



Agenda
City Council

The Corporation of the City of Brampton

- Date:** Wednesday, December 6, 2023
- Time:** 9:30 a.m.
- Location:** Hybrid Meeting - Virtual Option & In-Person in Council Chambers – 4th Floor – City Hall
- Members:** Mayor Patrick Brown
Regional Councillor R. Santos
Regional Councillor P. Vicente
Regional Councillor N. Kaur Brar
Regional Councillor M. Palleschi
Regional Councillor D. Keenan
Regional Councillor M. Medeiros
Regional Councillor P. Fortini
Regional Councillor G. Toor
City Councillor R. Power
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:
Terri Brenton, Legislative Coordinator, Telephone 905.874.2106, TTY 905.874.2130
cityclerksoffice@brampton.ca

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

1. **Call to Order**

Note: The City Clerk will conduct a roll call at the start of the meeting.

2. **Approval of Agenda**

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

4. **Adoption of the Minutes**

4.1 Minutes – City Council – Regular Meeting – November 22, 2023

Note: This agenda item will be distributed prior to the meeting.

5. **Consent Motion**

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.

6. **Announcements (2 minutes maximum)**

6.1 Proclamations:

a) Salvation Army Week – December 18-24, 2023

7. **Public Delegations and Staff Presentations (5 minutes maximum)**

7.1 Possible Delegations re. Notice of Intention to Adopt a Residential Rental Licensing By-law

Notice regarding this matter was given on the City's website on November 30, 2023.

See Item 12.1 – Committee of Council Recommendation CW439-2023 – November 29, 2023 and By-law 216-2023

7.2 Possible Delegations re: Proposed Amendments to User Fee By-law 380-2003, as amended

Notice regarding this matter was given on the City's website on November 30, 2023.

See Item 12.1 – Committee of Council Recommendation CW451-2023 – November 29, 2023 and By-law 217-2023

8. Government Relations Matters

8.1 Staff Update re. Government Relations Matters

Note: This agenda item will be distributed prior to the meeting.

9. Reports from the Head of Council

10. Reports from Corporate Officials

10.1 Office of the Chief Administrative Officer

10.2 Legislative Services Operating

10.2.1 Staff Report re. Ontario Land Tribunal Appeals Status Update Report

To be received

10.2.2 Staff Report re. Housekeeping Amendments to Brampton Appeal Tribunal By-law 48-2008

Recommendation

See By-law 212-2023

10.3 Corporate Support Services

10.3.1 Staff Supplementary Report – Budget Amendment – Certified Commercial Kitchen

Note: This agenda item will be distributed prior to the meeting.

10.4 Planning and Economic Development

- 10.4.1 Staff Report re. Subdivision Release and Assumption – Registered Plan 43M-2064 – Argo (Steeles) Limited – North of Steeles Avenue and East of Chinguacousy Road – Ward 4 (Planning References: C02W01.011 and 21T-15001B)

Recommendation

See By-law 213-2023

- 10.4.2 Staff Information Report re. The Use of Artificial Grass in the City of Brampton (RM 57/2023)

To be received

- 10.4.3 Staff Information Report re. Value for Money Audit of the current Development Approvals Process (DAP) Digital Workflow Tool - Accela

To be received

10.5 Community Services

10.6 Public Works

10.7 Brampton Transit

10.8 Fire and Emergency Services

11. **Reports from Accountability Officers**

12. **Committee Reports**

- 12.1 Minutes – Committee of Council – November 15, 2023

To be received (the recommendations outlined in the Minutes were approved by Council on November 22, 2023, pursuant to Resolution C281-2023).

- 12.2 Minutes - Citizen Appointments Committee - November 22, 2023

Meeting Chair: Regional Councillor Vicente

To be approved

12.3 Summary of Recommendations – Committee of Council – November 29, 2023

Meeting Chairs:

Regional Councillor Vicente, Public Works and Engineering Section

Regional Councillor Santos, Community Services Section

Regional Councillor Santos, Legislative Services Section

Regional Councillor Santos, Economic Development Section

Regional Councillor Brar, Corporate Services Section

To be approved

Note: The minutes will be provided for receipt at the Council Meeting of January 24, 2024.

12.4 Minutes – Planning and Development Committee – December 4, 2023

Meeting Chair: Regional Councillor Palleschi

Note: This agenda item will be distributed prior to the meeting.

13. **Unfinished Business**

14. **Correspondence**

15. **Notices of Motion**

15.1 Notice of Motion – Extending Gender Based Analysis Plus Training to all Staff and Committees and Demonstrating our Ongoing Commitment

Moved by: Regional Councillor Santos

Seconded by: Regional Councillor Brar

Whereas:

1. Today marks The École Polytechnique massacre, also known as the Montreal massacre, an antifeminist mass shooting that occurred on December 6, 1989, where fourteen women were murdered; and
2. As defined by the United Nations, gender-equality training is a 'tool, strategy, and means to effect individual and collective transformation towards gender equality through consciousness raising, empowering learning, knowledge building, and skill development; and
3. Brampton Council and the City are committed to ongoing learning related to

equity and inclusion and embrace a culture of continuous improvement;

4. Gender Based Violence and Intimate Partner Violence have been declared an epidemic in Brampton and Peel Region;
5. Council resolved on March 8, 2023 for Members of Council and Senior Staff to complete Gender Based Analysis Plus (GBA+) Training, which will occur before March 8, 2024;
6. All staff and members of council-related committees would also benefit from GBA+ training to further support knowledge and a culture that embraces equity, inclusion, and our commitment to end violence against women.

Therefore be it resolved that:

1. The City's online GBA + training program be made available to all staff and members of City of Brampton citizen-based advisory committees, adjudicative tribunals and committees, locals boards and organizations affiliated with the City, and other Council appointments, with a request that each person complete the training program; and
2. In the spirit of transparency, the percentage of people who have completed GBA+ training in each Department (including "Members of Council Offices"), as well as members of citizen-based advisory committees, adjudicative tribunals and committees, locals boards and organizations affiliated with the City, and other Council appointments be shared on the City's Equity and Inclusion Office webpage, ongoingly.

16. Other Business/New Business

16.1 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.

17. Public Question Period

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

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

18. By-laws

18.1 By-law 212-2023 – To amend Brampton Appeal Tribunal By-law 48-2008, as

amended – housekeeping amendments

See Item 10.2.2

- 18.2 By-law 213-2023 – To accept and assume works in Registered Plan 43M-2064 – Argo (Steeles) Limited – North of Steeles Avenue and East of Chinguacousy Road – Ward 4 (Planning References: C02W01.011 and 21T-15001B)

See Item 10.4.1

- 18.3 By-law 214-2023 – To amend the Schedules of Traffic By-law 93-93 – administrative updates to schedules relating to fire routes, designated bicycle lanes and community safety zones

See Item 12.1 – Committee of Council Recommendation CW432-2023 – November 29, 2023

- 18.4 By-law 215-2023 – To amend By-law 91-94, as amended – Open Air Fires By-law

See Item 12.1 – Committee of Council Recommendation CW438-2023 – November 29, 2023

- 18.5 By-law 216-2023 – To establish a licensing program for the regulation of Residential Rental Housing in the City of Brampton in Wards 1, 3, 4, 5 and 7

See Items 7.1 and 12.1 (Committee of Council Recommendation CW439-2023 – November 29, 2023)

Note: This agenda item will be distributed prior to the meeting.

- 18.6 By-law 217-2023 – To amend User Fee By-law 380-2003, as amended – Schedule E – Facilities, Operations and Maintenance

See Items 7.2 and 12.1 (Committee of Council Recommendation CW451-2023 – November 29, 2023)

- 18.7 By-law 218-2023 – To amend Zoning By-law 270-2004, as amended – Cedar Developments (Clarkway) Inc. – Glen Schnarr & Associates Inc. – 10308 Clarkway Drive – Ward 10 (File: OZS-2021-0019) & 21T-21005B

See Planning and Development Committee Recommendation PDC167-2023 – November 20, 2023

- 18.8 By-law 219-2023 – To amend Zoning By-law 270-2004, as amended – Gore Creek Estates Inc. – Glen Schnarr & Associates Inc. – 10263 The Gore Road – Ward 10 (File: OZS-2021-0041)
- See Planning and Development Committee Recommendation PDC168-2023 – November 20, 2023
- 18.9 By-law 220-2023 – To prevent the application of part lot control to part of Registered Plan 43M-2141 – multiple lots and blocks along Hayrake Street, Housefinch Avenue and Arctic Tern Avenue near Mayfield Road and Kennedy Road – Ward 2 (PLC-2023-0018)
- 18.10 By-law 221-2023 – To prevent the application of part lot control to part of Registered Plan 43M-2103 – multiple lots and blocks along Kessler Drive and Claremont Drive, near Bramalea Road and Countryside Drive – Ward 9 (PLC-2023-0021)
- 18.11 By-law 222-2023 – To prevent the application of part lot control to Registered Plan 43M-1718 – two lots along Peak Drive, near Chinguacousy Road and Williams Parkway West – Ward 6 (PLC-2023-0020)
- 18.12 By-law 223-2023 – To designate the property municipally known as 10315 Winston Churchill Boulevard as being of cultural heritage value or interest pursuant to section 29 of the Ontario Heritage Act
- See Planning and Development Committee Recommendation PDC097-2023 (July 31, 2023) and Brampton Heritage Board Recommendation HB046-2023 (June 26, 2023) approved by Council on August 9, 2023, pursuant to Resolution C197-2023
- 18.13 By-law 224-2023 – To designate the property municipally known as 17 Frederick Street as being of cultural heritage value or interest pursuant to section 29 of the Ontario Heritage Act.
- See Planning and Development Committee Recommendation PDC097-2023 (July 31, 2023) and Brampton Heritage Board Recommendation HB047-2023 (June 26, 2023) approved by Council on August 9, 2023, pursuant to Resolution C197-2023
- 18.14 By-law 225-2023 – To designate the property municipally known as 9050 Bramalea Road as being of cultural heritage value or interest pursuant to section 29 of the Ontario Heritage Act.
- See Planning and Development Committee Recommendation PDC154-2022 (July 25, 2022) and Brampton Heritage Board Recommendation HB041-2022 (June 21, 2022) approved by Council on August 10, 2022, pursuant to Resolution C231-2022

19. Closed Session

Note: A separate package regarding this agenda item is provided to Members of Council and senior staff only.

19.1 Closed Session Minutes - City Council - November 22, 2023

19.2 Closed Session Minutes - Citizen Appointments Committee - November 22, 2023

19.3 Closed Session Minutes - Committee of Council - November 29, 2023

19.4 Closed Session Minutes - Citizen Appointments Committee - December 4, 2023

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

Advice that is subject to solicitor-client privilege, including communications necessary for that purpose; 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 - an expropriation-related negotiation matter

19.6 Open Meeting exception under Section 239 (2) (e) and (f) of the Municipal Act, 2001:

Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and, advice that is subject to solicitor-client privilege, including communications necessary for that purpose - an Ontario Land Tribunal matter

19.7 Open Meeting exception under Section 239 (2) (e) and (f) of the Municipal Act, 2001:

Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and, advice that is subject to solicitor-client privilege, including communications necessary for that purpose - an Ontario Land Tribunal matter

19.8 Open Meeting exception under Section 239 (2) (e) and (f) of the Municipal Act, 2001:

Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and, advice that is subject to solicitor-client privilege, including communications necessary for that purpose - an Ontario Land Tribunal matter

19.9 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 technology matter

19.10 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 negotiation matter

19.11 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 - a property matter

20. Confirming By-law

20.1 By-law ___-2023 – To confirm the proceedings of Council at its Regular Meeting held on December 6, 2023

21. Adjournment

Next Meetings:

Special Meeting – 2024 Budget:

- Tuesday, December 5, 2023 – 9:30 a.m. (all day)
- Thursday, December 7, 2023 – 7:00 p.m.
- Friday, December 8, 2023 - 9:30 a.m. – 12:00 p.m.
- *If Necessary*, Monday, December 11, 2023 – 9:30 am (all day)
- *If Necessary*, Tuesday, December 12, 2023 – 9:30 am (all day)
- Wednesday, December 13, 2023 – 1:00 p.m.

Regular Meeting – Wednesday, January 24, 2024 – 9:30 a.m.

**Notice of Intention to Adopt Residential Rental Licensing By-law
Pilot Program for Wards 1, 3, 4, 5 and 7**

On Wednesday, December 6, 2023, at 9:30 a.m., in the Council Chambers, City Hall, during a regular meeting, City Council will consider a proposed by-law to establish a Residential Rental Licensing Pilot Program for Wards 1, 3, 4, 5 and 7. Brampton's Committee of Council considered and recommended the proposed by-law at its November 29, 2023 meeting.

Links to the staff report and proposed by-law, as considered by the Committee, are found here.

**Proposed Residential Rental Licensing Pilot Program for Wards 1, 3, 4, 5 and 7
(RM 23/2023 and RM 25/2023)**

1. [Report - Proposed Residential Rental Licensing Pilot Program for Q1 2024 .pdf](#)
2. [Attachment 1_Proposed RRL By-Law.pdf](#)
3. [Attachment 2_Online RRL Application Form Template.pdf](#)
4. [Attachment 3_Sept 20, 2023 CoC report_Residential Rental Licensing Pilot Program.pdf](#)
5. [Attachment 4 - Infographics of permitted and non permitted units.pdf](#)

Anyone interested in addressing City Council on this matter may:

- file a written submission, or
- request to delegate in-person or remotely at the meeting,

by emailing the City Clerk's Office at cityclerksoffice@brampton.ca by 4:30 p.m. on Tuesday, December 5, 2023.

Meetings will be livestreamed for public observation. More information is available at the City's website here. <https://www.brampton.ca/EN/City-Hall/meetings-agendas/Pages/Welcome.aspx> or <http://video.isilive.ca/brampton/live.html>.

Meeting agenda information, including the proposed by-law, will be available for review on the City's website as of the afternoon of Friday, December 1, 2023.

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

Dated November 30, 2023

P. Fay, City Clerk
2 Wellington St. W., Brampton, ON L6Y 4R2
905.874.2116 TTY: 905.874.2130 Fax: 905.874.2119
cityclerksoffice@brampton.ca

**Notice of Intention to Amend User Fee By-law 380-2003
Schedule E - Facilities, Operations Maintenance.**

On Wednesday, December 6, 2023, at 9:30 a.m., in the Council Chambers, City Hall, during a regular meeting, City Council will consider a draft by-law to amend User Fee By-law 380-2003 to permit the Commissioner of Public Works & Engineering to waive or lower established user fees, as appropriate or in accordance with defined criteria, in regard to City facility permits and associated fees as set out in Schedule E – Facilities Operations Maintenance.

Anyone interested in addressing City Council on this matter may:

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Dated November 30, 2023

P. Fay, City Clerk
2 Wellington St. W., Brampton, ON L6Y 4R2
905.874.2116 TTY: 905.874.2130 Fax: 905.874.2119
cityclerksoffice@brampton.ca

Date: 2020-01-23

Subject: OLT Status Report

Contact: Steven Ross, Deputy City Solicitor
905-874-3345

Report Number: Legislative Services-2023-903

Recommendations:

1. That the report from Steven Ross, Deputy City Solicitor, Real Estate and Planning Law, Legislative Services dated November 23, 2023 to the City Council Meeting of December 6, 2023 re: Ontario Land Tribunal Appeals Status Update Report, be received.

Overview:

- **This report provides a status update on Ontario Land Tribunal (formerly appeal proceedings including updates of active and concluded appeals).**
- **10 OLT proceedings (16 appealed instruments) have concluded through hearing, settlement or withdrawal since last reporting on October 20, 2022.**
- **There are 34 active OLT proceedings (50 appealed instruments).**

Background:

Council directed staff to report annually with a status update regarding Tribunal appeal activity. This report provides an update regarding active and concluded proceedings since the last report dated October 20, 2022.

The City is engaged in a variety of appeals including:

- Regional Official Plan Amendments;
- City Official Plan, City-wide and site specific Official Plan amendments;
- Secondary plans and Block plans;
- Zoning by-law amendments and minor variances;
- Interim control by-laws;
- Draft plans of subdivision and/or draft plan of subdivision conditions;
- Consents;
- Site plans;
- Development charges and planning act fees; and
- Ontario Heritage Act.

Certain appeals - such as the City wide Official Plan proceedings – involve multiple stakeholders and extensive issues whereas Committee of Adjustment appeals are normally dealt with in one or two days. All appeal files require a significant amount of staff time and resources to complete and every reasonable effort is made to evaluate the potential for settlement before a hearing is necessary. In addition to handling Court and other Tribunal matters, legal staff spend significant resources on Ontario Land Tribunal matters including file review, drafting legal opinions, negotiating with stakeholders, meeting with staff, reporting to Council and representing the City regarding procedural matters, pre-hearing conferences, mediation and hearings.

Current Situation:

Since last staff report, dated October 20, 2022, 10 Tribunal proceedings (16 appealed instruments) have concluded through withdrawal, negotiated settlement or hearing. There are 34 active Tribunal proceedings (50 appealed instruments) involving the City. Status updates are provided in this report for both concluded and active proceedings, the majority of which are handled by City staff.

The following case summaries are categorized by appealed planning instrument. The City file name, Tribunal number and status (active or concluded) is shown in the header for each matter.

The Tribunal website <https://olt.gov.on.ca/appeals-process/case-status/> has scheduling information and decisions for all active Tribunal matters. The assigned Tribunal Case Number (Eg. OLT-22-002605), which is identified with each case summary below, may be used to search the status of a particular appeal.

Regional Official Plan Amendments

Peel ROPAs 16/24/26 – Application to Amend the Official Plan – OLT-22-003238 (Formerly PL130110) – Administratively Closed at OLT

The proceeding has been adjourned since June 6, 2016 and is closed pending further direction from the parties. The Region's ROPAs are moot due to the adoption of the new Regional Official Plan and will not be litigated.

Halton ROPA 43 – Application to Amend the Official Plan – OLT-22-333174 (Formerly PL140744) – Administratively Closed at OLT

The proceeding has been adjourned since 2018 and is closed pending further direction from the parties.

Town of Halton Hills Application to Amend the Official Plan and Zoning By-law – OLT-22-003253 and OLT-22-002146 (Formerly PL080424 and PL100931) – Administratively Closed at OLT

The Town of Halton Hills Official Plan and Comprehensive Zoning By-law appeals involving corridor protection issues have been adjourned since 2010 and are closed pending further direction from the parties.

City Initiated Official Plan Amendments

Brampton 2006 Official Plan – Application to Amend the Official Plan – OLT-22-003172 (Formerly PL080248) – All Wards – Administratively Closed at OLT

The proceeding was administratively closed with the OLT on September 26, 2022.

Brampton Growth Plan Conformity – Application to Amend the Official Plan – OLT-22-003223 (Formerly PL120151) – All Wards – Administratively Closed at OLT

The proceeding was administratively closed with the OLT on September 26, 2022.

Heritage Heights Secondary Plan – Application to Amend the Official Plan – OLT-22-003840 – Ward 6 - Active

CMC is scheduled for December 8, 2023. A ten day hearing has been set to commence on May 27, 2024.

Appeal by the Building Industry Land Development Association re: Bill 109 – OLT-23-000040 – Active

A CMC was scheduled for September 19, 2023. A subsequent CMC was scheduled for January 11, 2024. If the parties reach settlement by December 15th, CMC will be converted to a Settlement Hearing.

75-77 Eastern Avenue, Appeal of Official Plan Amendment OP2006-247 by Candeco Realty Limited, Major Transit Station Areas (MTSA) - OLT-23-000609 – Ward 3 - Active

CMC is scheduled for December 12, 2023.

Site Specific Official Plan Amendments

Highway 427 Industrial Secondary Plan Area 47 – Application to Amend the Official Plan – OLT-22-002169 (Formerly PL141189) – Ward 10 – Active

The most recent CMC was held on March 4, 2022, during which an existing party was substituted for a new owner. The timing for the next CMC depends on the progress of EA processes for the GTA West Corridor and associated transportation infrastructure.

10605 Coleraine Drive (Caveze Investments Limited) – Site Plan Appeal – OLT-22-002156 (Formerly PL171159) – Ward 10 – Active

A CMC scheduled for July 2022 was cancelled with no replacement date.

Churchville Heritage Conservation District – Applications to Amend the Official Plan, Zoning By-law and Draft Plan of Subdivision – OLT-22-003292 (Formerly PL070797 and PL170679) – Ward 6 – Active

The draft Procedural order is currently being worked on for upcoming Settlement Hearing in 2024.

Arlington Homes – Applications to Amend the Official Plan, Zoning By-law and Draft Plan of Subdivision and Plan of Condominium – PL110363 – Ward 7 – Concluded

Final order was issued by the Tribunal on November 24, 2021.

MCN (Heritage) Inc. – 12 Heritage Road – Application to Amend the Official Plan – OLT-22-002823 (Formerly PL171490) – Ward 6 – Active

No Tribunal appearances have been scheduled.

10244 Mississauga Road – Heathwood Homes (Brampton) Ltd. - Application to Amend the Official Plan – OLT-22-002824 (Formerly PL171491) – Ward 6 – Active
No Tribunal appearances have been scheduled.

Bramalea Mobility Hub – 69 Bramalea Holdings Limited (Medallion) and 75 Bramalea Road (Mac Mor of Canada Ltd.) - Applications to Amend the Official Plan and Zoning By-law – OLT-22-002855 (Formerly PL190557) – Ward 7 – Active

Parties have requested a Settlement Hearing.

1965-1975 Cottrelle Boulevard - Applications to Amend the Official Plan and Zoning By-law – OLT-22-002047 (Formerly PL210289) – Ward 8 – Concluded

The Tribunal issued its decision on March 23, 2022. This matter is closed.

10785, 10799, 10807 & 10817 McLaughlin Road – Applications to Amend the Official Plan and Zoning By-law – OLT-22-002605 – Ward 2 – Active

A 7 day hearing has been scheduled to commence in May 2023. The hearing was adjourned on May 8, 2023 to facilitate settlement discussions, which are ongoing.

151 Main Street North – Luxor Development Corporation – Applications to Amend the Official Plan and Zoning By-law – OLT-22-004403 – Ward 1 – Administratively Closed

The Tribunal has not scheduled any hearings and the matter remains administratively closed pending an update from the parties.

227 & 229 Main Street OPA 2006-243 ZBA 26-2023 (Vaibhav Sharma) – Adoption of Official Plan Amendment OP2006-234 (By-law 26-2023) and Zoning By-law 27-2023 – OLT23-000180 Ward 3 - Concluded

Motion to dismiss materials were filed with City support and the appellant elected to withdraw the OPA and ZBA appeals. The matter is concluded.

Appeal by Turkstra Mazza Associates, on behalf of Branthaven Creditview Inc. – Glen Schnarr & Associates Inc. – 8940 Creditview Road – OLT-23-000261-262-263 – Ward 4 - Active

A contested Settlement Hearing scheduled for November 15 to 17, 2023 has been adjourned to facilitate settlement.

1857 Queen Street West, Brampton City of Brampton File No. OZS-2021-0018 Appeal of Official Plan Amendment and Rezoning Applications – OLT-23-000295 Ward 4 - Active

A seven-day hearing has been scheduled for April 22 to April 20, 2024.

Zoning By-law Amendments

10194 Heart Lake Road (Vandyk) - Application to Amend the Zoning By-law and Draft Plan of Subdivision – OLT-22-002192 (Formerly PL171333) – Ward 2 – Active

The Tribunal issued its decision on November 24, 2021 but withheld the Final Order pending clearance of conditions.

8331 Heritage Road – Application to Amend the Zoning By-law and proposed Draft Plan of Subdivision – OLT-22-002419 (Formerly PL200603) – Ward 6 – Active

A hearing scheduled for 14 days beginning October 31, 2022 was cancelled in favour of a settlement hearing held on November 7, 2022. The decision was issued on November 30, 2022.

Fieldgate Developments (1692310 Ontario Limited) – Application to Amend the Zoning By-law and Draft Plan of Subdivision - PL171032 – Ward 4 – Concluded

A settlement hearing was held on October 1, 2021. The Tribunal's decision has not yet been issued.

31-33 George Street N & 18-28 Elizabeth Street N, Appeal by LCBO Pursuant to Subsection 34(19) of the Planning Act By-Law 216-2022 – OLT-22-004634 - Ward 1 - Active

CMC was scheduled for March 15, 2023 wherein a ten day hearing was scheduled for February 5, 2024 to February 16, 2024.

Appeal by Davies Howe LLP on behalf of Essence Holdings Inc. Gagnon Walker Domes Ltd. Zoning By-law Amendment and Draft Plan of Subdivision, 0 & 8265 Churchville Rd. - OLT-23-000363 – Ward 4 - Active

In the process of drafting the Draft Procedural Order and expect to set down a nine day hearing commencing April 9, 2024.

7, 11 & 15 Sun Pac Boulevard, Appeal by Miller Thompson LLP, on behalf of Peel Standard Condominium Corp. No. 1046 of City Initiated Zoning By-Law Amendment 144-2022 - OLT-22-004524 - Ward 8 - Concluded

The appeal was withdrawn by the applicant on May 11, 2023. This matter is concluded.

5254 Old Castlemore Road Appeal by 47-1 Country Properties Limited and Castlemore Country Zoning By-law Amendment - Active

No hearing dates have been scheduled.

Site Plans

Interim Control By-law 72-2019 – 10044 Heritage Road – OLT-22-002828 (Formerly PL190280) – Ward 6 – Active

The Tribunal ordered approval of the portion of By-law 72-2019. The remainder is still under appeal.

8925 Torbram Road Appeal by McCarthy Tetrault LLP on behalf of bclMC Realty Corporation on Site Plan Application - OLT-22-004634 – Ward 8 - Concluded

A Decision from the Tribunal was issued on September 21, 2023. This matter is concluded.

Committee of Adjustment

Consent Application B17-016 - 7875 Mayfield Road – OLT-22-003571 (Formerly PL180076) – Ward 6 – Administratively Closed

This appeal has been administratively closed since September 2023.

Minor Variance Application and Consent Application A18-028, A18-029, and B18-006 – 52 Marysfield Drive – OLT-22-003588 (Formerly PL180206) – Ward 10 – Administratively Closed

This appeal has been administratively closed by the OLT.

Minor Variance Application A-2022-0082 – 0 Goreway Drive – OLT-22-004184 – Ward 8 – Concluded

This matter has been closed as it did not meet transitional requirements under Bill 23.

Consent/Minor Variance B-2023-0001, A-2023-0033 And A-2023-0034 - OLT-23-000257-9 Rogers Road, Brampton – Ward 1 - Active

A one day hearing occurred on September 6, 2023 and will continue on January 30 and 31, 2023.

Consent And Minor Variance - B-2022-0025, B-2022-0372 And B-2022-0373 - Part of Lots 9 and 10, Concession 6 – Olt-23-000257 - 9893 Torbram Road- Active

A hearing was scheduled for September 13, 2023. The City did not attend the hearing.

6 Brookdale Cres, Jasbir Kaur, Arshdeep Pannu and Navneet Pannu (Noble Prime Solutions Ltd.) Zoning By-law Minor Variance - OLT-23-000715 - Ward 7 - Active

Settlement Hearing is scheduled for December 1, 2023.

37 West Street, Committee of Adjustments Appeal by NRB Holdings Limited re: Minor Variance – OLT-22-004718 - Ward 1 - Concluded

OLT issued a Decision on April 27, 2023. This matter is now concluded.

7780 Creditview Road, Appeal by Link Charity Canada Inc., Application for Consent and Minor Variance - OLT-23-000420 – Ward 10 – Concluded

The Tribunal's Decision of September 13, 2023 orders the appeal to be dismissed. This matter is concluded.

Cash-in-Lieu

Application Pursuant to Subsection 42(10) and 42(12) of the Planning Act – 826 Steeles Avenue West – OLT-22-002765 (Formerly MM190018) – Ward 4 – Active

No hearing dates have been set.

Application Pursuant to Subsection 42(10) and 42(12) of the Planning Act – 1-55 Summer Wind Lane – Mattamy (Mount Pleasant North) Limited – OLT-21-001234 - Ward 6 – Active

No hearing dates have been set.

Mattamy (Brampton North) Limited (PartLot14, Concession 4 West of Hurontario Street (Chinguacousy) Parts 1,2 and 3, etc.) OLT23-000088 – Active

No hearing dates have been set. Parties to update Tribunal in January 2024.

Development Charges

1 Coventry Road – Dancor Construction Limited – Development Charge Complaint – Appeal municipality’s decision regarding a complaint – OLT-22-002663 (Formerly DC200012) – Ward 7 - Active

No hearing dates have been set to allow the parties to discuss settlement. If the parties are unable to reach settlement, a hearing will be scheduled in 2024.

By-Law Appeal

Appeal by Appeal by Kagan Shastri LLP, on behalf of the Building Industry Land Development Association (BILD) of Parkland Dedication By-law 242-2022 - OLT-23-000099 - Active

The Case Management Conference scheduled for May 12, 2023 was adjourned indefinitely.

Section 69. Fee Appeal

241 Queen Street East, Fee Appeal by Hampton Development Corp. - OLT-OLT-23-000644 – Ward 3 - Concluded

The matter has been withdrawn and is now concluded.

0 Steeles Avenue West and 1735 Steeles Avenue West, Metrus Central Properties Limited, Appeal to Dispute the Amount of Application Fees - OLT-23-000587 – Ward 6 - Active

No hearings have been scheduled to date.

Corporate Implications:

Financial Implications:

None

Other Implications:

None.

Purchasing Implications –

Communications Implications –

Strategic Focus Area:

Conclusion:

This report provides an update on all active and concluded Ontario Land Tribunal appeals from October 2022 to November 2023.

Authored by:

Approved by:

Steven Ross, Deputy City Solicitor

Sameer Akhtar, Acting Commissioner of
Legislative Services & City Solicitor

Date: 2023-11-16

Subject: **Housekeeping Amendments to Brampton Appeal Tribunal By-law 48-2008**

Contact: Peter Fay, City Clerk, Legislative Services

Report Number: Legislative Services-2023-900

Recommendations:

1. That the report from Peter Fay, City Clerk, Legislative Services, re. Housekeeping Amendments to Brampton Appeal Tribunal By-law 48-2008, to the City Council Meeting of December 6, 2023, be received; and
2. That amendments to Brampton Appeal Tribunal By-Law 48- 2008, as generally set out in Appendix 1 to this report, be approved to adjust the quorum provisions of the Tribunal and require in-person attendance of Tribunal members for a meeting.

Overview:

- **In September 2023, City Council authorized the integration of the Brampton Appeal Tribunal with the former Property Standards Committee, into one administrative tribunal.**
- **The current quorum for the Tribunal is a majority of the members (i.e., 6 of 10). For effectiveness, and to ensure quorum issues do not occur, it is recommended that quorum be reduced to a minimum of 3 members. Recent issues with remote participation for members also necessitates a change to the Tribunal by-law to require in-person attendance by the members for a meeting.**

Background:

In September 2023, Council received a [staff report](#) and made a decision to integrate the Brampton Appeal Tribunal and Property Standards Committee. The Tribunal's first meeting was held on October 16, 2023. Unfortunately, quorum for the Tribunal was lost during the afternoon session. The current Tribunal composition is 10 members, with quorum being a majority (i.e., 6 members). The second meeting of the Tribunal on November 16, 2023, resulted in some quorum issues and connection issues from members participating remotely.

In order to ensure quorum is in place to adjudicate various appeal matters, this report recommends an adjustment to the Tribunal quorum provisions and implementing a requirement for in-person attendance at meetings.

Current Situation:

Appendix 1 includes a draft by-law to amend Brampton Appeal Tribunal By-law 48-2008, to change the quorum provisions to a minimum of 3 members of the Tribunal and require in-person attendance, for participation and decision-making regarding a hearing matter.

Quorum for the Tribunal to hear an appeal on a matter is to be changed from a majority of the membership to the following, as set out in the proposed by-law amendment:

"**Quorum**" means the minimum number of members of the Tribunal, required to be present in-person to convene a meeting and Hearing of an Appeal, and shall be comprised of at least three (3) members of the Tribunal who shall be present in-person at all times during a Hearing of an Appeal and only those members hearing an Appeal shall be party to making a Decision regarding the Appeal;

Corporate Implications:

Financial Implications: nil

Other Implications: nil

Strategic Focus Area:

This report achieves the Strategic Focus Area of Government and Leadership by enabling an effective functioning citizen-based adjudicative tribunal to hear appeals from decisions and orders issued pursuant to the City's various by-laws and facilitates effective governance by enhancing the efficiency of municipal operations.

Conclusion:

It is recommended that Council adopt a housekeeping amendment to the Brampton Appeal Tribunal By-law to adjust the quorum provisions and require in-person attendance by members to ensure the continued effectiveness of the Tribunal.

Authored by:

Reviewed and Approved by:

Peter Fay, City Clerk

Sameer Akhtar, City Solicitor and Acting
Commissioner, Legislative Services

Submitted by:

Marlon Kallideen,
Chief Administrative Officer

Attachments:

Appendix 1 - By-Law to Amend the Brampton Appeal Tribunal By-Law 48-2008



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To Amend Brampton Appeal Tribunal By-law 48-2008

WHEREAS The Corporation of the City of Brampton enacted the Brampton Appeal Tribunal By-Law 48-2008, establishing an appeal body composed of citizens of Brampton (the "Tribunal");

AND WHEREAS The Corporation of the City of Brampton considers it desirable to impose common fees and charges in relation to appeals of matters within the jurisdiction of the Brampton Appeal Tribunal

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

1. By-Law 48-2008, as amended, is hereby further amended by adding the following definition to paragraph 1 in alphabetic order:

"Quorum" means the minimum number of members of the Tribunal, required to be present in-person to convene a meeting and Hearing of an Appeal, and shall be comprised of at least three (3) members of the Tribunal who shall be present in-person at all times during a Hearing of an Appeal and only those members hearing an Appeal shall be party to making a Decision regarding the Appeal;

2. By-Law 48-2008, as amended, is hereby further amended by deleting paragraph 5 and replacing with the following:

5. The Tribunal shall meet once a month or as often as it decides is necessary for the expedient resolution of its case load. A Quorum of the Tribunal membership is necessary for purposes of a meeting and the Hearing of an Appeal.

3. Schedule 1 to By-Law 48-2008, as amended, is hereby further amended by deleting paragraph 40. (1) and (2) and replacing with the following:

- (1) A Quorum of the appointed Members must be present for Hearing an Appeal. In the following sections, the "panel" means those Members that are present to conduct the Hearing or procedure.
- (2) If quorum is not achieved within thirty (30) minutes of the scheduled start time, all Hearings are rescheduled to the next available date, as

determined by the Tribunal Coordinator, and notice shall be sent as if it were the first notice of the Hearing.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
20__/_/month/day
[insert name]

Patrick Brown, Mayor

Approved as to
content.
2023/11/16
P. Fay

Peter Fay, City Clerk

Date: 2023-10-29

Subject: **Subdivision Release and Assumption: Ward 4**

Secondary Title: **Argo (Steeles) Limited, Registered Plan 43M-2064 – (North of Steeles Avenue, East of Chinguacousy Road), Ward 4 - Planning References – C02W01.011 and 21T-15001B**

Contact: Luciano Totino, Manager, Development Construction, Environment and Development Engineering Division

Report Number: Planning, Bld & Growth Mgt-2023-933

Recommendations:

1. That the report from Luciano Totino, Manager, Development Construction, Environment and Development Engineering to the Council Meeting of December 6, 2023, re: **Argo (Steeles) Limited, Registered Plan 43M-2064 – (North of Steeles Avenue, East of Chinguacousy Road), Ward 4 - Planning References – C02W01.011 and 21T-15001B**, be received;
2. That all works constructed and installed in accordance with the subdivision agreement for Registered Plan 43M-2064 (the “Subdivision”) be accepted and assumed;
3. That the Treasurer be authorized to release the securities held by the City, and;
4. That a by-law be passed to assume the following streets as shown on the Registered Plan 43M-2064 as part of the public highway system;

Hendricks Crescent (Both Portions), Moffatt Avenue, Hawkway Court

Overview:

- **This report recommends that the works constructed and installed in accordance with the subdivision agreement for Registered Plan 43M-2064 be accepted and assumed.**

Background:

City Council, at its meeting of May 17, 2023 approved Committee of Council recommendation CW192-2023, whereby the streets as shown on the subject Registered Plan are to be assumed by the City, once all departments have provided clearance for assumption by the City.

Current Situation:

City departments have now reviewed the Registered Plan for this subdivision and have provided clearance for assumption.

Corporate Implications:

All City Departments and the Region of Peel have provided clearances for assumption of the Subdivision to the Manager, Development Construction. This subdivision will now be included in the City's list of assets. The City of Brampton will now be fully responsible for on-going maintenance.

Financial Implications:

The annual operating impacts associated with the assumed infrastructure within this subdivision is estimated to be \$850.00. There is sufficient funding approved within the Public Works & Engineering operating budget to proceed with the recommendations in this report.

Strategic Focus Area:

This report achieves the Strategic Focus Area of Government & Leadership by continuously improving the day-to-day operations of the corporation by streamlining service delivery, effectively managing municipal assets, and leveraging partnerships for collaboration and advocacy.

Conclusion:

With approval of this report, the works constructed and installed in accordance with the subdivision agreement for Registered Plan 43M-2064 will be accepted and assumed.

Respectfully submitted,

Authored by:

Luciano Totino, C.E.T.,
Manager, Development Construction
Environment & Development Engineering
Planning, Building & Growth Management

Reviewed and Recommended by:

Michael Heralall, P. Eng.,
Director,
Environment & Development Engineering
Planning, Building & Growth Management

Approved by:

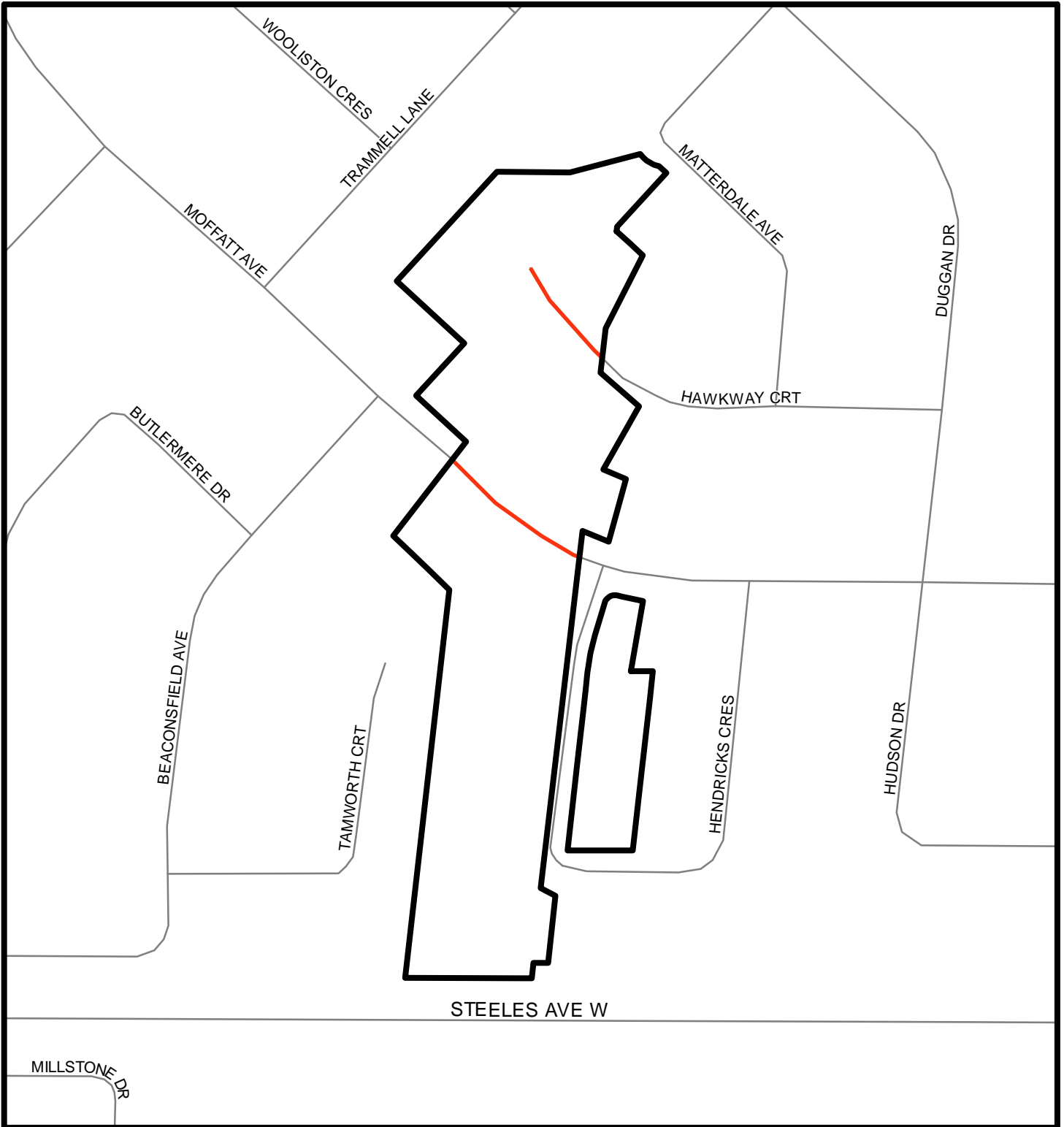
Steve Ganesh, MCIP, RPP,
Commissioner,
Planning, Building & Growth Management

Approved by:

Marlon Kallideen,
Chief Administrative Officer

Attachments

- Attachment 1: Subdivision Map
- Attachment 2: Registered Plan 43M-2064



 SUBJECT LANDS TO BE ASSUMED

 APPROXIMATE ROAD DISTANCE (0.13 KM)



I CERTIFY THAT THIS PLAN IS REGISTERED IN THE LAND REGISTRY OFFICE FOR THE LAND TITLES DIVISION OF PEEL (ON) AT 11:45 O'CLOCK ON THE 13th DAY OF December 2018 AND ENTERED IN PARCEL REGISTER(S) FOR PROPERTY IDENTIFIER(S) 14078-0330, 14078-0348, 14078-0349, 14078-0426, 14078-0427, 14078-0696, 14078-0700, 14078-0701, 14078-0702, 14078-0711, 14078-0712 AND THE REQUIRED CONSENTS ARE REGISTERED AS PLAN DOCUMENT NO. P.R. 34220A

Lisa Otter REPRESENTATIVE FOR LAND REGISTRAR

THIS PLAN COMPRISES ALL OF P.L.N. 14078-0330, 14078-0348, 14078-0349, 14078-0426, 14078-0427, 14078-0696, 14078-0700, 14078-0701, 14078-0702, 14078-0711, 14078-0712 AND THE REQUIRED CONSENTS ARE REGISTERED AS PLAN DOCUMENT NO. P.R. 34220A

PLAN OF SUBDIVISION OF BLOCKS 117 AND 118, PLAN 43M-864 AND LOTS 66,67,80,81,82,83,84,85,86, 87 AND 88 AND BLOCKS 140,141, 142,143,144,145,146,147 AND 148 PLAN 43M-881 AND LOT 38 AND BLOCKS 56,57,58,59, 60 AND 63, PLAN 43M-958 AND PART OF LOT 1 CONCESSION 2, WEST OF HURONTARIO STREET (GEOGRAPHIC TOWNSHIP OF CHINGUACOUSY) CITY OF BRAMPTON REGIONAL MUNICIPALITY OF PEEL

SCALE: 1:500
RADY-PENYK & EDWARD SURVEYING LTD., O.L.S.
METRIC DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

- NOTES: DENOTES MONUMENT SET, DENOTES SHORT STANDING IRON BAR, DENOTES STANDARD IRON BAR, DENOTES IRON PIPE, DENOTES CONCRETE PIN, DENOTES PROPERTY IDENTIFIER NUMBER, DENOTES INCURMENT NO. 24718465, DENOTES PLAN 43M-322, DENOTES PLAN 43M-323, DENOTES PLAN 43M-864, DENOTES PLAN 43M-881, DENOTES BUILDING LOCATION SURVEY BY ANTON KRAS LIMITED, DATED JUNE 28, 1989 (A.B. NO. 89-88-08), DENOTES BUILDING LOCATION SURVEY BY ANTON KRAS LIMITED, DATED JUNE 28, 1989 (A.B. NO. 89-88-11), DENOTES BUILDING LOCATION SURVEY BY J. D. BARNES LIMITED, DATED AUGUST 26, 1989 (A.B. NO. 89-26-205-0-78), DENOTES BUILDING LOCATION SURVEY BY ANTON KRAS LIMITED, DATED JUNE 28, 1989 (A.B. NO. 89-88-12), DENOTES BUILDING LOCATION SURVEY BY ANTON KRAS LIMITED, DATED JUNE 28, 1989 (A.B. NO. 89-88-13), DENOTES BUILDING LOCATION SURVEY BY J. D. BARNES LIMITED, DATED JUNE 22, 1994 (A.B. NO. 90-28-055-00-33), DENOTES BUILDING LOCATION SURVEY BY ANTON KRAS LIMITED, DATED JUNE 28, 1989 (A.B. NO. 89-88-14), DENOTES BUILDING LOCATION SURVEY BY ANTON KRAS LIMITED, DATED JUNE 28, 1989 (A.B. NO. 89-88-15), DENOTES A. SARANA, O.L.S., DENOTES A. SARANA, O.L.S., DENOTES J.D. BARNES, O.L.S., DENOTES RADY-PENYK & EDWARD SURVEYING LTD., O.L.S., DENOTES NOT IDENTIFIED, DENOTES WITNESS, DENOTES SPONSORED CONTROL POINT, DENOTES BOARD FENCE.

BEARING NOTE: BEARINGS ARE GIVEN FROM ZONE 17, MAG 83 (CORS) (1987.0) COORDINATES ARE DERIVED FROM GPS OBSERVATIONS USING THE CAN-NET REAL TIME NETWORK OBSERVATIONS. COORDINATE VALUES ARE TO UTM/AZIMUTH ACCURACY PER SEC. 14 (2) OF OREG. 216.10, AND CANNOT, IN ANY CASE, BE USED TO RE-ESTABLISH CORNER OR BOUNDARIES SHOWN ON THIS PLAN.

DISTANCES ARE GIVEN IN METRES AND CAN BE CONVERTED TO FEET BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.3048006.

SURVEYOR'S CERTIFICATE: I CERTIFY THAT: 1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEY ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEREIN. 2. THE SURVEY WAS COMPLETED ON the 23rd DAY OF MAY 2018. DATE: OCTOBER 23rd 2018.

OWNER'S CERTIFICATE: THIS IS TO CERTIFY THAT: 1. LOTS 1 TO 88, BOTH INCLUSIVE, BLOCKS 54 TO 63, BOTH INCLUSIVE, STREET INCLUDING NAMED BLOCK 56, STREETS, NAMED HENDRICKS CRESCENT (BOTH PARTS) WEST OF MOFFATT AVENUE AND HURONTARIO COURT, HAVE BEEN Laid OUT IN ACCORDANCE WITH OUR INSTRUCTIONS. 2. THE STREETS ARE DEDICATED AS PUBLIC HIGHWAYS TO THE CORPORATION OF THE CITY OF BRAMPTON. 3. THE STREET INCLUDING NAMED BLOCK 66 IS DEDICATED AS A PUBLIC HIGHWAY TO THE REGIONAL MUNICIPALITY OF PEEL.

MUNICIPAL APPROVAL: APPROVED UNDER SECTION 51 OF THE PLANNING ACT, R.S.O. 1990 THIS 17th DAY OF December 2018.

MUNICIPAL APPROVAL: APPROVED UNDER SECTION 51 OF THE PLANNING ACT, R.S.O. 1990 THIS 17th DAY OF December 2018.

MUNICIPAL APPROVAL: APPROVED UNDER SECTION 51 OF THE PLANNING ACT, R.S.O. 1990 THIS 17th DAY OF December 2018.

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MUNICIPAL APPROVAL: APPROVED UNDER SECTION 51 OF THE PLANNING ACT, R.S.O. 1990 THIS 17th DAY OF December 2018.

Table with columns: CURVE DATA, STREETS, CURVE DATA. Contains numerical data for various street curves.



DETAIL "A" (NOT TO SCALE)

DETAIL "B" (NOT TO SCALE)

DETAIL "C" (NOT TO SCALE)

DETAIL "D" (NOT TO SCALE)

DETAIL "E" (NOT TO SCALE)

DETAIL "F" (NOT TO SCALE)

DETAIL "G" (NOT TO SCALE)

DETAIL "H" (NOT TO SCALE)

DETAIL "I" (NOT TO SCALE)

DETAIL "J" (NOT TO SCALE)

DETAIL "K" (NOT TO SCALE)

DETAIL "L" (NOT TO SCALE)

DETAIL "M" (NOT TO SCALE)

DETAIL "N" (NOT TO SCALE)

DETAIL "O" (NOT TO SCALE)

DETAIL "P" (NOT TO SCALE)

DETAIL "Q" (NOT TO SCALE)

DETAIL "R" (NOT TO SCALE)

DETAIL "S" (NOT TO SCALE)

DETAIL "T" (NOT TO SCALE)

DETAIL "U" (NOT TO SCALE)

DETAIL "V" (NOT TO SCALE)

DETAIL "W" (NOT TO SCALE)

DETAIL "X" (NOT TO SCALE)

DETAIL "Y" (NOT TO SCALE)

DETAIL "Z" (NOT TO SCALE)

DETAIL "AA" (NOT TO SCALE)

KNOWN AS STEELES AVENUE WEST (REGIONAL ROAD NO. 15) (ROAD ALLOWANCE BETWEEN THE GEOGRAPHIC TOWNSHIPS OF CHINGUACOUSY AND TORONTO) P.L.N. 14078 - 0292

KNOWN AS STEELES AVENUE WEST (REGIONAL ROAD NO. 15) (ROAD ALLOWANCE BETWEEN THE GEOGRAPHIC TOWNSHIPS OF CHINGUACOUSY AND TORONTO) P.L.N. 14078 - 0292

KNOWN AS STEELES AVENUE WEST (REGIONAL ROAD NO. 15) (ROAD ALLOWANCE BETWEEN THE GEOGRAPHIC TOWNSHIPS OF CHINGUACOUSY AND TORONTO) P.L.N. 14078 - 0292

Date: 2023-11-17

Subject: **Information Report – The Use of Artificial Grass in the City of Brampton (RM 57/2023)**

Contact: **Simran Sandhu, Advisor, Special Projects, Planning, Building and Growth Management**

Steve Ganesh, Commissioner, Planning, Building and Growth Management

Report Number: Planning, Bld & Growth Mgt-2023-1029

Recommendations:

1. That the report from Simran Sandhu, Advisor, Special Projects, Planning, Building, and Growth Management to the Council Meeting of December 6, 2023, re: **Information Report – The Use of Artificial Grass in the City of Brampton (RM 57/2023)**, be received.

Overview:

- **This report addresses the Committee of Council’s request (RM 57/2023) for staff to review and report back on the use of artificial grass in residential settings and concludes that issues and complaints surrounding artificial grass are very minimal.**
- **This report informs Council of the current Property Standards, Zoning, and Fill By-laws as they relate to landscaping in residential areas.**
- **This report also includes information from Risk Management and Enforcement regarding their review of landscaping changes and the risk associated, along with the number of complaints received in 2022 and 2023 related to artificial grass/turf.**
- **The use of artificial turf in community centres and the related benefits and challenges are addressed in this report.**

- **This report provides an overview of the implications of artificial grass versus natural grass in relation to impacts on the drainage system.**
- **Potential next steps can include creating a specific Zoning By-law amendment to regulate and enforce practices related to the use of artificial grass and turf.**

Background:

At the September 6th, 2023 Committee of Council meeting, Council passed motion CW304-2023, requesting staff to report on the difficulties experienced in the use of artificial grass in residential settings.

The motion was part of discussion item 11.3.1 at the request of Deputy Mayor Singh, who addressed the Committee regarding an increase in the use of artificial grass in Brampton and concerns regarding the impacts of using this material.

Artificial grass/turf is a surface of synthetic fibers made to look like natural grass and is increasingly being used in sports fields, childcare facilities, and streetscapes. It is also used in play areas and residential/commercial landscaping.

The Committee's discussion on the matter included:

- Staff indicating that there are no city by-laws that specifically prohibit the use of artificial grass;
- Concerns and potential issues associated with the use of artificial grass;
- Indications that other municipalities are investigating this issue, its impacts and provisions in the Zoning By-law relating to the minimum requirements for permeable material in the front yard and restrictions relating to property grade changes; and,
- Staff advised that the Zoning By-law and urban design guidelines are effective tools to address and enforce artificial turf practices.

Current Situation:

Residential yard maintenance and landscaping provisions are set out in the Property Standards By-law, Zoning By-law, and Fill by-law.

Property Standards – By-law Enforcement

Residents are required to maintain their property in a clean and tidy state, free from unsightly and hazardous conditions, contributing to the safety and appearance of the property and the surrounding neighborhood.

In the Property Standards By-law, landscaping as part of yard maintenance require that yards should be free from dead, decayed, or damaged trees and protected by sustainable ground cover that prevents the erosion of soil and reduces water runoff.

As per the above requirements for landscaping for properties within the city, there is no specification regarding the use of artificial grass or turf as long as the material used prevents erosion of soil and reduces water runoff.

Zoning By-law

Within the Zoning By-law, landscaping in residential zones is defined as the following:

“shall be either, or any combination of both, of the following surfaces on detached, semi-detached, and townhouse dwelling lots: 1) the soft surface (level or otherwise) capable of supporting the growth of vegetation (such as grass, trees, shrubs, flowers or other plants), or 2) the rough or irregular surface that permits the infiltration of water into the ground (such as rocks and stones) that is not capable of being parked upon by part of the whole of a motor vehicle. Residential Landscaping may include nonpermeable portions of noise and retaining walls or non-permeable patios and walks not situated parallel to the Residential Driveway in a manner capable of being parked or driven upon by part of the whole of a motor vehicle. Residential Landscaping may also include non-permeable stairs or stepped surfaces not capable of being parked or driven upon by part or the whole of a motor vehicle.”

The Zoning By-law does not regulate artificial grass or turf except in areas where permeable landscaping is required, such as between two driveways and a side lot line. Based on inquiries received from residents regarding the use of artificial grass, staff have been advising individuals that artificial grass and turf are not permitted in the Zoning By-law for landscaping purposes.

Public Works and Engineering – Fill By-law

Fill is defined as any type of material placed on land, including soil, stone, concrete, asphalt, sod, or turf. Although the turf is included as fill material, there is no specification on the turf being artificial.

Many Brampton residents make plans to improve their properties by landscaping, changing the grade of the land, or stripping the land. Before undertaking any of these projects, homeowners/contractors are required to apply to the City of Brampton for a Fill Permit, including when a resident wishes to install artificial grass or turf in their backyards. When residents file for a Fill Permit to change the grade of their land, City staff will inspect the property and offer advice to avoid potential drainage problems. The Fill Permit ensures that surface drainage on neighbouring lots is not affected by the proposed work, lot grading features such as swales and catch basins are not changed, that work is done safely and complies with City standards, and that City streets are kept

free of debris during the filling or stripping process. The fill permit also requires residents to not install artificial grass or turf near their property lines. Property lines are established based on the approved lot grading plan and subdivision plan.

Through the Fill Permit, the work being done must have an approved drainage system if any of the natural gradients or swales are blocked or altered. Public Works and Engineering will assess the work being proposed to identify any fill or grading issues.

Risk Management

The city's Risk Management team evaluates the installation of new landscaping material to ensure that it is level with the sidewalk and curbs. If the application is acceptable by Risk Management, then no encroachment agreement is required. A minor acknowledgment notice is issued to the property owner stating the City is not responsible for any damages. Overall, the installation of artificial grass and turf is not considered a high risk for the city.

Realty

If a resident wishes to install artificial grass/turf in the municipal right-of-way, they will be directed to contact Realty Staff to secure an encroachment agreement.

Enforcement Action

Only one complaint related to artificial grass or turf was filed in 2022 and two have been filed in 2023. The complaint filed in 2022 was concerning turf being added by a property owner, but the file was ultimately closed because there are no violation in the by-laws for using turf. Of the two complaints filed this year, one has been closed as no turf was located during inspection and the second complaint is still open and pending a zoning review.

Community Centres

The following community centres within the City of Brampton contain artificial turf to be used for recreational activities:

- Save Max Sports Centre – 3 field houses
- Memorial Arena – 1 arena, currently an artificial turf playing surface
- Terry Fox Stadium – turf soccer fields
- Central Peel Turf Field

The benefits of having artificial turf in community centres for recreational activities includes low maintenance, durability, all weather use, versatility and water conservation. Artificial turf requires minimal maintenance compared to natural grass. There's no need for mowing, watering or fertilizing. Since artificial turf doesn't require watering, it can contribute to water conservation efforts. Artificial turf is designed to withstand heavy use and can endure activities such as sports without becoming damaged or worn out to

easily. The turf can also be used in various weather conditions, including rain and remain consistent in appearance and usability.

Unlike natural grass, artificial turf provides a consistent and aesthetically pleasing appearance. It stays green and well-groomed without the fluctuations in color and texture that can occur with natural grass. Artificial turf can be installed in various locations within a community centre, such as sport fields, playgrounds, or recreational areas.

Some challenges around artificial turf being used in community centres includes initial costs, heat retention, limited environmental benefits, the potential for injury, and long-term wear and tear. The installation of artificial turf can be more expensive upfront compared to natural grass, however this cost may be offset by long-term savings in maintenance. Artificial turf can absorb and retain heat, making it hotter than natural grass, especially in direct sunlight. This can be a concern in areas with high temperatures.

While artificial turf does save water and eliminates the need for pesticides and fertilizers, it is not completely environmentally friendly. Artificial turf is made from synthetic materials, often derived from non-renewable materials. In some sports, artificial turf has been associated with a higher risk of certain injuries, particularly abrasions and friction burns, however, advancements in turf technology aim to address these concerns. Over time artificial turf can wear out, especially in high-traffic areas and this may necessitate replacement, adding to long-term costs.

Implications of Artificial Grass on Drainage Systems

The incorporation of artificial grass into outdoor spaces carries with it notable implications for drainage systems, ushering in a set of distinctions when compared to the drainage characteristics inherent in natural grass landscapes. This demarcation is multifaceted, encompassing factors ranging from water absorption to surface runoff dynamics. Delving into these distinctions provides valuable insights for property owners and the city seeking to make informed decisions about the integration of artificial turf.

Artificial grass typically has a more impermeable surface compared to natural grass. Rainwater is more likely to run off the surface rather than being absorbed into the ground. The installation of artificial grass often involves a compacted sub-base, which can further reduce water absorption into the soil. This can potentially contribute to increased surface runoff. Proper installation of artificial grass includes incorporating drainage systems such as perforated pipes or a permeable base to allow water to drain away. However, the effectiveness of these drainage systems can vary based on installation quality.

Natural grass has a more permeable surface, allowing rainwater to be absorbed into the soil. The grass roots and soil structure help with water retention and gradual release. Natural grass can help reduce surface runoff by absorbing and slowing down the

movement of water. This is beneficial for preventing soil erosion and promoting groundwater recharge.

Considering the implications, the choice between artificial and natural grass extends beyond mere aesthetic and maintenance considerations. Increased surface runoff from impermeable artificial surfaces can contribute to local flooding during heavy rainfall events if drainage systems are inadequate or overwhelmed. In regards to groundwater recharge, natural grass promotes groundwater recharge by allowing water to percolate into the soil while artificial surfaces may reduce this natural process, impacting local groundwater levels.

While artificial grass installations can incorporate drainage systems to mitigate surface runoff, they may not replicate the natural absorption and percolation capabilities of natural grass. Local environmental conditions, including climate, soil type, and existing drainage infrastructure, should be considered when evaluating the implications of using artificial grass on overall drainage systems.

Benchmarking

City of Toronto:

Toronto's Zoning By-law provides regulations regarding landscaping, and landscaping requirements that are varied based on the width of lots. Of the required landscaping in the front yard, 75% of the landscaped area must be soft landscaping and the rear yard requires 50%. Examples of soft landscaping include permeable areas made up of soil or mulch that are suitable for the planting of trees, shrubs, and grass. Artificial turf is not considered soft landscaping and does not count towards the soft landscaping requirements.

Health Impact Assessment

Toronto Public Health completed a [Health Impact Assessment \(HIA\)](#) to better understand the potential implications of the increased use of artificial turf. While the 2015 HIA focused on the use of artificial turf on sports fields and children's play spaces, its findings are also relevant to home lawns, and commercial and other landscaping applications.

The findings of the assessment concluded that the design of artificial turf surfaces and the materials used in them have changed over time to address concerns related to environmental impacts, heat, injuries, and exposure to toxic substances. As the technology continues to evolve this may reduce their negative environmental and health impacts even further.

Artificial turf surfaces become much hotter than natural grass, which can be a risk for burns or heat stress during hot weather. Unlike natural grass which contains evaporative cooling properties, artificial turf is made of several heat-retaining materials

which can significantly increase surface temperatures, substantially increase air temperatures, and thus contribute to the urban heat island effect. Widespread use of artificial grass in Toronto would make the city less resilient to extreme weather events and increase adverse health impacts.

City of Mississauga:

The City of Mississauga defines Landscaped Area and Landscaped Soft Area definitions within its Zoning By-law as any outdoor area on a lot, located at grade, that is suitable for the growth and maintenance of grass, flowers, shrubs, trees and other vegetation. There is no specific mention of artificial grass or turf.

The city's Property Standards provides an overview of standing water, which is an accumulation of stagnant water on private property that's causing a health hazard such as attracting mosquitos must be either filling or properly drained. In relation to artificial grass and turf, the installation must provide adequate drainage to avoid the negative impacts of standing water.

Within the City of Mississauga, majority of the recreational and community centres contain artificial turfs for recreational activities such as sports. Artificial turfs are installed in the Paramount Fine Foods Centre Sportsplex, Churchill Meadows Community Centre and Mattamy Sports Park and a number of parks, including Clarkson Park.

City of Vaughan:

Within the City of Vaughan's Zoning By-law, artificial turf is defined as hard landscaping. Hard landscaping elements are designed and used to enhance the visual amenity of a property. On the City's website, it clearly states that artificial turf is not considered soft landscaping, as soft landscaping must contain natural horticultural elements. Similarly, to the City of Mississauga, Community centres and parks contain artificial turf sports fields including the North Maple Regional Park.

City of Ottawa:

The City of Ottawa's Zoning By-law defines soft landscaping as organic material and vegetative in-ground plantings such as trees, shrubs, hedges, ornamental flowers and grasses. The by-law clearly states that in the case of any residential or non-residential lots developed with uses other than outdoor recreational uses, excludes non-organic surfaces including artificial grass.

The Superdome at Ben Franklin Park is an indoor artificial turf planning field which features a state of the art sports field. The natural turf for the field was replaced with Canada's only NFL level 51-ounce Omnigraff turf, which is specially designed to reduce player injury.

Next Steps

Based on the number of enforcement complaints related to artificial grass and turf which are very minimal, the use of artificial grass and turf in the City of Brampton is not a widespread issue. Through the use of the Fill Permit, staff can evaluate and identify any risks related to drainage and grading based on the work being proposed.

Although the Zoning By-law does not currently regulate or specify the use of artificial grass or turf, staff have advised individuals to not install artificial grass or turf as it is not permitted within the definition of landscaping. The Zoning By-law can be an effective tool to address and enforce artificial turf practices, which can be accommodated through a future Zoning By-law Amendment or reviewed as part of the Comprehensive Zoning By-law. The landscaping definitions in the Zoning By-law can be updated to reflect the appropriate use of artificial grass/turf and further clarity can be provided for certain zones such as residential, commercial and institutional zones on where the artificial grass/turf can be used. For example, the parent Zoning By-law for residential zones can specify if artificial grass can be installed in the front yards, rear yards or both.

The Urban Design Guidelines are intended to guide future community development from the principles of good urban design. The Urban Design Guidelines provide a minimum design standard that is expected from all developers and builders in planning, designing and constructing new communities or projects in Brampton. The guidelines address the aesthetic of properties and consideration of incorporating guidelines related to the appearance of landscaping, including the use of artificial grass can be reviewed. The guidelines can include specifications on the color, height and maintenance for the artificial grass.

Corporate Implications:

Financial Implications:

There are no financial implications associated with this report.

Other Implications:

There are no other corporate implications associated with this report.

Strategic Focus Areas:

This application is consistent with the “Health and Well-being” strategic focus area. It focuses on citizens belonging, health, wellness and safety.

Conclusion:

As part of the discussion at the September 6, 2023, Committee of Council meeting, staff noted that there are no city by-laws that specifically prohibit the use of artificial grass or turf. Artificial grass/turf is made up of synthetic fibers made to look like natural grass and is seen being used in recreation facilities to residential and commercial streetscapes.

This report provides an overview of the Property Standards By-law, Zoning By-law, and Fill By-law and how they relate to artificial grass and landscaping requirements.

Based on the minimal involvement of various departments, the limited number of complaints received by enforcement over the last two years and there being no specific by-laws related to the use of artificial grass/turf, the use of artificial grass/turf is not seen as an increasing issue for the city. The use of the Fill Permit allows staff to identify any drainage and grading issues if residents want to make changes to their landscaped area.

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Date: 2023-11-16

Subject: **Information Report – Value for Money Audit of the current Development Approvals Process (DAP) digital workflow tool - Accela**

Contact: Carolyn Crozier, Manager, Development Services & Design
Planning, Building and Growth Management Department

Report Number: Planning, Bld & Growth Mgt-2023-1023

Recommendations:

1. That the report from Carolyn Crozier, Manager, Development Services and Design to the Council Meeting of December 6, 2023 re: **Information Report – Value for Money Audit of Accela**, be received.

Overview:

- In February 2023, Council passed a motion for staff to conduct a value-for-money (VFM) audit of Planning staff’s current Development Approvals Process (DAP) digital workflow tool, Accela.
- Staff engaged Dillon Consulting Ltd. to conduct an independent, third party VFM audit, for which funding was provided through the Province’s Streamline Development Approval Fund.
- The VFM audit identifies a suite of recommendations that the City could utilize to improve the existing workflow tool to better leverage existing investments.
- The audit also provides a detailed analysis of the Net Present Value between the option to Maintain/Improve the existing digital workflow tool and the option to transition to a new digital workflow tool.
- The audit found some drawbacks with the Accela digital workflow tool and the net present value analysis demonstrated that switching to another platform does not provide greater value to Brampton.

Background:

In February 2023, in response to findings identified through Development Services and Design’s end to end reviews of Development Applications, Urban Design, and Committee

of Adjustment Processes (Planning, Bld & Growth Mgt-2023-036), Brampton City Council passed motion PDC014-2023 which reads:

“Whereas leveraging technology – in particular Accela was a key theme for opportunities to improve identified in all three studies – end-to-end review, urban design review and Committee of Adjustment; and

Whereas with the significant growth planned for Brampton, combined with our need to ensure we are using the best technology that meets customer service and financially prudent outcomes for the City;

Therefore, be it resolved that staff be directed to undertake a value-for-money review of Accela and report back to Council on the outcome on the review.”

Utilizing funding provided by the Ministry of Municipal Affairs and Housing’s Streamline Development Approval Fund, staff engaged Dillon Consulting Limited (with Performance Concepts Consulting Limited) (Audit Team) to conduct an independent, third-party value-for-money audit of Accela (VFM audit).

The purpose of this report is to summarize the findings of this audit and the outcome of the Net Present Value calculation associated with maintaining/investing in the existing workflow platform or transitioning to a net new workflow solution.

Current Situation

Audit Approach

The VFM audit of the Accela workflow tool completed by the Audit Team is consistent with the Federal Auditor General’s Value-For-Money Audit Manual (January, 2000). This methodology has been proved to lead to objective and well-founded conclusions.

The Audit Team employed a mix of semi-structured interviews, diagnostic Accela tests, peer comparisons and cost-benefit calculations to obtain a clear understanding of Accela’s functionality, improvement opportunities, and staff practices as it relates to utilizing the tool.

Audit Findings

Net Present Value Analysis

A NPV analysis is one way of helping decision-makers to choose between different options for financial investments. It allows for a comparison of multiple scenarios according to the financial value they stand to offer after accounting for financial costs, benefits, and when those transaction will occur over an extended period of time, expressed as a dollar value.

The Net Present Value (NPV) analysis was used to answer one of the main questions in the Audit:

- Should Brampton retain the Accela platform and migrate to Accela Cloud when support for on-premise Accela ends, or should Brampton migrate to an alternative workflow solution:

Two scenarios were examined:

- Scenario 1 – maintaining and making necessary investments to fully optimize improving the Accela platform, and;
- Scenario 2 – transitioning from Accela to a different software platform.

Using reasonable assumptions about the financial costs and benefits that would be involved in each scenario over a 20-year horizon.

The graphic below illustrates the results from the NPV analysis. Scenario 2 represents substantially less financial value than Scenario 1. In this respect, Scenario 1 is more financially viable.



Key Findings

The following is a summary of findings by each Audit Objective:

- Audit Objective #1 – Selection Criteria

The RFP through which Accela was purchased did include criteria that meet the Auditor's expectations for a high-performance DAP system.

- Audit Objective #2 – Goal Setting

Accela (current "on-premises" version) requires complex analytics reporting to be generated using other companion software; however, with the implementation of Accela's Cloud version, this type of reporting will be natively available (via Accela

Insight) which very adeptly reports on file analytics and timing details (tracking late, on time, or coming due).

- **Audit Objective #3 – Comparison to Peers**

Brampton is underinvested in Accela for the Committee of Adjustment function, time-tracking of development files (“clock on/clock off”), document management, the engineering workflows of final (phased) Plan of Subdivision applications, and upkeep of the platform based on end-user feedback.

- **Audit Objective #4 – Performance Improvements**

Brampton’s usage of Accela has revealed several challenges that hinder efficiency and productivity – very little of which is inherently due to failings of the software platform itself.

- **Audit Objective #5, Underutilization Risk:** There is some inconsistent use of Accela. The Audit Team recognizes that the ethos at Brampton is to work with the applicant – so if workflow gaps are updated (or a subworkflow designed) then that would achieve continuity of file tracking.
- **Audit Objective, #6, Functionality of Alternatives:** The configuration benefits of the commercially available DAP software platforms typically used in Ontario are so common that the Audit Team finds that there is no compelling functionality that would justify replacing Accela with two other possible platforms we considered.
- **Audit Objective #7, Net Present Value:** The Audit Team finds that, based on the assumptions noted previously, the results of the financial analysis indicate that Scenario 2 (Alternate DAP Solution) represents substantially less value-for-money than Scenario 1 (Maintain and Improve Accela) on the basis of their net present values, in the order of approximately \$4.3 million dollars. Given that this is specifically a Value-for-Money Audit, the results of the analysis do not justify a switch decision to an alternative platform and that Scenario 1 (Maintain and Improve Accela) is better value for money.

Corporate Implications:

Financial Implications

There are no direct financial implications associated with this report.

Strategic Focus Area:

Government & Leadership

This report is consistent with the Strategic Focus Area – Government & Leadership. The audit findings support the Corporation in the provision of service excellence with equity, innovation, efficiency, effectiveness, accountability and transparency.

Conclusion:

The findings of the Dillon Consulting Ltd.'s investigations into the Accela workflow tool has led them to conclude that Brampton has a workflow software platform that meets the functional needs to deliver a high performance development approvals regime. The net present value calculation demonstrated that switching to another software platform does not provide greater value to Brampton; therefore the value for money audit recommends that Brampton maintain and improve Accela.

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Attachments:

- Attachment 1 – Value for Money Audit of Accela
- Attachment 2 – Value for Money Audit Presentation

The City of Brampton Value-for-Money Audit of the Accela Workflow Tool

Final Audit Report

November 20, 2023 – 23-5958



Table of Contents

Executive Summary	iv
1.0 Introduction & Audit Context	1
1.1 Audit Context	1
1.2 Brampton’s Current DAP Model and Accela’s Role	4
1.3 Two-Tier DAP, Bill 112, and Accela’s Role	5
2.0 Purpose/Scope of the Value for Money Audit and Accela Origins	6
2.1 Purpose of the VFM Audit	6
2.2 Origins of the Accela Platform in Brampton.....	6
2.3 Overview of Accela Components/Functionality	8
3.0 VFM Audit Methodology	10
3.1 Audit Planning Components	11
3.2 Audit Approach (Execution).....	11
3.2.1 Semi-Structured Interviews	12
3.2.2 Diagnostic Testing of Accela	12
3.2.3 Net Present Value Calculation for Replacing/Upgrading Accela	14
4.0 Audit Observations and Findings: Objectives 1 to 6	15
4.1 Audit Objective #1, Selection Criteria	15
4.1.1 Audit Objective 1 – Observations	16
4.1.2 Audit Objective 1 – Findings	18
4.1.3 Objective 1 – Recommendations	19
4.2 Audit Objective #2, Goal Setting.....	20
4.2.1 Audit Objective 2A – Observations	20
4.2.2 Audit Objective 2B – Observations	26

4.2.3	Audit Objective 2C – Observations	31
4.2.4	Audit Objective 2 – Findings	32
4.2.5	Audit Objective 2 – Recommendations	33
4.3	Audit Objective #3, Comparison to Peers.....	35
4.3.1	Audit Objective 3 – Observations	36
4.3.2	Audit Objective 3 – Findings	43
4.3.3	Audit Objective 3 – Recommendations	45
4.4	Audit Objective #4, Performance Improvements	46
4.4.1	Audit Objective 4 – Observations	46
4.4.2	Audit Objective 4 – Findings	55
4.4.3	Audit Objective 4 – Recommendations	56
4.5	Audit Objective #5, Underutilization Risk	58
4.5.1	Audit Objective 5A – Observations	58
4.5.2	Audit Objective 5A – Findings	64
4.5.3	Audit Objective 5A – Recommendations	65
4.5.4	Audit Objective 5B – Observations	66
4.5.5	Audit Objective 5B – Findings	70
4.5.6	Audit Objective 5B – Recommendations	72
4.6	Audit Objective #6, Functionality of Alternatives.....	74
4.6.1	Audit Objective 6 – Observations	75
4.6.2	Audit Objective 6 – Findings and Recommendations	81
5.0	Audit Observations and Findings: Objective 7	83
5.1	Audit Objective #7, Net Present Value.....	83
5.1.1	Construction of the Net Present Value Financial Analysis.....	83
5.1.2	Scenarios Used in Financial Analysis.....	85
5.1.3	Assumptions Used in Financial Analysis	86
5.1.4	Audit Objective 7 – Observations	91
5.1.5	Audit Objective 7 – Findings	92

5.1.6 Audit Objective 7 – Recommendations 92

6.0 All Audit Recommendations and Conclusion 94

6.1 Recommendations 94

6.2 Conclusions 96

Executive Summary

Acknowledgement

The Audit Team would like to acknowledge and thank staff and management for their cooperation and contributions during this Audit that helped facilitate our investigation.

Introduction

This report documents the City's 2023 Value-For-Money Audit of the Accela Workflow Tool which was conducted by the Audit Team of Dillon Consulting Limited and Performance Concepts Consulting Limited (Audit Team).

Purpose/Scope

Brampton currently faces significant challenges in the delivery of the development approval process (DAP). The Accela Value-for-Money Audit will play an important role in managing the City's service delivery performance risk in the face of unprecedented regulatory changes and forecasted approvals volumes.

In February, 2023, Brampton City Council passed motion PDC014-2023, which reads:

Whereas leveraging technology – in particular Accela was a key theme for opportunities to improve identified in all three studies – end-to-end review, urban design review and Committee of Adjustment; and

Whereas with the significant growth planned for Brampton, combined with our need to ensure we are using the best technology that meets customer service and financially prudent outcomes for the City;

Therefore, be it resolved that staff be directed to undertake a value-for-money review of Accela and report back to Council on the outcome on the review.

The Audit Scope is the functionality of the software platform known as the Accela workflow tool.

The parameters set out in the 2023 Value-For-Money Accela Audit Plan are consistent with the Federal Auditor General’s Value-for-Money Audit Manual (January 2000). They include an Audit Charter, preparation of an Audit Plan, and preparation of this Audit Report. A summary of the findings from each Audit Objective is provided below.

Summary of Findings by Objective

Audit Objective #1, Selection Criteria: The RFP through which Accela was purchased did include criteria that meet the Auditor’s expectations for a high-performance DAP system.

Audit Objective #2, Goal Setting: Accela on-premises requires complex reports to be generated using other software; however, with Accela Cloud on the horizon, the Audit Team has observed that the native reporting through Accela Insight very adeptly show files that are on time and files that are late, and can also identify files that are coming due.

Audit Objective #3, Comparison to Peers: Brampton is underinvested in Accela for the Committee of Adjustment function, time-tracking of development files (“clock on/clock off”), document management, the engineering workflows of final (phased) Plan of Subdivision applications, and upkeep of the platform based on end-user feedback.

Audit Objective #4, Performance Improvements: Brampton’s usage of Accela have revealed several challenges that hinder efficiency and productivity – very little of which is inherently due to failings of the software platform itself.

Audit Objective #5, Underutilization Risk: There is some inconsistent use of Accela. The Audit Team recognizes that the ethos at Brampton is to work with the applicant – so if workflow gaps are updated (or a subworkflow designed) then that would achieve continuity of file tracking.

Audit Objective, #6, Functionality of Alternatives: The configuration benefits of the commercially available DAP software platforms typically used in Ontario are so common that the Audit Team finds that there is no compelling functionality that would justify replacing Accela with two other possible platforms we considered.

Audit Objective #7, Net Present Value: The Audit Team finds that, based on the assumptions noted previously, the results of the financial analysis indicate that Scenario 2 (Alternate DAP Solution) represents substantially less value-for-money than Scenario 1 (Maintain and Improve Accela) on the basis of their net present values, in the order of approximately \$4.3 million dollars. Given that this is specifically a Value-for-Money Audit, **the results of the analysis do not justify a switch decision to an alternative platform and that Scenario 1 (Maintain and Improve Accela) is better value for money.**

Audit Recommendations and Management Response

Recommendation R1: The Audit Team recommends that Brampton make no further investment in any new reporting tools, given that it has Microsoft Power BI to meet its business intelligence and analytics needs.

Management Response to Recommendation R1: Acknowledged, and no comment.

Recommendation R2: The Audit Team recommends that Brampton prioritize the build-out of the required reporting, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R2: Acknowledged, and no comment.

Recommendation R3: The Audit Team recommends that Brampton train its staff to update file processing status on a same-day basis for Bill 109 risk-exposed file categories (Site Plans and OPA/ZBA files) that are an urgent and immediate priority.

Management Response to Recommendation R3: Management acknowledges the recommendation and welcomes any further recommendations on how to improve the City’s tracking tools relating to Bill 109 timelines. This could include access to the tool for all staff; more fulsome information included in reporting dashboards (e.g., staff assignments); and use of automated notifications to staff at specific milestone dates.

Recommendation R4: The Audit Team recommends that Brampton’s DAP workflow be updated to achieve integration of post-Draft Plan “Engineering DAP” phases.

Management Response to Recommendation R4: Acknowledged, and no comment.

Recommendation R5: The Audit Team recommends that Brampton investigate, and deploy if feasible, a portal that facilitates input to Brampton’s workflow platform by the post-Peel Region water/wastewater agency staff as commenters/approvers of major infrastructure.

Management Response to Recommendation R5: Acknowledged, and no comment.

Recommendation R6: The Audit Team recommends that Brampton close the Post-Draft Plan Engineering DAP workflow gap to avoid falling behind on its workflow deployment.

Management Response to Recommendation R6: Acknowledged, and no comment.

Recommendation R7: The Audit Team recommends that Brampton achieve 100% compliance with time tracking and closure of workflow steps through further direction and training of staff.

Management Response to Recommendation R7: Acknowledged, and no comment.

Recommendation R8: The Audit Team recommends that Brampton improve its deployment of spatial data to achieve better functionality, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R8: Management acknowledges the recommendation and requests prioritization of spatial datasets to best serve development approvals.

Recommendation R9: The Audit Team recommends that Brampton implement appropriate automated e-mail notifications to improve communication and workflow.

Management Response to Recommendation R9: Management acknowledges the recommendation, and has asked for a suitable volume of automated notifications.

Recommendation R10: The Audit Team recommends that Brampton invest in a document management solution compatible with Accela Cloud (or an alternative platform) to achieve the desired functionality, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R10: Acknowledged, and no comment.

Recommendation R11: The Audit Team recommends that Brampton configure the GIS map to show related records geospatially (e.g., Draft Plan of Subdivision and Final approvals) and enhance the user interface for improved functionality.

Management Response to Recommendation R11: Acknowledged, and no comment.

Recommendation R12: The Audit Team recommends that Brampton explore the ability to improve the global search function (separately from a document management solution) and, regardless of its ability to improve the search, provide a tool tip alongside the search to improve the end user expectations/experience.

Management Response to Recommendation R12: Acknowledged, and no comment.

Recommendation R13: The Audit Team recommends that Brampton update the code behind the pages that display commenting in Accela so that character limits and/or text wrapping issues are resolved.

Management Response to Recommendation R13: Acknowledged, and no comment.

Recommendation R14: The Audit Team recommends that Brampton update the code behind the pages for the comment box and the conditions box, to better ensure that staff comments are entered into the correct field, and provide appropriate training on this.

Management Response to Recommendation R14: Acknowledged, and no comment.

Recommendation R15: The Audit Team recommends that Brampton sustain a working group with its Accela peer municipalities to share knowledge from time-to-time on configuration, improvements, tools, practices, and end-user needs.

Management Response to Recommendation R15: Acknowledged, and no comment.

Recommendation R16: The Audit Team recommends that Brampton provide further direction to staff on the necessity of updating status in the workflow(s).

Management Response to Recommendation R16: Acknowledged, and no comment.

Recommendation R17: The Audit Team recommends that Brampton conduct spot-checks from time-to-time to assist with identifying staff that may need additional training/coaching on their workflow environment.

Management Response to Recommendation R17: Acknowledged, and no comment.

Recommendation R18: The Audit Team recommends that Brampton implement a workflow update that better tracks development engineering’s collaborative approach with applicants that will provide better continuity for the overall workflow.

Management Response to Recommendation R18: Acknowledged, and no comment.

Recommendation R19: The Audit Team recommends that Brampton resolve the configuration that causes the “Review Distribution/Development Engineering Review” task to be labelled with a cryptic “Note” and correct this label to be understandable.

Management Response to Recommendation R19: Acknowledged, and no comment.

Recommendation R20: The Audit Team recommends that Brampton utilize a “drawbridge” workflow configuration to require staff to close/update file status before being able to progress to completion of subsequent processing milestones.

Management Response to Recommendation R20: Management acknowledges the recommendation and recognizes that improved operating procedures may be needed to ensure that staff undertake file status updates immediately after leadership approval is provided.

Recommendation R21: The Audit Team recommends that Brampton design a formal training regime for its workflow platform end-users, benchmark user skills, and then implement appropriate training to enhance end-user skill to levels commensurate with their DAP function, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R21: Acknowledged, and no comment.

Recommendation R22: The Audit Team recommends that Brampton develop and implement a regime for reoccurring knowledge-building of the Accela platform, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R22: Acknowledged, and no comment.

Recommendation R23: The Audit Team recommends that Brampton develop and implement a continuous improvement program for gathering known issues, prioritizing fixes, and implementing fixes on a regular basis, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R23: Management acknowledges the recommendation and notes that further staff resources will be required from IT to allow the prioritization to occur.

Recommendation R24: The Audit Team recommends, in conjunction with recommendations made elsewhere in this Audit, that Brampton increase its human resourcing support for its workflow platform by an estimated 1 FTEs of system administrators/super-users to achieve all the known fixes and the desired level of support for the platform, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R24: Acknowledged, and no comment.

Recommendation R25: The Audit Team recommends that Brampton maintain and improve Accela (On-Premises transitioning to Cloud) given its better value for money as assessed through this Audit.

Management Response to Recommendation R25: Management has acknowledged the recommendation and remains interested in exploring potential benefits associated with alternative software to confirm that they do not have added benefits over Accela (e.g., intuitive user experience). Management is also interested in further understanding that cost efficiencies are the only applicable consideration due to all other matters being equal.

Recommendation R26: The Audit Team recommends that Brampton prioritize investments in improving and augmenting the Accela workflow platform (including associated staffing resources) to gain optimal DAP efficiencies.

Management Response to Recommendation R26: Management has acknowledged the recommendation and remains interested in exploring potential benefits associated with alternative software to confirm that they do not have added benefits over Accela (e.g., intuitive user experience). Management is also interested in further understanding that cost efficiencies are the only applicable consideration due to all other matters being equal.

Conclusion

Through the course of this Audit, the Audit Team’s investigation has determined that while Brampton may have procured Accela quickly because of the imminent end to Plan Track, it has a DAP workflow software platform that meets the functional needs to deliver a high-performance development approvals regime. The Audit Team has found few actual drawbacks with the Accela workflow tool itself, and has found key challenges with training/skills, end-user behaviour, configuration, and easily resolved “fixes” that need to be made – underscored by the fact that many of the complaints from Brampton staff about Accela do not exist or have been resolved at the peer municipalities with which we consulted.

As a value-for-money Audit, the Audit Team’s net present value (NPV) analysis has demonstrated that switching to another software platform does not provide greater value to Brampton; therefore, the Audit Team’s recommendation is that Brampton maintain and improve Accela. The other recommendations in the Audit Report can help Brampton achieve greater optimization of Accela, which will have a positive return on staff productivity/efficiency, and in turn, help Brampton fast-track development on the way to meeting its housing pledge.

Acknowledgement

The Audit Team would like to acknowledge and thank Brampton’s staff and Management for their cooperation and contributions during this Audit that helped facilitate our investigation.

1.0 Introduction & Audit Context

This report documents the City’s 2023 Value-For-Money Audit of the Accela Workflow Tool which was conducted by the Audit Team of Dillon Consulting Limited and Performance Concepts Consulting Limited (Audit Team).

1.1 Audit Context

Brampton currently faces significant challenges in the delivery of the development approval process (DAP). The regulatory framework for approving development in Ontario is undergoing significant restructuring:

- Bill 109 has mandated a sliding scale of processing fee refunds to applicants for Official Plan Amendments, Zoning By-law Amendments and Site Plan approvals that do not meet timeframe targets;
- Bill 23 and the Province’s Housing Supply Action Plan will require Brampton to accelerate housing supply by approving 113,000 units by 2031 – twenty years faster than previously forecast; and,
- Bill 112 will dissolve the Region of Peel and the Transition Board may replace it with an as-yet unspecified service delivery agency for the maintenance and provision of water and wastewater infrastructure essential to service forecast growth.

The importance of a high-functioning technology platform (workflow tool) to deliver LEAN development application processing in Brampton cannot be overstated. It is not “business as usual” for the City.

The Accela Value-for-Money Audit will play an important role in managing the City’s service delivery performance risk in the face of unprecedented regulatory changes and forecasted approvals volumes.

Development Approvals Process – Bill 109 Timeframes & Fee Refund Regulatory Challenges

On April 14, 2022, the Province passed the *More Homes for Everyone Act, 2022* (Bill 109), which was described as the initial step in implementing the recommendations of the Ontario Housing Affordability Task Force (OHATF). Bill 109 resulted in numerous amendments to the *Planning Act* aimed at reducing red tape, accelerating development timeframes, and streamlining approvals with the ultimate objective of increasing housing supply in Ontario. Of particular significance to this Value-For-Money Audit of the Accela Workflow Tool (Audit), Bill 109 requires municipalities to provide staged refunds of Official Plan Amendment (OPA), Zoning By-law Amendment (ZBA), and Site Plan application fees when they exceed the timeframe targets set out in the legislation.

Table 1-1: Bill 109 Refund Triggers

Application Type	No Refund	50% Refund	75% Refund	100% Refund
Combined OPA & ZBA Application	Decision within 120 calendar days	Decision within 121 and 179 calendar days	Decision within 180 and 239 calendar days	Decision by 240 calendar days or later
ZBA Application	Decision within 90 calendar days	Decision within 91 and 149 calendar days	Decision within 150 and 209 calendar days	Decision by 210 calendar days or later
Site Plan Application	Approval within 60 calendar days	Approval within 61 and 89 calendar days	Approval within 90 and 119 calendar days	Approval by 120 calendar days or later

Many municipalities across Ontario are nowhere near meeting the Bill 109 statutory deadlines for Site Plan, OPA, and ZBA application decisions/approvals. These municipalities struggling with meeting these timeframes find themselves at risk of being compelled to provide mandatory fee refunds which will erode development approvals process (DAP) revenue streams and subsequently trigger significant municipal property tax impacts. The Bill 109 deadlines are expressed in calendar days rather than business days (i.e., weekend days and holidays are counted in the timeframe). Furthermore, in a development review regime characterized by multiple rounds of application resubmissions and municipal review, the timeframes place a significant challenge on municipalities to fulfill their onus to conduct a fulsome review of a development prior to issuing a decision/approval.

In Brampton, the Accela workflow tool must now be deployed to rigorously track *actual* OPA/ZBA/Site Plan processing timeframes against Bill 109 *target* timeframes. In the Bill 109 context, Brampton Management is looking to Accela to forecast Brampton's refund risk exposure at a granular day-by-day level for each affected application. Management is faced with the task of then corralling its available

staffing resources to generate decisions that “stop the Bill 109 clock” and limit fee refund impacts. For Management to have this insight and respond effectively, Accela functionality/configuration is the key to the City’s Bill 109 adaptation efforts.

Brampton’s Provincial Housing Pledge

The Province announced Bill 23, the *More Homes Built Faster Act*, in autumn 2022. The Province’s stated goal is to build 1.5 million homes in Ontario over the next 10 years. The Province intends to unlock more housing, streamline development approvals, remove barriers, accelerate planning, and further protect home buyers and owners. To achieve the goal of building 1.5 million homes, the Province's target for the City of Brampton is 113,000 new homes constructed by 2031. This pledge demonstrates the City's commitment to unlock more housing, streamline development approvals, remove barriers, and accelerate planning in support of the Province's housing target.



Image source: City of Brampton

With a 10-year target of 113,000 new homes for the City of Brampton (11,300 homes per year), Ontario’s Housing Supply Action Plan presents an aggressive and unprecedented rate of required housing growth. Moreover, this target requires an increase of approximately 58,000 homes over and

above the City’s housing forecast¹ described in the City’s Current Official Plan, Brampton Plan (2006, as amended).

Accela will play a key role in providing DAP performance data about both the City’s greenfield subdivision-driven housing approvals channel as well as the Site Plan driven infill approvals channel. Accela generated performance metrics will need to encompass private sector demand/requests for approvals as well as the City’s processing/approvals response to that demand. The metrics extracted/constructed from Accela’s tracking of development will need to reflect the private sector-City collaboration that is at the core of DAP in Brampton.

Critical Importance of Measuring Development Application Processing Timeframes

While the Bill 109 timeframes do not differentiate between the days that an application is with the municipality versus the days that an application is pending resubmission by the applicant, Brampton has expressed substantial interest in monitoring these periods as distinct from one another. This means that the activities tracked by Accela (or a replacement) will need to deliver the data for the City to reliably measure “chess clock” processing timeframes (this chess clock approach to timeframe tracking is premised on the transfer of file custody back-and-forth between the City and an applicant during the process of technical review before an approval is granted).

Chess clock timeframe tracking will need to be available for planning and engineering components of DAP in Brampton. Accela functionality and configuration must be able to facilitate chess clock reporting and facilitate forecasting of approvals so Brampton can steer DAP forward. Business analytics using data generated by Accela existed before but have now become critically important to the development future of the municipality.

1.2 Brampton’s Current DAP Model and Accela’s Role

Brampton’s Development Approvals Process (DAP) is a core service that shapes/regulates the *built form* of the City and impacts the relative speed at which that *built form* will be achieved. DAP consists of three mostly sequential components, as shown in **Figure 1** below.

¹ Municipal Housing Pledge, City of Brampton, March 2023, retrieved from: <https://www.brampton.ca/EN/Business/planning-development/housing-brampton/Documents/Brampton%202023%20Municipal%20Housing%20Pledge.pdf>

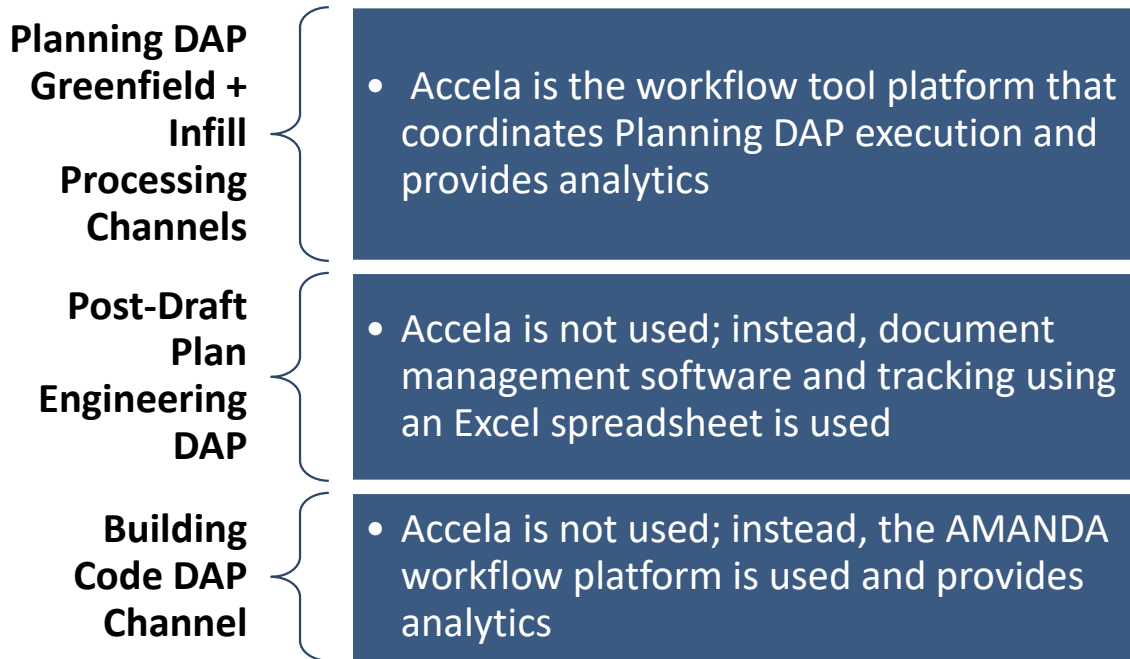


Figure 1: Brampton DAP Components + Workflow Silos

1.3 Two-Tier DAP, Bill 112, and Accela’s Role

The Region of Peel has traditionally functioned as a DAP execution partner for Brampton. The Region has exercised a range of Planning DAP regulatory functions. Perhaps more importantly the Region has been responsible for the provision and maintenance of Lake Ontario based water and wastewater infrastructure essential to servicing growth in Brampton. Bill 112 will disrupt this decades-long two-tier DAP delivery model.

While Bill 23 effectively removed Peel from Planning DAP land use decision-making and approvals, the Region has continued to be a critical partner for Brampton via its role as a provider of water and wastewater infrastructure. Bill 112 now removes the Region from this critical role of providing water/wastewater servicing solutions to foster accelerated development/housing construction in Mississauga, Brampton, and Caledon. It will fall to the Transition Board to mandate the specifics of the post-Peel infrastructure delivery model.

In a 2022 Development Planning and Engineering Service Review for Peel, it was noted that the Region already actively participated within Mississauga’s DAP workflow tool. A similar arrangement for embedding Regional participation with Brampton’s Accela workflow platform was recommended in the aforementioned service review. Access to Accela (or substitute) by the post-Peel infrastructure agency remains necessary as an important streamlining mechanism for Brampton’s DAP.

2.0 Purpose/Scope of the Value for Money Audit and Accela Origins

2.1 Purpose of the VFM Audit

Periodic concerns have been expressed by Brampton Council members, City Senior Management, DAP frontline staff, and external stakeholders regarding the effectiveness of the Accela Workflow tool.

In February, 2023, Brampton City Council passed motion PDC014-2023, which reads:

Whereas leveraging technology – in particular Accela was a key theme for opportunities to improve identified in all three studies – end-to-end review, urban design review and Committee of Adjustment; and

Whereas with the significant growth planned for Brampton, combined with our need to ensure we are using the best technology that meets customer service and financially prudent outcomes for the City;

Therefore, be it resolved that staff be directed to undertake a value-for-money review of Accela and report back to Council on the outcome on the review.

The Audit Scope is the functionality of the software platform known as the Accela workflow tool.

2.2 Origins of the Accela Platform in Brampton

Prior to adopting Accela, Brampton used a DAP workflow solution called Plan Track. When the Plan Track vendor announced its intention to discontinue supporting the software, Brampton faced a compressed timeframe to identify and implement a new DAP workflow solution. The Audit Team

understands that Brampton needed to execute this transition from Plan Track to a replacement software platform in a number of months.

Members of the City cross-disciplinary team tasked with selecting a DAP software replacement to Plan Track are no longer employed by the municipality and were therefore not available to the Audit Team for this Audit.

However, the Audit Team does understand that that the initial implementation/configuration of Accela was staged. Accela was rapidly deployed as a back-office solution without an up-front application submission online portal. The current BramPlan Online submission portal was added retroactively to the initial roll-out. While the Audit Team’s experience with workflow software at municipalities is that they are typically deployed end-to-end, we have learned that the entirety of the post-Draft Plan of Subdivision workflow is not handled through Accela (i.e., only the culmination and the completion milestones of this workflow can be understood, but the actual tasks happen outside Accela).

Given the absence of staff previously involved in the selection of Accela, the Audit Team has no ability to gauge the rationale for equipping the Planning function with Accela while the Building function was already equipped with the AMANDA workflow solution. Presumably, in the Audit Team’s estimation, there must have been some discussion/consideration about using AMANDA end-to-end. Regardless of the history of software selection, the simple fact is that today Brampton uses Accela and AMANDA side-by-side, as shown in **Figure 2** below.

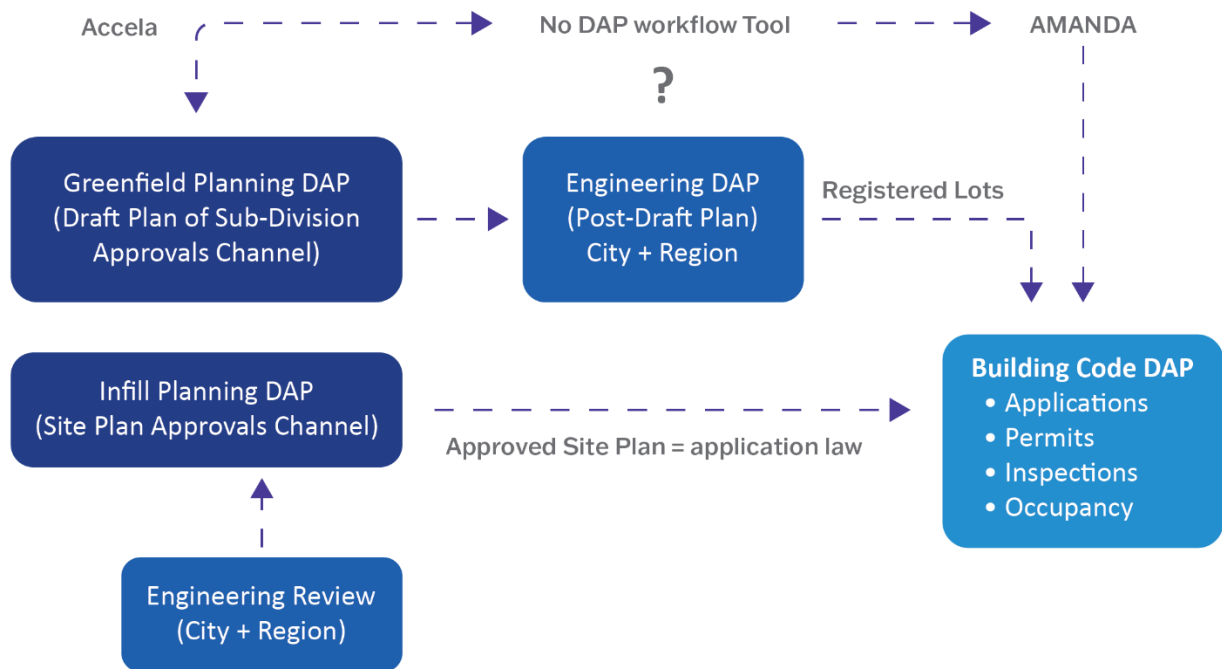


Figure 2: Accela and AMANDA in use side-by-side in Brampton

2.3 Overview of Accela Components/Functionality

The illustration below sets out the major functional components of Brampton's Accela on-premises platform as described by the Vendor.

Key Features of Accela Civic Platform



Workflow Engine

Configuration of automated processes involving multiple departments and numerous process components for assigning tasks to users, managing SLAs, routing, and approvals through all appropriate steps.



Data Management

Robust SaaS environment providing complete data management to deliver the right information, to the right user, and at the right time.



GIS Visualization

Geographic data visualization for permits, inspection and license processing with integrated map services and layers, and enhanced search functionality to view/manage processes across multiple parcels for both internal and field personnel.



Mobile Interfaces

Mobile interfaces for all solutions while enabling inspectors, code enforcement officers, work crews, and other mobile users to access data and forms, optimize scheduling and routing with GIS capturing field data, and submit everything in real-time, on their preferred device.



Resident Access

Extensive, branded, highly secure, multilingual online resident services portal, including the ability to submit applications and documents, track status, and schedule inspections.



Electronic Document Review (EDR)

Comprehensive project review and management for plans, architectural drawings, licenses, and other digital documents and critical information that ensures adherence to agency policies and codes.



Communication Management

Integrated citizen portals, automated communications, internal and external alerts, and announcements for citizens and employees through integrations with Microsoft Outlook.



Reports and Analysis

Robust reporting environment with both standardized and ad-hoc reporting giving complete visibility into process data to inform enhancements while increasing productivity and customer satisfaction.



System Extensibility

Integrate with other applications and Accela solutions in the cloud and on-premises through robust API management system and pre-built connections to ensure you can continue to leverage existing IT investments.

Retrieved from accela.com/civic-platform/.

3.0 VFM Audit Methodology

A value-for-money (VFM) audit is a systematic, purposeful, organized and objective examination of government activities intended to provide decision-makers with an assessment of the performance of those activities. VFM audits include information, observations and recommendations for decision-makers. The federal government has established a standardized method for conducting VFM audits, the details of which are set out in the *Value-for-Money Audit Manual* published by the Office of the Auditor General of Canada.²

The method and parameters employed in this VFM audit are consistent with the aforementioned standards established by the federal Office of the Auditor General of Canada. The following sections offer greater detail regarding the methodology employed in this VFM audit.

² See: Office of the Auditor General of Canada. (2000). *Value-for-Money Audit Manual*. Government of Canada. <https://publications.gc.ca/collections/Collection/FA3-30-2000E.pdf>

3.1 Audit Planning Components



3.2 Audit Approach (Execution)

The Audit Approach documents specific investigation and analysis activities to be undertaken (i.e., what evidence will be gathered) to provide objective responses to the various Audit Criteria. In pursuit of an appropriate Value-for-Money Audit of Accela's functionality, the multifaceted approach discussed below was adopted.

The Audit Team employed a mix of semi-structured interviews, diagnostic Accela tests, and cost-benefit calculations to secure both qualitative and quantitative information sets. Through these methods, a clear understanding of Accela's functionality (e.g., capabilities, existing configuration, configuration

improvement opportunities, and staff's Accela population behaviours/practices as noted in the Audit Criteria) was documented and evaluated.

As noted earlier, this approach which is consistent with the Federal Auditor General's Value-for-Money Audit Manual (January 2000), has proven to lead to objective and well-founded conclusions.

3.2.1 Semi-Structured Interviews

The execution of this Value-for-Money Audit included a series of semi-structured interviews involving the core City business units engaged in the development approvals process who are users of Accela. These interviews served as a vital means to discern the functional capabilities and limitations of the Accela system, gauge the staff's inclination to utilize it, and identify other influential factors that shape the system's tangible and non-tangible values. By engaging with DAP practitioners, the audit aimed to gain insights into their firsthand experiences, challenges, and suggestions, enabling an evaluation of Accela's effectiveness related to the Audit Criteria.

The duration of these interviews varied depending on the knowledge and utilization of Accela within each business unit. Typically, interviews ranged in duration from approximately 30 minutes for those with limited involvement to multiple hours for in-depth discussions with expert users. City staff selected for in-depth interviews included the City's DAP improvement team, sophisticated Accela super-users, and subject-matter experts (Accela) within IT. Additionally, representatives from Development Planning, Development Engineering, Building, and other internal DAP partners/stakeholders such as Parks, Transportation, and Urban Design were interviewed.

Beyond the confines of the City of Brampton, the Audit Team investigated vendors offering DAP workflow tools, or those capable of configuring a proven commercial workflow tool to meet customized DAP requirements. Additional interviews were conducted with Brampton comparators in Kingston and Barrie, which also utilize on-premises Accela. This peers-driven comparative analysis offers an evidence-based assessment of Brampton's existing Accela configuration and staff usage practices. By benchmarking Brampton's Accela experience/competencies with those of Barrie and Kingston, the "real" opportunities/challenges can be identified, leading to an appropriate evaluation of Accela's functionality.

3.2.2 Diagnostic Testing of Accela

This evidence was gathered by conducting diagnostic testing of the Accela system, encompassing three critical components: diagnostic tests of Accela's functionality, diagnostic tests of Accela's configuration, and diagnostic tests around staff's population and managing of files. These tests provide the insight needed to help audit Accela's functionality for Brampton and are described below.

Diagnostic Testing of Accela’s Functionality

The first diagnostic component aimed to assess Accela's capabilities and limitations based on the intended requirements outlined by the Audit Objective(s). By conducting these tests, the Audit Team can precisely measure the extent to which Accela aligns with the specific requirements of the DAP stakeholders. Identifying what Accela can and cannot do provides valuable insights into its functional adequacy and its capacity to efficiently support the development approvals process. This component ensures that Accela's functional attributes are objectively evaluated, forming a foundational basis for gauging its overall value. This testing involved the Audit Team’s direct observations of Accela functionality as demonstrated by staff.

Diagnostic Testing of Accela’s Configuration

The second diagnostic component sought to evaluate whether Accela has been optimally configured or if it can be further customized to accommodate the unique needs of DAP stakeholders. By examining the configuration, the Audit Team can uncover potential opportunities for enhancing the system's performance and tailoring it to precisely align with the City of Brampton's specific development approval requirements (or confirm actual deficiencies in Accela). This component plays a pivotal role in assessing how well Accela can adapt to the City's evolving needs and how effectively it supports DAP processes, revealing its go-forward value as a tool for streamlining development approvals. This testing involved the Audit Team’s direct observations of Accela functionality as demonstrated by staff.

Diagnostic Testing of Staff’s Populating and Managing Files in Accela

The third diagnostic component focused on assessing the behavioral aspects of staff's data input and management within the Accela system. By examining user behavior, the Audit Team can gain crucial insights into how effectively staff members utilize Accela to manage files, process data, and execute DAP tasks. Understanding staff behaviors helps identify potential areas for training and improvement, ensuring that Accela is utilized optimally and maximizing its value as an efficient DAP workflow tool. This component acknowledges the significance of user engagement and adherence to established protocols, which can greatly impact Accela's overall value and success in supporting the development approvals process. It also can provide insight on the level of training and transition challenge that must be quantified if Brampton opts to switch platforms.

It is outside the scope of the Audit to prescribe specific strategies to alter/refine user behaviors around data population or usage practices. Instead, the focus will be on isolating the performance factors associated with the DAP technology platform – not the practitioners. By taking this approach, the Audit aims to offer fairness in its evaluation of Accela *software functionality* given the reality of *human end-user practices*. This testing involved a review of a sample of files, and the Audit Team’s direct observations of what is recorded in Accela (or not).

3.2.3 Net Present Value Calculation for Replacing/Upgrading Accela

As part of the Value-for-Money Audit, a net present value calculation will be conducted to quantify upgrading or replacing the current Accela on-premises system. The net present value calculation is helpful in this evidence gathering, since it allows the Audit Team to quantify ratios of net marginal costs versus net marginal benefits over a specified lifecycle. The evidence obtained through this component of the Audit will allow the Audit Team to clearly explain the net benefits derived from potential Accela alternatives against the associated net transition costs.

As previously noted, consideration will be given to end-user “behavior” as a crucial element in evaluating/quantifying cost-benefit trade-offs across Accela and other workflow tool options. The approach to this Audit acknowledges the impact of user behavior on the effective utilization of existing or replacement DAP workflow solutions.

The cost-benefit calculation(s) are scoped to include:

- the current Accela On-Premises tool, with a forthcoming Accela Cloud migration³; and,
- one alternative DAP workflow tool that can be tailored to meet the specific requirements of Brampton’s DAP execution.

³ It should be noted that the Audit Team was notified mid-stream during this Audit that the Vendor was discontinuing Accela on-premises and moving all customers to Accela Cloud. As a result, the cost-benefit calculations by default include an option where Brampton retains Accela on-premises and then transitions to Accela Cloud; there is no scenario where Brampton can retain Accela on-premises over the long-term analysis lifecycle of the cost-benefit calculations.

4.0 Audit Observations and Findings: Objectives 1 to 6

The following sections of the Audit Report describe the analytical and qualitative aspects required by the Audit Plan across the first six Audit Objectives.

4.1 Audit Objective #1, Selection Criteria

Audit Objective 1: Determine whether the selection of Accela by Brampton was supported by objective criteria reflecting the requirements/characteristics of a high performing DAP service delivery model.

Criterion ID	Criteria: Brampton's Selection Criteria for the Workflow Platform is Appropriate for Today's Needs and Foreseeable Future Needs	Rationale for Criteria
1.1	<p><i>Were these <u>functionality</u> criteria identified, which are relevant for today's needs and foreseeable future needs?</i></p> <p>1A.1 - Was tracking of the pre-application consultation process considered?</p> <p>1A.2 - Was timeline tracking of files considered? (also see 1.2, 1.3)</p> <p>1A.3 - Was "clock on" and "clock off" timeline tracking of files considered?</p> <p>1A.4 - Was the ability to triage "problem files" considered?</p> <p>1A.5 - Were online portals considered (external agencies, applicants, applicant's consultants)?</p> <p>1A.6 - Was comment tracking within the platform considered?</p>	<p>Accela's original configuration was impacted by very limited timeframes to procure the platform. Immediately deployment may have taken precedence over a more visionary approach to the platform. It is important to establish a functionality baseline from which any go-forward considerations can be measured. The focus here is on core <u>functionality</u> requirements to support a high-performance DAP model (and not matters of user interface, tech support, cost structure, etc.)</p>

Criterion ID	Criteria: Brampton’s Selection Criteria for the Workflow Platform is Appropriate for Today’s Needs and Foreseeable Future Needs	Rationale for Criteria
	<p>1A.7 - Were automatic notifications within the platform considered?</p> <p>1A.8 - Were a native dashboard and management reporting tools considered?</p> <p>1A.9 - Was the ability to easily port the database to facilitate further customization of reports considered?</p> <p>1A.10 - Was seamless interoperability with the Building Permit software (AMANDA) considered?</p>	

4.1.1 Audit Objective 1 – Observations

The Audit Team has observed that criterion 1A.1 **was** identified in the RFP through which Accela was procured, as follows:

- Item No. PR-42 states, “Manage and Record Development Consultation: Tracking any development-related meetings and notes, such as pre-submission consultation meetings and linking these to properties via roll number or address point (GIS). Also, linking any documents, such as comments received from agencies / municipalities / members of the public, reports, correspondence, etc., related to planning applications linked to the property.”

The Audit Team has observed that criterion 1A.2 **was** identified in the RFP through which Accela was procured, as follows:

- Item No. GR-01 states, “System generates date/time stamping of transactions.”
- Item No. PR-39 states, “Time Tracking Features: Tracking time spent on various tasks associated with a development application.”

The Audit Team has observed that criterion 1A.3 (“clock on” and “clock off” timeline tracking) **was not** identified in the RFP through which Accela was procured.

The Audit Team has observed that criterion 1A.4 (triage of problem files) **was not** identified in the RFP through which Accela was procured.

The Audit Team has observed that criterion 1A.5 **was** identified in the RFP through which Accela was procured, as follows:

- Mandatory Evaluation Requirement No. 2 states, “Online Portal that provides customer facing broader range of external services for public access; Applicants, Citizens and consultant’s ability to apply, pay fees, review comments and track progress of application. System is 100% web-based and web-accessed (back office & external).”

The Audit Team has observed that criterion 1A.6 **was** identified in the RFP through which Accela was procured, as follows:

- Item No. GR-18 states, “Online system that provides customer facing broader range of external services for public access; and specifically, customer web and mobile device access. Applicants and consultant ability to review comments and track progress of application.”
- Item No. GR- 21 states, “Ability to tracks [*sic.*] and accommodates approvals from various departments and external agencies including date of approval, person approving, and comments.”
- Item No. PR-13 states, “The system determines and tracks plan review steps and department comments based on application types.”
- Item No. PR-14 states, “The system allows concurrent plan review by multiple departments and outside agencies (such as Region of Peel, Conservation Authorities and School Boards, etc.) and to allow them to input plan review results and comments.”

The Audit Team has observed that criterion 1A.7 **was** identified in the RFP through which Accela was procured, as follows:

- Item No. GR-02 states, “System generates letters and notifications automatically, and email to recipients based on predefined criteria or selection by GIS interface.”
- Item No. GR-24 states, “Automatic notification reminders to users who have upcoming deadlines.”
- Item No. PR-40 states, “Activity Due Date Reminders: Reminders sent via email as well as reminders and notifications in the software of tasks and activity deadlines. Examples include notice of complete application deadline, notice of complete application circulation, comment deadline, and appeal deadline.”

The Audit Team has observed that criterion 1A.8 **was** identified in the RFP through which Accela was procured, as follows:

- Item No. GR-28 states, “The system has a manager's dashboard view to view all of their staff's work schedules and assigned activities.”

- Item No. R-29 states, “The system has an applicant's dashboard view of the status on all of their applications throughout the review process, including but not limited to staff assigned, status of service level, additional steps in the process and comments from reviewing departments, etc.”
- Item No. RR-03 (Reporting Requirement) states, “Have the ability to support a wide range of query features to support business needs, including searching at the project, case file, location, or person level.”

The Audit Team has observed that criterion 1A.9 **was** identified in the RFP through which Accela was procured, as follows:

- Item No. RR-04 states, “The system must be able to extract data/reports to Microsoft products (e.g., Excel, Word, Access).”

The Audit Team has observed that criterion 1A.10 **was** identified in the RFP through which Accela was procured, as follows:

- Mandatory Evaluation Requirement No. 2 states, “Integration and/or compatibility with other City-wide platforms through Web services, APIs and Open data, specifically City's Building Permit process and tracking system based on CSDC's Amanda 7.x”
- Item No. TR-15 states, “The system seamlessly integrates with similar data in other systems and specifically City's Building Permit System that is based on Amanda 7.x”

4.1.2 Audit Objective 1 – Findings

The intent of Audit Objective #1 is to determine whether the selection process leading to purchase of Accela by Brampton was supported by objective criteria reflecting the requirements/characteristics of a high performing DAP service delivery model.

The Audit Team finds that during our review of the criteria in Request for Proposal No. RFP2018-052 (RFP), eight of the ten core functionality criteria (relevant for today's needs and foreseeable future needs) were explicitly identified in the RFP and two were not.

The Audit Team finds that the criteria listed in the RFP demonstrates that the City understood what workflow functions were needed from the software to replace PlanTrack. The criteria identified in the RFP reflect integration of existing development approval processes and considered the requirements for interoperability with existing technology for seamless implementation.

Where the Audit Team observed that two specific criteria were not identified in the RFP (Audit Criteria 1A.3, “clock on” and “clock off” timeline tracking; Audit Criteria 1A.4, triage of problem files), it is the Audit Team's opinion that these Audit Criteria could be *demonstrated* through the application of a workflow platform's functionality. For example, while Accela out-of-the-box would not have a pre-configured “clock on” and “clock off” timeline tracking feature, the fact that it timestamps all

transactions (see discussion elsewhere in this Audit about timestamping) within every workflow means that the data is available for such on/off tracking to be achievable. Similar, it is the Audit Team’s opinion that triage of problem files would be possible, as long as the municipality was able to define what characterizes “the problem”.

The Audit Team finds that the criteria in the RFP are indicative of a high-performance DAP environment. In addition to the Mandatory Requirements, the RFP provides a comprehensive list of detailed “Business Functionality” and “Solution Requirements”. It is the Audit Team’s opinion that the selection of the workflow tool to replace PlanTrack by applying the above-noted criteria was suitably adequate, and therefore the Audit Team has the follow-on opinion that the selection of Accela at the time was suitably adequate.

4.1.3 Objective 1 – Recommendations

The findings of Audit Objective #1 are solely based on the review of the RFP’s Mandatory Requirements and Business Functionality and Solution Requirements against the Audit Objective #1’s criteria, and intended to provide a baseline understanding of the selection criteria against which Accela was considered to provide context for our opinions in the other Audit Objectives.

The Audit Team does not have recommendations arising from Audit Objective #1.

4.2 Audit Objective #2, Goal Setting

4.2.1 Audit Objective 2A – Observations

Audit Objective 2A: Determine whether Accela natively supports management-level goal setting and reporting of outcomes.

Criterion ID	Criteria: Brampton Rigorously Tracks Performance Indicators to Support Management-Level Goal Setting	Rationale for Criteria
2A.1	<i>Does Accela have a built-in tool that allows Brampton to set a goal, identify key performance indicators, and generate automatic performance measurement/progress reporting against that goal (or goals)?</i>	The Province has set housing targets for Brampton to be achieved. Planning in Brampton also has other targets to be achieved such as residential intensification, density, etc. Historically, performance measurement against goals in planning departments has been a manual, labour-intensive process (even with new software tools, data manipulation remains a necessity to achieve reporting on goals). Recognizing the importance of Brampton achieving its goals, the role that management plays in steering development to these goals, and the benefits of a modern workflow tool, Brampton needs to understand how streamlined this goal-based reporting is in Accela.
2A.2	<i>Can Accela support predictive processing timeframe estimates for planning applications – providing the City with forecasts of decision/approval dates based on historical processing timeframes and current application volumes?</i>	As a fast-growing municipality, Brampton senior management wants to have a clearer understanding of when decisions/approvals are likely to occur (it currently takes staff about 3 business days to respond to an applicant with an informed estimate for a decision/approval milestone). Applicants require high quality information on decision approval dates to manage cash flow and future construction supply chains. Other workflow tools have demonstrated the ability to supply this important information.

Criterion ID	Criteria: Brampton Rigorously Tracks Performance Indicators to Support Management-Level Goal Setting	Rationale for Criteria
2A.3	<i>Does/can Accela provide Brampton management with management-appropriate file triaging priorities every day/week?</i>	Similar to above, but this explores the need for Accela to deliver customized information for senior leadership to fulfil their roles in DAP service delivery.

To assess Accela’s native ability to support management-level goal setting, a series of investigations into Accela’s reporting (and reporting tools being used by the City) was conducted, including a demonstration of functionality in the forthcoming Accela Cloud platform.

The Audit Team has observed that Accela natively has some reporting functionality that provides baseline reporting of data points; however, the City’s needs are much more significant, ranging from quantum of net new residential units, to sustainability scores, and building permitting outputs. Staff have reported to the Audit Team that the City currently uses up to “four different applications” to generate the type of reporting illustrated in **Figure 3**.

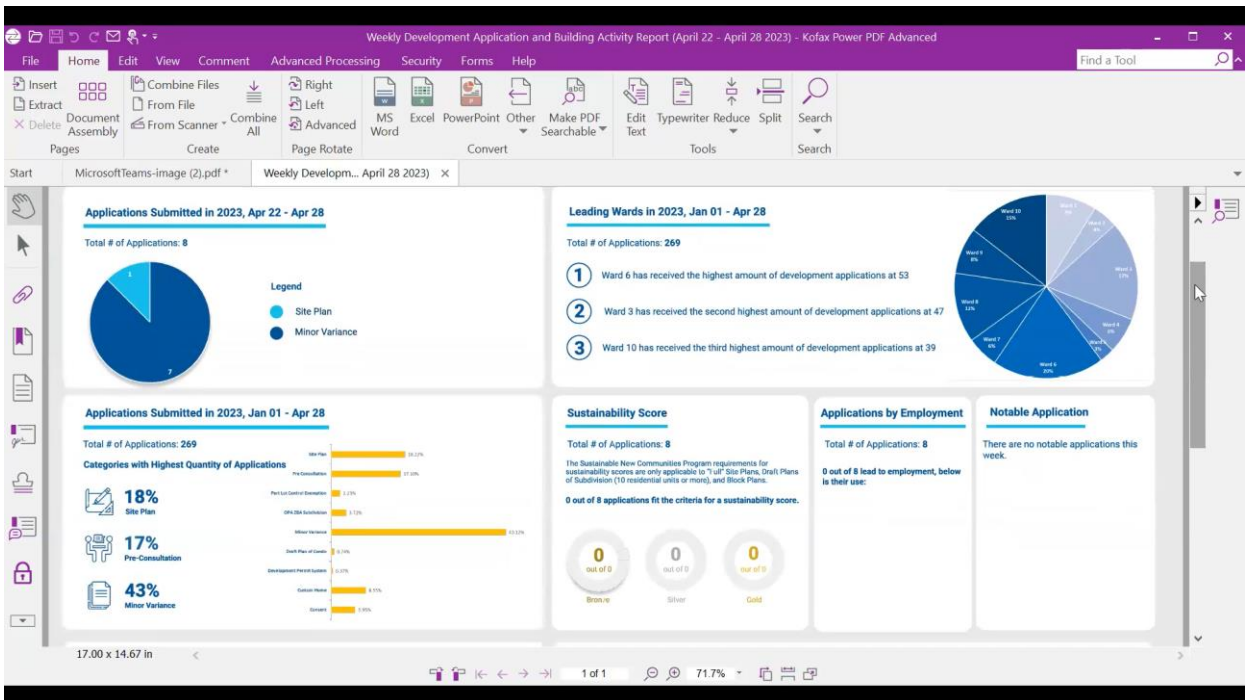


Figure 3: Static representation of the type of visual reporting the City is seeking, built using an application outside of Accela

The City is also working on a “live dashboard” and has developed the following example of reporting using a software tool that draws from data stored in Accela, shown in **Figure 4**.

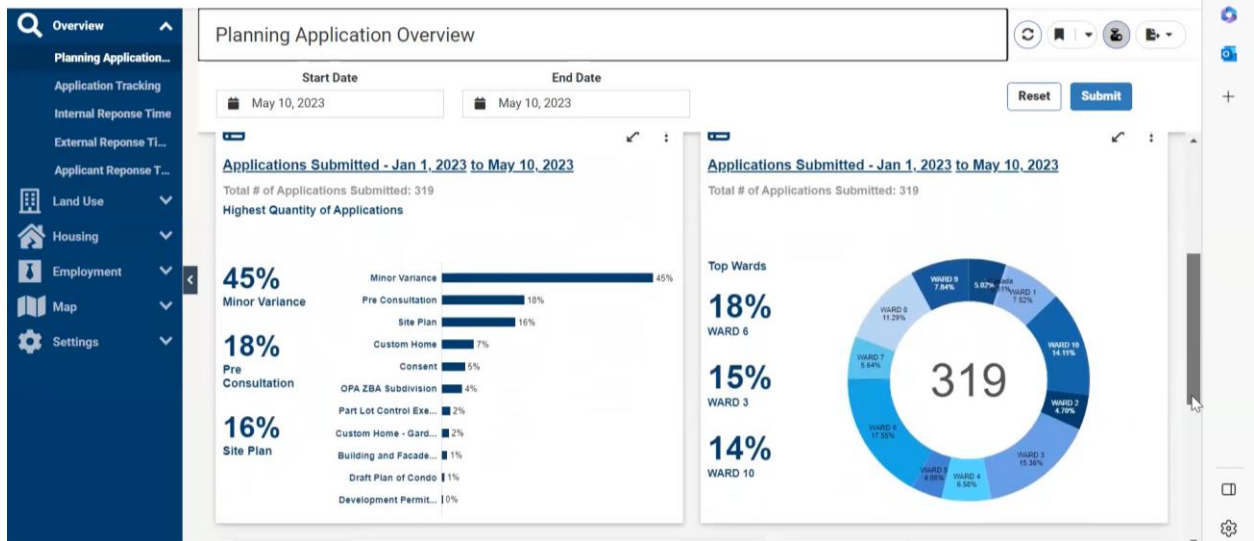


Figure 4: Accela's live dashboard as demonstrated to the Audit team by staff

Through the investigation, the Audit Team observed that the challenge expressed by staff from extracting data was “not necessarily because of Accela, but how we setup and labelled our workflows and tasks.” An example was given about the Deemed Complete stage and Complete Application status for a development, and if that is not handled properly by front-line staff then the data becomes skewed.

Noteworthy is that Accela will be moving from an on-premises approach to a software-as-a-service approach, which is referred to as “Accela Cloud.” In Accela Cloud, there is a new reporting tool called Accela Insights which is back-ended by Microsoft PowerBI. No outside connection of third-party tools is required to generate the native reporting in Accela Cloud. The Vendor has indicated that all data related to “records, inspections, and workflow” is available for distillation using the reporting tool, and the reporting is interactive as shown in **Figure 5** and **Figure 6**.

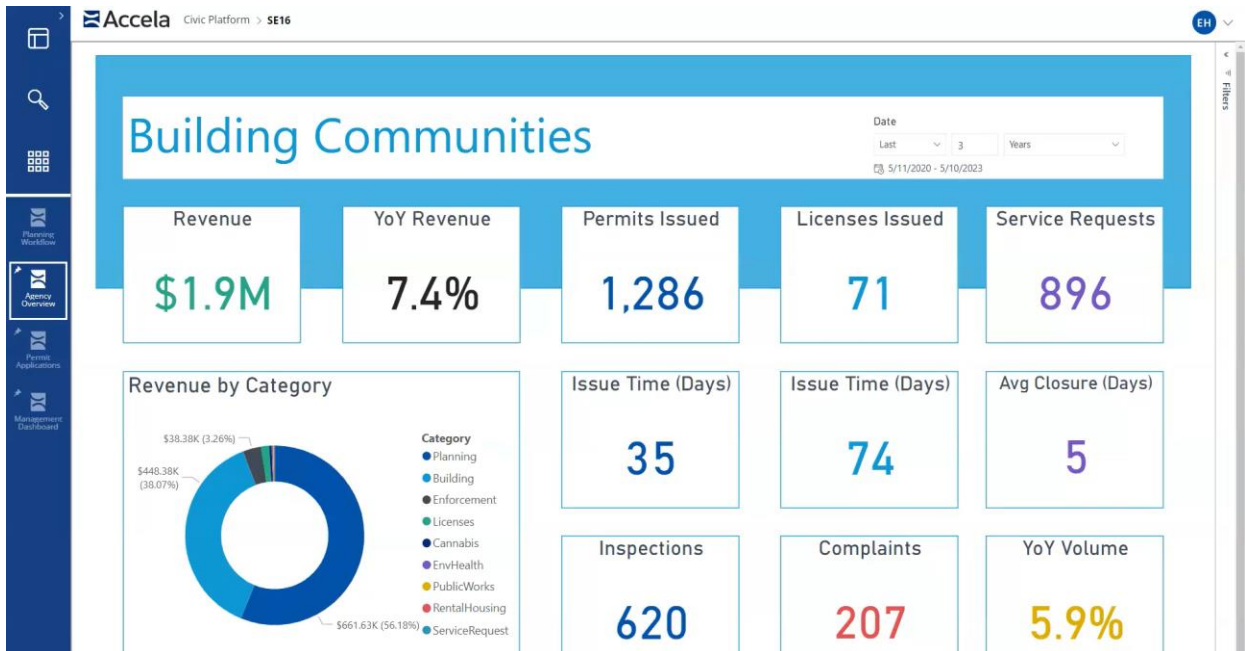


Figure 5: Example of Accela Insights reporting dashboard from Accela Cloud

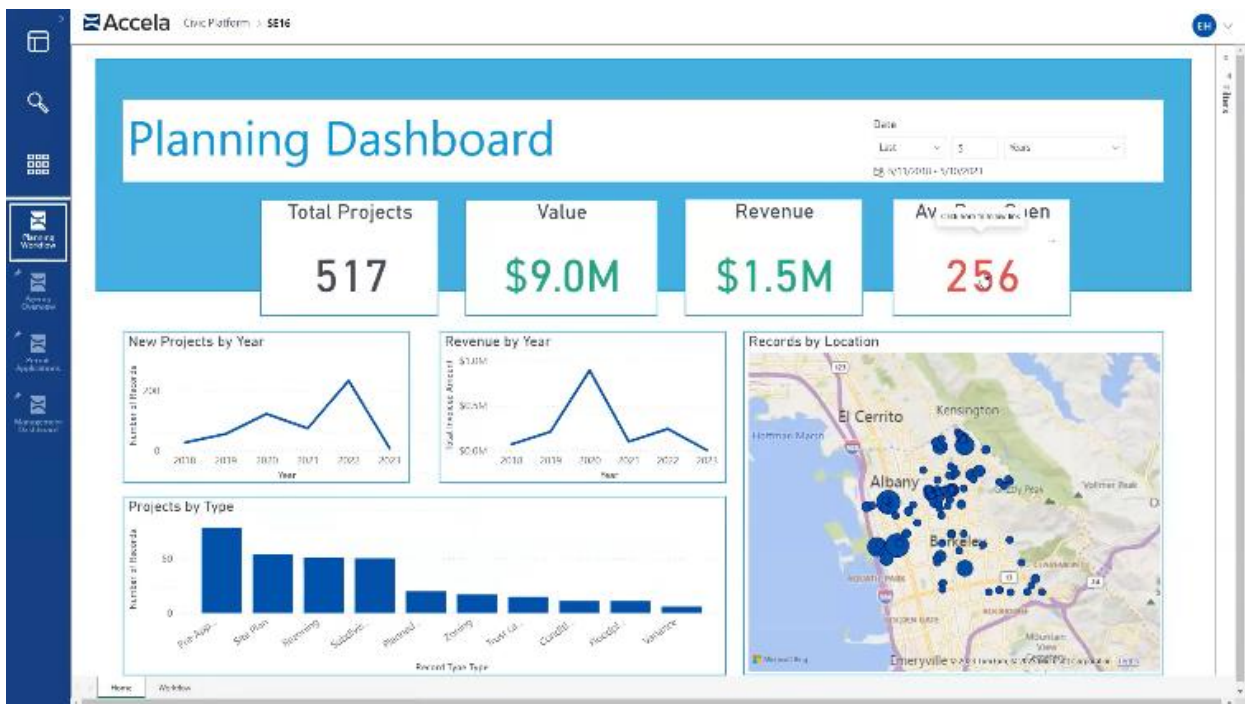


Figure 6: Example of Accela Insights reporting dashboard from Accela Cloud with more out-of-the-box features available than Accela on-premises

Within the pre-built reporting tool driven by Microsoft PowerBI is a data model, or a formalized structure of the information stored in Accela. This facilitates quick creation of reporting/dashboards drawing from the database that is at Accela’s core. This data model is shown on the right side of **Figure 7**.

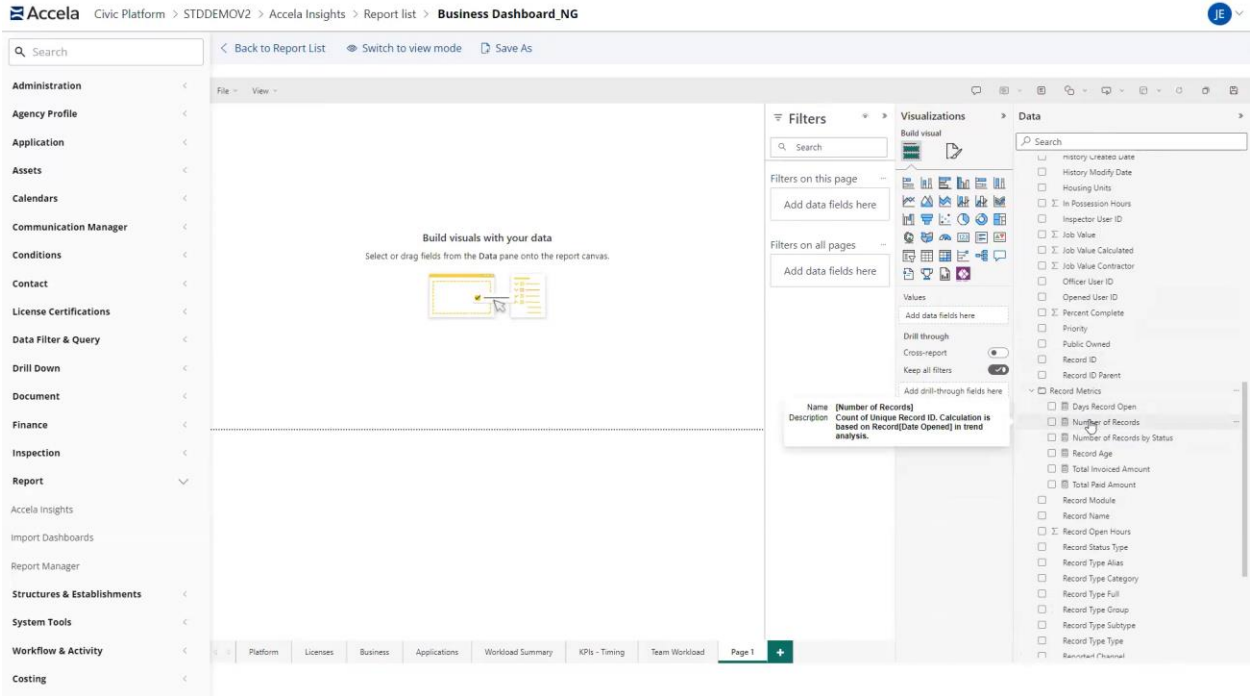


Figure 7: Data model used within Power BI for Accela Insights

Notable in the Accela Cloud reporting tool demonstrated by the Vendor was a pre-built dashboard as shown in **Figure 8**, and the lower-left two boxes showing the number of files that are “on time” and “late.” The Vendor also indicated that Accela Insights has the native ability to track what they refer to as “in hand” time, or in other words, to differentiate the time that a development application is with staff versus the amount of time it is with the applicant pending resubmission.

There are still limitations to the sophistication of the data analytics of the Accela Cloud reporting tools as a pre-built model. In the various instances where Brampton needs to monitor its own set of unique KPIs, then these would need to be created and reported through Power BI – and it is important to note that this is what the City is already doing with the Accela on-premises platform.

One interesting observation is whether or not there is predicative capacity within Accela. In the figures shown, the Audit Team observes data that includes minimum days, average days open, issue time, and average closure time. It appears that the data resides in Accela at sufficient detail that, when the right data points are analyzed and bundled together, predicative capacity may be possible.

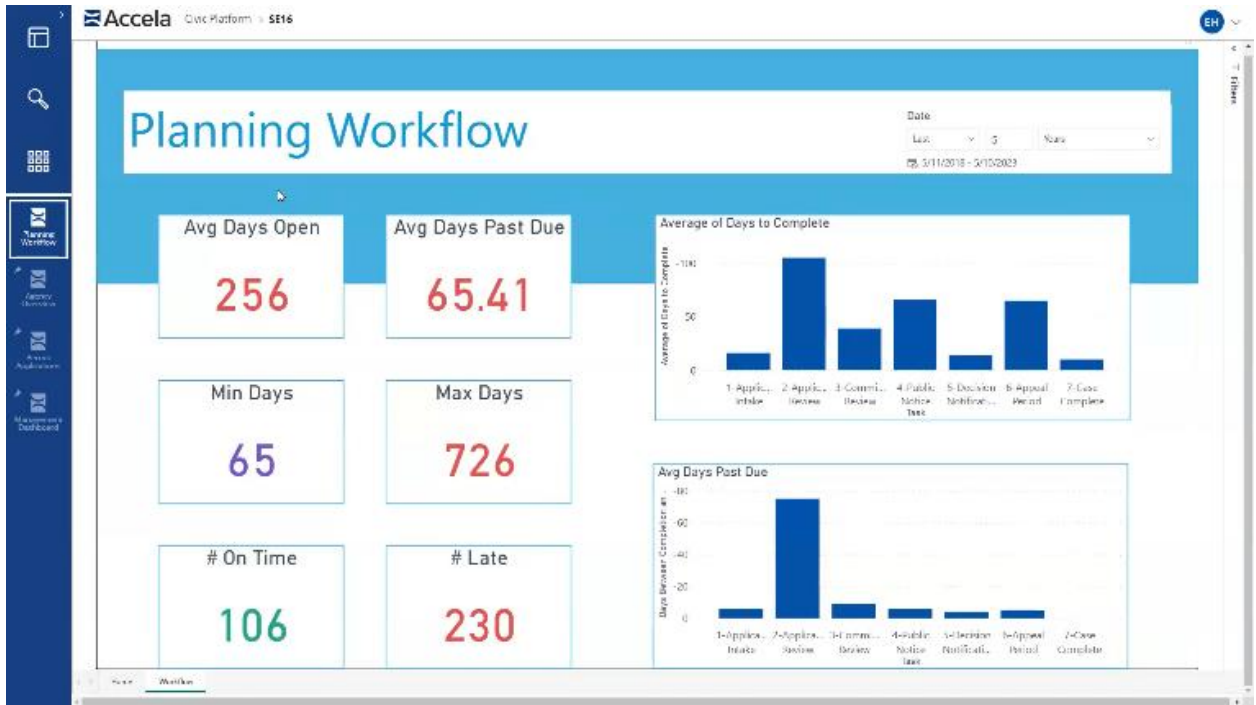


Figure 8: Reporting outputs of Accela Insights

4.2.2 Audit Objective 2B – Observations

Audit Objective 2B: Determine whether Accela workflows can be redesigned within the “effective date” timeframes customary with the recent rounds of Provincial legislative changes (e.g., Bill 109).

Criterion ID	Criteria: Brampton Rigorously Tracks Compliance Against Provincial Regulatory Timeframes	Rationale for Criteria
2B.1	<p><i>Has Brampton been able to reconfigure Accela DAP workflows to adapt to Bill 108 and Bill 109 before the effective date these changes come into place?</i></p> <p><i>Important note: This criterion focuses on workflow changes driven directly by the Province (e.g., no public meetings for Plan of Subdivisions) rather than adaptations made by Brampton to changes in legislation (e.g., Brampton’s more robust pre-consultation for site plan approvals).</i></p>	<p>The Province has made sweeping changes to legislation and the outcomes of these changes vary (new statutory timelines, refund triggers, rights of appeal); however, the workflow software itself must be nimble to these changes. Brampton must be able to modify workflows within Accela to stay abreast of legislative changes by the Province to the <i>Planning Act</i>, etc.</p> <p>Accela’s original configuration was impacted by very limited timeframes to roll out the platform. Subsequent configuration/functionality improvements may have been challenging given the realities of DAP workload and a shifting regulatory regime. It is important to evaluate the City’s track record in upgrading functionality/configuration beyond the original compressed timelines.</p>
2B.2	<p><i>Does/can Accela provide Brampton DAP front-line staff members with triaged file processing priorities every day/week (based on file aging against specified timeframe targets)?</i></p>	<p>Triaging files based on “a file aging” triage scale has been viewed as valuable; however, today it is essential. Without time frame processing targets, Brampton faces significant Bill 109 refund exposure and “No Municipal Decision” appeals risk to the Ontario Land Tribunal (OLT).</p>

Bill 109 Adaptation in Brampton

The Audit Team has observed Brampton’s active work on the design and implementation of Bill 109 adaptation measures across Q1 to Q3 of 2023.

The City’s Bill 109 adaptation efforts have focused on the Planning fee refund risks associated with Site Plan, OPA and ZBA application categories. Brampton has considered a mix of DAP application processing changes and DAP fee re-design options to mitigate refund risk and resulting negative property tax impacts. Bill 109 driven process re-engineering has encompassed the following components of DAP execution for Site Plans and OPAs/ZBAs:

- An extended pre-consultation process that moves beyond the traditional objective of documenting a checklist of “complete application” submission items. The extended pre-consultation (Pre-Con 2) involves a substantive review of submission items by City staff before an application is officially submitted/received. Early substantive feedback from City staff via an optional Pre-Con 2 review cycle improves the probability of an official application submission submitted across the BramPlan portal being “Deemed Complete” down the line and then progressing seamlessly to a single technical review cycle and an approval.
- A Bill 109 Waiver where applicants can notify the City that they will waive their fee refund opportunity in an expression of good faith to work collaboratively with the City on application processing and finding a way to “Yes” when it comes to a City approval/refusal decision.
- A 2-step Deemed Complete review process that combines a piece-count check of an application submission with a nimble content adequacy review, with both of these steps executed within the Planning Act 30-day deadline to deliver a Deemed Complete/Incomplete notification to applicants.
- A “one and done” approach to technical review cycles once an application has been deemed complete and the Bill 109 refund clock has been turned on. Applicants that decided to forgo the optional Pre-Con 2 and refuse to sign a waiver could find themselves facing a “Refusal” decision if quality problems with their submission require more than one technical review cycle by City staff prior to issuing an approval. A “One and NOT Done” refusal would require an entirely new submission.
- An application driven process for applicants seeking fee refunds, with timely re-submissions by applicants used as a refund eligibility criterion by the City.

Figure 9 summarizes the range of Bill 109 process adaptations considered by Brampton.

Bill 109 Adaptation Summary: An Aligned Set of \$ Risk Mitigation Tools

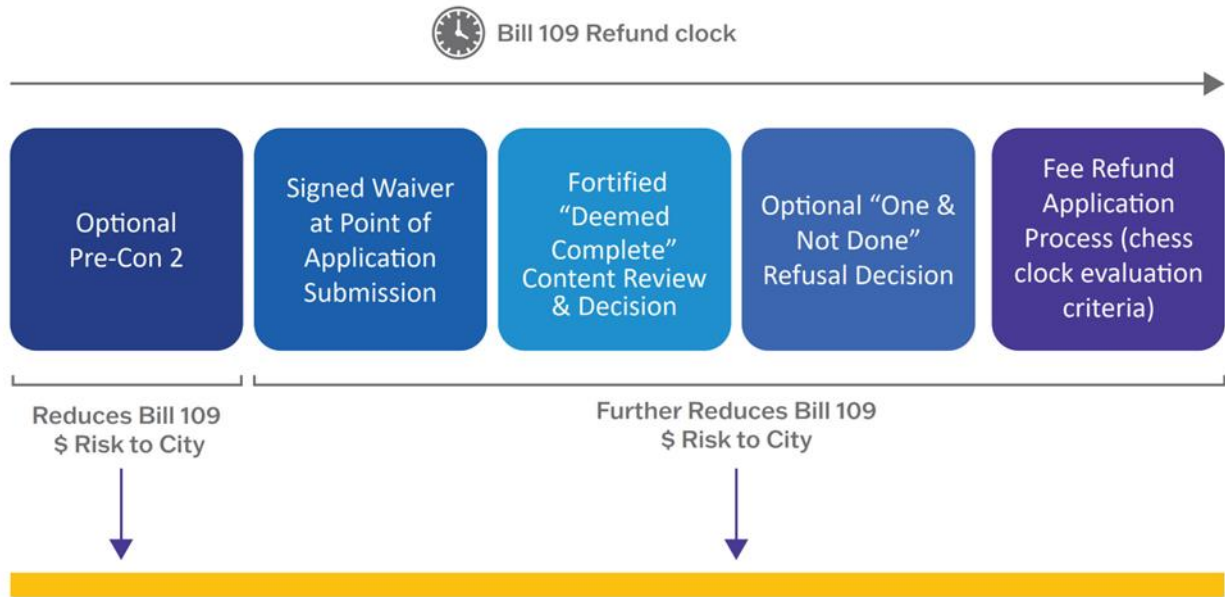


Figure 9: Bill 109 adaptation summary

Accela and Bill 109 Adaptation

The Audit Team has observed that the DAP process re-engineering changes described in the figure above have been successfully captured in Accela workflow configuration changes. Accela workflows have been adapted to reflect Bill 109 process re-engineering and staff have reported to the Audit Team that implementing the new workflows in Accela was straightforward and completed in a timely manner.

The Audit Team has observed that Accela timestamp reporting is being updated as well to support Bill 109 adaptation. As Site Plan and ZBA/OPA files move forward a set of relevant processing milestones are timestamped, and the calendar days of processing are compiled. In particular, the “Deemed Complete” decision that triggers the start of the Bill 109 fees refund clock is being used to generate data to populate an internal Bill 109 refund eligibility tracking dashboard.

The Audit Team has observed the Bill 109 refund eligibility dashboard built within Accela, as shown in **Figure 10, Figure 11, and Figure 12.**

Applications Tracking Key Milestones

109 - Site Plan 109 - Zoning By Law Amendment 109 - OPA/ZBA All - Site Plan All - OZS All - Draft Plan Of Condo All - Pre Consultation All - Clc ...

Site Plan - Application Tracking Key Milestones

Application #	Ward	File Status	Deemed Complete	Planning Act Deadline (60 Days)	Days To/Days From	Application Fee	Fee Refund	Days with City
SPA-2023-0103	WARD 4	In Review	2023/09/21	2023/11/20	33 Days	\$8,807.00	n/a	0
SPA-2023-0098	WARD 6	In Review	2023/08/31	2023/10/30	12 Days	\$1,393.00	n/a	0
SPA-2023-0097	WARD 9	In Review	2023/08/09	2023/10/08	+10 Days	\$8,807.00	\$0.00	0
SPA-2023-0077	WARD 9	In Review	2023/07/31	2023/09/29	+19 Days	\$3,188.13	\$0.00	0
SPA-2023-0084	WARD 1	In Review	2023/07/20	2023/09/18	+30 Days	\$35,293.67	\$0.00	0
SPA-2023-0078	WARD 8	Approved with Conditions	2023/07/19	2023/09/17	+31 Days	\$8,807.00	\$0.00	0
SPA-2023-0067	WARD 9	Approved with Conditions	2023/07/06	2023/09/04	+44 Days	\$19,757.00	\$0.00	0

1 - 7 of 7 records Page: 1 / 1

Figure 10: Bill 109 timelines - site plans

109 - Site Plan 109 - Zoning By Law Amendment 109 - OPA/ZBA All - Site Plan All - OZS All - Draft Plan Of Condo All - Pre Consultation All - Clc ...

Zoning By Law Amendment - Application Tracking Key Milestones

Application #	Ward	File Status	Deemed Complete	Planning Act Deadline (90 Days)	Days To/Days From	Application Fee	Fee Refund	Days with City
OZS-2023-0032	WARD 10	In Review-Pre Public Meeting	2023/10/13	2024/01/11	86 Days	\$3,509.00	n/a	0
OZS-2023-0031	8	Deemed Complete	2023/10/05	2024/01/03	77 Days	\$1,454.00	n/a	0
OZS-2023-0025	WARD 3	Deemed Complete	2023/09/20	2023/12/19	62 Days	\$52,593.39	n/a	0
OZS-2023-0033	WARD 6	In Review-Pre Public Meeting	2023/09/20	2024/01/18	92 Days	\$89,264.00	n/a	0
OZS-2021-0005	WARD 6	Registration	2023/08/01	2023/11/29	42 Days	\$87,649.00	n/a	n/a
OZS-2023-0023	WARD 10	Application Complete	2023/07/28	2023/11/25	38 Days	\$146,449.00	n/a	0
OZS-2023-0010	WARD 6	In Review-Pre Public Meeting	2023/07/06	2023/10/04	+14 Days	\$823,471.43	\$0.00	0
OZS-2023-0011	WARD 8	In Review-Public Mtg Complete	2023/07/05	2023/10/03	+15 Days	\$42,483.15	\$0.00	0

1 - 8 of 8 records Page: 1 / 1

Figure 11: Bill 109 timelines - zoning by-law amendments

109 - Site Plan 109 - Zoning By Law Amendment 109 - OPA/ZBA All - Site Plan All - OZS All - Draft Plan Of Condo All - Pre Consultation All - Clc ...

OPA/ZBA - Application Tracking Key Milestones

Application #	Ward	File Status	Deemed Complete	Planning Act Deadline (120 Days)	Days To/Days From	Application Fee	Fee Refund	Days with City
OZS-2023-0027	WARD 5	In Review-Pre Public Meeting	2023/08/25	2023/12/23	66 Days	\$68,056.00	n/a	0
OZS-2023-0009	WARD 8	In Review-Pre Public Meeting	2023/08/21	2023/12/19	62 Days	\$180,892.90	n/a	0
OZS-2023-0024	WARD 5	In Review-Public Mtg Complete	2023/07/20	2023/11/17	30 Days	\$167,747.00	n/a	0
OZS-2023-0020	WARD 7	In Review-Pre Public Meeting	2023/07/11	2023/11/08	21 Days	\$281,318.70	n/a	0

1 - 4 of 4 records Page: 1 / 1

Figure 12: Bill 109 timelines - Official Plan amendments/zoning by-law amendments

The Accela refund eligibility dashboard tracks file progress after “Deemed Complete” across the back-and-forth technical review cycles with applicants, and onwards to delegated staff approval decisions (Site Plan) or Council decisions (OPA/ZBA). Following several configuration iterations to work out the technical details, the Audit Team has observed that Accela can accurately track refund deadline

exposure and the accumulating fee refund amounts. Of critical importance is the timely updating of any file status changes in the Accela workflow as files progress towards a decision.

A particularly important feature of the Bill 109 refund dashboard is the provision of “chess clock” timeframe reporting. Bill 109 fee refund timelines (calendar day deadlines) do not recognize the necessary/unavoidable transfers of file custody between the City and applicants. However, it is critically important for Brampton to know whether Bill 109 fee refund exposure is being triggered by City processing timeframes versus applicant re-submission delays. Establishing accountability for negative property tax impacts and driving continuous improvement in City processing performance require chess clock timeframe data. In this regard, the Audit Team has observed that Accela functionality and configuration potential are able to effectively meet this challenge. That being said, staff diligence in updating the achievement of timestamped file processing milestones is a critical success factor. If file status changes are not kept up to date on a daily basis, the accuracy of the refund tracking data set imbedded in the Bill dashboard can be seriously compromised. Staff behaviours that only intermittently update Accela file status changes for Site Plans and ZBAs provide a serious risk to the viability of the dashboard. Accela can do the job, but observations of the Audit Team have raised serious concerns regarding some poor data quality arising from the lack of staff’s rigorous updating of Accela tasks/workflows – in other words, the Accela workflow tool is only as effective as the organization’s capacity/willingness to provide robust status updates.

Triaging of File Processing Priorities

The Audit Team has observed that the files assigned to staff can be organized chronologically; however, these files are not color-coded or otherwise tagged to give sense of priorities. File priorities are sorted by due date, with those due the soonest towards the top of the list; this was confirmed in discussions with a variety of staff during structured interviews. Adding color-coding or tags may be possible but does not appear to be a necessity.

4.2.3 Audit Objective 2C – Observations

Audit Objective 2C: Determine whether Accela can handle the complexity of phased subdivision approvals characteristic of Brampton’s on-going greenfield development portfolio.

Criterion ID	Criteria: Brampton Rigorously Tracks Compliance Against Regulatory Timeframes	Rationale for Criteria
2C.1	<i>Does Accela have the native capability (or can it be configured) to support the critically important phased subdivision approvals (i.e., is there a workflow that allows the draft approval of a plan of subdivision to trigger unique workflows for each phase of that subdivision)?</i>	If Brampton is to succeed in meeting its Provincial Housing pledge of 113,000 units by 2031, efficient delivery to Post-Draft Plan Detailed Engineering Review phases will be mission critical. Accela functionality/configuration will need to be optimized, despite the recent focus on Bill 109 adaptation in Brampton and other growth municipalities. The complex Detailed Engineering Review Phases require close coordination with the Region of Peel (or a post-Peel infrastructure agency) and multiple phases can be generated by a single Draft Plan. Aligned Accela workflows is a “must have” to support timely housing approvals in coming years.
2C.2	<i>Does Accela have the native capability (or can it be configured) to support Brampton’s oversight of Development Agreements realized through the clearance of conditions?</i>	This seeks to determine if Accela can manage and track the various conditions associated with Development Agreements, providing a centralized platform for monitoring their clearance status.
2C.3	<i>Does Accela have the native capability (or can it be configured) to support the new CLI-ECA approvals process created by the Province for which Brampton is now responsible?</i>	Brampton needs to assess Accela’s capabilities to support a smooth transition and ensure compliance to new approvals process. This will determine/confirm whether Accela can handle specific workflows, documentation, and approvals associated with the CLI-ECA process to ensure efficiency of Brampton’s responsibilities.

In terms of designing new workflows, this is a native ability in Accela as observed by the Audit Team. There are no hindrances to designing the workflow for a phased final approval subdivision approval process, a workflow for clearance of conditions, or a workflow for the new CLI-ECA approval process. This work to design, test, and implement these workflows have simply not occurred yet based on the Audit Team's observations.

The Audit Team has observed a gap in the post-Draft Plan workflow in Brampton. Leading up to this milestone, all tasks are handled in Accela. But once the workflow changes to the post-Draft Plan approval stage and the detailed engineering review begins, the City has not put in place an Accela workflow to track the related tasks. During this workflow, documents are saved using a document management application (Bentley ProjectWise) and the tracking of activity is handled using an Excel spreadsheet approach. The rationale given to the Audit Team for this workflow gap and non-use of Accela is varied but boils down to basically a mantra of *if it's not broken then don't fix it*, and that Accela is the tool for the Planning Department to use.

4.2.4 Audit Objective 2 – Findings

The intent of Audit Objective #2 is to determine whether Accela natively supports management-level goal setting and reporting of outcomes, and the Audit Team's findings must recognize that Brampton will be transitioned to Accela Cloud since the on-premises version of the software is being phased-out. Audit Objective #2 also seek to determine the platform's ability for timely design of workflows and workflow complexity for phased subdivision approvals.

The Audit Team finds that Accela on-premises does not have built-in tools that allow Brampton to set a goal, identify KPIs and generate automatic progress reporting against that goal; however, when the transition to Accela Cloud is considered, Accela does have many useful built-in tools, albeit falling short of the high degree of customized reporting that Brampton requires. The Audit Team's finding must be tempered with the current reality that Brampton has already invested in Microsoft PowerBI and other reporting tools, so there does not appear to be any additional software for Brampton to acquire to fulfill its reporting needs once it has transitioned to Accela Cloud.

Based on the native tools within Accela on-premises, it is the Audit Team's finding that Accela can support predictive Bill 109 timeframe estimates but is only able to generate those reports using other software; furthermore, while the Audit Team has observed enhanced reporting in Accela Cloud and sees the opportunity for predictive capacity, the more elaborate computations needed to generate predictions might be beyond the built-in capacity of Accela Insights and would need a tool such as Microsoft Power BI to meet the reporting needs. Again, as noted above, Brampton already has Microsoft Power BI so there is no software investment required – it's simply designing, testing, and rolling-out of the predictive report.

In terms of equipping management with management-appropriate file triaging priorities every day/week, it is the Audit Team's finding that Accela on-premises requires this report to be generated

using other software; however, with Accela Cloud on the horizon, the Audit Team has observed that the native reporting through Accela Insight very adeptly show files that are on time and files that are late (refer to the screenshots above), and can also identify files that are coming due (not illustrated in screenshots above, but has been observed). Furthermore, with Accela Cloud’s live reporting link with Accela Insight, it is quite possible for management to “dig down” beyond summary data and identify specific files of concern for their priority attention.

The ability of the City to successfully reconfigure Accela workflows and timeframe reporting milestones to support Bill 109 adaptive process re-engineering is noteworthy, and provides a high level of confidence in the Audit Team that granular post-Draft Plan “engineering DAP” workflows can be incorporated into Accela Cloud moving forward. Both Kingston and Barrie have integrated post-Draft Plan “engineering DAP” phases into their Accela workflows after initially focusing only on Planning DAP applications and processes (as discussed elsewhere in this Audit Report).

However, of particular concern to the Audit Team is the ability to have workflows for the post-Draft Plan component of DAP designed in Accela but the absence of these workflows configured/in use at Brampton by the development engineering staff. Engineering DAP phases of draft-approved “tranches of lots” and associated infrastructure design sign-offs are critically important to greenfield development stakeholders in Brampton. These post-Draft Plan phases need to move forward on a timely basis since houses are being sold “on spec” before lots have been legally created and before Building Permits can be issued. Brampton’s gap in its own Accela workflow and the resulting gap in time tracking data and resulting skew in performance metrics are problematic. Ad-hoc Excel spreadsheets are not appropriate corporate reporting and tracking tools for this mission-critical DAP component. Process overlaps at the back end with Building Code DAP are critically important to track and manage using a single DAP workflow tool - or at least two properly integrated workflow tools.

4.2.5 Audit Objective 2 – Recommendations

Recommendation R1: The Audit Team recommends that Brampton make no further investment in any new reporting tools, given that it has Microsoft Power BI to meet its business intelligence and analytics needs.

Management Response to Recommendation R1: Acknowledged, and no comment.

Recommendation R2: The Audit Team recommends that Brampton prioritize the build-out of the required reporting, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R2: Acknowledged, and no comment.

Recommendation R3: The Audit Team recommends that Brampton train its staff to update file processing status on a same-day basis for Bill 109 risk-exposed file categories (Site Plans and OPA/ZBA files) that are an urgent and immediate priority.

Management Response to Recommendation R3: Management acknowledges the recommendation and welcomes any further recommendations on how to improve the City's tracking tools relating to Bill 109 timelines. This could include access to the tool for all staff; more fulsome information included in reporting dashboards (e.g., staff assignments); and use of automated notifications to staff at specific milestone dates.

Recommendation R4: The Audit Team recommends that Brampton's DAP workflow be updated to achieve integration of post-Draft Plan "Engineering DAP" phases.

Management Response to Recommendation R4: Acknowledged, and no comment.

Recommendation R5: The Audit Team recommends that Brampton investigate, and deploy if feasible, a portal that facilitates input to Brampton's workflow platform by the post-Peel Region water/wastewater agency staff as commenters/approvers of major infrastructure.

Management Response to Recommendation R5: Acknowledged, and no comment.

4.3 Audit Objective #3, Comparison to Peers

Audit Objective 3: Determine whether Brampton’s configuration(s) of Accela have capitalized on its optimal/full functionality as a DAP workflow tool.

Criterion ID	Criteria: Brampton Secures Effective Accela Performance Relative to Municipal DAP Peers Also Using Accela	Rationale for Criteria
3.1	<i>Is Brampton’s Accela configuration, staff practices/behaviours utilizing the tool, and software support consistent with the <u>City of Barrie’s</u> implementation?</i>	<p>Critical to realize any perceived Accela performance “problem” may or may not be about the functionality/configuration potential of the tool. It may be about platform support deficiencies or City DAP staff’s culture about how/when/whether Accela is populated and utilized. There are two well-regarded Ontario municipal peers that also use Accela – Barrie and Kingston, which serve to benchmark against Brampton.</p> <p>This will assess Brampton’s Accela configuration and practices relative to other well-regarded municipalities using the same platform. By comparing Brampton’s approach with that of Barrie and Kingston, it becomes possible to identify potential deficiencies. This benchmarking creates the much-needed “test” of Brampton’s utilization of Accela’s optimal functionality as a DAP workflow tool.</p>
3.2	<i>Is Brampton’s Accela configuration, staff practices/behaviours utilizing the tool, and software support consistent with the City of Kingston’s implementation?</i>	See above.
3.3	<i>Has Brampton created an inter-municipal working group with peers Barrie and Kingston (or even opened a channel of communication with peers Barrie and Kingston) on solving configuration problems, staff practices, and/or support?</i>	Brampton must verify if there are “best practice” performance improvement opportunities for the City associated with the deployment and configuration of Accela by other peer municipalities, specifically Barrie and Kingston. This explores the possibility of inter-municipal collaboration or communication to learn from successful implementations and overcome persistent problems.

4.3.1 Audit Objective 3 – Observations

To assess Brampton’s Accela configuration, staff practices/behaviours utilizing the tool, and software support, the Audit Team conducted the following peer benchmarking of the City of Barrie and the City of Kingston.

“Accela On-Premises” Configuration/Deployment

The Audit Team has documented that both peer municipalities have been using Accela for less than ten years, with Kingston’s deployment initiated in 2015 and Barrie’s back-office deployment in 2017 (re-design and portal implemented in 2018). Both peers selected Accela based on optimistic expectations of its public-facing portal, electronic plan review capabilities, and GIS integration. Both peers have a shared sense of ownership for Accela, meaning that their DAP staff teams across various technical disciplines (Planning, Engineering, Building) now embrace Accela as the definitive DAP workflow software they are all invested in.

The Audit Team has observed that both peers are using Accela for Planning DAP approvals, including pre-consultation, and Committee of Adjustment. However, one of the peers is not yet using Accela for the Engineering DAP phases of infrastructure design approval that occur after an initial Draft Plan of Subdivision approval. Notably, both peers have deployed Accela for Building DAP’s permitting, inspection, and occupancy approvals. The current Accela “Engineering DAP workflow gap” between subdivision and Building at one of the peers has been recognized as problematic, and Engineering DAP is slated for Accela integration in the near future.

While the time/effort to initially configure and deploy Accela is outside the scope of this Audit, the ability of Accela to nimbly reconfigure to address the recent and rapidly changing legislation in Ontario is within scope. In this regard, both peers indicate that Accela has been successfully reconfigured for Bill 109 adaptation, and that it was “a fairly straightforward process for us to incorporate new application types and fees associated with Bill 109 changes”.

Functionality – Tracking Application Processing Timelines

The Audit Team has observed that both peer municipalities have been able to effectively document the timelines for key processing milestones across core DAP application categories, as shown for Kingston in **Figure 13**. In particular, the “chess clock” timelines associated with back-and-forth technical review by the City and applicants have been documented. One peer noted that DAP workflow tracking discipline is needed to achieve this stating, “once we change the file status to ‘revisions required’, we input the date when we sent the technical review to the applicant... once it is re-submitted, we start a new technical review... all items are logged”.

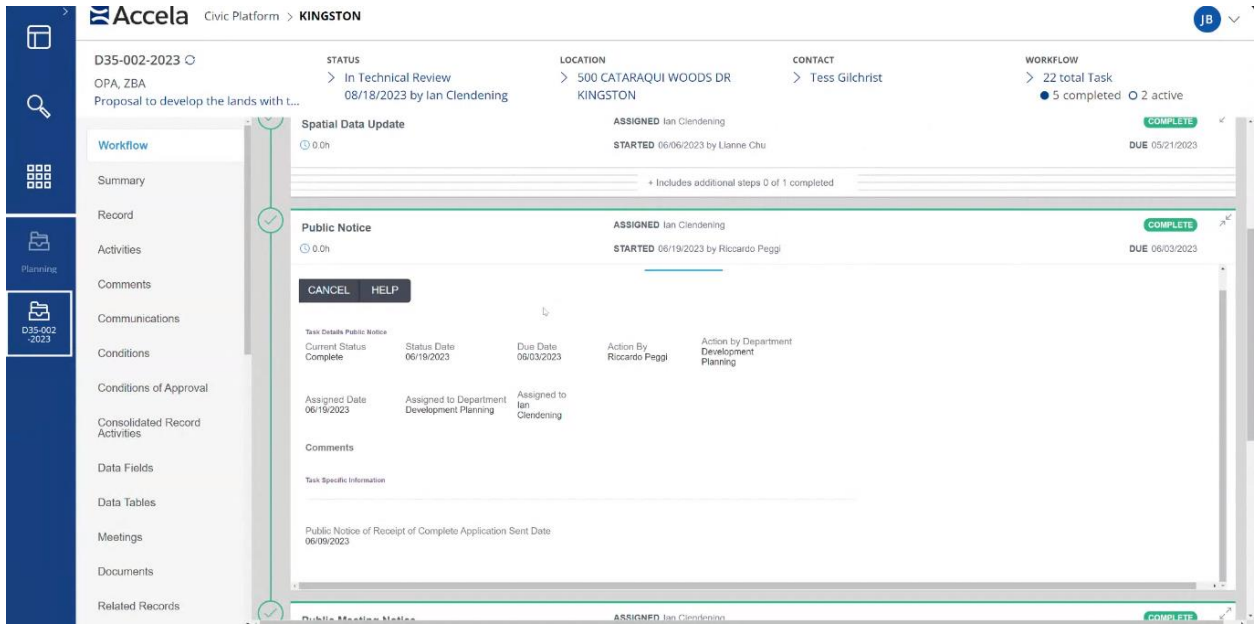


Figure 13: Accela tracking “started” and “sent date” for a workflow in Kingston, to allow for “clock on / clock off” tracking

Interestingly one peer has configured its workflow milestones in Accela using a “drawbridge” approach. A status change confirmation for “milestone A” must be recorded in Accela prior to a status change in a subsequent “milestone B” can be recorded. No “open” status changes are permitted to corrupt timeline measurement reporting. Accela drawbridge configuration is driving this peer municipality’s strong behaviour of timely updating file status in Accela.

The peers noted that native configuration capabilities within Accela allow them to achieve “chess clock” timeline tracking that allows them to analyze the relative time a file is in municipal custody versus applicant custody. Both peers have used “bolt-on” analytics reporting tools to generate timeline tracking reports, such as SSRS Reports which is used by one peer and is shown in **Figure 14**. To view and analyze this fine grain timeline tracking in a dashboard format, one peer indicated that moving forward they intend to use a Microsoft PowerBI software solution.

Category	Submission to Incomplete	Submission Incomplete in Days to Accepted To	Submission Accepted in Days (includes incomplete)	Review Started in Days	Review Stopped in Days (Building Official - Reviewer)	Waiting for Revisions in Days	All Days Summed Up	Submission to Issuance Actual Date	Barrie vs Review Applicant's Building	Review Days by Mechanical	Review Days by Plumbing	Review Days by Structural	Review Days by Other Buildings	Review Days by Tech	Review Days by Finance	Review Days by Engineering	Review Days by Water	Review Days by Source	Review Days by Zoning	Review Days by Fire		
Commercial	Accessory Structure	2,060	15	15	31	1	3	10	65	65	50	32										
	Site General	4,431	7	15	15	2	5	12	62	44	71	17	25.76	1.88	58.80	22	131	22	48	7	18	
	Other Temporary Structure	2,360	0	3	11	0	2	1	15	15	84	11										
	Shell Only	4,589	7	13	24	14	14	30	80	88	66	39	19.00	2.00		80	115	76	33	22	52	
	Site Servicing	2,300	10	13	15	1	5	13	46	47	65	25		0.33		21	188	16	8	36	2	
	Temporary Structure	3,339	6	8	13	1	4	9	31	36	78	14				12	145	11	13	12	8	
	Chimney	4,74	7	11	18	2	8	13	43	46	71	18	26.83	9.39	58.00	23	218	29	11	18	20	
	Exterior Storage Tanks	7,00	12	19	12	0	4	4	35	35	55	14				3	400				3	
	Cell	12,00	4	7	7	0	3	0	17	24	72	14									0	
	Retaining Walls	5,30	13	22	24	2	5	33	81	81	26										63	
	Signs	4,29	3	8	15	1	3	6	30	38	82	19									21	
	Signage	5,00	0	4	7	0	3	0	18	18	109	9									25	
	Solar Panels	2,50	3	5	17	0	3	4	27	27	75	17									45	
Designated Structure	Accessory Structure	4,67	5	9	18	2	3	23	51	52	82	19	39.00	9.50		32	137	17	2	1	83	
	General	4,98	12	16	19	7	10	19	62	66	124	26	28.86	11.15	53.50	72	368	26	23	7	14	
	Shell Only	6,30	6	12	18	8	20	45	83	86	4	25		1.00	83.00	55	35	8	22	8	49	
	Site Servicing	5,00	10	10	16	6	7	20	70	32	22			1.50		63	83	12	29	29	18	
	Temporary Structure	2,300	19	21	19	3	3	0	43	43	56	22				20	110				20	
Industrial	General	4,44	12	16	19	7	10	23	64	67	95	27	29.03	9.22	50.40	49	164	24	34	14	24	
	General	2,34	6	10	16	1	5	35	62	62	27	17	18.80	10.71		19	342	22	35	15	14	
	Temporary Structure	2,46	3	6	9	0	2	0	15	17	76	9				5	127	7	1	4	7	
Institutional	Accessory Building	3,09	6	9	13	1	4	23	45	33	45	14	18.80	9.88		14	270	17	24	4	15	
	Boarding/Lodging/Rooming	7,50	5	12	10	1	2	11	33	34	72	10				4	455				3	
	Duplex	4,18	14	10	20	1	17	32	62	66	21					88	335	18			26	
	Group Homes	10,00	1	10	25	5	14	2	39	44	58	33				43	30	2			136	
	High Rise Residential	4,00	8	12	19	7	18	47	85	88	29		3.00	11.00		68	582	273	174	8	111	
	Low Rise Residential	1,90	14	10	24	1	3	32	68	79	12		16.00			60	115	8	30	6	50	
	Pools (Community)	2,00	4	10	24	8	0	5	31	62	89	39				0	3100				26	
	Residential Accessory Building	4,00	23	26	26	0	0	0	22	22	26					26	250				22	
	Residential Detch	4,58	13	17	23	3	2	20	62	69	88	28				22	582				22	
	Row House	4,30	12	18	24	1	2	11	63	74	31					76	258	16	1	170	8	
	Single Family Dwelling	4,29	15	19	20	2	3	10	50	54	67	21	23.00			33	463	5	34	31	30	
	Site Servicing	3,3	16	19	17	6	4	11	73	114	76	30				22	472	4	19	10	20	
Residential	Triplex	6,17	15	23	14	6	6	16	59	72	61	20	23.00			63	46	39	19	44	29	
	Sewage System Permit	6,18	13	18	23	2	2	13	66	64	67	25	23.00			17.00	11.00				38	
	Overall Average	6,00	9	5	18	0	3	9	32	32	74	18				11	48				31	
	Overall Average	6,36	11	17	22	2	7	17	54	61	88	24	25.80	9.73	53.00	32	486	11	35	28	24	24

Figure 14: Accela detailed Timeline Report summary used by Barrie, to allow for “clock on/clock off” tracking

It is noteworthy that both peers are interested in a predictive Bill 109 timeline tracking solution/dashboard that tracks the status of Site Plans/ZBAs approaching/passing the calendar-day refund triggers of Bill 109; however, neither of them has developed such a dashboard yet.

Functionality – Priority Setting and Triaging Across Competing Files

The Audit Team has observed that the front-line Planning staff (file leads) at both peer municipalities have a dashboard that shows the status of their assigned files in one window. The task window for the individual planner shows the assigned task and their due dates. One peer noted the capabilities to set parameters for when a specific task is due. As they stated of Accela, “If a technical review commenting period deadline is coming up, it will move up the dashboard; if a public notice for a report is upcoming, it will move up the dashboard. The dashboard is live and re-prioritizes based on what is due.”

The same triaging opportunities are available for DAP staff that comment on files at both peer municipalities. These staff have a task window that shows the items that require their technical commentary/response. Key to this triaging opportunity across competing files is the commitment level of commenting staff regularly using Accela; if they are not going into Accela frequently, they obviously cannot see when new tasks are assigned. Staff behaviours are critical to capitalizing on Accela functionality.

As for priority-setting oversight by DAP supervisors/managers, the Audit Team has observed similar functionality at the peer municipalities. While supervisor/managers can see tasks assigned to their “group”, it seems that an overview of file status is not available at this aggregated level; rather, it is incumbent on the supervisor/manager to look up the individual staff and then the status of that staff person’s files can be viewed.

Functionality – Documents, Commenting, Workflows

The Audit Team has observed consistent document management and other functionality across the peer municipalities, with some quirks in Accela in part owing to its web-based interface. Both peers use Microsoft Outlook for their e-mail and there is no native way to drag an email message or email attachment from Outlook into Accela; rather, the file must be downloaded and then uploaded into Accela.⁴ One of the peers had explored an add-on document management software but found that this tool had limited functionality and was somewhat expensive; presumably, the Audit Team anticipates that there may be other such tools on the marketplace since consultation with the Vendor indicates a variety of document management solutions exist.

Further to this, once a document is stored in Accela, both peers note that third party programs are required to achieve “one-click” functionality. “One-click” functionality means that the user can open a file in Accela, work on it, and then return it back to Accela’s Documents tab without having to download/upload the file manually. This is consistent with the information provided to the Audit Team from the Vendor – Accela’s strength is not document management but there are tools that interface with Accela to optimize document management. One of the peers has already trialled DigEPlan Enhanced Document View for this purpose.

The Audit Team also inquired about sub-folders within Accela’s native Documents tab, since the creation of sub-folders to keep large volumes of information organized is well-understood by people in all types of occupations. One peer indicated that it uses Accela’s virtual folders for document management, whereas the other peer does not. As noted above, there are document management tools that interface with Accela that would provide optimized document management. Indeed, the Accela vendor has acknowledged to the Audit Team that Accela is “...a workflow tool and not a document management tool”.

When commenting on development files, the Audit Team has observed varying experiences with the peer municipalities’ evaluation of functionality with Accela. One peer did not express a concern with character limits or text formatting (word wrapping) using the Accela comment tool; the other peer does not use the comment tool at all, and instead uploads comments written out in Word or PDF format files. Once a staff member has made a comment and then submitted it, one peer indicates that it requires a supervisor to reactivate the task, whereas the other peer indicates that the staff can “un-submit” their comment, edit it, and re-submit it. Regarding automatic numbering of comments, one peer indicated

⁴ This lack of drag-and-drop functionality is not unique to Accela. In fact, the Audit Team is aware that many other web-based software platforms (including the globally used and widely popular Google Suite) do not have native drag-and-drop functionality. Those web-based interfaces or apps that do work with drag-and-drop have been coded or equipped with an add-on that “understands” this drag-and-drop action by the end-user. For an example of a website encoded with drag-and-drop functionality, see <http://remove.bg>

that it was “theoretically possible”, and the other peer indicated that numbering of comments is a manual task expected of their staff (file lead).

The Audit Team has observed that one of the peer municipalities has linked draft and final (phased) Plan of Subdivision workflows in Accela. When submitting material for a final (phased) Plan of Subdivision, one peer municipality’s application portal has “...a data field that is filled in by an applicant that states what Draft Plan of Subdivision the final plan is for... we also tie this to a mapping solution in our planning viewer that tracks all plans of subdivision.” The other peer municipality is simply using the related record feature in Accela.

With respect to clearance of conditions, the Audit Team has observed consistent functionality across peers, albeit this workflow is highly simplified. This exists in Accela as “a single workflow task for satisfying conditions [but] they are tracked manually.” In both peer municipalities, it is incumbent on the file lead to monitor fulfillment of conditions. On this point, one peer noted that, “it would be difficult to have [this developed in Accela] ... given the highly variable nature of each application.”⁵

Functionality – GIS Mapping

The Audit Team has observed both peers continue to rely more heavily on ESRI GIS applications even though Accela has a native GIS mapping tool. The Audit Team does not find this surprising; rather, it is expected given that the peer municipalities have invested in ESRI GIS for much longer than they have invested in Accela. One peer municipality relies entirely on ESRI GIS for spatial referencing, whereas another peer uses the native Accela mapping tool to a certain extent, and then relies on ESRI GIS for more advanced functions. Noteworthy, however, is that the peer municipality using Accela’s native mapping tool has achieved a seemingly acceptable level of integration with their spatial datasets – the Audit Team observed readily available mapping of Official Plan designations, zoning by-law categories, current development applications, and historic development applications in the peer’s deployment of Accela’s mapping tool as shown for Kingston in **Figure 15** below.

⁵ While outside the scope of this Audit, the Audit Team has a perspective that any workflow software (including Accela) could be configured to track conditions and their clearance, and that there is both efficiency and enhanced customer-service (e.g., value-added) in this workflow. The Audit Team is aware of at least one other workflow software that offers a separate specialized add-on module for condition clearance.

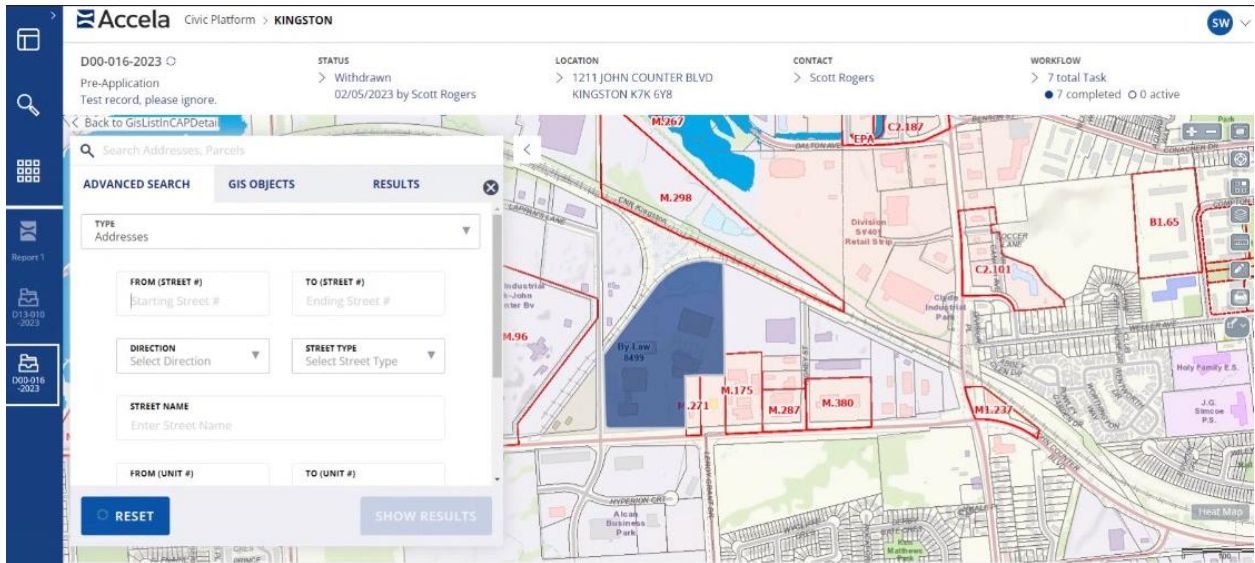


Figure 15: Many GIS layers are functional in Kingston’s deployment of Accela

The Audit Team posed the question, “When you open a file in Accela, can you click a link that will open the location of the development in a GIS map?” and one of the peers confirmed that this functionality did not exist. Given the web-based interface of Accela, this does not seem, in the Audit Team’s estimation, a particularly difficult hurdle to overcome through coding/scripting.

In terms of another minor functionality issue with GIS, the Audit Team confirmed with one peer that Accela appears to “remember” the last location being viewed in its native GIS interface; however, it does not appear to “remember” how the user’s layers were configured to render.

Staff Practices/Behaviours

It is the Audit Team’s experience that a combination of workflow tool “superusers”, a commitment to on-going enhancement of the granular activity-based workflows, and readily available analytic reports are needed for high performing DAP in any Ontario growth municipality. The Audit Team’s observations on the peer municipalities’ arrangement/deployment of Accela superusers is as follows:

- Neither peer municipality has dedicated superusers that provide specialized support and guidance to DAP participating employees when they encounter challenges;
- Neither peer municipality has superusers dedicated to software configuration enhancements for Accela, leaving staff to function predominantly as system administrators, and instead systems analysts/IT staff perform “script development”;
- While the peer municipalities do not have traditional superusers, IT staff are accessible to DAP staff; and,

- One of the peers has two IT support staff for about 75 users, whereas the other peer is currently understaffed (two instead of three) while also maintaining a recurring budget every year to backfill with contracted-out IT support.

Regarding day-to-day staff behaviour at the peer municipalities and how improvements are achieved, the Audit Team’s observations are as follows:

- One peer municipality uses open communication and tickets to track potential functionality fixes, whereas the other peer municipality schedules regular meetings with DAP staff to discuss issues, then “prioritizes them in the form of sprints”, and then schedules the roll-out of changes;
- One peer municipality has a scale to prioritize fixes and indicates that, “1 means we cannot process applications to 5 meaning it’s a ‘nice to have’”; and,
- Both peer municipalities have improved upon Accela in terms of greater automation, reduction of tasks within workflows, and better reporting.

Software Support and Inter-Municipal Collaboration

The Audit Team has confirmed a very consistent experience with Accela’s software support among the peer municipalities, which is also basically consistent with many types of software that are offered as “toolboxes” or “sandboxes” to organizations. On these points, the peer municipalities have confirmed that:

- The peers developed their own training;
- Accela training is provided internally, or in other words, staff with greater expertise provide training to new staff;
- The peer municipalities do not engage in activities such as regularly organized lunch-and-learns/webinars to continually building skill with Accela;
- Staff needing immediate help will reach out to one of the more experienced users, their immediate colleagues, or IT staff in their organization that are assigned to support Accela.

The Audit Team noted that the peer municipalities also shared a consistent opinion: there were no unexpected or hidden costs with Accela.

In terms of the inter-municipal collaborations between Accela peers Barrie and Kingston, there is no such working group of Ontario municipal Accela customers in place to share ideas, configuration solutions, staff practices and/or support. The observations made on Kingston and Barrie’s operations with Accela have effectively been captured elsewhere in this Audit Report.

4.3.2 Audit Objective 3 – Findings

The intent of Audit Objective #3 is to identify if Brampton has fully capitalized on Accela’s optimal/full functionality as a DAP workflow tool, in comparison to peer municipalities. To facilitate these findings, **Table 4-1** presents a summary of the key observations above, what the Audit Team knows about Brampton’s Accela implementation, and the relative comparison. Recommendations are provided further below the table.

Table 4-1: Summary of Key Observations of Accela’s Performance as a DAP Workflow Tool in Comparison to Peer Municipalities, City of Kingston and City of Barrie

Observations	Brampton Current State	Findings
Peer municipalities have a shared ownership of Accela across all DAP end-users	In Brampton, Accela is seen as “planning’s tool” by many staff	Brampton has not achieved full ownership of Accela by all staff involved in DAP
One peer municipality is used Accela truly end-to-end for DAP; other does not use Accela for the final approval process for subdivisions; both are using Accela for Committee of Adjustment	Brampton is not fully using Accela for Committee of Adjustment files; Brampton has a similar workflow gap with subdivisions as one of the peers	Brampton has room to improve Accela deployment
Peer municipalities have been able to nimbly reconfigure Accela to address Bill 109 workflow adaptations	Brampton has been able to nimbly reconfigure Accela to address Bill 109 workflow adaptations	Brampton is consistent with its peers
Peer municipalities have Accela workflows that can effectively document the timeline of development files, differentiating between processing time of the municipality and response time of the applicant	While Accela configuration has been relatively successful, Brampton is experiencing difficulty with reliable timeline tracking due to inconsistent staff documentation practices, and the ability for staff to move forward in workflow steps without closing preceding workflow steps	Brampton has room to improve Accela deployment
Neither of the peers have developed a Bill 109 refund risk dashboard	Brampton has successfully developed a Bill 109 refund risk dashboard, although staff documentation deficiencies have reduced data dependability	Brampton is ahead of the peers

Observations	Brampton Current State	Findings
Peer municipality front-line and managerial staff have a dashboard that communicates the status/urgency of tasks on a development file	Brampton front-line staff and management have a dashboard that communicates the status/urgency of tasks on a development file	Brampton is consistent with its peers
One peer municipality has investigated document management as a trial to help streamline how they handle documents	Brampton has not investigated alternative document management “bolt-on” solutions to augment Accela	Brampton has room to improve Accela deployment
One peer municipality does not have issues with the commenting tool in Accela; the other is not using it at all	Brampton has not resolved the issue with the commenting tool	Brampton has room to improve Accela deployment – it needs to implement the same fix as its peer
One peer municipality has a mechanism to link draft plan approvals with final (phased) plan of subdivision workflows	Brampton has not implemented an Accela workflow for final (phased) plan of subdivision approvals	Brampton has room to improve Accela deployment
Peer municipalities do not track clearance of conditions specifically in Accela	Brampton does not track clearance of conditions specifically in Accela	Brampton is consistent with its peers
Peer municipalities rely heavily on ESRI GIS and use of Accela’s native mapping varies	Brampton is consistent with its peers but there appears to be some room for improvement in comparison to how one peer has deployed spatial data into Accela’s native mapping tool	Brampton is slightly underinvested
Peer municipalities have a regime for identifying and operationalizing improvements	Brampton’s approach is ad hoc	Brampton has room to improve Accela deployment
Peer municipalities do not have formal superusers, but have IT that provide scripting and app development	Brampton is consistent with its peers but in the context of an ad hoc approach (above), effective app development becomes stymied	Brampton has room to improve Accela deployment
Peer municipalities conduct their own training	Brampton conducts its own training	Brampton is consistent with its peers

Observations	Brampton Current State	Findings
Peer municipalities rely on internal support for Accela	Brampton relies on internal support for Accela	Brampton is consistent with its peers

4.3.3 Audit Objective 3 – Recommendations

Recommendation R6: The Audit Team recommends that Brampton close the Post-Draft Plan Engineering DAP workflow gap to avoid falling behind on its workflow deployment.

Management Response to Recommendation R6: Acknowledged, and no comment.

Recommendation R7: The Audit Team recommends that Brampton achieve 100% compliance with time tracking and closure of workflow steps through further direction and training of staff.

Management Response to Recommendation R7: Acknowledged, and no comment.

Recommendation R8: The Audit Team recommends that Brampton improve its deployment of spatial data to achieve better functionality, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R8: Management acknowledges the recommendation and requests prioritization of spatial datasets to best serve development approvals.

4.4 Audit Objective #4, Performance Improvements

Audit Objective 4: Verify if there are “best practice” performance improvement opportunities for the City associated with the deployment/configuration of Accela by other peer municipalities, and any apparent roadblocks for Brampton to adopt these best practices.

Criterion ID	Criteria: Brampton’s Actual Accela Functionality/Configuration Reflects Accela’s Optimal Functionality	Rationale for Criteria
4.1	<i>What are Brampton’s on-going concerns with its Accela configuration, staff practices/behaviours utilizing the tool, and software support?</i>	Brampton needs to understand whether “problems” with Accela are masked by lack of investment (e.g., pending upgrades), insufficient human resources, insufficient expertise, or an actual insufficiency in the platform itself. The on-going concerns need to be inventoried and tested against other users (Barrie, Kingston). This will help separate platform insufficiencies from other issues, and explore root causes if other issues become relevant to the ultimate solution.
4.2	<i>If there are problems that are persistent at Brampton which Barrie and Kingston have overcome (or indicate are resolvable), why hasn’t Brampton implemented these solutions?</i>	This assesses the root cause of persistent optimization problems at Brampton – to identify barriers, resource constraints, or contextual factors that have hindered the adoption of effective solutions. This will uncover underlying factors influencing Brampton’s ability to make full potential of Accela.

4.4.1 Audit Objective 4 – Observations

There are several on-going concerns regarding staff’s efficient use of Accela as a workflow tool. The challenges staff have been experiencing were revealed through structured interviews, as well as Accela-specific recommendations in the KPMG DAP End-to-End Report. The Audit Team has documented seven specific investigations to uncover where improvement opportunities are available.

Email Notifications Within Accela

Staff have expressed a difficulty in recognizing new applications when there is a multitude of existing applications on their dashboard. In their existing workflow, applications are submitted from developers through an online portal, which are then automatically sent to the Manager of Development Services' Accela dashboard. The manager then assigns the task to a specific planner, who forwards the application to other respective managers involved in the reviewing process (e.g. Policy, Parks and Recreation, Zoning and Signs, Accessibility, etc.). Most managers working with the platform allocate tasks to their staff through a summary email on Outlook. This is their primary method of notifying reviewers of new applications on their dashboard.

The Audit Team has observed that Accela offers a functionality that allows managers to automatically generate and send email notifications to designated reviewers when new applications are added to their dashboard. This feature is designed to streamline the notification process and enhance communication within the workflow. However, it was noted by the Audit Team that staff do not currently utilize this functionality as part of their business process. Brampton's decision not to employ Accela's auto-generated email notification feature is rooted in a rationale to reduce the volume of e-mails staff receive.

Virtual Folders and Accela's Document Management

The Audit Team has observed that Accela's document management system requires user input to a specific field to define the virtual folder. This virtual folder serves as a tagging mechanism to categorize and organize documents within the system (e.g., when planning staff have received documents on second circulation they can be organized into a separate virtual folder but only if tagged). While these virtual folders offer some ability to different groups of files during an application's lifecycle, the Audit Team has observed that it is not as intuitive as the "classic" approach to folders that end-users are familiar with in a Windows Operating System environment, and so to many end-users of Accela (and the Audit Team) experience is that the native Accela platform does not offer the capability to create subfolders within its document management structure. The Audit Team has observed that attempting to navigate through the files of an application with many documents and virtual folders can be difficult because there is no "folder tree" view that is common to Windows File Explorer.

The virtual folders, as they exist in Accela (shown in **Figure 16**) essentially act as document tags or labels rather than true subfolders with a hierarchical structure. While they allow for some level of organization and categorization, it's crucial to recognize that these virtual folders do not offer a comprehensive folder-based system for document storage and management. Consequently, the document repository in Accela becomes increasingly cluttered and challenging to navigate, especially as more documents are added over time.

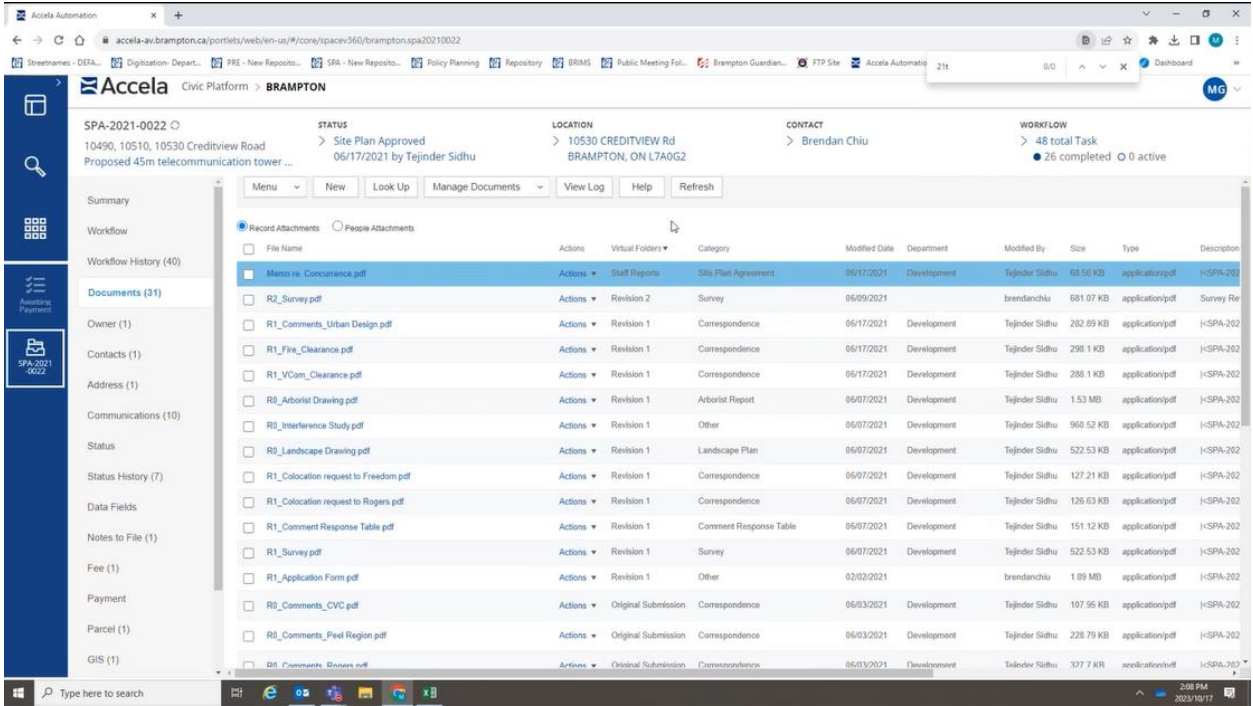


Figure 16: Virtual Folders in Accele using “Ascending” sorting function does not return results in chronological order of the workflow, and there is no “folder tree” view option

Moreover, the virtual folders column in the development application section of Accele does not provide robust filtering capabilities. Accele Users are limited to sorting documents in ascending or descending order, which means that reviewers still need to manually sift through numerous pages of documents to find what they are looking for. This limitation in the sorting and filtering functionality can potentially result in inefficiencies and increased time spent by Accele Users searching for specific documents, impacting the overall productivity within the system.

The Functionality of Accele’s Native GIS Map

The Audit Team identified limitations in the native GIS (Geographic Information System) map functionality within the Accele platform. One notable issue is that all addresses, although clickable within Accele, do not hyperlink to the GIS map. Instead, they are only clickable to edit the contents within the address field, as shown in **Figure 17**. This impedes the seamless integration of GIS data with development applications and limits the efficiency of accessing location-specific information.

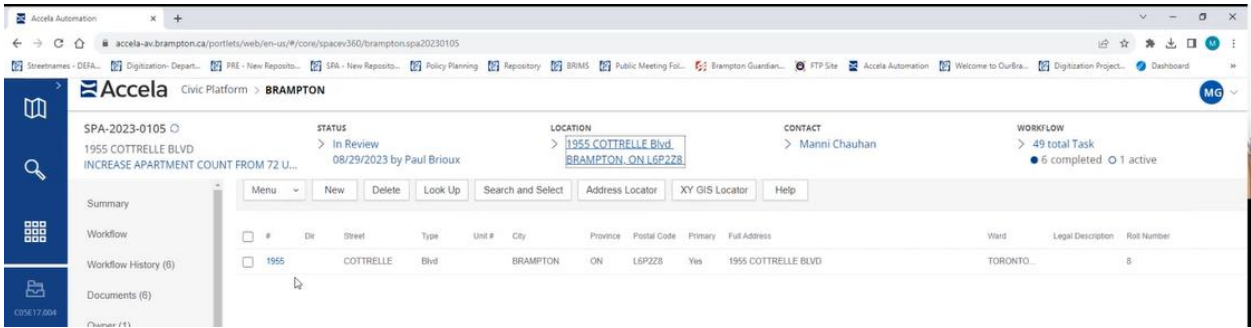


Figure 17: Result of clicking the hyperlink of the address

Additionally, when an application is opened in Accela, there are two tabs that suggest a link to the GIS map: "Address Locator" and "XY GIS Locator." However, upon clicking on these tabs, the Audit Team has observed that an error message is displayed, "HTTP method POST not supported by this URL", as shown in Figure 18. This error message means that the web server has received and recognized the request but has rejected the specific HTTP method it's using; in practical terms, this means that the browser can't access the page it requested.

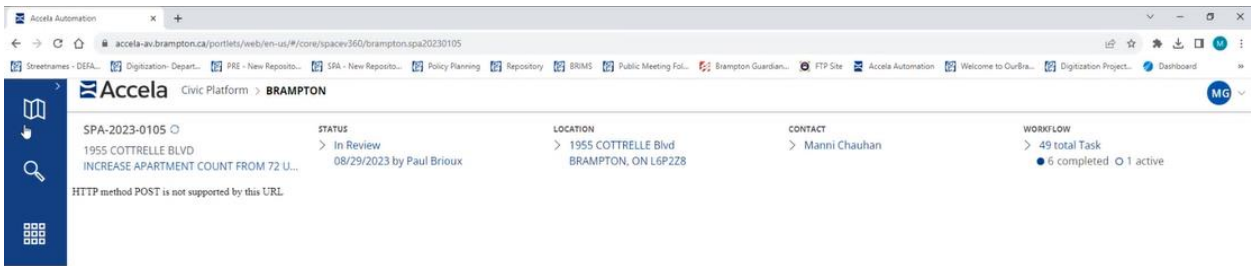


Figure 18: HTTP POST error message when attempting to navigate from the "Address Locator" and "XY GIS Locator" tabs.

The Audit Team has also observed some reluctance by staff using the GIS mapping feature within Accela for several reasons. First, the GIS map lacks comprehensive information related to related records, which is crucial for informed decision-making. Secondly, the user interface's lack of hyperlinking addresses to the GIS map makes navigation less user-friendly and efficient. This user interface deficiency hampers the seamless integration of spatial data with development applications and complicates the process of accessing location-specific information, ultimately affecting the overall usability and productivity within the system.

Accela's Integrated Global Search Function

The Audit Team investigated staff concerns with the search function in Accela. When utilizing the search by inputting an address, for example, Accela will return results that match the street address (this is intuitive) but will also return results that include components of the address that are found in other application's data (this is not entirely intuitive but is logical). This way searching is executed in the

system and the way in which results are returned is referred to as a “global search”. An example of this global search is shown in **Figure 19** and **Figure 20**. The logical but not necessarily intuitive search results becomes problematic with search terms appear in numerous files in Brampton returning a plethora of results when the end user has inputted a query that they believe is specific enough to pinpoint the record they want. When this occurs, the Audit Team has observed that this causes frustration and is an impediment to staff working as efficiently as possible with Accelea.

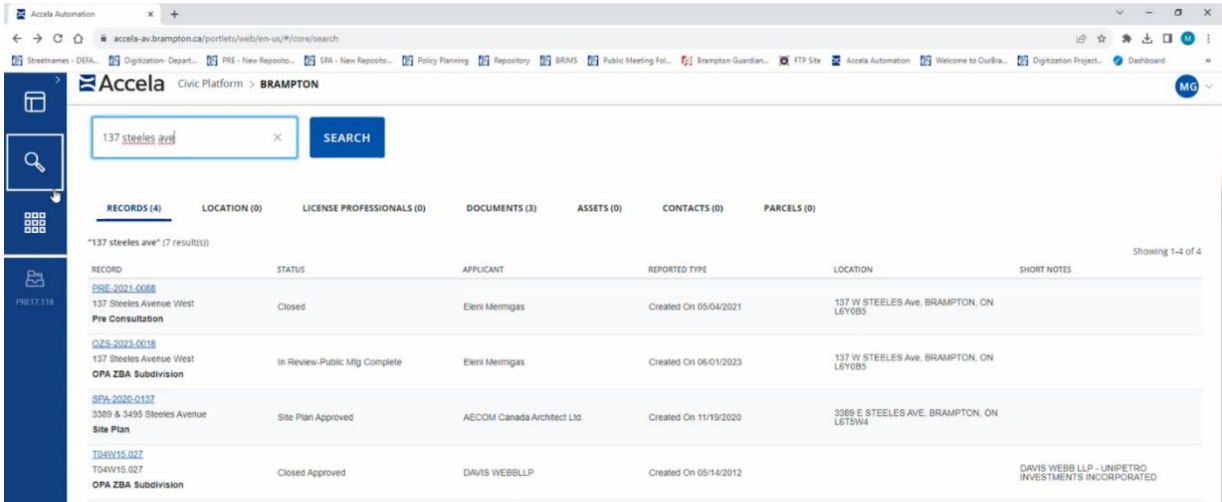


Figure 19: Searching documents using the standard street address – 137 Steeles Ave W (test 1)

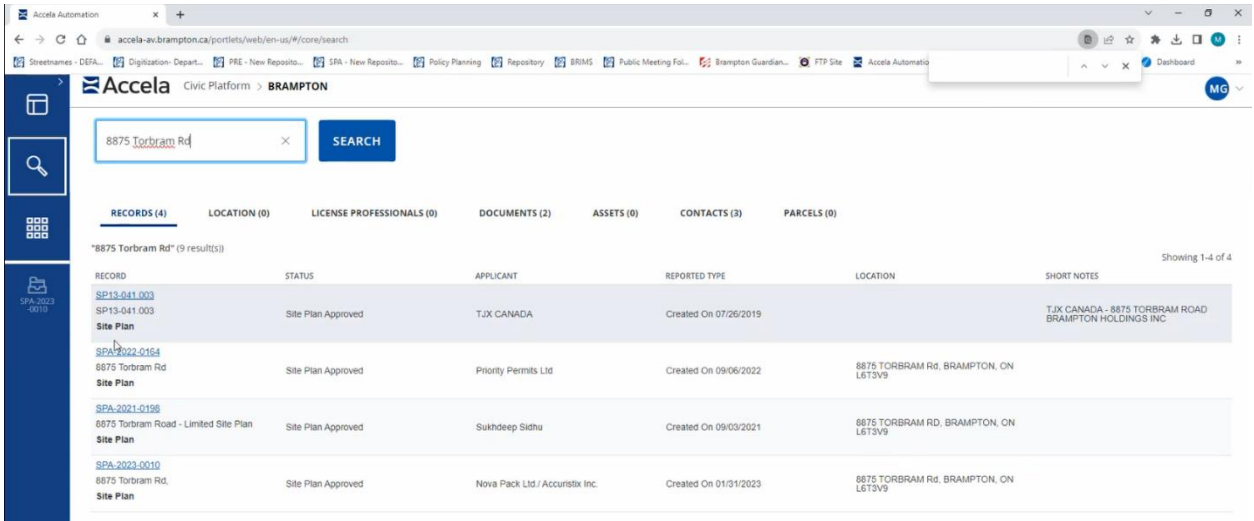


Figure 20: Searching documents using the standard street address – 8875 Torbram Rd (test 2)

The Audit Team has conducted an analysis of Accelea's search function, aiming to address the inconsistencies and inadequacies in search results obtained when inputting an address. During the investigation, the Audit Team sought to enhance the precision of search results by employing Boolean

operations, specifically "AND" as well as by enclosing the address within quotation marks. The objective was to discern whether such operations could refine search outcomes and provide Accela Users with more accurate results.

When utilizing the "AND" operator, the search results indeed were different but did not yield the desired outcomes as shown in **Figure 21** and **Figure 22**.

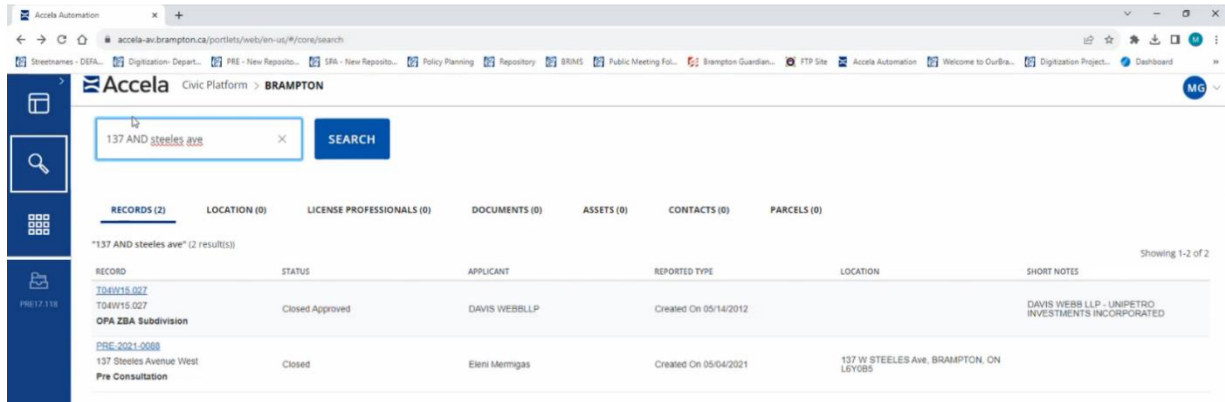


Figure 21: Searching documents using the Boolean “AND” operation – 137 Steeles Ave W (test 1)

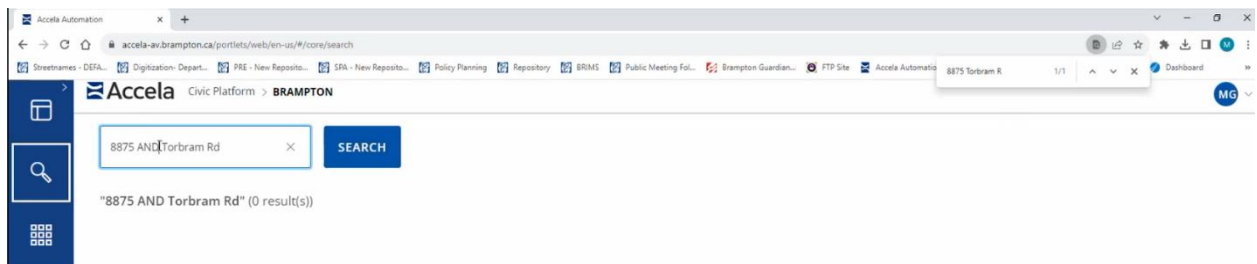


Figure 22: Searching documents using the Boolean “AND” operation – 8875 Torbram Rd (test 2)

Additionally, our testing revealed that enclosing the address within quotation marks did not result in more accurate outcomes. Instead, no results were returned when quotation marks were used, and these results are shown in **Figures 23** and **24**. For those end-users that expect this behaviour from a search tool, the unexpected resulting would be frustrating as the user experience.

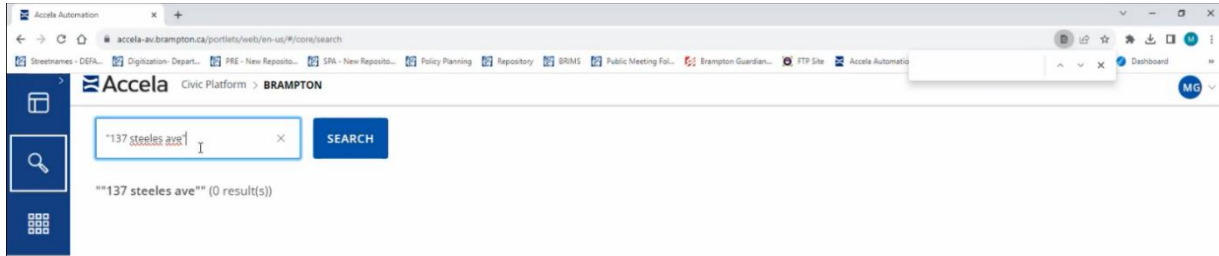


Figure 23: Searching documents using the Boolean quotation marks operation – 137 Steeles Ave W (test 1)

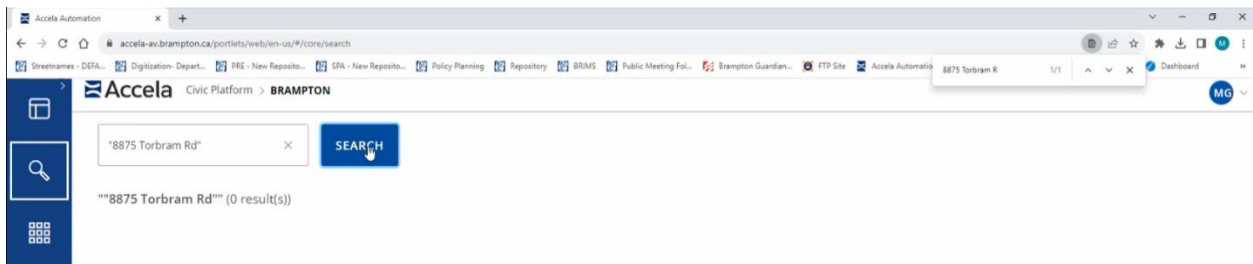


Figure 24: Searching documents using the Boolean quotation marks operation – 8875 Torbram Rd (test 2)

The investigation by the Audit Team into the search function validates the challenges cited by staff who are accustomed to search tools that typically return the expected result at the top of the list (of course, Google is the most prevalent of these tools but it operates at a level of robustness which puts it in a class of its own). In the absence of not being able to parse searches in Accela, and if Brampton is not able to alter how the search function works, then its only recourse is to provide a “tool tip” (an icon that pops-up an explanation if the user hovers their mouse over it) on how to operate the search effectively.

Accela’s Commenting Capabilities

The Audit Team identified a formatting glitch in how comments are displayed in Accela, particularly within the workflow history and reviewing process. When staff review completed tasks, the comments are displayed as one singular horizontal text, as shown in **Figure 25**. The Audit Team has observed that extensive horizontal scrolling is necessary to follow and read the entire comment for very long streams of text. This is cumbersome and hampers the ability for staff to quickly grasp the content and context of comments left during the review process.



Figure 25: Long text stream shown in Conditions section of completed Building Review

Additionally, comments in system are subject to character limits. This is not an Accela problem as the Audit Team has observed, and rather it is due to the City's configuration which combines comments and conditions in the reviewing tab for staff. This configuration sometimes poses challenges because reviewers are not able to provide comprehensive comments or conditions within the designated field, and must direct them to an external document, shown in **Figure 26**. In addition, this configuration poses challenges because in some cases, staff are required to provide a condition in order to clear the review, when they actually intend to input a comment. Consequently, the condition section in the final report often contains "N/A," leading to additional work for staff who need to clean up and clarify the report.

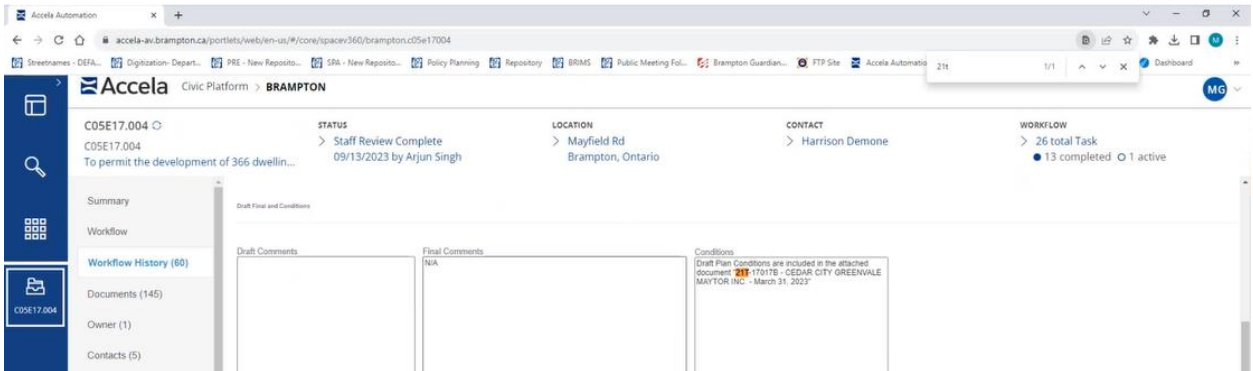


Figure 26: Example of reviewer using an external document to disseminate conditions of approval

A related issue is that staff sometimes place their comments in the condition section, particularly when they encounter character limits. This practice is misleading to file leads and the applicants, as it creates the impression of an additional condition they must meet instead of it being feedback or a required revision to their submission. This confusion leads to unnecessary back-and-forth communication and speed bumps in the review process, which ultimately impacts the efficiency and effectiveness of using Accela for development applications.

Lack of Related Records Inventory in Accela

The Audit Team identified a gap concerning the management of related records for subdivisions specifically when dealing with final plan of subdivision workflows. When a final plan of subdivision application is opened in Accela, the summary tab includes a "Related Records" section where the applicant can input the application number of associated files. However, it has been observed by the Audit Team that Brampton has not made this a required field. This means that no cross-reference to the

originating draft plan of subdivision approval is established at the outset by the applicant. If staff wish to back-reference the draft plan of subdivision during the final subdivision workflow, it requires them to manually look it up and this is not efficient. In the case that there is a related record, it is not “clickable” and has to be opened separately/manually; this circumstance is shown in **Figure 27**.

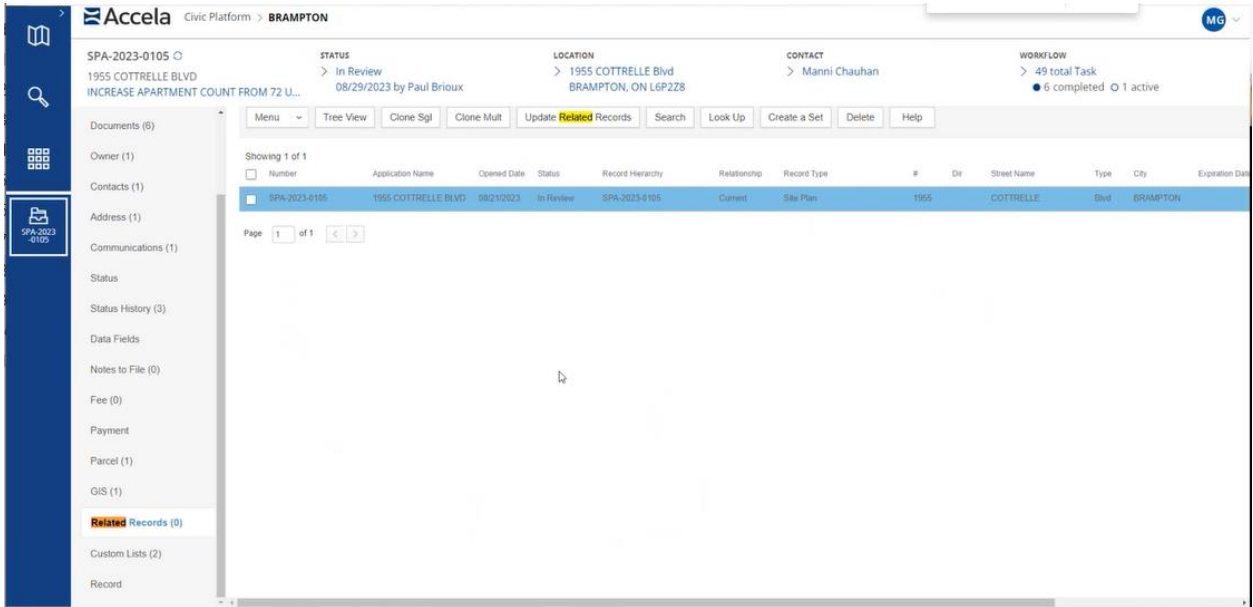


Figure 27: Output of Related Records tab, application number is not clickable

The City has informed the Audit Team that related records were previously stored in a geospatial manner through GIS. In this previous configuration, a property address search in GIS would yield all related records, offering a comprehensive view of the application's context. However, this functionality was in place prior to the implementation of Accela, and this integration has not been achieved in the transition to Accela.

The lack of easily-accessible related files in Accela represent pinch points that deter optimal efficiency of DAP in Brampton. Pinch points, if resolvable within Accela, are crucial to resolve because it will enhance the platform's usability and return efficiency dividends back to DAP in Brampton.

Bridging Between Accela and AMANDA

The Audit Team has observed that Brampton continues to operate with a significant gap in integration between Accela, the platform used for the initial stages of development applications, and AMANDA, the system for building permit management.

The Audit Team wishes to note that this is not a problem with the Accela platform – because Brampton did not purchase Accela with the intent of replacing AMANDA for Building Permitting functions. Brampton has invested in Accela solely for planning applications and the question is whether it is

possible to bridge Accela data with AMANDA data to provide an interconnected view of applications passing from one regulatory framework/platform, namely the *Planning Act* and Accela, to another regulatory framework/platform, namely the *Building Code Act* and AMANDA.

The Audit Team has observed that the data exists in Accela and the data exists in AMANDA sufficiently that the systems could “talk to each other”; however, Brampton has not made this connection. The absence of synchronization between these two platforms means that Management can still gain insights into the progress, status, or developments of applications moving from *Planning Act* approvals into the building permit stage within AMANDA but the effort by frontline staff to extract, distill, and generate the reporting becomes labour-intensive and cumbersome.

From another perspective, the lack of interconnectedness means that another labour-intensive process remains in place at Brampton which is also not efficient as observed by the Audit Team. Planners generate an Approval Memo within Accela, which typically includes a CC list of various stakeholders, including the Manager of Building Permits. The Planner then sends this memo to the Clerk, who subsequently forwards it to the Building Permits team. The Clerk's role then involves sharing the application number, Project Manager's contact information, and any potential questions or issues directly with the Building Permits team. The absence of a digital bridge between Accela and AMANDA necessitates this manual relay of information, introducing potential delays and the possibility of data discrepancies between the two systems, that could be easily avoided if the Accela and AMANDA systems were connected.

4.4.2 Audit Objective 4 – Findings

It is the Audit Team’s opinion that Brampton’s usage of Accela have revealed several challenges that hinder efficiency and productivity – very little of which is inherently due to failings of the software platform itself.

These issues encompass various aspects of the Accela platform, the primary tool used for managing development applications. The primary issues and propensity to resolve them are summarized as follows:

- The underutilization of Accela's auto-generated email notification feature – resolvable by Brampton;
- Accela's document management system – not a strength for Accela, and resolved by an add-on software tool;
- Native GIS map – HTTP 405 error is expected to be resolvable by Brampton;
- Global search behaviour – not a strength for Accela, but could be mitigated by Brampton;
- Comment formatting – appears to be resolvable by Brampton based on the web-based nature of Accela’s user interface;

- Related records for final plans of subdivision – resolvable by Brampton based on experience from a peer municipality; and,
- Bridging between Accela planning approvals and AMANDA building approvals – resolvable through application development, business intelligence software, or a combination of both.

In light of these findings, it is the Audit Team’s opinion that Brampton needs to move forward on fixes and enhancements required to optimize the end-user experience. This will empower Brampton’s staff to utilize the platform more effectively, thereby enhancing productivity and creating efficiency.

The Audit Team has found that only two issues that we tested are inherent to the Accela workflow software platform, namely the global search function and document management. Of these two, the user experience with global search could be mitigated, and document management is resolvable with an appropriate software add-on. Specifically on the matter of document management, this need was also noted during consultation with one of the peer municipalities; however, it had only gone as far as trialling one option. In comparison to this peer, Brampton is a much larger organization in terms of volume of applications and the number of staff involved, and in this regard document management becomes a necessity from the perspective of the Audit Team to extract full efficiency from DAP workflows.

The Audit Team notes that there are five issues that are within Brampton’s means to resolve, and while they remain unresolved the risk continues in the potential for delays, inaccuracies, and resource wastage, impacting the City’s ability to deliver the top-tier DAP that it is aspiring towards.

Through the investigation of Kingston and Barrie’s usage of Accela, there are solutions to the ongoing concerns that Brampton is experiencing with its Accela implementation. Based on the observations in this Audit, the Audit Team is of the opinion that underinvestment may be the root cause of the problems, spanning a combination of insufficient training, insufficient “problem identification” (being able to actually pinpoint the issue underlying the initial end-user gripe), insufficient resources to design/execute fixes, and missed opportunities for cross-pollination of tools/techniques with peer municipalities. A foundation for this opinion is that the Audit Team has seen many of Brampton’s issues resolved or non-existent at the peer municipalities.

4.4.3 Audit Objective 4 – Recommendations

Recommendation R9: The Audit Team recommends that Brampton implement appropriate automated e-mail notifications to improve communication and workflow.

Management Response to Recommendation R9: Management acknowledges the recommendation, and has asked for a suitable volume of automated notifications.

Recommendation R10: The Audit Team recommends that Brampton invest in a document management solution compatible with Accela Cloud (or an alternative platform) to achieve the desired functionality, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R10: Acknowledged, and no comment.

Recommendation R11: The Audit Team recommends that Brampton configure the GIS map to show related records geospatially (e.g., Draft Plan of Subdivision and Final approvals) and enhance the user interface for improved functionality.

Management Response to Recommendation R11: Acknowledged, and no comment.

Recommendation R12: The Audit Team recommends that Brampton explore the ability to improve the global search function (separately from a document management solution) and, regardless of its ability to improve the search, provide a tool tip alongside the search to improve the end user expectations/experience.

Management Response to Recommendation R12: Acknowledged, and no comment.

Recommendation R13: The Audit Team recommends that Brampton update the code behind the pages that display commenting in Accela so that character limits and/or text wrapping issues are resolved.

Management Response to Recommendation R13: Acknowledged, and no comment.

Recommendation R14: The Audit Team recommends that Brampton update the code behind the pages for the comment box and the conditions box, to better ensure that staff comments are entered into the correct field, and provide appropriate training on this.

Management Response to Recommendation R14: Acknowledged, and no comment.

Recommendation R15: The Audit Team recommends that Brampton sustain a working group with its Accela peer municipalities to share knowledge from time-to-time on configuration, improvements, tools, practices, and end-user needs.

Management Response to Recommendation R15: Acknowledged, and no comment.

4.5 Audit Objective #5, Underutilization Risk

Audit Objective 5A: Verify whether Accela’s performance as a DAP workflow tool is being limited by City staff’s traditional behaviours when populating Accela thereby underutilizing the Accela platform when executing DAP.

Criterion ID	Criteria: Brampton DAP Staff Teams Exhibit Rigorous Practices in Utilizing/ Populating Accela	Rationale for Criteria
5A.1	<p><i>Drawing from a random sample of 10 site plan files from 2022, is development tracking in Accela indicative of challenges related to staff’s “discipline” for data entry, storage of documentation, etc.? More specifically to this criterion:</i></p> <ol style="list-style-type: none"> 1. <i>Are workflows “closed” from 1st circulation before initiating the 2nd circulation cycle?</i> 2. <i>Are development engineering’s reviews found in Accela?</i> 3. <i>Is the Accela file appropriately marked as approved and “handed-off” in the system to the Building Permit process?</i> 	<p>End-user culture is critical to the success of any software platform’s success. Clarifying the impact of end-users’ consistency in populating, updating, and utilizing Accela versus the platform’s configuration/functionality performance is central to gaining clarity in this VFM Audit. The key is to identify how significant the “issues” with Accela are derived from DAP staff teams’ embracing of the platform and utilization behaviours (or lack thereof).</p>

4.5.1 Audit Objective 5A – Observations

The Audit Team requested an extraction of data from Accela for our independent review, and also conducted further in-depth investigation into the Accela records of the sampled files.

General Observations

The Audit Team has observed that the functionality of Accela performs the necessary tasks with respect to tracking workflow timelines and approvals from each stage of the approvals process; however, the adoption of workflow practices across staff and departments is inconsistent, and the Audit Team knows that this will result in subsequently inconsistent reporting for management purposes.

For applications requiring more than one circulation cycle, the Audit Team has observed that Accela records the date that the file is returned to the applicant (within the applicant controllable file days) when the assigned Planner stays within the workflow process. The evidence of this date is tracked in Accela when staff update the file task to “Review Consolidation”, which indicates that the staff’s report has been sent to the applicant outlining the additional submission requirements or revisions. The Audit Team observed two instances where this step was bypassed by the Planner, and as such the period of time that the file was within the applicant’s control is not tracked. During these instances, the only evidence that the file has been returned to the applicant (and is within their control) is when there is evidence of a new “Review Distribution” task (additional circulation cycles).

During our investigation, the Audit Team also made a supplementary observation. The tracking circulation cycles (after the first circulation cycle/development engineering review) become cryptic in the workflow due to a configuration issue. The task label “Review Distribution/Development Engineering Review” can only be assigned only once. To add a follow-on review cycle in Accela, the end-user recycles this task which is given a label that says, “Note”. This allows the Planner to make edits to the file and assign another development engineering review cycle, but does not include any file content. As such, tasks labelled with “Note” in the Status column are intended to mean that another Review Distribution cycle has been tasked but not completed. To the Audit Team, this seems unnecessary and definitely non-intuitive.

While the configuration issue above can create confusion tracking dates of application status with multiple review cycles, the Audit Team has observed underutilized features of Accela that would provide greater clarity when reviewing workflow timelines and past files, such as providing explanations and general commentary in the Comment column for each “task”.

Transition between Workflow Cycles

The Audit Team has observed that Accela records the date an application payment is received and this is considered by the City to be the date the file is first within the City’s control (in accordance with Bill 109).

The Audit Team has observed that typically the Review Distribution date (beginning of circulation cycle #1) begins immediately after (same day) or shortly after (within a few days) of payment being received, however the Audit Team has observed two instances where the Review Distribution date (beginning of

circulation cycle #1) occurs in advance of the date of payment, presumably to expedite the application review process for that file.

The Audit Team has observed that when a file task is changed to “Review Consolidation”, it tracks the date that the Review Consolidation report is sent to the applicant, marking the closure of the City’s controllable file days, and the file is back in applicant control.

The Audit Team observed that there is no automated process to notify the City when documents requested from the applicant are uploaded to Accela to satisfy the requirements of the Review Consolidation report. The Planner communicates directly to the applicant that they must notify the City when materials are submitted to Accela.

Additionally, the Audit Team observed that there is no workflow status configured to track when documents have been received from the applicant. The only indication of this in Accela is a new Review Distribution. This was configured intentionally by the City so that the Planner can double check that all materials are submitted and that the materials are sufficient, before triggering the next Review Distribution (circulation cycle).

Development Engineering

The Audit Team has observed that Accela tracks the date Development Engineering is tasked with a review, and the date that Development Engineering completes their review.

The Audit Team has observed that Accela provides text boxes for Development Engineering comments including “Standard Comments”, “Draft Comments”, “Final Comments”, and “Conditions”. The Audit Team has observed that staff do not always provide detailed comments through Accela, and in some instances note that “redlined comments have been provided directly to the consulting engineer” as shown in **Figure 28** below. As such, other staff do not have the ability to see the comprehensive/detailed comments provided to the applicant unless the commenting staff attaches a file and notes the comments are attached; the Audit Team did not observe this in the sample files that were audited.

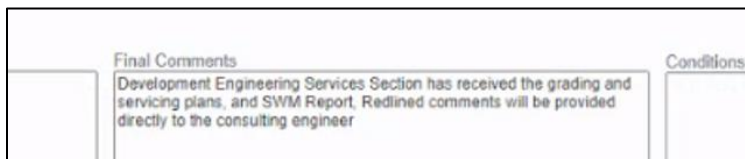


Figure 28: Comments provided separately and outside of Accela

The Audit Team has observed that when Development Engineering does not sign-off on the documents as submitted, they will add a Status of “Not Cleared”, and this date is tracked in Accela. Similarly, the Audit Team has observed that Development Engineering signs-off on files submitted by changing the status to “Cleared” and this date is also tracked in Accela. The Audit Team has observed that Development Engineering does not provide comments in Accela if a file does not require additional review cycles and its status is changed to “Cleared”, which is appropriate.

Closure of Site Plan Process, Transition to Building Permit

The Audit Team has observed that when a file is tasked “Release of Plans”, this is clearance to the Building Department to consider/issue a building permit.⁶ For a file to be tasked “Release of Plans”, there must be an approved Site Plan drawing stamped and dated as shown in **Figure 29**. Note that it is not the City’s responsibility to initiate a Building Permit; the onus of that rests with the applicant.

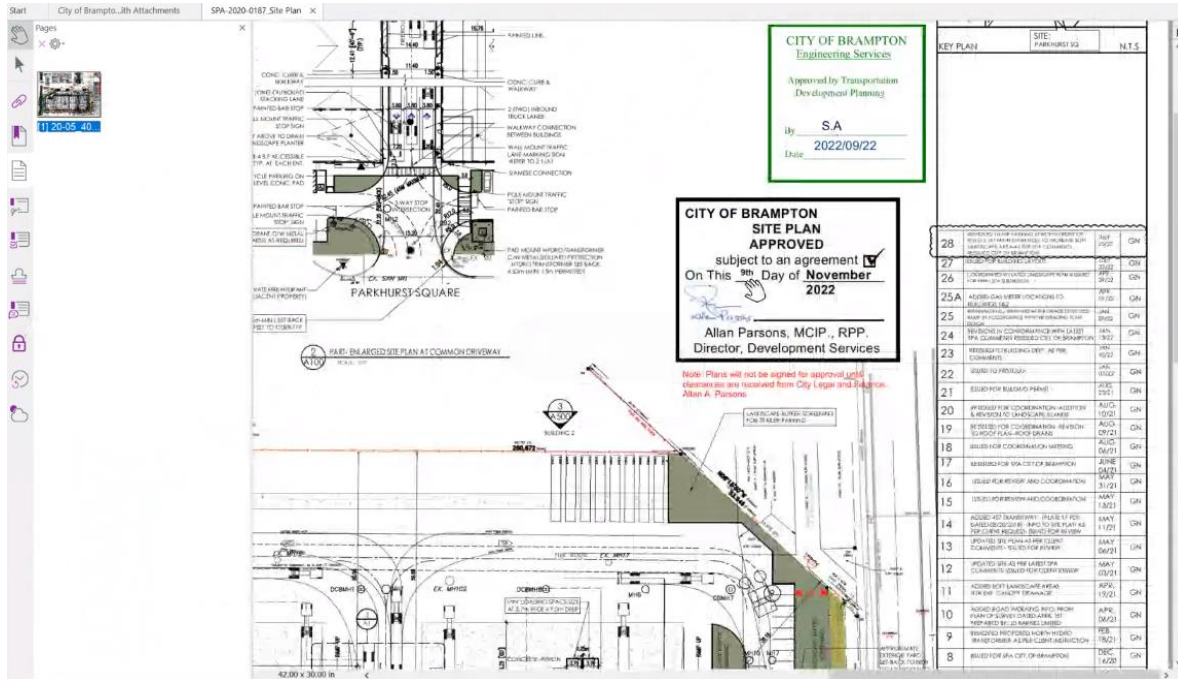


Figure 29: Example of an approved site plan, stamped and dated

The Audit Team has observed that there can be a large gap in time between the uploading of approved/stamped/dated Site Plan drawings, and the file status being updated to “Release of Plans”. It is assumed that during this time, there are agreements required or financial matters that must be addressed before full approval.⁷ The Audit Team has observed that during the period of time between the upload of an approved Site Plan drawing and the file status change to “Release of Plans”, the application is considered in mutual control of the applicant and the City, and it was not clear to the Audit Team whether Accela is configured to track this period of time as within the City’s controllable file days or not.

⁶ Note that a weak linkage between planning and building workflows/systems exists and this is discussed elsewhere in this Audit.

⁷ The Audit Team understands, for example, there is back-and-forth between the applicant and the City’s legal division during the course of negotiating a site plan agreement, and that there is mutual effort on both sides to reach the final milestone of the application being executed.

Summary of Observations

The following **Table 4-2** is a summary of the Audit Team’s observations.

Table 4-2: Summary of Audit Objective 5A observations

Observation No.	Are workflows “closed” from 1st circulation before initiating the 2nd circulation cycle?	Are development engineering’s reviews found in Accela?	Is the Accela file appropriately marked as approved and “handed-off” in the system to the Building Permit process?
1.	✓	? Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.	✓
2.	✓	? Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.	✓
3.	✓	? Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.	✓
4.	X Date consolidated comments went back to applicant was not input into Accela. Deviated from Accela workflow.	? Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.	✓

Observation No.	Are workflows “closed” from 1st circulation before initiating the 2nd circulation cycle?	Are development engineering’s reviews found in Accela?	Is the Accela file appropriately marked as approved and “handed-off” in the system to the Building Permit process?
5.	✓	? Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.	✓
6.	✓	N/A No Development Engineering Review Required	✓
7.	X Date consolidated comments went back to applicant was not input into Accela. Deviated from Accela workflow.	? Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.	✓
8.	✓ No second circulation required.	✓ Cleared initial file submission documents, no comments required.	✓
9.	✓ Bill 109 file. Review in advance of payment, limited to one circulation review.	? Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.	✓ ⁸

⁸ Site Plan approved, pending clearance of conditions; was not prematurely released for Building Permit, which is appropriate.

Observation No.	Are workflows “closed” from 1st circulation before initiating the 2nd circulation cycle?	Are development engineering’s reviews found in Accela?	Is the Accela file appropriately marked as approved and “handed-off” in the system to the Building Permit process?
10.	<p>N/A</p> <p>Consolidated comments have been sent to the applicant. File is currently with the applicant pending response/resubmission.</p>	<p>?</p> <p>Development Engineer noted that redlined comments sent directly to consulting engineer. Deviated from Accela workflow.</p>	<p>✓</p> <p>File is not prematurely marked for release to building permit stage.</p>

4.5.2 Audit Objective 5A – Findings

The intent of Audit Objective #5A is to verify whether Accela’s performance as a DAP workflow tool is being limited by City staff’s traditional behaviours when populating Accela thereby underutilizing the Accela platform when executing DAP.

The Audit Team has found inconsistent use of Accela since there were instances observed where 1st circulation was not closed in the sample files. The Audit Team finds that while the functionality of Accela supports the tracking of Development Engineering comments, there is a deviation working outside of Accela in all but two instances. In the eight instances observed by the Audit Team, a general comment is provided but the materials are being provided directly back to the applicant’s consulting engineer and the documentation of these comments or redline revisions was not observable in Accela by the Audit Team. The Audit Team is concerned that this end-user behaviour detracts from the power of Accela to coordinate workflows and, more importantly, equip Management with the good quality information it needs to enable data-driven decision-making. This is particularly important when Brampton faces refund risk due to Bill 109 and need to pay close attention to the pipeline of development on the way to meeting its noble housing pledge.

The Audit Team recognizes that the ethos at Brampton is to work with the applicant. On the matter of engineering review, the Audit Team understands that it is customary across many Ontario municipalities for the municipality and the applicant’s consulting engineer to engage in dialogue and information sharing as an informal sub-workflow. This real-time problem-solving and collaboration is intended to facilitate a good quality resubmission that moves the application closer to an approval. The Audit Team believes that there is a workflow gap, and that if the workflow was updated (or a subworkflow designed) then that would achieve continuity of file tracking for development engineering’s collaborative approach with applicants.

In all instances, and on a more positive note, the Audit Team finds that files are appropriately marked as approved and “handed-off” in the Accela system so that the Building Permit process can be initiated.

4.5.3 Audit Objective 5A – Recommendations

Recommendation R16: The Audit Team recommends that Brampton provide further direction to staff on the necessity of updating status in the workflow(s).

Management Response to Recommendation R16: Acknowledged, and no comment.

Recommendation R17: The Audit Team recommends that Brampton conduct spot-checks from time-to-time to assist with identifying staff that may need additional training/coaching on their workflow environment.

Management Response to Recommendation R17: Acknowledged, and no comment.

Recommendation R18: The Audit Team recommends that Brampton implement a workflow update that better tracks development engineering’s collaborative approach with applicants that will provide better continuity for the overall workflow.

Management Response to Recommendation R18: Acknowledged, and no comment.

Recommendation R19: The Audit Team recommends that Brampton resolve the configuration that causes the “Review Distribution/Development Engineering Review” task to be labelled with a cryptic “Note” and correct this label to be understandable.

Management Response to Recommendation R19: Acknowledged, and no comment.

Recommendation R20: The Audit Team recommends that Brampton utilize a “drawbridge” workflow configuration to require staff to close/update file status before being able to progress to completion of subsequent processing milestones.

Management Response to Recommendation R20: Management acknowledges the recommendation and recognizes that improved operating procedures may be needed to ensure that staff undertake file status updates immediately after leadership approval is provided.

4.5.4 Audit Objective 5B – Observations

Audit Objective 5B: Determine whether there are evidence-based improvement opportunities for City staff to populate/use Accela resulting in increased performance and supporting a high-performing DAP service delivery model.

Criterion ID	Criteria: Brampton Deploys Ongoing, Sufficient Maintenance/Support for Accela Platform	Rationale for Criteria
5B.1	<i>Do staff training records confirm that all City staff users participating in DAP (including immediate Development Planning staff and other internal partners) have received Accela training commensurate to the required level to carry out their DAP function?</i>	For DAP to perform properly, the Accela central nervous system must include all DAP participants across the City. Without proper staff training and ongoing support, DAP performance will suffer. Improperly/inadequately trained staff will resort to working outside Accela, thereby eroding the inherent workflow efficiency of the software and eroding the quality/dependability of performance data generated in Accela reporting.
5B.2.1	<i>Are there any GIS applications, drawing mark-up tools, and commenting tools that still need to be integrated across the Accela platform for core DAP application categories?</i>	Integration of property-specific data for an applicant's project (across the Planning DAP & Building DAP journey) is a best practice. If not available to staff, the integration of drawing mark-up tools with a properly tracked Planning file workflow will significantly improve efficiency. Brampton's Building Department has already integrated BlueBeam mark-up software with AMANDA, so this confirms that the needed tools are in place for DAP.
5B.2.2	<i>Are there any hardware constraints to optimizing the integration of GIS applications, drawing mark-up tools, and commenting tools that is <u>unique to Accela</u>?</i>	In a fully digitized workflow, some degree of hardware upgrade may be expected (e.g., large high-resolution flat panel displays become a necessity to review drawings normally provided on A1 / Arch D paper); the key concern is whether any of these matters are specifically related to Accela.

Criterion ID	Criteria: Brampton Deploys Ongoing, Sufficient Maintenance/Support for Accela Platform	Rationale for Criteria
5B.3	<i>Does/can the Accela configuration provide the necessary workflow tracking/information sharing linkages to the Brampton Building Department’s AMANDA platform?</i>	The potentially problematic workflow tracking fragmentation (silos) created by separate Planning DAP and Building Permit workflow tools needs to be considered. The “connectivity bridge” of Accela to AMANDA needs to be validated as suitably functional.
5B.4.1	<i>Has Brampton invested fully in Accela support so that it gains continuous skills development (lunch and learns, webinars, etc.), helpdesk chat-based and phone-based support, helpdesk e-ticket support, self-help online tutorials or FAQs, and/or a searchable knowledgebase?</i>	The audit must confirm whether Brampton has invested in enhancing user competence and addressing support needs to maximize system utilization. This will clarify if Accela users are making the most effective use of the platform’s features and functionalities (i.e., end-user competence is a non-issue).
5B.4.2	<p><i>Is Accela supported with sufficiently dedicated, robust technical personnel to ensure optimal configuration, and data storage/version control; including specifically:</i></p> <ol style="list-style-type: none"> <i>1. Super-users within the Planning Department or IT?</i> <i>2. System administrators within the Planning Department or IT?</i> 	Accela is the central nervous system of managing/executing DAP which is a critically important service for Brampton. Therefore, Accela must be robustly supported with various super-users and other technical support expertise.

To discern whether there are inherent problems with the Accela platform or if problems exist outside the software itself, a series of investigations were conducted by the Audit Team, including various demonstrations of tools and Accela functions, and discussion of resources.

From the perspective of end-user competence, the Audit Team has observed that there is no fully formalized training regime in place for Accela even though this workflow software is the backbone for the City’s mission critical DAP. There is no training program that establishes a benchmark of knowledge and/or skill for different end-users, even though this both expected and appropriate given the varying levels of usership (frequent usage by front-line file leads vs infrequent commenting function by certain staff receiving files on circulation) across a very large userbase. As a result, there are no training records that document staff’s competence with the Accela platform.

The Audit Team has observed that the day-to-day tools are available to staff.⁹ They key technical software beyond the basic office suite include Bluebeam Revu and ESRI GIS. Respectively, Bluebeam Revu allows staff to clearly see complicated technical drawings on their computer screens, and provide annotations and mark-ups on these drawings. ESRI GIS provides staff with spatial data, base mapping of Brampton, and data layers relevant to development approvals (e.g., previous development applications). The Audit Team has observed, through inquiries with a wide variety of staff, that they indeed have suitable access to Bluebeam Revu and ESRI GIS.

The Audit Team also conducted an investigation of hardware, from both an end-user perspective and from the perspective of the server requirements for Accela on premises, to check for any “blind spots” related to hardware requirements. The Audit Team found no concerns with end user hardware and staff confirmed, for example, that they had suitable large flat panel displays to view technical drawings that would have formerly been printed on Arch D or Ansi D paper (approximately 24 inches by 36 inches) as illustrated in **Figure 30**.

No end user staff interviewed by the Audit Team indicated that hardware was a constraint to their effective use of Accela. This is partly because Accela uses a web-based interface, so any late model computer reasonably equipped to browse the web would work well enough for an end user of Accela. Further investigations with IT staff by the Audit Team also confirmed that there are no server hardware issues; in other words, no additional hardware investments are needed by Brampton to achieve optimal installation of Accela. Having observed Accela in use by a variety of staff, the Audit Team did not observe any apparent lag with the system and did not observing any software “crashes” during the course of the investigation, and is therefore of the opinion that end user and server hardware is adequate as reported by staff.

In the assessment conducted by the Audit Team for the Criteria under this specific Audit Objective, the Audit Team has observed that a tool such as an Application Programming Interfaces (API) allows modern-day software to “speak to each other” and this is also the case with Accela. In both discussions with IT staff and the Vendor, reference is made to customization using Accela’s API that can create bridges between Accela and many other types of software. Whether or not this gap between Accela and AMANDA is a concern has been addressed elsewhere in this Audit Report.

⁹ The discussion of how tightly they are integrated with Accela is discussed in elsewhere in this Audit’s commentary on document management.

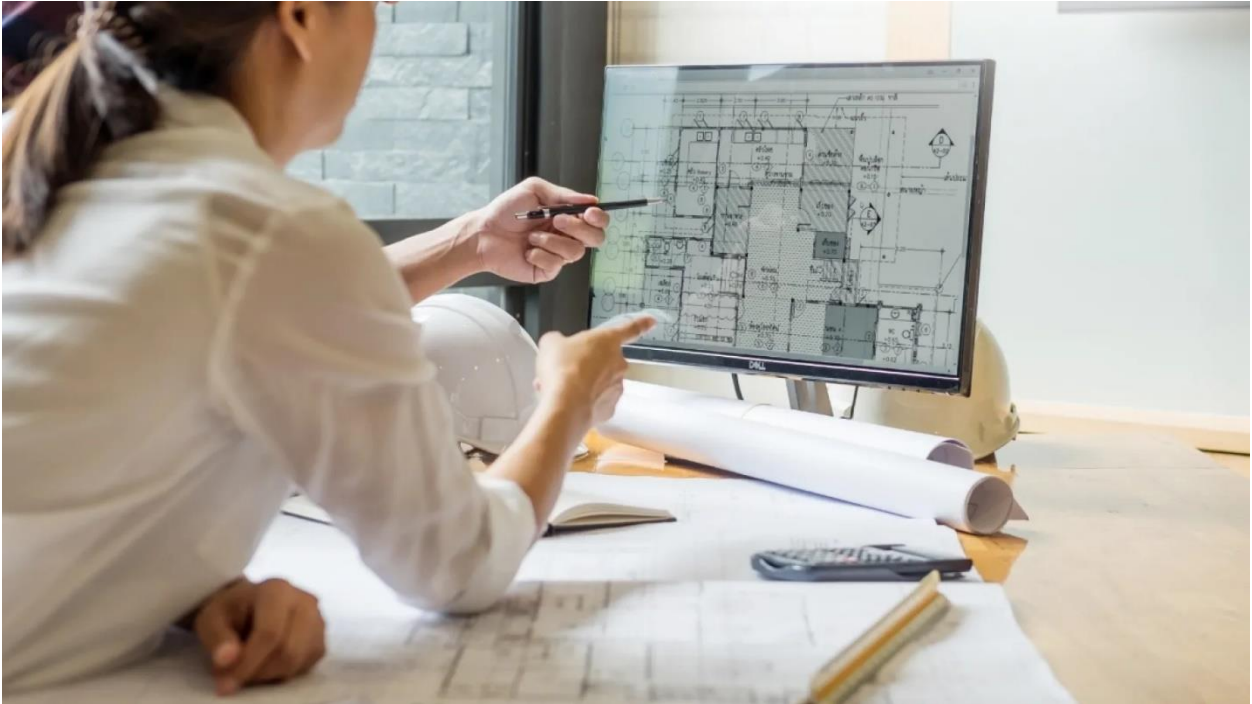


Figure 30: Depiction of team members reviewing technical drawings on a large flat panel display

The Audit Team’s investigation next addressed the matter of software support which in any organization exists in two basic ways: (1) software support provided externally, whether it is directly from the Vendor or from a third party; and, (2) software support provided with in-house resources.

The Audit Team has observed that Brampton does not organize any internal lunch-and-learns to facilitate its own internal software support, which would have the added benefit of identifying continuous improvement opportunities. Since the reliance is on staff to help one another day-to-day, there does not appear to be any Brampton-created web videos that serve as an internal knowledgebase.

In terms of the services purchased by Brampton from the Vendor, the Audit Team has documented the status in the **Table 4-3** below.

Table 4-3: Summary of software support elements purchased by Brampton from the Vendor

Software Support Element	Available for purchase from the Vendor	Purchased by Brampton
Live webinars	Yes	No
Helpdesk chat-based support	Available for Accela Cloud	N/A – Brampton does not have Accela Cloud
Helpdesk phone-based support	Yes	No

Software Support Element	Available for purchase from the Vendor	Purchased by Brampton
Helpdesk e-ticket support	Yes	Yes
Self-help online tutorials	Yes	Only free tutorials; paid-for tutorials are not offered
Online FAQs or searchable knowledgebase	Yes	Yes
Online user community	Yes	Yes

The Audit Team has observed that training is provided through staff knowledge transfer when a new employee joins the team; formalized continuous skills development is not in place and rather it is informal skills development that is achieved through end-user trial-and-error/on-the-job experience, asking various staff colleagues for help, or asking IT for help.

In terms of having robust and sufficiently dedicated technical personnel to ensure optimal use of Accela, the Audit Team has identified that there are resources at Brampton. The Audit Team spoke with three IT staff that we have characterized as the front-line system administrators that are also involved in configuration/application development; there are two planning department staff, although neither are dedicated to Accela full-time but are known by other staff as the “go to” colleagues when they have a question, which we have characterized as ad hoc super-users. Since there are no training records, it is difficult for the Audit Team to independently assess the system administrators’ and superusers’ level of competence.

4.5.5 Audit Objective 5B – Findings

The intent of Audit Objective #2 is to determine whether there are evidence-based improvement opportunities for City staff to populate/use Accela resulting in increased performance and supporting a high-performing DAP service delivery model.

The Audit Team finds that Brampton lacks a suitable robust training regime for Accela beyond the initial orientation offered to staff and that everything else is basically ad hoc. This is a concern because end-user skill is a significant key input to achieving optimal DAP process performance from the workflow software; moreover, consistent and skillful use of Accela allows it to generate consistent and reliable business intelligence to facilitate management’s data-driven decision-making to continually improve DAP in Brampton.

On a more positive note, the Audit Team has found that Brampton is sufficiently equipped with the related drawing mark-up and commenting tools; however, there is a gap in document management that makes these tools seamless with Accela, and this document management issue is discussed elsewhere in this audit. As far as the Audit Team can observe, there does not appear to be any shortfall in the

availability of BlueBeam Revu or ESRI GIS that would otherwise hinder staff’s optimal use of Accela. Similar for hardware, the Audit Team finding is that Brampton is suitably equipped, and expects that customary updating of hardware to remain current with business operational needs would be sufficient to support Accela configuration and functionality.

Through the existence of an API, the Auditors have found that a bridge between Accela and AMANDA is technically possible. Brampton has not built this bridge and so it remains with the municipality to advance this work on a go-forward basis.

On the matter of internal support, the Audit Team finds that Brampton is lacking in this regard and there is room for improvement. It is the Audit Team’s experience with other organizations running mission critical workflow software that there is some regime of reoccurring knowledge-building, whether it takes the shape of simple lunch-and-learns or clinics, to more substantial productivity days and even in-house conferences (full learning days designed to rapidly enhance skill). In fact, when the Audit Team posed the question to a variety of front-line staff during the structured interviews, there was a resounding common opinion that on-going learning opportunities for Accela were welcomed and appreciated.

Furthermore, the Audit Team finds that there is no well-organized structure for front-line staff to communicate problems that need to be fixed. Through discussion with the peer municipalities, the Audit Team is aware that a regime exists to identify fixes, prioritize them, resource the solution, and then roll-out the solution at the peers. In the absence of this at Brampton, minor but easily resolvable fixes are never identified nor resolved, and are left to snowball over time that introduces inefficiency (loss of productive time) to DAP, rather than optimizing Accela to enhance efficiency.

Brampton could purchase additional support from the Vendor; however, this is not the default opinion of the Audit Team on the matter of enhanced support. Noteworthy is that Accela is a “toolbox” or “sandbox” type of software which means that system administrators can achieve a significant degree of customization; this usually means that external support from the Vendor becomes less effective as Brampton achieves greater customization of the software. This means that support can continue to be delivered internally and this means that resourcing is key, which is discussed below.

The Audit Team has counted four system administrators and two staff functioning as ad hoc super users providing support to Accela. One of these users is predominantly dedicated to supporting Accela (but not 100%) and the other staff are only supporting Accela on a part-time basis. The Audit Team has determined that the level of support at Brampton for Accela is 2 FTEs and questions whether Brampton’s total resources are sufficiently robust. The Audit Team’s observations of unresolved “problems” identified by front-line staff through this audit – in addition to the 22 pain points described in the 2022 End-to-End Development Application Review report – suggest that there is either a lack of communication (i.e., front-line staff do not know who to report problems to) and/or insufficient resources (problems have been known for a while but other priorities supersede staff’s resolution of these problems). In this regard, peer comparison/benchmarking identifies that the Accela support averages 1 FTE per approximately 75 end-user staff, and so based on a Brampton end-user base of

approximately 185 staff, the organization appears to be under-resourced by approximately 0.5 FTEs. This is a straight-line calculation of resources and does not take into the considerations such as a more robust regime for triaging problems/fixes, coordination of skills development, increased sophistication of staff over time demand more sophisticated functionality (additional need for customization), support for a document management add-on, and the yet-to-be-implemented recommendation for Committee of Adjustment to be fully handled by Accela.¹⁰ When all these other factors are considered, it appears that these additional demands could justify at least 1 FTE for a new superuser/system administrator to achieve the desired level of support for Accela.

4.5.6 Audit Objective 5B – Recommendations

Recommendation R21: The Audit Team recommends that Brampton design a formal training regime for its workflow platform end-users, benchmark user skills, and then implement appropriate training to enhance end-user skill to levels commensurate with their DAP function, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R21: Acknowledged, and no comment.

Recommendation R22: The Audit Team recommends that Brampton develop and implement a regime for reoccurring knowledge-building of the Accela platform, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R22: Acknowledged, and no comment.

Recommendation R23: The Audit Team recommends that Brampton develop and implement a continuous improvement program for gathering known issues, prioritizing fixes, and implementing fixes on a regular basis, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R23: Management acknowledges the recommendation and notes that further staff resources will be required from IT to allow the prioritization to occur.

¹⁰ Refer to the Committee of Adjustment End-to-End Process Review, 2022. The Committee of Adjustment receives applications in hard copy and then transcribes that information into Accela for record-keeping. The workflows for minor variances and consents remain fully manual.

Recommendation R24: The Audit Team recommends, in conjunction with recommendations made elsewhere in this Audit, that Brampton increase its human resourcing support for its workflow platform by an estimated 1 FTEs of system administrators/super-users to achieve all the known fixes and the desired level of support for the platform, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Management Response to Recommendation R24: Acknowledged, and no comment.

4.6 Audit Objective #6, Functionality of Alternatives

Audit Objective 6: Determine whether there are go-forward functionality benefits available to the City associated with a transition to the cloud-based version of Accela, AMANDA, or other DAP workflow tools utilized by Ontario growth municipalities such as CityWorks PLL¹¹, CityView, or CloudPermit.

Criterion ID	Criteria: Current DAP Workflow Tool Offers Highest Functional Benefits for Brampton	Rationale for Criteria
6.1	<i>Having regard for the criteria from Audit Objective #1, #2B, and #2C, does a transition to Accela Cloud provide any greater functional benefits than On-Premises Accela?</i>	Since the original implementation of On-Premises Accela, the vendor has developed an updated online platform called Accela Cloud. This cloud based Accela solution features robust pre-built reporting capabilities using Microsoft Business Intelligence – the same report writer tool currently used by Brampton staff to build its own customized DAP reports/dashboards. In an Audit of On-Premises Accela, it becomes a necessity to consider the functionality merits of the cloud based Accela solution.

¹¹ PLL is an acronym for permits, licensing, and land management.

Criterion ID	Criteria: Current DAP Workflow Tool Offers Highest Functional Benefits for Brampton	Rationale for Criteria
6.2	<p><i>Having regard for the criteria from Audit Objective #1, #2B, and #2C, does a transition to AMANDA or other DAP workflow tools utilized by GTA municipalities such as CityWorks PLL, CityView, or CloudPermit provide any greater functional benefits than On-Premises Accela or Accela Cloud.</i></p>	<p>Typically, a single DAP workflow tool solution is deployed across both Planning/Engineering and Building DAP service channels in most Ontario/GTA growth municipalities; furthermore, there are various end-to-end workflow solutions available in the market beyond either Accela or AMANDA. This will determine whether there are net functionality benefits available to the City in relation to transitioning from the current Accela system to a potential alternative platform.</p> <p>(Note: This aligns with the goal of assessing the cost-effectiveness and value proposition of alternatives – see Objective #7.)</p>

4.6.1 Audit Objective 6 – Observations

DAP Workflow Tool Configuration/Functionality “Universal” Requirements

Ontario growth municipalities have a universal set of functionality requirements when it comes to the various commercially available DAP workflow tools on the market. These requirements apply to Accela On-Premises, Accela Cloud, or any of their competitor solutions. These requirements are outlined in the schematic diagram in **Figure 31**.

Core functionality includes the following:

- Version control and document management that ensures the most recent set of technical submission data/drawings/comments are always the set that multiple business units engaged in multiple review cycles of a given application are working with;
- Workflow/process milestones can be embedded (and subsequently adjusted) so that processing timeframes can be tracked as milestone achievement status changes are confirmed in the workflow module of the software;
- Workflow process milestones can be configured into a drawbridge format. Process milestone “A” must be confirmed as complete (via a status change in the workflow) before milestone “B” can be confirmed as complete. A drawbridge format ensures that proper workflow progress is properly tracked moving forward and because “chess clock”-style reporting of processing timeframes is dependent on accurate file status updates across all core milestones; and,

- Key performance indicator reporting must be achievable either within the workflow platform itself or via an analytics reporting tool that can bolt-on and draw from like workflow platform data sets refreshed in real-time (or daily).

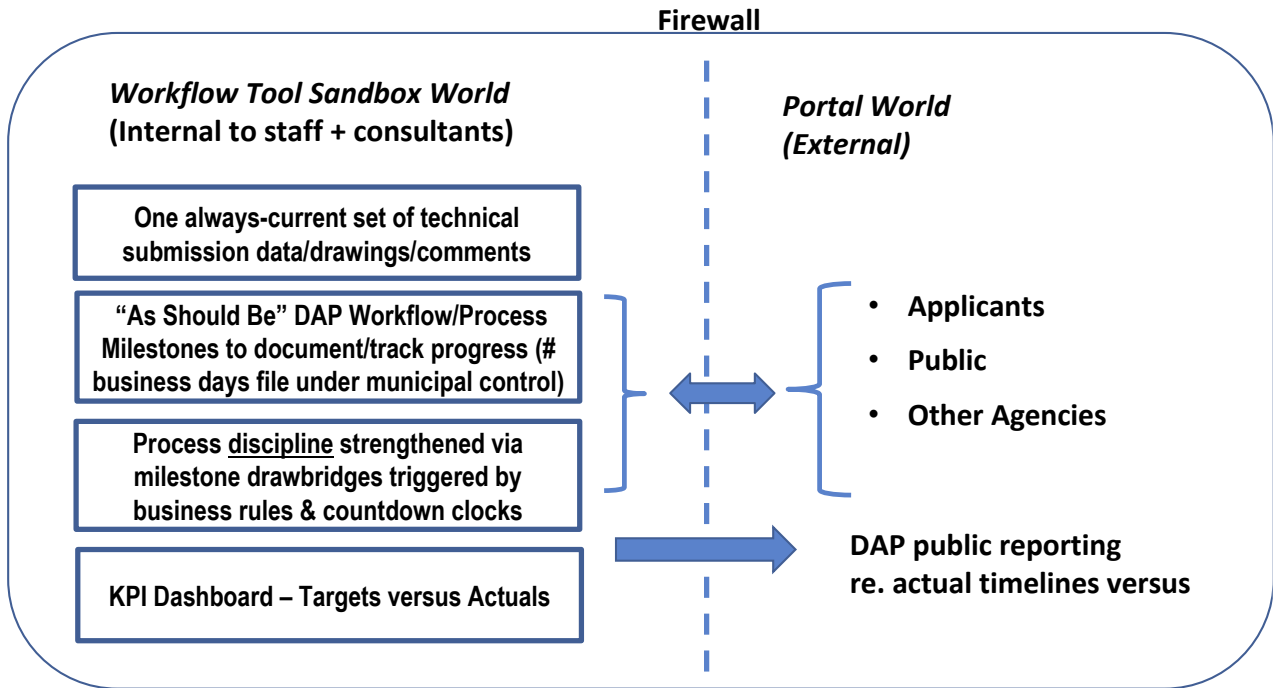


Figure 31: Evaluation of Accela Alternatives with the DAP Workflow Solution Marketplace

Readily Available Accela Alternatives

There are a number of modern, alternative DAP workflow solutions to Accela that have a presence in the Ontario municipal marketplace. **Table 4-4** below identifies three readily available Accela alternatives.

Table 4-4: Alternative DAP Workflow Platforms in Ontario

DAP Workflow Platforms	Cloud-based	Portal Integration	Canadian Municipal Deployments
CityView	Yes (also on premises)	Included in cloud-based version	Multiple large/growth municipal deployments in Ontario
CityWorks PLL (ESRI)	Yes (also on premises)	Included in cloud-based version	Frequent choice for large, growth intensive municipalities requiring strong GIS integration

DAP Workflow Platforms	Cloud-based	Portal Integration	Canadian Municipal Deployments
CloudPermit	Yes	Included in cloud-based version	Frequent choice for small to mid-size Ontario municipalities
Accela	Yes (also on premises)	Included in cloud-based version	Multiple large/growth municipal deployments in Ontario

The Audit Team has selected two potential Accela comparators for an evaluation of functionality/configuration. The Audit Team has undertaken multiple evaluations of these DAP workflow platforms in recent years, and as a result has developed a robust set of functionality/configuration criteria to inform this current evaluation. Evaluation criteria are set out below prior to evaluation scores being subsequently applied, as shown in **Table 4-5**.

Table 4-5: Workflow Software Criteria

No.	Functionality	Explanation	Priority
1	User Configurability	Local municipality IT support must be able to easily change process milestones, timeframe metrics and staff approval authorities internally.	Required
2	User Permission Setting	Local municipality IT support must be able to create users for internal staff and external agencies, with customizable permission settings.	Required
3	Integration with Land Parcel Information Systems (GIS)	DAP Workflow Tool must link all Planning and Building applications back to the originating land parcel/property owner/applicant.	Optional
4	Application Milestone Tracking/Current Status	Track the progress/current status of each/every DAP file against/across standardized milestones linked together in a mapped process (DAP is horizontal/linear).	Required
5	Application Milestone Measuring	Have the ability to count “controllable business days” for each file based on the “custody” of the file (municipal custody + applicant custody).	Required
6	System Wide Measurement (KPIs)	Ability to count “system-wide” units of work (e.g., number of pre-consults, number of complete applications, number technical review cycles, number of approved applications, other KPIs, etc.).	Required

No.	Functionality	Explanation	Priority
7	Timeframe Target Setting	DAP Workflow Tool must have the ability to set countdown clock performance timeframes for each milestone/application category.	Required
8	Timeframe Actuals Reporting	DAP Workflow Tool must be able to report actual timeframes vs. targets for each individual application and system-wide by application category.	Required
9	File Aging/Triaging	DAP Workflow Tool must be able to provide “real time” data on files approaching timeframe target deadlines.	Optional
10	Staff Prompting	DAP Workflow Tool must be able to prompt staff regarding file status, aging and file triage based on red, amber, green status or similar notification scheme.	Optional
11	Usable by all Business Units	DAP Workflow Tool must be accessible by all DAP staff in the municipality.	Required
12	Intuitive/Friendly User Interface	DAP Workflow Tool must be easy to understand, user-friendly and intuitive for both full-time users and occasional part-time users from external agencies/actors.	Required
13	Document Version Manager	Ability to keep a constant “working” version of all Submission documents/attachments/staff comments while providing access to previous versions. Documents stapled to specific milestones.	Required
14	Fee Calculation/Processing	Workflow Tool functionality should include calculation and payment confirmation of DAP fees and Development Charges (at point of application or later).	Optional
15	Training	Vendor capacity to provide training relevant to applicants, consultants, external agencies, and municipal staff.	Required
16	Cloud Based Service Delivery	To minimize internal support workload and support costs.	Required
17	Ease of Implementation/Deployment	“Out of the Box” in two months or less.	Required
18	East of Integration with Portal	Simple user interface for external users using web-based portal.	Required

Two appropriate DAP workflow comparator platforms have been confidentially evaluated as potential Accela replacements for purposes of this audit evaluation. **Figure 32** shows the 17 evaluation criteria already presented as well as the Audit Team’s evaluation scores (1 to 5 scale with 5 being the highest evaluation). The Audit Team scoring is informed by multiple real-time evaluations/demos of the platforms, as well as extensive configuration work (100+ hours) within one of them. It should be noted that the evaluation criteria in **Figure 32** are very similar to the functionality/configuration criteria utilized by the Audit Team when evaluating Accela according to other Audit Objectives.

DAP Workflow Functionality/Configuration Criteria + Evaluation					
#	Functionality:	Explanation:	Priority:	DAP Platform A Rating 1-5	DAP Platform B Rating 1-5
1	User Configurability	Municipal IT support must be able to easily change process milestones, timeframe metrics and staff approval authorities internally	Required	NA	NA
2	User Permission Setting	Municipal IT support must be able to create users for internal staff and external agencies, with customizable permission settings	Required	5	5
4	Integration with Land Parcel Information Systems (GIS)	DAP Workflow Tool must link all Planning and Building applications back to the originating land parcel/property owner/applicant	Required	5+	5
5	Application Milestone Tracking / Current Status	Track the progress / current status of each/every DAP file against/across standardized milestones linked together in a mapped process (DAP is horizontal/linear).	Required	5	5
6	Application Milestone Measuring (Chess Clock)	Have the ability to count "controllable business days" for each file based on the "custody" of the file (municipal custody + applicant custody)	Required	TBD	5
7	System Wide Measurement (KPIs)	Ability to count "system-wide" units of work (e.g. number of pre-consults, number of complete applications, number technical review cycles, number of approved applications, other KPIs etc)	Required	5	5
8	Timeframe Target Setting	DAP Workflow Tool must have the ability to set countdown clock performance timeframes for each milestone/application category	Required	Yes but not pre-configured	5
9	Timeframe Actuals Reporting	DAP Workflow Tool must be able to report actual timeframes vs targets for each individual application and system-wide by application category	Required	Yes but not pre-configured	5
10	File Aging/Triaging	DAP Workflow Tool must be able to provide "real time" data on files approaching timeframe target deadlines	Required	TBD	5
11	Staff Prompting	DAP Workflow Tool must be able to prompt staff regarding file status, aging and file triage based on red, amber, green status or similar notification scheme	Required	5	5
12	Usable by all Business Units	DAP Workflow Tool must be accessible by all DAP business units (including remotely)	Required	5	5
13	Intuitive/Friendly User Interface	DAP Workflow Tool must be easy to understand, user-friendly and intuitive for both full time users and occasional part-time users from external agencies/actors	Required	4	5+
14	Document Version Manager	Ability to keep a constant "working" version of all Submission documents/attachments/staff comments while providing access to previous versions. Documents stapled to specific milestones. Creates file audit / OLT capacity.	Required	5	5
15	Fee Calculation/Processing	Workflow Tool functionality should include calculation and payment confirmation of DAP fees and Development Charges (at point of application or later)	Optional	5+	5
16	Training	Vendor capacity to provide training relevant to applicants, consultants, external agencies and municipal staff	Required	5	5 but rigorous limits imposed
17	Multiple Workflow Tool Integration	Overall Workflow Tool solution able to integrate separate DAP tools supplied by different vendors (Integration examples include BLUEBEAM, GIS, ASYST and MPAC)	Optional	5+	5

Figure 32: Similarities of workflow tools

Both Accela alternatives feature comparable functionality/configurability relative to each other. Both would require bolt-on document management and analytics/reporting tools to maximize functionality and deliver on “universal” DAP workflow tool performance requirements set out above at the beginning of this section of the Report. Core workflow functionality to track processing timeframes is more than adequate in both Accela alternatives. Significant workflow customization to incorporate Brampton workflows already embedded in Accela On-Premises (and readily exportable to Accela Cloud) would be required. Reporting/analytics bolt-on upgrades would also require significant deployment of City staff effort to replicate Accela/Microsoft PowerBI reports and dashboards that have already been designed.

Furthermore, while preferences for user interface design choices may be subjective, many of the alternatives to Accela share similar design traits in their interface designs. **Figure 33** depicts an example of one such alternative.

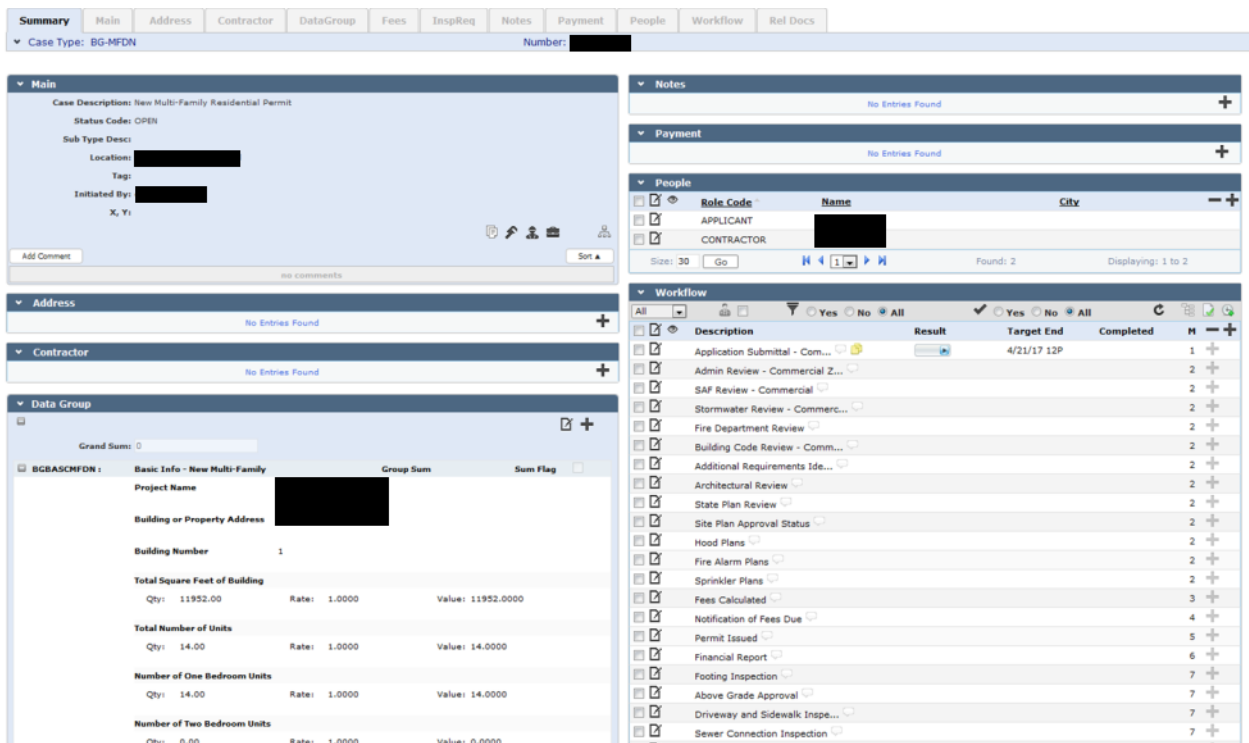


Figure 33: Example user interface typical of alternative software

The Net Present Value analysis in this Audit Report (see Objective 7) will quantify the costs associated with an Accela replacement scenario. The Audit Team has observed that the Accela alternatives we have evaluated have comparable, but not superior, in terms of functionality and configurability to Accela Cloud. Upgrades and improvements to the Accela platform identified in this Audit as essential to meeting Brampton’s DAP needs (e.g., document management solution or enhanced reporting module) would also be required for the two alternatives.

The Challenges of a Custom-Built Solution

Beyond the specialized DAP workflow platforms offered commercially, there are sophisticated generic workflow automation platforms that could be adapted/configured to function as substitute solutions for Accela or any other established DAP workflow tool. The Audit Team is familiar with one such platform – Microsoft Dynamics 365. Dynamics 365 is a cloud-based enterprise resource planning (ERP) platform that features robust workflow tool functionality.

Prior to COVID, Audit Team members were retained by a GTA growth municipality to execute a pilot project to adapt/configure Dynamics 365 to function as a DAP workflow tool. The pilot was scoped as a demonstration project focussed exclusively on Site Plan approvals – with the possibility to expand across the entirety of planning DAP application categories. The pilot successfully delivered workflow configurations, robust out-of-the-box reporting, and an effective front-end portal for application submissions. GIS integration capabilities were confirmed, as was Bluebeam document mark-up capabilities. This is where the successes ended for this pilot, since this “build a DAP model from scratch” approach using a robust generic workflow tool was extremely effort-intensive from a billable-hours workflow configuration perspective – it was executed in approximately 8 months, and that was for only one planning application category. It is also unclear whether document management functionality with version control would need to be bolted-on, as is the case with commercial DAP workflow tools. A multi-year runway would be required if Brampton pursued a custom-built solution which easily makes it less desirable than a commercially available Accela replacement.

The services of a hybrid IT/Management consulting firm development and implementation team would also be required to integrate DAP expertise with Dynamics 365 expertise. Clearly any custom-built solution would offer functionality/configurability that would likely match (and could potentially exceed) commercial DAP software solutions in the opinion of the Audit Team. What remains a concern and adds a much higher risk factor for Brampton is that a fulsome view of the costs is unknown for a Dynamics 365 “build from scratch” option given the absence of a full-implementation precedent (i.e., since no other high-growth municipality in Ontario has implemented a customized DAP solution using a tool such as Dynamics 365, it is difficult for Brampton to gauge costs, and if it proceeds down this path-of-the-unknown then the costs could spiral into significant sums of money and extensive amounts of time delay).

4.6.2 Audit Objective 6 – Findings and Recommendations

Accela retention/replacement decisions should not be based on any assumed or perceived functionality or configuration benefits of the commercially available DAP software platforms typically used in Ontario, and the Audit Team finds that there is no compelling functionality/configuration improvement “delta” that would justify replacing Accela with two other possible platforms. Instead, any recommendations to replace or not replace Accela will be guided by the NPV calculations which quantify relative costs. Relative cost differential to secure very similar levels of workflow tool performance will be the core

decision-point. Only a significantly lower NPV score for an Accela alternative will justify a shift to a replacement platform with the same/similar performance evaluation versus Accela using objective criteria.

As a result, the Audit Team has no direct recommendations arising from Objective #6.

5.0 Audit Observations and Findings: Objective 7

This section of the Audit Report describes the quantitative analysis that was necessitated by the Audit Plan as informed by preceding insight gained across the first six Audit Objectives.

5.1 Audit Objective #7, Net Present Value

Audit Objective 7: Determine the Net Present Value of alternatives to the current on-premises Accela platform in order to trigger a “switch” decision by Brampton.

Criterion ID	Criteria: On-Premises Accela Effectively Meets Cost/Benefit Threshold	Rationale for Criteria
7.1	<i>What is the Net Present Value “dividend” calculation for On-Premises Accela versus Accela Cloud, having regard for appropriate assumptions and a contingency allowance.</i>	Brampton must determine and verify the Net Present Value “dividend” required to trigger a switch decision by Brampton regarding the replacement of the current On-Premises Accela platform with Accela Cloud.
7.2	<i>What is the Net Present Value “dividend” calculation for On-Premises Accela versus AMANDA or other DAP workflow tools utilized by GTA municipalities (such as CityWorks PLL, CityView, or CloudPermit, etc.) having regard for appropriate assumptions and a contingency allowance.</i>	Brampton must determine and verify the Net Present Value “dividend” required to trigger a switch decision by Brampton regarding the replacement of the current On-Premises Accela platform with an alternative DAP workflow platform.

5.1.1 Construction of the Net Present Value Financial Analysis

The net present value (NPV) analysis is designed to inform this Audit’s underlying decision point: should Brampton retain the Accela platform and migrate to Accela Cloud when support for On-Premises Accela ends, or should Brampton migrate to an alternative DAP workflow solution? The following NPV analysis quantifies this decision by evaluating two distinct “keep” or “replace” scenarios.

The net present value (NPV) financial analysis was constructed using the following core elements:

1. **Implementation Costs**, which quantifies the estimated upfront costs associated with the following:
 - a. Software costs, if any fees needed to be paid upfront (as opposed to on an ongoing annual basis);
 - b. Hardware costs in relation to the various software suites being deployed (for both core IT infrastructure and end-user hardware);
 - c. Labour costs associated with the initial configuration, testing, implementation and training of staff in relation to the various software suites being deployed; and,
 - d. Other implementation costs, such as fees paid to third party vendors during the implementation phase.
2. **Ongoing Costs**, which quantifies the estimated ongoing annual costs associated with the following:
 - a. Software costs, where fees are paid on ongoing annual basis;
 - b. Hardware costs in relation to the various software suites being deployed (for both core IT infrastructure and end-user hardware);
 - c. Labour costs associated with ongoing training of staff and provision of support in relation to the various software suites being deployed; and,
 - d. Other ongoing costs, such as fees paid to third party vendors on an ongoing basis for ad-hoc technical services (e.g., development and testing) as needed.
3. **Potential Efficiencies**, which quantifies the number of re-deployable City staff effort (hours expressed as an estimated dollar value to factor into the NPV analysis) associated with the following:
 - a. Efficiencies from implementation of improvements to existing Accela software; and,
 - b. Efficiencies from improvements offered by the use of new substitute software.
4. **Phasing**, which defines the assumed timing of when, and the degree to which, each respective cost/benefit element is expected to be accrued, broken down on an annual basis.
5. **Cash Flow**, which brings all of the above elements together to calculate the resulting projected cash flow values on an annual basis for each year of the costing lifecycle.

The ultimate output of the financial analysis is a single calculated value – the “net present value” – which quantifies the present value of all financial inflows (in this case, cost savings or efficiencies) and expenditures set to occur over the lifecycle of the costing horizon.

In the context of this Audit, while the resulting NPV output is expressed as a dollar value, it can not be an accurate accounting of total project costs (since none of these costs have been incurred). Instead, for the purposes of this Audit, the NPV calculation allows for useful comparison between the two financial analysis scenarios which have different cost, benefit, and phasing-in characteristics. It must be emphasized that *no conclusion can be drawn from either of the NPV calculations on their own*; it is the comparison of the two results that provides the evidence for the Audit’s findings on this Audit Objective.

It is through this comparison of two results that the NPV analysis allows for a measure of whether one scenario implies the potential for greater financial returns than the other over their respective lifecycles.

5.1.2 Scenarios Used in Financial Analysis

Two scenarios were used for comparison in the financial analysis. Scenario 1 represents the approach of maintaining and improving the existing systems Brampton already has while also augmenting that core system with an add-on document management system.¹² Scenario 2 represents the approach of transitioning away from Brampton's existing systems and implementing an alternate DAP software solution, while also augmenting that new core system with an add-on document management system. These parameters are consistent with the earlier recommendations discussed in this Audit. The key parameters for the two scenarios are summarized as follows:

Scenario 1: Maintain and Improve Accela

- The existing Accela software platform is retained through all years of the costing lifecycle (initially in its current on-premises implementation, then transitioning to the cloud-based implementation);
- Brampton-specific improvements are made to the core functionality of the existing Accela software platform; and,
- The existing Accela platform is further augmented through integration of an add-on document management system.

Scenario 2: Alternate DAP Solution

- The existing Accela software platform is retained as-is from Year 1 to Year 3 of the costing lifecycle (in its current on-premises implementation);
- No Brampton-specific improvements are made to the core functionality of the existing Accela software platform;
- A new commercially available DAP software platform is implemented to replace the existing Accela software platform from Year 4 of the costing lifecycle and onwards; and,
- The new DAP software platform is further augmented through integration of an add-on document management system.

¹² It should be noted that the Audit Team was notified mid-stream during this Audit that the Vendor was discontinuing Accela on-premises and moving all customers to Accela Cloud. As a result, Scenario 1 by default becomes an option where Brampton retains Accela on-premises and then transitions to Accela Cloud; there is no scenario where Brampton can retain Accela on-premises over the long-term analysis lifecycle of this NPV.

5.1.3 Assumptions Used in Financial Analysis

The following core assumptions applied to the construction of both scenarios:

- The horizon of the costing lifecycle was set to 20 years, since a shorter lifecycle would *de facto* skew the results in favour of the existing system;
- All annual dollar-based calculations were adjusted for inflation starting in Year 1, using a rate of 3% per year;
- Labour costs involving City staff resources were calculated using an assumed average hourly rate of \$105 (based on inputs from the City with the Audit Team’s own adjustment for labour cost increases);
- All development effort relating to implementation of outstanding improvements (Scenario 1) and “software sprints” potentially required from the Vendor given their expertise with the new workflow software (Scenario 2) were carried as a professional services fee (i.e., not as labour costs of staff);
- The same add-on document management system would be implemented in both scenarios; and,
- The estimated value of potential efficiencies gained from improvements to existing software or using new software were calculated using Brampton’s planning application volumes for 2022 (and assuming those volumes as constant throughout the lifecycle of the analysis, for ease of comparison).

More specific details of the assumptions that went into the construction of each scenario are given in the following sections.

Implementation Costs

Table 5-1 details the assumptions used for estimating upfront implementation costs.

Table 5-1: Assumptions Regarding Implementation Costs

Element	Scenario 1 Maintain and Improve Accela	Scenario 2 Alternate DAP Solution
Initial Software Costs	<ul style="list-style-type: none"> • No initial base fee for existing Accela software as fees are already paid on an annual basis • No initial base fee for add-on document management system; fees will be accounted for on an ongoing annual basis 	<ul style="list-style-type: none"> • No initial base fee for existing Accela software as fees are already paid on an annual basis • No initial base fee for new DAP software platform; fees will be accounted for on an ongoing annual basis • No initial base fee for add-on document management system; fees will be accounted for on an ongoing annual basis

Element	Scenario 1 Maintain and Improve Accela	Scenario 2 Alternate DAP Solution
Initial Hardware Costs	<ul style="list-style-type: none"> No initial investments needed in backend IT infrastructure for existing on-premises services or future cloud-based services No initial investments needed in end-user hardware due to use of web-based software solutions 	<ul style="list-style-type: none"> No initial investments needed in backend IT infrastructure for existing on-premises services or future cloud-based services No initial investments needed in end-user hardware due to use of web-based software solutions
Initial Labour Costs	<ul style="list-style-type: none"> Initial configuration, testing, implementation, and training effort associated with implementation of add-on document management system will require 25% of the staff effort involved in the original implementation of Accela Initial labour costs will be expended as follows: <ul style="list-style-type: none"> 100% of total costs in Year 1 	<ul style="list-style-type: none"> Initial configuration, testing, implementation, and training effort associated with implementation of the new DAP software platform estimated at 150% of the staff effort involved in the original implementation of Accela Initial configuration, testing, implementation, and training effort associated with implementation of add-on document management system estimated at 25% of the staff effort involved in the original implementation of Accela Initial configuration, testing, implementation, and training effort will be expended as follows: <ul style="list-style-type: none"> 40% of total costs in Year 1 40% of total costs in Year 2 20% of total costs in Year 3
Other Initial Implementation Costs	<ul style="list-style-type: none"> Recommended improvements to the existing Accela software previously identified by KPMG and Dillon/Performance Concepts, respectively, will be implemented Using an average cost approach recognizing that some fixes are quick and others will require greater effort, the total of all improvements was estimated to be \$240,000 Initial implementation support costs will be expended as follows: <ul style="list-style-type: none"> 50% of total costs in Year 1 50% of total costs in Year 2 	<ul style="list-style-type: none"> No improvements will be made to existing Accela software¹³ Development effort associated with troubleshooting/special customization of the new DAP software platform (“software sprints”) will be contracted out to third party vendors and estimated at \$100,000 Initial implementation support costs will be expended as follows: <ul style="list-style-type: none"> 40% of total costs in Year 1 40% of total costs in Year 2 20% of total costs in Year 3

¹³ On the premise that Brampton would not make significant investments on a software product that it was exiting, since this would not be a responsible use of public monies.

Ongoing Costs

Table 5-2 details the assumptions used for estimating ongoing annual costs.

Table 5-2: Assumptions regarding ongoing costs

Element	Scenario 1 Maintain and Improve Accela	Scenario 2 Alternate DAP Solution
Ongoing Software Costs	<ul style="list-style-type: none"> • Annual costs for the existing Accela software were set equal to the actual amount paid for 2023 plus 10% to account for possible price escalation associated with the transition to the cloud-based version of Accela (\$258,500) • Annual costs for the add-on document management system were set using an assumed per-user fee of \$300 per year and a total user count equal to the number of licenses the City already owns for Accela (185) • Ongoing annual costs for the existing Accela software will be expended as follows: <ul style="list-style-type: none"> ○ 100% of annual costs in Year 1 and in every year thereafter • Ongoing annual costs for the add-on document management system software will be expended as follows: <ul style="list-style-type: none"> ○ 100% of annual costs in Year 1 and in every year thereafter 	<ul style="list-style-type: none"> • Annual costs for the existing Accela software were set equal to the actual amount paid for 2023 plus 10% to account for possible price escalation associated with the transition to the cloud-based version of Accela (\$258,500) • Annual costs for the new DAP software were set equal to the assumed annual cost of the existing Accela software (\$258,500)¹⁴ • Annual costs for the add-on document management system were set using an assumed per-user fee of \$300 per year and a total user count equal to the number of licenses the City already owns for Accela (185) • Ongoing annual costs for the existing Accela software will be expended as follows: <ul style="list-style-type: none"> ○ 100% of annual costs in Year 1 ○ 100% of annual costs in Year 2 ○ 100% of annual costs in Year 3 ○ 0% of annual costs in Year 4 and in every year thereafter (reflecting the transition to the new DAP software platform) • Ongoing annual costs for the new DAP software will be expended as follows: <ul style="list-style-type: none"> ○ 100% of annual costs in Year 1 and in every year thereafter • Ongoing annual costs for the add-on document management system software will be expended as follows: <ul style="list-style-type: none"> ○ 100% of annual costs in Year 1 and in every year thereafter

¹⁴ On the premise that the City would not pay more for an alternative software, given the similar functionality characteristics assessed in Objective 6.

Element	Scenario 1 Maintain and Improve Accela	Scenario 2 Alternate DAP Solution
Ongoing Hardware Costs	<ul style="list-style-type: none"> No ongoing investments needed in backend IT infrastructure for existing on-premises services or future cloud-based services No ongoing investments needed in end-user hardware due to use of web-based software solutions 	<ul style="list-style-type: none"> No ongoing investments needed in backend IT infrastructure for existing on-premises services or future cloud-based services No ongoing investments needed in end-user hardware due to use of web-based software solutions
Ongoing Labour Costs	<ul style="list-style-type: none"> Ongoing annual training effort associated with implementation of add-on document management system will involve 2 hours of staff time per license per year Ongoing annual staff effort associated with supporting the existing Accela software and add-on document management system involves an additional 1.0 FTE of IT/superuser support staff per year Ongoing annual labour costs will be expended as follows: <ul style="list-style-type: none"> 100% of annual costs in Year 1 and in every year thereafter 	<ul style="list-style-type: none"> Ongoing annual training effort associated with implementation of the new DAP software suite and add-on document management system will involve 2 hours of staff time per license per year Ongoing annual staff effort associated with supporting the existing Accela software, and then the new DAP software and add-on document management system, will require an additional 1.0 FTE of IT/superuser support staff per year Ongoing annual labour costs will be expended as follows: <ul style="list-style-type: none"> 100% of annual costs in Year 1 and in every year thereafter
Other Ongoing Costs	<ul style="list-style-type: none"> Ongoing spending on third party vendor services on an ad-hoc basis (e.g., for special project rapid development and testing support) will be \$50,000 per year Ongoing annual third-party support costs will be expended as follows: <ul style="list-style-type: none"> 100% of annual costs in Year 1 and in every year thereafter 	<ul style="list-style-type: none"> Ongoing spending on third party vendor services on an ad-hoc basis (e.g., for special project rapid development and testing support) will be \$50,000 per year Ongoing annual third-party support costs will be expended as follows: <ul style="list-style-type: none"> 0% of annual costs for each of Years 1, 2, and 3 (reflecting the assumption that this spending will only be applied to the new software) 100% of annual costs in Year 4 and in every year thereafter

Potential Efficiencies

Table 5-3 details the assumptions used for estimating the value of City staff effort associated with potential efficiencies from implementation of improvements to existing software and those offered by the use of new software.

Table 5-3: Assumptions regarding potential efficiencies

Element	Scenario 1 Maintain and Improve Accela	Scenario 2 Alternate DAP Solution
<p>Potential efficiencies from improvements to existing software</p>	<ul style="list-style-type: none"> • Implementation of previously recommended improvements to the existing Accela software will result in potential efficiencies equal to approximately \$420,000 of staff effort per year, based on assumed time savings associated with the removal of known inefficiencies¹⁵ and accounting for the assumed volume of planning applications processed on an annual basis • The value associated with potential efficiencies from improvements to existing software will accrue as follows: <ul style="list-style-type: none"> ○ 0% of annual efficiencies for each of Years 1 and 2 (reflecting the assumption that their implementation will occur in those years) ○ 100% of annual efficiencies in Year 3 and in every year thereafter (reflecting the assumption that they will be fully implemented by this point) 	<ul style="list-style-type: none"> • No improvements will be made to the existing Accela software platform while it remains in use

¹⁵ Refer to the Committee of Adjustment End-to-End Process Review and the End-to-End Development Application Review reports to see how the efficiencies of staff were translated into cost savings; regard for those analyses is given in this NPV analysis.

Element	Scenario 1 Maintain and Improve Accela	Scenario 2 Alternate DAP Solution
<p>Potential efficiencies from improvements offered by new software</p>	<ul style="list-style-type: none"> • Implementation of the add-on document management system will result in potential efficiencies equal to approximately \$39,000 of staff effort per year, based on assumed time savings associated with the removal of known inefficiencies and accounting for the assumed volume of planning applications processed on an annual basis • The value associated with potential efficiencies from the use of the add-on document management system will accrue as follows: <ul style="list-style-type: none"> ○ 0% of annual efficiencies for each of Years 1 and 2 (reflecting the assumption that implementation will occur in those years) ○ 100% of annual efficiencies in Year 3 and in every year thereafter (reflecting the assumption that it will be fully implemented by this point) 	<ul style="list-style-type: none"> • The efficiencies associated with all of the improvements that would need to be made to the existing Accela software platform under Scenario 1 will be equally realized through the use of the new DAP software platform, resulting in potential efficiencies equal to approximately \$420,000 of staff effort per year • Implementation of the add-on document management system will result in potential efficiencies equal to approximately \$39,000 of staff effort per year • The value associated with potential efficiencies from the use of new DAP software and the add-on document management system will accrue as follows: <ul style="list-style-type: none"> ○ 0% of annual efficiencies for each of Years 1, 2 and 3 (reflecting the assumption that its implementation will occur in those years) ○ 100% of annual efficiencies in Year 4 and in every year thereafter (reflecting the assumption that it will be fully implemented by this point)

5.1.4 Audit Objective 7 – Observations

The results of the net present value financial analysis can be summarized using the following key financial measures:

- **Total net operating income**, which represents the overall financial position before accounting for upfront costs;
- **Total upfront costs**, which represents most of the expected expenditure involved in the implementation phase; and,
- **Net present value**, which represents the overall financial value of the project after accounting for expected returns.

The resulting key financial measures which can be used to compare Scenario 1 and Scenario 2 are listed in **Table 5-4**. According to the results of the analysis, Scenario 2 represents substantially less value than Scenario 1 on the basis of net present value.

Table 5-4: Summary of key financial measures from net present value analysis

Financial Measure	Scenario 1 Maintain and Improve Accela	Scenario 2 Alternate DAP Solution
Total net "operating income" (\$)	-\$7,957,716	-\$10,111,985
Total upfront costs (\$)	\$663,111	\$2,835,431
Net present value (\$) calculated as income subtract costs	-\$8,620,827	-\$12,947,416

5.1.5 Audit Objective 7 – Findings

The intent of Audit Objective 7 is to determine the NPV of alternatives to the current on-premises Accela software platform in order to inform a decision to keep Accela to switch to another DAP technology investment.

The Audit Team finds that, based on the assumptions noted previously, the results of the financial analysis indicate that Scenario 2 (Alternate DAP Solution) represents substantially less value for money than Scenario 1 based on their net present values, in the order of approximately \$4.3 million dollars. Given that this is specifically a Value-for-Money Audit, **the results of the NPV analysis do not justify a switch decision to an alternative platform** and that **Scenario 1 (Maintain and Improve Accela) is better value for money.**

5.1.6 Audit Objective 7 – Recommendations

Recommendation R25: The Audit Team recommends that Brampton maintain and improve Accela (On-Premises transitioning to Cloud) given its better value for money as assessed through this Audit.

Management Response to Recommendation R25: Management has acknowledged the recommendation and remains interested in exploring potential benefits associated with alternative software to confirm that they do not have added benefits over Accela (e.g., intuitive user experience). Management is also interested in further understanding that cost efficiencies are the only applicable consideration due to all other matters being equal.

Recommendation R26: The Audit Team recommends that Brampton prioritize investments in improving and augmenting the Accela workflow platform (including associated staffing resources) to gain optimal DAP efficiencies.

Management Response to Recommendation R26: Management has acknowledged the recommendation and remains interested in exploring potential benefits associated with alternative software to confirm that they do not have added benefits over Accela (e.g., intuitive user experience). Management is also interested in further understanding that cost efficiencies are the only applicable consideration due to all other matters being equal.

6.0 All Audit Recommendations and Conclusion

6.1 Recommendations

The following lists the recommendations provided in this Audit.

Recommendation R1: The Audit Team recommends that Brampton make no further investment in any new reporting tools, given that it has Microsoft Power BI to meet its business intelligence and analytics needs.

Recommendation R2: The Audit Team recommends that Brampton prioritize the build-out of the required reporting, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Recommendation R3: The Audit Team recommends that Brampton train its staff to update file processing status on a same-day basis for Bill 109 risk-exposed file categories (Site Plans and OPA/ZBA files) that are an urgent and immediate priority.

Recommendation R4: The Audit Team recommends that Brampton’s DAP workflow be updated to achieve integration of post-Draft Plan “Engineering DAP” phases.

Recommendation R5: The Audit Team recommends that Brampton investigate, and deploy if feasible, a portal that facilitates input to Brampton’s workflow platform by the post-Peel Region water/wastewater agency staff as commenters/approvers of major infrastructure.

Recommendation R6: The Audit Team recommends that Brampton close the Post-Draft Plan Engineering DAP workflow gap to avoid falling behind on its workflow deployment.

Recommendation R7: The Audit Team recommends that Brampton achieve 100% compliance with time tracking and closure of workflow steps through further direction and training of staff.

Recommendation R8: The Audit Team recommends that Brampton improve its deployment of spatial data to achieve better functionality, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Recommendation R9: The Audit Team recommends that Brampton implement appropriate automated e-mail notifications to improve communication and workflow.

Recommendation R10: The Audit Team recommends that Brampton invest in a document management solution compatible with Accela Cloud (or an alternative platform) to achieve the desired functionality, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Recommendation R11: The Audit Team recommends that Brampton configure the GIS map to show related records geospatially (e.g., Draft Plan of Subdivision and Final approvals) and enhance the user interface for improved functionality.

Recommendation R12: The Audit Team recommends that Brampton explore the ability to improve the global search function (separately from a document management solution) and, regardless of its ability to improve the search, provide a tool tip alongside the search to improve the end user expectations/experience.

Recommendation R13: The Audit Team recommends that Brampton update the code behind the pages that display commenting in Accela so that character limits and/or text wrapping issues are resolved.

Recommendation R14: The Audit Team recommends that Brampton update the code behind the pages for the comment box and the conditions box, to better ensure that staff comments are entered into the correct field, and provide appropriate training on this.

Recommendation R15: The Audit Team recommends that Brampton sustain a working group with its Accela peer municipalities to share knowledge from time-to-time on configuration, improvements, tools, practices, and end-user needs.

Recommendation R16: The Audit Team recommends that Brampton provide further direction to staff on the necessity of updating status in the workflow(s).

Recommendation R17: The Audit Team recommends that Brampton conduct spot-checks from time-to-time to assist with identifying staff that may need additional training/coaching on their workflow environment.

Recommendation R18: The Audit Team recommends that Brampton implement a workflow update that better tracks development engineering’s collaborative approach with applicants that will provide better continuity for the overall workflow.

Recommendation R19: The Audit Team recommends that Brampton resolve the configuration that causes the “Review Distribution/Development Engineering Review” task to be labelled with a cryptic “Note” and correct this label to be understandable.

Recommendation R20: The Audit Team recommends that Brampton utilize a “drawbridge” workflow configuration to require staff to close/update file status before being able to progress to completion of subsequent processing milestones.

Recommendation R21: The Audit Team recommends that Brampton design a formal training regime for its workflow platform end-users, benchmark user skills, and then implement appropriate training to

enhance end-user skill to levels commensurate with their DAP function, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Recommendation R22: The Audit Team recommends that Brampton develop and implement a regime for reoccurring knowledge-building of the Accela platform, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Recommendation R23: The Audit Team recommends that Brampton develop and implement a continuous improvement program for gathering known issues, prioritizing fixes, and implementing fixes on a regular basis, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Recommendation R24: The Audit Team recommends, in conjunction with recommendations made elsewhere in this Audit, that Brampton increase its human resourcing support for its workflow platform by an estimated 1 FTEs of system administrators/super-users to achieve all the known fixes and the desired level of support for the platform, and account for this in the Audit’s cost-benefit analysis of an alternative workflow platform.

Recommendation R25: The Audit Team recommends that Brampton maintain and improve Accela (On-Premises transitioning to Cloud) given its better value for money as assessed through this Audit.

Recommendation R26: The Audit Team recommends that Brampton prioritize investments in improving and augmenting the Accela workflow platform (including associated staffing resources) to gain optimal DAP efficiencies.

6.2 Conclusions

Through the course of this Audit, the Audit Team’s investigation has determined that while Brampton may have procured Accela quickly because of the imminent end to Plan Track, it has a DAP workflow software platform that meets the functional needs to deliver a high performance development approvals regime. The Audit Team has found few actual drawbacks with the Accela workflow tool itself, and has found key challenges with training/skills, end-user behaviour, configuration, and easily resolved “fixes” that need to be made – underscored by the fact that many of the complaints from Brampton staff about Accela do not exist or have been resolved at the peer municipalities with which we consulted.

As a value-for-money Audit, the Audit Team’s net present value (NPV) analysis has demonstrated that switching to another software platform does not provide greater value to Brampton; therefore, the Audit Team’s recommendation is that Brampton maintain and improve Accela. The other recommendations in the Audit Report can help Brampton achieve greater optimization of Accela, which will have a positive return on staff productivity/efficiency, and in turn, help Brampton fast-track development on the way to meeting its housing pledge.

Committee of Council Presentation

Value-for-Money Audit of the Accela Workflow Tool

December 6, 2023

Value-for-Money (VFM) Audit:

An assessment to determine if resources (such as time, money or effort) are effectively used to achieve goals, ensuring that benefits justify costs.

- **Focuses on service quality relative to resources**
- **Optimizes cost-performance balance**

The parameters set out in the 2023 Value-For-Money Accela Audit Plan are consistent with the Federal Auditor General's Value-for-Money Audit Manual (2000).

Purpose of the Audit

Motion: PDC014-2023 - Mandated a VFM review of Accela's performance (February, 2023)

"Whereas leveraging technology – in particular Accela was a key theme for opportunities to improve identified in all three studies – end-to-end review, urban design review and Committee of Adjustment; and

Whereas with the significant growth planned for Brampton, combined with our need to ensure we are using the best technology that meets customer service and financially prudent outcomes for the City;

Therefore, be it resolved that staff be directed to undertake a value-for-money review of Accela and report back to Council on the outcome of the review."

Strategic Priorities:

- Assess Accela's efficiency in handling development approvals
- Position Brampton to manage evolving regulatory requirements and mounting pressures for expedited approvals

Legislative Context:

Bill 109: Mandates processing fee refunds to proponents for delays in development approvals

Bill 23: Targets constructing 113,000 units by 2031, accelerating prior forecasts by 20 years

Audit Framework and Methodology

Audit Methodology Overview:

1. Objective Definition and Criteria Establishment

2. Data Collection:

- Semi-Structured Interviews
- Diagnostic Testing

3. Financial Evaluation:

- Net Present Value (NPV) Analysis

4. Conclusions and Strategic Recommendations



Audit Framework:

Audit Charter: Outlines the Audit's **intended outcome, scope, and responsibilities.**

Audit Plan: Specifies the **timeline, detailed objectives, criteria and approach** for the Audit. Details within the Audit Plan were reviewed and **confirmed with Management.**

Audit Report: Summarizes **observations, findings, and strategic recommendations.**

Key Areas of Focus (Audit Objectives/Criteria)

Objective 1	Enhancing Service Delivery Model	Can Accela provide prioritized triaging of files, tracking comments, timelines, and automated notifications?
Objective 2	Regulatory Agility; End-to-End Workflows; Strategic Management Tools	Can Accela meet changing regulatory timeframes? Can Accela handle complex phased subdivision approvals? Can Accela establish KPIs, automated progress reporting, and predictive time estimates for managerial goals?
Objective 3	Comparative Analysis to Peers	Is Accela being used to its full potential, comparing it with City of Barrie and City of Kingston configurations?
Objective 4	Performance Improvement Opportunities	What are some best performance practices being used in peer municipalities, and what are Brampton's challenges in their implementation?
Objective 5	User Behaviour & Training Impact	Are there any user behavioral obstacles and is there available training for better utilization?
Objective 6	Tool Transition Consideration	What are the potential functionality benefits in case of tool replacement?
Objective 7	Financial Evaluation	<i>What is the Net Present Value of two potential solutions?</i>

Key Findings (Audit Objectives 1 to 6)

Tool Assessment Highlights

- ★ Aligns with high-performance DAP requirements
- ★ Can achieve efficient tracking of project timelines
- ★ Does offer a comprehensive end-to-end DAP solution
- ★ Can provide seamless integration with various add-on applications

Key Challenges Uncovered

- ❑ Deficiency in document management investment
- ❑ Insufficient training and user knowledge of Accela
- ❑ Lack of ongoing configuration updates
- ❑ Room to improve end-user “behaviour”
- ❑ Inadequate integration of spatial data for GIS visualization



Resolvable Issues/Better Practices from Peer Municipalities

- Document management extension solution
- Bridging the gap between “Planning DAP” and “Engineering DAP”
- Improved training for accurate data input and general usage
- Enhanced coding for commenting and search functions
- Workflow re-configuration for file status updates
- Spatial data integration with built-in GIS tool

Objective 7: Net Present Value (NPV) Analysis

The Net Present Value (NPV) analysis enabled a comprehensive comparison of two different scenarios by considering the financial costs, benefits, and the timing of those transactions over an extended period.

- Aids decision-makers in selecting the most financially advantageous option among various “investment” alternatives
- All factors are expressed as a dollar value – for ease of comparison

Construction of the Net Present Value (NPV) Analysis

The NPV analysis informs the recommendation to retain Accela or switch to an alternative DAP workflow solution.

Output: NPV calculates the present value of cost savings or efficiencies over the analysis' 20 year lifecycle, allowing for comparison between scenarios, considering the phasing-in of changes/costs and potential gains in efficiency.

Core Elements: To quantify the financial implications of the NPV scenarios, the following core elements were examined

Assumptions: Key control factors used to calculate NPV



Scenario 1: Maintain and Improve Accela

- Keep using Accela
- Make necessary investments to fully optimize it

Scenario 2: Alternate DAP Solution

- Acquire, configure, test, and fully roll out a new platform
- Full re-train staff
- Exit Accela at the end of the transition

Results/NPV Conclusion



The NPV analysis indicates that Scenario 1 (Maintain and Improve Accela) is better value for money.

Summary of Recommendations

Twenty-six detailed recommendations are outlined in the Audit Report across the following key themes:

Recommendations on Improved Utilization and Training

R3, R16, R17, R21: Focus on training staff for efficient use of the platform, updating file status promptly, and conducting spot-checks for training needs.

R15: Sustain a working group with peer municipalities for knowledge sharing.

Recommendations on Workflow and Document Management

R4, R5, R6, R10, R18, R20, R25, R26: Improve workflow integration and document management, prioritize Accela Cloud improvements, and implement a 'drawbridge' workflow configuration.

Recommendations on System Configuration and Functionality

R8, R11, R12, R13, R14, R19: Enhance deployment of spatial data, GIS interface, global search functionality, and resolve user interface/user experience issues in Accela.

Recommendations on Resource Allocation and Continuous Improvement

R23, R24: Develop a continuous improvement program and increase human resource support for the platform.

Recommendations for Investment Strategy and Cost-Benefit Analysis

R1, R2, R22, R26: Consider cost-benefit analysis in decisions, and prioritize investments in platform improvements.

Further Management Comments

The Audit Team has received further Management Comments since the issuance of the Audit Report, and documents the following:



Management remains concerned about the predictive analytics functionality of Accela.



Management remains concerned about the perceived user-friendliness of Accela.



Management remains concerned about the fragmentation of data among other systems.

Committee of Council Presentation

Value-for-Money Audit of the Accela Workflow Tool

December 6, 2023

Wednesday, November 15, 2023

- Members Present: Mayor Patrick Brown (ex officio)
Regional Councillor R. Santos
Regional Councillor N. Brar
Regional Councillor M. Palleschi
Regional Councillor D. Keenan
Regional Councillor M. Medeiros
Regional Councillor P. Fortini
City Councillor R. Power
Regional Councillor G. Toor
Deputy Mayor H. Singh (arrived at 9:34 a.m.)
- Members Absent: Regional Councillor P. Vicente (other municipal business)
- Staff Present: Marlon Kallideen, Chief Administrative Officer, and Acting
Commissioner, Public Works and Engineering
Bill Boyes, Commissioner, Community Services, and Acting Fire
Chief
Steve Ganesh, Commissioner, Planning, Building and Growth
Management
Sameer Akhtar, City Solicitor, and Acting Commissioner,
Legislative Services
Jason Tamming, Acting Commissioner, Corporate Support
Services
Michael Keran, Acting General Manager, Brampton Transit
Peter Fay, City Clerk
Charlotte Gravlev, Deputy City Clerk
Sonya Pacheco, Legislative Coordinator

1. **Call to Order**

The meeting was called to order at 9:31 a.m. and recessed at 12:22 p.m. At 1:02 p.m. Committee moved into Closed Session, recessed at 1:10 p.m., reconvened in Open Session at 1:20 p.m. and adjourned at 1:28 p.m.

2. **Approval of Agenda**

Committee discussion took place with respect to proposed amendments to the agenda.

The following motion was considered.

CW399-2023

That the agenda for the Committee of Council Meeting of November 15, 2023, be approved as amended, as follows:

To add:

5.5 Announcement - Thank you to the City of Brampton for the Celebrity Hockey Classic Event

Presenter: Charlene Myke, Central Ontario Development Manager, Easter Seals Ontario

Council Sponsor: Mayor Brown

5.6 Announcement - Co-op Students in Public Works

Council Sponsor: Regional Councillor Keenan

9.1.1 Staff Presentation re: Item 9.3.1 - How the City of Brampton is Taking Action to End Violence Against Women

Presenter: Amanda Agnihotri, Supervisor, Neighbourhood Outreach and Development, Community Safety and Well-Being Office, Community Services

12.3.2 Discussion Item at the request of Mayor Brown re: Hamas and Israel War

12.3.3 Discussion Item at the request of Deputy Mayor Singh re: Closed Session Business at November 20, 2023 Council Workshop

To refer the following item to the November 22, 2023 Council meeting:

12.2.1 Staff Report re: Historic Bovaird Site Audit

To withdraw the following item at the request of staff:

15.2 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 - a procurement matter

Carried

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

Nil

4. Consent

The following items listed with a caret (^) were considered to be routine and non-controversial by the Committee and were approved at one time.

(8.4.1, 10.2.1)

The following motion was considered.

CW400-2023

That the following items to the Committee of Council Meeting of November 15, 2023 be approved as part of Consent:

(8.4.1, 10.2.1)

Carried

5. Announcements

5.1 Announcement - Brampton On Stage - January to May 2024 Season Launch

Presenters: Jocelyn Johnston, Manager, Performing Arts, and Steven Schipper, Executive Artistic Director, Performing Arts, Cultural Services, Community Services

Council Sponsor: Regional Councillor Santos

Jocelyn Johnston, Manager, Performing Arts, and Steven Schipper, Executive Artistic Director, Performing Arts, Cultural Services, Community Services, thanked Council for its support of the performing arts, provided information

regarding the January to May 2024 Season, and outlined the benefits of a Rose Theater membership.

Regional Councillor Santos thanked the Performing Arts team for their efforts, highlighted various performances at the Rose Theater, and outlined the importance of diversity in the performances.

5.2 Announcement - 5th Anniversary Celebration of the Rogers Cybersecure Catalyst - November 20, 2023 at 5pm - Rose Theatre

Presenter: Charles Finlay, Executive Director, Rogers Cybersecure Catalyst at Toronto Metropolitan University

Council Sponsor: Regional Councillor Toor

Charles Finlay, Executive Director, Rogers Cybersecure Catalyst at Toronto Metropolitan University, announced that the Rogers Cybersecure Catalyst is celebrating its 5th anniversary, provided background information on the Catalyst, and outlined the economic benefits for Brampton. Mr. Finlay thanked Members of Council and staff for their support.

Regional Councillor Toor provided details regarding the anniversary celebration taking place on November 20, 2023 at the Rose Theater, and encouraged Members of Council to attend.

Committee Members highlighted the success of the Rogers Cybersecure Catalyst, and extended congratulations on their anniversary.

5.3 Announcement - Gift of Giving Back (November 20 to 23, 2023) and Week of Generosity (November 28 to December 1, 2023)

Presenters: Katie Cleland and Dan Gibson, Regeneration Outreach Community, on behalf of Ted Brown, CEO, Regeneration Outreach Community, and Glenn McIntyre, General Manager, Brampton Hockey Inc.

Council Sponsor: City Councillor Power

Katie Cleland and Dan Gibson, Regeneration Outreach Community, announced, and provided details regarding, the Gift of Giving Back and Week of Generosity events, and invited Members of Council to participate in, and help promote, these events. In addition, information was provided regarding food insecurity in the City of Brampton and the increasing need for support.

City Councillor Power provided information to Committee regarding the funding shortfall for the Regeneration Outreach Community, food insecurity in Brampton, and the importance of supporting local food banks.

5.4 Announcement - Brampton FireFit 2023

Firefighters: Jennifer Gould, Matthew Webster, Katherine Ross, Jason Woodford, Danny Palmer, Ryan Dosman and Anthony Burch

Presenter: Bill Boyes, Commissioner, Community Services, and Acting Fire Chief

Council Sponsor: Regional Councillor Palleschi

Bill Boyes, Commissioner, Community Services, and Acting Fire Chief, introduced and congratulated the following Firefighters for their outstanding achievements in the FireFit 2023 competition:

- Jennifer Gould
- Matthew Webster
- Katherine Ross
- Jason Woodford
- Danny Palmer
- Ryan Dosman
- Anthony Burch

Mr. Boyes provided an overview of Brampton's history and success in previous competitions, and thanked the team for their efforts and dedication to their service. A video was played highlighting the FireFit 2023 competition.

Committee Members expressed thanks to the Brampton Fire and Emergency Services Team for their service to the community, and congratulated the FireFit 2023 team on their achievements.

5.5 Announcement - Thank you to the City of Brampton for the Celebrity Hockey Classic Event

Presenter: Charlene Myke, Central Ontario Development Manager, Easter Seals Ontario

Council Sponsor: Mayor Brown

A video was played highlighting the Easter Seals Celebrity Hockey Classic Event.

Charlene Myke, Central Ontario Development Manager, Easter Seals Ontario, provided background information regarding Easter Seals Ontario, and thanked Council and the Brampton community for supporting children with disabilities.

Committee Members highlighted municipal fundraising efforts, and thanked Easter Seals Ontario for holding the Celebrity Hockey Classic event in Brampton, and for their work in the community.

5.6 Announcement - Co-op Students in Public Works

Council Sponsor: Regional Councillor Keenan

Regional Councillor Keenan announced that the Public Works and Engineering Department is currently hosting co-op students from various colleges and universities in the GTA , and welcomed them to the City of Brampton. Councillor Keenan acknowledged the students that were present in the meeting to observe the proceedings.

6. Public Delegations

6.1 Delegation from Omar Qamar, Executive Director, International Fashion Festival For Cause and International Fashion Festival Canada, re: Request for Support from the City for the following events:

1. Brampton Fashion Festival
2. International Fashion Festival Canada

Omar Qamar, Executive Director, International Fashion Festival For Cause and International Fashion Festival Canada, introduced a video highlighting the International Fashion Festival Canada event, and presented a proposal to hold the following events in Brampton:

1. Brampton Fashion Festival
2. International Fashion Festival Canada

The delegation provided an overview of each event, and outlined opportunities to collaborate with the City.

Mayor Brown highlighted the success of International Fashion Festival Canada, outlined the economic benefits of this event, and requested that staff assist the delegation in applying for a grant through the Advance Brampton Fund.

The following motion was considered.

CW401-2023

That the delegation from Omar Qamar, Executive Director, International Fashion Festival For Cause and International Fashion Festival Canada, to the Committee of Council Meeting of November 15, 2023, re: **Request for Support from the City for the Brampton Fashion Festival and International Fashion Festival Canada Events**, be received.

Carried

6.2 Delegations re: Item 8.2.1 - Brampton Parking Plan

Items 8.1.1 and 8.2.1 were brought forward and dealt with at this time.

Andria Oliveira, Director, Downtown Revitalization, and Jeffrey Humble, Manager, Policy Programs and Implementation, Integrated City Planning, Planning, Building and Growth Management, provided an overview and presentation regarding the "Brampton Parking Plan".

Committee discussion on this matter included the following:

- Complaints regarding overnight truck parking near residential areas
- Parking rates, management, technology and enforcement in Downtown Brampton

Carrie Percival, Chair, Downtown Brampton BIA (DBBIA), provided a presentation entitled "City's Parking Strategy - The impacts on Downtown Businesses".

Committee discussion took place with respect to the impact of construction on downtown businesses and the DBBIA concerns regarding the proposed Brampton Parking Plan.

Sylvia Roberts, Brampton resident, provided an overview of her written submission, as attached to the agenda, which included feedback regarding the Brampton Parking Plan.

The following motion was considered.

CW402-2023

1. That the presentation from Jeffrey Humble, Manager, Policy Programs and Implementation, Integrated City Planning, Planning, Building and Growth Management, to the Committee of Council Meeting of November 15, 2023, re: **Brampton Parking Plan (RM 44/2022)**, be received; and

2. That the following delegations to the Committee of Council Meeting of November 15, 2023, re: **Item 8.2.1 - Brampton Parking Plan**, be received:

1. Carrie Percival, Chair, Downtown Brampton BIA
2. Sylvia Roberts, Brampton resident

Carried

Committee discussion took place regarding the impact of construction on downtown businesses and the need to attract people to the downtown area. The following motion was introduced:

That Council amend recommendation # 2 of the Recommendation Report - Brampton Parking Plan (RM 44 /2022) as follows:

That the Brampton Parking Plan be endorsed including, but not limited to the following elements:

1. Eliminating the free hour of parking beginning January 1, 2027, with the option to review and extend the date, if appropriate;
2. Increasing the parking rates to \$2.50 per hour, \$11.25 per day, and \$100.00 per month, beginning January 1, 2027;
3. Increasing the parking rates to \$3.00 per hour, \$13.50 per day and \$120.00 per month, beginning January 1, 2028;
4. Increasing the parking rates to \$3.50 per hour, \$15.00 per day and \$140.00 per month, beginning January 1, 2029; and
5. That staff work with the DBBIA on the framework for a Downtown Parking Benefits District and report back to Council in Q1 2025, whereby a portion of revenues go toward public realm improvements including, but not limited to, active transportation and transit use.

Further Committee discussion took place with respect to the following:

- Timelines for the resumption of paid parking at the City's parking garages
- One hour free parking in Downtown Brampton
- Overnight parking
- Parking rate increases

The motion, in its entirety, was considered as follows.

CW403-2023

That the report from Malik Majeed, Policy Planner, Downtown Revitalization, Integrated City Planning, Planning, Building and Growth Management, to the Committee of Council Meeting of November 15, 2023, re: **Brampton Parking Plan (RM 44/2022)**, and the following proposed motion, be **referred** to the November 22, 2023 Council meeting:

Moved by Regional Councillor Santos

"That Council amend recommendation # 2 of the Recommendation Report - Brampton Parking Plan (RM 44 /2022) as follows:

That the Brampton Parking Plan be endorsed including, but not limited to the following elements:

1. Eliminating the free hour of parking beginning January 1, 2027, with the option to review and extend the date, if appropriate;
2. Increasing the parking rates to \$2.50 per hour, \$11.25 per day, and \$100.00 per month, beginning January 1, 2027;
3. Increasing the parking rates to \$3.00 per hour, \$13.50 per day and \$120.00 per month, beginning January 1, 2028;
4. Increasing the parking rates to \$3.50 per hour, \$15.00 per day and \$140.00 per month, beginning January 1, 2029; and
5. That staff work with the DBBIA on the framework for a Downtown Parking Benefits District and report back to Council in Q1 2025, whereby a portion of revenues go toward public realm improvements including, but not limited to, active transportation and transit use."

Carried

7. Government Relations Matters

7.1 Staff Update re: Government Relations Matters

Andrzej Hoffmann, Advisor, Government Relations, Office of the CAO, provided a presentation, which included information and updates on matters relating to the Regional, Provincial and Federal Governments, Ontario Big City Mayor's, The Council of the Federation, and the Federation of Canadian Municipalities (FCM).

The following motion was considered.

CW404-2023

That the staff presentation from Andrzej Hoffmann, Advisor, Government Relations, Office of the CAO, to the Committee of Council Meeting of November 15, 2023, re: **Government Relations Matters**, be received.

Carried

8. Public Works and Engineering Section

8.1 Staff Presentations

8.1.1 Staff Presentation re: Brampton Parking Plan (RM 44/2022)

Dealt with under Item 6.2 - Recommendation CW402-2023

8.2 Reports

8.2.1 Staff Report re: Brampton Parking Plan (RM 44/2022)

Dealt with under Item 6.2 - Recommendation CW403-2023

8.2.2 Staff Report re: Options for Dedicated Breastfeeding Spaces in City Facilities (RM 40/2023)

Committee discussion on this matter included the following:

- Concerns regarding the timeline for implementation of dedicated breastfeeding spaces
- Design and installation of freestanding nursing suites or pods, and the need for appropriate signage
- Request that staff consult with La Leche League Canada

The following motion was considered.

CW405-2023

1. That the report from Peter Gabor, Manager, Project Planning and Validation, Building Design and Construction, Public Works and Engineering, to the Committee of Council Meeting of November 15, 2023, re: **Options for Dedicated Breastfeeding Spaces in City Facilities (RM 40/2023)**, be received;

2. That Council direct staff to develop an implementation plan that includes funding requirements to provide dedicated breastfeeding spaces for staff and public use within all City facilities, and report back to Council in Q1 2024; and
3. That staff undertake a pilot project as expeditiously as possible.

Carried

8.2.3 Staff Report re: Request to Begin Procurement – 2024 Road Resurfacing Project
(See Item 8.4.1)

Staff responded to questions from Committee with respect to project timelines and the inclusion of traffic calming measures (e.g. speed cushions) as part of the road resurfacing projects.

The following motion was considered.

CW406-2023

1. That the report from Mohammad H. Rahman, Project Engineer, Capital Works, Public Works and Engineering, to the Committee of Council Meeting of November 15, 2023, re: **Request to Begin Procurement – 2024 Road Resurfacing Project**, be received;
2. That the Purchasing Agent be authorized to commence the procurement for the 2024 Road Resurfacing Project subject to Council approval of the 2024 Capital budget; and
3. That the Purchasing Agent be authorized to commence the procurement for contract administration and inspection services for the 2024 Road Resurfacing Project, subject to Council approval of the 2024 Capital budget.

Carried

8.3 Other/New Business

Nil

8.4 Correspondence

- 8.4.1 ^ Correspondence from Anthony Melo, Brampton resident, re: Road Resurfacing
(See Item 8.2.3)

CW407-2023

That the correspondence from Anthony Melo, Brampton resident, to the Committee of Council Meeting of November 15, 2023, re: **Road Resurfacing**, be received.

Carried

8.5 Councillors Question Period

Nil

8.6 Public Question Period

The public was given the opportunity to submit questions in person or via e-mail to the City Clerk's Office regarding any decisions made under this section of the agenda.

Sylvia Roberts, Brampton resident, asked where information regarding the City's costs for subsidizing parking per month could be found.

Regional Councillor Keenan advised that staff will provide a response to the resident following the meeting.

9. Community Services Section

9.1 Staff Presentations

9.1.1 Staff Presentation re: re: Item 9.3.1 - How the City of Brampton is Taking Action to End Violence Against Women

Item 9.3.1 was brought forward and dealt with at this time.

Amanda Agnihotri, Supervisor, Neighbourhood Outreach and Development, Community Safety and Well-Being Office, Community Services, provided a presentation entitled "How the City of Brampton is Taking Action to End Violence Against Women".

Committee discussion on this matter included the following:

- Action taken by the City to end violence against women
- Intimate partner violence in Peel Region
- Community flag raising

- 2023 launch of the annual #BreakTheSilence Violence Against Women Campaign
- Status of gender-based training at the City

Committee Members thanked Regional Councillors Santos and Brar for being ambassadors for this cause, and the Community Safety and Well-Being Office for their efforts.

The following motion was considered.

CW408-2023

That the presentation by Amanda Agnihotri, Supervisor, Neighbourhood Outreach and Development, Community Safety and Well-Being Office, Community Services, to the Committee of Council Meeting of November 15, 2023, re: **Item 9.3.1 - How the City of Brampton is Taking Action to End Violence Against Women**, be received.

Carried

9.2 Reports

Nil

9.3 Other/New Business

9.3.1 Discussion Item at the request of Regional Councillor Santos re: How the City of Brampton is Taking Action to End Violence Against Women

Dealt with under Item 9.1.1 - Recommendation CW408-2023

9.4 Correspondence

Nil

9.5 Councillors Question Period

Nil

9.6 Public Question Period

The public was given the opportunity to submit questions in person or via e-mail to the City Clerk's Office regarding any decisions made under this section of the agenda. P. Fay, City Clerk, confirmed that no questions were submitted.

10. Legislative Services Section

10.1 Staff Presentations

Nil

10.2 Reports

10.2.1 ^ Staff Report re: Animal Services By-law Updates

CW409-2023

1. That the report from Mike Mulick, Manager, Animal Services, Legislative Services, to the Committee of Council Meeting of November 15, 2023, re: **Animal Services By-law Updates**, be received;
2. That a new Animal Services By-law be approved;
3. That the existing Dog By-law 250-2005 and Animal Control By-law 261-93 be repealed; and
4. That Administrative Penalties (Non-Parking) By-law 218-2019 be amended.

Carried

10.2.2 Staff Report re: Supplementary Report - Updates and Amendments to the New Provincial Towing and Storage Safety and Enforcement Act (TSSEA)

Committee discussion took place with respect to the new *Towing and Storage Safety and Enforcement Act (TSSEA)*, and the implications of this Act for the City.

The following motion was considered.

CW410-2023

That the report from Kevin Lindegaard, Acting Licensing Manager, Enforcement and By-law Services, Legislative Services, to the Committee of Council Meeting of November 15, 2023, re: **Update to the New Provincial Towing and Storage Safety and Enforcement Act (TSSEA)**, be **referred** back to staff to further investigate the implications of the provincial change in jurisdiction over tow-trucks, and report back to the November 22, 2023 Council meeting.

Carried

10.3 Other/New Business

Nil

10.4 Correspondence

Nil

10.5 Councillors Question Period

Nil

10.6 Public Question Period

The public was given the opportunity to submit questions in person or via e-mail to the City Clerk's Office regarding any decisions made under this section of the agenda. P. Fay, City Clerk, confirmed that no questions were submitted.

11. Economic Development Section

11.1 Staff Presentations

Nil

11.2 Reports

Nil

11.3 Other/New Business

Nil

11.4 Correspondence

Nil

11.5 Councillors Question Period

Nil

11.6 Public Question Period

The public was given the opportunity to submit questions in person or via e-mail to the City Clerk's Office regarding any decisions made under this section of the agenda. P. Fay, City Clerk, confirmed that no questions were submitted.

12. Corporate Services Section

12.1 Staff Presentations

Nil

12.2 Reports

12.2.1 Staff Report re: Historic Bovaird Site Audit

Referred under the Approval of Agenda - Recommendation CW399-2023

12.2.2 Staff Report re: Status of Historic Bovaird House Management Agreement (CW012-2023)

Committee discussion took place with respect to the Historic Bovaird House Management Agreement, and included the following:

- Historic Bovaird House operating plan and a request that no events take place until the plan is submitted
- Protocol for the review of Historic Bovaird House events by City staff, and a request that Members of Council be invited to all events
- Accountability measures in the Memorandum of Understanding
- Code of conduct for organizations that partner with the City
- Request that the Historic Bovaird House Board of Directors take gender-based analysis plus training provided by the City, and submit Board meeting minutes to the Committee of Council for information

The following motion was considered.

CW411-2023

1. That the report from Charlton Carscallen, Principal Planner, Planning Building and Growth Management, to the Committee of Council Meeting of November 15, 2023, re: **Status of Historic Bovaird House Management Agreement - CW012-2023**, be **referred** back to staff to provide for the development of an enhanced Memorandum of Understanding (MOU), and report back to Council with a revised MOU by the first quarter of 2024;
2. That no events take place at the Bovaird House until such time as the report is considered;
3. That members of the Bovaird House Board of Directors be required to take gender-based analysis plus training provided by the City; and
4. That the Bovaird House Board of Directors be required to submit Board meeting minutes to the Committee of Council for information.

Carried

12.3 Other/New Business

12.3.1 Discussion Item at the request of Regional Councillor Palleschi, re: Commemorative Naming for Father Roman

Regional Councillor Palleschi and Mayor Brown acknowledged the contributions of Father Roman Galadza to his congregation and the broader Brampton community, and requested that staff review the opportunity for a commemorative naming in his honour.

The following motion was considered.

CW412-2023

That staff be requested to report back on the potential opportunities for the inclusion of Father Roman Galadza in a commemorative naming within Brampton.

Carried

12.3.2 Discussion Item at the request of Mayor Brown re: Hamas and Israel War

Committee discussion took place with respect to the Hamas and Israel War, and a motion was introduced.

There was Committee consensus to hold this item to confirm the wording of the motion, and the matter was dealt with after Closed Session.

The motion was considered, and a recorded vote was taken, with the results as follows:

Yea (9): Mayor Patrick Brown, Regional Councillor Santos, Regional Councillor Brar, Regional Councillor Palleschi, Regional Councillor Keenan, Regional Councillor Medeiros, Regional Councillor Fortini, City Councillor Power, and Deputy Mayor Singh

Absent (2): Regional Councillor Toor, Regional Councillor Vicente

Carried (9-0)

Later in the meeting, on a two-thirds majority vote to reopen the question, the matter was reopened to provide Regional Councillor Toor the opportunity to vote on the matter.

The motion was considered as follows.

CW413-2023

Be It Resolved

For over a month, the world has been watching the unfolding situation in Israel and Gaza in shock and horror at the growing number of lives lost and lives torn apart.

What the terrorist organization Hamas did on October 7th was horrific and there's no justification for it.

The continued bombing of Palestinians in Gaza is unbearable. No one should live under constant threat of violence, or be denied the necessities of life. And yet, so many Palestinian and Israeli civilians have lost their lives or been taken captive; women, journalists, doctors - the toll on children has been especially heart-breaking. Israelis deserve to be safe. Palestinians deserve to be safe.

Brampton is a global city. When we are confronted with horrific global events we are all shaken. We are left to make a defining choice between hate or hope. Time and time again Brampton has chosen hope and unity.

It has defined our city as a beacon in difficult times. Our diversity, our empathy and the harmony in which we live is unique in the world. It must be protected. It is our common bond. Our ability as a city to meet deep differences with compassion and hope, to gather and rally democratically in the spirit of community and peace, is always the best of us at work. But, our city isn't perfect. In hard times our common bond is often tested. The fact

remains antisemitism and Islamophobia exist here. People are scared of being targeted for who they are or what they believe in.

Any assault on the freedom of people practicing their faith or religion, is not welcome here. Threatening the safety of businesses is not welcome here. Violence, in all its forms, is not welcome here. Hate is not welcome here.

In talking with Muslim and Jewish communities over recent weeks, we heard their worries and their fears. We have heard how deeply people are grieving and how unsafe they feel right now. We have also heard about common hopes and dreams.

Stories of people comforting a sleepless neighbour, sharing their worry for a loved one back home, or meals cooked for friends to nourish them in their worry. These quiet, hopeful moments are a shared dream of peace, made real in our city every day.

We will always choose hope and compassion. We believe that violence is never the answer. We believe that peace can only come through the immediate and unconditional return of all hostages and a ceasefire, as has been called for by humanitarian organizations, including the United Nations.

When violence and darkness surround us, we must continue to be a welcoming, kind and compassionate city.

Brampton will always denounce terrorism, Islamophobia, antisemitism and hate in all its forms.

A recorded vote was requested and the motion carried as follows.

Yea (10): Mayor Patrick Brown, Regional Councillor Santos , Regional Councillor Brar, Regional Councillor Palleschi, Regional Councillor Keenan, Regional Councillor Medeiros, Regional Councillor Fortini , City Councillor Power, Regional Councillor Toor, and Deputy Mayor Singh

Absent (1): Regional Councillor Vicente

Carried (10 to 0)

Mayor Brown advised Committee that local groups have expressed an interest in fundraising in support of Gaza and Israeli civilians, and requested that City facility rental fees be waived for this purpose.

The following motion was considered.

CW414-2023

1. That the request for a City facility rental fee to be waived for Amri Shamsi Islamic Relief Canada fundraiser for Gaza civilians be supported, and staff work with the organization on a time and location; and
2. That the same offer be extended to Har Tikvah in Brampton for any fundraising efforts for Israeli civilians.

Carried

12.3.3 Discussion Item at the Request of Deputy Mayor Singh re: Closed Session Business at November 20 Council Workshop

Peter Fay, City Clerk, advised that a Council Workshop is scheduled to take place on Monday, November 20, 2023, and will include a component with closed session business, which is permitted under the *Municipal Act, 2001* (the “Act”) and Council’s Procedure By-law. In accordance with the Act, a resolution is required to state that a closed meeting will occur, the general nature of its subject matter, and that it is to be closed under subsection 239 (3.1) of the Act. Mr. Fay advised that in order to remain in compliance with the Act, Committee should consider a motion regarding the scheduled Council Workshop.

The following motion was considered.

CW415-2023

That the Council Workshop, scheduled for November 20, 2023, starting at 4:00 p.m., include a closed session component in compliance with the Municipal Act, 2001, under the following provision:

Open Meeting exception under Section 239 (3.1) of the Municipal Act, 2001:

The meeting is held for the purpose of educating or training the members, at which meeting no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council – the downtown Riverwalk project.

Carried

12.4 Correspondence

Nil

12.5 Councillors Question Period

Nil

12.6 Public Question Period

The public was given the opportunity to submit questions in person or via e-mail to the City Clerk's Office regarding any decisions made under this section of the agenda. P. Fay, City Clerk, confirmed that no questions were submitted.

13. **Referred Matters List**

Nil

14. **Public Question Period**

The public was given the opportunity to submit questions in person or via e-mail to the City Clerk's Office regarding any decisions made during this meeting. P. Fay, City Clerk, confirmed that no questions were submitted.

15. **Closed Session**

15.1 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 - a property acquisition matter

15.2 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 - a procurement matter

Item 15.2 was withdrawn under the Approval of Agenda - See Recommendation CW399-2023.

The following motion was considered.

CW416-2023

That Committee proceed into Closed Session to discuss matters pertaining to the following:

15.1 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 - a property acquisition matter

Carried

In Open Session, the Chair reported on the status of matters considered in Closed Session, as follows:

15.1 – This matter was considered in closed session, information was received and procedural direction was given to refer this item to the November 22, 2023 Council meeting.

15.2 – This matter was withdrawn under the Approval of Agenda (See Recommendation CW399-2023).

16. Adjournment

The following motion was considered.

CW417-2023

That the Committee of Council do now adjourn to meet again on Wednesday, November 29, 2023, or at the call of the Chair.

Carried

Chair, Community Services Section

Chair, Legislative Services Section

Chair, Economic Development Section

Chair, Corporate Services Section

Chair, Public Works & Engineering Section



Minutes

Citizen Appointments Committee

The Corporation of the City of Brampton

Wednesday, November 22, 2023

Members Present: Regional Councillor P. Vicente (Chair)
Regional Councillor D. Keenan
Regional Councillor M. Palleschi
Regional Councillor G. Toor

Members Absent City Councillor R. Power (Vice-Chair) (personal)

Staff Present: P. Fay, City Clerk, Legislative Services
C. Gravlev, Deputy City Clerk, Legislative Services
S. Hans, Manager, Legislative Services

1. **Call to Order**

The meeting was called to order at 2:05 p.m. and recessed at 2:06 p.m.
Committee moved into Closed Session at 2:06 p.m. and recessed at 2:32 p.m.
Council reconvened in Open Session at 2:32 p.m. and adjourned at 2:35 p.m.

2. **Approval of Agenda**

The following motion was considered.

CAC027-2023

Moved by Regional Councillor Palleschi

That the Agenda for the Citizen Appointments Committee Meeting of November 22, 2023, be approved.

Carried

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

Nil

4. **Minutes**

Nil

5. **Items**

Nil

6. **Other Business**

Nil

7. **Public Question Period**

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

Nil

8. **Closed Session**

The following motion was considered.

CAC028-2023

Moved by Regional Councillor G. Toor

That Committee proceed into closed session to consider Item 8.1:

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

Personal matters about an identifiable individual, including municipal or local board employees - Candidate deliberations for appointment recommendations.

Carried

Closed Session report out:

This item was considered, and direction was given.

Committee expressed a desire to set a threshold for participation site inspections by members of the School Traffic Safety Council to ensure each appointed member participates in a minimum of one inspection per quarter to maintain eligibility to remain on the committee.

The following motion was considered.

CAC029-2023

Moved by Regional Councillor G. Toor

That citizen members of the School Traffic Safety Council be expected to conduct a minimum of one (1) school site inspection each quarter as part of their continued eligibility to serve as an appointed member on the Committee.

Carried

9. Adjournment

The following motion was considered.

CAC030-2023

Moved by Regional Councillor D. Keenan

That the Citizen Appointments Committee does now adjourn, to meet again at the call of the Chair.

Carried

The meeting adjourned at 2:35 p.m.

P. Vicente, Chair

R. Power, Vice-Chair

Wednesday, November 29, 2023

2. Approval of Agenda

CW418-2023

That the agenda for the Committee of Council Meeting of November 29, 2023 be approved, as amended, as follows:

To add:

- 11.3.3 Discussion Item at the request of Deputy Mayor Singh, re: Airport Taxis
- 12.3.1 Discussion Item at the request of Regional Councillor Vicente, re: User Fee By-law 380-2003 Update
- 12.3.2 Discussion Item at the request of Regional Councillor Palleschi, re: Potential Amendment to the Procedure By-law relating to Closed Session Participation
- 15.5 Open Meeting exception under Section 239 (2) (c) and (e) of the Municipal Act, 2001:

A proposed or pending acquisition or disposition of land by the municipality or local board; and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board – an expropriation matter

Carried

4. **Consent**

CW419-2023

That the following items to the Committee of Council Meeting of November 29, 2023 be approved as part of Consent:

8.2.1, 8.2.2, 8.2.5, 8.2.6, 8.2.9, 8.3.1, 9.2.1, 9.2.3, 9.2.4, 9.2.5, 10.2.1, 11.3.1, 11.3.2, 12.2.1, 12.2.4, 12.2.5, 12.2.6, 12.2.7

Carried

6. **Public Delegations**

6.1 **CW420-2023**

1. That the delegation from Sylvia Roberts, Brampton Resident, to the Committee of Council Meeting of November 29, 2023, re: **Brampton Library Budget and Quarterly Update**, be received;
2. That the delegation from Todd Kyle, CEO, and Radha Tailor, Library Board Chair, Brampton Library, to the Committee of Council Meeting of November 29, 2023, re: **Brampton Library Budget and Quarterly Update**, be referred to City staff for consideration and report back, with the following requests:
 1. Brampton Library staff work with City of Brampton staff to integrate planning, design, construction and development of library facilities, asset management and long-term City facility planning to ensure library space grows as the city grows;
 2. City Staff work to establish Service Levels Agreements (SLAs) for all services the City of Brampton provides;
 3. The SLA with City of Brampton Purchasing include provisions for City Purchasing to work with the Brampton Library to procure any services the City does not provide, guided by the City's Purchasing By-law; and
 4. City and Library staff be requested to report back to City Council and/or Library Board quarterly during 2024 on progress on these items, including any individual approvals required to put these items into effect.

Carried

6.2 **CW421-2023**

That the delegation from Pam Banks, Executive Director, and Andrew Opala, Chair, Altitude Accelerator, to the Committee of Council Meeting of November 29, 2023, re: **Altitude Accelerator and other Regional Innovation Centres Funding Agreements with the Province**, be referred to Economic Development staff to assist with related advocacy.

Carried

6.3 **CW422-2023**

That the following delegations from Sylvia Roberts, Brampton Resident, to the Committee of Council Meeting of November 29, 2023, be received:

- a. Item 8.2.3 - Request to Begin Procurement – Chinguacousy Züm and Cycling Infrastructure Improvements - Wards 2, 4, 5, and 6
- b. Item 8.2.4 - Request To Begin Procurement – Winter Maintenance Services for a Ten-Year Period
- c. Item 8.2.7 - Brampton Transit 2023-2027 Business Plan – Supplementary Report
- d. Item 7.1 - Government Relations Matters
- e. Item 12.2.8 - Bridge Financial Master Plan

Carried

7. **Government Relations Matters**

7.1 **CW423-2023**

That the presentation from Andrzej Hoffmann, Advisor, Government Relations, Office of the CAO, to the Committee of Council Meeting of November 29, 2023, re: **Government Relations Matters**, be received.

Carried

8. Public Works and Engineering Section

^8.2.1 CW424-2023

1. That the report from Brian Johnson, Acting Supervisor, Fleet Services, Public Works and Engineering, to the Committee of Council Meeting of November 29, 2023, re: **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.

Carried

^8.2.2 CW425-2023

1. That the report from Ghaz Mohammad, Senior Project Engineer, Capital Works, Public Works and Engineering, to the Committee of Council Meeting of November 29, 2023, re: **Request to Begin Procurement - Reconstruction of Williams Parkway between McLaughlin Road and Dixie Road – Wards 1, 5 and 7**, be received;
2. 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.

Carried

8.2.3 CW426-2023

1. That the report from Chris Lafleur, Project Leader, Higher Order Transit EA, Transit, 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; and
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.

Carried

8.2.4 **CW427-2023**

That the report from Sam Mattina, Manager, Contracts, Operations Planning and Projects, Road Maintenance, Operations and Fleet, Public Works and Engineering, to the Committee of Council Meeting of November 29, 2023, re: **Request To Begin Procurement – Winter Maintenance Services for a Ten-Year Period**, be referred to staff to convene a Council Workshop for the subject matter.

Carried

[^]8.2.5 **CW428-2023**

1. That the report from Sean Cressman, Manager, Building Design and Construction, Public Works and Engineering, to the Committee of Council Meeting of November 29, 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.

Carried

[^]8.2.6 **CW429-2023**

1. That the report from Neda Pavela-Mogus, Manager, Building Design and Construction, Public Works and Engineering, to the Committee of Council Meeting of November 29, 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.

Carried

8.2.7 **CW430-2023**

1. That the report from Doug Rieger, Director, Transit Development, Transit, 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 of 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.

Carried

8.2.8 **CW431-2023**

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

Carried

^8.2.9 **CW432-2023**

1. That the report from Binita Poudyal, Traffic Operations Technologist, Public Works and Engineering, to the Committee of Council Meeting of November 29, 2023, re: **Traffic By-law 93-93 – Administrative Update**, be received; and,

2. That a by-law be passed to amend Traffic By-law 93-93, as amended, as outlined in the subject report.

Carried

^8.3.1 CW433-2023

That the **Minutes of the Brampton School Traffic Safety Council Meeting of November 2, 2023**, Recommendations SC035-2023 to SC039-2023, to the Committee of Council Meeting of November 29, 2023, be approved.

Carried

The recommendations were approved as follows:

SC035-2023

That the Brampton School Traffic Safety Council agenda be approved as published and circulated.

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
3. 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.

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.

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.

SC039-2023

That the Brampton School Traffic Safety Council meeting do now adjourn to meet again December 7, 2023 at 9:30 a.m.

9. Community Services Section

^9.2.1 **CW434-2023**

1. That the report from Razmin Said, Manager, Community Safety and Well-Being Office (CSWO), Community Services, to the Committee of Council Meeting of November 29, 2023, re: **Neighbourhood Association Guide**, be received;
2. 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.

Carried

9.2.2 **CW435-2023**

1. That the report from Tonian Reid, Coordinator, Business Planning, Parks Maintenance and Forestry, Community Services, to the Committee of Council 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.

Carried

^9.2.3 **CW436-2023**

1. That the report from Tonian Reid, Coordinator, Business Planning, Parks Maintenance and Forestry, Community Services, to the Committee of Council 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.

Carried

^9.2.4 CW437-2023

1. That the report from Danial Chowdhary, Facility Planning, Recreation, Community Services, 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.

Carried

^9.2.5 CW438-2023

Whereas, 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;

Therefore Be It Resolved:

1. That the report from Andrew von Holt, Deputy Fire Chief, Brampton Fire and Emergency Services, to the Committee of Council Meeting of November 29, 2023, re: **Sacred Fires at Meadowland Park - Ward 3**, be received;
2. That a by-law be passed to amend 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.

Carried

10. Legislative Services Section

^10.2.1

CW439-2023

1. That the report from Jeffrey Humble, Manager, Integrated City Planning, Planning, Building and Growth Management, to the Committee of Council Meeting of November 29, 2023, re: **Proposed Residential Rental Licensing**

Pilot Program for Wards 1, 3, 4, 5 and 7 (RM 23/2023 and RM 25/2023), be received;

2. That the business licensing by-law, appended to the report as Attachment 1, for the Residential Rental Pilot Program be approved and the program be launched on January 1, 2024;
3. That the following licensing fee structure be implemented for applications submitted in 2024, as part of the initial launch of the pilot program: 0 to 3 months one hundred percent (100%) licensing fee waived; 3 to 6 months fifty percent (50%) of the licensing fee waived; and 6 months onward zero percent (0%) of the licensing fee waived;
4. That for the two-year term of the RRL pilot program commencing on January 1, 2024, a licensing fee renewal be required on January 1, 2025;
5. That the dedicated task force for the Residential Rental Licensing Pilot Program commence in Q4 2023 and continue for the term of the pilot; and,
6. That staff bring forward a mid-term and final report to Council evaluating the RRL pilot program and seek further direction from Council.

Carried

11. Economic Development Section

^11.3.1

CW440-2023

That the **Minutes of the MedTech Task Force Meeting of May 24, 2023**, Recommendations MTTF001-2023 to MTTF005-2023, to the Committee of Council Meeting of November 29, 2023, be approved.

Carried

The recommendations were approved as follows:

MTTF001-2023

That the agenda for the MedTech Task Force Committee Meeting of May 24, 2023, be approved as published and circulated.

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.

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.

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.

MTTF005-2023

That the MedTech Task Force Committee do now adjourn.

^11.3.2

CW441-2023

That the **Minutes of the MedTech Task Force Meeting of November 23, 2023**, Recommendations MTTF006-2023 to MTTF007-2023, to the Committee of Council Meeting of November 29, 2023, be approved.

Carried

The recommendations were approved as follows:

MTTF006-2023

That the agenda for the MedTech Task Force Committee Meeting of November 23, 2023, be approved as published and circulated.

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.

MTTF008-2023

1. 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.

MTTF009-2023

That the MedTech Task Force Committee do now adjourn.

12. Corporate Services Section

12.1.1 CW442-2023

That the presentation from Andrew Mirabella, Hemson Consulting, to the Committee of Council Meeting of November 29, 2023, re: **Item 12.2.8 - Staff Report re: Bridge Financial Master Plan**, be received.

Carried

^12.2.1

CW443-2023

That the report from Bennet Kim, Real Estate Coordinator, Realty Services, Office of the CAO, 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.

Carried

12.2.2 **CW444-2023**

1. That the report from Cynthia Ogbarmey-Tetteh, Director, Human Resources, Corporate Support Services, to the Committee of Council Meeting of November 29, 2023, re: **Potential for Improvement to Maternity and Parental Benefits (RM 73/2023)**, be received; and

2. That 'Option One' as described within the report as:

“Option 1: Average: This option improves the City's position as average in its pregnancy and parental leave benefits 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)
F	53	\$1,167,346	\$1,431,567
M	66	\$459,338	\$826,809
Total	119	\$1,626,684	\$2,258,376

, and

“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)”

Gender	Average # Employees	Total Annual Cost of Pregnancy + Parental SUB top up at 75%	OPTION 1 Total Annual Cost of Pregnancy + Parental SUB top up at from 75% to 81% (Average)
F	53	\$1,167,346	\$1,269,912
M	66	\$459,338	\$530,405
Total	119	\$1,626,684	\$1,800,317

, be approved.

Carried

12.2.3 CW445-2023

That the report from Gage Board, Acting Manager, Tourism, Corporate Support Services, to the Committee of Council Meeting of November 29, 2023, re: **Budget Amendment – Certified Commercial Kitchen**, be referred to staff for a report to the December 6, 2023 Council meeting.

Carried

^12.2.4

CW446-2023

1. That the report from Nash Damer, Treasurer, Finance, Corporate Support Services, 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.

Carried

^12.2.5

CW447-2023

1. That the report from Nash Damer, Treasurer, Finance, Corporate Support Services, to the Committee of Council Meeting of November 29, 2023, re: **2023 Third Quarter Reserve Report**, be received; and
2. That a new reserve be established to manage the recently announced \$114 million in Housing Accelerator Funding from the Federal Government.

Carried

^12.2.6

CW448-2023

That the report from Nash Damer, Treasurer, Finance, Corporate Support Services, to the Committee of Council Meeting of November 29, 2023, re: **2023 Third Quarter Operating Budget Forecast**, be received.

Carried

^12.2.7

CW449-2023

1. That the report from Maja Kuzmanov, Senior Manager, Accounting Services/Deputy Treasurer, Corporate Support Services, to the Committee of Council Meeting of November 29, 2023, re: **Capital Project Financial Status Report – Q3 2023**, be received; and
2. That the Treasurer be authorized to amend budgets for Capital Projects listed in Schedule D of this report.

Carried

12.2.8

CW450-2023

1. That the report from Nash Damer, Treasurer, Corporate Support Services, to the Committee of Council Meeting of November 29, 2023, re: **Bridge Financial Master Plan**, be received;

2. 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; and
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.

Carried

12.3.1 **CW451-2023**

Whereas the City's user fees are reviewed annually to ensure appropriate cost recovery, sustainability of programs/services, preservation of service quality, affordability, consistency, and customer satisfaction;

Whereas the City may recommend changes to the City's User Fee By-law 380-2003 to compress, categorize, and streamline the inventory of user fees associated with programs and services in order to make user fees more transparent, consistent and easier to understand to the resident;

Whereas Schedule E to City's User Fee By-law 380-2003 includes the schedule of fees related to the Public Works and Engineering Fees/Charges;

Whereas the CAO, Commissioner of Community Services, or the Director of Recreation, as applicable, may approve a new fee, or waive a fee in Schedule A – Recreation to Schedule E of the City's User Fee By-law 380-2003;

Be It Resolved That:

The User Fee By-law 380-2003, as amended, be further amended to permit the Commissioner, Public Works and Engineering, to waive or lower established user fees, as appropriate or in accordance with defined criteria, in regard to City facility permits and associated fees as set out in Schedule E – Facilities, Operation and Maintenance.

Carried

12.3.2 **CW452-2023**

That staff be directed to draft and present a by-law to amend Procedure By-law 160-2004, as amended, to limit participation within Closed Session meetings of Council, and all standing committees of Council, to in-person only for all Members of Council and City staff.

Carried

15. Closed Session

CW453-2023

That Committee proceed into Closed Session to discuss matters pertaining to the following:

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

15.4 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

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

A proposed or pending acquisition or disposition of land by the municipality or local board; and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board – an expropriation matter

Carried

16. Adjournment

CW454-2023

That the Committee of Council do now adjourn to meet again on Wednesday, January 17, 2024, or at the call of the Chair.

Carried



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To Amend Brampton Appeal Tribunal By-law 48-2008

WHEREAS The Corporation of the City of Brampton enacted the Brampton Appeal Tribunal By-Law 48-2008, establishing an appeal body composed of citizens of Brampton (the "Tribunal");

AND WHEREAS The Corporation of the City of Brampton considers it desirable to impose common fees and charges in relation to appeals of matters within the jurisdiction of the Brampton Appeal Tribunal

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

1. By-Law 48-2008, as amended, is hereby further amended by adding the following definition to paragraph 1 in alphabetic order:

"Quorum" means the minimum number of members of the Tribunal, required to be present in-person to convene a meeting and Hearing of an Appeal, and shall be comprised of at least three (3) members of the Tribunal who shall be present in-person at all times during a Hearing of an Appeal and only those members hearing an Appeal shall be party to making a Decision regarding the Appeal;

2. By-Law 48-2008, as amended, is hereby further amended by deleting paragraph 5 and replacing with the following:

5. The Tribunal shall meet once a month or as often as it decides is necessary for the expedient resolution of its case load. A Quorum of the Tribunal membership is necessary for purposes of a meeting and the Hearing of an Appeal.

3. Schedule 1 to By-Law 48-2008, as amended, is hereby further amended by deleting paragraph 40. (1) and (2) and replacing with the following:

- (1) A Quorum of the appointed Members must be present for Hearing an Appeal. In the following sections, the "panel" means those Members that are present to conduct the Hearing or procedure.

- (2) If quorum is not achieved within thirty (30) minutes of the scheduled start time, all Hearings are rescheduled to the next available date, as determined by the Tribunal Coordinator, and notice shall be sent as if it were the first notice of the Hearing.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
2023/11/30
Colleen Grant

Patrick Brown, Mayor

Approved as to
content.
2023/11/16
P. Fay

Peter Fay, City Clerk



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To accept and assume works in

Registered Plan 43M-2064

WHEREAS the Council of the Corporation of the City of Brampton has, by resolution, directed that all works constructed and installed in accordance with the subdivision agreement for Registered Plan 43M-2064 be accepted and assumed;

AND WHEREAS Council has authorized the City Treasurer to release all the securities held by the City;

AND WHEREAS it is deemed expedient to accept and assume the streets as shown on Registered Plan 43M-2064 as part of the public highway system.

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

1. All of the works constructed and installed in accordance with the subdivision agreement for Registered Plan 43M-2064 are hereby accepted and assumed.
 2. The lands described in Schedule A to this by-law are hereby accepted and assumed as part of the public highway system of the City of Brampton.
1. ENACTED and PASSED THIS 6th day of December 2023.

Approved as to
form.
2023/11/21

M.Rea

Patrick Brown, Mayor

Approved as to
content.
2023/10/30

L.Totino

Peter Fay, City Clerk

Attachment: Schedule A
KL/21T-15001Ba

SCHEDULE A TO BY-LAW NO. _____

Registered Plan 43M-2064

Hendricks Crescent (Both Portions), Moffatt Avenue, Hawkway Court

City of Brampton
Regional Municipality of Peel



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To amend the Schedules of Traffic By-law 93-93, relating to FIRE ROUTES (Schedule XXII), DESIGNATED BICYCLE LANES (Schedule XXX) and COMMUNITY SAFETY ZONES (Schedule XXIV)

WHEREAS the Council for The Corporation of the City of Brampton has adopted and the Traffic and Parking By-law No. 93-93, (“By-law 93-93”) as amended to regulate the use of highways and parking in the City of Brampton;

AND WHEREAS pursuant to subsection 11 (3) 1 of the Municipal Act 2001, a by-law may be passed by a council of a municipality relating to the regulation of highways and parking within the municipality;

AND WHEREAS the Council of The Corporation of the City of Brampton is desirous of adopting a by-law to further amend By-law 93-93 by amending FIRE ROUTES (Schedule XXII), DESIGNATED BICYCLE LANES (Schedule XXX), and COMMUNITY SAFETY ZONES (Schedule XXIV);

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

1. By-law 93-93 as amended, is hereby further amended by ADDING the following items to Schedule XXII:

FIRE ROUTES

COLUMN 1 LOCATION CODE	COLUMN 2 LOCATION
B-79 (K2)	2250, 2260, 2280 Bovaird Drive East
B-80 (F2)	85 Burnt Elm Drive
R-45 (E1)	565 Remembrance Road
R-46 (H4)	181 Rutherford Road South
W-35 (F2)	10 Whybank Drive

2. By-law 93-93 as amended, is hereby further amended by DELETING the following items from Schedule XXX:

DESIGNATED BICYCLES LANES

COLUMN 1 HIGHWAY	COLUMN 2 BETWEEN	COLUMN 3 LANE	COLUMN 4 DIRECTION
Peter Robertson Boulevard	Bramalea Road and Sunny Meadow Boulevard	Adjacent to curb lane	Both
Rutherford Road	Williams Parkway and Archdekin Drive (south intersection)	Adjacent to curb lane	Both

3. By-law 93-93 as amended, is hereby further amended by ADDING the following items to Schedule XXX:

DESIGNATED BICYCLES LANES

COLUMN 1 HIGHWAY	COLUMN 2 BETWEEN	COLUMN 3 LANE	COLUMN 4 DIRECTION
Gillingham Drive	Bovaird Drive West and Main Street North	Adjacent to curb lane	Both
Kingknoll Drive	McLaughlin Road South and Windmill Boulevard	Adjacent to curb lane	Both
Gillingham Drive	Bovaird Drive West and Main Street North	Adjacent to curb lane	Both
Peter Robertson Boulevard	Dixie Road and Sunny Meadow Boulevard	Adjacent to curb lane	Both
Linkdale Road	Centre Street North and Kennedy Road North	Adjacent to curb lane	Both
Black Forest Drive	Bramalea Road and Sprucelands Avenue	Adjacent to curb lane	Both
Elbern Markell Drive	Bovaird Drive West and Queen Street West	Adjacent to curb lane	Both
Rutherford Road North	Archdekin Drive (south intersection) and Weybridge Trail/Wikander Way	Adjacent to curb lane	Both
Olde Town Road	Chinguacousy Road and Fletchers Creek Boulevard	Adjacent to curb lane	Both
Royal West Drive	Queen Street West and Williams Parkway	Adjacent to curb lane	Both

4. By-law 93-93 as amended, is hereby further amended by ADDING the following item to Schedule XXIV:

COMMUNITY SAFETY ZONES

COLUMN 1 HIGHWAY	COLUMN 2 BETWEEN	COLUMN 3 TIMES OR DAYS
Palmvalley Drive	Imperial Lakes Drive and Riverstone Drive	Anytime

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
2023/11/07
Colleen Grant

Patrick Brown, Mayor

Approved as to
content.
2023/11/07
Kevin Minaker

Peter Fay, City Clerk



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

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 6th day of December, 2023.

Approved as to
form.
2023/11/30
Colleen Grant

Patrick Brown, Mayor

Approved as to
content.
2023/11/30
Andrew von Holt

Peter Fay, City Clerk



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

Amendment to User Fee By-law 380-2003 - Schedule E – Facilities, Operation and Maintenance

WHEREAS the City’s user fees are reviewed annually to ensure appropriate cost recovery, sustainability of programs/services, preservation of service quality, affordability, consistency, and customer satisfaction;

WHEREAS the City may recommend changes to the City’s User Fee By-law 380-2003 to compress, categorize, and streamline the inventory of user fees associated with programs and services in order to make user fees more transparent, consistent and easier to understand to the resident;

WHEREAS Schedule E to City’s User Fee By-law 380-2003 includes the schedule of fees related to the Public Works and Engineering Fees/Charges;

WHEREAS Council passed Resolution No. _____-2023 to permit the Commissioner of Public Works & Engineering to waive or lower established user fees, as appropriate, or in accordance with defined criteria, in regard to City facility permits and associated fees as set out in Schedule E – Facilities, Operation and Maintenance; and

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

1. That User Fee By-law 380-2003, as amended, be amended by adding the following preamble to Schedule E – Facilities, Operation and Maintenance:

“General:

The presented user fees do not include H.S.T. however, if taxes are applicable, it has been identified and will be charged at the time of purchase.

Resident: If the customer or the customer’s landlord is paying property taxes in the City of Brampton, the customer is considered a Brampton resident (proof of residency will be required at the time of purchase).

Non-Resident: If the customer or the customer’s landlord is not paying property taxes to the City of Brampton, the customer is considered non-resident.

The Commissioner of Public Works & Engineering may waive or lower established user fees, as appropriate or in accordance with defined criteria, in regard to City facility permits and associated fees as set out Schedule E – Facilities Operations and Maintenance to City’s User Fee By-law 380-2003.

Rentals:

Standardized client types have been established for pricing purposes.

- Resident rates have been established as the *base rate* for all rental fees
- Affiliated Group/Board of Education rate is incrementally lower than the Resident rate
- Non-Resident/For-Profit (Commercial) rates are incrementally higher than the Resident rate
- In circumstances where the Affiliated Group/Board of Education or Non-Resident/For-Profit rates are not presented, the Resident rate will apply.

In circumstances where the client does not match an appropriate client category (i.e. Resident; Non-Resident; Affiliated Youth/BoEd) the highest rate will be charged.

All rentals require that a minimum 20% non-refundable deposit be paid at the time of booking in order to hold the space. The remainder of the fee is due thirty (30) days prior to the rental date unless otherwise specified on the Rental Agreement. The Permit holder must notify the designated department representative two weeks in advance of any cancellation. Failure to do so will result in forfeit of the full amount paid to the City. Refunds requested in accordance with this clause will be made up to 80% of the contracted price.

Requests for internal bookings from within the City will not be charged any of the applicable rental and extra fees, providing they are booking spaces for City business (i.e. internal staff booking a meeting room, Alderlea excluded). In addition, rental and extra fees are waived for internal bookings for City of Brampton employees booking Public/Town Hall meetings hosted by the Mayor and/or members of City Council, and meetings on matters of public interest for all City Departments.”

ENACTED and PASSED this 6th day of December, 2023.

Approved as to form.
2023/11/30
Colleen Grant

Patrick Brown, Mayor

Approved as to content.
2023/11/30
Rajkaran Chhina



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To amend Comprehensive Zoning By-law 270-2004, as amended

The Council of the Corporation of the City of Brampton, in accordance with the provisions of the *Planning Act, R.S.O. 1990, c.P. 13*, hereby ENACTS as follows:

1. By-law 270-2004, as amended, is hereby further amended:

(1) By changing Schedule A thereto, the zoning designation of the lands as shown outlined on Schedule A to this by-law:

From:	To:
"AGRICULTURAL (A)" & "FLOODPLAIN (F)"	RESIDENTIAL SINGLE DETACHED F – 11.0 – SECTION 3737 (R1F – 11.0 – 3737) RESIDENTIAL SINGLE DETACHED F – 9.15 – SECTION 3738 (R1F – 9.15 – 3738) RESIDENTIAL TOWNHOUSE E – 6.0 – SECTION 3739 (R3E – 6.0 – 3739) RESIDENTIAL TOWNHOUSE E – 6.1 – SECTION 3740 (R3E – 6.1 – 3740) OPEN SPACE ZONE (OS) FLOODPLAIN (F)

(2) By adding the following Sections:

3737 The lands designated R1F – 11.0 – 3737 on Schedule A to this bylaw:

3737.1 Shall only be used for the purposes permitted in an R1F – 11.0 zone.

3737.2 Shall be subject to the following requirements and restrictions:

(1) Minimum Lot Width	Interior Lot – 11.0 metres Corner Lot – 13.0 metres
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<p>(2) Minimum Front Yard</p>	<ul style="list-style-type: none"> a) 3.0 metres; b) 6.0 metres to the front of the garage; c) the main wall of a dwelling may encroach into the front yard to within 1.0 metre of a daylight rounding or triangle; d) a porch and/or balcony with or without foundation or cold cellar may encroach 2.0 metres into the minimum front yard with an additional 0.25 metres encroachment for steps; e) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle; f) a bay window, bow window, box window with or without foundation or cold cellar may encroach 1.0 metre into the minimum front yard; and g) a bay window, bow window or box window with or without foundation or cold cellar including eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle;
<p>(3) Minimum Exterior Side Yard</p>	<ul style="list-style-type: none"> a) 3.0 metres b) 6.0 metres to a garage door facing the exterior side yard for corner lots; c) the main wall of a dwelling may encroach into the exterior side yard to within 1.0 metre of a daylight rounding or triangle; d) a porch and/or balcony with or without foundation or cold cellar and chimney may encroach 2.0 metres into the minimum exterior side yard with an additional 0.25 metres encroachment for steps; e) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the exterior side yard to within 0.0 metres of a daylight rounding or triangle; f) a bay window, bow window or box window with or without foundation or cold cellar may encroach 1.0 metres into the minimum exterior

	side yard and within 0.0 metres of a daylight rounding or triangle
(4) Minimum Rear Yard Depth	<ul style="list-style-type: none"> a) 7.0 metres for an interior lot; b) 6.0 metres when a rear yard abuts an interior side yard; c) 6.0 metres when a rear yard abuts an Open Space, Floodplain or Institutional zone; d) 3.0 metres for a corner lot provided that not less than 50% of the unit width is setback 6.0 metres from the rear lot line; e) A deck may encroach 3.5 metres into the required rear yard; f) 0.6 metres to the side wall of a garage, where access to the garage is from the exterior side yard for lots equal to or greater than 13.4 metres; g) Open roofed porches and or uncovered terraces may encroach in to the rear yard to within 3.0 metres of the rear lot line h) a bay window, bow window or box window with or without foundation may encroach 1.0 metre into the minimum rear yard;
(5) Minimum Interior Side Yard	<ul style="list-style-type: none"> a) 1.2 metres on one side and 0.6 metres on the other side provided that the combined total for each interior lot is 1.8 metres; b) Interior side yards between two lots can be paired at 0.6 metres per paired lots, and/or 1.2 metres and 0.6 metres per paired lots, and/or at 1.2 metres and 1.2 metres per paired lots; c) 1.2 metres where the side yard abuts a public walkway or a non-residential zone; and d) 0.6 metres for a corner lot abutting another interior lot
(6) For corner lots, either the exterior side yard or interior side yard shall maintain a minimum 1.2 metres regardless of permitted encroachments.	
(7) Maximum Building Height	12 metres
(8) The following provisions shall apply to garages:	<ul style="list-style-type: none"> a) No garage may project more than 1.5 metres beyond the porch or front wall of a dwelling; b) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 11.6

	<p>metres but less than 12.5 metres shall be 5.0 metres;</p> <p>c) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 12.5 metres but less than 15.0 metres shall be 5.5 metres;</p> <p>d) the garage door width restriction does not apply to a garage door facing the exterior lot line;</p> <p>e) minimum interior garage dimension of shall measure 6.0 metre interior length by 3.1 metre interior width</p> <p>f) No encroachment shall be permitted into a required parking space within a garage, except for one step (2 risers) into the minimum garage length;</p>
(9) The Following shall apply to a bay, bow or box window:	<p>a) notwithstanding Section 6.13 Table 6.13.A the maximum width of a bay, bow or box window with or without foundation shall be 4.5 metres;</p> <p>b) notwithstanding Section 6.13 Table 6.13.A the maximum depth of a bay, bow or box window with or without foundation shall be 1.0 metre;</p> <p>c) a bay, bow or box window with a maximum depth of 0.6 metres does not need to contain side windows; and</p> <p>d) a bay, bow or box window with a depth greater than 0.6 metres up to a maximum depth of 1.0 metre does need to contain side windows;</p>
(10) Encroachments	<p>a) exterior stairs below grade may encroach into rear yard up to 2.5 metres</p>

(3) By adding thereto, the following sections:

3738 The lands designated R1F – 9.15 – 3738 on Schedule A to this bylaw:

3738.1 Shall only be used for the purposes permitted in an R1F – 9.15 zone

3738.2 Shall be subject to the following requirements and restrictions:

(1) Minimum Lot Width	<p>Interior Lot – 9.15 metres</p> <p>Corner Lot – 10.9 metres</p>
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<p>(2) Minimum Front Yard</p>	<ul style="list-style-type: none"> a) 3.0 metres; b) 6.0 metres to the front of the garage; c) the main wall of a dwelling may encroach into the front yard to within 1.0 metre of a daylight rounding or triangle; d) a porch and/or balcony with or without foundation or cold cellar may encroach 2.0 metres into the minimum front yard; e) a porch and/or balcony with or without foundation or cold cellar including steps eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle; f) a bay window, bow window, box window with or without foundation or cold cellar may encroach 1.0 metre into the minimum front yard; and g) a bay window, bow window or box window with or without foundation or cold cellar including eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle;
<p>(3) Minimum Exterior Side Yard</p>	<ul style="list-style-type: none"> a) 3.0 metres b) 6.0 metres to a garage door facing the exterior side yard for corner lots; c) the main wall of a dwelling may encroach into the exterior side yard to within 1.0 metres of a daylight rounding or triangle; d) a porch and/or balcony with or without foundation or cold cellar and chimney may encroach 2.0 metres into the minimum exterior side yard; e) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the exterior side yard to within 0.0 metres of a daylight rounding or triangle; f) a bay window, bow window or box window with or without foundation or cold cellar may encroach 1.0 metre into the minimum exterior side yard and within 0.0 metres of a daylight rounding or triangle;

<p>(4) Minimum Rear Yard Depth</p>	<ul style="list-style-type: none"> a) 7.0 metres for an interior lot; b) 6.0 metres when a rear yard abuts an interior side yard; c) 3.0 metres for a corner lot provided that not less than 50% of the unit width is setback 6.0 metres from the rear lot line; d) A deck may encroach 3.5m into the required rear yard; e) 0.6 metres to the side wall of a garage, where access to the garage is from the exterior side yard for lots equal to or greater than 13.4 metres; f) Open roofed porches and or uncovered terraces may encroach in to the rear yard to within 3.0 metres of the rear lot line g) a bay window, bow window or box window with or without foundation and a porch or cold cellar may encroach 1.0 metre into the minimum rear yard;
<p>(5) Minimum Interior Side Yard</p>	<ul style="list-style-type: none"> a) 1.2 metres on one side and 0.6 metres on the other side provided that the combined total for each interior lot is 1.8 metres; b) Interior side yards between two lots can be paired at 0.6 metres per paired lots, and/or 1.2 metres and 0.6 metres per paired lots and/or at 1.2 metres and 1.2 metres per paired lots; c) 1.2 metres where the side yard abuts a public walkway or a non-residential zone; and d) 0.6 metres for a corner lot abutting another interior lot.
<p>(6) For corner lots, either the exterior side yard or interior side yard shall maintain a minimum 1.2 metres regardless of permitted encroachments.</p>	
<p>(7) Maximum Building Height</p>	<p>12 metres</p>
<p>(8) The following provisions shall apply to garages:</p>	<ul style="list-style-type: none"> a) No garage may project more than 1.5 metres beyond the porch or front wall of a dwelling; b) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 11.6 metres but less than 12.5 metres shall be 5.0 metres; c) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 12.5

	<p>metres but less than 15.0 metres shall be 5.5 metres;</p> <p>d) the garage door width restriction does not apply to a garage door facing the exterior lot line;</p> <p>e) minimum interior garage dimension of shall measure 6.0 metre interior length by 3.1 metre interior width</p> <p>f) No encroachment shall be permitted into a required parking space within a garage, except for one step (2 risers) into the minimum garage length;</p>
(9) The Following shall apply to a bay, bow or box window:	<p>e) notwithstanding Section 6.13 Table 6.13.A the maximum width of a bay, bow or box window with or without foundation shall be 4.5 metres;</p> <p>f) notwithstanding Section 6.13 Table 6.13.A the maximum depth of a bay, bow or box window with or without foundation shall be 1.0 metre;</p> <p>g) a bay, bow or box window with a maximum depth of 0.6 metres does not need to contain side windows; and</p> <p>h) a bay, bow or box window with a depth greater than 0.6 metres up to a maximum depth of 1.0 metre does need to contain side windows;</p>
(10) Encroachments	<p>a) exterior stairs below grade may encroach into rear yard up to 2.5 metres</p>

(4) By adding thereto, the following sections:

3739 The lands designated R3E– 6.0 – 3739 on Schedule A to this by-law:

3739.1 Shall only be used for the purpose permitted in an R3E– 6.0 zone; and,

a) Dwelling, Rear Lane Townhouse

3739.2 Shall be subject to the following requirements and restrictions:

(1) For the purpose of this by-law, the front lot line for a Rear Lane Townhouse shall be deemed to be Clarkway Drive.	
(2) Minimum Lot Width	<p>Interior Lot: 6.0 metres</p> <p>Corner Lot: 9.0 meters</p>
(3) Minimum Lot Area	Interior Lot: 140 square metres

	Corner Lot: 210 square metres
(2) Minimum Front Yard	<ul style="list-style-type: none"> a) 3.0 metres; b) The main wall of dwelling may encroach into the front yard to within 1.0 metre of a daylight rounding or triangle c) A porch and/or balcony with or without a foundation may encroach 2.0 metres into the minimum front yard; d) A bay window; bow window or window with or without a foundation or cold cellar may encroach 1.0 metre into the minimum front yard; e) a porch and/or balcony with or without foundation or cold cellar including steps eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle; f) a bay window, bow window, box window with or without foundation or cold cellar may encroach 1.0 metre into the minimum front yard; and g) a bay window, bow window or box window with or without foundation or cold cellar including eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle;
(3) Minimum Exterior Side Yard	<ul style="list-style-type: none"> a) the main wall of a dwelling may encroach into the exterior side yard to within 1.0 metre of a daylight rounding; b) a porch or balcony with or without foundation or cold cellar may encroach 2.0 metres into the exterior side yard; c) a porch and/or balcony with or without foundation or cold cellar may encroach into the exterior side yard to within 0.0 metres of a daylight rounding; d) a bay window, bow widow or box window with or without foundation may encroach 1.0 metre into the exterior side yard;
(4) Minimum Rear Yard Depth	<ul style="list-style-type: none"> a) 3.0 metres to the wall of a dwelling. b) 6.0 metre to garage from a public right-of-way.

(5) Minimum Interior Side Yard Width	<p>a) No minimum side yard requirement where units have an attached wall.</p> <p>b) a bay window, bow window or box window with or without foundation and a porch or cold cellar may encroach 0.5 metres into the minimum interior side yard.</p>
(6) Maximum Building Height	14 metres (3 storeys)
(7) The following provisions shall apply to garages:	<p>a) The garage door width shall not exceed the width of any unit or the main wall of the dwelling</p> <p>b) minimum interior garage dimension of shall measure 6.0 metre interior length by 3.1 metre interior width.</p>
(8) The Following shall apply to a bay, bow or box window:	<p>a) notwithstanding Section 6.13 Table 6.13.A the maximum width of a bay, bow or box window with or without foundation shall be 4.5 metres;</p> <p>b) notwithstanding Section 6.13 Table 6.13.A the maximum depth of a bay, bow or box window with or without foundation shall be 1.0 metre;</p> <p>c) a bay, bow or box window with a maximum depth of 0.6 metres does not need to contain side windows; and</p> <p>d) a bay, bow or box window with a depth greater than 0.6 metres up to a maximum depth of 1.0 metre does need to contain side windows;</p>
(9) Minimum Landscape Open Space	The entire yard areas shall be landscaped open space other than a driveway, an encroachment, or an accessory building permitted by this by-law
(10) Maximum Lot Coverage	No Requirement
(11) Notwithstanding Section 10.13.2, front to rear pedestrian access through the dwelling unit does not need to be provided.	
(12) Maximum fence height permitted within the front yard is 1.2 metres.	

(5) By adding thereto, the following sections:

3740 The lands designated R3E– 6.1 – 3740 on Schedule A to this by-law:

3740.1 Shall only be used for the purpose permitted in an R3E - 6.1 zone; and

a) Dwelling, Street Townhouse

3740.2 Shall be subject to the following requirements and restrictions:

(1) Minimum Lot Area	Interior Lot: 150 square metres Corner Lot: 220 square metres End Lot: 180 square metres
(3) Minimum Lot Width	Interior Lot: 6.1 metres Corner Lot: 9.1 metres End Lot: 7.3 metres
(4) Minimum Front Yard	<ul style="list-style-type: none"> a) 3.0 metres; b) the main wall of a dwelling may encroach into the front yard to within 1.0 metre of a daylight rounding or triangle; c) a porch and/or balcony with or without foundation or cold cellar may encroach 2.0 metres into the minimum front yard; d) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle; e) a bay window, bow window, box window with or without foundation or cold cellar may encroach 1.0 metre into the minimum front yard; and f) a bay window, bow window or box window with or without foundation or cold cellar including eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle;
(5) Minimum Exterior Side Yard	<ul style="list-style-type: none"> a) 6.0 metres to a garage door facing the exterior side yard for corner lots; b) the main wall of a dwelling may encroach into the exterior side yard to within 1.0 metre of a daylight rounding or triangle; c) a porch and/or balcony with or without foundation or cold cellar and chimney may encroach 2.0 metres into the minimum exterior side yard; d) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and

	<p>cornices may encroach into the exterior side yard to within 0.0 metres of a daylight rounding or triangle;</p> <p>e) a bay window, bow window or box window with or without foundation or cold cellar may encroach 1.0 metre into the minimum exterior side yard and within 0.0 metres of a daylight rounding or triangle;</p>
(6) Minimum Rear Yard Depth	<p>a) 6.0 metres for an interior lot;</p> <p>b) 3.0 metres for a corner lot provided that not less than 50% of the unit width is setback 5.0 metres from the rear lot line;</p> <p>c) A deck may encroach into the rear yard to within 3.5 metres of the rear lot line;</p> <p>d) a bay window, bow window or box window with or without a foundation and a porch or cold cellar may encroach 1.0 metre into the rear yard.</p>
(7) Maximum Building Height	14 metres
(8) The following provisions shall apply to garages:	<p>a) No garage may project more than 1.5 metres beyond the porch or front wall of a dwelling.</p> <p>b) minimum interior garage dimension of shall measure 6.0 metre interior length by 3.1 metre interior width.</p>
(9) The Following shall apply to a bay, bow or box window:	<p>a) notwithstanding Section 6.13 Table 6.13.A the maximum width of a bay, bow or box window with or without foundation shall be 4.5 metres;</p> <p>b) notwithstanding Section 6.13 Table 6.13.A the maximum depth of a bay, bow or box window with or without foundation shall be 1.0 metre;</p> <p>c) a bay, bow or box window with a maximum depth of 0.6 metres does not need to contain side windows; and</p> <p>d) a bay, bow or box window with a depth greater than 0.6 metres up to a maximum depth of 1.0 metre does need to contain side windows;</p>
(10) Encroachments	<p>a) exterior stairs below grade may encroach into rear yard up to 2.5 metres</p>

(11) Notwithstanding Section 10.13.2, front to rear pedestrian access through the dwelling unit does not need to be provided.

ENACTED and PASSED this 6th day of December, 2023.

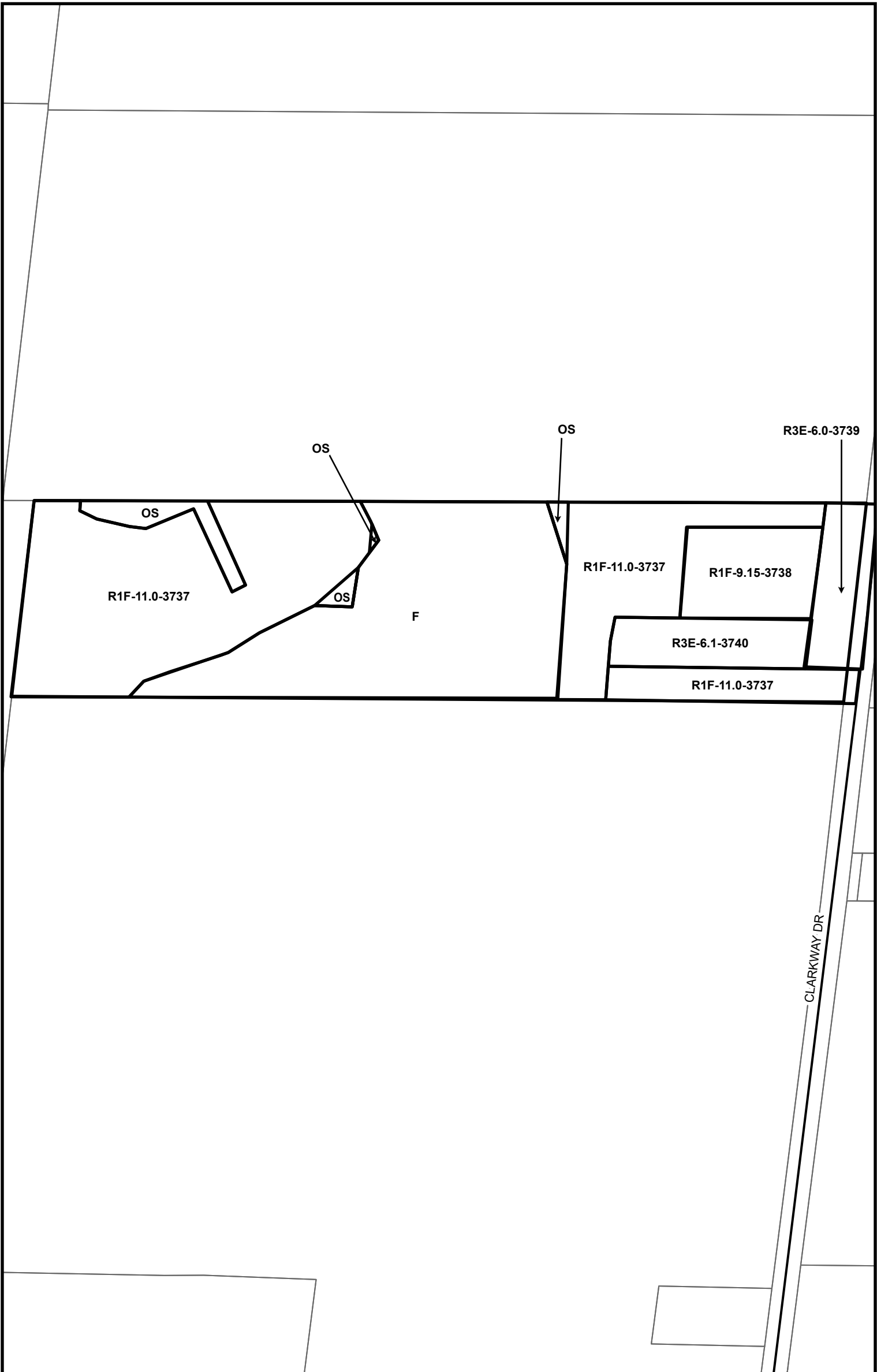
Approved as to
form.
2023/11/30
SDSR

Patrick Brown, Mayor


Approved as to
content.
2023/11/30
AAP

Peter Fay, City Clerk

(OZS-2021-0019)





 Subject Lands





THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To amend Comprehensive Zoning By-law 270-2004, as amended

The Council of the Corporation of the City of Brampton, in accordance with the provisions of the *Planning Act, R.S.O. 1990, c.P. 13*, hereby ENACTS as follows:

1. By-law 270-2004, as amended, is hereby further amended:
 - (1) By changing Schedule A thereto, the zoning designation of the lands as shown outlined on Schedule A to this by-law:

From:	To:
"AGRICULTURAL (A)" & "AGRICULTURAL – 1520 (A-1520)"	RESIDENTIAL SEMI-DETACHED A – R2A – SECTION 3742 (R2A – 3742) RESIDENTIAL TOWNHOUSE E – 6.1 – SECTION 3743 (R3E – 6.1 – 3743) RESIDENTIAL APARTMENT A(3) – SECTION 3744 (R4A(3) – 3744) INSTITUTIONAL ONE ZONE – SECTION 3745 (I1 –3745) RESIDENTIAL SINGLE DETACHED F – 11.0 – SECTION 3737 (R1F – 11.0 – 3737) OPEN SPACE ZONE (OS) FLOODPLAIN (F)

- (2) By adding the following Sections:
 - "3742 The lands designated R2A – 3742 on Schedule A to this bylaw:
 - 3742.1 Shall only be used for the purposes permitted in an R2A zone.
 - 3742.2 Shall be subject to the following requirements and restrictions:

(1) Minimum Lot Area	For a single detached dwelling: Interior Lot – 275 square metres Corner Lot – 325 square metres
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	<p>For a semi-detached dwelling:</p> <p>Interior Lot – 360 square metres per lot and 180 square metres per dwelling unit</p> <p>Corner Lot – 400 square metres per lot and 200 square metres for the dwelling unit closest to the flankage lot line</p>
(2) Minimum Lot Width	<p>For a single detached dwelling:</p> <p>Interior Lot – 11.0 metres</p> <p>Corner Lot – 13.0 metres</p> <p>For a semi-detached dwelling:</p> <p>Interior Lot – 15.0 metres per lot and 7.5 metres per dwelling unit</p> <p>Corner Lot – 17.0 metres per lot and 9.5 metres for the dwelling unit closest to the flankage lot line</p>
(3) Minimum Lot Depth	24 metres
(4) Minimum Front Yard	<p>a) 3.0 metres;</p> <p>b) 6.0 metres to a garage door;</p> <p>c) the main wall of a dwelling may encroach into the front yard to within 1.0 metre of a daylight rounding or triangle;</p> <p>d) a porch and/or balcony with or without foundation or cold cellar may encroach 2.0 metres into the minimum front yard with an additional 0.25 metre encroachment for steps;</p> <p>e) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle;</p> <p>f) a bay window, bow window, box window with or without foundation or cold cellar may encroach 1.0 metre into the minimum front yard; and</p> <p>g) a bay window, bow window or box window with or without foundation or cold cellar including eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle;</p>
(5) Minimum Exterior Side Yard	<p>a) 3.0 metres;</p> <p>b) 6.0 metres to a garage door facing the exterior side yard for corner lots;</p> <p>c) the main wall of a dwelling may encroach into the exterior side yard to within 1.0 metre of a daylight rounding or triangle;</p> <p>d) a porch and/or balcony with or without foundation or cold cellar and chimney may encroach 2.0 metres into the minimum exterior side yard with an additional 0.25 metre encroachment for steps</p>

	<ul style="list-style-type: none"> e) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the exterior side yard to within 0.0 metres of a daylight rounding or triangle; f) a bay window, bow window or box window with or without foundation may encroach 1.0 metre into the minimum exterior side yard and within 0.0 metres of a daylight rounding or triangle
(6) Minimum Rear Yard Depth	<ul style="list-style-type: none"> a) 7.0 metres for an interior lot; b) 6.0 metres when a rear yard abuts an interior side yard; c) 6.0 metres when a rear yard abuts an Open Space, Floodplain or Institutional zone; d) 3.0 metres for a corner lot provided that not less than 50% of the unit width is setback 6.0 metres from the rear lot line; e) 0.6 metres to the side wall of a garage, where access to the garage is from the exterior side yard for lots equal to or greater than 13.4 metres; f) A deck may encroach into the rear yard to within 3.0 metres of the rear lot line; g) Open roofed porches and or uncovered terraces may encroach in to the rear yard to within 3.0 metres of the rear lot line h) a bay window, bow window or box window with or without foundation may encroach 1.0 metre into the minimum rear yard;
(7) Minimum Interior Side Yard	<ul style="list-style-type: none"> a) 1.2 metres on one side and 0.6 metres on the other side provided that the combined total for each interior lot is 1.8 metres; b) Interior side yards between two lots can be paired at 0.6 metres per paired lots, and/or 1.2 metres and 0.6 metres per paired lots, and/or 1.2 metres and 1.2 metres per paired lots; c) 1.2 metres where the side yard abuts a public walkway or a non-residential zone; and d) 0.6 metres for a corner lot abutting another interior lot with a side yard of 0.6 metres or 1.2 metres, for a minimum total of 1.2 metres between buildings; e) 1.2 metres for semi-detached units for the opposite side of the attached wall.

(8) For corner lots, either the exterior side yard or interior side yard shall maintain a minimum 1.2 metres regardless of permitted encroachments.	
(9) Maximum Building Height	12 metres
(10) The following provisions shall apply to garages:	<ul style="list-style-type: none"> a) No garage may project more than 1.5 metres beyond the porch or front wall of a dwelling; b) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 11.6 metres but less than 12.5 metres shall be 5.0 metres; c) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 12.5 metres but less than 15.0 metres shall be 5.5 metres; d) the garage door width restriction does not apply to a garage door facing the exterior lot line; e) minimum interior garage dimension of shall measure 6.0 metre interior length by 3.1 metre interior width. f) No encroachment shall be permitted into a required parking space within a garage, except for one step (2 risers) into the minimum garage length;
(11) The Following shall apply to a bay, bow or box window:	<ul style="list-style-type: none"> a) notwithstanding Section 6.13 Table 6.13.A the maximum width of a bay, bow or box window with or without foundation shall be 4.5 metres; b) notwithstanding Section 6.13 Table 6.13.A the maximum depth of a bay, bow or box window with or without foundation shall be 1.0 metre; c) a bay, bow or box window with a maximum depth of 0.6 metres does not need to contain side windows; and d) a bay, bow or box window with a depth greater than 0.6 metres up to a maximum depth of 1.0 metre does need to contain side windows;
(12) Minimum Landscape Open Space	<ul style="list-style-type: none"> a) Single detached Dwelling - 27.5% of the minimum front yard area of an interior lot, 45% of the minimum front area of a corner lot, and 40% of the minimum front yard area of a lot where the side lot lines converge towards the front lot line; b) Semi-detached Dwelling – - 27.5% of the minimum front yard area of an interior lot, and 45% of the minimum front area of a corner lot;
(13) Encroachments	<ul style="list-style-type: none"> a) exterior stairs below grade may encroach into rear yard up to 2.5 metres

(3) By adding thereto, the following sections:

3743 The lands designated R3E– 6.1 – 3743 on Schedule A to this bylaw:

3743.1 Shall only be used for the purposes permitted in an R3E– 6.1 zone and

a) Dwelling, Street Townhouse

3743.2 Shall be subject to the following requirements and restrictions:

(1) Minimum Lot Width	Interior Lot: 6.1 metres End Lot: 7.6 metres
(2) Minimum Lot Area	Interior Lot: 150 square metres End Lot: 185 square metres
(3) Minimum Lot Depth	24 metres
(4) Minimum Front Yard	<ul style="list-style-type: none"> a) 3.0 metres; b) 6.0 metres to a garage door c) a porch and/or balcony with or without foundation or cold cellar may encroach 2.0 metres into the minimum front yard with an additional 0.25 metre encroachment for steps; d) a bay window, bow window, box window with or without foundation may encroach 1.0 metre into the minimum front yard;
(5) Minimum Exterior Side Yard	<ul style="list-style-type: none"> a) 3.0 metres; b) 6.0 metres to a garage door facing the exterior side yard for corner lots; c) the main wall of a dwelling may encroach into the exterior side yard to within 1.0 metre of a daylight rounding or triangle; d) a porch and/or balcony with or without foundation or cold cellar and chimney may encroach 2.0 metres into the minimum exterior side yard with an additional 0.25 metre encroachment for steps; e) a bay window, bow window or box window with or without foundation may encroach 1.0 metres into the minimum exterior side yard and within 0.0 metres of a daylight rounding or triangle;
(6) Minimum Rear Yard Depth	<ul style="list-style-type: none"> a) 6.0 metres for an interior lot; b) 3.0 metres for a corner lot provided that not less than 50% of the unit width is setback 5.0 metres from the rear lot line; c) A deck may encroach in to the rear yard to within 3.0 metres of the rear lot line; d) a bay window, bow window or box window with or without a foundation

	and a porch or cold cellar may encroach 1.0 metre into the rear yard.
(7) Minimum Interior Side Yard	<ul style="list-style-type: none"> a) 1.2 metres and 0.0 metres when abutting side lot line coincides with a common wall between two dwellings; b) 0.0 metres when abutting side lot line coincides with a common wall between two garages; c) 0.5 metres into the 1.2 metre interior side yard for a bay window, or box window with or without foundation or cold cellar; and, d) 0.7 metres to a bay, bow, or box window or without foundation or cold cellar.
(8) Maximum Building Height	14 metres
(9) The following provisions shall apply to garages:	<ul style="list-style-type: none"> a) No garage may project more than 1.5 metres beyond the porch or front wall of a dwelling; b) Minimum interior garage dimension shall measure 6.0 metre interior length by 3.1 metre interior width. c) No encroachment shall be permitted into a required parking space within a garage, except for one step (2 risers) into the minimum garage length;
(10) The Following shall apply to a bay, bow or box window:	<ul style="list-style-type: none"> a) notwithstanding Section 6.13 Table 6.13.A the maximum width of a bay, bow or box window with or without foundation shall be 4.5 metres; b) notwithstanding Section 6.13 Table 6.13.A the maximum depth of a bay, bow or box window with or without foundation shall be 1.0 metre; c) a bay, bow or box window with a maximum depth of 0.6 metres does not need to contain side windows; and d) a bay, bow or box window with a depth greater than 0.6 metres up to a maximum depth of 1.0 metre does need to contain side windows;
(11) Minimum Landscape Open Space	a) Those portions of all yards not occupied by permitted structures, accessory structures, permitted encroachments and permitted driveway shall consist of landscaped Open Space
(12) Encroachments	a) permitted yard encroachment of exterior stairs below grade may encroach into rear yard up to 2.5 metres
(13)	Notwithstanding Section 10.13.2, front to rear pedestrian access through the dwelling unit does not need to be provided.
(14) Maximum Lot Coverage	No Requirements

(4) By adding thereto, the following sections:

“3744 The lands designated R4A(3) - 3744 on Schedule A to this by-law:

3744.1 Shall only be used for the following purposes:

- a) All purposes permitted within the R4A(3) zone;
- b) Dwelling, Back to Back Townhouse;
- c) A retail establishment;
- d) A personal service shop;
- e) A bank, trust company or finance company;
- f) An office;
- g) A dry cleaning and laundry distribution establishment;
- h) A dining room restaurant; or convenience restaurant not including a drive through facility;
- i) A printing or copying establishment;
- j) A custom workshop; and,
- k) A recreation facility.

3744.2 Shall be subject to the following requirements and restrictions:

(1) For the purpose of this by-law, The Gore Road shall be deemed the front lot line	
(2) Lands Zoned R4A(3)- 3744 shall be treated as a single lot for zoning purposes	
(3) Minimum Lot Area	4.0 acres (1.6 hectares)
(4) Minimum Front Yard	4.5 metres
(5) Minimum Side Yard Width	7.5 metres (north) 6.5 metres (south)
(6) Minimum Rear Yard Depth (Collector Road)	4.5 metres
(7) Minimum setback to private road/lane	4.0 metres
(8) Maximum Building Height	Apartment Building: 10 storeys Townhouse/Back-to-Back Townhouse: 3 storeys
(9) Maximum Lot Coverage	40%
(10) Minimum Landscape Open Space	14%
(11) Maximum Floor Space Index	3.1
(12) Minimum Building Separation for Buildings Greater than 3 (three) Storeys	15 metres

(13) Notwithstanding 6.10 (a), a utility structure greater than 1 square metre in area but not more than 3 square metres in area and 1.2 metres in height may be located a minimum 1.5 metres from any lot line.

(5) By adding thereto, the following sections:

“3745 The lands designated I1 – 3745 on Schedule A to this by-law:

3745.1 Shall only be used for the purposes permitted by Section 3745.1, or the purposes permitted by Section 3745.2, but not both sections and not any combination of both sections:

- (1) Purposes permitted by the I1 zone:
or
- (2) Purposes permitted by the R2A – 3742

3745.2 Shall be subject to the following requirements and restrictions:

- (1) For purposes permitted in a I1 zone, the requirements and restrictions set out in the I1 zone shall apply.
- (2) For those purposes permitted in a R2A-3742 zone, the requirements and restrictions set on in a R2A-3742 zone shall apply;

(6) By adding the following Sections:

3737 The lands designated R1F – 11.0 – 3737 on Schedule A to this bylaw:

3737.1 Shall only be used for the purposes permitted in an R1F – 11.0 zone.

3737.2 Shall be subject to the following requirements and restrictions:

(1) Minimum Lot Width	Interior Lot – 11.0 metres Corner Lot – 13.0 metres
(2) Minimum Front Yard	<ul style="list-style-type: none"> h) 3.0 metres; i) 6.0 metres to the front of the garage; j) the main wall of a dwelling may encroach into the front yard to within 1.0 metre of a daylight rounding or triangle; k) a porch and/or balcony with or without foundation or cold cellar may encroach 2.0 metres into the minimum front yard with an additional 0.25 metres encroachment for steps; l) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle; m) a bay window, bow window, box window with or without foundation

	<p>or cold cellar may encroach 1.0 metre into the minimum front yard; and</p> <p>n) a bay window, bow window or box window with or without foundation or cold cellar including eaves and cornices may encroach into the front yard to within 0.0 metres of a daylight rounding or triangle;</p>
(3) Minimum Exterior Side Yard	<p>g) 3.0 metres</p> <p>h) 6.0 metres to a garage door facing the exterior side yard for corner lots;</p> <p>i) the main wall of a dwelling may encroach into the exterior side yard to within 1.0 metre of a daylight rounding or triangle;</p> <p>j) a porch and/or balcony with or without foundation or cold cellar and chimney may encroach 2.0 metres into the minimum exterior side yard with an additional 0.25 metres encroachment for steps;</p> <p>k) a porch and/or balcony with or without foundation or cold cellar including steps, eaves and cornices may encroach into the exterior side yard to within 0.0 metres of a daylight rounding or triangle;</p> <p>l) a bay window, bow window or box window with or without foundation or cold cellar may encroach 1 .0 metres into the minimum exterior side yard and within 0.0 metres of a daylight rounding or triangle</p>
(4) Minimum Rear Yard Depth	<p>i) 7.0 metres for an interior lot;</p> <p>j) 6.0 metres when a rear yard abuts an interior side yard;</p> <p>k) 6.0 metres when a rear yard abuts an Open Space, Floodplain or Institutional zone;</p> <p>l) 3.0 metres for a corner lot provided that not less than 50% of the unit width is setback 6.0 metres from the rear lot line;</p> <p>m) A deck may encroach 3.5 metres into the required rear yard;</p> <p>n) 0.6 metres to the side wall of a garage, where access to the garage is from the exterior side yard for lots equal to or greater than 13.4 metres;</p> <p>o) Open roofed porches and or uncovered terraces may encroach</p>

	<p>into the rear yard to within 3.0 metres of the rear lot line</p> <p>p) a bay window, bow window or box window with or without foundation may encroach 1.0 metre into the minimum rear yard;</p>
(5) Minimum Interior Side Yard	<p>f) 1.2 metres on one side and 0.6 metres on the other side provided that the combined total for each interior lot is 1.8 metres;</p> <p>g) Interior side yards between two lots can be paired at 0.6 metres per paired lots, and/or 1.2 metres and 0.6 metres per paired lots, and/or at 1.2 metres and 1.2 metres per paired lots;</p> <p>h) 1.2 metres where the side yard abuts a public walkway or a non-residential zone; and</p> <p>i) 0.6 metres for a corner lot abutting another interior lot</p>
(6) For corner lots, either the exterior side yard or interior side yard shall maintain a minimum 1.2 metres regardless of permitted encroachments.	
(7) Maximum Building Height	12 metres
(8) The following provisions shall apply to garages:	<p>g) No garage may project more than 1.5 metres beyond the porch or front wall of a dwelling;</p> <p>h) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 11.6 metres but less than 12.5 metres shall be 5.0 metres;</p> <p>i) the maximum cumulative garage door width for lots, with a lot width equal to or greater than 12.5 metres but less than 15.0 metres shall be 5.5 metres;</p> <p>j) the garage door width restriction does not apply to a garage door facing the exterior lot line;</p> <p>k) minimum interior garage dimension of shall measure 6.0 metre interior length by 3.1 metre interior width</p> <p>l) No encroachment shall be permitted into a required parking space within a garage, except for one step (2 risers) into the minimum garage length;</p>
(9) The Following shall apply to a bay, bow or box window:	e) notwithstanding Section 6.13 Table 6.13.A the maximum width of a bay, bow or box window with

	<p>or without foundation shall be 4.5 metres;</p> <p>f) notwithstanding Section 6.13 Table 6.13.A the maximum depth of a bay, bow or box window with or without foundation shall be 1.0 metre;</p> <p>g) a bay, bow or box window with a maximum depth of 0.6 metres does not need to contain side windows; and</p> <p>h) a bay, bow or box window with a depth greater than 0.6 metres up to a maximum depth of 1.0 metre does need to contain side windows;</p>
(10) Encroachments	<p>a) exterior stairs below grade may encroach into rear yard up to 2.5 metres</p>

ENACTED and PASSED this 6th day of December, 2023.

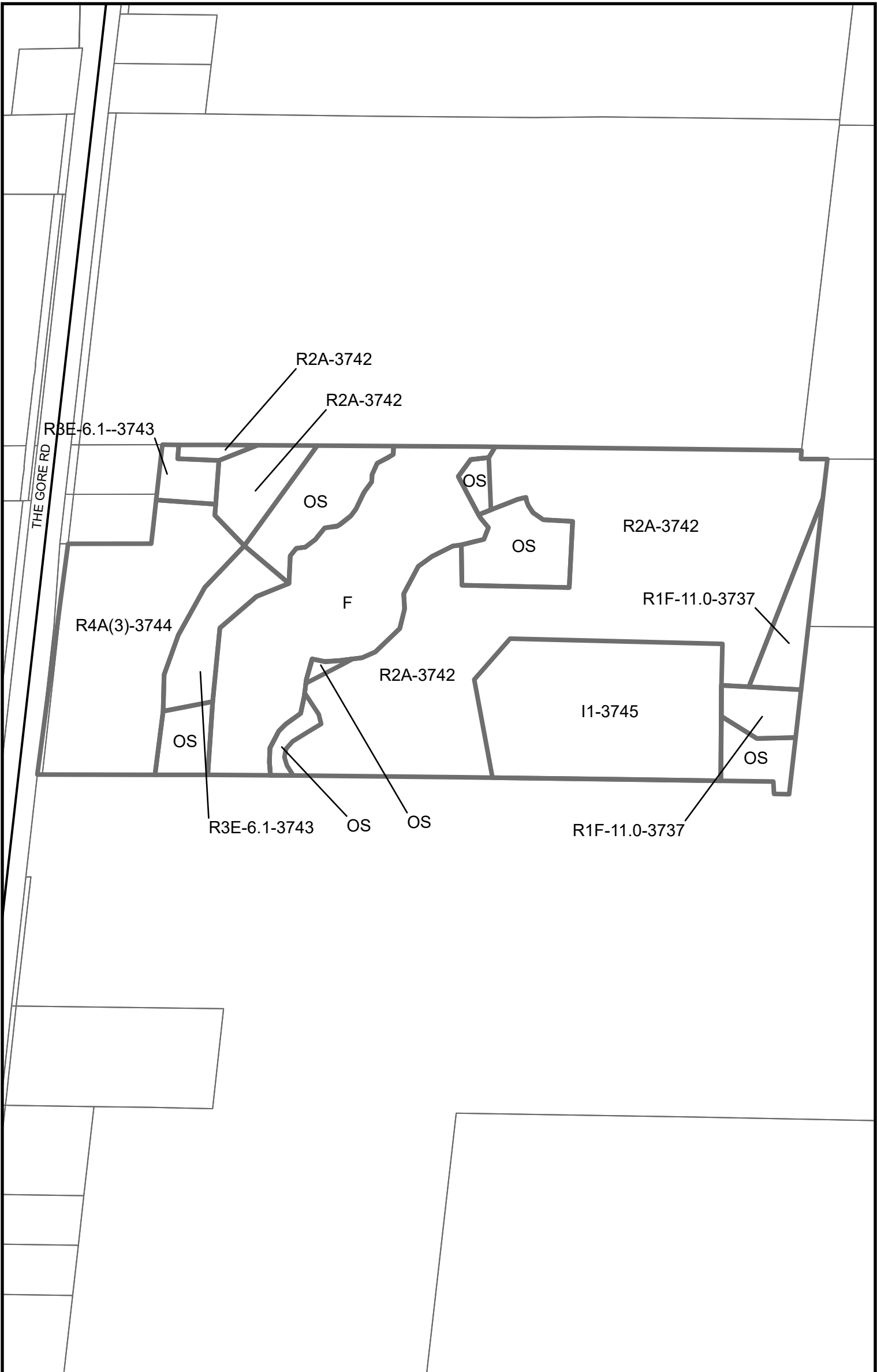
Approved as to form.
2023/11/30
SDSR

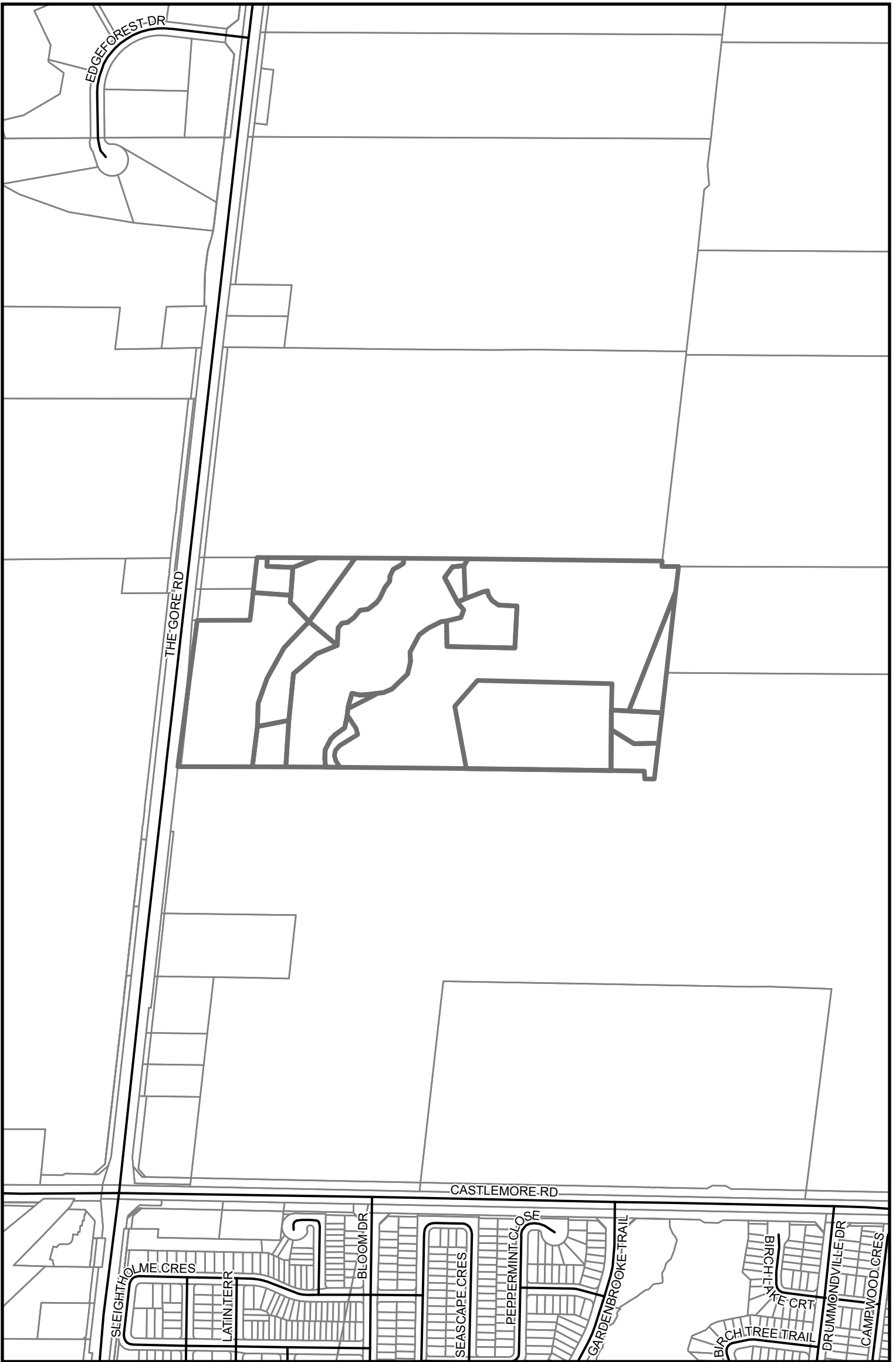
Patrick Brown, Mayor

Approved as to content.
2023/11/30
AAP

Peter Fay, City Clerk

(OZS-2021-0041)





 Subject Lands





THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To prevent the application of part lot
to part of Registered Plan **43M –2141**

WHEREAS subsection 50(5) of the *Planning Act*, R.S.O. c. P.13, as amended, has imposed part lot control on all lands within registered plans within the City;

AND WHEREAS pursuant to subsection 50(7) of the *Planning Act*, the Council of a municipality may, by by-law, provide that subsection 50(5) of the *Planning Act* does not apply to land within such registered plan or plans of subdivision or parts thereof, as are designated in the by-law;

AND WHEREAS the application for an exemption from part lot control pursuant to subsection 50(7) of the *Planning Act*, on the lands described below, for the purpose of creating maintenance easements and townhouse units is to the satisfaction of the City of Brampton;

NOW THEREFORE The Council of The Corporation of the City of Brampton **ENACTS AS FOLLOWS:**

1. THAT subsection 50(5) of the *Planning Act* does not apply to the following lands within the City of Brampton, Regional Municipality of Peel:

The whole of Lots 29, 41 to 47, 49, to 56, 58 to 64, 106, 153 to 157, 159 to 162, 167 and 168 and Blocks 183 to 187 and 202 to 211 all on Registered Plan 43M-2141

2. THAT pursuant to subsection 50 (7.3) of the *Planning Act*, this By-law shall expire THREE (3) years from the date of its registration.
3. THAT this By-law shall not become effective until a certified copy or duplicate of this By-law has been registered in the proper land registry office.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
2023/11/24
SDSR

Patrick Brown, Mayor

Approved as to
content.
2023/11/17
AA

Peter Fay, City Clerk

(PLC-2023-0018)



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To prevent the application of part
lot control to part of Registered Plan 43M –2103

WHEREAS subsection 50(5) of the *Planning Act*, R.S.O. c. P.13, as amended, has imposed part lot control on all lands within registered plans within the City;

AND WHEREAS pursuant to subsection 50(7) of the *Planning Act*, the Council of a municipality may, by by-law, provide that subsection 50(5) of the *Planning Act* does not apply to land within such registered plan or plans of subdivision or parts thereof, as are designated in the by-law;

AND WHEREAS the application for an exemption from part lot control pursuant to subsection 50(7) of the *Planning Act*, on the lands described below, for the purpose of creating maintenance easements is to the satisfaction of the City of Brampton;

NOW THEREFORE The Council of The Corporation of the City of Brampton **ENACTS AS FOLLOWS:**

1. THAT subsection 50(5) of the *Planning Act* does not apply to the following lands within the City of Brampton, Regional Municipality of Peel:

The whole of Lots 108, 109, 111, 112, 114, 115, 117, 118, 121, 122, 124, 125, 126, 128, 129, 130, 159, 161, 162, 189, 190, 164, 165, 186, 187 and Blocks 251, 252, 253, 257, and 259 all on Registered Plan 43M-2103

2. THAT pursuant to subsection 50 (7.3) of the *Planning Act*, this By-law shall expire THREE (3) years from the date of its registration.

THAT this By-law shall not become effective until a certified copy or duplicate of this By-law has been registered in the proper land registry office.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to form.
2023/11/17
SDSR

Patrick Brown, Mayor

Approved as to content.
2023/11/17
AA

Peter Fay, City Clerk

(PLC-2023-0021)



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To prevent the application of part lot control
to part of Registered Plan **43M – 1718**

WHEREAS subsection 50(5) of the *Planning Act*, R.S.O. c. P.13, as amended, has imposed part lot control on all lands within registered plans within the City;

AND WHEREAS pursuant to subsection 50(7) of the *Planning Act*, the Council of a municipality may, by by-law, provide that subsection 50(5) of the *Planning Act* does not apply to land within such registered plan or plans of subdivision or parts thereof, as are designated in the by-law;

AND WHEREAS the application for an exemption from part lot control pursuant to subsection 50(7) of the *Planning Act*, on the lands described below, for the purpose of creating maintenance easements, is to the satisfaction of the City of Brampton;

NOW THEREFORE The Council of The Corporation of the City of Brampton **ENACTS AS FOLLOWS:**

1. THAT subsection 50(5) of the *Planning Act* does not apply to the following lands within the City of Brampton, Regional Municipality of Peel:

The whole of Lots 219 and 220, all on Registered Plan 43M-1718.

2. THAT pursuant to subsection 50 (7.3) of the *Planning Act*, this By-law shall expire THREE (3) years from the date of its registration.

THAT this By-law shall not become effective until a certified copy or duplicate of this By-law has been registered in the proper land registry office.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
2023/11/17
SDSR

Patrick Brown, Mayor

Approved as to
content.
2023/11/06
[David
VanderBerg]

Peter Fay, City Clerk

(PLC-2023-0020)



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To designate the property municipally known as 10315 Winston Churchill Boulevard as being of cultural heritage value or interest pursuant to section 29 of the Ontario Heritage Act.

WHEREAS Section 29 of the *Ontario Heritage Act*, R.S.O. 1990, Chapter O. 18 (as amended) authorizes the Council of a municipality to enact by-laws to designate real property, including all the buildings and structures thereon, to be of cultural heritage value or interest;

AND WHEREAS the Brampton Heritage Board supports the designation of the properties described herein;

WHEREAS a Notice of Intention to Designate has been published and served in accordance with the Act, and there has been no Notice of Objection served on the Clerk;

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

1. The property at **10315 Winston Churchill Boulevard** more particularly described in Schedule "A", is hereby designated as being of cultural heritage value or interest pursuant to Part IV of the *Ontario Heritage Act*.
2. City Council shall cause a copy of this by-law to be registered against the property described in Schedule "A" to this by-law in the proper Land Registry Office.
3. The City Clerk shall cause a copy of this by-law to be served upon the owners of the property at **10315 Winston Churchill Boulevard** and upon the Ontario Heritage Trust, and cause notice of this by-law to be published on the City's website in accordance with Council's Procedure By-law.

The short statement of the reason for designation of the property, including a description of the heritage attributes are set out in Schedule "B" to this by-law.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
2023/11/24
SDSR

Patrick Brown, Mayor

Approved as to
content.
2023/11/24
Henrik Zbogor

Peter Fay, City Clerk

SCHEDULE "A" TO BY-LAW

LEGAL DESCRIPTION

CHINGUACOUSY CON 6 WHS PT LOT 12

143620078 (LT)

SCHEDULE "B" TO BY-LAW

SHORT STATEMENT OF THE REASON FOR THE DESIGNATION OF 10315 WINSTON CHURCHILL BOULEVARD:

The property at 10315 Winston Churchill Boulevard is worthy of designation under Part IV of the Ontario Heritage Act for its cultural heritage value or interest. The property meets the criteria for designation prescribed by the Province of Ontario under the Ontario Heritage Act, Regulation 9/06 for the categories of design/physical value, historical/associative value, and contextual value.

10315 Winston Churchill Boulevard is located on the eastern side of Winston Churchill Boulevard, directly north of the intersection of Old Pine Crest Road, Adamson Street North, and Winston Churchill Boulevard. The property was constructed on the Chinguacousy County side of Winston Churchill Boulevard, now the City of Brampton. On the other side of Winston Churchill Boulevard is Georgetown which includes Norval, the town centre that is associated with this property. The property is also referred to as 'Lilac Hill', and has been since its construction in 1828. The house is a good example of Georgian Architecture in rural Ontario. It is a one and a half storey, five bay front, timber frame building, constructed of white pine, and covered in stucco. A long allee of mature trees (likely Honey Locust) leads up to the house, and the property maintains additional mature trees all around it. The property was originally part of a larger agricultural property which was farmed for over 150 years, but has since been subdivided to include the main house and two outbuildings. That being said, the context of the property maintains its original agricultural setting, an increasingly rare occurrence in the expanding City of Brampton.

Design/Physical Value:

The design/physical value of the property at 10315 Winston Churchill Boulevard relates to its Georgian architectural style. The Georgian style in Ontario is characterized by its balanced façade, minimal detailing, and solid construction.

10315 Winston Churchill Boulevard, also known as Lilac Hill, contains a five bay, one and a half storey, stucco (originally wooden siding) main house. The property also contains two outbuildings; a garage and a shed. Constructed in 1828 by Captain James A. Curry (Currie), the main house was built from white pine which was sourced from the local area. (Maxwell, Pg. 96). A large kitchen was added to the rear of the building in 1867 by the Captain. In around 1875, the property changed hands to Henry Pettigrew, who added gingerbread trim, a small front porch, and back stoop to the main home, as well as a separate shed beside the house which was used as a summer kitchen. (Maxwell, Pg. 96)

At present, the main house is T-shaped, and constructed on a fieldstone foundation. It exhibits a stucco façade which was added in the 1920s and likely covers the original wood siding. At the same time, the 1875 front porch was replaced with the stone walled, concrete capped verandah with wooden plank flooring, shed roof and central peak. This is the porch that is still present on the home. A mix of two over two wooden sashed double hung windows, and twelve pane casement windows are present on the house. The sashed double hung windows are thought to be original and are present on the front façade, with a few additional ones located around the rest of the house. All windows have wooden frames, with aluminum covered sills.

A one-storey, nineteenth-century addition is present on the rear of the building, and there is a modern addition on the southern elevation. The roofline is an open gable with eave returns, and the addition also utilizes an open gable, but the edges of the roof flare out in a shed style manner. Two red-brick chimneys are present, one on the southern elevation, and one in the rear addition located close to the junction of the 'T'. A belfry with working bell is also located on the roof of the rear addition, near the edge.

The interior living room (parlour) of the main house exhibits original, hand-hewn, twenty-four foot long pine beams, squared with two red oak timbers that were added in the 1920s for reinforcement. (Maxwell, Pg. 98). The living room fireplace was created from a fireplace foundation which was found in the cellar in the 1920s, as well as fieldstone from the back of the farm. (Maxwell, Pg. 98). The fieldstone foundation is exposed in the basement/cellar and has been painted over. Exposed original wooden beams and plank sub-floor are also present in the cellar. The original two over two wooden sash windows are still present on the rear interior wall of the original Georgian style house, connecting to the addition.

A shed building was added in 1875 by Pettigrew and originally functioned as a summer kitchen. As noted by ASI in their 2010 Heritage Impact Assessment of the Property;

“This building has an unknown foundation; it has a concrete floor and it is possible that it rests on wood beams. The interior of the structure reveals that the roof is supported by wooden beams which exhibit adze marks. The structure has an aluminium roof and a stucco exterior. The southern elevation has two single-paned windows and a nine-paned window; the eastern elevation has no windows; the northern elevation has two single-paned windows and a third that is boarded up; and the western elevation has vertical-plank double doors topped by a smaller single-door to the upper storey of the structure. The shed windows and doors all have wooden trim similar to the house.” (ASI, Pg. 12)

Historical/Associative Value:

The property has historic and associative value as it pertains to the early settlement of Chinguacousy Township, and the town of Norval. The residence provides a direct visual link to the historic agricultural roots of the area and serves to honour the early settlers of the area. The property directly relates to its notable owners, the Curry (Currie) family.

James Curry Jr. (1788-1872) was born in Ireland and immigrated to Canada via New York. He was granted the West half of lot 12, Concession 6, WCR (West Centre Road, now Hurontario Street) by the Crown in September 1819. He originally built a log cabin near the stream on the property. The location of the log cabin on the property has since been severed from the property and belongs to Brampton Brick, as with much of the agricultural land and stream. According to Mary Maxwell, a local historian, the current Georgian style property was constructed around 1828. James Curry Jr. married Ann Morrow, also from Ireland, and together they had 7 children. Curry expanded his land hold to include Lots 9 and 10 by 1838, one of which contained a sawmill. The Curry Sawmill became well known and used in Norval and was praised for its pine boards produced. Based on written and oral record, the buildings at 10315

Winston Churchill Boulevard are constructed of white pine, harvested off the land the Curry's owned.

James A. Curry was a Magistrate for the County of Peel as noted by his portrait in the 1877 Peel County Atlas. He also gained the title Captain Curry for being captain of the Norval Volunteer Company, a militia group that repelled the Fenian raiders at Niagara in 1866, and was awarded a silver medal for it.

The Curry family sold the property in 1875 to Henry Pettigrew, who made some alterations to the main house, and added the shed, which was used as a summer kitchen. Pettigrew sold the property to James O. Leach, a WWI veteran in 1919, who also completed some upgrades, most notably adding indoor plumbing to the main house.

Charles (Charlie) Coupland (1882-1970) acquired the property in the 1920s from Leach, and continued to upgrade the property. Coupland was a farmer, and is credited with making numerous upgrades to the property, including but not limited to; updating the previously installed indoor plumbing, excavating a cellar under the house, constructing a kitchen porch, and adding larger windows in some locations. Coupland farmed the land, and raised purebred Jersey cows. His daughter, Mary Elizabeth Maxwell authored the book "*To Walk a Country Mile*" which is a reflection on her life in rural Canada, specifically Ontario. An entire chapter is dedicated to her life growing up on the farm at 10315 Winston Churchill Boulevard.

The Couplands sold the property in the 1970s to the Pokulda's, who in turn sold it to the Anderson's, the current owners, in the 1980s.

Contextual Value:

The contextual value of 10315 Winston Churchill is related to its connection to the agricultural development of the area, and the proximity to the town of Norval. The property at 10315 Winston Churchill Boulevard was once part of a larger agricultural landscape containing multiple farmsteads, fence rows and tree lines. This contributes to maintaining a visual link to the former agricultural character of the area. In addition, it is important to note the agricultural landscape features of the property, specifically the mature allee of Honey Locust's leading down the drive to the house, and multiple other mature trees.

As noted by ASI in their 2010 Heritage Impact Assessment of the Property;

"The lot is approximately 130 m deep and 70 m wide, occupying an area of 9100 m². The large lot size maintains the property's original building layout and spatial orientation to the Winston Churchill Boulevard road right-of-way. Several natural and man-made landscape features also contribute to the property's pastoral setting and associations with an agricultural past. An entrance drive leads gracefully from the road right-of-way, gently conforming to the natural topography of the property. The entrance drive features a gravel road bed and is flanked by a mature tree line of deciduous trees. Deciduous trees, vegetative screening along the property's southern perimeter, a handful of fruit trees, lilac bushes, and post and rail fencing along the perimeter of the property provide clear visual boundaries to the property and help maintain a setting that is evocative of previous agricultural land uses." (ASI, Pg. 13).

Description Of The Heritage Attributes Of The Property:

To ensure that the cultural heritage value of this property is conserved, certain heritage attributes that contribute to its value have been identified specifically and they include:

The heritage attributes comprise all façades, architectural detailing, construction materials and associated building techniques, as well as significant landscape elements and important vistas. The detailed heritage attributes/character defining elements include, but are not limited to:

Landscape:

- Mature deciduous tree Allee from Winston Churchill Boulevard to the main house
- Post and rail fencing along the perimeter of the property
- Shed building, its windows, facades, and interior features

Exterior:

- Five bay front façade with side gable roofline and eave returns
- Fieldstone foundation
- Stucco finish (?)
- Verandah with stone walls that are concrete capped with wooden plank flooring, shed roof and central peak
- Two over two wooden sashed double hung windows
- Twelve pane casement windows
- Wooden window frames
- Two red-brick chimneys
- Belfry with original farm bell

Interior:

- Original hand hewn, twenty-four foot long pine beams, squared with two red oak timbers that were added in the 1920s
- Fieldstone fireplace in living room
- Wood trim surrounding windows on the two over two wooden sashed double hung windows
- Wood trim surrounding doors on the original front and rear door of the Georgian Farmhouse



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To designate the property municipally known as 17 Frederick Street as being of cultural heritage value or interest pursuant to section 29 of the Ontario Heritage Act.

WHEREAS Section 29 of the *Ontario Heritage Act*, R.S.O. 1990, Chapter O. 18 (as amended) authorizes the Council of a municipality to enact by-laws to designate real property, including all the buildings and structures thereon, to be of cultural heritage value or interest;

AND WHEREAS the Brampton Heritage Board supports the designation of the properties described herein;

WHEREAS a Notice of Intention to Designate has been published and served in accordance with the Act, and there has been no Notice of Objection served on the Clerk;

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

1. The property at **17 Frederick Street** more particularly described in Schedule "A", is hereby designated as being of cultural heritage value or interest pursuant to Part IV of the *Ontario Heritage Act*.
2. City Council shall cause a copy of this by-law to be registered against the property described in Schedule "A" to this by-law in the proper Land Registry Office.
3. The City Clerk shall cause a copy of this by-law to be served upon the owners of the property at **17 Frederick Street** and upon the Ontario Heritage Trust, and cause notice of this by-law to be published on the City's website in accordance with Council's Procedure By-law.

The short statement of the reason for designation of the property, including a description of the heritage attributes are set out in Schedule "B" to this by-law.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
2023/11/24
SDSR

Patrick Brown, Mayor

Approved as to
content.
2023/11/24
Henrik Zbogor

Peter Fay, City Clerk

SCHEDULE "A" TO BY-LAW

LEGAL DESCRIPTION

PL BR3 PT LOTS 1 AND 2

140650054 (LT)

SCHEDULE "B" TO BY-LAW

SHORT STATEMENT OF THE REASON FOR THE DESIGNATION OF 17 FREDERICK STREET:

The property at 17 Frederick Street is worthy of designation under Part IV of the Ontario Heritage Act for its cultural heritage value or interest. The property meets the criteria for designation prescribed by the Province of Ontario under the Ontario Heritage Act, Regulation 9/06 for the categories of design/physical value, historical/associative value, and contextual value.

17 Frederick Street is located on the south-west corner of Elizabeth Street South and Frederick Street. The house is an excellent example of the Tudor Revival Style in Brampton. It is a one and a half storey, brick building with half-timbering in the gables and on the dormers. The property is located within Secondary Plan Area 7, and within the historic B23 subdivision plan which includes all properties on the south side of Frederick Street from Elizabeth Street South to Main Street South. The Secondary Plan states the importance of retaining and conserving buildings of architectural and/or historic merit on their original sites within this distinct "Character Area" within the Downtown Brampton precinct of the Central Area. It is a unique and historical area based on the lot pattern, the presence of historical dwellings and an existing mature tree canopy.

Design/Physical Value:

The Design/Physical value of the property at 17 Frederick Street relates to its Tudor Revival architectural style. The Tudor Revival Style was popular in Ontario from approximately 1914 to the 1940s, along with other revival styles such as Queen Anne, and English Cottage. Tudor Revival style is characterized by small paned windows, half-timbering with plaster, masonry on the first storey, hipped roofs, and prominent framing around openings. Although modest in size it is a good example of its type.

Constructed at the end of the revival period era, circa 1941, the house at 17 Frederick Street exhibits many of the features of the Tudor Revival style. Red-brown multi-toned vertically scraped brick veneer is the predominant façade material. A half-timbering with plaster finish is used on the gable and dormers. This mimics wattle and daub with exposed timber which was present in the Tudor Style. 17 Frederick also exhibits small paned six over nine casement windows, with a soldier course brick lintel, and stone sills. The stone framing around both the front and back door, and hip roof style, also reflect the period revival style. The metal roofing is not original to the house.

17 Frederick Street has been well maintained. Both additions, the front verandah, and rear addition have been done thoughtfully, and with consideration to the Tudor Revival Style and finishes as noted on the original floorplans by J.B. Mackenzie and Sons. Note that the rear addition uses original 1941 brick, and the angel stone from the rear wall and sunroom respectively.

Historical/Associative Value:

Built in 1941, the property at 17 Frederick Street also has historical value as it is associated with a prominent Brampton family, and a prominent Georgetown builder. The Builder, J.B. Mackenzie and Son had constructed multiple homes in

the Georgetown area, as well as multiple commercial buildings. The initial owners of the home at 17 Frederick Street were V.R. Dale, local pharmacist, and Jean Dale, his wife.

John Boyd Mackenzie (1876-1947) and his son Samuel J. Mackenzie were the team which made up J.B. Mackenzie and Son. J.B. Mackenzie was trained as a carpenter and was quite successful, opening up his own planing mill in 1900 in Action, Ontario. He acquired an additional planing mill in 1909, and expanded his portfolio to include buildings of multiple types and sizes throughout that time. J.B. Mackenzie designed few buildings in what is now Brampton, with only one known residence in Huttonville other than this residence on Frederick Street.

V.R. Dale, or Vivien Dale (January 31, 1911 - December 16, 1991) was a druggist in Brampton. His father Robert F. Dale was the founder of Dale & Morrow Insurance Limited, a prominent Brampton business in the 20th century. Vivien Dale and Jean McMeekin (September 8, 1911 – January 22, 1996) were married on June 5, 1937 in Toronto. Dale's Pharmacy opened its doors in July 1934, and closed post 1975.

Contextual Value:

The property has contextual value as it defines, maintains and supports the historic character of the Elizabeth Street South streetscape. The B23 Subdivision Plan was registered in 1929, which includes all properties on the south side of Frederick Street from Elizabeth Street South to Main Street South. 17 Frederick Street is linked historically and visually to its surrounding context through mature trees, appropriate period architecture, and lot sizes. The site is an integral and familiar part of the well preserved 20th century downtown residential streetscape.

Description Of The Heritage Attributes Of The Property:

To ensure that the cultural heritage value of this property is conserved, certain heritage attributes that contribute to its value have been identified specifically and they include:

The heritage attributes comprise all façades, architectural detailing, construction materials and associated building techniques, as well as significant landscape elements and important vistas. The detailed heritage attributes/character defining elements include, but are not limited to:

- Red-brown multi-toned vertically scraped brick veneer
- Half-timbering with plaster in the gables and on the dormers
- Clipped, jerkin-head roof
- Tall, slender brick veneer chimney
- Gabled wall dormer on main façade
- Stone doorway surround on both the front and side/back doors
- Wood panelled front door
- small paned six over nine casement windows
- Soldier course brick lintel on main façade and voussoirs on remaining windows
- Stone sills on windows
- Interior fireplace mantel and brick surround with tile hearth



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To designate the property municipally known as 9050 Bramalea Road as being of cultural heritage value or interest pursuant to section 29 of the Ontario Heritage Act.

WHEREAS Section 29 of the *Ontario Heritage Act*, R.S.O. 1990, Chapter O. 18 (as amended) authorizes the Council of a municipality to enact by-laws to designate real property, including all the buildings and structures thereon, to be of cultural heritage value or interest;

AND WHEREAS the Brampton Heritage Board supports the designation of the properties described herein;

WHEREAS a Notice of Intention to Designate has been published and served in accordance with the Act, and there has been no Notice of Objection served on the Clerk;

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

1. The property at **9050 Bramalea Road** more particularly described in Schedule "A", is hereby designated as being of cultural heritage value or interest pursuant to Part IV of the *Ontario Heritage Act*.
2. City Council shall cause a copy of this by-law to be registered against the property described in Schedule "A" to this by-law in the proper Land Registry Office.
3. The City Clerk shall cause a copy of this by-law to be served upon the owners of the property at **9050 Bramalea Road** and upon the Ontario Heritage Trust, and cause notice of this by-law to be published on the City's website in accordance with Council's Procedure By-law.

The short statement of the reason for designation of the property, including a description of the heritage attributes are set out in Schedule "B" to this by-law.

ENACTED and PASSED this 6th day of December, 2023.

Approved as to
form.
2023/11/24
SDSR

Patrick Brown, Mayor

Approved as to
content.
2023/11/24
Henrik Zbogar

Peter Fay, City Clerk

SCHEDULE "A" TO BY-LAW

LEGAL DESCRIPTION

CON 3 EHS PT LOT 6

141720005 (LT)

SCHEDULE "B" TO BY-LAW

SHORT STATEMENT OF THE REASON FOR THE DESIGNATION OF 9050 BRAMALEA ROAD:

The property at 9050 Bramalea Road, The Crawford House, is worthy of designation under Part IV of the Ontario Heritage Act for its cultural heritage value or interest. The property meets the criteria for designation prescribed by the Province of Ontario under the Ontario Heritage Act, Regulation 9/06 for the categories of design/physical value, historical/associative value, and contextual value.

The house at 9050 Bramalea Road, also known as the Crawford House or the Chinguacousy Tea House is located on the north side of Queen Street East within Chinguacousy Park. The two storey vernacular farmhouse with craftsman style architectural influence is characterized by a cross-gabled roofline, multi-colour brick, and a string of windows on the first and second floors.

Historically it was located on Lot 6 Concession 4 East of Hurontario Street as part of agricultural lands. The property is currently located within Chinguacousy Park of the planned satellite city of Bramalea. The Crawford House is located within the Queen Street Corridor, or Secondary Plan 36. This property includes the farmhouse, the barn, and the surrounding fields, now used as sports fields. It is also surrounded by a greenhouse and numerous flower beds.

Design/Physical Value:

The cultural heritage value or interest as it pertains to the design/physical characteristics for this property are shown through its vernacular craftsman style architecture. It is stated that the design of this house was based off an image in a newspaper and then altered by Elsie Crawford, who drew up the plans for the house.

The Crawford House is a two-storey, brick house with a side gable main roofline. The front façade denotes a smaller front gable which protrudes from the main façade to meet the front porch roofline. A string of windows is present on the first and second floors with an asymmetrical front porch breaking up the front façade on the first floor.

It is important to note the genuine vernacular nature of the Crawford House. Based on a formal example of a Craftsman style of house, the Crawford House was intentionally designed to suit the Crawford's needs, and built utilizing local materials. As noted in the Cultural Heritage Resource Impact Assessment by Robinson Heritage Consulting in 2014,

“Herb and Elsie’s farmhouse is a representative example of a farmhouse built in the inter-war period of the 20th century, as an example of how rural, domestic architecture could become a product of the property owners’ own capabilities, resourcefulness and perseverance. The farmhouse and barn are both physical expressions of Elsie Crawford’s abilities, as an amateur, to design adapt and create from standard designs, farm buildings and a home the served the family’s needs and livelihood.”

Additionally, there are some unusual design features that distinguish the house:

- “the upper foundation wall level is built with brick, giving the exterior main floor walls the appearance of increased height
- only the basement windows have a segmental arch head constructed in two course of rowlock brick while the upper windows and doors all have a flat arch of soldier brick supported by a steel angle lintel
- the east entrance porch door opens into what was likely the dining room, possibly to facilitate farmhands and less than formal attire (ie. dirty boots, etc.)
- horizontal “buffet” window on the east wall of dining room is placed with the front corner of the main house block”

*All four bullet points are noted in the Cultural Heritage Resource Impact Assessment by Robinson Heritage Consulting dated 22 August 2014 on Page 10

Historical/Associative Value:

The historical/associative value of 9050 Bramalea Road, the Crawford House, relates to its association with the Crawfords and the diminishing agricultural community in Brampton.

Lot 6 Concession 4E, East of Hurontario Street in Chinguacousy Township was granted by the Crown to Richard Bristol in 1820. By 1823, the lot was changing hands as east and west halves. Ralph Crawford purchased Lot 7 Concession 4E in 1834 from a Henry Hope. Robert Crawford obtained the east half of the lot in 1873. He sold it to William Crawford in 1875. The land later became the property of James Crawford. In 1925, Elsie and Herb Crawford bought 100 acres from Herb’s father, James.

Elsie’s mother Lizzie Cook had grown up in a log cabin built in the 1820s, close to the bottom of today’s Chinguacousy Park Ski/Tubing Hill. Lizzie Cook married a man named Parr, and with their daughter Elsie, lived a short distance further north on today’s Bramalea Road.

In 1924, using a picture clipped from a newspaper, Herb and Elsie started the process of building their new home. Elsie drew up the plans for the house and the barn as noted in the Brampton Guardian article from January 10, 1990. They used a team of horses (named Minnie and Maude) and an iron scoop to dig a hole for the foundation, doing by hand what the horses could not do. They hired a carpenter for \$10 per day who travelled from Toronto weekly to frame the house in the fall until the winter set in. The house was bricked in the spring of 1925.

In 1933, the Crawfords built a service station on the farm on Highway 7, west of Bramalea Road. The barn was added in 1939, which is still standing and is currently used as a petting zoo.

The Crawford’s continued to run the farm until 1946 when they sold it. It passed through multiple hands and was eventually re-sold to Bramalea Consolidated Developments to be used as part of the Bramalea Satellite City Master Plan.

During the early 1970s, the Chinguacousy Township Council purchased 100 acres at the corner of Bramalea Road and Queen Street East (Highway 7) for a major park for the community of Bramalea. In 1973, when Peel County became the Regional Municipality of Peel, Chinguacousy Township was split in half with the northern half becoming the Town of Caledon. The southern half, along with the Township of Toronto Gore was amalgamated with the Town of Brampton. The Crawford house was being used for the park’s administrative offices, as well as a

“Tea-House” style restaurant in the summer. The barn was and still is utilized as a petting zoo.

Chinguacousy Park has become a lively all-seasons park with the petting zoo, sports fields, an outdoor skating rink, climbing structures, splash pads, ponds, an extensive greenhouse, many flower-beds and walking trails, a ski/tubing hill and many other amenities used by Bramptonians daily.

Contextual Value:

Contextually, the former Crawford farmstead retains significant cultural heritage value/interest. They are important vestiges of Chinguacousy Township’s agricultural past and are still located within large fields, now used for sports instead of farming.

The Crawford Farmhouse is a landmark along Queen Street East. The house, barn, and surrounding grounds and vistas retain and promote the agricultural and rural character that has been a part of this site since the land was first settled in 1820 by Richard Bristol. The range of structures and features on the property help document and illustrate the early settlement and agricultural history of Chinguacousy and the area, along with the history of Chinguacousy Park itself.

Description of Heritage Attributes/Character Defining Elements

The heritage attributes comprise all façades, architectural detailing, construction materials and associated building techniques, as well as significant landscape elements and important vistas. The detailed heritage attributes/character defining elements include, but are not limited to:

- Unique vernacular variation on Craftsman Bungalow design
- Brown/orange multi-colour brick
- Front gable roofline extruding from the main side-gable roofline
- Partial width porch with brick columns
- Side and rear chimneys
- Upper foundation wall in brick
- 1939 Barn
- Surrounding open space landscape

The following attributes are taken from Robinson Heritage Consulting’s Cultural Heritage Resource Impact Assessment dated 22 August 2014:

- Existing setting, including:
 - The original location of the farmhouse and its orientation to Queen Street
 - The wide pathway that follows the original farm laneway from Queen Street to the farmhouse and beyond to the barn
- Original form of the 2-storey farmhouse and its original window and door openings
- Rug brick exterior of the farmhouse

- Brick chimney shaft rising from the west gable wall
- Open front porch with brick piers
- Original interior wood trim including:
 - Window casings, stool and skirt
 - Interior doors, casings and door hardware
 - Baseboards, picture rails, panel beamed ceiling in dining room
 - Stairway newel posts, railing, balusters and French foors on landing
- Barn and silo – original location and form



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number _____ - 2023

To confirm the proceedings of Council
at its Regular Meeting held on December 1, 2023

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

1. THAT the action of the Council at its Regular Meeting of December 1, 2023 in respect to each report, motion, resolution or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate by-law; and
2. THAT the Mayor and the proper officers of the city are hereby authorized and directed to do all things necessary to give effect to the said action, or to obtain approvals where required, and except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf and to affix the corporate seal of the City to all such documents. Where the subject matter of any such action is within a sphere or jurisdiction assigned to The Corporation of the City of Brampton pursuant to section 11 of the Municipal Act, 2001, the authority granted by this section includes the use of natural person powers under section 8 of the Municipal Act, 2001; and
3. THAT this by-law, to the extent to which it provides authority for or constitutes the exercise by the Council of its powers to proceed with, or to provide any money for, any undertaking, work, project, scheme, act, matter or thing which requires an approval in addition to the approval of the Council, shall not take effect until the additional approval has been obtained.

Dated at the City of Brampton this 1st day of December, 2023.

Patrick Brown, Mayor

Peter Fay, City Clerk