,626,786 14,415,000 595,918,224 1,025,000	23,699,534 123,854,224 3,441,615 208,609,741	255,772,562 10,973,385 387,308,483	35,833,313 1,193,795 53,267,366 268,663	219,939,249 9,779,590 334,041,117 653,829	57.94% 67.84% 63.79%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services	19 100 3 3 3 3 2	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565	63.79% 41.95% 21.08% 21.57%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services	19 100 3 3 3 2 13	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,03 21,565 8,615,183	57.94% 67.84% 63.79% 41.95% 21.08% 21.57% 36.03%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services	3 3 3 2 13 2	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 1,385,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000)	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 1,305,000	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 1,723,278 20,592	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192	57.94% 67.84% 63.79% 41.95% 21.88% 21.57% 36.03% 0.09%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit	19 100 3 3 3 2 13 2 10	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 1,385,000 94,665,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0	1,025,000 13,599,800 3,084,000 10,000 23,908,000 94,665,000	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534	57.94% 67.84% 63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering	19 100 3 3 3 2 13 2 10 32	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 1,385,000 94,665,000 53,499,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 1,305,000 94,665,000 62,171,200	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134	922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903 5,588,569	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497	57.94% 67.84% 63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.	3 3 3 3 2 13 2 10 32 15	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652	1,025,000 13,599,800 3,084,000 13,000 10,000 23,908,000 1,305,000 94,665,000 62,171,200 11,097,652	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 1,723,278 20,592 179,903 5,588,569 436,479	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096	57.94% 67.84% 63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City	19 100 3 3 3 2 13 2 10 32 15	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 1,385,000 94,665,000 53,499,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 1,305,000 94,665,000 62,171,200	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134	922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903 5,588,569	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497	57.94% 67.84% 63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.	19 100 3 3 3 2 13 2 10 32 15	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652	1,025,000 13,599,800 3,084,000 13,000 10,000 23,908,000 1,305,000 94,665,000 62,171,200 11,097,652	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 1,723,278 20,592 179,903 5,588,569 436,479	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City	19 100 3 3 3 2 13 2 10 32 15	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000 200,384,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 94,665,000 62,171,200 11,097,652 210,955,652	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Proces Corporate-Council	19 100 3 3 3 2 13 2 10 32 15 83	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652 10,571,652	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 94,665,000 62,171,200 11,097,652 210,955,652	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575 94,727,042	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Pro-	19 100 3 3 3 2 13 2 10 32 15	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000 200,384,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652 10,571,652	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 94,665,000 62,171,200 11,097,652 210,955,652	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Proceedings of the Capparate Council Information Technology	19 100 3 3 3 2 13 2 10 32 15 83	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 1,385,000 94,665,000 53,499,000 200,384,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 (80,000) 0 8,672,200 222,652 10,571,652	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 1,305,000 94,665,000 62,171,200 11,097,652 210,955,652	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575 94,727,042	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Processing Prograte-Council Information Technology Office of the CAO	19 100 3 3 3 2 13 2 10 32 15 83 ojects	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000 200,384,000 1,027,000 33,403,000 45,725,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 (80,000) 0 8,672,200 222,652 10,571,652 0 (3,554,810) (3,039,221)	1,025,000 13,599,800 3,084,000 13,599,800 3,084,000 100,000 23,908,000 94,665,000 62,171,200 11,097,652 210,955,652	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575 94,727,042	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 20,592 179,903 5,588,569 436,479 9,174,596	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Proceedings Corporate-Council Information Technology Office of the CAO Legislative Services	19 100 3 3 3 3 2 13 2 10 32 15 83 ojects 3 8 5 1 12 2 2	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000 200,384,000 1,027,000 33,403,000 45,725,000 285,000 24,772,000 6,515,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652 10,571,652 0 (3,554,810) (3,039,221) 0 1,835,375 (370,000)	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 94,665,000 62,171,200 11,097,652 210,955,652 1,027,000 29,848,190 42,685,779 285,000 26,607,375 6,145,000	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610 705,258 26,373,981 41,694,281 277,526 20,957,434 5,179,305	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575 94,727,042 321,742 3,474,209 991,498 7,474 5,649,941 965,695	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596 270,849 383,453 14,409 7,123 1,012,140 896,332	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446 50,893 3,090,756 977,089 351 4,637,801 69,363	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40% 4.96% 10.35% 2.29% 0.12% 17.43% 1.13%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Proceeding Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit	19 100 3 3 3 3 2 13 2 10 32 15 83 ojects 3 8 5 1 12 2 9	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000 200,384,000 1,027,000 33,403,000 45,725,000 285,000 24,772,000 6,515,000 84,240,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 (80,000) 0 8,672,200 222,652 10,571,652 0 (3,554,810) (3,039,221) 0 1,835,375 (370,000) 111,582,890	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 94,665,000 62,171,200 11,097,652 210,955,652 1,027,000 29,848,190 42,685,779 285,000 26,607,375 6,145,000 195,822,890	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610 705,258 26,373,981 41,694,281 277,526 20,957,434 5,179,305 190,117,915	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575 94,727,042 321,742 3,474,209 991,488 7,474 5,649,941 965,695 5,704,975	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596 270,849 383,453 14,409 7,123 1,012,1440 896,332 1,185,987	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446 50,893 3,090,756 977,089 351 4,637,801 69,363 4,518,988	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40% 4.96% 10.35% 2.29% 0.12% 17.43% 1.13% 2.31%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Pri Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services	19 100 3 3 3 3 2 13 2 10 32 15 83 ojects 3 8 5 1 12 2 2	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 94,665,000 53,499,000 10,875,000 200,384,000 1,027,000 33,403,000 45,725,000 285,000 24,772,000 6,515,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652 10,571,652 0 (3,554,810) (3,039,221) 0 1,835,375 (370,000)	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 94,665,000 62,171,200 11,097,652 210,955,652 1,027,000 29,848,190 42,685,779 285,000 26,607,375 6,145,000	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610 705,258 26,373,981 41,694,281 277,526 20,957,434 5,179,305	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575 94,727,042 321,742 3,474,209 991,498 7,474 5,649,941 965,695	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596 270,849 383,453 14,409 7,123 1,012,140 896,332	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446 50,893 3,090,756 977,089 351 4,637,801 69,363	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40% 4.96% 10.35% 2.29% 0.12% 0.12% 17.43%
Summary of 2020 Projects  Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit Public Works & Engineering Planning, Bldg & Growth Mgmt.  Total City  Summary of 2019 and Prior Pri Corporate-Council Information Technology Office of the CAO Legislative Services Community Services Fire & Emergency Services Transit	19 100 3 3 3 3 2 13 2 10 32 15 83 ojects 3 8 5 1 12 2 9 77	115,446,000 14,210,000 323,581,150 1,025,000 14,099,000 1,360,000 100,000 23,376,000 1,385,000 94,665,000 20,384,000 200,384,000 200,384,000 24,725,000 24,772,000 6,515,000 84,240,000 309,885,000	264,180,786 205,000 272,337,074 0 (499,200) 1,724,000 0 532,000 (80,000) 0 8,672,200 222,652 10,571,652 0 (3,554,810) (3,039,221) 0 1,835,375 (370,000) 111,582,890 364,908,533	379,626,786 14,415,000 595,918,224 1,025,000 13,599,800 3,084,000 100,000 23,908,000 1,305,000 94,665,000 62,171,200 11,097,652 210,955,652 1,027,000 29,848,190 42,685,779 285,000 26,607,375 6,145,000 195,822,890 674,793,533	23,699,534 123,854,224 3,441,615 208,609,741 102,508 6,969,006 2,403,132 78,435 13,569,539 1,283,216 40,146,563 44,167,134 7,509,077 116,228,610 705,258 26,373,981 41,694,281 277,526 20,957,434 5,179,305 190,117,915 450,907,380	255,772,562 10,973,385 387,308,483 922,492 6,630,794 680,868 21,565 10,338,461 21,784 54,518,437 18,004,066 3,588,575 94,727,042 321,742 3,474,209 991,488 7,474 5,649,941 965,695 5,704,975 223,886,153	35,833,313 1,193,795 53,267,366 268,663 926,247 30,865 - 1,723,278 20,592 179,903 5,588,569 436,479 9,174,596 270,849 383,453 14,409 7,123 1,012,140 896,332 1,185,987 96,980,037	219,939,249 9,779,590 334,041,117 653,829 5,704,547 650,003 21,565 8,615,183 1,192 54,338,534 12,415,497 3,152,096 85,552,446 50,893 3,090,756 977,089 351 4,637,801 69,363 4,518,988 126,906,116	63.79% 41.95% 21.08% 21.57% 36.03% 0.09% 57.40% 19.97% 28.40% 4.96% 10.35% 2.29% 0.12% 17.43% 1.13% 2.31% 18.81%

With respect to Schedule A, we have reclassifed projects to different budget years with the following criteria at this point in time: If the budget amendment for a given year is higher than 25% of the original approved budget, the year with the highest amendment is picked up as the project year if there are multiple budget amendments. Where there are two years with the same total amendment, the most current year becomes the budget amendment year.

## CAPITAL PROJECTS WITH SIGNIFICANT BUDGETS REMAINING AS AT SEPTEMBER 30, 2023

Project #			Project Description	Current Project Budget	Project to Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Uncommitted Budget Percentage	Department	Ward	Stage	Project Start Date	Project End Date	Delivery Status
												The project is in the Design Development Phase with 60% design delivery expected			
												by February 2024. We are in the in-market			
												stage for the RFP for the Construction			
												Manager. The RFP deadline was extended and now closes Nov 8, 2023 with award			
												and PO by February 22, 2024. Construction	n		
104880	2010	2024	Transit Maintananas 9 Storaga Facility	189,780,000	6,443,051	183,336,949	6,723,582	176,613,367	93%	Public Works & Engineering	10	is phased with Early Works commencing late Q2 - early Q3 2024.	May 2019	December 2026	Design, Procurement
194880	2019	2021	Transit Maintenance & Storage Facility	189,780,000	6,443,051	183,336,949	6,723,582	176,613,367	93%	Public Works & Engineering	10	Staff have submitted a Phase 2 ZETF	May 2019	December 2026	Design, Procurement
												capital application for the third facility			
												electrification project and have received positive feedback for the federal portion.			
												Advocacy for the provincial component		TBD (contingent of	
234881	2023	2023	Facility Electrification	150,000,000	-	150,000,000	-	150,000,000	100%	Transit	10	continues.	March 2023	external funding)	Pending Third Party Funding
												Design Development phase has been			
												completed and approved. The project is on			
												hold until the outcome of the Expression of Interest process is completed [tentatively]			
185160	2018	2019	Centre for Education, Innovation & Collaboration	99,400,000	3,027,873	96,372,127	5,269,252	91,102,875	92%	Public Works & Engineering	1	at the end of October 2023.	March 2018	August 2027	Planning/Design
004507	0000	0000	Barrard Transactions	77 000 000		77.000.000		77.000.000	4000/	Oli of Advisional and Office		D. Alliana de la companya della companya della companya de la companya della comp	NA - 0000	D	
231597	2023	2023	Property Transactions	77,900,000	-	77,900,000	-	77,900,000	100%	Chief Administrative Officer	2	Due diligence in progress  To proceed with the Sandalwood Facility	May 2023	December 2023 TBD (contingent of	In progress
234882	2023	2023	Facility Electrification Retrofit	60,000,000	-	60,000,000	-	60,000,000	100%	Transit	2	electrification Phase 2 ZETF capital	March 2023	external funding)	Pending Third Party Funding
												The project is in Schematic Design close-			
												out and the beginning of the Design			
												Development phase. The RFP for			
												Construction Management Services has been cancelled, as directed by CAO Office.			
												The project delivery model has been			
												changed to a CCDC2. BDC and the			
												consultant are reassessing the schedule and contractor procurement to maintain			
225700	2022	2023	Mississauga-Embleton Community Centre	44,200,000	1,034,451	43,165,549	4,434,024	38,731,525	88%	Public Works & Engineering	6	targeted construction start for Fall 2024.	June 2021	August 2026	Design
00.4000	0000	0000	Dua Burahasa	07.004.000	5 405 400	00 405 070		00 405 070	000/	Tana ali	O't - M' da	external funding partners and evaluating		D	Na deinde entirities (contents and
204690	2020	2020	Bus Purchases	37,331,000	5,135,122	32,195,878	-	32,195,878	86%	Transit	City Wide	procurement options for growth buses  Transit staff are actively working with	January 2020	December 2026	Multiple activities/various stages
												external funding partners and evaluating			
224600	2022	2022	Bus Purchases	30,248,000	_	30,248,000	_	30,248,000	100%	Transit	City Wide	procurement options for replacement buses planned for in-service 2024/2025.	January 2023	December 2026	Multiple activities/various stages
217735			Riverwalk	35,130,000	711,210	34,418,790	4,928,398	29,490,392		Planning, Bldg & Growth Mgmt	1,3	Detail design.	2018	2028	On track
												Transit staff are actively working with			
214690	2021	2021	Bus Purchases	44,520,000	15,503,073	29,016,927	-	29,016,927	65%	Transit	City Wide	external funding partners and evaluating Transit Project Assessment Process	January 2021	December 2026	Multiple activities/various stages
												(TPAP) pre-activities are ongoing. A			
												comprehensive list of options has been developed. The first Public Information			
214883	2021	2021	Transit Hub	30,000,000	257,352	29,742,648	832,461	28,910,187	96%	Transit	01	Centre (PIC) is anticipated in 2023.	July 2020	December 2027	Planning/Design
				, ,	·	, ,	•	, ,			-	The Victoria Park Arena redevelopment			
195740	2019	2021	Victoria Park New Facility	25,850,000	1,341,202	24,508,798	1,098,396	23,410,402	91%	Public Works & Engineering	7	project is tender ready. A budget Transit staff are actively working with	March 2019	December 2025 December 2026	Planning/Design
224690	2022	2022	Bus Purchases	19,000,000	-	19,000,000	-	19,000,000	100%	Transit	City Wide	external funding partners and evaluating	January 2022		Multiple activities/various stages
				10 700 000	000 500	10.000 :5:	100		2007	T14		Detailed design substantially completed,			
224802	2022	2023	Zum Service Expansion - Chinguacousy Rd. Corridor	18,700,000	690,566	18,009,434	139,532	17,869,902	96%	Transit	3, 4, 5, 6, 7	tender under preparation.	January 2022	October 2024	Detailed Design and Tendering
															Tender is complete, due to go out mid November, could be delayed
															by a few weeks due to value of the
205700	2000	2000	Core Mondows Contdoor Construction	47 500 000	00.070	47 400 004		47 400 004	4000/	Community Comings	40	Detentially going to tender in New 2002	March 2004	lune 2020	project it is being reviewed
225/32	2022	2023	Gore Meadows - Outdoor Construction	17,500,000	39,076	17,460,924	-	17,460,924	100%	Community Services	10	Potentially going to tender in Nov 2023.  Transit staff are actively working with	March 2024	June 2026	carefully
												external funding partners and evaluating			
194690	2010	2020	Bus Purchases	26,890,000	12,186,400	14,703,600		14,703,600	55%	Transit	City Wide	procurement options for growth buses planned for in-service 2024.	January 2020	June 2025	Multiple activities/various stages
	ZU13		New Capital Development	19,150,000	4,465,443	14,703,600	305,339	14,703,600		Community Services	City Wide	Tender/Construction.	March 2021	June 2025 June 2026	Multiple activities/various stages

## CAPITAL PROJECTS WITH SIGNIFICANT BUDGETS REMAINING AS AT SEPTEMBER 30, 2023

Project	# Budget A	Budget Amend. Year	Project Description	Current Project Budget	Project to Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Uncommitted Budget Percentage	Department	Ward	Stage	Project Start Date	Project End Date	Delivery Status
												The RFP for the Construction Manager has			
												been cancelled. The project delivery model			
												has been changed to a CCDC2. The new			
												tender is planned to be released in Q4			
20565	2020	2022	Century Gardens - Youth Centre	14,000,000	887,676	13,112,324	336,373	12,775,951	91%	Public Works & Engineering	1	2023.	October 2019	December 2024	Planning/Design
										L		Active contracts in place. Work has started			
23468	2023	2023	Bus Refurbishments	16,313,000	2,445,582	13,867,418	1,839,880	12,027,538	74%	Transit	City Wide	and is progressing.	March 2023	December 2024	Multiple activities/various stages
00500		0000	F. 1111 1 0 1 1	40.000.000	70.407	44 000 500		44 000 500	200/			RFP for consultant (initiation) In 60% of			
22533			Field Hockey - Construction	12,000,000	79,407	11,920,593	- 24 505 402	11,920,593		Community Services	6	detail designed stage with consultant.	October 2024		No procurement as of yet
19398			Cottrelle Blvd: Humberwest Pkwy - Goreway Dr.	40,500,000	8,555,741	31,944,259	24,585,493	7,358,766	18%	Public Works & Engineering	8 C:tr. \\\':da	Under construction.		December 2025	On-going
20165	2020	2021	Facilities Repair & Replacement	29,102,836	17,339,215	11,763,621	5,139,042	6,624,579	23%	Public Works & Engineering	City Wide	Various projects at various stages.  The construction tender has been awarded	March 2020	December 2025	Multiple activities/various stages
10567	2010	2010	Chris Gibson Recreation Centre	47,942,000	2,343,009	45,598,991	39.655.663	5,943,328	12%	Public Works & Engineering	1	and construction has commenced.	March 2018	September 2025	Construction
16567	2016	2019	Chins Gibson Recreation Centre	47,942,000	2,343,009	45,596,991	39,000,000	5,945,326	1270	Fublic Works & Engineering	'	and construction has commenced.	March 2016	September 2025	IVIUITI-year project which includes
40000		2000		24.000.000	4 400 000	40.007.000	40.040.00=	- <del></del>	0.407		400	Martin		0000	streetscape works and IDP initiatives: Cashflow as follow 2023: \$2.5M, 2024: \$7.5M, 2025: \$4.5M, 2026: \$1.4M, 2027:
18386	2018	2022	Downtown Improvements	24,009,000	4,403,362	19,605,638	13,816,007	5,789,631	24%	Planning, Bldg & Growth Mgmt	1 & 3	Varies.	2022	2026	balance
												Phase 1 detailed design is complete. On Sept 06, 2023, Council approved the			
												project's phase 2 (Implementation,			
												commissioning, measurement and			
												verification) and phase 3 (Performance			Construction is expected to be
												guarantee period) with the budget			completed by Oct 2025. The
												amendment in the amount of \$11,625,000.			design which had originally started
										L	l	The phase 2 is expected to start in Jan			in Jan 2022 was successfully
			Zero Carbon Retrofit	39,141,170	1,675,495	37,465,675	32,938,713	4,526,962		Public Works & Engineering	Ward # 3 & 4		Jan 2022	Oct 2025	completed in June 2023.
23382	2023	2023	Road Resurfacing Program	15,000,000	1,914,077	13,085,923	9,033,780	4,052,143	27%	Public Works & Engineering	City Wide	Under construction.	June 2023	December 2023	On-going
22358	2022	2022	Goreway Drive Widening	63,500,000	1,800,882	61,699,118	59,148,526	2,550,592	4%	Public Works & Engineering	8 & 10	Under construction	February 2023	December 2026	On-going
												Construction started in Q2 2022 and is			
18568	2018	2021	Balmoral Recreation Centre	24,880,000	11,260,126	13,619,874	11,724,912	1,894,962	8%	Public Works & Engineering	7	progressing according to schedule.	January 2018	April 2024	Construction
14358	2014	2018	Goreway Drive Widening	33,920,388	2,396,816	31,523,572	30,890,721	632,851	2%	Public Works & Engineering	8	Under construction.	June 2023	December 2024	On-going
				, , -	, ,	, ,		,		l					
												Preliminary design is in progress -			
												discussing and updating vendor's survey			
21461	2021	2021	Smart Bus	11,500,000	489,583	11,010,417	10,929,415	81,002	1%	Transit	City Wide	and design documents with project team.	January 2022	December 2024	Planning/Design

927,212,095

1,190,981,604 263,769,509

1,297,407,394 106,425,790

Page 2

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
			CORPORATE SUPPORT SERVICES & COUNCIL						
171398	2017	2017	Minor Capital - Human Resources	14,000	-	14,000	-	14,000	Standard Recurring
181075	2018	2018	Corporate Asset Management	1,000,000	692,677	307,323	270,849	36,474	Standard Recurring
191397	2019	2019	Minor Capital - Strategic Communications	13,000	12,581	419	-	419	Standard Recurring
201061	2020	2020	Long-Term Financial MP	250,000	58,736	191,264	146,006	45,258	Standard Recurring
201075	2020	2020	Corporate Asset Management	750,000	43,772	706,228	122,657	583,571	Standard Recurring
201360	2020	2020	Communications Master Plan	25,000	-	25,000	-	25,000	Strategic and Council Priorities
211075	2021	2021	Corporate Asset Management	500,000	110,505	389,495	-	389,495	Standard Recurring
221098	2022	2022	Minor Capital - Corporate Wide	235,000	108,399	126,601	-	126,601	Standard Recurring
221257	2022	2022	Sign for Tourism Promotion	345,000	167,348	177,652	-	177,652	Strategic and Council Priorities
221345	2022	2022	Non-Union Job Evaluation	175,000	-	175,000	81,408	93,592	Strategic and Council Priorities
221430	2022	2023	Mayor & Council - Technology Acquisition-Refresh	75,000	43,359	31,641	-	31,641	Standard Recurring
231000	2023	2023	Development Charges Study	725,426	21,689	703,737	136,811	566,926	Standard Recurring
231299	2023	2023	Minor Capital - Council Members	13,000	3,444	9,556	-	9,556	Standard Recurring
231571	2023	2023	GT20 Cricket Sponsorship	300,000	231,815	68,185	-	68,185	Strategic and Council Priorities
			TOTAL CORPORATE SUPPORT SERVICES & COUNCIL	4,420,426	1,494,325	2,926,101	757,731	2,168,370	
			CORPORATE SUPPORT SERVICES - INFORMATION TECHNOLOGY						
171478	2017	2017	Citizen Service Program	800,000	743,809	56,191	52,629	3,562	Strategic and Council Priorities
171480	2017	2017	Corporate Technology Program	3,193,500	2,993,937	199,563	236	199,327	Strategic and Council Priorities
181427	2018	2018	Core Technologies Program	3,999,800	3,919,347	80,453	-	80,453	Standard Recurring
181478	2018	2018	Citizen Service Program	200,000	-	200,000	-	200,000	Strategic and Council Priorities
181480	2018	2018	Corporate Technology Program	5,491,690	4,673,610	818,080	- 218	818,298	Strategic and Council Priorities
191427	2019	2019	Core Technologies Program	5,199,900	5,134,611	65,289	1,535	63,754	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
191478	2019	2019	Citizen Service Program	899,000	877,482	21,518	-	21,518	Strategic and Council Priorities
191480	2019	2019	Corporate Technology Program	10,064,300	8,031,185	2,033,115	329,271	1,703,844	Strategic and Council Priorities
201427	2020	2020	Core Technologies Program	5,970,000	4,524,878	1,445,122	1,909	1,443,213	Standard Recurring
201478	2020	2020	Citizen Service Program	340,000	183,203	156,797	-	156,797	Strategic and Council Priorities
201480	2020	2020	Corporate Technology Program	7,289,800	2,260,925	5,028,875	924,338	4,104,537	Strategic and Council Priorities
211427	2021	2021	Core Technologies Program	4,469,000	2,015,143	2,453,857	38,776	2,415,081	Standard Recurring
211480	2021	2021	Corporate Technology Program	6,526,000	3,516,493	3,009,507	858,916	2,150,591	Strategic and Council Priorities
221427	2022	2022	Core Technologies Program	2,800,000	1,245,905	1,554,095	73,166	1,480,929	Standard Recurring
221480	2022	2022	Corporate Technology Program	5,512,000	1,050,229	4,461,771	766,321	3,695,450	Strategic and Council Priorities
231427	2023	2023	Core Technologies Program	2,425,000	197,519	2,227,481	-	2,227,481	Standard Recurring
231480	2023	2023	Corporate Technology Program	279,000	7,850	271,150	20,000	251,150	Strategic and Council Priorities
231487	2023	2023	Enterprise Dashboard Software	2,500,000	-	2,500,000	-	2,500,000	Strategic and Council Priorities
231998	2023	2023	Corporate Services-Preventative Maintenance	494,000	375,360	118,640	-	118,640	Standard Recurring
			TOTAL CORPORATE SUPPORT SERVICES - INFORMATION TECHNOLOGY	68,452,990	41,751,486	26,701,504	3,066,879	23,634,625	
			CHIEF ADMINISTRATIVE OFFICER						
181256	2018	2018	Branding-Marketing-FDI Strategy	1,875,000	1,759,044	115,956	14,409	101,547	Strategic and Council Priorities
181771	2018	2018	East-end Community Centre	12,600,000	11,824,458	775,542	-	775,542	Strategic and Council Priorities
191206	2019	2022	Cybersecure Catalyst	5,000,000	4,606,568	393,432	-	393,432	Strategic and Council Priorities
191542	2019	2019	Land Acquisition & Preliminary Due Diligence	13,616,777	13,616,777	-	-	-	Strategic and Council Priorities
191588	2019	2019	Acquisition-Main St. Properties	8,766,001	8,691,001	75,000	-	75,000	Strategic and Council Priorities
191589	2019	2019	Acquisition-Nelson-George St.	5,828,001	5,803,001	25,000	-	25,000	Strategic and Council Priorities
201070	2020	2020	Fair Wage Policy & Community Benefits	174,000	136,135	37,865	30,865	7,000	Strategic and Council Priorities
201256	2020	2020	FDI Strategy	300,000	-	300,000	-	300,000	Strategic and Council Priorities

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
201588	2020	2020	Purchase-54 Main St. North	2,610,000	2,266,997	343,003	-	343,003	Strategic and Council Priorities
211542	2021	2021	Land Acquisition-Due Diligence	4,280,000		4,280,000	-	4,280,000	Strategic and Council Priorities
211550	2021	2021	Golden Age Village-GAVE	500,000	239,711	260,289	-	260,289	Strategic and Council Priorities
211590	2021	2021	Acquisition of Properties	25,492,049	25,378,087	113,962	-	113,962	Strategic and Council Priorities
217985	2021	2022	B-Hive	3,969,000	3,052,800	916,200	-	916,200	Strategic and Council Priorities
221542	2022	2022	Land Acquisition-Due Diligence	250,000	-	250,000	-	250,000	Strategic and Council Priorities
221551	2022	2022	Due Diligence Costs - Hospice	200,000	22,649	177,351	-	177,351	Strategic and Council Priorities
221552	2022	2022	LTC-Offer to Lease Costs	250,000	197	249,803	-	249,803	Strategic and Council Priorities
221591	2022	2022	Acquisition of Property	1,700,000	1,311,977	388,023	-	388,023	Strategic and Council Priorities
221593	2022	2022	Aquisition of 46 Main St. North	1,350,000	905,807	444,193	-	444,193	Strategic and Council Priorities
231256	2023	2023	Investment Attraction	150,000	-	150,000	-	150,000	Strategic and Council Priorities
231260	2023	2023	CyberTech Conference	50,000	-	50,000	-	50,000	Strategic and Council Priorities
231542	2023	2023	Land Acquisition-Due Diligence	100,000	-	100,000	-	100,000	Standard Recurring
231592	2023	2023	Realty Serv. Modernization & Land Acquisition Strategy	200,000	-	200,000	-	200,000	Strategic and Council Priorities
231594	2023	2023	Railroad St. Properties	14,500,000	12,478,681	2,021,319	-	2,021,319	Strategic and Council Priorities
231595	2023	2023	Acquisition of 42 Main St. North	1,550,000	1,226,853	323,147	-	323,147	Strategic and Council Priorities
231596	2023	2023	Acquisition of 0 Beechmont Dr.	23,060,000	22,411,759	648,241	-	648,241	Strategic and Council Priorities
231597	2023	2023	Property Transactions	77,900,000	-	77,900,000	-	77,900,000	Strategic and Council Priorities
237610	2023	2023	Innovation District Signage	150,000	23,418	126,582	-	126,582	Strategic and Council Priorities
			TOTAL CHIEF ADMINISTRATIVE OFFICER	206,420,828	115,755,920	90,664,908	45,274	90,619,634	
			LEGISLATIVE SERVICES						
181485	2018	2018	Records-Info Management System-BRIMS	285,000	277,526	7,474	7,123	351	Strategic and Council Priorities
201193	2020	2020	Minor Capital - Enforcement	40,000	39,372	628	-	628	Standard Recurring

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
205181	2020	2020	Animal Services - Misc Initiatives	60,000	39,063	20,937	-	20,937	Standard Recurring
211193	2021	2021	Minor Capital - Enforcement	40,000	26,069	13,931	-	13,931	Standard Recurring
215181	2021	2021	Animal Services - Misc Initiatives	35,000	-	35,000	-	35,000	Standard Recurring
221193	2022	2022	Minor Capital – Enforcement	40,000	-	40,000	-	40,000	Standard Recurring
231165	2023	2023	Enterprise Risk Management Strategy & Implementation	200,000	-	200,000	-	200,000	Strategic and Council Priorities
231193	2023	2023	Minor Capital – Enforcement	40,000	-	40,000	-	40,000	Standard Recurring
			TOTAL LEGISLATIVE SERVICES	740,000	382,030	357,970	7,123	350,847	
			COMMUNITY SERVICES						
174954	2017	2017	Outdoor Asset Replacement	2,812,375	2,534,938	277,437	165,624	111,813	Standard Recurring
184955	2018	2018	Park Enhancements	1,250,000	1,002,782	247,218	208,885	38,333	Strategic and Council Priorities
185865	2018	2018	Parks-New Capital Development	3,741,000	3,594,432	146,568	10,045	136,523	Standard Recurring
194954	2019	2019	Outdoor Asset Replacement-Planning & Infrastructure	620,000	429,989	190,011	190,011	-	Standard Recurring
195210	2019	2019	Collaborative Learning Technology Centre	3,200,000	29,379	3,170,621	-	3,170,621	Strategic and Council Priorities
195420	2019	2019	Playground Repair & Replacement	1,555,000	1,426,626	128,374	128,374	-	Standard Recurring
195560	2019	2019	Recreation - Misc Initiatives	1,420,000	1,280,916	139,084	12,053	127,031	Standard Recurring
195865	2019	2019	New Capital Development	8,151,000	7,344,168	806,832	265,609	541,223	Standard Recurring
195893	2019	2019	Sportsfield Repair & Replacement	430,000	364,839	65,161	-	65,161	Standard Recurring
196000	2019	2019	Valleyland Development	675,000	576,107	98,893	-	98,893	Standard Recurring
196600	2019	2019	Emerald Ash Borer	2,703,000	2,329,156	373,844	31,539	342,305	Strategic and Council Priorities
196820	2019	2019	Venue Management Software	50,000	44,102	5,898	-	5,898	Strategic and Council Priorities
196860	2019	2022	Public Art Investment	650,000	175,662	474,338	-	474,338	Strategic and Council Priorities
204150	2020	2020	Engineering & Parkland Studies	1,000,000	403,348	596,652	6,405	590,247	Standard Recurring
204954	2020	2020	Outdoor Asset Replacement-Planning & Infrastructure	745,000	538,756	206,244	185,445	20,799	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
204955	2020	2020	Park Enhancements	1,250,000	618,154	631,846	36,590	595,256	Strategic and Council Priorities
205420	2020	2020	Playground Repair & Replacement	2,140,000	1,991,252	148,748	70,119	78,629	Standard Recurring
205460	2020	2020	Outdoor Winter Rec. Amenities	1,400,000	1,161,391	238,609	-	238,609	Strategic and Council Priorities
205560	2020	2020	Recreation - Misc Initiatives	1,270,000	1,242,873	27,127	388	26,739	Standard Recurring
205730	2020	2021	Gore Meadows Fieldhouse & Ancillary Buildings	7,000,000	1,609	6,998,391	-	6,998,391	Strategic and Council Priorities
205780	2020	2020	CAA Centre	663,000	599,702	63,298	-	63,298	Strategic and Council Priorities
205865	2020	2020	New Capital Development	10,642,000	4,794,745	5,847,255	1,242,437	4,604,818	Strategic and Council Priorities
205893	2020	2020	Sportsfield Repair & Replacement	200,000	170,403	29,597	4,648	24,949	Standard Recurring
205936	2020	2020	Central Peel - Artificial Turf Field	1,500,000	-	1,500,000	-	1,500,000	Strategic and Council Priorities
206000	2020	2020	Valleyland Development	1,925,000	1,487,173	437,827	177,246	260,581	Standard Recurring
206600	2020	2020	Emerald Ash Borer	1,153,000	561,742	591,258	-	591,258	Strategic and Council Priorities
206835	2020	2021	Signage-Rebranding – Rose Theatre	98,962	10,237	88,725	-	88,725	Strategic and Council Priorities
206855	2020	2020	Arts Walk of Fame	20,000	-	20,000	-	20,000	Strategic and Council Priorities
211055	2021	2021	Monument to William Davis	100,000	-	100,000	-	100,000	Strategic and Council Priorities
214150	2021	2021	Engineering - Parkland Studies	350,000	245,725	104,275	99,093	5,182	Standard Recurring
215420	2021	2021	Playground Repair-Replacement	1,840,000	1,705,326	134,674	99,507	35,167	Standard Recurring
215430	2021	2021	Wayfinding & Signage-Outdoors	100,000	35,650	64,350	-	64,350	Standard Recurring
215499	2021	2021	Minor Capital - Parks - Outdoor Assets	50,000	36,569	13,431	-	13,431	Standard Recurring
215560	2021	2021	Recreation - Misc Initiatives	1,465,000	1,319,219	145,781	7,632	138,149	Standard Recurring
215780	2021	2021	CAA Centre	2,090,000	356,560	1,733,440	-	1,733,440	Strategic and Council Priorities
215865	2021	2021	New Capital Development	19,150,000	4,465,443	14,684,557	305,339	14,379,218	Strategic and Council Priorities
215893	2021	2021	Sportsfield Repair-Replacement	850,000	431,913	418,087	239,686	178,401	Standard Recurring
216000	2021	2021	Valleyland Development	2,001,277	1,461,316	539,961	110,131	429,830	Standard Recurring

Project #		Budget Amend. Year		Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
216501	2021	2021	Community Living - Ward 01	1,000,000	624,541	375,459	126,879	248,580	Strategic and Council Priorities
216502	2021	2021	Community Living - Ward 02	1,000,000	913,049	86,951	40,593	46,358	Strategic and Council Priorities
216503	2021	2021	Community Living - Ward 03	1,000,000	737,955	262,045	87,166	174,879	Strategic and Council Priorities
216504	2021	2021	Community Living - Ward 04	1,000,000	859,422	140,578	54,857	85,721	Strategic and Council Priorities
216505	2021	2021	Community Living - Ward 05	1,000,000	929,457	70,543	49,590	20,953	Strategic and Council Priorities
216506	2021	2021	Community Living - Ward 06	1,000,000	879,997	120,003	74,296	45,707	Strategic and Council Priorities
216507	2021	2021	Community Living - Ward 07	1,000,000	864,317	135,683	96,808	38,875	Strategic and Council Priorities
216508	2021	2021	Community Living - Ward 08	1,000,000	879,453	120,547	120,512	35	Strategic and Council Priorities
216509	2021	2021	Community Living - Ward 09	1,000,000	807,190	192,810	135,408	57,402	Strategic and Council Priorities
216510	2021	2021	Community Living - Ward 10	1,000,000	672,347	327,653	305,975	21,678	Strategic and Council Priorities
216600	2021	2021	Emerald Ash Borer	968,000	12,669	955,331	-	955,331	Strategic and Council Priorities
216611	2021	2021	Urban Forest Canopy Program	2,341,000	2,252,261	88,739	88,739	-	Strategic and Council Priorities
216831	2021	2021	Rose Theatre-Accessibly & Efficiency Upgrades	5,613,150	1,298,152	4,314,998	878,528	3,436,470	Strategic and Council Priorities
224150	2022	2022	Engineering & Parkland Studies	350,000	-	350,000	-	350,000	Standard Recurring
224954	2022	2022	Parks Asset Repair-Replacement	350,000	216,061	133,939	109,438	24,501	Standard Recurring
225211	2022	2022	St. Edmund Campion Secondary School Partnership	1,500,000	-	1,500,000	-	1,500,000	Strategic and Council Priorities
225335	2022	2022	Field Hockey - Construction	12,000,000	79,407	11,920,593	-	11,920,593	Strategic and Council Priorities
225420	2022	2022	Playground Repair-Replacement	660,000	199,271	460,729	412,308	48,421	Standard Recurring
225499	2022	2022	Minor Capital - Parks	50,000	7,243	42,757	-	42,757	Standard Recurring
225560	2022	2022	Recreation - Misc Initiatives	2,058,000	1,080,482	977,518	174,728	802,790	Standard Recurring
225732	2022	2023	Gore Meadows - Outdoor Construction	17,500,000	39,076	17,460,924	-	17,460,924	Strategic and Council Priorities
225751	2022	2022	Torbram-Sandalwood Park - Construction	4,500,000	40,351	4,459,649	-	4,459,649	Strategic and Council Priorities
225860	2022	2023	New Neighbourhood Parks	5,502,281	5,160,394	341,887	-	341,887	Strategic and Council Priorities

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
225865	2022	2022	Capital Redevelopment	1,200,000	433,928	766,072	47,211	718,861	Strategic and Council Priorities
225893	2022	2022	Sportsfield Repair-Replacement	1,175,000	464,663	710,337	237,570	472,767	Standard Recurring
225896	2022	2022	Outdoor Soccer Court	500,000	153,403	346,597	276,416	70,181	Strategic and Council Priorities
225926	2022	2022	James and Margaret McGie Park	140,000	135,913	4,087	4,085	2	Strategic and Council Priorities
225938	2022	2022	Joint Use Cricket Pitch-Turner Fenton SS	1,100,000	-	1,100,000	-	1,100,000	Strategic and Council Priorities
225940	2022	2022	Pathways Implementation Program	1,500,000	1,193,278	306,722	-	306,722	Standard Recurring
225996	2022	2022	Recreation-Preventative Maintenance	1,029,000	1,028,977	23	-	23	Standard Recurring
225998	2022	2023	Parks-Preventative Maintenance	50,000	43,010	6,990	-	6,990	Standard Recurring
226611	2022	2022	Urban Forest Canopy Program	2,728,000	776,502	1,951,498	788,262	1,163,236	Strategic and Council Priorities
226810	2022	2022	Performing Arts Initiatives	300,000	136,729	163,271	32,843	130,428	Standard Recurring
232112	2023	2023	Community Safety Program	401,000	105,701	295,299	-	295,299	Strategic and Council Priorities
234954	2023	2023	Parks Asset Repair-Replacement	420,000	213,997	206,003	44,015	161,988	Standard Recurring
235410	2023	2023	Recreation Outdoor Assets	1,780,000	34,526	1,745,474	164,852	1,580,622	Standard Recurring
235420	2023	2023	Playground Repair-Replacement	615,000	-	615,000	210,679	404,321	Standard Recurring
235460	2023	2023	Outdoor Rinks	1,000,000	20,352	979,648	343,715	635,933	Strategic and Council Priorities
235465	2023	2023	Winter Optimization-Amenities	100,000	44,774	55,226	-	55,226	Strategic and Council Priorities
235466	2023	2023	Tennis Air-Supported Structure	6,813,720	7,263	6,806,457	-	6,806,457	Strategic and Council Priorities
235550	2023	2023	Recreation - Indoor Asset	645,000	20,927	624,073	41,715	582,358	Standard Recurring
235551	2023	2023	Recreation - Equipment Replacement	945,000	465,826	479,174	262,675	216,499	Standard Recurring
235560	2023	2023	Recreation - Misc Initiatives	225,000	7,933	217,067	-	217,067	Standard Recurring
235860	2023	2023	Neighbourhood Parks	179,419	88,409	91,010	-	91,010	Standard Recurring
235865	2023	2023	Parks Community Asset Redevelopment	1,375,000	132,512	1,242,488	412,450	830,038	Standard Recurring
235893	2023	2023	Sportsfield Repair-Replacement	500,000	26,859	473,141	148,368	324,773	Standard Recurring

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
235927	2023	2023	New Amenities in Ward 4 Park	2,750,000	15,671	2,734,329	74,901	2,659,428	Strategic and Council Priorities
235937	2023	2023	Construction-Joint Use Track	300,000	-	300,000	-	300,000	Strategic and Council Priorities
235941	2023	2023	Recreation Trail Repair & Replacement	460,000	212,213	247,787	61,694	186,093	Standard Recurring
235996	2023	2023	Recreation-Preventative Maintenance	1,049,000	264,352	784,648	-	784,648	Standard Recurring
235997	2023	2023	Performing Arts-Preventative Maintenance	138,000	34,177	103,823	-	103,823	Standard Recurring
235998	2023	2023	Parks-Preventative Maintenance	75,000	31,855	43,145	-	43,145	Standard Recurring
236501	2023	2023	Community Living - Ward 01	1,000,000	-	1,000,000	-	1,000,000	Strategic and Council Priorities
236502	2023	2023	Community Living - Ward 02	1,000,000	-	1,000,000	100,488	899,512	Strategic and Council Priorities
236503	2023	2023	Community Living - Ward 03	1,000,000	-	1,000,000	36,741	963,259	Strategic and Council Priorities
236504	2023	2023	Community Living - Ward 04	1,000,000	-	1,000,000	187,951	812,049	Strategic and Council Priorities
236505	2023	2023	Community Living - Ward 05	1,000,000	-	1,000,000	43,009	956,991	Strategic and Council Priorities
236506	2023	2023	Community Living - Ward 06	1,000,000	-	1,000,000	200,976	799,024	Strategic and Council Priorities
236507	2023	2023	Community Living - Ward 07	1,000,000	-	1,000,000	-	1,000,000	Strategic and Council Priorities
236508	2023	2023	Community Living - Ward 08	1,000,000	-	1,000,000	72,962	927,038	Strategic and Council Priorities
236509	2023	2023	Community Living - Ward 09	1,000,000	-	1,000,000	-	1,000,000	Strategic and Council Priorities
236510	2023	2023	Community Living - Ward 10	1,000,000	13,890	986,110	200,976	785,134	Strategic and Council Priorities
236611	2023	2023	Urban Forest Canopy Program	1,200,000	128,171	1,071,829	85,278	986,551	Strategic and Council Priorities
236810	2023	2023	Performing Arts Initiatives	450,000	210,018	239,982	858	239,124	Standard Recurring
236855	2023	2023	Arts Walk of Fame	50,000	-	50,000	-	50,000	Strategic and Council Priorities
236860	2023	2023	Public Art Investment	343,000	58,653	284,347	-	284,347	Strategic and Council Priorities
			TOTAL COMMUNITY SERVICES	191,189,184	69,829,779	121,359,405	10,433,321	110,926,084	
			FIRE & EMERGENCY SERVICES						
182430	2018	2023	Dispatch Equipment	8,041,402	4,817,019	3,224,383	1,841,540	1,382,843	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
192310	2019	2019	Vehicle Replacement	5,745,000	4,844,766	900,234	830,871	69,363	Standard Recurring
192430	2019	2019	Dispatch Equipment	400,000	334,539	65,461	65,461	-	Standard Recurring
202310	2020	2021	Fire Vehicle Replacement	2,000,000	1,432,505	567,495	330,281	237,214	Standard Recurring
202430	2020	2020	Dispatch Upgrade & Equipment	335,000	315,230	19,770	19,116	654	Standard Recurring
202460	2020	2020	Fire Fighting Equipment	970,000	967,986	2,014	1,476	538	Standard Recurring
212110	2021	2021	Fire Miscellaneous Initiatives	395,000	341,080	53,920	-	53,920	Standard Recurring
212310	2021	2021	Fire Vehicle Replacement	1,290,000	1,067,436	222,564	99,059	123,505	Standard Recurring
212460	2021	2021	Fire Fighting Equipment	325,000	303,919	21,081	21,064	17	Standard Recurring
212561	2021	2021	Four-Fold Doors at 9 Fire Stations	1,431,000	1,383,043	47,957	-	47,957	Standard Recurring
222110	2022	2022	Fire Miscellaneous Initiatives	295,000	267,427	27,573	-	27,573	Standard Recurring
222310	2022	2022	Fire Vehicle Replacement	4,950,000	1,710,644	3,239,356	1,999,588	1,239,768	Standard Recurring
222430	2022	2022	Dispatch Upgrade & Equipment	400,000	398,888	1,112	-	1,112	Standard Recurring
222460	2022	2022	Firefighting Equipment	162,000	161,767	233	-	233	Standard Recurring
232110	2023	2023	Fire Miscellaneous Initiatives	430,000	48,963	381,037	-	381,037	Standard Recurring
232300	2023	2023	Growth Vehicles	3,008,000	-	3,008,000	1,969,396	1,038,604	Standard Recurring
232310	2023	2023	Vehicle Replacement	4,186,000	-	4,186,000	1,878,493	2,307,507	Standard Recurring
232430	2023	2023	Dispatch Upgrade - Equipment	633,000	22,177	610,823	-	610,823	Standard Recurring
232460	2023	2023	Fire Fighting Equipment	1,137,000	210,956	926,044	58,844	867,200	Standard Recurring
			TOTAL FIRE & EMERGENCY SERVICES	36,133,402	18,628,345	17,505,057	9,115,189	8,389,868	
			TRANSIT						
097730	2009	2009	Mt. Pleasant Mobility	29,898,561	29,516,712	381,849	5	381,844	Strategic & Council Priorities
124800	2012	2014	Zum / BRT	115,553,329	114,593,860	959,469	-	959,469	Strategic & Council Priorities
154714	2015	2015	Transit IT Initiatives	550,000	487,090	62,910	15,304	47,606	Strategic & Council Priorities

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
164110	2016	2018	Hurontario Light Rail Transit	6,862,000	5,750,689	1,111,311	-	1,111,311	Strategic & Council Priorities
164840	2016	2016	Terminal Improvements	1,000,000	6,971	993,029	-	993,029	Strategic & Council Priorities
174115	2017	2017	Light Rail Transit Extension - Alternative Routes - EA	6,410,000	5,967,440	442,560	327,547	115,013	Strategic & Council Priorities
174116	2017	2022	Hurontario LRT - Infrastructure & Capital Costs	4,700,000	8,372	4,691,628	-	4,691,628	Strategic & Council Priorities
174782	2017	2018	Electric Overhead Chargers	5,844,000	5,143,403	700,597	619,239	81,358	Strategic & Council Priorities
184690	2018	2018	Bus Purchases	28,205,000	27,175,620	1,029,380	200,022	829,358	Standard Recurring
184714	2018	2018	Transit IT Initiatives	1,500,000	1,476,130	23,870	23,870	-	Strategic & Council Priorities
194610	2019	2020	Smart Bus	5,000,000	4,858,497	141,503	51,835	89,668	Strategic & Council Priorities
194670	2019	2020	Fare Collection Equipment	10,000,000	7,165,334	2,834,666	-	2,834,666	Strategic & Council Priorities
194680	2019	2020	Bus Refurbishments	4,870,000	2,841,181	2,028,819	-	2,028,819	Standard Recurring
194690	2019	2020	Bus Purchases	26,890,000	12,186,400	14,703,600	-	14,703,600	Funding Advocacy
194712	2019	2020	Emerging Technologies Study	100,000	-	100,000	42,739	57,261	Strategic & Council Priorities
204117	2020	2020	Brand Development Strategy	500,000	173,531	326,469	72,504	253,965	Strategic & Council Priorities
204120	2020	2020	Queen Rapid Transit Design-TPAP	2,000,000	5,877	1,994,123	-	1,994,123	Strategic & Council Priorities
204641	2020	2020	Fleet Support Vehicles	35,000	-	35,000	-	35,000	Standard Recurring
204680	2020	2020	Bus Refurbishments	7,939,000	7,780,621	158,379	12,825	145,554	Standard Recurring
204690	2020	2020	Bus Purchases	37,331,000	5,135,122	32,195,878	-	32,195,878	Funding Advocacy
204706	2020	2022	ZEB Implementation Strategy and Rollout Plan	350,000	73,912	276,088	-	276,088	Strategic & Council Priorities
214610	2021	2021	Smart Bus	11,500,000	489,583	11,010,417	10,929,415	81,002	Strategic & Council Priorities
214641	2021	2021	Fleet Support Vehicles	770,000	380,589	389,411	-	389,411	Standard Recurring
214680	2021	2021	Bus Refurbishments	13,076,000	6,543,994	6,532,006	204,764	6,327,242	Standard Recurring
214690	2021	2021	Bus Purchases	44,520,000	15,503,073	29,016,927	-	29,016,927	Funding Advocacy
214715	2021	2021	Business Plan Review	290,000	232,319	57,681	4,783	52,898	Strategic & Council Priorities

Project #	Budget Year	Budget Amend. Year		Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
214770	2021	2021	Bus Shelters-Pads-Stops	420,000	292,624	127,376	-	127,376	Standard Recurring
214883	2021	2021	Transit Hub	30,000,000	257,352	29,742,648	832,461	28,910,187	Strategic & Council Priorities
224641	2022	2022	Fleet Support Vehicles	525,000	8,599	516,401	-	516,401	Standard Recurring
224680	2022	2022	Bus Refurbishments	13,889,000	4,775,349	9,113,651	37,939	9,075,712	Standard Recurring
224685	2022	2022	Bus Conversions	2,000,000	-	2,000,000	-	2,000,000	Strategic & Council Priorities
224690	2022	2022	Bus Purchases	19,000,000	-	19,000,000	-	19,000,000	Funding Advocacy
224714	2022	2022	Transit IT Initiatives	500,000	-	500,000	-	500,000	Strategic & Council Priorities
224770	2022	2022	Bus Shelters-Pads-Stops	450,000	398,798	51,202	51,202	-	Standard Recurring
224772	2022	2022	Shelter Refurbishments	155,000	26,157	128,843	641	128,202	Standard Recurring
224782	2022	2022	Electric Bus Chargers	300,000	-	300,000	-	300,000	Strategic & Council Priorities
224799	2022	2022	Minor Capital – Transit	150,000	148,916	1,084	-	1,084	Standard Recurring
224802	2022	2023	Zum Service Expansion - Chinguacousy Rd. Corridor	18,700,000	690,566	18,009,434	139,532	17,869,902	Strategic & Council Priorities
224812	2022	2022	Higher Order Transit on Steeles Corridor	1,000,000	-	1,000,000	-	1,000,000	Strategic & Council Priorities
234641	2023	2023	Fleet support vehicles	260,000	-	260,000	-	260,000	Standard Recurring
234670	2023	2023	Fare Collection Equipment	150,000	-	150,000	-	150,000	Strategic & Council Priorities
234680	2023	2023	Bus Refurbishments	16,313,000	2,445,582	13,867,418	1,839,880	12,027,538	Standard Recurring
234690	2023	2023	Bus Purchases	30,248,000	-	30,248,000	-	30,248,000	Funding Advocacy
234770	2023	2023	Bus Shelters-Pads-Stops	500,000	136,431	363,569	116,650	246,919	Standard Recurring
234772	2023	2023	Shelter Refurbishments	425,000	-	425,000	-	425,000	Standard Recurring
234799	2023	2023	Minor Capital – Transit	400,000	25,809	374,191	-	374,191	Standard Recurring
234881	2023	2023	Facility Electrification	150,000,000	-	150,000,000	-	150,000,000	Funding Advocacy
234882	2023	2023	Facility Electrification Retrofit	60,000,000	-	60,000,000	-	60,000,000	Funding Advocacy
234998	2023	2023	Transit-Preventative Maintenance	1,290,000	1,221,547	68,453	-	68,453	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
			TOTAL TRANSIT	712,368,890	263,924,050	448,444,840	15,523,157	432,921,683	
			PUBLIC WORKS & ENGINEERING						
044580	2004	2010	Torbram Rd. / CNR Grade Separation Design	22,573,000	22,092,403	480,597	479,800	797	Strategic and Council Priorities
073610	2007	2007	Project Design	3,079,753	2,754,475	325,278	-	325,278	Standard Recurring
083610	2008	2021	Project Design	14,352,710	11,137,279	3,215,431	2,040,843	1,174,588	Standard Recurring
085850	2008	2012	Bram East Community Parkland Campus	98,308,242	92,611,821	5,696,421	-	5,696,421	Strategic and Council Priorities
093610	2009	2009	Project Design	4,376,881	4,105,655	271,226	10,011	261,215	Standard Recurring
093625	2009	2019	Utility Relocation	3,024,700	1,667,093	1,357,607	527,003	830,604	Standard Recurring
103625	2010	2018	Utility Relocation	1,737,400	1,225,084	512,316	486,156	26,160	Standard Recurring
113610	2011	2011	Project Design	7,267,600	6,016,611	1,250,989	708,902	542,087	Standard Recurring
113625	2011	2011	Utility Relocation	3,141,476	1,988,054	1,153,422	1,040,672	112,750	Standard Recurring
123412	2012	2013	Creditview Rd. Reconstruction: Creditview - CN	33,840,000	32,946,253	893,747	530,935	362,812	Strategic and Council Priorities
124500	2012	2013	Environmental Assessments	3,236,664	3,087,736	148,928	69,753	79,175	Strategic and Council Priorities
131432	2013	2015	Asset Management System - Hansen	4,003,000	3,033,776	969,224	186,123	783,101	Strategic and Council Priorities
133880	2013	2013	Bramalea Road Widening: Countryside to Mayfield	9,893,948	9,782,965	110,983	-	110,983	Strategic and Council Priorities
143380	2014	2017	Humberwest Parkway: Exchange Dr-Williams Pkwy	10,525,000	10,139,623	385,377	301,549	83,828	Strategic and Council Priorities
143580	2014	2018	Goreway Drive Widening	33,920,388	2,396,816	31,523,572	30,890,721	632,851	Strategic and Council Priorities
143610	2014	2014	Project Design	2,516,700	2,456,896	59,804	-	59,804	Standard Recurring
143625	2014	2020	Utility Relocation	205,000	93,629	111,371	-	111,371	Standard Recurring
144230	2014	2017	Bridge Repairs	7,723,000	7,183,418	539,582	272,605	266,977	Standard Recurring
144500	2014	2014	Environmental Assessments	1,606,400	1,421,511	184,889	112,251	72,638	Standard Recurring
153610	2015	2018	Project Design	3,321,400	2,931,300	390,100	30,898	359,202	Standard Recurring
153760	2015	2015	Torbram Rd: Countryside Dr Mayfield Rd.	6,965,500	6,814,091	151,409	679	150,730	Strategic and Council Priorities

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
153811	2015	2015	Financial Dr: Steeles Ave South City Limit	13,331,000	13,151,037	179,963	168,038	11,925	Strategic and Council Priorities
162570	2016	2018	Fire Campus Design	59,560,000	51,444,543	8,115,457	7,850,057	265,400	Strategic and Council Priorities
162770	2016	2016	Traffic Signal Modernization Program	600,000	596,401	3,599	-	3,599	Standard Recurring
163010	2016	2016	Traffic Calming Measures	250,000	118,482	131,518	131,517	1	Strategic and Council Priorities
163625	2016	2019	Utility Relocation	4,257,614	2,271,307	1,986,307	932,931	1,053,376	Standard Recurring
164230	2016	2016	Bridge Repairs	3,263,000	3,173,466	89,534	-	89,534	Standard Recurring
164486	2016	2016	Parking Garage System Upgrade	350,000	330,885	19,115	3,201	15,914	Standard Recurring
167720	2016	2017	Downtown Revitalization	3,900,000	3,626,210	273,790	129,659	144,131	Strategic and Council Priorities
171255	2017	2023	Certified Commercial Kitchen	727,375	67,618	659,757	-	659,757	Strategic and Council Priorities
171599	2017	2017	Minor Capital - Facility Operations & Maintenance	400,000	396,405	3,595	3,530	65	Standard Recurring
171650	2017	2017	Facilities Repair & Replacement	24,325,302	22,527,905	1,797,397	19,253	1,778,144	Standard Recurring
171760	2017	2017	Facility Inspections & Audits	1,685,000	1,545,713	139,287	58,796	80,491	Standard Recurring
171900	2017	2017	Interior Design Services	3,508,000	3,343,293	164,707	-	164,707	Standard Recurring
172910	2017	2017	New Equipment	451,000	450,956	44	-	44	Standard Recurring
173610	2017	2019	Project Design	5,074,500	3,540,716	1,533,784	1,076,840	456,944	Standard Recurring
173625	2017	2018	Utility Relocation	1,700,000	1,227,907	472,093	274,908	197,185	Standard Recurring
173941	2017	2017	Countryside Dr. Widening	18,780,000	18,680,501	99,499	33,108	66,391	Strategic and Council Priorities
174230	2017	2017	Bridge Repairs	547,000	427,300	119,700	32,230	87,470	Standard Recurring
174530	2017	2017	Streetlighting	1,339,500	1,270,865	68,635	-	68,635	Standard Recurring
181650	2018	2018	Facilities Repair & Replacement	12,553,989	12,457,836	96,153	-	96,153	Standard Recurring
181760	2018	2018	Facility Inspections & Audits	325,000	241,983	83,017	83,016	1	Standard Recurring
181940	2018	2018	8 Nelson Purchase / Remediation / Renovation	500,000	237,630	262,370	11,194	251,176	Strategic and Council Priorities
182530	2018	2019	Fire Station 214	12,015,000	11,261,200	753,800	151,560	602,240	Strategic and Council Priorities

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
182770	2018	2018	Traffic Signal Modernization Program	600,000	466,176	133,824	14,526	119,298	Standard Recurring
182910	2018	2018	New Equipment	1,109,000	1,106,541	2,459	-	2,459	Standard Recurring
182950	2018	2018	Replacement Equipment	2,260,000	2,257,128	2,872	2,871	1	Standard Recurring
183040	2018	2018	AVL - GPS Solution	450,000	210,412	239,588	239,578	10	Strategic and Council Priorities
183200	2018	2018	Intersection Improvements	500,000	489,241	10,759	10,662	97	Strategic and Council Priorities
183610	2018	2020	Project Design	2,602,000	1,182,902	1,419,098	1,300,740	118,358	Standard Recurring
183625	2018	2018	Utility Relocation	30,000	2,527	27,473	1,687	25,786	Standard Recurring
183770	2018	2019	Castlemore Road Widening	10,600,000	10,585,891	14,109	12,995	1,114	Strategic and Council Priorities
183830	2018	2018	Road Infrastructure Misc.	220,160	218,653	1,507	-	1,507	Standard Recurring
183840	2018	2018	Williams Parkway	11,100,000	10,918,131	181,869	321	181,548	Strategic and Council Priorities
184230	2018	2018	Bridge Repairs	5,370,000	4,935,621	434,379	182,462	251,917	Standard Recurring
184500	2018	2018	Environmental Assessments	1,400,000	1,336,143	63,857	-	63,857	Strategic and Council Priorities
184530	2018	2018	Streetlighting	1,171,180	751,910	419,270	300,197	119,073	Standard Recurring
185160	2018	2019	Centre for Education, Innovation & Collaboration	99,400,000	3,027,873	96,372,127	5,269,252	91,102,875	Strategic and Council Priorities
185600	2018	2019	Howden Recreation Centre	6,000,000	2,628,553	3,371,447	1,245,913	2,125,534	Strategic and Council Priorities
185670	2018	2019	Chris Gibson Recreation Centre	47,942,000	2,343,009	45,598,991	39,655,663	5,943,328	Strategic and Council Priorities
185680	2018	2021	Balmoral Recreation Centre	24,880,000	11,260,126	13,619,874	11,724,912	1,894,962	Strategic and Council Priorities
187356	2018	2023	Active Transportation Plan - Cycling	2,375,000	772,236	1,602,764	1,101,894	500,870	Strategic and Council Priorities
191520	2019	2019	Energy Programs	350,000	330,324	19,676	3,160	16,516	Standard Recurring
191584	2019	2019	Demolition of 14 & 21 Nelson St.	2,000,000	574,298	1,425,702	-	1,425,702	Strategic and Council Priorities
191650	2019	2021	Facilities Repair & Replacement	28,039,750	23,905,364	4,134,386	1,761,036	2,373,350	Standard Recurring
191760	2019	2019	Facility Inspections & Audits	1,080,000	1,052,433	27,567	-	27,567	Standard Recurring
191900	2019	2019	Interior Design Services	3,180,000	2,568,614	611,386	21,783	589,603	Standard Recurring

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
192555	2019	2021	Redevelopment of Fire Station 201	11,450,000	9,505,100	1,944,900	630,209	1,314,691	Strategic and Council Priorities
192746	2019	2019	Connected Vehicle Infrastructure	100,000	-	100,000	-	100,000	Strategic and Council Priorities
192770	2019	2019	Traffic Signal Modernization Program	700,000	564,233	135,767	-	135,767	Standard Recurring
192830	2019	2019	Bramalea Transit Terminal Repairs	638,000	460,658	177,342	855	176,487	Standard Recurring
192840	2019	2020	Williams Pkwy Works Yard Phase 3	8,300,000	2,436,604	5,863,396	1,133,007	4,730,389	Strategic and Council Priorities
192910	2019	2019	New Equipment	1,393,000	679,342	713,658	-	713,658	Standard Recurring
192950	2019	2019	Replacement Equipment	3,000,000	708,613	2,291,387	2,291,385	2	Standard Recurring
192971	2019	2019	Green Fleet Strategy	150,000	86,046	63,954	61,056	2,898	Strategic and Council Priorities
193040	2019	2019	AVL / GPS Solution	155,000	-	155,000	73,419	81,581	Strategic and Council Priorities
193130	2019	2019	Active Transportation Infrastructure	2,000,000	1,492,726	507,274	147,987	359,287	Strategic and Council Priorities
193610	2019	2020	Project Design	3,022,200	395,575	2,626,625	269,598	2,357,027	Standard Recurring
193625	2019	2019	Utility Relocation	1,134,000	94,915	1,039,085	29,463	1,009,622	Standard Recurring
193820	2019	2019	Road Resurfacing	15,000,000	14,386,248	613,752	132,288	481,464	Standard Recurring
193830	2019	2019	Road Infrastructure Misc.	550,000	448,673	101,327	-	101,327	Standard Recurring
193920	2019	2019	McLaughlin Road Widening	9,300,000	7,984,713	1,315,287	-	1,315,287	Strategic and Council Priorities
193980	2019	2023	Cottrelle Blvd: Humberwest Pkwy - Goreway Dr.	40,500,000	8,555,741	31,944,259	24,585,493	7,358,766	Strategic and Council Priorities
194020	2019	2019	Land Acquisitions	10,264,236	7,125,555	3,138,681	109,901	3,028,780	Strategic and Council Priorities
194230	2019	2019	Bridge Repairs	2,410,000	1,717,205	692,795	121,317	571,478	Standard Recurring
194410	2019	2023	Sidewalks	2,150,000	740,498	1,409,502	155,906	1,253,596	Standard Recurring
194500	2019	2019	Environmental Assessments	1,150,000	623,839	526,161	257,235	268,926	Strategic and Council Priorities
194530	2019	2019	Streetlighting	810,000	519,349	290,651	145,685	144,966	Standard Recurring
194880	2019	2021	Transit Maintenance & Storage Facility	189,780,000	6,443,051	183,336,949	6,723,582	176,613,367	Funding advocacy/waiting for third pa
195622	2019	2019	Chinguacousy Wellness Interior Renovation	1,500,000	1,233,665	266,335	40,480	225,855	Strategic and Council Priorities

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
195740	2019	2021	Victoria Park New Facility	25,850,000	1,341,202	24,508,798	1,098,396	23,410,402	Strategic and Council Priorities
201518	2020	2021	New Facilities Development	2,316,755	2,233,828	82,927	30,625	52,302	Standard Recurring
201520	2020	2020	Energy Programs	600,000	578,016	21,984	-	21,984	Standard Recurring
201599	2020	2020	Misc Initiatives–Facilities Operations & Maintenance	375,000	289,160	85,840	-	85,840	Standard Recurring
201650	2020	2021	Facilities Repair & Replacement	29,102,836	17,339,215	11,763,621	5,139,042	6,624,579	Standard Recurring
201760	2020	2020	Facility Inspections & Audits	1,705,000	1,631,366	73,634	33,885	39,749	Standard Recurring
201850	2020	2020	Corporate Security Systems	800,000	141,816	658,184	68,888	589,296	Standard Recurring
201899	2020	2020	Minor Capital - Corporate Security	325,000	322,937	2,063	-	2,063	Standard Recurring
201900	2020	2020	Interior Design Services	2,409,000	1,557,511	851,489	170,957	680,532	Standard Recurring
202710	2020	2020	Traffic Signalization	600,000	571,175	28,825	12,544	16,281	Standard Recurring
202745	2020	2020	Traffic System Detectors	100,000	87,808	12,192	-	12,192	Standard Recurring
202770	2020	2020	Traffic Signal Modernization Program	1,410,000	979,354	430,646	-	430,646	Standard Recurring
202790	2020	2020	Traffic Signal Communication	90,000	66,433	23,567	-	23,567	Standard Recurring
202832	2020	2020	Gateway Transit Terminal Repairs	380,000	324,008	55,992	-	55,992	Standard Recurring
202910	2020	2020	New Equipment - Vehicles	790,000	755,906	34,094	-	34,094	Standard Recurring
202950	2020	2020	Replacement Equipment - Vehicles	1,000,000	996,879	3,121	3,121	-	Standard Recurring
202985	2020	2020	Road Weather Information System	100,000	_	100,000	-	100,000	Strategic and Council Priorities
203010	2020	2020	Traffic Calming Measures	150,000	513	149,487	96,361	53,126	Strategic and Council Priorities
203120	2020	2020	Asset Management – Roads	100,000	57,936	42,064	32,680	9,384	Standard Recurring
203200	2020	2020	Intersection Improvements	300,000	296,798	3,202	-	3,202	Strategic and Council Priorities
203610	2020	2020	Project Design	750,000	382,980	367,020	-	367,020	Standard Recurring
203625	2020	2020	Utility Relocation	1,550,000	1,484,125	65,875	30,546	35,329	Standard Recurring
203750	2020	2020	Chinguacousy Road Widening	10,200,000	9,639,069	560,931	32,374	528,557	Strategic and Council Priorities

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
203820	2020	2020	Road Resurfacing Program	15,000,000	14,945,638	54,362	54,362	-	Standard Recurring
203835	2020	2020	Concrete Road Construction	1,025,000	857,383	167,617	-	167,617	Standard Recurring
204160	2020	2020	Road Network Survey	400,000	291,362	108,638	-	108,638	Standard Recurring
204230	2020	2020	Bridge Repairs	5,008,000	2,079,264	2,928,736	1,947,214	981,522	Standard Recurring
204300	2020	2020	Noise Walls	750,000	566,972	183,028	10,314	172,714	Standard Recurring
204410	2020	2020	Sidewalks	600,000	112,559	487,441	363,561	123,880	Standard Recurring
204486	2020	2020	Parking Garage System	455,000	-	455,000	-	455,000	Standard Recurring
204530	2020	2020	Streetlighting	1,070,000	1,041,456	28,544	28,417	127	Standard Recurring
205120	2020	2023	FCCC 1 & 2 Court Yard Infill	7,500,000	559,744	6,940,256	228,849	6,711,407	Strategic and Council Priorities
205500	2020	2022	Sports Hall of Fame	2,800,000	-	2,800,000	-	2,800,000	Strategic and Council Priorities
205631	2020	2023	Memorial Arena - Junior A-B Expansion	680,000	109,939	570,061	396,100	173,961	Strategic and Council Priorities
205651	2020	2022	Century Gardens - Youth Centre	14,000,000	887,676	13,112,324	336,373	12,775,951	Strategic and Council Priorities
205691	2020	2021	South Fletchers - Youth Centre	1,412,500	1,323,048	89,452	49,797	39,655	Strategic and Council Priorities
205951	2020	2021	Chinguacousy Park-Bramalea Tennis Club Expansion	2,290,000	1,231,660	1,058,340	962,675	95,665	Strategic and Council Priorities
211520	2021	2021	Energy Programs	560,000	337,442	222,558	210,784	11,774	Standard Recurring
211650	2021	2021	Facilities Repair-Replacement	1,795,000	1,542,623	252,377	52,063	200,314	Standard Recurring
211760	2021	2021	Facility Inspections-Audits	1,775,000	1,265,544	509,456	363,796	145,660	Standard Recurring
211850	2021	2021	Corporate Security Systems	300,000	295,809	4,191	4,191	-	Standard Recurring
211899	2021	2021	Minor Capital - Corporate Security	375,000	294,283	80,717	80,685	32	Standard Recurring
212710	2021	2021	Traffic Signalization	1,000,000	411,608	588,392	-	588,392	Standard Recurring
212745	2021	2021	Traffic System Detectors	100,000	-	100,000	-	100,000	Standard Recurring
212770	2021	2021	Traffic Signal Modernization Program	1,000,000	1,587	998,413	205,320	793,093	Standard Recurring
212799	2021	2021	Minor Capital - Traffic	40,000	38,650	1,350	-	1,350	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
212910	2021	2021	New Equipment - Vehicles	600,000	549,071	50,929	-	50,929	Standard Recurring
212930	2021	2021	Special Tools	45,000	44,974	26	-	26	Standard Recurring
212950	2021	2021	Replacement Equipment - Vehicles	3,900,000	2,697,399	1,202,601	1,157,826	44,775	Standard Recurring
213010	2021	2021	Traffic Calming Measures	100,000	-	100,000	-	100,000	Strategic and Council Priorities
213131	2021	2021	Active Transportation	1,000,000	636,865	363,135	349,359	13,776	Strategic and Council Priorities
213610	2021	2021	Project Design	1,900,000	77,714	1,822,286	704,573	1,117,713	Standard Recurring
213625	2021	2021	Utility Relocation	300,000	3,001	296,999	-	296,999	Standard Recurring
213820	2021	2021	Road Resurfacing Program	18,300,000	17,636,739	663,261	478,430	184,831	Standard Recurring
213830	2021	2021	Road Infrastructure Misc.	450,000	358,618	91,382	51,610	39,772	Standard Recurring
213831	2021	2022	Road Reconstruction	420,000	-	420,000	-	420,000	Standard Recurring
213996	2021	2021	Fleet-Preventative Maintenance	12,000	6,369	5,631	-	5,631	Standard Recurring
213997	2021	2021	Traffic-Preventative Maintenance	1,918,000	1,808,633	109,367	48,905	60,462	Standard Recurring
213998	2021	2021	Road Operations-Preventative Maintenance	3,157,235	3,156,184	1,051	403	648	Standard Recurring
214230	2021	2021	Bridge Repairs	7,695,000	4,694,972	3,000,028	1,601,890	1,398,138	Standard Recurring
214410	2021	2021	Sidewalks	600,000	466,593	133,407	-	133,407	Standard Recurring
214486	2021	2021	Parking Garage System	1,000,000	-	1,000,000	-	1,000,000	Standard Recurring
214530	2021	2021	Streetlighting	1,980,000	1,583,522	396,478	338,512	57,966	Standard Recurring
215501	2021	2021	Lorne Scots Military Museum	250,000	226,151	23,849	23,849	-	Standard Recurring
215511	2021	2023	Zero Carbon Retrofit	39,141,170	1,675,495	37,465,675	32,938,713	4,526,962	Strategic and Council Priorities
215851	2021	2022	Gore Meadows-PRP Satellite Office	501,000	398,390	102,610	96,333	6,277	Strategic and Council Priorities
221511	2022	2022	Electric Vehicle Charging	3,750,000	231,928	3,518,072	-	3,518,072	Strategic and Council Priorities
221520	2022	2022	Energy Programs	500,000	53,386	446,614	-	446,614	Standard Recurring
221599	2022	2022	Misc Initiatives–Facilities Operations & Maintenance	990,000	942,138	47,862	20,700	27,162	Standard Recurring

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
221650	2022	2023	Facilities Repair-Replacement	13,878,995	3,095,485	10,783,510	3,215,483	7,568,027	Standard Recurring
221760	2022	2022	Facility Inspections & Audits	1,855,000	551,398	1,303,602	489,039	814,563	Standard Recurring
221899	2022	2022	Minor Capital Corp Security	337,000	303,233	33,767	31,053	2,714	Standard Recurring
221900	2022	2022	Interior Design Services	2,110,000	832,304	1,277,696	48,883	1,228,813	Standard Recurring
222520	2022	2022	Fire Station 215	1,000,000	138,672	861,328	660,017	201,311	Strategic and Council Priorities
222702	2022	2022	Traffic Management Centre Enhancements	200,000	-	200,000	-	200,000	Strategic and Council Priorities
222710	2022	2022	Traffic Signalization	850,000	531,116	318,884	263,659	55,225	Standard Recurring
222745	2022	2022	Traffic System Detectors	100,000	-	100,000	-	100,000	Standard Recurring
222770	2022	2022	Traffic Signal Modernization Program	350,000	39,147	310,853	-	310,853	Standard Recurring
222799	2022	2022	Minor Capital - Traffic	40,000	19,390	20,610	-	20,610	Standard Recurring
222810	2022	2022	New Works Yards	2,596,888	59,032	2,537,856	18,125	2,519,731	Standard Recurring
222811	2022	2022	Sandalwood Works Yard Vehicle Mtce Expansion	1,100,000	416,621	683,379	288,859	394,520	Strategic and Council Priorities
222830	2022	2023	Bramalea Transit Terminal Rehabilitation	7,400,000	1,811,182	5,588,818	2,846,393	2,742,425	Standard Recurring
222831	2022	2022	Parking Lots	900,000	868,841	31,159	3,777	27,382	Standard Recurring
222910	2022	2022	New Equipment - Vehicles	567,000	2,279	564,721	413,369	151,352	Standard Recurring
222930	2022	2022	Special Tools	45,000	43,652	1,348	-	1,348	Standard Recurring
222950	2022	2022	Replacement Equipment - Vehicles	2,878,000	84,528	2,793,472	2,688,261	105,211	Standard Recurring
222999	2022	2022	Minor Capital - Engineering	120,000	39,495	80,505	-	80,505	Standard Recurring
223010	2022	2023	Traffic Calming Measures	1,700,000	28,734	1,671,266	1,492,068	179,198	Strategic and Council Priorities
223099	2022	2022	Minor Capital – Operations	30,000	12,984	17,016	-	17,016	Standard Recurring
223131	2022	2022	Active Transportation	1,000,000	3,471	996,529	172,992	823,537	Strategic and Council Priorities
223135	2022	2022	Wall & Fence Replacements and/or Major Repairs	109,150	104,061	5,089	5,088	1	Standard Recurring
223580	2022	2022	Goreway Drive Widening	63,500,000	1,800,882	61,699,118	59,148,526	2,550,592	Strategic and Council Priorities

Project #	Budget Year	Budget Amend. Year		Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
223610	2022	2022	Project Design	1,000,000	641	999,359	-	999,359	Standard Recurring
223620	2022	2022	Pre-Engineering	750,000	585,597	164,403	-	164,403	Standard Recurring
223625	2022	2022	Utility Relocation	1,500,000	-	1,500,000	55,968	1,444,032	Standard Recurring
223820	2022	2022	Road Resurfacing Program	21,000,000	17,231,461	3,768,539	2,375,527	1,393,012	Standard Recurring
223830	2022	2022	Road Infrastructure Misc.	450,000	97,742	352,258	-	352,258	Standard Recurring
223996	2022	2022	Fleet-Preventative Maintenance	16,000	2,878	13,122	-	13,122	Standard Recurring
223997	2022	2022	Traffic-Preventative Maintenance	1,891,000	939,462	951,538	513,389	438,149	Standard Recurring
223998	2022	2022	Road Operations-Preventative Maintenance	3,262,285	3,057,210	205,075	199,544	5,531	Standard Recurring
224160	2022	2022	Road Network Survey	1,000,000	472,764	527,236	146,125	381,111	Standard Recurring
224200	2022	2022	Horizontal & Vertical Control Network	200,000	194,615	5,385	-	5,385	Standard Recurring
224230	2022	2022	Bridge Repairs	2,110,000	764,208	1,345,792	160,015	1,185,777	Standard Recurring
224300	2022	2022	Noise Walls	4,274,000	2,130,646	2,143,354	825,951	1,317,403	Standard Recurring
224486	2022	2022	Parking Garage System	450,000	-	450,000	-	450,000	Standard Recurring
224530	2022	2022	Streetlighting	1,910,000	640,292	1,269,708	630,461	639,247	Standard Recurring
224531	2022	2022	Streetlighting LED Retrofit	3,500,000	3,188,836	311,164	273,560	37,604	Standard Recurring
225700	2022	2023	Mississauga-Embleton Community Centre	44,200,000	1,034,451	43,165,549	4,434,024	38,731,525	Strategic and Council Priorities
231518	2023	2023	New Facilities Development	1,100,000	391,518	708,482	-	708,482	Standard Recurring
231520	2023	2023	Energy Programs	700,000	44,556	655,444	-	655,444	Standard Recurring
231521	2023	2023	Energy Retrofit of Earnscliffe	1,950,000	6,136	1,943,864	-	1,943,864	Strategic and Council Priorities
231599	2023	2023	Minor Capital - Facility Operations & Maintenance	175,000	-	175,000	-	175,000	Standard Recurring
231650	2023	2023	Facilities Repair-Replacement	4,012,000	620,983	3,391,017	420,844	2,970,173	Standard Recurring
231760	2023	2023	Facility Inspections-Audits	1,260,000	41,160	1,218,840	645,929	572,911	Standard Recurring
231850	2023	2023	Corporate Security Systems	300,000	163,128	136,872	-	136,872	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
231860	2023	2023	Traffic Intersection Cameras	1,376,000	-	1,376,000	-	1,376,000	Strategic and Council Priorities
231899	2023	2023	Minor Capital - Corporate Security	175,000	120,277	54,723	-	54,723	Standard Recurring
231900	2023	2023	Interior Design Services	1,726,000	518,394	1,207,606	-	1,207,606	Standard Recurring
232701	2023	2023	Traffic Signal Design Standard	75,000	-	75,000	-	75,000	Strategic and Council Priorities
232710	2023	2023	Traffic Signalization	900,000	-	900,000	-	900,000	Standard Recurring
232745	2023	2023	Traffic System Detectors	250,000	-	250,000	-	250,000	Standard Recurring
232761	2023	2023	Controlled Pedestrian Crosswalks	100,000	-	100,000	-	100,000	Standard Recurring
232770	2023	2023	Traffic Signal Modernization Program	500,000	-	500,000	50,000	450,000	Standard Recurring
232799	2023	2023	Minor Capital - Traffic	20,000	1,924	18,076	-	18,076	Standard Recurring
232831	2023	2023	Parking Lots	1,950,000	141,154	1,808,846	1,353,103	455,743	Standard Recurring
232910	2023	2023	New Equipment - Vehicles	1,300,000	-	1,300,000	215,211	1,084,789	Standard Recurring
232950	2023	2023	Replacement Equipment-Vehicles	3,563,000	-	3,563,000	719,921	2,843,079	Standard Recurring
233040	2023	2023	AVL - GPS Solution	50,000	-	50,000	-	50,000	Strategic and Council Priorities
233099	2023	2023	Minor Capital Operations	20,000	-	20,000	-	20,000	Standard Recurring
233131	2023	2023	Active Transportation	800,000	-	800,000	-	800,000	Strategic and Council Priorities
233136	2023	2023	Miscellaneous Infrastructure	640,330	-	640,330	-	640,330	Standard Recurring
233420	2023	2023	Intermodal Drive	4,000,000	-	4,000,000	-	4,000,000	Strategic and Council Priorities
233540	2023	2023	Denison Street Extension	750,000	-	750,000	-	750,000	Strategic and Council Priorities
233610	2023	2023	Project Design	2,450,000	5,655	2,444,345	-	2,444,345	Strategic and Council Priorities
233625	2023	2023	Utility Relocation	1,000,000	-	1,000,000	-	1,000,000	Strategic and Council Priorities
233820	2023	2023	Road Resurfacing Program	15,000,000	1,914,077	13,085,923	9,033,780	4,052,143	Standard Recurring
233995	2023	2023	Asset Mgt-Capital Planning-Preventative Maintenance	861,000	229,683	631,317	-	631,317	Standard Recurring
233996	2023	2023	Fleet-Preventative Mtce	8,000	-	8,000	-	8,000	Standard Recurring

Project #	Budget Year	Budget Amend. Year		Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
233997	2023	2023	Traffic-Preventative Mtce	1,971,000	-	1,971,000	1,314,000	657,000	Standard Recurring
233998	2023	2023	Road Operations-Preventative Maintenance	3,312,000	2,235,283	1,076,717	911,295	165,422	Standard Recurring
234410	2023	2023	Sidewalks	400,000	21,518	378,482	-	378,482	Standard Recurring
234530	2023	2023	Streetlighting	800,000	-	800,000	-	800,000	Standard Recurring
234531	2023	2023	Streetlighting LED Retrofit	3,000,000	293,805	2,706,195	717,548	1,988,647	Standard Recurring
234900	2023	2023	Stormwater Treatment Units-Mtce & Replacement	400,000	62,354	337,646	90,287	247,359	Standard Recurring
235155	2023	2023	Civic Centre-Occupant Relocation	7,275,000	3,065,458	4,209,542	1,275,153	2,934,389	Strategic and Council Priorities
235180	2023	2023	Environmental Education Ctre & Animal Shelter & PTGA	3,500,000	13,188	3,486,812	-	3,486,812	Strategic and Council Priorities
236812	2023	2023	Brampton Arts & Culture Hub	2,600,000	-	2,600,000	-	2,600,000	Strategic and Council Priorities
			TOTAL PUBLIC WORKS & ENGINEERING	1,493,075,712	684,941,088	808,134,624	296,409,507	511,725,117	
			PLANNING, BUILDING & GROWTH MANAGEMENT						
083870	2008	2010	James Potter Rd: Queen - 30 Metres South	10,245,713	10,173,404	72,309	-	72,309	Standard Recurring
113413	2011	2011	Creditview Rd: Spine Rd Fairhill Ave.	3,920,000	1,401,969	2,518,031	-	2,518,031	Standard Recurring
117852	2011	2015	Queen St West DPS Implementation	82,619	47,619	35,000	-	35,000	Standard Recurring
123870	2012	2012	James Potter Road	3,902,000	3,406,553	495,447	-	495,447	Standard Recurring
133500	2013	2013	North-South Spine Rd: Creditview Rd to Sandalwood	2,870,000	2,854,558	15,442	-	15,442	Standard Recurring
134940	2013	2013	Storm Water Management - Restoration	2,407,907	1,907,905	500,002	-	500,002	Standard Recurring
137420	2013	2014	Official Plan Review Studies	701,000	686,008	14,992	13,993	999	Strategic and Council Priorities
137740	2013	2014	Building Permit On-Line	1,105,000	537,345	567,655	113,463	454,192	Strategic and Council Priorities
144940	2014	2014	Storm Water Management - Restoration	979,000	814,935	164,065	-	164,065	Standard Recurring
143450	2014	2014	New Road A: Steeles Ave - Financial Dr	3,176,000	2,787,803	388,197	-	388,197	Standard Recurring
143451	2014	2014	New Road A: Financial Dr - Embleton Rd	2,673,000	1,405,952	1,267,048	-	1,267,048	Standard Recurring
143780	2014	2014	Sandalwood Parkway: Creditview - Mississauga Rd	2,971,000	2,470,891	500,109	-	500,109	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
143811	2014	2015	Financial Dr: Mississauga Dr - Heritage Rd	3,127,000	2,914,962	212,038	-	212,038	Strategic and Council Priorities
143870	2014	2014	James Potter Rd: Ashby Field Rd - Bovaird Dr	1,530,000	1,089,852	440,148	-	440,148	Standard Recurring
154950	2015	2015	Storm Water Management Study	300,000	283,543	16,457	13,493	2,964	Standard Recurring
157201	2015	2015	Official Plan Review Studies - Zoning By-Law Review	250,000	207,342	42,658	42,657	1	Standard Recurring
157420	2015	2017	Official Plan Review Studies - Official Plan Review	1,000,000	940,886	59,114	59,114	-	Strategic and Council Priorities
163500	2016	2016	North - South Spine Road	2,580,000	2,407,017	172,983	-	172,983	Standard Recurring
163501	2016	2016	East - West Spine Road	2,335,000	2,312,843	22,157	-	22,157	Standard Recurring
163640	2016	2016	Countryvillage Collector	2,520,000	2,485,118	34,882	-	34,882	Standard Recurring
163870	2016	2016	James Potter Road	1,337,000	-	1,337,000	-	1,337,000	Standard Recurring
164950	2016	2016	Storm Water Management Study	450,000	407,794	42,206	-	42,206	Standard Recurring
167823	2016	2017	Downtown Mobility Hub Master Plan	200,000	188,787	11,213	-	11,213	Standard Recurring
167867	2016	2016	Cultural Heritage Plan	250,000	147,660	102,340	51,688	50,652	Standard Recurring
174940	2017	2017	Storm Water Management-Restoration	2,000,000	1,716,226	283,774	-	283,774	Standard Recurring
174950	2017	2017	Storm Water Management Study	200,000	34,456	165,544	-	165,544	Standard Recurring
177050	2017	2017	Comprehensive Fees Review	200,000	-	200,000	69,014	130,986	Standard Recurring
183501	2018	2018	East-West Spine Rd	4,689,000	4,177,443	511,557	-	511,557	Standard Recurring
183866	2018	2022	Downtown Improvements	24,009,000	4,403,362	19,605,638	13,816,007	5,789,631	Strategic and Council Priorities
184945	2018	2018	Storm Water Pond Retrofits	200,000	157,240	42,760	-	42,760	Standard Recurring
186100	2018	2018	Natural Heritage Restoration	14,500	2,904	11,596	-	11,596	Strategic and Council Priorities
187002	2018	2018	Strategic Planning Studies	2,000,000	1,014,749	985,251	72,928	912,323	Standard Recurring
187202	2018	2018	Queen Corridor-Policy-Zoning	120,000	-	120,000	-	120,000	Standard Recurring
187360	2018	2018	Transportation Master Plan-TMP	500,000	493,132	6,868	-	6,868	Strategic and Council Priorities
187375	2018	2018	Commuter Cycling Program	1,780,604	-	1,780,604	-	1,780,604	Standard Recurring

Project #	Budget Year	Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
187951	2018	2018	Bramalea Mobility Hub MP	150,000	-	150,000	-	150,000	Standard Recurring
187992	2018	2018	Bram East Employment Land Review	75,000	19,334	55,666	-	55,666	Standard Recurring
193640	2019	2019	Countryside Village Collector	900,000		900,000	-	900,000	Strategic and Council Priorities
193690	2019	2019	Rivermont Road	400,000	207,151	192,849	-	192,849	Standard Recurring
194945	2019	2019	Storm Water Pond Retrofits	1,060,000	160,582	899,418	3,097	896,321	Standard Recurring
194950	2019	2019	Storm Water Management Study	200,000	133,488	66,512	46,390	20,122	Standard Recurring
197003	2019	2020	Policy Planning Studies	460,000	248,365	211,635	-	211,635	Standard Recurring
197051	2019	2019	Costing Model Review for Administration of the Bldg Code	75,000	50,013	24,987	-	24,987	Standard Recurring
197360	2019	2019	Transportation Master Plan - TMP	200,000	15,565	184,435	184,435	-	Strategic and Council Priorities
197400	2019	2019	Official Plan Review	500,000	499,771	229	229	-	Strategic and Council Priorities
197485	2019	2019	Environmental Master Plan Implementation	340,000	287,487	52,513	-	52,513	Strategic and Council Priorities
197735	2019	2019	Riverwalk	546,092	524,055	22,037	22,025	12	Strategic and Council Priorities
197827	2019	2019	Community Improvement Plan Program	300,000	52,366	247,634	-	247,634	Standard Recurring
203710	2020	2020	Remembrance Road	2,430,652	1,694,935	735,717	-	735,717	Standard Recurring
204920	2020	2020	Stormwater & Environmental Monitoring	450,000	159,232	290,768	37,658	253,110	Standard Recurring
204940	2020	2020	Storm Water Management - Restoration	4,300,000	4,126,907	173,093	172,646	447	Standard Recurring
204941	2020	2020	Stormwater Asset Management	750,000	-	750,000	-	750,000	Standard Recurring
204945	2020	2020	Storm Water Pond Retrofits	200,000	-	200,000	-	200,000	Standard Recurring
204950	2020	2020	Storm Water Management Study	400,000	20,836	379,164	-	379,164	Standard Recurring
207003	2020	2020	Policy Planning Studies	100,000	-	100,000	-	100,000	Standard Recurring
207360	2020	2020	Transportation Master Plan - TMP	150,000	30,683	119,317	100,872	18,445	Strategic and Council Priorities
207400	2020	2020	Official Plan Review	300,000	231,398	68,602	68,602	-	Strategic and Council Priorities
207485	2020	2021	Environmental Master Plan Implementation	405,000	135,633	269,367	175,565	93,802	Strategic and Council Priorities

Project #	Budget Year	Budget Amend. Year		Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
207840	2020	2020	Urban Design Standards Manual	250,000	40,699	209,301	25,170	184,131	Strategic and Council Priorities
207841	2020	2020	Urban Design Integrated Community Master Plan	150,000	142,686	7,314	-	7,314	Strategic and Council Priorities
207858	2020	2020	Queen St. Development Permit Implementation	357,000	53,083	303,917	-	303,917	Standard Recurring
207860	2020	2020	Heritage Heights Studies	500,000	464,558	35,442	31,531	3,911	Standard Recurring
207921	2020	2020	Comprehensive Municipal Parking Strategy	300,000	295,695	4,305	-	4,305	Standard Recurring
213640	2021	2021	Countryside Village Collector Road	1,300,000	-	1,300,000	-	1,300,000	Standard Recurring
213690	2021	2021	Rivermont Road	250,000	132,271	117,729	-	117,729	Standard Recurring
214920	2021	2021	Stormwater - Environmental Monitoring	525,000	104,670	420,330	118,772	301,558	Standard Recurring
214940	2021	2021	Storm Water Management - Restoration	1,400,000	1,206,300	193,700	-	193,700	Standard Recurring
214941	2021	2021	Stormwater Asset Management	750,000	25,407	724,593	-	724,593	Standard Recurring
214945	2021	2021	Storm Water Pond Retrofits	1,700,000	37,209	1,662,791	-	1,662,791	Standard Recurring
214950	2021	2021	Storm Water Management Study	100,000	18,778	81,222	-	81,222	Standard Recurring
217003	2021	2021	Policy Planning Studies	600,000	446,445	153,555	109,189	44,366	Standard Recurring
217004	2021	2021	Departmental Renewal	250,000	201,787	48,213	-	48,213	Strategic and Council Priorities
217203	2021	2021	Expropriation Protocol Agreement	750,000	287,241	462,759	-	462,759	Standard Recurring
217357	2021	2021	Transportation Modelling & Data Analytics	25,000	23,517	1,483	-	1,483	Standard Recurring
217391	2021	2021	Bram West North Area Study	150,000	118,939	31,061	31,061	-	Standard Recurring
217400	2021	2021	Official Plan Review	350,000	-	350,000	43,206	306,794	Strategic and Council Priorities
217485	2021	2021	Environmental Master Plan Implementation	500,000	114,041	385,959	179,444	206,515	Strategic and Council Priorities
217735	2021	2023	Riverwalk	35,130,000	711,210	34,418,790	4,928,398	29,490,392	Strategic and Council Priorities
217820	2021	2021	Downtown Plan	200,000	117,844	82,156	78,854	3,302	Strategic and Council Priorities
217860	2021	2021	Heritage Heights Studies	960,000	371,533	588,467	457,704	130,763	Standard Recurring
217932	2021	2021	Housing Catalyst Project	4,000,000	100,000	3,900,000	-	3,900,000	Strategic and Council Priorities

Project #	Budget Year	Budget Amend. Year		Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
217941	2021	2021	Public Realm Implementation Plan	200,000	-	200,000	-	200,000	Standard Recurring
224450	2022	2022	Garden Square	400,000	_	400,000	-	400,000	Strategic and Council Priorities
224451	2022	2022	Ken Whillans Square	1,500,000		1,500,000	-	1,500,000	Strategic and Council Priorities
224920	2022	2022	Stormwater & Environmental Monitoring	650,000	952	649,048	-	649,048	Standard Recurring
224940	2022	2022	Stormwater Management - Restoration	2,550,000	302,385	2,247,615	588,631	1,658,984	Standard Recurring
224941	2022	2022	Stormwater Asset Management	2,250,000	5,974	2,244,026	43,923	2,200,103	Standard Recurring
224950	2022	2022	Stormwater Management Study	400,000	-	400,000	-	400,000	Standard Recurring
227003	2022	2022	Policy Planning Studies	475,000	218,272	256,728	68,485	188,243	Standard Recurring
227356	2022	2022	Active Transportation Plans & Studies	125,000	69,864	55,136	21,304	33,832	Strategic and Council Priorities
227358	2022	2022	Cycling Infrastructure Planning & Design	150,000	57,282	92,718	-	92,718	Strategic and Council Priorities
227360	2022	2022	Transportation Master Plan - TMP	100,000	-	100,000	-	100,000	Strategic and Council Priorities
227391	2022	2022	Bram West North Area Study	250,000	137,917	112,083	16,855	95,228	Standard Recurring
227400	2022	2022	Official Plan Review	698,000	-	698,000	-	698,000	Strategic and Council Priorities
227485	2022	2022	Environmental Master Plan Implementation	600,000	280,000	320,000	-	320,000	Strategic and Council Priorities
227820	2022	2022	Downtown Plan	315,000	95,390	219,610	152,355	67,255	Strategic and Council Priorities
227826	2022	2022	Heritage Property Incentive Grant	100,000	3,277	96,723	-	96,723	Standard Recurring
227860	2022	2022	Heritage Heights Studies	535,000	118,814	416,186	78,643	337,543	Standard Recurring
227881	2022	2022	Community Benefits Charge Assessment	30,000	28,996	1,004	-	1,004	Standard Recurring
227933	2022	2022	Housing Brampton - ROP Incentive Pilot Project	400,000	-	400,000	-	400,000	Standard Recurring
227934	2022	2022	City Wide Community Improvement Plan for Housing	60,000	-	60,000	-	60,000	Standard Recurring
227935	2022	2022	Housing Brampton	135,000	-	135,000	-	135,000	Strategic and Council Priorities
234940	2023	2023	Stormwater Management - Restoration	2,555,000	8,047	2,546,953	-	2,546,953	Standard Recurring
234941	2023	2023	Stormwater Asset Management	650,000	32,045	617,955	40,997	576,958	Standard Recurring

Project #		Budget Amend. Year	Project Description	Budget	Project To Date Spending	Budget Remaining Before Commitments	Purchase Orders	Budget Remaining After Commitments	Category
234945	2023	2023	Storm Water Pond Retrofits	2,300,000	-	2,300,000	-	2,300,000	Standard Recurring
237003	2023	2023	Policy Planning Studies	500,000	7,490	492,510	-	492,510	Standard Recurring
237005	2023	2023	Bill 23 Task Force	570,000	-	570,000	167,904	402,096	Strategic and Council Priorities
237006	2023	2023	Carbon Offset-Credit Strategy	200,000	-	200,000	-	200,000	Strategic and Council Priorities
237052	2023	2023	Growth Tracking Model	100,000	-	100,000	-	100,000	Strategic and Council Priorities
237819	2023	2023	Construction Mitigation Grant	150,000	-	150,000	-	150,000	Standard Recurring
237302	2023	2023	Downtown Secondary Plan	500,000	-	500,000	-	500,000	Strategic and Council Priorities
237356	2023	2023	Active Transportation Plans and Studies	1,910,000	78,769	1,831,231	-	1,831,231	Strategic and Council Priorities
237360	2023	2023	Transportation Master Plan-TMP	210,000	78,769	131,231	25,170	106,061	Strategic and Council Priorities
237390	2023	2023	BramWest Secondary Plan Review	1,615,000	-	1,615,000	-	1,615,000	Standard Recurring
237400	2023	2023	Official Plan Review	260,000	-	260,000	-	260,000	Strategic and Council Priorities
237485	2023	2023	Environmental Master Plan Implementation	600,000	-	600,000	-	600,000	Standard Recurring
237859	2023	2023	Developmnt Application Process	150,000	-	150,000	-	150,000	Strategic and Council Priorities
237860	2023	2023	Heritage Heights Studies	975,000	-	975,000	-	975,000	Standard Recurring
			TOTAL PLANNING, BUILDING & GROWTH MANAGEMENT	176,982,087	69,016,215	107,965,872	22,271,472	85,694,400	
					1,265,723,238	1,624,060,281	357,629,653	1,266,430,628	

#### **BUDGET AMENDMENTS AND REALLOCATIONS**

Project #	Project Description	Budget Amendment	Source of Funding	Reason	Draw on Reserves (YES/NO)	
191206-001	Cybersecure Catalyst	476,602	Cost Recovery (TMU)	As part of the agreement with TMU, the City paid the initial costs of the construction and then invoiced TMU. The reimbursement was coded to the capital project and this budget amendment increases the budget to include this cost recovery.	NO	
235996-220	PM – Chris Gibson	-100,000	ASSET K&K	To re-allocate funds from preventative maintenance projects to		
235996-260	PM – South Fletchers	-50,000	Reserve Fund #4 - Asset R&R	use for new Pickleball courts at various locations. New activity in project 235410 to be created.	NO	
235410-004	Outdoor Assets - Pickleball Courts	150,000	Reserve Fund #4 - Asset R&R	in project 233410 to be created.		
231427-013	Print Shop Technology	-100,000	Reserve Fund #4 -	The move is to align the project to the area delivering the work. As part of the realignment, this responsibility now resides with	NO	
New project	Print Shop Technology	100,000	Reserve Fund #4 - Asset R&R	Strategic Communications.	NO	
		-1,100,000	Reserve Fund #91 - Canada Community Building Fund	Maximize the coop of excitable founding accuracy gives account		
224802-001	Zum - Chinguacousy	-6,300,000	Reserve Fund #119 - Transit Levy	Maximize the use of available funding sources given recent changes in legislation.	NO	
		7,400,000	Reserve Fund #135 - DC Transit			
	Total	476,602				

#### RETURN OF FINANCING

Project #	Project Description	Reserve Fund # 4 - Asset R&R	General Rate Stabilization Reserve	Reserve Fund # 91 - Canada Community Building Fund	Reserve Fund # 130 - DC: Growth Studies	Reserve Fund # 134 - DC: Recreation	Total
113610	Project Design-Castlemore Rd Noise Wall and Widening	509					509
131432	Asset Management System	180,130					180,130
131432	Asset Management System	30,000					30,000
137420	Growth Management Program Study	1,000					1,000
171650	Facilities Repair & Replacement	237,485					237,485
174954	Park Asset R&R – Walkway Replacement	190,277					190,277
175201	BSC – Artificial Field					1,597	1,597
181650	Facilities Repair & Replacement	22,568					22,568
186000	Valleyland Development					37,664	37,664
195865	Parks Community Assets – Shade Shelter Program					54,438	54,438
197003	Policy Planning Studies - Affordable Housing Strategy	160,212			51,423		211,635
201480	Corporate Technology Program	325,000					325,000
205865	Parks Community Assets					200,000	200,000
211542	Land Acquisition - Fire Station 217	4,200,000					4,200,000
213831	Torbram Road Access Improvements	420,000					420,000
215780	CAA Centre	1,733,440					1,733,440
215941	Rec Trail Repair-Replacement	147,273					147,273
217004	Departmental Renewal	48,213					48,213
225941	Rec Trail Repair-Replacement	98,966					98,966
231650	Facilities Repair-Replacement	789,814					789,814
233820	Road Resurfacing Program	,		3,600,000			3,600,000
144940	Restoration-Various Locations	164,065					164,065
164230	Bridge Repairs	13,720					13,720
181478	Citizen Service Strategy	200,000					200,000
187202	Queen Street Corridor Policy and Zoning Review	120,000					120,000
187951	Bramalea Mobility Hub Master Plan	75,000			75,000		150,000
191480	HR/Payroll/Business Process	310,000					310,000
191900	West Tower - 6th & 7th Floor - Consolidation of IT	225,000					225,000
194530	Flowertown Ave Rebuild - Contruction	20,989					20,989
194670	Fare Collection Equipment			2,000,000			2,000,000
195865	New Capital Development	132,000				68,000	200,000
195893	Players Benches and Pads	53,864	11,297				65,161
197003	Churchville Heritage Conservation District Guidelines	50,000					50,000
201360	Communications Master Plan	25,000					25,000
201480	Corporate Technology Program	200,000					200,000
201900	West Tower 5th Floor Recreation Space Relocation	100,000					100,000
202310	C-224, C-225, C-233	3,368					3,368
202985	Road Weather Information System	100,000					100,000
205780	CAA Centre	63,297					63,297
205865	Chinguacousy Park - Windscreens	4,928					4,928
205893	Players Benches and Pads	24,948					24,948
206855	Arts Walk of Fame	20,000					20,000
207003	Heritage Heights Employment Lands Master Plan	55,000			45,000		100,000
		10,546,066	11,297	5,600,000	171,423	361,699	16,690,485



## Report Staff Report The Corporation of the City of Brampton 11/29/2023

**Date:** 2023-11-10

Subject: Bridge Financial Master Plan

**Contact:** Nash Damer, Treasurer, Finance

**Report Number:** Corporate Support Services-2023-1008

#### **Recommendations:**

1. That the report from Nash Damer, Treasurer, Corporate Services, dated November 10, 2023, to the Committee of Council Meeting of November 29, 2023 re: **Bridge Financial Master Plan**, be received;

- That the Bridge Financial Master Plan report from Hemson Consulting Ltd. be considered a baseline snapshot of the city's financial position, prior to single-tier transition, as per Bill 112 – Hazel McCallion Act and prior to the implementation of Bill 23 – More Homes Built Faster Act;
- 3. That the Bridge Financial Master Plan be utilized as a tool to identify, evaluate and quantify the impacts of Bill 112 and Bill 23, as these legislative changes are implemented.

#### Overview:

- In January of 2022, Hemson Consulting was awarded the contract to update the City's Financial Master Plan (FMP) for the purpose of assessing the financial health and sustainability of the City.
- Development of the FMP consisted of modeling data from a wide variety of sources, meetings with all departments to evaluate/confirm forward-looking expectations, benchmarking with peers and soliciting feedback from Council through a workshop held on July 19<sup>th</sup> 2023.
- The resulting FMP presented through this report, concludes that the City of Brampton maintains a strong overall financial position and can sustainably fund its operating and capital obligations, with a 10-year average annual tax increase forecasted at 2.3%. This conclusion aligns with S&P Global's rating action of October 20, 2023 affirming the City's 'AAA' long-term issuer credit rating

with a stable outlook, and that the city has robust liquidity and dedicated reserves to accommodate the needs of its expanding economy. The City has received this credit rating for 8 consecutive years.

- Notwithstanding this manageable forecast, recent legislative changes through Bill 112 – Hazel McCallion Act and Bill 23 – More Homes Built Faster Act are anticipated to have significant implications for the City of Brampton. Given the early stages of the transition and implementation of these pieces of legislation, the financial impacts are not fully known at this time and therefore are not fully considered in the FMP.
- The financial model used to develop this FMP is available to be utilized as a tool to conduct high-level sensitivity testing, allowing the City to compare and quantify the current baseline financial position vs future proposed states to ensure that the City's financial position continues to remain strong.

#### **Background:**

The City's first Financial Master Plan was completed in May of 2017 and provided an assessment on the financial health of the municipality. On December 9<sup>th</sup>, 2020, a report titled "Long-Term Financial Master Plan Update" was approved by City Council and included a budget amendment to update the 2017 plan.

In January of 2022, Hemson Consulting was awarded the contract to update the City's FMP and began working with staff to gather information, such as budget drivers, approved budgets, development charge studies, reserve levels, master plans, capital forecasts and asset management needs. This information was then utilized to conduct meetings with all operating departments to review and confirm long-term projections for operating service levels, capital requirements, new initiatives and/or potential strategic investments.

On July 19, 2023, a Council workshop was held to review the findings, conclusions and considerations identified in the FMP update report. The workshop consisted of presentations by both Hemson and staff, followed by a discussion period, which provided the opportunity for staff to obtain valuable feedback from Council. The feedback received from the Council Workshop has now been incorporated into the FMP report recommended for approval.

#### **Current Situation:**

The Interim Financial Master Plan has been completed by Hemson and is included as Attachment 1 in this report.

#### The City's Overall Financial Position

The Financial Master Plan concludes that the City of Brampton maintains a strong overall financial position and can sustainably fund its operating and capital obligations, with a 10-year average annual tax increase forecasted at 2.3%.

In addition to forecasting tax increases, a critical part of evaluating the strength of a municipalities overall financial position is to compare the current financial position with those of similar municipalities. Hemson has conducted benchmarking analysis on several similar municipalities across the GTA and compared key performance indicators, with the following observations made to support their overall assessment:

- Residential Property Tax Bills Slightly Below Average
- Transit User Fee Revenue Above Average
- Non-Transit User Fee Revenue Below Average
- Debt Level Among the Lowest
- Asset Management Contributions Per Capita Above Average

#### Key Model Findings

The FMP includes a section on Key Model Findings, which provides individual 10-year forecasts for each of the primary outputs of the Fiscal Impact Model, including taxation, assessment growth, operating expenditures, non-tax revenues, capital forecasts, reserve and reserve funds and debt management.

By collectively considering these key variables, the FMP model is able to forecast total financial obligations and anticipate total available funding sources, in order to ultimately provide stakeholders with property tax expectations over the planning period. Below is a summary of key variables:

- Taxation 10-Year average annual increase of 2.3%
- Assessment Growth 10-Year average annual increase of 1.8%
- Operating Expenditures \$45 million average annual increase per year
- Non-Tax Revenue \$13 million average increase per year
- Capital Forecasts \$570 million average annual capital program (Does not include strategic initiatives)
- Reserves & Reserve Funds Stable position over the 10-year period
- Debt Repayments Growing from 1.5% of own-source-revenue to 3.4% by 2033 (Does not include strategic initiatives)

#### Additional Strategic Initiatives Need to be Monitored and Managed

The report includes a list of other key strategic capital works projects that could have a material impact on the City if they proceed and outlines how they could be funded. These projects including the following:

- Light Rail Transit Main St. LRT Extension
  - Option 1 Surface
  - Option 2 Underground Tunnel
- Bus Rapid Transit Queen St. to Hwy 7 BRT
- Uptown Community Hub (Shoppers World)
- Additional Community Hub
- Centre for Innovation
- Electrification of Transit Fleet

The Fiscal Impact Model provides the functionality to include or exclude these projects in any given year and estimates the incremental average tax change.

#### <u>Bill 112 – Hazel McCallion Act</u> Bill 23 – More Homes Built Faster Act

Recent legislative changes through Bill 112 – Hazel McCallion Act and Bill 23 – More Homes Built Faster Act are anticipated to have significant implications for the City of Brampton. Given the early stages of the transition and implementation of these bills, the financial impacts are generally unknown at this time and have been largely excluded from consideration in the FMP.

However, the fiscal impact model used to develop this FMP is available to be utilized as a tool to conduct high-level sensitivity testing, thus allowing the City to compare and quantify the current baseline financial position vs future proposed states to ensure that the City's financial position does not deteriorate due to decisions made by the province.

#### **Corporate Implications:**

#### Financial Implications:

There are no immediate financial implications associated with approval of this report. Specific financial management recommendations flowing from the report will be subject to future reporting and approval.

#### **Strategic Focus Area:**

 Government & Leadership: Focusing on service excellence with equity, innovation, efficiency, effectiveness, accountability, and transparency.

#### Conclusion:

The Bridge Financial Master Plan presented in this report confirms that the City of Brampton maintains a strong overall financial position and can sustainably fund its operating and capital obligations, with a 10-year average annual tax increase forecasted at 2.3%.

Recent legislative changes through Bill 112 – Hazel McCallion Act and Bill 23 – More Homes Built Faster Act are anticipated to have significant implications for the City of Brampton.

This FMP and Fiscal Impact Model provides the City with a current baseline financial position that can be compared and quantified against future proposed states to ensure the City's financial position does not deteriorate due to decisions made by the province.

Authored by:	Reviewed by:
Mark Medeiros, Senior Manager, Financial Planning & Analytics	Nash Damer, Treasurer
Approved by:	Approved by:
Jason Tamming, Acting Commissioner, Corporate Support Services	Marlon Kallideen, Chief Administrative Officer

#### **Attachments:**

• Attachment 1 – Interim Financial Master Plan Update

# INTERIM FINANCIAL MASTER PLAN UPDATE

November 29, 2023





1000 - 30 St. Patrick Street, Toronto ON M5T 3A3 416 593 5090 | hemson@hemson.com | www.hemson.com

## **C**ONTENTS

EXEC	CUTIVE SUMMARY	1
1.	Introduction	7
Α.	Study Background and Context	7
B.	Key Guiding Documents, Studies and Policies	9
C.	Report Structure and Content	9
2.	THE CITY'S OVERALL FINANCIAL POSITION	10
A.	Residential and Non-Residential Growth Forecast	10
B.	Current Fiscal Position – Benchmarking Analysis	12
C.	SWOT Analysis	14
3.	FISCAL IMPACT MODEL AND KEY ASSUMPTIONS	16
A.	All Tax Supported Programs are Included	16
B.	The FMP Financial Forecast is Derived from a Series of Price & Growth Drivers	16
C.	Inflation is Excluded from the Model	17
D.	The Capital Forecast Includes Growth-Related Capital and Provisions for	
	Capital Renewal and Replacement	17
E.	Assessment is Forecast in Relation to Growth in New Housing and Non-	
	Residential Floor Space	17
F.	The Impacts of The Dissolution of the Region of Peel are not Considered in the	
	Fiscal Impact Model	18
G.	The Impacts of Bill 23 are not Entirely known, but Certain Impacts are	
	Incorporated into the Analysis	19
Н.	Additional Strategic Initiatives are Assumed to be "Revenue Neutral" for	
	analytical purposes	20
4.	KEY MODEL FINDINGS	22
A.	Taxation Forecast	22
B.	Assessment Growth	24
C.	Operating Expenditures	27
D.	Non-Tax Revenues	29
E.	Capital Forecast	29

F.	Reserves & Reserve Funds	32
G.	Debt Management	33
5.	SUMMARY OF RESULTS	35
А. В.	Summary of Interim FMP Findings Conclusions and Next Steps	35 37
APPE	ENDIX 1 – BENCHMARKING REVIEW	40

## **EXECUTIVE SUMMARY**

This Interim Financial Master Plan (FMP) update assesses the financial health of the City of Brampton in the context of its demographic and economic environment, municipal financial benchmarks, and current spending and revenues under the current governance structure. The report is accompanied by a dynamic Fiscal Impact Model which is intended for use by City staff to address changing assessments of capital and operating needs and sensitivity testing of the impacts of major new initiatives or funding scenarios. This report is intended to be an update to the work undertaken as part of the City's 2017 Long-term Financial Master Plan (LTFMP). Additionally, as the upcoming implications of the dissolution of the Region of Peel are not entirely known to the City at this stage, this FMP will act as an interim report until those impacts are identified and can be incorporated into a long-term outlook for the City in the near future.

#### A. TRACKING PERFORMANCE SINCE THE 2017 LTFMP REPORT

Table 1 below provides the key policy directions outlined in the 2017 LTFMP and how the City has progressed since its adoption by Council.

Overall, the City has undertaken various actions to address and improve upon the policy directions outlined in the 2017 LTFMP. Some key successes since the 2017 Report, include:

- Implementation of a new dedicated Stormwater User Fee to fund asset needs;
- Achieved tax rate increases lower than projected in the 2017 LTFMP;
- Completed service delivery reviews for key business areas;
- Implemented initiatives to increase the City's non-residential base and attract new employers (i.e. DC exemption for "major office" development);
- Leading a robust Asset Management Program to comply with Ontario Regulation 588/17;
- Expanded the use of debt; and
- Succeeded in securing upper level government funding.



Table 1 – Tracking the City's Performance (2017 to Now)

Key Policy Directions	2017 Actions	Qualitative Status
Make decisions on capital investments based on strategic priorities and financial impacts	<ul> <li>Develop 10-year capital forecast</li> <li>Improve capital reporting capabilities</li> <li>Capital project prioritization metrics</li> </ul>	<b>→</b>
Promote economic growth	Increase non-residential assessment share	<b>→</b>
Review approach to user fees	Update user fee policy to grow revenues	<b>→</b>
Work to maintain grant revenues	Work with AMO and other agencies to maximize opportunities	-
Use DCs full extent	Changes to the then legislated permitted increased use of DC funding for growth (City adapted accordingly)	
Maintain City's infrastructure assets	<ul> <li>Long-term funding strategy to address current and future requirements</li> </ul>	<b>→</b>
Explore opportunities for alternative revenue tools	Secure permissions for additional revenue tools, similar to those granted to Toronto under the <i>City of Toronto Act</i>	-
Streamline service delivery	Review operating costs to streamline service delivery	-
Debt for major strategic projects	Expand the use of debt in a financially sustainable manner	<b>→</b>

In general, most of the strategic polices outlined in the 2017 LTFMP Report continue be relevant today, however, it is recognized that the priorities to initiate further action on some of these items may have to be delayed until regional dissolution is more defined. Therefore, the continual monitoring and updates to the FMP in the future will only further improve the City's financial health as the City moves through these structural changes.

#### B. THE CITY'S OVERALL FINANCIAL POSITION

The City of Brampton is one of Canada's fastest growing municipalities. The City benefits from its location within the GTA, high rates of immigration, a strong and diverse economy, and low levels of municipal debt. Strong population, household and employment growth rates are expected to continue in the future.



Like most municipalities, the majority of the City's revenue is derived through taxation (65 per cent in 2023). User fee and service charge revenue account for 29 per cent of the total operating revenues within the City's 2023 budget.

In assessing the overall annual tax increases, it is important to consider the City of Brampton's portion relative to the total (i.e. including the Region of Peel and School Boards property tax requirements). As shown in Figure 1 below, the City's portion of property taxes make up approximately 40 per cent of the total in 2022. However, in 2023 the proportion has increased to about 41 per cent which is consistent with Brampton's average share of the levy since 2016.

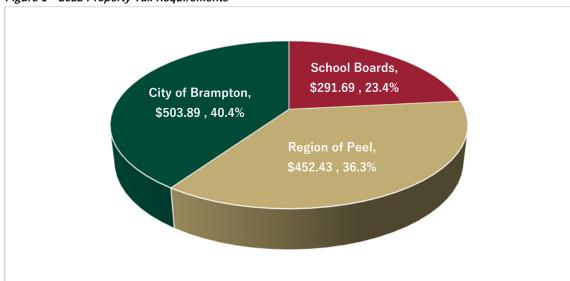


Figure 1 - 2022 Property Tax Requirements

Source: City of Brampton 2023 Budget

The City of Brampton is in a position to fund its current identified operating and capital obligations with manageable tax revenue increases. Over the next 10 years, the City's total annual property tax bill increases are anticipated to average 2.3 per cent (current governance structure). The projected annual changes over this period are detailed in Figure 2. As indicated, the snapshot below does not consider the impacts of the Region's dissolution on the City of Brampton and the cumulative impacts of the governance change will have to be reviewed after 2025. As a result, the tax impacts outlined in Figure 2 should be considered as an order or magnitude range under the current structure.

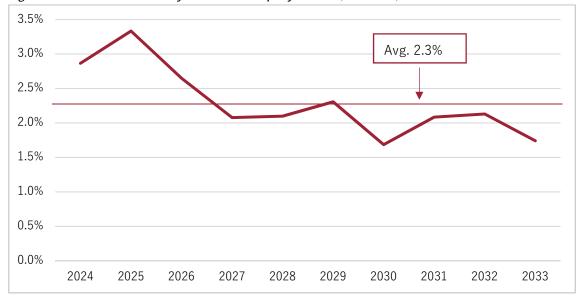


Figure 2 – Annual Increase to City's Portion of Property Tax Bill (2024-2033)

The City faces a number of significant current and potential future pressures on taxation rates. These include:

- Long-term asset repair and replacement needs, beyond the 2 per cent levy and 1 per cent levy;
- City funding for Strategic Initiatives (LRT/BRT, community hubs, etc.);
- The new legislation, *More Homes Built Faster Act*, has several concerning impacts for the City of Brampton, particularly as the Bill reduces the amount of development and parkland fees municipalities can collect.
- Capital costs for new development-related facilities may exceed permissible funding from DCs;
- Potentially lower levels of non-residential growth as compared to residential development. Particularity as the COVID-19 pandemic has changed the workforce and how business is conducted. As a result, the "work from home" trend is anticipated to impact the development of new office space, at least in the short-term;
- Government funding to help carry-out a number of key City Strategic Initiatives (e.g. electrification of transit facilities)
- Operating cost increases (e.g. salaries and utilities) exceeding CPI increases; and
- Overall economic climate of today which has brought on a continued increase to interest rates, above "average" inflation and supply shortages. Cumulatively, the City will need to manage these cost pressures as they persist which can be expected to remain strong in the short-term.



Lastly, on May 18, 2023, the Province introduced Bill 112, an Act to dissolve the Regional Municipality of Peel and make the Cities of Brampton and Mississauga as well as the Town of Caledon single tier municipalities, effective January 1, 2025. The impacts of dissolution are not yet quantified and this change has therefore been omitted from this analysis.

#### C. CURRENT FISCAL POSITION: BENCHMARK REVIEW

A key indicator of the City's current financial position is through a comparison to similar neighbouring municipalities in the GTA. Appendix 1 provides an overview and accompanying performance metrics related to Residential Property Taxes, Transit and Recreation User Fees, Debt Management, Asset Management, and Development Charges. Table 2 below provides a high level summary, with additional details found in Appendix 1 of this report.

Table 2 - Benchmarking Analysis Summary

Performance Indicator	Brampton's Performance
Residential Property Taxes	Relative to other municipalities in the GTA, Brampton's average residential property tax bill is slightly below average at \$4,400 for a detached bungalow, \$5,400 for a two storey home, and \$6,900 for an executive home.
	Over the last number of years, the City has been able to manage fairly stable taxation increases – since 2015 the average increase hovered around 1.3 per cent (including the pandemic-era where no tax increases were introduced). Some years, including in 2013 and 2023, the increases near 3 per cent. The City will need to continue to consider resident and industry affordability while balancing appropriate service levels and cost increases in today's economic climate.
Transit and Recreation User	Overall, Brampton non-transit related user fee cost recovery is
Fees	lower than comparator municipalities – recovering approximately 12.3 per cent of costs relative to the average cost recovery of 15 per cent. A major contributor the user fee revenues can be attributed to Recreation user fees, the City recovers slightly less than the average amongst comparators while being on the high end of spending on recreation space.
	Conversely, when considering Transit fees, the City is above average in user fees cost recovery. The user fee cost recovery when



Performance Indicator	Brampton's Performance
	considering Transit represents about nearly 29 per cent, which is higher than the comparator average of 23 per cent. The higher cost recovery can be directly linked to the City's transit fare box recovery being amongst the highest in the GTA with the exception being Toronto's TTC operations.
Debt Policy and Management	The City holds a relatively small amount of debt as of 2023, with annual debt payments totalling only 1.5 per cent of own source revenue. A present, the City is well within the Provincial Annual Repayment Limit of 25 per cent of own source revenue and their internal limit of 15 per cent.  When compared against other communities, the current debt level is also amongst the lowest, however, the City has of late approved new debt and other new debt is forecasted. After considering the City's future approved and forecasted debt - the City is closer to other municipalities debt use.
Asset Management	The City has emerged as one of the leading communities in asset management policy and implementation practices in Ontario. In comparing asset management contributions per capita amongst GTA municipalities, on a per capita basis, the City maintains to be above the average with contributors estimated approximately \$170 per capita.
Development Charges	The City is currently undertaking an update to their 2019 Development Charges Background Study and associated by-laws. The City's residential DCs for single-detached dwellings are on the higher end, but within range of comparable municipalities. It is important for the City to continue to use development charges to the extent possible permitted under the DCA while also continuing to explore opportunities to create new employment opportunities and increase employment in the City.



#### 1. Introduction

The City of Brampton, with assistance from Hemson, developed a Long-term Financial Master Plan for Council consideration in 2017. This report serves as an update to that plan to assess the health of the City in the context of its current demographic and economic environment, municipal financial benchmarks, and current spending and revenues. The results of a 10-year financial forecast for the City are presented and discussed.

#### A. STUDY BACKGROUND AND CONTEXT

The City of Brampton has long been one of the fastest growing cities in Canada. With a population of approximately 709,000 (in 2023), Brampton is considered the ninth largest city in Canada. Looking forward, Brampton is expected to continue to grow to nearly 900,000 people by 2041 (Census population).

Brampton benefits from its location within the GTA and close proximity to Pearson Airport. It has a stable and diverse economy with strong employment growth anticipated to continue into the future. Its main economic sectors include manufacturing, food and beverage, life sciences and information technology.

Brampton is currently a lower-tier municipality within the Region of Peel. Within this two-tier government structure, the City of Brampton is responsible for the delivery of certain local services. These include arts and culture, by-law enforcement, economic development, fire services, parks and recreation, provincial offences administration, local planning, public transit, snow removal, tax collection and local roads. To plan for these services, the City undertakes a detailed annual budgeting process. Importantly, on May 18, 2023, the Province introduced Bill 112, an Act to dissolve the Regional Municipality of Peel and make the Cities of Brampton and Mississauga as well as the Town of Caledon single tier municipalities, effective January 1, 2025 – this change has not been factored into this update.

The City is undertaking an update to the 2017 Long-term Financial Master Plan study to assess its long-term financial health and sustainability under the current structure, recognizing a more fulsome review of this plan will need to be undertaken in the next few years.

The objective of the Interim FMP is the development of a plan to assess the City's current state, prior to dissolution, and is made up of two key deliverables:



#### Interim Financial Master Plan (this report)

- Focuses on financial viability, management, flexibility and sustainability;
- Overview of financial history and current status;
- Overview of key model findings (10-year forecast);
- Identification of risks, challenges and opportunities; and
- Key directions and next steps to continue to guide the City toward financial sustainability.

#### **Fiscal Impact Model**

The Fiscal Impact Model is a tool for staff to:

- Assess the current financial position of the municipality;
- Forecast the future financial position of the municipality over the next 10 years or more;
- Identify overall capital and operating needs;
- Assist in the annual budget process;
- Undertake sensitivity testing to understand the impact of major new initiatives, changes, or scenarios; and
- Provide information and data for future updates to the FMP, including high-level order of magnitude sensitivity testing on dissolution of the Region of Peel.

Both deliverables are living documents which build upon the City's existing fiscal position with consideration for future plans amongst the City's various departments. The model may be updated as needed by City staff to account for actual outcomes and Brampton's changing economic and fiscal environment. This is especially important in the context of the upcoming dissolution, as the financial impacts are not yet known and thus not considered in the results of this analysis. Furthermore, the model can be used to help evaluate funding options for major upcoming Strategic Initiatives.



#### B. KEY GUIDING DOCUMENTS, STUDIES AND POLICIES

The Interim FMP is based on a detailed review of municipal financial documents, including but not limited to the following:

- Capital and operating budgets (2023);
- Financial Information Returns (FIR);
- Corporate Asset Management Plan;
- Transit Business Plan;
- Development Charges Background Study; and
- Relevant staff reports.

Additionally, meetings with staff from various City departments were held to gain an understanding of the anticipated capital works beyond the five-year capital budget horizon. These projects have also been included as part of this analysis and form a key component of this report.

#### C. REPORT STRUCTURE AND CONTENT

The Interim FMP Report is divided into the following sections

- Section 2 presents the demographic and economic context, including the 10-year forecast of residential and non-residential growth; the City's current fiscal position, taking into account a range of key financial indicators; and a preliminary assessment of strengths, weaknesses, opportunities and threats.
- Section 3 provides an overview of the Fiscal Impact Model and main assumptions.
- Section 4 presents the various outputs and key findings of the tax-supported model.
- **Section 5** concludes with a high-level overview of the key takeaways from the Interim FMP process and next steps.



#### 2. The City's Overall Financial Position

The City of Brampton is one of the largest employment centres in the GTA, well known for its many large-scale manufacturing business. The economy is well diversified and has representation of a wide range of industry sectors and regional clusters, including the main economic sectors of manufacturing, food and beverage, life sciences, and information and communication technology. Located in the heart of Canada's largest urban region, directly north of Pearson International Airport, the City of Brampton is well position to continue to attract global business investment and educated, skilled residents from across Canada and around the world.

This section provides context regarding the forecast of residential and non-residential growth and various benchmarks by which the City can gauge their current fiscal position relative to neighbouring municipalities. The benchmarking analysis considers a range of key financial indicators based on budgets, FIRs, and other key municipal documents. A preliminary assessment of strengths, weaknesses, opportunities and threats (SWOT) has also been included to revisit and update those included in the 2017 LTFMP.

#### A. RESIDENTIAL AND NON-RESIDENTIAL GROWTH FORECAST

The City of Brampton has historically experienced some of the highest growth rates in Canada. From 2011 to 2023 the City's population grew by 185,200 people, to a current estimate of 709,100. This indicates an average annual growth rate of 2.6 per cent. The annual employment growth (not including work-from-home) rate is estimated to have averaged 2.2 percent over the 2011 to 2023 period, from approximately 162,500 jobs in 2011 to an estimated 210,000 jobs in 2023.

The forecast used as part of the Interim FMP update is based on the most recently approved Region of Peel Official Plan and Municipal Comprehensive Review. As shown in Figure 3, growth is expected to slow gradually over the next 10 years. Population growth is anticipated to average 2.2 per cent annually between 2023 and 2028 and 1.4 per cent between 2028 and 2033, reaching approximately 844,900 at the end of the ten-year period. It is recognized that the unit projections are lower than the housing pledge, however, forecasts are more in sync with the capital needs and the extensive planning work undertaken by the Region and City, Achieving higher growth more akin to targets can positively impact revenues but could also trigger new costs not contemplated in this analysis. Also of importance, the housing pledge targets can only be achieved with cooperation from the development community to construct the units to satisfy market demands assuming the proper servicing water and sewer capacity is available to develop.



The City has been approving the applications, although, recognizing some of the developments been delayed for the preceding reasons.

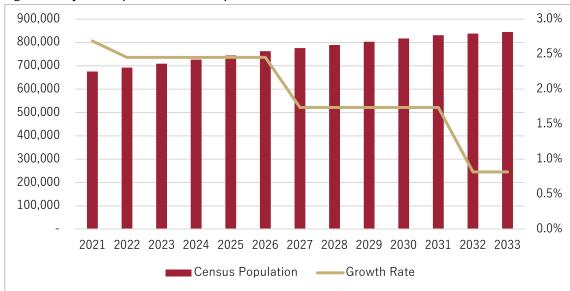


Figure 3 - City of Brampton Forecasted Population Growth

Similarly, employment growth rates are anticipated to decrease slightly to an annual average of 2.9 per cent between 2023 and 2028 and 1.7 per cent between 2028 and 2033, reaching a total of 263,200 jobs in 2033. These figures do not include forecasted workfrom-home employment.

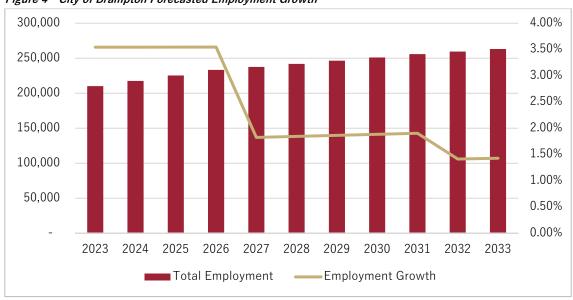


Figure 4 - City of Brampton Forecasted Employment Growth

Household growth rates are anticipated to average 2.7 per cent between 2023 and 2028 and 1.9 per cent between 2028 and 2033. The composition of dwelling units is expected to shift slightly away from singles and semis, with a gradually growing share of townhomes and apartment units.

Forecast population, households, and employment are illustrated by Figure 5.

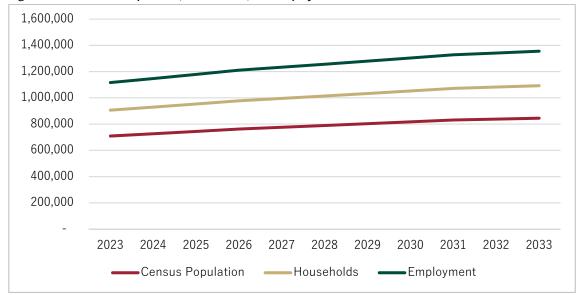


Figure 5 – Forecasted Population, Households, and Employment

#### **CURRENT FISCAL POSITION – BENCHMARKING ANALYSIS** B.

A key indicator of the City's current financial position is through a comparison to similar neighbouring municipalities in the GTA. Appendix 1 provides an overview and accompanying performance metrics related to Residential Property Taxes, Transit and Recreation User Fees, Debt Management, Asset Management, and Development Charges. Table 3 below provides a high level summary, with additional details found in Appendix 1.

Table 3 – Benchmarking Analysis Summary

Performance Indicator E	Brampton's Performance
a a t	Relative to other municipalities in the GTA, Brampton's average residential property tax bill is slightly below average at \$4,400 for a detached bungalow, \$5,400 for a two storey home, and \$6,900 for an executive home.  Over the last number of years, the City has been able to manage fairly stable taxation increases – since 2015 the



Performance Indicator	Brampton's Performance
	average increase hovered around 1.3 per cent (including the pandemic-era where no tax increases were introduced). Some years, including in 2013 and 2023, the increases near 3 per cent. The City will need to continue to consider affordability while balancing service level adjustments and cost increases.
Transit and Recreation User Fees	Overall, Brampton non-transit related user fee cost recovery is lower than comparator municipalities – recovering approximately 12.3 per cent of costs relative to the average cost recovery of 15 per cent. A major contributor the user fee revenues can be attributed to Recreation user fees, the City recovers slightly less than the average amongst comparators while being on the high end of spending on recreation space.
	Conversely, when considering Transit fees, the City is above average in user fees cost recovery. The user fee cost recovery when considering Transit represents about nearly 29 per cent, which is higher than the comparator average of 23 per cent. The higher cost recovery can be directly linked to the City's transit fare box recovery being amongst the highest in the GTA with the exception being Toronto's TTC operations.
Debt Policy and Management	The City holds a relatively small amount of debt as of 2023, with annual debt payments totalling only 1.5 per cent of own source revenue. A present, the City is well within the Provincial Annual Repayment Limit of 25 per cent of own source revenue and their internal limit of 15 per cent.  When compared against other communities, the current debt level is also amongst the lowest, however, the City has of late approved new debt and other new debt is forecasted. After considering the City's future approved and forecasted debt - the City is closer to other municipalities debt use.

Performance Indicator	Brampton's Performance
Asset Management	The City has emerged as one of the leading communities
	in asset management policy and implementation
	practices in Ontario. In comparing asset management
	contributions per capita amongst GTA municipalities, on
	a per capital basis, the City maintains to be above the
	average with contributors estimated approximately \$170
	per capita.
<b>Development Charges</b>	The City is currently undertaking an update to their 2019
	Development Charges Background Study and associated
	by-laws. The City's residential DCs for single-detached
	dwellings are on the higher end, but within range of
	comparable municipalities. It is important for the City to
	continue to use development charges to the extent
	possible permitted under the DCA while also continuing
	to explore opportunities to create new employment
	opportunities and increase employment in the City.

#### C. SWOT ANALYSIS

This section provides a summary of some of the key strengths, weaknesses, opportunities and threats that have been considered in this update to the 2017 LTFMP.

#### Strengths

- Central location within the GTA and close to Pearson International Airport;
- Diversified economy;
- High rates of immigration;
- Strong population and employment growth;
- Well-developed transportation network with major highways, and a continually improving transit network;
- Competitive taxation levels with other municipalities;
- Significant available debt capacity can provide flexibility and resiliency in the event of an unforeseen financial crisis or shock; and
- Diverse, educated and relatively young population base.

#### Weaknesses

- Downtown Urban Growth Centre has been slow to develop; and
- Continued market preference for residential development in key areas.



#### **Opportunities**

- Relatively high levels of greenfield land availability as compared with other GTA municipalities;
- Queen and Main Street corridor have significant redevelopment potential; and
- Addition of Toronto Metropolitan University School of Medicine may stimulate additional commercial and high density residential development, as well as economic growth.

#### **Threats**

- Increasing vehicular traffic;
- National economic challenges and slow growth in many manufacturing sectors;
- The COVID-19 pandemic has changed the workforce and how business is conducted. As a result, the "work from home" trend is anticipated to impact the development of new office space, at least in the short-term;
- Competition from similarly positioned GTA municipalities;
- Aging of the population may require additional investment in recreation and transportation services than have historically been provided;
- Emerging technology, such as automated vehicles, may require significant infrastructure investments with minimal lead time;
- Increasing asset management obligations;
- Large deficits at the Provincial and Federal levels may impact availability of onetime grants beyond current infrastructure programs;
- Development charges revenues may slow when greenfield land supply becomes more scarce and intense forms of development are required to meet Official Plan targets;
- Additional downward pressure on DC revenues due to changes to the legislation through Bill 23 (including mandatory phase-in requirements, exemptions for affordable and attainable units, etc.);
- Climate change and increasing environmental regulations regarding stormwater management and other services; and
- A number of planned or potential major capital projects are currently unfunded.

The upcoming dissolution of the Region of Peel is an important consideration for the SWOT analysis. As it currently stands, the fiscal impacts and the potential limitations and opportunities of this dissolution are not yet known to the City. Once the impacts are clear the strengths, weaknesses, opportunities and threats of this dissolution can incorporated into the above analysis.



#### 3. FISCAL IMPACT MODEL AND KEY ASSUMPTIONS

This section provides an overview of the Fiscal Impact Model as well as the main assumptions used in completing the analysis. The Fiscal Impact Model provides estimates over a 10-year horizon, extending from 2023 to 2033. The City's 2023 capital and operating budget, and discussions with City staff, informs the forecasts included in the analysis.

The intention of the FMP is not to represent a proposed budget for the City. Rather, it is a forecast based on the capital and operating program needs anticipated at this time.

#### A. ALL TAX SUPPORTED PROGRAMS ARE INCLUDED

The financial model includes capital and operating estimates for all tax-supported services, including:

- Mayors & Members of Council
- General Government
- Fire & Emergency Services
- Brampton Public Library
- Public Works
- Transit
- Roads & Related

- Recreation
- Parks
- City Planning & Design
- Corporate Buildings
- Corporate Accounts
- Development Engineering
- Stormwater Management

# B. THE FMP FINANCIAL FORECAST IS DERIVED FROM A SERIES OF PRICE & GROWTH DRIVERS

The City's 2023 operating budget forms the basis of the operating forecast. Beyond 2023, the application of a series of price and growth drivers are used to inform the analysis. The basis of the price drivers are derived from numerous considerations but largely are based on the City's Municipal Price Index (MPI) as identified under the 2017 LTFMP. Additional details on the MPI factors used can be found in Section 4.

Recent historical financial data, discussions with staff, experience from other jurisdictions, and a review of existing and future land uses, population and employment are also considered. Generally, the growth forecast informs the growth drivers and include growth in population, employment, households, or some combination thereof. Growth drivers also include "capital induced" operating impacts – where new facilities, vehicles or infrastructure are planned through the capital forecast, an operating impact is incorporated into the model to account for additional staffing needs, maintenance costs and other operating costs.



The Fiscal Impact Model allows for easy adjustment of all price and growth drivers, as needed.

#### C. INFLATION IS EXCLUDED FROM THE MODEL

Beyond the use of the MPI factors listed above, the financial forecast does not currently consider inflation; all costs are in current (2023) dollars. The model allows for the easy addition of a constant inflation rate, if required. Even at a moderate inflation rate of 2 per cent, the cumulative impact of inflation on costs will be significant. Inflation will have a corresponding effect on the assessment base and resulting property tax revenue.

# D. THE CAPITAL FORECAST INCLUDES GROWTH-RELATED CAPITAL AND PROVISIONS FOR CAPITAL RENEWAL AND REPLACEMENT

The capital forecast focuses on both growth-related capital and provisions for capital renewal and replacement over the next 10-year period. Funding for the capital program is provided from a combination of development charges, the City's various capital reserves and reserve funds, grants and other contributions and long-term debt.

While the City's capital forecast looks towards the 2033 horizon, the five-year forecast to 2028 provides more details than the latter five years. This is typical of municipal capital planning as the immediate future is better known. The model allows for the addition or change of projects as needed.

# E. ASSESSMENT IS FORECAST IN RELATION TO GROWTH IN NEW HOUSING AND NON-RESIDENTIAL FLOOR SPACE

Forecasted assessment increases in the City are in relation to the growth forecast set out in Section 4 with some modifications to reflect a more average based projection. The assessment forecast is prepared for each property class so that the appropriate weighting and discount factors are applied. Only net taxable assessment is included in the forecast.

The assessment of new buildings tend to have higher values than existing buildings, and therefore the assessment value assumptions are based on the average of a sample of buildings constructed over the past five years. The basis of the residential forecast is average assessed values for new dwellings by type (e.g. singles and semis, rows and apartments). The average assessed value per square metre of new building space by property type (e.g. Major Office, Population Related and Employment Land) are the basis of the non-residential forecast.



The assessment forecast does not account for market value changes over time, although the model allows for easy adjustment of assessment values as needed.

# F. THE IMPACTS OF THE DISSOLUTION OF THE REGION OF PEEL ARE NOT CONSIDERED IN THE FISCAL IMPACT MODEL

On May 18, 2023, the Province introduced Bill 112, an Act to dissolve the Regional Municipality of Peel and make the Cities of Brampton and Mississauga as well as the Town of Caledon single tier municipalities, effective January 1, 2025. On June 8, 2023, royal assent was received making the Bill law and by mid-July a Transition Board was established to facilitate the Region's dissolution. The Region of Peel plays a pivotal role in the community and the critical services delivered by Peel employees which benefit Brampton along with Mississauga and Caledon. The dissolution of the Region is a significant undertaking as the services are delivered through an integrated shared model to provide the greatest value to residents and businesses. For some context, the dissolution of Peel Region is a significant undertaking:

- One in ten people in Ontario live in Peel.
- Peel Regional Police is the 2nd largest in Ontario and 3rd largest in Canada.
- Peel Paramedics is the 2<sup>nd</sup> largest in Ontario.
- Peel Water is the 2<sup>nd</sup> largest in Ontario and the 4<sup>th</sup> largest in Canada.
- Peel utility rates remain 30 per cent lower than other GTA municipalities.
- Peel Housing is the 3<sup>rd</sup> largest community housing provider in Ontario.
- Peel Public Health is the 2<sup>nd</sup> largest in Ontario and one of the largest in Canada.
- Peel Region roads carry 21 per cent of all goods movement GDP in Ontario.

Brampton City Council and staff are intending to work with the province's Transition Board, Mississauga, and Caledon to ensure no disruptions in service occur during the dissolution process. As the dissolution discussions remain in an early stage, any costs or service delivery changes have been omitted from this report. This report is accompanied by a dynamic Fiscal Impact Model which can be used to undertake high-level sensitivity testing of this this major legislative reform as more information unfolds over the next few years.



# G. THE IMPACTS OF BILL 23 ARE NOT ENTIRELY KNOWN, BUT CERTAIN IMPACTS ARE INCORPORATED INTO THE ANALYSIS

On October 25, 2022, the province released Bill 23, *More Homes Built Faster Act, 2022.* The Bill received Royal Assent on November 28, 2022. Through Bill 23 and the related Housing Supply Action Plan, the province's goal is to achieve 1.5 million new homes by 2031; 113,000 of which have been allocated to the City of Brampton. The City's Municipal Housing Pledge provides details on the range of ongoing and planned City initiatives that will support strategic growth and accelerate new housing supply in Brampton.

In general, the new legislation, *More Homes Built Faster Act*, has several concerning impacts for the City of Brampton, particularly as the Bill reduces the amount of development and parkland fees municipalities can collect. These fees help us to pay for new parks and development-related infrastructure required to support and service new development. It is estimated that Bill 23 changes could result in hundreds of million in losses over the next decade in Brampton alone with the impact extending further after considering the revenue losses at Regional level. The City of Brampton is in the midst of undertaking a new DC Background Study with new By-laws being passed mid-2024. With the passage of these new by-laws under the provisions of the new legislation, this would "trigger" many of those changes outlined in Bill 23 to come into effect, including:

- The DC Discount with the Phase-in to the Fully Calculated Rate: year one, the maximum DC that could be charged would be discounted at 20 per cent. This discount would decrease by 5 per cent each year until year 5, where the full rates would apply.
- Adjustment to the historical service level used to calculate capital costs eligible for recovery through DCs from the current 10 years to 15 years.
- Reductions in the capital costs recoverable through DCs. For Brampton, certain study costs would be removed from the list of DC eligible services. Also of importance, additional eliminations are possible through future regulation which would place additional pressure on the City's ability to fund infrastructure.

At the time the Bill receiving Royal Asset, other changes were introduced to the City's growth funding tools which would have an immediate impact on collections. The items below provide a snapshot of some of the immediate impacts which came into effect:

A discount has been enacted for DCs levied on "purpose-built rentals" which is tiered relative to the number of bedrooms: a 15 per cent discount for a 1-bedroom



unit; 20 per cent for a 2-bedroom unit and 25 per cent for units with three or more bedrooms.

- Inclusionary zoning mandated residential units as well as non-profit housing developments undertaken by certain types of non-profit housing organizations are now exempt from DCs.
- The maximum alternative dedication rate was reduced from a rate of 1 hectare per 300 dwelling units to 1 hectare per 600 net residential units. For cash-in-lieu, the rate was reduced from 1 hectare per 500 dwelling units to 1 hectare per 1000 net residential units. This represents a 50 per cent decrease from the current maximums.

Lastly, exemptions from DCs are to be provided for affordable housing – the province has recently released some definitions and parameters associated with determining affordability but this has not been put into force yet. Also. Attainable housing, which is expected to be defined through future regulation, will also be provided but no details on what defines a unit to be "attainable" at this stage.

The Province of Ontario has partnered with six GTA municipalities to assess the impact on municipal revenues from the More Homes Built Faster Act; the City of Brampton along with City of Mississauga, Town of Caledon and the Region of Peel are part of the audit. One of the key purposes of the review is to get an understanding of City finances and understand the true impacts of Bill 23 and how to support investing in municipal infrastructure to enable new housing development. The audits began in late summer and are still underway. The Interim FMP contains some estimations for the DC exemptions proposed under Bill 23 in this model, however, the actual losses will be dependent on the timing of development and the results of the 2024 DC Study and passage of the related by-laws. Furthermore, the municipal audits are not complete and the net impacts of the *More Homes Built Faster Act* are not quantified. This Fiscal Impact Model can be used to undertake high-level sensitivity testing of this this major legislative reform as more information unfolds and the City's new DC Study by-laws come into force mid-2024.

#### H. ADDITIONAL STRATEGIC INITIATIVES ARE ASSUMED TO BE "REVENUE NEUTRAL" FOR ANALYTICAL PURPOSES

In discussions with City staff, additional capital Strategic Initiatives have been identified within the Fiscal Impact Models' 10-year forecast. The analysis assumes that these works are largely "revenue neutral" to the City and do not have an impact on the capital and operating forecasts (i.e. the works will be funded by other organizations or through grants and subsidies). However, the model has functionality to include the capital and/or operating



impacts of each of these individual works to see the implications they will have on the tax base. Further information on these initiatives is provided in Section 4. At a high level, these Strategic Initiatives include:

- Light Rail Transit (LRT) Extension (Main St)
  - Option 1 Surface
  - Option 2 Underground Tunnel
- Bus Rapid Transit (BRT) Queen Street to Highway 7 (Note: operating impacts are assumed for this Initiative and included in the base analysis)
- Uptown Community Hub (Shoppers World)
- Additional Community Hub
- Centre for Innovation
- Electrification of Transit Fleet

#### **KEY MODEL FINDINGS** 4\_

This section summarizes the outputs of the tax-supported Fiscal Impact Model, including:

- Α. **Taxation Forecast**
- В. Assessment Growth
- C. Operating Expenditures
- Non-Tax Revenues D.
- E. Capital Forecast
- F. Reserves & Reserve Funds
- G. **Debt Management**

#### TAXATION FORECAST Α.

Before considering the forecasted tax increases based on the Fiscal Impact Model, it is important to compare them in the context of historical tax rates. Figure 6 shows the historical tax rate increases in the City, when considering only the City's portion of the overall tax bill (i.e. excluding Regional and School Board taxation requirements). Over the period, the average increase hovers around 1.3 per cent (including COVID-19 years where no tax increases were introduced). Some years, including in 2013 and 2023, the increases near 3 per cent. Looking forward, the forecasted tax rate increases depicted in Figure 7 are higher, on average, than what has been seen in the past when considering the additional capital and operating needs of the City.

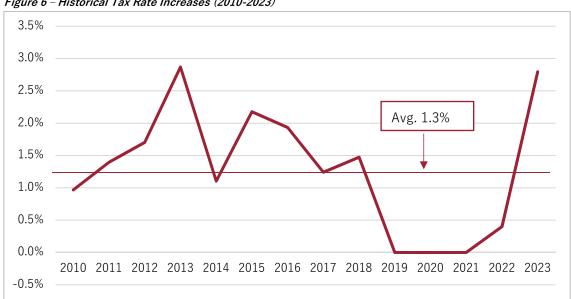


Figure 6 - Historical Tax Rate Increases (2010-2023)

Figure 7 below shows that annual increases are expected to remain in the general range of 2-3 per cent over the period. This includes provisions for the dedicated 2 per cent Infrastructure Levy and 1 per cent Transit Levy. It is noted that the graph below is based on a number of assumptions, such as the timing of new capital infrastructure emplacement, which may change over time. As previously mentioned, many of the Strategic Initiatives included are assumed to have no capital or operating impact to the City and are not attributing to the tax implications. Additional information on those works, and the impacts they will have to the figure below, are further detailed in Section E (Capital Forecast). The first few years are of the forecast show a higher rate of increase than the latter end of the period as the data in the first few years is more quantified. However, similar to existing practice, the City has been able to use several tools to mitigate a sudden tax rate increase, such as the use of debt, available reserves, and the phasing in of certain operating expenses (e.g. staff additions).

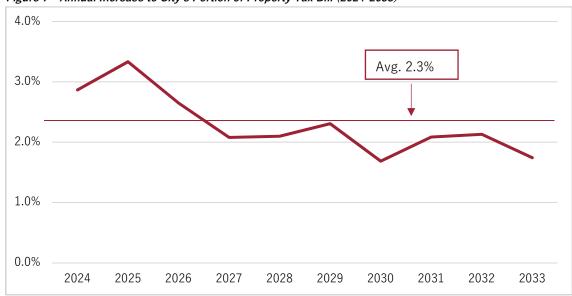


Figure 7 – Annual Increase to City's Portion of Property Tax Bill (2024-2033)

The City should consider several potential risks that could lead to future tax rate pressures. These include:

- Potential City shares of the capital and operating costs associated with the Strategic Initiatives outlined in Section E (Capital Forecast);
- Long-term asset repair and replacement needs, beyond the 2 per cent levy;
- Any City funding for the Toronto Metropolitan University School of Medicine;
- A potential slowing of DC revenues as the City's supply of greenfield land diminishes over time;



- Additional downward pressure on DC revenues due to changes to the legislation through Bill 23 (including mandatory phase-in requirements, exemptions for affordable and attainable units, etc.)
- Capital costs for new development-related facilities may exceed permissible funding from DCs;
- Potentially lower levels of non-residential growth as compared to residential development; and
- Operating cost increases (e.g. salaries and utilities) exceeding CPI increases.
- Overall economic climate of today which has brought on a continued increase to interest rates, above "average" inflation and supply shortages. Cumulatively, the City will need to manage these cost pressures as they persist which can be expected to remain strong in the short-term.

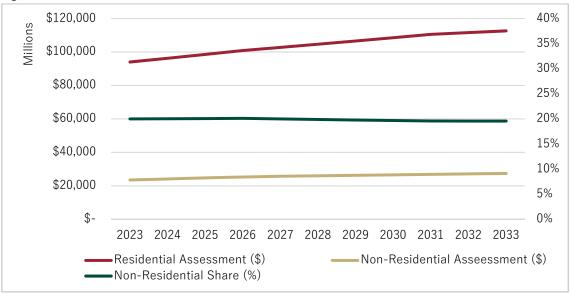
#### B. ASSESSMENT GROWTH

The basis of property taxes in Ontario is the assessed value of real property (land and improvements). The diversity and "richness" of the assessment base are indicators of a municipality's financial strength and flexibility. In particular, a high non-residential assessment share is the indicator of fiscal strength given that non-residential properties tend to place less demand on municipal services than residential properties, and typically pay proportionally higher taxes.

The City of Brampton currently has a total assessment value of approximately \$117.4 billion, including a residential assessment value of \$94.0 billion and a total non-residential assessment value of \$23.5 billion. The forecast anticipates these assessment values growing at an average rate of 1.8 per cent annually over the period to 2033, as shown in Figure 8. The ratio of residential to non-residential assessment remains constant over the planning period at 80:20, respectively.



Figure 8 - Forecast Assessment Growth



Brampton's overall unweighted residential to non-residential (commercial/office and industrial) assessment ratio, based on the 2021 Financial Information Return, is approximately 82:18 per cent. Table 4 shows that this ratio is generally in line with the assessment ratios across comparable municipalities.

Applying a weighted approach, the City's non-residential assessment share grows to approximately 20 per cent. This share is slightly below the average weighted non-residential assessment share of 23 per cent among municipal comparators in Table 5. Importantly, the average outlined in the table includes the City Toronto which has a very high non-residential weighting of 35% which increases the comparison. City's ratio is noted that the Region of Peel delegates authority to its area municipalities to set tax ratios for the various property classes according to their budgetary needs, within an established "range of fairness".

Table 4 – Unweighted Assessment Ratio Comparison

Property Class	Brampton	Mississauga	Vaughan	Markham	Oakville	Burlington	Toronto	Caledon	Hamilton	Average
Residential	82%	73%	80%	86%	88%	80%	74%	86%	84%	81%
Commercial/ Office	15%	23%	15%	12%	11%	17%	25%	11%	14%	16%
Industrial	3%	3%	5%	1%	2%	3%	1%	3%	2%	2%

Table 5 – Weighted Assessment Ratio Comparison

Property Class	Brampton	Mississauga	Vaughan	Markham	Oakville	Burlington	Toronto	Caledon	Hamilton	Average
Residential	80%	69%	75%	84%	82%	78%	65%	80%	77%	77%
Commercial/ Office	16%	26%	18%	14%	14%	17%	33%	15%	17%	19%
Industrial	4%	5%	7%	2%	3%	5%	2%	5%	5%	4%



#### C. OPERATING EXPENDITURES

#### i. Key Cost Drivers

The City provided Hemson with their base budget and financial plan data for 2023 operating expenditures. The Fiscal Impact Model begins its operating expenditure forecast in 2024 based on a combination of key cost drivers.

#### a) Price Drivers

In recent years, municipalities have faced significant fiscal pressures as the cost of municipal goods and services have increased at a greater rate than many common inflation measures, such as the Consumer Price Index (CPI). The cost increases have in turn resulted in pressure on property taxes, which are the primary revenue source for municipalities. Furthermore, unlike many provincial or federal government revenue sources, the property tax rates are adjusted annually and do not automatically grow like income taxes, for example.

Municipalities across Canada have been calculating municipal price indices that reflect a municipal government's expenditure categories and weights. The methodology for calculating an MPI is similar to the CPI. Consistent with the 2017 FMP, the inflation factors included in Table 6 were used to inform the operating forecast.

Table 6 – City of Brampton Municipal Price Index (MPI)

Account Branch	10-Year Annual Price Inflation
Salaries, Wages & Benefits	2.5%
Office & Administrative	2.0%
Advertising, Marketing & Promotion	2.0%
Staff Development	2.0%
Professional Services	2.0%
Rent & Lease Charges	2.0%
Repairs, Maintenance & Materials	2.0%
Contracted Services	2.0%
Utilities & Fuel	4.0%
Grants, Subsidies & Donations	2.0%
Internal Borrowing Repayments	0.0%
Financial Services	2.0%



#### **b**) **Growth Drivers**

As population, employment and the number of households increase in Brampton, servicing needs increase. The development forecast over the planning period is the basis of the growth drivers assigned to the service areas and account categories. The main driver for a significant portion of the service areas included in the Fiscal Impact Model is capital induced operating impacts, as described below.

#### c) **Capital Induced Operating Impacts**

The operating forecast incorporates the anticipated operating impacts of capital expenditures such as facilities, vehicles, parks and other infrastructure. These impacts include staff additions, maintenance costs and other operating needs. The model incorporates a series of capital induced operating impacts for various types of capital assets, based on an assessment of existing assets.

#### **Operating Expenditure Forecast** ii.

Figure 9 provides a summary of the annual increase in operating costs for the 2023-2033 period, with the first increase shown in 2024. The graph shows the comparative impact of the annual additions of capital induced operating costs, price drivers (MPI), and growth drivers. Both the price drivers and capital induced operating impacts are largely contributing to the year-over-year operating costs forecasted to 2033.



Figure 9 – Annual Increase in Operating Costs (2024-2033)



#### D. NON-TAX REVENUES

Municipalities, including the City of Brampton, have limited revenue-raising tools available. The main source of funding is through property taxation revenues. User fees and service charges, investment income and grants and subsidies are some of the other resources the City has available as a means to raise revenue. Figure 10 depicts the non-tax revenue forecast for the period 2023-2033. The largest source of revenue for the City outside of taxation is user fees and service charges. User fees are a reliable source of non-tax revenues for the City to help relieve pressure from the overall tax base.

Like the operating expenditure forecast, the non-tax revenue forecast is driven by price and volume drivers following the base year budget analysis.

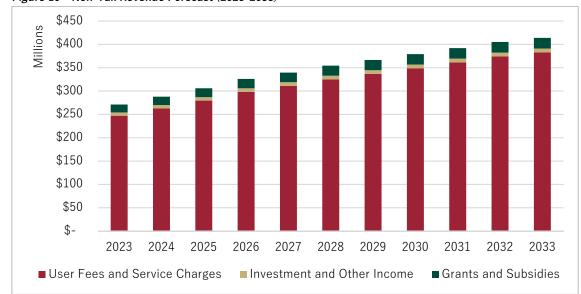


Figure 10 - Non-Tax Revenue Forecast (2023-2033)

#### E. CAPITAL FORECAST

Like many municipalities, Brampton has detailed capital plans in place for the initial five year period from 2023 to 2027, while less information is available regarding longer-term servicing needs. The Fiscal Impact Model allows for future project additions and sensitivity testing, as needed.

The City's capital budget includes both growth related and non-growth related capital projects. Most municipalities in Ontario, including Brampton, impose development charges to pay for growth-related infrastructure. The *Development Charges Act* provides the authority to impose these charges, and provide strict limitations on their calculation. In addition to development charges, funding sources for growth-related capital includes grants, tax sources for non-development charge eligible shares of projects and developer



contributions. The total capital expenditure forecast for this analysis includes capital from the City budget (growth and non-growth), capital-related asset management provisions for existing assets and Strategic Initiatives identified through discussions with staff. As the capital budget only accounts for the first five-years of the analysis, an average by service has been applied to account for the latter five years of the forecast to 2033. Additionally Hemson reviewed capital plans in other documents such as the recently completed Community Benefits Charges Strategy and the 2019 DC Study (where appropriate recognizing there will be an update study complete in 2024 to support the passage of new by-laws). The capital projects included in the Strategy have been included for consideration where appropriate in the Fiscal Impact Model.

The total tax services capital expenditure forecast included in the FMP totals \$5.7 billion for the 2023-2033 period. Figure 11 outlines the annual capital expenditures by funding source for the planning period. This graph does not include the Strategic Initiatives identified as part of the FMP, with further details on those projects, and its associated impacts, in the section provided below.

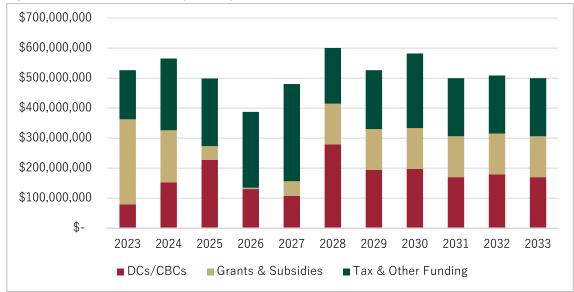


Figure 11 – Capital Expenditures by Funding Source (2023-2033)

#### Strategic Initiatives

In addition to the capital expenditures outlined above, seven key Strategic Initiatives have been identified through discussions with staff that are included in the Fiscal Impact Model analysis. It is currently assumed, however, that the majority of these projects do not have a capital or operating impact to the City of Brampton. The only exception to this is the BRT from Queen Street to Highway 7, as it is assumed the City will be responsible for the associated operating costs which have been included in the baseline analysis of this FMP report.



Table 7 includes the relevant details of these capital works, namely the project title, gross cost, grant funding assumptions (if the City has to support the project), capital and operating impact assumptions, and incremental increase to the tax rate from the 10-year average calculated. The Fiscal Impact Model allows for the functionality to include or exclude these projects at the City's discretion. The 10-year average tax change identified in the table (i.e. 2.3 per cent) reflects the taxation forecast results detailed in this report. With the addition of the capital and operating impacts of each respective project, the incremental tax increase represents the total effect these capital works will have, on an average annual basis over the period to 2033. Importantly, even with the additional tax levy support to carry out these strategic projects – namely the LRT Extension – the City would still require significant support from upper-level funding while having a fairly substantial impact on the City's annual debt obligations to fund the capital project over the long-term. This could implicitly hinder the City's ability to carry-out other capital to manage services.

Table 7 – Strategic Initiatives for Consideration (In addition to the Capital Expenditures in Figure 11)

Project Title	Gross Cost	Grant Funding Assumption	Capital Impact Assumption	Operating Impact Assumption	10-Yr Average Annual Tax Change	Incremental Tax Increase (above 10- year Avg.)
LRT Extension – Option 1 (Surface)	\$930M	67%	N	N	2.3%	0.6%
LRT Extension – Option 2 (Tunnel)	\$2.8B	67%	N	N	2.3%	0.8%
BRT (Queen St. to Hwy 7)	\$500M	67%	N	Υ	2.3%	0.03%
Community Hub (Shoppers World)	\$250M	-	Υ	Υ	2.3%	0.2%
Additional Community Hub	\$250M	-	Y	Υ	2.3%	0.2%
Centre for Innovation	\$172M	-	Υ	Υ	2.3%	0.1%
Electrification of Transit Fleet	\$400M	-	Υ	Υ	2.3%	0.3%

#### F. RESERVES & RESERVE FUNDS

The City's reserves and reserve funds have been grouped into separate categories for the purpose of this analysis:

- Gas Tax Reserve Fund Reserve #91 (Canada Community-Building Fund);
- Infrastructure Reserves Includes Reserve #4 (Asset Replacement) and Reserve #119 (Transit Levy)
- Operating Reserves Includes all other reserves and reserve funds (excl. discretionary – Such as DCs - and stormwater)

Figure 12 shows a high-level summary of the forecast of the City's reserves over the period to 2033 with consideration for Infrastructure Reserves, the Gas Tax Reserve Fund and Operating Reserves.

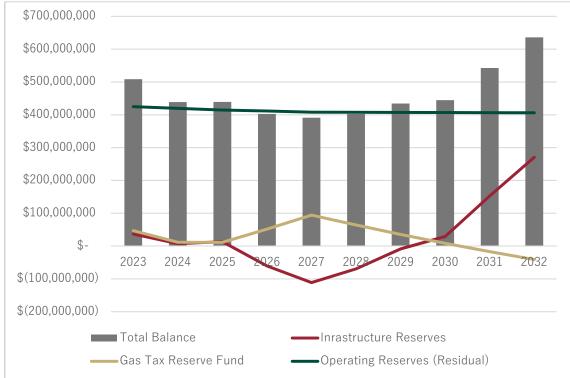


Figure 12 – Reserve Fund Continuity Schedules (Ending Balance)

The forecast indicates that the City will generally maintain a stable balance over the period while meeting capital servicing needs. However, there are instances of negative reserve fund balances that are assumed to be supplemented through inter-fund borrowing. In general, the City reserve position is intended maintain a relatively stable position over the period.



Lastly, the dedicated stormwater reserve will continue to be used to offset stormwater capital and any shortfalls calculated from the model and intended to be funded through Reserve #4 through inter-fund borrowing.

This long-term forecast will serve as a valuable financial planning tool as it provides the City with the information to review additional operating budget transfers, debt funding of capital projects, or changes in project timing or scope to manage the funds and reserve funds on hand. Such adjustments could subsequently be evaluated by staff in terms of their potential impacts on the overall tax rate forecast.

#### G. DEBT MANAGEMENT

Provincial regulations set limits on the amount of debt a municipality can carry to ensure continued operations in a fiscally sound manner. In Ontario, the *Municipal Act* mandates that a municipality's annual debt repayment limit must not exceed 25 per cent of annual own-source revenues. The City of Brampton also has its own debt limit of 15 per cent of own source revenue.

While debt can fund a range of municipal costs, for equity purposes, it is best for projects that provide benefits over a longer timeframe to distribute the burden of capital costs between the current taxpayer and future ratepayers. The City of Brampton does not currently carry a lot of debt relative to other municipalities, with debt payments totalling 1.5 per cent relative to the 25 per cent limit.

Figure 13 provides the City's total projected debt by 2033 (i.e. the end of the planning period considered under the FMP). Assumptions on future debentures are included for several major planned capital projects as informed by the capital budget and asset management plan. By 2033, the total annual debt servicing costs total \$38.0 million, or 3.4 per cent of own source revenues (excluding the additional Strategic Initiatives). When the debt associated with the Strategic Initiatives are layered on, the City begins to experience pressure on its internal debt limit of 15 per cent of own source revenue. If the Surface Option is chosen for the LRT, at 2033 the City's debt will represent 9.7 per cent of own source revenue. With the Tunnel Option, the annual debt payments will represent 14.1 per cent of own source revenue. This level of expenditure would consider the City using debt to fund a share of the 33% capital not funded other levels of government. This figure is intended to represent an order of magnitude impact with the City contribution but it is certainly the intention to have full upper government support for transit LRT projects.



25.0%

Provincial Debt Limit

20.0%

Internal Debt Limit

10.0%

5.0%

Debt - With Strategic Initiatives (Surface Option)

Debt - Without Strategic Initiatives

Figure 13 – Debt Capacity at 10-Year Period (Projected)



#### 5. SUMMARY OF RESULTS

This section summarizes the key FMP and Fiscal Impact Model findings, conclusions, and next steps.

#### A. SUMMARY OF INTERIM FMP FINDINGS

#### i. Brampton is in a Strong Fiscal Position

The City of Brampton has historically been fiscally efficient, with low annual tax increases and minimal amounts of debt. The Fiscal Impact Model forecasts that the overall tax increases over the next 10 years will remain reasonable but above historical average trends in the City. Excluding inflationary impacts beyond the MPI factors applied, which could be significant, annual tax rate increases on the City's portion of the overall tax bill average 2.3 per cent over the period. There are a small number of tax rate "spikes" throughout the period due to increased operating costs that result from capital infrastructure coming online. Particularly, the short-term forecast indicates higher tax increase as the costs are a bit better known. However, there are several tools available to the City to mitigate a sudden tax rate increase, such as the use of debt, available reserves, and the phasing in of certain operating expenses (e.g. staff additions).

As indicated, the analysis does not consider the impacts of the Region's dissolution on the City of Brampton and the cumulative impacts of the governance change will have to be reviewed after 2025. As a result, the tax impacts outlined should be considered as an order or magnitude range under the current structure.

## ii. Additional Strategic Initiatives Need to be Monitored and Managed

The report includes a list of other key strategic capital works would could have a material impact on the City if they proceed and how they are funded, The Fiscal Impact Model allows for the functionality to include or exclude these projects at the City's discretion and the incremental average tax change has been quantified with those projects. A few important considerations:

Even with the additional tax levy support to carry out these strategic projects – namely the LRT Extension – the City would still require significant support from upper-level funding while having a fairly substantial impact on the City's annual debt obligations to fund the capital project over the long-term. This could implicitly hinder the City's ability to carry-out other capital to manage services.



The analysis assumes that these Strategic Projects are largely "revenue neutral" to the City and do not have an impact on the capital and operating forecasts (i.e. the works will be funded by other organizations or through grants and subsidies). However, the City needs to be cognizant that it may require some internal financing/support in the earlier years of before revenues are generated to support the operating and capital costs.

### iii. Infrastructure Reserves and Debt Financing are Important Fiscal Tools that will help the City Moving Forward

The City has limited its use of debt to fund capital investments. The City currently has a very limited debt obligations which is well below the provincially mandated debt servicing limit of 25 per cent of own-source revenue.

The Fiscal Impact Model assumes additional debt to fund various capital works planned through the capital budget. Even with these additions, the City's debt capacity will remain well below the provincially mandated limit as well as their internal limit of 15 per cent of own source revenue. As previously stated, additional consideration must be made for the Strategic Initiatives that are assumed to be "revenue neutral" in the Fiscal Impact Model. With the inclusion of these capital works without full support from upper-levels to fund these projects, the City's debt capacity may reach as high as about 14 per cent of own source revenue by the end of the period. There are opportunities for the City to expand its use of debt, as appropriate, for Strategic Initiatives with long benefitting horizons in order to help manage cash flow, mitigate sudden tax increases, and establish a nexus between those who benefit from and pay for key infrastructure.

Brampton, like municipalities across the GTA and the country, are facing significant infrastructure capital funding challenges. The infrastructure capital costs related to both delivering new infrastructure and maintaining assets in a state of good repair (asset management). Municipalities have a limited set of fiscal tools to address these funding challenges. Increasingly, municipalities have to look to increase the strategic use of debt for critical infrastructure, increasing internal debt limits, while remaining below Provincial limits. Debt can be used to fund development-related infrastructure with the funding of the debt payments coming from growth-funding tools, primarily development charges.

Municipal infrastructure gaps are significant, and in some cases growing, across the country. Addressing these existing infrastructure gaps can be challenging. Brampton, along with many municipalities across the GTA and elsewhere, has implemented infrastructure specific tax levies as a means to increase capital reserves for funding capital infrastructure needs.



It is recommended that the City continue the use of these tools while exploring their further use, in addition to developing policies to ensure the long-term sustainability and stability in meeting the City's infrastructure funding needs.

#### iv. The City has been Proactive in Setting a Strong Framework for Long-term Financial Sustainability

The FMP Fiscal Impact Model will allow the City to continue to work towards its objectives as it continues to grow over the coming decades. The City has strong financial policies and has a good process for ongoing review and updating of this process, which should continue to be informed by a formal FMP. As the City grows and evolves, including the impacts of the upcoming Region of Peel dissolution, staff should continue to invest in this important financial work, continue to monitor successes, challenges, and emerging issues as plans are implemented, and revisit its fiscal policies to ensure these needs continue to be addressed.

#### B. CONCLUSIONS AND NEXT STEPS

Since the completion of the 2017 LTFMP, the City has acted on a number of recommendations outlined in that report to improve the City's financial sustainability remain relevant. Notwithstanding the dissolution of the Region of Peel in the forthcoming year, which will impact how the City delivers services and capital prioritizations, the table below provides a high-level snapshot of some of the major policy areas which should continue to be considered to guide the City's financial decision making in the years to come.

Table 8 - Considerations for Future Financial Decision Making

	Tuture I maneral Decision waking
	As a carry-over from the 2017 LTFMP recommendations, the City should
	prepare and approve a 10-year capital forecast along with the annual
Make decisions on	budget submission.
capital investments	
based on strategic	As the City's Asset Management program continues to evolve, the City
priorities and	should develop and implement capital project prioritization metrics to
financial impacts	rank capital projects. Furthermore, understanding the operating cost and
	long-term repair and replacement impactions of each major capital
	project submission will be valuable.
	The City will need to continue to attract new development to provide for
	an expanded assessment base, and in particular, strive to expand the
Promote economic	non-residential share of the total assessment base.
growth	The City has been proactive since 2017 to broaden the financial
	incentives to achieve the employment forecasts. For example, this
	incudes introducing CIPs and provide DC Office exemptions, etc.



Review the City's approach to user fees	Certain services provided should be fully funded by user fees without property tax support. Typically, full cost recovery user fees are applicable on goods and services where the full benefits received principle applies and where there is ability to levy the charge without comprising the City's overall corporate goals or competitiveness with similar jurisdictions  The City of Brampton would benefit from a detailed, comprehensive review of its user fees. The purpose of the following recommendations and policy examples for consideration is to establish a consistent and transparent approach to considering and establishing user fees in the City of Brampton. Any increase in user fee revenues would help offset the reliance on property taxes to fund the same service.
Work to maintain grant revenues	With significant planned transit investments, increased environmental stewardship programs to "green the City" and growing asset management needs, grants from the provincial and federal levels of government will become an increasingly important revenue source for the City of Brampton. The City should work to take full advantage of senior government support where available and continue to work with AMO and other agencies
Continue to use development charges to the full extent permitted	Development charges are a critical component of City finances and Brampton generally uses development charges to the maximum extent. However, at the time of its next development charges by-law update, the City will need to comply with recent amendments (arising from Bill 23) to the <i>Development Charges Act</i> which will reduce revenues.  The 2024 Development Charges Background Study and By-law are underway and should be used to further inform future capital needs. This project is a key priority and will contain the results of the ongoing Transportation Master Plan Update to fund the network improvements required,
Maintain the City's infrastructure assets	It is likely unrealistic to expect the City to address the infrastructure deficit in the short-term. Accordingly, a long-term funding strategy that identifies options for addressing current and future asset expenditure requirements is needed. The City completed an update to the Corporate Asset Management Plan in 2022 with Service Area AMP for Stormwater and Transportation services in 2022 as well to comply with the regulation. Of importance, Service Area AMPs are underway for the remaining noncore asset service areas. Collectively, these plans will help bring the City closer to conformity with the regulation by 2025 and will vastly improve the datasets to improve an evidence based decision making model for the City on how to invest in the City's existing capital assets.



To continue bridging the funding gap and improve financial sustainability, the City should maintain their existing infrastructure levy dedicated towards asset management and monitor the revenues derived.

The City of Brampton has placed great importance on creating a reliable and well-operated transit system, as it is vital to a thriving City. Having a strong transit infrastructure is important to reducing road congestion, attracting businesses and investments and helping to connect people and job. The City should continue to implement this levy, which will help strengthen new services, but it will also ensure existing transit assets are well maintained.

# Continue the use of reserves and reserve funds to manage City Services

The City of Brampton's use of a variety of discretionary reserves and reserve funds provide a sound basis for financial planning. These practices will continue to be critical in ensuring the City's financial stability and sustainability moving forward

#### Continue to explore alternative options to streamline service delivery

Since 2017, the City undertook business area service delivery reviews. It is likely that dissolution will bring forward additional reviews and service delivery reforms to deliver the best value services for tax payer dollars. Therefore, although these service delivery reviews were completed since 2017, it is possible additional reviews will be needed following the governance changes.

# Consider issuing debt for major long-term assets

The Province limits the use of long-term debt to financing capital assets and annual municipal debt payments cannot exceed 25 per cent of own source revenue. However, the City of Brampton has strict debt management policies and practices in place and current debt levels are below the Provincial debt limit. When compared against other communities, the current debt level is also amongst the lowest, however, the City has of late approved new debt and other new debt is forecasted. After considering the City's future approved and forecasted debt - the City is closer to other municipalities debt use.

It is expected that the City will look to continue to expand the use of debt in a financially sustainable manner

# APPENDIX 1 BENCHMARKING REVIEW



#### A. RESIDENTIAL PROPERTY TAXES

The average property tax bill for a single family dwelling (SFD) in the City of Brampton is approximately \$4,400 for a detached bungalow, \$5,400 for a two storey home, and \$6,900 for an executive home. The total applicable 2023 residential property tax rate, including City, Region, and Education taxes, is 1.039311 per cent. It is worth noting that from 2018 through 2022 the City of Brampton froze residential property tax rates. Additionally, the Municipal Property Assessment Corporation (MPAC) has not done a full update of home values since 2016 in Ontario.

As Figure 1 shows, the City of Brampton's typical residential property bill for a SFD is slightly below the GTHA average, and lower than many comparable municipalities. Within Peel Region, Brampton residents in SFDs see a much lower property tax bill than average City of Mississauga residents, but a slightly higher bill than residents in the Town of Caledon. The City could bolster residential property tax rates to cover budget shortfalls, while still maintaining reasonable affordability and staying in-line with other GTHA benchmark municipalities.

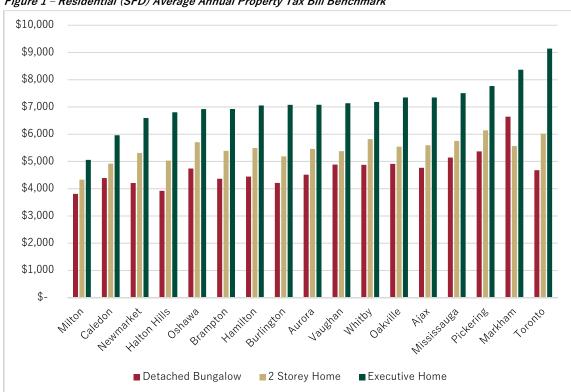


Figure 1 - Residential (SFD) Average Annual Property Tax Bill Benchmark

Source: BMA Municipal Study (2021)



#### B. TRANSIT AND RECREATION USER FEES

Municipalities charge user fees to cover or offset the costs of providing a variety of services including recreation, events, corporate services, wastewater services, sewer services, planning allowances, building permits, and public transportation, among others. Brampton recovers a small share (12.3 per cent) of costs through non-transit user fees. As Figure 2 displays, this is generally lower than other comparator municipalities, with the exception of the City of Vaughan. However, when factoring in transit fees, the City of Brampton recovers the third highest proportion of costs versus GTHA comparators. This suggests that the City could investigate and raise non-transit fees to cover greater costs, while still being in-line with like municipalities.

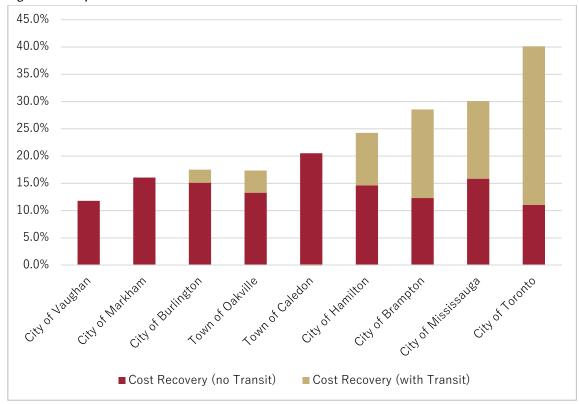


Figure 2 - Comparison of User Fee Recoveries

Source: 2019 Financial Information Return (to represent pre-pandemic trends)

Non-transit related user fee cost recovery in the City is below other comparable GTHA municipalities. Figure 3 demonstrates that the City of Brampton recovers 22 per cent of parks and recreation costs through user fees while the average cost recovery for comparable municipalities is 26 per cent.

Figure 4 suggests that the City spends the second most tax money per square foot of recreation space among comparable GTHA municipalities. The City spends about \$25.64



per square foot, which is higher than any comparator municipality except for the City of Toronto.

The City could raise parks and recreation user fees to generate revenue and lessen tax support while remaining aligned with similar municipal benchmarks.

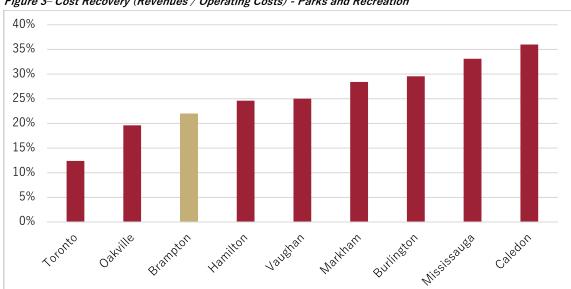
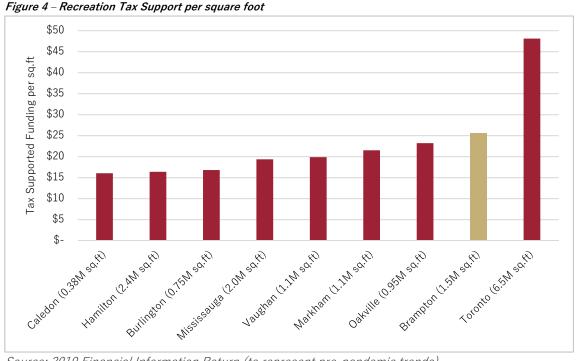


Figure 3- Cost Recovery (Revenues / Operating Costs) - Parks and Recreation

Source: 2019 Financial Information Return (to represent pre-pandemic trends)



Source: 2019 Financial Information Return (to represent pre-pandemic trends)

#### C. DEBT MANAGEMENT

The City of Brampton is currently paying approximately \$10.2 million per year in debt payments. The City's own-source revenue (e.g. taxes and fees, unconditional grants, payments in place of taxes, interest on investments, etc.) in 2021 was \$690.8 million. As Figure 5 displays, the City's debt currently sits at 1.5 per cent of own-source revenue. When factoring in future approved (1.2 per cent) and forecasted (0.7 per cent) debt, the City's debt level will rise to 3.4 per cent of own-source revenue. This is much below the allowable provincial maximum of 25 per cent (which would be \$172.7 million) and the City's internal policy maximum of 15 per cent (which would be \$103.6 million). The City has used just 5.9 per cent of its allowable provincial debt capacity. Figure 5 also shows that the City is on the lower end of proportional municipal debt levels compared to other GTHA municipal governments. The only comparator municipalities with lower debt levels as a percentage of own-source revenue are the City of Richmond Hill, the City of Markham, and the City of Vaughan. The fifteen other comparable municipalities have a higher debt level as a percentage of own-source revenue. This suggests that the City has been prudent in its debt management and has upward capacity for more debt.

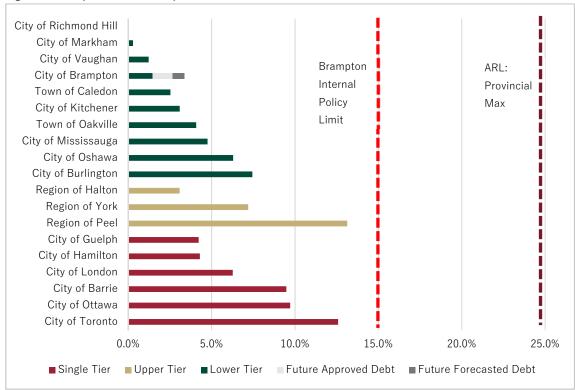


Figure 5 – Comparison of Municipal Debt Levels

Source: 2021 Financial Information Return



#### D. ASSET MANAGEMENT

The City is a policy leader in asset management in Ontario. Asset management contributions are required over the long-term to maintain the regular repair and replacement of municipal infrastructure and assets. Figure 6 indicates that the City contributes \$170 per capita towards asset management. This is on the higher end of comparable Ontario municipalities.

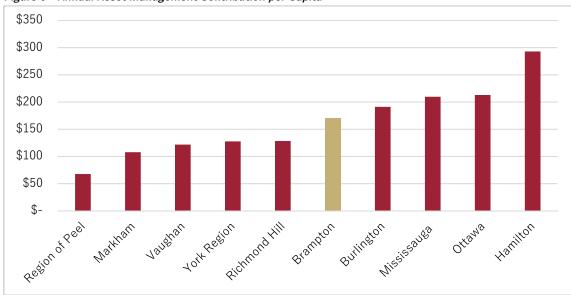


Figure 6 - Annual Asset Management Contribution per Capita

Source: Municipal Budgets, Asset Management Plans, and DC Studies

Figure 7 below shows that the City's yearly asset management contribution totals 1.5 per cent of asset replacement value. This is a much higher proportional contribution than comparable Ontario municipalities. The only comparator municipality with a higher proportional contribution is the Region of Peel at 1.5 per cent. These benchmarks show that the City is well positioned in asset management contribution relative to comparable municipalities. It is recommended that the City continue it leadership in asset management policy and continuously update its asset management contributions.

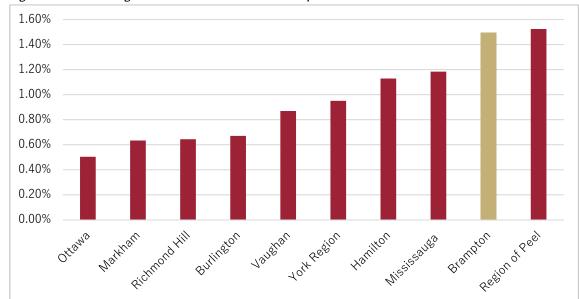


Figure 7 - Asset Management Contribution Relative to Replacement Value

Source: Municipal Budgets, Asset Management Plans, and DC Studies

#### E. DEVELOPMENT CHARGES

Development charges (DCs) are levied against property development to help pay for growth-related infrastructure following the principal "growth pays for growth". As a burgeoning municipality, DCs are a key tool in helping the City facilitate growth and provide necessary growth-related infrastructure. As shown in Figure 8, the City's residential DCs for single-detached dwellings are on the higher end, but within range of comparable GTHA municipalities. It is important to note that some rates represent the new "phased-in" rates resultant from Bill 23, More Homes Built Faster Act and are subject to increase accordingly. It is also noted that service-level and infrastructure requirements vary significantly across municipalities. The City's DC revenues are essential to pay for growth-related infrastructure and this will help manage the impacts and service demands of development. The City is currently undertaking a new DC Background Study, which will further help the City pay for the services required to facilitate growth.

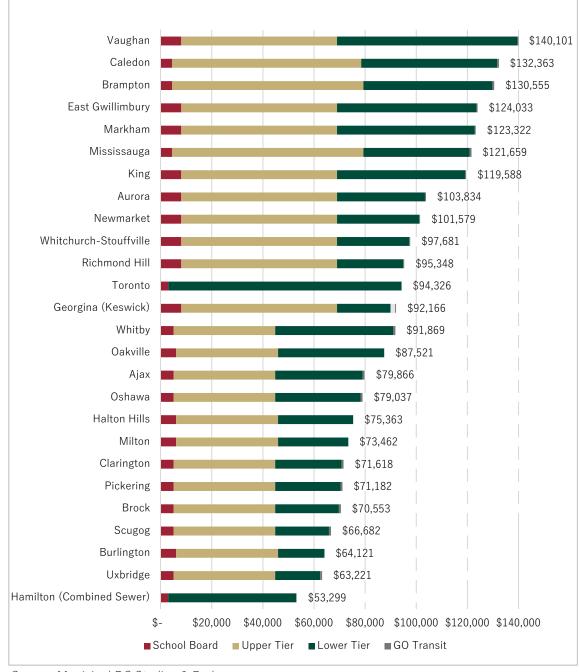


Figure 8 – Single-Detached Development Charges Comparison

Source: Municipal DC Studies & By-laws

