

LET'S **CONNECT**
BUDGET
2017

2017-2019
Approved
Business Plan
and Budget





GOVERNMENT FINANCE OFFICERS ASSOCIATION

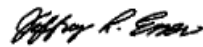
Distinguished Budget Presentation Award

PRESENTED TO

**Corporation of the City of Brampton
Ontario**

For the Fiscal Year Beginning

January 1, 2016



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Corporation of the City of Brampton, Ontario** for its annual budget for the fiscal year beginning **January 1, 2016**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



INTRODUCTION Message from the Mayor



Innovation is all around us and it is changing the way we do business and how we see the world.

In order to build a better Brampton we must disrupt the status quo.

Fiscal order and stability goes a long way in signalling to residents, job creators and investors that Brampton is serious.

I am pleased to say we have been very successful in implementing our vision for stronger fiscal management at City Hall.

Last year we saw our City's Standard and Poor's credit rating improve to AAA Stable – highlighting our strong economic fundamentals.

Furthermore, this past November we received the highest municipal ranking from the CD Howe Institute for financial reporting (A-), being one of only five municipalities in all of Canada to have received this recognition.

We have restored accountability and transparency at City Hall – we have repaired our fiscal management – now, it is time to start thinking bigger, to start believing in a better Brampton.

Brampton has the advantage of being located right in the centre of the Innovation Super Corridor.

We have the ability to connect 13,000 companies, attract 3,000 start-ups, and create over 40,000 new jobs by connecting knowledge workers and creative talent with reliable all day two way GO rail.

The potential for growth in Brampton over the next 10 years is substantial – it is no surprise fDi American Cities of the Future ranked us in the top 10 for Business Friendliness and Connectivity.

Exciting things are happening everyday as Brampton moves onto the global stage – the development of a human health and sciences cluster around the new Peel Memorial, work to bring a new university to Brampton, and significant urban development projects like Riverwalk and transit expansion only give more reason for businesses to invest in our city, for people looking for a home to establish their roots here, and for our future leaders and innovators to stay or return to Brampton after gaining the skills they need to succeed in the new economy.

Linda Jeffrey
Mayor





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Executive Summary



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EXECUTIVE SUMMARY

Message from the Chief Administrative Officer



We're building change in Brampton.

We're aiming high and thinking big, to position Brampton as an emergent global city of the future.

Leaders in our organization understand success requires passion, creativity and accountability. Our recent restructuring was a defining moment for this city. We took action to modernize City operations, enabling us to be more agile and responsive. Flattening our structure removed layers of organizational hierarchy. Eliminating duplication and building greater cooperation will help to more seamlessly facilitate investment, innovation and high levels of customer service – increasing the City's ability to compete on a global stage.

The Province has recognized our potential as one of the youngest, fastest growing, most diverse cities in the country. Their announcement about a university in Brampton is a game-changer for our city. A university will help us build strong links between research and innovation, creating sustainable jobs for the future.

Standard & Poor's has recently reaffirmed a Triple 'A' credit rating and stable outlook for the City of Brampton. We are one of only six municipalities in Canada to have this rating. Globally – excluding the United States of America – only 18 municipalities have a Standard & Poor's Triple 'A' rating.

The City of Brampton provides the right balance of services while being financially responsible – our focus is good value for money. Each year, Council is faced with new challenges and must make difficult decisions on how programs and services will receive funding. The City of Brampton collects property tax to provide services to residents, build new facilities and infrastructure, and maintain the ones it already has. Factors that impact how and when tax dollars are spent include:

- Maintaining required services levels
- Meeting legislated growth
- Achieving new council priorities

Reinventing local government in Brampton will take big thinking, adopting a future ready mindset. We are rallying behind a common purpose that will help achieve Council's vision to be a connected city that is innovative, inclusive and bold. Brampton residents deserve our very best – and to do that, our people, services and processes need to be the very best. Together, we are moving Brampton forward.

Harry Schlange

Chief Administrative Officer

on behalf of the Corporate Leadership Team



EXECUTIVE SUMMARY

Message from the Treasurer



I am pleased to present the City of Brampton's 2017-2019 Proposed Business Plan and Budget. This three-year plan focuses on building a future ready Brampton while providing value to the taxpayer.

The City's long-range planning is supported through goals linked to its Strategic Plan. Brampton is one of Canada's fastest-growing cities and balancing growth with expectations remains a challenge. It is our goal to manage that growth responsibly, while continuing to provide the best possible service to our residents and businesses. This plan also continues to address the need to maintain our aging infrastructure and works towards modernizing our operations.

Our continued strong financial management, coupled with recent shifts to capital contract budgeting and multi-year budgeting, has strengthened Brampton's financial position and improved transparency and decision-making by clearly identifying future impacts of current decisions.

The 2017 budget was prepared using two methods: traditional and full accrual. The traditional method allows the City to establish property tax rates to fund delivery of its municipal services. The full accrual method, an expanded budget including non-cash adjustments, was prepared to enable year-end results to be compared to financial statements. Together, both methods provide taxpayers and residents with enhanced transparency and accountability.

Brampton is a strong, inclusive city, with smart, passionate people. It is one of the most diverse cities in the country and we are committed to working as a team to build a global city of the future.

David Sutton
Interim Treasurer

EXECUTIVE SUMMARY

2017 Property Tax Increase



2017	Operations			Infrastructure			Overall Total Increase		
	Net Budget Increase	Tax Bill Impact		Net Budget Increase	Tax Bill Impact		Net Budget Increase	Tax Bill Impact	
		%	\$		%	\$		%	\$
City of Brampton	1.3%	0.6%	\$28	2.0%	0.9%	\$42	3.3%	1.5%	\$69
Region of Peel	1.3%	0.4%	\$20	1.0%	0.4%	\$17	2.3%	0.8%	\$38
School Boards	0.0%	--	--	0.0%	--	--	0.0%	--	--
Combined		1.0%	\$48		1.3%	\$59		2.3%	\$107

**Amounts and percentages may not add to totals due to rounding*

***Based on 2017 Average Home Assessment of \$443,000**

Overall Total Increase = \$26 per \$100,000 assessed value



EXECUTIVE SUMMARY

2018 Property Tax Increase



2018	Operations			Infrastructure			Overall Total Increase		
	Net Budget Increase	Tax Bill Impact		Net Budget Increase	Tax Bill Impact		Net Budget Increase	Tax Bill Impact	
		%	\$		%	\$		%	\$
City of Brampton	1.9%	0.9%	\$41	2.0%	0.9%	\$43	3.9%	1.8%	\$84
Region of Peel	1.1%	0.4%	\$19	1.0%	0.4%	\$17	2.1%	0.8%	\$37
School Boards	0.0%	--	--	0.0%	--	--	0.0%	--	--
Combined		1.3%	\$60		1.3%	\$61		2.6%	\$120

**Amounts and percentages may not add to totals due to rounding*

***Based on 2017 Average Home Assessment of \$443,000**

Overall Total Increase = \$27 per \$100,000 assessed value



EXECUTIVE SUMMARY

2019 Property Tax Increase



2019	Operations			Infrastructure			Overall Total Increase		
	Net Budget Increase	Tax Bill Impact		Net Budget Increase	Tax Bill Impact		Net Budget Increase	Tax Bill Impact	
		%	\$		%	\$		%	\$
City of Brampton	2.3%	1.1%	\$53	2.0%	0.9%	\$45	4.3%	2.0%	\$98
Region of Peel	1.1%	0.4%	\$20	1.0%	0.4%	\$18	2.1%	0.8%	\$37
School Boards	0.0%	--	--	0.0%	--	--	0.0%	--	--
Combined		1.5%	\$72		1.3%	\$63		2.8%	\$135

**Amounts and percentages may not add to totals due to rounding*

***Based on 2017 Average Home Assessment of \$443,000**

Overall Total Increase = \$30 per \$100,000 assessed value





Brampton Facts

Brampton is Canada's second fastest-growing and the ninth largest city. It is one of the most diverse municipalities in the country today. As we continue to grow, it is vitally important that we understand who we are and where we are going in order to plan for our future.

Well-integrated and first-rate transit, welcoming neighbourhoods, community centres, libraries, parks and pathways – everything that embodies the character of a healthy and thriving city, we have it all. As we continue to build on our successes it is important for us to make choices today that will ensure value for our residents over time and help us build a future-ready Brampton.

We are building a city that Bramptonians can be proud of; a city that can become a hub of innovation, investment and growth; and a city that can compete not just locally, but also on a global scale.

Growing Population

Brampton is a designated growth centre in the province of Ontario. With an official population of 523,911 (2011), and a current population of about 600,000, Brampton is the ninth largest city in Canada; fourth largest in Ontario and third largest in the Greater Toronto Area. Brampton's population is expected to reach approximately 830,000 people by 2031.

Economy and Lifestyle

Home to more than 8,000 businesses, Brampton has a Triple 'A' credit rating by Standard & Poor's. The City's major business clusters include manufacturing, retail and wholesale trade. The manufacturing industry remains the largest employer. In addition to a well-developed economic base, Brampton residents enjoy a quality lifestyle. It combines big city conveniences with traditional quality of life. Brampton is a young city with a median age of 34.7 years. Brampton's population is younger than the ten most-populated cities in Canada, as well as the province of Ontario and the Toronto region.



Municipal Service Delivery

Municipal Services in Brampton are provided by two tiers of government. The Region of Peel is the “upper tier” and the City of Brampton is the “lower tier”. Common services provided by each level are outlined below:



The **Region of Peel** provides such services as:

- Ambulance services
- Housing services
- Police services
- Public health
- Regional roads
- Social services
- Waste collection and recycling
- Water treatment and supply
- Waste water collection and treatment

The **City of Brampton** provides such services as:

- Arts and culture
- By-law enforcement
- Economic development
- Fire services
- Parks and recreation
- Provincial offences administration
- Planning new community developments and enhancing existing neighbourhoods
- Public transit
- Snow removal
- Tax collection
- Local roads



With positive economic growth expected to continue in the Greater Toronto Area (GTA), we estimate that Brampton's economy continues to be fundamentally sound and strong.

Export growth in Canada is forecast to provide a near-term boost to economic activity, leading to an increase in business capital spending in late 2017 and 2018. With continued population and employment growth, the future economic performance of the Brampton market is positive. Brampton's economy is expected to continue on its positive economic growth curve going into 2017.

With an estimated GDP of \$35.4 billion this year, Brampton will have contributed 10% to the overall productivity of the GTA. The GTA represents about 25% of the nation's productivity.

Brampton's economy is also well diversified. The 9,000 business establishments and a workforce of 200,000 located in Brampton represent a wide range of industry sectors and regional clusters.

Brampton's main economic sectors include advanced manufacturing (and its sub-sectors including auto/aerospace assembly and component parts), food and beverage, human health and sciences, and information and communications technology.

The economic base includes representation in all phases of the supply chain including head-office, production, transportation, warehousing and retail/wholesale trade. Culture industries, along with professional and business services are also represented in Brampton both in the labour force and local occupations or workforce.

While segments of the Canadian economy have been facing challenging times and have struggled to see growth, the real estate market continues to hold steady and show resilience.

After facing two years of hardship, resource-based economies are expected to begin to bounce back next year. The outlook for exports is positive, with foreign sales expected to gain momentum over the coming 12 months. In addition, firms across all regions and most sectors report positive employment intentions over the next year.



The real estate market in Brampton has sustained a top eight position in Canada with respect to Total Construction Activity according to Statistics Canada. The latest figures for August 2016 place Brampton over the \$1.2 billion mark in total construction activity, another strong year.

Brampton's competitive tax rates and regulatory environment, extensive transportation network and close proximity to major labour and consumer markets (specifically the GTA market of 6 million), and availability of land has created positive demand in the Brampton real estate sector.

Brampton's anticipated growth is supported by its Official Plan and a diverse economic base. The City's vision and strategy continues to be strongly based and equally focused on the redevelopment of the Queen Street Corridor; and on the attraction of new industrial-commercial development in its strategically located business parks distributed along major infrastructure in the City.

A diverse Industrial-Commercial inventory continues to provide companies of various types and sizes with multiple options. These will continue to increase as additional employment lands become available. With globalization, however, the corporate relocation process has become more competitive and those cities and regions that are most nimble and flexible will excel.

Brampton's robust population and employment growth supports economic expansion over the next 25-years. This is the underlying good news story.



Brampton Indicators	YTD Sept 2016	YTD Sept 2015	Variance (15/14)
Total New Employment ¹	791	645	22.6%
Total New Business ¹	147	159	-7.5%
Unemployment Rate % (Region of Peel) ^{2**}	8.6	8.2	0.4
Total Construction Value ³	\$1,464,038,664	\$2,382,771,428	-38.6%
Residential Construction Value ³	\$1,173,309,411	\$1,953,097,161	-39.9%
Industrial Construction Value ³	\$154,524,793	\$186,308,285	-17.1%
Commercial Construction Value ³	\$70,518,697	\$62,810,479	12.3%
Institutional Construction Value ³	\$62,837,031	\$176,368,828	-64.4%
Housing Resale Activity ⁴	8,817	7,485	17.8%
Average House Price ⁴	\$579,205	\$487,998	18.7%
Housing Permits (units) ³	2,825	4,842	-41.7%
Industrial Vacancy Rate % (Q3) ⁵	3.1	4.4	-1.3

Sources

1. City of Brampton Economic Development Office
2. Statistics Canada, Labour Force Survey, custom tabulation S0516_15_LFS.ivt
3. City of Brampton Building Division, Sept 2016
4. Monthly MarketWatch (Toronto Real Estate Board) September 2016
5. GTA Q3 2016/2015 Industrial Statistics - (Colliers International)

**Unadjusted 3 months moving average

Compiled by: City of Brampton - Economic Development Office - Business Information & Competitive Policy





Once again strong growth in the low rise residential category ushered in higher than expected revenues in 2015. 5,081 low rise dwelling units were issued in 2015, a 17% growth over the 2014 low rise permit volume and 34% higher than projected volumes.

	Permits	Construction Value	Revenues
2015 Year End	8,001	\$2.73 billion	\$20.6 million
2016 Projected	6,285	\$1.95 billion	\$14.5 million
2016 Year to Sep 30	5,280	\$1.50 billion	\$13.0 million

Industrial activity hit a ten year high in 2015 with the issuance of 36 building permits valued at an investment of \$500 000 or greater in construction value.

2016 Building Permit activity projections reflect the overall development forecast with low rise residential permits expected to be in the 3,500 - 3,800 unit range and commercial/institutional activity to remain consistent, reflecting residential growth. The actual permits issued for low rise residential units up to the end of Q3 2016 are reasonably on target.

Proposed changes to the energy efficiency requirements of the Ontario Building Code in 2017 may initiate a spike in residential activity before the end of the year.

After the first six months of 2016, Brampton was the 8th most active construction marketplace in Canada (6th in 2015) and similar to previous years maintained a strong ranking across all categories.

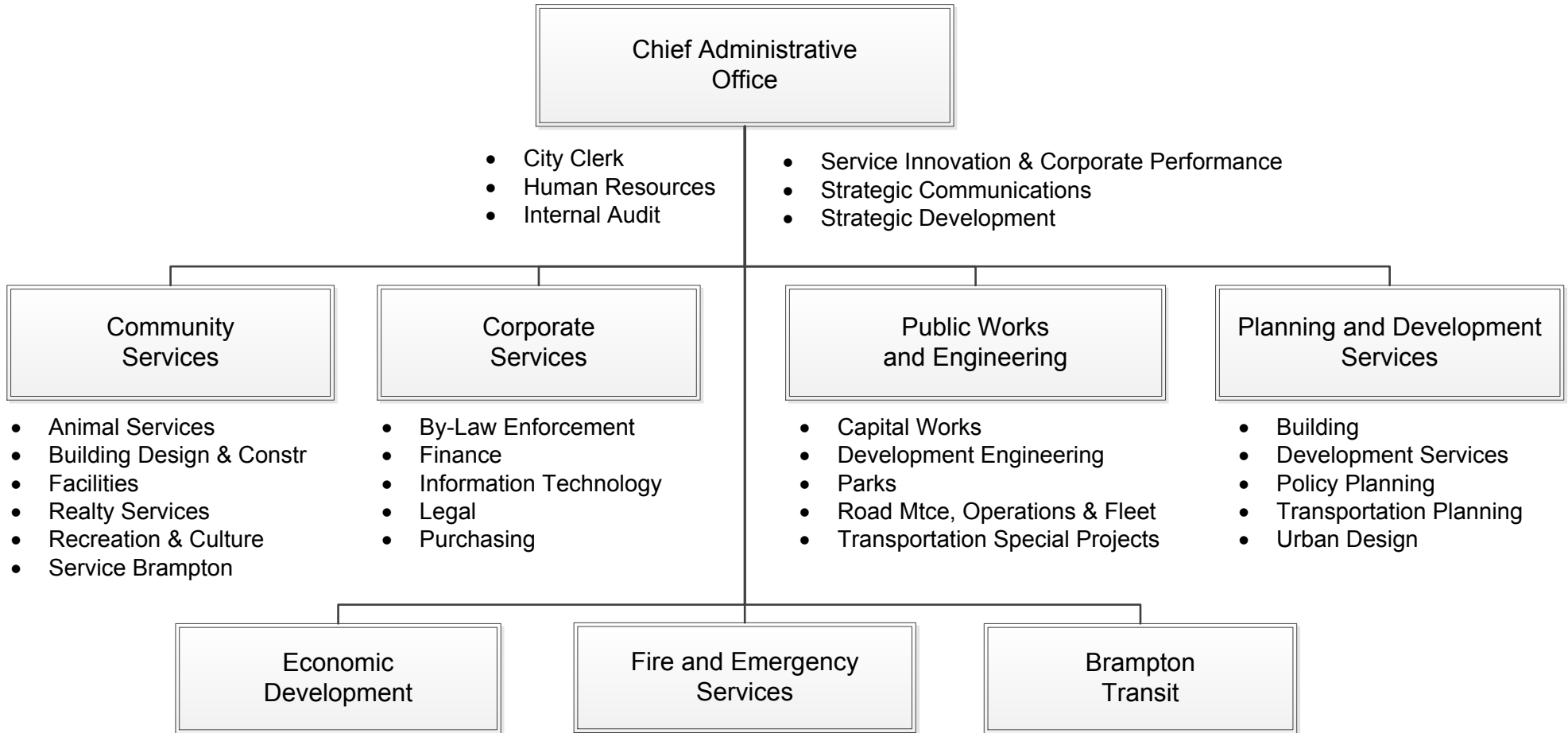
	2015 Year End		2016 Year to September 30	
	New	Additions	New	Additions
New residential units	5,449	--	2,825	--
Permits - industrial	8	13	7	15
Permits - commercial retail	14	3	9	2
Permits - commercial office	7	0	14	3
Permits - institutional	14	1	3	6

Brampton continued to be among the top two construction markets in the GTA in the first half of 2016 (the largest being City of Toronto) and was among the top regions in Ontario. Brampton continues to be the most active construction marketplace in the Region of Peel.



EXECUTIVE SUMMARY

Organizational Structure





VISION: Brampton is a connected city that is innovative, inclusive and bold.

Good Government
Credible leadership delivers trusted services to make a positive difference for citizens.

Smart Growth
Managing and promoting growth achieve societal and economic success.

**MOVING
OUR CITY
FORWARD**

Move & Connect
Well-planned infrastructure and efficient transit modes shape a liveable city.

Strong Communities
Distinct, lively spaces and activities unite people and business to instill civic pride.





Good Government

- Corporate transformation: increased productivity, \$8.3M cost improvement
- CD Howe A-, Standard & Poor's Triple-A
- Codes of Conduct, Lobbyist and Gift Registries
- Community engagement and ethnic media programs
- Multi-year budgeting
- Corporate Asset Management Plan

Move & Connect

- Enhanced Züm services
- Expanded GO Services, rail network, innovation corridor
- Applied for \$65M PTIF funding for Transit initiatives
- \$63M capital roads, resurfacing, bridge and trail projects

Smart Growth

- University announced for Brampton
- Economic Development and Culture refocused
- Official Plan Review, Environment, Cultural Heritage Master Plans

Strong Communities

- Riverwalk downtown revitalization kickoff
- \$40M City-invested to Peel Memorial construction opening
- Renewed Recreation focus on community health, wellness
- Youth engagement survey completed
- Inclusion and equity initiatives





In late 2015, the City initiated the development of a long-term Financial Master Plan in support of Good Government. Strategically, this will provide the City with a longer-term perspective for planning and budgeting and facilitate additional financial transparency.

Working towards continued financial stability, the City will be reviewing and revising its best practices for long-term funding, including infrastructure maintenance funding.

Finalization is expected in early 2017. The objectives are to:

- Assess financial health and sustainability
- Provide a strategic, longer-term perspective for planning and budgeting
- Test the impact of changing conditions (for example demographics, growth rates)
- Support prioritization of program and infrastructure needs
- Assess the impact of service level changes and other master plans
- Address funding requirements for infrastructure replacement needs
- Assess the financial impact of growth and development
- Demonstrate the need for and support of financial policy changes

A Corporate Asset Management Plan is also currently under development. This plan will incorporate and expand upon departmental asset management plans covering roads, bridges and culverts, facilities, fleet, parks and playgrounds, and other assets, and provide one comprehensive, corporate-wide plan.

Asset management helps in making the best decisions on constructing, operating, maintaining, renewing, replacing, expanding and disposing of infrastructure assets.

Corporate asset management:

- Optimizes investments
- Improves decision-making across the Corporation
- Reduces risks
- Improves public confidence
- Is required for federal and provincial funding
- In support of Good Government, the plan will help minimize risk and cost to taxpayers and maximize service delivery.
- This plan must be completed by December 31, 2016 in order to secure future federal and provincial infrastructure funding.



Revenue Sources



- User fees
 - Transit fares
 - Recreation programs
- Property taxes
- Investment income
- Federal subsidies
- Reserve Funds
- Contributions from external organizations
- Development charges
- Infrastructure funding
- Cash in lieu of parkland



Operating

Operating budgets are for day-to-day expenses to keep the City's operations running. They include expenditures and revenues such as salaries, maintenance contracts and office expenses.



Capital

Capital budgets are long-term, and reflect an investment in the future of the city. They include the costs of purchase, construction, major repair, replacement and renewal of assets such as roads, bridges, buildings, equipment and technology.

Long-term Budget Goals



Maintain Assets

Keep the City's assets (including roads, bridges, buildings, equipment) in a state of good repair



Invest in the Community

Extend and improve services to keep up with growth



Invest in the City's Future

Set aside funds to pay for future improvements



Increase Emergency Funds

Prepare for emergencies and unexpected expenses





The City underwent significant change this year and will continue to move towards building a future-ready Brampton:

- Increase potential through more business-like operations
- Reduce duplication
- Find opportunities to increase speed, agility and responsiveness
- Focus on progress over process
- Provide value for the community

Initial budgets were developed according to three categories: growth and service increases, new or enhanced services, and continuation of the infrastructure levy. Departments and the Corporate Management Team weighed the initiatives and costs against Council priorities and Strategic Plan goals and recommended those that provide the best value for the community.

Growth and Service increases, partially offset by assessment growth and restructuring savings, reflect the City's efforts to provide equitable services to all Bramptonians. These include:

- Accommodating inflation
- Responding to growth
- Maintaining service levels

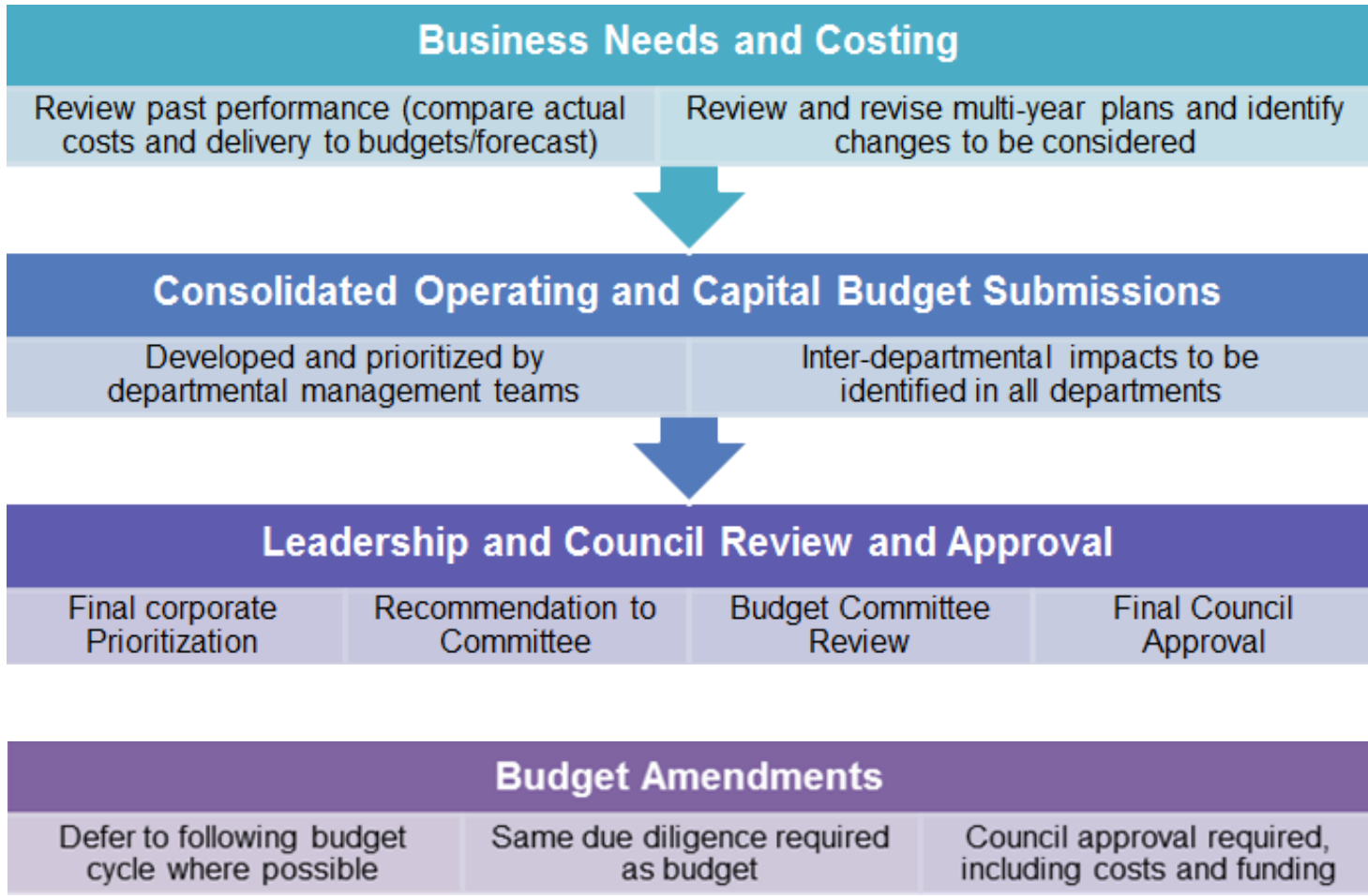
The 2017-2019 Budget process focused on delivering value to the community. The budget was developed with the following key priorities in mind:

- Managing growth
- Investing in infrastructure and the future
- Providing excellent customer service
- Encouraging economic growth
- Helping to build strong communities

New or Enhanced Services provide improvements to current service levels.

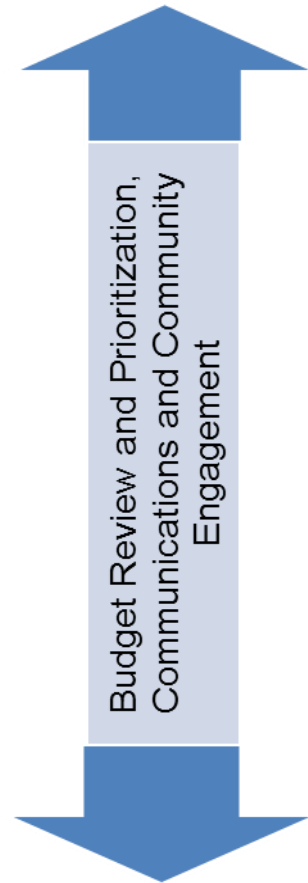
The Infrastructure Levy reflects the City's commitment to investing in the repair and replacement of its aging infrastructure.





EXECUTIVE SUMMARY

2017 Budget Process and Key Dates





Drivers

- Required service levels
- Legislated growth
- New Council priorities

Priorities

- Managing growth
- Investing in infrastructure and the future
- Providing excellent customer service
- Encouraging economic growth
- Helping to build strong communities



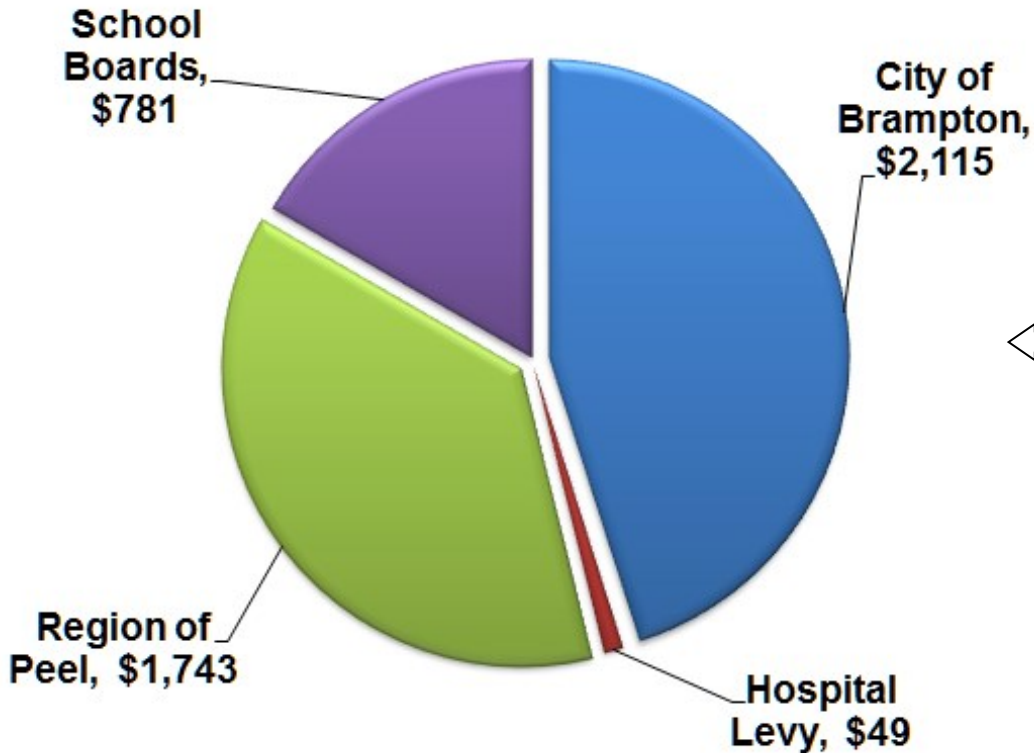
Opportunity: Building a Future-Ready Brampton

- Increase potential through more business-like operations
- Reduce duplication
- Find opportunities to increase speed, agility and responsiveness
- Focus on progress over process
- Provide value for the community



EXECUTIVE SUMMARY

2017 Budget Snapshot - Residential Tax Bill



Typical Residential Tax Bills

Property Type	Average Residential (\$443,000)	Amount
Average Residential (\$443,000)		\$4,688
Single Family Detached (\$507,000)		\$5,352
Semi Detached (\$369,000)		\$3,884
Freehold Townhouse (\$353,000)		\$3,722
Condominium (240,000)		\$2,587

*Based on 2017 Average Home Assessment of \$443,000

Overall Total Increase = \$24 per \$100,000 assessed value



EXECUTIVE SUMMARY

Residential Tax Comparisons



When comparing homes of similar size, **Brampton taxes continue to be low** compared to other municipalities in the GTA. Residential taxes shown below include city/town (lower tier), region (upper tier) and education (school boards) taxes.

Single Detached (1)	
Markham	\$5,305
Vaughan	\$4,490
Mississauga	\$4,277
Oshawa	\$4,123
Whitby	\$4,041
Hamilton	\$3,898
Brampton	\$3,890
Oakville	\$3,754
Richmond Hill	\$3,696
Burlington	\$3,573

(1) 3 Bedroom, 1,200 sq ft

2 Storey (2)	
Mississauga	\$5,074
Oshawa	\$5,037
Whitby	\$4,917
Hamilton	\$4,858
Richmond Hill	\$4,833
Vaughan	\$4,821
Markham	\$4,716
Oakville	\$4,676
Brampton	\$4,660
Burlington	\$4,401

(2) 3 Bedroom, 2,000 sq ft

Senior Executive (3)	
Markham	\$6,708
Oakville	\$6,411
Hamilton	\$6,333
Vaughan	\$6,246
Oshawa	\$6,242
Whitby	\$6,237
Richmond Hill	\$6,116
Burlington	\$6,083
Mississauga	\$6,077
Brampton	\$5,944

(3) 4-5 Bedroom, 3,000 sq ft

Source: 2016, BMA Management Consulting Inc.



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OPERATING BUDGET OVERVIEW

2017-2019 Budget Summary



The 2017 Operating Budget calls for a property tax increase of \$14.0 million over 2016. Assessment Growth of \$9.8 million and Revenue Growth of \$0.7 million are included in the 2017 Operating budget and result in reducing the overall budget increase of \$24.5 million.

The 2016 Operating Budget included a one-time payment of \$40 million to the Peel Memorial Centre for Integrated Health

and Wellness. This amount was collected through the Hospital Levy, which was put in place in 2013. The inclusion of this payment in 2016 and subsequent removal in 2017 does not have an impact on the property tax bills for these respective years, as the funding was drawn from the Hospital Levy Reserve Fund.

Proposed Tax Levy Increase	\$14,018
Add:	
Assessment Growth	\$9,826
Revenue Growth	\$679
2017 Net Budget Increase	\$24,524
Less:	
Hospital Payment in 2016	\$40,000
2017 Budget Variance (\$000s)	(\$15,476)

Tax Levy % Breakdown	2017	2018	2019
Operating Requirements	0.6%	0.9%	1.1%
Infrastructure Levy	0.9%	0.9%	0.9%
Tax Levy % Increase	1.5%	1.8%	2.0%

Consumer Price Index (CPI) = 1.3%
Municipal Price Index (MPI) = 1.3%



OPERATING BUDGET OVERVIEW

2017-2019 Budget Summary



The City's \$14.0 million in additional funding equates to a 1.5% increase on the overall residential tax bill.

Of the 1.5% increase, 0.6% is required to fund operating costs, which is below the Consumer Price Index (CPI) of 1.0% and the Municipal Price Index (MPI) of 1.3%. The remaining 0.9% increase is required for continuing efforts to invest in

infrastructure to ensure the City's existing asset base is maintained in a state of good repair and to leverage additional federal and provincial grants.

The 2017 and 2018 Operating Budgets are projected to sustain low single digit tax increases at 1.8% and 2.0% respectively.

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
Labour Expenditures	359,079	351,231	370,472	11,394	3.2%
Other Expenditures	287,975	284,988	261,055	(26,920)	-9.3%
Total Expenditures	647,054	636,219	631,527	(15,526)	-2.4%
Gross Revenues	(647,054)	(636,219)	(631,527)	15,526	-2.4%

*Forecast year-end actuals based on June 30, 2016 actual results

Consumer Price Index (CPI) = 1.3%
Municipal Price Index (MPI) = 1.3%





RESIDENTIAL TAX BILL IMPACT

The City of Brampton is a two-tier municipality, where the resident receives one tax bill to cover the total cost of services provided by the City, the Region and School Boards.

Therefore, to calculate the annual change to the residential property tax bill, all three components must be considered.

The City of Brampton's 2017 tax levy requirement of 1.5% or \$14.0 million translates into a \$17 per year tax increase per \$100,000 of residential assessment, or \$69 per year on the average residential property tax bill, based on a 2017 average property assessment value of \$443,000.

TAX BILL IMPACT - City Portion Only*	2017	2018	2019
Annual % Increase	1.5%	1.8%	2.0%
\$ Increase / \$100,000 Assessment	\$17	\$20	\$24
\$ Increase / Average Assessment	\$69	\$84	\$98

* Does not include Region of Peel or School Board impacts.

The Region of Peel's 2017 tax levy increase is estimated at 0.8%, with 0.4% required for current operations and 0.4% required for infrastructure investment. The impact of the Region of Peel's estimated 2017 increase equates to \$38 per year on the average residential property tax bill.

	2017		2018		2019	
TOTAL TAX BILL IMPACT	%	\$*	%	\$*	%	\$*
City of Brampton	1.5%	\$69	1.8%	\$84	2.0%	\$98
Region of Peel	0.8%	38	0.8%	37	0.8%	37
Education	0.0%	-	0.0%	-	0.0%	-
Annual Residential Tax Bill Increase	2.3%	\$107	2.6%	\$120	2.8%	\$135

* Based on the 2017 Average Residential Assessment = \$443,000

* Amounts and percentages may not add to totals due to rounding

The school board component of the residential property tax bill is estimated to have no increase for 2017.

The average residential tax bill in the City of Brampton will increase by approximately \$107 in 2017, based on the average residential assessment of \$443,000.





2017 Operating Budget Variances

DESCRIPTION	Budget Variance (000s)	Average Household Impact*		
		Tax Bill	City %	Overall %
Office of the CAO	\$1,272	\$6	0.3%	0.1%
Corporate Services	1,193	6	0.3%	0.1%
Planning and Development Services	1,358	7	0.3%	0.1%
Public Works & Engineering	2,393	12	0.6%	0.3%
Community Services	738	4	0.2%	0.1%
Economic Development	109	1	0.0%	0.0%
Fire and Emergency Services	1,990	10	0.5%	0.2%
Transit	2,283	11	0.5%	0.2%
Brampton Public Library	1,687	8	0.4%	0.2%
Mayor and Members of Council	(142)	(1)	0.0%	0.0%
General Government	(7,314)	(36)	-1.7%	-0.8%
2017 OPERATING BUDGET VARIANCE	5,567	28	1.3%	0.6%
Infrastructure Levy	8,452	42	2.0%	0.9%
2017 BUDGET INCREMENTAL CHANGE	\$14,018	\$69	3.3%	1.5%

* Based on 2017 Average Home Assessment of \$443,000

**Amounts and percentages may not add to totals due to rounding





2018 Operating Budget Variances

DESCRIPTION	Budget Variance (000s)	Average Household Impact*		
		Tax Bill	City %	Overall %
Office of the CAO	\$103	\$1	0.0%	0.0%
Corporate Services	1,172	6	0.4%	0.1%
Planning and Development Services	217	1	0.1%	0.0%
Public Works & Engineering	3,187	16	1.1%	0.3%
Community Services	1,140	6	0.4%	0.1%
Economic Development	92	0	0.0%	0.0%
Fire and Emergency Services	2,312	11	0.8%	0.3%
Transit	2,945	15	1.0%	0.3%
Brampton Public Library	971	5	0.3%	0.1%
Mayor and Members of Council	25	0	0.0%	0.0%
General Government	(3,815)	(19)	-1.3%	-0.4%
2018 OPERATING BUDGET VARIANCE	8,349	41	1.9%	0.9%
Infrastructure Levy	8,912	43	2.0%	0.9%
2018 BUDGET INCREMENTAL CHANGE	\$17,261	\$84	3.9%	1.8%

* Based on 2017 Average Home Assessment of \$443,000

**Amounts and percentages may not add to totals due to rounding





2019 Operating Budget Variances

DESCRIPTION	Budget Variance (000s)	Average Household Impact*		
		Tax Bill	City %	Overall %
Office of the CAO	\$410	\$2	0.1%	0.0%
Corporate Services	1,779	8	0.4%	0.2%
Planning and Development Services	21	0	0.0%	0.0%
Public Works & Engineering	3,085	15	0.7%	0.3%
Community Services	1,799	9	0.4%	0.2%
Economic Development	128	1	0.0%	0.0%
Fire and Emergency Services	5,370	26	1.1%	0.5%
Transit	1,865	9	0.4%	0.2%
Brampton Public Library	656	3	0.1%	0.1%
Mayor and Members of Council	25	0	0.0%	0.0%
General Government	(4,064)	(19)	-0.9%	-0.4%
2019 OPERATING BUDGET VARIANCE	11,075	53	2.3%	1.1%
Infrastructure Levy	9,437	45	2.0%	0.9%
2019 BUDGET INCREMENTAL CHANGE	\$20,513	\$98	4.3%	2.0%

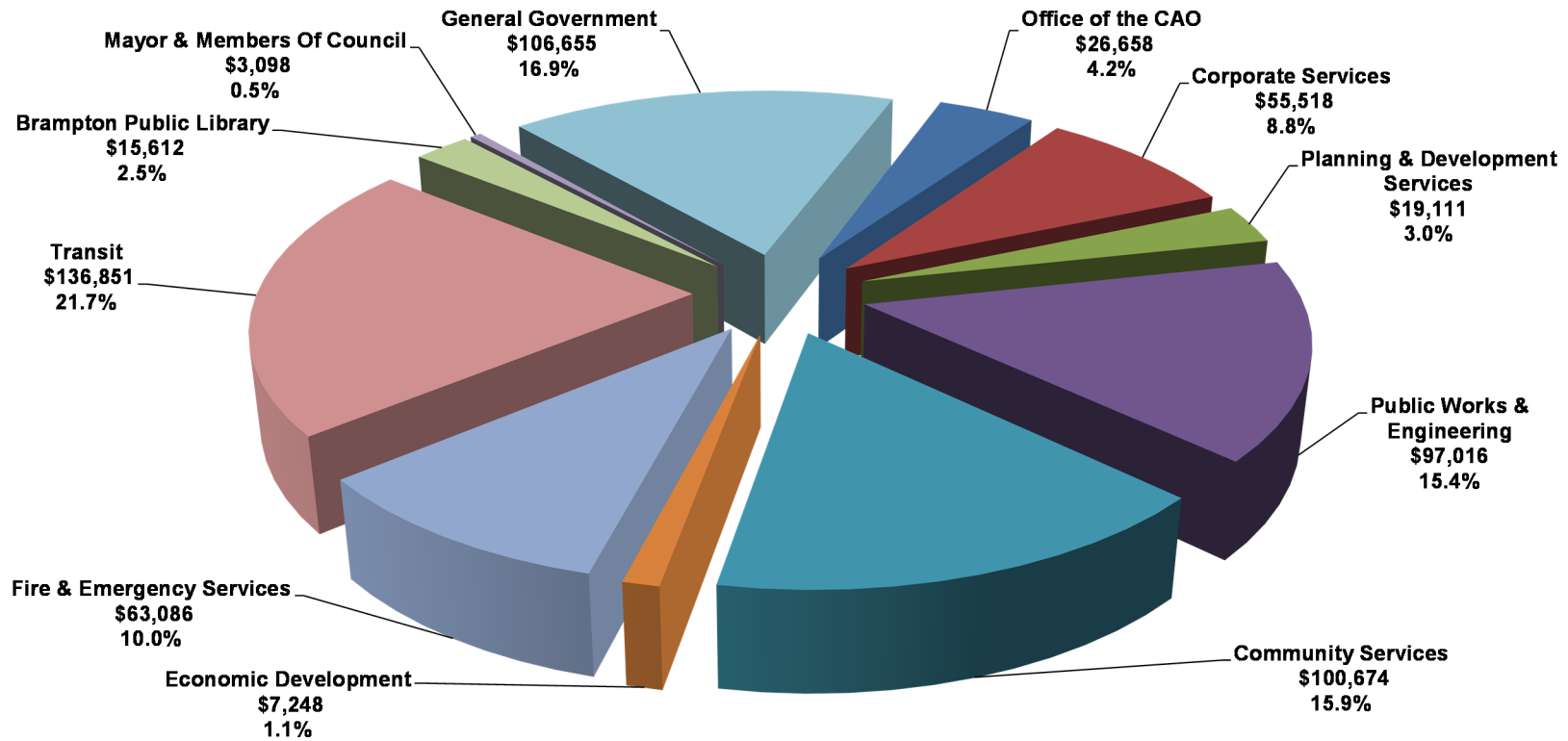
* Based on 2017 Average Home Assessment of \$443,000

**Amounts and percentages may not add to totals due to rounding





2017 Budgeted Gross Expenditures by Department (\$000s)



OPERATING BUDGET OVERVIEW

Departmental Breakdown



(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DEPARTMENT BREAKDOWN</u>				
Office of the CAO	\$21,733	\$23,004	\$23,107	\$23,517
Corporate Services	47,771	48,964	50,136	51,916
Planning & Development Services	293	1,651	1,868	1,889
Public Works & Engineering	88,554	90,947	94,134	97,218
Community Services	66,476	67,214	68,354	70,153
Economic Development	6,766	6,875	6,967	7,095
Fire & Emergency Services	60,427	62,418	64,730	70,101
Transit	60,917	63,200	66,145	68,010
Brampton Public Library	13,925	15,612	16,583	17,239
Mayor & Members Of Council	3,240	3,098	3,123	3,148
General Government	(370,103)	(382,983)	(395,144)	(410,283)
Net Expenditures	\$0	\$0	\$0	\$0



OPERATING BUDGET OVERVIEW

Departmental Breakdown



DEPARTMENT	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Office of the CAO	\$1,272	\$103	\$410
Corporate Services	1,193	1,172	1,779
Planning and Development Services	1,358	217	21
Public Works & Engineering	2,393	3,187	3,085
Community Services	738	1,140	1,799
Economic Development	109	92	128
Fire and Emergency Services	354	523	2,020
Transit	635	1,078	755
Brampton Public Library	1,687	971	656
Mayor and Members of Council	(142)	25	25
General Government	(7,314)	(3,815)	(4,064)
BASE OPERATING BUDGET VARIANCE	2,283	4,693	6,615
New or Enhanced Services	3,284	3,656	4,460
COMBINED OPERATING BUDGET VARIANCE	5,567	8,349	11,075
Infrastructure Levy	8,452	8,912	9,437
PROPOSED BUDGET INCREMENTAL CHANGE	\$14,018	\$17,261	\$20,513

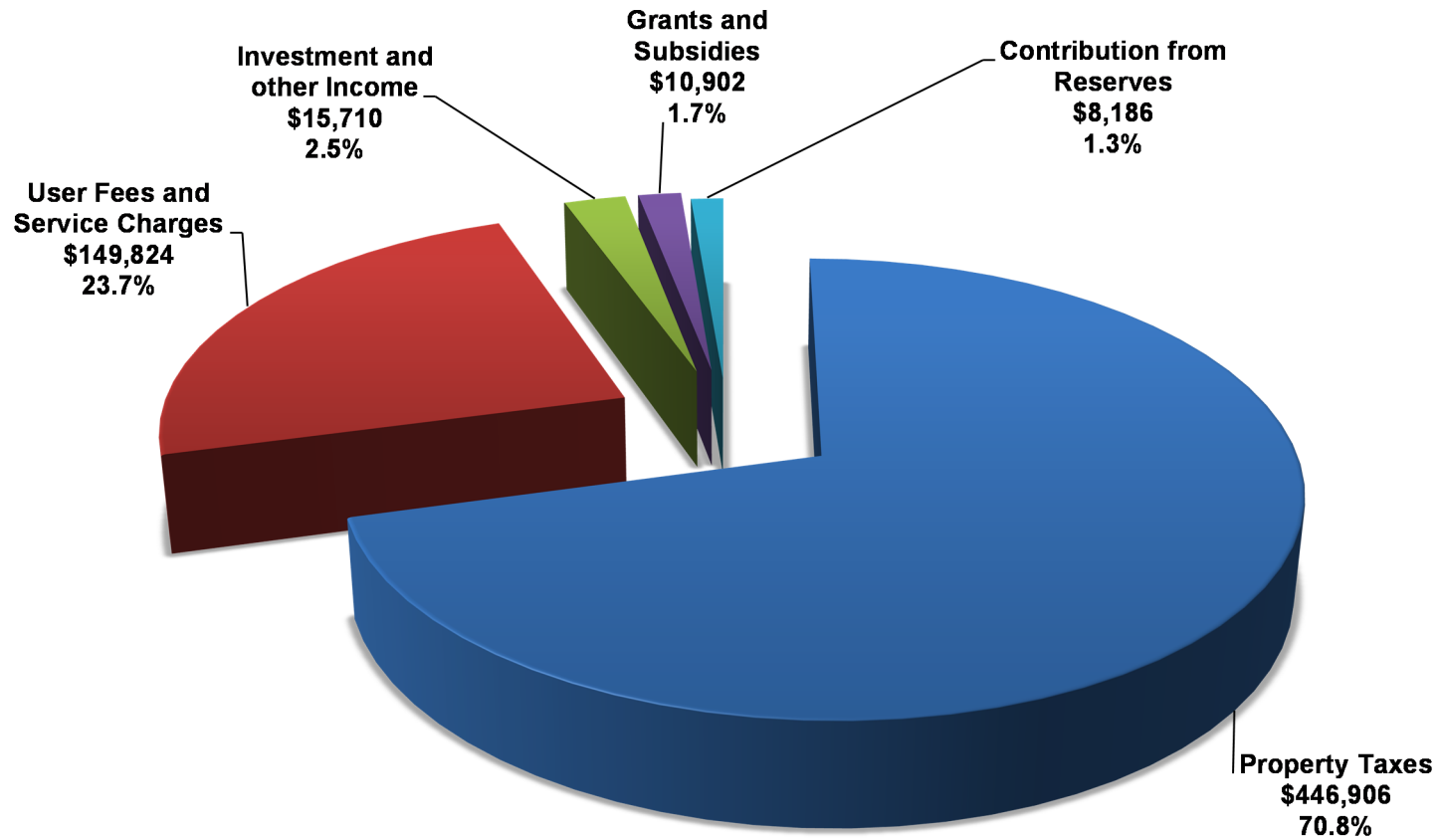


OPERATING BUDGET OVERVIEW

2017 Revenue Breakdown



2017 Budgeted Revenues by Category (\$000s)





2017 Operating Budget Variances

CATEGORY	Budget Variance (000s)	Average Household Impact*		
		Tax Bill	City %	Overall %
Operating Adjustments	(\$177)	(\$1)	0.0%	0.0%
New Facilities & Services	8,493	42	2.0%	0.9%
Wage Provisions	4,966	25	1.2%	0.5%
Support Staff	1,288	6	0.3%	0.1%
Negotiated Wages	3,811	19	0.9%	0.4%
Infrastructure Operation & Maintenance	1,203	6	0.3%	0.1%
Winter Control	419	2	0.1%	0.0%
Legislative Changes	74	-	0.0%	0.0%
Efficiencies	(3,794)	(19)	-0.9%	-0.4%
Revenue Increases	(888)	(4)	-0.2%	-0.1%
Assessment Growth	(9,826)	(49)	-2.3%	-1.1%
2017 OPERATING BUDGET VARIANCE	5,567	28	1.3%	0.6%
Infrastructure Levy	8,452	42	2.0%	0.9%
2017 BUDGET INCREMENTAL CHANGE	\$14,018	\$69	3.3%	1.5%

* Based on 2017 Average Home Assessment of \$443,000

**Amounts and percentages may not add to totals due to rounding





2018 Operating Budget Variances

CATEGORY	Budget Variance (000s)	Average Household Impact*		
		Tax Bill	City %	Overall %
Operating Adjustments	\$2,626	\$13	0.6%	0.3%
New Facilities & Services	5,940	29	1.4%	0.6%
Wage Provisions	5,185	26	1.2%	0.6%
Support Staff	1,267	6	0.3%	0.1%
Negotiated Wages	2,919	14	0.7%	0.3%
Infrastructure Operation & Maintenance	1,393	7	0.3%	0.2%
Winter Control	1,018	5	0.2%	0.1%
Efficiencies	(481)	(2)	-0.1%	-0.1%
Revenue Increases	(2,518)	(12)	-0.6%	-0.3%
Assessment Growth	(9,000)	(45)	-2.1%	-1.0%
2018 OPERATING BUDGET VARIANCE	8,349	41	1.9%	0.9%
Infrastructure Levy	8,912	43	2.0%	0.9%
2018 BUDGET INCREMENTAL CHANGE	\$17,261	\$84	3.9%	1.8%

* Based on 2017 Average Home Assessment of \$443,000

**Amounts and percentages may not add to totals due to rounding





2019 Operating Budget Variances

CATEGORY	Budget Variance (000s)	Average Household Impact*		
		Tax Bill	City %	Overall %
Operating Adjustments	\$2,701	\$13	0.6%	0.3%
New Facilities & Services	6,904	34	1.6%	0.7%
Wage Provisions	6,236	31	1.5%	0.7%
Support Staff	2,149	11	0.5%	0.2%
Negotiated Wages	1,872	9	0.4%	0.2%
Infrastructure Operation & Maintenance	1,499	7	0.4%	0.2%
Winter Control	531	3	0.1%	0.1%
Revenue Increases	(1,817)	(9)	-0.4%	-0.2%
Assessment Growth	(9,000)	(45)	-2.1%	-1.0%
2019 OPERATING BUDGET VARIANCE	11,075	53	2.3%	1.1%
Infrastructure Levy	9,437	45	2.0%	0.9%
2019 BUDGET INCREMENTAL CHANGE	\$20,513	\$98	4.3%	2.0%

* Based on 2017 Average Home Assessment of \$443,000

**Amounts and percentages may not add to totals due to rounding





NEW FACILITIES AND SERVICES

The largest pressure facing the City of Brampton for 2017 is new and enhanced facilities and services. The 2017 operating budget includes an increase of \$8.5 million or \$42 per year on the average residential tax bill. Highlights of this category include:

- Transit Züm and Conventional Service
- Firefighters
- Springdale Library & Library Media Support
- Williams Pkwy Yard
- Investment in Innovation and Technology
- Organizational Development

The 2017 and 2018 operating budgets include new facilities and services in the amount of \$5.9 million and \$6.9 million respectively. Initiatives projected for these years include Transit Service, Firefighters and Investment in Innovation and Technology.

PROVISIONS FOR WAGE INCREASES

The Fire (BPFFA) and Canadian Union of Public Employees (CUPE) unions' collective agreements is up for renewal in 2017. The 2017 budget includes provisions for the outcomes of these negotiations. In addition, provisions have been included for non-union, contract and part-time employees. The impacts of these provisions on the 2017 budget are \$4.9 million or \$25 per year on the average residential tax bill.

In addition to wage provisions for CUPE, Fire, non-union, contract and part-time employees, the 2019 operating budget includes provisions for the Amalgamated Transit Union (ATU), as their agreement is up for renewal in 2019. Total provisions for 2018 and 2019 amount to \$5.2 million and \$6.2 million respectively.



NEGOTIATED UNION AGREEMENTS

The Amalgamated Transit Union (ATU) and the Canadian Union of Public Employees (CUPE) have negotiated agreements with the City of Brampton, which require increases in wages for 2017. The ATU agreement expires at the end of June 2019, while the CUPE agreement will expire at the end of March 2017.

Negotiated union agreements amount to an increase of \$3.8 million on the 2017 budget or \$19 per year on the average residential tax bill.

The 2018 and 2019 operating budget forecast for this category consists of \$2.9 million and \$1.9 million respectively.

SUPPORT STAFF

The 2017 budget includes an increase of \$1.3 million or \$6 per year on the average residential tax bill, to ensure that the service levels demanded by the Public and Council are achievable.

The 2018 operating budget includes increases of \$1.3 million for support staff and the 2019 operating budget increase is in the amount of \$2.2 million.

INFRASTRUCTURE OPERATIONS AND MAINTENANCE

The City of Brampton is a provincially designated growth community, which results in significant annual increases to the City's infrastructure, such as roads and parks. In order to operate and maintain our new infrastructure, the 2017 budget includes \$1.2 million or \$6 per year on the average residential tax bill.

The 2018 operating budgets estimates a requirement of \$1.4 million and the 2019 operating budget is forecasting a \$1.4 million pressure.



WINTER CONTROL

The 2017 operating budget includes an increase of \$0.4 million or \$2 per year on the average residential tax bill, related to Winter Control services such as snow and sidewalk clearing. The category accommodates the increases related to lane kilometer growth and improvements in the delivery of services.

Future requirements are projected at \$1.0 million and \$0.5 million for the 2018 and 2019 operating budgets.

LEGISLATIVE REQUIREMENTS

In order to meet new legislative requirements for 2017, the operating budget requires an increase of \$0.1 million or less than \$1 per year on the average residential tax bill.

There are no anticipated pressures resulting from legislative requirements in the 2017 or 2018 operating budgets.

OPERATING ADJUSTMENTS AND INFLATION

Operating adjustments and inflation account for the second largest pressure in 2016, at an amount of \$6.5 million of the annual increase or \$32 per year on the average residential tax bill. This category includes the net adjustments to non-labour expenditures required to maintain services at existing levels. This category does not include increases related to growing City infrastructure or increases related to service improvements.

The 2017 and 2018 operating budget forecasts operating adjustment and inflation pressures of \$2.7 million each year.





EFFICIENCIES

The recent organizational transformation has resulted in efficiencies of 3.8 million on the 2017 operating budget or a reduction of \$19 per year on the average residential tax bill. These efficiencies extend into the 2018 operating budget with additional savings estimated at \$0.5 million.

Efficiencies are part of the City's commitment to build a future ready Brampton, which includes:

- Increase potential through more business-like operations
- Reduce duplication
- Find opportunities to increase speed, agility and responsiveness
- Focus on progress over process
- Provide value for the community

REVENUE INCREASES

With the exception of Property Taxes, the primary sources of revenue generated by the City of Brampton includes user fees

related to Transit, Facilities, Recreation & Culture, along with investment income and Provincial Offences Act fines. The 2017 operating budget includes \$0.9million in additional revenues, which reduces the average residential tax bill by \$4 per year.

The 2017 and 2018 operating budget forecast revenue increases of \$2.5 million and \$1.8 million respectively.

ASSESSMENT GROWTH

The benefits of being designated as a provincially mandated growth community are realized through increases in assessment growth. Assessment growth is simply defined as the increase in property tax revenue from new homes and businesses. Assessment growth for 2017 is estimated at \$8.5 million for the City of Brampton, or a revenue benefit of \$49 per year on the average residential tax bill.

The 2018 and 2019 operating budgets include estimated assessment growth of \$8.5 million per year



OPERATING BUDGET OVERVIEW

Staff Changes



DEPARTMENTS	COMPLEMENT ADDS*			
	2017	2018	2019	TOTAL
Office of the CAO	2	2	2	4
Corporate Services	4	4	5	11
Planning and Development Services	-	-	1	6
Public Works & Engineering	5	5	8	10
Community Services	6	6	20	25
Economic Development	-	-	-	-
Fire and Emergency Services	22	22	42	92
Transit	34	34	71	100
Brampton Public Library	5	5	10	13
Mayor and Members of Council	-	-	-	-
DEPARTMENTAL TOTAL	78	78	159	261

* Includes F/T and conversions to F/T

TOTAL COMPLEMENT **	2015	2016	2017	2018	2019
Citywide	3,081	3,205	3,283	3,364	3,466

** Figures approximate, due to ongoing restructuring

For further details on individual position requests, see Appendix 1 - "Staff Request Descriptions".



OPERATING BUDGET OVERVIEW

Municipal Price Index (MPI)



The City of Brampton's Municipal Price Index (MPI) is calculated annually and is designed to measure the increases in prices of goods and services purchased by the municipality.

The MPI differs from other indices such as the Consumer Price Index (CPI) in that it is constructed based on purchasing patterns of the City rather than consumers. The MPI is a weighted aggregate of prices which means that the price or wage increases are weighted by the relative importance that each represents in the City budget.

Component	Weight	Inflation Factor	Source
Salaries, Wages, and Benefits	55.6%	2.6%	2016 Mercer Compensation Survey/Globe and Mail
Outside Services	6.8%	1.3%	Statistics Canada - July 2016 (CPI)
Capital Contributions	8.0%	0.5%	2016 Non Residential Building Construction Index (GTA) - 2nd Quarter
Heat, Hydro, and Water	2.9%	0.8%	Statistics Canada - July 2016
Internal Borrowing	1.9%	0.5%	2015 Non Residential Building Construction Index (GTA) - 4th Quarter
Brampton Library	2.2%	1.3%	Statistics Canada - July 2016 (CPI)
Fuel	2.5%	-14.0%	Statistics Canada - July 2016
Office Expenses	2.2%	1.3%	Statistics Canada - July 2016 (CPI)
Winter Contracts	2.0%	-3.1%	Statistics Canada - July 2016
Insurance	1.7%	0.1%	Statistics Canada - July 2016
Materials	1.2%	1.3%	Statistics Canada - July 2016 (CPI)
Preventative and Demand Maintenance	0.9%	1.3%	Statistics Canada - July 2016 (CPI)
Vehicle Repairs and Maintenance	1.1%	2.0%	Statistics Canada - July 2016
Promotion and Advertising	0.6%	1.3%	Statistics Canada - July 2016 (CPI)
Professional Services	0.5%	1.3%	Statistics Canada - July 2016 (CPI)
Rent	1.5%	0.5%	Statistics Canada - July 2016
Equipment Costs	0.3%	2.0%	Statistics Canada - July 2016
Communications	0.3%	1.1%	Statistics Canada - July 2016
Staff Development	0.2%	1.3%	Statistics Canada - July 2016 (CPI)
Uniform and Cleaning	0.3%	-0.4%	Statistics Canada - July 2016
Mileage	0.1%	-1.8%	CRA Rates (2016 over 2015)
Vehicle Lease	0.1%	5.9%	Statistics Canada - July 2016
Non Inflationary Items	7.2%	0.0%	N/A
	100%		
Municipal Price Index		1.3%	



OPERATING BUDGET OVERVIEW

Reserves and Reserve Funds



Reserves and Reserve Funds are established by Council to help pay for future costs and are:

- Designated for specific purposes
- Meant to assist with long term financial planning

Reserves are earmarked to fund programs or projects and:

- Do not reference any specific asset
- Do not require segregation as in the case of a reserve fund
- Are often referred to as “contingency” or “rainy day” funds
- Are generally used towards operating expenses
- *Example: General Rate Stabilization Reserve*

Reserve Funds are separate bank accounts that:

- Must remain segregated from general operating funds
- Are based on statutory requirements or future financial commitments
- Usually have restrictions and rules around collection and use
- Are of two types: obligatory and discretionary

Obligatory Reserve Funds:

- Are created when provincial or federal statute requires that revenues are segregated from general municipal revenues
- Can also be created as a result of a legal agreement
- *Examples: Development Charges Fund; Federal Gas Tax Reserve Fund*

Discretionary Reserve Funds:

- Are created when Council wishes to earmark revenue to ensure funds are available as required to finance a future expenditure
- *Examples: Legacy Fund; Community Investment Fund; Brampton University Reserve Fund*

OPERATING BUDGET OVERVIEW

Contribution to Reserves and Reserve Funds



Contributions to Reserves include contributions in support of current and/or future tax based capital asset repair and replacement, self-insurance deductibles, WSIB claims provisions and Municipal elections.

The 2017 Operating Budget includes contributions to reserves and reserve funds (estimated) as follows:

		2016 Budget	2017 Budget	Variance
Reserve Fund #3	Workplace Safety and Insurance Board	\$2,129	\$2,000	(\$129)
Reserve Fund #4	Asset Repair and Replacement	37,168	45,169	8,002
Reserve Fund #8	Self Insurance of Deductibles	4,609	4,609	0
Reserve Fund #10	Corporate Facilities	218	255	36
Reserve Fund #23	Brampton Columbarium	4	4	0
Reserve Fund #25	Municipal Elections	620	600	(20)
Reserve Fund #36	Joint Use Facility Agreement	2	0	(2)
Reserve Fund #37	Official Plan Review	120	120	0
Reserve Fund #58	Theatre Capital Improvements	75	75	0
Reserve Fund #78	10% Non Development Charge Contribution	5,399	4,899	(500)
Reserve Fund #93	Building Rate Stabilization	1,379	0	(1,379)
Reserve Fund #126	Peel Memorial Hospital	9,833	9,833	0
Reserve Fund #127	Major Maintenance Reserve Fund	634	634	0
Reserve Fund #134	Development Charges	59	59	0
Reserve Fund #211	Interest Rate Stabilization Reserve	300	300	0
TOTAL (\$000s)		\$62,549	\$68,558	\$6,008





DESCRIPTIONS

Capital Contributions (Res #4, Res #10, Res #58, Res#127, Contribution to Capital)

These contributions are required to support current and future tax based components of the capital program, the majority related to repair and replacement of existing City assets. For 2017, the operating budget includes a base contribution of \$46.1 million.

Municipal Elections (Res #25)

A contribution to this Reserve Fund is made annually to spread election costs more evenly between elections.

10% non-DC Contribution (Res #78)

As the City continues to grow, the requirement to fund growth driven capital infrastructure projects has remained unabated. The growth funding from Development Charges comes with an associated tax based funding need to support the non-DC eligible portion of capital projects.

Peel Memorial Hospital (Res#126)

As previously endorsed by Council on April 3, 2013, an annual tax contribution of approximately \$9.8 million, commencing in 2013 and ending in 2018, was approved to support the new Peel Memorial Centre for Integrated Health and Wellness. Funds will be held in a Reserve Fund until payments are due in accordance with Memorandum of Understanding between the City of Brampton and William Osler Health Services.

OPERATING BUDGET OVERVIEW

Draws from Reserves and Reserve Funds



Draws from Reserves include required draws from Reserves to support the current year's operating functions.

The 2017 Operating Budget includes draws from reserves and reserve funds (estimated) as follows:

		2016 Budget	2017 Budget	Variance
	Contribution from Capital	\$0	\$0	\$0
	Contribution from Trust Funds	36	36	0
	General Rate Stabilization Reserve	3,713	2,723	(990)
Reserve Fund #3	WSIB Fund	1,125	1,472	347
Reserve Fund #8	Self Insurance of Deductibles	2,735	3,080	345
Reserve Fund #19	Employee Benefit Rate Stabilization	350	350	0
Reserve Fund #25	Municipal Elections	63	63	0
Reserve Fund #53	Brampton Senior Fund	2	0	(2)
Reserve Fund #89	Provincial Dedicated Gas Tax – Transit	10,182	10,682	500
Reserve Fund #93	Building Rate Stabilization	0	8	8
Reserve Fund #138	DC Contribution - Parking	454	454	0
Reserve Funds #100 / #110 / #120	Legacy, Community Investment and Community Development Funds	9,000	9,000	0
TOTAL (\$000s)		\$27,660	\$27,868	\$208





DESCRIPTIONS

Self Insurance of Deductibles (Res #8)

As a result of the City's growing infrastructure base, insurance costs are also increasing (e.g. community facilities, transit fleet, etc.).

Dedicated Gas Tax (Res #89)

The Provincial Dedicated Gas Tax Funds for Public Transportation program provides \$10.7 million in 2017. The program has now been fully phased in by the Province, so any increases in receipts from this program in future years are expected to be modest, only reflecting ridership growth.

Municipal Elections (Res #25)

Draw down required to offset ongoing operating costs associated with municipal election planning.

Legacy Fund

This Reserve Fund was originally established with a \$100 million balance, which has been maintained. Annual interest on

the balance is built into the base budget to offset tax levy needs (currently targeted at \$4.5 million).

Community Investment Fund

This Reserve Fund was originally established with a \$100 million balance and is almost fully committed annually. Internal loans for initiatives such as the Rose Theatre, parking garages, POA Courthouse, and administrative space have been made with a long term payback horizon. "Revolving loans" continue to be made as principal is repaid and funding is available. Annual interest on the fund, including loans outstanding, is built into the base budget to offset tax levy needs (currently targeted at \$4.5 million).

General Rate Stabilization Reserve

The remaining base budget for 2017 includes a \$2.7 million backstop provision to fund operations. The General Rate Stabilization Reserve draw is used on an annual basis to mitigate tax pressures. In 2017, the draw has been reduced by \$0.4 million.



The City has several Reserves and Reserve Funds, which have funding balances that change from year to year. Appendix 5 - "Reserves and Reserve Fund balances" shows the preliminary year-end Reserves and Reserve Fund balances as at September 30, 2016. Commentary is provided below for some key Reserves and Reserve Funds.

Interest Rate Stabilization

This Reserve Fund has a balance of \$12.9 million, as at September 30, 2016. It is recommended that the balance be protected for use in mitigating any shortfalls in investment income from the Legacy Fund and Community Investment Fund.

Building Rate Stabilization

This Reserve Fund, established pursuant to Bill 124 changes in the Building Code, is available for Building operations only, to offset temporary shortfalls in building permit revenue. This Reserve Fund has a balance of \$37.0 million, as at September 30, 2016.

General Rate Stabilization Reserve (GRS)

This Reserve is intended to smooth the impact on the tax base of major unforeseen or unavoidable events and one-time

impacts. Council has provided direction to maintain a target in this reserve at 10% of budgeted gross annual operating and capital expenditures. Combined budgeted annual operating and capital expenditures are approximately \$807.6 million, resulting in a reserve requirement of \$80.8 million. The current GRS Reserve balance is \$66.8 million, as at September 30, 2016 or a shortfall of \$14.0 million compared to the target. This shortfall results in the reduced ability for the Corporation to fund itself, during an economic downturn or other type of financial shock.

Development Charge Reserve Funds

As of September 30, 2016, the Development Charge (DC) Reserve Funds are in a surplus position of \$47.9 million. For more information on projected DCs, refer to the "Development Charge Reserve Projection" in the 2017-2019 Capital Budget Overview.





Cash In Lieu of Parkland

As of September 30, 2016, there was a balance in this reserve fund of \$88.5 million. This fund has limited cash inflows from receipts and sizeable land acquisition costs in the short to medium term. It is therefore critical that a cash flow strategy be considered as part of the long term funding plan.

Legacy, Community Investment, and Community Development Reserve Funds

As of September 30, 2016, the balance in these reserve funds was Legacy (\$100 million), Community Investment (\$24.6 million), and Community Development (\$0) respectively.

The Legacy Fund has generated more than \$76 million in interest revenue since the inception of the fund. Of this, over \$59 million has been transferred to the Current Fund during that time, which has offset tax levy requirements and the balance has been transferred to the Interest Rate Stabilization reserve Fund.

The Community Investment Fund has outstanding internal loans of \$75.4 million committed against this fund for initiatives such as the Rose Theatre, Provincial Offences Act Courthouse and Public Works Yards. Annual interest of \$4.5 million on the fund has also been built into the base budget to offset tax levy needs. The remaining uncommitted balance plus annual principal repayments are forecasted to be allocated to internal financing of capital projects beyond 2016.

The Community Development Fund has been fully drawn down for projects of citywide benefit and was closed out in 2009. Funding was committed towards initiatives such as the Rose Theatre, Downtown Revitalization, Sheridan College and Alderlea.

OPERATING BUDGET OVERVIEW

Full Accrual Budgeting



Municipal government budget methods have historically been focused on the annual cash requirements to operate the municipality and the associated property tax needed to fund operations.

With the introduction of Public Sector Accounting Board (PSAB) changes with respect to the Tangible Capital Asset Reporting (TCA) in 2009, additional financial information has become available, such as annual depreciation expense and developer contributed assets that were not previously reported in the City's Financial Statements or Budgets prior to this change.

Full Accrual Budgeting provides stakeholders with a better reflection of the long-term financial health of the municipality for decision making purposes.

Full Accrual Budgeting also serves to meet the disclosure requirements of Ontario Regulation 284/09 - Budget Matters - Expenses.

The Full Accrual Budget for 2017 projects a net surplus of \$129.3 million. This surplus is primarily due to developer contributed assets, recognized development charges and other grants and subsidies, such as gas tax funding.

Property Tax Related Expenditure Budget	\$631,527
Less:	
Contributions to Reserve Funds	68,549
Add:	
Amortization (Depreciation Expense)	129,354
Project Expenses that are Operating in Nature	33,797
Post Employment and Other Liabilities	4,638
Full Accrual Expenditure Budget	730,767
Property Tax Related Revenue Budget	631,527
Less:	
Contributions from Reserve Funds	27,868
Add:	
Recognized Development Charges, Grants & Subsidies	167,810
Developer Contributed Assets	78,913
Interest Earned on Reserves	9,717
Full Accrual Revenue Budget	860,100
Net Surplus / (Deficit)	\$129,332



OPERATING BUDGET OVERVIEW

Full Accrual Budgeting



Developer contributed assets consist of the City taking ownership of sub-divisions built by developers. The value of the sub-division is included on the City's balance sheet as an asset and must therefore be operated, maintained and depreciated.

Recognized development charges are sources of funding received from developers and utilized during the year to fund growth related assets, such as new roads and parks. PSAB rules require that development charge revenues be recognized on the City's statement of operations when the corresponding investment in growth funded assets occurs.

Other grants and subsidies such as gas tax funding are sources of funding contributed to the City for specific purposes and cannot be used to offset property tax funding. Gas tax funding is primarily used for Transit and Infrastructure related projects and is recognized as revenues when the corresponding investment in the infrastructure occurs.

Although the 2017 Full Accrual Budget indicates a surplus position of \$129.3 million, this is largely due to the City of Brampton's current growth cycle and cannot be used to offset property taxes.



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Capital Budget Overview



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CAPITAL BUDGET OVERVIEW

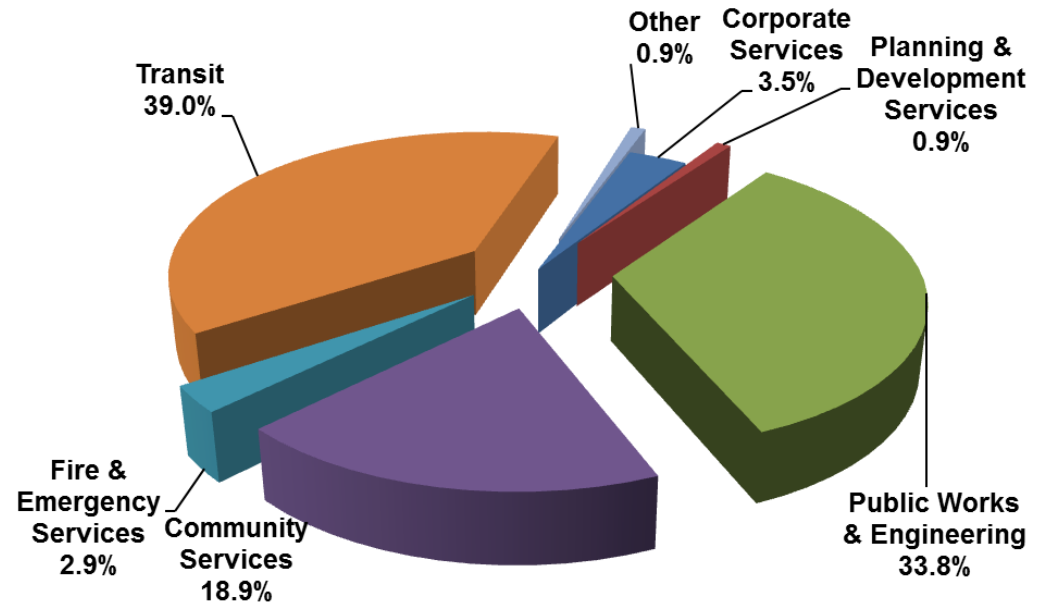
2017-2019 Budget Summary



The 2017-2019 Capital Budgets have been prepared to ensure adequate repair and replacement of the City's existing infrastructure, while taking into account the City's capacity to deliver capital projects timely and effectively.

The 2017 Capital Budget amounts to \$183.3 million and the 2018 and 2019 Capital Budgets are projected at \$156.7 million and \$176.9 million respectively. The total 2017-2019 Capital Budget proposal is estimated at \$516.8 million.

2017 Capital Budget



2017-2019 Capital Budgets (\$000s)	2017	2018	2019	TOTAL
Public Works & Engineering	61,970	82,337	81,409	225,716
Community Services	34,700	39,107	55,170	128,977
Transit	71,421	18,298	25,748	115,467
Corporate Services	6,503	6,290	7,427	20,220
Fire & Emergency Services	5,330	7,675	3,821	16,826
Planning & Development Services	1,667	1,635	1,505	4,807
Other	1,676	1,346	1,800	4,822
Totals	\$ 183,267	\$ 156,688	\$ 176,880	\$ 516,835



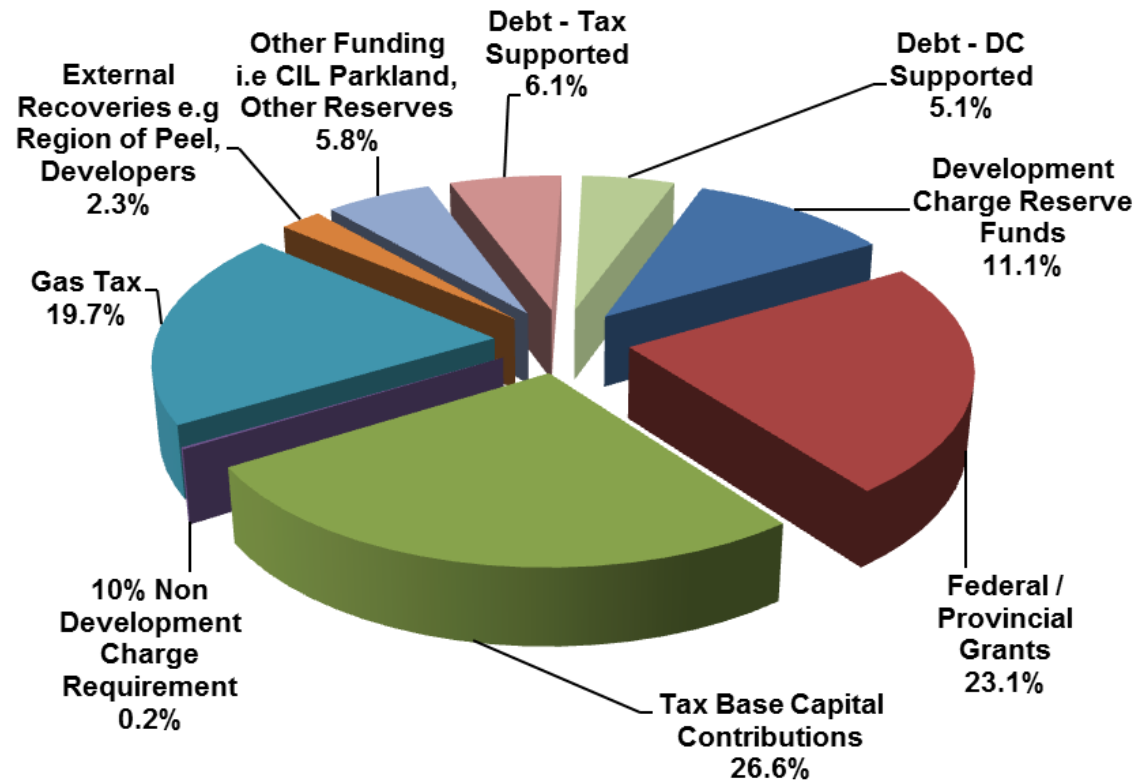
CAPITAL BUDGET OVERVIEW

2017 Funding Breakdown



The 2017 Capital Budget stands at \$183.3 million, funded from the following sources:

- ✦ Development Charge Reserve Funds (\$20.3 million)
- ✦ Tax Base Capital Contributions (\$48.7 million)
- ✦ Internal Borrowing - DC Supported (\$9.3 million)
- ✦ External Debt - Tax Supported (\$11.2 million)
- ✦ Federal / Provincial Grants (\$42.3 million)
- ✦ Gas Tax (\$36.2 million)
- ✦ Other Funding: e.g. CIL Parkland, Other Reserves (\$10.7 million)
- ✦ External Recoveries e.g. Region of Peel, Developers (\$4.2 million)
- ✦ 10% Non-Development Charge Requirement (\$0.3 million)



CAPITAL BUDGET OVERVIEW

2017-2019 Development Charge Reserve Projection



Development Charge Reserve Funds

The 2017 Capital Budget includes \$20.3 million of growth related funding from Development Charge (DC) reserves. Development Charge funding requirements, also include a \$0.4 million contribution to the operating budget for total funding requirements of \$20.7 million in 2017.

The reserve fund schedule below, shows an opening surplus of \$47.9 million. This surplus is a result of budget methodology

improvements introduced in 2015, including reprioritization and reallocation of unused funds held in projects that were approved in prior years and factoring in capacity constraints in terms of resources to deliver projects. Projected receipts of \$138.1 million in 2017 are based on 4,099 residential units obtaining building permits, resulting in an ending surplus balance of \$169.1 million at December 31, 2017.

2017 Development Charges Forecast (\$000)

	Roads and Engineering	Public Works and Fleet	Parking Facilities	Transit	Fire	Recreation	Library	Growth Studies	Bramwest Transportation Corridor	CITY TOTALS
Beginning Balance*	\$30,295	(\$36,037)	\$7,455	(\$41,876)	(\$13,582)	\$93,671	(\$12,473)	\$2,806	\$17,668	\$47,928
Less: Funding Requirements	17,318	0	409	0	0	2,863	0	100	0	20,690
Excess/(Shortfall)	12,977	(36,037)	7,046	(41,876)	(13,582)	90,808	(12,473)	2,706	17,668	27,238
Add: Projected DC Receipts	78,680	3,487	0	8,615	3,452	37,136	2,355	1,262	3,114	138,101
Net Interest	2,134	(1,200)	254	(1,315)	(415)	3,878	(395)	119	673	3,732
Closing Balance	\$93,791	(\$33,750)	\$7,300	(\$34,576)	(\$10,544)	\$131,822	(\$10,514)	\$4,087	\$21,455	\$169,071

*Beginning Balance as of September 30, 2016

Residential (Units)	4,099
Non-Residential (SqM)	655,734



CAPITAL BUDGET OVERVIEW

2017-2019 Development Charge Reserve Projection



The 2017-2019 Development Charge Forecast projects an ending balance surplus of \$393.4 million at year-end 2019, which is largely a result of the Recreation and Roads and Engineering categories. The City is currently undertaking a Parks and Recreation Master Plan, Facilities Master Plan and Financial Master Plan, which will guide future Development

Charges allocations.

The City continues to work on improving internal capacity and building relationships with external government agencies, with the goal of accelerating overall ability to deliver road projects in conjunction with the transportation master plan.

2017-2019 Development Charges Forecast (\$000)

	Beginning Balance as of Sept 30/16	2017 Budget Request	2017 DC Revenue	Ending Balance Dec 31/17	2018 Budget Request	2018 DC Revenue	Ending Balance Dec 31/18	2019 Budget Request	2019 DC Revenue	Ending Balance Dec 31/19
Roads and Engineering	\$30,295	\$17,318	\$80,814	\$93,791	\$38,752	\$83,335	\$138,374	\$23,505	\$83,665	\$198,534
Public Works & Fleet	(36,037)	0	2,287	(33,750)	0	2,366	(31,385)	0	2,359	(29,026)
Parking Facilities	7,455	409	254	7,300	409	248	7,140	409	243	6,974
Transit	(41,876)	0	7,300	(34,576)	0	7,553	(27,023)	658	7,585	(20,096)
Fire	(13,582)	0	3,037	(10,544)	0	3,142	(7,402)	0	3,164	(4,238)
Recreation	93,671	2,863	41,014	131,822	2,470	44,088	173,440	7,743	45,833	211,530
Library	(12,473)	0	1,959	(10,514)	0	2,138	(8,376)	0	2,237	(6,139)
Growth Studies	2,806	100	1,381	4,087	427	1,420	5,080	112	1,428	6,396
Bramwest Transportation Corridor	17,668	0	3,786	21,455	0	3,946	25,400	0	4,024	29,425
CITY TOTALS	\$47,928	\$20,690	\$141,833	\$169,071	\$42,058	\$148,235	\$275,249	\$32,427	\$150,538	\$393,360

Additional Info:	2017	2018	2019	Total
Residential Units	4,099	4,350	4,449	12,898
Non-Residential Sq M	655,734	601,160	543,090	1,799,984
Internal Debt - DC Supported (\$000)	9,305	5,299	7,099	21,703



CAPITAL BUDGET OVERVIEW

Funding Sources



Asset Repair and Replacement

The 2017 Capital Budget includes \$48.7 million funded from the Asset Repair and Replacement Reserve. This reserve is funded by contributions from the operating budget. The 2017 operating budget includes \$45.2 million in contributions to this reserve, including a 2% infrastructure Levy increase of \$8.4 million.

The 2018 and 2019 Capital Budgets continue the practice of annual 2% Infrastructure Levy increases, which will result in a base Asset Repair and Replacement Reserve amount of \$64.2 million by 2019.

The Corporation is currently undertaking a Corporate Asset Management Plan, which will guide future needs, priorities and allocations of Asset Repair and Replacement funding. Further information is included in the “Asset Management” section.

10% Non-Development Charge Contribution

The required tax based co-funding contribution to DC eligible growth projects is \$0.3 million for 2017. The 2018 and 2019 capital budgets forecast contributions of \$0.4 million and \$0.9 million for a total 3 year contribution estimated at \$1.6 million.

Budget Year (\$000s)	2017	2018	2019
Baseline Infrastructure Levy	\$21,976	\$21,976	\$21,976
2015 Approved Infrastructure Levy (2%)	7,247	7,247	7,247
2016 Approved Infrastructure Levy (2%)	7,870	7,870	7,870
2017 Proposed Infrastructure Levy (2%)	8,443	8,443	8,443
2018 Proposed Infrastructure Levy (2%)		9,050	9,050
2019 Proposed Infrastructure Levy (2%)			9,649
Annual Infrastructure Levy Contribution	\$45,535	\$54,586	\$64,235
Transfer from Reserve #78	500	500	500
Other Reserve #4 Contributions	75	75	75
Cloud Computing Transition	(950)	(430)	(860)
Total Reserve #4 Contribution	\$45,160	\$54,731	\$63,950





Internal and External Borrowing

The City recognizes that the prudent issuance of Debt within the context of a long term plan can be an effective use of available financial resources.

External Debenture financing is issued through the Region of Peel at the City's request and can only be requested after the project has been completed.

Prior to requesting the Region to issue debt, the City will continue to explore other financing alternatives, such as return of financing and funding from other levels of government. Should alternative funding sources be identified, the City will substitute where possible.

The 2017-2019 Capital Budgets include debt financing in the amount of \$105.9 million. The two (2) types of debt proposed are development charge supported internal borrowing and tax supported external debt.

Internal Borrowing - DC Supported

Internal Borrowing is an internal financing mechanism from the City's Community Investment Fund, which is required to be

repaid through the operating budget, as per the City's Investment Policy. The amount required to repay the outstanding loans in a given year, is the net effect of new loans coming on stream vs loans where the repayments are complete.

Development Charge supported Internal borrowing has been identified as a source of funds for growth related projects where the associated development charge reserve is currently in a deficit position. The repayment costs associated with this type of debt are repaid through future development charge receipts, thus having no impact to the existing tax base.

External Debt - Tax Supported

Tax supported debt has been identified for non-growth related projects, where there are insufficient discretionary reserves available to fund the capital request. The repayment costs associated with this type of debt will require future operating budget tax increases.

For further information and breakdowns regarding 2017-2019 Internal and External Borrowing, please refer to the section "Debt Financing and Repayments".





Federal / Provincial Grants

The 2017 Capital Budget includes \$42.3 million of Federal and Provincial Grants. \$32.5 million in grant funding has been provided through the Public Transit Infrastructure Fund (PTIF), while the remaining \$9.8 million is attributed to the Züm project. This grant funding has been allocated to Transit projects, such as buses, facilities and related infrastructure.

Gas Tax Grant

The 2017 Capital Budget contains \$36.2 million of gas tax funding, which is comprised of \$29.0 million from the annual Federal government grant and \$7.5 million of previous year funding that was not fully utilized. The grant has been used to fund various capital projects, which meet the criteria established by the Federal government, such as Transit, Roads and Bridges. The 2018 and 2019 Capital Budgets includes gas tax funding of \$30.5 million each year.

Other Funding

The other funding portion of the 2017-2019 Capital Budget consists of \$10.7 million in projects, which are funded from multiple minor funding sources. The primary reserves used in this category include Reserve #96-Provincial Acceleride Interest, Reserve #10-Civic Centre Renovations and Reserve #12-Land Sale Proceeds. For further information on all available funding sources and individual project funding, please refer to Appendix 3 “Capital Budget Project Descriptions and Appendix 5 “Reserve and Reserve Fund Balances”.

External Recoveries

The City of Brampton’s capital program is prepared in collaboration with external stakeholders, such as the Region of Peel and developers. External Recoveries are included in the budget, when the City performs work on behalf of these external stakeholders. The 2017 Capital Budget includes \$4.2 million of external recoveries, funded from the Region and Metrolinx, while 2018 and 2019 Capital Budget includes anticipated external recoveries of \$2.5 million and \$1.8 million respectively.





2017 Cash Flow Projection

The 2017 Cash Flow is estimated at \$176.0 million. The cash flow is derived by reviewing historical spending patterns and projects currently in progress.

Cash Flow Projection (\$000s)	2017
Total	\$176,000



CAPITAL BUDGET OVERVIEW

Operating Impacts of 2017 Capital Projects



The impact of the 2017 Capital Budget on future operating budgets is estimated to be approximately \$8.8 million or 2.1% tax increase on the City's portion of the tax bill, based on the projected 2017 tax rate.

In addition to these costs, there will be operating impacts resulting from the subdivision assumption process (i.e. roads and parks

growth) which the City does not include in its capital program and operating costs from prior years Capital Budget approvals.

Further operating impact details are available in the respective departmental sections, including the specific projects and individual budgets.

Department	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2017	2018	2019 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Services	\$8,020	\$850	\$550	\$420	\$1,820	\$9	0.4%
Public Works & Engineering	22,000	297	29	261	587	3	0.1%
Community Services	2,035		35		35	0	0.0%
Fire & Emergency Services	1,700		1,636	924	2,560	13	0.6%
Transit	69,769		2,035	1,746	3,781	19	0.9%
Grand Total	\$103,524	\$1,147	\$4,285	\$3,351	\$8,783	\$44	2.1%

* Based on 2017 Average Residential Home Assessment of \$443,000



CAPITAL BUDGET OVERVIEW

Operating Impacts of 2018 Capital Projects



The impact of the 2018 Capital Budget on future operating budgets is estimated to be approximately \$5.7 million or 1.3% tax increase on the City's portion of the tax bill, based on the projected 2018 tax rate.

In addition to these costs, there will be operating impacts resulting from the subdivision assumption process (i.e. roads and parks

growth) which the City does not include in its capital program and operating costs from prior years Capital Budget approvals.

Further operating impact details are available in the respective departmental sections, including the specific projects and individual budgets.

Department	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2018	2019	2020 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Services	\$1,274	\$200	\$50		\$250	\$1	0.1%
Public Works & Engineering	13,284	567	218	776	1,561	7	0.3%
Community Services	30,994		20	302	322	2	0.1%
Fire & Emergency Services	6,050	10	40	421	471	2	0.1%
Transit	14,415		1,318	1,823	3,141	15	0.7%
Grand Total	\$66,017	\$777	\$1,646	\$3,322	\$5,745	\$27	1.3%

* Based on 2017 Average Residential Home Assessment of \$443,000



CAPITAL BUDGET OVERVIEW

Operating Impacts of 2019 Capital Projects



The impact of the 2019 Capital Budget on future operating budgets is estimated to be approximately \$8.8 million or 1.8% tax increase on the City's portion of the tax bill, based on the projected 2019 tax rate.

In addition to these costs, there will be operating impacts resulting from the subdivision assumption process (i.e. roads and parks

growth) which the City does not include in its capital program and operating costs from prior years Capital Budget approvals.

Further operating impact details are available in the respective departmental sections, including the specific projects and individual budgets.

Department	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2019	2020	2021 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Services	\$3,775			\$1,024	\$1,024	\$5	0.2%
Public Works & Engineering	19,185	831	14	1,073	1,918	8	0.4%
Community Services	150		20	704	724	3	0.2%
Fire & Emergency Services	3,000	10	10	298	318	1	0.1%
Transit	22,875		1,864	2,914	4,778	21	1.0%
Grand Total	\$48,985	\$841	\$1,908	\$6,013	\$8,762	\$39	1.8%

* Based on 2017 Average Residential Home Assessment of \$443,000





The City of Brampton's assets under management are estimated to have a net present replacement value of \$5.1 billion, excluding Land. In order to prudently manage the repair and replacement of these assets, a Corporate Asset Management Plan is required.

In 2016, the City employed dedicated resources to develop a Corporate Asset Management Plan. This team will provide information that is critical to making informed decisions on asset management, such as state of local infrastructure (condition assessments), service levels, asset management strategies, financing strategies and evidence based decision making across all service areas.





Capital Debt Obligations

The City of Brampton currently has no debenture debt. Future debt financing is built into the 2017-2019 budget, subject to staff review of alternate financing options.

The City's current debt obligations* are as follows:

- \$ 90.2 million for a capital lease (West Tower, City Hall)
- \$ 8.6 million for a loan guarantee (Powerade Centre)

* Debt obligations estimated as of December 31, 2016

Borrowing Limits (\$ millions) *

Permitted per City Debt Management Policy:

- DC supported (15 years) \$ 287.5
- Tax supported (30 years) \$ 368.1

* Borrowing rates and terms are subject to change and will impact limits on an ongoing basis

Debt Policy

Debt will be managed in a manner consistent with the City's long-term planning, financial sustainability and management objectives. Total debt repayment limit for all city long term debt, inclusive of any budgeted or proposed debt issue, including principal and interest (or interest and sinking or retirement fund contribution) is set at 12.5% of city revenues comprised of:

- a. Annual debt financing charges for Development Charges (DC) supported debentures (funded by DC revenues) will not exceed the lesser of 7.5% of the City's revenues, or 20% of the 5 year average annual DC revenues
- b. Annual debt financing charges excluding debt financing for DC debentured projects and any debt financing for projects supported by non-tax revenues, will not exceed 5% of the city revenues, unless otherwise approved by Council.

Full text of the City of Brampton's Debt Policy (13.2.0) is available online at www.brampton.ca



CAPITAL BUDGET OVERVIEW

2017 Capital - Debt Financing and Repayments



(\$000s)	Project Description	Terms in Years	Rate	Total Debt	Estimated Yearly Repayment
Internal Debt - DC	Bus Purchases	10	2.45%	\$6,150	\$717
	Zum Service Expansion	10	2.45%	2,753	321
	Automation Software Upgrades	2	1.70%	90	46
	Transit Amenity Program	10	2.45%	312	36
Internal Debt - DC Supported Total				9,305	1,121
External Debt - Tax Supported	Replacement Equipment	10	2.45%	\$2,235	\$261
	Bus Purchases	10	2.45%	6,100	711
	Zum Service Expansion	10	2.45%	2,902	338
External Debt - Tax Supported Total				11,237	1,310
2017 Total				\$20,542	\$2,431



CAPITAL BUDGET OVERVIEW

2018 Capital - Debt Financing and Repayments



(\$000s)	Project Description	Terms in Years	Rate	Total Debt	Estimated Yearly Repayment
Internal Debt-DC Supported	Bus Purchases	10	2.45%	\$4,725	\$551
	Bus Shelters/Pads/Stops	10	2.45%	312	36
	Collection Development	2	1.70%	82	42
	Automation Software Upgrades	2	1.70%	90	46
	BramWest Branch Furniture, Fixtures & Equipment	2	1.70%	90	46
Internal Debt-DC Supported Total				5,299	721
External Debt - Tax Supported	Facilities Repair & Replacement	25	3.52%	4,572	302
	Vehicle Replacement	10	2.45%	1,600	187
	Dispatch Equipment	15	2.98%	2,654	234
	Replacement Equipment	10	2.45%	4,370	510
	Streetlighting LED Retrofit	25	3.52%	1,000	66
	Bus Purchases	10	2.45%	9,690	1,130
	Downtown Improvements	25	3.52%	2,000	132
External Debt - Tax Supported Total				25,886	2,561
2018 Total				\$31,185	\$3,282



CAPITAL BUDGET OVERVIEW

2019 Capital - Debt Financing and Repayments



(\$000s)	Project Description	Terms in Years	Rate	Total Debt	Estimated Yearly Repayment
Internal Debt-DC Supported	Bus Purchases	10	2.45%	\$6,075	\$708
	Bus Shelters/Pads/Stops	10	2.45%	312	36
	Collection Development	2	1.70%	622	318
	Automation Software Upgrades	2	1.70%	90	46
Internal Debt-DC Supported Total				7,099	1,109
External Debt - Tax Supported	Facilities Repair & Replacement	25	3.52%	10,664	705
	Vehicle Replacement	10	2.45%	2,550	297
	Replacement Equipment	10	2.45%	4,500	525
	Streetlighting	25	3.52%	1,795	119
	Streetlighting LED Retrofit	25	3.52%	5,000	330
	Bus Refurbishments	10	2.45%	2,250	262
	Bus Purchases	10	2.45%	16,800	1,959
	Planning & Infrastructure – Outdoor Asset Replacement	25	3.52%	1,500	99
	Corporate Technology Program	2	1.70%	2,000	1,023
External Debt - Tax Supported Total				47,059	5,319
2019 Total				\$54,158	\$6,429



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Community Services



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Department Overview

The Community Services Department plans, operates and manages most of the City's public-facing services.

Business Goals

- Support responsible and sustainable growth management initiatives
- Demonstrate leadership in environmental stewardship
- Enhance quality of life for residents and businesses
- Engage stakeholders, volunteers and service partners

Key Business Outcomes

- Effective and efficient delivery of public-facing services
- Delivery of quality services and facilities on time and on budget

Strategic Plan Links

- Good Government
- Move & Connect
- Smart Growth
- Strong Communities



Business Overview

- Provide residents and staff the tools and resources necessary to ensure responsible pet ownership and cohabitation with wildlife, through community outreach and enforcement.

Divisional Goals

- Work to plan, design and begin construction of a new or renovated centralised Animal Services Centre to respond to growth pressures
- Enhance enforcement and hours of service through implementation of new consolidated by-law to be developed in conjunction with Legal Services
- Through strong educational and outreach programs, improve public knowledge of Animal Services programming, responsible pet ownership and sharing our community with wildlife

Key Business Outcomes

- Provide safe, healthy environment for the animals in our care
- Provide the community with resources for animal related education, enforcement, sheltering
- Ensure that growing and changing demands of the community are met through adequate and appropriate resourcing

Current and Future Situation

- Currently a reactive approach to the provision of animal services has resulted in a need for additional resources (staff and physical building) in order to meet the community expectations
- Shifting demographics of both people and animals in the community will necessitate reviewing programming and service delivery models to reflect the changing community



2017 Strategic / Operational Initiatives

- Complete consolidation and draft proposed wording for changes to animal related by-laws to be submitted to Legal Services
- Work in conjunction with Strategic Communications and Legal Services to implement a “Rewards” program for pet licensing in order to increase revenue and compliance with the by-law
- Continue working with Stakeholders (Ontario Veterinary Medical Association and Royal Canin) to implement the Cat Healthy programming and increase partnerships with area veterinarians and knowledge of new cat owners

2018-2019 Strategic / Operational Initiatives

- Increase community outreach such as social media use, educational programming in schools, volunteer programming, animal training and behaviour programming provided to the community, through the addition of a full-time position to complement the current part-time position

- Increase resources to support prosecutions as a result of the increased enforcement through the addition of a position dedicated to overseeing the court process and cases
- Work to identify means of tracking requests for information and advice which are currently not captured

Key Operational Performance Indicators

- Number of animals admitted and claimed
- Number of interaction/investigations with aggressive animals (dogs)
- Total number of calls for service responded to by field services staff, including a breakdown of enforcement calls leading to charges, charge outcomes and time in court, as well as penalties assessed for convictions
- Number of people touched by educational program delivery
- Types of calls responded to by field services staff, including response times
- Live release rates for adoptable animals and intake numbers for all animal types



Business Overview

The Building Design and Construction Division is an integrated multidisciplinary Division, primarily responsible for the design and construction of all state of good repair, new construction, building addition and renovation projects.

The Division has expertise in architecture, interior design, engineering, sustainability and coordinated capital planning and project management to maintain the City's building assets in a state of good repair.

The services provided cover all aspects of facility planning and delivery e.g.: project scope and budget development; feasibility studies; design development; staff comfort workstation assessment; space planning and standards; move and change management; way finding signage; project management; Phase I and II Environmental Site Assessments; Record of Site Conditions; Designated Substance Surveys; and the removal and disposal of hazardous substances.

Divisional Goals

- Excellence in customer service
- Improve the capital delivery process through effective and responsible management of capital funds to enhance performance and accountability
- Engage and connect with all stakeholders

Key Business Outcomes

- Strive to provide the best customer service, monitor and learn
- Earn our mandate, trust, credibility and respect
- Improve project delivery methods, monitor established key performance indicators and learn

Current and Future Situation

- Entering year 2 of a 5 consecutive year cycle to complete detailed assessments of every component of every city owned facility



- Completing detailed “shovel ready” Project Synopsis Reports for all state of good repair projects following a process of prioritization, capacity and resource requirements analysis to maintain the City’s building infrastructure and to position the City well for external funding opportunities, etc.
- Complete organizational refinements, placing the resources where there is most value, confirming or securing talented staff, working closely with Human Resources, thus enhancing the performance and accountability in the delivery of projects
- Continue to monitor and refine the Division’s capital projects delivery methods
- Continue to conduct all staff team building and information sessions to provide clarity, focus and a divisional culture to help others and customer service

2017 Strategic / Operational Initiatives

- Improve capital delivery process to improve performance and accountability
 - Monitor established key performance indicators and take the appropriate action
 - Review contract documents and provide training
 - Review existing Divisional SOP’s, implement refinement where appropriate and identify gaps
- Seek out opportunities for service improvement within the Division and across other divisions e.g. procurement policies and procedures, health and safety (construction sector is one of the most dangerous industries in Canada)

2018-2019 Strategic/Operational Initiatives

- Advancing the 5 year cycle to have complete detailed “shovel ready” Project Synopsis Reports on every component of every city owned facility, thus understanding the priorities, capacity resource requirements, position well for external funding opportunities, etc.



- Continuous improvement of services by monitoring key performance indicators, client satisfaction surveys and taking the appropriate action

Key Operational Performance Indicators

- Capacity, request or source of work
 - Planned capital projects assigned per person and divisional average (# of and \$ of)
 - On demand work orders assigned per person and Divisional average (# of and \$ of)
- Performance of the work
 - Renovations and state of good repair (SOGR) projects
 - # of square feet
 - # of staff moves
 - \$ value of projects by category, e.g. roofing, mechanical, electrical etc.

- “Green” retrofit projects:
 - # of and \$ value of “green” retro fit projects
 - \$ value of grants or incentives received back from “green” retrofit projects
- New facilities or construction projects;
 - LEED certification
 - # square feet
- Claims for extras against the City by vendors (# of and \$ value of claims)
- Estimates for projects and work orders:
 - Estimated vs actual \$ values, cash flows and scheduled timeline
- Client Satisfaction Survey results



Business Overview

Facility Operations and Maintenance is the service provider for buildings and property maintenance, security, life safety, asset preservation, accommodations planning, energy management, and outside service contract management through the use of sound business practices.

Develops, implements and administers strategic and core services to analyze financial, functional, and operational data related to facility portfolio strategies.

Serves as an information resource for facility data, life cycle planning, and health and safety regulations; and asset management services.

Divisional Goals

- Transition of building operations of all City facilities to Community Services
- Expansion of Security features within Transit stations
- Incorporate and adopt best practice in Asset Management
- Management of environment issues minimizing health risk to staff and public

Key Business Outcomes

- Development of Service Level Agreements with internal customers on the Operation and Maintenance of the facilities they operate from
- Increase the security features (DES, and Video Camera's) along the Queen Street Zum line as well the Main Street Zum line
- Continuous improvement of facility environmental/health & safety programs and initiatives, as measured by service delivery times, access to information, and feedback from stakeholders. Identify gaps and areas for improvement in existing programs; identify and prepare for regulatory requirements and guidelines coming down the pipe
- Increased awareness amongst project implementation staff (build upon awareness training successfully provided to site staff); meet and exceed needs/expectations of site staff in delivering quality environmental programs; subject matter expert/primary contact for facility environmental inquiries
- Expand the services offered by the Asset Preservation section to establish this section as the asset management





leader in the City. This will occur by first completing the Facilities Asset Management Plan, and secondly, initiating the development of the Facilities Master Plan. These documents will support the City's Strategic Plan to guide the modernization and management of its corporate facilities utilizing a life cycle management approach.

Current and Future Situation

- Growth – new Springdale library and phase 2 of William's Parkway Works Yard
- Recourses to facilitate division's goals and objectives

2017 Strategic / Operational Initiatives

- An instrumental member on the Corporate Asset Management Steering Committee
- Implement improved, more comprehensive, facility condition index analysis, to support improved City-wide facility decision making. Focus on cost of deficiencies identified for facilities in New BCA Cycle. Develop adequate Excel Spreadsheet solution in interim of Asset Management Software System

2018-2019 Strategic / Operational Initiatives

- Working together with our clients and the Project Validation team, continue to achieve excellence in facility related disciplines and implementing industry best-practices; by establishing a new capital project review process, the capital submission items will take advantage of all building condition reports, and more accurately ascertain the maintenance component in determining a facilities state of good repair as a component of capital budget priority
- Provision of professional, responsive and outstanding customer service, including needs assessment, gap analysis and business case development, to stakeholders
- Review and document best practices for maintenance programs; develop and implement standard operating procedures that enhance the life cycle of current assets; review and update maintenance programs to align with documented best practice programs





Key Operational Performance Indicators

- Square footage of space per operational staff
- Security patrols per year
- Facility Condition Index
- # of Environmental Investigations Completed (includes Asbestos, Mould, IAQ, Bacteria)
- \$ Value of Environmental Remediation Projects Completed
- Number of building science reports completed (BCA, Structural, roof audits, etc.)
- Number of compliance inspections completed. (Electrical Infrared Scan, TSSA reports, Asbestos reassessment reports, etc.)





Business Overview

Realty Services is an integrated multidisciplinary division, primarily responsible for real estate acquisitions, disposals and lease management, and various strategic and support services for client departments including the delivery of property rights for capital projects.

Divisional Goals

- Property rights secured in a timely manner
- Excellence in customer service

Key Business Outcomes

- Effective life cycle management of corporate building and property assets, from acquisition to disposal
- Effective support of Parkland Dedication By-law through calculation of cash-in-lieu payments, as revenue support for acquisition and management of park assets
- Ensure high level of customer service

Current and Future Situation

- Complete leasing and disposal strategy to maximize value of City assets
- Continue to develop Real Estate team through skills development and staffing
- Continued refinements to capital projects development and delivery model

2017 Strategic / Operational Initiatives

- Strategize surplus declaration and disposition of properties identified on the Transitional Buildings report
- Develop Below Market Rent tenant policy
- Improve capital delivery process to enhance performance and accountability through consultation with departments, re-evaluation of existing processes and past projects



2018-2019 Strategic / Operational Initiatives

- Continuous improvement of services to client departments
- Continuous development of Standard Operating Procedures, By-laws and Policies to best create efficiencies and cost effectiveness

Key Operational Performance Indicators

- Timely delivery of property rights for client department projects
- Post-project review from client departments



Business Overview

Recreation and Culture engages the community through the delivery of arts, culture, sports and recreation activities which positively contribute to healthier communities through active, inspirational and well balanced lifestyles.

Divisional Goals

- Celebrate citizens and create partnerships to foster a vibrant arts and culture community
- Support diversity and remove barriers to enable wellness through accessible, age-friendly recreation, social and leisure activities
- Increase participation and ensure that Brampton residents have equitable access to quality recreation, sport and culture programs

Key Business Outcome

- All Brampton citizens have a variety of opportunities to engage in activities and improve their quality of life

Current and Future Situation

- Cost-pressures related to infrastructure deficit and aging facilities
- Continuing to build a culture of inclusion, promoting safe, welcoming and supportive environments to eliminate social exclusion
- The need to balance revenue generation with community focussed activities
- Promote access to alternative funding opportunities such as ActiveAssist and Jumpstart
- Increased pressure to provide in-kind services internally and externally



2017 Strategic / Operational Initiatives

- Participate in the work of the Arts and Culture Panel and develop the Arts and Culture Strategy
- Support the planning and development phases of the Parks and Recreation Master Plan
- Support the development of the youth strategy
- Establish a city-wide sponsorship plan in partnership with Economic Development
- Work with community partners to promote and increase participation in physical activity

2018-2019 Strategic / Operational Initiatives

- Increase participation in recreation and culture programs and services
- Support the ongoing implementation of the Parks and Recreation Master Plan
- Support the ongoing implementation of the City's Strategic Plan

Key Operational Performance Indicators

- Financial Measures – revenue to cost ratio, investment per participant/by program
- Participation Measures – increased participation in programming/program fill rate, activities and events
- Customer Satisfaction Measures – customer satisfaction levels on program delivery
- Facility Utilization Measures – facility rental hours (ice, room, halls, amenities – availability prime vs non-prime), foot traffic counts at facilities
- Community Volunteerism Hours – number of volunteers, hours worked, community engagement, benefits to the community and individuals



Business Overview

Service Brampton's mandate is to promote and provide an integrated City of Brampton customer service experience for residents, businesses, communities and members of the public.

Divisional Goals

- Lead in operationalizing and implementation of approved Customer Service Strategy initiatives and provide leadership in change management
- Increase availability and simplify access to City services by providing convenient, easy-to-use customer service options
- Foster a customer-oriented service culture that provides an integrated service experience

Key Business Outcomes

- Increased access, awareness and satisfaction with City customer service

- Progressively implement customer service enhancements across multiple channels, measured by service uptake, efficiency gains and/or customer feedback
- Consistent and high quality customer service is provided via the City's 24x7 Contact Centre and 311 Service, Cashiers/ Revenue Services and Service Brampton Centre at City Hall

Current and Future Situation

- Maintain acceptable service levels while responding to:
 - Increasing volumes of service requests and transactions
 - Increasing customer expectations for easy-to-use service options, available beyond traditional business hours
- Explore with Region of Peel, Joint 311 Review's identified opportunity for digital self-service as a lower cost service channel, and channel of preference for many residents



2017 Strategic / Operational Initiatives

- Implement a sustainable business/organizational maturity model to sustain current, growing and evolving integrated City services
- Continue to phase-in integrated customer service enhancements through 311, online and at City Hall
- Develop and implement Service Brampton Centres in other areas of the City for easier access for residents and businesses
- Expand the Divisions quality assurance programs to include phone, email, social media and in-person channels

2018-2019 Strategic / Operational Initiatives

- Consolidate more City services toward 311 across all channels, and expand efforts to promote 311
- Continue to develop Service Brampton Centres in other areas of the City for easier access for residents and businesses

Key Operational Performance Indicators

- Number of Contact Centre, 311 Service and Service Brampton Centre citizen inquiries received (in person, phone, email and online)
- Percentage of calls answered within 30 seconds
- Percentage of inquiries resolved at first point of contact
- Percentage of calls monitored achieve or exceed customer service quality expectations
- Percentage of shifts in customer service across telephone, email and online channels
- Number and value of Revenue Services transactions processed

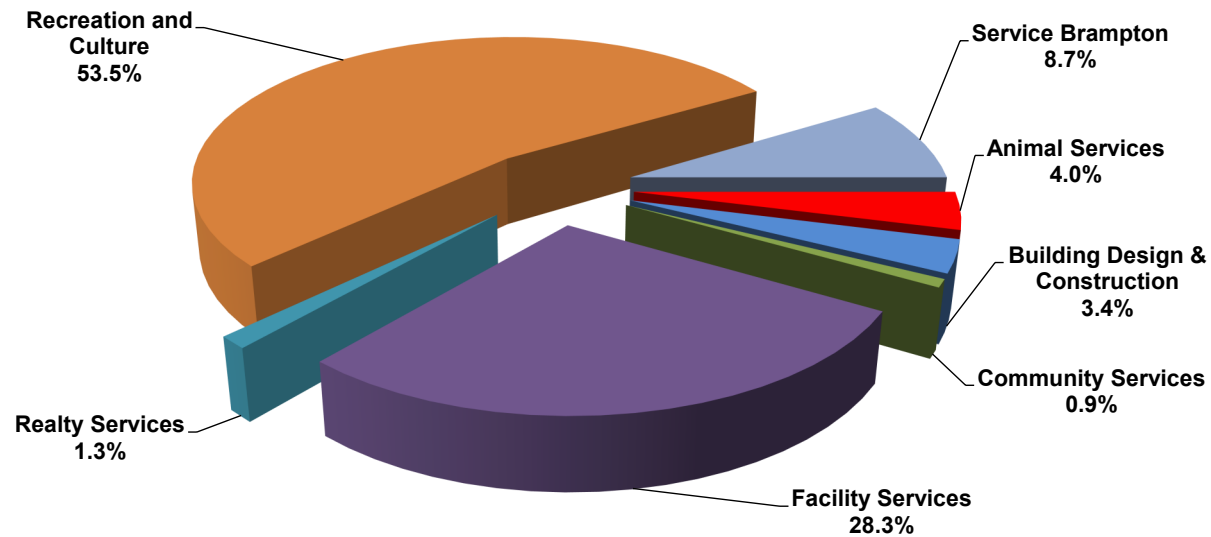
COMMUNITY SERVICES 2017 Operating Budget Overview



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$65,410	\$64,211	\$65,810	\$401	0.6%
Other Expenditures	34,880	31,904	34,864	(16)	0.0%
Total Expenditures	100,289	96,116	100,674	385	0.4%
Gross Revenues	(33,814)	(32,679)	(33,461)	353	-1.0%
Net Expenditures	\$66,476	\$63,437	\$67,214	\$738	1.1%

*Forecast year-end actuals based on June 30, 2016 actual results

2017 Total Budget by Division





(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<i><u>DIVISIONAL BREAKDOWN</u></i>				
Animal Services	\$2,584	\$2,655	\$2,834	\$2,834
Building Design & Construction	2,299	2,308	2,310	2,310
Community Services	529	574	574	569
Facility Services	17,898	19,009	19,680	21,112
Realty Services	903	892	924	925
Recreation and Culture	36,516	35,945	36,206	36,587
Service Brampton	5,747	5,831	5,826	5,815
Net Expenditures	\$66,476	\$67,214	\$68,354	\$70,153





CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 95	\$ 390	\$ 1,560
New Facilities & Services	756	-	-
Support Staff	120	742	-
Negotiated Wages	801	398	407
Efficiencies	(600)	-	-
Revenue Increases	(435)	(391)	(168)
COMBINED OPERATING BUDGET VARIANCE	\$ 738	\$ 1,140	\$ 1,799





Animal Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$2,307	\$2,054	\$2,390	\$83	3.6%
Other Expenditures	617	602	606	(12)	-1.9%
Total Expenditures	2,924	2,656	2,995	72	2.4%
Gross Revenues	(340)	(286)	(340)	0	0.0%
Net Expenditures	\$2,584	\$2,370	\$2,655	\$72	2.8%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (12)	-	-
Support Staff	-	179	-
Negotiated Wages	83	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 72	\$ 179	-





Building Design & Construction

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$2,058	\$2,207	\$2,061	\$3	0.2%
Other Expenditures	241	123	247	6	2.3%
Total Expenditures	2,299	2,330	2,308	9	0.4%
Gross Revenues	0	0	0	0	-
Net Expenditures	\$2,299	\$2,330	\$2,308	\$9	0.4%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 6	\$ 0	-
Negotiated Wages	3	2	-
COMBINED OPERATING BUDGET VARIANCE	\$ 9	\$ 2	-





Community Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<u>BREAKDOWN BY CATEGORY</u>					
Labour Expenditures	\$290	\$2,381	\$338	\$48	16.4%
Other Expenditures	239	528	236	(3)	-1.3%
Total Expenditures	529	2,909	574	45	8.5%
Gross Revenues	0	(17)	0	0	-
Net Expenditures	\$529	\$2,892	\$574	\$45	8.5%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (3)	-	-
Negotiated Wages	48	(0)	(4)
COMBINED OPERATING BUDGET VARIANCE	\$ 45	\$ (0)	\$ (4)





Facility Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$7,436	\$7,229	\$7,790	\$354	4.8%
Other Expenditures	12,549	12,109	13,295	745	5.9%
Total Expenditures	19,985	19,338	21,084	1,099	5.5%
Gross Revenues	(2,087)	(2,270)	(2,075)	11	-0.5%
Net Expenditures	\$17,898	\$17,068	\$19,009	\$1,111	6.2%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 170	\$ 137	\$ 1,371
New Facilities & Services	756	-	-
Support Staff	120	533	-
Negotiated Wages	52	44	100
Revenue Increases	11	(42)	(39)
COMBINED OPERATING BUDGET VARIANCE	\$ 1,111	\$ 671	\$ 1,432





Realty Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$807	\$910	\$805	(\$2)	-0.3%
Other Expenditures	118	40	147	29	24.5%
Total Expenditures	925	950	952	27	2.9%
Gross Revenues	(22)	(36)	(60)	(38)	171.4%
Net Expenditures	\$903	\$914	\$892	(\$11)	-1.2%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 29	\$ 2	\$ 2
Support Staff	-	30	-
Negotiated Wages	(2)	-	(1)
Revenue Increases	(38)	(1)	(1)
COMBINED OPERATING BUDGET VARIANCE	\$ (11)	\$ 32	\$ 1





Recreation and Culture

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$46,902	\$45,062	\$46,707	(\$195)	-0.4%
Other Expenditures	20,921	18,347	20,166	(755)	-3.6%
Total Expenditures	67,823	63,410	66,873	(950)	-1.4%
Gross Revenues	(31,307)	(30,012)	(30,928)	379	-1.2%
Net Expenditures	\$36,516	\$33,398	\$35,945	(\$571)	-1.6%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (70)	\$ 253	\$ 187
Negotiated Wages	507	355	322
Efficiencies	(600)	-	-
Revenue Increases	(408)	(348)	(129)
COMBINED OPERATING BUDGET VARIANCE	\$ (571)	\$ 261	\$ 380





Service Brampton

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$5,611	\$4,368	\$5,720	\$110	2.0%
Other Expenditures	194	155	168	(26)	-13.2%
Total Expenditures	5,805	4,523	5,889	84	1.4%
Gross Revenues	(58)	(59)	(58)	0	0.0%
Net Expenditures	\$5,747	\$4,464	\$5,831	\$84	1.5%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (26)	\$ (2)	-
Negotiated Wages	110	(3)	(10)
COMBINED OPERATING BUDGET VARIANCE	\$ 84	\$ (5)	\$ (10)



COMMUNITY SERVICES

2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	543	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	233	Operating Adjustments
> Ameresco Software - Licence and Support Fee	13	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals		
- Recreation & Culture	(408)	Revenue Increases
> Facility Services - Property Supervisor (1 F/T)	120	Support Staff
> Williams Parkway Yard Phase 2 (net \$756K impact)		
- Property Coordinator (1 F/T)	106	New Facilities & Services
- Building Maintenance Operator (1 F/T)	77	New Facilities & Services
- Operational Costs - Utilities, Materials, Maintenance	573	New Facilities & Services
> Minimum Wage (.15 cent increase)	258	Negotiated Wages
> Facility Services Revenue Adjustment	11	Revenue Increases
> Realty Services Revenue Adjustment	(38)	Revenue Increases
> 55 + Games (Retun of Funding)	(192)	Operating Adjustments
> Sports Hall of Fame	40	Operating Adjustments
> BDC - Project Manager, BDC (1 F/T - net \$0 impact)	122	Support Staff
- Capital Recovery	(122)	Support Staff
> BDC - Project Coordinators, Facilities Development (2 F/T)	211	Support Staff
- Capital Recovery	(211)	Support Staff
> Transformation Efficiency	(600)	Efficiencies
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	738	
TOTAL, NET EXPENDITURE CHANGE	738	

COMMUNITY SERVICES

2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	398	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	375	Operating Adjustments
> Revenue adjustments (volume driven) - Recreation & Culture	(348)	Revenue Increases
> Property Coordinator (1 F/T)	106	Support Staff
> Building Maintenance Operator (1 F/T)	77	Support Staff
> CCTV Reviewer (1 F/T)	112	Support Staff
> Shipper & Receiver (1 F/T)	69	Support Staff
> System Maintenance Technician, Corporate Security (1 F/T)	80	Support Staff
> Realty Services Clerk (1 F/T)	30	Support Staff
> Facility Services Revenue Adjustment	(42)	Revenue Increases
> Project Manager, BDC (2 F/T - net \$0 impact)	243	Support Staff
- Capital Recovery	(243)	Support Staff
> Project Coordinators, BDC (3 F/T - net \$0 impact)	317	Support Staff
- Capital Recovery	(317)	Support Staff
> Accommodation Planning Specialist (1 F/T)	89	Support Staff
> Ameresco Software - Licence and Support Fee	15	Operating Adjustments
> Realty Services Revenue Adjustment	(1)	Revenue Increases
> Vet Tech (1 F/T)	97	Support Staff
> Animal Control Officer/Court Officer (1 F/T)	82	Support Staff
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,140	
TOTAL, NET EXPENDITURE CHANGE	1,140	



COMMUNITY SERVICES

2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	407	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	524	Operating Adjustments
> Security Contract Renewal	886	Operating Adjustments
> Janitorial Contract Renewal	150	Operating Adjustments
> Revenue adjustments (volume driven) - Recreation & Culture	(129)	Revenue Increases
> Facility Services Revenue Adjustment	(39)	Revenue Increases
> Project Manager, BDC (2 F/T)	243	Support Staff
- Capital Recovery	(243)	Support Staff
> Project Coordinators, BDC (3 F/T)	317	Support Staff
- Capital Recovery	(317)	Support Staff
> Realty Services Revenue Adjustment	(1)	Revenue Increases
> FIBA U19 World Championships	145	New Facilities & Services
- General Rate Stabilization Funding	(145)	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,799	
TOTAL, NET EXPENDITURE CHANGE	1,799	



DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Animal Services	-	2	-	2
Building Design & Construction	3	5	5	13
Community Services	-	-	-	-
Facility Services	3	6	-	9
Realty Services	-	1	-	1
Recreation and Culture	-	-	-	-
Service Brampton	-	-	-	-
DEPARTMENTAL TOTAL	6	14	5	25

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - "Staff Request Descriptions"





DIVISION (\$000s)	2017	2018	2019	TOTAL
Building Design & Construction	\$ 28,057	\$ 33,194	\$ 45,208	\$ 106,459
Facility Services	3,740	2,045	2,595	8,380
New Construction – CS	500	-	1,300	1,800
Realty Services	2,290	2,306	2,300	6,896
Recreation & Culture	108	1,562	3,517	5,187
Service Brampton	5	-	250	255
Departmental Total	\$ 34,700	\$ 39,107	\$ 55,170	\$ 128,977

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

COMMUNITY SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Community Services				
Building Design & Construction				
Facilities Repair & Replacement	23,827	30,994	43,008	\$97,829
Interior Design Services	4,230	2,200	2,200	\$8,630
Building Design & Construction - Total	\$28,057	\$33,194	\$45,208	\$106,459
Facility Services				
Facility Inspections & Audits				
Facility Inspections & Audits	1,785	720	1,220	\$3,725
Facility Inspections & Audits - Total	\$1,785	\$720	\$1,220	\$3,725
Facility Operations & Maintenance				
Corporate Indoor Asset Replacement	110	150	150	\$410
Corporate Security Systems	250	100	150	\$500
Minor Capital – Corporate Security	70	75	75	\$220
Minor Capital – Facilities Operations & Maintenance	400	350	350	\$1,100
Facility Operations & Maintenance - Total	\$830	\$675	\$725	\$2,230
Facility Support Services				
Accommodation Studies	125	150	150	\$425
Energy Programs	1,000	500	500	\$2,000
Facility Support Services - Total	\$1,125	\$650	\$650	\$2,425
Facility Services - Total	\$3,740	\$2,045	\$2,595	\$8,380

COMMUNITY SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
New Construction – CS				
Fire Station 215			800	\$800
Fire Station 216			500	\$500
New Facilities Development	500			\$500
New Construction – CS - Total	\$500		\$1,300	\$1,800
Realty Services				
Land Acquisition & Preliminary Due Diligence	2,290	2,306	2,300	\$6,896
Realty Services - Total	\$2,290	\$2,306	\$2,300	\$6,896
Recreation & Culture				
Arts & Culture				
Arts & Culture Miscellaneous Initiatives	(12)	564	50	\$602
Arts & Culture - Total	\$(12)	\$564	\$50	\$602
Recreation				
Indoor Asset Replacement	(691)			\$(691)
Powerade Centre	140	270	2,680	\$3,090
Recreation - Miscellaneous Initiatives	671	728	787	\$2,186
Recreation - Total	\$120	\$998	\$3,467	\$4,585
Recreation & Culture - Total	\$108	\$1,562	\$3,517	\$5,187
Service Brampton				
Service Brampton – Minor Capital	5		250	\$255

COMMUNITY SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Service Brampton - Total	\$5		\$250	\$255
Community Services - Total	\$34,700	\$39,107	\$55,170	\$128,977





Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2017	2018	2019 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Security Systems	\$250		\$20		\$20		
Facility Inspections & Audits	1,785		15		15		
Community Services Total	\$2,035		\$35		\$35	\$0	0.0%

*Based on 2017 Average Residential Home Assessment of \$443,000





Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2018	2019	2020 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Security Systems	\$100		\$20		\$20		
Facilities Repair & Replacement	30,994			302	302		
Community Services Total	\$31,094		\$20	\$302	\$322	\$2	0.1%

*Based on 2017 Average Residential Home Assessment of \$443,000



COMMUNITY SERVICES

Operating Impact of 2019 Capital



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2019	2020	2021 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Security Systems	\$150		\$20		\$20		
Facilities Repair & Replacement	43,008			704	704		
Community Services Total	\$43,158		\$20	\$704	\$724	\$3	0.2%

*Based on 2017 Average Residential Home Assessment of \$443,000



LET'S **CONNECT**
BUDGET
2017

2017-2019
Approved
Business Plan
and Budget



Corporate Services



Departmental Overview	CORP-3
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Department Overview

The mandate of the Corporate Services Department is to provide specific support and services to Council and all departments and divisions of the corporation to aid and enable effective and efficient municipal administration and provision of services city-wide.

Business Goals

- Practice proactive, effective management of finances, policies and service delivery
- Educate and engage citizens in open and accountable ways that show value and promote the City
- Invest in a collaborative environment with supportive organizational and governance practices and policies

Key Business Outcomes

Credible leadership delivering trusted services making a positive difference for citizens and internal customers

Strategic Plan Links

- Good Government
- Smart Growth



Business Overview

By-law Enforcement investigates and enforces by-laws enacted by Council to maintain community standards and public safety through education and consistent and impartial enforcement.

Divisional Goals

- Maintain and enhance community standards through effective and efficient enforcement to sustain a high quality of life in Brampton
- Promote community safety and awareness
- Encourage greater compliance with city by-laws

Key Business Outcomes

- Protect safety and security of Brampton residents
- Ensure compliance with city by-laws
- Greater awareness of by-laws and compliance expectations
- Collaboration with other departments to enhance effectiveness of programs and operations

Current and Future Situation

- Maintaining existing services' standards by all sections will be challenging due to rapid building and population growth creating additional areas for enforcement
- Aging/maturing properties deteriorating and requiring enforcement (Property Standards)
- Increased Council requests for additional pro-active enforcement on public and private property
- Changes in legislation (Bill 140-Second Suites) and the impact on enforcement
- Capacity limit of current workspace location

2017 Strategic / Operational Initiatives

- Review and assess the effect of the mobile technology in the field by Enforcement Officers and to promote the use of technology for enhanced service levels
- Review and analyze the results of the Licensing Review Automation Process (LRAP) and assess data in the Amanda system to reduce licensing and complaint processing times





- Review an automated attendance management and scheduling project to ensure divisional accuracy, effectiveness and compliance with the collective agreement
- Work with Facility Services to assess the opportunity to relocate all sections of the Enforcement Division in one location to enhance communication and efficiency

2018-2019 Strategic / Operational Initiatives

- Green initiative -“paper-reduced” enforcement - Review and analyze the effectiveness and potential expansion of the implemented initiatives of the use of electronic notes and other technology, to substantially reduce the enormous consumption of paper used for documenting evidence and inspection notes; collaborate with Legal Services and Prosecutions to mitigate legal challenges and ensure successful prosecutions

- Streamline enforcement processes to expedite enforcement of by-laws; review and implement different enforcement methods (Part I Offence Notices with attached monetary penalties vs. the lengthy Part III summons process for first offences, expanded use of AMP’s Penalty Notices to reduce trial time and potentially increased revenue at less cost)

Key Operational Performance Indicators

- Statistical analysis of Enforcement interaction (Charges, Administrative Monetary Penalty System [AMPS], Property Standards Inspection Reports, Orders, etc.)
- Efficiency report of identified issues resolution and processing
- Cost savings as a result of green initiative
- Time comparisons for licensing and complaint processing before and after the Licensing Review Automation Process implementation



Business Overview

The Finance Division provides financial leadership, advice and support to City Council and city departments, upholding the fiduciary and statutory responsibilities to manage the Corporation's financial affairs, and to guide its financial stability and sustainability.

Divisional Goals

- Fulfill the legal responsibility for “handling all the financial affairs of the municipality on behalf of and in the manner directed by the council” (Municipal Act, Sect. 286)
- Provide excellent customer service to internal and external customers such as taxpayers and businesses
- Provide effective financial leadership to all city departments and strengthen strategic partnerships with our stakeholders

Key Business Outcomes

- Build strong relationships with senior leaders across the City and to become a trusted advisor regarding their business requirements

- Provide enhanced financial planning, reporting and analysis as an effective tool for management decision-making and early warning trends requiring corrective actions
- Protect the assessment base to ensure an effective and accurate tax billing and collection
- Enhance the annual budget process to provide improved multi-year budgeting and increased opportunities for the public to be engaged and provide input/feedback
- Provide outcome-based, effective and efficient services to acquire goods and services for the City
- Generate a risk-adjusted return on city invested funds that is comparable to the portfolio benchmarks, while adhering to the investment policy mandate and ensuring preservation of capital
- Administer the city's risk and insurance program through appropriate insurance coverage, effective risk management programs and insurance claims handling



- Implement corporate asset management program into the City's service delivery model supported by effective corporate asset management policies, processes and practices to ensure that the City's finite resources are allocated to Council priorities for the preservation and maintenance of the City's infrastructure

Current and Future Situation

- Transparency - Increasing demand for open, fair, and transparent financial reporting, budgeting, and procurement processes
- Economic - Uncertain economic conditions and revenue volatility result in ongoing challenges in arriving at financial solutions and balanced budgets that are financially sustainable and protect the taxpayers' interests
- Growth - The increasing growth-related pressure on available financial resources to put infrastructure in place and to maintain and increase service levels
- Complexity - Increasing complexity in financial arrangements and financial information required to support decision-making and accountability

- Legislative – Responding to and implementation of changing industry and government regulations
- Leveraging senior government funding programs to reduce the pressure on Brampton property taxpayers
- Sustaining excellence in delivering services to residents, businesses, other stakeholders and the Corporation

2017 Strategic / Operational Initiatives

- Continue to build the Purchasing team into a strategic sourcing operation that provides outcome-based, effective and efficient services to acquire goods and services for the City
- Continue the implementation of the Enterprise Risk Management Program (ISO 31000)
- Implement a new operating budget system to replace the legacy budgeting system and upgrade the capital budgeting system
- Implementation of an improved, user friendly, cost effective on-line solution for the distribution of procurement bid documents and receipt of on-line bids



- Implementation of an enhanced, comprehensive time and labour reporting system
- Assess corporate Enterprise Resource Planning (ERP) systems
- Implementation of Corporate Asset Management Program (CAMP)
- Integration of Financial Master Plan into annual budget and financial planning cycle

2018-2019 Strategic / Operational Initiatives

- Develop ten-year Capital Plan
- Lead the development and delivery of the 2019 Development Charges Study and By-laws
- Complete the implementation of the Enterprise Risk Management Program

Key Operational Performance Indicators

- Multi-year Operating and Capital Budgets for 2017-2019 are adopted by City Council
- Accounts payable payments are produced within 30 days of receipt of properly authorized invoices – 95% of the time
- Achievement of purchasing service standards
- Investment returns in line with portfolio benchmarks
- On time issuance of monthly financial operating statements
- Maintain Standard and Poor's 'AAA' (stable) credit rating
- Maintain Government Finance Officers' Association of the United States and Canada (GFOA) awards for financial reporting and budgeting



Business Overview

The Information Technology Division's mandate is to support and advance the delivery of municipal services through the innovation, integration, planning and provisioning of technology.

Divisional Goals

- Enhance Information Technology's (IT) operational capabilities and processes through advancing the use of cloud computing, mobility, data analytics and telecommunication
- Enhance IT project delivery capabilities and processes to increase the quality of the business outcomes, agility and alignment to corporate priorities
- Transform core technologies and applications to enable self-service, business automation, mobile computing and business intelligence
- Reduce the per unit cost of technology through improved pricing, consolidation, and cooperative procurement with other local governments and boards
- Improve understanding of customer needs through enhanced customer engagement

Key Business Outcomes

- Increased corporate business processing efficiencies through the implementation of citizen and staff self-service solutions, automation, integration and mobile computing
- Improved corporate access to information and monitoring facilities through development and enhancement to core technology platforms and Business Intelligence tools
- Reduced unit cost of technology across the corporation through cost effective provisioning of technology and cloud computing services
- Sustained and consolidated core technology platforms to ensure reliability, security and managed growth

Current and Future Situation

- Technology enables the effective delivery of municipal services and supporting business functions: the increase of consumerization of technology drives citizen expectations that services and civic engagement ought to be delivered through digital channels



- The increase in cost to deliver the supporting IT services and infrastructure is not sustainable; this is compounded by the challenges in the City's ability to attract and retain the needed skill sets
- To be successful, IT must look beyond the traditional infrastructure delivery models to support internal business functions and public expectations for services; strategically, IT can be a differentiating factor in the City's continued growth

2017 Strategic / Operational Initiatives

- In partnership with Service Innovation & Corporate Performance Division, implementation of corporate analytics and enhanced digital dashboard capabilities to support corporate performance metrics to enable informed decision making
- Enhancement of IT processes through automation such as, Project Portfolio Management and IT Service Management

- Implementation of next generation mapping and open data business portal to improve spatial intelligence and digital economy
- Develop future plans for city-wide smart city Wi-Fi and connectivity mesh to enable remote monitoring and management of City operational assets such as traffic signals and Transit
- Multi-year initiative to enable a number of 311 online/self-serve municipal services aiming toward integrated service offering and extending the city's service facilities beyond its normal operating hours, supporting the City's Customer Service Strategy
- Collaborate with business units to develop future ready service strategies and supported business solution architectures to improve service delivery and corporate agility



2018-2019 Strategic / Operational Initiatives

- Establishing the building blocks of shared government technology services by consolidating and migrating common business systems, infrastructure and processes on a secured Government Cloud - This will introduce cost sharing and saving opportunities, while improving integration and automation among these government partners
- Continue to improve existing IT infrastructure, connectivity and mobile solutions by implementing “Smart City” initiatives to manage more city assets. This will align with the emerging industry trend of the “Internet of Things” (IoT)
- Expand the capabilities and functionalities of the Master Data Warehouse and Business Intelligence and workflow platform - This will support complex integration of disparate business systems and processes
- Leverage the future ready strategies and work with the business units to deliver new and enhanced ways to work

by leveraging technology; this will lead to the implementation and enablement of more online and integrated processes and service delivery channels for staff, citizens and vendors

- Completion of multi-year initiative to replace the existing voting system to support the 2018 elections

Key Operational Performance Indicators

- Efficiencies gained through automation of respective business processes measured by the business objectives set out in the respective project charters
- Improvement in customer satisfaction with technology products and services measured by surveys; client feedback and the growth of the use of mobile and self-service tools
- Sustainable “per unit cost” of respective technology products and services measured by maintaining steady ratio of labour-to-technology





Business Overview

The Legal Division manages the principal legal affairs of the Corporation delivering legal support over a broad range of areas including municipal, planning, real estate, litigation, commercial and development law, and prosecutions.

Divisional Goals

- Provide City Council and city departments with legal services which align with their requirements
- Develop and provide in-house legal expertise in emerging areas of legislation and corporate demand
- Retain and manage external legal counsel in accordance with Division standards

Key Business Outcomes

- Representation of the City including advocacy before all levels of the Courts and Administrative Tribunals, and governments
- Fully informed City Council and city departments regarding

legal implications and risk in carrying out their mandates

- Legal support of the Corporation's business in real estate, commercial transactions, and land development

Current and Future Situation

- Major litigation files before the courts require significant commitment of legal resources
- External legal costs continue to grow due to increased workload and understaffing:
 - Ongoing recruitment for vacant positions
 - Insufficient complement to support workload

2017 Strategic / Operational Initiatives

- Commit resources to major litigation files
- Achieve full complement of legal counsel and support staff
- Develop legal capability to provide legal support for the Light Rapid Transit (LRT) project
- Implement Judicial Management Enterprise System



2018-2019 Strategic / Operational Initiatives

- Review external lawyer retention practices
- Lead project – Judicial Management Enterprise System
- Develop Key Performance Indicators to measure performance in the delivery of legal services

Key Operational Performance Indicators

- Number of files, matters or requests processed per in-house lawyer
- Number of prosecutions and tribunal hearings per prosecutor
- Number of files, matters or requests processed by Law Clerks

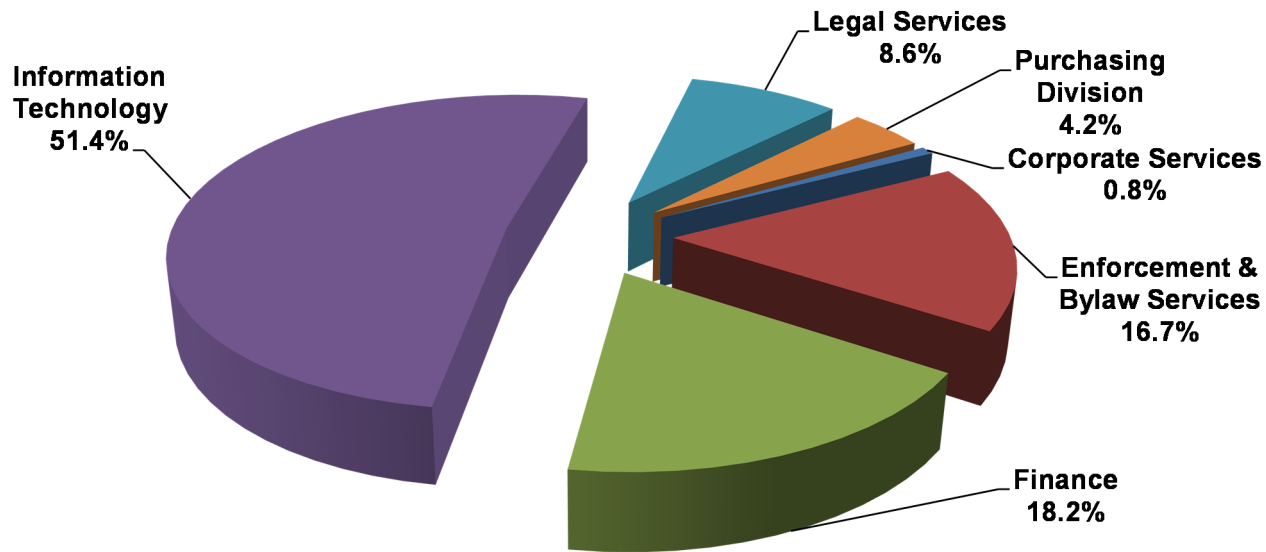
CORPORATE SERVICES 2017 Operating Budget Overview



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$39,595	\$38,443	\$39,559	(\$36)	-0.1%
Other Expenditures	14,117	13,443	15,959	1,842	13.0%
Total Expenditures	53,712	51,886	55,518	1,806	3.4%
Gross Revenues	(5,941)	(6,305)	(6,554)	(612)	10.3%
Net Expenditures	\$47,771	\$45,581	\$48,964	\$1,193	2.5%

*Forecast year-end actuals based on June 30, 2016 actual results

2017 Total Budget by Division



CORPORATE SERVICES 2017-2019 Operating Budget Overview



(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<i><u>DIVISIONAL BREAKDOWN</u></i>				
Corporate Services	\$375	\$388	\$395	\$403
Enforcement & Bylaw Services	8,088	8,197	8,316	8,364
Finance	8,870	8,933	8,976	9,418
Information Technology	24,580	25,179	26,055	27,099
Legal Services	3,803	4,193	4,315	4,548
Purchasing Division	2,056	2,074	2,079	2,084
Net Expenditures	\$47,771	\$48,964	\$50,136	\$51,916





CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 148	\$ 175	\$ 18
New Facilities & Services	1,450	1,170	840
Support Staff	564	51	591
Negotiated Wages	149	151	227
Infrastructure Operation & Maintenance	-	130	120
Efficiencies	(900)	(490)	-
Revenue Increases	(218)	(15)	(16)
COMBINED OPERATING BUDGET VARIANCE	\$ 1,193	\$ 1,172	\$ 1,779





Corporate Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$344	\$370	\$357	\$13	3.7%
Other Expenditures	31	23	31	(0)	-1.2%
Total Expenditures	375	393	388	12	3.3%
Net Expenditures	\$375	\$393	\$388	\$12	3.3%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (0)	-	-
Negotiated Wages	13	7	8
COMBINED OPERATING BUDGET VARIANCE	\$ 12	\$ 7	\$ 8





Enforcement & Bylaw Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$8,368	\$7,833	\$8,494	\$126	1.5%
Other Expenditures	463	315	503	40	8.7%
Total Expenditures	8,831	8,148	8,998	167	1.9%
Gross Revenues	(744)	(688)	(800)	(57)	7.6%
Net Expenditures	\$8,088	\$7,461	\$8,197	\$110	1.4%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 37	\$ 70	-
Support Staff	51	51	51
Negotiated Wages	34	13	13
Revenue Increases	(12)	(15)	(16)
COMBINED OPERATING BUDGET VARIANCE	\$ 110	\$ 119	\$ 48





Finance

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$9,652	\$8,907	\$9,936	\$283	2.9%
Other Expenditures	4,202	3,936	4,561	359	8.5%
Total Expenditures	13,854	12,844	14,496	642	4.6%
Gross Revenues	(4,984)	(5,413)	(5,563)	(579)	11.6%
Net Expenditures	\$8,870	\$7,431	\$8,933	\$64	0.7%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 9	\$ 13	\$ 10
Support Staff	198	-	337
Negotiated Wages	85	30	95
Revenue Increases	(229)	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 64	\$ 43	\$ 442





Information Technology

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$15,709	\$15,896	\$14,952	(\$757)	-4.8%
Other Expenditures	8,884	8,625	10,239	1,355	15.3%
Total Expenditures	24,593	24,520	25,191	598	2.4%
Gross Revenues	(13)	0	(12)	2	-11.5%
Net Expenditures	\$24,580	\$24,520	\$25,179	\$600	2.4%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 15	-	\$ 8
New Facilities & Services	1,450	1,170	840
Support Staff	50	-	-
Negotiated Wages	(17)	66	76
Infrastructure Operation & Maintenance	-	130	120
Efficiencies	(900)	(490)	-
Revenue Increases	2	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 600	\$ 876	\$ 1,043





Legal Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$3,494	\$3,626	\$3,778	\$284	8.1%
Other Expenditures	509	518	594	85	16.7%
Total Expenditures	4,003	4,144	4,372	369	9.2%
Gross Revenues	(201)	(204)	(179)	22	-10.7%
Net Expenditures	\$3,803	\$3,940	\$4,193	\$390	10.3%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 85	\$ 93	-
Support Staff	265	-	203
Negotiated Wages	19	29	30
Revenue Increases	22	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 390	\$ 122	\$ 233





Purchasing Division

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$2,027	\$1,811	\$2,042	\$15	0.7%
Other Expenditures	29	26	31	3	9.5%
Total Expenditures	2,056	1,837	2,074	18	0.9%
Net Expenditures	\$2,056	\$1,837	\$2,074	\$18	0.9%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 3	-	-
Negotiated Wages	15	5	5
COMBINED OPERATING BUDGET VARIANCE	\$ 18	\$ 5	\$ 5



CORPORATE SERVICES

2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	149	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	148	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals	(218)	Revenue Increases
> Cloud Computing	850	New Facilities & Services
- Capital Offset (Reserve 4)	(950)	New Facilities & Services
> New GPS/AVL System	300	New Facilities & Services
> Enforcement Officers (1 F/T)	96	Support Staff
- POA Revenue Increase	(45)	Support Staff
> Printer Software Administration	50	Support Staff
> Payroll Administrator (1 Conversion from P/T to F/T)	72	Support Staff
- Reduction in Part Time Budget	(37)	Support Staff
> Funding for Corporate Asset Management Manager	163	Support Staff
> Law Clerk (1 F/T)	94	Support Staff
> Lawyer (1 F/T)	171	Support Staff
> Transformation Efficiency	(900)	Efficiencies
> Microsoft Licensing Increase	500	New Facilities & Services
> Citizen Self Service	400	New Facilities & Services
> GIS Upgrade	100	New Facilities & Services
> Other Application Expenditure Increases	250	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,193	
TOTAL, NET EXPENDITURE CHANGE	1,193	



CORPORATE SERVICES

2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	151	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	175	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals	(15)	Revenue Increases
> Cloud Computing	950	New Facilities & Services
- Capital Offset (Reserve 4)	(430)	New Facilities & Services
> Outside Services - Increases in maintenance & support costs by both volume (i.e.	130	Infrastructure Operation & Maintenance
> Enforcement Officers (1 F/T)	96	Support Staff
- POA Revenue Increase	(45)	Support Staff
> Talent Management / Online Permits License / Recreation	650	New Facilities & Services
> Transformation Efficiency	(490)	Efficiencies
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,172	
TOTAL, NET EXPENDITURE CHANGE	1,172	



CORPORATE SERVICES

2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	227	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	18	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals	(16)	Revenue Increases
> Outside Services Applications (POS & TAS)	120	Infrastructure Operation & Maintenance
> Cloud Hosting	1,200	New Facilities & Services
- Capital Offset (Reserve 4)	(860)	New Facilities & Services
> Enforcement Officers (1 F/T)	96	Support Staff
- POA Revenue Increase	(45)	Support Staff
> Prosecutor (1F/T)	120	Support Staff
> Legal Asst, Prosecutions (1 F/T)	83	Support Staff
> Senior Financial Analyst - Conversion (1 OTC to 1 F/T)	122	Support Staff
> Project Lead, Asset Management - Conversion (2 OTC to 2 F/T)	215	Support Staff
> New Application Operating Expenditures	500	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,779	
TOTAL, NET EXPENDITURE CHANGE	1,779	



DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Corporate Services	-	-	-	-
Enforcement & Bylaw Services	1	1	1	3
Finance	1	-	3	4
Information Technology	-	-	-	-
Legal Services	2	-	2	4
Purchasing	-	-	-	-
DEPARTMENTAL TOTAL	4	1	6	11

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - "Staff Request Descriptions"

CORPORATE SERVICES 2017-2019 Capital Budget Overview



DIVISION (\$000s)	2017	2018	2019	TOTAL
Enforcement & Bylaw Services	\$ 26	-	\$ 10	\$ 36
Finance	232	356	6	594
Information Technology	6,245	5,934	7,411	19,590
Departmental Total	\$ 6,503	\$ 6,290	\$ 7,427	\$ 20,220

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

CORPORATE SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Corporate Services				
Information Technology				
Citizen Service Program				
Citizen Service Program	800	300	1,000	\$2,100
Citizen Service Program - Total	\$800	\$300	\$1,000	\$2,100
Core Technology Program				
Core Technologies Program	3,620	4,360	2,636	\$10,616
Core Technology Program - Total	\$3,620	\$4,360	\$2,636	\$10,616
Corporate Technology Program				
Corporate Technology Program	3,600	1,274	3,775	\$8,649
Corporate Technology Program - Total	\$3,600	\$1,274	\$3,775	\$8,649
Other - Information Technology				
Peoplesoft Upgrade	(1,775)			\$(1,775)
Other - Information Technology - Total	\$(1,775)			\$(1,775)
Information Technology - Total	\$6,245	\$5,934	\$7,411	\$19,590
Enforcement & Bylaw Services				
Bicycle and Related Equipment			10	\$10
Radios and handheld units for new staff	26			\$26
Enforcement & Bylaw Services - Total	\$26		\$10	\$36

CORPORATE SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Finance				
Development Charges Study		350		\$350
Enterprise Payment Solution	226			\$226
Minor Capital - Finance	6	6	6	\$18
Finance - Total	\$232	\$356	\$6	\$594
Corporate Services - Total	\$6,503	\$6,290	\$7,427	\$20,220





Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2017	2018	2019 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Core Technologies Program	\$3,620	\$400	\$100	\$100	\$600		
Corporate Technology Program	3,600	350	350	220	920		
Citizen Service Program	800	100	100	100	300		
Corporate Services Total	\$8,020	\$850	\$550	\$420	\$1,820	\$9	0.4%

*Based on 2017 Average Residential Home Assessment of \$443,000



CORPORATE SERVICES

Operating Impact of 2018 Capital



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2018	2019	2020 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Technology Program	\$1,274	\$200	\$50		\$250		
Corporate Services Total	\$1,274	\$200	\$50		\$250	\$1	0.1%

*Based on 2017 Average Residential Home Assessment of \$443,000



CORPORATE SERVICES

Operating Impact of 2019 Capital



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2019	2020	2021 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Corporate Technology Program	\$3,775			\$1,024	\$1,024		
Corporate Services Total	\$3,775			\$1,024	\$1,024	\$5	0.2%

*Based on 2017 Average Residential Home Assessment of \$443,000



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Economic Development



Business Overview

ED-3

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Business Overview

Strengthen Brampton's outstanding quality of life through the realignment of Economic Development to drive economic growth, innovation and entrepreneurship that will result in real increases in jobs, talent, employment and assessment over the next 3 years.

Following are the programs that deliver the division's vision:

The new Economic Development Sector Program proactively focuses on generating improved competitive advantages in Brampton as the choice business location through a team of dedicated sector specialists:

- Advanced Manufacturing
- Food & Beverage
- Human Health & Life Sciences
- Innovation & Technology
- Central Area

This will result in the increased attraction and retention of investment from targeted sectors and markets of opportunity, through increased business calls, partnerships (federal, provincial and agencies) and new business relationships with local companies and investment opportunities.

The Business Information and Competitive Policy Program provides sustained excellence in economic research and analysis to support Divisional and Corporate initiatives that retain, expand and create jobs and growth in Brampton, creating an unparalleled quality lifestyle.

The Business Development and Marketing Program promotes Brampton (locally, nationally and internationally) in order to attract Brampton's share of growth and investment. The area builds upon sector specialist initiatives and supports key economic sectors that meet Brampton's long term objectives for generating employment and growth. The strategic positioning of the City through advertising, marketing and special events will increase Brampton's competitiveness in the industrial and commercial marketplace for investment.





The Brampton Entrepreneur Centre (BEC) promotes and supports the formation and continued success of new small and medium-sized businesses in the City of Brampton. The BEC team leads entrepreneurial seminars and workshops, consultations and business plan reviews centred around a strong customer service approach. These services in 2016 provided over 3000 clients cost-effective, easily accessible and highly responsive programs.

Tourism promotes Brampton to potential visitors, meetings and conferences, sport tournaments, group tours and travel decision makers to generate an economic impact to Brampton. Tourism works with industry members and tourism partners (e.g. Tourism Toronto, Greater Toronto Hotel Association (GTHA), Tourism Industry Association of Ontario (TIAO), Brampton Downtown Development Association (BDDC)) to support their initiatives and programs.

Film positions Brampton as a preferred filming location within the GTA by promoting Brampton to the film industry. The office provides location assistance, filming support, permitting, tracking, promotion and communication.

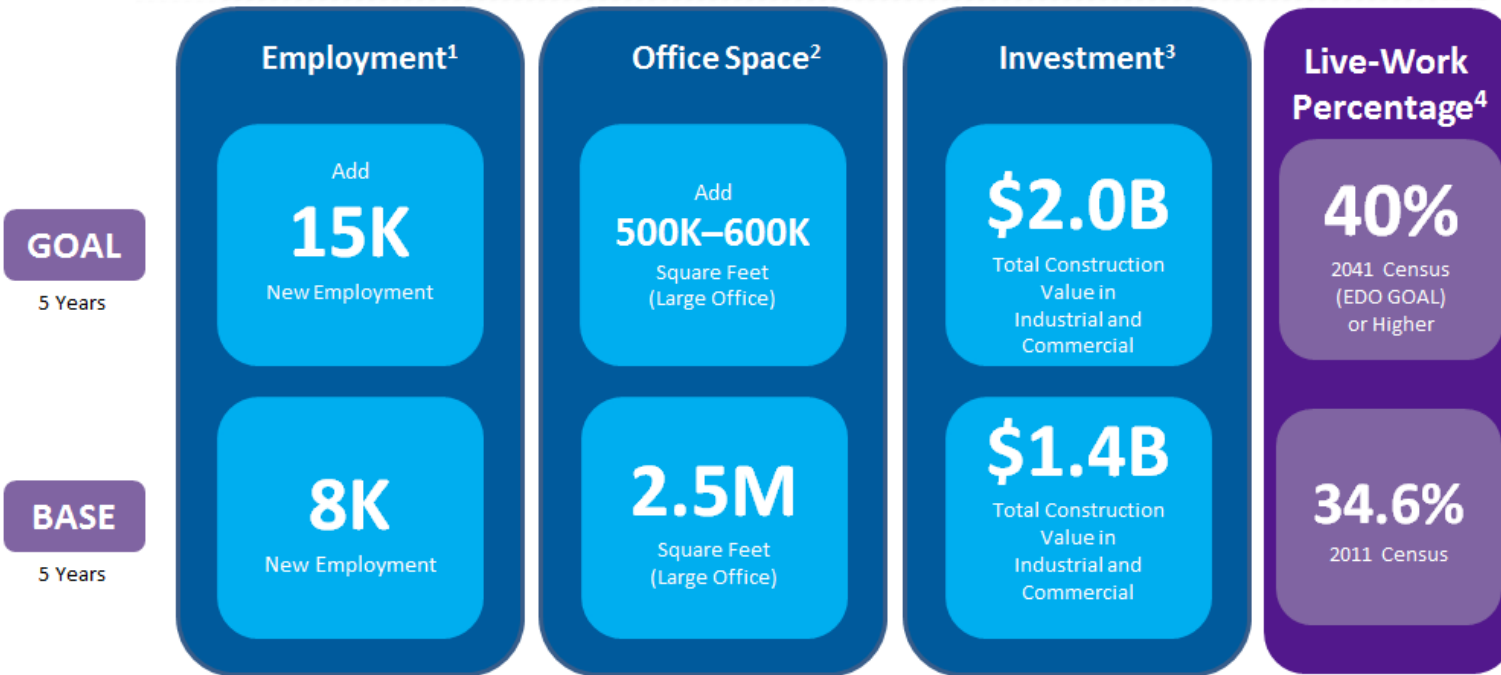
The Festivals and Special Events Office (FSEO) is responsible for the planning and executing of Corporate owned festivals and special events as well as the administration for community investment support whereby collaborating with community groups in permitting and/or financial subsidy of applicable community events.

Key Business Outcomes

- Economic growth and vitality
 - Business and employment growth
 - Increased domestic and foreign investment
 - Generate wealth and prosperity (strengthen quality of life)
 - Increase assessment/tax revenue



Economic Development Goals – Five Years



TO BECOME ONE OF THE TOP CITIES TO DO BUSINESSES IN





Business Goals

- Expanded corporate calls in priority sectors
- Increased business attraction and retention
- Increased economic impact generated through Tourism & Film
- Economic and community vitality, celebrate citizens and foster civic pride through relevant festival and special events that enhance the City's image

Strategic Plan Links

- Thriving | Economic Development - Strengthen Brampton's outstanding quality of life by encouraging economic growth, innovation and entrepreneurship that enhance the City's brand and resident's lifestyle through the agreed upon themes:
 - Business engagement (BR&E) – Grow businesses from within
 - Support advocacy for infrastructure expansion (Economic research & policy)
 - Innovation and entrepreneurship

- Business investment/attraction & retention
- Business climate and City image

The Festivals & Special Events Office supports the City of Brampton Strategic Plan priority of Community Engagement and aligns with the strategic goal to foster a positive civic image through community pride and enhance the quality of life of residents through events

Current and Future Situation

Opportunity:

- Brampton is the only 905 location with large supply of employment industrial lands for up-coming years
- Province of Ontario identified Brampton as a target location for building a new university

Issues:

- Continuously growing development & construction costs due to supply & demand and inflation
- Responding to the growth of festivals and special events including community demands for increased event programming and financial subsidy of community owned events





2017 Strategic / Operational Initiatives

Strategic Initiatives:

- Initiate a comprehensive sector based Economic Development Plan – target of a minimum 50 corporate calls per year, per sector lead – targeted growth in jobs and investment
- Expand the growth of programming and jobs created by the Brampton Entrepreneur Centre by 20% in 2017
- Develop Culinary Tourism Strategy while involving all stakeholders to generate an increase of talent and jobs to the sector
- Promote the four key sectors (advanced manufacturing, food and beverage, health and life sciences, innovation and technology) and the Central Area Corridor
- Support the retention of talent in Brampton for existing and new businesses through partnerships with post-secondary institutes (e.g. Sheridan College and the new university)

Operational Initiatives:

- Significantly expand the Corporate Calling Program
- Develop and implement a Festival and Events strategy to position the City for the future

2018-2019 Strategic / Operational Initiatives

- Expand the Sector Business Attraction & Retention Program by 5 %
- Implement the Culinary Tourism Strategy
- Implementation of the Festival and Special Events Strategy
- Continued support for the retention of talent through post-secondary partnerships



Key Operational Performance Indicators

EDO

- Expansion of City's overall economic growth, employment and tourism results
- New employers moving to Brampton
- Number of residents living and working in Brampton
- Number of people working in knowledge-based jobs
- Number of new investments and prospects

FSEO

- Number of Attendees at festivals and special events (total combined)
- Festivals and special event customer satisfaction ratings (post-event surveying)
- In-event customer spotting surveys to measure economic benefits



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$3,886	\$4,283	\$3,987	\$100	2.6%
Other Expenditures	3,283	2,468	3,261	(22)	-0.7%
Total Expenditures	7,169	6,751	7,248	79	1.1%
Gross Revenues	(403)	(666)	(373)	30	-7.4%
Net Expenditures	\$6,766	\$6,084	\$6,875	\$109	1.6%

*Forecast year-end actuals based on June 30, 2016 actual results



ECONOMIC DEVELOPMENT 2017-2019 Operating Budget Overview



(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DIVISIONAL BREAKDOWN</u>				
Economic Development	\$6,766	\$6,875	\$6,967	\$7,095
Net Expenditures	\$6,766	\$6,875	\$6,967	\$7,095

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 8	\$ 25	-
New Facilities & Services	-	40	100
Negotiated Wages	100	27	28
COMBINED OPERATING BUDGET VARIANCE	\$ 109	\$ 92	\$ 128



ECONOMIC DEVELOPMENT

2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	100	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	8	Operating Adjustments
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	109	
TOTAL, NET EXPENDITURE CHANGE	109	



ECONOMIC DEVELOPMENT

2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	27	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	25	Operating Adjustments
> Year-round Indoor Market Implementation	40	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	92	
TOTAL, NET EXPENDITURE CHANGE	92	



ECONOMIC DEVELOPMENT

2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	28	Negotiated Wages
> Implementation of Economic Development Master Plan	100	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	128	
TOTAL, NET EXPENDITURE CHANGE	128	





Complement Adds table omitted intentionally
No new staff requested for 2017-2019

Additional details provided in
Appendix 1 - "Staff Request Descriptions"



DIVISION (\$000s)	2017	2018	2019	TOTAL
Economic Development	\$ 55	\$ 55	\$ 5	\$ 115
Departmental Total	\$ 55	\$ 55	\$ 5	\$ 115

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

ECONOMIC DEVELOPMENT

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Economic Development				
Economic Development				
Culinary Tourism Strategy & Programming	20			\$20
Customer Relationship Management		50		\$50
Minor Capital - Office of the COO	5	5	5	\$15
Year-round Indoor Market Feasibility Study	30			\$30
Economic Development - Total	\$55	\$55	\$5	\$115
Economic Development - Total	\$55	\$55	\$5	\$115

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Business Overview

Brampton Fire and Emergency Services is a modern progressive emergency and fire prevention and life safety service provider that is committed to providing exceptional customer service. Brampton Fire and Emergency Services is comprised of 470 professionals, who provide a wide range of services, which include: Emergency Response services, Fire Prevention, Fire and Life Safety Education, Communications services, Apparatus and Maintenance services, Emergency Management, and Administrative services.

Business Goals

- To provide effective and timely emergency response using the most current techniques
- To provide the public with information, support and direction to assist the public to maintain safe practices
- To operate the Fire & Emergency Services in an efficient, fiscally responsible and business-like manner, meeting all applicable legislative requirements and industry best standards

Strategic Plan Links

- Corporate Excellence
- Growth Management
- Community Engagement

Key Business Outcomes

- To work with Brampton citizens with programs to protect life, property and the environment from the adverse effects of various potential emergencies and dangerous conditions
- To respond to emergencies, using modern effective techniques and technologies to minimize the harm done to life, property and the environment

Current and Future Situation

- Issues: Continued population growth, changing legislation and policy, increased frequency of emergencies and internal drivers towards higher service levels
- Opportunities: Increased research in emergency and fire management, increased public awareness, growing interest for public engagement in emergency response support and fire prevention





2017 Strategic / Operational Initiatives

Cultural and gender diversity initiatives:

- Reach out to diverse groups within the community; this is a continued initiative which is being executed by personnel from within Fire and Emergency Services
- Increase partnerships and communication with non-government organizations (e.g. faith-based organizations), to increase awareness of our services and improve community support and contribution, should an emergency events occur; initiative will be led by Brampton Emergency Management Office (BEMO)

Critical infrastructure initiatives:

- Renovation of Fire Station 204
- Increased critical infrastructure protection through enhanced partnerships with critical infrastructure owners and collaboration with them on joint training and exercise programs; minimal impact foreseen on other city departments; continues to build on past initiatives

- Fire Training Campus – design phase of this initiative to be completed in 2017
- Secure properties for four (4) future fire stations to address population growth, new development and service demands on Fire and Emergency Services

Increased response capability and readiness initiatives:

- Through upgrading of equipment, revision of existing response protocols, additional cross training between BEMO and BFES and drills/exercises to test protocols; developed in collaboration with Brampton Fire and Emergency Services; aims at maintaining and enhancing the service levels in light of identified issues
- Working towards the production of the Standard of Cover for the Centre for Public Safety Excellence (CPSE) Accreditation: progress to the Fire Accreditation Applicant Status
- Revise Fire Master Plan



2018-2019 Strategic / Operational Initiatives

Economic and Social Vulnerability Reduction Programs:

- Social vulnerability reduction program geared towards training and equipping social services agencies to provide support to their clients in times of emergencies and disasters
- Economic vulnerability reduction program geared towards enhancing preparedness and business continuity planning of business and industry in Brampton through training, documentation, templates and advice; to be developed in collaboration with Economic Development Office; re-launched and expanded initiative from previous program postponed because of limited resources

Critical infrastructure initiatives:

- Construction of Fire Campus
- Construction of future fire station 214

Increased response capability and readiness initiatives:

- Through upgrading of equipment, revision of existing

response protocols, additional cross training between BEMO and BFES and drills/exercises to test protocols; developed in collaboration with Brampton Fire and Emergency Services; aims at maintaining and enhancing the service levels in light of identified issues

Key Operational Performance Indicators

- Number of Fire Prevention Inspections performed and files closed annually
- Average response times to calls and response time to the 90th percentile
- Demonstrate annual improvement and increase in training activities, which includes:
 - Number of hours of training and development completed by Fire Personnel
 - Number of citizens trained in the area of Fire and Life Safety Education
 - Number of city, regional, and partner agency staff (e.g. Red Cross, Salvation Army, etc.) that are trained by the Brampton Emergency Management Office





(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$57,367	\$58,567	\$59,333	\$1,966	3.4%
Other Expenditures	3,440	3,440	3,753	313	9.1%
Total Expenditures	60,807	62,007	63,086	2,279	3.7%
Gross Revenues	(379)	(378)	(668)	(289)	76.2%
Net Expenditures	\$60,427	\$61,630	\$62,418	\$1,990	3.3%

*Forecast year-end actuals based on June 30, 2016 actual results



FIRE and EMERGENCY SERVICES 2017-2019 Operating Budget Overview



(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DIVISIONAL BREAKDOWN</u>				
Fire and Emergency Services	\$60,427	\$62,418	\$64,730	\$70,101
Net Expenditures	\$60,427	\$62,418	\$64,730	\$70,101

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 202	\$ 223	\$ 493
New Facilities & Services	1,636	1,789	3,714
Support Staff	146	-	1,013
Negotiated Wages	295	301	150
Revenue Increases	(289)	(1)	-
COMBINED OPERATING BUDGET VARIANCE	\$ 1,990	\$ 2,312	\$ 5,370



FIRE and EMERGENCY SERVICES 2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	295	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	202	Operating Adjustments
> Revenue Adjustment	(289)	Revenue Increases
> Administrative Assistant (1 F/T) - Admin	73	Support Staff
> Administrative Assistant (1 F/T) - Training	73	Support Staff
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	354	
NEW OR ENHANCED SERVICES		
> Fire - Firefighters (20 F/T)	1,636	New Facilities & Services
SUBTOTAL, NEW OR ENHANCED SERVICES	1,636	
TOTAL, NET EXPENDITURE CHANGE	1,990	

FIRE and EMERGENCY SERVICES 2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	301	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	223	Operating Adjustments
> Revenue Adjustment	(1)	Revenue Increases
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	523	
NEW OR ENHANCED SERVICES		
> Fire - Firefighters (20 F/T)	1,789	New Facilities & Services
SUBTOTAL, NEW OR ENHANCED SERVICES	1,789	
TOTAL, NET EXPENDITURE CHANGE	2,312	



FIRE and EMERGENCY SERVICES

2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	150	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	493	Operating Adjustments
> Operating Cost for new firefighters	364	New Facilities & Services
> Administrative Assistant (1 F/T) - Operational Chief	73	Support Staff
> Officer, Fire Prevention (2 F/T)	225	Support Staff
> District Chief, Firefighting (4 F/T)	604	Support Staff
> Education Officer, Fire/Life Safety (1 F/T)	112	Support Staff
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	2,020	
NEW OR ENHANCED SERVICES		
> Fire - Firefighters (42 F/T)	3,350	New Facilities & Services
SUBTOTAL, NEW OR ENHANCED SERVICES	3,350	
TOTAL, NET EXPENDITURE CHANGE	5,370	



FIRE and EMERGENCY SERVICES 2017-2019 Operating Budget Overview - Staff



DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Fire and Emergency Services	22	20	50	92
DEPARTMENTAL TOTAL	22	20	50	92

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - "Staff Request Descriptions"

FIRE and EMERGENCY SERVICES 2017-2019 Capital Budget Overview



DIVISION (\$000s)	2017	2018	2019	TOTAL
Fire & Emergency Services	\$ 5,330	\$ 7,675	\$ 3,821	\$ 16,826
Departmental Total	\$ 5,330	\$ 7,675	\$ 3,821	\$ 16,826

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

FIRE & EMERGENCY SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Fire & Emergency Services				
Emergency Management				
Emergency Measures	150			\$150
Emergency Management - Total	\$150			\$150
Fire				
Dispatch Equipment	200	2,654	200	\$3,054
Fire Fighting Equipment	350	350	450	\$1,150
Fire Miscellaneous Initiatives	250	321	171	\$742
Growth Vehicles	1,700	1,700	190	\$3,590
Vehicle Replacement	2,680	2,650	2,810	\$8,140
Fire - Total	\$5,180	\$7,675	\$3,821	\$16,676
Fire & Emergency Services - Total	\$5,330	\$7,675	\$3,821	\$16,826



FIRE and EMERGENCY SERVICES

Operating Impact of 2017 Capital



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2017	2018	2019 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Growth Vehicles	\$1,700		\$1,636	\$924	\$2,560		
Fire & Emergency Services Total	\$1,700		\$1,636	\$924	\$2,560	\$13	0.6%

*Based on 2017 Average Residential Home Assessment of \$443,000



FIRE and EMERGENCY SERVICES

Operating Impact of 2018 Capital



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2018	2019	2020 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Growth Vehicles	\$1,700	\$10	\$40		\$50		
Dispatch Equipment	1,700			234	234		
Vehicle Replacement	2,650			187	187		
Fire & Emergency Services Total	\$6,050	\$10	\$40	\$421	\$471	\$2	0.1%

*Based on 2017 Average Residential Home Assessment of \$443,000



FIRE and EMERGENCY SERVICES

Operating Impact of 2019 Capital



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2019	2020	2021 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Growth Vehicles	\$190	\$10	\$10		\$20		
Vehicle Replacement	2,810			298	298		
Fire & Emergency Services Total	\$3,000	\$10	\$10	\$298	\$318	\$1	0.1%

*Based on 2017 Average Residential Home Assessment of \$443,000



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Brampton Library



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Business Overview

Brampton Library is a world-class destination that creates opportunities for everyone to discover their full potential by fostering literacy, inspiring learning and building community.

Business Goals

- Ensure the efficient and effective operation of the Brampton Library system; sustain a solid fiscally responsible foundation of developing and delivering collections, programs, services and technology to support community growth in the Key Business Outcomes strategic focus areas.
- Meet the goals for phased facility growth outlined in the Brampton Library Board Facilities Master Plan working together with City of Brampton partners

Key Business Outcomes

- Fiscally responsible and socially inclusive collections, programming, services and technology to support the strategic focus outcomes of:

- Creating opportunities for community innovation, creativity and discovery
- Community collaboration building through settlement success and lifelong learning
- Actively supporting school readiness and academic success
- Facilitating career readiness and career success

Strategic Plan Links

- Good Government – Credible leadership that delivers trusted services to make a positive difference for citizens
- Smart Growth – Managed growth achieves societal and economic success
- Strong Communities – Distinct, lively spaces and activities unite people and business to instill civic pride



Current and Future Situation

LARGE GROWING DIVERSE COMMUNITY

- Increasing demand for facility access in areas of the City with no permanent library
- Increasing demand for expanded hours of operation
- Increasing demand for newer in-demand collections including World Language materials
- Increasing demand for programming, services and technology to support resident goals of school readiness, academic success, career readiness, settlement success, lifelong learning and discovery
- Increasing demands on resource allocation as related to growth

OPPORTUNITIES

- Leveraging programming and service partnerships with organizations with similar goals

- Leveraging opportunities to support and partner with downtown University campus
- Leveraging partnership opportunities with the City of Brampton to build a Bramwest shared facility
- Leveraging new technologies to manage costs, improve operational efficiencies and enhance customer service excellence

2017 Strategic / Operational Initiatives

- Launch and operationalize new Strategic Plan 2017 – 2022 (new initiative)
- Complete construction and open Springdale Branch: co-Lead with City of Brampton (CoB) and CoB Recreation (new initiative)
- Visual identity refresh: update logo, website, and key marketing collateral (new initiative)



2018-2019 Strategic / Operational Initiatives

- New Bramwest branch planning - as identified in the Library Board's Facility Master Plan. Identify and plan for 2018 opening of Interim BramWest site (increase in service level)
- Strategic/targeted marketing initiative including mobile/pop up library service to increase community awareness of library programs and services and increase active membership (new initiative)

Key Operational Performance Indicators

- Increase community accessibility to library facilities and services
- Increase number of in-person visits and usage
- Customer satisfaction levels on library service



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$0	\$0	\$0	\$0	-
Other Expenditures	13,925	13,925	15,612	1,687	12.1%
Total Expenditures	13,925	13,925	15,612	1,687	12.1%
Gross Revenues	0	0	0	0	-
Net Expenditures	\$13,925	\$13,925	\$15,612	\$1,687	12.1%

*Forecast year-end actuals based on June 30, 2016 actual results



BRAMPTON LIBRARY 2017-2019 Operating Budget Overview



(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DIVISIONAL BREAKDOWN</u>				
Library	\$13,925	\$15,612	\$16,583	\$17,239
Net Expenditures	\$13,925	\$15,612	\$16,583	\$17,239

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 45	\$ 111	\$ 192
New Facilities & Services	1,327	233	-
Support Staff	239	244	281
Negotiated Wages	49	356	166
Efficiencies	-	9	-
Revenue Increases	28	18	17
COMBINED OPERATING BUDGET VARIANCE	\$ 1,687	\$ 971	\$ 656



BRAMPTON LIBRARY

2017 Budget Variance From 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation and Operating Adjustments		
- Compensation & fringe benefits	49	Negotiated Wages
- Administrative expenses	103	Operating Adjustments
- Equipment and furniture maintenance	20	Operating Adjustments
- Rent	(78)	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals		
- Fines / Service Charges / Programs	28	Revenue Increases
> Springdale Branch - annualization of operating costs (4 months approved in 2016)	786	New Facilities & Services
> Media Support	541	New Facilities & Services
> Staff Requests (including fringe benefits) 52 weeks:		
- Data Analyst (1 F/T)	93	Support Staff
- Outside Services Savings offset	(89)	Support Staff
- Digital User Experience Technician (1 F/T)	90	Support Staff
- Outside Services Savings offset	(89)	Support Staff
- Information Services Librarian - Gore Meadows (1 F/T)	88	Support Staff
- Information Services Librarian - Mount Pleasant Village (1 F/T)	88	Support Staff
- Marketing Assistant (1 F/T)	56	Support Staff
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,687	
TOTAL, NET EXPENDITURE CHANGE	1,687	



BRAMPTON LIBRARY 2018 Budget Variance From 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation and Operating Adjustments		
- Media Support	30	Operating Adjustments
- Compensation & fringe benefits	356	Negotiated Wages
- Computer maintenance and communications	9	Efficiencies
- Administrative expenses	58	Operating Adjustments
- Equipment and furniture maintenance	1	Operating Adjustments
- Rent	22	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals		
- Fines / Service Charges / Programs	18	Revenue Increases
> Staff Requests (including fringe benefits) 52 weeks:		
- Digital User Experience Analyst (1 F/T)	93	Support Staff
- Digital Literacy Specialist Librarian (1 F/T)	88	Support Staff
- Customer Service Associate - MPV (1 F/T)	62	Support Staff
> BramWest Branch		
- Neighbourhood Librarian (1 F/T)	88	New Facilities & Services
- Technology Systems Technician (1 F/T)	80	New Facilities & Services
- Customer Service Associates (2 P/T)	65	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	971	
TOTAL, NET EXPENDITURE CHANGE	971	



BRAMPTON LIBRARY 2019 Budget Variance From 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation and Operating Adjustments		
- Media Support	70	Operating Adjustments
- Compensation & fringe benefits	166	Negotiated Wages
- Computer maintenance and communications	10	Operating Adjustments
- Administrative expenses	8	Operating Adjustments
- Equipment and furniture maintenance	1	Operating Adjustments
- Rent	103	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals		
- Fines / Service Charges / Programs	17	Revenue Increases
> Staff Requests (including fringe benefits) 52 weeks:		
- Library Fund Development Officer (1 F/T)	113	Support Staff
- Digital Curation Specialist (1 F/T)	88	Support Staff
- Digital Curation Support Associate (1 F/T)	80	Support Staff
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	656	
TOTAL, NET EXPENDITURE CHANGE	656	





DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Brampton Public Library	5	5	3	13
DEPARTMENTAL TOTAL	5	5	3	13

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - “Staff Request Descriptions”



DIVISION (\$000s)	2017	2018	2019	TOTAL
Library	\$ 625	\$ 500	\$ 1,177	\$ 2,302
Departmental Total	\$ 625	\$ 500	\$ 1,177	\$ 2,302

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

BRAMPTON PUBLIC LIBRARY

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Brampton Public Library				
Library				
Automation Software & Hardware Upgrades	100	100	100	\$300
Brampton Library - 4 Corners	450			\$450
BramWest Branch Furniture, Fixtures & Equipment		100		\$100
Collection Development		300	1,077	\$1,377
Service Level & Benchmarking Study	75			\$75
Library - Total	\$625	\$500	\$1,177	\$2,302
Brampton Public Library - Total	\$625	\$500	\$1,177	\$2,302



LET'S **CONNECT**
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Planning & Development



Departmental Overview	PDS-3
Divisions	
Building	PDS-4
Development Services	PDS-7
Policy Planning	PDS-9
Transportation Planning	PDS-11
Urban Design	PDS-13
Operating Budget Overview	PDS-15
Capital Budget Overview	PDS-28



Department Overview

Planning and Development Services delivers quality services to ensure that the City is well planned, designed and built to meet the needs of its residents and businesses by facilitating legislated processes from creating strategic land use and transportation policies; the designation of lands and roads; processing of development applications and building permits; and providing building inspection services to ensure the safety and well-being of the public.

Business Goals

- To establish and implement strong planning policies and urban design principles to enable Brampton to be a successful emerging city
- To provide efficient, effective and transparent development application and permit processes in accordance with applicable legislation
- To implement ways to strengthen our commitment to stakeholder engagement and customer service excellence

- To collaborate to ensure alignment of planning and development efforts across the Corporation towards achieving City goals

Key Business Outcomes

- Well planned and designed communities and places that are complete, connected, vibrant, liveable and sustainable in keeping with good planning practices and public interest
- Healthy and safe building construction
- Excellent customer service
- Effective stakeholder engagement and public outreach
- Conformity with provincial policy, legislation and regulations

Strategic Plan Links

- Strong Communities
- Smart Growth
- Move and Connect
- Good Government





Business Overview

The Building Division is the regulatory and enforcement arm of the City of Brampton for the administration and enforcement of the Ontario Building Code, including the issuance of building permits and completion of mandatory inspections for building construction, water and sanitary systems and on-site sewage systems.

The Division also provides zoning compliance review for building permit applications, zoning information services and compliance letters and registration of second unit dwellings.

Additional services include temporary structure and sales office approvals, municipal addressing of new houses and buildings and the issuance of permits for and inspection of portable and permanent signs.

Divisional Goals

- Align leadership and staff to support development of customer service initiatives, continued technical competencies and to enhance organizational development

- Continue to use technology to enhance business processes, create efficiencies and to expand customer service opportunities by working toward development of an on-line client service experience
- Continue community outreach programs to promote the value of obtaining permits and inspections, ensuring construction of buildings that are structurally safe, fire safe, accessible, energy efficient and protect public health

Key Business Outcomes

- Ensure the provincially mandated service delivery targets as set out in the Ontario Building Code are met
- Ensure construction within Brampton meets the provincially mandated standards in accordance with the *Building Code Act* and regulation
- Educate the public, designers and contractors on the benefits of having a permit for construction prior to commencing work and the value of constructing under the guidance of the inspector and mandatory inspections



Current and Future Situation

- Building Code Regulations – it is anticipated that new legislation for maintenance for existing buildings will be introduced by the province in 2017. The added mandate will affect the current Building Division business model. Additional staff resources, technical training, administrative infrastructure and support will be required. The changes will be phased in over 2 to 3 years.
- Culture – Building Division has embarked on a campaign for improvement for leaders and all employees to establish a values-based operation and improve the culture thereby creating a healthy work environment where both the business and employees thrive and customers ultimately benefit.
- A robust reserve fund due to high volume permit activity allows for investment in technology to better serve our customers and an opportunity to improve Building Division operations; and, to support development of an online permit program and data accessibility.

- Attraction and retention of professional, highly skilled and customer focused employees to maintain the required technical knowledge and superior public relations skills to deliver exceptional service and enforce the building code.

2017 Strategic / Operational Initiatives

- AMANDA Upgrade – upgrade to the AMANDA tracking system to facilitate business improvements. The current platform is no longer supported by the vendor and the upgrade will allow the corporation to move forward with on-line solutions. The upgrade has benefits to several departments across the corporation as more divisions discover functionality and benefits of the AMANDA system linking business units to share information.
- Improve the on-line registration process for second dwelling units. Improvements dependent on the AMANDA upgrade. This initiative would maintain service levels.



- Continue the Campaign for Improvement by engaging staff to contribute to finding solutions for improvement on communication, feedback and creating a more satisfying, healthy and enriching work environment thereby boosting morale.

2018-2019 Strategic / Operational Initiatives

- 2018 – Develop and implement the on-line permit program upon the completion of the AMANDA upgrade. This will operationalize the 2017 initiative and will require hiring a project manager in the Building Division to lead the project, with IT as co-lead. On-line program will include production residential permit applications, certified models, miscellaneous house and small commercial alteration applications as well as compliance letters. This will require partnerships with IT, Service Brampton, Legal Services.

- 2019 – Assess the on-line program. Evaluate effectiveness and opportunities for improvement or expansion of on-line services.
- Implement changes to the Building Division business model to accommodate the new regulatory requirements for existing buildings by acquiring additional staff, both technical and administrative and possible creation of public register of safe existing buildings.

Key Operational Performance Indicators

- Technical competence
- Financial sustainability
- Meeting regulatory service delivery timeframes



Business Overview

The Development Services Division is responsible for processing planning applications pursuant to the *Planning Act* of Ontario, culminating in making and defending professional planning opinion recommendations to City Council and other decision making bodies.

Divisional Goals

- Efficient, effective and transparent planning processes
- Provide valuable professional planning advice to City Council in a timely manner, which is in accordance with the Planning Act and the professional code of conduct of the Ontario Planning Profession
- Ensure adherence to the city and provincial policies through the development plan application process
- Ensure the Division has a positive working environment that values employee contributions
- Effectively engage the community in the processing of development applications.

- Ensure the development of complete, connected and sustainable communities in accordance with the Official Plan

Key Business Outcomes

- Well planned communities in the City, in keeping with good planning practices and the public interest

Current and Future Situation

Key Issues:

- Continuing to provide a high level of planning analysis through the planning application review/recommendation process in a fast growing and increasingly complex municipality, with pressures to maintain current staffing levels
- Responding to higher numbers of, and more detailed, inquiries due to an increasingly engaged and “connected” public (i.e., social media)



Key Opportunities:

- To provide planning processing expertise to support and promote the development of mobility hubs and key designated nodes and corridors in the Brampton, including the Central Area
- The creation and updating of effective and efficient standard operating procedures

2017 Strategic / Operational Initiatives

- Continued implementation of improvements to the site plan application process
- Involvement in the Comprehensive Zoning By-law Review that will be led by the Policy Planning Division
- Reviews of the rezoning and plan of subdivision processes
- Review and updating of draft plan of subdivision and draft plan of condominium conditions to make subdivision and condominium processes more efficient and effective (shared lead with Development Engineering and Legal Services, respectively)

- Emphasis on good planning for quality sustainable development with increased dialogue and collaboration with all city departments
- Creating and updating standard operating procedures

2018-2019 Strategic / Operational Initiatives

- Continued review of development application processes (i.e. Official Plan and Zoning By-law Amendment, Plan of Subdivision and Condominium)

Key Operational Performance Indicators

- Timeliness of application processing and report preparation
- Customer satisfaction
- Completion of initiatives



Business Overview

The Policy Planning Division is responsible for delivering policy planning services to ensure communities are well planned to meet the needs of residents and businesses, by managing growth effectively, conserving and protecting cultural heritage and planning for required parks and facilities.

The services include: preparation and monitoring of the Official Plan as required by the *Planning Act*; preparation of policy studies; development of population and employment projections and growth management strategies; and responding to Provincial planning initiatives and liaising and interacting with other levels of government, public and private sector organizations.

Divisional Goals

- To achieve well managed growth and plan for sustainable, complete communities
- To protect and conserve cultural heritage

- To effectively engage the community in the long term planning of the City
- To plan and deliver sustainable parks and open space infrastructure in a comprehensive and cost-effective way to meet needs

Key Business Outcomes

- Well planned communities and overall city
- Planning conforms with provincial policies and legislation
- High value policy input to development application processing, corporate projects and policy and regulatory initiatives of other levels of government and surrounding municipalities
- Responsive identification, prioritization and delivery of parks and open space



Current and Future Situation

- The need for affordable housing in Brampton
- Impact of cultural diversity and shifting demographics on housing and service needs
- Increased demand for transparency, accountability and community engagement
- The need to protect exiting employment areas and designating new employment lands to meet the City's long term employment forecasts
- Demand for protection of cultural heritage
- The impact of new provincial directions and legislation on managing growth
- The need to develop land use/transit plans for higher order transit and improved rail service
- Increased demand for online services and data accessibility

2017 Strategic / Operational Initiatives

- Official Plan (OP) Review and Secondary Plan Review
- Comprehensive Zoning By-Law Review
- Responses to Provincial initiatives
- Parks and Recreation Master Plan

2018-2019 Strategic / Operational Initiatives

- Provincial Growth Plan Conformity of Official Plan
- Age Friendly Planning and Cultural Heritage Master Plan
- Supplemental studies to Parks and Recreation Master Plan

Key Operational Performance Indicators

- Number of OPAs during and after the adoption of a new OP
- Number of parks and open space developed



Business Overview

The Transportation Planning Division is responsible for providing information and developing plans and policies to guide all modes of transportation, and recommends actions to best serve the City's current and future transportation needs.

These plans and processes are guided by key planning initiatives and the Transportation Master Plan, which focus on more sustainable modes of transportation and promote more compact, fiscally-responsible urban growth and development.

Divisional Goals

- Oversee the development, implementation, monitoring, and review of the City's Transportation Master Plan
- Advance policies, plans, programs that promote and support active transportation, transit, and travel demand management as part of a comprehensive multimodal network, and remain current with planning and industry best practices and emerging issues

- Represent the City on provincial and regional transportation planning initiatives, programs, and projects, ensuring consideration of local interests in a Greater Toronto and Hamilton Area (GTHA) regional context

Key Business Outcomes

- Long term transportation planning policy development
- Multi-modal transportation infrastructure and network planning
- Transportation monitoring, forecasting, and reporting
- Improving transportation choice and facilitating active modes
- Quality customer service

Current and Future Situation

- Developing team/resources to be able to proactively address broad range of transportation planning imperatives including Active Transportation, Goods Movement, Travel Demand Management, Provincial initiatives and Secondary Planning



- Develop strategy for transportation modelling capacity/ capability within the division, as a resource that provides support to and collaborates with other business units delivering transportation services/functions in the corporation
- Status of Greater Toronto Area (GTA) West Transportation Corridor and Metrolinx review of Regional Transportation Plan
- Impact of new and emerging/disruptive technologies on transportation and land use

2017 Strategic / Operational Initiatives

- Complete Streets Guidelines and Roadway Design Standards Review to support development of complete and sustainable communities
- Active Transportation Master Plan
- Official Plan Review: Transportation Policies, including integration of regional and provincial plan reviews

2018-2019 Strategic / Operational Initiatives

- Initiate work program for transportation analysis in advance of the 2019 DC By-law update
- 5-yr Transportation Master Plan review
- Travel Demand Management Action Plan

Key Operational Performance Indicators

- Adoption of complete streets design standards and implementation in new development and retrofit projects
- Growth in active transportation linear infrastructure and associated amenities
- Increase in transit and active transportation mode split



Business Overview

The Urban Design Division is responsible for providing professional advice relating to Urban Design matters in all aspects of policy and development planning, and special projects, thus contributing to the City's image through public realm and built form enhancements.

Divisional Goals

- Ensure the development of complete, liveable, connected and sustainable communities in accordance with the Official Plan and provide Urban Design review for all development applications
- Provide valuable professional planning and design advice to City Council on matters of Urban Design in a timely manner that is in accordance with the Planning Act and City policies including Architectural Control Compliance Review Process
- Review and develop Urban Design policies in Official Plan and City Wide Development Design Guidelines
- Lead and contribute to special projects, studies and high level strategic initiatives

- Promote design advocacy, engage the community, and organize educational events for internal and external stakeholders
- Ensure the Division has a positive and enthusiastic working environment that values employee contributions.

Key Business Outcomes

- Well planned and designed communities and places in the City that are connected, vibrant, liveable and sustainable, in keeping with good planning practices and public interest

Current and Future Situation

Key Issues:

- Continuing to provide and promote good urban design principles through the planning application review, policy work and studies to maintain high quality of life and business in a fast growing, complex and urbanizing municipality
- Promoting innovation and change through Urban Design work, such as the Development Permit System (DPS) and Architectural Compliance Control (ACC) Review



Key Opportunities:

- To provide urban design expertise to support and promote the development of mobility hubs, nodes and intensification corridors in Brampton, including the Central Area
- To develop and implement new and improved policies and design guidelines for all types of developments and built form typology, including site specific master plans and studies and contributing to major corporate projects
- The creation and updating of effective and efficient standard operating procedures

2017 Strategic / Operational Initiatives

- Expand or develop the design review process to ensure high quality of development and design excellence, ensuring effective coordination between various divisions and departments
- Contribute to Official Plan (OP) Review, update and consolidation of citywide development design guidelines
- Lead corporate and departmental special projects and studies, such as the Downtown Etobicoke Creek

Revitalization Study, potential university sites study, Kennedy Road South Study

- Ongoing development and refinement of 3D visioning, visualization and videos for strategic areas/initiatives
- Lead Urban Design Awards for 2016/2017

2018-2019 Strategic / Operational Initiatives

- Continue to expand the Sustainable Development framework with focus on sustainable urban form and mobility with increased dialogue and collaboration with all city departments
- Review and expansion of Development Permit System (DPS) with emphasis on good urban design.

Key Operational Performance Indicators

- Quality and timeliness of application review
- Completion of initiatives
- Customer satisfaction
- Success of Urban Design Awards Program



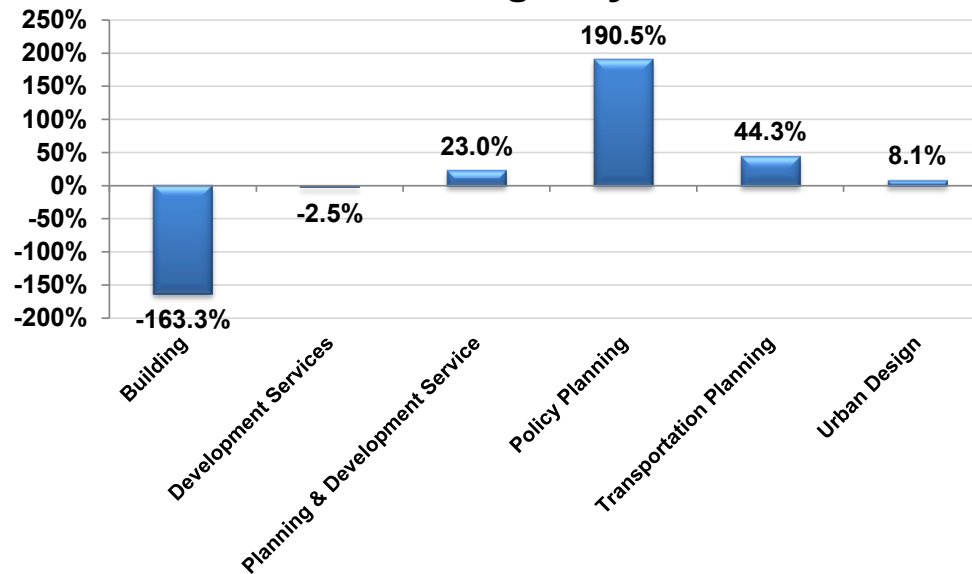
PLANNING and DEVELOPMENT SERVICES 2017 Operating Budget Overview



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$17,182	\$14,622	\$17,425	\$243	1.4%
Other Expenditures	3,402	8,932	1,686	(1,716)	-50.4%
Total Expenditures	20,584	23,555	19,111	(1,473)	-7.2%
Gross Revenues	(20,290)	(23,939)	(17,460)	2,831	-13.9%
Net Expenditures	\$293	(\$384)	\$1,651	\$1,358	463.1%

*Forecast year-end actuals based on June 30, 2016 actual results

2017 Total Budget by Division





(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DIVISIONAL BREAKDOWN</u>				
Building	(\$2,606)	(\$2,696)	(\$2,686)	(\$2,791)
Development Services	(841)	(42)	84	209
Planning & Development Services	374	380	380	380
Policy Planning	2,501	3,145	3,226	3,227
Transportation Planning	731	731	731	731
Urban Design	134	134	134	134
Net Expenditures	\$293	\$1,651	\$1,868	\$1,889





CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (77)	\$ 94	\$ (95)
Support Staff	-	124	124
Negotiated Wages	97	(1)	(8)
Revenue Increases	1,338	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 1,358	\$ 217	\$ 21





Building

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$9,876	\$9,282	\$10,063	\$187	1.9%
Other Expenditures	2,718	8,658	949	(1,770)	-65.1%
Total Expenditures	12,595	17,940	11,012	(1,583)	-12.6%
Gross Revenues	(15,200)	(20,414)	(13,708)	1,493	-9.8%
Net Expenditures	(\$2,606)	(\$2,474)	(\$2,696)	(\$90)	3.5%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (90)	\$ 10	\$ (105)
COMBINED OPERATING BUDGET VARIANCE	\$ (90)	\$ 10	\$ (105)





Development Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$3,167	\$3,241	\$3,216	\$49	1.5%
Other Expenditures	487	99	493	5	1.1%
Total Expenditures	3,654	3,340	3,708	54	1.5%
Gross Revenues	(4,495)	(3,524)	(3,750)	745	-16.6%
Net Expenditures	(\$841)	(\$184)	(\$42)	\$799	-95.0%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 5	\$ 3	\$ 7
Support Staff	-	124	124
Negotiated Wages	49	(1)	(5)
Revenue Increases	745	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 799	\$ 126	\$ 125





Planning & Development Services

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$345	\$345	\$349	\$4	1.2%
Other Expenditures	29	19	30	2	5.6%
Total Expenditures	374	365	380	6	1.5%
Net Expenditures	\$374	\$365	\$380	\$6	1.5%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 2	-	-
Negotiated Wages	4	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 6	-	-





Policy Planning

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$2,967	\$1,754	\$2,971	\$4	0.1%
Other Expenditures	129	156	176	46	35.8%
Total Expenditures	3,097	1,910	3,147	50	1.6%
Gross Revenues	(595)	(1)	(2)	593	-99.7%
Net Expenditures	\$2,501	\$1,909	\$3,145	\$643	25.7%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 6	\$ 82	\$ 4
Negotiated Wages	44	(0)	(3)
Revenue Increases	593	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 643	\$ 81	\$ 1





Transportation Planning

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$692	\$0	\$692	\$0	0.0%
Other Expenditures	38	0	38	0	0.0%
Total Expenditures	731	0	731	0	0.0%
Net Expenditures	\$731	\$0	\$731	\$0	0.0%

* Forecast year-end actuals based on June 30, 2016 actual results

Category table intentionally omitted

No variances for 2017-2019





Urban Design

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$134	\$0	\$134	\$0	0.0%
Other Expenditures	0	0	0	0	-
Total Expenditures	134	0	134	0	0.0%
Net Expenditures	\$134	\$0	\$134	\$0	0.0%

* Forecast year-end actuals based on June 30, 2016 actual results

Category table intentionally omitted

No variances for 2017-2019



PLANNING and DEVELOPMENT SERVICES

2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	97	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	(2)	Operating Adjustments
> Revenue adjustments		
- Planning Revenue	745	Revenue Increases
> Building Department Operations	(90)	Operating Adjustments
> Increase in Urban Design Awards	15	Operating Adjustments
> Natural Systems Maintenance Revenue	593	Revenue Increases
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,358	
TOTAL, NET EXPENDITURE CHANGE	1,358	

PLANNING and DEVELOPMENT SERVICES

2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	(1)	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	4	Operating Adjustments
> Building Department Operations	10	Operating Adjustments
> Development Planner III (1 F/T)	124	Support Staff
> Contribution to Planning Reserve	80	Operating Adjustments
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	217	
TOTAL, NET EXPENDITURE CHANGE	217	



PLANNING and DEVELOPMENT SERVICES

2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	(8)	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	11	Operating Adjustments
> Building Department Operations	(105)	Operating Adjustments
> Planner III, Development (1 F/T)	124	Support Staff
> Plans Examiner, Building (2 F/T)	205	Support Staff
- Labor capital recovery Plans Examiners	(205)	Support Staff
> Building Inspector (2 F/T)	214	Support Staff
- Labor capital recovery Building Inspectors	(214)	Support Staff
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	21	
TOTAL, NET EXPENDITURE CHANGE	21	



DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Building	-	-	4	4
Development Services	-	1	1	2
Planning & Development Service	-	-	-	-
Policy Planning	-	-	-	-
Transportation Planning	-	-	-	-
Urban Design	-	-	-	-
DEPARTMENTAL TOTAL	-	1	5	6

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - "Staff Request Descriptions"



DIVISION (\$000s)	2017	2018	2019	TOTAL
Building	\$ 262	\$ 40	\$ 40	\$ 342
Development Services	540	450	300	1,290
Policy Planning	865	635	915	2,415
Transportation Planning	-	510	250	760
Departmental Total	\$ 1,667	\$ 1,635	\$ 1,505	\$ 4,807

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

PLANNING & DEVELOPMENT SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Planning & Development Services				
Building				
Amanda Building Permits System Upgrade.	250			\$250
Minor Capital - Building	12	40	40	\$92
Building - Total	\$262	\$40	\$40	\$342
Development Services				
Community Improvement Plan Program	300	300	300	\$900
Comprehensive Fees Review	200			\$200
Development Design Guidelines : Employment Urban Design Guidelines		100		\$100
Development Design Guidelines Update and Consolidation		50		\$50
Minor Capital – Development Services	40			\$40
Development Services - Total	\$540	\$450	\$300	\$1,290

PLANNING & DEVELOPMENT SERVICES

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Policy Planning				
Age Friendly Action Plan		75	50	\$125
Bramalea Mobility Hub Master Plan		150	100	\$250
Brampton Natural Areas Inventory	80	80	80	\$240
Central Area Downtown Implementation Master Plan		100	100	\$200
Downtown Etobicoke Creek Revitalization Studies Sustainability Plan	50	50	50	\$150
Downtown Mobility Hub Master Plan	100		200	\$300
Forecast Update for DC By-Law	100			\$100
Gateway Precinct/Mobility Hub Master Plan	150	100	100	\$350
Official Plan Review Studies	250			\$250
Parks and Recreation Plan and Studies	50			\$50
Tableland Acquisition / Land Acquisition	85	80	235	\$400
Policy Planning - Total	\$865	\$635	\$915	\$2,415
Transportation Planning				
Active Transportation Plans and Studies		10		\$10
Transportation Master Plan (TMP)		500	250	\$750
Transportation Planning - Total		\$510	\$250	\$760
Planning & Development Services - Total	\$1,667	\$1,635	\$1,505	\$4,807



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Parks and Forestry	PWE-9
Road Maintenance, Operations and Fleet	PWE-11
Transportation Special Projects	PWE-14
Operating Budget Overview	PWE-16
Capital Budget Overview	PWE-30



Department Overview

Public Works & Engineering designs, constructs, maintains and manages assets of the City of Brampton in support of service delivery to the community.

Business Goals

- Emphasize the importance of Brampton's downtown and Central Area through the timely delivery of engineering and infrastructure initiatives
- Promote Brampton's natural and cultural environmental strategies and proactively address climate change impacts
- Maintain a state of good repair
- Plan, deliver and maintain sustainable parks and open space infrastructure in a comprehensive way to meet the needs of growth
- Manage the benefits of growth to build and maintain a pre-eminent city with vibrant connected and sustainable communities through timely infrastructure delivery

Key Business Outcomes

- Effective communication and engaged stakeholders
- Sustainable, resilient and safe communities
- A vibrant, connected and economically competitive downtown
- Excellence in environmental stewardship

Strategic Plan Links

- Move and Connect
- Good Government
- Smart Growth
- Strong Communities





Business Overview

Delivering road infrastructure projects as part of the City's approved roads capital program.

Maintain an asset inventory for the City's road infrastructure with accurate and relevant data that will inform future capital priorities in alignment with corporate asset management plan.

Divisional Goals

- Continue to deliver capital road infrastructure efficiently and effectively including road widenings, road resurfacing, bridges, transit infrastructure, intersection improvements, sidewalks and other road improvements to accommodate growth within the City and connecting to surrounding municipalities
- Maintain a robust asset management inventory for the City's road systems, bridges, noise walls, sidewalks and gateway features

Key Business Outcomes

- Plan, design and construct capital road and bridge infrastructure projects as approved in the capital budget

Current and Future Situation

Issues

- Delays due to external agency approvals such as the Ministry of Natural Resources and Forestry, conservation authorities, utilities and transportation authorities that are not within our control
- Changes in program by federal and provincial governments such as the GTA West construction, which may change the city priorities for capital projects
- Ensuring key resources are in place to deliver the capital works program
- Planning for increased funding in the future to ensure that aging infrastructure is appropriately maintained as the City reviews its funding priorities

Opportunities

- Leveraging available technology to ensure appropriate monitoring of our existing infrastructure
- Alignment and integration with the new Corporate Asset Management Plan





- Aligning service delivery with other external agencies and municipalities to ensure integrated project delivery with fewer disruptions to residents and businesses

2017 Strategic / Operational Initiatives

- Continue to plan, design and construct capital road infrastructure in accordance with an approved 10 year capital roads program. Potential major project list for 2017:
 - Coordinate the design of the Downtown Infrastructure Replacement (Phase 1) Project with the Region of Peel
 - Humberwest Parkway widening (Exchange to Williams Parkway)
 - Castlemore Road noise wall (Goreway to McVean)
- Review, monitor and rehabilitate existing road infrastructure to maintain approved service levels
- Implement a comprehensive noise wall monitoring and replacement program

2018-2019 Strategic / Operational Initiatives

- Continue to plan, design and construct capital road infrastructure in accordance with an approved 10 year capital roads program. Potential major project list for 2018-2019:
 - Coordinate the delivery of the Downtown Infrastructure Replacement (Phase 1) Project with the Region of Peel
 - Williams Parkway noise wall construction (McLaughlin to North Park)
 - Williams Parkway road widening (McLaughlin to Kennedy and Airport to Spar)
 - Castlemore Road widening (Goreway to McVean)
 - McLaughlin Road widening (Wanless to Mayfield)
 - Chinguacousy Road widening (Wanless to Mayfield)
- Review, monitor and rehabilitate existing road infrastructure to maintain approved service levels



Key Operational Performance Indicators

- Funds committed annually to investment in our existing infrastructure and to new capital projects
- Maintaining a reasonable commitment rate for the unspent capital budget
- Maintain the overall condition index of city roads at minimum of 7.0 and bridges at minimum of 75 until otherwise dictated by the Corporate Asset Management Plan





Business Overview

Development and Environmental Services is responsible for development engineering, transportation engineering, open space delivery and construction of new roads, neighbourhood parks, open space and stormwater management facilities, delivered through the development approval process. As well, the Environmental Services area is responsible for executing the City's Environmental Master Plan and Stormwater Management program (which includes the operation and maintenance of stormwater facilities, establishing stormwater criteria for development and the implementation of sustainable technologies).

Divisional Goals

- Provide comments and approvals of development applications in a thorough and timely manner
- Ensure that engineering, landscaping and transportation standards and specifications are adhered to

- Establish an Environmental Compliance Program that ensures legislative compliance for brownfield developments as well as Spills Action Protocol regarding contamination of city infrastructure

Key Business Outcomes

- Infrastructure in new developments is developed/built to city standards
- City assets are safe reliable and efficient
- Approvals delivered in accordance with our established timelines
- Implement an action plan for the City's Environmental Master Plan created including baselines and targets

Current and Future Situation

- Managing transportation engineering impacts on existing municipal roads related to development applications
- Increased demands to protect the natural environment and to provide accessibility





2017 Strategic / Operational Initiatives

- Compare, benchmark & implement new engineering administrative fee structure
- Continued delivery of an integrated flood protection and sustainability framework for the city's downtown related to the Riverwalk Project.
- Undertake an asset management Stormwater Utility Rate Study

2018-2019 Strategic / Operational Initiatives

- Deliver integrated flood protection and sustainability framework study including the environmental assessment (EA) for the Riverwalk project
- Initiate work program for transportation analysis in advance of the 2019 DC Bylaw Update in conjunction with the 2019 Master Plan Update
- Continue to explore and implement LID design measures in streetscape design and advance the incorporation of environmentally sustainable measures in new developments

Key Operational Performance Indicators

- Maintain response times for completion and circulation of comments on applications as well as public enquiries
- Value of administration fees collected for new developments
- Number of stormwater management pond retrofits and/or sediment removal projects to improve service levels.



Business Overview

To manage parks and open spaces to promote safe and active lifestyles while augmenting the social and environmental advantages of abundant open spaces for Brampton residents.

Divisional Goals

- Continue to support the attraction of world class sporting events through development and maintenance of attractive parks, open spaces and quality outdoor sports facilities
- Winter maintenance plan that works towards ensuring that the public has safe access to recreation centres and park recreational trails

Key Business Outcomes

Corporate Excellence

- Ensure resource capacities and capabilities are aligned to provide excellent customer service through service delivery demand and technology advancements

Economic Development

- Build and maintain parks infrastructure that supports premier sporting events and tourism of destination parks

Current and Future Situation

- *Resources:* Responding to the resource needs (funding, staffing, facilities, equipment) required to facilitate and manage growth as well as the associated contractor governance
- *Weather Events:* Dealing with extreme weather events such as flooding, extreme cold, and ice and snow events

2017 Strategic / Operational Initiatives

- Understanding and reacting to the need for the effective communication of all reinstatement activities and expenses
- Utilize all business system capabilities to respond efficiently and analyze the efficacy of the overall parks plan as well as any associated maintenance regime alterations





2018-2019 Strategic / Operational Initiatives

- Capitalizing on business systems to increase response times and track key performance indicators
- Managing growth and increasing resources to match the rate of growth
- Continuing to adjust sports field maintenance practices to mitigate effects of the provincial pesticide ban

Key Operational Performance Indicators

- Communication process with sports field user groups through Recreation to meet the needs of the individual user groups; updating the website for users groups
- Further development of a winter response plan in consultation with Roads Operations to ensure parking lots and recreational trails receive appropriate levels of maintenance





Business Overview

Roads Maintenance, Operations and Fleet maintains the City's transportation, stormwater and Fleet infrastructure through its Operations Planning, Road Operations, Contracted Services, Traffic Services and Fleet sections to accommodate the safe and efficient movement of all modes of traffic.

Divisional Goals

- Ensure resource capacities and capabilities are aligned to provide excellent customer service through service delivery demand and technology advancements
- Strengthen Brampton's infrastructure delivery and maintenance to promote economic growth through the efficient movement of people and goods
- Manage the benefits of growth to build and maintain a pre-eminent city with vibrant connected and sustainable communities through timely infrastructure delivery.
- Continue to provide and maintain effective and efficient infrastructure networks

Key Business Outcomes

- Delivery of programmed and scheduled work for sidewalk and road maintenance, including the issuance of permits to occupy the city's right-of-way
- First point of contact for fleet, road and sidewalk repairs, coordination of winter maintenance operations, leaf collection and spring/summer road sweeping
- Responsible for municipal parking operations, signing operations, traffic signals, street lighting, traffic operations, and school crossing guards

Current and Future Situation

- Enhance maintenance service levels for the downtown core
- Enhanced co-ordination with Parks Maintenance and Operations for more efficient service delivery
- Leverage and integrate current technology to develop an enhanced Traffic Management Centre and expand on fleet inventory management.



- Implement technology solutions to manage infrastructure, work order and customer services and achieve efficiencies through transforming business processes
- Ensure compliance with legislative and city standards through routine inspections, quality assurance and staff training coordination

2017 Strategic / Operational Initiatives

- Implement service request, work order, infrastructure management and inventory tracking system for traffic outside services to enhance compliance with the province's Regulation 239/02, minimum maintenance standards for municipal highways
- Review and consider improvements to winter operations through enhancements to the winter services contract and winter service level as a result of the outcome from the Winter Maintenance Process Review (2016)
- Develop and implement a geographical positioning system (GPS) / automatic vehicle location (AVL) system for use on

the corporate fleet and support the corporate Talent Learning Management System (TLMS) development and integration to fleet training

- Embark on the implementation of intelligent transportation systems (ITS) throughout the city to enhance corridor traffic management utilizing video monitoring, vehicle detection and wireless broadband network solution

2018-2019 Strategic / Operational Initiatives

- Contribute and provide guidance on the update to the Trail and Pathways Master Plan , Active Transportation Master Plan, Queen Street Transit Master Plan, Downtown Mobility Study, Downtown and Central Area Implementation Master Plan, Hurontario Light Rail Transit (HLRT) Project and their relationship to roads, maintenance and operations
- Development/expansion of operations yards (Williams Parkway, Cadetta Road., Heritage Road) for improved execution of infrastructure maintenance delivery, equipment deployment and service response



- Manage and facilitate residents expectations to transportation infrastructure related concerns through the use of the Neighbourhood Traffic Management Guide, Pedestrian Safety Plan, Alternate Process for the Installation of All Way Stops, Brampton School Traffic Safety Council, Light Emitting Diode Streetlight Refurbishment Program, Traffic Signal Modernization, etc.

Key Operational Performance Indicators

- Establish, track, monitor, adjust and evaluate customer service levels (Incident Management Priority Matrix) citywide and for the downtown
- Assessment of completion timelines for planned and reactive maintenance programs
- Compliance with applicable guidelines, standards, regulations, etc.



Business Overview

Deliver major transportation projects such as rapid transit in Brampton as identified in Metrolinx's Regional Transportation Plan ("The Big Move").

Divisional Goals

- Continue to deliver the implementation phase of the Hurontario Light Rail Transit (LRT) project (Gateway Terminal to Port Credit GO) in cooperation with Metrolinx and Mississauga
- Undertake planning for LRT alternative routes between the Gateway Terminal and the Brampton GO Station

Key Business Outcomes

- Prepare the Hurontario LRT project for implementation including design, tender preparation, and procurement.
- Undertake planning studies for LRT alternative routes from the Gateway Terminal to the Brampton GO Station

Current and Future Situation

Issues

- Tight timelines for completion of the implementation phase of the Hurontario LRT prior to construction in 2018
- Ensuring key resources are in place to deliver the Hurontario LRT project

Opportunities

- Potential for intensification and urban design enhancements along the Hurontario Street corridor

2017 Strategic / Operational Initiatives

- Design and prepare tender documents for procurement of the Hurontario LRT project while protecting Brampton's interests
- Initiate further planning studies for LRT alternative routes from the Gateway Terminal to the Brampton GO Station





2018-2019 Strategic / Operational Initiatives

- Complete the implementation phase and begin the construction phase for the Hurontario LRT project
- Continue with planning studies for LRT alternative routes from the Gateway Terminal to the Brampton GO Station

Key Operational Performance Indicators

- Meeting the project schedule for the Hurontario LRT to start construction in 2018

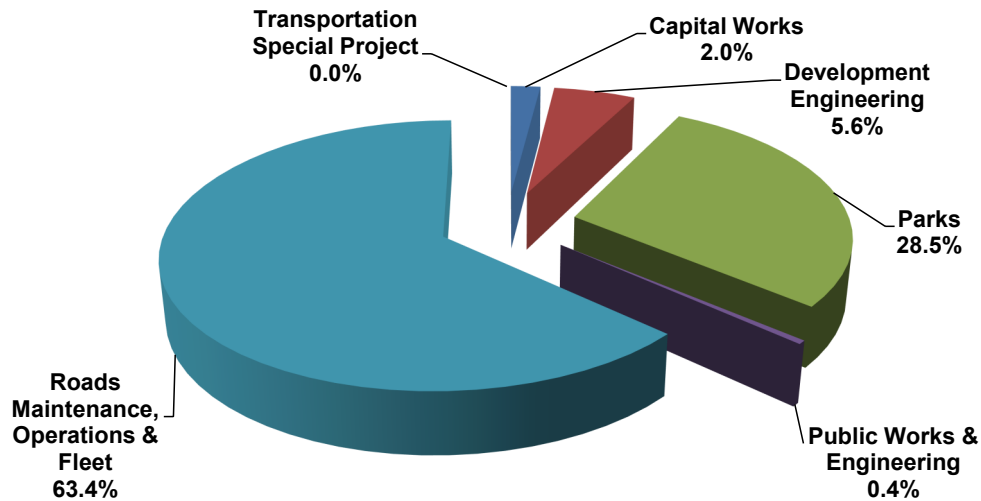
PUBLIC WORKS and ENGINEERING 2017 Operating Budget Overview



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$46,432	\$49,069	\$47,056	\$624	1.3%
Other Expenditures	47,439	46,351	49,960	2,521	5.3%
Total Expenditures	93,871	95,420	97,016	3,145	3.4%
Gross Revenues	(5,317)	(4,197)	(6,069)	(752)	14.1%
Net Expenditures	\$88,554	\$91,223	\$90,947	\$2,393	2.7%

*Forecast year-end actuals based on June 30, 2016 actual results

2017 Total Budget by Division





(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<i><u>DIVISIONAL BREAKDOWN</u></i>				
Capital Works	\$1,516	\$1,829	\$1,791	\$1,792
Development Engineering	5,041	5,066	5,094	5,275
Parks	25,154	25,963	26,573	27,466
Public Works & Engineering	397	407	407	407
Roads Maintenance, Operations & Fleet	56,447	57,682	60,269	62,278
Transportation Special Project	0	0	0	0
Net Expenditures	\$88,554	\$90,947	\$94,134	\$97,218





CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 633	\$ 918	\$ 1,037
Support Staff	23	-	141
Negotiated Wages	192	(12)	(4)
Infrastructure Operation & Maintenance	1,053	1,263	1,379
Winter Control	419	1,018	531
Legislative Changes	74	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 2,393	\$ 3,187	\$ 3,085





Capital Works

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$1,400	\$1,535	\$1,691	\$291	20.8%
Other Expenditures	192	111	294	102	53.1%
Total Expenditures	1,592	1,646	1,985	393	24.7%
Gross Revenues	(76)	(77)	(156)	(80)	105.3%
Net Expenditures	\$1,516	\$1,568	\$1,829	\$313	20.7%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 22	\$ (33)	\$ 1
Negotiated Wages	291	(6)	-
COMBINED OPERATING BUDGET VARIANCE	\$ 313	\$ (38)	\$ 1





Development Engineering

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$5,346	\$6,927	\$5,482	\$136	2.5%
Other Expenditures	300	278	279	(21)	-6.9%
Total Expenditures	5,646	7,205	5,761	115	2.0%
Gross Revenues	(605)	(294)	(695)	(90)	14.9%
Net Expenditures	\$5,041	\$6,911	\$5,066	\$25	0.5%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (111)	\$ 28	\$ 42
Support Staff	23	-	141
Negotiated Wages	113	-	(2)
COMBINED OPERATING BUDGET VARIANCE	\$ 25	\$ 28	\$ 181





Parks

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$16,635	\$17,047	\$17,085	\$450	2.7%
Other Expenditures	8,860	8,781	9,277	417	4.7%
Total Expenditures	25,495	25,829	26,363	867	3.4%
Gross Revenues	(342)	(374)	(400)	(58)	17.0%
Net Expenditures	\$25,154	\$25,454	\$25,963	\$809	3.2%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 121	\$ 15	\$ 44
Negotiated Wages	336	(7)	(2)
Infrastructure Operation & Maintenance	352	601	851
COMBINED OPERATING BUDGET VARIANCE	\$ 809	\$ 610	\$ 893





Public Works & Engineering

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$301	\$1,333	\$311	\$10	3.3%
Other Expenditures	96	351	98	2	2.4%
Total Expenditures	397	1,684	409	12	3.1%
Gross Revenues	(0)	(1)	(2)	(2)	500.0%
Net Expenditures	\$397	\$1,682	\$407	\$11	2.7%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 1	-	-
Negotiated Wages	10	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 11	-	-





Roads Maintenance, Operations & Fleet

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$22,750	\$22,226	\$22,486	(\$263)	-1.2%
Other Expenditures	37,991	36,830	40,012	2,020	5.3%
Total Expenditures	60,741	59,057	62,498	1,757	2.9%
Gross Revenues	(4,294)	(3,450)	(4,816)	(522)	12.2%
Net Expenditures	\$56,447	\$55,606	\$57,682	\$1,235	2.2%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 600	\$ 908	\$ 950
Negotiated Wages	(559)	-	-
Infrastructure Operation & Maintenance	701	661	528
Winter Control	419	1,018	531
Legislative Changes	74	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 1,235	\$ 2,587	\$ 2,009





Transportation Special Project

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**No Budget/ / Variances as all Expenditures
are offset by recoveries,
resulting in NIL balance**



Variance Category Description

BASE OPERATING ADJUSTMENTS & GROWTH

> Compensation Adjustment to reflect actual costs and forecasted actuals	192	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	859	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals	(113)	Operating Adjustments
> Winter Control	419	Winter Control
> Streetlight Hydro	185	Infrastructure Operation & Maintenance
> Traffic Signal Maintenance	28	Infrastructure Operation & Maintenance
> Traffic Sign Materials	5	Infrastructure Operation & Maintenance
> Road Operations Material	11	Infrastructure Operation & Maintenance
> Pavement Marking	18	Infrastructure Operation & Maintenance
> Contracted Services	180	Infrastructure Operation & Maintenance
> Parkland & Streetscape New Growth	156	Infrastructure Operation & Maintenance
> Sports field Lighting Transfer From Energy Management	18	Operating Adjustments
> Recoveries for External Equipment Use	28	Operating Adjustments
> Vehicle/Equipment Repairs and Tires	75	Operating Adjustments
> Vehicle Fuel Cost	(234)	Operating Adjustments
> Crossing Guards (8 P/T)	84	Infrastructure Operation & Maintenance
> Clerk II - Permits (1 Conversion from Contract to F/T)	83	Infrastructure Operation & Maintenance
- Reduction in Labour Budget	(69)	Infrastructure Operation & Maintenance
> Traffic Operations Technologist II (1 F/T)	97	Infrastructure Operation & Maintenance
> Gardener II - Gore Meadows (1 F/T)	78	Infrastructure Operation & Maintenance
> Gardener II (1 F/T) (Net \$34K)	78	Infrastructure Operation & Maintenance
- Reduction in Labour Budget	(44)	Infrastructure Operation & Maintenance
> Traffic Streetlight Tech III (1 F/T)	110	Infrastructure Operation & Maintenance



PUBLIC WORKS and ENGINEERING 2017 Budget Variance from 2016 (\$000s)



Variance Category Description

BASE OPERATING ADJUSTMENTS & GROWTH (Continued)

> Traffic Signal Maintenance Increase (ROP Portion)	311	Infrastructure Operation & Maintenance
- Recovery from ROP	(311)	Infrastructure Operation & Maintenance
> Tactile Strips	74	Legislative Changes
> Street Sweeping - Growth	13	Infrastructure Operation & Maintenance
> Street Sweeping - Service Increase (Contracted Out)	40	Infrastructure Operation & Maintenance
> Utility Restoration Program	110	Infrastructure Operation & Maintenance
- Revenue	(110)	Infrastructure Operation & Maintenance
> Part Time-Students (2 P/T)	23	Support Staff

SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH

2,393

TOTAL, NET EXPENDITURE CHANGE

2,393



Variance Category Description

BASE OPERATING ADJUSTMENTS & GROWTH

> Compensation Adjustment to reflect actual costs and forecasted actuals	(12)	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	904	Operating Adjustments
> Winter Control	1,018	Winter Control
> Streetlight Hydro	208	Infrastructure Operation & Maintenance
> Traffic Signal Maintenance	29	Infrastructure Operation & Maintenance
> Traffic Streetlight Maintenance	61	Infrastructure Operation & Maintenance
> Traffic Sign Materials	4	Infrastructure Operation & Maintenance
> Road/Parks Operations Material	39	Infrastructure Operation & Maintenance
> Pavement Marking	18	Infrastructure Operation & Maintenance
> Contracted Services	176	Infrastructure Operation & Maintenance
> Parkland & Streetscape New Growth	459	Infrastructure Operation & Maintenance
> Street Sweeping	14	Operating Adjustments
> Crossing Guards (8 P/T)	84	Infrastructure Operation & Maintenance
> Traffic Labourer (1 F/T)	72	Infrastructure Operation & Maintenance
> Traffic Truck Driver (1 F/T)	79	Infrastructure Operation & Maintenance
> Gardener II (1 F/T) (Net \$34K)	78	Infrastructure Operation & Maintenance
- Reduction in Labour Budget	(44)	Infrastructure Operation & Maintenance

SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH 3,187

TOTAL, NET EXPENDITURE CHANGE 3,187





Variance Category Description

BASE OPERATING ADJUSTMENTS & GROWTH

> Compensation Adjustment to reflect actual costs and forecasted actuals	(4)	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	1,009	Operating Adjustments
> Winter Control	531	Winter Control
> Streetlight Hydro	230	Infrastructure Operation & Maintenance
> Traffic Signal Maintenance	29	Infrastructure Operation & Maintenance
> Traffic Streetlight Maintenance	60	Infrastructure Operation & Maintenance
> Traffic Sign Materials	6	Infrastructure Operation & Maintenance
> Road Operations Material	11	Infrastructure Operation & Maintenance
> Pavement Marking	19	Infrastructure Operation & Maintenance
> Contracted Services	189	Infrastructure Operation & Maintenance
> Parkland & Streetscape New Growth	621	Infrastructure Operation & Maintenance
> Parks Operations Materials	28	Operating Adjustments
> Street Sweeping - Growth	14	Infrastructure Operation & Maintenance
> Crossing Guards (8 P/T)	86	Infrastructure Operation & Maintenance
> Project Manager, Sustainability (1 F/T)	141	Support Staff
> Gardener II (1 F/T) (Net \$34K)	78	Infrastructure Operation & Maintenance
- Reduction in Labour Budget	(44)	Infrastructure Operation & Maintenance
> Boulevard Mulching	80	Infrastructure Operation & Maintenance

SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH 3,085

TOTAL, NET EXPENDITURE CHANGE 3,085



DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Capital Works	-	-	-	-
Development Engineering	-	-	1	1
Parks	2	1	1	4
Public Works & Engineering	-	-	-	-
Roads Maintenance, Operations & Fleet	3	2	-	5
Transportation Special Project	-	-	-	-
DEPARTMENTAL TOTAL	5	3	2	10

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - "Staff Request Descriptions"





DIVISION (\$000s)	2017	2018	2019	TOTAL
Capital Works	\$ 37,110	\$ 52,788	\$ 44,702	\$ 134,600
Development Engineering	2,317	8,108	3,794	14,219
Parks Maintenance and Forestry	11,077	9,578	18,548	39,203
Public Works & Engineering - Other	45	36	35	116
Road Maintenance, Operations & Fleet	10,021	10,177	12,930	33,128
Transportation Special Projects	1,400	1,650	1,400	4,450
Departmental Total	\$ 61,970	\$ 82,337	\$ 81,409	\$ 225,716

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

PUBLIC WORKS & ENGINEERING

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Public Works & Engineering				
Capital Works				
Capital Works				
Bramalea Road Widening	700			\$700
Bridge Management System Upgrades	150			\$150
Bridge Repairs	5,900	2,000	5,000	\$12,900
Castlemore Road Widening		3,800		\$3,800
Chinguacousy Road Widening			8,000	\$8,000
Downtown Improvements		2,000		\$2,000
Environmental Assessments	500	1,000	1,500	\$3,000
Gateway Feature Repairs			200	\$200
Humberwest Parkway Widening (Airport Road / Williams Pkwy / Castlemore Road)	2,000			\$2,000
Intersection Improvements	600	2,330	1,250	\$4,180
Land Acquisitions	5,000	3,483	6,917	\$15,400
McLaughlin Road Widening		8,000		\$8,000
Minor Capital - Engineering	70	55	125	\$250
New Creditview Road/CN Grade Separation	3,000			\$3,000
Pre-Engineering	750	750	750	\$2,250
Project Design	3,200	1,000	1,500	\$5,700
Road Infrastructure Miscellaneous	250	250		\$500



PUBLIC WORKS & ENGINEERING

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Road Network Survey		360	360	\$720
Road Resurfacing Program	12,540	13,220	15,500	\$41,260
Sidewalks	500	540	600	\$1,640
Utility Relocation	1,950	1,500	3,000	\$6,450
Williams Parkway		12,500		\$12,500
Capital Works - Total	\$37,110	\$52,788	\$44,702	\$134,600
Capital Works - Total	\$37,110	\$52,788	\$44,702	\$134,600
Development Engineering				
Climate Change Strategy		200		\$200
East-West Spine Rd		4,689		\$4,689
Minor Capital - Development Engineering	17	19	19	\$55
Neighbourhood Parks	75	75	75	\$225
Storm Water Management - Restoration	2,000	2,000	2,500	\$6,500
Storm Water Management Study	200	200	200	\$600
Valleyland Development	25	925	1,000	\$1,950
Development Engineering - Total	\$2,317	\$8,108	\$3,794	\$14,219

PUBLIC WORKS & ENGINEERING

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Parks Maintenance and Forestry				
Parks-New Development				
Norton Park Development		625		\$625
Pathways Implementation Program			250	\$250
Parks-New Development - Total		\$625	\$250	\$875
Parks-Outdoor Assets				
Canada 150	1,100			\$1,100
Emerald Ash Borer	2,703	3,703	3,703	\$10,109
Minor Capital	25	25	25	\$75
Outdoor Assets	3,590	1,985	7,720	\$13,295
Planning & Infrastructure – Outdoor Asset Replacement	3,659	3,240	6,850	\$13,749
Parks-Outdoor Assets - Total	\$11,077	\$8,953	\$18,298	\$38,328
Parks Maintenance and Forestry - Total	\$11,077	\$9,578	\$18,548	\$39,203
Public Works & Engineering - Other				
Hardware			35	\$35
Minor Capital - Business Services - PIS	45	36		\$81
Public Works & Engineering - Other - Total	\$45	\$36	\$35	\$116

PUBLIC WORKS & ENGINEERING

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Road Maintenance, Operations & Fleet				
Fleet				
Facility Refurbishment	25	25	25	\$75
New Equipment	451	680	165	\$1,296
Replacement Equipment	2,385	4,520	4,650	\$11,555
Special Tools	35	35	35	\$105
Fleet - Total	\$2,896	\$5,260	\$4,875	\$13,031
Roads				
Asset Management System	500	665		\$1,165
Minor Capital – Operations	10	10	10	\$30
New Works Yards	600			\$600
Roads - Total	\$1,110	\$675	\$10	\$1,795

PUBLIC WORKS & ENGINEERING

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Traffic Engineering Services				
Electronic Speed Advisory Signs	125			\$125
Minor Capital - Traffic	30	10		\$40
Streetlighting	1,560	1,632	1,795	\$4,987
Streetlighting LED Retrofit	3,200	1,000	5,000	\$9,200
Traffic Calming Measures		250		\$250
Traffic Controller Upgrades			150	\$150
Traffic Management Centre Enhancements		250		\$250
Traffic Signal Modernization Program	600	600	600	\$1,800
Traffic Signalization	400	400	400	\$1,200
Traffic System Detectors	100	100	100	\$300
Traffic Engineering Services - Total	\$6,015	\$4,242	\$8,045	\$18,302
Road Maintenance, Operations & Fleet - Total	\$10,021	\$10,177	\$12,930	\$33,128
Transportation Special Projects				
Hurontario Light Rail Transit	1,400	1,650	1,400	\$4,450
Transportation Special Projects - Total	\$1,400	\$1,650	\$1,400	\$4,450
Public Works & Engineering - Total	\$61,970	\$82,337	\$81,409	\$225,716



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2017	2018	2019 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Traffic Signalization	\$400		\$22		\$22		
New Works Yards	16,440			38	38		
New Equipment	451	43			43		
Replacement Equipment	2,385			381	381		
Humberwest Parkway Widening	2,000		15		15		
Neighbourhood Parks	75	234			234		
Asset Management System	500			653	653		
Planning & Infrastructure - Outdoor Asset Replace	3,659			77	77		
Bramalea Road Widening	700	14			14		
Public Works & Engineering Total	\$26,610	\$291	\$37	\$1,149	\$1,477	\$7	0.3%

*Based on 2017 Average Residential Home Assessment of \$443,000





Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2018	2019	2020 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Traffic Signalization	\$400		\$22		\$22		
New Equipment	400		54		54		
Replacement Equipment	4,520			510	510		
East-West Spine Rd	4,689			68	68		
Neighbourhood Parks	75	567			567		
Climate Change Strategy	200		142		142		
Downtown Improvements	2,000			132	132		
Streetlighting LED Retrofit	1,000			66	66		
Public Works & Engineering Total	\$13,284	\$567	\$218	\$776	\$1,561	\$7	0.3%

*Based on 2017 Average Residential Home Assessment of \$443,000





Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2019	2020	2021 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Traffic Signalization	\$400		\$14		\$14		
New Equipment	165	10			10		
Replacement Equipment	4,650			525	525		
Neighbourhood Parks	75	737			737		
Pathways Implementation Program	250	83			83		
Planning & Infrastructure – Outdoor Asset Replacement	6,850			99	99		
Streetlighting LED Retrofit	5,000			330	330		
Streetlighting	1,795			119	119		
Public Works & Engineering Total	\$19,185	\$831	\$14	\$1,073	\$1,918	\$8	0.4%

*Based on 2017 Average Residential Home Assessment of \$443,000



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Brampton Transit



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Business Overview

- Brampton Transit operates a fleet of 407 buses on 50 routes and carried over 21 million passengers in 2015.
- There are 1,128 employees working in five divisions within the transit structure.
- Transit Operations is the largest group whose employees operate the buses and monitor service disruptions to ensure on time delivery of transit service.
- The Maintenance section maintains and services our fleet as well as all of our two facilities, terminals, shelters and bus stops.
- Administrative Services provides support service to Operations, provides customer service to customers at all of our terminals as well as at the front counter at both transit facilities. In addition Administrative Services manages all revenues for the department.
- Business Strategies includes the following functional areas: planning and scheduling, business systems, customer service, project management and the Züm project office.

- The Marketing section provides marketing and external communication to our customers promoting our service changes and sources of transit information to ensure good customer service and promotion of new riders.

Business Goals

- To develop a safe and efficient transit system that supports public transit ridership
- Increase number of service hours in order to manage growth and service demands resulting in increased transit ridership
- To improve bus rapid transit service and new technologies allowing for improvement in the reliability, quality and better connectivity within and beyond Brampton's boundaries by attracting new transit users

Key Business Outcomes

- To provide safe, reliable and efficient transit service for the City of Brampton while ensuring quality customer service



Strategic Plan Link

- Move and Connect
 - Increase local transit methods to help people access places, goods and services
 - Build on the strength of existing local and regional networks to expand opportunities for development

Current and Future Situation

- Managing issues/pressures associated with rapid growth and meeting demands for higher service levels
- Strengthen service hours and increase in modal split will help manage growth pressures resulting in alleviating traffic congestion

2017 Strategic / Operational Initiatives

- Enhance Züm services on all four corridors to meet increasing demand and provide a direct link to the TTC subway extension at the Vaughan Metropolitan Centre

- Increase service hours on conventional transit routes to manage growth and service demands as detailed in the Council approved Transit Business Plan
- Launch a Passenger Charter to increase our commitment to quality customer service
- Complete the Queen Street Transit Master Plan Study
- Commence the expansion of the Sandalwood Transit Facility maintenance garage
- Expand Automated Vehicle Monitoring system fleet wide to help mitigate rising maintenance costs and increase service reliability
- Promote the benefits of public transit to attract new transit users
- Commence engineering, construction and service planning for the extension of Züm Bovaird along Airport Road
- Design and construct infrastructure and accessibility improvements related to PTIF funding





2018-2019 Strategic / Operational Initiatives

- Continue to enhance Züm services on all four corridors to meet increasing demand
- Increase service hours on conventional transit routes to manage growth and service demand as detailed in the Council approved Transit Business Plan
- Complete the expansion of the Sandalwood Transit Facility maintenance garage
- Implement the extension of Züm Bovaird along Airport Road
- Complete construction of infrastructure and accessibility improvements related to PTIF funding

Key Operational Performance Indicators

- Revenue to cost ratio
- On time performance: percentage of service delivered on time
- Ridership growth/increase in modal split
- Number of complaints per 10,000 platform hours
- Number of preventable collisions per 1 million kilometers traveled



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$101,369	\$101,275	\$106,894	\$5,525	5.5%
Other Expenditures	30,309	27,727	29,958	(351)	-1.2%
Total Expenditures	131,678	129,002	136,851	5,173	3.9%
Gross Revenues	(70,761)	(68,873)	(73,651)	(2,891)	4.1%
Net Expenditures	\$60,917	\$60,129	\$63,200	\$2,283	3.7%

*Forecast year-end actuals based on June 30, 2016 actual results





(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DIVISIONAL BREAKDOWN</u>				
Transit	\$60,917	\$63,200	\$66,145	\$68,010
Net Expenditures	\$60,917	\$63,200	\$66,145	\$68,010

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (1,175)	\$ 700	\$ 700
New Facilities & Services	2,323	2,618	2,015
Support Staff	-	107	-
Negotiated Wages	2,124	1,600	800
Revenue Increases	(990)	(2,080)	(1,650)
COMBINED OPERATING BUDGET VARIANCE	\$ 2,283	\$ 2,945	\$ 1,865



BRAMPTON TRANSIT 2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	2,124	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	(1,175)	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals		
- Transit Fare Increase	(490)	Revenue Increases
- Provincial Gas Tax	(500)	Revenue Increases
> Conventional Growth Service Increase (4 Buses, 12,000 Service Hours - net \$676K impact)		
- Operators (9 F/T)	895	New Facilities & Services
- Mechanics (1 F/T)	124	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	117	New Facilities & Services
- Vehicle Repairs and Maintenance	73	New Facilities & Services
- Vehicle Tires	8	New Facilities & Services
- Licenses	4	New Facilities & Services
- Lubricants	4	New Facilities & Services
- Presto Maintenance Costs	4	New Facilities & Services
- Revenue Recovery (45%)	(553)	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	635	



BRAMPTON TRANSIT

2017 Budget Variance from 2016 (\$000s)



NEW OR ENHANCED SERVICES	Variance	Category Description
> Züm Service Increase (6 BRT Buses, 18,000 Service Hours - net \$1,249K impact)		
- Operators (14 F/T)	1,392	New Facilities & Services
- Mechanics (2 F/T)	248	New Facilities & Services
- General Service Person (1 F/T)	86	New Facilities & Services
- Planning Coordinator (1 F/T)	107	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	176	New Facilities & Services
- Vehicle Repairs & Maintenance	218	New Facilities & Services
- Vehicle Tires	23	New Facilities & Services
- Licenses	9	New Facilities & Services
- Lubricants	6	New Facilities & Services
- Presto Maintenance Costs	6	New Facilities & Services
- Revenue Recovery (45%)	(1,022)	New Facilities & Services
> Züm Support Service Increase (2 Growth Buses, 6,000 Service Hours - net \$399K impact)		
- Operators (5 F/T)	497	New Facilities & Services
- Mechanics (1 F/T)	124	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	59	New Facilities & Services
- Vehicle Repairs and Maintenance	36	New Facilities & Services
- Vehicle Tires	4	New Facilities & Services
- Licenses	2	New Facilities & Services
- Lubricants	2	New Facilities & Services
- Presto Maintenance Costs	2	New Facilities & Services
- Revenue Recovery (45%)	(327)	New Facilities & Services

TOTAL NEW OR ENHANCED SERVICES

1,648

TOTAL, NET EXPENDITURE CHANGE

2,283



BRAMPTON TRANSIT

2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	1,600	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	200	Operating Adjustments
> Revenue adjustments (volume driven) - Rec & Culture		
- Transit Fare Increase	(1,580)	Revenue Increases
- Provincial Gas Tax	(500)	Revenue Increases
> Conventional Growth Service Increase (4 Buses, 12,000 Service Hours - net \$751K impact)		
- Operators (9 F/T)	913	New Facilities & Services
- Mechanics (1 F/T)	126	New Facilities & Services
- Transit Coordinator (1 F/T)	118	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	117	New Facilities & Services
- Vehicle Repairs and Maintenance	73	New Facilities & Services
- Vehicle Tires	8	New Facilities & Services
- Licenses	4	New Facilities & Services
- Lubricants	4	New Facilities & Services
- Presto Maintenance Costs	4	New Facilities & Services
- Revenue Recovery (45%)	(615)	New Facilities & Services
> Business Systems Analyst (1 F/T)	107	Support Staff
> Vehicle Repairs and Maintenance	500	Operating Adjustments
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,078	



BRAMPTON TRANSIT

2018 Budget Variance from 2017 (\$000s)



NEW OR ENHANCED SERVICES

> Züm Service Increase (3 BRT Buses, 9,000 Service Hours - net \$691K impact)

- Operators (7 F/T)
- Mechanics (1 F/T)
- General Service Person (1 F/T)
- Transit Coordinator (1 F/T)
- Vehicle Fuel (\$0.80/L)
- Vehicle Repairs & Maintenance
- Vehicle Tires
- Licenses
- Lubricants
- Presto Maintenance Costs
- Revenue Recovery (45%)

Variance	Category Description
710	New Facilities & Services
126	New Facilities & Services
79	New Facilities & Services
118	New Facilities & Services
88	New Facilities & Services
109	New Facilities & Services
11	New Facilities & Services
8	New Facilities & Services
3	New Facilities & Services
5	New Facilities & Services
(565)	New Facilities & Services

> Züm Airport Service (10,000 Service Hours - net \$670K impact)

- Operators (7 F/T)
- Mechanics (2 F/T)
- Vehicle Fuel (\$0.80/L)
- Vehicle Repairs & Maintenance
- Vehicle Tires
- Licenses
- Lubricants
- Presto Maintenance Costs
- Revenue Recovery (45%)

Variance	Category Description
710	New Facilities & Services
253	New Facilities & Services
98	New Facilities & Services
121	New Facilities & Services
13	New Facilities & Services
12	New Facilities & Services
3	New Facilities & Services
8	New Facilities & Services
(548)	New Facilities & Services



BRAMPTON TRANSIT

2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
NEW OR ENHANCED SERVICES (continued)		
> Züm Support Service Increase (2 Growth Buses, 6,000 Service Hours - net \$406K impact)		
- Operators (5 F/T)	507	New Facilities & Services
- Mechanics (1 F/T)	126	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	59	New Facilities & Services
- Vehicle Repairs and Maintenance	36	New Facilities & Services
- Vehicle Tires	4	New Facilities & Services
- Licenses	2	New Facilities & Services
- Lubricants	2	New Facilities & Services
- Presto Maintenance Costs	2	New Facilities & Services
- Revenue Recovery (45%)	(332)	New Facilities & Services
> Sandalwood Maintenance Garage Expansion (\$100K Impact)		
- Hydro	63	New Facilities & Services
- Heating Fuel	37	New Facilities & Services
TOTAL NEW OR ENHANCED SERVICES	1,867	
TOTAL, NET EXPENDITURE CHANGE	2,945	



BRAMPTON TRANSIT

2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation adjustments to reflect actual costs and forecasted actuals	800	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	200	Operating Adjustments
> Revenue adjustments (volume driven) - Rec & Culture		
- Transit Fare Increase	(1,150)	Revenue Increases
- Provincial Gas Tax	(500)	Revenue Increases
> Conventional Growth Service Increase (5 Buses, 15,000 Service Hours - net \$905K impact)		
- Operators (11 F/T)	1,138	New Facilities & Services
- Mechanics (1 F/T)	129	New Facilities & Services
- Transit Coordinator (1 F/T)	118	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	146	New Facilities & Services
- Vehicle Repairs and Maintenance	91	New Facilities & Services
- Vehicle Tires	9	New Facilities & Services
- Licenses	5	New Facilities & Services
- Lubricants	5	New Facilities & Services
- Presto Maintenance Costs	5	New Facilities & Services
- Revenue Recovery (45%)	(741)	New Facilities & Services
> Vehicle Repairs and Maintenance	500	Operating Adjustments
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	755	



BRAMPTON TRANSIT

2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
NEW OR ENHANCED SERVICES		
> Züm Service Increase (3 BRT Buses, 9,000 Service Hours - net \$697K impact)		
- Operators (7 F/T)	724	New Facilities & Services
- Mechanics (1 F/T)	129	New Facilities & Services
- General Service Person (1 F/T)	79	New Facilities & Services
- Transit Coordinator (1 F/T)	118	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	88	New Facilities & Services
- Vehicle Repairs & Maintenance	109	New Facilities & Services
- Vehicle Tires	11	New Facilities & Services
- Licenses	5	New Facilities & Services
- Lubricants	3	New Facilities & Services
- Presto Maintenance Costs	3	New Facilities & Services
- Revenue Recovery (45%)	(571)	New Facilities & Services
> Züm Support Service Increase (2 Growth Buses, 6,000 Service Hours - net \$413K)		
- Operators (5 F/T)	517	New Facilities & Services
- Mechanics (1 F/T)	129	New Facilities & Services
- Vehicle Fuel (\$0.80/L)	59	New Facilities & Services
- Vehicle Repairs and Maintenance	36	New Facilities & Services
- Vehicle Tires	4	New Facilities & Services
- Licenses	2	New Facilities & Services
- Lubricants	2	New Facilities & Services
- Presto Maintenance Costs	2	New Facilities & Services
- Revenue Recovery (45%)	(338)	New Facilities & Services
TOTAL NEW OR ENHANCED SERVICES	1,110	
TOTAL, NET EXPENDITURE CHANGE	1,865	



DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Transit	34	37	29	100
DEPARTMENTAL TOTAL	34	37	29	100

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - "Staff Request Descriptions"





DIVISION (\$000s)	2017	2018	2019	TOTAL
Transit	\$ 71,421	\$ 18,298	\$ 25,748	\$ 115,467
Departmental Total	\$ 71,421	\$ 18,298	\$ 25,748	\$ 115,467

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

TRANSIT

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Transit				
Transit				
Bus Purchases	21,390	14,415	22,875	\$58,680
Bus Refurbishments	960	3,260	2,250	\$6,470
Bus Shelters/Pads/Stops		416	416	\$832
Bus Storage & Repair Facility	24,900			\$24,900
Existing Facility Refurbishment	85			\$85
Minor Capital – Transit	207	207	207	\$621
Smart Bus	(1,000)			\$(1,000)
Transit Amenity Program	2,000			\$2,000
Transit IT Initiatives	(600)			\$(600)
Vehicle Maintenance System Pilot	2,522			\$2,522
Zum Service Expansion	20,957			\$20,957
Transit - Total	\$71,421	\$18,298	\$25,748	\$115,467
Transit - Total	\$71,421	\$18,298	\$25,748	\$115,467



Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2017	2018	2019 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Bus Purchases	\$21,390		\$1,158	\$1,408	\$2,566		
Vehicle Maintenance System Pilot	2,522		107		107		
Zum Service Expansion	20,957		670	338	1,008		
Bus Storage & Repair Facility	24,900		100		100		
Transit Total	\$69,769		\$2,035	\$1,746	\$3,781	\$19	0.9%

*Based on 2017 Average Residential Home Assessment of \$443,000





Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2018	2019	2020 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Bus Purchases	\$14,415		\$1,318	\$1,823	\$3,141		
Transit Total	\$14,415		\$1,318	\$1,823	\$3,141	\$15	0.7%

*Based on 2017 Average Residential Home Assessment of \$443,000





Project Description	Capital Budget (\$000s)	Operating Impact (\$000s)				Average Household Impact *	
		2019	2020	2021 & Beyond	Grand Total	Tax Bill (\$)	Property Tax %
Bus Purchases	\$22,875		\$1,864	\$2,652	\$4,516		
Bus Refurbishments	2,250			262	262		
Transit Total	\$25,125		\$1,864	\$2,914	\$4,778	\$21	1.0%

*Based on 2017 Average Residential Home Assessment of \$443,000



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Office of the CAO



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Department Overview:

The Office of the Chief Administrative Officer (CAO) provides management and administrative leadership to build a future ready Brampton.

Business Goals

To provide inspiring and strategic leadership, supporting opportunities to increase speed, agility and responsiveness:

- Provide strategic direction and leadership to the corporation
- Foster a positive and engaged corporate culture
- Oversee the implementation of the 2015-2018 Strategic Plan
- Represent the City to other levels of government and other external agencies
- Promote solid financial practices and results

Key Business Outcomes

- Leadership that empowers staff, builds public trust, and earns Council's confidence
- Citizens have pride in our programs, services and processes
- Increased ability for the City to compete globally by seamlessly facilitating investment, innovation and customer service
- Strong, reliable external and intergovernmental relations

Strategic Plan Link:

Good Government – Credible leadership delivers trusted services to make a positive difference for citizens



Business Overview

The Council and Administrative Services' mandate is to provide front-line public and corporate support services in the following key areas:

- Legislative services to City Council and its committees
- Management and administration of corporate information and records
- Administrative services including stationary and lottery licensing, vital statistics, Provincial Offences Court, Municipal Freedom of Information and Protection of Privacy Act and accessibility
- Execution of municipal elections
- Administrative support to Council

Divisional Goals

- Facilitate accountability, transparency and inclusivity in government decisions and operations
- Support quality corporate service delivery through an effective corporate information management program

- Improve program delivery through customer service and proactive communication and disclosure initiatives, reflective of the City's diversity, to raise public awareness and access to services, and educate and empower internal stakeholders

Key Business Outcomes

- Accurate, clear, and legal Council decisions that are documented, secured and available to the public
- Secure, accessible and well-managed corporate records' system
- Efficient and effective administration of municipal court operation in accordance with prevailing law/policy
- Properly licensed businesses
- Marriage licenses issued, and deaths registered, in keeping with provincial requirements
- Quality administrative support to the Council Office





Current and Future Situation

- Consumer demand (internal and external) for alternative service delivery channels for programs and services
- Change management/end-user acceptance for new program and service initiatives
- Doing more with the same resource capacity
- Improved accountability, transparency and privacy regimes
- Technology solutions to improve operational effectiveness and efficiency
- New business opportunities to deliver public services

2017 Strategic / Operational Initiatives

- Brampton Records and Information Management System (BRIMS) solution implementation
- 2018 election strategy development, technology procurement and election program execution
- Complete and implement business process review for all lines of business
- Expand civil marriage ceremonies' program

2018-2019 Strategic / Operational Initiatives

- Execute 2018 municipal election project
- Conduct risk assessments and/or privacy impact assessments on new programs and technologies
- Identify and implement technology for remote interpretation services in courtrooms
- Identification and resolution of permanent facility for elections and information archives
- Transition to new 2018-2022 Council term

Key Operational Performance Indicators

- Freedom of Information (FOI) requests processed within prescribed timelines
- Eligible businesses licensed (%) and business license appeals
- Meeting agenda updates and meeting minutes availability
- Brampton Records and Information Management System (BRIMS) compliance and accuracy rate





Business Overview

The Human Resources Division coordinates services and programs that support the overall health of the organization and its employees. Human Resources is comprised of the following business units:

- Client Services
- Compensation and Benefits
- Health, Safety and Wellness
- HR Strategic Services
- Labour Relations
- Talent Management
- Talent Acquisition

Divisional Goals

- Build strategic partnerships with client groups
- Deliver value added service to operating departments

Key Business Outcome

- Equitable and transparent application of Human Resource policies and procedures

- Delivery of value added services and support to operating departments
- Attraction and retention of the best and brightest to populate all levels of the Corporation's workforce
- Development of a healthy organization and corporate culture

Current and Future Situation

- Ensuring the Corporation's programs and practices attract and retain a high quality, diverse and inclusive workforce
- Changing employee demographics
- Ongoing compliance with employment legislation
- Managing and negotiating multiple collective agreements
- Applying technology to enhance HR programs and services
- Responding to the changing needs of internal client groups to assist in the achievement of operational goals





2017 Strategic / Operational Initiatives

- Leadership development of all people managers
- Begin implementation of the new talent and learning management system
- Begin implementation of the mental health strategy
- Implement new job evaluation process
- Enhance programs and opportunities provided by the leadership institute

2018-2019 Strategic / Operational Initiatives

- Implement new talent and learning management system functionality
- Continue implementation of mental health strategy

- Continue implementation of initiatives identified in the job evaluation process review
- Align HR programs and policies with the desired corporate values and culture

Key Operational Performance Indicators

- Utilization, participation and/or satisfaction rates in HR programs and services
- Number of occupational and non-occupational incidents
- Annual gross corporate staff turnover rate
- Grievance rates
- Attendance management metrics



Business Overview

Internal Audit is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the City. It assists the City in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the City's governance, risk management and internal control.

Divisional Goals

- Perform engagements using a risk-based approach that identify opportunities for efficiencies, process improvements, automation, cost savings, increased revenue, increased capacity; as well as ensuring compliance to applicable policies, procedures, regulations and/or by-laws. Engagements will be performed efficiently and effectively while achieving overall client satisfaction
- Assist / partner /collaborate with other City departments / divisions in achieving the City's strategic goals
- The City's Internal Audit Division will become an established leader in internal audit

Key Business Outcomes

- Provide objective and independent assessments on the effectiveness and efficiency of controls and processes
- Provide valuable and practical recommendations to assist management to improve processes and procedures
- Provide objective and independent consulting services to management and staff on current and future initiatives

Current and Future Situation

- Reinvigorate the Internal Audit function – remove the perception of Internal Audit as a “policing” function. Internal Audit needs to revive itself as a value-added service provider to the organization, collaborating with management and providing advice and recommendations that help to grow and improve their respective operations
- Continuously train internal auditors to think outside of the box – auditors need to engage themselves in the City's operations to demonstrate understanding of the business in order to identify opportunities for improvements



- Support and empower existing Internal Audit staff to perform to the best of their abilities and ensure the team maintains constant communication regarding past and current audit issues and knowledge
- Secondment of City staff to Internal Audit Division – provide one or two-year secondment opportunities for city staff across other divisions to join Internal Audit as an auditor.
 - The goal is that after the secondment, the staff will be able to bring knowledge and perspective of audits back to their origin division for knowledge-sharing and implementation of process improvements

2017 Strategic / Operational Initiatives

- Completion of various reviews of internal audit that will provide a road map to transform the division into a leader and innovator in the field of Internal Audit, providing value-added services, encouraging more collaboration with all departments, and leveraging the Corporate Performance and Innovation team

- Continue to emphasize management of the various services that Internal Audit could offer, including consulting advice and special review engagements
- Increase Internal Audit staff's skillsets (breadth and depth of audit methodology): this could be achieved by one-on-one coaching and external courses / training

2018-2019 Strategic / Operational Initiatives

- Ensure collaboration and continuous communication with other City shared services to allow for knowledge sharing and mutual understanding of services available
- Internal audit partners with management on the City's strategic initiatives
- Introduce the Internal Audit secondment position(s) to city staff, and expand knowledge of available audit services



Key Operational Performance Indicators

- Number of requests from management outside of the annual audit work plan (i.e. consulting services, special review engagements, etc.)
- Feedback received from management upon completion of all audit and non-audit engagements
- Number of assignments completed in the year in comparison to the audit plan
- Number of management action plan items that have been successfully implemented as a result of audit recommendations



Business Overview

This new division works collaboratively with all departments to develop and facilitate new and innovative service delivery models and solutions focused on customer-oriented outcomes. Accountabilities include modernizing the City's policies and practices, benchmarking and implementing service improvements based on best-in-class organizations in the public and private sectors.

Divisional Goals

- Lead and deliver the city's Customer Service Strategy and Corporate Performance Measurement initiatives
- Simplify city service access by providing innovative, convenient, easy-to-use options, backed by efficient service delivery models and solutions
- Foster a customer-oriented culture that provides an effective, consistent service experience

Key Business Outcome

- Increased citizen access, awareness and satisfaction with city programs and services
- Valued service partnerships and customer-oriented outcomes for city departments

Current and Future Situation

- Increasing customer expectations for convenient, easy-to-use service options
- Global consumer availability of emerging service technologies
- City performance reporting to the community for transparency, accountability and informed decision-making



2017 Strategic / Operational Initiatives

- Continue to phase-in integrated service enhancements through 311, online, at City Hall and other facilities
- Implement a sustainable business/organizational model for the division to sustain current, growing and evolving citizen service and corporate reporting needs
- Expand the city's Customer Service Excellence training and quality assurance programs

2018-2019 Strategic / Operational Initiatives

- Implement meaningful Corporate Performance Measurement Dashboard reporting
- Modernize corporate policies to increase employee productivity and enable customer-oriented citizen service outcomes

Key Operational Performance Indicators

- Citizen utilization of and satisfaction with enhanced city programs and services
- City employee participation in and satisfaction with Customer Service Excellence training programs
- City departments' satisfaction with new Service Innovation and Corporate Performance Division





Business Overview

Strategic Communications is a division of the Office of the Chief Administrative Officer.

The Division's mandate is to build and enhance City's corporate reputation and brand identity with residents, businesses, employees and external audiences and to support the City in achieving its corporate priorities and initiatives. Through effective communications and engagement, Strategic Communications helps shape and communicate Brampton's reputation as a leading Canadian municipality and generate civic pride among residents, businesses and community groups.

Working together with its departmental partners across the organization, Strategic Communications ensures that communications, marketing and media initiatives are aligned with strategic priorities, and resonate with target audiences.

Within Strategic Communications all employees – whether communication advisory services, graphic design and

production, media services, or community engagement – work collaboratively to ensure that client projects and campaigns are completed on time, on budget and on strategy, and positively promote the City and its many services and programs.

Divisional Goals

- Work collaboratively with internal clients and leadership team to build communications and engagement strategies that clearly communicate city programs, services and activities in a way that generate civic pride and excitement in Brampton
- Work toward a positive narrative for the City of Brampton among residents, businesses and external audiences that support investment, innovation and talent recruitment and retention in Brampton
- Support corporate efforts to increase employee engagement through innovative and inclusive internal communication tools and strategies



Key Business Outcomes

- Communication on city programs, services and activities are timely, effective and relevant within the context of Brampton's residents, businesses and community organizations.
- Engagement strategies balance opportunities for residents and community groups to have their say in municipal decision making while providing representative data that can meaningfully inform policy and service delivery decisions at the City.
- Communications, design and production strategies present a positive, cohesive and integrated image for the City of Brampton.

Current and Future Situation

- Brampton is a growing municipality with a young, multicultural population and strong interest groups. Communications and engagement approaches need to be continually revisited to ensure the City is reaching out to, and engaging in two-way communication with, as many Bramptonians as possible.

- Success of transformation initiatives toward a “future ready” Brampton may require new or revised strategies to manage the City's image
- Review of communications channels and initiatives across the corporation expected to result in greater alignment of city messages
- Increasing focus on employee engagement across the corporation and need for new/revised tools and resources for employee communications
- Strategic priorities of Council continue to shape focus of communications and engagement

2017 Strategic / Operational Initiatives

- Identify proactive and strategic opportunities that integrate city initiatives to build overall positive narrative for the City of Brampton under the “future ready” campaign, leveraging existing and new media relationships
- Implement an evidence-based multi-year community engagement plan that balances opportunities for residents to participate in municipal processes while providing integrated, representative data to inform policy and service delivery decisions





- Working with internal partners, support the development of a people strategy for the corporation; recommend and execute effective employee communications that coincide with these efforts and facilitate higher levels of engagement
- Review Strategic Communications business-delivery model to align with corporate transformation initiatives
- Manage design and production for Council approved initiatives, such as CN Rail bridge banner contract renewal and contract with Brampton Beast
- Monitor and evaluate effectiveness of current corporate branding against corporate objectives
- Continue to support strategic initiatives as identified by Council and the Corporate Leadership Team

2018-2019 Strategic / Operational Initiatives

- Support communications and engagement requirements associated with the 2018 municipal election
- Monitor success of multi-year community engagement plan and recommend opportunities for continuous improvement

- Based on completion of People Strategy, build an employee communications program that supports the Strategy and contributes to higher levels of employee engagement
- Continue to support strategic initiatives as identified by Council and the Corporate Leadership Team

Key Operational Performance Indicators

- Social media – followers added, engagement rates, reach
- Media coverage – # outlets, # of stories, accuracy of message
- Value of earned media – print, broadcast
- Annual newsletter readership surveys
- Quantitative and qualitative measures on effectiveness of stakeholder communication
- Internal client satisfaction

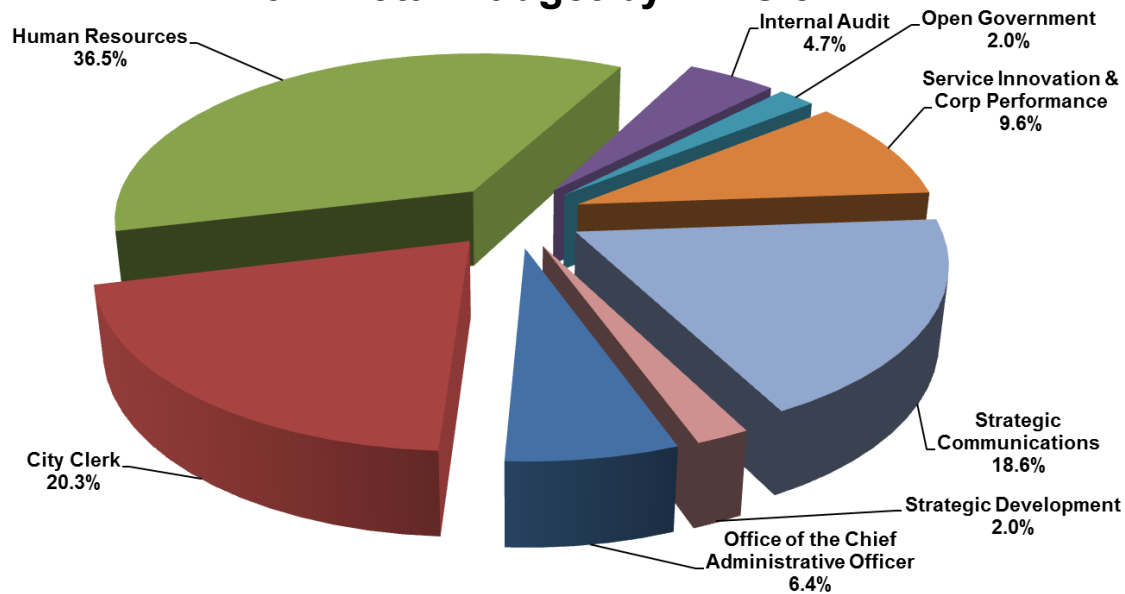
CHIEF ADMINISTRATIVE OFFICER 2017 Operating Budget Overview



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$17,907	\$16,644	\$17,759	(\$148)	-0.8%
Other Expenditures	7,067	7,049	8,898	1,832	25.9%
Total Expenditures	24,974	23,693	26,658	1,684	6.7%
Gross Revenues	(3,241)	(4,325)	(3,653)	(412)	12.7%
Net Expenditures	\$21,733	\$19,368	\$23,004	\$1,272	5.9%

*Forecast year-end actuals based on June 30, 2016 actual results

2017 Total Budget by Division





(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DIVISIONAL BREAKDOWN</u>				
Office of the Chief Administration Officer	\$1,474	\$1,465	\$1,472	\$1,480
City Clerk	4,501	4,680	4,639	4,648
Human Resources	7,341	8,386	8,530	8,585
Internal Audit	1,116	1,077	1,086	1,095
Open Government	740	455	410	455
Service Innovation&Corp Perfor	2,195	2,201	2,212	2,239
Strategic Communications	3,921	4,284	4,301	4,558
Strategic Development	444	458	458	458
Net Expenditures	\$21,733	\$23,004	\$23,107	\$23,517





CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (12)	\$ (36)	\$ 71
New Facilities & Services	1,000	90	234
Support Staff	196	-	-
Negotiated Wages	3	99	105
Infrastructure Operation & Maintenance	150	-	-
Revenue Increases	(65)	(50)	-
COMBINED OPERATING BUDGET VARIANCE	\$ 1,272	\$ 103	\$ 410





Office of the Chief Administrative Officer

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$424	\$867	\$414	(\$10)	-2.3%
Other Expenditures	1,050	308	1,050	0	0.0%
Total Expenditures	1,474	1,174	1,465	(10)	-0.7%
Net Expenditures	\$1,474	\$1,174	\$1,465	(\$10)	-0.7%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Negotiated Wages	\$ (10)	\$ 8	\$ 8
COMBINED OPERATING BUDGET VARIANCE	\$ (10)	\$ 8	\$ 8





City Clerk

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$4,792	\$4,421	\$4,899	\$107	2.2%
Other Expenditures	1,567	1,475	1,704	137	8.7%
Total Expenditures	6,359	5,895	6,603	244	3.8%
Gross Revenues	(1,858)	(1,929)	(1,923)	(65)	3.5%
Net Expenditures	\$4,501	\$3,967	\$4,680	\$179	4.0%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (13)	-	-
Support Staff	75	-	-
Negotiated Wages	32	9	9
Infrastructure Operation & Maintenance	150	-	-
Revenue Increases	(65)	(50)	-
COMBINED OPERATING BUDGET VARIANCE	\$ 179	\$ (41)	\$ 9





Human Resources

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$6,598	\$6,128	\$6,359	(\$239)	-3.6%
Other Expenditures	2,116	3,061	3,748	1,632	77.1%
Total Expenditures	8,714	9,188	10,107	1,393	16.0%
Gross Revenues	(1,373)	(2,387)	(1,721)	(347)	25.3%
Net Expenditures	\$7,341	\$6,802	\$8,386	\$1,046	14.2%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 222	-	-
New Facilities & Services	626	90	-
Support Staff	211	-	-
Negotiated Wages	(13)	54	55
COMBINED OPERATING BUDGET VARIANCE	\$ 1,046	\$ 144	\$ 55





Internal Audit

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$850	\$1,107	\$810	(\$39)	-4.6%
Other Expenditures	266	255	266	0	0.0%
Total Expenditures	1,116	1,362	1,077	(39)	-3.5%
Net Expenditures	\$1,116	\$1,362	\$1,077	(\$39)	-3.5%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Negotiated Wages	\$ (39)	\$ 9	\$ 9
COMBINED OPERATING BUDGET VARIANCE	\$ (39)	\$ 9	\$ 9





Open Government

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$0	\$0	\$0	\$0	-
Other Expenditures	740	355	455	(285)	-38.5%
Total Expenditures	740	355	455	(285)	-38.5%
Net Expenditures	\$740	\$355	\$455	(\$285)	-38.5%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (195)	\$ (45)	\$ 45
Support Staff	(90)	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ (285)	\$ (45)	\$ 45





Service Innovation & Corporate Performance

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$1,948	\$1,651	\$1,947	(\$1)	-0.1%
Other Expenditures	247	805	253	7	2.8%
Total Expenditures	2,195	2,457	2,201	6	0.3%
Net Expenditures	\$2,195	\$2,457	\$2,201	\$6	0.3%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 7	\$ 9	\$ 25
Negotiated Wages	(1)	2	2
COMBINED OPERATING BUDGET VARIANCE	\$ 6	\$ 11	\$ 27





Strategic Communications

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$2,850	\$2,471	\$2,872	\$21	0.7%
Other Expenditures	1,081	790	1,422	341	31.5%
Total Expenditures	3,931	3,261	4,294	362	9.2%
Gross Revenues	(10)	(10)	(10)	0	0.0%
Net Expenditures	\$3,921	\$3,251	\$4,284	\$362	9.2%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (33)	-	\$ 1
New Facilities & Services	374	-	234
Negotiated Wages	21	18	22
COMBINED OPERATING BUDGET VARIANCE	\$ 362	\$ 18	\$ 257





Strategic Development

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$444	\$0	\$458	\$14	3.1%
Other Expenditures	0	0	0	0	-
Total Expenditures	444	0	458	14	3.1%
Net Expenditures	\$444	\$0	\$458	\$14	3.1%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Negotiated Wages	\$ 14	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 14	-	-



CHIEF ADMINISTRATIVE OFFICER 2017 Budget Variance from 2016 (\$000s)



Variance Category Description

BASE OPERATING ADJUSTMENTS & GROWTH

> Compensation Adjustment to reflect actual costs and forecasted actuals	3	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	(14)	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals	(65)	Revenue Increases
> BRIMS Maintenance and Licensing	150	Infrastructure Operation & Maintenance
> Marriages Registrar/Civil Ceremony Officiant (1 Contract)	75	Support Staff
> Human Resources Talent Specialist (1 F/T)	103	Support Staff
> Not Establishing Ombudsman Office & Decreased lobbyist registrar budget	(195)	Operating Adjustments
> Elimination of Lobbyist Registrar Position	(90)	Support Staff
> Education Reference Checks	71	Operating Adjustments
> Recruitment	56	New Facilities & Services
> EAP Consulting	125	Operating Adjustments
> Organizational Development (\$570K)		
- Psychometric Tools	30	New Facilities & Services
- Leadership Development	245	New Facilities & Services
- Succession Management	50	New Facilities & Services
- Professional Development	50	New Facilities & Services
- Tuition Assistance	120	New Facilities & Services
- Talent and Learning Management System	3	New Facilities & Services
- Diversity & Inclusion Program	5	New Facilities & Services
- Mental Health Awareness Training	52	New Facilities & Services
- Staff Development	15	New Facilities & Services



CHIEF ADMINISTRATIVE OFFICER 2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH (continued)		
> Corporate Culture (One Time Funding - Net \$0 Impact)		New Facilities & Services
- Employee Engagement Survey	100	New Facilities & Services
- Diversity & Inclusion Strategy	90	New Facilities & Services
- General Rate Stabilization Funding	(190)	New Facilities & Services
> Health Safety and Wellness Analyst (1 F/T)	108	Support Staff
> Brampton Beast	509	New Facilities & Services
> Corporate Ethnic Media Program	(135)	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	1,272	
TOTAL, NET EXPENDITURE CHANGE	1,272	



CHIEF ADMINISTRATIVE OFFICER 2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	99	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	9	Operating Adjustments
> Revenue adjustments to reflect actuals and forecasted actuals (\$50K)	(50)	Revenue Increases
> 1 Newsletter in Election Year	(45)	Operating Adjustments
> Organizational Development (\$90K)		
- Psychometric Tools	10	New Facilities & Services
- Leadership Development	25	New Facilities & Services
- Succession Management	10	New Facilities & Services
- Professional Development	5	New Facilities & Services
- Tuition Assistance	30	New Facilities & Services
- Employee Group Funding	5	New Facilities & Services
- Staff Development	5	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	103	
TOTAL, NET EXPENDITURE CHANGE	103	

CHIEF ADMINISTRATIVE OFFICER 2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation Adjustment to reflect actual costs and forecasted actuals	105	Negotiated Wages
> Operating expenditure adjustments to reflect actuals and forecasted actuals	26	Operating Adjustments
> Re-establish to two newsletters post Election year	45	Operating Adjustments
> Senior Advisor, Employee Communications (2 F/T)	234	New Facilities & Services
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	410	
TOTAL, NET EXPENDITURE CHANGE	410	



CHIEF ADMINISTRATIVE OFFICER 2017-2019 Operating Budget Overview - Staff



DIVISIONS	COMPLEMENT ADDS*			
	2017	2018	2019	Total
Office of the Chief Administrative Officer	-	-	-	-
City Clerk	-	-	-	-
Human Resources	2	-	-	2
Internal Audit	-	-	-	-
Open Government	-	-	-	-
Service Innovation & Corporate Performance	-	-	-	-
Strategic Communications	-	-	2	2
Strategic Development	-	-	-	-
DEPARTMENTAL TOTAL	2	-	2	4

*Includes F/T and conversions to F/T

Additional details provided in
Appendix 1 - "Staff Request Descriptions"





DIVISION (\$000s)	2017	2018	2019	TOTAL
City Clerk	\$ 470	\$ 410	\$ 300	\$ 1,180
Human Resources	14	14	14	42
Internal Audit	2	2	2	6
Chief Administrative Officer	2	2	2	6
Service Innovation & Corporate Performance	455	300	300	1,055
Strategic Communications	40	50	-	90
Departmental Total	\$ 983	\$ 778	\$ 618	\$ 2,379

Additional details provided in
Appendix 2 - "Capital Funding Source Summary"
Appendix 3 - "Capital Budget Project Descriptions"



CHIEF ADMINISTRATION OFFICER

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Chief Administration Officer				
Human Resources				
Minor Capital - Human Resources	14	14	14	\$42
Human Resources - Total	\$14	\$14	\$14	\$42
Chief Administration Officer				
Minor Capital - Office of the CAO	2	2	2	\$6
Chief Administration Officer - Total	\$2	\$2	\$2	\$6
City Clerk				
Administrative Monetary Penalty System (AMPS)	10			\$10
Brampton Records & Info Mgmt System-BRIMS	460	285	300	\$1,045
Remote Interpretation for POA Courtrooms		100		\$100
Web Streaming Encoding and Annotation Tool for Council / Committee meetings		25		\$25
City Clerk - Total	\$470	\$410	\$300	\$1,180
Internal Audit				
Minor Capital - Internal Audit	2	2	2	\$6
Internal Audit - Total	\$2	\$2	\$2	\$6
Service Innovation & Corporate Performance				
Service Brampton Customer Service Enhancements	455	300	300	\$1,055
Service Innovation & Corporate Performance - Total	\$455	\$300	\$300	\$1,055

CHIEF ADMINISTRATION OFFICER

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Strategic Communications				
Development of New Brand	40	50		\$90
Strategic Communications - Total	\$40	\$50		\$90
Chief Administration Officer - Total	\$983	\$778	\$618	\$2,379



LET'S **CONNECT**
BUDGET
2017

2017-2019
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Business Plan
and Budget



Mayor & Council



MAYOR and COUNCIL Table of Contents



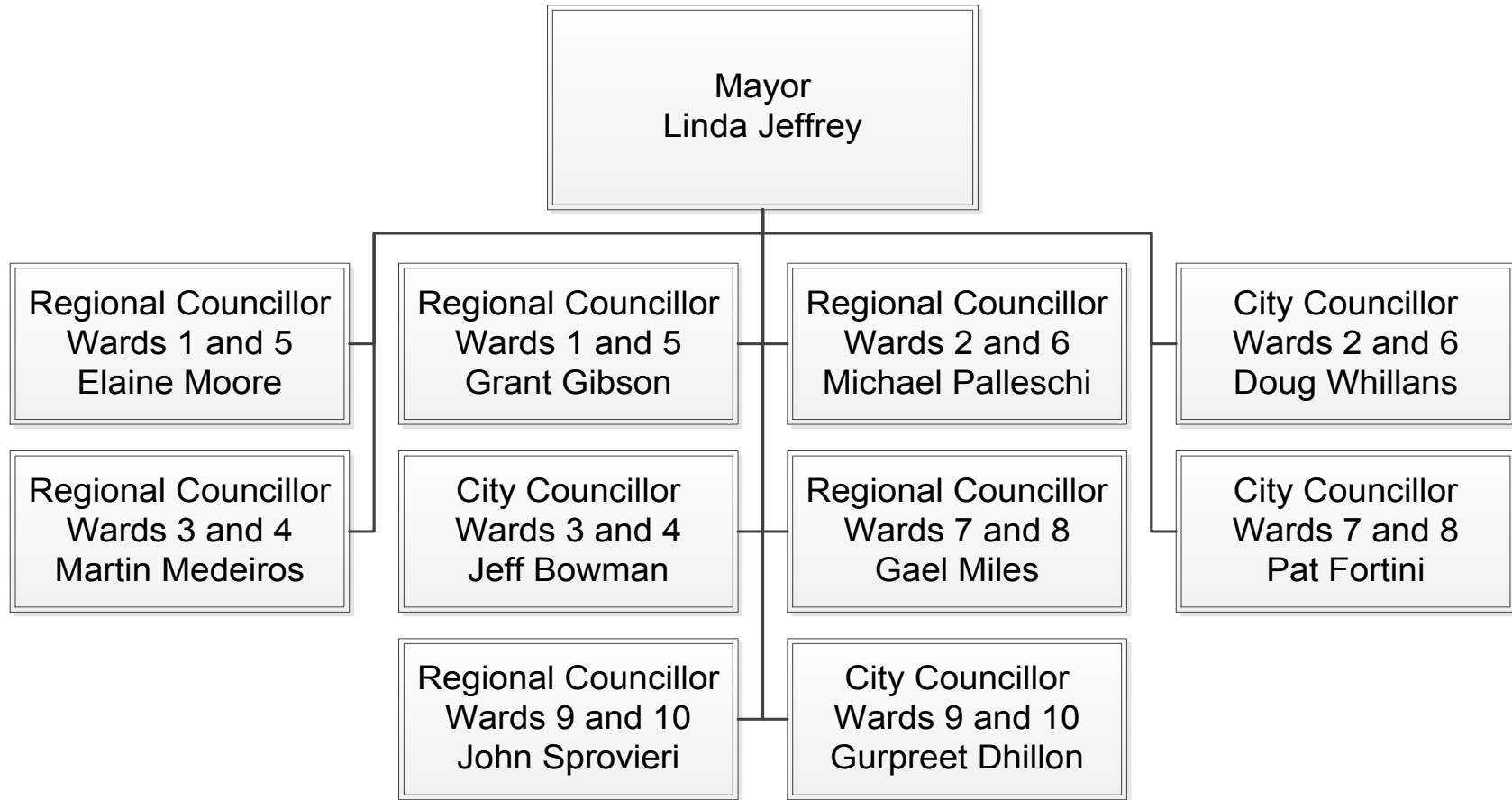
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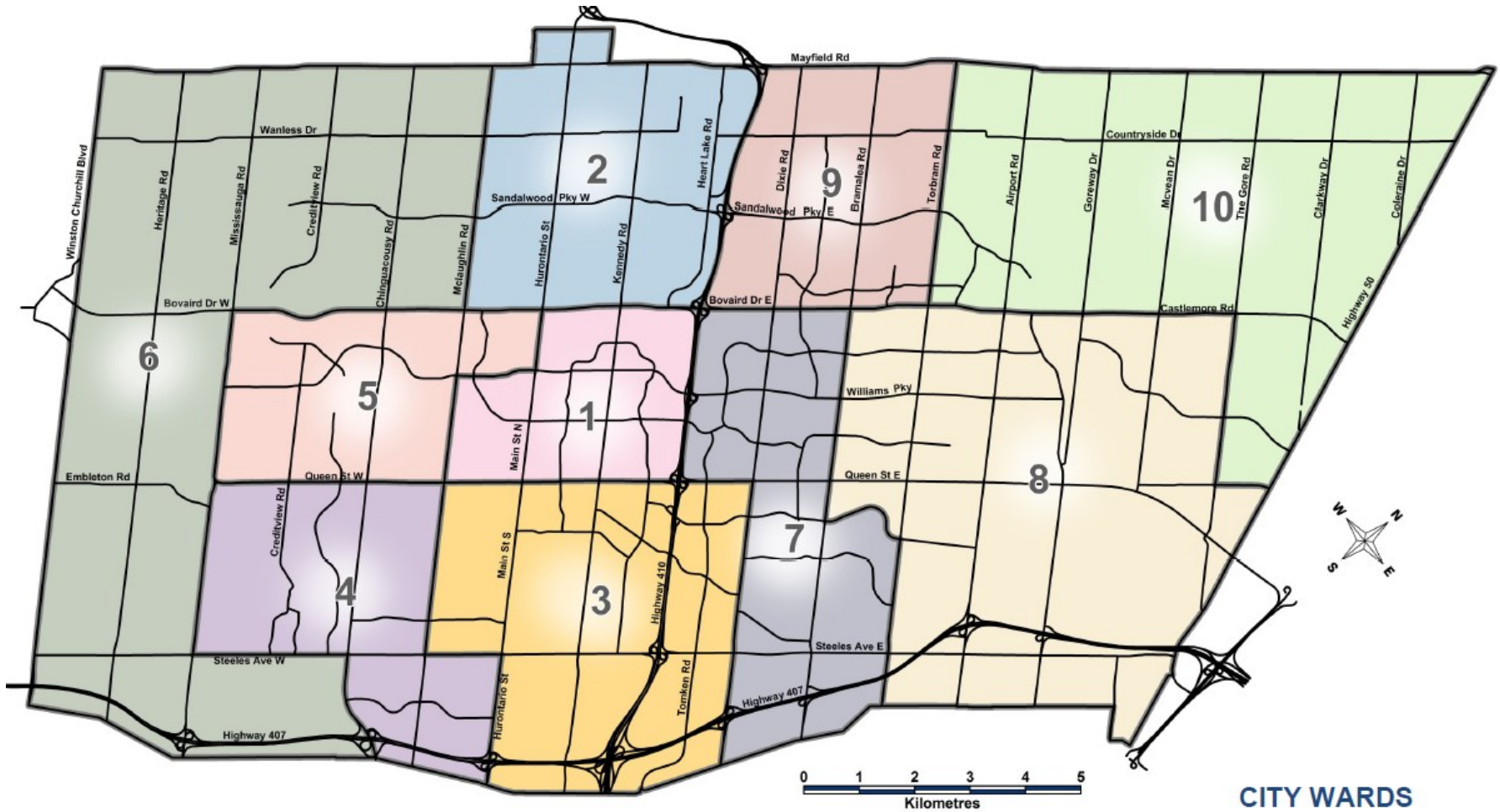
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MC-2





CITY WARDS

LET'S CONNECT
**BUDGET
2017**



2017-2019 Approved
Business Plan and Budget

MC-4



As the head of council, it is the Mayor's role to:

- Act as chief executive officer of the municipality
- Preside over council meetings so that its business can be carried out efficiently and effectively
- Provide leadership to the council
- Represent the municipality at official functions

As chief executive officer of a municipality, the head of council shall:

- Uphold and promote the purposes of the municipality
- Promote public involvement in the municipality's activities
- Act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally
- Participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents

Council is the decision-making body for the City. It is the role of council to:

- Represent the public and to consider the well-being and interests of the municipality
- Develop and evaluate the policies and programs of the municipality
- Determine which services the municipality provides
- Ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council
- Ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality
- Maintain the financial integrity of the municipality



Goals - Mayor's Office:

To provide leadership, policy and administrative support to the Mayor as Brampton continues to evolve as a strong and vibrant city with an exceptional quality of life for its residents and businesses.

Goals - Council Office:

To provide effective administrative support and service to the 10 Regional and City Councillors in their role serving their constituency, community, Council and corporate objectives

Outcomes and Initiatives:

Accountability and Transparency

- Lobbyist Registry and Gift Registry implementation
- Integrity Commissioner and Code of Conduct
- Ombudsman

Council Office Protocol

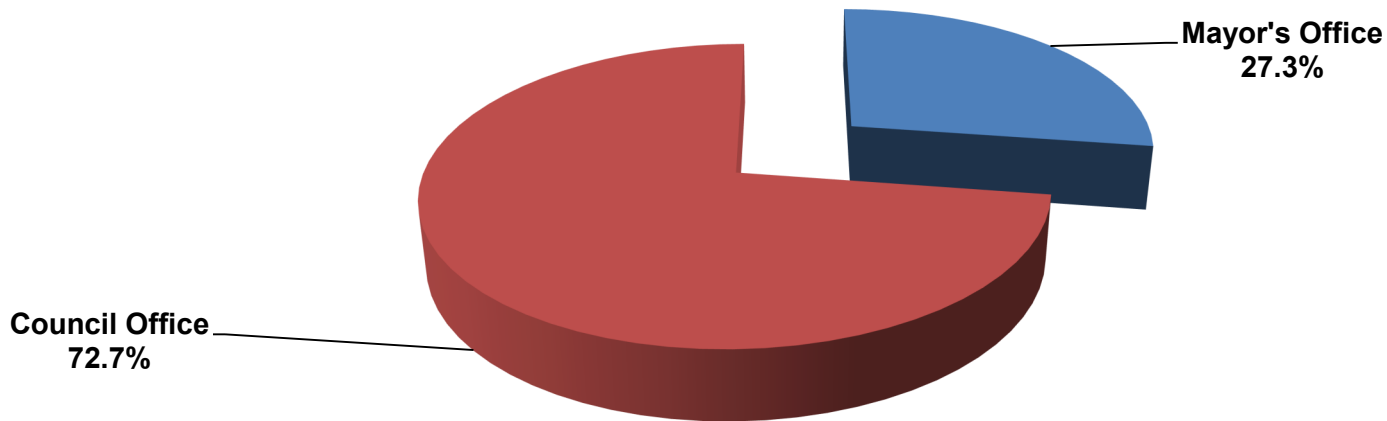
MAYOR and COUNCIL 2017 Operating Budget Overview



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$2,905	\$2,947	\$2,804	(\$102)	-3.5%
Other Expenditures	334	313	294	(40)	-11.9%
Total Expenditures	3,240	3,260	3,098	(142)	-4.4%
Gross Revenues	0	0	0	0	
Net Expenditures	\$3,240	\$3,260	\$3,098	(\$142)	-4.4%

*Forecast year-end actuals based on September 30, 2016 actual

2017 Total Budget by Division





(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<u>DIVISIONAL BREAKDOWN</u>				
Mayor's Office	\$855	\$846	\$853	\$860
Council Office	2,385	2,252	2,270	2,288
Net Expenditures	\$3,240	\$3,098	\$3,123	\$3,148

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (142)	\$ 25	\$ 25
COMBINED OPERATING BUDGET VARIANCE	\$ (142)	\$ 25	\$ 25





Mayor

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<u>BREAKDOWN BY CATEGORY</u>					
Labour Expenditures	\$813	\$759	\$794	(\$19)	-2.4%
Other Expenditures	42	40	52	10	23.6%
Total Expenditures	855	799	846	(9)	-1.1%
Gross Revenues	0	0	0	0	0.0%
Net Expenditures	\$855	\$799	\$846	(\$9)	-1.1%

* Forecast year-end actuals based on September 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (9)	\$ 7	\$ 7
COMBINED OPERATING BUDGET VARIANCE	\$ (9)	\$ 7	\$ 7





Members of Council

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$2,093	\$2,027	\$2,010	(\$83)	-3.9%
Other Expenditures	292	214	242	(50)	-17.1%
Total Expenditures	2,385	2,240	2,252	(132)	-5.6%
Gross Revenues	0	0	0	0	-
Net Expenditures	\$2,385	\$2,240	\$2,252	(\$132)	-5.6%

* Forecast year-end actuals based on September 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (132)	\$ 18	\$ 18
COMBINED OPERATING BUDGET VARIANCE	\$ (132)	\$ 18	\$ 18



MAYOR and COUNCIL 2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation and Operating Adjustments	(142)	Operating Adjustments
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	(142)	
TOTAL, NET EXPENDITURE CHANGE	(142)	



MAYOR and COUNCIL 2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation and Operating Adjustments	25	Operating Adjustments
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	25	
TOTAL, NET EXPENDITURE CHANGE	25	



MAYOR and COUNCIL 2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation and Operating Adjustments	25	Operating Adjustments
SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	25	
TOTAL, NET EXPENDITURE CHANGE	25	





**Complement Adds table omitted intentionally
No new staff requested for 2017-2019**

Additional details provided in
Appendix 1 - "Staff Request Descriptions"



DIVISION (\$000s)	2017	2018	2019	TOTAL
Council Members	\$ 13	\$ 13	-	\$ 26
Departmental Total	\$ 13	\$ 13	-	\$ 26

Additional details provided in
 Appendix 2 - “Capital Funding Source Summary”
 Appendix 3 - “Capital Budget Project Descriptions”

MAYOR AND COUNCIL

2017-2019 Capital Budget & Forecast (\$000s)



	2017	2018	2019	Total 2017-2019
Mayor and Council				
Council Members				
Minor Capital - Council Members	13	13		\$26
Council Members - Total	\$13	\$13		\$26
Mayor and Council - Total	\$13	\$13		\$26



LET'S **CONNECT**
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General Government



Account Structure	GEN-3
Departmental Overview	GEN-4
Operating Budget Overview	GEN-5

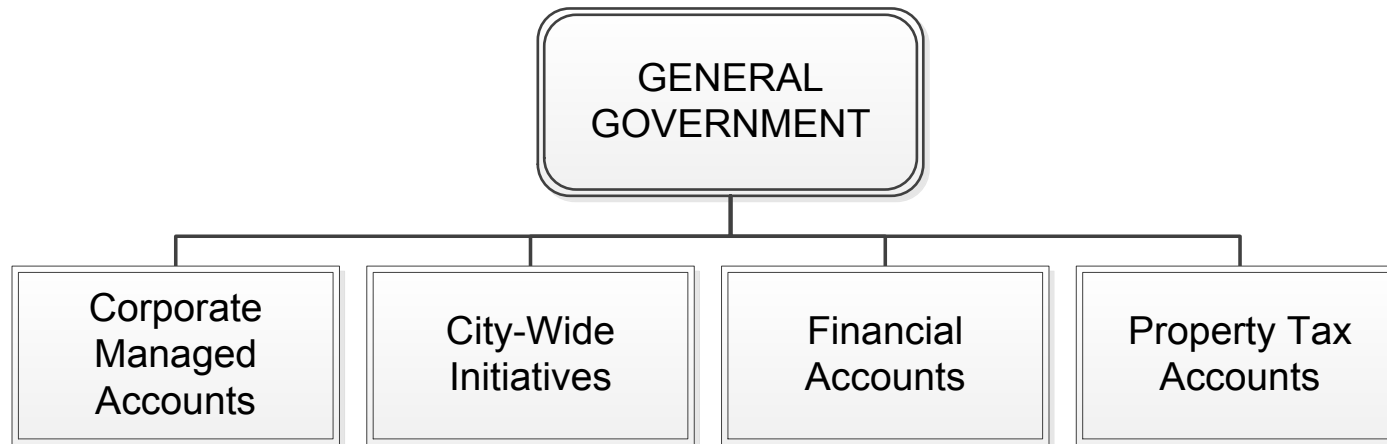


General Government Overview:

General Government accounts are managed corporately and consist of various accounts that are not directly controllable by nor directly related to the operations of any one department.

Key accounts include:

- Corporate managed accounts
- City-wide initiatives
- Financial accounts
- Property tax accounts





Guidelines for General Government Accounts

Budgets considered as general government include:

- Highly volatile or unpredictable budgets
- Those with multi-departmental responsibility/sign-off
- Contributions to/from reserves
- Financing

City-wide Initiatives

- Sports, heritage, arts and culture, community events
- External agency and organization grants

Corporate Managed Accounts

- Revenues and expenditures from the Provincial Offences Act (POA)
- Municipal elections (every four years)
- Subdivision administration fees

Financial Accounts

- Contributions to and from corporate reserve funds
 - Includes infrastructure levy, hospital levy, internal borrowing

- Investment income, interest costs, bank service charges, insurance
- Compensation adjustments pending decision

Taxes

- Property tax levy (including assessment growth)
- Supplementary taxes
- Payments in lieu of taxes
- Tax rebates, adjustments, allowances and write-offs

Strategic Plan Link

- Good Government

Current and Future Situation

- Wage provisions for union and non-union (pending collective agreements)
- Need to invest in reserves to address infrastructure funding gap and leverage federal and provincial grants
- Fluctuation in interest rates affects investment income
- Growing asset base impacts insurance costs

GENERAL GOVERNMENT 2017 Operating Budget Overview



(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$7,026	\$1,169	\$9,846	\$2,820	40.1%
Other Expenditures	129,778	129,435	96,809	(32,969)	-25.4%
Total Expenditures	136,804	130,604	106,655	(30,149)	-22.0%
Gross Revenues	(506,907)	(494,856)	(489,638)	17,269	-3.4%
Net Expenditures	(\$370,103)	(\$364,252)	(\$382,983)	(\$12,881)	3.5%

*Forecast year-end actuals based on June 30, 2016 actual results



GENERAL GOVERNMENT 2017-2019 Operating Budget Overview



(\$000s)	Approved			
	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET
<i><u>DIVISIONAL BREAKDOWN</u></i>				
City Wide Initiatives	\$975	\$975	\$975	\$975
Corporate Managed	(14,684)	(14,083)	(14,083)	(14,083)
Financial	69,457	79,840	94,076	108,661
Taxes	(425,851)	(449,715)	(476,111)	(505,835)
Net Expenditures	(\$370,103)	(\$382,983)	(\$395,144)	(\$410,283)





CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 98	-	\$ (1,300)
Wage Provisions	4,966	5,185	6,236
Efficiencies	(2,294)	-	-
Revenue Increases	(257)	-	-
Tax Levy Increase	(5,567)	(8,346)	(11,075)
Assessment Growth	(9,826)	(9,000)	(9,000)
COMBINED OPERATING BUDGET VARIANCE	\$ (12,881)	\$ (12,161)	\$ (15,139)





City Wide Initiatives

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<u>BREAKDOWN BY CATEGORY</u>					
Labour Expenditures	\$0	\$0	\$0	\$0	-
Other Expenditures	975	1,227	975	0	0.0%
Total Expenditures	975	1,227	975	0	0.0%
Net Expenditures	\$975	\$1,227	\$975	\$0	0.0%

* Forecast year-end actuals based on June 30, 2016 actual results

Category table intentionally omitted

No variances for 2017-2019





Corporate Managed

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$0	\$0	\$0	\$0	-
Other Expenditures	89	97	89	0	0.0%
Total Expenditures	89	97	89	0	0.0%
Gross Revenues	(14,773)	(15,000)	(14,172)	600	-4.1%
Net Expenditures	(\$14,684)	(\$14,903)	(\$14,083)	\$600	-4.1%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ 858	-	-
Revenue Increases	(257)	-	-
COMBINED OPERATING BUDGET VARIANCE	\$ 600	-	-





Financial

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$7,026	\$1,169	\$9,846	\$2,820	40.1%
Other Expenditures	122,142	121,611	89,354	(32,788)	-26.8%
Total Expenditures	129,167	122,780	99,200	(29,967)	-23.2%
Gross Revenues	(59,710)	(47,432)	(19,360)	40,350	-67.6%
Net Expenditures	\$69,457	\$75,348	\$79,840	\$10,383	14.9%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (741)	-	\$ (1,300)
Wage Provisions	4,966	5,185	6,236
Efficiencies	(2,294)	-	-
Infrastructure Levy	8,452	8,912	9,437
COMBINED OPERATING BUDGET VARIANCE	\$ 10,383	\$ 14,097	\$ 14,373

Note: \$40 million for the Phase 1 payment paid in 2016 to Peel Memorial Centre for Integrated Health and Wellness was eliminated from the 2017 expenditure request and offset by an equivalent revenue reduction in the draw from the Hospital Levy Reserve Fund.





Taxes

(\$000s)	2016 BUDGET	2016 ACTUALS*	2017 BUDGET	2017 vs 2016 BUDGET	% CHANGE
<i>BREAKDOWN BY CATEGORY</i>					
Labour Expenditures	\$0	\$0	\$0	\$0	-
Other Expenditures	6,573	6,500	6,391	(182)	-2.8%
Total Expenditures	6,573	6,500	6,391	(182)	-2.8%
Gross Revenues	(432,424)	(432,424)	(456,106)	(23,682)	5.5%
Net Expenditures	(\$425,851)	(\$425,924)	(\$449,715)	(\$23,864)	5.6%

* Forecast year-end actuals based on June 30, 2016 actual results

CATEGORY	BUDGET VARIANCES (\$000s)		
	2017	2018	2019
Operating Adjustments	\$ (19)	-	-
Infrastructure Levy	(8,452)	(8,912)	(9,437)
Tax Levy Increase	(5,567)	(8,346)	(11,075)
Assessment Growth	(9,826)	(9,000)	(9,000)
COMBINED OPERATING BUDGET VARIANCE	\$ (23,864)	\$ (26,258)	\$ (29,513)



GENERAL GOVERNMENT 2017 Budget Variance from 2016 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation - net provisions for non union compensation changes and union collective agreements	4,966	Wage Provisions
> Transformation	(2,294)	Efficiencies
> Internal Borrowing Repayments	(1,601)	Operating Adjustments
> Operating expenditure adjustments to reflect actuals and forecasted actuals	(9)	Operating Adjustments
> Insurance Premium	500	Operating Adjustments
> POA Revenue	(257)	Revenue Increases
> Lower Admin Fees From Subdivisions	858	Operating Adjustments
> Infrastructure Levy Contribution to Reserve 4 (2.0%)	8,452	Infrastructure Levy
> Reversal of General Rate Stabilization (GRS) Reserve contribution to operating budget to mitigate tax funding pressures in prior years	350	Operating Adjustments

SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH

10,964

REVENUE SOURCES

> Assessment Growth - additional tax levy received by the City as a result of new properties added to the assessment roll	(9,826)	Assessment Growth
> Proposed Infrastructure Tax Levy Increase (2.0%)	(8,452)	Infrastructure Levy
> Proposed Tax Levy Increase - Base Operating Adjustments & Growth (0.5%)	(2,283)	Tax Levy Increase
> Proposed Tax Levy Increase - New or Enhanced Services (0.8%)	(3,284)	Tax Levy Increase

TOTAL REVENUE SOURCES

(23,845)

TOTAL, NET EXPENDITURE CHANGE

(12,881)



GENERAL GOVERNMENT 2018 Budget Variance from 2017 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation - net provisions for non union compensation changes and union collective agreements	5,185	Wage Provisions
> Internal Borrowing Repayments	(500)	Operating Adjustments
> Reversal of General Rate Stabilization (GRS) Reserve contribution to operating budget to mitigate tax funding pressures in prior years	500	Operating Adjustments
Infrastructure Levy Contribution to Reserve 4 (2.0%)	8,912	Infrastructure Levy

SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH	14,097
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REVENUE SOURCES

> Assessment Growth - additional tax levy received by the City as a result of new properties added to the assessment roll	(9,000)	Assessment Growth
> Proposed Infrastructure Tax Levy Increase (2.0%)	(8,912)	Infrastructure Levy
> Proposed Tax Levy Increase - Base Operating Adjustments & Growth (1.1%)	(4,693)	Tax Levy Increase
> Proposed Tax Levy Increase - New or Enhanced Services (0.8%)	(3,652)	Tax Levy Increase

TOTAL REVENUE SOURCES	(26,258)
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TOTAL, NET EXPENDITURE CHANGE	(12,161)
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GENERAL GOVERNMENT 2019 Budget Variance from 2018 (\$000s)



	Variance	Category Description
BASE OPERATING ADJUSTMENTS & GROWTH		
> Compensation - net provisions for non union compensation changes and union collective agreements	6,236	Wage Provisions
> Internal Borrowing Repayments	(1,800)	Operating Adjustments
> Reversal of General Rate Stabilization (GRS) Reserve contribution to operating budget to mitigate tax funding pressures in prior years	500	Operating Adjustments
> Infrastructure Levy Contribution to Reserve 4 (2.0%)	9,437	Infrastructure Levy
> Elimination of the annual Hospital Levy as per Council resolution	(9,833)	Tax Levy Increase
> Proposed University Levy	9,833	Tax Levy Increase

SUBTOTAL, BASE OPERATING ADJUSTMENTS & GROWTH

14,373

REVENUE SOURCES

> Assessment Growth - additional tax levy received by the City as a result of new properties added to the assessment roll	(9,000)	Assessment Growth
> Proposed Infrastructure Tax Levy Increase (2.0%)	(9,437)	Infrastructure Levy
> Proposed Tax Levy Increase - Base Operating Adjustments & Growth (1.4%)	(6,535)	Tax Levy Increase
> Proposed Tax Levy Increase - New or Enhanced Services (0.9%)	(4,540)	Tax Levy Increase

TOTAL NEW OR ENHANCED SERVICES

(29,513)

TOTAL, NET EXPENDITURE CHANGE

(15,139)



LET'S **CONNECT**
BUDGET
2017

2017-2019
Approved
Business Plan
and Budget



Appendices

APPENDICES

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APPENDIX 1

Staff Request Descriptions



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APPENDIX 1

Staff Request Descriptions



Office of the CAO (2017)

Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Marriages Registrar/Civil Ceremony Officiant (Contract)	1	This position will assume responsibilities for organization, scheduling, pre-ceremony couple meetings and conduct of civil marriage ceremonies, in accordance with City procedures and legislative requirements. This new position results from piloting the introduction of civil marriage ceremonies in 2015, and continued service growth and customer demands for this new line of business anticipated through 2016 and 2017. The position costs will be offset by program revenues from civil ceremony fees and charges. The position will also assume back-up responsibilities for other public service and corporate support functions within the Administrative Services and Elections Section, as part of the overall service delivery team.	75
Human Resources Talent Specialist (F/T)	1	<ul style="list-style-type: none"> • Partner with Departments in Corporate Realignments / Coordinate cross divisional team to ensure all aspects have been considered prior to changes in structure. • Partner with Departments in developing a succession strategy and plan. • Partner with Departments / Divisions in employee engagement. Develop employee engagement strategies. Liaise with external consultants. Facilitate engagement discussions. Focus on Organizational Health. • Position will ensure a holistic review is conducted prior to implementing organizational change. Considerations include proper grade and compensation evaluation, impact on peer group, impact within reporting structure, any union or collective agreement issues that must be resolved, risk assessments etc. 	103
Health Safety and Wellness Analyst (F/T)	1	The position will act as primary point of contact for analytical and performance measurement data on health, safety and well being. This position is required to turn data into information that will provide insight into making business decisions respecting employee health, safety and well being. The position will collect and analyze data; develop and implement data collection systems; acquire data from data sources and maintain databases and systems; identify, analyze and interpret results, trends or patterns; prepare and communicate reports; and evaluate the programs. The position will perform these tasks to establish and measure key performance indicators, drive business decisions and continuous improvements. The position will work closely with the Health/Safety and Wellness Team and other members of Human Resources to prioritize business and information needs. Other key responsibilities include: perform document management, manage team SharePoint site; operation support, budget support, and teamwork/cooperation.	108



APPENDIX 1

Staff Request Descriptions



Office of the CAO (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Senior Advisor, Employee Communications (F/T)	2	Strategic Communications does not currently have sufficient resources to take on an internal communications function. Internal communications was not foreseen in the 2006 consultant's report that set up the Corporate Communications (now Strategic Communications) Division; nor was it part of the 2013 Corporate Realignment study. There was discussion at the Executive Leadership Team (ELT) meeting in the late summer of 2014 to transition the function from Human Resources over to Strategic Communications; however, no steps were taken, nor were any staff complement or program budget transferred to allow Strategic Communications to assume the function. Recent work by the Culture Team, along with the vision and priorities set out in the new Strategic Plan, support the notion that now more than ever it is time to create a strategic employee communications function at the City of Brampton.	234



APPENDIX 1

Staff Request Descriptions



Corporate Services (2017)

Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Enforcement Officer (F/T)	1	To maintain community standards and enforce by-laws in a growing community. Enforcement Officers enforce Municipal and Planning Act by-laws, conduct investigations, collect evidence, testifies in court, participates in community outreach and public relations activities, and responds to community concerns through education and enforcement initiatives.	51
Payroll Administrator (Conversion)	1	This position is needed to accommodate increased volume in workload, strict payroll process timeline and as well as the retention and attraction of qualified employees to the City of Brampton. Currently the part-time staff works three days per week to complete the core processing of a given pay group, that leaves the remaining activities to be covered by other full time staff who have their own pay groups to administer. Consequently it puts existing full time staff's workload in jeopardy, which potentially may cause quality and accuracy issues in payroll process.	35

Payroll for the City's employees is produced on a bi-weekly basis. There are currently fifteen (15) logical pay groups of employees with specific processing requirements. Each Payroll Administrator is responsible for all the administration of two (2) pay groups, which includes the detailed validation, balancing and reconciliation of weekly payroll, processing various pay adjustments and maintaining system profiles of employees including additional payment items, deductions, and garnishments and banking deposit. In addition, the Payroll Administrators are also responsible for maintaining the employees' files, completing manual payments, balancing month end reports and providing customer service while adhering to legislative, federal, provincial and contractual requirements.

APPENDIX 1

Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Law Clerk (F/T)	1	<p>For the past few years, growth in Legal Services has not been supported. The division is attempting to recover its ability to meet service demands in a period when Brampton is experiencing rapid growth. The workload is such that Legal Services staff routinely work hours beyond those for which they are compensated.</p> <p>The size of Brampton's legal office compares unfavourably in benchmarking other municipalities, as appears by the table below, particularly in the case of Mississauga, its most relevant comparator, which is built out, and employs 19 lawyers to Brampton's 9, while Peel Region employs 15 lawyers.</p> <p>The requested Law Clerk Position will perform independent legal work under the direction and guidance of the City Solicitor and Legal Counsel, provide paralegal Services, represent Legal Services at interdepartmental meetings, deal with Managers and Directors of other City Departments, draft and prepare legal documents, handle confidential and sensitive information, provide research support, and customer service, in the commercial section process real estate transactions, due diligence investigations, contracts, and development applications, and in the litigation section draft affidavits, pleadings and other court documents. The position requires certification from the Institute of Law Clerks of Ontario.</p>	94
Lawyer (F/T)	1	<p>For the past few years, growth in Legal Services has not been supported. The division is attempting to recover its ability to meet service demands in a period when Brampton is experiencing rapid growth. The workload is such that Legal Services staff routinely work hours beyond those for which they are compensated.</p> <p>There is no legal counsel position dedicated to Administrative Law. The requested Legal Counsel will report to the Deputy City Solicitor, in providing legal services, opinions and advice to the Corporation over a wide variety of issues including contracts, real estate and construction liens matters, commercial practices, tax law, planning and development, and prosecutions and litigation files. The position will prepare legal documents, draft, review and advise on contracts, process real estate transactions which may include expropriation, handle commercial matters and land development proposals, protect the Corporation's interests by discussion and negotiation with external groups, lawyers, tribunals, and regional government, review files, research law, verify and investigate facts, compile and draft documentation, conduct examinations, negotiate with opposing counsel and conduct matters before courts and tribunals. A Law degree and call to Ontario Bar are required.</p>	171



APPENDIX 1

Staff Request Descriptions



Corporate Services (2018)

Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Enforcement Officer (F/T)	1	To maintain community standards and enforce by-laws in a growing community. Enforcement Officers enforce Municipal and Planning Act by-laws, conduct investigations, collect evidence, testify in court, participate in community outreach and public relations activities, and respond to community concerns through education and enforcement initiatives.	51

APPENDIX 1

Staff Request Descriptions



Corporate Services (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Enforcement Officer (F/T)	1	To maintain community standards and enforce by-laws in a growing community. Enforcement Officers enforce Municipal and Planning Act by-laws, conduct investigations, collect evidence, testify in court, participate in community outreach and public relations activities, and respond to community concerns through education and enforcement initiatives.	51
Prosecutor (1F/T)	1	The Prosecutor will report to the Manager, Prosecutions, assist in the proper administration of justice by conducting prosecutions and appeals of offences under provincial and federal statutes and municipal by-laws, represent the City at hearings and perform administrative duties related to the prosecution of offences, provide general legal services to the Corporation in the areas of prosecution before administrative tribunals and Small Claims Court litigation, by-law drafting, interpretation and collections, drafting grounds of appeal, reviewing court transcripts and ensuring all documents are properly before the appellate court, Conduct appeals before the Ontario Court of Justice, liaise with Courts Administration staff, Peel Regional Police, legal counsel and municipal staff, and through Manager of Prosecutions with Deputy City Solicitor, City Solicitor, Commissioner of Corporate Services and elected officials, conduct trials, motions and appeal hearings as appropriate, attend Ontario Court (General Division) for matters such as property standards appeals and motions, and tribunals and boards (i.e. Ontario Municipal Board, Property Standards Appeal Tribunal, Brampton Appeal Tribunal) on behalf of the City. A University degree or post-secondary education in a legal program (Paralegal/Court & Tribunal Agent) is required.	120



APPENDIX 1

Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Legal Asst, Prosecutions (F/T)	1	<p>The Legal Assistant, Prosecutions role will be responsible for providing legal administrative support and maintain efficient operations for professional paralegal staff primarily acting as prosecutors pursuant to memorandum of understanding with the Ministry of the Attorney General. This position functions in a legal prosecutors' office requiring judgment and independence to meet prosecutor office requirements as assigned by the Attorney General, in addition to legal services requirements and corporate service standards, best practices, policies and guidelines.</p> <p>The position will provide operations support preparing and processing legal documentation and information in relation to prosecutions, with responsibility to prepare disclosure preparing provincial offences court documentation, arranging service and filing of documents with appropriate parties and offices of courts, processing incoming and outgoing correspondence, updating and maintaining tickler systems and prosecution lists, scheduling and logistical support, communication and reporting, customer service, corporate contribution including research using internal and external resources, and budget support. A post-secondary Legal Assistant certificate or diploma is required.</p>	83
Senior Financial Analyst (Conversion)	1	<p>The position is required to support the City's Corporate Asset Management Plan (CAMP). The City is required to have a CAMP in place in order to continue to receive infrastructure funding from the Province. Beyond that contractual requirement, the development and implementation of a CAMP supported by effective corporate asset management policies, processes and practices is vital to ensure that the City's finite resources are allocated to Council priorities for the preservation and maintenance of the City's infrastructure.</p> <p>The position will be part of a new permanent Corporate Asset Management function in the City's service delivery model. The position is primarily responsible for conducting extensive research and data analysis required to develop, implement and update the City of Brampton's Corporate Asset Management Strategy, and assist in developing a risk based approach to setting priorities for investment in infrastructure:</p> <ul style="list-style-type: none"> • Provide specialized financial analysis and related reporting as it relates to Corporate Asset Management and provide financial expertise to cross-functional teams • Conduct extensive financial analysis and modelling for various reporting components of the asset management strategy • Develop optimized long-range asset investment plans 	122



APPENDIX 1

Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Project Lead, Asset Management (Conversion)	2	<p>The positions are required to support the City's Corporate Asset Management Plan (CAMP). The City is required to have a CAMP in place in order to continue to receive infrastructure funding from the Province. Beyond that contractual requirement, the development and implementation of a CAMP supported by effective corporate asset management policies, processes and practices is vital to ensure that the City's finite resources are allocated to Council priorities for the preservation and maintenance of the City's infrastructure.</p> <p>The positions will be part of a new permanent Corporate Asset Management function in the City's service delivery model. The positions are primarily responsible for leading projects, developing, implementing and updating the City's Corporate Asset Management Strategy, and assist in developing a risk based approach to setting priorities for investment in infrastructure:</p> <ul style="list-style-type: none"> • Co-ordinate and lead project initiatives to meet the needs of the Corporate Asset Management Program • Analyze and interpret risk assessments, detailed data and complex reports to develop recommendations or actions that can affect the strategic direction of services or programs • Conduct analysis and develop options and recommendations to maintain the state of good repair of the City of Brampton's infrastructure 	215



APPENDIX 1

Staff Request Descriptions



Planning & Development Services (2018)

Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Development Planner III (F/T)	1	<p>To ensure service levels and high professional standards are maintained with respect to the review and processing of development applications in an increasingly complex and multi-faceted planning context, an additional senior development planner is being requested.</p> <p>This position supports the functions and obligations of the Corporation with respect to land use planning including core legislative requirements in relation to the review of development proposals and applications. The job function includes: review, process, and formulate planning opinions on complex, major planning proposals and projects within a community planning context; process major planning proposals and projects to consist of: circulating to stakeholders; coordinating and analyzing comments; conducting research; attending and conducting site visits, preparing reports and recommendations; attending and making presentations at meetings including Council and Committees; preparing and commenting on implementation documents including agreements; act as team lead for block plans; liaise with City departments, agencies and the public on proposals and planning matters; respond to general inquiries and provide effective and informative customer service; attend and provide professional planning evidence at OMB hearings; remain current with land use planning knowledge including changes to legislation; conduct site compliance inspections; provide advice, guidance and instruction to other Planning staff.</p>	124





Planning & Development Services (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Development Planner III (F/T)	1	<p>To ensure service levels and high professional standards are maintained with respect to the review and processing of development applications in an increasingly complex and multi-faceted planning context, an additional senior development planner is being requested.</p> <p>This position supports the functions and obligations of the Corporation with respect to land use planning including core legislative requirements in relation to the review of development proposals and applications. The job function includes: review, process, and formulate planning opinions on complex, major planning proposals and projects within a community planning context; process major planning proposals and projects to consist of: circulating to stakeholders; coordinating and analyzing comments; conducting research; attending and conducting site visits, preparing reports and recommendations; attending and making presentations at meetings including Council and Committees; preparing and commenting on implementation documents including agreements; act as team lead for block plans; liaise with City departments, agencies and the public on proposals and planning matters; respond to general inquiries and provide effective and informative customer service; attend and provide professional planning evidence at OMB hearings; remain current with land use planning knowledge including changes to legislation; conduct site compliance inspections; provide advice, guidance and instruction to other Planning staff.</p>	124
Plans Examiner, Building (F/T)	2	<p>The Building Code Act requires the council of a municipality to appoint a chief building official and inspectors (those physically inspecting buildings on site and those inspecting plans/drawings) to enforce the Act and regulation (building code). Plans examiners are inspectors that perform plans review of primarily industrial, commercial, institutional and large residential projects for compliance with the architectural, structural, fire protection requirements of the Ontario Building Code and standards referenced therein. The position also liaises with design professionals, developers, consultants, owners, other approval agencies in the completion of the comprehensive plans review and issuance of the building permit, all within legislated timeframes. The two additional plans examiner positions are required because of legislative changes to the building code that are anticipated to take effect 2018 and into 2019, addressing the maintenance and structural integrity of existing buildings. Maintenance of existing buildings is a new scope of work under the building code that will require additional resources to enforce. The changes to the legislation will have an affect on the current business model and additional technical staff will be required to fulfill the duties under the Building Code Act.</p>	0



APPENDIX 1

Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Building Inspector (F/T)	2	Based on the Elliot Lake, Algo Centre Mall collapse, the upcoming code changes will require that maintenance inspections be undertaken by the Municipality for existing Industrial, Commercial and Institutional buildings. The additional staff is necessary to undertake the legislative requirement for the "existing building maintenance inspections program"; review of submitted engineer's reports to ensure conformance with the relevant standards. Therefore, ensuring that the expected duty of care is provided to all stakeholders. The position will review the mandated requirements of the legislation and ensure that all existing buildings are inspected, evaluated for structural adequacy and are in compliance with the legislation. The inspection work will be undertaken to ensure that the legislative mandate of the Code is achieved and will reduce the risk of a catastrophic event of building failure occurring, therefore limiting liability exposure to the Municipality. The inspectors will review a data base of existing building, attend sites and conduct inspections, engage owners and stakeholders, review submitted professional reports to establish the structural adequacy of all existing buildings in the data base.	0



APPENDIX 1

Staff Request Descriptions



Public Works & Engineering (2017)

Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Crossing Guards (P/T)	8	Eight new Crossing Guards are required for new school openings, changes in school boundaries and growth.	84
Clerk II - Permits (Conversion)	1	Permits Group has implemented an automated Permit system in Infor (formerly Hansen) that requires additional clerical staff to fully implement the intake, initial review, scheduling, issuing and payment/refund processing, as originally designed. Additional customer service focused duties include processing public utility coordination committee (PUCC) applications, excess load applications, Fill and Grading Permit requests via e-mail, and web (portal) access. In addition, Permits Group requires Clerical assistance consistent with a Clerk II including all job duties as defined in JD 456 for IWT 456. This position will allow more time for the existing Permit Techs to undertake their technical duties both in field and office rather than time spent on administrative duties. This is more cost effective and better use of the Techs work time.	14
Traffic Operations Technologist II (F/T)	1	An additional complement at this position (currently two positions) is required to manage the increase in work related to customer service requests. On average a typical service request handled by the Traffic Operations Group requires 35 days to complete. A typical process can include the collection of traffic data/field observations, the review of historical collision trends, analysis of traffic patterns, review of existing geometrics, preparation of by-law amendments (with cover reports to Council), the preparation of work orders to implement mitigating measures, etc., all while reporting progress of the review back to the client (resident/Council). In 2013 and 2014, the Traffic Operations Group experienced a 26% and 6% increase in the number of service requests received respectively. 2015 is on pace for an additional 12% increase. The increased work load has resulted in delays and increased response times. The addition of a Traffic Operations Technologist II will allow the group to once again achieve Customer Service Excellence as outlined within the City's Strategic Plan.	97
Gardener II - Gore Meadows (F/T)	1	Gardener 2 will be responsible for landscape maintenance at the new Gore Meadows facility; this facility has 2 acres of flower and shrub beds that require high level of maintenance; position will be responsible for complete horticulture maintenance, landscape design, will plant and maintain outdoor and indoor floral as well as shrub and perennial displays.	78



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Gardener II (F/T)	1	To recover a full time position lost during the transfer to Forestry. We have several existing and new areas that are not staffed by full-time gardeners. This position is required to ensure that we can continue to have qualified, consistent, permanent staff to provide quality floral and shrub displays throughout the City. Gardener IIs are responsible for complete horticulture maintenance in an area. They design, plant and maintain outdoor and indoor floral, shrub and perennial displays in parks, on boulevards and at City owned facilities. In the winter they are responsible for pruning street trees and parks.	34
Traffic Streetlight Tech III (F/T)	1	This position is required to administer the street light / Parks pathway light maintenance contract program(s). Administration of Parks walkway lighting is currently being done by contract staff. Manage the locates and One Call contracts for Street Lighting, Traffic Signals, Storm Water and Transit. Oversee the work performed by contractors, ensuring all issues are discussed and resolved. Prepare and issue payment certificates and associated documents for work completed by contractors ensuring work is completed within budget. Oversee the work order management system as it relates to work assigned to contractors and staff. Oversee in-house capital projects including LED Street Lighting initiatives, Parks pathway lighting and intersection modifications, ensuring consultant designs, civil layouts and regulatory documentation meet applicable standards and legislation. In consultation with Purchasing, determine tendering schedules and prepare all appropriate documentation. Review and modify lighting designs and standards to correspond to Brampton standards, ensuring compliance with ESA and utility companies. Review work prepared by junior technologists to ensure all information is correct before items are moved into production. Assist with the current and capital budgets, making recommendations and estimating consultant and contractor costs. Recover funds from the Region of Peel related to street light maintenance and locates on regional roads.	110
Part-Time Students (P/T)	2	Co-op students are utilized to assist full time Development Engineering staff on various projects throughout the year. The request is to reinstate student funding that was previously cut.	23



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Staff Request Descriptions



Public Works & Engineering (2018)

Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Crossing Guards (P/T)	8	Eight new Crossing Guards are required for new school openings, changes in school boundaries and growth.	84
Traffic Labourer (F/T)	1	<p>The Traffic Outside Services section has expanded the scope of work performed to meet the needs of a growing municipality. The duties of the Traffic Labourer would be to assist the Truck Driver in the installation and maintenance of traffic signs, road closures, automatic traffic recorders, pavement markings and grinding. This position would also provide signing for City Construction Projects, Special Events, and Street Party Road Closures as required for Temporary Conditions as specified in Book 7 of the Ontario Traffic Manual. Also, deadlines set out in the Municipal Act 2001 – O.Reg 239/02 regarding turnaround times for sign installation and sign retro-reflectivity inspection are to be adhered to. [Note: The law states that signs must be checked for Sign Retro-Reflectivity once per year, in which they must meet a minimum standard or be replaced; keeping an active record of Sign Retro-Reflectivity.]</p> <p>This position will also be responsible to collect sign inventory data in the field as each asset is installed, maintenance is performed on the sign and/or Retro-reflectivity inspections are conducted.</p> <p>It has been ten years since we have increased our Sign Installation / Maintenance staff and trying to maintain an acceptable Level of Service has placed excessive demands on our current Sign Crews. This position coupled with the Traffic Truck Driver position would alleviate this situation.</p>	72



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Traffic Truck Driver (F/T)	1	<p>The Traffic Outside Services section has expanded the scope of work performed to meet the needs of a growing municipality. The duties of the Truck Driver would be the installation and maintenance of traffic signs, road closures, automatic traffic recorders, pavement markings and grinding, and responsibility of the truck, its contents and the Labourer. This position will also provide signing for City Construction Projects, Special Events and Street Party Road Closures as required for Temporary Conditions as specified in Book 7 of the Ontario Traffic Manual. Also, deadlines set out in the Municipal Act 2001 – O.Reg 239/02 regarding turnaround times for sign installation and sign retro-reflectivity inspection are to be adhered to. [Note: The law states that signs must be checked for Sign Retro-Reflectivity once per year, in which they must meet a minimum standard or be replaced; keeping an active record of Sign Retro-Reflectivity.]</p> <p>This position will also be responsible to collect sign inventory data in the field as each asset is installed, maintenance is performed on the sign and/or Retro-reflectivity inspections are conducted.</p> <p>It has been ten years since we have increased our Sign Installation / Maintenance staff and trying to maintain an acceptable Level of Service has placed excessive demands on our current Sign Crews. This position coupled with the Traffic Labourer position would alleviate this situation.</p>	79
Gardener II (F/T)	1	<p>To recover a full time position lost during the transfer to Forestry. We have several existing and new areas that are not staffed by full-time gardeners. This position is required to ensure that we can continue to have qualified, consistent, permanent staff to provide quality floral and shrub displays throughout the City. Gardener IIs are responsible for complete horticulture maintenance in an area. They design, plant and maintain outdoor and indoor floral, shrub and perennial displays in parks, on boulevards and at City owned facilities. In the winter they are responsible for pruning street trees and parks.</p>	34



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Staff Request Descriptions



Public Works & Engineering (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Crossing Guards (P/T)	8	Eight new Crossing Guards are required for new school openings, changes in school boundaries and growth.	86
Project Manager, Sustainability (F/T)	1	<p>This Project Manager position is required to lead the development and implementation of a proactive, integrated and comprehensive environmental sustainability and climate change program for the City, which will assist with the achievement of Strategic Plan goals Good Government, Smart Growth and Strong Communities.</p> <p>The position will lead the City's expanding environmental sustainability and climate change program which includes the development of a Climate Change Action Plan, and the implementation of the Council approved Environmental Master Plan (EMP), Natural Heritage and Environmental Management Strategy (NHEMS), Sustainable Neighbourhood Retrofit Action Plan, Sustainable Community Development Guidelines, etc.</p> <p>Reporting to the Manager, Environmental Planning, the Project Manager will liaise with other City departments, conservation agencies, Regional, Provincial and Federal representatives and other partners regarding environmental sustainability and climate change programs, projects and initiatives; research environmental sustainability and climate change issues, best practices, and solutions; prepare briefs, presentation materials, reports; maintain the environmental sustainability and climate change inventories; pursue funding for environmental sustainability and climate change, respond to staff, agency and public enquiries; liaise with property owners, establish and maintain partnerships.</p>	141
Gardener II (F/T)	1	To recover a full time position lost during the transfer to Forestry. We have several existing and new areas that are not staffed by full-time gardeners. This position is required to ensure that we can continue to have qualified, consistent, permanent staff to provide quality floral and shrub displays throughout the City. Gardener IIs are responsible for complete horticulture maintenance in an area. They design, plant and maintain outdoor and indoor floral, shrub and perennial displays in parks, on boulevards and at City owned facilities. In the winter they are responsible for pruning street trees and parks.	34



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Staff Request Descriptions



Community Services (2017)

Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Property Supervisor (F/T)	1	Responsible for the efficient and effective delivery of internal and tenant Property Management services at all corporate buildings and properties to include but not be limited to: planned and demand operations and maintenance, caretaking and housekeeping duties, corporate mail/courier, shipping/receiving, AV services, lease management and tenant services. Prepares annual operating and capital budgets for approval, analyzes and assess indoor and outdoor facility requirements and presents recommendations, provides third party Property Management services to the Brampton Library Board.	120
Property Coordinator (F/T)	1	Provides superior customer service for internal and external customers, tenants and end-users Provides third party property management services to the Brampton Public Library Board. Monitors and manages all lease agreements for tenants and end-users. Participates in the preparation & monitoring of operating and capital budgets. Supervises & schedules with site operations staff & external vendors, for building & property systems; all preventative maintenance programs, demand maintenance repairs and replacements, caretaking and housekeeping functions, capital project implementation, Monitors and operates all computerized Building Automation Systems (BAS); troubleshoots all site systems, and recommends & initiates corrective actions Coordinates site security with internal & external partners. Supervises the Mail/ Courier and Shipping/ Receiving operations. Assists with the interviewing, recruiting and orientation of new maintenance & operations employees. Maintains an inventory of maintenance supplies, monitors usage and evaluates product cost effectiveness. Reviews job requests, prepares written reports & project budget estimates, and assigns workloads. Ensures staff and contractors comply with all code & legislated requirements (i.e.: Occupational Health and Safety Act). Monitors, documents and maintains site log books and all maintenance staff training needs. Monitors & maintains all site maintenance and operations equipment needs.	106



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Building Maintenance Operator (F/T)	1	Response to internal and external customer inquiries and requests; Maintain family of facilities, Perform inspection, maintenance and testing of life safety systems; Perform preventative maintenance, repairs and inspection on indoor and outdoor facilities; Completes, tests and documents building inspections; Monitor and control building automations systems; Perform administrative functions including the handling of lease and contract information; Monitor inventory control and assist with ordering; Perform housekeeping and porter duties including minor repairs of drywall, painting, renovations and spot cleaning; Performs snow removal, de-icing and emergency cleaning as required; Contacts emergency services and assists in the co-ordination of the public and staff in the event of evacuation;	77
Project Manager, BDC (F/T)	1	This request supports the Strategic Plan Goal of, Practise proactive, effective and responsible management of municipal assets and services. Specifically the sustainable capital funding required for state of good repair (SOGR) to building assets. This position was not identified in the 2016 Budget Submission as the management team choose to monitor and gauge the workload for the newly formed team of engineers and project staff in the development of new facility and SOGR capital project development. It has subsequently been determined that this position is required in order to meet all the expected outcomes. Each year this position will be assigned a body of work related to facility mechanical systems: review all existing data related to the SOGR for the upcoming year; validate the data; develop detailed synopsis of scope, budgets and schedules; the justification; options; prioritize of the most important to least important building SOGR projects City-wide, capacity to deliver (shovel ready) as part of the annual capital budget submission for approval. Develop project synopsis or business case for capital budget submission. Review all historical data e.g. BCA's, visit the sites, review all data on each potential project. Identify program priorities, and any program disruption, and operational requirements with the stakeholder. Write prioritize and submit a detailed synopsis with sign off for every project for the upcoming budget submission; Carry out technical reviews.	0



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Project Coordinators, Facilities Development (F/T)	2	This request is in keeping with the Corporate Strategic Action Plan to "Practise proactive, effective & responsible management of finances, policies & service delivery" by developing an "Infrastructure delivery and maintenance strategy" for major new capital investments from "concept" to shovel ready projects. This position was not identified in the 2016 Budget Submission as the management team choose to monitor and gauge the workload for New Project Development to develop concepts for new facility. There are currently 15 new facility concepts in various stages of planning that require due diligence. This position will liaison with Planning staff and Master Plans staff. Lead the develop of all documents for each new facility e.g. but not limited to detailed budgets, scope, schedules, programing amenities and sizing, SPA requirements, land requirements etc. for Council to make informed decisions on what to approve. Other activities include but not limited to are engaging all stakeholders, developing procurement documents post approval, programing design feasibility, building technical standards & specifications for equipment & materials and ensure project management methodology is followed.	0



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Staff Request Descriptions



Community Services (2018)

Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Property Coordinator (F/T)	1	Provides superior customer service for internal and external customers, tenants and end-users Provides third party property management services to the Brampton Public Library Board. Monitors and manages all lease agreements for tenants and end-users. Participates in the preparation & monitoring of operating and capital budgets. Supervises and schedules with site operations staff and external vendors, for building and property systems; all preventative maintenance programs, demand maintenance repairs and replacements, caretaking and housekeeping functions, capital project implementation, Monitors and operates all computerized Building Automation Systems (BAS); troubleshoots all site systems, and recommends and initiates corrective actions Coordinates site security with internal/external partners. Supervises the Mail/Courier and Shipping/Receiving operations. Assists with the interviewing, recruiting and orientation of new maintenance & operations employees. Maintains an inventory of maintenance supplies, monitors usage and evaluates product cost effectiveness. Reviews job requests, prepares written reports & project budget estimates, and assigns workloads. Ensures staff and contractors comply with all code & legislated requirements. Monitors, documents and maintains site log books and all maintenance staff training needs. Monitors & maintains all site maintenance and operations equipment needs.	106
Building Maintenance Operator (F/T)	1	Response to internal and external customer inquiries and requests; Maintain family of facilities, Perform inspection, maintenance and testing of life safety systems; Perform preventative maintenance, repairs and inspection on indoor and outdoor facilities; Completes, tests and documents building inspections; Monitor and control building automations systems; Perform administrative functions including the handling of lease and contract information; Monitor inventory control and assist with ordering; Perform housekeeping and porter duties including minor repairs of drywall, painting, renovations and spot cleaning; Performs snow removal, de-icing and emergency cleaning as required; Contacts emergency services and assists in the co-ordination of the public and staff in the event of evacuation;	77



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
CCTV Reviewer (F/T)	1	<p>This role will:</p> <ul style="list-style-type: none"> • Will provide oversight and case file management in relation to security investigations. • This position will liaise with local law enforcement for required support and delivery of requested evidence. • This position will work closely with the Corporate Security Analysis staff to obtain security incident trending/threat assessments and coordinate proactive special assignments. • This position will collect all relevant hard and electronic data to complete an investigation package for all operational incidents. Collection and review of all confidential and private information related to the City's CCTV, Access ID Card and other related databases. • This position will collect, review and will conduct quality control of all Security Operations incident reports, before internal distribution is completed. • This position will provide training, guidance and quality control of all private and confidential database collections created by contracted vendors and their staff. The requirement for this position within Corporate Security is to match the current growth and demand by internal resources and external Law Enforcement agencies on the collection and legal release of confidential and private information based on the growth of the annual growth and deployment of the Corporate Security Capital Systems programs. In addition to the Capital programs designed and coordinated by Corporate Security, other City departments in their Capital program growth related to security systems are adding to the demand that with current internal resources are greatly impacting daily program requirements. 	112
Shipper & Receiver (F/T)	1	<p>Inspect and verify incoming and outgoing goods against invoices or other documents, record shortages and ensure damaged goods are documented. Assemble containers and crates, pack goods to be shipped and affix identifying information and shipping instructions. Maintain internal record keeping system(s), Call customers or carriers to coordinate pick-up or delivery and resolve problems. Unpack, inspect, sort and route goods to appropriate recipients or storage areas. Oversee loading and unloading of goods from trucks or other conveyances. Comply with Transportation of Dangerous Goods legislation and prepare customs declarations and export documents. Assist sender to determine most cost effective and expedient method of shipment and prepare bills of lading, invoices and other shipping documents. Maintain mail, shipping and receiving, corridor spaces and assigned storage spaces in a tidy and efficient manner. Operate hand truck or equipment to load, unload, transport and store goods. Perform additional similar and related duties as assigned.</p>	69



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Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
System Maintenance Technician, Corporate Security (F/T)	2	<p>This role will:</p> <ul style="list-style-type: none"> • Perform scheduled Level 1 Preventative Maintenance (PM) to all City security systems (CCTV, Access Control, Intrusion and DES) as assigned by the Coordinator, Security Systems. • Perform Level 1 Demand Maintenance (DM) to all City security systems as assigned by the Coordinator, Security Systems. • Provide technical support to Level 2 and Level 3 PM and DM 3rd party contractors, as assigned by the Coordinator, Security Systems. • Document and report on stock and inventory quantities to ensure minimum values are not exhausted. • Perform new installation commissioning inspection reports of all City security systems, as assigned by the Coordinator, Security Systems. • Document, report and apply asset tracking practices to all City security systems. • Provide technical support and input to new system / construction design teams. 	159
Realty Services Clerk (F/T)	1	<p>To address workload challenges and relieve more senior staff of clerical duties thereby allowing more senior staff to focus on core responsibilities of their positions and create work efficiencies. This will mitigate the requirement for additional senior staff. A dedicated clerical support person will be a singular, knowledgeable, dedicated "go-to" person for team members requiring clerical support. The position will provide general office clerical support and real estate specific administrative support such as; leasing process support, inventory maintenance, circulation of reports/documents for sign-off, and ReportTRAK maintenance. This position is needed to support Realty Services' provision of dependable and timely services to the Corporation. This position will be required to comply with applicable by-laws and procedural guidelines; appropriate consideration is given to confidentiality of material.</p>	30



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Project Manager, BDC (F/T)	2	This request is in keeping with the Corporate Strategic Action Plan to “Practise proactive, effective & responsible management of finances, policies & service delivery” by developing an "Infrastructure delivery and maintenance strategy" for major new capital investments from "concept" to shovel ready projects. This position was not identified in the 2016 Budget Submission. The Management Team choose to monitor and gauge the workload and establish a baseline capacity as part of an ongoing best practices and review. In 2018 the intent is to submit a multiyear capital budget plan seeking increased funding to address the backlog. Capacity to implementation capital projects will need to be increased as part of the backlog plan. The Project Manager is responsible for all aspects of leading the project from start to finish. This includes overseeing and administering the concept, design and tender phase, as well as construction and commissioning phases. Prepares project contracts and uses expertise to read and interpret drawings and specifications. Applies technical knowledge to all site plan approvals, building/fire codes and accessibility guidelines. Develops a risk management plan, monitors and reports on risk and develops relevant risk responses. Administration duties include creating the project charter, project scheduling and governance. Schedules building inspections and prioritizes the projects.	0
Project Coordinators, BDC (F/T)	3	This request is in keeping with the Corporate Strategic Action Plan to “Practise proactive, effective & responsible management of finances, policies & service delivery” by developing an "Infrastructure delivery and maintenance strategy" for major new capital investments from "concept" to shovel ready projects. This position was not identified in the 2016 Budget Submission. The Management Team choose to monitor and gauge the capacity establish a baseline as part of an ongoing best practices and review. In 2018 the intent is to submit a multiyear plan seeking funding to address the backlog. Implementation capacity will need to be increased as part of that plan. The position will coordinate the delivery of construction and renovation projects of City facilities as assigned, from start to finish, including concept, design, tender, construction and commissioning. Coordinate construction work to ensure minimal impact to client programs, engage stakeholders through all phases of the project; represent the city for consultants and contractors on construction sites. Assist Project Managers on large complex projects as required.	0



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Accommodation Planning Specialist (F/T)	1	<p>The Accommodation Planning section is responsible for preparing the Master Accommodation Planning Strategy, developing the strategic plan for corporate administrative staff, and understanding the current and future office space needs. Since 2009 there has been a minimum of 2 staff; 1 full time permanent and 1 full time contract as the workload requires a minimum of 2 staff. Going forward it is essential to retain 2 staff on a full time permanent basis in order to adequately support the corporation.</p> <p>This position is required to support the Project Coordinator position in researching and analyzing administrative space, understanding the space utilization corporate wide, and developing the project scopes for implementation. The position would be required to collect data, prepare presentations, report on findings, conduct space fit analysis, and make recommendations. The position would also be required to build and foster relationships across all departments to gain support from necessary stakeholders to support our initiatives.</p>	89
Vet Tech (F/T)	1	<p>Currently there are two full-time Registered Veterinary Technician positions. A third is required because the primary duty of the vet techs is to oversee animal care, liaise with the veterinarians regarding animals requiring treatment and develop medical plans for those animals in shelter requiring treatment. Currently the vet techs are scheduled Monday - Saturday (the days the shelter is open), but with only two staff coverage on Mondays and Saturdays is limited to 1 vet tech. Our volume and need has grown to the point where we require two vet techs to be scheduled everyday.</p> <p>There has not been an increase in complement for full time vet techs in fifteen years.</p>	97



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Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Animal Control Officer/Court Officer (F/T)	1	In response to the need for additional enforcement of both the municipal by-laws and provincial legislation (the Dog Owners' Liability Act) Animal Services has been laying of more charges at both levels of court. The requirements of the courts and the prosecutions team related to the production of case files and the evidence required to support a successful conclusion have increased substantially. Because of the increased resources required to bring cases to court and in order to ensure successful outcomes and the most efficient timelines through the court system, Animal Services has ensured that a staff person is in attendance at virtually all scheduled court appearances for each charge laid. This has been recognised by the municipal prosecutions staff and the provincial prosecutions staff and has ultimately led to more successful outcomes in shorter timelines with respect to charges laid. It has represented a minimum of one and half days per week in attendance at court alone. This position would be responsible to assist Animal Control Officers with case prep; to ensure cases forwarded to the two levels of courts are properly tracked with respect to appearance dates and outcomes and to appear at any and all scheduled court appearances in relation to animal services case matters to be heard at court. As well this position would be responsible for additional areas in dog designations and appeals.	82



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Staff Request Descriptions



Community Services (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
BAS Project Coordinator (F/T)	1	Building Automation Systems (BAS) monitor, control, trend, and schedule mechanical and electrical systems in buildings, providing great opportunity in conserving energy, lowering downtimes, avoiding failure, reducing operational cost. The City has utilized BAS for more than 25 years and the infrastructures are valued in excess of \$7 million at 40 sites. Since 2010 outstanding improvements have been achieved in managing our BAS systems, including: adaptation and implementation of ASHREA BACnet Standard, standardization of different systems provided by multiple vendors to three vendors, construction guidelines for new facilities, creation of a network accessed within the IT network, training of operation staff to maximize the use of BAS. Continued success of the BAS network is dependent on staff resourcing; failure to employ qualified staff will result in significantly higher energy costs, poor system operation, more equipment failure and higher operational costs. Responsibilities include acting as Helpdesk for BAS, ongoing upgrade of hardware and software, training operation staff, assisting in PM-DM Schedules, planning and coordination of new systems. There is no need for additional IT or Space Planning Resources - retain existing resource on a full time permanent basis, as he has gained knowledge, built relationships with various stakeholders, and have made large contributions to the success of the Energy Management over the past 6 years that he has been here.	95
Project Manager, BDC (F/T)	2	This request is in keeping with the Corporate Strategic Action Plan to "Practise proactive, effective & responsible management of finances, policies & service delivery" by developing an "Infrastructure delivery and maintenance strategy" for major new capital investments from "concept" to shovel ready projects. This position was not identified in the 2016 Budget Submission. The Management Team choose to monitor and gauge the workload and establish a baseline capacity as part of an ongoing best practices and review. In 2018 the intent is to submit a multiyear capital budget plan seeking increased funding to address the backlog. Capacity to implementation capital projects will need to be increased as part of the backlog plan. The Project Manager is responsible for all aspects of leading the project from start to finish. This includes overseeing and administering the concept, design and tender phase, as well as construction and commissioning phases. Prepares project contracts and uses expertise to read and interpret drawings and specifications. Applies technical knowledge to all site plan approvals, building/fire codes and accessibility guidelines. Develops a risk management plan, monitors and reports on risk and develops relevant risk responses. Administration duties include creating the project charter, project scheduling and governance. Schedules building inspections and prioritizes the projects.	0



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Project Coordinators, BDC (F/T)	3	This request is in keeping with the Corporate Strategic Action Plan to "Practise proactive, effective & responsible management of finances, policies & service delivery" by developing an "Infrastructure delivery and maintenance strategy" for major new capital investments from "concept" to shovel ready projects. This position was not identified in the 2016 Budget Submission. The Management Team choose to monitor and gauge the capacity establish a baseline as part of an ongoing best practices and review. In 2018 the intent is to submit a multiyear plan seeking funding to address the backlog. Implementation capacity will need to be increased as part of that plan. The position will coordinate the delivery of construction and renovation projects of City facilities as assigned, from start to finish, including concept, design, tender, construction and commissioning. Coordinate construction work to ensure minimal impact to client programs, engage stakeholders through all phases of the project; represent the city for consultants and contractors on construction sites. Assist Project Managers on large complex projects as required.	0
Contract Administration & Policy Analyst (F/T)	1	Reporting to the Supervisor, Services Contracts, and this role is responsible to facilitate the administration of contracts through the review and development, evaluation and award, implementation and monitoring of preventative, demand and emergency maintenance service contract for citywide facilities. The current work load is being supported by a co-op student in 2016 by providing administrative and technical support of the Facility Maintenance Database (FMD). This position will replace the co-op student and complement the existing team and will be primarily responsible for the management of the FMD and integration into a new contract management system for facility maintenance. In addition, this position will provide contract administration support to accommodate the growth in the number of contracts requiring support and the number of facilities added to the city-wide portfolio. Furthermore, this role will be involved in providing technical support in establishing corporate standards and best practice programs for facility maintenance services, developing the third party contractor capital planning reporting requirements to assist Asset Preservation and establishing benchmarking maintenance costs and opportunities for savings. This additional technical support will allow the Service Contracts team to ensure that the facility maintenance programs are established to ensure compliance with the regulatory requirements, maximize the lifecycle of the equipment.	81
Programmer, Gore Meadows (F/T)	1	This is a new position for community development and engagement in the Gore Meadows Community. Areas of responsibility would include School Programs, Community Networks, Engagement with community members and groups, Seniors Club engagement, in-facility community events and community events within the community. They will provide input to budgeting process, including monthly forecasting and monitoring of revenues and expenditures. Report on trends, emerging issues and potential areas of growth. Ensure that programs offered are of excellent quality.	81



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Animal Control Officers (F/T)	3	<p>In 2016 we were granted an additional 2 Animal Control Officers in order to move toward 24/7 coverage on the road. This request is for the required 3 positions to be able to schedule 24/7. Moving to 24/7 coverage will increase the level of service provided in a number of areas:</p> <ul style="list-style-type: none"> - better response time to emergency calls because officers are on shift and within City limits; - Increased service level as officers will respond to all types of calls 24 hours a day whereas currently there is emergency only service provided for quite a number of hours in the week; - decreased costs will be realised through a number of efficiencies: much less overtime paid out and not at a minimum of 3 hours which happens for current after hours call outs; no healthy stray animals held overnight at emergency veterinary clinic; additional work can be accomplished during slower portions of the day providing for faster completion of calls and associated paperwork. 	244



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Fire & Emergency Services (2017)

Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Administrative Assistant - Admin (F/T)	1	In 2016, Fire began a pilot project employing a temporary Administrative Assistant to evaluate the viability of capturing previously untapped user fees. In 2017, this position is projected to produce \$250,000 in additional recovery funds. This new position will continue the user fee collection program beyond the 2016 trial period.	73
Administrative Assistant - Training (F/T)	1	The user fee collection program is expanding beyond the 2016 scope. This position will take on the additional workload. As well, this person will do much of the administrative duties for the seven staff in Training, who currently perform this work. This new position will enable the user fee collection program to expand beyond its current scope and to assist with the workload in the Training section.	73
Firefighters (F/T)	20	<p>A Fire Station and Apparatus Planning study has recently identified the need for Fire Station 209 (2691 Sandalwood Parkway East) to add frontline apparatus and crew no later than 2017. This need is based on two major evaluation criteria identified below in priority order:</p> <ol style="list-style-type: none"> 1. Ability to satisfy the need of establishing an effective response force (ERF) at the scene of a fire within 480 seconds. Today, travel times to the north-east corner of Brampton struggle meet the NFPA 1710-2010 benchmark of 17 firefighters on scene in 480 seconds. With the implementation of a 2nd apparatus at Fire Station 209, the ERF response coverage area will be significantly improved. Within Fire Station 209's primary response area, ERF will increase from 27% to 90% coverage. When aligned with the long-term fire station plan, the ERF will increase from 14% to 51% coverage for the primary response area of Fire Station 211. 2. Incident Volume Demands - Of the existing single apparatus stations, Fire Station 209 responds to the 3rd highest number of incidents. This, in consideration with the ERF performance standard and future forecasted incident volumes, has resulted in priority being given to Fire Station 209 for a second apparatus. Firefighters will commence their employment in January 2017 such that their Recruit Training Program is completed and the apparatus can be put in service for the spring 2017. 	1,636





Fire & Emergency Services (2018)

Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Firefighters (F/T)	20	<p>A Fire Station and Apparatus Planning study has recently been undertaken which identified the need for Fire Station 210 (10530 Credit view road) to add a frontline apparatus and crew no later than 2018. This need is based on data collected and analyzed in relation to population, development changes, incident forecast and community assessment with the objective to:</p> <ol style="list-style-type: none"> 1. Satisfy the need of establishing an effective response force (ERF) of 17 firefighters on scene in 480 seconds. With the implementation of a 2nd apparatus at Fire Station 210, the ERF response coverage area will be significantly improved. 2. Meet the Incident Volume Demands forecasted. Incident volumes in Station 210's area will surpass the maximum threshold of incidents per apparatus based on incidents within a primary response area. Priority will be given to Fire Station 210 for a second apparatus in 2018. <p>Firefighters will commence their employment in January 2018 such that their Recruit Training Program is completed and the apparatus can be put in service for the spring 2018.</p>	1,789



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Staff Request Descriptions



Fire & Emergency Services (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Administrative Assistant - Operational Chief (F/T)	1	This position will report into the Administrative Services Division and will be responsible for assisting the Platoon Chief and District Chief in the Attendance Management Program. The Administrative Assistant will monitor the attendance of personnel and assist the Operational Chief Team in preparing attendance management documentation, injury report documentation, offers of Modified duties, development of rehab plans, and updating portal sites.	73
Officer, Fire Prevention (F/T)	2	This position is required in conjunction with the Master Plan and to support the increased demand on Fire Prevention as a result of population growth in Brampton.	225
District Chief, Firefighting (F/T)	4	Fire Services has four platoons with 2 District Chiefs per platoon that report to a Platoon Chief. Each District Chief supervises 9 apparatus and roughly 45 firefighters. A Fire Station and Apparatus Planning study identified the need for Fire Station 209, 210, 207 and 208 to each add one apparatus. This will result in an additional 4 apparatus and 82 Firefighters by 2019. An additional District Chief will be required on each platoon to: 1. Maintain a managerial span of control. 2. Ensure Incident Management Teams continue to have the abilities to manage a variety of emergencies including structure fires, hazardous materials incidents, special operations, and other types of emergencies handled by Fire Services. 3. Establish an Incident Management command team at concurrent incidents 4. Meet NFPA requirement for Supervisory Chief Officers to be dispatched/respond to all full-alarm assignments as part of NFPA 1710 effectiveness response force	604
Education Officer, Fire/Life Safety (F/T)	1	This position is required in conjunction with the master plan, and to support the increased demand on Fire Life Safety Education as a result of population growth.	112



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Firefighters (F/T)	42	<p>A Fire Station and Apparatus Planning study that analyzed population growth, development changes and incident forecasting identified the need for Fire Station 207 (75 Vodden Street East) and Fire Station 208 (120 Fernforest Drive) to each add a frontline apparatus and crew no later than 2019.</p> <p>This need is based on data collected and analyzed in relation to population, development changes, incident forecast and community assessment with the objective to:</p> <ol style="list-style-type: none"> 1. Satisfy the need of establishing an effective response force (ERF) of 17 firefighters on scene in 480 seconds. With the implementation of a 2nd apparatus at Fire Station 207 and 208, the ERF response coverage area will be significantly improved. 2. Future forecasted of Incident Volume in the areas of Station 207 and 208 demonstrate that they will surpass the maximum threshold of incidents per apparatus within a primary response area. As a result, priority must be given to Fire Station 207 and 208 for a second apparatus in 2019. <p>Firefighters will commence their employment in January 2019 such that their Recruit Training Program is completed and the apparatus can be put in service for the spring of 2019.</p>	3,350



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Staff Request Descriptions



Transit (2017)

Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Operators (F/T)	9	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	492
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	68
Operators (F/T)	14	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	766



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Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Mechanics (F/T)	2	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	136
General Service Person (F/T)	1	To ensure the Transit Fleet and Facilities are clean, operational and up to Health and Safety standards. Under the direction of the Fleet Maintenance Foreperson performs general maintenance duties as required. Assists in vehicle maintenance & repair; maintains tire service & picks up parts; assists in the repair & maintenance of Transit Headquarters & Terminals; cleans property; operates skid steer loader, forklift & sweeper; performs other duties as assigned. Checks and starts buses, repairs minor defects and parks buses; fuels, sweeps and washes interior and exterior of buses; operates a pressure washer; maintains top-up fluid levels and empties cash boxes into vaults and downloads into computer.	47
Planning Coordinator (F/T)	1	Current staff levels cannot keep pace with current growth, particularly in reviewing and commenting on new development plans, managing increased number of transit services and related infrastructure, analyzing ridership trends and route performance monitoring to allocate resources where they will most effectively be used, and planning, testing and implementation of new routes and service strategies.	59

This person will also ensure that Transit is compliant with the TMP and other related City and Provincial policy documents.

This position will assist the current Supervisor of Planning to manage the increased volume of work related to the rapid expansion of the transit system and ongoing ridership growth.

This is a key position for transit coordination in the areas of planning, scheduling and infrastructure management that will result in efficient and effective delivery of transit services. This position will instil a model for continuous improvement through such activities as surveys, focus groups, customer feedback, and constant open discussion with unionized transit operators. This position will follow-up on public service requests and monitor the satisfaction of transit users with the services provided. This position will develop plans, comment, plan for transit routes, stops, shelters and pads. Cross training among the other Co-ordinators is necessary to provide back-up coverage in these disciplines.



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Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Operators (F/T)	5	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	274
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	68



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Transit (2018)

Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Operators (F/T)	9	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	502
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	70



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Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Transit Coordinator (F/T)	1	Co-ordinators provide supervision of Operators & regulate service on-road maintaining service levels through various uncontrollable obstacles i.e.. Accidents. Ensure Operators report for duty & allocate equipment while continually providing supervision & corrective measures to Operators. Maintain radio communication with staff responding to emergency situations & other special services provided by the community. Respond to & investigate on-road customer service complaints, passenger disputes & operator assaults. Called upon as representation of the Corporation through any legal proceedings that arise. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community. As service hours increase the number of service disruptions and on road calls that the Transit Coordinators have to respond to increases and to not maintain adequate staff to respond to calls in a timely manner is a health and safety risk to our employees and passengers. In addition as the geographical area in which we provide transit service grows with the City travel distances between on street calls increases and affects staffing requirements. Service levels are monitored on an ongoing basis to ensure the deployment of this staff is as efficient as possible but base levels of supervisory staff must be maintained.	65

Business Systems Analyst (F/T)	1	Maintenance plays an integral role in Transit operations and delivery of efficient service to the public. As we continue to respond to our customer needs and increase our levels of service, the Maintenance department finds itself in a unique position to adopt advanced technology to provide a more effective and efficient service. With the introduction of an advanced vehicle monitoring system (AVM), maintenance staff will be able to identify problems before they occur and respond to issues in a more timely manner. This will help to reduce future maintenance costs and deliver a more reliable service to our customers.	107
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This position will ensure that the AMV system operates optimally and the Maintenance department is taking full advantage of the various system functionalities and capabilities. They will also continuously review practices for improvements and will keep abreast of emerging trends to determine the future strategic direction of the AMV system. They will work with the labour budget and ensures appropriate controls are in place and provides excellent customer service while protecting the integrity of the AVM system.



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Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Operators (F/T)	7	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	391
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	70
General Service Person (F/T)	1	To ensure the Transit Fleet and Facilities are clean, operational and up to Health and Safety standards. Under the direction of the Fleet Maintenance Foreperson performs general maintenance duties as required. Assists in vehicle maintenance & repair; maintains tire service & picks up parts; assists in the repair & maintenance of Transit Headquarters & Terminals; cleans property; operates skid steer loader, forklift & sweeper; performs other duties as assigned. Checks and starts buses, repairs minor defects and parks buses; fuels, sweeps and washes interior and exterior of buses; operates a pressure washer; maintains top-up fluid levels and empties cash boxes into vaults and downloads into computer.	43



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Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Transit Coordinator (F/T)	1	Co-ordinators provide supervision of Operators & regulate service on-road maintaining service levels through various uncontrollable obstacles i.e.. Accidents. Ensure Operators report for duty & allocate equipment while continually providing supervision & corrective measures to Operators. Maintain radio communication with staff responding to emergency situations & other special services provided by the community. Respond to & investigate on-road customer service complaints, passenger disputes & operator assaults. Called upon as representation of the Corporation through any legal proceedings that arise. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community. As service hours increase the number of service disruptions and on road calls that the Transit Coordinators have to respond to increases and to not maintain adequate staff to respond to calls in a timely manner is a health and safety risk to our employees and passengers. In addition as the geographical area in which we provide transit service grows with the City travel distances between on street calls increases and affects staffing requirements. Service levels are monitored on an ongoing basis to ensure the deployment of this staff is as efficient as possible but base levels of supervisory staff must be maintained.	65
Operators (F/T)	7	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	391
Mechanics (F/T)	2	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	139



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Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Operators (F/T)	5	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	279
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	70



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Transit (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Operators (F/T)	11	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	626
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	71



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Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Transit Coordinator (F/T)	1	Co-ordinators provide supervision of Operators & regulate service on-road maintaining service levels through various uncontrollable obstacles i.e.. Accidents. Ensure Operators report for duty & allocate equipment while continually providing supervision & corrective measures to Operators. Maintain radio communication with staff responding to emergency situations & other special services provided by the community. Respond to & investigate on-road customer service complaints, passenger disputes & operator assaults. Called upon as representation of the Corporation through any legal proceedings that arise. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community. As service hours increase the number of service disruptions and on road calls that the Transit Coordinators have to respond to increases and to not maintain adequate staff to respond to calls in a timely manner is a health and safety risk to our employees and passengers. In addition as the geographical area in which we provide transit service grows with the City travel distances between on street calls increases and affects staffing requirements. Service levels are monitored on an ongoing basis to ensure the deployment of this staff is as efficient as possible but base levels of supervisory staff must be maintained.	65
Operators (F/T)	7	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	398
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	71



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Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
General Service Person (F/T)	1	To ensure the Transit Fleet and Facilities are clean, operational and up to Health and Safety standards. Under the direction of the Fleet Maintenance Foreperson performs general maintenance duties as required. Assists in vehicle maintenance & repair; maintains tire service & picks up parts; assists in the repair & maintenance of Transit Headquarters & Terminals; cleans property; operates skid steer loader, forklift & sweeper; performs other duties as assigned. Checks and starts buses, repairs minor defects and parks buses; fuels, sweeps and washes interior and exterior of buses; operates a pressure washer; maintains top-up fluid levels and empties cash boxes into vaults and downloads into computer.	43
Transit Coordinator (F/T)	1	Co-ordinators provide supervision of Operators & regulate service on-road maintaining service levels through various uncontrollable obstacles i.e.. Accidents. Ensure Operators report for duty & allocate equipment while continually providing supervision & corrective measures to Operators. Maintain radio communication with staff responding to emergency situations & other special services provided by the community. Respond to & investigate on-road customer service complaints, passenger disputes & operator assaults. Called upon as representation of the Corporation through any legal proceedings that arise. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community. As service hours increase the number of service disruptions and on road calls that the Transit Coordinators have to respond to increases and to not maintain adequate staff to respond to calls in a timely manner is a health and safety risk to our employees and passengers. In addition as the geographical area in which we provide transit service grows with the City travel distances between on street calls increases and affects staffing requirements. Service levels are monitored on an ongoing basis to ensure the deployment of this staff is as efficient as possible but base levels of supervisory staff must be maintained.	65
Operators (F/T)	5	Responsible for the safe operation of the vehicle and safety of all passengers carried and respect for other users of the road. Responsible for the collection of and issuance of transfers. Documents incidents and reports to Coordinator/Supervisor. Maintains and adheres to operational schedules; abides by Highway Traffic Act, Health & Safety Act and City policies and procedures. Provides information to the public regarding transit routes & other high quality customer service on a daily basis. Through daily operation each Operator must be able to work a wide variety of shifts while providing Transit's quality customer service levels. Through on going training they are taught to be responsible for the safe operation of the vehicle & safety of all passengers carried while maintaining a professional image; They are also responsible for the collection of fares & issuing transfers. Transit Services objectives are to provide a safe, efficient, and effective public transit system, that promotes a reduction in greenhouse gas emissions while providing an environmentally friendly solution to the community.	284



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Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Mechanics (F/T)	1	This position performs repairs and maintenance on the bus fleet to ensure operational customer service requirements are met on a daily basis. Performs ongoing maintenance repairs to the Transit fleet and support vehicles. Performs monthly inspections and repairs to the fleet. Performs MTO 6 month & yearly brake and safety inspections to the fleet and completes the necessary repairs. Ensures all vehicles are road worthy and safe to operate. To ensure the Transit fleet is fully operational and available to provide the service hours that are scheduled and expected by Transit's customers.	71



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Brampton Public Library (2017)

Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Data Analyst (F/T)	1	The Data Analyst's role is responsible for the ongoing coordination and analysis of the quantitative and qualitative statistics, metrics and data for the Library to measure the effectiveness of its services, and to identify and develop future services in alignment with its strategic priorities. Passionate about public libraries and evidence that underpins the Library's strategic and operational decisions, the incumbent ensures the Library's statistics are current, accurate and communicated on time within the Library and to its external stakeholders.	93
Digital User Experience Technician (F/T)	1	The provincial capacity grant underwriting this position was eliminated in 2015; the Library self-funded this role in 2016. Technology is as important to the Library as is bricks and mortar. And, the technicians working in the Library need the added competency of working with digital content and complex e-resources, and bringing these highly valued resources to Brampton's residents and business owners in ways that are user-friendly and action-ready. As the Library's digital platform and services continue to expand to serve Brampton's 600,000+ people in diverse neighbourhoods with incredibly varying needs, this Technician will ensure the Library is accessible and actionable in significant South Asian languages and by people at all stages of digital literacy.	90
Information Services Librarian Gore Meadows (F/T)	1	Building on the momentum established in 2015 and 2016, The Brampton Library will continue to enrich lives of Brampton residents by promoting literacy and by providing access to collections, programs, services and technology in a welcoming environment that fosters innovation, discovery and connections with others and with the community. The Brampton Library is pivotal in contributing to the growing diverse community and therefore resulting in an increase in demand for facilities across the City. The continued growth and development continues to signal economic growth, innovation and expansion of lifestyle amenities to increase community engagement. The Information Services Librarian is responsible for the provision of information services to the public such as developing and delivering programs as required and assisting in overall maintenance of branch collections.	88



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Position	Quantity	Description/Justification/Implication for Service Levels	2017 Budget vs. 2016 Budget (\$000)
Information Services Librarian Mount Pleasant Village (F/T)	1	As the Brampton Library continues to enrich lives of Brampton residents by promoting literacy and providing access to collections, programs, services and technology our technological strategy continues to evolve and become more complex. The objective is to continue to position the Brampton Library service as a provider for the community, technology hub and as a place of innovation. With an additional branch to support, the requirement is for an additional staff member to provide support for the technology needs of the branches and neighborhoods. Development continues to signal economic growth, innovation and expansion of lifestyle amenities to increase community engagement. The Information Services Librarian is responsible for the ongoing support of new and existing technologies that will be available for public use throughout our library system as well as internal support.	88
Marketing Assistant (F/T)	1	As the Brampton Library continues to enrich lives of Brampton residents by promoting literacy and providing access to collections, programs, services and technology, our technological strategy continues to evolve and become more complex. The main focus will be on delivering new and accessible technology into the hands of Brampton library members. The objective is to continue to position the Brampton Library service as a provider for the community, a technology hub and as a place of innovation. Development continues to signal economic growth, innovation and expansion of lifestyle amenities to increase community engagement. The Marketing Assistant is responsible for the ongoing support and security of new and existing technologies that will be available for public use throughout our library system. This position will train both internal and external clients on new and existing technology.	56



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Staff Request Descriptions



Brampton Public Library (2018)

Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Digital User Experience Analyst (F/T)	1	Technology is as important to the Library as is bricks and mortar. And, the technicians working in the Library need the added competency of working with digital content and complex e-resources, and bringing these to Brampton's residents and business owners in ways that are user-friendly and action-ready. As the Library's digital platform and services continue to expand to serve Brampton's 600,000+ people in diverse neighbourhoods with incredibly varying needs, this analyst will ensure the Library is accessible and actionable in significant South Asian languages and by people at all stages of digital literacy.	93
Digital Literacy Specialist Librarian (F/T)	1	Responsible for the provision of flexible, community based educational services. This position is a blend of instructor, service provider, and technology specialist responsible for planning and implementing community digital and media literacy. <ul style="list-style-type: none"> • Provides instruction and assistance to the public in the use of digital, preservation and web design software and equipment • Advises customers on technical requirements and design elements for creation of printed or electronic documents • Provides digital imaging and design services to the public. Includes conversion (hard copy, film and slides) into suitable format, data entry, spell checking, basic editing, preparation of graphic elements and layout for presentation or publishing (print or web) or other purposes • Prepares documents using computerized text-editing systems • Provides assistance with the planning for service development and implementation • Assists with research on relevant software, equipment and related training • Assists with development of service guidelines, customer instruction tutorials, and promotional materials • Participates in the development of performance measures and evaluation of the service • Ensures high level of customer satisfaction by providing excellent service • Assists in the training of Library staff to provide digital conversion, design and editorial services 	88



APPENDIX 1

Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Customer Service Associate MPV (F/T)	1	The Brampton Library will continue to enrich lives of Brampton residents by promoting literacy and by providing access to collections, programs, services and technology in a welcoming environment that fosters innovation, discovery and connections with others and with the community. The Brampton Library is pivotal in contributing to the growing diverse community and therefore resulting in an increase in demand for facilities across the City. The continued growth and development continues to signal economic growth, innovation and expansion of lifestyle amenities to increase community engagement. The Customer Service Associate is instrumental in creating the essence of the customer's experience at the library. This position enriches people's lives through meaningful dialogue about our products and services, and where customers are first greeted with a smile and welcomed into our library.	62
Neighbourhood Librarian (F/T)	1	Fluent in English and significant South Asian languages, this role is critical in integrating the Branch services and products into the lives of the area's residents. The Librarian will focus on understanding the preferences and aspirations of the neighbourhood's people and businesses, and in guiding them in building information-based solutions to overcoming barriers. Communicating with residents in their language, the incumbent in this role will work with residents as well as other agencies and COB service providers to learn how to make sense of the overwhelming, and often conflicting or questionable, mass of information online and make it relevant to the residents' lives, work and education. Digital literacy is as vital a competency today as reading and writing literacies were in the past. The Brampton Library, through its highly skilled staff, will continue to enrich lives - young, senior and in between - by building literacies and underpinning education, career and life success with information products and services not available anywhere else.	88



APPENDIX 1

Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2018 Budget vs. 2017 Budget (\$000)
Information Services Technician (F/T)	1	<p>The Brampton Library enriches the lives of Brampton residents by promoting literacy and providing access to collections, programs, services and technology in a welcoming environment that fosters innovation, discovery and connection with others and with the community. The Brampton Library is a key contributor to the success and vitality of our growing, diverse city.</p> <p>The Technology Systems Technician is a new position to support service expansion into a unserved and growing neighbourhood in Brampton. Brampton Library proposes to open an interim storefront facility in southwest Brampton as a means of providing service and growing support for the BramWest shared facility planned for 2020. The Systems Technician would:</p> <ul style="list-style-type: none"> • Provide support for the effective maintenance, operations, installation and troubleshooting of networks, servers, hardware and software applications for Library staff and customers. • Respond to and prioritize request for technology support in all aspects of our library system. • Provide guidance and recommendations in the appropriate use of hardware and software • Prepare and review educational materials for end user instructions • Liaise with appropriate outside organizations regarding hardware and software • Prepare, maintain and update procedural inventory and software manuals and related documentation 	80
Customer Service Associates (P/T)	2	<p>The Brampton Library will continue to enrich lives of Brampton residents by promoting literacy and by providing access to collections, programs, services and technology in a welcoming environment that fosters innovation, discovery and connections with others and with the community. The Brampton Library is pivotal in contributing to the growing diverse community and therefore resulting in an increase in demand for facilities across the City. The continued growth and development continues to signal economic growth, innovation and expansion of lifestyle amenities to increase community engagement. The Customer Service Associate is instrumental in creating the essence of the customer's experience at the library. This position enriches people's lives through meaningful dialogue about our products and services, and where customers are first greeted with a smile and welcomed into our library.</p>	65



APPENDIX 1

Staff Request Descriptions



Brampton Public Library (2019)

Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Library Fund Development Officer (F/T)	1	<p>The Brampton Library enriches the lives of Brampton residents by promoting literacy and providing access to collections, programs, services and technology in a welcoming environment that fosters innovation, discovery and connection with others and with the community. The Brampton Library is a key contributor to the success and vitality of our growing, diverse city.</p> <p>The Library Fund Development Manager is a new position designed to assist the Library in exploring and developing alternative revenue streams as a means of service expansion and diversification. The Fund Development Manager will:</p> <ul style="list-style-type: none"> • Actively identify, cultivate, solicit and steward a portfolio of corporate, foundation and individual prospects • Develop lasting relationships with current and new corporate and community partners • Build donor pipeline and develop strategies to increase giving overall • Develop and implement fund development strategies that address specific audiences and provide multiple giving opportunities • Create, develop and coordinate a variety of programs and strategies to engage key stakeholders to ensure their support • Perform prospect research to identify and qualify potentials donors and sponsors as well as cultivate and solicit prospects in keeping with priorities and fundraising strategies 	113
Digital Curation Specialist (F/T)	1	<p>The Brampton Library enriches the lives of Brampton residents by promoting literacy and providing access to collections, programs, services and technology in a welcoming environment that fosters innovation, discovery and connection with others and with the community. The Brampton Library is a key contributor to the success and vitality of our growing, diverse city.</p> <p>The Digital Curation Specialist is a new position to support the growing and changing demands of our increasingly information based society through the curation and dissemination of Brampton's unique community created content. The Digital Curation Specialist will:</p> <ul style="list-style-type: none"> • Oversee metadata harvesting and acquisition to support the creation and maintenance of local content significant to the people and neighbourhoods of Brampton • Provide expertise in the digitization of local records and genealogy in order to assist customers in search and retrieval of information • Act as ambassador of digital contact both internally and in the wider community • Advocate for and oversee preservation of the community's digital information • Provide subject matter expertise in the digital collections including strategic curation of media not currently conducive to print • Maintain and curation of digital media from web sources including but not limited to local sources 	88



APPENDIX 1

Staff Request Descriptions



Position	Quantity	Description/Justification/Implication for Service Levels	2019 Budget vs. 2018 Budget (\$000)
Digital Curation Support Associate (F/T)	1	<p>The Brampton Library enriches the lives of Brampton residents by promoting literacy and providing access to collections, programs, services and technology in a welcoming environment that fosters innovation, discovery and connection with others and with the community. The Brampton Library is a key contributor to the success and vitality of our growing, diverse city. The Digital Curation Support Technician is a new position to support the growing and changing demands of our increasingly information based society through the curating and dissemination of Brampton's unique community created content. The Technician will support the work of the Digital Curation Specialist position through:</p> <ul style="list-style-type: none"> • Digitization of local records and genealogy resources in order to assist customers in search and retrieval of information • Curation of media not currently conducive to print - such as but not limited to music, digital photography and three dimensional works • Maintenance and curation of digital media from web sources including but not limited to local sources • Acquisition and curation of digital content and collections • Maintenance of digital collections 	80



APPENDIX 2

Capital Funding Source Summary



2017	Brampton Library	APP 2-3
	Office of the Chief Administrative Officer	APP 2-3
	Community Services	APP 2-4
	Corporate Services	APP 2-6
	Economic Development	APP 2-8
	Fire and Emergency Services	APP 2-8
	Mayor and Council	APP 2-9
	Planning and Development Services	APP 2-9
	Public Works and Engineering	APP 2-11
	Transit	APP 2-15
2018	Brampton Library	APP 2-16
	Office of the Chief Administrative Officer	APP 2-16
	Community Services	APP 2-17
	Corporate Services	APP 2-19
	Economic Development	APP 2-20

APPENDIX 2

Capital Funding Source Summary



2018	Fire and Emergency Services	APP 2-21
	Mayor and Council	APP 2-21
	Planning and Development Services	APP 2-21
	Public Works and Engineering	APP 2-24
	Transit	APP 2-28
2019	Brampton Library	APP 2-29
	Office of the Chief Administrative Officer	APP 2-29
	Community Services	APP 2-30
	Corporate Services	APP 2-32
	Economic Development	APP 2-33
	Fire and Emergency Services	APP 2-34
	Planning and Development Services	APP 2-34
	Public Works and Engineering	APP 2-36
	Transit	APP 2-39



2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Brampton Public Library						
Library						
Automation Software & Hardware Upgrades			90		10	\$100
Brampton Library - 4 Corners		450				\$450
Service Level & Benchmarking Study		75				\$75
Library - Total		\$525	\$90		\$10	\$625
Brampton Public Library - Total		\$525	\$90		\$10	\$625
Chief Administration Officer						
Human Resources						
Minor Capital - Human Resources		14				\$14
Human Resources - Total		\$14				\$14
Chief Administration Officer						
Minor Capital - Office of the CAO		2				\$2
Chief Administration Officer - Total		\$2				\$2
City Clerk						
Administrative Monetary Penalty System (AMPS)		10				\$10
Brampton Records & Info Mgmt System-BRIMS		460				\$460
City Clerk - Total		\$470				\$470



2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Internal Audit						
Minor Capital - Internal Audit		2				\$2
Internal Audit - Total		\$2				\$2
Service Innovation & Corporate Performance						
Service Brampton Customer Service Enhancements		455				\$455
Service Innovation & Corporate Performance - Total		\$455				\$455
Strategic Communications						
Development of New Brand		40				\$40
Strategic Communications - Total		\$40				\$40
Chief Administration Officer - Total		\$983				\$983
Community Services						
Building Design & Construction						
Facilities Repair & Replacement		9,731		13,297	799	\$23,827
Interior Design Services		4,230				\$4,230
Building Design & Construction - Total		\$13,961		\$13,297	\$799	\$28,057
Facility Services						
Facility Inspections & Audits						
Facility Inspections & Audits		1,785				\$1,785
Facility Inspections & Audits - Total		\$1,785				\$1,785



2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Facility Operations & Maintenance						
Corporate Indoor Asset Replacement		110				\$110
Corporate Security Systems		250				\$250
Minor Capital – Corporate Security		70				\$70
Minor Capital – Facilities Operations & Maintenance		400				\$400
Facility Operations & Maintenance - Total		\$830				\$830
Facility Support Services						
Accommodation Studies		125				\$125
Energy Programs		1,000				\$1,000
Facility Support Services - Total		\$1,125				\$1,125
Facility Services - Total		\$3,740				\$3,740
New Construction – CS						
New Facilities Development	450				50	\$500
New Construction – CS - Total	\$450				\$50	\$500
Realty Services						
Land Acquisition & Preliminary Due Diligence		1,522			768	\$2,290
Realty Services - Total		\$1,522			\$768	\$2,290

2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Recreation & Culture						
Arts & Culture						
Arts & Culture Miscellaneous Initiatives		283		(451)	156	\$(12)
Arts & Culture - Total		\$283		\$(451)	\$156	\$(12)
Recreation						
Indoor Asset Replacement		(213)			(478)	\$(691)
Powerade Centre		140				\$140
Recreation - Miscellaneous Initiatives		671				\$671
Recreation - Total		\$598			\$(478)	\$120
Recreation & Culture - Total		\$881		\$(451)	\$(322)	\$108
Service Brampton						
Service Brampton – Minor Capital		5				\$5
Service Brampton - Total		\$5				\$5
Community Services - Total	\$450	\$20,109		\$12,846	\$1,295	\$34,700
Corporate Services						
Information Technology						
Citizen Service Program						
Citizen Service Program		800				\$800
Citizen Service Program - Total		\$800				\$800

2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Core Technology Program						
Core Technologies Program		3,620				\$3,620
Core Technology Program - Total		\$3,620				\$3,620
Corporate Technology Program						
Corporate Technology Program		2,225		1,375		\$3,600
Corporate Technology Program - Total		\$2,225		\$1,375		\$3,600
Other - Information Technology						
Peoplesoft Upgrade		(1,775)				\$(1,775)
Other - Information Technology - Total		\$(1,775)				\$(1,775)
Information Technology - Total		\$4,870		\$1,375		\$6,245
Enforcement & Bylaw Services						
Radios and handheld units for new staff		26				\$26
Enforcement & Bylaw Services - Total		\$26				\$26
Finance						
Enterprise Payment Solution		226				\$226
Minor Capital - Finance		6				\$6
Finance - Total		\$232				\$232
Corporate Services - Total		\$5,128		\$1,375		\$6,503

2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Economic Development						
Economic Development						
Culinary Tourism Strategy & Programming		20				\$20
Minor Capital - Office of the COO		5				\$5
Year-round Indoor Market Feasibility Study		30				\$30
Economic Development - Total		\$55				\$55
Economic Development - Total		\$55				\$55
Fire & Emergency Services						
Emergency Management						
Emergency Measures		150				\$150
Emergency Management - Total		\$150				\$150
Fire						
Dispatch Equipment		200				\$200
Fire Fighting Equipment		350				\$350
Fire Miscellaneous Initiatives		250				\$250
Growth Vehicles		1,700				\$1,700
Vehicle Replacement		2,680				\$2,680
Fire - Total		\$5,180				\$5,180
Fire & Emergency Services - Total		\$5,330				\$5,330

2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Mayor and Council						
Council Members						
Minor Capital - Council Members		13				\$13
Council Members - Total		\$13				\$13
Mayor and Council - Total		\$13				\$13
Planning & Development Services						
Building						
Amanda Building Permits System Upgrade.					250	\$250
Minor Capital - Building					12	\$12
Building - Total					\$262	\$262
Development Services						
Community Improvement Plan Program					300	\$300
Comprehensive Fees Review		200				\$200
Minor Capital – Development Services		40				\$40
Development Services - Total		\$240			\$300	\$540

2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Policy Planning						
Brampton Natural Areas Inventory		80				\$80
Downtown Etobicoke Creek Revitalization Studies Sustainability Plan		50				\$50
Downtown Mobility Hub Master Plan		100				\$100
Forecast Update for DC By-Law	100					\$100
Gateway Precinct/Mobility Hub Master Plan		150				\$150
Official Plan Review Studies					250	\$250
Parks and Recreation Plan and Studies	22	25			3	\$50
Tableland Acquisition / Land Acquisition					85	\$85
Policy Planning - Total	\$122	\$405			\$338	\$865
Planning & Development Services - Total	\$122	\$645			\$900	\$1,667



2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Public Works & Engineering						
Capital Works						
Capital Works						
Bramalea Road Widening	665	35				\$700
Bridge Management System Upgrades		150				\$150
Bridge Repairs		1,250		4,650		\$5,900
Environmental Assessments	500					\$500
Humberwest Parkway Widening (Airport Road / Williams Pkwy / Castlemore Road)	1,900	100				\$2,000
Intersection Improvements	600					\$600
Land Acquisitions	5,000					\$5,000
Minor Capital - Engineering		70				\$70
New Creditview Road/CN Grade Separation	2,850	150				\$3,000
Pre-Engineering	750					\$750
Project Design	2,088	1,112				\$3,200
Road Infrastructure Miscellaneous	200	50				\$250
Road Resurfacing Program				12,000	540	\$12,540
Sidewalks	500					\$500
Utility Relocation	1,865	85				\$1,950



2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Capital Works - Total	\$16,918	\$3,002		\$16,650	\$540	\$37,110
Capital Works - Total	\$16,918	\$3,002		\$16,650	\$540	\$37,110
Development Engineering						
Minor Capital - Development Engineering		17				\$17
Neighbourhood Parks	67				8	\$75
Storm Water Management - Restoration				2,000		\$2,000
Storm Water Management Study		200				\$200
Valleyland Development	22				3	\$25
Development Engineering - Total	\$89	\$217		\$2,000	\$11	\$2,317
Parks Maintenance and Forestry						
Parks-Outdoor Assets						
Canada 150		1,100				\$1,100
Emerald Ash Borer		2,703				\$2,703
Minor Capital		25				\$25
Outdoor Assets	2,302	1,031			257	\$3,590
Planning & Infrastructure – Outdoor Asset Replacement		1,659		2,000		\$3,659
Parks-Outdoor Assets - Total	\$2,302	\$6,518		\$2,000	\$257	\$11,077
Parks Maintenance and Forestry - Total	\$2,302	\$6,518		\$2,000	\$257	\$11,077

2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Public Works & Engineering - Other						
Minor Capital - Business Services - PIS		45				\$45
Public Works & Engineering - Other - Total		\$45				\$45
Road Maintenance, Operations & Fleet						
Fleet						
Facility Refurbishment		25				\$25
New Equipment		421			30	\$451
Replacement Equipment		150	2,235			\$2,385
Special Tools		35				\$35
Fleet - Total		\$631	\$2,235		\$30	\$2,896
Roads						
Asset Management System		500				\$500
Minor Capital – Operations		10				\$10
New Works Yards		600				\$600
Roads - Total		\$1,110				\$1,110



2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Traffic Engineering Services						
Electronic Speed Advisory Signs		125				\$125
Minor Capital - Traffic		30				\$30
Streetlighting		1,360			200	\$1,560
Streetlighting LED Retrofit				1,014	2,186	\$3,200
Traffic Signal Modernization Program		600				\$600
Traffic Signalization	400					\$400
Traffic System Detectors		100				\$100
Traffic Engineering Services - Total	\$400	\$2,215		\$1,014	\$2,386	\$6,015
Road Maintenance, Operations & Fleet - Total	\$400	\$3,956	\$2,235	\$1,014	\$2,416	\$10,021
Transportation Special Projects						
Hurontario Light Rail Transit		97			1,303	\$1,400
Transportation Special Projects - Total		\$97			\$1,303	\$1,400
Public Works & Engineering - Total	\$19,709	\$13,835	\$2,235	\$21,664	\$4,527	\$61,970

2017 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Transit						
Transit						
Bus Purchases			12,250	9,140		\$21,390
Bus Refurbishments				960		\$960
Bus Shelters/Pads/Stops						
Bus Storage & Repair Facility				13,791	11,109	\$24,900
Existing Facility Refurbishment		85				\$85
Minor Capital – Transit		207				\$207
Smart Bus				(1,000)		\$(1,000)
Transit Amenity Program		544	312	1,000	144	\$2,000
Transit IT Initiatives				(600)		\$(600)
Vehicle Maintenance System Pilot		1,261		1,261		\$2,522
Zum Service Expansion			5,655	18,043	(2,741)	\$20,957
Transit - Total		\$2,097	\$18,217	\$42,595	\$8,512	\$71,421
Transit - Total		\$2,097	\$18,217	\$42,595	\$8,512	\$71,421
Grand Total	\$20,281	\$48,720	\$20,542	\$78,480	\$15,244	\$183,267

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Brampton Public Library						
Library						
Automation Software & Hardware Upgrades			90		10	\$100
BramWest Branch Furniture, Fixtures & Equipment			90		10	\$100
Collection Development		209	82		9	\$300
Library - Total		\$209	\$262		\$29	\$500
Brampton Public Library - Total		\$209	\$262		\$29	\$500
Chief Administration Officer						
Human Resources						
Minor Capital - Human Resources		14				\$14
Human Resources - Total		\$14				\$14
Chief Administration Officer						
Minor Capital - Office of the CAO		2				\$2
Chief Administration Officer - Total		\$2				\$2
City Clerk						
Brampton Records & Info Mgmt System-BRIMS		285				\$285
Remote Interpretation for POA Courtrooms		100				\$100
Web Streaming Encoding and Annotation Tool for Council / Committee meetings		25				\$25

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
City Clerk - Total		\$410				\$410
Internal Audit						
Minor Capital - Internal Audit		2				\$2
Internal Audit - Total		\$2				\$2
Service Innovation & Corporate Performance						
Service Brampton Customer Service Enhancements		300				\$300
Service Innovation & Corporate Performance - Total		\$300				\$300
Strategic Communications						
Development of New Brand		50				\$50
Strategic Communications - Total		\$50				\$50
Chief Administration Officer - Total		\$778				\$778
Community Services						
Building Design & Construction						
Facilities Repair & Replacement		17,799	4,572	8,623		\$30,994
Interior Design Services		2,200				\$2,200
Building Design & Construction - Total		\$19,999	\$4,572	\$8,623		\$33,194

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Facility Services						
Facility Inspections & Audits						
Facility Inspections & Audits		720				\$720
Facility Inspections & Audits - Total		\$720				\$720
Facility Operations & Maintenance						
Corporate Indoor Asset Replacement		150				\$150
Corporate Security Systems		100				\$100
Minor Capital – Corporate Security		75				\$75
Minor Capital – Facilities Operations & Maintenance		350				\$350
Facility Operations & Maintenance - Total		\$675				\$675
Facility Support Services						
Accommodation Studies		150				\$150
Energy Programs		500				\$500
Facility Support Services - Total		\$650				\$650
Facility Services - Total		\$2,045				\$2,045
Realty Services						
Land Acquisition & Preliminary Due Diligence		2,306				\$2,306
Realty Services - Total		\$2,306				\$2,306

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Recreation & Culture						
Arts & Culture						
Arts & Culture Miscellaneous Initiatives		564				\$564
Arts & Culture - Total		\$564				\$564
Recreation						
Powerade Centre		270				\$270
Recreation - Miscellaneous Initiatives		728				\$728
Recreation - Total		\$998				\$998
Recreation & Culture - Total		\$1,562				\$1,562
Community Services - Total		\$25,912	\$4,572	\$8,623		\$39,107
Corporate Services						
Information Technology						
Citizen Service Program						
Citizen Service Program		300				\$300
Citizen Service Program - Total		\$300				\$300
Core Technology Program						
Core Technologies Program		4,360				\$4,360
Core Technology Program - Total		\$4,360				\$4,360

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Corporate Technology Program						
Corporate Technology Program		1,274				\$1,274
Corporate Technology Program - Total		\$1,274				\$1,274
Information Technology - Total		\$5,934				\$5,934
Finance						
Development Charges Study	315				35	\$350
Minor Capital - Finance		6				\$6
Finance - Total	\$315	\$6			\$35	\$356
Corporate Services - Total	\$315	\$5,940			\$35	\$6,290
Economic Development						
Economic Development						
Customer Relationship Management		50				\$50
Minor Capital - Office of the COO		5				\$5
Economic Development - Total		\$55				\$55
Economic Development - Total		\$55				\$55

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Fire & Emergency Services						
Fire						
Dispatch Equipment			2,654			\$2,654
Fire Fighting Equipment		350				\$350
Fire Miscellaneous Initiatives		321				\$321
Growth Vehicles		1,700				\$1,700
Vehicle Replacement		1,050	1,600			\$2,650
Fire - Total		\$3,421	\$4,254			\$7,675
Fire & Emergency Services - Total		\$3,421	\$4,254			\$7,675
Mayor and Council						
Council Members						
Minor Capital - Council Members		13				\$13
Council Members - Total		\$13				\$13
Mayor and Council - Total		\$13				\$13
Planning & Development Services						
Building						
Minor Capital - Building					40	\$40
Building - Total					\$40	\$40

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Development Services						
Community Improvement Plan Program					300	\$300
Development Design Guidelines : Employment Urban Design Guidelines		100				\$100
Development Design Guidelines Update and Consolidation		50				\$50
Development Services - Total		\$150			\$300	\$450
Policy Planning						
Age Friendly Action Plan		75				\$75
Bramalea Mobility Hub Master Plan		150				\$150
Brampton Natural Areas Inventory		80				\$80
Central Area Downtown Implementation Master Plan		100				\$100
Downtown Etobicoke Creek Revitalization Studies Sustainability Plan		50				\$50
Gateway Precinct/Mobility Hub Master Plan		100				\$100
Tableland Acquisition / Land Acquisition					80	\$80
Policy Planning - Total		\$555			\$80	\$635
Transportation Planning						
Active Transportation Plans and Studies		10				\$10
Transportation Master Plan (TMP)	224	250			26	\$500

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Transportation Planning - Total	\$224	\$260			\$26	\$510
Planning & Development Services - Total	\$224	\$965			\$446	\$1,635

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Public Works & Engineering						
Capital Works						
Capital Works						
Bridge Repairs				2,000		\$2,000
Castlemore Road Widening	3,610	190				\$3,800
Downtown Improvements			2,000			\$2,000
Environmental Assessments	1,000					\$1,000
Intersection Improvements	2,330					\$2,330
Land Acquisitions	3,483					\$3,483
McLaughlin Road Widening	7,600	400				\$8,000
Minor Capital - Engineering		55				\$55
Pre-Engineering	750					\$750
Project Design	1,000					\$1,000
Road Infrastructure Miscellaneous	200	50				\$250
Road Network Survey		360				\$360
Road Resurfacing Program				12,000	1,220	\$13,220
Sidewalks	540					\$540
Utility Relocation	1,500					\$1,500
Williams Parkway	11,650	850				\$12,500

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Capital Works - Total	\$33,663	\$1,905	\$2,000	\$14,000	\$1,220	\$52,788
Capital Works - Total	\$33,663	\$1,905	\$2,000	\$14,000	\$1,220	\$52,788
Development Engineering						
Climate Change Strategy		200				\$200
East-West Spine Rd	4,689					\$4,689
Minor Capital - Development Engineering		19				\$19
Neighbourhood Parks	67				8	\$75
Storm Water Management - Restoration				2,000		\$2,000
Storm Water Management Study		200				\$200
Valleyland Development	832				93	\$925
Development Engineering - Total	\$5,588	\$419		\$2,000	\$101	\$8,108
Parks Maintenance and Forestry						
Parks-New Development						
Norton Park Development	563				62	\$625
Parks-New Development - Total	\$563				\$62	\$625

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Parks-Outdoor Assets						
Emerald Ash Borer		3,703				\$3,703
Minor Capital		25				\$25
Outdoor Assets	896	990			99	\$1,985
Planning & Infrastructure – Outdoor Asset Replacement		2,240		1,000		\$3,240
Parks-Outdoor Assets - Total	\$896	\$6,958		\$1,000	\$99	\$8,953
Parks Maintenance and Forestry - Total	\$1,459	\$6,958		\$1,000	\$161	\$9,578
Public Works & Engineering - Other						
Minor Capital - Business Services - PIS		36				\$36
Public Works & Engineering - Other - Total		\$36				\$36
Road Maintenance, Operations & Fleet						
Fleet						
Facility Refurbishment		25				\$25
New Equipment		680				\$680
Replacement Equipment		150	4,370			\$4,520
Special Tools		35				\$35
Fleet - Total		\$890	\$4,370			\$5,260

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Roads						
Asset Management System		665				\$665
Minor Capital – Operations		10				\$10
Roads - Total		\$675				\$675
Traffic Engineering Services						
Minor Capital - Traffic		10				\$10
Streetlighting				1,632		\$1,632
Streetlighting LED Retrofit			1,000			\$1,000
Traffic Calming Measures		250				\$250
Traffic Management Centre Enhancements		250				\$250
Traffic Signal Modernization Program		600				\$600
Traffic Signalization	400					\$400
Traffic System Detectors		100				\$100
Traffic Engineering Services - Total	\$400	\$1,210	\$1,000	\$1,632		\$4,242
Road Maintenance, Operations & Fleet - Total	\$400	\$2,775	\$5,370	\$1,632		\$10,177
Transportation Special Projects						
Hurontario Light Rail Transit		347			1,303	\$1,650
Transportation Special Projects - Total		\$347			\$1,303	\$1,650
Public Works & Engineering - Total	\$41,110	\$12,440	\$7,370	\$18,632	\$2,785	\$82,337

2018 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Transit						
Transit						
Bus Purchases			14,415			\$14,415
Bus Refurbishments				3,260		\$3,260
Bus Shelters/Pads/Stops		104	312			\$416
Minor Capital – Transit		207				\$207
Transit - Total		\$311	\$14,727	\$3,260		\$18,298
Transit - Total		\$311	\$14,727	\$3,260		\$18,298
Grand Total	\$41,649	\$50,044	\$31,185	\$30,515	\$3,295	\$156,688



2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Brampton Public Library						
Library						
Automation Software & Hardware Upgrades			90		10	\$100
Collection Development		409	622		46	\$1,077
Library - Total		\$409	\$712		\$56	\$1,177
Brampton Public Library - Total		\$409	\$712		\$56	\$1,177
Chief Administration Officer						
Human Resources						
Minor Capital - Human Resources		14				\$14
Human Resources - Total		\$14				\$14
Chief Administration Officer						
Minor Capital - Office of the CAO		2				\$2
Chief Administration Officer - Total		\$2				\$2
City Clerk						
Brampton Records & Info Mgmt System-BRIMS		300				\$300
City Clerk - Total		\$300				\$300
Internal Audit						
Minor Capital - Internal Audit		2				\$2
Internal Audit - Total		\$2				\$2

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Service Innovation & Corporate Performance						
Service Brampton Customer Service Enhancements		300				\$300
Service Innovation & Corporate Performance - Total		\$300				\$300
Chief Administration Officer - Total		\$618				\$618
Community Services						
Building Design & Construction						
Facilities Repair & Replacement		23,844	10,664	8,500		\$43,008
Interior Design Services		2,200				\$2,200
Building Design & Construction - Total		\$26,044	\$10,664	\$8,500		\$45,208
Facility Services						
Facility Inspections & Audits						
Facility Inspections & Audits		1,220				\$1,220
Facility Inspections & Audits - Total		\$1,220				\$1,220
Facility Operations & Maintenance						
Corporate Indoor Asset Replacement		150				\$150
Corporate Security Systems		150				\$150
Minor Capital – Corporate Security		75				\$75
Minor Capital – Facilities Operations & Maintenance		350				\$350
Facility Operations & Maintenance - Total		\$725				\$725

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Facility Support Services						
Accommodation Studies		150				\$150
Energy Programs		500				\$500
Facility Support Services - Total		\$650				\$650
Facility Services - Total		\$2,595				\$2,595
New Construction – CS						
Fire Station 215		800				\$800
Fire Station 216		500				\$500
New Construction – CS - Total		\$1,300				\$1,300
Realty Services						
Land Acquisition & Preliminary Due Diligence		2,300				\$2,300
Realty Services - Total		\$2,300				\$2,300
Recreation & Culture						
Arts & Culture						
Arts & Culture Miscellaneous Initiatives		50				\$50
Arts & Culture - Total		\$50				\$50

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Recreation						
Powerade Centre		2,680				\$2,680
Recreation - Miscellaneous Initiatives		787				\$787
Recreation - Total		\$3,467				\$3,467
Recreation & Culture - Total		\$3,517				\$3,517
Service Brampton						
Service Brampton – Minor Capital		250				\$250
Service Brampton - Total		\$250				\$250
Community Services - Total		\$36,006	\$10,664	\$8,500		\$55,170
Corporate Services						
Information Technology						
Citizen Service Program						
Citizen Service Program		1,000				\$1,000
Citizen Service Program - Total		\$1,000				\$1,000
Core Technology Program						
Core Technologies Program		2,636				\$2,636
Core Technology Program - Total		\$2,636				\$2,636

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Corporate Technology Program						
Corporate Technology Program		1,775	2,000			\$3,775
Corporate Technology Program - Total		\$1,775	\$2,000			\$3,775
Information Technology - Total		\$5,411	\$2,000			\$7,411
Enforcement & Bylaw Services						
Bicycle and Related Equipment		10				\$10
Enforcement & Bylaw Services - Total		\$10				\$10
Finance						
Minor Capital - Finance		6				\$6
Finance - Total		\$6				\$6
Corporate Services - Total		\$5,427	\$2,000			\$7,427
Economic Development						
Economic Development						
Minor Capital - Office of the COO		5				\$5
Economic Development - Total		\$5				\$5
Economic Development - Total		\$5				\$5

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Fire & Emergency Services						
Fire						
Dispatch Equipment		200				\$200
Fire Fighting Equipment		450				\$450
Fire Miscellaneous Initiatives		171				\$171
Growth Vehicles		190				\$190
Vehicle Replacement		260	2,550			\$2,810
Fire - Total		\$1,271	\$2,550			\$3,821
Fire & Emergency Services - Total		\$1,271	\$2,550			\$3,821
Planning & Development Services						
Building						
Minor Capital - Building					40	\$40
Building - Total					\$40	\$40
Development Services						
Community Improvement Plan Program					300	\$300
Development Services - Total					\$300	\$300

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Policy Planning						
Age Friendly Action Plan		50				\$50
Bramalea Mobility Hub Master Plan		100				\$100
Brampton Natural Areas Inventory		80				\$80
Central Area Downtown Implementation Master Plan		100				\$100
Downtown Etobicoke Creek Revitalization Studies Sustainability Plan		50				\$50
Downtown Mobility Hub Master Plan		200				\$200
Gateway Precinct/Mobility Hub Master Plan		100				\$100
Tableland Acquisition / Land Acquisition					235	\$235
Policy Planning - Total		\$680			\$235	\$915
Transportation Planning						
Transportation Master Plan (TMP)	112	125			13	\$250
Transportation Planning - Total	\$112	\$125			\$13	\$250
Planning & Development Services - Total	\$112	\$805			\$588	\$1,505

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Public Works & Engineering						
Capital Works						
Capital Works						
Bridge Repairs				5,000		\$5,000
Chinguacousy Road Widening	7,600	400				\$8,000
Environmental Assessments	1,500					\$1,500
Gateway Feature Repairs		200				\$200
Intersection Improvements	1,238	12				\$1,250
Land Acquisitions	6,917					\$6,917
Minor Capital - Engineering		125				\$125
Pre-Engineering	750					\$750
Project Design	1,500					\$1,500
Road Network Survey		360				\$360
Road Resurfacing Program				15,000	500	\$15,500
Sidewalks	600					\$600
Utility Relocation	3,000					\$3,000
Capital Works - Total	\$23,105	\$1,097		\$20,000	\$500	\$44,702
Capital Works - Total	\$23,105	\$1,097		\$20,000	\$500	\$44,702

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Development Engineering						
Minor Capital - Development Engineering		19				\$19
Neighbourhood Parks	67				8	\$75
Storm Water Management - Restoration		2,500				\$2,500
Storm Water Management Study		200				\$200
Valleyland Development	899				101	\$1,000
Development Engineering - Total	\$966	\$2,719			\$109	\$3,794
Parks Maintenance and Forestry						
Parks-New Development						
Pathways Implementation Program	225				25	\$250
Parks-New Development - Total	\$225				\$25	\$250
Parks-Outdoor Assets						
Emerald Ash Borer		3,703				\$3,703
Minor Capital		25				\$25
Outdoor Assets	6,552	440			728	\$7,720
Planning & Infrastructure – Outdoor Asset Replacement		3,350	1,500	2,000		\$6,850
Parks-Outdoor Assets - Total	\$6,552	\$7,518	\$1,500	\$2,000	\$728	\$18,298
Parks Maintenance and Forestry - Total	\$6,777	\$7,518	\$1,500	\$2,000	\$753	\$18,548

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Public Works & Engineering - Other						
Hardware		35				\$35
Public Works & Engineering - Other - Total		\$35				\$35
Road Maintenance, Operations & Fleet						
Fleet						
Facility Refurbishment		25				\$25
New Equipment		165				\$165
Replacement Equipment		150	4,500			\$4,650
Special Tools		35				\$35
Fleet - Total		\$375	\$4,500			\$4,875
Roads						
Minor Capital – Operations		10				\$10
Roads - Total		\$10				\$10

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Traffic Engineering Services						
Streetlighting			1,795			\$1,795
Streetlighting LED Retrofit			5,000			\$5,000
Traffic Controller Upgrades		150				\$150
Traffic Signal Modernization Program		600				\$600
Traffic Signalization	400					\$400
Traffic System Detectors		100				\$100
Traffic Engineering Services - Total	\$400	\$850	\$6,795			\$8,045
Road Maintenance, Operations & Fleet - Total	\$400	\$1,235	\$11,295			\$12,930
Transportation Special Projects						
Hurontario Light Rail Transit		97			1,303	\$1,400
Transportation Special Projects - Total		\$97			\$1,303	\$1,400
Public Works & Engineering - Total	\$31,248	\$12,701	\$12,795	\$22,000	\$2,665	\$81,409
Transit						
Transit						
Bus Purchases			22,875			\$22,875
Bus Refurbishments			2,250			\$2,250
Bus Shelters/Pads/Stops		104	312			\$416
Minor Capital – Transit		207				\$207

2019 Capital Budget

Funding Source Summary (\$000s)



	DC Reserve	Tax Based	Debt Based	Subsidies And Grants	Other	Total Funding Request
Transit - Total		\$311	\$25,437			\$25,748
Transit - Total		\$311	\$25,437			\$25,748
Grand Total	\$31,360	\$57,553	\$54,158	\$30,500	\$3,309	\$176,880



APPENDIX 3

Capital Budget Project Descriptions



2017	Brampton Library	APP 3-3
	Office of the Chief Administrative Officer	APP 3-5
	Community Services	APP 3-9
	Corporate Services	APP 3-20
	Economic Development	APP 3-25
	Fire and Emergency Services	APP 3-27
	Mayor and Council	APP 3-30
	Planning and Development Services	APP 3-31
	Public Works and Engineering	APP 3-38
	Transit	APP 3-61
2018	Brampton Library	APP 3-66
	Office of the Chief Administrative Officer	APP 3-68
	Community Services	APP 3-72
	Corporate Services	APP 3-81
	Economic Development	APP 3-85



APPENDIX 3

Capital Budget Project Descriptions



2018	Fire and Emergency Services	APP 3-86
	Mayor and Council	APP 3-89
	Planning and Development Services	APP 3-90
	Public Works and Engineering	APP 3-97
	Transit	APP 3-120
2019	Brampton Library	APP 3-122
	Office of the Chief Administrative Officer	APP 3-123
	Community Services	APP 3-126
	Corporate Services	APP 3-136
	Economic Development	APP 3-140
	Fire and Emergency Services	APP 3-141
	Planning and Development Services	APP 3-144
	Public Works and Engineering	APP 3-150
	Transit	APP 3-169



Library / Automation Software & Hardware Upgrades \$100

Upgrades of software applications currently used to support the Library's network system. They include an Intergraded Library Service (ILS) & Self Check-Out Kiosks, Windows 2009 Server, Symantec Norton Anti-Virus & VIPRE software for servers and desktops PC's, Virtualization of servers, MS Office 2007, Outlook 2007, Windows XP for desktop PC's.

PROPOSED FUNDING SOURCES (\$000s)

Res#78-10% Operating Dev Chg Contribution	\$10	
Internal DC Supported Debt	\$90	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
176910-001	Software Upgrades / City Wide / All Locations	\$100

Library / Brampton Library - 4 Corners \$450

Investigation and design of a complete refresh of the Four Corners branch. Potential items to refresh would be: replacement of entire hvac system, elevator(s), washrooms, paint, flooring, covered walkway, expansion, formalize makerspace.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$450	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
176980-001	Brampton Library - 4 Corners / Ward 01	\$450





Library / Service Level & Benchmarking Study

\$75

To secure the services of a consultant to research and benchmark Brampton Library's current funding per Capita and its service levels amongst other comparable Ontario Municipalities and libraries within the Greater Toronto Area (GTA) reporting back to the Library Board and City Council.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
176902-001	Service Level & Benchmarking Study / Ward 01, Ward 02, Ward 03, Ward 04, Ward 05, Ward 06, Ward 07, Ward 08, Ward 09, Ward 10	\$75

CHIEF ADMINISTRATION OFFICER

2017 Capital Budget - Project Detail Summaries



Chief Administration Officer / Minor Capital - Office of the CAO \$2

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171199-001	Minor Capital / Ward 04 / City Hall	\$2

City Clerk / Administrative Monetary Penalty System (AMPS) \$10

Minor capital request for mobile office setup (i.e., computer, display screen and printer) for conduct of AMPS Screening or Hearing Reviews in other venues beyond the Brampton POA Courthouse for improved program access and customer service delivery.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171190-001	Administrative Monetary Penalty System (AMPS) Scope Changes and Process Improvements / City Wide	\$10



CHIEF ADMINISTRATION OFFICER

2017 Capital Budget - Project Detail Summaries



City Clerk / Brampton Records & Info Mgmt System-BRIMS \$460

Approved multi-year capital project with an engaged vendor for solution delivery. Additional year capital project funding requested as set out in the original capital budget submission, plus a need for a top up of \$100,000 in 2017 for additional project management costs (\$75,000) and Metalogistics Storage Point (Cost to be determined - approx. \$100,000). Added software tool - Linkfixer (\$32,500 USD = \$42,250 CAD) to be sourced from existing capital budget. Additional 2019 budget request estimated to be \$300,000 for support work for application upgrade within Corporate Office365 environment.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$460
141485-001	Enterprise Document and Records Management System / City Wide	\$460

Human Resources / Minor Capital - Human Resources \$14

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$14
171398-001	Minor Capital - Human Resources / Ward 04 / City Hall	\$14



CHIEF ADMINISTRATION OFFICER

2017 Capital Budget - Project Detail Summaries



Internal Audit / Minor Capital - Internal Audit \$2

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$2
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171399-001	Minor Capital / Ward 04 / City Hall	\$2

Service Innovation & Corporate Performance / Service Brampton Customer Service Enhancements \$455

Human, technology and professional service resources required to implement approved Customer Service Strategy initiatives, including: online, self-serve and other citizen service enhancements, a full-cycle integrated online customer service request management system, and automated business solutions for more efficient contact centre, revenue and service quality management.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$455
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171468-001	Integrated Service Request Management / City Wide / Various Locations	\$300
171468-002	Computer/Video/Telephone Integration / City Wide / Various Locations	\$150
171468-003	Minor Capital / City Wide / Various Locations	\$5



CHIEF ADMINISTRATION OFFICER

2017 Capital Budget - Project Detail Summaries



Strategic Communications / Development of New Brand \$40

Consultant costs to create and launch a new City of Brampton brand based on best-practice research and community input. Work may include review of previously completed brand audit, stakeholder consultation (i.e. surveys, focus groups), brand story development, graphic design, development of graphic standards and brand guidelines, marketing and communications plan for launch, and implementation strategies.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$40
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171251-001	Development of New Brand / City Wide	\$40



Building Design & Construction / Facilities Repair & Replacement \$23,827

General repair, replacement (State of Good Repair), alterations and renovations at City wide facilities. Projects are prioritized to address: health and safety, legislative requirements; end of life expectancy; functional obsolescence and enhancements to the delivery of City services. The nature of the projects include, but are not limited to, roofing, structural, mechanical, electrical, building finishes, equipment and systems.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$9,731	
Res#91-Federal Gas Tax	\$13,297	
Res#10-Civic Centre Renovations	\$799	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
151650-062	Lester B. Pearson Theatre / Ward 08	(\$700)
161650-190	Lester B. Pearson Theatre / Ward 07 / Lester B. Pearson Theatre	(\$750)
171650-006	185 Clark Blvd - Clark Facility / Ward 07 / 185 Clark Blvd - Clark Facility	\$1,559
171650-053	Avondale Day Care / Ward 07 / Avondale Day Care	\$30
171650-060	Balmoral Recreation Centre / Ward 07 / Balmoral Recreation Centre	\$5
171650-061	Bovaird House / Ward 01 / Bovaird House	\$300

171650-066	Brampton Soccer Centre / Ward 09 / Brampton Soccer Centre	\$1,005
171650-082	Central Public School / Ward 01 / Central Public School	\$70
171650-083	Century Gardens Recreation Centre / Ward 01 / Century Gardens Recreation Centre	\$10
171650-084	Chinguacousy Park / Ward 07 / Chinguacousy Park	\$553
171650-085	Chris Gibson Recreation Centre / Ward 01 / Chris Gibson Recreation Centre	\$50
171650-086	City Hall / Ward 03 / City Hall	\$850
171650-087	City Hall Parking / Ward 03 / City Hall Parking	\$7
171650-088	City Hall West Tower / Ward 03 / City Hall West Tower	\$82
171650-090	Civic Centre / Ward 07 / Civic Centre	\$1,072
171650-093	Cyril Clark Library / Ward 02 / Cyril Clark Library	\$515
171650-120	Earncliffe Recreation Centre / Ward 07 / Earncliffe Recreation Centre	\$1,495
171650-123	Ellen Mitchell Recreation Centre / Ward 07 / Ellen Mitchell Recreation Centre	\$20
171650-140	Gage Park / Ward 03 / Gage Park	\$70
171650-142	Gore Meadows / Ward 10 / Gore Meadows	\$200
171650-143	Greenbriar Recreation Centre / Ward 08 / Greenbriar Recreation Centre	\$1,954
171650-170	Jim Archdekin Recreation Centre / Ward 02 / Jim Archdekin Recreation Centre	\$1,100



COMMUNITY SERVICES

2017 Capital Budget - Project Detail Summaries



171650-190	Lester B. Pearson Theatre / Ward 07 / Lester B. Pearson Theatre	\$2,592	171650-401	Miscellaneous Initiatives - Facility Services / City Wide / Various Locations	\$2,690
171650-191	Loafer's Lake Recreation Centre / Ward 02 / Loafer's Lake Recreation Centre	\$1,652	171650-403	Miscellaneous Initiatives - Recreation and Culture / City Wide / Various Locations	\$270
171650-200	Market Square Parking / Ward 01 / Market Square Parking	\$76	171650-501	Project Validation Team / City Wide / Various Locations	\$900
171650-202	Memorial Arena / Ward 03 / Memorial Arena	\$975			
171650-211	Norton Park / Ward 03 / Norton Park	\$75			
171650-225	Peel Village Golf Course / Ward 03 / Peel Village Golf Course	\$70			
171650-254	South Fletcher's Sportsplex / Ward 04 / South Fletcher's Sportsplex	\$432			
171650-265	Terry Miller Recreation Centre / Ward 07 / Terry Miller Recreation Centre	\$1,715			
171650-285	Chinguacousy Wellness Centre / Ward 09 / Chinguacousy Wellness Centre	\$191			
171650-302	Fire Station 202 / Ward 07 / Fire Station 202	\$18			
171650-305	Fire Station 205 / Ward 02 / Fire Station 205	\$12			
171650-306	Fire Station 206 / Ward 04 / Fire Station 206	\$12			
171650-307	Fire Station 207 / Ward 01 / Fire Station 207	\$12			
171650-308	Fire Station 208 / Ward 09 / Fire Station 208	\$68			
171650-312	Fire Station 212 / Ward 06 / Fire Station 212	\$255			
171650-313	Fire Station 213 / Ward 08 / Fire Station 213	\$365			
171650-400	Miscellaneous Initiatives - Emergency/Contingency / City Wide / Various Locations	\$1,950			





Building Design & Construction / Interior Design Services \$4,230

All accommodation related general repairs, replacements, alterations and renovations within facilities City wide occupied by City staff. Projects are prioritized to address: health and safety, legislative requirements; end of life expectancy; functional obsolescence and enhancements to the delivery of City services. The nature of the projects include, but are not limited to, staff exits, new hires, accommodation special needs, building finishes, administrative space equipment and systems.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$4,230
171900-001	Corporate Churn (Corporate Buildings Only) / City Wide / Various Locations	\$950
171900-002	Service Brampton Roll-Out / City Wide / Various Locations	\$300
171900-003	Wayfinding Upgrades / City Wide / Various	\$200
171900-086	City Hall / Ward 03 / City Hall	\$1,162
171900-088	West Tower / Ward 03 / West Tower	\$933
171900-090	Civic Centre / Ward 07 / Civic Centre	\$555
171900-145	FCCC Unit 2 / Ward 04 / FCCC Unit 2	\$130

Facility Services / Facility Inspections & Audits / Facility Inspections & Audits \$1,785

These projects deliver building inspections, assessments, remediations, & facility audits, in order to ensure appropriate asset maintenance and repair.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$1,785
171760-001	Electrical Infrared Scan (2 Phases) / City Wide / Various Locations	\$25
171760-002	Asset Modelling Software / City Wide / Various Locations	\$100
171760-005	Roof Assessment Reports / City Wide / Various Locations	\$100
171760-006	Accessibility Audit -ODA / City Wide / Various Locations	\$175
171760-007	Structural Review for Pools & Arenas MOL 4/97 / City Wide / Various Locations	\$150
171760-009	Capital Recovery / City Wide / Various Locations	\$255
171760-011	Various Asbestos/DSS Assessment & Abatement Programs / City Wide / Various Locations	\$500





171760-013	Radon Testing & Mitigation Program / City Wide / Various Locations	\$100
171760-015	Survey consultant / City Wide / Various Locations	\$50
171760-016	Structural engineering consultant / City Wide / Various Locations	\$50
171760-017	Architectural design consultant / City Wide / Various Locations	\$50
171760-018	Roofing consultant / City Wide / Various Locations	\$50
171760-019	Cost consultant / City Wide / Various Locations	\$50
171760-020	Electrical engineering consultant / City Wide / Various Locations	\$50
171760-021	Mechanical engineering consultant / City Wide / Various Locations	\$50
171760-030	Ameresco Software Preventative Maintenance Module / City Wide / Various Locations	\$30

Facility Services / Facility Operations & Maintenance / Corporate Indoor Asset Replacement \$110

To provide tenant inducements on lease spaces as defined in lease agreements with various tenants.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$110
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171500-001	Corporate Indoor Asset Replacement / City Wide / Various	\$110





Facility Services / Facility Operations & Maintenance / Corporate Security Systems \$250

In order to ensure security systems in all municipal facilities become integrated and standardized, system upgrades are required. All projects in this category are geared to ensuring the best and most cost effective way of introducing security technology at the City for the well-being of our employees and visitors.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$250
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171850-001	Corporate Security Systems / City Wide / Various	\$250

Facility Services / Facility Operations & Maintenance / Minor Capital – Corporate Security \$70

Minor Capital projects are for expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$70
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171899-001	Minor Capital - Corporate Security / City Wide / Various	\$70





Facility Services / Facility Operations & Maintenance / Minor Capital – Facilities Operations & Maintenance \$400

Minor Capital projects are for expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$400
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171599-001	Minor Capital - FOM / City Wide / Various	\$400

Facility Services / Facility Support Services / Accommodation Studies \$125

These projects deliver renovations, reconfigurations, storage & furniture requirements for office space in all City-owned & leased facilities.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$125
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171910-001	Reconfiguration, Renovation & Furniture / City Wide / Various	\$50
171910-002	Reconfiguration, Renovation & Furniture / Ward 03 / City Hall Campus	\$75





Facility Services / Facility Support Services / Energy Programs \$1,000

Energy reduction & cost avoidance programs that reduce the demand for electricity, natural gas and water in City owned facilities through audits, feasibility studies and retrofit projects. Programs may include retrofits and upgrades for lighting, plug loads, mechanical equipment, building envelope and building automation. Programs will target efficiency improvements that reduce energy consumption establish standards and increase staff awareness to contribute to a reduction in our ongoing operating costs and greenhouse gas emissions (GHG).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$1,000
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171520-001	LED Lighting / City Wide / Various	\$250
171520-002	High Volume Low Speed Fans / Ward 09, Ward 10 / Soccer Centre, Gore Meadows	\$150
171520-003	Solar PV / City Wide / Various	\$250
171520-004	District Heating / Ward 03 / South Fletcher Recreation Centre	\$100
171520-005	Sport Field Lighting / City Wide / Various	\$150
171520-006	Consulting Services / City Wide / Various	\$75
171520-007	Air Curtains / Ward 06 / Cassie Campbell Recreation Centre	\$25

New Construction – CS / New Facilities Development \$500

With a multitude of new facilities required to be built to respond to growth, these funds are required to commence the detailed due diligence required to identify locations, commence scope refinement, establish timelines and create capital budget details for Council consideration.

PROPOSED FUNDING SOURCES (\$000s)

	Recreation (Dev Chg Reserves)	\$450
	Res#78-10% Operating Dev Chg Contribution	\$50
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171518-001	New Facilities Development / City Wide / Various	\$500





Realty Services / Land Acquisition & Preliminary Due Diligence \$2,290

As per the "Fire Station Location & Apparatus Deployment Study - 2016", new fire stations are required – these funds are for the land acquisition component of the capital projects

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,522	
Res#12-Land Sale Proceeds	\$768	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171542-001	Land Acquisitions & Preliminary Due Diligence / Ward 05, Ward 10 / Fire Station 214 & 217	\$2,290

Recreation & Culture / Arts & Culture / Arts & Culture Miscellaneous Initiatives (\$12)

Miscellaneous Initiatives that include furniture, fixtures, equipment and other minor capital items.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$283	
Res#91-Federal Gas Tax	(\$451)	
Res#58-Theatre Capital Improvements	\$156	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
166810-001	LBP Technical Equipment / Ward 07 / LBP Theatre	(\$451)
176810-001	LBP Studio Refresh / Ward 07 / LBP Theatre	\$28
176810-002	Technical Equipment & Infrastructure Preservation and Upgrade / Ward 01 / Rose Theatre	\$250
176810-003	Outdoor FF&E churn / Ward 01 / Rose Theatre	\$50
176810-004	Replace EIFS System / Ward 01 / 70-74 Main St. N.	\$16
176810-005	Replace Pavers Main Entrance / Ward 01 / 70-74 Main St. N.	\$5
176810-006	Ladder (Interior) / Ward 01 / 70-74 Main St. N.	\$10
176810-007	Arts & Culture Strategy / City Wide / Various	\$80





176810-010 Miscellaneous / City Wide / Various

\$0

Recreation & Culture / Recreation / Indoor Asset Replacement (\$691)

General replacements, repair, and renovations of indoor assets such as structural, mechanical, electrical, building finishes, furnishings, equipment that requires replacement due to wear and tear, functional obsolescence, and customer needs.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	(\$213)
Res#58-Theatre Capital Improvements	(\$478)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
135550-319	Electrical- Lighting System Upgrade / Ward 08 / Lester B Pearson	(\$157)
135550-583	Indoor Equipment- Rigging Upgrade / Ward 08 / Lester B Pearson	(\$213)
145550-336	Building Finishes - Facility Upgrades / Ward 08 / Lester B. Pearson	(\$321)





Recreation & Culture / Recreation / Powerade Centre \$140

The City of Brampton funds capital improvements to the Powerade Centre based on the criteria of safeguarding the buildings long-term value (preservation of assets), and assisting with operational efficiency (reduction of operating cost).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
		\$140
175780-001	Powerade Centre / Ward 03 / Powerade Centre	\$30
175780-002	Powerade Centre / Ward 03 / Powerade Centre	\$75
175780-003	Powerade Centre / Ward 03 / Powerade Centre	\$15
175780-004	Powerade Centre / Ward 03 / Powerade Centre	\$20

Recreation & Culture / Recreation / Recreation - Miscellaneous Initiatives \$671

Miscellaneous Initiatives that include furniture, fixtures, equipment and other minor capital items.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
		\$671
175560-001	Fitness Equipment Replacement Program / City Wide / City Wide	\$130
175560-002	Facility Furniture Replacement Program / City Wide / City Wide	\$200
175560-003	Housekeeping Equipment Replacement Program / City Wide / City Wide	\$75
175560-007	Miscellaneous Initiatives / City Wide / City Wide	\$0
175560-008	Various Concession Related Items / City Wide / Various	\$50
175560-009	Automated External Defibrillator Replacement Program / City Wide / Various	\$66
175560-010	2 new 8x16 scoreboard, with backlit sponsor panels and advertising panels / Ward 06 / Creditview Sandalwood	\$150





Service Brampton / Service Brampton – Minor Capital \$5

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$5
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
178199-001	Minor Capital / City Wide / Various Locations	\$5





Enforcement & Bylaw Services / Radios and handheld units for new staff \$26

Purchase of Radios and Hand held units for new staff

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171161-001	Radios and Handheld Units / City Wide	\$26

Finance / Enterprise Payment Solution \$226

To replace the current payment solution with new technologies which will integrate with all cash handling systems, online services and stations.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171041-001	Enterprise Payment Solution / City Wide	\$226





Finance / Minor Capital - Finance \$6

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$6
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171098-001	Minor Capital - Financial Planning	\$6

Information Technology / Citizen Service Program / Citizen Service Program \$800

This Program manages and maintains the city-wide citizen facing systems, applications, technologies and service channels. It ensures that the City extends integrated service channels to citizens 24/7; including:

- a. City's public websites, Onlineservices and self-serve applications and systems;
- b. Mapping, GIS and Open Data Systems;
- c. Community Engagement and Open Government systems;
- d. Recreation and point of sale systems;
- e. 311 online and 311 contact centre systems;
- f. Online bid posting & submission systems;
- g. Permits and licenses systems;
- h. Any other citizen facing applications and systems.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$800
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171478-001	Citizen Service Program / City Wide	\$0
171478-002	Citizen Self-Service Online Service Tools / City Wide	\$300
171478-003	City of Brampton's Public Website Replacement / City Wide	\$300
171478-010	IT Staff Recoveries & Professional Services / City Wide	\$200





Information Technology / Core Technology Program / Core Technologies Program \$3,620

This program manages and maintains the core technology infrastructure that support the city-wide operations, programs and services to citizens and staff, including:

- a. Servers, Storage and backup systems;
- b. Data Centre(s) and computing rooms and systems;
- c. Cloud hosting and management resources;
- d. Local and public networks, telecommunication, Wireless, Radio and cable connectivity and telephony;
- e. Access management, Information and cyber security systems;
- f. User computing, smartphones, printers, point of sale and related devices and peripherals; and
- g. Any other IT Infrastructure systems and tools.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$3,620
171427-001	IT Core Technologies Program / City Wide	\$0
171427-002	IT Core Infrastructure Technology / City Wide	\$500
171427-003	IT Core Data Communications / City Wide	\$1,000
171427-004	IT Corporate Voice Communications / City Wide	\$150
171427-005	Desktop Technology Refresh Program / City Wide	\$375
171427-006	IT Data Centre Management / City Wide	\$300
171427-007	End User Computing Back Office / City Wide	\$200

171427-010	IT Staff Recoveries & Professional Services / City Wide	\$600
171427-099	Additional Technology Requirements / City Wide	\$495





Information Technology / Corporate Technology Program / Corporate Technology Program \$3,600

This Program manages and maintains the corporate business systems and technologies that support internal business units operations, programs and services, including:

- a. ERP (Financials and HR) systems;
- b. Asset Management systems;
- c. Records Management systems;
- d. Council administrative and election systems;
- e. Courts, legal and audit systems;
- f. Email and unified messaging and collaboration tools;
- g. Printing, scanning and faxing systems;
- h. Mobile workforce and user productivity tools;
- i. Business Intelligence, Integration, workflow and Reporting systems;
- j. Any other internal facing applications and systems.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$2,225
Res#91-Federal Gas Tax	\$1,375

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171480-002	Geospatial Systems Integration / City Wide	\$150
171480-004	Centralized Project Management Information System (PMIS)	\$140
171480-005	Phase 2 Business Intelligence & Integration	\$350
171480-007	Amanda Enterprise System Upgrade / City Wide	\$260

171480-010	Amanda - Staff Recoveries & Professional Services / City Wide	\$300
171480-012	Corporate Time, Attendance and Scheduling Project / City Wide	\$1,375
171480-014	Budget System Upgrade – Questica	\$750
171480-017	ERP Strategy	\$275





Information Technology / Other - Information Technology / Peoplesoft Upgrade (\$1,775)

Upgrade of Peoplesoft Financials from version 7.5 to 8.9 (or greater) to ensure the City's general ledger, purchasing and accounts payable systems are on a supported application. Continuing to use older technology that will not move forward could introduce compatibility issues related to desktop operating system, database versions, server operating systems, Microsoft Office tools (i.e. Excel) reporting tools (i.e. Crystal reports).

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		(\$1,775)
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
161443-001	Peoplesoft Upgrade / City Wide	(\$1,775)





Economic Development / Culinary Tourism Strategy & Programming \$20

The City of Brampton Economic Development and Tourism Office and Tourism Toronto have partnered to bring in the Culinary Tourism Alliance (CTA) to develop a Culinary Tourism Strategy for Brampton.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R \$20

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171253-001	Culinary Tourism Strategy & Programming / City Wide	\$20

Economic Development / Minor Capital - Office of the COO \$5

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NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R \$5

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171197-001	Minor Capital - Econ Development / City Wide / City Hall	\$5





Economic Development / Year-round Indoor Market Feasibility Study \$30

The Year-Round Indoor Feasibility Study in 2017 will be to conduct a comprehensive feasibility study by a skilled consulting firm that will provide recommendations for viable business model options for implementing a year-round indoor market within Brampton's downtown and/or central area. The proposed budget does not include any operating and capital budget estimates associated with managing an indoor market.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171254-001	Year-round Indoor Market Feasibility Study / City Wide	\$30



Emergency Management / Emergency Measures \$150

Continued measures introduced to allow the City to successfully cope with emergencies and respond to the needs of citizens and businesses in a timely and appropriate fashion. These may include emergency prevention, response, evacuation, recovery planning programs as well as continuity of municipal services initiatives.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$150
171840-001	Emergency Management Initiatives / City Wide / Various	\$150

Fire / Dispatch Equipment \$200

The Joint Fire Communications Centre (JFCC) is managed by Brampton Fire and Emergency Services on behalf of Mississauga Fire and Caledon Fire. This program is for the replacement and upgrade of communication related equipment.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$200
172430-001	Dispatch Upgrade & Equipment / City Wide / City Wide	\$200





Fire / Fire Fighting Equipment \$350

The replacement of bunker gear, helmets and balaclavas. The NFPA standards dictate that this protective clothing will be replaced every 10-years. Every Fire Fighter has 2-sets, thereby requiring one set to be replaced every 5-years. Medical resuscitators, firefighting nozzles, hoses, cylinders etc. will require replacement due to unreliability and legislative requirements.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$350
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172460-001	Fire Fighting Equipment / City Wide / City Wide	\$350

Fire / Fire Miscellaneous Initiatives \$250

Miscellaneous initiatives including station Furniture, fixtures, equipment, medical supplies and minor capital.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$250
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172110-001	Fire Miscellaneous Initiatives / City Wide / City Wide	\$250





Fire / Growth Vehicles \$1,700

Growth vehicles to accommodate new staff requests for the Fire Prevention Program and Fire Operations.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation offunding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,700	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172300-001	Additional Vehicles / City Wide / City Wide	\$1,700

Fire / Vehicle Replacement \$2,680

Replacement of various Fire Department vehicles as per replacement lifecycle program (5 year replacement for District Chief vehicles, 8 year replacement for staff vehicles, and 12 year replacement for pumpers/aerials).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$2,680	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172310-002	C-206, C-207, C-208, C-209 (2012 DC / PC Vehicles) / City Wide / City Wide	\$300
172310-003	Aerial-213 (A4) / City Wide / City Wide	\$1,600
172310-004	Pumper 206 (P8) / City Wide / City Wide	\$750
172310-005	C-250 / City Wide / City Wide	\$30

MAYOR AND COUNCIL

2017 Capital Budget - Project Detail Summaries



Council Members / Minor Capital - Council Members \$13

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171299-001	Minor Capital - Council Members / Ward 04 / City Hall	\$13



Building / Amanda Building Permits System Upgrade. \$250

Support for the City's current version of Amanda from CSDC will be discontinued as of July 2014. As a result an upgrade is required to move to a supported version of the application. The purpose of this project is to move the Amanda application to a supported version to avoid the risk of having a critical business system running on an unsupported platform. Additional benefits include moving to a version that supports current technology (i.e. Windows 7) and moving to a web based platform. This will provide a solid base for the further build out of Amanda functionality.

PROPOSED FUNDING SOURCES (\$000s)

Res#93-Building Rate Stabilization	\$250	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177741-001	Amanda Building Permits System Upgrade / City Wide / City Wide	\$250

Building / Minor Capital - Building \$12

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PROPOSED FUNDING SOURCES (\$000s)

Res#93-Building Rate Stabilization	\$12	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177499-001	Minor Capital for Building / Ward 04 / FCCC	\$12



Development Services / Community Improvement Plan Program \$300

The Community Improvement Plan (CIP) is a very important component of Brampton's Central Area redevelopment program. This grant is set to promote redevelopment, revitalization and increase the quality of the built environment, the image and marketability of the core area of Downtown.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#88-Downtown DC Waiver	\$300
177827-001	CIP-Building Improvement Program Grant / Ward 01,Ward 03,Ward 04,Ward 05 / Downtown Brampton	\$150
177827-002	CIP-Façade Improvement Program Grant / Ward 01,Ward 03,Ward 04,Ward 05 / Downtown Brampton	\$150

Development Services / Comprehensive Fees Review \$200

A financial review of the Planning & Infrastructure Services Department revenue model for services provided inclusive of development application processing fee revenue and operations related fees.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$200
177050-001	Comprehensive Fees Review / City Wide / City Hall	\$200





Development Services / Minor Capital – Development Services \$40

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$40	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177199-001	Minor Capital for Development Services / City Wide / City Wide	\$40

Policy Planning / Brampton Natural Areas Inventory \$80

To complete the inventory of the biological resources of natural areas across the City in partnership with the Conservation Authorities.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$80	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177865-001	Brampton Natural Areas Inventory / City Wide / City Wide	\$80





Policy Planning / Downtown Etobicoke Creek Revitalization Studies Sustainability Plan \$50

To develop sustainability guidelines as well as a comprehensive implementation plan

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177817-001	Downtown Etobicoke Creek Revitalization Studies (DECRS) Sustainability Plan / Downtown	\$50

Policy Planning / Downtown Mobility Hub Master Plan \$100

To prepare a downtown development plan & enhanced transit station design in partnership with Metrolinx

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
167823-001	Downtown Mobility Hub Master Plan / Ward 01, Ward 03, Ward 04, Ward 05 / Downtown	\$100





Policy Planning / Forecast Update for DC By-Law \$100

Update of City's Population and Employment Forecasts based on 2016 Census as Background to City's 2018 DC By-law Update

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Growth Studies (Dev Chg Reserves)	\$100
167040-001	Forecast Update for DC By-Law / City Wide / City Wide	\$100

Policy Planning / Gateway Precinct/Mobility Hub Master Plan \$150

To develop a general master plan, transportation plan, provisions for land use, built form, and open space amenities.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$150
177824-001	Gateway Precinct/Mobility Hub Master Plan / Ward 03,Ward 04 / Hurontario/Steeles	\$150



Policy Planning / Official Plan Review Studies \$250

The Official Plan Review required by Provincial legislation will focus on areas such as office strategy, employment lands, retail, transportation, heritage, intensification corridors and complete communities. Funding will be required for retaining consultants as required and two contract positions to support this comprehensive undertaking.

PROPOSED FUNDING SOURCES (\$000s)

Res#37-Official Plan Review	\$250	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
157420-001	Official Plan Review / City Wide / City Wide	\$250

Policy Planning / Parks and Recreation Plan and Studies \$50

This program ensures that we provide the public with the best possible recreational opportunities given our limited land and funding resources. Studies can range from the broad Parks and Recreation Master Plan, which needs to be revisited periodically, to more specific studies that will guide us in the provision of specific types of opportunities, while ensuring optimal distribution and access, at the best possible price.

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$22	
Res#78-10% Operating Dev Chg Contribution	\$3	
Res#4-Asset R&R	\$25	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
157240-001	Parks and Recreation Master Plan / City Wide / City Wide	\$50





Policy Planning / Tableland Acquisition / Land Acquisition \$85

This allowance program will ensure that lands appropriate for Parks and Recreation purposes can be purchased, including the due diligence costs associated with investigating potential lands purchases, and other related costs associated with land such as legal fees. When these costs apply to large sites such as Community Parks that have been already identified for the long-term, then they will appear as part of the budget requests for those sites. This allowance will primarily deal with investigating opportunities for significant land purchases that may arise from time to time, as well as purchasing neighbourhood parks when a development application results in parkland overdedication.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#2-CIL Parkland		\$85
176700-002	Park and Open Space Investigations / City Wide / Citywide	\$85



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Capital Works / Capital Works / Bramalea Road Widening \$700

To alleviate traffic congestion due to development growth in the Springdale area.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$665	
Res#4-Asset R&R	\$35	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
133880-001	Bramalea Road Widening / Ward 09 / Bramalea Road Widening (Countryside Dr to Mayfield Rd)	\$700

Capital Works / Capital Works / Bridge Management System Upgrades \$150

Upgrade to existing Deighton Total Infrastructure Management System (DTIMS). This upgrade will allow the Capital Works Division to view, update, query, analyze, and export bridge and culvert data as required.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$150	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174280-001	Bridge Management System Upgrades / City Wide / FCCC 2	\$150



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Capital Works / Capital Works / Bridge Repairs \$5,900

Miscellaneous bridge repairs selected from the Bridge Inventory Management Program. The bridge repairs program is required to maintain bridges to minimum standards. Ongoing bridge maintenance and rehabilitation will result in extended asset life.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,250
Res#91-Federal Gas Tax	\$4,650

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
144230-001	Bridge Repairs / City Wide / Trueman Street Pedestrian Overpass (G4FBORN081); Ray Lawson over Fletchers Creek (F5RBWTF041); Elgin over Fletchers Creek (F4RBWTF035); Homesteaders Bridge (D4RBNTC010); Elgin over Etobicoke Creek Design of 2015 bridge repairs.(F4RBWTE034);Miscellaneous	\$4,650
164230-001	Bridge Repairs / City Wide / Various Locations	\$600
174230-001	Bridge Repairs / City Wide / Camden Park Pedestrian Bridge; Ezard Park Pedestrian Bridge; Ray Lawson Pedestrian Bridge	\$650

Capital Works / Capital Works / Environmental Assessments \$500

Environmental Assessments are required to satisfy the Environmental Assessments Act for capital projects such as road widening and new road construction.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$500
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
044500-0	Environmental Assessments / Ward 06 / Heritage Road Widening (Steeles Avenue To New Road A)-Topup	\$50
174500-001	Environmental Assessments / City Wide / Orenda Road (Dixie Road to Bramalea Road)	\$450





Capital Works / Capital Works / Humberwest Parkway Widening (Airport Road / Williams Pkwy / Castlemore Road) \$2,000

To alleviate traffic congestion due to development growth.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$1,900
Res#4-Asset R&R	\$100

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
143380-001	Humberwest Parkway (Exchange Dr to Williams Pkwy) / Ward 10 / Humberwest Parkway (Exchange Dr to Williams Pkwy)	\$2,000

Capital Works / Capital Works / Intersection Improvements \$600

Intersections need to be improved to enhance the transportation network by increasing intersection capacity and improving traffic flow. The improvement will enhance safety by providing realigned intersection and additional turning lanes and storage.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$600
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
173201-001	Intersection Improvements - Region of Peel / City Wide / Various Locations	\$600



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Capital Works / Capital Works / Land Acquisitions \$5,000

To provide funding for the purchase of lands required to permit road projects to proceed. This will ensure that land purchases can be completed without postponing road widening projects. The City will attempt to purchase all required land 1 year in advance of construction for utility relocation to be completed.

Note: The uncommitted balances in previous approved general Land Acquisitions projects (#4020) will be transferred to this new Land Acquisition project.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Roads & Engineering (Dev Chg Reserves)	\$5,000
174020-001	Land Acquisitions / City Wide / Various Locations	\$5,000

Capital Works / Capital Works / Minor Capital - Engineering \$70

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$70
172999-001	Minor Capital-Equipment / City Wide / FCCC 2	\$25
172999-002	Minor Capital-Equipment / City Wide / FCCC 2	\$45





Capital Works / Capital Works / New Creditview Road/CN Grade Separation \$3,000

New Creditview Road/CN Grade Separation - To alleviate traffic congestion due to development growth

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$2,850
Res#4-Asset R&R	\$150

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
123412-001	New Creditview Road & CN Halton Line (Grade Separation) / Ward 06 / New Creditview Road & CN Halton Line (Grade Separation)-Phase 1-Rail Diversion)	\$3,000

Capital Works / Capital Works / Pre-Engineering \$750

In order to facilitate the timely delivery of capital projects, funds are expended on Pre-Engineering tasks such as surveying in advance of any civil engineering works, which is used to assist with the design.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$750
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
173620-001	Pre-Engineering / City Wide / Various Locations	\$750



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Capital Works / Capital Works / Project Design \$3,200

Design of selected future projects in order to accelerate overall project implementation and alleviate traffic congestion due to development growth.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$2,088
Res#4-Asset R&R	\$1,112

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
083610-006	Project Design for 2009 Projects / Ward 05 / Williams Parkway-(McLaughlin to North Park) including the addition of noisewalls	\$250
093610-003	Project Design for 2010 Projects / Ward 10 / Castlemore Rd Widening (Airport Rd to Goreway Drive)	\$150
113610-003	Project Design for 2012 Projects / Ward 10 / Goreway Drive (Humberwest to Castlemore)	\$250
153610-004	Project Design / Ward 10 / Goreway Drive Widening - Castlemore Rd to Countryside Dr	\$250
173610-001	Project Design / City Wide / Castlemore Road (McVean Drive to The Gore Road)	\$200
173610-002	Project Design / City Wide / Goreway Drive (Countryside Drive to Mayfield Road)	\$200

173610-003	Project Design / City Wide / Bridge Repairs - Various Locations	\$600
173610-004	Project Design / City Wide / Downtown Investigation and Design (Queen Street and Main Street)	\$500
173610-005	Project Design / City Wide / Project Design - Williams Parkway (Airport Road to Spar Drive)	\$250
173610-006	Project Design / City Wide / Project Design - Williams Parkway (Torbram Road to Airport Road)	\$250
173610-007	Project Design / City Wide / TRCA Review Fees	\$180
173610-008	Project Design / City Wide / CVC Review Fees	\$120





Capital Works / Capital Works / Road Infrastructure Miscellaneous \$250

In order to facilitate timely closure of completed projects, this funding will address ancillary costs related to Road Infrastructure related projects, such as warranty issues or legal requirements.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$200
Res#4-Asset R&R	\$50

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
173830-001	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
173830-002	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
173830-003	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
173830-004	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
173830-005	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50

Capital Works / Capital Works / Road Resurfacing Program \$12,540

Road Resurfacing program selected from the Road Inventory Management System called Deighton Total Infrastructure Management System (DTIMS). The Road Resurfacing program is required to maintain the existing road infrastructure to minimum standards. This program is also used to facilitate the implementation of bicycle facilities in accordance with the criteria established from the bicycle facility implementation program.

PROPOSED FUNDING SOURCES (\$000s)

Cost Recovery-Region	\$540
Res#91-Federal Gas Tax	\$12,000

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
173820-001	Road Resurfacing Program / City Wide / Various Locations	\$12,000
173820-002	Road Resurfacing Program / City Wide / Various Locations	\$540



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Capital Works / Capital Works / Sidewalks \$500

The project consists of the construction of new sidewalks as part of road improvement projects.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$500
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174410-001	Miscellaneous Sidewalks / City Wide / Summerlea Road (Gateway Boulevard to Clark Boulevard)	\$500

Capital Works / Capital Works / Utility Relocation \$1,950

Relocation of utilities required as part of future road improvement projects.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$1,865
Res#4-Asset R&R		\$85
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
093625-004	Utility Relocation / Ward 01, Ward 05, Ward 07 / Williams Parkway (McLaughlin Road to North Park Drive)	\$500
113625-005	Utility Relocation / City Wide / Bramalea Road Widening (Phase 2) - Countryside Drive to Mayfield	\$200
143625-001	Utility Relocation / Ward 10 / Utility Relocation-Castlemore Road (Goreway to McVean)	\$50
163625-002	Utility Relocation / Ward 08 / Goreway Drive (Humberwest Parkway to Castlemore Road)	\$500
173625-001	Utility Relocation / City Wide / McLaughlin Road (Wanless Drive to Mayfield Road)	\$400



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173625-002 Utility Relocation / City Wide / Chinguacousy Road (Wanless Drive to Mayfield Road) \$300

Development Engineering / Minor Capital - Development Engineering \$17

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$17
177299-001	Minor Capital for Development Engineering / City Wide / City Hall and / or West Tower	\$17



Development Engineering / Neighbourhood Parks \$75

The construction of new Development Charges-funded neighbourhood parks up to 5 acres in size typically includes playgrounds, lit walkways, trees, and benches. Additional features such as splash pads, multi-purpose courts, and/or skateboarding facilities will be included where park size permits, and shade structures will be included up to our Development Charges funding limit of one structure for every two parks.

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$67
Res#78-10% Operating Dev Chg Contribution	\$8

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
175860-001	Neighbourhood Park Development / City Wide / Various	\$75

Development Engineering / Storm Water Management - Restoration \$2,000

Periodic activities such as dredging are required to restore the ability of each Storm Water Management Pond to adequately clean runoff water collected by the storm sewer system.

PROPOSED FUNDING SOURCES (\$000s)

Res#91-Federal Gas Tax	\$2,000
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174940-001	Storm Water Management Pond Cleaning and Restoration / City Wide	\$2,000





Development Engineering / Storm Water Management Study \$200

These detailed studies will enhance the existing knowledge base, which stems from previous and more general studies such as the Storm Water Management Master Plan and the Storm Water Management Retrofit Study. These additional studies are required to develop specific plans showing how to address specific flooding, erosion, and water quality issues, not only in the Storm Water Management Ponds, but in the associated water courses as well.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$200
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174950-001	Storm Water Management Study / City Wide / Various Locations	\$200

Development Engineering / Valleyland Development \$25

Valleyland development includes all Development Charge-funded work associated with the design and installation of pathways within valleys, channels, woodlots, and other passive areas, including remedial planting, signage, and furniture. When warranted and permissible, these pathways may also include lighting and pedestrian bridges. The long-term Valleyland Re-naturalization Program also appears under this heading.

PROPOSED FUNDING SOURCES (\$000s)

	Recreation (Dev Chg Reserves)	\$22
	Res#78-10% Operating Dev Chg Contribution	\$3
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
176000-001	Valleyland Development / City Wide / Various	\$25





Parks Maintenance and Forestry / Parks-Outdoor Assets / Canada 150 \$1,100

This Federal grant program is for municipalities to support the rehabilitation, renovation or expansion and accessibility of existing community infrastructure assets. This program will support the City in the replacement of infrastructure needs.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$1,100
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174960-001	Playstructure Replacement (Canada 150 INTAKE 2) / City Wide / Various	\$650
174960-002	Walkway Replacement (Canada 150 INTAKE 2) / City Wide / Various	\$450

Parks Maintenance and Forestry / Parks-Outdoor Assets / Emerald Ash Borer \$2,703

Emerald Ash Borer Program - This program was introduced to resolve the conflict regarding dying Ash trees across the city by the Emerald Ash Borer. The Emerald Ash Borer (EAB) is a highly destructive invasive (non-native) insect which feeds exclusively on ash trees. While the EAB poses no risk to human health, this beetle is an invasive alien species and poses a significant threat to our urban forest. The Emerald Ash Borer Program addresses the removal of Ash Tree's/stumping and replacement trees throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$2,703
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
176600-001	Emerald Ash Borer Program / City Wide / City Wide	\$1,000
176600-002	Emerald Ash Borer Program / City Wide / City Wide	\$1,703



Parks Maintenance and Forestry / Parks-Outdoor Assets / Minor Capital \$25

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$25	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
175499-001	Minor Capital - Parks / City Wide / Various	\$25

Parks Maintenance and Forestry / Parks-Outdoor Assets / Outdoor Assets \$3,590

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$2,302
Res#78-10% Operating Dev Chg Contribution	\$257
Res#4-Asset R&R	\$1,031

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
175865-001	Sports field facility fit plan, due diligence, phasing plan, and cost estimate / Ward 10 / Gore Meadows Community Park - East	\$150
175865-002	Construction at east gateway to the Downtown / Ward 01 / Earnie Mitchell Park	\$275
175865-003	Removal of creek structures, due diligence studies, conceptual design, construction cost estimate / Ward 03 / Peel Village Golf Course	\$640
175865-004	Pathway connection to Hurontario Street and bus stop / Ward 02 / Crenshaw Parkette	\$100
175865-005	Lifecycle replacement of shade structure floor slab and footings / Ward 06 / Creditview Sandalwood Park	\$20
175865-006	Additional Shade Structure in NW area of park / Ward 06 / Creditview Sandalwood Park	\$130
175865-007	Renovate soccer pitch #4, and extend granular walkway in area / Ward 06 / Creditview Sandalwood Park	\$100
175865-008	Parking Lot and Walkway Paving / Ward 06 / Creditview Sandalwood Park	\$1,200





175865-009	Chinguacousy Park - Skating Facility & Plaza Top-up / Ward 08 / Chinguacousy Park	\$325
175865-010	Top-up for Irrigation and Watermain works / Ward 03 / Peel Village Golf Course	\$150
175865-011	Replace skateboard elements / Ward 02 / Jim Archdekin Recreation Centre	\$500

Parks Maintenance and Forestry / Parks-Outdoor Assets / Planning & Infrastructure – Outdoor Asset Replacement **\$3,659**

General replacements, repair, and renovations of outdoor assets such as parking lots, sports fields, play structures, trails, lighting, and park furniture that requires replacement due to wear and tear, functional obsolescence, and customer needs.

OTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,659
Res#91-Federal Gas Tax	\$2,000

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
164954-009	Replace Soccer Field / Ward 07 / Victoria Park Stadium	\$150
174954-001	Parks Outdoor Contingency / City Wide / City Wide	\$100
174954-002	Parks Furniture & Fixtures / City Wide / City Wide	\$100
174954-003	Sodding over Blvd Shrub Beds / City Wide / City Wide	\$100
174954-004	Playground Surfacing Replacement / City Wide / City Wide	\$100
174954-005	Replacement Picnic Tables / City Wide / City Wide	\$100
174954-006	Replacement Benches / City Wide / City Wide	\$100



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174954-007	Playstructure Replacement / City Wide / City Wide	\$1,000
174954-008	Cemetery Initiative / City Wide / City Wide	\$200
174954-009	Aluminum Bleachers / City Wide / City Wide	\$115
174954-016	Ching Park Irrigation / Ward 07 / Chinguacousy Park	\$80
174954-017	Furniture Replacement / Ward 07 / Chinguacousy Park	\$84
174954-018	Replace Surface of Outdoor Basketball Court / Ward 07 / Chinguacousy Park	\$75
174954-019	Aprons/Bridge Plates / City Wide / City Wide	\$75
174954-020	Park I.D. Signs / City Wide / City Wide	\$50
174954-021	Safety Stations / City Wide / City Wide	\$30
174954-022	Parks Concrete Installation / City Wide / City Wide	\$50
174954-023	Design & Engineering / City Wide / City Wide	\$25
174954-024	Walkway Replacement / City Wide / City Wide	\$1,000
174954-025	Sportsfield Backstop and Fence Replacements / City Wide / City Wide	\$75
174954-026	Electrical Upgrades to ESA Standards / City Wide / City Wide	\$30
174954-027	Community Gardens / City Wide / City Wide	\$20

Public Works & Engineering - Other / Minor Capital - Business Services - PIS \$45

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PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$45
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172899-002	Minor Capital-Public Works and Engineering / City Wide / Various Locations	\$45



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Road Maintenance, Operations & Fleet / Fleet / Facility Refurbishment \$25

To address facility failures that occur as a result of their age and overall condition.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172870-001	Facility Refurbishment / Ward 02, Ward 08 / Williams Parkway and Sandalwood Parkway Yards	\$25

Road Maintenance, Operations & Fleet / Fleet / New Equipment \$451

Vehicles and equipment are added to the fleet based on growth of our business relating to additional roads and boulevards and larger areas to maintain, including parkland.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172910-001	New Vehicles and Equipment - Growth and Service / City Wide / Various Locations	\$341
172910-002	New Small Engines Equipment - Growth and Service / City Wide / Various Locations	\$110



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Road Maintenance, Operations & Fleet / Fleet / Replacement Equipment \$2,385

The vehicle and equipment replacement program forms part of the 10 year Fleet asset management strategy to ensure a safe, reliable and efficient operation. All units undergo a full review of utilization, hours, odometer, application, technology and full mechanical condition assessment before they are considered and prioritized for replacement in the plan.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$150
External Tax Supported Debt	\$2,235

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172950-001	Replacement and Refurbishment of Vehicles and Equipment / City Wide / Various locations	\$2,235
172950-002	Small Engines Equipment Replacement / City Wide / Various locations	\$150

Road Maintenance, Operations & Fleet / Fleet / Special Tools \$35

Maintenance tools.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$35
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172930-001	Special Tools / Ward 02, Ward 08 / Williams Parkway and Sandalwood Parkway Yards	\$35



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Road Maintenance, Operations & Fleet / Roads / Asset Management System \$500

To continue implementing the multi-year Infrastructure Asset Lifecycle Management System. This Project will provide effective and efficient business processes to manage the complete asset lifecycle by delivering streamlined processes and procedures and providing accurate, timely and consistent information and data.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$500
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
131432-001	Asset Management System / City Wide	\$500

Road Maintenance, Operations & Fleet / Roads / Minor Capital – Operations \$10

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$10
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
173099-001	Minor Capital - Operations / City Wide	\$10

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Road Maintenance, Operations & Fleet / Roads / New Works Yards \$600

New Works Yards are required as a result of City growth. The New Works Yards will enhance maintenance services across the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$600
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
012810-007	Temporary Heritage Road Yard / Ward 06 / Heritage Road	\$600

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Electronic Speed Advisory Signs \$125

Procurement and installation of flashing beacons at various locations to address the City's School Zone Speed Limit Policy update. These signs will reduce the speed limit on roadways that are adjacent to school entrances/exits to 40km/hr during school times only to improve safety.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$125
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
162732-001	Electronic Speed Advisory Signs / City Wide / Various	\$125



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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Minor Capital - Traffic \$30

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$30	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172799-001	Minor Capital - Traffic / City Wide	\$30

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Streetlighting \$1,560

New streetlight installations, infrastructure upgrades, & establishment of an inventory data management system. Luminance design requirements & luminance uniformity, facilitate traffic flow & traffic safety.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,360	
Cost Recovery-Region	\$200	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174530-001	Street Lighting Modernization - Construction / Ward 08 / G Section - Phase 1	\$500
174530-002	Street Lighting Modernization - Construction / Ward 08, Ward 10 / Ebenezer (Gore to Nexus)	\$120
174530-003	Street Lighting Modernization - Construction / Ward 07 / Avondale (Balmoral to Birchbank)	\$200
174530-004	Street Lighting Modernization - Construction / City Wide / Lumec Luminaire Safety Cable Installation (Various)	\$50
174530-005	Street Lighting Modernization - Design and Construction / Ward 01 / Reeve Road	\$60
174530-006	Pathway Lighting Modernization - Design and Construction / City Wide / Various	\$275





174530-007	Street Lighting Modernization - Design and Construction / City Wide / Aerial Cable Replacements - Various	\$100
174530-008	Street Lighting Modernization - Design and Construction / City Wide / Aerial Cable Replacements - Region of Peel - Various	\$200
174530-009	Street Lighting Modernization - Design and Contract Administration / Ward 03 / West Creek Blvd	\$15
174530-010	Street Lighting Modernization - Design and Contract Administration / Ward 07 / Birchbank Road	\$10
174530-011	Street Lighting Modernization - Design and Contract Administration / Ward 02 / Richvale Dr (Sandalwood to Bovaird)	\$30

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Streetlighting LED Retrofit \$3,200

Procurement and installation of Light Emitting Diode (LED) street lights to replace the existing High Pressure Sodium fixtures on roadways. This program will reduce the energy consumption associated with the existing street light system and is anticipated to reduce maintenance costs.

PROPOSED FUNDING SOURCES (\$000s)

Cost Recovery-Region	\$2,186
Res#91-Federal Gas Tax	\$1,014

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
164531-001	Streetlighting LED Retrofit (Arterials) / City Wide / Various	\$3,200



PUBLIC WORKS & ENGINEERING

2017 Capital Budget - Project Detail Summaries



Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Signal Modernization Program \$600

Traffic Signal Modernizations improve and upgrade the aging traffic signal equipment to current standards. These standards improve safety, accessibility and the overall appearance at the intersection. Safety enhancements such as sightlines, pedestrian accessibility, and traffic signal phasing are also considered in the modification of the traffic signals.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$600	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172770-001	Traffic Signal Modernization / City Wide / Various	\$600

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Signalization \$400

Installation of traffic signals. These signals add to the existing network of signals creating efficient and safe traffic control. Warranted through traffic needs, safe turning movements and flow of traffic.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$400	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
172710-001	Traffic Signalization / City Wide / Various Locations	\$400



PUBLIC WORKS & ENGINEERING

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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic System Detectors \$100

Procurement and installation of vehicle detectors at various locations to connect with the new Traffic Management Centre. This will allow staff to better monitor real-time traffic volumes and be more reactive to changes in traffic flow.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$100
172745-001	Traffic System Detectors / City Wide / Various	\$100

Transportation Special Projects / Hurontario Light Rail Transit \$1,400

To provide funding for the Hurontario LRT Brampton project office including staff and professional services.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$97
Cost Recovery-Other		\$1,303
164110-001	Hurontario Light Rail Transit / City Wide / Project Office	\$1,400





Transit / Bus Purchases \$21,390

Low-floor buses for growth and replacement needs. A gradual increase in total fleet size is required to meet the expanding needs of a rapidly growing municipality.

PROPOSED FUNDING SOURCES (\$000s)

Federal Subsidy	\$8,200
Res#91-Federal Gas Tax	\$940
Internal DC Supported Debt	\$9,201
External DC Supported Debt	(\$3,051)
External Tax Supported Debt	\$6,100

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
164690-001	Low-Floor Bus Purchases / City Wide	\$0
164690-002	Low-Floor Bus Purchases / City Wide	\$940
174690-001	Low-Floor Bus Purchases / City Wide	\$4,050
174690-002	Low-Floor Bus Purchases / City Wide	\$12,200
174690-003	Low-Floor Bus Purchases / City Wide	\$4,200

Transit / Bus Refurbishments \$960

Refurbish buses for the purpose of meeting service needs, safety and to extend their lifecycle to 18 years. This will permit transit to maintain current and future service levels.

PROPOSED FUNDING SOURCES (\$000s)

Res#91-Federal Gas Tax	\$960
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174680-002	Hybrid Bus Battery ESS Refresh Kit / City Wide	\$960





Transit / Bus Storage & Repair Facility \$24,900

Cost associated with the Sandalwood Pkwy Transit Facility required to store and repair buses.

NOTE: A change to one of the the original funding sources for the previously approved project.

PROPOSED FUNDING SOURCES (\$000s)

Res#96-Provincial Acceleride Interest	\$11,109	
Federal Subsidy	\$12,450	
Res#95-Provincial Acceleride Grant	\$1,341	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174860-001	Transit Sandalwood Facility Expansion / Ward 02	\$24,900

Transit / Existing Facility Refurbishment \$85

Refurbish Transit's existing facility for safety purposes, to meet service needs and to protect corporate assets. Will permit transit to maintain current and future service levels. Facility is aging and requires repair & replacement in several areas.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$85
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
154850-005	Downtown Terminal Renovations / Ward 01	\$85



Transit / Minor Capital – Transit \$207

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$207
174799-001	Minor Capital - Facilities / City Wide / All Transit Facilities	\$91
174799-002	Minor Capital - Fleet Maintenance / City Wide / All Transit Facilities	\$76
174799-003	Minor Capital - Admin / City Wide / All Transit Facilities	\$40

Transit / Smart Bus (\$1,000)

To install Automated Vehicle Locator(AVL), Automated Passenger Count(APC), MDT & interior surveillance cameras on all Brampton Buses, which will enable Brampton Transit to better manage the system more effectively and efficiently.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#91-Federal Gas Tax	(\$1,000)
144610-001	Smart Bus Interface and Expansion / City Wide	(\$1,000)





Transit / Transit Amenity Program \$2,000

Replace older transit shelters nearing the end of their life expectancy, as well as increase the number of transit shelters in the community. This program will also improve customer mobility/accessibility as well as customer safety/security by constructing landing pads and other active transportation connections to transit services

PROPOSED FUNDING SOURCES (\$000s)

Res#18-Dev Cont for Future Construction	\$144	
Res#4-Asset R&R	\$544	
Federal Subsidy	\$1,000	
Internal DC Supported Debt	\$312	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174771-001	Transit Amenity Program / City Wide / Various Locations	\$2,000

Transit / Transit IT Initiatives (\$600)

IT Initiatives within Transit.

PROPOSED FUNDING SOURCES (\$000s)

Res#91-Federal Gas Tax		(\$600)
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
164714-001	Hastus Customization / City Wide	(\$600)



Transit / Vehicle Maintenance System Pilot \$2,522

Maintenance integration system to track multiple layers of software and technologies.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,261	
Federal Subsidy	\$1,261	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
174700-001	Vehicle Maintenance System / City Wide	\$2,522

Transit / Zum Service Expansion \$20,957

Zum is an initiative of the City of Brampton and Brampton Transit to introduce enhanced, uniquely branded Bus Rapid Transit (BRT) services on the City's key north-south and east-west arterial corridors. It is intended to significantly improve the reliability, speed, frequency and quality of Transit service and provide better connectivity within and beyond Brampton's boundaries.

PROPOSED FUNDING SOURCES (\$000s)

Res#96-Provincial Acceleride Interest	(\$2,753)	
Federal Acceleride Grant	\$767	
Federal Subsidy	\$9,550	
Res#121-Mun Trans Capital	\$10	
Res#123-Miscellaneous Federal/Provincial Grant	\$81	
Res#124 - Transit Demand Mgmt	\$2	
Res#95-Provincial Acceleride Grant	\$7,645	
Internal DC Supported Debt	\$5,274	
External DC Supported Debt	(\$2,521)	
External Tax Supported Debt	\$2,902	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
124800-003	Terminal Loops / City Wide	\$0
124800-014	Planning and Development: External Support / City Wide	\$1,857
174800-001	AcceleRide/BRT - Airport Road	\$19,100





Library / Automation Software & Hardware Upgrades \$100

Upgrades of software applications currently used to support the Library's network system. They include an Intergraded Library Service (ILS) & Self Check-Out Kiosks, Windows 2009 Server, Symantec Norton Anti-Virus & VIPRE software for servers and desktops PC's, Virtualization of servers, MS Office 2007, Outlook 2007, Windows XP for desktop PC's.

PROPOSED FUNDING SOURCES (\$000s)

Res#78-10% Operating Dev Chg Contribution	\$10
Internal DC Supported Debt	\$90

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
186910-001	Software Upgrades / City Wide / All Locations	\$100

Library / BramWest Branch Furniture, Fixtures & Equipment \$100

Investigation into the construction and fit-up (FFE) of BramWest Interim Site

PROPOSED FUNDING SOURCES (\$000s)

Res#78-10% Operating Dev Chg Contribution	\$10
Internal DC Supported Debt	\$90

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
186975-001	Collection Development / City Wide	\$100



Library / Collection Development \$300

Continued expansion and replacement of the existing collection across city-wide branches of the Library. The expansion of the collections includes books, newspapers, magazines, CD's, DVD's, audio books, videos, microform materials and Internet database subscriptions.

To keep the collections current and relevant and to supply newly published materials in various formats to meet the demands of a rapidly growing community. Access to the Internet and its many resources is an increasing demand of the Brampton community.

PROPOSED FUNDING SOURCES (\$000s)

Res#78-10% Operating Dev Chg Contribution	\$9
Res#4-Asset R&R	\$209
Internal DC Supported Debt	\$82

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
186900-001	Collection Development / City Wide	\$300



CHIEF ADMINISTRATION OFFICER

2018 Capital Budget - Project Detail Summaries



Chief Administration Officer / Minor Capital - Office of the CAO \$2

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$2
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181199-001	Minor Capital / Ward 04 / City Hall	\$2

City Clerk / Brampton Records & Info Mgmt System-BRIMS \$285

Approved multi-year capital project with an engaged vendor for solution delivery. Additional year capital project funding requested as set out in the original capital budget submission, plus a need for a top up of \$100,000 in 2017 for additional project management costs (\$75,000) and Metalogistics Storage Point (Cost to be determined - approx. \$100,000). Added software tool - Linkfixer (\$32,500 USD = \$42,250 CAND) to be sourced from existing capital budget. Additional 2019 budget request estimated to be \$300,000 for support work for application upgrade within Corporate Office365 environment.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$285
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
141485-001	Enterprise Document and Records Management System / City Wide	\$285



CHIEF ADMINISTRATION OFFICER

2018 Capital Budget - Project Detail Summaries



City Clerk / Remote Interpretation for POA Courtrooms \$100

Capital project for software and hardware to facilitate in-court remote language interpretation services while POA court is in session. Project will offset some of estimated annual interpretation costs of \$130,000 and provide greater public access to language interpretation services within the court system. Scheduling and booking language interpreters currently is very difficult due to the competitive market and changing requirements of the court system.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$100
181114-001	Remote Interpretation for POA Courtrooms	\$100

City Clerk / Web Streaming Encoding and Annotation Tool for Council / Committee meetings \$25

Capital project for software and hardware for post-meeting video stream production, posting and site hosting, as required (e.g., editing, annotating and producing meeting videos for archival public access purposes).

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$25
181153-001	Web Streaming Encoding and Annotation Tool for Council / Committee meetings / City Wide	\$25



CHIEF ADMINISTRATION OFFICER

2018 Capital Budget - Project Detail Summaries



Human Resources / Minor Capital - Human Resources \$14

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$14
181398-001	Minor Capital - Human Resources / Ward 04	\$14

Internal Audit / Minor Capital - Internal Audit \$2

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$2
181399-001	Minor Capital / Ward 04 / City Hall	\$2



CHIEF ADMINISTRATION OFFICER

2018 Capital Budget - Project Detail Summaries



Service Innovation & Corporate Performance / Service Brampton Customer Service Enhancements \$300

Human, technology and professional service resources required to implement approved Customer Service Strategy initiatives, including: online, self-serve and other citizen service enhancements, a full-cycle integrated online customer service requestmanagement system, and automated business solutions for more efficient contact centre, revenue and service quality management.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181468-001	Integrated Service Request Mgt / City Wide / Various Locations	\$300

Strategic Communications / Development of New Brand \$50

Consultant costs to create and launch a new City of Brampton brand based on best-practice research and community input. Work may include review of previously completed brand audit, stakeholder consultation (i.e. surveys, focus groups), brand story development, graphic design, development of graphic standards and brand guidelines, marketing and communications plan for launch, and implementation strategies.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
171251-001	Development of New Brand / City Wide	\$50





Building Design & Construction / Facilities Repair & Replacement \$30,994

General repair, replacement (State of Good Repair), alterations and renovations at City wide facilities. Projects are prioritized to address: health and safety, legislative requirements; end of life expectancy; functional obsolescence and enhancements to the delivery of City services. The nature of the projects include, but are not limited to, roofing, structural, mechanical, electrical, building finishes, equipment and systems.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$17,799
Res#91-Federal Gas Tax	\$8,623
External Tax Supported Debt	\$4,572

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181650-003	129 Glidden Rd / Ward 03 / 129 Glidden Rd	\$10
181650-006	185 Clark Blvd - Clark Facility / Ward 07 / 185 Clark Blvd - Clark Facility	\$1,073
181650-014	55 Queen / Ward 03 / 55 Queen	\$9
181650-022	10100 The Gore Road / Ward 10 / 10100 The Gore Road	\$1,335
181650-053	Avondale Day Care / Ward 07 / Avondale Day Care	\$30
181650-060	Balmoral Recreation Centre / Ward 07 / Balmoral Recreation Centre	\$497

181650-062	Brampton Cemetery / Ward 01 / Brampton Cemetery	\$3
181650-063	Brampton Curling Club / Ward 03 / Brampton Curling Club	\$636
181650-066	Brampton Soccer Centre / Ward 09 / Brampton Soccer Centre	\$477
181650-080	Cassie Campbell Community Centre / Ward 06 / Cassie Campbell Community Centre	\$1,126
181650-082	Central Public School / Ward 01 / Central Public School	\$808
181650-083	Century Gardens Recreation Centre / Ward 01 / Century Gardens Recreation Centre	\$359
181650-084	Chinguacousy Park / Ward 07 / Chinguacousy Park	\$1,140
181650-085	Chris Gibson Recreation Centre / Ward 01 / Chris Gibson Recreation Centre	\$579
181650-086	City Hall / Ward 03 / City Hall	\$316
181650-087	City Hall Parking / Ward 03 / City Hall Parking	\$218
181650-088	City Hall West Tower / Ward 03 / City Hall West Tower	\$232
181650-090	Civic Centre / Ward 07 / Civic Centre	\$2,523
181650-120	Earncliffe Recreation Centre / Ward 07 / Earncliffe Recreation Centre	\$33
181650-121	Ebenezer Community Centre / Ward 08 / Ebenezer Community Centre	\$67
181650-122	Eldorado Park & Outdoor Pool / Ward 04 / Eldorado Park & Outdoor Pool	\$34



COMMUNITY SERVICES

2018 Capital Budget - Project Detail Summaries



181650-123	Ellen Mitchell Recreation Centre / Ward 07 / Ellen Mitchell Recreation Centre	\$1,741	181650-229	Professors Lake Recreation Centre / Ward 08 / Professors Lake Recreation Centre	\$922
181650-130	FCCC - Dorm D / Ward 04 / FCCC Dorm D	\$55	181650-240	Rose Theatre / Ward 01 / Rose Theatre	\$65
181650-133	FCCC Lawn Bowling Club / Ward 04 / FCCC Lawn Bowling Club	\$13	181650-250	Seniors Centre - FCCC / Ward 04 / Senior Centre - FCCC	\$77
181650-134	FCCC Unit 1 / Ward 04 / FCCC Unit 1	\$25	181650-253	Snelgrove Seniors Centre / Ward 02 / Snelgrove Seniors Centre	\$140
181650-140	Gage Park / Ward 03 / Gage Park	\$255	181650-254	South Fletcher's Sportsplex / Ward 04 / South Fletcher's Sportsplex	\$2,049
181650-142	Gore Meadows / Ward 10 / Gore Meadows	\$73	181650-265	Terry Miller Recreation Centre / Ward 07 / Terry Miller Recreation Centre	\$1,019
181650-143	Greenbriar Recreation Centre / Ward 08 / Greenbriar Recreation Centre	\$731	181650-285	Chinguacousy Wellness Centre / Ward 09 / Chinguacousy Wellness Centre	\$548
181650-152	Huttonville Community Centre / Ward 06 / Huttonville Community Centre	\$366	181650-302	Fire Station 202 / Ward 07 / Fire Station 202	\$169
181650-170	Jim Archdekin Recreation Centre / Ward 02 / Jim Archdekin Recreation Centre	\$1,189	181650-305	Fire Station 205 / Ward 02 / Fire Station 205	\$29
181650-180	Ken Giles Recreation Centre / Ward 03 / Ken Giles Recreation Centre	\$335	181650-306	Fire Station 206 / Ward 04 / Fire Station 206	\$174
181650-181	Knightsbridge Community Centre / Ward 07 / Knightsbridge Community Centre	\$151	181650-307	Fire Station 207 / Ward 01 / Fire Station 207	\$63
181650-191	Loafers Lake Recreation Centre / Ward 02 / Loafer's Lake Recreation Centre	\$340	181650-308	Fire Station 208 / Ward 09 / Fire Station 208	\$220
181650-201	McMurphy Recreation Centre Kiwanis Youth / Ward 03 / McMurphy Recreation Centre Kiwanis Youth	\$953	181650-309	Fire Station 209 / Ward 10 / Fire Station 209	\$84
181650-202	Memorial Arena / Ward 04 / Memorial Arena	\$19	181650-310	Fire Station 210 / Ward 06 / Fire Station 210	\$212
181650-225	Peel Village Golf Course / Ward 03 / Peel Village Golf Course	\$267	181650-312	Fire Station 212 / Ward 06 / Fire Station 212	\$16
181650-226	POA Court House / Ward 04 / POA Court House	\$246	181650-313	Fire Station 213 / Ward 08 / Fire Station 213	\$86
			181650-400	Miscellaneous Initiatives - Emergency/Contingency / City Wide / Various Locations	\$2,000
			181650-401	Miscellaneous Initiatives - Facility Services / City Wide / Various Locations	\$2,467





181650-402	Miscellaneous Initiatives - Fire / City Wide / Various Locations	\$500
181650-403	Miscellaneous Initiatives - Recreation / City Wide / Various Locations	\$500
181650-405	Miscellaneous Initiatives - Transit / City Wide / Various Locations	\$500
181650-501	Project Validation Team / City Wide / Various Locations	\$890

Building Design & Construction / Interior Design Services \$2,200

All accommodation related general repairs, replacements, alterations and renovations within facilities City wide occupied by City staff. Projects are prioritized to address: health and safety, legislative requirements; end of life expectancy; functional obsolescence and enhancements to the delivery of City services. The nature of the projects include, but are not limited to, staff exits, new hires, accommodation special needs, building finishes, administrative space equipment and systems.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$2,200
181900-001	Corporate Churn (moves, adds, changes) / City Wide / Various Locations	\$450
181900-002	Various Administrative Spaces / City Wide / Various Locations	\$1,750





Facility Services / Facility Inspections & Audits / Facility Inspections & Audits \$720

These projects deliver building inspections, assessments, remediations, & facility audits, in order to ensure appropriate asset maintenance and repair.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$720
181760-001	Electrical Infrared Scan (2 Phases) / City Wide / Various	\$25
181760-002	Asset Mgmt Software Support / City Wide / Various	\$40
181760-005	Capital Recovery / City Wide / Various	\$255
181760-007	Various Asbestos/DSS Assessment & Abatement Programs / City Wide / Various	\$300
181760-009	Radon Testing & Mitigation Program / City Wide / Various	\$100

Facility Services / Facility Operations & Maintenance / Corporate Indoor Asset Replacement \$150

To provide tenant inducements on lease spaces as defined in lease agreements with various tenants.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$150
181500-001	Corporate Indoor Asset Replacement / City Wide / Various City Facilities	\$150





Facility Services / Facility Operations & Maintenance / Corporate Security Systems \$100

In order to ensure security systems in all municipal facilities become integrated and standardized, system upgrades are required. All projects in this category are geared to ensuring the best and most cost effective way of introducing security technology at the City for the well-being of our employees and visitors.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$100
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181850-001	Corporate Security / City Wide / various	\$100

Facility Services / Facility Operations & Maintenance / Minor Capital – Corporate Security \$75

Minor Capital projects are for expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$75
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181899-001	Minor Capital - Corporate Security / City Wide / Various City Facilities	\$75





Facility Services / Facility Operations & Maintenance / Minor Capital – Facilities Operations & Maintenance \$350

Minor Capital projects are for expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$350
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181599-001	Minor Capital - Indoor Assets / City Wide / Various City Facilities	\$350

Facility Services / Facility Support Services / Accommodation Studies \$150

These projects deliver renovations, reconfigurations, storage & furniture requirements for office space in all City-owned & leased facilities.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$150
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181910-001	Reconfiguration, Renovation & Furniture / City Wide / Various	\$150





Facility Services / Facility Support Services / Energy Programs \$500

Energy reduction & cost avoidance programs that reduce the demand for electricity, natural gas and water in City owned facilities through audits, feasibility studies and retrofit projects. Programs may include retrofits and upgrades for lighting, plug loads, mechanical equipment, building envelope and building automation. Programs will target efficiency improvements that reduce energy consumption establish standards and increase staff awareness to contribute to a reduction in our ongoing operating costs and greenhouse gas emissions (GHG).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$500	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181520-001	Energy Management / City Wide / Various Locations	\$500

Realty Services / Land Acquisition & Preliminary Due Diligence \$2,306

As per the "Fire Station Location & Apparatus Deployment Study - 2016", new fire stations are required – these funds are for the land acquisition component of the capital projects

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$2,306	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181542-001	Land Acquisitions & Preliminary Due Diligence / Ward 06, Ward 10 / Fire Station 216 & 217	\$2,306





Recreation & Culture / Arts & Culture / Arts & Culture Miscellaneous Initiatives \$564

Miscellaneous Initiatives that include furniture, fixtures, equipment and other minor capital items.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$564
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
186810-001	Technical Equipment & Infrastructure Preservation and Upgrade (Lifecycle Management) / Ward 01 / Rose Theatre	\$250
186810-002	Outdoor FF&E churn / Ward 01 / Rose Theatre	\$50
186810-003	Replace Carpet in Auditorium / Ward 01 / Rose Theatre	\$15
186810-004	Replace Security System / Ward 01 / 70-74 Main St. N.	\$7
186810-005	Replace Gas-Fired Heater Distribution / Ward 03 / 115 Orenda Road	\$45
186810-006	Replace Wood and Flood Light Fixtures / Ward 01 / Bovaird House	\$10
186810-007	Restore Plaster Walls / Ward 01 / Heritage Theatre	\$175
186810-008	Replace Concrete Pavers / Ward 01 / Bovaird House	\$12

Recreation & Culture / Recreation / Powerade Centre \$270

The City of Brampton funds capital improvements to the Powerade Centre based on the criteria of safeguarding the buildings long-term value (preservation of assets), and assisting with operational efficiency (reduction of operating cost).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$270
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
185780-002	Powerade Centre / Ward 03 / Powerade Centre	\$210
185780-003	Powerade Centre / Ward 03 / Powerade Centre	\$60





Recreation & Culture / Recreation / Recreation - Miscellaneous Initiatives \$728

Miscellaneous Initiatives that include furniture, fixtures, equipment and other minor capital items.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$728
185560-001	Fitness Equipment Replacement Program / City Wide / City Wide	\$150
185560-002	Facility Furniture Replacement Program / City Wide / City Wide	\$200
185560-003	Housekeeping Equipment Replacement Program / City Wide / City Wide	\$100
185560-004	Sport Facility Strategy / City Wide / City Wide	\$120
185560-007	Miscellaneous Initiatives / City Wide / City Wide	\$0
185560-008	Various Concession Related Items / City Wide / Various	\$50
185560-009	Automated External Defibrillator Replacement Program / City Wide / Various	\$33
185560-010	1 new 8x16 scoreboard, with backlit sponsor panels and advertising panels / City Wide / City Wide	\$75





Finance / Development Charges Study \$350

Funding for the Development Charges Update and Review process, anticipated every 5 years and next scheduled with completion no later than 2019. Funding is required mainly for consulting and technical support for the DC background study and related technical studies.

PROPOSED FUNDING SOURCES (\$000s)

Growth Studies (Dev Chg Reserves)	\$315	
Res#78-10% Operating Dev Chg Contribution	\$35	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181000-001	Conduct DC Review / City Wide	\$350

Finance / Minor Capital - Finance \$6

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$6	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181098-001	Minor Capital - Financial Planning	\$6





Information Technology / Citizen Service Program / Citizen Service Program \$300

This Program manages and maintains the city-wide citizen facing systems, applications, technologies and service channels. It ensures that the City extends integrated service channels to citizens 24/7; including:

- a. City's public websites, Onlineservices and self-serve applications and systems;
- b. Mapping, GIS and Open Data Systems;
- c. Community Engagement and Open Government systems;
- d. Recreation and point of sale systems;
- e. 311 online and 311 contact centre systems;
- f. Online bid posting & submission systems;
- g. Permits and licenses systems;
- h. Any other citizen facing applications and systems.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$300
181478-001	Citizen Self-Service Online Service Tools / City Wide	\$0
181478-002	Citizen Self-Service Online Service Tools / City Wide	\$300

Information Technology / Core Technology Program / Core Technologies Program \$4,360

This program manages and maintains the core technology infrastructure that support the city-wide operations, programs and services to citizens and staff, including:

- a. Servers, Storage and backup systems;
- b. Data Centre(s) and computing rooms and systems;
- c. Cloud hosting and management resources;
- d. Local and public networks, telecommunication, Wireless, Radio and cable connectivity and telephony;
- e. Access management, Information and cyber security systems;
- f. User computing, smartphones, printers, point of sale and related devices and peripherals; and
- g. Any other IT Infrastructure systems and tools.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$4,360
181427-001	IT Core Technologies Program / City Wide	\$0
181427-002	IT Core Infrastructure Technology / City Wide	\$500
181427-003	IT Core Data Communications / City Wide	\$1,260
181427-004	IT Core Data Communications / City Wide	\$0
181427-005	Desktop Technology Refresh Program / City Wide	\$875
181427-006	IT Infrastructure Management Operations / City Wide	\$200
181427-007	End User Computing Back Office / City Wide	\$200





181427-010	IT Staff Recoveries & Professional Services / City Wide	\$600
181427-099	Additional Technology Requirements (former Minor Capital) / City Wide	\$725

Information Technology / Corporate Technology Program / Corporate Technology Program **\$1,274**

This Program manages and maintains the corporate business systems and technologies that support internal business units operations, programs and services, including:

- a. ERP (Financials and HR) systems;
- b. Asset Management systems;
- c. Records Management systems;
- d. Council administrative and election systems;
- e. Courts, legal and audit systems;
- f. Email and unified messaging and collaboration tools;
- g. Printing, scanning and faxing systems;
- h. Mobile workforce and user productivity tools;
- i. Business Intelligence, Integration, workflow and Reporting systems;
- j. Any other internal facing applications and systems.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$1,274
181480-002	Geospatial Systems Integration / City Wide	\$150
181480-006	Mobile Licence Permit Automation / City Wide	\$100
181480-007	Citrix Licensing Growth & Professional Services / City Wide	\$200
181480-008	IT Service Management Upgrade/Enhancements / City Wide	\$154





181480-010	Staff Recoveries & Professional Services / City Wide	\$50
181480-018	Oblique (Birds Eye) and Multi-spectral Imagery / City Wide / City Wide	\$120
181480-019	Phase 2 Enterprise Reporting Self-Service Solution	\$300
181480-021	Purchasing Systems Automation / City Wide	\$200



Economic Development / Customer Relationship Management \$50

This allocation is for a sophisticated Client Relationship Management (CRM) System that Economic Development is in dire need. Current ACT system is out of date and does not suffice current and future needs of development. The possible solution can be found in Salesforce system, Delphi system, Microsoft system etc. the system must have the ability to process all information via a sales funnel or similar model.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$50
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181252-001	Customer Relationship Management / City Wide	\$50

Economic Development / Minor Capital - Office of the COO \$5

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NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$5
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181197-001	Minor Capital - Econ Development / City Wide / City Hall	\$5





Fire / Dispatch Equipment \$2,654

The Joint Fire Communications Centre (JFCC) is managed by Brampton Fire and Emergency Services on behalf of Mississauga Fire and Caledon Fire. This program is for the replacement and upgrade of communication related equipment.

PROPOSED FUNDING SOURCES (\$000s)

	External Tax Supported Debt	\$2,654
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182430-001	Dispatch Upgrade & Equipment / City Wide / City Wide	\$2,654

Fire / Fire Fighting Equipment \$350

The replacement of bunker gear, helmets and balaclavas. The NFPA standards dictate that this protective clothing will be replaced every 10-years. Every Fire Fighter has 2-sets, thereby requiring one set to be replaced every 5-years. Medical resuscitators, firefighting nozzles, hoses, cylinders etc. will require replacement due to unreliability and legislative requirements.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$350
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182460-001	Fire Fighting Equipment / City Wide / City Wide	\$350





Fire / Fire Miscellaneous Initiatives \$321

Miscellaneous initiatives including station Furniture, fixtures, equipment, medical supplies and minor capital.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$321
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182110-001	Fire Miscellaneous Initiatives / City Wide / City Wide	\$321

Fire / Growth Vehicles \$1,700

Growth vehicles to accommodate new staff requests for the Fire Prevention Program and Fire Operations.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation offunding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$1,700
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182300-001	Additional Vehicles / City Wide / City Wide	\$850
182300-002	Additional Vehicles / City Wide	\$850





Fire / Vehicle Replacement \$2,650

Replacement of various Fire Department vehicles as per replacement lifecycle program (5 year replacement for District Chief vehicles, 8 year replacement for staff vehicles, and 12 year replacement for pumpers/aerials).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,050
External Tax Supported Debt	\$1,600

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182310-001	Vehicle Replacement / City Wide / City Wide	\$150
182310-002	Vehicle Replacement / City Wide / City Wide	\$110
182310-003	Vehicle Replacement / City Wide / City Wide	\$70
182310-004	Vehicle Replacement / City Wide / City Wide	\$1,600
182310-005	Vehicle Replacement / City Wide / City Wide	\$120
182310-006	Vehicle Replacement / City Wide / City Wide	\$100
182310-007	Vehicle Replacement / City Wide / City Wide	\$500



MAYOR AND COUNCIL

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Council Members / Minor Capital - Council Members \$13

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
181299-001	Minor Capital - Council Members / Ward 04 / City Hall	\$13





Building / Minor Capital - Building \$40

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PROPOSED FUNDING SOURCES (\$000s)

Res#93-Building Rate Stabilization		\$40
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187499-001	Minor Capital for Building / Ward 04 / FCCC	\$40

Development Services / Community Improvement Plan Program \$300

The Community Improvement Plan (CIP) is a very important component of Brampton's Central Area redevelopment program. This grant is set to promote redevelopment, revitalization and increase the quality of the built environment, the image and marketability of the core area of Downtown.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#88-Downtown DC Waiver		\$300
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187827-001	CIP-Building Improvement Program Grant / Ward 01,Ward 03,Ward 04,Ward 05 / Downtown Brampton	\$150
187827-002	CIP-Façade Improvement Program Grant / Ward 01,Ward 03,Ward 04,Ward 05 / Downtown Brampton	\$150





**Development Services / Development Design
Guidelines : Employment Urban Design
Guidelines \$100**

The Guidelines will focus in particular around mobility hubs, along intensification and transit corridors, in new greenfield areas, as retrofit and intensification of existing, low density employment areas. The guidelines will include provisions for urban form, open space, access and mobility, infrastructure and utilities, with specific more detailed provisions for sustainability features.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187991-001	Development Design Guidelines: Employment Urban Design Guidelines / City Wide / City Hall	\$100

**Development Services / Development Design
Guidelines Update and Consolidation \$50**

The updated Development Design Guidelines will consolidate existing and upcoming guidelines for specific development forms, will update the Block Plan provisions and process, the Community Design Guidelines requirements, introduce the new urban Precinct Plan concepts and process

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
167833-001	Development Design Guidelines: Update and Consolidate / City Wide / City Hall	\$50





Policy Planning / Age Friendly Action Plan \$75

To implement Age Friendly City Master Plan

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187251-001	Age Friendly Action Plan / City Wide / City Hall	\$75

Policy Planning / Bramalea Mobility Hub Master Plan \$150

To prepare a development plan and design station improvements to the Bramalea Station.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187951-001	Bramalea Mobility Hub Master Plan / Ward 07 / Bramalea	\$150



Policy Planning / Brampton Natural Areas Inventory \$80

To complete the inventory of the biological resources of natural areas across the City in partnership with the Conservation Authorities.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187865-001	Brampton Natural Areas Inventory / City Wide / City Wide	\$80

Policy Planning / Central Area Downtown Implementation Master Plan \$100

To establish a shared vision and develop a strategy to coordinate Central Area/Downtown initiatives.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
167722-001	Central Area/Downtown Implementation Master Plan / Ward 01, Ward 03, Ward 04, Ward 05 / Downtown	\$100



Policy Planning / Downtown Etobicoke Creek Revitalization Studies Sustainability Plan \$50

To develop sustainability guidelines as well as a comprehensive implementation plan

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177817-001	Downtown Etobicoke Creek Revitalization Studies (DECRS) Sustainability Plan / Downtown	\$50

Policy Planning / Gateway Precinct/Mobility Hub Master Plan \$100

To develop a general master plan, transportation plan, provisions for land use, built form, and open space amenities.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177824-001	Gateway Precinct/Mobility Hub Master Plan / Ward 03, Ward 04 / Hurontario/Steeles	\$100





Policy Planning / Tableland Acquisition / Land Acquisition \$80

This allowance program will ensure that lands appropriate for Parks and Recreation purposes can be purchased, including the due diligence costs associated with investigating potential lands purchases, and other related costs associated with land such as legal fees. When these costs apply to large sites such as Community Parks that have been already identified for the long-term, then they will appear as part of the budget requests for those sites. This allowance will primarily deal with investigating opportunities for significant land purchases that may arise from time to time, as well as purchasing neighbourhood parks when a development application results in parkland overdedication.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#2-CIL Parkland	\$80
186700-001	Parks and Open Space Investigations / City Wide / City-wide	\$80

Transportation Planning / Active Transportation Plans and Studies \$10

Studies are required to allow the city to properly coordinate and manage enhancements to the active transportation network (including pathways and bike lanes, in both new and existing communities), thereby ensuring that the system meets the demands of continued growth, while contributing to the development of healthy and sustainable communities in Brampton.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$10
187355-001	Active Transportation Map Update / City Wide / City Wide	\$10





Transportation Planning / Transportation Master Plan (TMP) \$500

The Transportation Master Plan (TMP), which is reviewed every 5 years, has been completed. These budget requests will allow the City to implement the recommendations contained in the TMP.

PROPOSED FUNDING SOURCES (\$000s)

Growth Studies (Dev Chg Reserves)	\$112
Recreation (Dev Chg Reserves)	\$112
Res#78-10% Operating Dev Chg Contribution	\$26
Res#4-Asset R&R	\$250

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187360-001	Transportation Master Plan (TMP) Implementation Phase 2 / City Wide / City Wide	\$250
187360-002	Transportation Master Plan (TMP) 5-year review / City Wide / City Wide	\$250



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Capital Works / Capital Works / Bridge Repairs \$2,000

Miscellaneous bridge repairs selected from the Bridge Inventory Management Program. The bridge repairs program is required to maintain bridges to minimum standards. Ongoing bridge maintenance and rehabilitation will result in extended asset life.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#91-Federal Gas Tax		\$2,000
184230-001	Bridge Repairs / City Wide / Various Locations	\$2,000

Capital Works / Capital Works / Castlemore Road Widening \$3,800

To alleviate traffic congestion due to development growth (Widening of Castlemore Road between Goreway Dr. and McVean Dr.)

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$3,610
Res#4-Asset R&R		\$190
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183770-001	Castlemore Road Widening / Ward 08, Ward 10 / Castlemore Road Widening (Goreway to McVean)	\$3,800



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Capital Works / Capital Works / Downtown Improvements \$2,000

To provide funding to implement the preferred option, from the Environmental Assessment of the Downtown Core and the City portion of the cost for the tunnel and rehabilitation work which is being coordinated with the Region of Peel

PROPOSED FUNDING SOURCES (\$000s)

External Tax Supported Debt		\$2,000
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183866-001	Downtown Improvements / Ward 01 / Queen Street and Main Street	\$2,000

Capital Works / Capital Works / Environmental Assessments \$1,000

Environmental Assessments are required to satisfy the Environmental Assessments Act for capital projects such as road widening and new road construction.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$1,000
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184500-001	Environmental Assessments / City Wide / Various Locations	\$1,000



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Capital Works / Capital Works / Intersection Improvements \$2,330

Intersections need to be improved to enhance the transportation network by increasing intersection capacity and improving traffic flow. The improvement will enhance safety by providing realigned intersection and additional turning lanes and storage.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$2,330
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183200-001	Intersection Improvements / City Wide / Various Locations	\$1,330
183201-001	Intersection Improvements - Region of Peel / City Wide / Various Locations	\$1,000

Capital Works / Capital Works / Land Acquisitions \$3,483

To provide funding for the purchase of lands required to permit road projects to proceed. This will ensure that land purchases can be completed without postponing road widening projects. The City will attempt to purchase all required land 1 year in advance of construction for utility relocation to be completed.

Note: The uncommitted balances in previous approved general Land Acquisitions projects (#4020) will be transferred to this new Land Acquisition project.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$3,483
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184020-001	Land Acquisitions / City Wide / Various Locations	\$3,483



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Capital Works / Capital Works / McLaughlin Road Widening \$8,000

The project consists of road widening and intersection improvements for McLaughlin Road between Wanless Dr. and Mayfield Rd. It will alleviate traffic congestion due to development growth.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$7,600	
Res#4-Asset R&R	\$400	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183920-001	McLaughlin Road Widening / Ward 02, Ward 06 / Wanless Drive to Mayfield Road	\$8,000

Capital Works / Capital Works / Minor Capital - Engineering \$55

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$55	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182999-001	Minor Capital-Equipment / City Wide / FCCC 2	\$45
182999-002	Minor Capital-Equipment / City Wide / FCCC 2	\$10



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Capital Works / Capital Works / Pre-Engineering \$750

In order to facilitate the timely delivery of capital projects, funds are expended on Pre-Engineering tasks such as surveying in advance of any civil engineering works, which is used to assist with the design.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$750
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183620-001	Pre-Engineering / City Wide / Various Locations	\$750

Capital Works / Capital Works / Project Design \$1,000

Design of selected future projects in order to accelerate overall project implementation and alleviate traffic congestion due to development growth.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)		\$1,000
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183610-001	Project Design / City Wide / Various Locations	\$1,000



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Capital Works / Capital Works / Road Infrastructure Miscellaneous \$250

In order to facilitate timely closure of completed projects, this funding will address ancillary costs related to Road Infrastructure related projects, such as warranty issues or legal requirements.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$200	
Res#4-Asset R&R	\$50	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183830-001	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
183830-002	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
183830-003	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
183830-004	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50
183830-005	Road Infrastructure Miscellaneous / City Wide / Various Locations	\$50

Capital Works / Capital Works / Road Network Survey \$360

To determine the condition of existing roadways to help prioritize improvements and maintenance.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$360	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184160-001	Road Network Survey / City Wide / Various Locations	\$360



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Capital Works / Capital Works / Road Resurfacing Program \$13,220

Road Resurfacing program selected from the Road Inventory Management System called Deighton Total Infrastructure Management System (DTIMS). The Road Resurfacing program is required to maintain the existing road infrastructure to minimum standards. This program is also used to facilitate the implementation of bicycle facilities in accordance with the criteria established from the bicycle facility implementation program.

PROPOSED FUNDING SOURCES (\$000s)

Cost Recovery-Region	\$1,220	
Res#91-Federal Gas Tax	\$12,000	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183820-001	Road Resurfacing Program / City Wide / Various Locations	\$12,000
183820-002	Road Resurfacing Program / City Wide / Various Locations	\$1,220

Capital Works / Capital Works / Sidewalks \$540

The project consists of the construction of new sidewalks as part of road improvement projects.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$540	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184410-001	Miscellaneous Sidewalks / City Wide / Various Locations	\$540



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Capital Works / Capital Works / Utility Relocation \$1,500

Relocation of utilities required as part of future road improvement projects.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$1,500	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183625-001	Utility Relocation / City Wide / Various	\$1,500

Capital Works / Capital Works / Williams Parkway \$12,500

To alleviate traffic congestion due to development growth (Noise wall prior to widening)

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$11,650	
Res#4-Asset R&R	\$850	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183840-001	Williams Parkway Widening (Phase 1) - Noisewall / Ward 01, Ward 05, Ward 07 / McLaughlin Road to North Park Drive	\$8,500
183840-002	Williams Parkway Widening / Ward 01, Ward 05, Ward 07 / Airport Road to Spar Drive	\$4,000





Development Engineering / Climate Change Strategy \$200

To develop a Climate Change Strategy in support of Smart Growth and Brampton's Grow Green Environmental Master Plan. The Strategy will also represent the City's proactive response to Federal and Provincial climate change legislation.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$200
187470-001	Climate Change Strategy / City Wide / City Wide	\$200

Development Engineering / East-West Spine Rd \$4,689

Alleviate traffic congestion due to development growth by having Remembrance Road designed and constructed.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Roads & Engineering (Dev Chg Reserves)	\$4,689
183501-001	Remembrance Rd - East-West Spine Rd (Creditview Rd to McLaughlin Rd, Part 1) / Ward 06 / Creditview Rd to east limit of 21T-11008B Argo (Wanless) (approx Hammerhead Rd)	\$1,308
183501-002	Remembrance Rd - East-West Spine Rd (Creditview Rd to McLaughlin Rd, Part 2) / Ward 06 / Hammerhead Rd to east limit of 21T-13007B Landmart Phase 2 (approx NHS)	\$373
183501-003	Remembrance Rd - East-West Spine Rd (Creditview Rd to McLaughlin Rd, Part 3) / Ward 06 / Chinguacousy Rd to west limit of 21T-13007B Landmart Phase 3 (approx NHS)	\$1,392
183501-004	Remembrance Rd - East-West Spine Rd (Creditview Rd to McLaughlin Rd, Part 4) / Ward 06 / Empire Communities, NHS to east limit of 21T-11012B - Phase 2	\$814
183501-005	Remembrance Rd - East-West Spine Rd (Creditview Rd to McLaughlin Rd, Part 5) / Ward 06 / Empire Communities, Queen Mary Dr to McLaughlin Rd (21T-11012B - Phase 1)	\$802



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Development Engineering / Minor Capital - Development Engineering \$19

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$19
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187299-001	Minor Capital for Development Engineering / City Wide / City Hall and / or West Tower	\$19

Development Engineering / Neighbourhood Parks \$75

The construction of new Development Charges-funded neighbourhood parks up to 5 acres in size typically includes playgrounds, lit walkways, trees, and benches. Additional features such as splash pads, multi-purpose courts, and/or skateboarding facilities will be included where park size permits, and shade structures will be included up to our Development Charges funding limit of one structure for every two parks.

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)		\$67
Res#78-10% Operating Dev Chg Contribution		\$8
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
185860-001	Neighbourhood Park Development / City Wide / Various	\$75





Development Engineering / Storm Water Management - Restoration \$2,000

Periodic activities such as dredging are required to restore the ability of each Storm Water Management Pond to adequately clean runoff water collected by the storm sewer system.

PROPOSED FUNDING SOURCES (\$000s)

Res#91-Federal Gas Tax		\$2,000
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184940-001	Storm Water Management Pond Restoration and Cleaning / City Wide	\$2,000

Development Engineering / Storm Water Management Study \$200

These detailed studies will enhance the existing knowledge base, which stems from previous and more general studies such as the Storm Water Management Master Plan and the Storm Water Management Retrofit Study. These additional studies are required to develop specific plans showing how to address specific flooding, erosion, and water quality issues, not only in the Storm Water Management Ponds, but in the associated water courses as well.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$200
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184950-001	Storm Water Management Study / City Wide / Various Locations	\$200



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Development Engineering / Valleyland Development \$925

Valleyland development includes all Development Charge-funded work associated with the design and installation of pathways within valleys, channels, woodlots, and other passive areas, including remedial planting, signage, and furniture. When warranted and permissible, these pathways may also include lighting and pedestrian bridges. The long-term Valleyland Re-naturalization Program also appears under this heading.

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$832	
Res#78-10% Operating Dev Chg Contribution	\$93	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
186000-001	Valleyland Development / City Wide / In any new subdivisions	\$25
186000-002	Brampton Valleys Re-naturalization Program (Phase 16) / City Wide / In valleys across the city	\$900

Parks Maintenance and Forestry / Parks-New Development / Norton Park Development \$625

The needs of people using this older community park have changed, and we have begun a multi-phase redevelopment project that will ensure current and future needs are met, and will ensure long-term sustainability of the natural features in this park.

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$563	
Res#78-10% Operating Dev Chg Contribution	\$62	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
185580-001	Norton Park Redevelopment - Phase 3 / Ward 03 / Norton Park	\$625





Parks Maintenance and Forestry / Parks-Outdoor Assets / Emerald Ash Borer \$3,703

Emerald Ash Borer Program - This program was introduced to resolve the conflict regarding dying Ash trees across the city by the Emerald Ash Borer. The Emerald Ash Borer (EAB) is a highly destructive invasive (non-native) insect which feeds exclusively on ash trees. While the EAB poses no risk to human health, this beetle is an invasive alien species and poses a significant threat to our urban forest. The Emerald Ash Borer Program addresses the removal of Ash Tree's/stumping and replacement trees throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$3,703
186600-001	Emerald Ash Borer Program / City Wide / City Wide	\$2,000
186600-002	Emerald Ash Borer Program / City Wide / City Wide	\$1,703

Parks Maintenance and Forestry / Parks-Outdoor Assets / Minor Capital \$25

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$25
185499-001	Minor Capital - Parks / City Wide / Various	\$25





Parks Maintenance and Forestry / Parks-Outdoor Assets / Outdoor Assets \$1,985

185865-009 Activity Hub - due diligence, conceptual design and detailed design / Ward 09 / Sesquicentennial Park

\$250

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$896
Res#78-10% Operating Dev Chg Contribution	\$99
Res#4-Asset R&R	\$990

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
185865-001	Reconstruction of creek structures / Ward 03 / Peel Village Golf Course	\$300
185865-002	Concession area and central spine - due diligence, conceptual design and detailed design / Ward 07 / Chinguacousy Park	\$175
185865-003	Sports field detailed design and cost estimate / Ward 10 / Gore Meadows Community Park - East	\$500
185865-004	Conceptual design for redevelopment / Ward 03 / Ken Whillans Square	\$100
185865-005	Adult Fitness Stations - Qty and Distribution Plan, Phasing Plan, Cost Estimate / City Wide / City-wide	\$20
185865-006	Gateway entry improvements / Ward 07 / Chinguacousy Park	\$350
185865-007	Water Fountain Replacement / Ward 07 / Chinguacousy Park	\$55
185865-008	Splash Pad design and construction / Ward 03 / Gage Park	\$235





Parks Maintenance and Forestry / Parks-Outdoor Assets / Planning & Infrastructure – Outdoor Asset Replacement \$3,240

General replacements, repair, and renovations of outdoor assets such as parking lots, sports fields, play structures, trails, lighting, and park furniture that requires replacement due to wear and tear, functional obsolescence, and customer needs.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$2,240
Res#91-Federal Gas Tax	\$1,000

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184954-001	Parks Outdoor Contingency / City Wide / City Wide	\$100
184954-002	Design and Engineering / City Wide / City Wide	\$50
184954-003	Playstructure Replacement / City Wide / City Wide	\$1,000
184954-004	Parks Furniture and Fixtures / City Wide / City Wide	\$100
184954-005	Sodding over Blvd Shrub Beds / City Wide / City Wide	\$100
184954-006	Backstop fencing / City Wide / City Wide	\$200
184954-007	Replacement picnic tables / City Wide / City Wide	\$100
184954-008	Replacement benches / City Wide / City Wide	\$100

184954-010	Sportsfield Irrigation / City Wide / City Wide	\$100
184954-011	Sportsfield Bleachers and Bench Replacement / City Wide / City Wide	\$50
184954-012	Asphalt and Storage Bins / City Wide / City Wide	\$20
184954-013	Storage Facility / City Wide / City Wide	\$30
184954-014	Aprons/ Bridge Plates / City Wide / City Wide	\$75
184954-015	Park I.D. Signs / City Wide / City Wide	\$75
184954-016	Safety Stations / City Wide / City Wide	\$50
184954-017	Parks Concrete Installation / City Wide / City Wide	\$100
184954-018	Walkway Replacement / City Wide / City Wide	\$500
184954-019	Tennis/Multi-Court Replacement / City Wide / City Wide	\$150
184954-020	Cemetery Initiative / City Wide / City Wide	\$200
184954-021	Community Gardens / City Wide / City Wide	\$40
184954-022	Playground Surface Replacement / City Wide / City Wide	\$100



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Public Works & Engineering - Other / Minor Capital - Business Services - PIS \$36

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$36	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182899-002	Minor Capital-Public Works and Engineering / City Wide / Various Locations	\$36

Road Maintenance, Operations & Fleet / Fleet / Facility Refurbishment \$25

To address facility failures that occur as a result of their age and overall condition.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$25	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182870-001	Facility Refurbishment / Ward 02, Ward 08 / Williams Parkway and Sandalwood Parkway Yards	\$25



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Road Maintenance, Operations & Fleet / Fleet / New Equipment \$680

Vehicles and equipment are added to the fleet based on growth of our business relating to additional roads and boulevards and larger areas to maintain, including parkland.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$680
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182910-001	New Vehicles and Equipment - Growth and Service / City Wide / Various Locations	\$570
182910-002	New Small Engines Equipment - Growth and Service / City Wide / Various Locations	\$110

Road Maintenance, Operations & Fleet / Fleet / Replacement Equipment \$4,520

The vehicle and equipment replacement program forms part of the 10 year Fleet asset management strategy to ensure a safe, reliable and efficient operation. All units undergo a full review of utilization, hours, odometer, application, technology and full mechanical condition assessment before they are considered and prioritized for replacement in the plan.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$150
External Tax Supported Debt		\$4,370
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182950-001	Replacement and Refurbishment of Vehicles and Equipment / City Wide / Various locations	\$4,370
182950-002	Small Engines Equipment Replacement / City Wide / Various locations	\$150



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Road Maintenance, Operations & Fleet / Fleet / Special Tools \$35

Maintenance tools.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182930-001	Shop Tools and Equipment / Ward 02, Ward 08 / Williams Parkway and Sandalwood Parkway Yards	\$35

Road Maintenance, Operations & Fleet / Roads / Asset Management System \$665

To continue implementing the multi-year Infrastructure Asset Lifecycle Management System. This Project will provide effective and efficient business processes to manage the complete asset lifecycle by delivering streamlined processes and procedures and providing accurate, timely and consistent information and data.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
131432-001	Asset Management System / City Wide	\$665





Road Maintenance, Operations & Fleet / Roads / Minor Capital – Operations \$10

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PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$10
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183099-001	Minor Capital - Operations / City Wide	\$10

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Minor Capital - Traffic \$10

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PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$10
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182799-001	Minor Capital - Traffic / City Wide	\$10

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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Streetlighting \$1,632

New streetlight installations, infrastructure upgrades, & establishment of an inventory data management system. Luminance design requirements & luminance uniformity, facilitate traffic flow & traffic safety.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#91-Federal Gas Tax		\$1,632
184530-001	Street lighting Modernization / Ward 03, Ward 08 / Various Locations	\$1,632

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Streetlighting LED Retrofit \$1,000

Procurement and installation of Light Emitting Diode (LED) street lights to replace the existing High Pressure Sodium fixtures on roadways. This program will reduce the energy consumption associated with the existing street light system and is anticipated to reduce maintenance costs.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	External Tax Supported Debt	\$1,000
184531-001	Streetlighting LED Retrofit / City Wide / Various	\$1,000



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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Calming Measures \$250

Implementation of physical traffic calming measures on residential streets in accordance with the neighbourhood traffic management guide.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$250
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
183010-001	Traffic Calming Measures / City Wide / Various Locations	\$250

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Management Centre Enhancements \$250

The procurement and integration of various Intelligent Transportation System (ITS) enhancements within the newly created Traffic Management Centre. These enhancements will increase staff's ability to monitor and proactively respond to changing traffic patterns caused by events on the roadway such as detours, collisions, and construction.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$250
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182702-001	Traffic Management Centre Enhancements / City Wide / Various	\$250



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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Signal Modernization Program \$600

Traffic Signal Modernizations improve and upgrade the aging traffic signal equipment to current standards. These standards improve safety, accessibility and the overall appearance at the intersection. Safety enhancements such as sightlines, pedestrian accessibility, and traffic signal phasing are also considered in the modification of the traffic signals.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$600	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182770-001	Traffic Signal Modernization / City Wide / Various	\$600

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Signalization \$400

Installation of traffic signals. These signals add to the existing network of signals creating efficient and safe traffic control. Warranted through traffic needs, safe turning movements and flow of traffic.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$400	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182710-001	Traffic Signalization / City Wide / Various Locations	\$400



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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic System Detectors \$100

Procurement and installation of vehicle detectors at various locations to connect with the new Traffic Management Centre. This will allow staff to better monitor real-time traffic volumes and be more reactive to changes in traffic flow.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
182745-001	Traffic System Detectors / City Wide / Various	\$100

Transportation Special Projects / Hurontario Light Rail Transit \$1,650

To provide funding for the Hurontario LRT Brampton project office including staff and professional services.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$347
Cost Recovery-Other		\$1,303
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
164110-001	Hurontario Light Rail Transit / City Wide / Project Office	\$1,650





Transit / Bus Purchases \$14,415

Low-floor buses for growth and replacement needs. A gradual increase in total fleet size is required to meet the expanding needs of a rapidly growing municipality.

PROPOSED FUNDING SOURCES (\$000s)

Internal DC Supported Debt	\$4,725	
External Tax Supported Debt	\$9,690	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184690-001	Low-Floor Bus Purchases / City Wide	\$4,725
184690-002	Low-Floor Bus Purchases / City Wide	\$5,490
184690-003	Low-Floor Bus Purchases / City Wide	\$4,200

Transit / Bus Refurbishments \$3,260

Refurbish buses for the purpose of meeting service needs, safety and to extend their lifecycle to 18 years. This will permit transit to maintain current and future service levels.

PROPOSED FUNDING SOURCES (\$000s)

Res#91-Federal Gas Tax	\$3,260	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184680-001	Bus Refurbishments / City Wide	\$1,940
184680-002	Hybrid Bus Battery ESS Refresh Kit / City Wide	\$1,320





Transit / Bus Shelters/Pads/Stops \$416

Shelters, pads and stop installations at various locations in the City. To increase the passenger comfort, safety and integrity of boulevards. To improve the attractiveness and convenience of using transit.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$104	
Internal DC Supported Debt	\$312	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184770-001	Bus Shelters/Pads/Stops / City Wide / Various Locations	\$416

Transit / Minor Capital – Transit \$207

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$207	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
184799-001	Minor Capital - Facilities / City Wide / All Transit Facilities	\$91
184799-002	Minor Capital - Fleet Maintenance / City Wide / All Transit Facilities	\$76
184799-003	Minor Capital - Admin / City Wide / All Transit Facilities	\$40





Library / Automation Software & Hardware Upgrades \$100

Upgrades of software applications currently used to support the Library's network system. They include an Intergraded Library Service (ILS) & Self Check-Out Kiosks, Windows 2009 Server, Symantec Norton Anti-Virus & VIPRE software for servers and desktops PC's, Virtualization of servers, MS Office 2007, Outlook 2007, Windows XP for desktop PC's.

PROPOSED FUNDING SOURCES (\$000s)

Res#78-10% Operating Dev Chg Contribution	\$10
Internal DC Supported Debt	\$90

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
196910-001	Software Upgrades / City Wide / All Locations	\$100

Library / Collection Development \$1,077

Continued expansion and replacement of the existing collection across city-wide branches of the Library. The expansion of the collections includes books, newspapers, magazines, CD's, DVD's, audio books, videos, microform materials and Internet database subscriptions.

To keep the collections current and relevant and to supply newly published materials in various formats to meet the demands of a rapidly growing community. Access to the Internet and its many resources is an increasing demand of the Brampton community.

PROPOSED FUNDING SOURCES (\$000s)

Res#78-10% Operating Dev Chg Contribution	\$46
Res#4-Asset R&R	\$409
Internal DC Supported Debt	\$622

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
196900-001	Collection Development / City Wide	\$1,077



CHIEF ADMINISTRATION OFFICER

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Chief Administration Officer / Minor Capital - Office of the CAO \$2

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$2
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191199-001	Minor Capital / Ward 04 / City Hall	\$2

City Clerk / Brampton Records & Info Mgmt System-BRIMS \$300

Approved multi-year capital project with an engaged vendor for solution delivery. Additional year capital project funding requested as set out in the original capital budget submission, plus a need for a top up of \$100,000 in 2017 for additional project management costs (\$75,000) and Metalogistics Storage Point (Cost to be determined - approx. \$100,000). Added software tool - Linkfixer (\$32,500 USD = \$42,250 CAND) to be sourced from existing capital budget. Additional 2019 budget request estimated to be \$300,000 for support work for application upgrade within Corporate Office365 environment.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$300
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
141485-001	Enterprise Document and Records Management System / City Wide	\$300



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Human Resources / Minor Capital - Human Resources \$14

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$14
191398-001	Minor Capital - Human Resources / Ward 04	\$14

Internal Audit / Minor Capital - Internal Audit \$2

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$2
191399-001	Minor Capital / Ward 04 / City Hall	\$2



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Service Innovation & Corporate Performance / Service Brampton Customer Service Enhancements \$300

Human, technology and professional service resources required to implement approved Customer Service Strategy initiatives, including: online, self-serve and other citizen service enhancements, a full-cycle integrated online customer service requestmanagement system, and automated business solutions for more efficient contact centre, revenue and service quality management.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191468-001	Integrated Service Request Mgt / City Wide / Various Locations	\$300





Building Design & Construction / Facilities Repair & Replacement \$43,008

General repair, replacement (State of Good Repair), alterations and renovations at City wide facilities. Projects are prioritized to address: health and safety, legislative requirements; end of life expectancy; functional obsolescence and enhancements to the delivery of City services. The nature of the projects include, but are not limited to, roofing, structural, mechanical, electrical, building finishes, equipment and systems.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$23,844
Res#91-Federal Gas Tax	\$8,500
External Tax Supported Debt	\$10,664

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191650-001	115 Orenda Rd / Ward 03 / 115 Orenda Rd	\$197
191650-006	185 Clark Blvd - Clark Facility / Ward 07 / 185 Clark Blvd - Clark Facility	\$673
191650-007	2 Chapel St. / Ward 03 / 2 Chapel St.	\$33
191650-014	55 Queen / Ward 03 / 55 Queen	\$25
191650-015	70-72 Main St N / Ward 01 / 70-72 Main St N	\$50
191650-016	70-74 Main St N / Ward 01 / 70-74 Main St N	\$157
191650-021	80 Mary St / Ward 03 / 80 Mary St	\$410
191650-053	Avondale Day Care / Ward 07 / Avondale Day Care	\$160

191650-060	Balmoral Recreation Centre / Ward 07 / Balmoral Recreation Centre	\$324
191650-061	Bovaird House / Ward 01 / Bovaird House	\$5
191650-063	Brampton Curling Club / Ward 03 / Brampton Curling Club	\$255
191650-065	Brampton Public Library / Ward 03 / Brampton Public Library (Four Corners)	\$45
191650-066	Brampton Soccer Centre / Ward 09 / Brampton Soccer Centre	\$496
191650-069	By-Law Enforcement - Williams Parkway / Ward 08 / By-Law Enforcement - Williams Parkway	\$105
191650-080	Cassie Campbell / Ward 06 / Cassie Campbell	\$850
191650-082	Central Public School / Ward 01 / Central Public School	\$95
191650-083	Century Gardens / Ward 01 / Century Gardens	\$47
191650-084	Chinguacousy Park / Ward 07 / Chinguacousy Park	\$3,169
191650-085	Chris Gibson Recreation Centre / Ward 01 / Chris Gibson Recreation Centre	\$616
191650-086	City Hall / Ward 03 / City Hall	\$839
191650-090	Civic Centre / Ward 07 / Civic Centre	\$5,345
191650-120	Earncliffe Recreation Centre / Ward 07 / Earncliffe Recreation Centre	\$160
191650-121	Ebenezer Community Centre / Ward 08 / Ebenezer Community Centre	\$74



COMMUNITY SERVICES

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191650-122	Eldorado Park & Outdoor Pool / Ward 04 / Eldorado Park & Outdoor Pool	\$231	191650-253	Snelgrove Community Centre / Ward 02 / Snelgrove Community Centre	\$510
191650-123	Ellen Mitchell Recreation Centre / Ward 07 / Ellen Mitchell Recreation Centre	\$6	191650-254	South Fletcher's Sportsplex / Ward 04 / South Fletcher's Sportsplex	\$291
191650-140	Gage Park / Ward 03 / Gage Park	\$56	191650-265	Terry Miller Recreation Centre / Ward 07 / Terry Miller Recreation Centre	\$706
191650-142	Gore Meadows / Ward 10 / Gore Meadows	\$383	191650-302	Station 202 / Ward 07 / Station 202	\$35
191650-143	Greenbriar Recreation Centre / Ward 08 / Greenbriar Recreation Centre	\$2,150	191650-305	Station 205 / Ward 02 / Station 205	\$71
191650-170	Jim Archdekin Recreation Centre / Ward 02 / Jim Archdekin Recreation Centre	\$379	191650-306	Station 206 / Ward 04 / Station 206	\$126
191650-180	Ken Giles Recreation Centre / Ward 03 / Ken Giles Recreation Centre	\$155	191650-307	Station 207 / Ward 01 / Station 207	\$62
191650-181	Knightsbridge Community / Ward 07 / Knightsbridge Community & Seniors Citizens' Centre	\$28	191650-308	Station 208 / Ward 09 / Station 208	\$114
191650-191	Loafer's Lake Recreation Centre / Ward 02 / Loafer's Lake Recreation Centre	\$775	191650-309	Station 209 / Ward 10 / Station 209	\$125
191650-200	Market Square Parking / Ward 01 / Market Square Parking	\$225	191650-310	Station 210 / Ward 06 / Station 210	\$167
191650-201	McMurphy Recreation Centre / Ward 03 / McMurphy Recreation Centre	\$80	191650-313	Station 213 / Ward 08 / Station 213	\$170
191650-202	Memorial Arena / Ward 03 / Memorial Arena	\$31	191650-317	Station 217 / Ward 06 / Station 217	\$59
191650-229	Professors Lake Recreation Centre / Ward 08 / Professors Lake Recreation Centre	\$107	191650-400	Miscellaneous Initiatives - Emergency/Contingency / City Wide	\$2,325
191650-240	Rose Theatre / Ward 08 / Rose Theatre	\$16	191650-401	Miscellaneous Initiatives - Facility Services / City Wide	\$5,805
191650-250	FCCC Seniors Centre / Ward 04 / FCCC Seniors Centre	\$30	191650-402	Miscellaneous Initiatives - SOGR Fire / City Wide	\$4,270
			191650-403	Miscellaneous Initiatives - Recreation and Culture / City Wide	\$4,500
			191650-405	Miscellaneous Initiatives - SOGR Transit / City Wide	\$4,000
			191650-501	Project Validation Team / City Wide	\$890





Building Design & Construction / Interior Design Services \$2,200

All accommodation related general repairs, replacements, alterations and renovations within facilities City wide occupied by City staff. Projects are prioritized to address: health and safety, legislative requirements; end of life expectancy; functional obsolescence and enhancements to the delivery of City services. The nature of the projects include, but are not limited to, staff exits, new hires, accommodation special needs, building finishes, administrative space equipment and systems.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$2,200
191900-001	Corporate Churn (Corporate Buildings Only) / City Wide / Various Locations	\$450
191900-002	Various Administrative Spaces / City Wide / Various Locations	\$1,750

Facility Services / Facility Inspections & Audits / Facility Inspections & Audits \$1,220

These projects deliver building inspections, assessments, remediations, & facility audits, in order to ensure appropriate asset maintenance and repair.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$1,220
191760-001	Electric Infrared Scan (2 Phases) / City Wide / Various	\$25
191760-002	Asset Mgmt Software Support / City Wide / Various	\$40
191760-003	Capital Recovery / City Wide / Various	\$255
191760-004	Various Asbestos/DSS Assessment & Abatement Programs / City Wide / Various	\$300
191760-005	Radon Testing & Mitigation Program / City Wide / Various	\$100
191760-006	Building Condition Audits / City Wide / Various	\$500





Facility Services / Facility Operations & Maintenance / Corporate Indoor Asset Replacement \$150

To provide tenant inducements on lease spaces as defined in lease agreements with various tenants.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191500-001	Corporate Indoor Asset Replacement / City Wide / Various	\$150

Facility Services / Facility Operations & Maintenance / Corporate Security Systems \$150

In order to ensure security systems in all municipal facilities become integrated and standardized, system upgrades are required. All projects in this category are geared to ensuring the best and most cost effective way of introducing security technology at the City for the well-being of our employees and visitors.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191850-001	Corporate Security / City Wide / Various	\$150





Facility Services / Facility Operations & Maintenance / Minor Capital – Corporate Security \$75

Minor Capital projects are for expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$75
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191899-001	Minor Capital - Security / City Wide / Various	\$75

Facility Services / Facility Operations & Maintenance / Minor Capital – Facilities Operations & Maintenance \$350

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$350
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191599-001	Minor Capital - FOM / City Wide / Various	\$350





Facility Services / Facility Support Services / Accomodation Studies \$150

These projects deliver renovations, reconfigurations, storage & furniture requirements for office space in all City-owned & leased facilities.

NOTE: Costs for the individual components of this capital project may vary from these estimates, resulting in reallocation of funding to different facilities throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$150
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191910-001	Reconfiguration, Renovation & Furniture / City Wide / Various Locations	\$150

Facility Services / Facility Support Services / Energy Programs \$500

Energy reduction & cost avoidance programs that reduce the demand for electricity, natural gas and water in City owned facilities through audits, feasibility studies and retrofit projects. Programs may include retrofits and upgrades for lighting, plug loads, mechanical equipment, building envelope and building automation. Programs will target efficiency improvements that reduce energy consumption establish standards and increase staff awareness to contribute to a reduction in our ongoing operating costs and greenhouse gas emissions (GHG).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$500
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191520-001	Energy Management / City Wide / various	\$500





New Construction – CS / Fire Station 215 \$800

As per the “Fire Station Location & Apparatus Deployment Study - 2016”, new fire station is required – these funds are for the design component of the capital project.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192520-001	Design of Station 215 / Ward 06 / Station 215	\$800

New Construction – CS / Fire Station 216 \$500

As per the “Fire Station Location & Apparatus Deployment Study - 2016”, new fire station is required – these funds are for the design component of the capital project.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192516-001	Design of Station 216 / City Wide / Station 216	\$500





Realty Services / Land Acquisition & Preliminary Due Diligence \$2,300

As per the "Fire Station Location & Apparatus Deployment Study - 2016", new fire stations are required – these funds are for the land acquisition component of the capital projects

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$2,300
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191542-001	Land Acquisitions & Preliminary Due Diligence / City Wide / Various	\$2,300

Recreation & Culture / Arts & Culture / Arts & Culture Miscellaneous Initiatives \$50

Miscellaneous Initiatives that include furniture, fixtures, equipment and other minor capital items.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$50
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
196810-010	Miscellaneous / City Wide / Various	\$50





Recreation & Culture / Recreation / Powerade Centre \$2,680

The City of Brampton funds capital improvements to the Powerade Centre based on the criteria of safeguarding the buildings long-term value (preservation of assets), and assisting with operational efficiency (reduction of operating cost).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$2,680
195780-001	Powerade Centre / Ward 03 / Powerade Centre	\$940
195780-002	Powerade Centre / Ward 03 / Powerade Centre	\$150
195780-003	Powerade Centre / Ward 03 / Powerade Centre	\$90
195780-004	Powerade Centre / Ward 03 / Powerade Centre	\$1,500

Recreation & Culture / Recreation / Recreation - Miscellaneous Initiatives \$787

Miscellaneous Initiatives that include furniture, fixtures, equipment and other minor capital items.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
Res#4-Asset R&R		\$787
195560-001	Fitness Equipment Replacement Program / City Wide / City Wide	\$150
195560-002	Facility Furniture Replacement Program / City Wide / City Wide	\$200
195560-003	Housekeeping Equipment Replacement Program / City Wide / City Wide	\$125
195560-007	Miscellaneous Initiatives / City Wide / City Wide	\$0
195560-008	Various Concession Related Items / City Wide / Various	\$50
195560-009	Automated External Defibrillator Replacement Program / City Wide / Various	\$37
195560-010	3 new 8x16 scoreboard, with backlit sponsor panels and advertising panels / City Wide / City Wide	\$225





Service Brampton / Service Brampton – Minor Capital \$250

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$250
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
198199-001	Minor Capital / City Wide / Various Locations	\$250





Enforcement & Bylaw Services / Bicycle and Related Equipment \$10

Replacement of 5 bicycles

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191162-001	Bicycle and Related Equipment	\$10

Finance / Minor Capital - Finance \$6

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191098-001	Minor Capital - Financial Planning	\$6





Information Technology / Citizen Service Program / Citizen Service Program \$1,000

This Program manages and maintains the city-wide citizen facing systems, applications, technologies and service channels. It ensures that the City extends integrated service channels to citizens 24/7; including:

- a. City's public websites, Onlineservices and self-serve applications and systems;
- b. Mapping, GIS and Open Data Systems;
- c. Community Engagement and Open Government systems;
- d. Recreation and point of sale systems;
- e. 311 online and 311 contact centre systems;
- f. Online bid posting & submission systems;
- g. Permits and licenses systems;
- h. Any other citizen facing applications and systems.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191478-001	Citizen Self-Service Online Service Tools / City Wide	\$200
191478-002	Citizen Self-Service Online Service Tools / City Wide	\$400
191478-004	Business License Self Service / City Wide	\$300
191478-010	IT Staff Recoveries & Professional Services / City Wide	\$100

Information Technology / Core Technology Program / Core Technologies Program \$2,636

This program manages and maintains the core technology infrastructure that support the city-wide operations, programs and services to citizens and staff, including:

- a. Servers, Storage and backup systems;
- b. Data Centre(s) and computing rooms and systems;
- c. Cloud hosting and management resources;
- d. Local and public networks, telecommunication, Wireless, Radio and cable connectivity and telephony;
- e. Access management, Information and cyber security systems;
- f. User computing, smartphones, printers, point of sale and related devices and peripherals; and
- g. Any other IT Infrastructure systems and tools.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191427-001	IT Core Technologies Program / City Wide	\$0
191427-002	IT Core Infrastructure Technology / City Wide	\$100
191427-003	IT Core Data Communications / City Wide	\$800
191427-005	Desktop Technology Refresh Program / City Wide	\$661
191427-007	End User Computing Back Office / City Wide	\$100
191427-010	IT Staff Recoveries & Professional Services / City Wide	\$500





191427-099 Additional Technology Requirements (former \$475
Minor Capital) / City Wide

Information Technology / Corporate Technology Program / Corporate Technology Program \$3,775

This Program manages and maintains the corporate business systems and technologies that support internal business units operations, programs and services, including:

- a. ERP (Financials and HR) systems;
- b. Asset Management systems;
- c. Records Management systems;
- d. Council administrative and election systems;
- e. Courts, legal and audit systems;
- f. Email and unified messaging and collaboration tools;
- g. Printing, scanning and faxing systems;
- h. Mobile workforce and user productivity tools;
- i. Business Intelligence, Integration, workflow and Reporting systems;
- j. Any other internal facing applications and systems.

Individual projects are identified as activities under this program. The funding and time estimates may be subject to change as determined by corporate priorities, business drivers and market conditions.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$1,775
External Tax Supported Debt	\$2,000

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
191480-001	Corporate Technology Program / City Wide	\$700
191480-002	Geospatial Systems Integration / City Wide	\$300
191480-004	Centralized Project Management Information System (PMIS)	\$100
191480-008	IT Service Management Upgrade/Enhancements / City Wide	\$175





191480-010	Staff Recoveries & Professional Services / City Wide	\$300
191480-012	Corporate Time, Attendance and Scheduling Project / City Wide	\$1,000
191480-013	Point of Sale and Payment Services Project	\$1,000
191480-017	ERP Strategy	\$200



Economic Development / Minor Capital - Office of the COO \$5

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NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$5
191197-001	Minor Capital - Econ Development / City Wide / City Hall	\$5





Fire / Dispatch Equipment \$200

The Joint Fire Communications Centre (JFCC) is managed by Brampton Fire and Emergency Services on behalf of Mississauga Fire and Caledon Fire. This program is for the replacement and upgrade of communication related equipment.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192430-001	Dispatch Upgrade & Equipment / City Wide / City Wide	\$200

Fire / Fire Fighting Equipment \$450

The replacement of bunker gear, helmets and balaclavas. The NFPA standards dictate that this protective clothing will be replaced every 10-years. Every Fire Fighter has 2-sets, thereby requiring one set to be replaced every 5-years. Medical resuscitators, firefighting nozzles, hoses, cylinders etc. will require replacement due to unreliability and legislative requirements.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192460-001	Fire Fighting Equipment / City Wide / City Wide	\$450





Fire / Fire Miscellaneous Initiatives \$171

Miscellaneous initiatives including station Furniture, fixtures, equipment, medical supplies and minor capital.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$171
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192110-001	Fire Miscellaneous Initiatives / City Wide / City Wide	\$171

Fire / Growth Vehicles \$190

Growth vehicles to accommodate new staff requests for the Fire Prevention Program and Fire Operations.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation offunding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$190
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192300-001	Additional Vehicles / City Wide / City Wide	\$100
192300-002	Additional Vehicles / City Wide / City Wide	\$90





Fire / Vehicle Replacement \$2,810

Replacement of various Fire Department vehicles as per replacement lifecycle program (5 year replacement for District Chief vehicles, 8 year replacement for staff vehicles, and 12 year replacement for pumpers/aerials).

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$260
External Tax Supported Debt	\$2,550

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192310-001	Vehicle Replacement / City Wide / City Wide	\$60
192310-002	Vehicle Replacement / City Wide / City Wide	\$120
192310-003	Vehicle Replacement / City Wide / City Wide	\$80
192310-004	Vehicle Replacement / City Wide / City Wide	\$1,600
192310-006	Vehicle Replacement / City Wide / City Wide	\$950





Building / Minor Capital - Building \$40

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PROPOSED FUNDING SOURCES (\$000s)

Res#93-Building Rate Stabilization		\$40
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
197499-001	Minor Capital for Building / Ward 04 / FCCC	\$40

Development Services / Community Improvement Plan Program \$300

The Community Improvement Plan (CIP) is a very important component of Brampton's Central Area redevelopment program. This grant is set to promote redevelopment, revitalization and increase the quality of the built environment, the image and marketability of the core area of Downtown.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#88-Downtown DC Waiver		\$300
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
197827-001	CIP-Building Improvement Program Grant / Ward 01,Ward 03,Ward 04,Ward 05 / Downtown Brampton	\$150
197827-002	CIP-Façade Improvement Program Grant / Ward 01,Ward 03,Ward 04,Ward 05 / Downtown Brampton	\$150





Policy Planning / Age Friendly Action Plan \$50

To implement Age Friendly City Master Plan

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187251-001	Age Friendly Action Plan / City Wide / City Hall	\$50

Policy Planning / Bramalea Mobility Hub Master Plan \$100

To prepare a development plan and design station improvements to the Bramalea Station.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
187951-001	Bramalea Mobility Hub Master Plan / Ward 07 / Bramalea	\$100



Policy Planning / Brampton Natural Areas Inventory \$80

To complete the inventory of the biological resources of natural areas across the City in partnership with the Conservation Authorities.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
197865-001	Brampton Natural Areas Inventory / City Wide / City Wide	\$80

Policy Planning / Central Area Downtown Implementation Master Plan \$100

To establish a shared vision and develop a strategy to coordinate Central Area/Downtown initiatives.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
167722-001	Central Area/Downtown Implementation Master Plan / Ward 01, Ward 03, Ward 04, Ward 05 / Downtown	\$100





Policy Planning / Downtown Etobicoke Creek Revitalization Studies Sustainability Plan \$50

To develop sustainability guidelines as well as a comprehensive implementation plan

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177817-001	Downtown Etobicoke Creek Revitalization Studies (DECRS) Sustainability Plan / Downtown	\$50

Policy Planning / Downtown Mobility Hub Master Plan \$200

To prepare a downtown development plan & enhanced transit station design in partnership with Metrolinx

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
167823-001	Downtown Mobility Hub Master Plan / Ward 01, Ward 03, Ward 04, Ward 05 / Downtown	\$200





Policy Planning / Gateway Precinct/Mobility Hub Master Plan \$100

To develop a general master plan, transportation plan, provisions for land use, built form, and open space amenities.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$100
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
177824-001	Gateway Precinct/Mobility Hub Master Plan / Ward 03, Ward 04 / Hurontario/Steeles	\$100

Policy Planning / Tableland Acquisition / Land Acquisition \$235

This allowance program will ensure that lands appropriate for Parks and Recreation purposes can be purchased, including the due diligence costs associated with investigating potential lands purchases, and other related costs associated with land such as legal fees. When these costs apply to large sites such as Community Parks that have been already identified for the long-term, then they will appear as part of the budget requests for those sites. This allowance will primarily deal with investigating opportunities for significant land purchases that may arise from time to time, as well as purchasing neighbourhood parks when a development application results in parkland overdedication.

PROPOSED FUNDING SOURCES (\$000s)

Res#2-CIL Parkland		\$235
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
196700-001	Park Land Over Dedication & Opportunity Purchases / City Wide / Citywide	\$150
196700-002	Parks and Open Space Investigations / City Wide / City-wide	\$85





Transportation Planning / Transportation Master Plan (TMP) \$250

The Transportation Master Plan (TMP), which is reviewed every 5 years, has been completed. These budget requests will allow the City to implement the recommendations contained in the TMP.

PROPOSED FUNDING SOURCES (\$000s)

Growth Studies (Dev Chg Reserves)	\$112
Res#78-10% Operating Dev Chg Contribution	\$13
Res#4-Asset R&R	\$125

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
197360-001	Transportation Master Plan (TMP) Implementation Phase 3 / City Wide / City Wide	\$250

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2019 Capital Budget - Project Detail Summaries



Capital Works / Capital Works / Bridge Repairs \$5,000

Miscellaneous bridge repairs selected from the Bridge Inventory Management Program. The bridge repairs program is required to maintain bridges to minimum standards. Ongoing bridge maintenance and rehabilitation will result in extended asset life.

PROPOSED FUNDING SOURCES (\$000s)

Res#91-Federal Gas Tax	\$5,000	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194230-001	Bridge Repairs / City Wide / Various Locations	\$5,000

Capital Works / Capital Works / Chinguacousy Road Widening \$8,000

The road widening is being completed to enhance the road network to meet the vehicular and pedestrian demands from development growth.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$7,600	
Res#4-Asset R&R	\$400	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
193750-001	Chinguacousy Road (Wanless Drive To Mayfield Road) / Ward 10 / Chinguacousy Road (Wanless Drive To Mayfield Road)	\$8,000



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Capital Works / Capital Works / Environmental Assessments \$1,500

Environmental Assessments are required to satisfy the Environmental Assessments Act for capital projects such as road widening and new road construction.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$1,500	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194500-001	Environmental Assessments / City Wide / Various Locations	\$1,500

Capital Works / Capital Works / Gateway Feature Repairs \$200

For the capital repair or replacement of gateway features. NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$200
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194565-001	Gateway Feature Repairs / City Wide / Various Locations	\$200



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Capital Works / Capital Works / Intersection Improvements \$1,250

Intersections need to be improved to enhance the transportation network by increasing intersection capacity and improving traffic flow. The improvement will enhance safety by providing realigned intersection and additional turning lanes and storage.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$1,238
Res#4-Asset R&R	\$12

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
193200-001	Intersection Improvements / City Wide / Various Locations	\$250
193201-001	Intersection Improvements - Region of Peel / City Wide / Various Locations	\$1,000

Capital Works / Capital Works / Land Acquisitions \$6,917

To provide funding for the purchase of lands required to permit road projects to proceed. This will ensure that land purchases can be completed without postponing road widening projects. The City will attempt to purchase all required land 1 year in advance of construction for utility relocation to be completed.

Note: The uncommitted balances in previous approved general Land Acquisitions projects (#4020) will be transferred to this new Land Acquisition project.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$6,917
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194020-001	Land Acquisitions / City Wide / Various Locations	\$6,917



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2019 Capital Budget - Project Detail Summaries



Capital Works / Capital Works / Minor Capital - Engineering \$125

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PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$125
192999-001	Minor Capital-Equipment / City Wide / FCCC 2	\$10
192999-002	Minor Capital-Equipment / City Wide / FCCC 2	\$15
192999-003	Minor Capital-Equipment / City Wide / FCCC 2	\$25
192999-004	Minor Capital-Equipment / City Wide / FCCC 2	\$75

Capital Works / Capital Works / Pre-Engineering \$750

In order to facilitate the timely delivery of capital projects, funds are expended on Pre-Engineering tasks such as surveying in advance of any civil engineering works, which is used to assist with the design.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Roads & Engineering (Dev Chg Reserves)	\$750
193620-001	Pre-Engineering / City Wide / Various Locations	\$750



PUBLIC WORKS & ENGINEERING

2019 Capital Budget - Project Detail Summaries



Capital Works / Capital Works / Project Design \$1,500

Design of selected future projects in order to accelerate overall project implementation and alleviate traffic congestion due to development growth.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$1,500	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
193610-001	Project Design / City Wide / Various Locations	\$1,500

Capital Works / Capital Works / Road Network Survey \$360

To determine the condition of existing roadways to help prioritize improvements and maintenance.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$360
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194160-001	Road Network Survey / City Wide / City Wide	\$360



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Capital Works / Capital Works / Road Resurfacing Program \$15,500

Road Resurfacing program selected from the Road Inventory Management System called Deighton Total Infrastructure Management System (DTIMS). The Road Resurfacing program is required to maintain the existing road infrastructure to minimum standards. This program is also used to facilitate the implementation of bicycle facilities in accordance with the criteria established from the bicycle facility implementation program.

PROPOSED FUNDING SOURCES (\$000s)

Cost Recovery-Region	\$500	
Res#91-Federal Gas Tax	\$15,000	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
193820-001	Road Resurfacing Program / City Wide / Various Locations	\$15,000
193820-002	Road Resurfacing Program / City Wide / Various Locations	\$500

Capital Works / Capital Works / Sidewalks \$600

The project consists of the construction of new sidewalks as part of road improvement projects.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves)	\$600	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194410-001	Miscellaneous Sidewalks / City Wide / Various Locations	\$600



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Capital Works / Capital Works / Utility Relocation \$3,000

Relocation of utilities required as part of future road improvement projects.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Roads & Engineering (Dev Chg Reserves)	\$3,000
193625-001	Utility Relocation / City Wide / Various Locations	\$3,000

Development Engineering / Minor Capital - Development Engineering \$19

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each division's unique operational needs.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
	Res#4-Asset R&R	\$19
197299-001	Minor Capital for Development Engineering / Ward 03 / City Hall and/or West Tower	\$19





Development Engineering / Neighbourhood Parks \$75

The construction of new Development Charges-funded neighbourhood parks up to 5 acres in size typically includes playgrounds, lit walkways, trees, and benches. Additional features such as splash pads, multi-purpose courts, and/or skateboarding facilities will be included where park size permits, and shade structures will be included up to our Development Charges funding limit of one structure for every two parks.

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$67
Res#78-10% Operating Dev Chg Contribution	\$8

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
195860-001	Neighbourhood Park Development / City Wide / Various	\$75

Development Engineering / Storm Water Management - Restoration \$2,500

Periodic activities such as dredging are required to restore the ability of each Storm Water Management Pond to adequately clean runoff water collected by the storm sewer system.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$2,500
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194940-001	Storm Water Management Pond Cleaning and Restoration / City Wide / City-wide	\$2,500



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Development Engineering / Storm Water Management Study \$200

These detailed studies will enhance the existing knowledge base, which stems from previous and more general studies such as the Storm Water Management Master Plan and the Storm Water Management Retrofit Study. These additional studies are required to develop specific plans showing how to address specific flooding, erosion, and water quality issues, not only in the Storm Water Management Ponds, but in the associated water courses as well.

PROPOSED FUNDING SOURCES (\$000s)

	Res#4-Asset R&R	\$200
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194950-001	Storm Water Management Study / City Wide / Various Locations	\$200

Development Engineering / Valleyland Development \$1,000

Valleyland development includes all Development Charge-funded work associated with the design and installation of pathways within valleys, channels, woodlots, and other passive areas, including remedial planting, signage, and furniture. When warranted and permissible, these pathways may also include lighting and pedestrian bridges. The long-term Valleyland Re-naturalization Program also appears under this heading.

PROPOSED FUNDING SOURCES (\$000s)

	Recreation (Dev Chg Reserves)	\$899
	Res#78-10% Operating Dev Chg Contribution	\$101
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
196000-001	Valleyland Development / City Wide / Various	\$25
196000-002	Brampton Valleys Re-naturalization Program (Phase 17) / City Wide / In valleys across the city	\$975





Parks Maintenance and Forestry / Parks-New Development / Pathways Implementation Program \$250

This long-term program will result in the realization of the goals established in the Pathways Master Plan, including the provision of active living opportunities in naturalized areas, and the realization of a complete recreational transportation network. The projects included in this program typically fill in the gaps in the pathway network between the segments constructed by developers under the "Valleyland Development" program, and as such are also funded by Development Charges.

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$225	
Res#78-10% Operating Dev Chg Contribution	\$25	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
195940-001	Pathways Implementation Program / Ward 03 / Brampton Sports park	\$250

Parks Maintenance and Forestry / Parks-Outdoor Assets / Emerald Ash Borer \$3,703

Emerald Ash Borer Program - This program was introduced to resolve the conflict regarding dying Ash trees across the city by the Emerald Ash Borer. The Emerald Ash Borer (EAB) is a highly destructive invasive (non-native) insect which feeds exclusively on ash trees. While the EAB poses no risk to human health, this beetle is an invasive alien species and poses a significant threat to our urban forest. The Emerald Ash Borer Program addresses the removal of Ash Tree's/stumping and replacement trees throughout the City.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$3,703	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
196600-001	Emerald Ash Borer Program / City Wide / City Wide	\$2,000
196600-002	Emerald Ash Borer Program / City Wide / City Wide	\$1,703





Parks Maintenance and Forestry / Parks-Outdoor Assets / Minor Capital \$25

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$25	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
195499-001	Minor Capital - Parks / City Wide / Various	\$25

Parks Maintenance and Forestry / Parks-Outdoor Assets / Outdoor Assets \$7,720

PROPOSED FUNDING SOURCES (\$000s)

Recreation (Dev Chg Reserves)	\$6,552	
Res#78-10% Operating Dev Chg Contribution	\$728	
Res#4-Asset R&R	\$440	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
195865-001	Detailed design for redevelopment / Ward 03 / Ken Whillans Square	\$200
195865-002	Adult fitness station construction / City Wide / TBD	\$100
195865-003	Beach volleyball court relocation / Ward 07 / Chinguacousy Park	\$120
195865-005	Concession area and central spine - construction / Ward 07 / Chinguacousy Park	\$800
195865-006	Detailed design for Indoor and Outdoor facilities / Ward 06 / Mississauga Embleton Community Park	\$4,000
195865-007	Activity Hub Construction / Ward 09 / Sesquicentennial Park	\$2,500





Parks Maintenance and Forestry / Parks-Outdoor Assets / Planning & Infrastructure – Outdoor Asset Replacement \$6,850

General replacements, repair, and renovations of outdoor assets such as parking lots, sports fields, play structures, trails, lighting, and park furniture that requires replacement due to wear and tear, functional obsolescence, and customer needs.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$3,350
Res#91-Federal Gas Tax	\$2,000
External Tax Supported Debt	\$1,500

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194954-001	Park Outdoor Asset Contingency / City Wide	\$200
194954-002	Parks Furniture & Fixtures / City Wide / City Wide	\$300
194954-003	Sodding over Blvd Shrub Beds / City Wide / City Wide	\$200
194954-004	Playground Surfacing Replacement / City Wide / City Wide	\$250
194954-005	Replacement picnic tables / City Wide / City Wide	\$200
194954-006	Replacement Park Benches / City Wide / City Wide	\$175
194954-007	Playstructure Replacement / City Wide / City Wide	\$2,000

194954-008	Cemetery Initiative / City Wide / City Wide	\$225
194954-009	Sportsfield bleachers and Player benches replacement / City Wide / City Wide	\$125
194954-010	Irrigation Installation / City Wide / City Wide	\$100
194954-011	Cricket Field Maintenance / City Wide / City Wide	\$100
194954-012	Sportsfield Repair & Replacement / City Wide / City Wide	\$200
194954-013	Pathway Replacement / City Wide / City Wide	\$1,500
194954-014	Design & Engineering / City Wide / City Wide	\$100
194954-015	Baseball Drainage / City Wide / City Wide	\$100
194954-016	Soccer Field Renovations / City Wide / City Wide	\$200
194954-017	Aprons / bridge plates / City Wide / City Wide	\$100
194954-018	Park I.D. Signs / City Wide / City Wide	\$150
194954-019	Potty Shelters / City Wide / City Wide	\$100
194954-020	Safety Stations / City Wide / City Wide	\$50
194954-021	Parks/Sportsfield Lighting / City Wide / City Wide	\$100
194954-022	Parks Concrete Installation / City Wide / City Wide	\$150
194954-023	Tennis/Multi-Court Replacement / City Wide / City Wide	\$150
194954-024	Community Gardens / City Wide / City Wide	\$75



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Public Works & Engineering - Other / Hardware \$35

For the acquisition of Misc hardware/software requirements for the ongoing operations and support of the Public Works division

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192899-002	Minor Capital-Public Works and Engineering / City Wide / Various Locations	\$35

Road Maintenance, Operations & Fleet / Fleet / Facility Refurbishment \$25

To address facility failures that occur as a result of their age and overall condition.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192870-001	Facility Refurbishment / Ward 02, Ward 08 / Williams Parkway and Sandalwood Parkway Yards	\$25



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Road Maintenance, Operations & Fleet / Fleet / New Equipment \$165

Vehicles and equipment are added to the fleet based on growth of our business relating to additional roads and boulevards and larger areas to maintain, including parkland.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$165
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192910-001	New Vehicles and Equipment - Growth and Service / City Wide / Various Locations	\$55
192910-002	New Small Engines Equipment - Growth and Service / City Wide / Various Locations	\$110

Road Maintenance, Operations & Fleet / Fleet / Replacement Equipment \$4,650

The vehicle and equipment replacement program forms part of the 10 year Fleet asset management strategy to ensure a safe, reliable and efficient operation. All units undergo a full review of utilization, hours, odometer, application, technology and full mechanical condition assessment before they are considered and prioritized for replacement in the plan.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$150
External Tax Supported Debt		\$4,500
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192950-001	Replacement and Refurbishment of Vehicles and Equipment / City Wide / Various locations	\$4,500
192950-002	Small Engines Equipment Replacement / City Wide / Various locations	\$150

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Road Maintenance, Operations & Fleet / Fleet / Special Tools \$35

Maintenance tools.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$35	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192930-001	Shop Tools and Equipment / City Wide	\$35

Road Maintenance, Operations & Fleet / Roads / Minor Capital – Operations \$10

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PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$10	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
193099-001	Minor Capital - Operations / City Wide	\$10



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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Streetlighting \$1,795

New streetlight installations, infrastructure upgrades, & establishment of an inventory data management system. Luminance design requirements & luminance uniformity, facilitate traffic flow & traffic safety.

NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

External Tax Supported Debt	\$1,795	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194530-001	Streetlighting / City Wide / Various Locations	\$1,795

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Streetlighting LED Retrofit \$5,000

Procurement and installation of Light Emitting Diode (LED) street lights to replace the existing High Pressure Sodium fixtures on roadways. This program will reduce the energy consumption associated with the existing street light system and is anticipated to reduce maintenance costs.

PROPOSED FUNDING SOURCES (\$000s)

External Tax Supported Debt	\$5,000	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194531-001	Streetlighting LED Retrofit / City Wide / Various	\$5,000



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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Controller Upgrades \$150

Equipment replacement program of Traffic Controllers at various locations to ensure safe, reliable and efficient intersection operation, and to support connectivity to the new Traffic Management Centre.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192720-001	Traffic Controller Upgrades / City Wide / Various	\$150

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Signal Modernization Program \$600

Traffic Signal Modernizations improve and upgrade the aging traffic signal equipment to current standards. These standards improve safety, accessibility and the overall appearance at the intersection. Safety enhancements such as sightlines, pedestrian accessibility, and traffic signal phasing are also considered in the modification of the traffic signals.

PROPOSED FUNDING SOURCES (\$000s)

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192770-001	Traffic Signal Modernization Program / City Wide	\$600



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Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic Signalization \$400

Installation of traffic signals. These signals add to the existing network of signals creating efficient and safe traffic control. Warranted through traffic needs, safe turning movements and flow of traffic.

PROPOSED FUNDING SOURCES (\$000s)

Roads & Engineering (Dev Chg Reserves) \$400

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192710-001	Traffic Signalization / City Wide / Various Locations	\$400

Road Maintenance, Operations & Fleet / Traffic Engineering Services / Traffic System Detectors \$100

Procurement and installation of vehicle detectors at various locations to connect with the new Traffic Management Centre. This will allow staff to better monitor real-time traffic volumes and be more reactive to changes in traffic flow.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R \$100

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
192745-001	Traffic System Detectors / City Wide / Various	\$100





Transportation Special Projects / Hurontario Light Rail Transit \$1,400

To provide funding for the Hurontario LRT Brampton project office including staff and professional services.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R		\$97
Cost Recovery-Other		\$1,303
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
164110-001	Hurontario Light Rail Transit / City Wide / Project Office	\$1,400



Transit / Bus Purchases \$22,875

Low-floor buses for growth and replacement needs. A gradual increase in total fleet size is required to meet the expanding needs of a rapidly growing municipality.

PROPOSED FUNDING SOURCES (\$000s)

Internal DC Supported Debt	\$6,075
External Tax Supported Debt	\$16,800

PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194690-001	Low-Floor Bus Purchases / City Wide	\$6,075
194690-002	Low-Floor Bus Purchases / City Wide	\$12,600
194690-003	Low-Floor Bus Purchases / City Wide	\$4,200

Transit / Bus Refurbishments \$2,250

Refurbish buses for the purpose of meeting service needs, safety and to extend their lifecycle to 18 years. This will permit transit to maintain current and future service levels.

PROPOSED FUNDING SOURCES (\$000s)

External Tax Supported Debt	\$2,250
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PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194680-001	Bus Refurbishments / City Wide	\$2,250





Transit / Bus Shelters/Pads/Stops \$416

Shelters, pads and stop installations at various locations in the City. To increase the passenger comfort, safety and integrity of boulevards. To improve the attractiveness and convenience of using transit.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$104	
Internal DC Supported Debt	\$312	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194770-001	Bus Shelters/Pads/Stops / City Wide / Various Locations	\$416

Transit / Minor Capital – Transit \$207

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NOTE: Costs for the individual components of this capital project may vary from these estimates and therefore there may be some reallocation of funding between these components.

PROPOSED FUNDING SOURCES (\$000s)

Res#4-Asset R&R	\$207	
PROJECT	TITLE / WARDS / LOCATION	AMOUNT
194799-001	Minor Capital - Facilities / City Wide / All Transit Facilities	\$91
194799-002	Minor Capital - Fleet Maintenance / City Wide / All Transit Facilities	\$76
194799-003	Minor Capital - Admin / City Wide / All Transit Facilities	\$40



APPENDIX 4

Financial Policies



Controllership (#13.0.1)

November 28, 2007

To set of the basic principles by which City controllership policies, by-laws, policies, procedures and practices shall be developed to ensure that the policy statement can be achieved.

Automobile for Council and Senior Staff (#13.1.0)

December 11, 2013

The Mayor, City Councillors, Regional Councillors, the Chief Administrative Officer, Department Chiefs, Executive Directors, Fire Chief and Deputy Fire Chief incur automobile expenses in connection with the duties and responsibilities associated with their respective positions. The purpose of this policy is to ensure eligible automobile expenses are reimbursed.

Budget Control (#13.2.0)

September 16, 2003

To outline the financial management policies of the City of Brampton related to Current Operating and Capital budget control; to define the roles and responsibilities related to budget control processes; and to outline the principles governing funding decisions outside of the annual budget process. The principles and practices described are intended to ensure that the Budgets approved by Council and the priorities reflected therein are implemented as intended by Council; that the budget management process allow sufficient flexibility to respond to evolving circumstances while keeping Council informed of factors affecting the status of Budgets; and that resulting changes are subject to approval consistent with legal requirements, Council's responsibility for budgets, and expenditure authority. This policy does not address the annual Budget preparation process.

City Wide Community Projects Funding (#13.2.1) - CANCELLED (C392-2015)

October 1, 2001

To ensure the proper use of expenditures in the City Wide Community Projects Account.

Corporate Initiatives Funding (#13.2.2)

June 13, 2005

To establish guidelines for the approval of budgets and related expenditures for the Corporate Initiatives Account.

Internal Financing (#13.2.3)

September 13, 2004

Internal financing may be available to selected acquisitions or capital projects, subject to formal approval by Council in the context of a Capital Budget and a multi-year Current Budget projection showing the long-term impact of repayment terms. City Council may grant an internal loan to finance selected acquisitions or capital projects, financed from available internal funds. The financing of the project will be in a manner that does not detract from the overall City's investment performance objectives. Internal financing loans will have a specific term, a defined interest rate, and a formal repayment schedule.



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Lease Financing (#13.2.4)

November 28, 2005

To establish a framework and outline requirements for entering into leases of municipal capital facilities, and for reporting such leases to Council as required under the Municipal Act and Municipal Act, 2001, as amended, and Ontario Regulation 46/94, as amended. Leasing is an important option for local governments. The choice may be a function of strategic investment or of comparative cost. When entering into a lease arrangement, possible risks need to be assessed.

Debt Management (#13.2.5)

June 19, 2013

To outline the methods and principles that the City will use to manage its debt in accordance with best practices of sound financial management.

Expenses - Approval Requirements (#13.3.0)

February 9, 2011

City staff authorize expenditures in carrying out their duties and responsibilities as employees of the City of Brampton. To ensure each expenditure claim meets the appropriate requirements for approval.

Expenses - Business (#13.3.1)

February 9, 2011

City staff incur various business expenses in carrying out the duties and responsibilities of their position. The purpose of this policy is to ensure those expenses being claimed are eligible according to this policy with sufficient proof of expense being provided. It is also to ensure the validity of each expense according to the procedure laid out in this policy.

Expenses - Mileage (#13.3.2)

October 16, 2002

To ensure employees are aware of the per-mileage entitlement.

Expenses – Petty Cash (#13.3.3)

June 1, 2001

To ensure petty cash is used appropriately and not to circumvent the use of cheques requisitions.

Expenses – Professional Memberships (#13.3.4)

February 9, 2011

To ensure only eligible membership fees are paid or reimbursed.

Expenses - Travel (#13.3.5)

February 4, 2015

To ensure expenses incurred are eligible individual travel expenses and sufficient proof is provided.



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Mayor and Councillors' Expense Policy (#13.3.6)

February 4, 2015

To ensure only eligible expenses are reimbursed.

Remuneration & Expenses Reporting for Elected Officials (#13.3.6.1)

June 1, 2014

Section 284 of the Municipal Act requires that the Treasurer of every municipality shall submit to the Council of the Municipality, an itemized statement of the remuneration and expenses paid to each member of council in respect of his or her services as a member of council, on or before the 31st day of March in each year.

Mayor and Councillors' Office Technology, Equipment and Furniture Policy (#13.3.6.2)

December 1, 2014

To ensure clear accountabilities and guidelines are in place for the corporate provision, individual purchase and support and maintenance responsibilities for technology and office equipment and furniture for the Mayor and Councillors.

Insurance Policy (#13.4.0)

March 24, 2003

Acceptance of insurance policies from insurers that meet a specific rating requirement ensures that the interests of the City are protected. This policy identifies the minimum requirement that an insurer must have before an insurance policy, where the City of Brampton is added as an additional insured, is accepted by the City of Brampton.

Care, Custody and Control of City Assets (#13.4.1)

April 26, 2007

To remind all staff who have in their possession, either on a fulltime basis, or on loan for a short period, City owned/issued assets, (computers, laptops, cell phones, blackberries, digital cameras, vehicles, equipment, etc.) whether while at work, away from their normal workplace or at their place of residence, of their duties and responsibilities towards the care, custody and control of these City assets.

Inventory Valuation (#13.5.0)

November 28, 2007

To ensure that inventories are valued appropriately and methods used are acceptable for reporting purposes.

Investment Policy (#13.6.0)

May 1, 2013

To provide investment guidelines which will direct the investment of the City's funds not immediately required with the goal of maximizing investment yields, minimizing investment risk, ensuring compliance with The Municipal Act 2001, Eligible Investments, Regulation 438/97 (amended to O. Reg 373/11) and providing regular reporting to City Council.



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Financial Policies



Letters Of Credit (#13.7.0)

May 26, 2003

Acceptance of only certain types of letters of credit ensures that the interests of the City are protected. This policy identifies:

- the City's requirements for the format of letters of credit;
- the requirements which must be met by the issuing institution;
- acceptable alternatives to a letter of credit; and
- responsibility for administration of letters of credit.

Purchasing By-Law (#13.8.0)

March 1, 2016

To promote procurement activities and decisions which are consistent with the strategic objectives of the City provided that the requirements of any applicable international or inter-provincial trade agreements are not compromised. (By-Law 310-2015)

Purchasing Card Policy (#13.8.1)

June 1, 2015

To establish clear, understandable processes relating to the use and purpose of the City's P-Card. This policy shall also clearly identify the responsibilities and procedures to be followed for all aspects relating to the P-Card.

Acceptable Methods of Payment (#13.9.0)

June 23, 2003

To identify the acceptable method of payment and the related acceptable revenue application as indicated in Schedule 1.

Property Tax Billing and Collection (#13.10.0)

June 4, 2014

To ensure that municipal tax revenues are collected in a timely and effective manner. To ensure that all taxpayers (customers) are treated fairly and equitably and to provide staff guidance for decision-making, consistent with the City's strategic plan in Corporate Excellence and continued financial stability.

Tax Policy and Assessment (#13.12.0)

June 1, 2007

To ensure that all properties within the City of Brampton are assessed fairly within the legislative framework provided by the provincial government to generate appropriate tax revenues. To provide guidance for staff in the administration of their responsibilities. To actively monitor the product of the Municipal Property Assessment Corporation (MPAC) and ensure that municipal interests are achieved.



APPENDIX 4

Financial Policies



Tangible Capital Asset Accounting Policy (#13.13.0)

January 1, 2015

The objective of this policy is also to prescribe accounting treatment for tangible capital assets to ensure they are recorded accurately and consistently. The key areas in accounting for tangible capital assets are recognition of the assets, the determination of their carrying amounts, amortization charges and the recognition of any related impairment losses. This is separate from the various divisional asset management systems that contain capital asset data and more, and are used to support the operating needs of divisions.

Tangible Capital Assets Physical Inventory Policy (#13.13.1)

December 1, 2012

To provide guidelines for physical asset verification - used to verify the existence and condition of the City's Tangible Capital Assets and the accuracy of Tangible Capital Assets information contained in departmental records and the City's Corporate Financial System Asset Management Module.
Tangible Capital Assets covered by this Policy include: buildings and building components; furniture, computer and office equipment; infrastructure; land improvements; vehicles and machinery. Physical asset verification ensures the completeness and correctness of the information recorded in the City's Corporate Financial System Asset Management Module.

Employee Time Reporting Senior Management and Non-Union Payroll Groups (13.14.0)

June 2, 2014

To ensure that exception-based working and non-working time reported by Senior Management and Non-Union employees is appropriately reported and approved for purposes of Payroll processing.

Vendor Disqualification (#13.15.0)

December 1, 2014

To ensure that the City is receiving quality goods, services and construction and in order to ensure that it is receiving value for public money, the City may disqualify Vendors from participating in City procurement opportunities for prescribed time periods for reasons identified in this policy.

Procurement Complaints and Dispute Resolution (#13.15.1)

December 1, 2014

The purpose of the Vendor Complaints Review Process (the "VCRP") under s. 3.7.1 of the Purchasing By-Law 310-2015 is to facilitate resolution of disputes and identify improvements in how procurements and related activities are conducted by the City.

Delegation of Department Head Authority (#13.15.2)

March 1, 2016

This Policy establishes the application of delegated Department Head authority as set out in the Purchasing By-law.



APPENDIX 4 Financial Policies



Financial Spending Authority (#13.16.0)

June 1, 2015

The City of Brampton is committed to Corporate Excellence in the administration of its financial affairs. City staff has a fiduciary responsibility to act in the best interests of taxpayers and residents and to ensure value for taxpayers' dollars. In support of these requirements and goals, this Policy defines financial spending approval authority, and outlines to whom and when it may be delegated. This Policy also documents limits related to delegation of financial spending approval authority.

Liability for Contaminated Sites Accounting and Reporting (#13.17.0)

December 1, 2014

To prescribe accounting treatment and reporting of liability for the remediation of contaminated sites to ensure it is recorded accurately and consistently.

APPENDIX 5

Reserves and Reserve Fund Balances



Period ending September 30, 2016 (\$000s)

	2011	2012	2013	2014	2015	2016
	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance
Financial Strategy Reserve Funds						
Res # 211 - Interest Rate Stabilization	\$18,611	\$16,973	\$15,335	\$13,715	\$12,593	\$12,893
Res # 100 - Legacy Fund	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Res # 110 - Community Investment Fund	\$10,413	\$6,952	\$7,566	\$9,965	\$18,911	\$24,597
Subtotal	\$129,024	\$123,925	\$122,901	\$123,680	\$131,504	\$137,490
Development Charges						
5130 - DC:Growth Studies & Other	\$846	\$1,168	\$1,154	\$1,162	\$2,269	\$2,806
5131 - DC:City Hall Debt Recap	\$642	\$655	\$0	\$0	\$0	\$0
5132 - DC:Library	(\$9,714)	(\$6,937)	(\$19,309)	(\$16,005)	(\$14,063)	(\$12,473)
5133 - DC:Fire Protection	(\$29,804)	(\$23,447)	(\$25,219)	(\$18,210)	(\$15,496)	(\$13,582)
5134 - DC:Recreation	(\$11,090)	(\$3,221)	(\$13,923)	\$22,843	\$69,465	\$93,671
5135 - DC:Transit	(\$30,125)	(\$34,238)	(\$44,347)	(\$43,705)	(\$45,653)	(\$41,876)
5136 - DC:Public Works Buildings & FI	(\$20,165)	(\$16,905)	(\$38,890)	(\$39,998)	(\$37,781)	(\$36,037)
5137 - DC:Roads	(\$147,650)	(\$115,417)	(\$116,679)	(\$115,103)	(\$20,606)	\$30,295
5138 - DC:Parking Lots	\$3,181	\$5,474	\$6,817	\$7,914	\$7,670	\$7,455
5139 - DC:Section 14 Recovery	\$89	\$90	\$0	\$0	\$0	\$0
5140 - DC:Institutional Recovery	\$1,531	\$1,561	\$0	\$0	\$0	\$0
5142 - DC:Bramwest North South Trans	\$4,669	\$8,628	\$11,008	\$11,364	\$16,026	\$17,668
Subtotal	(\$237,591)	(\$182,589)	(\$239,387)	(\$189,738)	(\$38,168)	\$47,928



APPENDIX 5

Reserves and Reserve Fund Balances



Period ending September 30, 2016 (\$000s)

	2011	2012	2013	2014	2015	2016
	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance
Other-Development Related						
Res # 2 - Cash in lieu of Parkland	\$6,331	\$9,299	\$18,101	\$62,680	\$80,351	\$88,531
Res # 18 - Dev. Cont. for Future Construction	\$22,417	\$23,366	\$25,702	\$26,871	\$28,230	\$28,345
Res # 26 - Cash-In-Lieu of Downtown Parking	\$36	\$37	\$38	\$39	\$39	\$39
Res # 37 - Official Plan Review Reserve Fund	\$1,274	\$1,427	\$1,039	\$522	\$147	\$301
Res # 38 - Subdivision Maintenance	\$6,720	\$9,592	\$10,894	\$12,603	\$13,313	\$13,603
Res # 80 - CIL	\$2,317	\$4,440	\$0	\$0	\$0	\$0
Subtotal	\$39,094	\$48,161	\$55,775	\$102,714	\$122,080	\$130,820
Tax Base Capital Reserve Funds						
Res # 4 - Asset Replacement	\$9,259	\$4,597	\$3,375	\$15,958	\$4,664	\$3,634
Res # 36 - Joint Use Facility Agreements	\$406	\$378	\$408	\$438	\$455	\$452
Res # 58 - Theatre Capital Improvements	\$674	\$685	\$364	\$241	\$248	\$157
Res # 78 - 10% Non-DC	\$473	(\$350)	(\$2,414)	\$2,020	\$4,078	\$7,290
Subtotal	\$10,811	\$5,310	\$1,733	\$18,657	\$9,443	\$11,533
Special Purpose Reserve Funds						
Res # 3 - Workers' Compensation Fund	\$7,123	\$7,381	\$7,792	\$7,870	\$8,123	\$7,754
Res # 8 - 3rd Party Liab. Self Insurance	\$3,941	\$5,362	\$7,100	\$8,559	\$10,727	\$13,285
Res # 10 - Civic Centre/Corporate Facilities	\$1,892	\$2,365	\$2,807	\$3,356	\$4,024	\$800
Res # 12 - Land Proceeds	\$1,515	\$2,542	(\$102)	\$631	\$691	\$769
Res # 15 - Conversion of Employee Sick Leave	\$6,820	\$6,989	\$7,127	\$7,252	\$7,375	\$7,375



APPENDIX 5

Reserves and Reserve Fund Balances



Period ending September 30, 2016 (\$000s)

	2011	2012	2013	2014	2015	2016
	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance
Special Purpose Reserve Funds (Continued)						
Res # 16 - Community Grant Surplus Reserve	\$0	\$0	\$0	\$0	\$312	\$312
Res # 19 - Employee Ben. Prem. Rate Stab.	\$9,064	\$8,989	\$8,951	\$8,221	\$7,584	\$7,234
Res # 22 - Sport /Entertainment Centre	\$8,191	\$8,372	\$8,204	\$8,221	\$8,225	\$8,225
Res # 23 - Brampton Columbarium	\$40	\$43	\$45	\$2	\$4	\$10
Res # 25 - Municipal Elections	\$465	\$885	\$1,198	\$498	\$1,095	\$1,715
Res # 42 - C.A.R.E. Program	\$21	\$16	\$1	\$2	\$4	\$6
Res # 53 - Brampton Senior Fund	\$51	\$51	\$50	\$50	\$50	\$50
Res # 54 - LACAC	\$41	\$42	\$43	\$43	\$44	\$44
Res # 59 - Fire / Life Safety Centre	\$191	\$196	\$200	\$172	\$180	\$180
Res # 88 - Downtown DC Waiver Reserve	\$1,218	\$1,388	\$1,282	\$1,134	\$883	\$583
Res # 89 - Dedicated Gas Tax Reserve	\$678	\$830	\$1,476	\$3,869	\$4,406	\$6,953
Res # 91 - Federal Gas Tax Reserve	(\$34,514)	(\$46,541)	(\$63,844)	\$8,473	\$14,452	(\$7,366)
Res # 92 - Federal Gas Tax Reserve (Region of Peel)	\$43,485	\$55,654	\$67,813	\$0	\$0	\$0
Res # 93 - Building Rate Stabilization	\$10,757	\$19,753	\$22,039	\$28,185	\$36,970	\$36,970
Res # 95 - Accele Ride Reserve	\$44,796	\$37,014	\$27,551	\$16,804	\$10,120	\$8,986
Res # 96 - Transportation Initiatives Reserve	\$14,217	\$15,064	\$10,872	\$4,753	\$5,835	\$8,356
Res # 97 - Multi -Year Non-Capital Projects	\$225	\$169	\$270	\$259	\$258	\$258
Res # 121 - Municipal Transit Capital	\$1,441	\$147	\$155	\$716	\$726	\$10



APPENDIX 5

Reserves and Reserve Fund Balances



Period ending September 30, 2016 (\$000s)

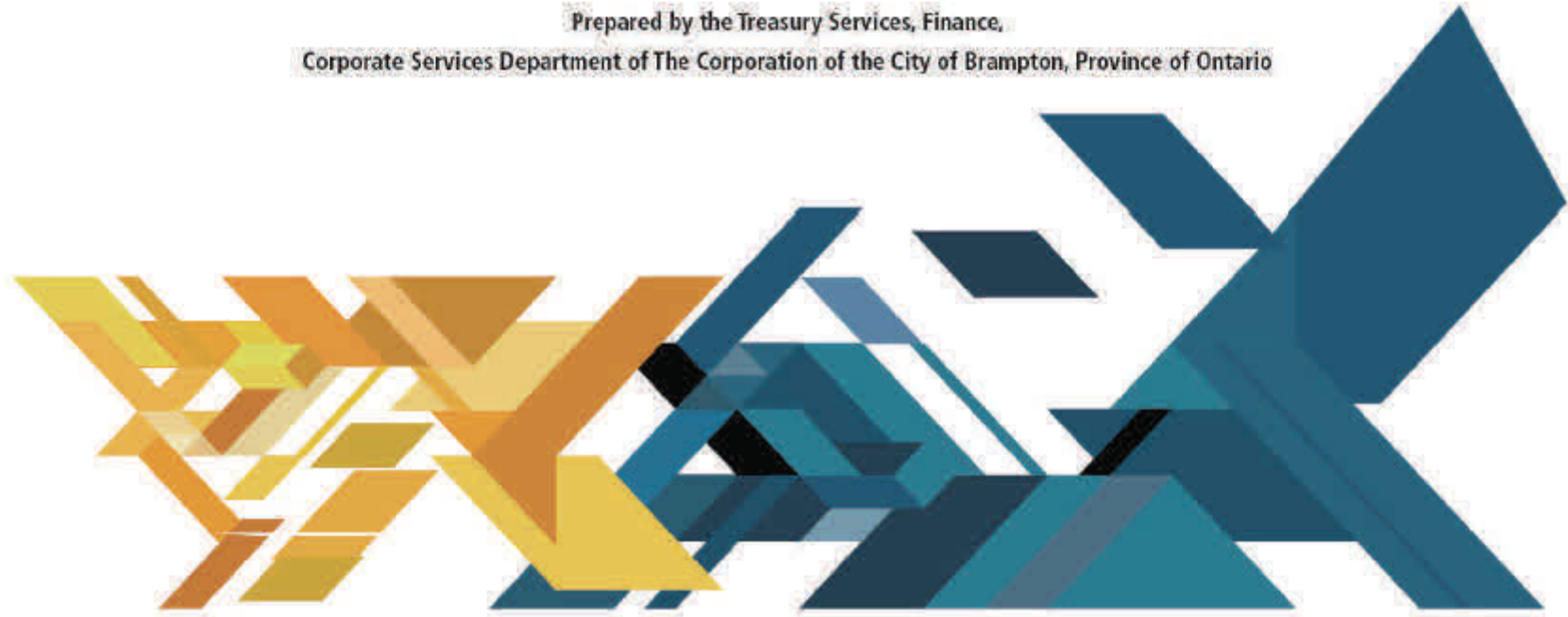
	2011	2012	2013	2014	2015	2016	
	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	
	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance	YE Balance	
Special Purpose Reserve Funds (Continued)							
Res # 122 - Municipal Road & Bridge Infrastructure	\$447	\$458	\$467	\$553	\$562	\$9	
Res # 123 - Miscellaneous Fed / Prov Transit Capital Grant	\$811	\$680	\$541	\$439	\$519	\$171	
Res # 124 - Municipal Transit Demand Management	\$1	\$1	\$1	\$3	\$3	\$3	
Res # 125 - Heritage Initiatives	\$151	\$190	\$430	\$438	\$468	\$19	
Res # 126 - Pledge to Peel Memorial Hospital	\$0	\$1,016	\$11,006	\$21,125	\$31,418	\$1,251	
Res # 127 - Major Maintenance Reserve Fund	\$0	\$0	\$0	\$319	\$964	\$1,598	
Res # 128 - Brampton Starter Company	\$0	\$0	\$0	\$114	\$63	\$320	
Res # 129 - Brampton University Reserve Fund	\$0	\$0	\$0	\$0	\$23	\$24	
Subtotal	\$123,115	\$129,104	\$123,475	\$132,063	\$156,111	\$105,906	
Total Reserve Funds	\$64,454	\$123,912	\$64,497	\$187,375	\$380,971	\$433,676	
Reserves							
General Rate Stabilization Reserve	899030	\$33,029	\$46,718	\$47,256	\$51,078	\$67,676	\$66,842
Downtown Improvement Reserve	899020	\$30	\$30	\$0	\$0	\$0	\$0
Fire & Emergency Capital Reserve	899040	\$319	\$119	\$0	\$0	\$0	\$0
Subtotal		\$33,378	\$46,867	\$47,256	\$51,078	\$67,676	\$66,842
Total Reserve Funds and Reserve		\$97,832	\$170,779	\$111,753	\$238,453	\$448,647	\$500,518





FINANCIAL REPORT FOR THE FISCAL YEAR ENDED DECEMBER 31, 2015

Prepared by the Treasury Services, Finance,
Corporate Services Department of The Corporation of the City of Brampton, Province of Ontario



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City of Brampton Corporate Organizational Chart



Message from the City Treasurer



I am pleased to present the City of Brampton's financial statements for the 2015 fiscal year. As a rapidly growing city, Brampton's ongoing challenge is to balance service delivery, infrastructure building and maintenance, while remaining fiscally responsible.

Brampton has made great strides in its commitment to accountability, transparency, credibility and clarity in financial reporting. We continue to explore long-term strategies to help with prioritization and decision-making. In addition to key financial results, this report provides an overview of the local economic climate, financial policies, budget initiatives, and financial performance related to the delivery of the City's programs and services.

FINANCIAL STATEMENTS

Management is responsible for the preparation of the City's financial statements. These financial statements have been prepared in accordance with the reporting standards established for municipalities by the Public Sector Accounting Board (PSAB) and included within the CPA Canada Public Sector Accounting Handbook. We are confident that controls are in place in the City's accounting and financial reporting systems that ensure accuracy of the financial statements being presented.

The 2015 financial statements have been audited by KPMG LLP, Chartered Professional Accountants (KPMG) in accordance with Canadian Generally Accepted Auditing Standards and their report is included in the financial statements. The role of the statutory auditor is to present an independent opinion on the fair presentation of the City's financial position and operating results as contained in the Financial Report, and confirm that the statements are free from material misstatements. The auditors are also responsible for advising management and City Council of any control or operational issues that may be identified during their audit.

The auditors have expressed the opinion that the City's financial statements present fairly the financial position of the Corporation of the City of Brampton as at December 31, 2015, and comply with PSAB municipal financial reporting requirements.

Similar to the private sector, these financial statements are prepared using the full accrual basis of accounting: revenues are recorded when they are earned and expenses are recorded upon receipt of goods or services. Tangible capital assets reporting – including the City's investments, consumption (amortization) and contributions by developers – enables all levels of government to track municipal infrastructure across the country.

OVERVIEW OF ECONOMIC CLIMATE AND FINANCIAL STRATEGIES

Brampton is an urban growth centre, as designated by the Province of Ontario. With a successful and diversified economy Brampton is well positioned for future growth.

Some key economic indicators in Brampton:

- Population increased to 580,600 in 2015 from 571,700 in 2014, and is expected to increase to 843,000 by the year 2031.
- Number of households increased to 164,680 in 2015 from 160,700 in 2014, and is projected to be more than 200,000 by 2031.
- Total construction building permit values increased to \$2.73 billion in 2015 from \$2.26 billion in 2014.
- Housing permit applications increased to 8,003 in 2015, from 6,346 in 2014.
- The Region of Peel unemployment rate decreased to 6.8 per cent in 2015 (8.5 per cent in 2014), reflecting improving economic conditions in the region.

Brampton City Council continues to engage its community and remains committed to transparency in government. The expectations for programs and services are balanced with the need to insulate taxpayers where possible, to ensure ongoing value for money.

Addressing infrastructure needs – responding to growth and maintaining the existing base in a state of good repair – remains a key objective of the City. As part of its ongoing commitment to reduce the tax burden, the City pursues federal and provincial financial support for infrastructure projects, and the Mayor and City Council advocate on behalf of Brampton.

Message from the City Treasurer

The Federal Gas Tax Fund – a permanent source of funding since 2011 – provides Brampton with approximately \$28 million per year to fund various eligible capital programs.

FINANCIAL MANAGEMENT POLICIES

The City of Brampton has established a number of financial management policies that provide a framework for the City's overall fiscal planning and financial management. This includes proactive financial planning and financial reporting processes.

The City of Brampton is in compliance with the reporting guidelines required by the Ontario Ministry of Municipal Affairs and Housing.

The City's rigorous financial reporting, on both operating and capital results, continues to exceed the requirements of both the federal and provincial governments. City staff regularly provides financial reports to City Council in various forms, including financial status reports. These reports are prepared and submitted to City Council four times per year for operating and two times per year for capital. The reports clearly compare budgets with results and provide comments on variances from budget and forecasts. These comprehensive, easy-to-read reports enable City Council and the public to understand how their tax dollars are spent and how the City has performed against budget.

Through its risk management program, the City proactively protects the Corporation's assets against financial losses and ensures preservation of public service capacities. In addition, the City purchases insurance to ensure financial protection is available should a large loss occur. The City has recently begun implementation of an Enterprise Risk Management program. This initiative will incorporate a consistent approach to risk into the culture and strategic planning processes of the City.

Key improvements to policies and procedures implemented in 2015 include:

- Capital contract budgeting – align budgets with capacity to deliver, thus reducing unspent capital and maximizing use of available funding
- Multi-year operating and capital budgets – provide stakeholders with information to evaluate future implications of budget decisions
- Full accrual budgeting – enable year-end results to be compared to budgets in the financial statements, enhancing transparency and accountability

Initiated in 2015, the City will deliver a long-term Financial Master Plan and a Corporate Asset Management Plan in 2016. These two initiatives will help improve financial decision-making, planning and reporting.

GFOA CANADIAN AWARD FOR FINANCIAL REPORTING

In 2015, for the fourteenth consecutive year, the Government Finance Officers Association (GFOA) of the United States and Canada formally recognized Brampton for its excellence in financial reporting with the "Canadian Award for Financial Reporting" for the City's 2014 Annual Report.

The GFOA established the Canadian Award for Excellence in Financial Reporting Program to encourage Canadian local governments to go beyond the minimum requirement of generally accepted accounting principles to communicate the municipal government's finances in a comprehensive manner, based on a set of consistent reporting requirements established for all local government.

The City of Brampton's 2015 achievements demonstrated the high standards in financial reporting supported by evidence of transparency and full disclosure.

OTHER FINANCIAL INDUSTRY ACHIEVEMENTS AND RECOGNITION

In 2015, the City made significant improvements in the budget process, which have increased transparency, accountability and prudent management of financial resources. The success of these initiatives has been recognized by several external agencies.

Standard and Poor's

AAA Stable

Since 2006, Brampton has enjoyed a Standard & Poor's 'AAA' credit rating. The strengthening of the City's financial policies and its solid financial position is reinforced by the credit rating increase from AAA negative to AAA stable in 2015.

The rating reflects "the city's very strong and well-diversified economy, exceptional liquidity, very strong budgetary performance, and strong revenue-side budgetary flexibility" as well as "the "very predictable and well-balanced" local government framework ... the positive impact of Brampton's strong financial management on its credit profile, and very low debt and contingent liabilities."

C.D. Howe Institute

B-

Brampton's rating improved from a grade of D in 2011 and 2013 to a grade of B- in 2015. Brampton is in the top ten municipalities rated and is one of only three that presented budgets on an accrual basis.

Message from the City Treasurer

Frontier Centre for Public Policy

Ranked Second

The Transparency Index ranked Brampton second when comparing financial data of 100 cities across Canada. This reflects Brampton's ongoing commitment to transparency and clarity in financial reporting.

BUDGET PROCESS

The budget process balances prudent fiscal management against the needs of a growing city. Strategic objectives and service standards are identified and prioritized by departmental staff, senior management, executive leadership and, ultimately, City Council. Throughout the process, public input is sought and taken into account.

Budget submissions are consolidated and supported by the analysis of budget drivers and justification of all proposed new initiatives. Senior management and executive leadership teams then determine a recommended set of objectives and priorities for allocation of available resources. These proposed budgets and priorities are considered by Council in open public meetings, amendments are made as appropriate, and budget approval is granted.

Separate capital and operating budgets are prepared in parallel, but are closely linked in recognition of the impact that each has on the other. The capacity to fund, deliver and manage the large quantity of new capital infrastructure needed to accommodate growth continued to be a major consideration in the 2015 budget process.

Commencing in 2015, the City adopted full accrual basis (PSAB) budgeting which strengthens the City's commitment to transparency in financial reporting. The full accrual PSAB based budget methodology does not change how the tax levy is calculated, or how funding decisions are made by City Council. The 2015 Financial Statements reflect full accrual budget figures for comparison purposes.

Also commencing in 2015, capital budget methodology changed from full project budgeting to capital contract budgeting. This new methodology only allows budgeting for contracts that are anticipated to be issued in the budget year. This aligns annual funding requirements with the City's capacity to deliver capital projects.

Development charges (DCs) are collected from developers and placed in a DC Reserve to fund capital growth projects. Historically, the city has built growth related infrastructure before all the DCs are collected to pay for it. This has resulted in an over commitment of DCs, known as a DC deficit. This deficit is reduced over time as DCs are collected. Changes to the capital budget methodology in 2015 improved this measure drastically in 2015, reducing the DC deficit from \$189.7 million at the end of 2014 to \$38.2 million at the end of 2015.

Key budget objectives included in the 2015 budget were:

- Managing growth
- Investing in infrastructure and the future
- Ensuring continued value for money in the provision of all City services
- Encouraging economic growth
- Community outreach
- Preserving and conserving the environment
- Insulating taxpayers to the extent possible

AUDIT COMMITTEE

The Audit Committee is a Committee of Council comprising five City Council Members appointed by Council. It provides a forum for communication among Council, the external auditor, the internal auditor and management. The Audit Committee facilitates an impartial, objective and independent review of management practices through internal and external audit functions.

FINANCIAL RESULTS

The City of Brampton's accumulated surplus at the end of 2015 was \$4.0 billion (2014- \$3.8 billion), of which \$3.5 billion reflects investments in tangible capital assets. This increase reflects the City's continuing commitment to invest in capital infrastructure to support current City services and future growth.

Revenues

Revenues totalled \$831 million in 2015. The sources were:

- \$397 million from property taxes
- \$183 million from development levies and other restricted capital contributions (i.e. development charges and government transfer payments for restricted purposes being applied to applicable capital works)
- \$162 million from user fees, fines, interest income and other
- \$76 million of developer contributed tangible capital assets
- \$13 million from federal and provincial government grants

Total revenues reported in 2015 were \$72 million higher than 2014. Major factors contributing to this increase include:

- An \$85 million increase in development levies earned and other capital contributions due to the higher development charges receipts as well as internal fund transfers from obligatory reserve funds to provide financing for capital projects.
- A \$34 million increase in property taxation as a result of assessment growth and budgetary increases. The majority of the growth is realized from new construction, particularly residential, and new plans of subdivision. Also contributing to the increase, but to a much lesser extent, is the increased supplementary assessment received from the Municipal Property Assessment Corporation.

Message from the City Treasurer

- A reduction in developer-contributed tangible capital assets.

Expenses

The operating expenses totalled \$652 million, including:

- Transportation services - \$273 million
- Recreation and cultural services - \$166 million
- Protection to persons and property - \$101 million
- General government - \$61 million
- Planning and development services - \$27 million
- Environmental and health services - \$21 million
- Social and family services - \$3 million

Total operating expenses of \$652 million (2014 – \$634 million) increased by \$18 million. \$2 million reflects an increase in amortization (depreciation) expense, representing the value of tangible capital assets that was consumed during the year. The amortization expense increased due to the impact of the \$248 million in new tangible capital assets that were added during 2015.

This increase in tangible capital assets is mainly due to the infrastructure assets assumed from developers through subdivision agreements, construction of the Williams Parkway administrative building, purchase of transit buses and road construction activities. Amortization expenses do not require an outlay of cash and are not included in the determination of the annual property tax levy.

The remaining \$16 million in increased expenses include:

- \$8.1 million increase in project operating expenses due to increased costs associated with valley land development, bridge repairs and storm water system restoration
- \$4 million increase in post-employment and other liabilities
- \$0.9 million related to the adoption of new accounting standard for contaminated sites

- Operating and maintenance of the City's growing infrastructure investment
- Higher utility costs

RESERVE FUNDS

The City of Brampton has established a number of reserves and reserve funds to fund long-term liabilities, smooth tax rate increases and fund capital projects.

As at December 31, 2015, the City of Brampton's reserves and reserve fund balances totalled \$289 million, compared to \$259 million in 2014. These funds are reported as a component of the accumulated surplus (see Note 10 of the financial statements).

Included in the Consolidated Statement of Financial Position are deferred revenues from gas taxes, provincial and federal transfer payments, development charges and other contributions from developers for future growth-related capital works. These deferred revenues totalled \$317 million as at December 31, 2015 as compared to \$306 million in 2014, an increase of \$11 million.

Transfers from reserves and reserve funds are required on an annual basis to fund portions of the City's operating costs and capital expenditure program. In addition, some of these transfers are directed towards insurance claims, replacement of assets, sick leave programs and Workers' Safety Insurance payments.

Staff continues to review reserve balances on an ongoing basis to ensure the City is well-positioned to meet its long-term financial commitments and take advantage of financial opportunities that may arise.

FINAL COMMENTS

Recent efforts have improved the state of Brampton's finances, as recognized by the financial community, and the City is dedicated to ongoing improvement. Through its strategic planning initiatives and continued advocacy to other levels of government for equitable funding, the City will focus on long-term financial management and transparency while addressing the needs of its citizens.

As the ninth-largest city in Canada, Brampton celebrates a diverse population that represents people from 209 distinct ethnic backgrounds who speak 89 different languages. Brampton residents and visitors have access to state-of-the-art recreation facilities and one of the fastest-growing transit systems in Canada.

As a major urban growth centre, Brampton continues to provide and improve its high standards of service and respond to challenges and opportunities such as good government, smart growth, moving and connecting and strong communities. Brampton is committed to reaching out to its diverse community and listening to its residents and businesses through expanded community engagement efforts.

Looking ahead, we are committed to our vision: to be a connected city that is innovative, inclusive and bold.

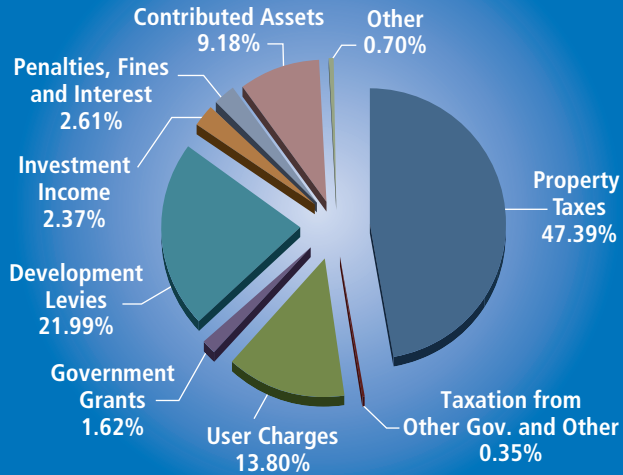
Peter Honeyborne,
City Treasurer

June 3, 2016

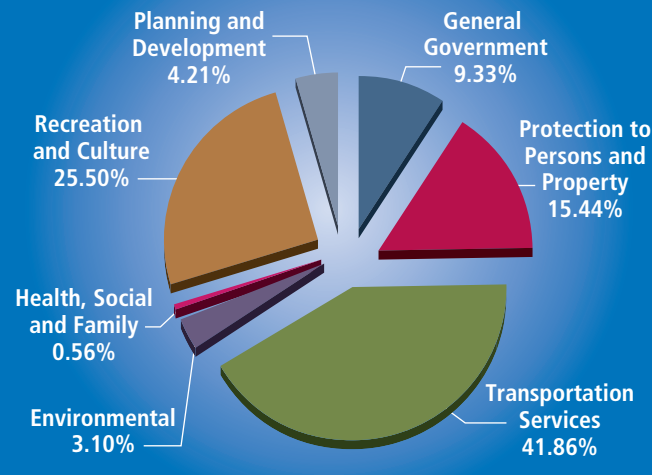
Financial Highlights

for the Year Ended December 31, 2015

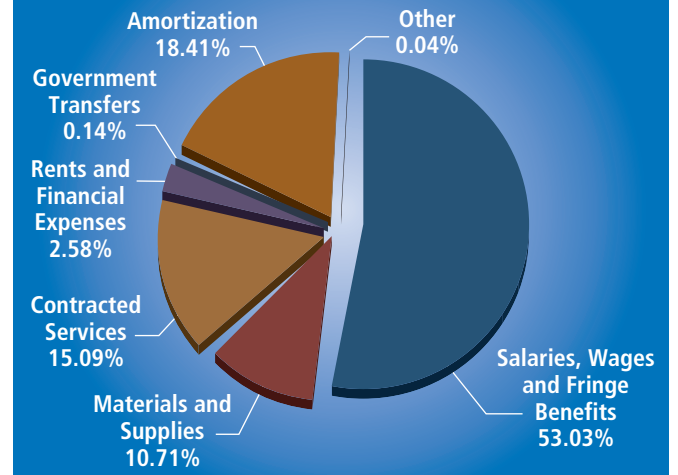
CONSOLIDATED REVENUE BY TYPE - 2015



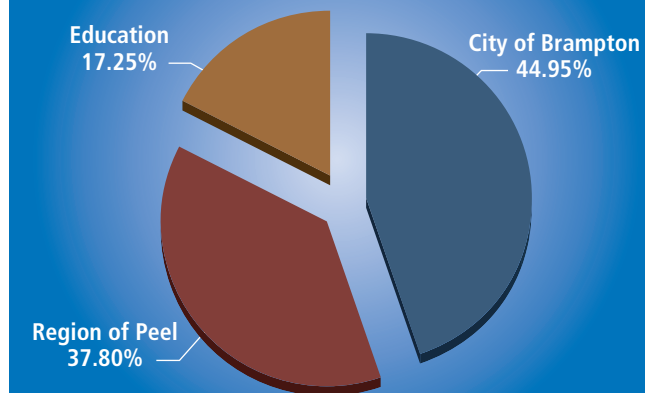
CONSOLIDATED EXPENSES BY SERVICE - 2015



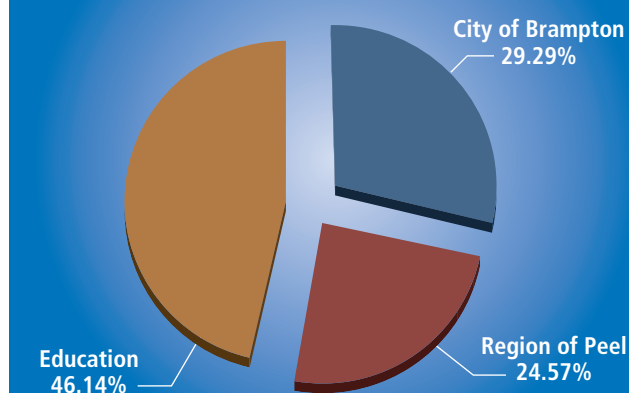
CONSOLIDATED EXPENSES BY TYPE - 2015



WHERE DOES YOUR RESIDENTIAL TAX DOLLAR GO



WHERE DOES YOUR COMMERCIAL AND INDUSTRIAL TAX DOLLAR GO





CONSOLIDATED FINANCIAL STATEMENTS

The Corporation of the City of Brampton for the Fiscal Year Ended December 31, 2015



Responsibility for Financial Reporting

Management's Report

The integrity, relevance and comparability of data in the accompanying consolidated financial statements are the responsibility of management.

The consolidated financial statements are prepared by management, in accordance with generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. They necessarily include some amounts that are based on the best estimates and judgments of management. Financial data elsewhere in the report is consistent with that in the financial statements.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized, that assets are properly accounted for and safeguarded, and that financial records are reliable for preparation of financial statements.

City Council fulfils its responsibility for financial reporting through The City Council and its Audit Committee. The City Council consists of the Mayor and ten Councillors. The Audit Committee consists of five Councillors.

KPMGLLP, Chartered Accountants, have been appointed by City Council to express an opinion on The City's consolidated financial statements. Their report follows.



Peter Simmons
Acting Chief Administrative Officer



Peter Honeyborne
Executive Director, Finance & Treasurer

Brampton, Canada
May 6, 2016

Auditors' Report



KPMG LLP
Yonge Corporate Centre
4100 Yonge Street, Suite 200
Toronto ON M2P 2H3
Canada
Tel 416-228-7000
Fax 416-228-7123

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of
The Corporation of the City of Brampton

We have audited the accompanying consolidated financial statements of The Corporation of the City of Brampton, which comprise the consolidated statement of financial position as at December 31, 2015, the consolidated statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



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Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of The Corporation of the City of Brampton as at December 31, 2015, and its consolidated results of operations and accumulated surplus, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants, Licensed Public Accountants

May 6, 2016
Toronto, Canada

Consolidated Statement of Financial Position

as at December 31, 2015

(All dollar amounts in \$000)

	2015	2014
FINANCIAL ASSETS		
Cash and short-term investments (Note 4)	\$513,235	\$477,619
Taxes receivable	44,289	52,970
User charges receivable	3,419	2,817
Accounts receivable	35,430	48,297
Long-term investments (Note 4)	456,143	404,115
Other assets (Note 5)	8,344	8,354
Total financial assets	1,060,860	994,172
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	127,453	125,085
Capital lease obligation (Note 6)	91,619	92,967
Deferred revenue - general (Note 7 (a))	3,339	3,275
Deferred revenue - obligatory reserve funds (Note 7 (b))	316,710	306,450
Employee benefits and other liabilities (Note 8)	68,363	64,282
Total financial liabilities	607,484	592,059
Net Financial Assets	453,376	402,113
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 16)	3,508,415	3,380,587
Inventory and prepaids	5,395	5,567
Total non-financial assets	3,513,810	3,386,154
Guarantee (Note 5)	-	-
Contingencies (Note 14)	-	-
Commitments (Note 18)	-	-
ACCUMULATED SURPLUS (Note 10)	\$3,967,186	\$3,788,267

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated Statement of Operations and Accumulated Surplus

for the Year Ended December 31, 2015

(All dollar amounts in \$000)

	2015 Budget (notes 1 (n) and 19)	2015	2014
REVENUES			
Property taxation (note 11)	\$390,461	\$393,608	\$359,644
Taxation from other governments	2,702	2,874	2,681
User charges	114,051	114,620	111,357
Government grants	5,013	13,468	26,509
Development levies earned and other restricted capital contributions	149,064	182,628	97,344
Investment income	8,417	9,955	9,655
Interest earned on reserves	7,600	9,728	8,021
Penalties, fines and interest	20,354	21,688	21,259
Developer contributed tangible capital assets (note 16 (b))	136,312	76,271	115,410
Other	6,556	5,792	6,712
Total Revenues	840,530	830,632	758,592
EXPENSES			
General government	65,391	60,798	59,043
Protection to persons and property	100,583	100,656	115,199
Transportation services	271,610	272,824	257,604
Environmental services	15,770	20,181	15,789
Health services (cemeteries)	719	840	719
Social and family services	2,778	2,832	3,032
Recreation and cultural services	165,840	166,159	155,191
Planning and development services	29,836	27,423	27,056
Total Expenses	652,527	651,713	633,633
Annual Surplus	\$188,003	\$178,919	\$124,959
Accumulated Surplus, beginning of year		3,788,267	3,663,308
Accumulated surplus, end of year (Note 10)		\$3,967,186	\$3,788,267

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated Statement of Change in Net Financial Assets

for the year ended December 31, 2015

(All dollar amounts in \$000)

	2015 Budget (notes 1 (n) and 19)	2015	2014
Annual Surplus	\$188,003	\$178,919	\$124,959
Acquisition of tangible capital assets		(248,028)	(340,570)
Amortization of tangible capital assets	117,579	119,939	118,399
Net book value of disposed tangible capital assets		261	195
Acquisition of inventory and prepaids		(7,060)	(6,052)
Use of inventory and prepaids		7,232	4,943
Change in Net Financial Assets	305,582	51,263	(98,126)
Net Financial Assets, beginning of year		402,113	500,239
Net Financial Assets, end of year		\$453,376	\$402,113

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

for the year ended December 31, 2015

(All dollar amounts in \$000)

	2015	2014
OPERATING ACTIVITIES		
Cash provided by (used in):		
Annual surplus	\$178,919	\$124,959
Change in non-cash assets and liabilities:		
Taxes receivable	8,681	523
User charges receivable	(602)	766
Accounts receivable and other assets	12,877	(26,386)
Accounts payable and accrued liabilities	2,368	5,853
Deferred revenue - general	64	(3)
Deferred revenue - obligatory reserve fund	10,260	76,882
Employee benefits and other liabilities	4,081	89
Inventory and prepaids	172	(1,109)
	37,901	56,615
Items not involving cash:		
Amortization of tangible capital assets	119,939	118,399
Loss on disposal of tangible capital assets	261	195
Developer contributed tangible capital assets	(76,271)	(115,410)
Net Change In Cash From Operations	260,749	184,758
FINANCING ACTIVITIES		
Repayment of capital lease obligation	(1,348)	(533)
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(171,757)	(131,660)
INVESTING ACTIVITIES		
Increase (decrease) in long-term investments	(52,028)	7,724
	(225,133)	(124,469)
INCREASE IN CASH AND SHORT-TERM INVESTMENTS	35,616	60,289
Cash and short-term investments, beginning of year	477,619	417,330
Cash and Short-Term Investments, end of year	\$513,235	\$477,619

The accompanying notes are an integral part of these consolidated financial statements.

Supplemental disclosure of non-cash transaction related to capital activities:	-	-
Tangible capital asset acquired through capital lease	-	\$93,500

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

The Corporation of the City of Brampton (the "City") is a municipality in the Province of Ontario, Canada. It conducts its operations guided by the provisions of provincial statutes such as the Municipal Act, 2001, Municipal Affairs Act, Development Charges Act and related legislation.

1. Significant Accounting Policies:

The consolidated financial statements of the City are prepared by management in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada"). Significant aspects of the accounting policies adopted by the City are as follows:

a) Reporting entity:

The consolidated financial statements reflect the assets, liabilities, revenues, expenses and accumulated surplus of the reporting entity. The reporting entity is comprising all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the City and which are owned or controlled by the City. These consolidated financial statements include:

- The City of Brampton Public Library Board
- Brampton Downtown Development Corporation
- Downtown Brampton Business Improvement Area

Interdepartmental and inter-organizational transactions and balances between these organizations are eliminated.

b) Non-consolidated entities:

The following Regional Municipality and local boards are not consolidated and should be contacted directly if examination of their annual audited financial statements is desired:

- The Regional Municipality of Peel
- The Peel District School Board
- The Dufferin-Peel Catholic District School Board
- Conseil Scolaire de District du Centre-Sud Ouest
- Conseil Scolaire de District Catholique Centre-Sud

Trust funds and their related operations administered by the City are not included in these consolidated financial statements but are reported separately on the Trust Funds Financial Statements.

c) Accounting for Region and School Board transactions:

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of The Regional Municipality of Peel ("Region of Peel") and the school boards are not reflected in the accumulated surplus of these consolidated financial statements.

d) Basis of accounting:

The City follows the accrual method of accounting. Under the accrual method of accounting revenues are recognized in the period in which the transactions or events that gave rise to the revenues occurred. Expenses are the cost of goods or services acquired in the period whether or not payment has been made or invoices received.

e) Investments:

Cash and short-term investments include short-term highly liquid investments with terms to maturity of 90 days or less.

Investments consist of bonds and debentures and are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. When there has been a loss of value that is other than a temporary decline in value, the respective investment is written down to recognize the loss.

f) Non-financial assets:

Non-financial assets include tangible capital assets, inventory and prepaids. They are not available to discharge existing liabilities and are held for use in the provision of services.

g) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Land	Unlimited
Buildings and building improvements (asset under capital lease)	10 - 40
Furniture, computer and office equipment	2 - 20
Infrastructure	10 - 40
Land improvements	10 - 30
Vehicles and machinery	7 - 15

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

Annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

(i) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(ii) Works of art and cultural and historic assets

Works of art and cultural and historic assets are not recorded as assets in these consolidated financial statements.

(iii) Interest capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(iv) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(v) Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land is the only category where nominal values were assigned.

h) Government grants:

Government grants are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

i) Deferred revenue - general:

Deferred revenue represent user charges and fees which have been collected but for which the related services have yet to be performed. These amounts will be recognized as revenues in the fiscal period the services are performed.

j) Deferred revenue – obligatory reserve funds

The City receives gas taxes and transfer payments from other levels of government and development charges under the authority of Provincial Legislation and City By-Laws. These funds by their nature are restricted in their use and until applied to applicable capital works are recorded as deferred revenue. Amounts applied to qualifying capital projects are recorded as revenue in the fiscal period they are expended.

k) Taxation and related revenues:

Taxation revenues are recorded at the time tax billings are issued. Additional property tax revenue can be added throughout the year, related to new properties that become occupied, or that become subject to property tax, after the return of the annual assessment roll used for billing purposes. The City may receive supplementary assessment rolls over the course of the year from MPAC, identifying new or omitted assessments. Property taxes for these supplementary and/or omitted amounts are then billed according to the approved tax rate for the property class.

l) Investment income:

Investment income earned on available surplus funds is reported as revenue in the period earned. Investment income earned on development charges and parkland obligatory reserve funds is added to the fund balance and forms part of respective deferred revenue balances.

m) Pensions and employee benefits:

The City accounts for its participation in the Ontario Municipal Employee Retirement Fund ("OMERS"), a multi-employer public sector pension fund, as a defined contribution plan. Vacation entitlements are accrued for as entitlements are earned. Sick leave benefits are accrued where they are vested and subject to payout when an employee leaves the City's employment.

Other post-employment benefits and compensated absences are accrued in accordance with the projected benefit method prorated on service and management's best estimate of salary escalation and retirement ages of employees. Actuarial valuations, where necessary for accounting purposes, are performed triennially. The discount rate used to determine the accrued benefit obligation was determined by reference to market interest rates at the measurement date on high-quality debt instruments with cash flows that match the timing and amount of expected benefit payments.

Unamortized actuarial gains or losses are amortized on a straight-line basis over the expected average remaining service life of the related employee groups. Unamortized actuarial gains/ losses for event-triggered liabilities, such as those determined as claims related to Workplace Safety Insurance Board Act ("WSIB") are amortized over the average expected period during which the benefits will be paid.

Costs related to prior period employee services arising out of plan amendments are recognized in the period in which the plan is amended.

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

n) Budget figures:

The City budgets for the following items on the consolidated statement of operations: interest earned on reserves, developer contributed tangible capital assets and amortization expense.

Brampton City Council completes separate budget reviews for its operating and capital project budgets each year. Both budgets are reflected in the consolidated statement of operations.

The operating budget is based on projected operating expenses to be incurred during the current year. Budgets established for capital projects are set on a project-oriented basis, the costs of which may be carried out over one or more fiscal years.

o) Use of estimates:

The preparation of these consolidated financial statements requires management to make estimates and assumptions. This affects the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the year. Significant estimates and assumptions include allowance for doubtful accounts for certain accounts receivable, carrying value of tangible capital assets, provisions accrued liabilities and obligations related to employee future benefits. Actual results could differ from these estimates.

2. Adoption of new accounting policy:

The City adopted PSAB Standard PS 3260 Liability for Contaminated Sites effective January 1, 2015. Under PS 3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination. The City adopted this standard on a prospective basis. As a result of the adoption of this standard in 2015 the City recorded \$900 of accrued liabilities in the consolidated statement of financial position.

3. Future Accounting Pronouncements:

These standards and amendments are not yet effective for the year ended December 31, 2015, and have therefore not been applied in preparing these consolidated financial statements. Management is currently assessing the impact of the following accounting standards updates on the future consolidated financial statements.

- a) PS 3210, Assets, provides a definition of assets and further expands that definition as it relates to control. The standard also includes some disclosure requirements related to economic resources that are not recorded as assets to provide the user with better information about the types of resources available to the public sector entity. This standard is effective for fiscal periods beginning on or after April 1, 2017 (the City's December 31, 2018 year end).
- b) PS 3320, Contingent Assets, defines contingent assets and outlines two basic characteristics of contingent assets: (a) an existing condition or situation that is unresolved at the financial statement date, (b) an expected future event that will resolve the uncertainty as to whether an asset exists. The standard also has specific disclosure requirements for contingent assets when the occurrence of the confirming event is likely. This standard is effective for fiscal periods beginning on or after April 1, 2017 (the City's December 31, 2018 year end).
- c) PS 3380, Contractual Rights, defines contractual rights to future assets and revenue. The standard requires that a public sector entity's contractual rights to certain type of revenue for a considerable period into the future or revenue that are abnormal in relation to the financial position or usual business operations should be disclosed in notes or schedules to the financial statements and should include descriptions about their nature and extent and the timing. This standard is effective for fiscal periods beginning on or after April 1, 2017 (the City's December 31, 2018 year end).

d) PS 2200, Related Party Disclosures, establishes related party disclosure requirements and defines related parties. This standard also specifies the information required to be disclosed including the type of transactions, amounts classified by financial statement category, the basis of measurement, and the amounts of any outstanding items, any contractual obligations and any contingent liabilities. The standard also requires disclosure of related party transactions that have occurred where no amounts has been recognized. This standard is effective for fiscal periods beginning on or after April 1, 2017 (the City's December 31, 2018 year end).

e) PS 3430 Restructuring Transactions, requires that assets and liabilities in restructuring transactions to be measured at their carrying amount. It also prescribes financial statement presentation and disclosure requirements. This standard is effective for fiscal periods beginning on or after April 1, 2018 (the City's December 31, 2019 year end).

f) PS 3420 Inter-Entity Transactions, relates to the measurement of related party transactions and includes a decision tree to support the standard. Transactions are recorded at carrying amounts other than certain exceptions. This standard is effective for fiscal periods beginning on or after April 1, 2017 (the City's December 31, 2018 year end).

g) PS 3450, Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. The effective date of this standard has recently been deferred and it is now effective for fiscal periods beginning on or after April 1, 2019 (the City's December 31, 2020 year end).

h) PS 2601, Foreign Currency Translation, establishes the standards on accounting for and reporting transactions that are denominated in a foreign currency. The effective date of this standard has been deferred and is effective for fiscal periods beginning on or after April 1, 2019 (the City's December 31, 2020 year end). Earlier adoption is permitted. A public sector entity early adopting this standard must also adopt the new financial instruments standard.

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

4. Cash and Investments:

Cash and short-term investments of \$513,235 (2014 - \$477,619) includes short-term investments of \$2,000 (2014 - \$9,500) with a market value \$2,022 (2014 - \$9,667) at the end of the year.

Long-term investments of \$456,143 (2014 - \$404,115) have a market value of \$462,057 (2014 - \$410,699), at the end of the year.

5. Other Assets:

Included under other assets in the consolidated statement of financial position is \$7,984 (2014 - \$7,984) consisting of a construction loan of \$6,000 advanced by the City towards the construction of the Powerade Centre with a due date of August 31, 2034 and a further \$1,984 representing advances under the Loan and Priorities Agreement established in 1998.

The City of Brampton is also the guarantor for the Powerade Centre Term Loan (previously a mortgage) held by the Royal Bank of Canada (RBC). The Term Loan, which has an amortization period ending in August 2034, was renegotiated in 2014 with a 3-year term ending on March 21, 2017. The Term Loan has an outstanding balance of \$8,911 on December 31, 2015 (2014 - \$9,248).

6. Capital Lease Obligation:

In 2014, the City entered into a capital lease arrangement (the "agreement") on a building in downtown Brampton as part of the Southwest Quadrant Renewal Plan.

The agreement requires equal monthly lease payments over a period of 25 years until 2039. At the expiry of the agreement, the legal title of the building will be transferred to the City.

Annual lease payments under the agreement are as follows:

2016	\$ 8,354
2017	8,354
2018	8,354
2019	8,354
2020	8,354
2021 and Thereafter	155,239
Total minimum lease payments	197,009
Less amount representing implicit interest at 7.59%	105,390
Capital lease obligation	\$ 91,619

In 2015, the interest expense of \$7,005 (2014 - \$2,948) is reported in the consolidated statement of operations.

7. (a) Deferred revenue – general:

Deferred revenue – general comprised program registration fees for parks and recreation programs, Transit advertising revenues applicable for the following year and unspent Provincial funding for capital projects. As at December 31, 2015 the deferred revenue – general amounted to \$3,339 (2014 - \$3,275).

(b) Deferred revenue – obligatory reserve funds:

Under PSAB accounting principles, obligatory reserve funds are to be reported as deferred revenue. This requirement is in place as Federal/Provincial legislation and other City by-laws and agreements may restrict how these funds may be used and under certain circumstances these funds may possibly be refunded.

As at December 31, 2015, obligatory reserve funds amounted to \$316,710 (2014 - \$306,450). This balance includes unspent development charges, unspent gas tax receipts as well as unspent funding for specific infrastructure projects received from federal and provincial governments. Also included in this balance are unamortized downtown incentive charges.

The Downtown Incentive Program was initiated in 2000 with the intent of promoting new development in the downtown core. As part of this program, development charges are waived and amortized by the City over a 25 year period. As of December 31, 2015, unamortized downtown incentive charges were \$11,690 (2014 - \$12,330).

Details of these deferred revenues are as follows:

	Opening	Amount Received	Amount recognized as revenue	Other	Closing
Developers	\$88,190	136,071	97,047	-	\$12,214
Federal gas tax	56,674	27,761	37,211	-	47,224
Provincial gas tax	3,572	10,047	10,734	-	2,885
Other	158,014	18,369	37,636	640	139,387
Total	\$306,450	192,248	182,628	640	\$316,710

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

8. Employee benefits and other liabilities:

The City provides certain employee benefits, which will require funding in future periods. Under the sick-leave benefit plan, unused sick leave can accumulate and employees may become entitled to cash payment when they leave the City's employment. With respect to responsibilities under provisions of the Workplace Safety and Insurance Board Act ("WSIB"), the City has elected to be treated as a Schedule 2 employer and remits payments to the WSIB as required to fund disability payments. An actuarial estimate of future liabilities has been completed and forms the basis for the estimated liability reported in these consolidated financial statements.

Employee benefits and other liabilities included in the consolidated financial statements are summarized below:

	2015	2014
WSIB	\$9,713	\$9,323
Vested sick leave benefits	16,293	15,165
Vacation pay	11,375	11,399
Non-pension post employment benefits	19,102	17,556
Other liabilities	11,880	10,839
Total	\$68,363	\$64,282

As at December 31, 2015, the City has allocated reserves and reserve funds of \$26,225 (2014 - \$23,681) to fund these obligations.

The most recent full actuarial valuation was performed as at December 31, 2013.

The following table sets out the actuarial results for each of the plans as at December 31:

Item	Non-Pension Post Employment Benefits	Vested Sick Leave Benefits	WSIB	2015 Total	2014 Total
Accrued Benefit Obligation ("ABO"), beginning of year	\$ 21,315	\$ 19,599	\$ 8,543	\$ 49,457	\$ 47,708
Add: Current benefit costs	1,074	1,530	1,165	3,769	3,561
Add: Interest cost	1,012	922	384	2,318	2,235
Less: Current benefit payments	1,094	1,925	1,163	4,182	4,046
ABO, end of the year	\$ 22,307	\$ 20,126	\$ 8,929	\$ 51,362	\$ 49,458
Unamortized actuarial gain/(loss)	(3,205)	(3,833)	784	(6,254)	(7,414)
Liability for Benefits, end of the year	\$ 19,102	\$ 16,293	\$ 9,713	\$ 45,108	\$ 42,044

The actuarial valuations of the plans were based upon a number of assumptions about future events, which reflect management's best estimates. The following represents the more significant assumptions made:

	Non-Pension	Sick Leave	WSIB
Expected inflation rate	2.00%	2.00%	2.00%
Expected level of salary increases	3.00%	3.00%	n/a
Interest discount rate	4.75%	4.75%	4.50%
Dental premium rate increase	4.00%	n/a	n/a
Health care premium rates increase	5.43%	n/a	6.00%
Expected average remaining service life	15	14	n/a

9. Pension agreements:

The City makes contributions to OMERS, which is a multi employer plan, on behalf of all permanent, full time members of its staff. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees, based on the length of service and rates of pay. The City accounts for its participation in OMERS, as a defined contribution plan.

The amount contributed to OMERS for 2015 was \$24,408 (2014 - \$23,663) for current service and is included as an expense on the consolidated statement of operations. Employee contributions totaled \$24,408 (2014 - \$ 23,663).

The City is current with all payments to OMERS, therefore, there is neither a surplus nor deficit with the pension plan contributions. However, the OMERS pension plan had a deficit at December 31, 2015 of \$7 billion based on actuarial valuation of plan assets.

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

10. Accumulated Surplus:

Accumulated surplus consists of individual fund surplus, including funds committed for capital projects, and reserves and reserve funds as follows:

	2015	2014
Tangible capital assets	\$ 3,508,415	\$ 3,380,587
Surplus funds from committed capital projects and other	169,834	148,905
	3,678,249	3,529,492
Reserves	67,676	51,078
Reserve Funds	221,261	207,697
Total	\$ 3,967,186	\$ 3,788,267

11. Tax Revenues:

Property tax billings are prepared by the City based on the assessment roll as delivered by MPAC. MPAC is an independent body established by the Ontario Government's Municipal Property Assessment Corporation Act, 1997. A province wide re-assessment based on a January 1, 2008 market value was undertaken by MPAC for use in taxation years 2009 through 2012. During this four year period any assessment increases compared to the previous 2005 assessment were phased-in equally. The City applies the appropriate tax rate to the assessment in the production of the property tax bills. However, the property tax revenue and tax receivables of the City are subject to measurement uncertainty as a number of appeals submitted by ratepayers for adjustments to assessment have yet to be heard by the Assessment Review Board. An allowance has been recorded to provide for possible negative adjustments. Any billing adjustments made necessary by the determination of such changes will be recognized in the fiscal year they are determined and the effect shared with regional government and school boards as appropriate.

The Province enacted legislation together with regulations, the Fairness for Property Taxpayers Act, 1998 (Bill 79) in December 1998, which was replaced in 2000 by Bill 140, "Continued Protection for Property Taxpayers Act". These pieces of legislation limited assessment-related increases in

property tax bills to 5 per cent annually for commercial, industrial and multi-residential classes of property until the affected properties were taxed at a level equivalent to taxes based on their actual current assessed value.

Properties with decreases are liable to a "clawback" of some of the decrease to finance the "capping" of properties with increases.

Effective for the 2005 tax year, Bill 83 "Budget Measures Act" raises the upper limit of assessment-related increases in property tax bills from the 5 per cent maximum in Bill 79 and Bill 140 to 10 per cent annually for commercial, industrial and multi-residential property classes.

Further legislation was passed in 2009 creating additional options in the capped property classes. These provisions allowed municipalities to remove any properties that in the prior taxation year reached CVA-level taxes from the capping program. Also, properties that cross over from being capped properties in the prior year to clawback properties in the current year or from being clawback properties in the prior year to capped properties in the current year are removed from the capping program.

12. Expenses by object:

The following is a summary of the expenses reported on the consolidated statement of operations by object:

	2015 Budget	2015	2014
Salaries, wages and fringe benefits	\$ 351,958	\$ 345,602	\$ 334,507
Materials and supplies	67,940	69,802	69,834
Contracted services	98,286	98,350	96,870
Rents and financial expenses	15,898	16,832	12,695
Government transfers	866	927	1,135
Amortization	117,579	119,939	118,399
Other	-	261	193
Total expenses	\$ 652,527	\$ 651,713	\$ 633,633

13. Trust funds:

Trust funds administered by the City amounted to \$29,748 (2014 - \$29,530) are presented in the separate financial statements of trust funds balances and operations. As such balances are held in trust by the City for the benefit of others, they are not presented as part of the City's consolidated financial position or operations.

The City administers the following trust funds:

- Cemeteries Care and Maintenance Trust
- Developers' Performance Deposits Trust
- Developer Front End Financing Trust
- Brampton Marketing Board, Greater Toronto Area and Greater Toronto Marketing Alliance
- Brampton Sports Hall of Fame

14. Public liability insurance:

The City is self-insured for all lines of coverage including public liability, errors and omissions and Brampton Transit claims up to \$500. This is for any number of claims arising out of a single occurrence. Outside coverage is in place for claims in excess of these limits.

The City has created a reserve fund for self-insurance which as at December 31, 2015 had a \$10,727 balance (2014 - \$8,559) and is reported on the consolidated statement of financial position. Claims settled during the year amounting to \$2,864 (2014 - \$3,329) have been provided for from the reserve fund, and are accordingly reported as expenses on the consolidated statement of operations.

In the normal course of its operations, the City is subject to various litigation and claims. Where management has assessed the likelihood of the success of the claim as more likely than not and where a reasonable estimate as to the exposure can be made, an accrual has been recorded in these consolidated financial statements. In some instances, the ultimate outcome of these claims cannot be determined at this time. However, the City's management believes that the ultimate disposition of these matters will not have a material adverse effect on its consolidated financial position.

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

15. Provincial Offences Administration:

The Provincial Offences Act ("POA") is a procedural law for administering and prosecuting provincial offences, including those committed under the Highway Traffic Act, Compulsory Automobile Insurance Act, Trespass to Property Act, Liquor Licence Act, Municipal By-laws and minor federal offences. The administration of POA was downloaded to the City from the Ontario Ministry of Attorney General in June 1999.

The revenues of the combined operations of the Court House and City Hall and revenues collected on behalf of the City at other POA court sites in the Province of Ontario consist of fines levied under Parts I and III for POA charges and amounted to \$8,218 for the year ended December 31, 2015. (2014 - \$7,441).

The operating costs for the administration of the POA for the year ended December 31, 2015 amounted to \$5,557 (2014 - \$5,324), resulting in a net contribution of \$2,661 (2014 - \$2,117) exclusive of capital asset additions.

The City constructed the POA Court-Hearing Facility, a permanent facility to accommodate the POA court operation (including courtrooms and accessory uses, an administration office and related requirements, on-site office space for prosecutors, a police bureau and accessory uses) and hearing rooms, which can be used for Ontario Municipal Board and Assessment Review Board hearings on a regular basis. The POA Court-Hearing Facility became operational in August 2004. The total cost of design and construction including acquisition of land amounted to \$10.7 million. Funding for the POA Court-Hearing Facility has been provided from tax-based reserves.

16. Tangible capital assets:

The City has identified six major asset categories: Buildings and building improvements; Furniture, Computer and office equipment; Infrastructure; Land; Land improvements; Vehicles and machinery and Leased building.

Cost	December 31, 2014	Additions	Disposals	Transfers	December 31, 2015
Land	\$1,608,632	\$19,497	-	-	\$1,628,129
Asset under capital lease	93,500	-	-	-	93,500
Buildings and building improvements	600,783	24,301	-	-	625,084
Furniture, computer and office equipment	161,090	11,558	(67,651)	-	104,997
Infrastructure	1,762,458	127,818	(391)	-	1,889,885
Land improvements	81,065	3,964	(4,997)	-	80,032
Vehicles and machinery	274,868	27,937	(8,092)	-	294,713
Assets under construction	72,941	176,953	-	(144,000)	105,894
Total	\$ 4,655,337	\$ 392,028	\$ (81,131)	\$ (144,000)	\$ 4,822,234

Accumulated amortization	December 31, 2014	Disposals	Amortization expense	December 31, 2015
Land	-	-	-	-
Asset under capital lease	1,558	-	3,740	5,298
Buildings and building improvements	205,614	-	23,331	228,945
Furniture, computer and office equipment	116,136	(67,564)	14,734	63,306
Infrastructure	776,452	(368)	52,931	829,015
Land improvements	33,026	(4,904)	3,927	32,049
Vehicles and machinery	141,964	(8,034)	21,276	155,206
Total	\$ 1,274,750	\$ (80,870)	\$ 119,939	\$ 1,313,819

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

16. Tangible capital assets (cont'd)

Net book value	December 31, 2014	December 31, 2015
Land	\$ 1,608,632	\$ 1,628,129
Asset under capital lease	91,942	88,202
Buildings and building improvements	395,169	396,139
Furniture, computer and office equipment	44,955	41,691
Infrastructure	986,006	1,060,870
Land improvements	48,039	47,983
Vehicles and machinery	132,904	139,507
Assets under construction	72,940	105,894
Total	\$ 3,380,587	\$ 3,508,415

a) Assets under construction

Assets under construction having a value of \$105,894 (2014 - \$72,940) have not been amortized. Amortization of these assets will commence when the assets are put into service.

b) Contributed tangible capital assets

Contributed capital assets have been recognized at fair market value at the date of contribution. Contributed capital assets are mainly comprised of infrastructure assets acquired through subdivision assumptions. The value of contributed assets received during the year is \$76,271 (2014 - \$115,410).

17. Segmented Information

The City is a multifaceted municipal government that delivers a wide range of services that enhance quality of life to its citizens. For additional information see the Consolidated Schedule of Segment Disclosure.

City services are provided by various divisions whose activities are organized in the following segments for management reporting purposes:

General government

General Government is comprised of Mayor and Councilor's as well as Corporate Management and Support sections.

The departments within Corporate Management and Support sections are responsible for adopting bylaws and administrative policies; risk management; providing effective financial reporting, planning and controls; developing and maintaining flexible computer networks and resources to deliver information and telecommunications to City employees and the citizens of Brampton; acquiring, managing and disposing City assets; levying and collecting taxes.

Protection to persons and property

Protection Services delivers Fire Emergency Services, By-law and Enforcement and POA administration. The mandate of the Fire department is to provide fire protection and emergency response but also superior level of Fire Prevention and Public Education. By-law and Enforcement assist in maintaining Brampton as a safe, healthy and attractive City by responding to public concerns, patrolling City property and enforcing the City's by-laws.

POA's mandate encompass the administration and prosecution of provincial offences, including those committed under the Highway Traffic Act, Compulsory Automobile Insurance Act, Trespass to Property Act, Liquor Licence Act, Municipal By-laws and minor federal offences.

Transportation services

The Works department manages various infrastructure projects as part of a 10-year capital program to expand and improve the City's road network and transportation infrastructure. In addition, major functions also include maintenance of road system (road resurfacing and snow clearing) and all associated infrastructure such as sidewalks, bridges and curbs.

Brampton Transit is responsible for providing efficient and effective local public transportation service.

Environmental services

Environmental Services are delivered by staff in the Works department. Primary responsibility of this section is catch basin and storm sewer maintenance. In addition, the department performs watercourse maintenance in order to ensure public safety and environmental controls are in place. Watercourse maintenance activities include controlling erosion, the removal of garbage and debris and responding to spills and illegal dumping to ensure water quality and proper cleanup.

Health, social and family services

Health, Social and Family services comprised cemetery operations and assistance to aged persons. Assistance to aged persons includes senior's education tax rebate, senior snow clearing subsidy as well as maintenance of seniors centre.

Recreation and cultural services

The Community Services department is responsible for the delivery of Parks, Recreation and Cultural services. The Parks Operations division maintains all parks, boulevards, sports fields, trees, horticultural displays, pathways and open space. This division provides the residents of Brampton with safe, attractive, outdoor facilities delivered through a highly skilled and versatile workforce.

The Recreation and Culture division is responsible for the delivery of all culture and recreation programs offered by the City and the day-to-day operation of all theatres and recreation buildings. This division provides the City's front-line contact with the citizens of Brampton in Culture, Recreation Facilities and Programs providing many activities that enhance the richness and quality of life for residents.

This section also contributes towards the information needs of the City's citizens through the provision of library services by the Brampton Public Library Board.

Notes to Consolidated Financial Statements

Year ended December 31, 2015

(All dollar amounts in \$000)

Planning and development services

The Planning and Development Department responsibilities encompass planning, design and development approvals, management of building permit processes, long-range Brampton official plan and growth management. This department is also responsible for providing advice to City Council, the public, and the development/building industry with respect to a broad range of land use planning, development applications, urban design, public buildings and open space/facility development issues, development engineering, and transportation planning.

18. Commitments:

The City leases facilities and equipment under operating leases expiring beyond 2020. The minimum amounts payable under these arrangements are as follows:

2016	\$ 2,230
2017	1,762
2018	1,523
2019	1,363
2020	1,028
2021 and thereafter	17,455
	\$ 25,361

Excluded from these amounts is the Capital Leave Obligation outlined in Note 6.

19. Budget Data:

Budget data presented in these consolidated financial statements are based upon the 2015 operating and capital budgets as approved by Council and adopted by the City at the April 8, 2015 meeting. Adjustments to budgeted values were required to provide comparative budget values based on the components of full accrual basis of accounting. The chart below reconciles the approved operating budget with the budget figures presented in these consolidated financial statements.

Revenue:

Approved operating budget	\$ 570,550
Less: Contributions from reserve funds	26,874
Less: Other	562
Add: Development levies earned and other restricted capital contributions	149,064
Add: Project budget for grants and subsidies	4,440
Add: Interest earned on reserves	7,600
Add: Developer contributed assets	136,312
Total reported on Consolidated Financial Statements	\$ 840,530

Expenses:

Approved operating budget	\$ 570,550
Less: Contributions to reserve funds	70,072
Less: Other	4,523
Add: Operating projects budget	29,947
Add: Amortization	117,579
Total reported on Consolidated Financial Statements	\$ 652,527

Consolidated Schedule of Segment Disclosure

for the year ended December 31, 2015

(All dollar amounts in \$000)

General government	Protection to persons and property	Transportation services	Environmental services	Health, social and family services	Recreation and cultural services	Planning and development services	2015 Total	2014 Total
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REVENUES									
Property taxation and taxation from other governments	\$396,111	-	-	-	-	-	371	\$ 396,482	\$ 362,325
User charges	8,555	22,622	51,856	-	783	28,105	2,699	114,620	111,357
Government grants	-	-	12,667	-	65	512	224	13,468	26,509
Development levies earned and other restricted capital contributions	1,466	8,026	134,761	-	-	36,250	2,125	182,628	97,344
Investment income (including Reserves and Reserve Funds)	19,576	-	-	-	-	102	5	19,683	17,676
Penalties, fines and interest	9,706	11,427	-	-	1	554	-	21,688	21,259
Developer contributed tangible capital assets	-	-	76,271	-	-	-	-	76,271	115,410
Other	226	248	4,926	-	16	332	44	5,792	6,712
Total Revenues	435,640	42,323	280,481	-	865	65,855	5,468	830,632	758,592

EXPENSES									
Salaries and benefits	57,971	79,358	115,132	1,207	1,756	70,904	19,274	345,602	334,507
Materials	14,986	4,053	33,892	38	435	14,469	1,929	69,802	69,834
Contracted services	23,197	3,367	42,787	5,104	218	22,112	1,565	98,350	96,870
Rents and financial expenses	13,275	1,482	1,251	-	9	726	89	16,832	12,695
Government transfers	(57,779)	7,189	17,835	443	588	30,440	2,211	927	1,135
Amortization	9,148	5,207	61,904	13,389	666	27,287	2,338	119,939	118,399
Other	-	-	23	-	-	221	17	261	193
Total Expenses	60,798	100,656	272,824	20,181	3,672	166,159	27,423	651,713	633,633

Annual Surplus(Deficit)	\$374,842	\$ (58,333)	\$7,657	\$ (20,181)	\$ (2,807)	\$ (100,304)	\$ (21,955)	\$178,919	\$124,959
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The accompanying notes are an integral part of these consolidated financial statements.

TRUST FUNDS

Financial Statements of the Corporation of the City of Brampton

Year Ended December 31, 2015





KPMG LLP
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Canada
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Fax 416-228-7123

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers
of The Corporation of the City of Brampton

We have audited the accompanying financial statements of the trust funds of The Corporation of the City of Brampton, which comprise the statement of financial position as at December 31, 2015, the statement of operations and fund balances for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



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Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the trust funds of The Corporation of the City of Brampton as at December 31, 2015, and its results of operations and fund balances for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants, Licensed Public Accountants

May 6, 2016
Toronto, Canada

Statement of Financial Position

TRUST FUNDS — December 31, 2015, with comparative figures for 2014

Financial Assets and Liabilities

	Cemeteries Care and Maintenance Trust Funds	Developers' Performance Deposits Trust	Developer Front End Financing Trust Fund	Brampton Sports Hall of Fame	Brampton Marketing Board, Greater Toronto Area and Greater Toronto Marketing Alliance Trust Funds	2015 Total	2014 Total
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ASSETS

Cash	683,740	28,347,444	306,364	105,894	51,920	29,495,362	29,279,954
Accounts receivable	626	3,089	247	85	41	4,088	4,257
Subtotal	684,366	28,350,534	306,611	105,979	51,961	29,499,451	29,284,211
Investments, at cost (market - \$260,623 2014 - \$266,898):							
Municipal bonds	257,544	-	-	-	-	257,544	257,544
Subtotal	257,544	-	-	-	-	257,544	257,544
Long-term receivables	-	-	-	-	-	-	-
Total Financial Assets	941,910	28,350,534	306,611	105,979	51,961	29,756,995	29,541,755

LIABILITIES

Accounts payable	-	2,196	-	-	-	2,196	-
Due to City Revenue Fund	1,038	-	-	5,785	-	6,823	11,261
Total Liabilities	1,038	2,196	-	5,785	-	9,018	11,261

Net Financial Resources	\$940,872	\$28,348,388	\$306,611	\$100,194	\$51,961	\$29,747,977	\$29,530,494
Fund Balances	\$940,872	\$28,348,338	\$306,611	\$100,194	\$51,961	\$29,747,977	\$29,530,494

See accompanying notes to financial statements.

Statement of Financial Activities and Changes in Fund Balances

TRUST FUNDS — Year Ended December 31, 2015, with comparative figures for 2014

	Cemeteries Care and Maintenance Trust Funds	Developers' Performance Deposits Trust	Developer Front End Financing Trust Fund	Brampton Sports Hall of Fame	Brampton Marketing Board, Greater Toronto Area and Greater Toronto Marketing Alliance Trust Funds	2015 Total	2014 Total
REVENUE							
Monuments and markers deposits	1,500	-	-	-	-	1,500	2,150
Perpetual care deposits	6,869	-	-	-	-	6,869	5,164
Other deposits - Trusts	-	22,000	-	105,226	-	127,226	2,000
Gain on sale of investments	-	-	-	-	-	-	74
Performance deposits received	-	3,163,267	-	-	-	3,163,267	7,572,219
Subtotal	8,369	3,185,267	-	105,226	-	3,298,862	7,581,607
Interest Income	19,469	22,349	3,175	754	539	46,286	51,025
Total Revenues	27,838	3,207,616	3,175	105,980	539	3,345,148	7,632,632
EXPENDITURES							
Transfers to City Revenue Fund:							
Maintenance contribution	15,961	-	-	-	-	15,961	22,234
Professional Services/Audit	-	-	-	5,785	-	5,785	-
Interest transfer	-	22,349	-	-	-	22,349	20,550
Administration charges	3,508	-	-	-	-	3,508	3,439
Subtotal	19,469	22,349	-	5,785	-	47,603	46,223
Return of performance deposits	-	3,007,118	-	-	-	3,007,118	6,813,387
Payments on behalf of developers	-	72,942	-	-	-	72,942	1,221,740
Total Expenditures	19,469	3,102,409	-	5,785	-	3,127,663	8,081,350
Increase(decrease) in net financial resources	8,369	105,207	3,175	100,195	539	217,484	(448,718)
Fund balances, beginning of year	932,503	28,243,131	303,436	-	51,423	29,530,494	29,979,212
Fund Balances, end of year	\$ 940,872	\$ 28,348,338	\$ 306,611	\$ 100,195	\$ 51,962	\$ 29,747,978	\$ 29,530,494

See accompanying notes to financial statements.

Notes to Financial Statements

Year ended December 31, 2015

The financial statements of The Corporation of the City of Brampton are prepared by management in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada"). Significant aspects of the accounting policies adopted by the City are as follows:

1. Significant accounting policies:

Revenue recognition:

- (a) Receipts, other than interest and letters of credit receipts, are reported on receipt. Interest income and letters of credit receipts are recorded on the accrual basis of accounting.
- (b) Returns of performance deposits are reported in the periods in which they are paid either directly by the Trust Funds or through The Corporation of the City of Brampton (the "City") funds. All other expenses are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes expenses as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

- (c) Investments, including any term deposits not available on demand, are reported at the lower of amortized cost and market value.

2. Cemeteries Care and Maintenance Trust Funds:

The City maintains several cemeteries, including the following which have Care and Maintenance Trust Funds which the City administers: Brampton, Page, Hilltop Gore, Shiloh, Alloo, Grahamsville, Zion, Mt. Olivet, St. John – Castlemore, St. John – Snelgrove, St. Mary – Tullamore and Eventide. Interest income attributable to each of the individual Trust Funds that is received during any particular year is transferred to the City Revenue Fund in that year to partially offset the maintenance cost for each cemetery to which the individual Trust Funds relate. The operations and investments of the fund are undertaken by the City in accordance with the regulation of the "Cemeteries Act (Revised)."

3. Developers' Performance Deposits Trust:

The Developers' Performance Deposits Trust was established for the following purposes:

- (a) To hold performance deposits made by individual parties to the City as assurance that specific obligations agreed upon are fulfilled. Once fulfilled, the deposit held is returned to the respective party.
- (b) When a party develops a property in the City, generally a letter of credit is obtained from the party's bank, which provides a guarantee to the City that the contract will be completed as specified. Otherwise, the City is able to draw upon the letter of credit and to deposit the funds in the Trust to be later used to pay a third party to complete the contract.

4. Developer Front End Financing Trust Fund:

The Front End Financing Trust Fund was established in 1993 to receive contributions from developers for studies and construction of services which not only benefit their particular development, but will also ultimately benefit other future development. The Front End Developers provide the initial financing in lieu of the City for the required studies and capital works and enter into agreements with the City to recover the costs associated with other benefiting landowners on a best effort basis.

5. Brampton Marketing Board, Greater Toronto Area and Greater Toronto

Marketing Alliance:

The Brampton Marketing Board (the "BMB"), the Greater Toronto Area (the "GTA") and the Greater Toronto Marketing Alliance (the "GTMA") Trust Funds were established to hold contributions made from the development and business community. The Trust Funds were formed as partnerships between the BMB, the GTA and the GTMA. Their mandate is to attain corporate and municipal sponsorship of marketing initiatives for the City, the GTA and the GTMA.

6. Brampton Sports Hall of Fame:

The Brampton Sports Hall of Fame (the "BSHF") is a non-profit organization that was founded to recognize and honour the history of sport in the City of Brampton and in particular those persons who have made outstanding contributions and achievements in the development of sport within the community. The BSHF will collect, preserve, research, exhibit and promote all those objects, images and histories which are determined to be significant to the development of sport in the City of Brampton.

STATISTICAL INFORMATION

Year Ended December 31, 2015



Five Year Review Summary

(Not subject to audit; all dollar amounts are in thousands except per capita figures. See accompanying notes and schedules to financial statements.)

	2015	2014	2013	2012	2011
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Population - (Note 1)	580,600	571,700	557,800	540,145	523,911
Households - (Note 2)	164,680	160,710	156,403	152,837	149,016
Areas in hectares	27,138	27,138	27,138	27,138	27,138
Full-time employees	2,872	2,872	2,819	2,658	2,593
Housing starts	5,449	4,366	2,714	5,372	3,352
Building permit values	2,731,791	2,260,649	1,210,568	2,458,744	1,435,352

Taxable Assessment upon which Tax Rates were Set - (Note 3)

Residential and farm	\$61,363,309	\$59,324,796	\$57,602,952	\$45,778,991	\$44,466,430
Commercial and industrial	13,498,302	13,035,512	12,870,830	11,442,405	11,221,581
Total	\$74,861,611	\$72,360,308	\$70,473,782	\$57,221,396	\$55,688,011
Total per capita	128,938	126,570	126,342	105,937	106,293

Tax Rates/Mill Rates (Urban Area) - (Note 3)

RESIDENTIAL					
City purposes	0.499812%	0.492340%	0.499550%	0.481609%	0.476934%
Region purposes	0.420315%	0.430992%	0.444781%	0.459138%	0.473900%
School board purposes	0.195000%	0.203000%	0.212000%	0.221000%	0.231000%
Total	1.115127%	1.126332%	1.156331%	1.161747%	1.181834%

COMMERCIAL					
City purposes	0.648306%	0.638614%	0.647966%	0.624695%	0.618631%
Region purposes	0.545191%	0.559040%	0.576926%	0.595548%	0.614695%
School board purposes	1.069252%	1.107083%	1.147477%	1.177386%	1.253034%
Total	2.262749%	2.304737%	2.372369%	2.397629%	2.486360%

INDUSTRIAL					
City purposes	0.734724%	0.723740%	0.734338%	0.707965%	0.701093%
Region purposes	0.617863%	0.633558%	0.653828%	0.674933%	0.696632%
School board purposes	1.325843%	1.361148%	1.399256%	1.421817%	1.499357%
Total	2.678430%	2.718446%	2.787422%	2.804715%	2.897082%

	2015	2014	2013	2012	2011
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TAXES RECEIVABLE, END OF THE YEAR

Amount	\$50,150	\$57,768	\$53,493	\$51,818	\$58,278
Per capita	\$86	\$101	\$96	\$96	\$111
Percentage of years' levy	5.05%	6.18%	5.97%	6.12%	7.19%

NET LONG-TERM LIABILITIES, END OF YEAR

Amount	\$91,619	\$92,967	-	-	-
Per Capita	\$158	\$163	-	-	-

CHARGES FOR NET LONG-TERM LIABILITIES

Amount	\$7,005	\$2,948	-	-	-
Per capita	\$12	\$5	-	-	-

DEBT REPAYMENT LIMIT (as determined by the Province of Ontario)

	\$124,718	\$101,068	\$111,795	\$102,527	\$94,913
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Five Year Review Summary

(Not subject to audit; all dollar amounts are in thousands except per capita figures. See accompanying notes and schedules to financial statements.)

	2015	2014	2013	2012	2011
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TAXES COLLECTED					
City collection	\$396,482	\$362,325	\$342,132	\$308,949	\$285,549
Taxes transferred to the region	331,371	315,094	302,695	292,146	281,703
Taxes transferred to the school boards	266,015	257,647	250,592	246,041	243,813
Total	\$993,868	\$935,066	\$895,419	\$847,136	\$811,065

TAX LEVIES					
City purposes	\$393,851	\$359,899	\$339,723	\$305,844	\$283,457
Region purposes	331,138	314,854	302,443	291,442	281,662
School board purposes	265,524	257,647	250,592	246,042	243,813
Total	\$990,513	\$932,400	\$892,758	\$843,328	\$808,932

Trust Funds Balance End of year	\$29,748	\$29,530	\$29,979	\$31,974	\$30,523
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CONTRIBUTION FROM DEVELOPERS AND OTHER OBLIGATORY RESERVES					
Development charges	\$136,071	\$119,859	\$81,551	\$157,824	\$91,560
Gas tax - Province	10,047	11,837	8,710	8,144	7,740
Gas tax - Federal	27,761	28,117	24,352	24,352	24,352
Other obligatory reserves	18,369	13,772	25,021	19,700	1,254
Total	\$192,248	\$173,585	\$139,634	\$210,020	\$124,906

DEFERRED REVENUE - OBLIGATORY RESERVE FUNDS					
Development charges	\$127,214	\$88,190	\$60,718	\$59,885	\$11,859
Gas tax - Province	2,885	3,572	1,559	1,110	681
Gas tax - Federal	47,224	56,674	31,227	22,532	28,851
Other obligatory reserves	139,387	158,014	136,064	111,414	116,704
Total	\$316,710	\$306,450	\$229,568	\$194,941	\$158,095

Five Year Review Summary

(Not subject to audit; all dollar amounts are in thousands except per capita figures. See accompanying notes and schedules to financial statements.)

	2015	2014	2013	2012	2011
--	------	------	------	------	------

CONSOLIDATED REVENUES BY SOURCE

Property taxation	\$393,608	\$359,644	\$339,523	\$305,644	\$283,457
Taxation from other governments	2,874	2,681	2,611	3,305	2,092
User charges	114,620	111,357	101,023	107,411	93,057
Government grants	13,468	26,509	7,130	24,315	29,095
Development levies earned and other restricted capital contributions	182,628	97,344	102,824	173,685	73,073
Investment income	9,955	9,655	8,287	7,296	9,292
Penalties, fines and interest	21,688	21,259	20,750	19,551	19,850
Interest earned on reserves	9,728	8,021	7,480	8,373	6,756
Developer contributed tangible capital assets	76,271	115,410	59,995	80,861	43,492
Other	5,792	6,712	4,405	2,553	5,040
Total	\$830,632	\$758,592	\$654,028	\$732,994	\$565,205

CONSOLIDATED EXPENSES BY FUNCTION

General government	\$51,649	\$52,003	\$38,266	\$40,511	\$32,232
Protection to persons and property	95,449	109,341	91,578	85,234	78,986
Transportation services	210,897	197,567	183,695	172,319	155,719
Environment services	6,792	3,288	2,173	2,500	4,146
Health services (cemetaries)	708	571	685	635	661
Social and family services	2,298	2,399	2,325	2,257	2,170
Recreation and cultural services	138,651	126,500	128,166	120,261	116,832
Planning and development	25,069	23,372	23,486	21,383	20,171
Amortization expense	119,939	118,399	105,189	101,373	94,167
Other	261	193	533	3,703	206
Total	\$651,713	\$633,633	\$576,096	\$550,176	\$505,289

Five Year Review Summary

(Not subject to audit; all dollar amounts are in thousands except per capita figures. See accompanying notes and schedules to financial statements.)

	2015	2014	2013	2012	2011
--	------	------	------	------	------

CONSOLIDATED EXPENSES BY OBJECT					
Salaries, wages and employee benefits	\$345,602	\$334,507	\$313,854	\$295,364	\$276,318
Long-term debt payments	7,005	2,948	-	-	-
Goods and services	178,906	177,586	156,520	149,736	134,599
Amortization	119,939	118,399	105,189	101,373	94,167
Other	261	193	533	3,703	206
Total	\$651,713	\$633,633	\$576,096	\$550,176	\$505,289

ACCUMULATED SURPLUS, BEGINNING OF YEAR	\$3,788,267	\$3,663,308	\$3,585,376	\$3,402,558	\$3,342,642
RESTATEMENT, TANGIBLE CAPITAL ASSETS (Note 2)	-	-	-	-	-
ANNUAL SURPLUS	178,919	124,959	77,932	182,818	59,916
ACCUMULATED SURPLUS, END OF YEAR	\$3,967,186	\$3,788,267	\$3,663,308	\$3,585,376	\$3,402,558

TOTAL FINANCIAL ASSETS	\$1,060,860	\$994,172	\$916,510	\$829,980	\$738,865
TOTAL FINANCIAL LIABILITIES	607,484	592,059	416,271	349,672	308,425
NET FINANCIAL ASSETS	\$453,376	\$402,113	\$500,239	\$480,308	\$430,440

Five Year Review Summary

(Not subject to audit; all dollar amounts are in thousands except per capita figures. See accompanying notes and schedules to financial statements.)

	2015	2014	2013	2012	2011
--	------	------	------	------	------

TANGIBLE CAPITAL ASSET NET BOOK VALUE					
Land	\$1,628,129	\$1,608,632	\$1,603,576	\$1,595,418	\$1,594,558
Asset under capital lease	88,202	91,942	-	-	-
Buildings and building improvements	396,139	395,169	384,284	369,384	364,859
Furniture, computer and office equipment	41,691	44,955	47,313	49,098	46,581
Infrastructure	1,060,870	986,006	868,442	812,788	726,759
Land improvements	47,983	48,039	49,162	44,833	37,483
Vehicles and machinery	139,507	132,904	125,689	134,772	107,497
Assets under construction	105,894	72,940	80,145	94,646	90,728
Total	\$3,508,415	\$3,380,587	\$3,158,611	\$3,100,939	\$2,968,464

TANGIBLE CAPITAL ASSET COST					
Assets, beginning of year	\$4,655,337	\$4,319,366	\$4,162,546	\$3,939,483	\$3,737,541
Additions	392,028	484,232	284,015	390,786	477,478
Disposals and transfers	(225,131)	(148,261)	(127,195)	(167,723)	(275,537)
Assets, end of year	\$4,822,234	\$4,655,337	\$4,319,366	\$4,162,546	\$3,939,483

TANGIBLE CAPITAL ASSET AMORTIZATION					
Accumulated amortization, beginning of year	\$1,274,750	\$1,160,755	\$1,061,607	\$971,018	\$881,224
Current year expense	119,939	118,399	105,189	101,371	94,888
Accumulated amortization on disposals	(80,870)	(4,404)	(6,041)	(10,782)	(5,094)
Accumulated Amortization, end of year	\$1,313,819	\$1,274,750	\$1,160,755	\$1,061,607	\$971,018

TANGIBLE CAPITAL ASSET NET BOOK VALUE	\$3,508,415	\$3,380,587	\$3,158,611	\$3,100,939	\$2,968,464
--	--------------------	--------------------	--------------------	--------------------	--------------------

10 Largest Corporate Property Taxpayers in Brampton - 2015

Rank	Owner	Assessment Value \$
1	MORGUARD CORPORATION	497,188,501
2	ORLANDO CORPORATION	308,655,814
3	1388688 ONTARIO LIMITED	194,667,144
4	RIOTRIN PROPERTIES (BRAMPTON INC)	174,498,422
5	INDUSTRIAL 5000 REAL ESTATE	157,379,750
6	CP REIT ONTARIO PROPERTIES LTD	154,185,585
7	INVESTORS GROUP TRUST CO LTD	129,749,086
8	AIRPORT 407 BUSINESS CAMPUS	123,227,250
9	CONCERT REAL ESTATE CORPORATION	122,860,501
10	DAIMLERCHRYSLER CANADA INC	121,707,862
Top Ten - Assessment Total		1,984,119,915
% of Total Industrial and Commercial Assessment		15.31%
% of Total		2.83%

Total Residential Assessment	57,181,720,135
Total Industrial and Commercial Assessment	12,955,660,142
Total	70,137,380,277



City of Brampton

2015 Financial Information Return

FIR2015 DATA VERIFICATION : Brampton C

25/Oct/2016 12:42 PM

Asmt Code: 2110
MAH Code: 21101

CRITICAL Flagged: 0 of 372
VERIFY Flagged: 8 of 557

Please review the following CHECKLIST for possible errors that may exist in the **FIR2015** to ensure an accurate **FIR2015** is submitted.
Possible Errors are flagged as CRITICAL or VERIFY under the CHECK column.

* PY refers to Previous Year
** SLC refers to Schedule, Line, Column numbering of datapoints

CHECK	Sched	Code	Datapoint	Description	Numeric Description	Explanation
VERIFY	80D	80V 063	80 1815 01 40 0811 07	If expenses are incurred in wastewater collection/conveyance, then total KM of wastewater mains must be provided.	IF 40 0811 07 <> NUL, THEN 80 1815 01 <> NUL	
VERIFY	80D	80V 064	80 1820 01 40 0821 07	If expenses are incurred for wastewater treatment and disposal, then total megalitres of wastewater treated must be provided.	IF 40 0812 07 <> NUL, THEN 80 1820 01 <> NUL	
VERIFY	80D	80V 067	80 1845 01 40 0831 07	If expenses are incurred for water treatment, then total megalitres of drinking water treated must be provided.	IF 40 0831 07 <> NUL, THEN 80 1845 01 <> NUL	
VERIFY	80D	80V 068	80 1855 01 40 0832 07	If expenses are incurred for water distribution/transmission, then total KM of water distribution/transmission pipe must be provided.	IF 40 0832 07 <> NUL, THEN 80 1855 01 <> NUL	
VERIFY	80D	80V 069	80 1850 01 40 0832 07	If expenses are incurred for water distribution/transmission, then number of water main breaks in a year must be provided.	IF 40 0832 07 <> NUL, THEN 80 1850 01 <> NUL	
VERIFY	80D	80V 079	80 1860 01 40 0840 07	If expenses are incurred for Solid Waste Collection, then total tonnes collected from all property classes for Solid Waste Collection must be greater than 0. For municipalities with no tonnage information, the datapoint on SLC 80 1860 01 is left empty.	IF 40 0840 07 <> NUL, THEN 80 1860 01 > 0	
VERIFY	80D	80V 080	80 1865 01 40 0850 07	If expenses are incurred for Solid Waste Disposal, then total tonnes disposed off from all property classes for Solid Waste Disposal must be greater than 0. For municipalities with no tonnage information, the datapoint on SLC 80 1865 01 is left empty.	IF 40 0850 07 <> NUL, THEN 80 1865 01 > 0	
VERIFY	80D	80V 081	80 1870 01 40 0860 07	If expenses are incurred for Waste Diversion, then total tonnes diverted from all property classes for Waste Diversion must be greater than 0. For municipalities with no tonnage information, the datapoint on SLC 80 1870 01 is left empty.	IF 40 0860 07 <> NUL, THEN 80 1870 01 > 0	

2015 FINANCIAL INFORMATION RETURN

Municipality: **Brampton C**
Tier: **Lower-Tier**
Area: **Peel R**

MSO Office: **Central Ontario**
Asmt Code: **2110**
MAH Code: **21101**

Submitting: **FIR Schedules Only**
Version: **2015-V01**

DECLARATION OF THE MUNICIPAL TREASURER

Pursuant to the information required by the Province of Ontario under the Ministry of Municipal Affairs and Housing Act, the following schedules are attached:

Schedule	Title	
10	CONSOLIDATED STATEMENT OF OPERATIONS: REVENUE	
12	GRANTS, USER FEES AND SERVICE CHARGES	
20	TAXATION INFORMATION	
22	MUNICIPAL AND SCHOOL BOARD TAXATION	
24	PAYMENTS-IN-LIEU OF TAXATION	
26	TAXATION AND PAYMENTS-IN-LIEU SUMMARY	
28	UPPER-TIER ENTITLEMENTS	UPPER-TIER ONLY
40	CONSOLIDATED STATEMENT OF OPERATIONS: EXPENSES	
42	ADDITIONAL INFORMATION	
51	SCHEDULE OF TANGIBLE CAPITAL ASSETS	
53	CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS (NET DEBT) AND TANGIBLE CAPITAL ASSET ACQUISITION FINANCING/DONATIONS	
54	CONSOLIDATED STATEMENT OF CASH FLOW (SELECT DIRECT OR INDIRECT METHOD)	
60	CONTINUITY OF RESERVES AND RESERVE FUNDS	
61	DEVELOPMENT CHARGES RESERVE FUNDS	
62	DEVELOPMENT CHARGES RATES (INCLUDING SPECIAL AREAS)	
70	CONSOLIDATED STATEMENT OF FINANCIAL POSITION	
72	CONTINUITY OF TAXES RECEIVABLE	SINGLE/LOWER-TIER ONLY
74	LONG TERM LIABILITIES AND COMMITMENTS	
76	GOVERNMENT BUSINESS ENTERPRISES (GBE)	
77	OTHER ENTITIES (DSSAB, HEALTH UNIT, OTHER AND TOTAL ALL)	
79	COMMUNITY IMPROVEMENT PLANS	
80	STATISTICAL INFORMATION	
81	ANNUAL DEBT REPAYMENT LIMIT	
83	NOTES	

For the purposes of this Financial Information Return, the amounts disclosed on the attached schedules are in agreement with the books and records of the municipality and its consolidated entities. This Financial Information Return has been prepared in accordance with the Financial Information Return instructions.

Questions regarding the information contained in the Schedules should be addressed to:

0020	Name	Maja Kuzmanov
0022	Telephone	905-874-2259
0024	Fax	905-874-2296
0028	Email (Required)	maja.kuzmanov@brampton.ca
0030	Website address of Municipality	www.brampton.ca
0091	Municipal Auditor	Kevin Travers
0092	Municipal Audit Firm	KPMG
0095	Municipal Auditor's Email (Required)	ktravers@kpmg.ca
0090	Municipal Treasurer	Peter Honeyborne
0093	Municipal Treasurer's Email (Required)	peter.honeyborne@brampton.ca
0094	Date	25-Oct-2016

Signature of Municipal Treasurer

Signature	Date

0070 Outstanding In-Year Critical Errors 0

0075 Schedule 54: Cashflow - Direct or Indirect Method Chosen INDIRECT

0077 Method used to allocate Program Support to other functions in Schedule 40 OMBI Method

	Municipal Data 1 (#)	Data Source 2 (List)
0040 Households	164,680	MPAC
0041 Population	580,600	Stats Can
0042 Youth Population	43,500	Stats Can

FIR2015: Brampton C

Schedule 10

Asmt Code: 2110

CONSOLIDATED STATEMENT OF OPERATIONS: REVENUE

MAH Code: 21101

for the year ended December 31, 2015

STATEMENT OF OPERATIONS: REVENUE

		Own Purposes Revenue
		1
		\$
0299	Property Taxation	
	Taxation - Own Purposes (SLC 26 9199 04 - 72 2899 07) For UT (SLC 28 0299 12 - 28 0299 08)	393,608,092
0499	Payments-In-Lieu of Taxation (SLC 26 9599 08) For UT (SLC 28 0299 08)	2,874,304
9940	Subtotal	396,482,396
0510	Estimated tax revenue	
0620	Ontario Municipal Partnership Fund (OMPF)	
0695	Other	
0696	Other	
0697	Other	
0698	Other	
0699	Subtotal	0
	Conditional Grants	
0810	Ontario conditional grants (SLC 12 9910 01)	794,486
0815	Ontario Grants for Tangible Capital Assets (SLC 12 9910 05)	0
0820	Canada conditional grants (SLC 12 9910 02)	0
0825	Canada Grants for Tangible Capital Assets (SLC 12 9910 06)	12,673,685
0830	Deferred revenue earned (Provincial Gas Tax) (SLC 60 1042 01 + SLC 60 1045 01)	10,448,595
0831	Deferred revenue earned (Canada Gas Tax) (SLC 60 1047 01)	31,209,231
0899	Subtotal	55,125,997
1098	Revenue from other municipalities for Tangible Capital Assets (SLC 12 9910 07)	0
1099	Revenue from other municipalities (SLC 12 9910 03)	1,284,787
1299	Total User Fees and Service Charges (SLC 12 9910 04)	79,741,331
	Licences, permits, rents, etc.	
1410	Trailer revenue and permits	
1420	Licences and permits	23,191,507
1430	Rents, concessions and franchises	11,687,043
1431	Royalties	
1432	Green Energy	
1498	Other	
1499	Subtotal	34,878,550
	Fines and penalties	
1605	Provincial Offences Act (POA) <i>Municipality which administers POA only</i>	11,426,873
1610	Other fines	612,835
1620	Penalties and interest on taxes	9,648,728
1698	Other	
1699	Subtotal	21,688,436
	Other revenue	
1805	Investment income	9,954,738
1806	Interest earned on reserves and reserve funds	9,727,697
1811	Gain/Loss on sale of land & capital assets	
1812	Deferred revenue earned (Development Charges) (SLC 60 1025 01 + SLC 60 1026 01)	95,774,294
1813	Deferred revenue earned (Recreational land (The Planning Act)) (SLC 60 1032 01 + SLC 60 1035 01)	705,135
1814	Other Deferred revenue earned <input type="text" value="Other Obligatory Reserves"/>	36,930,865
1830	Donations	236,102
1831	Donated Tangible Capital Assets (SLC 53 0610 01)	76,271,257
1840	Sale of publications, equipment, etc.	4,880,303
1850	Contributions from non-consolidated entities	38,311
1865	Other Revenues from Government Business Enterprise (ie. Dividends, etc.)	
1870	Gaming and Casino Revenues	
1890	Other <input type="text" value="Business Improvement Area"/>	7,179
1891	Other <input type="text" value="Cost Recovery"/>	-655,424
1892	Other <input type="text" value="Adj for Act Rev Recognized - 0830"/>	285,405
1893	Other <input type="text" value="Adj for Act Rev Recognized - 0831"/>	6,001,769
1894	Other <input type="text" value="Adj for Act Rev Recognized - 1812"/>	1,272,706
1895	Other	
1896	Other	
1897	Other	
1898	Other	
1899	Subtotal	241,430,337
1880	Municipal Land Transfer Tax (City of Toronto Act, 2006)	
1905	Increase/Decrease in Government Business Enterprise equity	
9910	TOTAL Revenues	830,631,834

2015-V01

FIR2015: Brampton C

Schedule 10

Asmt Code: 2110

CONSOLIDATED STATEMENT OF OPERATIONS: REVENUE

MAH Code: 21101

for the year ended December 31, 2015

2015-V01

FIR2015: Brampton C

Schedule 10

Asmt Code: 2110

CONSOLIDATED STATEMENT OF OPERATIONS: REVENUE

MAH Code: 21101

for the year ended December 31, 2015

Continuity of Accumulated Surplus/(Deficit)

		1
		\$
2010	PLUS: Total Revenues (SLC 10 9910 01)	830,631,834
2020	LESS: Total Expenses (SLC 40 9910 11)	651,713,226
2030	PLUS:	
2040	PLUS:	
2045	PLUS: PSAB Adjustments	
2099	Annual Surplus/(Deficit)	178,918,608
2060	Accumulated surplus/(deficit) at the beginning of year	3,788,266,955
2061	Prior period adjustments	
2062	Restated accumulated surplus/(deficit) at the beginning of year	3,788,266,955
9950	Accumulated surplus/(deficit) at the end of year (SLC 10 2099 01 + SLC 10 2062 01).	3,967,185,563

Continuity of Government Business Enterprise Equity

		1
		\$
6010	Government Business Enterprise Equity, beginning of year	0
6020	PLUS: Net Income for Government Business Enterprise for year	
6060	PLUS:	
6090	Government Business Enterprise Equity, end of year	0

Total of line 0899 includes:

Provincial Gas Tax Funding

		1
		\$
4018	Provincial Gas Tax for Transit operating expenses.	10,448,595
4019	Provincial Gas Tax for Transit capital expenses.	1
4020	Provincial Gas Tax	10,448,596

Total of line 0899 includes:

Canada Gas Tax Funding

		1
		\$
4025	General Government	740,028
Transportation Services:		
4030	Roads - Paved	10,944,682
4031	Roads - Unpaved	
4032	Roads - Bridges and Culverts	3,833,071
4033	Roadways - Traffic Operations & Roadside	2,138,604
4040	Transit - Conventional	7,981,624
4041	Transit - Disabled & special needs	
4045	Air transportation	
4046	Other	
Environmental Services:		
4060	Wastewater collection/conveyance	
4061	Wastewater treatment & disposal	
4062	Urban storm sewer system	
4063	Rural storm sewer system	3,244,883
4064	Water treatment	
4065	Water distribution/transmission	
4066	Solid waste collection	
4067	Solid waste disposal	
4068	Waste diversion	
4069	Other	
4075	Recreation Facilities - All Other	2,326,339
4076	Cultural services	
4080	Commercial and industrial	
4099	Canada Gas Tax	31,209,231

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

**Schedule 12
GRANTS, USER FEES AND SERVICE CHARGES**

for the year ended December 31, 2015

	Ontario Conditional Grants 1 \$	Canada Conditional Grants 2 \$	Other Municipalities 3 \$	User Fees and Service Charges 4 \$	Ontario Grants - Tangible Capital Assets 5 \$	Canada Grants - Tangible Capital Assets 6 \$	Other Municipalities - Tangible Capital Assets 7 \$
0299 General government				4,810,706			
Protection services							
0410 Fire				386,855			
0420 Police							
0421 Court Security							
0422 Prisoner Transportation							
0430 Conservation authority							
0440 Protective inspection and control				196,615			
0445 Building permit and inspection services				139,229			
0450 Emergency measures							
0460 Provincial Offences Act (POA)							
0498 Other <input type="text" value="Clean City"/>			228,663				
0499 Subtotal	0	0	228,663	722,699	0	0	0
Transportation services							
0611 Roads - Paved			916,154	1,764,323			
0612 Roads - Unpaved							
0613 Roads - Bridges and Culverts							
0614 Roads - Traffic Operations & Roadside							
0621 Winter Control - Except sidewalks, Parking Lots							
0622 Winter Control - Sidewalks, Parking Lots Only							
0631 Transit - Conventional				49,049,299		12,667,553	
0632 Transit - Disabled & special needs							
0640 Parking				654,086			
0650 Street lighting				331,657			
0660 Air transportation							
0698 Other <input type="text"/>							
0699 Subtotal	0	0	916,154	51,799,365	0	12,667,553	0
Environmental services							
0811 Wastewater collection/conveyance							
0812 Wastewater treatment & disposal							
0821 Urban storm sewer system							
0822 Rural storm sewer system							
0831 Water treatment							
0832 Water distribution/transmission							
0840 Solid waste collection							
0850 Solid waste disposal							
0860 Waste diversion							
0898 Other <input type="text"/>							
0899 Subtotal	0	0	0	0	0	0	0
Health services							
1010 Public health services							
1020 Hospitals							
1030 Ambulance services							
1035 Ambulance dispatch							
1040 Cemeteries				93,432			
1098 Other <input type="text"/>							
1099 Subtotal	0	0	0	93,432	0	0	0
Social and family services							
1210 General assistance							
1220 Assistance to aged persons	64,611			560,711			
1230 Child care							
1298 Other <input type="text"/>							
1299 Subtotal	64,611	0	0	560,711	0	0	0
Social Housing							
1410 Public Housing							
1420 Non - Profit/Cooperative Housing							
1430 Rent Supplement Programs							
1497 Other <input type="text"/>							
1498 Other <input type="text"/>							
1499 Subtotal	0	0	0	0	0	0	0
Recreation and cultural services							
1610 Parks				593,445		6,132	
1620 Recreation programs			8,000	2,316,606			
1631 Recreation facilities - Golf Course, Marina, Ski Hill				567,254			
1634 Recreation facilities - All Other	39,142		114,079	13,155,172			
1640 Libraries	466,576						
1645 Museums							
1650 Cultural services				2,423,163			
1698 Other <input type="text"/>							
1699 Subtotal	505,718	0	122,079	19,055,640	0	6,132	0
Planning and development							
1810 Planning and zoning				2,577,204			
1820 Commercial and industrial	224,157		17,891	121,574			
1830 Residential development							
1840 Agriculture and reforestation							
1850 Tile drainage/shoreline assistance							
1898 Other <input type="text"/>							
1899 Subtotal	224,157	0	17,891	2,698,778	0	0	0
1910 Other <input type="text"/>							
9910 TOTAL	794,486	0	1,284,787	79,741,331	0	12,673,685	0

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 20 TAXATION INFORMATION

for the year ended December 31, 2015

General Information

1. Optional Property Classes in Effect

		2
		Y or N
0202	N New Multi-Residential	N
0205	G Parking Lot (Includes CJ, CR, CX, CY, CZ)	N
0210	D Office Building	N
0215	S Shopping Centre	N
0220	L Large Industrial	N
0225	Other <input type="text"/>	N

2. Capping Parameters and Results

	Decrease - Percentage Retained	Tax Adjustment - Increases	Net Class Impact	Annualized Tax Limit	CVA Tax Limit	CVA Threshold Value for Protected Properties	CVA Threshold Value for Clawed Back Properties	Exclude Properties Previously at CVA Tax	Exclude Properties that go from Capped to Clawed Back	Exclude Properties that go from Clawed Back to Capped
	2	3	4	5	6	7	8	9	10	11
	%	\$	\$	%	%	\$	\$	Y or N	Y or N	Y or N
0320	M Multi-Residential	9.6%	0	21,332	10.0%	5.0%	250	250	Y	Y
0330	C Commercial	22.9%	30,270	45,455	10.0%	5.0%	250	250	Y	Y
0340	I Industrial	34.9%	160,281	-9,426	10.0%	5.0%	250	250	Y	Y

3. Graduated Taxation (Tax Bands)

	Grad. Tax Rates in Effect?	Number of Tax Bands	Low Band		Middle Band	
			CVA Boundary	% of Highest Band Rate	CVA Boundary	% of Highest Band Rate
	2	3	4	5	6	7
	Y or N	#	\$	%	\$	%
0610	C Commercial	N				
0611	G Parking Lot	N				
0612	D Office Building	N				
0613	S Shopping Centre	N				
0620	I Industrial	N				
0621	L Large Industrial	N				

4. Phase-In Program in Effect (Most recent Phase-In only)

	Phase-In Program in Effect?	Year Current Phase-In Initiated	Term of Current Phase-In
	2	3	4
	Y or N	Year	# of Yrs
0805	R Residential	N	
0810	M Multi-Residential	N	
0815	N New Multi-Residential	N	
0820	C Commercial (Includes G, D, S)	N	
0840	I Industrial (Includes L)	N	
0850	F Farmland	N	
0855	T Managed Forest	N	
0860	P Pipeline	N	

5. Rebates for Eligible Charities

		2
		%
1010	Rebate Percentage for Eligible Charities (SLC 72 2099 xx)	40.0%

6. Property Tax Due Dates for Current Year

To be completed by Single/Lower-tier Municipalities Only

	INTERIM Billing Installments			FINAL Billing Installments			
	Installments	First Due Date	Last Due Date	Installments	First Due Date	Last Due Date	
	2	3	4	5	6	7	
	#	YYYYMMDD	YYYYMMDD	#	YYYYMMDD	YYYYMMDD	
1210	R Residential	3	20150217	20150420	3	20150722	20150923
1220	M Multi-Residential	3	20150217	20150420	3	20150819	20151021
1230	F Farmland	3	20150217	20150420	3	20150722	20150923
1240	T Managed Forest	3	20150217	20150420	3	20150722	20150923
1250	C Commercial	3	20150217	20150420	3	20150819	20151021
1260	I Industrial	3	20150217	20150420	3	20150819	20151021
1270	P Pipeline	3	20150217	20150420	3	20150722	20150923
1298	Other <input type="text"/>						

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FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 22 MUNICIPAL and SCHOOL BOARD TAXATION

for the year ended December 31, 2015

		Municipal Taxes		Education Taxes	TOTAL
		LT / ST	UT	14	15
		\$	\$	\$	\$
4. ADJUSTMENTS TO TAXATION					
7010	Adjustments for properties, shared as if Payment-In-Lieu (Hydro properties RTQ = H, J, K)	490,311		-490,311	0
5. SUPPLEMENTARY TAXES					
9799	Total of all supplementary taxes (Supps, Omits, Section 359)	10,081,770	8,689,241	7,036,499	25,807,510
6. AMOUNT LEVIED BY TAX RATE					
9910	TOTAL Levied by Tax Rate	393,971,329	331,107,428	265,524,270	990,603,027
7. AMOUNTS ADDED TO TAX BILL					
8005	Local improvements	16,988	48,679		65,667
8010	Sewer and water service charges				0
8015	Sewer and water connection charges				0
8020	Fire service charges				0
8025	Minimum tax (differential only)				0
8030	Municipal drainage charges				0
8035	Waste management collection charges				0
8040	Business improvement area	374,307			374,307
8097	Other <input type="text" value="Supp Adjustments for Capping"/>	-37,963			-37,963
9890	Subtotal	353,332	48,679	0	402,011
8. OTHER TAXATION AMOUNTS					
8045	Railway rights-of-way (RTC = W)				0
8050	Utility transmission and utility corridors (RTC = U)				0
8098	Other <input type="text" value="Hydro RTQ'S H, J & K to PIL'S"/>	-490,311			-490,311
9892	Subtotal	-490,311	0	0	-490,311
9. TOTAL AMOUNT LEVIED					
9990	TOTAL Levies	393,834,350	331,156,107	265,524,270	990,514,727

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 24 PAYMENTS-IN-LIEU of TAXATION

for the year ended December 31, 2015

		Municipal PILS		Education PILS	TOTAL
		LT / ST	UT		
4. SUPPLEMENTARY PAYMENTS-IN-LIEU		12	13	14	15
		\$	\$	\$	\$
9799	Total of all supplementary PILS (Supps, Omits, Section 444)				0
5. PAYMENTS-IN-LIEU LEVIED BY TAX RATE					
9910	TOTAL PILS Levied by Tax Rate	1,595,738	1,341,929	1,006,063	3,943,730
6. AMOUNTS ADDED TO PAYMENTS-IN-LIEU					
8005	Local improvements				0
8010	Sewer and water service charges				0
8015	Sewer and water connection charges				0
8020	Fire service charges				0
8030	Municipal drainage charges				0
8035	Waste management collection charges				0
8040	Business improvement area	-3,379			-3,379
8097	Other <input type="text"/>				0
9890	Subtotal	-3,379	0	0	-3,379
7. OTHER PAYMENTS-IN-LIEU AMOUNTS					
8045	Railway rights-of-way (RTC = W) - from Ontario Enterprises	110,664	93,062	274,161	477,887
8046	Railway rights-of-way (RTC = W) - from Province				0
8050	Utility transmission and utility corridors (RTC = U) - from Ontario Enterprises	33,321	28,021	88,897	150,239
8051	Utility transmission and utility corridors (RTC = U) - from Province				0
8055	Institutional Payments - Heads and Beds (Mun. Act 323, 324)	347,022	291,828		638,850
8060	Hydro-electric Power Dams - from Province				0
8098	Other <input type="text" value="HYDRO RTQ HJK"/>	490,311			490,311
9892	Subtotal	981,318	412,911	363,058	1,757,287
8. TOTAL PAYMENTS-IN-LIEU LEVIED					
9990	TOTAL PILS Levied	2,573,677	1,754,840	1,369,121	5,697,638

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 26

TAXATION and PAYMENTS-IN-LIEU SUMMARY

for the year ended December 31, 2015

1. Municipal and School Board Taxation										TOTAL	ENG - Public	FRE - Public	ENG - Separate	FRE - Separate	Other
9010 Legislated Percentage of Education Taxes distributed to each School Board (Applic. to Com, Ind, Pipelines)										100.000%	63.874%	0.364%	35.004%	0.758%	0.000%
Property Class Group	Taxable Asmt. (CVA)	Taxable Asmt. (Wtd & Disc CVA)	Phase-In Taxable Asmt. (CVA)	Phase-In Taxable Asmt. (Wtd & Disc CVA)	TOTAL Taxes	Municipal Taxes		Education Taxes	Distribution of Education Taxes in column 6 by School Board						
	16 \$	2 \$	18 \$	17 \$	3 \$	LT / ST \$	UT \$	6 \$	ENG - Public \$	FRE - Public \$	ENG - Separate \$	FRE - Separate \$	Other \$		
0010 Residential	59,716,420,262	59,712,016,492	57,181,720,135	57,177,589,908	637,602,744	285,780,456	240,325,987	111,496,301	90,599,171	208,196	20,367,530	321,404			
0050 Multi-residential	1,429,791,400	2,437,794,337	1,405,891,553	2,397,045,098	24,797,341	11,980,713	10,075,139	2,741,489	2,483,032	2,705	253,082	2,669			
0110 Farmland	214,940,100	53,735,025	191,183,748	47,795,937	532,986	238,890	200,894	93,202	91,637	2	1,559	4			
0140 Managed Forests	2,157,000	539,250	2,020,240	505,060	5,632	2,524	2,123	985	834	2	147	3			
9110 Subtotal	61,363,308,762	62,204,085,104	58,780,815,676	59,622,936,002	662,938,703	298,002,583	250,604,143	114,331,977	93,174,674	210,905	20,622,318	324,080	0		
0210 Commercial	6,867,885,730	8,746,607,686	6,662,874,639	8,486,915,760	148,051,495	42,418,613	35,671,804	69,961,078	44,686,939	254,658	24,489,176	530,305	0		
0215 Commercial New Construction	815,334,843	1,041,306,483	795,501,471	1,016,504,434	17,732,591	5,080,610	4,272,524	8,379,457	5,352,294	30,501	2,933,145	63,516	0		
0310 Parking Lot	31,735,000	41,163,469	31,195,584	40,463,792	705,878	202,243	170,076	333,559	213,057	1,214	116,759	2,528	0		
0320 Office Building	351,214,904	455,184,174	342,021,832	443,267,182	7,732,653	2,215,502	1,863,120	3,654,031	2,333,976	13,301	1,279,057	27,698	0		
0325 Office Building New Constructio	12,286,940	15,351,734	12,081,158	15,084,814	263,150	75,396	63,404	124,350	79,427	453	43,527	943	0		
0340 Shopping Centre	2,162,430,579	2,803,209,087	2,083,561,374	2,700,951,179	47,117,220	13,499,675	11,352,512	22,265,033	14,221,567	81,045	7,793,652	168,769	0		
0345 Shopping Centre New Construc	200,419,590	254,056,498	193,245,208	245,294,836	4,279,089	1,226,013	1,031,012	2,022,064	1,291,573	7,360	707,803	15,327	0		
9120 Subtotal	10,441,307,586	13,356,879,129	10,120,481,266	12,948,481,997	225,882,076	64,718,052	54,424,452	106,739,572	68,178,834	388,532	37,363,120	809,086	0		
0510 Industrial	1,981,823,978	2,759,007,262	1,920,283,402	2,678,184,509	48,697,177	13,385,894	11,256,811	24,054,472	15,364,553	87,558	8,420,027	182,333	0		
0515 Industrial New Construction	11,611,000	16,880,304	11,606,700	16,873,983	291,860	84,338	70,923	136,599	87,251	497	47,815	1,035	0		
0610 Large Industrial	922,777,991	1,342,716,008	903,288,774	1,314,561,588	23,952,117	6,570,340	5,525,299	11,856,478	7,573,207	43,158	4,150,242	89,872	0		
0615 Large Industrial New Constructi	0	0	0	0	0	0	0	0	0	0	0	0	0		
9130 Subtotal	2,916,212,969	4,118,603,573	2,835,178,876	4,009,620,081	72,941,154	20,040,572	16,853,033	36,047,549	23,025,011	131,213	12,618,084	273,240	0		
0710 Pipelines	140,781,000	130,067,566	138,171,209	127,656,380	3,033,584	638,041	536,559	1,858,984	1,187,407	6,767	650,719	14,091	0		
0810 Other Property Classes	0	0	0	0	0	0	0	0							
9160 Adj. for shared PIL properties					0	490,311	0	-490,311	-313,180	-1,785	-171,629	-3,717			
9170 Supplementary Taxes					25,807,510	10,081,770	8,689,241	7,036,499	5,489,378	14,407	1,502,500	30,214			
9180 Total Levied by Rate					990,603,027	393,971,329	331,107,428	265,524,270	190,742,125	750,039	72,585,111	1,446,994	0		
9190 Amts Added to Tax Bill					402,011	353,332	48,679	0							
9192 Other Taxation Amounts					-490,311	-490,311	0	0							
9199 TOTAL before Adj.	74,861,610,317	79,809,635,372	71,874,647,027	76,708,694,460	990,514,727	393,834,350	331,156,107	265,524,270	190,742,125	750,039	72,585,111	1,446,994	0		

2. Payments-In-Lieu of Taxation									
Property Class Group	PIL Asmt. (CVA)	PIL Asmt. (Wtd & Disc CVA)	Phase-In PIL Asmt. (CVA)	Phase-In PIL Asmt. (Wtd & Disc CVA)	Total PILS Levied	Municipal PILS		Education PILS	
	16 \$	2 \$	18 \$	17 \$	3 \$	LT / ST \$	UT \$	6 \$	
1010 Residential	6,502,200	6,502,200	5,947,300	5,947,300	58,332	29,725	24,997	3,610	
1050 Multi-residential	0	0	0	0	0	0	0	0	
1110 Farmland	11,305,800	2,826,450	10,023,614	2,505,904	27,945	12,525	10,533	4,887	
1140 Managed Forests	0	0	0	0	0	0	0	0	
9210 Subtotal	17,808,000	9,328,650	15,970,914	8,453,204	86,277	42,250	35,530	8,497	
1210 Commercial	271,712,409	317,191,938	260,137,288	303,552,720	3,749,799	1,517,193	1,275,877	956,729	
1215 Commercial New Construction	0	0	0	0	0	0	0	0	
1310 Parking Lot	3,915,000	5,078,147	3,819,250	4,953,949	86,419	24,760	20,822	40,837	
1320 Office Building	0	0	0	0	0	0	0	0	
1325 Office Building New Constructio	0	0	0	0	0	0	0	0	
1340 Shopping Centre	0	0	0	0	0	0	0	0	
1345 Shopping Centre New Construc	0	0	0	0	0	0	0	0	
9220 Subtotal	275,627,409	322,270,084	263,956,538	308,506,669	3,836,218	1,541,953	1,296,699	997,566	
1510 Industrial	2,473,000	2,544,717	2,242,750	2,307,790	21,235	11,535	9,700	0	
1515 Industrial New Construction	0	0	0	0	0	0	0	0	
1610 Large Industrial	0	0	0	0	0	0	0	0	
1615 Large Industrial New Constructi	0	0	0	0	0	0	0	0	
9230 Subtotal	2,473,000	2,544,717	2,242,750	2,307,790	21,235	11,535	9,700	0	
1718 Pipelines	0	0	0	0	0	0	0	0	
1810 Other Property Classes	0	0	0	0	0	0	0	0	
9270 Supplementary PILS					0	0	0	0	
9280 Total Levied by Rate					3,943,730	1,595,738	1,341,929	1,006,063	
9290 Amts Added to PILS					-3,379	-3,379	0	0	
9292 Other PIL Amounts					1,757,287	981,318	412,911	363,058	
9299 TOTAL before Adj.	295,908,409	334,143,451	282,170,202	319,267,662	5,697,638	2,573,677	1,754,840	1,369,121	

Part 3 contains Distribution of PILS by School Boards

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Asmt Code: 2110

MAH Code: 21101

Schedule 26

TAXATION and PAYMENTS-IN-LIEU SUMMARY

for the year ended December 31, 2015

3. Payments-In-Lieu of Taxation: Distribution of Entitlements

Source of PILS	PILS Levied			TOTAL PILS Levied 2	Adjustment to PILS Levied 6	TOTAL PIL Entitlement 7	Distrib. of PIL Entitlement in Col. 7			Distribution of Education PILS in column 10 by School Board				
	LT / ST	UT	Education				LT / ST	UT	Education	English - Public	French - Public	English - Separate	French - Separate	Other
	3	4	5				8	9	10	11	12	13	14	15
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
5010 Canada	5,205	4,377	8,585	18,167	-558	17,609	13,791	3,818						
5020 Canada Enterprises	32,884	27,653	54,235	114,772		114,772	87,119	27,653						
Ontario														
Municipal Tax Assist. Act														
5210 Prev. Exempt Properties				0		0								
5220 Other Mun. Tax Asst. Act	772,456	649,594	23,386	1,445,436	-58,304	1,387,132	731,400	621,756	33,976					
5230 Inst. Payments - Heads and Beds	347,022	291,828	0	638,850		638,850	347,022	291,828						
5232 Railway Rights-of-way	0	0	0	0		0								
5234 Utility Corridors/Transmission	0	0	0	0		0								
5236 Hydro-Electric Power Dams	0	0	0	0		0								
5240 Other METROLINX	218,122	183,429	448	401,999		401,999	218,122	183,429	448	286	2	157	3	
Ontario Enterprises														
5410 Ontario Mortgage and Housing Corporal				0		0								
5430 Liquor Control Board of Ont.	8,399	7,063		15,462		15,462	8,399	7,063						
5432 Railway Rights-of-way	110,664	93,062	274,161	477,887		477,887	110,664	93,062	274,161	175,118	998	95,967	2,078	
5434 Utility Corridors/Transmission	33,321	28,021	88,897	150,239		150,239	122,218	28,021						
5437 Ontario Lottery and Gaming Corp.				0		0								
5460 Other HYDRO PIL RTQS	490,311			490,311		490,311	490,311							
5610 Municipal Enterprises	307,062	258,223	504,429	1,069,714	-837,801	231,913		231,913						
5910 Other Muns and Enterprises	251,610	211,590	414,980	878,180	108,108	986,288	748,637	237,651						
5950 Amounts Added to PIL	-3,379	0	0	-3,379		-3,379	-3,379							
9599 TOTAL	2,573,677	1,754,840	1,369,121	5,697,638	-788,555	4,909,083	2,874,304	1,726,194	308,585	209,380	1,000	96,124	2,081	0

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 40 CONSOLIDATED STATEMENT OF OPERATIONS: EXPENSES

for the year ended December 31, 2015

		Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Inter-Functional Adjustments	Allocation of Program Support *	Total Expenses After Adjustments
		1	2	3	4	5	6	16	7	12	13	11
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General government												
0240	Governance	3,730,710		287,299	239,984	56,456		288,792	4,603,241	1,122	690,586	5,294,949
0250	Corporate Management	18,730,523		5,968,866	6,429,999	12,286,285		5,898,590	49,314,263	5,838	3,221,490	52,541,591
0260	Program Support	35,510,025		8,729,156	16,526,588	932,408		2,960,337	64,658,514	143,113	-61,841,290	2,960,337
0299	Subtotal	57,971,258	0	14,985,321	23,196,571	13,275,149	0	9,147,719	118,576,018	150,073	-57,929,214	60,796,877
Protection services												
0410	Fire	56,348,712		2,813,317	1,042,997	30,499		3,621,354	63,856,879	66,641	3,887,154	67,810,674
0420	Police								0			0
0421	Court Security								0			0
0422	Prisoner Transportation								0			0
0430	Conservation authority								0			0
0440	Protective inspection and control	9,245,718		407,519	454,697	13,695		733,880	10,855,509	2,209	1,423,541	12,281,259
0445	Building permit and inspection services	9,053,975		600,788	316,726	99,817		226,229	10,297,535	-397,724	998,110	10,897,921
0450	Emergency measures	44,488						1,334,442	1,378,930			1,378,930
0460	Provincial Offences Act (POA)	4,158,887		202,164	1,551,796	3,075		623,525	6,539,447	2,978	1,061,634	7,604,059
0498	Other <u>Clean City</u>	506,825		28,878	518			116,003	654,143		28,806	682,949
0499	Subtotal	79,358,605	0	4,052,666	3,366,734	1,481,528	116,003	5,206,907	93,582,443	-325,896	7,399,245	100,655,792
Transportation services												
0611	Roads - Paved	3,641,098		659,109	18,596,142	45,174		24,685,971	47,627,494	-257,924	1,621,956	48,991,526
0612	Roads - Unpaved								0			0
0613	Roads - Bridges and Culverts	50,836		1,151	3,854,234			2,387,074	6,293,295		18,122	6,311,417
0614	Roads - Traffic Operations & Roadside	12,253,169		1,367,651	3,346,371			5,838,809	22,806,000		3,452,319	26,258,319
0621	Winter Control - Except sidewalks, Parking Lots	4,706,424		2,375,527	9,889,754			58,890	17,030,595		3,524,809	20,555,404
0622	Winter Control - Sidewalks, Parking Lots Only								0			0
0631	Transit - Conventional	93,129,209		23,543,905	4,165,975	1,163,504		21,325,103	143,327,696	120,039	9,236,128	152,683,863
0632	Transit - Disabled & special needs								0			0
0640	Parking	573,810		152,999	227,077	42,366		129,149	1,125,401		57,111	1,139,162
0650	Street lighting	778,347		5,791,643	2,707,084	23,489		7,462,563	16,763,126	-2,093	107,038	16,868,071
0660	Air transportation								0			0
0698	Other <u>Rail Spur</u>	25			9			16,336	16,370		505	16,875
0699	Subtotal	115,132,918	0	33,891,985	42,786,646	1,274,533	0	61,903,895	254,989,977	-183,328	18,017,988	272,824,637
Environmental services												
0811	Wastewater collection/conveyance								0			0
0812	Wastewater treatment & disposal								0			0
0821	Urban storm sewer system	657,287		21,189	4,201,549			8,960,118	13,840,143		326,203	14,166,346
0822	Rural storm sewer system	549,705		16,778	1,982			4,428,495	4,996,960		117,796	5,114,756
0831	Water treatment								0			0
0832	Water distribution/transmission								0			0
0840	Solid waste collection								0			0
0850	Solid waste disposal								0			0
0860	Waste diversion								0			0
0898	Other <u>Contaminated Sites</u>				900,000				900,000			900,000
0899	Subtotal	1,206,992	0	37,967	5,103,531	0	0	13,388,613	19,737,103	0	443,999	20,181,102
Health services												
1010	Public health services								0			0
1020	Hospitals								0			0
1030	Ambulance services								0			0
1035	Ambulance dispatch								0			0
1040	Cemeteries	409,692		45,458	81,858	1,151		131,658	669,817	6,809	163,263	839,889
1098	Other								0			0
1099	Subtotal	409,692	0	45,458	81,858	1,151	0	131,658	669,817	6,809	163,263	839,889
Social and family services												
1210	General assistance								0			0
1220	Assistance to aged persons	1,346,120		390,462	135,037	8,409	198,616	534,166	2,612,810	5,439	214,371	2,832,620
1230	Child care								0			0
1298	Other								0			0
1299	Subtotal	1,346,120	0	390,462	135,037	8,409	198,616	534,166	2,612,810	5,439	214,371	2,832,620

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 40

CONSOLIDATED STATEMENT OF OPERATIONS: EXPENSES

for the year ended December 31, 2015

		Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Inter-Functional Adjustments	Allocation of Program Support *	Total Expenses After Adjustments
		1	2	3	4	5	6	16	7	12	13	11
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Social Housing												
1410	Public Housing								0			0
1420	Non-Profit/Cooperative Housing								0			0
1430	Rent Supplement Programs								0			0
1497	Other								0			0
1498	Other								0			0
1499	Subtotal	0	0	0	0	0	0	0	0	0	0	0
Recreation and cultural services												
1610	Parks	18,525,167		2,597,326	12,892,849	187,193		8,276,742	42,479,277	205,618	5,263,839	47,948,734
1620	Recreation programs	4,759,117		441,006	269,165	45,543	106,483	33,994	5,655,308	-83,437	490,000	6,061,871
1631	Rec. Fac. - Golf Crs, Marina, Ski Hill	334,531		114,889	299,678	101		542,472	1,291,671	-3,240	124,837	1,413,268
1634	Rec. Fac. - All Other	31,403,569		8,176,490	6,111,256	348,162		12,441,941	58,481,418	157,853	22,670,024	81,309,295
1640	Libraries	11,323,595		914,266	1,618,207	327,357		4,090,465	18,273,890	39,576	254,355	18,567,821
1645	Museums								0			0
1650	Cultural services	4,558,216		2,224,804	920,269	38,962	450,601	1,901,534	10,094,386	-49,098	812,612	10,857,900
1698	Other								0			0
1699	Subtotal	70,904,195	0	14,468,781	22,111,424	947,318	557,084	27,287,148	136,275,950	267,272	29,615,667	166,158,889
Planning and development												
1810	Planning and zoning	14,039,647		433,520	870,145	44,841	50,000	2,153,223	17,591,376	5,402	1,507,908	19,104,686
1820	Commercial and Industrial	5,234,125		1,493,958	698,417	60,958	4,986	185,288	7,677,732	74,229	566,773	8,318,734
1830	Residential development								0			0
1840	Agriculture and reforestation								0			0
1850	Title drainage/shoreline assistance								0			0
1898	Other								0			0
1899	Subtotal	19,273,772	0	1,927,478	1,568,562	105,799	54,986	2,338,511	25,269,108	79,631	2,074,681	27,423,420
1910	Other								0			0
9910	TOTAL	345,603,552	0	69,800,118	98,350,363	17,093,887	926,689	119,938,617	651,713,226	0	0	651,713,226

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FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 42 ADDITIONAL INFORMATION

for the year ended December 31, 2015

Additional information contained in Schedule 40

		1
		\$
Total of column 1 includes:		
5010	Salaries and wages	275,827,867
5020	Employee benefits	69,775,685
5099	Total Salaries, Wages and Employee benefits (Not including line 5050)	345,603,552
5050	Salaries, Wages and Employee benefits capitalized on Schedule 51	8,765,588
5098	Total Salaries, Wages and Employee benefits (including capitalized wages)	354,369,140
Total of column 3 includes:		
5110	Amounts for tax write-offs reported in SLC 40 0250 03	901,858
Total of column 4 includes:		
5210	Municipal Property Assessment Corporation (MPAC)	0
Total of column 5 includes:		
5610	Short term interest costs	23,365
Total of column 6 includes:		
5810	Grants to charitable and non-profit organizations	
5820	Grants to universities and colleges	
Contributions to UNCONSOLIDATED joint local boards		
5840	Health unit	
5850	District Social Services Administration Board (DSSAB)	
5860	Consolidated Municipal Service Manager (CMSM)	
5870	Homes for the aged	
5880	Recreation boards	
5890	Fire area boards	
5895	Other <input type="text"/>	
5896	Other <input type="text"/>	
5897	Other <input type="text"/>	
5898	Other <input type="text"/>	
Total of column 11 includes:		
6010	Payments for long term commitments and liabilities financed from the consolidated statement of operations	8,526,093

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 51 SCHEDULE OF TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2015

ANALYSIS BY FUNCTIONAL CLASSIFICATION

	COST					AMORTIZATION				2015 Closing Net Book Value	
	2015 Opening Net Book Value	2015 Opening Cost Balance	Additions and Betterments	Disposals	Write Downs	2015 Closing Cost Balance	2015 Opening Amortization Balance	Annual Amortization	Amortization Disposal		2015 Closing Amortization Balance
	1 \$	2 \$	3 \$	4 \$	5 \$	6 \$	7 \$	8 \$	9 \$		10 \$
0299 General government	343,695,611	400,954,089	7,957,631	6,813,219		402,098,501	57,258,478	9,147,719	6,692,494	59,713,703	342,384,798
Protection services											
0410 Fire	40,662,782	73,334,714	3,295,601	6,351,013		70,279,302	32,671,932	3,621,354	6,351,013	29,942,273	40,337,029
0420 Police	0	0				0	0			0	0
0421 Court Security	0	0				0	0			0	0
0422 Prisoner Transportation	0	0				0	0			0	0
0430 Conservation authority	0	0				0	0			0	0
0440 Protective inspection and control	4,331,302	10,341,098	480,781	2,455,823		8,366,056	6,009,796	733,880	2,452,888	4,290,788	4,075,268
0445 Building permit and inspection services	661,748	2,983,812	185,305	1,601,993		1,567,124	2,322,064	226,229	1,601,993	946,300	620,824
0450 Emergency measures	0	0				0	0			0	0
0460 Provincial Offences Act (POA)	9,153,615	15,280,459	294,889	2,127,508		13,447,840	6,126,844	623,525	2,127,508	4,622,861	8,824,979
0498 Other <input type="text" value="Clean City"/>	8,677	20,385	2,182	4,290		18,277	11,708	1,919	4,290	9,337	8,940
0499 Subtotal	54,818,124	101,960,468	4,258,758	12,540,627	0	93,678,599	47,142,344	5,206,907	12,537,692	39,811,559	53,867,040
Transportation services											
0611 Roads - Paved	1,214,888,226	1,608,738,369	73,835,962	12,489,310		1,670,085,021	393,850,143	24,685,971	12,028,993	406,507,121	1,263,577,900
0612 Roads - Unpaved	0	0				0	0			0	0
0613 Roads - Bridges and Culverts	60,905,670	97,106,423	6,977,846			104,084,269	36,200,753	2,387,074		38,587,827	65,496,442
0614 Roads - Traffic Operations & Roadside	96,795,874	166,170,333	13,721,710	146,258		179,745,785	69,374,459	5,838,809	146,258	75,067,010	104,678,775
0621 Winter Control - Except sidewalks, Parking Lots	1,790,016	3,389,921				3,389,921	1,599,905	58,890		1,658,795	1,731,126
0622 Winter Control - Sidewalks, Parking Lots Only	0	0				0	0			0	0
0631 Transit - Conventional	149,440,754	277,201,199	29,175,886	6,796,781		299,580,304	127,760,445	21,325,103	7,002,688	142,082,860	157,497,444
0632 Transit - Disabled & special needs	0	0				0	0			0	0
0640 Parking	859,959	1,278,132	62,166	92,698		1,247,600	418,173	129,149	92,698	454,624	792,976
0650 Street lighting	89,416,357	178,726,046	11,775,576	171,387		190,330,235	89,309,689	7,462,563	147,898	96,624,354	93,705,881
0660 Air transportation	0	0				0	0			0	0
0698 Other <input type="text" value="Rail Spur"/>	45,170	295,657	137,246			432,903	250,487	16,336		266,823	166,080
0699 Subtotal	1,614,142,026	2,332,906,080	135,686,392	19,696,434	0	2,448,896,038	718,764,054	61,903,895	19,418,535	761,249,414	1,687,646,624
Environmental services											
0811 Wastewater collection/conveyance	0	0				0	0			0	0
0812 Wastewater treatment & disposal	0	0				0	0			0	0
0821 Urban storm sewer system	280,288,553	425,892,678	35,927,941			461,820,619	145,604,125	8,960,118		154,564,243	307,256,376
0822 Rural storm sewer system	168,923,552	222,132,014	1,149,643			223,281,657	53,208,462	4,428,495		57,636,957	165,644,700
0831 Water treatment	0	0				0	0			0	0
0832 Water distribution/transmission	0	0				0	0			0	0
0840 Solid waste collection	0	0				0	0			0	0
0850 Solid waste disposal	0	0				0	0			0	0
0860 Waste diversion	0	0				0	0			0	0
0898 Other <input type="text"/>	0	0				0	0			0	0
0899 Subtotal	449,212,105	648,024,692	37,077,584	0	0	685,102,276	198,812,587	13,388,613	0	212,201,200	472,901,076
Health services											
1010 Public health services	0	0				0	0			0	0
1020 Hospitals	0	0				0	0			0	0
1030 Ambulance services	0	0				0	0			0	0
1035 Ambulance dispatch	0	0				0	0			0	0
1040 Cemeteries	1,038,189	1,741,342	105,253	231,416		1,615,179	703,153	131,658	230,772	604,039	1,011,140
1098 Other <input type="text"/>	0	0				0	0			0	0
1099 Subtotal	1,038,189	1,741,342	105,253	231,416	0	1,615,179	703,153	131,658	230,772	604,039	1,011,140
Social and family services											
1210 General assistance	0	0				0	0			0	0
1220 Assistance to aged persons	6,381,478	10,801,237	119,775	946,217		9,974,795	4,419,759	534,166	946,217	4,007,708	5,967,087
1230 Child care	0	0				0	0			0	0
1298 Other <input type="text"/>	0	0				0	0			0	0
1299 Subtotal	6,381,478	10,801,237	119,775	946,217	0	9,974,795	4,419,759	534,166	946,217	4,007,708	5,967,087

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 51 SCHEDULE OF TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2015

ANALYSIS BY FUNCTIONAL CLASSIFICATION

	2015 Opening Net Book Value	COST				2015 Closing Cost Balance	AMORTIZATION				2015 Closing Net Book Value
		2015 Opening Cost Balance	Additions and Betterments	Disposals	Write Downs		2015 Opening Amortization Balance	Annual Amortization	Amortization Disposal	2015 Closing Amortization Balance	
	1	2	3	4	5	6	7	8	9	10	11
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Social Housing											
1410 Public Housing	0	0				0	0			0	0
1420 Non-Profit/Cooperative Housing	0	0				0	0			0	0
1430 Rent Supplement Programs	0	0				0	0			0	0
1497 Other	0	0				0	0			0	0
1498 Other	0	0				0	0			0	0
1499 Subtotal	0	0	0	0	0	0	0	0	0	0	0
Recreation and cultural services											
1610 Parks	549,347,772	615,235,759	21,035,333	9,561,889		626,709,203	65,887,987	8,276,742	9,873,406	64,291,323	562,417,880
1620 Recreation programs	153,214	361,229	36,303	69,314		328,218	208,015	33,994	69,245	172,764	155,454
1631 Rec. Fac. - Golf Crs, Marina, Ski Hill	6,784,881	9,768,488	89,155	1,000,382		8,857,261	2,983,607	542,472	793,317	2,732,762	6,124,499
1634 Rec. Fac. - All Other	189,870,448	313,311,519	4,306,424	13,836,987		303,780,956	123,441,071	12,441,941	13,961,007	121,922,005	181,858,951
1640 Libraries	36,292,282	55,779,092	1,590,336	2,227,764		55,141,664	19,486,810	4,090,465	2,158,491	21,418,784	33,722,880
1645 Museums	0	0				0	0			0	0
1650 Cultural services	46,136,652	60,797,755	1,164,637	1,375,684		60,586,708	14,661,103	1,901,534	1,375,232	15,187,405	45,399,303
1698 Other	0	0				0	0			0	0
1699 Subtotal	828,585,249	1,055,253,842	28,222,188	28,072,020	0	1,055,404,010	226,668,593	27,287,148	28,230,698	225,725,043	829,678,967
Planning and development											
1810 Planning and zoning	9,380,420	28,707,447	1,523,733	11,773,338		18,457,842	19,327,027	2,153,223	11,772,512	9,707,738	8,750,104
1820 Commercial and Industrial	391,492	2,049,716	124,686	1,056,888		1,117,514	1,658,224	185,288	1,039,853	803,659	313,855
1830 Residential development	0	0				0	0			0	0
1840 Agriculture and reforestation	0	0				0	0			0	0
1850 Tile drainage/shoreline assistance	0	0				0	0			0	0
1898 Other	0	0				0	0			0	0
1899 Subtotal	9,771,912	30,757,163	1,648,419	12,830,226	0	19,575,356	20,985,251	2,338,511	12,812,365	10,511,397	9,063,959
1910 Other	0	0				0	0			0	0
9910 Total Tangible Capital Assets	3,307,644,694	4,582,398,913	215,076,000	81,130,159	0	4,716,344,754	1,274,754,219	119,938,617	80,868,773	1,313,824,063	3,402,520,691

FIR2015: Brampton C

Schedule 51

Asmt Code: 2110

SCHEDULE OF TANGIBLE CAPITAL ASSETS

MAH Code: 21101

for the year ended December 31, 2015

SEGMENTED BY ASSET CLASS

		2015 Opening Net Book Value (NBV) 1 \$	2015 Closing Net Book Value (NBV) 11 \$
General Capital Assets			
2005	Land	682,659,049	697,568,487
2010	Land Improvements	94,355,752	94,548,859
2020	Buildings	444,721,270	430,605,859
2030	Machinery & Equipment	6,470,155	6,857,916
2040	Vehicles	118,448,422	125,243,403
2097	Other <input type="text" value="Furniture, Computer and Office Eq"/>	45,780,198	42,460,636
2098	Other <input type="text"/>	0	
2099	Total General Capital Assets	1,392,434,846	1,397,285,160
		2015 Opening Net Book Value (NBV) 1 \$	2015 Closing Net Book Value (NBV) 11 \$
Infrastructure Assets			
2205	Land	925,472,302	930,042,699
2210	Land Improvements	5,249,598	7,300,450
2220	Buildings	20,747,738	30,923,861
2230	Machinery & Equipment	2,501,285	2,309,863
2240	Vehicles	5,567,377	5,141,309
2250	Linear Assets	955,671,548	1,029,517,349
2297	Other <input type="text"/>	0	
2298	Other <input type="text"/>	0	
2299	Total Infrastructure Assets	1,915,209,848	2,005,235,531
9920	Total Tangible Capital Assets	3,307,644,694	3,402,520,691
2405	Construction-in-progress	72,941,995	105,894,529
9921	Total Tangible Capital Assets and Construction-in-progress	3,380,586,689	3,508,415,220

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FIR2015: Brampton C

Schedule 51

Asmt Code: 2110

SCHEDULE OF TANGIBLE CAPITAL ASSET: CONSTRUCTION-IN-PROGRESS

MAH Code: 21101

for the year ended December 31, 2015

ANALYSIS BY FUNCTIONAL CLASSIFICATION

		COST			
		2015 Opening Balance	Expenditures in 2015	Less Assets Capitalized	2015 Closing Balance
		1	2	3	4
		\$	\$	\$	\$
0299	General government	14,460,651	24,262,942	26,266,562	12,457,031
	Protection services				
0410	Fire	0	5,398,629	4,464,198	934,431
0420	Police	0			0
0421	Court Security	0			0
0422	Prisoner Transportation	0			0
0430	Conservation authority	0			0
0440	Protective inspection and control	27,317	107,737	126,987	8,067
0445	Building permit and inspection services	0			0
0450	Emergency measures	8,382	33,617	38,213	3,786
0460	Provincial Offences Act (POA)	0			0
0498	Other	0			0
0499	Subtotal	35,699	5,539,983	4,629,398	946,284
	Transportation services				
0611	Roads - Paved	46,245,904	56,742,271	41,125,381	61,862,794
0612	Roads - Unpaved	0			0
0613	Roads - Bridges and Culverts	0			0
0614	Roadways - Traffic Operations & Roadside	1,888,187	2,811,521	3,120,161	1,579,547
0621	Winter Control - Except sidewalks, Parking Lots	0			0
0622	Winter Control - Sidewalks, Parking Lots Only	0			0
0631	Transit - Conventional	0	42,730,916	37,318,454	5,412,462
0632	Transit - Disabled & special needs	0			0
0640	Parking	51,059			51,059
0650	Street lighting	174,382	2,216,972	2,066,744	324,610
0660	Air transportation	0			0
0698	Other	0			0
0699	Subtotal	48,359,532	104,501,680	83,630,740	69,230,472
	Environmental services				
0811	Wastewater collection/conveyance	0			0
0812	Wastewater treatment & disposal	0			0
0821	Urban storm sewer system	0			0
0822	Rural storm sewer system	0			0
0831	Water treatment	0			0
0832	Water distribution/transmission	0			0
0840	Solid waste collection	0			0
0850	Solid waste disposal	0			0
0860	Waste diversion	0			0
0898	Other	0			0
0899	Subtotal	0	0	0	0
	Health services				
1010	Public health services	0			0
1020	Hospitals	0			0
1030	Ambulance services	0			0
1035	Ambulance dispatch	0			0
1040	Cemeteries	29,091	125,230	153,170	1,151
1098	Other	0			0
1099	Subtotal	29,091	125,230	153,170	1,151
	Social and family services				
1210	General assistance	0			0
1220	Assistance to aged persons	0			0
1230	Child care	0			0
1298	Other	0			0
1299	Subtotal	0	0	0	0
	Social Housing				
1410	Public Housing	0			0
1420	Non-Profit/Cooperative Housing	0			0
1430	Rent Supplement Programs	0			0
1497	Other	0			0
1498	Other	0			0
1499	Subtotal	0	0	0	0
	Recreation and cultural services				
1610	Parks	2,330,481	25,737,795	24,295,684	3,772,592
1620	Recreation programs	0			0
1631	Rec. Fac. - Golf Crs, Marina, Ski Hill	28,774		27,656	1,118
1634	Rec. Fac. - All Other	6,809,141	16,003,109	4,837,435	17,974,815
1640	Libraries	337,155	781,628	324,837	793,946
1645	Museums	0			0
1650	Cultural services	139,467	963,227	1,078,735	23,959
1698	Other	0			0
1699	Subtotal	9,645,018	43,485,759	30,564,347	22,566,430
	Planning and development				
1810	Planning and zoning	124,838	225,699	71,464	279,073
1820	Commercial and Industrial	287,166	1,682,954	1,556,032	414,088
1830	Residential development	0			0
1840	Agriculture and reforestation	0			0
1850	Tile drainage/shoreline assistance	0			0
1898	Other	0			0
1899	Subtotal	412,004	1,908,653	1,627,496	693,161
1910	Other	0			0
9910	Total Construction-In-Progress	72,941,995	179,824,247	146,871,713	105,894,529

FIR2015: Brampton C

Schedule 53

Asmt Code: 2110

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

MAH Code: 21101 (NET DEBT) AND TANGIBLE CAPITAL ASSET ACQUISITION FINANCING/DONATIONS

for the year ended December 31, 2015

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS (NET DEBT)

		1
		\$
1010	Annual Surplus/(Deficit) (SLC 10 2099 01)	178,918,608
1020	Acquisition of tangible capital assets	-171,757,277
1030	Amortization of tangible capital assets (SLC 51 9910 08)	119,938,617
1031	Contributed (Donated) tangible capital assets	-76,271,257
1032	Change in construction-in-progress	
1040	(Gain)/Loss on sale of tangible capital assets	261,387
1050	Proceeds on sale of tangible capital assets	
1060	Write-downs of tangible capital assets	
1070	Other <input type="text"/>	
1071	Other <input type="text"/>	
1099	Subtotal	-127,828,530
1210	Change in supplies inventories	270,271
1220	Change in prepaid expenses	-97,365
1230	Other <input type="text"/>	
1299	Subtotal	172,906
1410	(Increase)/decrease in net financial assets/net debt	51,262,984
1420	Net financial assets (net debt), beginning of year	402,112,601
9910	Net financial assets (net debt), end of year	453,375,585

SOURCES OF FINANCING FOR TCA ACQUISITIONS / DONATIONS

		1
		\$
Long Term Liabilities Incurred		
0205	Canada Mortgage and Housing Corporation (CMHC)	
0210	Ontario Financing Authority	
0215	Commercial Area Improvement Program	
0220	Other Ontario housing programs	
0235	Serial debentures	
0240	Sinking fund debentures	
0245	Long term bank loans	
0250	Long term reserve fund loans	
0255	Lease purchase agreements (Tangible capital leases)	
0260	Construction Financing Debentures	
0265	Infrastructure Ontario	
0297	Other <input type="text"/>	
0298	Other <input type="text"/>	
0299	Subtotal	0
Financing from Dedicated Revenue		
0405	Municipal Property Tax by Levy	
0406	Reserves and Reserve funds (SLC 60 1012 01 + SLC 60 1012 02 + SLC 60 1012 03)	47,038,273
0410	Municipal User Fees & Service Charges	
0415	Development Charges (SLC 61 0299 08)	95,320,187
0416	Recreation land (The Planning Act) (SLC 60 1032 01)	705,135
0419	Donations	
0420	Other <input type="text"/>	
0446	Proceeds from the sale of Tangible Capital Assets, etc	
0447	Investment income	
0448	Prepaid special charges	
0495	Other <input type="text"/>	
0496	Other <input type="text"/>	
0497	Other <input type="text"/>	
0498	Other <input type="text"/>	
0501	Subtotal	143,063,595
Government Transfers		
0425	Capital Grants: Federal (SLC 12 9910 06 - (SLC 10 4099 01 - SLC 60 1047 01)	12,673,685
0430	Capital Grants: Provincial (SLC 12 9910 05 - (SLC 10 4019 01 - SLC 60 1045 01)	828,999
0435	Capital Grants: Other Municipalities (SLC 12 9910 07)	0
0440	Canada Gas Tax (SLC 10 4099 01)	31,209,231
0445	Provincial Gas Tax (SLC 10 4019 01)	1
0502	Subtotal	44,711,916
0499	Subtotal	187,775,511
0610	Contributed (Donated) tangible capital assets	76,271,257
9920	Total Capital Financing	264,046,768
0810	Unexpended Capital Financing or (Unfinanced Capital Outlay)	16,018,234

2015-V01

FIR2015: Brampton C

Schedule 54

Asmt Code: 2110

CONSOLIDATED STATEMENT OF CASH FLOW - DIRECT METHOD

MAH Code: 21101

for the year ended December 31, 2015

* Municipalities must choose either the direct or indirect method. If indirect method is chosen, please use Schedule 54B.

CONSOLIDATED STATEMENT OF CASH FLOW - DIRECT METHOD

		2015 Actual 1 \$
Operating Transactions		
Cash received from		
0210	Taxes	
0220	Transfers	
0230	User Fees	
0240	Fees, Permits, Licenses and Fines	
0250	Enterprises	
0260	Investments	
0298	Other <input type="text"/>	
0299	Subtotal	0
Cash paid for		
0410	Salaries, Wages and Employment Contracts and Benefits	
0420	Material and Supplies	
0430	Contracted Services	
0440	Financing Charges	
0450	External Transfers	
0498	Other <input type="text"/>	
0499	Subtotal	0
2099	Cash provided by operating transactions	0
Capital Transactions		
0610	Proceeds on sale of tangible capital assets	
0620	Cash used to acquire tangible capital assets	
0630	Change in construction-in-progress	
0698	Other <input type="text"/>	
0699	Cash applied to capital transactions	0
Investing Transactions		
0810	Proceeds from portfolio investments	
0820	Portfolio investments	
0898	Other <input type="text"/>	
0899	Cash provided by / (applied to) investing transactions	0
Financing Transactions		
1010	Proceeds from long term debt issues	
1020	Principal long term debt repayment	
1030	Temporary loans	
1031	Repayment of temporary loans	
1096	Other <input type="text"/>	
1097	Other <input type="text"/>	
1098	Other <input type="text"/>	
1099	Cash applied to financing transactions	0
1210	Increase in cash and cash equivalents	0
1220	Cash and cash equivalents, beginning of year	477,618,762
9920	Cash and cash equivalents, end of year	477,618,762

		2015 Actual 1 \$
Cash and cash equivalents represented by:		
1401	Cash	
1402	Temporary borrowings	
1403	Short term investments	
1404	Other <input type="text"/>	
9940	Cash and cash equivalents, end of year	0
Cash:		
1501	Unrestricted	1
1502	Restricted	\$
1503	Unallocated	
9950	Cash and cash equivalents, end of year	0

FIR2015: Brampton C

Schedule 54

Asmt Code: 2110

CONSOLIDATED STATEMENT OF CASH FLOW - INDIRECT METHOD

MAH Code: 21101

for the year ended December 31, 2015

* Municipalities must choose either the direct or indirect method. If direct method is chosen, please use Schedule 54A.

CONSOLIDATED STATEMENT OF CASH FLOW - INDIRECT METHOD

		2015 Actual 1 \$
Operating Transactions		
2010	Annual Surplus/(Deficit) (SLC 10 2099 01)	178,918,608
2020	Non-cash items including amortization	120,200,004
2021	Contributed (Donated) tangible capital assets	-76,271,257
2022	Change in non-cash assets and liabilities	
2030	Prepaid expenses	-97,365
2040	Change in deferred revenue	
2096	Other <input type="text" value="Inventory"/>	270,271
2097	Other <input type="text" value="Employee Benefits and Other Liabilities"/>	4,080,771
2098	Other <input type="text" value="Cash Provided by Operating Activities"/>	33,648,000
2099	Cash provided by operating transactions	260,749,032
Capital Transactions		
0610	Proceeds on sale of tangible capital assets	
0620	Cash used to acquire tangible capital assets	-171,757,000
0630	Change in construction-in-progress	
0698	Other <input type="text"/>	
0699	Cash applied to capital transactions	-171,757,000
Investing Transactions		
0810	Proceeds from portfolio investments	
0820	Portfolio investments	-52,028,000
0898	Other <input type="text"/>	
0899	Cash provided by / (applied to) investing transactions	-52,028,000
Financing Transactions		
1010	Proceeds from long term debt issues	
1020	Principal long term debt repayment	
1030	Temporary loans	
1031	Repayment of temporary loans	
1096	Other <input type="text" value="Repayment of Capital Lease Obligation"/>	-1,348,241
1097	Other <input type="text"/>	
1098	Other <input type="text"/>	
1099	Cash applied to financing transactions	-1,348,241
1210	Increase in cash and cash equivalents	35,615,791
1220	Cash and cash equivalents, beginning of year	477,618,762
9920	Cash and cash equivalents, end of year	513,234,553

		2015 Actual 1 \$
Cash and cash equivalents represented by:		
1401	Cash	511,234,553
1402	Temporary borrowings	
1403	Short term investments	2,000,000
1404	Other <input type="text"/>	
9940	Cash and cash equivalents, end of year	513,234,553

		1 \$
Cash:		
1501	Unrestricted	307,488,131
1502	Restricted	205,746,422
1503	Unallocated	
9950	Cash and cash equivalents, end of year	513,234,553

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 60

CONTINUITY OF RESERVES AND RESERVE FUNDS

for the year ended December 31, 2015

		Obligatory Res. Funds, Deferred Rev.	Discretionary Res. Funds	Reserves
		1	2	3
		\$	\$	\$
0299	Balance, beginning of year	295,875,713	207,583,310	51,077,663
0310	Allocation of Surplus		60,450,616	19,101,431
0315	Allocation of Surplus : for operating		60,450,616	19,101,431
0320	Allocation of Surplus : for capital			
Development Charges Act				
0610	Non-discounted services	73,361,988		
0620	Discounted services	62,708,515		
0630	Credits utilized (Development Charges Act) (SLC 61 0299 05)	0		
0699	Subtotal Development Charges Act	136,070,503		
0810	Lot levies			
0820	Subdivider contributions	1,199,477		
0830	Recreational land (the Planning Act)	17,170,208		
0841	Investment Income	2,516,758	9,106,258	693,727
0860	Gasoline Tax - Province	10,046,821		
0861	Building Code Act, 1992 (Section 1.9.1.1 (d))	8,862,743		
0862	Gasoline Tax - Federal	27,761,254		
0864	Building Canada Fund (BCF)			
0870	Inter - Reserve Fund / Reserves Transfer			
0895	Other			
0896	Other			
0897	Other			
0898	Other			
9940	TOTAL Revenues & Surplus	203,627,764	69,556,874	19,795,158
Less: Utilization of reserve funds and reserves (transfers)				
1012	For acquisition of tangible capital asset	7,059,426	40,281,844	-302,997
1015	For current operations	286,662	15,660,346	3,499,999
1025	Development Charges earned to tangible capital asset acquisition (SLC 61 0299 08)	95,320,187		
1026	Development Charges earned to operations (SLC 61 0299 07)	454,107		
1032	Recreational land (the Planning Act) earned to tangible capital asset acquisition	705,135		
1035	Recreational land (the Planning Act) earned to operations			
1042	Deferred revenue earned (Provincial Gas Tax) for Transit (Operations)	9,619,595		
1045	Deferred revenue earned (Provincial Gas Tax) for Transit (Capital)	829,000		
1047	Deferred revenue earned (Canada Gas Tax)	31,209,231		
1055	Development Charges Act - Credits Provided (SLC 61 0299 10)	0		
1070	Inter - Reserve Fund / Reserves Transfer			
0910	Less: Utilization (deferred revenue recognized)	145,483,343	55,942,190	3,197,002
2099	Balance, end of year	354,020,134	221,197,994	67,675,819

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 61

DEVELOPMENT CHARGES RESERVE FUNDS

for the year ended December 31, 2015

		Development Charges Proceeds				Development Charges Disbursements						
		Balance January 1	Development Charges Collected	Interest and Investment Income	Credits Utilized	Total	To: Consolidated Statement of Operations	To: Tangible Capital Asset Acquisition	Other Disbursements	Credits Provided	Total	Balance December 31
		1	2	3	5	6	7	8	9	10	11	12
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Development Charges												
0205	General Government	-20,726,553	3,221,675	-709,554		2,512,121	454,107	948,930	86,074		1,489,111	-19,703,543
0210	Fire Protection	-1,683,108	3,211,675	-499,573		2,712,102		2,684,958	-2,675		2,682,283	-1,653,289
0215	Police Protection	0				0					0	0
0220	Roads and Structures	73,949,936	70,150,313	124,748		70,275,061		47,145,463	1,058,195		48,203,658	96,021,339
0225	Transit	-26,894,758	7,796,826	-680,760		7,116,066		4,242,618	235,254		4,477,872	-24,256,564
0230	Wastewater	0				0					0	0
0235	Stormwater	0				0					0	0
0240	Water	0				0					0	0
0245	Emergency Medical Services	0				0					0	0
0250	Homes for the Aged	0				0					0	0
0255	Daycare	0				0					0	0
0260	Housing	0				0					0	0
0265	Parkland Development	0				0					0	0
0270	GO Transit	0				0					0	0
0275	Library	-1,423,636	3,214,908	-272,777		2,942,131		1,992,271	76,078		2,068,349	-549,854
0280	Recreation	53,965,826	44,486,693	1,972,146		46,458,839		36,068,160	239,784		36,307,944	64,116,721
0285	Development Studies	2,049,912	1,105,389	69,218		1,174,607		1,140,741	8,612		1,149,353	2,075,166
0286	Parking	0				0					0	0
0287	Animal Control	0				0					0	0
0288	Municipal Cemeteries	0				0					0	0
0290	Other Section 14 Recovery	0				0					0	0
0295	Other Institutional Recovery	0				0					0	0
0296	Other Bramwest Pkwy & Trans Cor	8,952,010	2,883,024	456,937		3,339,961		1,097,046	30,023		1,127,069	11,164,902
0297	Other	0				0					0	0
0299	TOTAL	88,189,629	136,070,503	460,385	0	136,530,888	454,107	95,320,187	1,731,345	0	97,505,639	127,214,878

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 62 DEVELOPMENT CHARGES RATES

for the year ended December 31, 2015

Sq. Foot / Sq. Metre / Per Hectare / Per Other

(Please specify)

RESIDENTIAL CHARGES (\$)										NON - RESIDENTIAL CHARGES (\$)							
Service	Apartments					Other	Other	Other	Other	Other	NON Res.	Industrial	Commercial	Institutional	Other	Other	Other
	Single Detached	Semi-Detached	Other Multiples	<= 1 Bedroom	>= 2 Bedroom						Sq. Foot / Sq. Metre / Per Hectar/ Per Other (Please Specify)	Sq. Foot / Sq. Metre / Per Hectar/ Per Other (Please Specify)	Sq. Foot / Sq. Metre/ Per Hectare/ Per Other (Please Specify)	Sq. Foot / Sq. Metre/ Per Hectare/ Per Other (Please Specify)			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
0	Municipal Wide Charges										If Other, Please Specify >						
900	Growth Studies and Other	220.52	220.52	177.64	77.59	124.55					0.69	0.69	0.69	0.69	0.69	0.69	
310	Library	674.82	674.82	544.15	238.89	381.82					0.00	0.00	0.00	0.00	0.00	0.00	
210	Fire	644.20	644.20	519.65	227.66	364.47					2.01	2.01	2.01	2.01	2.01	2.01	
510	Recreation	9,321.98	9,321.98	7,519.04	3,297.56	5,268.94					0.00	0.00	0.00	0.00	0.00	0.00	
650	Transit	1,565.06	1,565.06	1,262.87	554.36	885.13					4.89	4.89	4.89	4.89	4.89	4.89	
490	Public Works	650.32	650.32	524.75	229.71	367.53					2.03	2.03	2.03	2.03	2.03	2.03	
530	Roads	13,855.86	13,855.86	11,175.96	4,902.43	7,831.44					85.57	35.18	85.57	85.57	35.18	78.49	
350	Municipal Parking	0.00	0.00	0.00	0.00	0.00					0.00	0.00	0.00	0.00	0.00	0.00	
901	Bramwest / NSTC	565.59	565.59	456.35	200.10	319.55					3.52	1.45	3.52	3.52	1.45	3.52	
9910	TOTAL MUNICIPAL WIDE CHARGES	27,498.35	27,498.35	22,180.41	9,728.30	15,543.43	0.00	0.00	0.00	0.00	98.71	46.25	98.71	98.71	46.25	91.63	

1250 Are the rates being reported based on a new development charge by-law that was approved by council within the reporting year?

If yes(Y), please attach an electronic version of the new by-law.

FIR2015: Brampton C

Schedule 70

Asmt Code: 2110

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

MAH Code: 21101

for the year ended December 31, 2015

Financial Assets		1
		\$
0299	Cash and cash equivalents	513,234,553
Accounts receivable		
0410	Canada	6,626,532
0420	Ontario	
0430	Upper-tier	-1,500
0440	Other municipalities	311,214
0450	School boards	7,564,870
0490	Other receivables	32,332,417
0499	Subtotal	46,833,533
Taxes receivable		
0610	Current year's levies	32,947,632
0620	Previous year's levies	11,424,480
0630	Prior year's levies	2,379,180
0640	Penalties and interest	3,499,519
0690	LESS: Allowance for uncollectables	101,270
0699	Subtotal	50,149,541
Investments *		
0805	Canada	
0810	Ontario	42,486,574
0815	Municipal	70,376,354
0820	Government business enterprises	100,754,450
0828	Other <input type="text" value="Corporate and Other Provinces"/>	242,525,192
0829	Subtotal	456,142,570
Debt Recoverable from Others		
0861	Municipalities (SLC 74 0630 01)	0
0862	School Boards (SLC 74 0620 01)	0
0863	Retirement Funds (SLC 74 0899 01)	0
0864	Sinking Funds (SLC 74 1099 01)	0
0865	Individuals	
0868	Other <input type="text"/>	
0845	Subtotal	0
Other financial assets		
0830	Inventories held for resale	
0831	Land held for resale	
0835	Notes receivable	
0840	Mortgages receivable	
0850	Deferred taxes receivable	
0890	Other <input type="text" value="Other Current Assets"/>	360,315
0898	Subtotal	360,315
9930	TOTAL Financial Assets	1,066,720,512
8010	* Market value of Investments included in Line 0829	462,057,050

2015-V01

FIR2015: Brampton C

Schedule 70

Asmt Code: 2110

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

MAH Code: 21101

for the year ended December 31, 2015

Liabilities		1
Temporary loans		\$
2010	Operating purposes	
Tangible Capital Assets:		
2020	Canada	
2030	Ontario	
2040	Other	
2099	Subtotal	0
Accounts Payable		
2210	Canada	2,227,451
2220	Ontario	41,667
2230	Upper-tier	7,913,660
2240	Other municipalities	-170
2250	School boards	7,769,430
2260	Interest on debt	
2270	Trade accounts payable	77,251,709
2290	Other	31,349,642
2299	Subtotal	126,553,389
2301	Estimated Tax Liabilities (PS3510)	5,860,365
Deferred revenue		
2410	Obligatory reserve funds (SLC 60 2099 01)	354,020,134
2490	Other	-33,971,416
2499	Subtotal	320,048,718
Long term liabilities		
2610	Debt issued	
2620	Debt payable to others	
2630	Lease purchase agreements (Tangible capital leases)	91,619,393
2640	Other	
2650	Other	
2660	LESS: Debt issued on behalf of Government Business Enterprise	
2699	Subtotal	91,619,393
Solid Waste Management Facility Liabilities		
2799	Solid waste landfill closure and post-closure	
Post employment benefits		
2810	Accumulated sick leave	16,292,596
2820	Accrued vacation pay	11,375,106
2830	Accrued pensions payable	19,101,895
2840	Accrued Workplace Safety and Insurance Board claims (WSIB)	9,713,562
2898	Other Self Insurance and Legal Liability	11,879,903
2899	Subtotal post employment benefits	68,363,062
Liability for contaminated sites		
2910	Remediation costs of contaminated sites	900,000
9940	TOTAL Liabilities	613,344,927
9945	Net Financial Assets / Net Debt (Total Financial Assets LESS Total Liabilities)	453,375,585
Non-Financial Assets		1
		\$
6210	Tangible Capital Assets (SLC 51 9921 11)	3,508,415,220
6250	Inventories of Supplies	3,170,736
6260	Prepaid Expenses	2,224,022
6299	Total Non-Financial Assets	3,513,809,978
9970	Total Accumulated Surplus/(Deficit)	3,967,185,563
Analysis of the Accumulated Surplus/(Deficit)		1
		\$
6410	Equity in Tangible Capital Assets	3,508,415,220
6420	Reserves and Reserve Funds (SLC 60 2099 02 + SLC 60 2099 03)	288,873,813
6430	General Surplus/ (Deficit)	
6431	Unexpended capital financing	315,429,920
Local boards		
5030	Transit operations	
5035	Water operations	
5040	Wastewater operations	
5041	Solid waste operations	
5045	Libraries	
5050	Cemeteries	
5055	Recreation, community centres and arenas	
5060	Business Improvement Area	
5076	Other	
5077	Other	
5078	Other	
5079	Other	
5098	Total Local Boards	0
5080	Equity in Government Business Enterprises (SLC 10 6090 01)	0
6601	Unfunded Employee Benefits	-42,034,094
6602	Unfunded Landfill closure costs	
6603	Unfunded Remediation costs of contaminated sites	
6610	Other Capital Lease Obligation	-91,619,393
6620	Other Insurance Liability	-4,629,903
6630	Other Legal Liability	-7,250,000
6640	Other	
6699	Total Other	-145,533,390
9971	Total Accumulated Surplus/(Deficit)	3,967,185,563

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Single/Lower-Tier ONLY Schedule 72 CONTINUITY OF TAXES RECEIVABLE

for the year ended December 31, 2015

Continuity of Taxes Receivable		9
		\$
0210	Taxes receivable, beginning of year	57,768,305
0215	PLUS: Amounts added to tax bills for collection purposes only	1,703,976
0220	PLUS: Tax amounts levied in the year (SLC 26 9199 03)	990,514,727
0225	PLUS: Current Year Penalties and Interest	9,314,068
0240	LESS: Total cash collections (SLC 72 0699 09)	1,003,416,977
0250	LESS: Tax adjustments before allowances (SLC 72 2899 09)	11,982,082
0260	LESS: Tax adjustments not applied to taxation (SLC 72 4999 09)	4,429,528
0280	PLUS: <input type="text" value="Refunds, Allowance, Susp, Misc"/>	10,677,052
0290	Taxes receivable, end of year	50,149,541
Cash Collections		9
		\$
0610	Current year's tax	933,741,360
0620	Previous year's tax	57,913,815
0630	Penalties and interest	9,717,544
0640	Amounts added to tax bills for collection purposes only	2,044,258
0690	Other <input type="text"/>	
0699	TOTAL Cash Collections	1,003,416,977

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Single/Lower-Tier ONLY Schedule 72 CONTINUITY OF TAXES RECEIVABLE

for the year ended December 31, 2015

Tax Adjustments Applied to Taxation		SCHOOL BOARDS					TOTAL Education 6 \$	Lower-Tier (Single-Tier) 7 \$	Upper-Tier 8 \$	TOTAL Tax Adjustment 9 \$
		English - Public 1	French - Public 2	English - Separate 3	French - Separate 4	Other 5				
		\$	\$	\$	\$	\$				
1099	Municipal Act (353, 354, 357, 358, RfR)	3,655,582	18,130	1,582,757	39,023					
1299	Discounts for Advance Payments (Mun. Act 345(10))								0	
1499	Tax Credit (Mun. Act 474.3)								0	
1699	Tax Cancellation - Low income seniors and Disabled persons (Mun. Ac	58,194	407	29,681	854	89,136	226,258	189,658	505,052	
1810	Rebates to Commercial properties (Mun. Act 362)					0			0	
1820	Rebates to Industrial properties (Mun. Act 362)					0			0	
1899	Subtotal	0	0	0	0	0	0	0	0	
2099	Rebates for Charities (Mun. Act 361)	168,165	914	93,240	1,932	264,251	152,307	133,329	549,887	
2299	Vacant Unit Rebates (Mun. Act 364)	880,819	4,802	989,383	10,119	1,885,123	792,679	694,760	3,372,562	
2399	Reduction for Heritage Property (Mun. Act 365.2)					0			0	
2890	Other Bill 140, New Const, P&I, Misc	23,780	67	8,456	173	32,476		29,309	61,785	
2891	Other Reporting Adj (Lower Tier)					0	-4,429,528		-4,429,528	
2892	Other					0			0	
2893	Other					0			0	
2899	Tax adjustments before allowances	4,786,540	24,320	2,703,517	52,101	7,566,478	226,258	4,189,346	11,982,082	

Tax Adjustments Not Applied to Taxation		SCHOOL BOARDS					TOTAL Education 6 \$	Lower-Tier (Single-Tier) 7 \$	Upper-Tier 8 \$	TOTAL Tax Adjustment 9 \$
		English - Public 1	French - Public 2	English - Separate 3	French - Separate 4	Other 5				
		\$	\$	\$	\$	\$				
4010	Tax sale, Tax registration accounts								0	
4210	Tax Deferral - Low income seniors and Disabled persons (Mun. Act 31)					0			0	
4420	Net Impact of 5% Capping Limit Program					0			0	
4890	Other Reporting Adj (Lower Tier)					0	4,429,528		4,429,528	
4891	Other					0			0	
4999	Tax Adjustments Not Applied to Taxation	0	0	0	0	0	4,429,528	0	4,429,528	

Additional Information		SCHOOL BOARDS					TOTAL Education	Lower-Tier (Single-Tier)	Upper-Tier	TOTAL Tax Adjustment
		English - Public	French - Public	English - Separate	French - Separate	Other				
		1	2	3	4	5	6	7	8	9
		\$	\$	\$	\$	\$	\$	\$	\$	\$
6010	Recovery of Tax Deferrals						0			0
7010	Entitlement of School Boards	186,164,965	726,719	69,977,718	1,396,974	0	258,266,376			

FIR2015: Brampton C

Schedule 74

Asmt Code: 2110

LONG TERM LIABILITIES AND COMMITMENTS

MAH Code: 21101

for the year ended December 31, 2015

1. Debt burden of the municipality

All outstanding debt issued by the municipality, predecessor municipalities and consolidated entities		1
		\$
0210	To Ontario and agencies	
0220	To Canada and agencies	
0230	To Others	
0297	Other Capital lease	91,619,393
0298	Other	
0299	Subtotal	91,619,393
0499	PLUS: All debt assumed by the municipality from others	
LESS: All debt assumed by others		
0610	Ontario	
0620	School boards	
0630	Other Municipalities	
0640	Government Business Enterprises	
0697	Other	
0698	Other	
0699	Subtotal	0
LESS: Debt retirement funds		
0810	Sewer	
0820	Water	
0896	Other	
0897	Other	
0898	Other	
0899	Subtotal	0
LESS: Own sinking funds (Actual balances)		
1010	General municipal	
1020	Enterprises and others	
1096	Other	
1097	Other	
1098	Other	
1099	Subtotal	0
9910	TOTAL Net Long Term Liabilities of the Municipality	91,619,393

2. Debt burden of the municipality: Analysed by debt instrument

1210	Sinking fund debentures	
1220	Installment (serial) debentures	
1230	Long term bank loans	
1240	Lease purchase agreements (Tangible capital leases)	91,619,393
1250	Mortgages	
1280	Construction Financing Debentures	
1297	Other	
1298	Other	
9920	TOTAL Net Long Term Liabilities of the Municipality	91,619,393

3. Debt burden of the municipality: Analysed by function

1405	General government	91,619,393
1410	Protection services	
Transportation services:		
1415	Roadways	
1416	Winter Control	
1420	Transit	
1421	Parking	
1422	Street Lighting	
1423	Air Transportation	
Environmental services:		
1425	Wastewater system	
1430	Storm water system	
1435	Waterworks system	
1440	Solid Waste collection	
1445	Solid Waste disposal	
1446	Waste diversion	
1450	Health services	
1455	Social and family services	
1460	Social housing	
Recreation and cultural services:		
1465	Parks	
1466	Recreation programs	
1471	Recreation facilities - Golf Course, Marina, Ski Hill	
1474	Recreation facilities - All Other	
1475	Libraries	
1476	Museums	
1477	Cultural services	
1480	Planning and development	
1490	Other long term liabilities	
9930	TOTAL Net Long Term Liabilities of the Municipality	91,619,393

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 74

LONG TERM LIABILITIES AND COMMITMENTS

for the year ended December 31, 2015

4. Debt payable in foreign currencies (net of sinking fund holdings)

		1
		\$
1610	US Dollars:	
	Canadian dollar equivalent included in SLC 74 9910 01	
1620	Par value in 'U.S. Dollars'	
	Other currency:	
1630	Canadian dollar equivalent included in SLC 74 9910 01	
1640	Par value in <input type="text"/>	
1650	Canadian dollar equivalent included in SLC 74 9910 01	
1660	Par value in <input type="text"/>	

5. Interest earned on sinking funds and on debt retirement funds during the year

1810	Own funds	<input type="text"/>
------	---------------------	----------------------

6. Details of sinking fund balance

2010	Value of own sinking fund debentures issued and outstanding at year end	<input type="text"/>
	Balance of own sinking funds at year end	
2110	Total contributions to own sinking funds	<input type="text"/>
2120	Total income earned from investments of sinking funds' monies	<input type="text"/>
2199	Subtotal	0
2210	Estimated total future contributions from this municipality required to meet obligations in line 2010 above	<input type="text"/>
2220	Estimated total future income earned from investments in lines 2199 and 2210 above	<input type="text"/>

7. Long term commitments at year end

2410	Hospital support	<input type="text"/>
2420	University support	<input type="text"/>
2430	Leases and other agreements	230,802,031
2440	Capital equipment, land acquisition	<input type="text"/>
2496	Other <input type="text"/>	<input type="text"/>
2497	Other <input type="text"/>	<input type="text"/>
2498	Other <input type="text"/>	<input type="text"/>
2499	TOTAL	230,802,031

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 74

LONG TERM LIABILITIES AND COMMITMENTS

for the year ended December 31, 2015

8. Contingent liabilities

2610	Pending or threatened litigation
2620	Retroactive wage settlements
2630	Guarantees of long term indebtedness in the name of the municipality but assumed by others
2640	Outstanding loans guaranteed
2698	Other <input type="text"/>
2699	TOTAL

Contingent Liabilities	Is Value in Column 2 Estimated?	Value	Number of Years Payable Over
4	1	2	3
Y or N	Y or N	\$	Years
	N	8,910,598	
		8,910,598	

10. Debt Charges for the current year

Recovered from the Consolidated Statement of Operations	
3012	General Tax Rates
3014	Other
3015	Tile Drainage/Shoreline Assistance
3020	Recovered from reserve funds
Recovered from unconsolidated entities:	
3030	Electricity
3040	Gas
3050	Telephone
3097	Other <input type="text"/>
3098	Other <input type="text"/>
3099	TOTAL

Principal	Interest	Total
1	2	3
\$	\$	\$
0	0	

Line 3099 includes:

3110	Lump sum (balloon) repayments of long term debt
3120	Provincial Grant funding for repayment of long term debt

Analysis of Lease Purchase Agreements (Tangible Capital Leases)

3140	Debt charges for Lease purchase agreements (Tangible capital leases)
------	--

		0
--	--	---

11. Long term debt refinanced

3410	Repayment of Provincial Special Assistance
3420	Other long term debt refinanced

Principal	Interest
1	2
\$	\$

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Schedule 74

Asmt Code: 2110

LONG TERM LIABILITIES AND COMMITMENTS

MAH Code: 21101

for the year ended December 31, 2015

12. Future principal and Interest payments on EXISTING debt

		RECOVERABLE FROM:							
		Consolidated Statement of Operations		Reserve Funds		Unconsolidated Entities		All Others	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
		1	2	3	4	5	6	7	8
		\$	\$	\$	\$	\$	\$	\$	\$
3210	Year 2016	1,454,137	6,899,514						
3220	Year 2017	1,568,351	6,785,301						
3230	Year 2018	1,691,535	6,662,116						
3240	Year 2019	1,824,394	6,529,257						
3250	Year 2020	1,967,689	6,385,962						
3260	Years 2021 to 2025	12,414,228	29,354,028						
3270	Years 2026 onwards	70,699,059	42,771,371						
3280	Int. to be earned on sink. funds . . .								
3299	TOTAL	91,619,393	105,387,549	0	0	0	0	0	0

13. Other notes

Please list all Other Notes and forward supporting schedules as required by email to:

FIR.mah@ontario.ca

3601

* Use ALT + ENTER Keys to "Return" to the next line.

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Asmt Code: 2110

MAH Code: 21101

Schedule 76 GOVERNMENT BUSINESS ENTERPRISES

for the year ended December 31, 2015

GOVERNMENT BUSINESS ENTERPRISES

STATEMENT OF FINANCIAL POSITION

		Please Specify GBE					Total
		1	2	3	4	5	20
		\$	\$	\$	\$	\$	\$
Assets							
0210	Current						0
0220	Capital						0
0297	Other						0
0298	Other <input type="text"/>						0
0299	Total Assets	0	0	0	0	0	0
Liabilities							
0410	Current						0
0420	Long-term						0
0497	Other						0
0498	Other <input type="text"/>						0
0499	Total Liabilities	0	0	0	0	0	0
9910	Net Equity	0	0	0	0	0	0
0610	Municipality's Share						0
STATEMENT OF OPERATIONS							
0810	Revenues						0
0820	Expenses						0
9920	Net Income (Loss)	0	0	0	0	0	0
1010	Municipality's Share						0
1020	Dividends paid						0

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Schedule 79

Asmt Code: 2110

COMMUNITY IMPROVEMENT PLANS

MAH Code: 21101

for the year ended December 31, 2015

Community Improvement Plans (Section 28 of the Planning Act)

Grants

- 2010 Environment Site Assessment/Remediation
- 2020 Development/Redevelopment of Land/Buildings

Total Value of all approved Grants, Loans & Tax Assistance	Number of Approved Grants/Loans/Tax Assistance Applications
1	2
\$	#

Loans

- 2210 Loans issued in current year (2015)
- 2220 Outstanding Loans as of 2015

Tax Assistance (per Municipal Act 365.1 ss21)

- 2410 Cancellation
- 2420 Deferral

Long Term Commitments for Grants, Loans or Tax Assistance beyond 2015

- 2610 Year: 2016
- 2620 Year: 2017
- 2630 Year: 2018
- 2640 Year: 2019
- 2650 Year: 2020
- 2660 Years beyond 2020

2015-001

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MAH Code: 21101

Schedule 80 STATISTICAL INFORMATION

for the year ended December 31, 2015

Own Municipality	Other Munic., School Boards	Provincial	Federal
1	2	3	4
\$	\$	\$	\$

2. Selected investments of own sinking funds as at Dec. 31

0610 Own sinking funds

Number of Contracts	Value of Contracts
1	2
#	\$
153	148,765,554
65	146,133,224

3. Municipal procurement this year

1010 Total construction contracts awarded
1020 Construction contracts awarded at \$100,000 or greater

Number of Building Permits	Total Value of Building Permits
1	2
#	\$
4,950	2,091,476,014
4	70,200,000
43	328,447,588
Subtotal	2,490,123,602

4. Building permit information

1210 Residential properties
1220 Multi-Residential properties
1230 All other property classes
1299

5. Insured value of physical assets

1410 Buildings
1420 Machinery and equipment
1430 Vehicles
1497 Other
1498 Other
1499

1
\$
1,113,139,049
18,585,826
261,906,209
Subtotal
1,393,631,084

6. Total Dollar Losses due to Structural Fires

1510 Losses due to structural fires, averaged over 3 yrs (2013 - 2015)

1
\$

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Schedule 80 STATISTICAL INFORMATION

for the year ended December 31, 2015

7. Alternate service delivery arrangements

Municipal services which the municipality currently provides through some form of alternate service delivery: (Top 10 by Operating Expenses)

	Municipal service 1	S40 Functional Heading 3 LIST	S40 Line Number 2	Statement of Operations: Expenses 4 \$	Comments 5
1601					
1602					
1603					
1604					
1605					
1606					
1607					
1608					
1609					
1610					

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Asmt Code: 2110

MAH Code: 21101

Schedule 80 STATISTICAL INFORMATION for the year ended December 31, 2015

8. Consolidated Local boards including Joint local boards and all local entities set up by the municipality

(I) PROPORTIONALLY CONSOLIDATED joint local boards

	1 Name of Board or Entity	3 Board Description LIST	2 Board Code	4 Proportion of Total Munic. Contributions Consolidated %	5 Municipality's Share of Total Contributions \$	6 Municipality's Share of Total Fee Revenues \$
0801	The Brampton Public Library Board	Library Board	1604	100%		
0802						
0803						
0804						
0805						
0806						
0807						
0808						
0809						
0810						
0811						
0812						
0813						
0814						
0815						
0816						
0817						
0818						
0819						
0820						
0821						
0822						
0823						
0824						
0825						
0826						
0827						
0828						
0829						
0830						
0831						
0832						
0833						
0834						
0835						
0836						
0837						
0838						
0839						
0840						
0841						
0842						
0843						
0844						
0845						
0846						
0847						
0848						
0849						

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FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 80

STATISTICAL INFORMATION

for the year ended December 31, 2015

(II) FULLY CONSOLIDATED local boards and any local entities set up by the municipality

Name of Board or Entity 1	Board Description 3 LIST	Board Code 2	Proportion of Total Munc. Contributions Consolidated 4 %	Municipality's Share of Total Contributions 5 \$	Municipality's Share of Total Fee Revenues 6 \$
0851			100%		
0852			100%		
0853			100%		
0854			100%		
0855			100%		
0856			100%		
0857			100%		
0858			100%		
0859			100%		
0860			100%		
0861			100%		
0862			100%		
0863			100%		
0864			100%		
0865			100%		
0866			100%		
0867			100%		
0868			100%		
0869			100%		
0870			100%		
0871			100%		
0872			100%		
0873			100%		
0874			100%		
0875			100%		
0876			100%		
0877			100%		
0878			100%		
0879			100%		
0880			100%		
0881			100%		
0882			100%		
0883			100%		
0884			100%		
0885			100%		
0886			100%		
0887			100%		
0888			100%		
0889			100%		
0890			100%		
0891			100%		
0892			100%		
0893			100%		
0894			100%		
0895			100%		
0896			100%		
0897			100%		
0898			100%		
0899			100%		

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

Schedule 80 STATISTICAL INFORMATION

for the year ended December 31, 2015

9. Building Permit Information (Performance Measures)

1300 What method does your municipality use to determine total construction value?
 1302 If "Other Method" is selected in line 1300, please describe the method used to determine total construction value

Column 1 #	Column 2 #	Column 3 #	Description 4 LIST
			TACBOC Construction Value Standard

Total Value of Construction Activity

1304 Total Value of Construction Activity for 2015 based on permits issued.

1 \$
2,731,790,832

Review of Complete Building Permit Applications: Median number of working days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal (by Category):

1306 **Category 1 : Houses (houses not exceeding 3 storeys/600 square metres)**
 Reference : provincial standard is 10 working days

Median Number of Working Days 1 #
10

1308 **Category 2 : Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)**
 Reference : provincial standard is 15 working days

15

1310 **Category 3 : Large Buildings (large residential/commercial/industrial/institutional)**
 Reference : provincial standard is 20 working days

19

1312 **Category 4 : Complex Buildings (post disaster buildings, including hospitals, power/water/fire/police/EMS), communications**
 Note : If no complete applications were submitted and accepted for a Category on lines 1306 to 1312, please leave the cell blank and do not enter zero.

30

Number Of Building Permit Applications

1314 **Category 1 : Houses (houses not exceeding 3 storeys/600 square metres)**

Number of Complete Applications 1 #	Number of Incomplete Applications 2 #	Total Number of Complete and Incomplete Applications 3 #
6,480	299	6,779

1316 **Category 2 : Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)**

184	23	207
-----	----	-----

1318 **Category 3 : Large Buildings (large residential/ commercial/ industrial/ institutional)**

841	165	1,006
-----	-----	-------

1320 **Category 4 : Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications.**

4	7	11
---	---	----

1322 **Subtotal**

7,509	494	8,003
-------	-----	-------

Note: Zero should be entered on lines 1314 to 1320 in column 1 if no complete applications were submitted and accepted for a category.
 Zero should be entered in column 2 if no incomplete applications were submitted and accepted for a category.

10. Planning and Development

Land Use Planning (using building permit information)

1350 Number of residential units in new detached houses

Residential Units within Settlement Areas 1 #	Total Residential Units 2 #
3,031	3,031

1352 Number of residential units in new semi-detached houses

660	660
-----	-----

1354 Number of residential units in new row houses

1,400	1,400
-------	-------

1356 Number of residential units in new apartments/condo apartments

358	358
-----	-----

1358 **Subtotal**

5,449	5,449
-------	-------

Land Designated for Agricultural Purposes

1370 Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2015.

Hectares 1 #

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Schedule 81

ANNUAL DEBT REPAYMENT LIMIT

based on the information reported for the year ended December 31, 2015

NOTE: THE ESTIMATED ANNUAL REPAYMENT LIMIT IS EFFECTIVE JANUARY 01, 2017

Please note that fees and revenues for Homes for the Aged are not reflected in this estimate.

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

		1
		\$
Debt Charges for the Current Year		
0210	Principal (SLC 74 3099 01)	0
0220	Interest (SLC 74 3099 02)	0
0299	Subtotal	0
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	8,526,093
9910	Total Debt Charges	8,526,093

		1
		\$
Excluded Debt Charges		
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420	Total Debt Charges to be Excluded	0
9920	Net Debt Charges	8,526,093

		1
		\$
1610	Total Revenues (* Sale of Hydro Utilities Removed) (SLC 10 9910 01)	830,631,834
Excluded Revenue Amounts		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)	794,486
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	12,673,685
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 0830 01)	10,448,595
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 0831 01)	31,209,231
2230	Revenue from other municipalities, including Revenue for Tangible Capital Assets (SLC 10 1099 01 + SLC 10 1098 01)	1,284,787
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	0
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	95,774,294
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	705,135
2253	Other Deferred revenue earned (SLC 10 1814 01)	36,930,865
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	76,271,257
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2299	Subtotal	266,092,335
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	564,539,499
2620	25% of Net Revenues	141,134,875
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	132,608,782

For Illustration Purposes Only

Annual Interest Rate	Term	years =
7.00%	5	543,722,187

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Asmt Code: 2110

MAH Code: 21101

Schedule 83

NOTES

for the year ended December 31, 2015

NOTES

0010 **Schedule 10 :**

0020 **Schedule 12 :**

0030 **Schedule 40 :**

0040 **Schedule 51 :**

0050 **Schedule 53 :**

0060 **Schedule 54 :**

0070 **Schedule 60 :**

0080 **Schedule 70 :**

0090 **Schedule 74 :**

0110 **Schedule - Other :**



ActiveAssist

ActiveAssist is a fee subsidy program designed to help low-income families and individuals in Brampton participate in Recreation programs.

Assessment growth

The additional value of assessed properties (e.g. new properties) added to a municipality in a given year.

Budget – balanced

Where revenues plus other funding sources equal expenditures.

Budget – base

The previous year's approved budget before any budget changes are reflected for current or future years.

Budget – capital

Forecasted funding and costs categorized by projects. Capital budgets include the cost of purchase, construction, major repair, replacement and renewal of assets. Capital budgets are long-term and reflect an investment in the future of the city.

Budget – operating

Forecasted revenues and costs to run the city for a one-year period (January-December). Operating budgets are for day-to-day expenses to keep the city's operations running. A municipality's operating budget must be balanced (i.e. projected revenues must equal projected costs).

Budget deficit

Occurs when actual costs exceed actual revenues. In the operating budget, the shortfall must be covered by a draw from reserves in order to maintain a "balanced budget". In the capital budget, approval must come from Council to increase funding for the project that has exceeded its budget.

Budget surplus

Occurs when actual revenues exceed actual costs. In the operating budget, remaining funds must be placed into reserves in order to maintain a "balanced budget". In the capital budget, remaining funds must be returned to the reserve(s) from which funding was obtained for the project.





Cloud Computing

The practice of using a network of remote servers hosted on the Internet to store, manage, and process data, rather than a local server or a personal computer.

Credit rating

A value assigned to the city by a credit agency that reflects the financial stability of the city's finances.

Debenture

A loan secured to cover long-term investment. For Brampton, debentures would be issued by the Region of Peel and are restricted for use on capital projects.

Debt – DC-supported

External debt secured for capital projects that will ultimately be paid back, including interest, through the collection of development charges from builders.

Debt – external

Debt secured from sources outside the city (i.e. not from internal city bank accounts).

Debt – internal

Debt used to fund capital projects secured from city reserves. Loans are paid back, with interest at the prevailing rate(s), to the reserve.

Debt – tax-supported

External debt secured for capital projects that will ultimately be paid back, including interest, through property taxes.

Depreciation

The cost that reflects the loss in value of the city's assets annually (wear and tear).

Engagement

Engagement measures how much and how often others interact with the City.

Feasibility Studies

An assessment of the practicality of a proposed plan or method.





Followers

Someone who subscribes to receive updates via Twitter, Facebook etc.

Funding – one-time

Funding that is not ongoing and does not form part of the “base budget”. Can be used to fund one time or emergency costs. Cannot be used to fund ongoing expenses such as salaries. Examples include annual surplus funds or draws from reserves.

Funding – ongoing

Funding that is sustainable through an ongoing source (e.g. property taxes) and forms part of the “base budget”. Used to fund ongoing expenses. Examples include property taxes, recurring revenues and permanent transfers from other levels of government.

Infrastructure deficit

The accumulated shortfall in savings for repair and replacement of city assets.

Infrastructure levy

The portion of property taxes collected for the purpose of funding repair and replacement of city assets.

Internet of Things (IoT)

The Internet of Things (IoT) refers to the growing network of technology and devices that communicate over the internet.

Jumpstart

Canadian Tire Jumpstart Charities is a registered charity dedicated to removing financial barriers so children across Canada have the opportunity to get off the sidelines and get into the game. Jumpstart’s core purpose is to enrich the lives of children (from 4 to 18) in need through sports and physical activity. They assist with the costs associated with registration, equipment and/or transportation.

MPAC

Municipal Property Assessment Corporation. Its role is to accurately assess and classify all properties in Ontario. The assessments provided by MPAC are used to calculate the property taxes payable by property owners.





Pain Points

A problem or need a business or company aims to solve.

Record of Site condition

A record of site condition (RSC) summarizes the environmental condition of a property, as of a certification date, based on the completion of one or more environmental site assessments (ESAs) conducted or supervised by a qualified person (QP) (some aspects of an ESA must be conducted by the QP and may not be delegated).

Reserves

Earmarked revenue that is not tied to any specific asset and is not required to be segregated. Reserves may be established for a predetermined purpose (e.g. General Rate Stabilization Reserve). Often referred to as “contingency” or “rainy day” funds.

Reserve Funds

Revenues which are earmarked, segregated and restricted to meet the purpose of the reserve fund. A reserve fund is established based on a statutory requirement or a defined financial commitment/liability payable in the future. There are two types: obligatory and discretionary.

Reserve Funds - Obligatory

Funds segregated, as mandated by statute (e.g. Development Charges) or as a result of a legal agreement (e.g. subdivision agreement). To be used solely for the purpose prescribed for them.

Reserve Funds - Discretionary

Reserve funds that are created by Council to earmark revenue to finance a future expenditure (e.g. hospital, university, road widening, facility construction).





Smart City

A smart city is an urban development vision to integrate multiple information and communication technology (ICT) and Internet of Things (IoT) solutions in a secure fashion to manage a city's assets – the city's assets include, but are not limited to, local departments' information systems, schools, libraries, transportation systems, hospitals, power plants, water supply networks, waste management, law enforcement, and other community services.



ACC – Architectural Control Compliance
AIM – Accessible Interactive Maps
AMANDA – Building Permit Tracking System
AMPS – Administrative Monetary Penalty System
ATU – Amalgamated Transit Unit
AVL – Automated Vehicle Locator
BAS – Building Automation Systems
BCA – Building Condition Assessment
BEC – Brampton Entrepreneur Centre
BEMO – Brampton Emergency Management Office
BEPAC – Brampton Environmental Planning Advisory Committee
BFES – Brampton Fire and Emergency Services
BFIP – Bicycle Facility Implementation Plan
BILD – Building Industry and Land Development Association
BL – Brampton Library

BPL – Brampton Public Library
BPFFA – Brampton Professional Fire Fighters Association
BRIMS – Brampton Records and Information Management System
BRT – Bus Rapid Transit
CAMP – Corporate Asset Management Plan
CAO – Chief Administrative Officer
CAS – Council and Administrative Services
CCTV – Closed Circuit Television
CERV – Community Emergency Response Volunteer
CIL – Cash In Lieu
CIP – Community Improvement Plan
Class EA – Class Environmental Assessment
CLT - Corporate Leadership Team
COB – City of Brampton
CofA – Committee of Adjustment





COO – Chief Operating Officer

CPI – Consumer Price Index

CSO – Corporate Services Office

CSP – Customer Service Portal

CUPE – Canadian Union of Public Employees

CVC – Credit Valley Conservation Authority

DC – Development Charge

DECRS – Downtown Etobicoke Creek Revitalization Study

DES – Data Encryption Security

DDGs – Development Design Guidelines

DPS – Development Permit System

DTIMS – Deighton Total Infrastructure Management System

EA – Environmental Assessment

EAB – Emerald Ash Borer

EMP – Environmental Master Plan

ERP – Enterprise Resource Planning

FCCC – Flower City Community Campus

FOI – Freedom of Information

FSEO – Festivals and Special Events Office

GEA – Ontario's Green Energy Act

GFOA – Government Finance Officers Association

GIS – Geographic Information System

GOC – Games Organizing Committee

GPS – Geographical Positioning System

GRS – General Rate Stabilization

GTA – Greater Toronto Area

GTHA – Greater Toronto and Hamilton Area

HLRT – Hurontario Light Rail Transit

HR – Human Resources

IAQ – Indoor Air Quality

ICI – Institutional Commercial Industrial

ILS – Integrated Library System





IMET – Inter Municipal Enforcement Team

IMS – Infrastructure Management System

IoT – Internet of Things

ISO – International Standards Organization

IT – Information Technology

ITS – Intelligent Transportation Systems

ITSM – Information Technology Service Management

IWMS – Integrated Workplace Management System

JFCC – Joint Fire Communications Centre

KPIs – Key Performance Indicators

LCD – Liquid Crystal Display

LEED – Leadership in Energy and Environmental Design

LED – Light Emitting Diode

LID – Low Impact Design

LRAP – Licensing Renewal Analysis Project

LRAP – Licensing Review Automation Process

LRT – Light Rapid Transit

MAA – Municipal Access Agreement

MAG – Ministry of Attorney General

MAS – Management Advisory Services

MFIPPA – Municipal Freedom of Information and Protection of Privacy Act

MMS – Minimum Maintenance Standards

MNR – Ministry of Natural Resources and Forestry

MPAC – Municipal Property Assessment Corporation

MPI – Municipal Price Index

MPMP – Municipal Performance Management Program

OBC – Ontario Building Code

OCA – Office of the Central Area

OCE – Ontario Centres of Excellence

OCE – Office of Community Engagement

OMB – Ontario Municipal Board





OP – Official Plan

OPA – Official Plan Amendment

OPPI – Ontario Professional Planners Institute

PLANTRAK – Development Tracking System

PM – Project Manager

POA – Provincial Offences Act

PSAB – Public Sector Accounting Board

ROP – Region of Peel

ROW – Right of Way

SME – Small / Medium Enterprises

SOGR – State of Good Repair

SOP – Standard Operating Procedure

SP – Secondary Plan

SWM – Storm Water Management

TCA – Tangible Capital Asset Reporting

TDM – Travel Demand Management

TLMS – Talent Learning Management System

TMS – Talent Management System

ToR – Terms of Reference

TRCA – Toronto and Regional Conservation Authority

TSSA – Technical Standards & Safety Authority

TMP – Transportation Master Plan

WHO – World Health Organization

WSIB – Workplace Safety and Insurance Board

