



Brampton
Corporate Asset Management Plan





BRAMPTON
Flower City

Corporate Asset Management Plan
<http://www.brampton.ca/CAM>

Corporation of the City of Brampton
2 Wellington Street West
Brampton, ON L6Y 4R2

HEMSON

30 Saint Patrick Street, Suite 1000
Toronto, ON, M5T 3A3
www.hemson.com
416-593-5090

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Figure A- Asset Management Network Team Members



Figure B- Asset Management Steering Team Members



Key Acronyms and Abbreviations

AM	Asset Management
AMP	Asset Management Plan
BCE	Business Case Evaluation
BSA	Business Support Analysts
CAM	Corporate Asset Management
CAMRA	Comprehensive Asset Management Review and Assessment Tool
CAPEX	Capital Expenditures
CCME	Canadian Council of Ministries of the Environment
CIP	Capital Investment Program
City	The City of Brampton
COTS	Commercial Off The Shelf
CMMS	Computerized Maintenance Management System
CWMS	Computerized Work Management System
EAM	Enterprise Asset Management
FMECA	Failure Mode Effects and Criticality Analysis
ITS	Information Technology Services
LOS	Levels of Service
NACWA	National Association of Clean Water Agencies
NPV	Net Present Values
OPEX	Operating Expenditures
O&M	Operations and Maintenance
PSAB	Public Sector Accounting Board
PM	Project Management
PMIS	Project Management Information System
QA	Quality Assurances
QC	Quality Control
SLA	Service Level Agreement
SOP	Standard Operating Procedure
SOTI	State of the Infrastructure
SDLC	System Development Lifecycle
SW	Stormwater
TRANS	Transportation
TBL	Triple Bottom Line

Glossary

The following terms and definitions are provided below.

Asset Management

The combination of management, financial, economic, engineering, and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

Annual Plan

A document produced annually by an organization to inform stakeholders of its objectives, intended activities, performance, income and expenditure required for a period of one financial year. It may also indicate anticipated future short-term income and expenditure.

Asset Management Steering Team

The team appointed by the City to guide, review and monitor the city-wide Asset Management (AM) implementation and ensure AM development is consistent with organizational goals and objectives.

Asset Management Plans (AMPs)

An Asset Management Plan (AMP) is a tactical plan for managing an organization's infrastructure and other assets to deliver an agreed standard level of service. Typically, an Asset Management Plan will cover more than a single asset, taking a systematic approach – especially where a number of assets are co-dependent and are required to work together to deliver an agreed standard level of service.

Basic Asset Management

Asset management that relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory control, simple condition assessment, simple risk assessment and defined levels of service, to establish alternative treatment options and long term cash flow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimized decision-making).

Balanced Majorcard

A performance management approach that includes measures around four main elements; financial, customer, employee learning and growth, and business processes.

Benchmarking

A process of comparing the business processes and performance metrics including cost, cycle time, productivity, or quality to another that is widely considered to be an industry standard benchmark or best practice.

Business Case Evaluation (BCE)

A formal process undertaken to evaluate the value of initiating an activity that deviates from the status quo, such as a project or task. A BCE is presented in a well-structured, written document. The evaluation involves documenting the activity's Business Case (B/C) ratio using life-cycle analysis.

Computerized Maintenance Management System (CMMS)

A CMMS software package maintains a computer database of information about an organization's maintenance operations. This information is intended to help maintenance workers do their jobs more effectively (for example, determining which storerooms contain the spare parts they need) and to help management make informed decisions (for example, calculating the cost of maintenance for each piece of equipment used by the organization, possibly leading to better allocation of resources).

Capital Expenditure (CAPEX)

Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of the asset stock.

Capital Improvement Plan (CIP)

A plan that includes improvement initiatives that are funded through capital expenditures.

Cash Flow

Inflows and outflows of cash and cash equivalents.

Condition-Based Preventive Maintenance

Preventive maintenance initiated as a result of knowledge of an item's condition from routine or continuous monitoring.

Components

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Condition Monitoring

Inspection, assessment, measurement, and interpretation of the resultant data, to indicate the condition of a specific asset or component and determine the need for some preventive or remedial action.

Consequence of Failure

The effects of a failure mode, including impacts on safety, the environment, operational capability, customers, and direct and indirect repair costs.

Corrective Maintenance

The remedial actions performed as a result of failure, to restore an item to a specified condition. Corrective maintenance may or may not be planned.

Current Assets

Those assets which are expected to be realised in cash or sold or consumed within one year of an organisation's balance date.

Critical Assets

Those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives.

Cross-Asset Optimization

The application of Optimised Decision Making techniques to compare and prioritise proposals across different assets or activities.

Customer

Any person who uses the asset or service, is affected by it or has an interest in it either now or in the future. This definition does not necessarily require that payment is made for use of the asset.

Customer Group

A set of customers that has been grouped for the purposes of levels of service review. Customers are generally grouped into those that have similar needs or wants in relation to the assets and services.

Decommission

Actions required to take an asset out of service.

Deferred Maintenance

The shortfall in maintenance work required to maintain the service potential of an asset.

Demand Management

Actions taken to influence demand for services and assets, often undertaken as part of sustainability initiatives and/or to avoid or defer required asset investment. Demand management may be 'SUPPLY-SIDE' demand Management (for example minimizing wastage through pipe leak detection or customer DEMAND-SIDE management, to reduce demand for over-utilized assets or vice versa (for example through pricing, regulation, education and incentives).

Depreciated Replacement Cost (DRC)

The Replacement Cost (RC) of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation (Amortization)

The systematic allocation of the depreciable amount of an asset over its useful life.

Deterioration Rate

The rate at which an asset approaches failure (end of life).

Discounted Cash Flow

A methodology whereby the future cash flows over the analysis period are discounted to present values and then summed to yield the present value (PV) of the timestream of costs or benefits.

Discounting

A technique for converting cash flows that occur over time to equivalent amounts at a common point in time.

Discount Rate

A rate used to relate present and future money values, e.g. to convert the value of all future dollars to the value of dollars at a common point in time, usually the present.

Facilities Audit

The physical audit of a facility, usually required for valuation, life-cycle cost analysis, short-term maintenance planning, and long-term planning purposes.

Facility

A complex comprising many assets (e.g., a hospital, water treatment plant, recreation complex, etc.) that represents a single management unit for financial, operational, maintenance or other purposes.

Failure

The condition in which an asset fails to perform its function. Failures can be total (e.g., a pump fails to pump any water) or partial (e.g., a pump can pump only a portion of the required pumping volume).

Failure Mode

A single event that causes a failure. A single asset may have multiple failure modes.

Failure Modes, Effects and Criticality Analysis (FMECA)

A process used to identify potential failure modes, determine the overall effect(s) of failure on the operation of the asset and its surroundings, and identify actions to mitigate the failures. Often called *Failure Modes and Effects Analysis (FMEA)*, this method can be integral to the development of optimized maintenance strategies to ensure assets have the desired reliability.

Financial Statements

Balance sheets, profit and loss accounts, statements of changes in financial position, notes, and other statements that collectively are intended to give a true and fair view of the state of affairs and profit or loss for an entity for a defined period.

Function

What the owner or user of a physical asset or system needs that asset or system to do.

Gap Analysis

A method of assessing the difference between a business's current (asset management) practices and the future desirable (asset management) practices. Also called "needs analysis". .(no reference to Aquamark

Geodatabase

It is a database designed to store, query, and manipulate geographic information and spatial data.

Geographic Information System (GIS)

Software that provides a means of spatially viewing, searching, manipulating, and analyzing an electronic database.

Infrastructure Assets

Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service by the continual maintenance, replacement, and refurbishment of its components.

Key Performance Indicator (KPI)

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to safety, responsiveness, cost, asset performance, reliability, efficiency, environmental protection, and customer satisfaction.

KPIs are measures of how well a utility is conducting its duties (inward focus), as opposed to the customers' perspective of the level of service being provided (outward focus).

Level of Service (LOS)

A measure of the effectiveness of a particular activity (e.g., the taste of drinking water as a result of treatment) or service area (e.g., brightness as the result of installed street lighting) as perceived by customers. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability, and cost.

Lifecycle Management

The cycle of activities that an asset or facility goes through while it retains an identity as a particular asset, from planning and design to operations, maintenance, decommissioning and disposal. Investment decisions should be based on understanding the total lifecycle costs and benefits.

Lifecycle Cost Analysis (LCCA)

Any technique that allows for the assessment of alternative solutions (including continuation of the status quo), based on all relevant economic consequences and benefits over the service life of the asset.

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.

Maintenance Management Plan

Collated information, policies and procedures for the optimum maintenance of an asset, or group of assets (asset class).

Maintenance Strategy

Identifies the tactics and tools that will be used to deliver the maintenance plan, as well as defining the maintenance roles and responsibilities.

Market Value

The estimated amount at which an asset would be exchanged on the date of valuation, between a willing buyer and a willing seller, in an arm's length transaction and when the parties have each acted knowledgeably, prudently and without compulsion. Market value is based on highest and best use of the asset and not necessarily the existing uses.

Modern Equivalent Assets

Assets that replicate what is in existence with the most cost effective asset providing an equivalent level of service.

Multi-Criteria Analysis (MCA)

A decision technique where a selection of criteria are selected to represent the benefits provided from the proposal. Each attribute is scored and weighted for the different options and the results can be used to identify the preferred solution/s.

Master Plans

Long range plans developed for major asset classes which consider business drivers, demand and supply projections, conservation, and rehabilitation and replacement of existing assets.

Materials Management

This includes supply chain which covers the acquisition of spare parts and replacements, quality control of purchasing and ordering such parts, and the standards involved in ordering, shipping, and warehousing the said parts.

Net Present Value (NPV)

The value of an asset to the organisation, derived from the continued use and subsequent disposal in present monetary values. It is the net amount of discounted total cash inflows arising from the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Operation

The active process of utilising an asset which will consume resources such as manpower, energy, chemicals and materials.

Optimised Decision-Making (ODM)

Two definitions are:

1. ODM is a formal process to identify and prioritize all potential solutions with consideration of financial viability, social and environmental responsibility and cultural outcomes.
2. An optimisation process for considering and prioritizing all options to rectify existing or potential performance failure of assets. The process encompasses NPV analysis and risk assessment.

Optimised Depreciated Replacement Cost (ODRC)

IFRSs require the DRC to be optimized, therefore ODRC is synonymous with DRC.

Operational Expenditure (OPEX)

Ongoing annual cost expenditures for running day-to-day business operations including costs of workers and facility expenses such as supplies, rent and utilities.

Operations Management

The active process of using an asset that consumes resources such as manpower, energy, chemicals, and materials. Operation costs are part of the lifecycle costs of an asset.

Performance Measure

(see Key Performance Indicator (KPI)).

PeopleSoft Financial

Brampton financial and work management software system. The Peoplesoft Financials ERP application is an integrated enterprise resource planning (ERP) software that targets business software requirements of midsize and large organizations in all industries and sectors. It allows for open communication within and between all company functions.

Performance Monitoring

Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.

Planned Maintenance

Planned maintenance activities fall into three categories:

1. Planned Periodic – cyclical maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Planned Predictive - condition monitoring activities used to predict failure.
3. Planned Preventive - maintenance that can be initiated without routine or continuous checking (e.g., using information contained in maintenance manuals or manufacturers' recommendations) and that is not condition-based.

Planning and Scheduling

(see Work Order Planning and Scheduling)

Predictive Maintenance (PdM)

Monitoring an asset's condition to predict when it will fail or when maintenance should be performed. This approach offers cost savings over routine or time-based preventive maintenance, because tasks are performed only when warranted.

Preventive Maintenance (PM)

Maintenance designed to keep assets functional and/or extend the useful life of assets.

Probability of Failure

The likelihood or frequency that an asset will fail to perform its function, typically expressed in terms of failures per year.

Rehabilitation

Work to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset to deliver its original level of service (e.g., slip-lining of sewer mains) without resorting to significant upgrading or renewal, using available techniques and standards.

Reliability Centered Maintenance (RCM)

A specific process used to identify the policies that must be implemented to manage the failure modes that could cause the functional failure of any physical asset.

Renewal

Work to upgrade, refurbish, or replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.

Replacement

The complete replacement of an asset that has reached the end of its life to provide a similar, or agreed alternative, level of service.

Risk

The probability of an event occurring multiplied by the impact(s) of that event.

Risk Cost

The estimated annual cost or benefit relating to the consequence of an event. Risk cost equals the costs relating to the event multiplied by the probability of the event occurring.

Risk Management

The application of a formal process to assess organizational risks to determine the resultant ranges of outcomes, their probability of occurrence, and what actions may be cost-effectively taken to reduce the organization's overall risk exposure.

Routine Maintenance

Day-to-day operational activities to keep the asset operating (replacing light bulbs, cleaning of drains, repairing leaks, etc.) and that form part of the annual operating budget, including preventive maintenance.

Root Cause Failure Analysis (RCFA)

RCFA is a class of problem solving methods aimed at identifying the root causes of problems or events.

Supervisory Control And Data Acquisition (SCADA)

SCADA refers to an industrial control system: a computer system monitoring and controlling a process.

Strategic Asset Management Plans (SAMPs)

A plan containing the long-term goals and strategies of an organization.

Strategic Plan

A plan containing the long-term goals and strategies of an organization. Strategic plans have a strong external focus, cover major portions of the organization and identify major targets, actions and resource allocations relating to the long-term sustainability, value, and growth of the organization.

Triple Bottom Line

Bottom line costs and benefits measured in terms of financial, social, and environmental factors.

Unplanned Maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Useful Life

1. The period over which a depreciable asset is expected to be used
2. The number of production or similar units (i.e. intervals, cycles) that is expected to be obtained from the asset.

Work Order

A list of tasks to be completed to maintain an asset or to correct any issues discovered and reported by an employee via a work request. Work orders can be either preventive maintenance or corrective maintenance. Preventive work orders are usually planned (in advance) and help the asset maintain its normal operation; corrective work orders are generated usually as a result of a breakdown.

Work Order Planning and Scheduling

Planning and scheduling are efficiency steps within maintenance work management that includes planning (e.g. identify labor needs, organize tools and order/collect materials) and scheduling (e.g. coordination of work with operations and other maintenance activities).



Section 1: Executive Summary

1 Executive Summary

What is Asset Management?

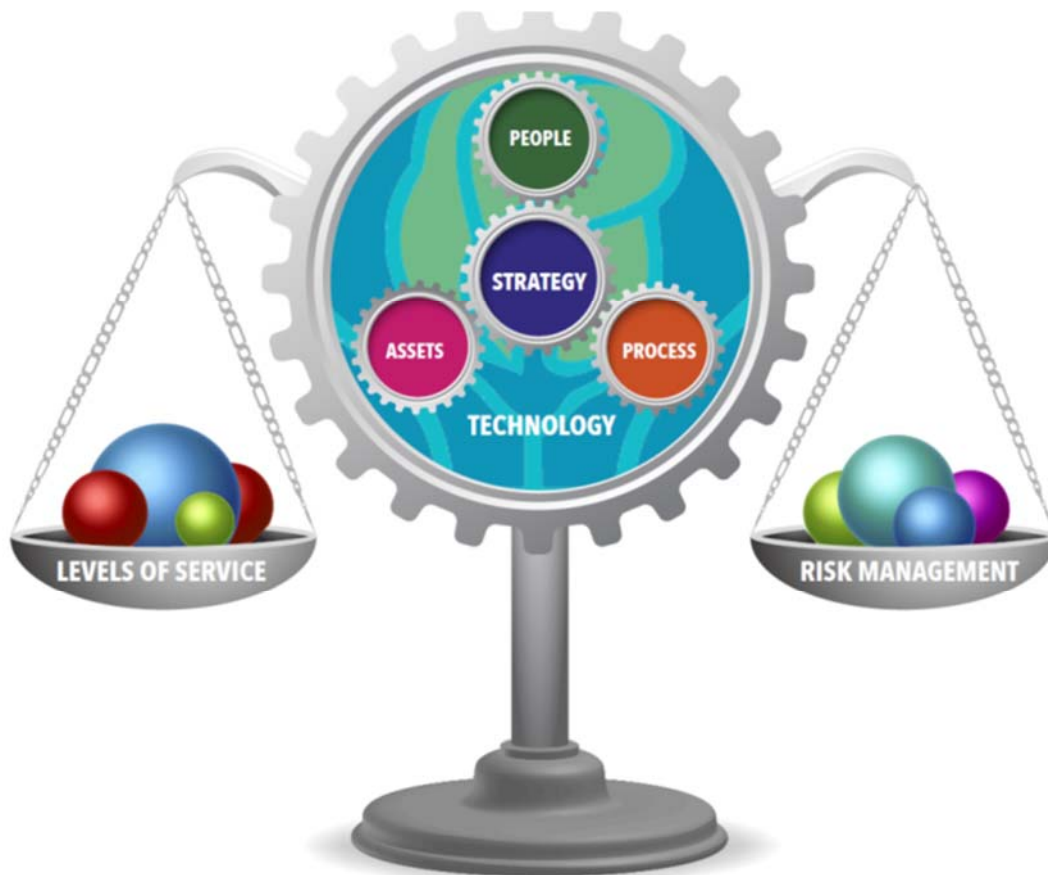
An asset is defined in the (International Standards Organization) ISO 55000 as ‘item, thing or entity that has potential or actual value to an organization’. Asset Management planning as defined below is a coordinated activity of an organization to realize value from its assets.

***Coordinated activity of an organization
to realize value from its assets.
Source: ISO 55000***



Asset Management Ensures the Right Balance of :
Strategy, Assets (Physical & Technology), People and
Business Processes to Deliver Established Levels of
Service through an optimized risk based decision
making approach.

The following ISO 55000 diagram describes the components that form an asset management plan.



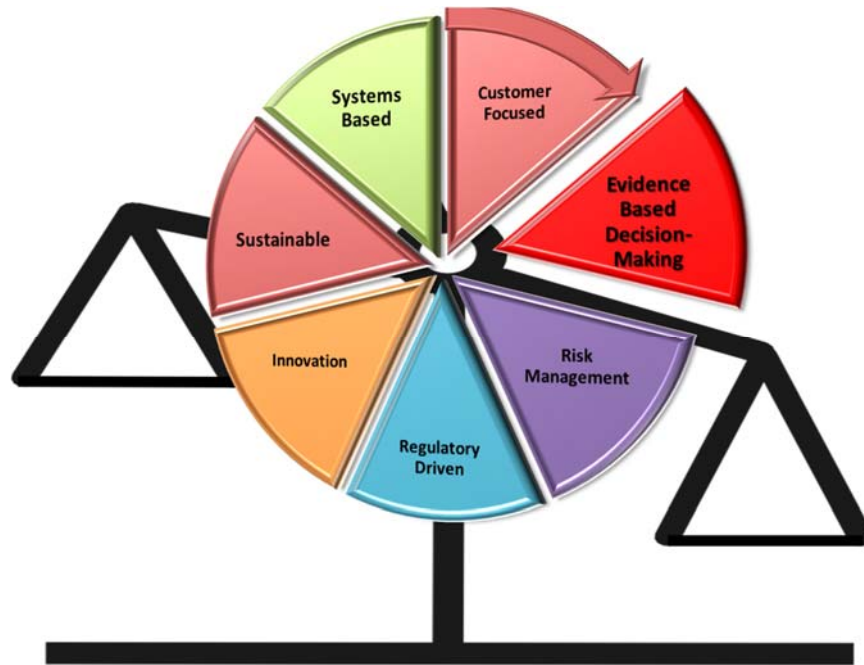
Section 2 – Introduction

The City of Brampton’s first Corporate Asset Management Plan (CAMPlan) exceeds the requirements of the Ministry of Infrastructure’s *Guide for Municipal Asset Management Plans* and the International Infrastructure Management Manual’s Asset Management Plan framework.

This Plan:

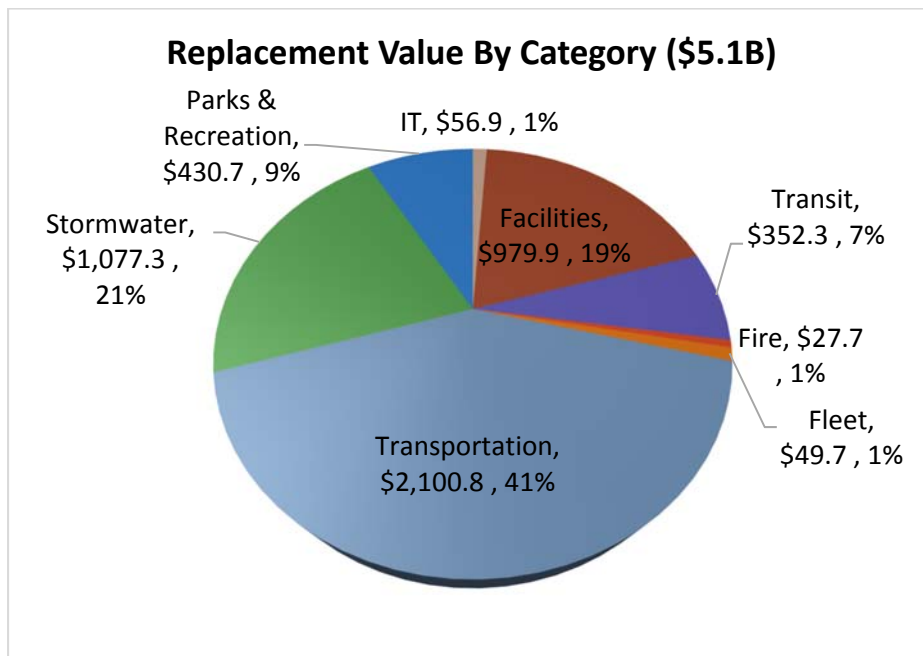
- Demonstrates that Levels of Service are being met in an effective and efficient manner;
- Demonstrates that due regard is being given to the long-term stewardship and sustainability of the asset base;
- Demonstrates responsible management of the asset portfolio;
- Communicates and justifies funding requirements; and
- Demonstrates the commitment that assets will be maintained in compliance with regulations.

The following principles will form the foundation of the Corporate Asset Management Program.



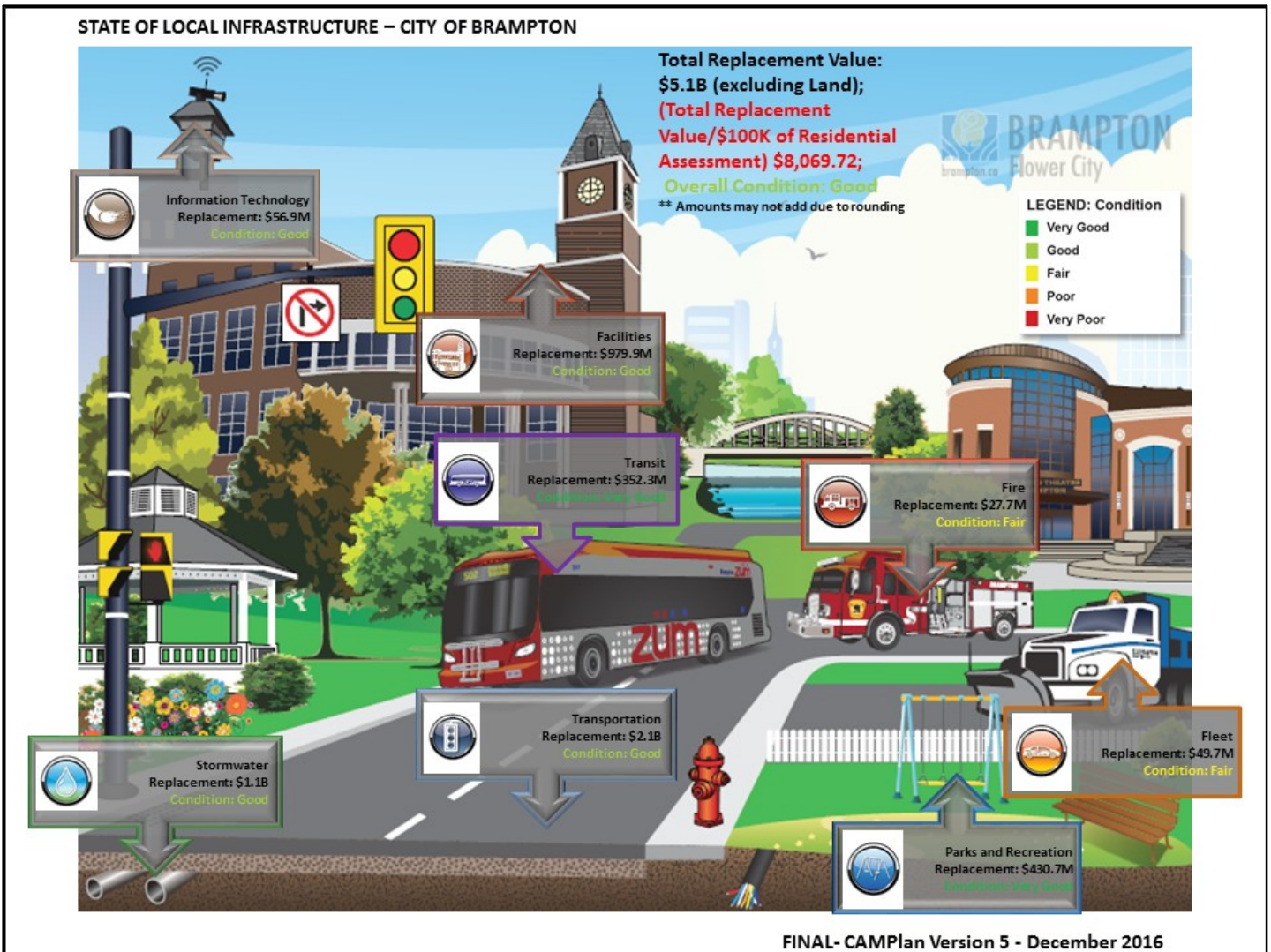
Section 3 - State of Local Infrastructure

The assets considered as part of the CAMPlan have a total replacement cost of \$5.1 billion in 2016 dollars. This value excludes land. Transportation services represents the largest share at 41 per cent, or \$2.1 billion, of the total \$5.1 billion replacement value.



The City is starting its corporate asset management program from a relatively advantageous position compared to many older and slow growing communities. Overall, 75 per cent of the

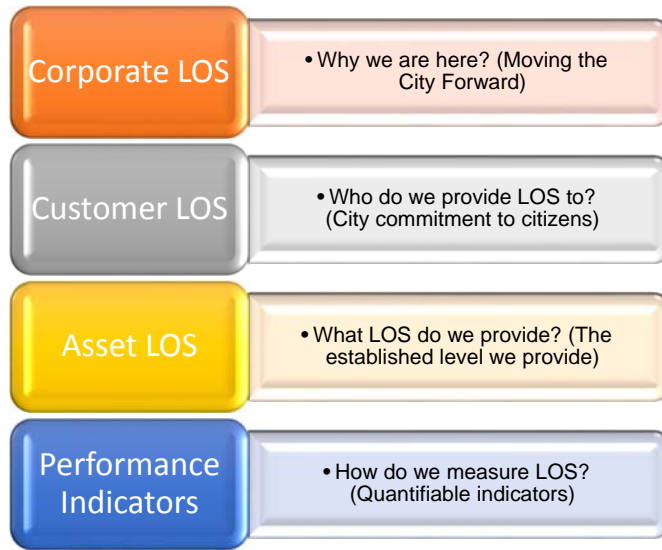
City's infrastructure is in Good to Very Good condition while less than 9 per cent of the total infrastructure value is in Very Poor or Poor condition.



Section 4 - Desired Levels of Service

Assets exist for the purpose of supporting the delivery of City services to residents and businesses. Level of Service (LOS) measures can be used to monitor the effectiveness of the asset management and maintenance regime and support the development of strategic plans for asset management.

A key objective of Asset Management is to optimize the balance between the competing objectives of Level of Service, risk and cost with the aim of meeting customer service levels at the lowest lifecycle costs. Ultimately, Level of Service determines resources as well as funding strategies and can be measured at four levels within the City:



Section 5 - Asset Management Strategy

Corporate Asset Management strategies, as shown below, are being developed across City services.

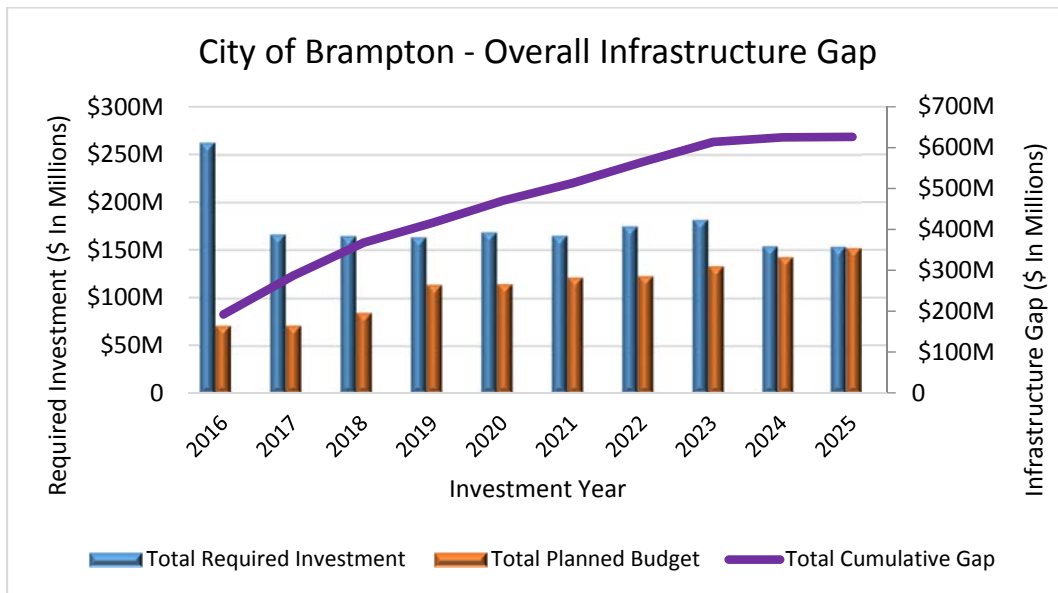


Once successfully implemented, the following benefits are expected to be realized:

- Assets are managed on principles of sustainability, continuous improvement and simplicity;
- Comparable information is available for optimal decision-making;
- Integration of corporate priorities is enabled;
- Reliable data with the integrity to meet or surpass regulatory demands;
- Outcome of decisions on triple bottom line can be quantified;
- Risk of environmental disruptions or service interruptions is reduced;
- Lifecycle cost is minimized and business planning process is linked to capital budget needs;
- Return on corporate investment is maximized, and tax dollars are spent wisely;
- Impact of work that is not undertaken can be quantified; and
- Knowledge management strategies are implemented to better manage the impact of knowledge loss associated with the retirement of experienced members of the workforce.

Section 6 - Financing Strategy

Presently a gap exists between the amount of funds the City currently allocates each year for asset replacement and the calculated annual contributions using asset age and condition data. The gap in 2016 is calculated at approximately \$200 million, a number that accounts for overdue assets. Assuming current investment levels, including the annual 2 per cent infrastructure levy increase, the cumulative gap over the next 10 years is calculated at roughly \$650 million.



Despite the large cumulative gap, at 2025 the City's annual contribution would equal inventory-based calculated requirements.

To fully fund the infrastructure gap, a 4.69 per cent infrastructure levy would be required instead of the current 2 per cent levy. Given the limitations of the current inventory data, a tax increase of this magnitude is not recommended. It is expected that as the City moves towards a risk based approach to asset inventory, the infrastructure gap may be partially mitigated.

The City will apply the findings in the Asset Management Program towards future budgets to prioritize investments, targeting service areas with asset bases that contribute significantly to the infrastructure gap or service levels. Based on current funding strategies, the City is confident in its ability to maintain the current level of infrastructure gap over the Plan period. Some citizens will see an improvement within their neighbourhoods and others will see a decline in the condition of assets.

While addressing asset management deficiencies, the City must balance its financial management principles which include:

- Promote affordable & competitive property taxes
- Promote pay-as-you-go financing
- Contain costs
- Ensure adequacy of reserves & reserve funds
- Invest strategically
- Manage and maintain assets

Section 7 - Plan Improvement & Monitoring

The City of Brampton has created an improvement plan (Corporate Asset Management Roadmap) that reflect best practices in asset management. The Roadmap includes a detailed list of projects and proposed tasks which address Brampton's various Asset Management strategies. They focus on corporate improvement initiatives, asset class improvement initiatives and key Asset Management benefits. The implementation timing will be reviewed to reflect resource availability and corporate priorities.

To ensure that the City's Asset Management Plan is relevant and useful, the following Asset Management Plan monitoring and review activities will be carried out:

- Formal adoption of the Corporate Asset Management Plan by Council;
- Review and formally adopt levels of service as these become available;
- Cover a broader range of services in greater depth;
- Revise the Corporate Asset Management Plan, and development of Service Area Departmental Asset Management Plans;
- Annual Review of the State of Asset Management Updates of the State of Local Infrastructure; and
- Quality assurance audits of asset management information to ensure the integrity and cost effectiveness of data collected.

A visual brochure summarizing the CAMPlan is included in Appendix 103.



Section 2: Introduction

2 Introduction

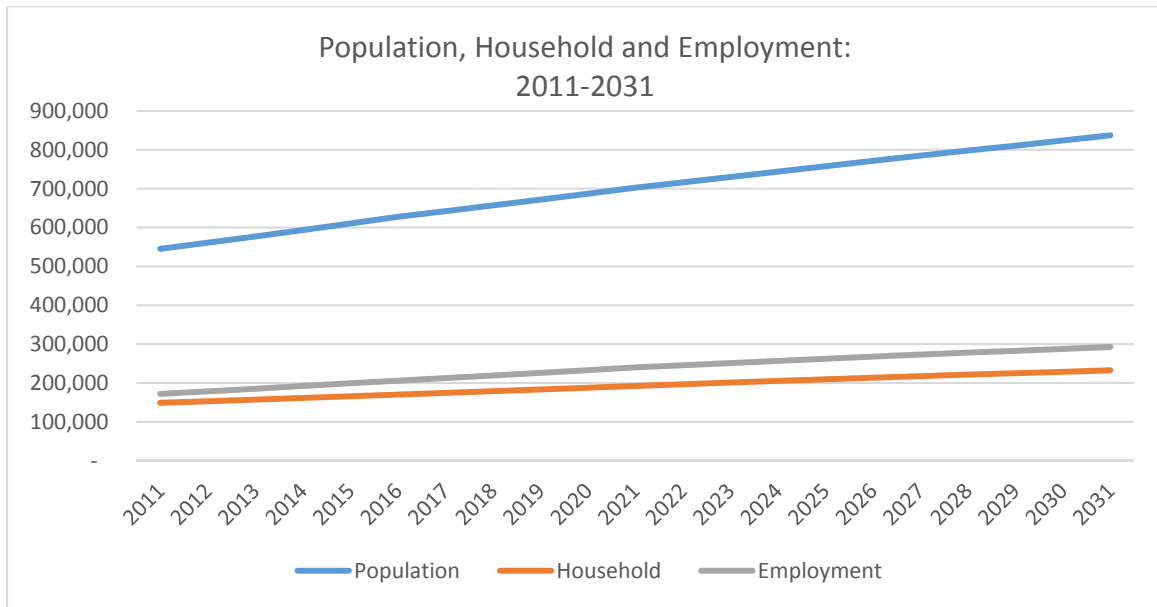
Located in the heart of Canada’s largest urban region, directly north of Toronto Lester B. Pearson International Airport, the City of Brampton is well positioned to continue to attract global business investment and educated, skilled residents from across Canada and around the world. With over 9,000 businesses, Brampton is one of the largest employment centres in the Greater Toronto Area and the City is well known for its many large-scale manufacturing businesses. Brampton is Canada’s 9th largest city with a 2011 Census population of 523,900 (Table 2.1).

Table 2.1- Population Ranking - Top 10 Cities in Canada

Municipality	Census Population		Rank	
	2011	2006	2011	2006
Toronto	2,615,060	2,503,280	1	1
Montreal	1,649,520	1,620,695	2	2
Calgary	1,096,835	988,810	3	3
Ottawa	883,390	812,130	4	4
Edmonton	812,200	730,370	5	5
Mississauga	713,445	668,600	6	6
Winnipeg	663,615	633,450	7	7
Vancouver	603,500	578,040	8	8
Brampton	523,910	433,805	9	11
Hamilton	519,950	504,560	10	9

Most of Brampton’s growth has occurred in recent years, making it the country’s second fastest growing city. Its population is expected to increase by 33 per cent by 2031 (Figure 2.1). The City is well known for its diversity with more than 170 different cultures and 70 languages represented among its residents.

Figure 2.1 – Population, Household & Employment Forecast



Source: Hemson Consulting Ltd.

Brampton’s economy is sound and strong. The economy is well diversified with 9,000 business establishments and a workforce of 200,000, representing a wide range of industry sectors and regional clusters. The main economic sectors include manufacturing, food and beverage, life sciences, and information and communication technology. The real estate market in Brampton has sustained a top six position in Canada with respect to total construction activity according to Statistics Canada (September 2015).

With this rapid growth, the City has been adding a large number of assets to its already large inventory. Presently the City’s asset inventory is estimated to have a replacement cost of \$5.1 billion. This includes all City assets irrespective if they are constructed by the City or contributed by developers as new development occurs. The Corporate Asset Management Plan (CAMPlan) is intended to provide Council with information to help with capital investment decisions while adhering to all regulatory requirements.

It is important to note that the 2016 CAMPlan represents Brampton’s first Asset Management Plan at the City-wide level. Like most municipalities, asset management data quality and accuracy in Brampton varies widely between services. Accordingly, one should focus on the overall recommendations presented in this report rather than the specific service by service findings. It is expected the results could change significantly as the City’s asset management processes become more refined and move to a risk, rather than age, based approach.

Following the general format within the Provincial *Building Together: Guide for Municipal Asset Management Plans*, as depicted in Figure 2.2 below, the CAMPlan report is structured into seven sections outlined below:



Figure 2.2 – Asset Management Plan Components



Section	
0	Glossary
1	Executive Summary
2	Introduction- CAM Program
3	State of Local Infrastructure
4	Desired Levels of Service
5	Asset Management Strategy
6	Financing Strategy
7	Plan Improvement and Monitoring- CAM Roadmap (as per ISO 55000, IIMM)

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 municipal services provided by the city and the region are shown in Figure 2.3.

Figure 2.3 – Municipal Service Delivery

	
Arts and culture	Ambulance services
By- law enforcement	Housing services
Economic development	Police services
Fire services	Public health
Parks and recreation	Regional roads
Provincial offences administration	Social services
Local Roads	Waste collection and recycling
Public transit	Water treatment and supply
Snow removal	Waste water collection and treatment
Tax collection	
Planning new community developments and enhancing existing neighborhoods	

In this version of the CAMPlan, the major service areas (Figure 2.4) generally align to the Financial Information Return categories.

Figure 2.4 – Major Service Areas



A main objective of the City’s Strategic Plan is to make the city “Future Ready”. The below Figure 2.5 summarizes the vision of the City of Brampton’s Strategic Plan.

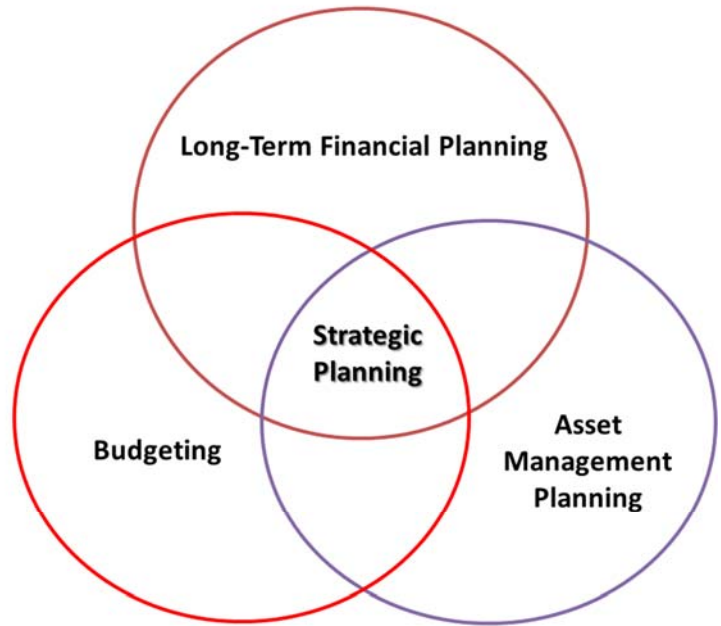
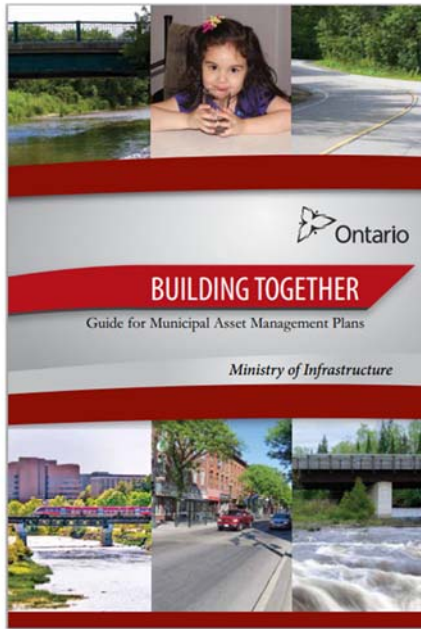
Figure 2.5 – Strategic Plan Vision



As provided in the ISO (International Standards Organization) 55000 standard for global asset management best practices, asset management planning should be hinged on the Strategic Plan, with the Long Term Financial Plan and the Budgeting Process as integrated components as shown in Figure 2.6.

Figure 2.6 – Integrated Asset Management Planning

What is asset management planning?



1. Adapted from ISO 55000

2.1 Corporate Asset Management Plan Goals

This Corporate Asset Management Plan (CAMPlan) serves as the first corporate-wide asset management plan for the City of Brampton. This plan was initiated in 2016 and will continue to serve as a living document. It is expected to evolve over time to cover all of the range of services offered by the City in greater depth.

This CAMPlan’s main goals are to meet the requirements of the Federal Gas Tax Agreement as enacted in 2014. The CAMPlan meets and exceeds the requirements as outlined within the Ontario *Building Together Guide* for Municipal Asset Management Plans, and covers components within both the ISO 55000 Global Asset Management Standard, as well as the International Infrastructure Management Manual (IIMM).

The CAMPlan provides an implementation strategy for the Corporate Asset Management Policy as developed and endorsed by all the members of the Corporate Asset Management Plan Network (CAMPNetwork), Steering Team, Corporate Leadership Team (CLT) and the CAO.

This Plan becomes the overarching corporate asset management plan for the major service areas, and there are goals to develop individual Service Area Asset Management Plans (SAMPs) or Departmental Asset Management Plans (DAMPs) in future years, as presented in Section 7.0 - Plan Improvement and Monitoring, of this CAMPlan. Development of these DAMPs is one of the major improvement initiatives for the City.

In this first version of the CAMPlan, the aim is to take a broad view of the City's objectives, initiatives and strategies and interpret these for some of the major service areas, thereby showing the linkage between corporate targets and individual service area targets.

The CAMPlan provides a framework/platform utilizing existing practices, and marks the commencement of the City's Corporate Asset Management journey as well as its commitment to develop a comprehensive Corporate Asset Management program well into the future.

Key Outcomes of the Corporate Asset Management Plan include:

- First City-wide Corporate Asset Management Policy Statement;
- Overall State of Local Infrastructure for all the major service areas;
- Full asset replacement valuation for all assets for the major service areas;
- Documented standard Levels of Services (LOS) including links between the asset Technical LOS, Customer LOS and Corporate LOS current performance and targets;
- Demonstrated current operational approaches in accordance with current and future required standardized corporate-wide asset management strategies;
- Examination of current evidence-based asset needs and compare to budget forecasts to identify infrastructure gaps for the major service areas;
- Preliminary State of Asset Management as developed through the robust ISO 55000 assessment methodology; and
- Initial Corporate-wide Asset Management Implementation Plan (CAM Roadmap) and Performance Measures for tracking of the Asset Management journey.

As the CAMPlan continues to be implemented, it will support the essential evidence-based strategic planning process, including the Long Term Financial Plan and budgeting processes, well into the future.

The goals of the City of Brampton are:

1. Manage assets based on the principles of sustainability, continual improvement, and simplicity
2. Enable the integration of corporate priorities and demonstrate robust evidence-based decision making
3. Provide reliable data with the integrity to meet or surpass current and upcoming regulatory demands (PSAB 3150, Bill 6, etc.)
4. Enable clear accurate reporting in a timely manner

The value-for-money service proposition must be underpinned by assets that maintain the ability to support the delivery of services. It must comply with all legal obligations and meet future challenges of demand, quality, efficiency, and environmental change.

The City's assets may be of variable condition; it is the service they support and the cost to operate and maintain the assets that are of major importance. The Asset Management practices will have both an outward focus on the community and an inward focus on efficiency.

These goals are complimented by City Council's principles, which include the following:

- **Customer Focused:** Maintain clearly defined levels of service through adherence to optimized asset management processes and systems supported by real-time asset and customer data.
- **Robust Evidence-Based Decision Making:** Use a robust, formal and consistent process when evaluating competing business factors to ensure that a defensible outcome is achieved.
- **Risk Management:** Achieve a strategic balance between established levels of service and the amount of acceptable risk to manage resources, expenditures and priorities.
- **Regulatory Driven:** Maintain compliance with all legislation, regulatory and statutory requirements as well as business established standards.
- **Innovation:** Perpetually enhance and improve asset management methodology to recalibrate processes and embrace new tools, techniques and solutions.
- **Whole Life Perspective:** Consider the full impact of managing an asset from acquisition to disposal; always considering the impact of interrelated influences.
- **Sustainable:** Incorporate social, financial, and environmental outcomes into asset decisions to meet anticipating customer needs, regulatory requirements, and climate change obligations.
- **Systems Based:** Evaluation of an asset in terms of its role and value within the context of the greater system, as opposed to examining an individual asset in isolation.

These principles have been agreed upon and endorsed by the entire CAM Network, Steering Committee and CLT as shown in the Corporate Asset Management Policy.

2.1.1 What is Corporate Asset Management?

How the City's assets are managed plays a fundamental role in achieving the City of Brampton's strategic goals or key results. A municipal government exists to deliver services to its citizens. The delivery of services depends on the infrastructure available to deliver the service. For example, the delivery of stormwater requires a pipe; transportation requires a road; hockey requires an arena. Even administrative and people services such as building permits, marriage licenses or social support require facilities and equipment for people to do the work to deliver the service. The definition of asset management as per ISO 55000 is presented in Figure 2.7 below:

Figure 2.7 – ISO 55000 Definition on Asset Management

**Coordinated activity of an organization
to realize value from its assets.**

Source: ISO 55000

The goals of the City, as expressed by the above definition, shape the delivery of service and are completely dependent on both infrastructure and people. A strong economy cannot exist if infrastructure is unreliable. If for example, the City's Fire Services needs to meet the NFPA requirements on response times, yet the transportation network including the roadways and the stormwater infrastructure underneath the roads were not integrated, customer delays may occur. The community cannot be vibrant and diverse without quality recreation and cultural facilities. The City cannot be green without parks. The City cannot grow without the ability to extend infrastructure and deliver service to new areas. Infrastructure is not sustainable unless managed, funded and renewed. Infrastructure is essential to the City's performing its functions.

The City cannot afford to become complacent in its position. Time and inflation continues to erode the asset base. The 'key outcomes' are under continuous pressure and must continue to be fostered.

Corporate Asset Management (CAM) is not a new concept. The private sector and many other municipalities have been optimizing the use of limited resources to balance growth and asset maintenance for years. In general, the return on investment for business assets is easily calculated and related to their bottom line. The public sector, though, has struggled to quantify and relate both the tangible and intangible benefits of municipal infrastructure and has often concentrated spending on the expansion of new infrastructure, sometimes at the expense of existing aging assets. Asset management best practices should be adopted by the City.

2.1.2 Adoption of ISO 55000

Traditionally, The City of Brampton has defined assets strictly only to include the physical tangible infrastructure that is necessary to support the social, economic and environmental services provided by the City. As such, the City has adopted a best practices ISO 55000 definition of the asset management as defined in Figure 2.8 below.

Figure 2.8 – ISO 55000 Global Asset Management Best Practices



With this focus on adopting global best practices asset management, the City has adopted a holistic approach to corporate asset management as summarized in Figure 2.9 below.

Figure 2.9 – Elements of Comprehensive Corporate Asset Management



2.2 What are Asset Management Plans?

The AMP should be a living document that will improve decision making and prioritization, generate a common understanding within each of the service areas, and identify the impacts of decisions related to asset management. The Asset Management Plan for each of the

service areas establishes a “clear line of sight” from senior management to the customer and from planners to front line decision makers. Any investment requirements included in the AMP will then be clearly linked to a well-defined need, based on either maintaining or enhancing customer-focused LOS and operating and capital decisions will be aligned with strategic objectives, which will ultimately provide better customer service at lower cost. This will improve transparency and stakeholder confidence that the right decisions are being made on the right assets at the right time.

State of Local Infrastructure (SOLI) reports form the backbone to a Corporate Asset Management Plan. The SOLI is a measurement of the state of infrastructure of Brampton with respect to the National Canadian Infrastructure Report Card.

2.2.1 What’s in it for Brampton?

This report will enable an average resident/citizen to understand where the City stands with respect to the infrastructure. The AMP and SOLI will make the City’s staff accountable to any deficiencies in City assets. The SOLI measures the reliability, capacity and condition of the city’s assets.

2.2.2 What does the future look like?

The SOLI report rates the condition, reliability and capacity of various assets of the City. The AMP plans the City’s Asset Management program to meet or improve the assets of the City to match the SOLI report.

Goals of the CAMPlan for the City of Brampton include the following:

- Seek Council endorsement of the first version of the City’s CAMPlan to provide preliminary guidance on CAMProgram while meeting Provincial and Federal government requirements;
- Continue future implementation via the CAM Roadmap (Section 7 of CAMPlan) to develop a common framework and approach for the AMPs that will enable a consistent approach to AMP development across all service areas; and
- Aid in the development of individual service area DAMPlans detailing all assets required to provide the service to the customers. These plans will be updated periodically as improved information becomes available.

This CAMPlan meets all requirements as outlined within the Ontario *Building Together Guide for Municipal Asset Management Plans*, as stipulated under the agreed-upon Federal Gas Tax Agreement. The following key sections and content are included:

CAM Plan Sections (version 2016)	
0	Glossary
1	Executive Summary
2	Introduction- CAM Program
3	State of Local Infrastructure
4	Desired Levels of Service
5	Asset Management Strategy
6	Financing Strategy
7	Plan Improvement and Monitoring- (CAM Roadmap)

One of the fundamental components of managing infrastructure assets is funding, as included in Section 6 - Financing Strategy. The City’s long-term financial performance can only be considered sustainable when the planned long-term service standards and associated infrastructure investment levels can be met without resorting to future unplanned increases in property taxes/rates or disruptive cuts to services. More specifically, the City is considered financially sustainable and demonstration of evidence-based decision making when most of the following conditions are met:

- There is a reasonable degree of stability and predictability with respect to property taxes/rates;
- Future generations will not face massive decreases in services or unreasonable property tax/rate increases to deal with items deferred from their past, possibly our present;
- The current generation does not bear all the burden of funding items that will benefit future generations; and
- Council’s highest priority programs (both capital and operating) can be maintained and key results achieved.

In recognition of the need to establish an appropriate balance between developing new assets and maintaining the existing asset base, the City of Brampton is committed to managing its assets in accordance with sound, industry-recognized financial asset management practices. These practices include:

- Reducing the “funding gap” between what is budgeted and what is required for the long-term stability of the current infrastructure; and
- Balancing investment in new infrastructure compared with maintenance/renewal of existing infrastructure.

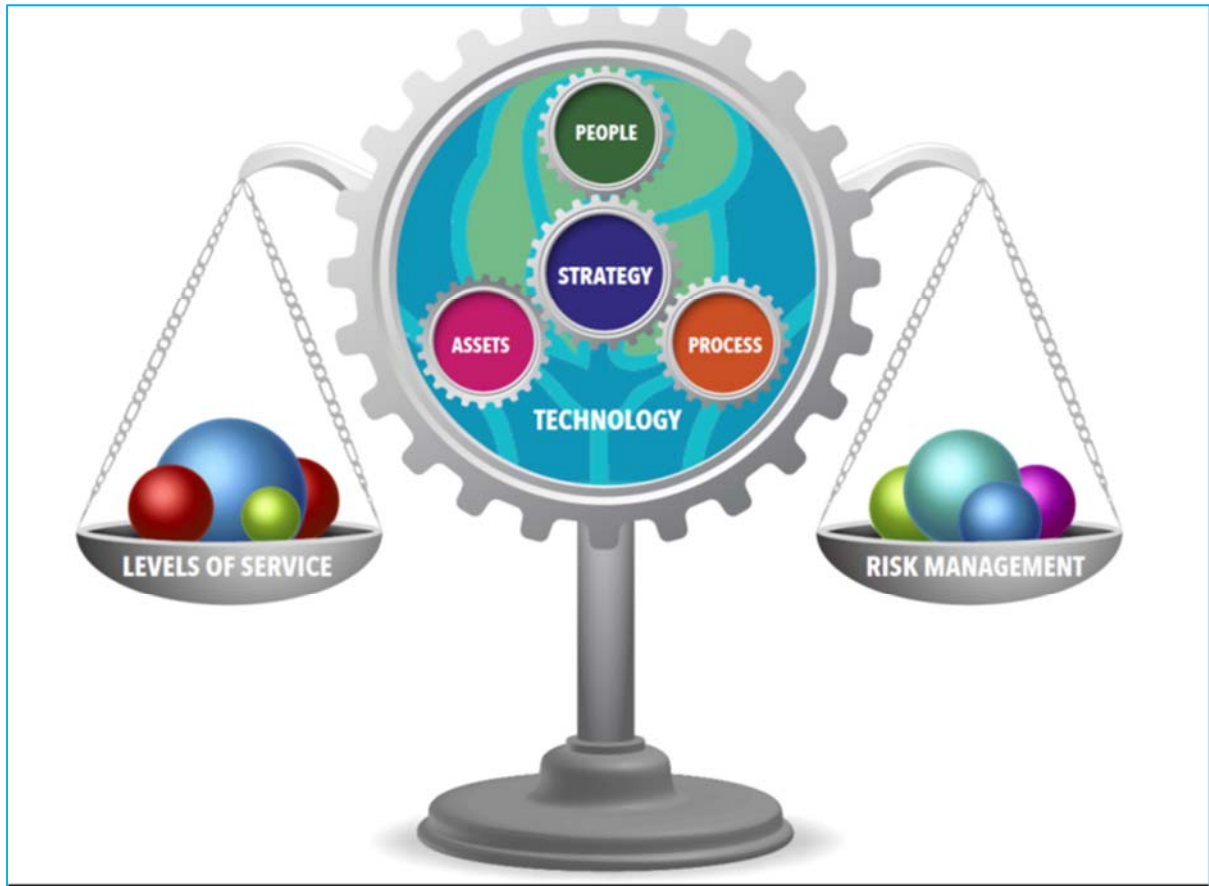
Decisions need to consider the entire lifecycle of the proposed asset. They need to consider the ability of the ratepayer to pay the cost for the desired level of service. Social and environmental impacts need to be considered. These considerations need to inform asset planning, design, tender specifications, construction materials selection and techniques, operating models, and disposal procedures. In addition, macro issues such as the impact of climate change (including increased potential for flooding and/or drought, freeze-thaw cycles etc.) need to form part of decisions for assets with long lives that may be significantly affected by these changes.

2.2.3 Brampton’s Comprehensive Corporate Asset Management Program

The key components of the City of Brampton’s Asset Management program are:

- Policy Development
- Strategy Development
- Asset Management Planning
- Implement Asset Management Plan at Corporate and Department levels
- Asset Management Capability Development
- Risk Management & Performance Improvement
- Asset Knowledge Management

Figure 2.10 – Fundamental Building Blocks of an Effective Corporate Asset Management Program



2.2.4 Corporate Asset Management Policy

The City of Brampton recently adopted a Corporate Asset Management Policy which sets out Asset Management operating principles that are applicable to all Service Areas. This approved City-wide Corporate Asset Management Policy Statement as found in Figure 2.11 below lays out the fundamental framework for the full Corporate Asset Management Policy currently under development.

Along with the Corporate Asset Management Policy, the Plan sets out a framework that will enforce the integration of services across the entire City, and will eventually be supported by individual Departmental/Divisional Asset Management Plans (DAMPs) detailing the specific asset management plans, goals and policies unique to each of the service areas. The CAMPlan will link the service area plans so that asset decisions can complement each other across the corporation.

Figure 2.11 – Corporate Asset Management Policy



CORPORATE ASSET MANAGEMENT PLAN
ADMINISTRATIVE POLICY

Purpose:

To express the commitment and intentions of The Corporation of the City of Brampton [the City] to plan, design, construct, acquire, operate, maintain, renew, replace and dispose of the City’s assets in a way that preserves sound stewardship of public resources while balancing levels of service and risk.

Policy Statement:

The City will implement a comprehensive Corporate Asset Management (CAM) Plan in alignment with the current strategic vision of *‘Moving Our City Forward’*. This inclusive framework of shared principles aligns the foundation of the CAM Plan to emphasize and support optimized evidence-based decision-making.

Specifically, the following principles will form the foundation of the Corporate Asset Management Plan:

CUSTOMER FOCUSED
Maintain clearly defined levels of service through adherence to optimized asset management processes and systems supported by real-time asset and customer data.

DEFENDABLE DECISION-MAKING
Use a robust, formal and consistent process when evaluating competing business factors to ensure that a defensible outcome is achieved.

RISK MANAGEMENT
Achieve a strategic balance between established levels of service and the amount of acceptable risk in order to manage resources, expenditures, and priorities.

REGULATORY DRIVEN
Maintain compliance with all legislation, regulatory and statutory requirements as well as business established standards.

INNOVATION
Perpetually enhance and improve asset management methodology to recalibrate processes and embrace new tools, techniques and solutions.

WHOLE LIFE PERSPECTIVE
Consider the full impact of managing an asset from acquisition to disposal; always considering the impact of interrelated influences.

SUSTAINABLE
Incorporate social, financial, and environmental outcomes into asset decisions to adequately meet anticipate customer needs, regulatory requirements, and climate change obligations.

SYSTEMS BASED
Evaluation of an asset in terms of its role and value within the context of the greater system, as opposed to examining an individual asset in isolation.

Asset management ensures the right balance of strategy, assets (physical and technological), people and business processes to deliver established levels of service through an optimized risk-based decision-making approach. The City is committed to manage this program in an organization-wide manner that preserves the whole lifecycle of an asset and will be achieved by ongoing capacity building (sufficient training and resourcing).

Harry Schlange
Chief Administrative Officer

Asset Management is the coordinated activity of an organization to realize value from its assets.
Source: ISO 55000

Date revised: October 11, 2016

This continuous improvement cycle will allow the CAMPlans and DAMPs to consistently inform stakeholders about the current state of the assets (asset condition) trends and the critical information related to all of the key physical assets required to support delivery of agreed Levels of Services across the entire organization. This information will form the critical fundamental building blocks to the demonstrated “evidence- based” decision making coming forward under current and future regulatory drivers.

Strong asset management practices inform decision-makers and enable them to make decisions with integrity, and to share the information with the public in a transparent and collaborative way. Efficient asset management demonstrates fiscal responsibility. Working in an atmosphere of good government with solid informed evidence-based decisions engages the public and all levels of government and funding agencies.

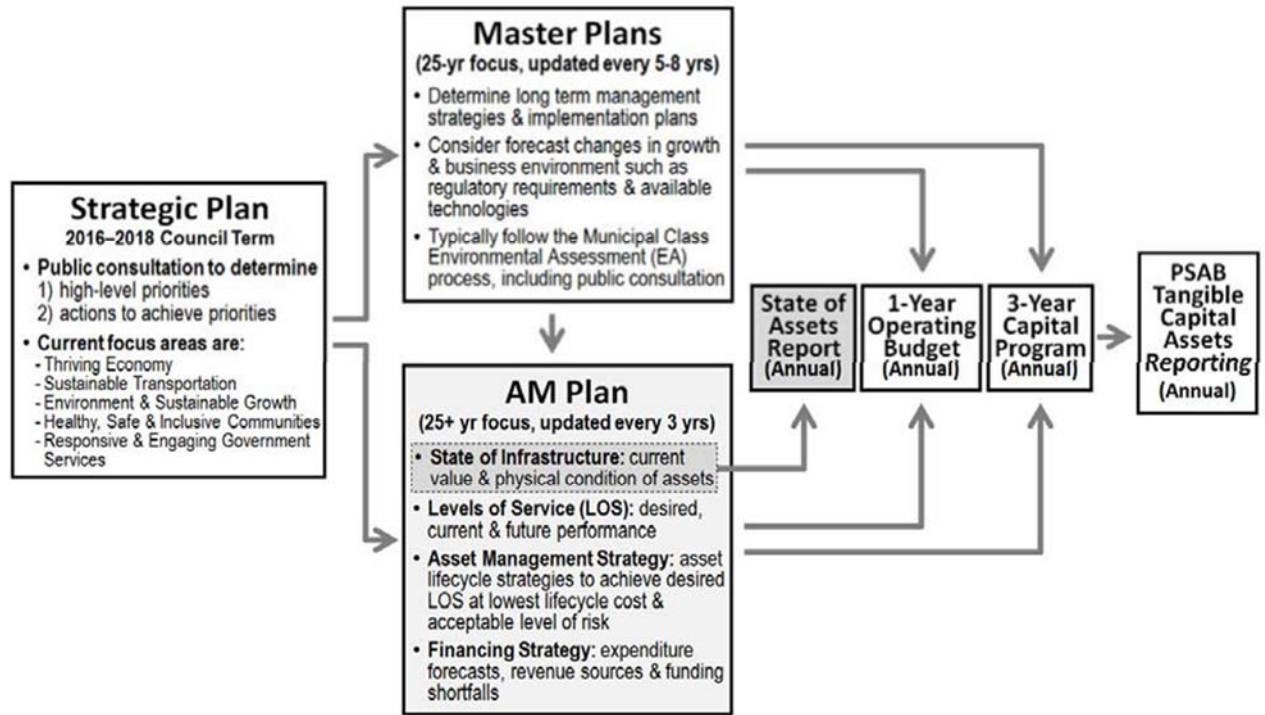
2.2.5 Linkages to Other Strategic Documents

Historically the City of Brampton has utilized budgets, plans and strategies to manage the wide scope of its municipal services. The key umbrella documents include but are not limited to the following:

- The City’s Budget;
- Financial Plans;
- Development Charges Bylaws;
- Strategic Plan;
- Official Plan; and
- Master Plans of all major service areas.

These, in turn, are supported by by-laws, policies, master plans, area plans, plans of subdivision, business plans and, soon, Departmental Asset Management Plans (DAMPs). Each one of these plans is intended to support municipal services and is in turn supported by municipal assets. Each is different through topic, focus and/or granularity. The CAMPlan will be linked to each of the above plans through sharing the criteria or decisions that have been adopted by the existing plans, as shown in Figure 2.12. Eventually, with continuous improvement efforts, this linkage will be strengthened through prioritization and optimized evidence based decision-making practices.

Figure 2.12 – Linkage to Other Documents



For this first version of the City’s CAMPlan, there is an initial effort to ensure that the inputs of asset needs will be directed into the Long Term Financial Planning process and the concurrent Long Term Financial Plan currently being undertaken by the City.

The CAMPlan captures roll-up information at a corporate level and, in the future, will provide guidance to the DAMPs. The corporate consolidation is the public facing document summarizing the individual DAMP integrating infrastructure strategies across service areas. The CAMPlan relationship to other documents is shown in Table 2.2

Table 2.2 – The CAMPlan’s Relationship With Other Key Related Documents

SERVICE AREA	SERVICES	OTHER ONGOING AND CURRENT RELATED INITIATIVES	STATUS	FREQUENCY OF UPDATES
Facilities	Corporate Facilities	Facilities Departmental AMP	Ongoing Target End of 2016	Every 3-5 Years
	Fire Facilities	Fire Station Location & Apparatus Deployment Study	Completed 2016	
	Recreation Facilities	Parks and Recreation Master Plan	Target completion Spring 2017	
Fire	Licensed Vehicles	Fire Station Location & Apparatus Deployment Study	Completed 2016	
Stormwater Services	Stormwater Management Ponds	- Stormwatermanagement Retrofit & Enhancement Study	- Completed 2015	
	Oil/Grit Separators			
	Storm Sewer Systems	- Stormwater Utility Rate	- Utility Rate Study RFP has been issued	
	Low Impact Development			
IT Services	End User IT	IT Strategy Update	Presented 2015, ongoing	
	IT Infrastructure			
	Business Systems			
	Other			
Parks Service	Parks	Parks and Recreation Master Plan	Target completion Spring 2017	
	Open Space			
Public Works	Roadway Network	Transportation Master Plan	Completed 2015	
	Structures			
	Traffic Services			
	ROW Pathways			
	Other	Parking Strategy	Completed 2009	
Transit Services	Licensed Vehicles	Vehicle Plan for Transportation Master Plan	Completed 2014	
Others		Development Charges Study	Completed 2014	
		Official Plan Review	Ongoing	

2.3 Purpose of the Corporate Asset Management Plan

This first CAMPlan sets out how the municipality’s infrastructure will be managed to ensure that it is capable of providing the levels of service needed to support Brampton’s key Strategic Outcomes, focusing on levels of service, lifecycle asset management planning, and the resulting long-term cash flow requirements.

This CAMPlan meets and exceeds the Ministry’s guidelines for Development of CAMPlans as follows:

1. Complies and exceeds the key requirements as defined within the *Ministry of Infrastructure’s ‘Guide for Municipal Asset Management Plans’*, including coverage of all major service areas of the Financial Information Return(FIR) Schedule 51.
2. Demonstrates that Levels of Service are being met in an effective and efficient manner.
3. Demonstrates that due regard is being given to the long-term stewardship and sustainability of the asset base.
4. Demonstrates responsible management of the asset portfolio.
5. Communicates and justifies funding requirements.
6. Demonstrates the commitment that assets will be maintained in compliance with regulations.

By following the CAMPlan, the City of Brampton will demonstrate how the municipal infrastructure will be managed to ensure that it is capable of providing the levels of service needed to support our municipal goals.

2.4 Assets Included in the CAMPlan (Asset Hierarchy)

The City of Brampton is a large corporation that exists to deliver services to its citizens. The City is organized at a service level as stipulated within the City's first Corporate Asset Hierarchy which has been included in Appendix 203 and 204.

This document is divided into key areas providing external public services for example Public Works and Engineering, and as supported by internal services such as Corporate Services (i.e. Corporate Information Technology). The individual service areas operate at a far greater level of detail than the corporate level but are the link which implements the broader corporate asset strategy.

This first version of the Plan focuses on high level planning for most of the major service areas under the direct control of the City and excludes indirect service administered by other corporations and municipalities (i.e Region of Peel, City of Mississauga, Hydro etc.).

Some service areas have not been included in the CAMPlan due to limited data availability. The most notable exceptions are library collections and equipment, surface parking, animal shelters, forestry and cemeteries. It is anticipated that these assets will be added in subsequent versions of the CAMPlan. There are also elements of individual service areas that are excluded due to data limitations. Most often this is equipment which is unlikely to significantly affect the general findings of this report.

Land has also been excluded since it does not depreciate over time and typically does not require "replacement." Land values will continue to be included as part of Financial Information Return submissions.

This CAMPlan does not cover all assets which were included as a major area in the *Ministry of Infrastructure's 'Guide for Municipal Asset Management Plans'*. In the City of Brampton, Social Housing is not owned by the City, and water and wastewater services are under the jurisdiction of the Regional Municipality of Peel. In addition, this Plan does not cover assets owned by City Boards and Agencies not directly managed by Brampton.

The following sections provide greater detail on the assets held within the service areas under the scope of this first CAMPlan.

2.4.1 Major Service Areas

The major service areas comprise a significant portion of the City's asset portfolio with a total replacement value estimated at \$5.1 Billion. These integrated major services form an integral part of the City's infrastructure asset base that contributes to the key strategic goals of the city in "Future- Ready Brampton" Appendix 217- Future Ready Brampton- Services Brampton. Collaboratively, the importance of these major service areas and their respective asset

categories as owned, operated and maintained by the City can be linked back to the City of Brampton’s goals as demonstrated in its strategic plan.

Figure 2.13 – Major Service Categories in 2016 CAMPlan



Section 3 includes the inventory and replacement value of various asset types within these major service areas that are included within the scope of this CAMPlan.

2.4.2 Other Service areas

As noted earlier, there are several categories of assets not included in this first CAMPlan. These are shown in Table 2.3 (Appendix 211).

Table 2.3 – Asset Inventory not included in the initial CAMPlan

FIR Schedule 51	Asset Hierarchy Service Area	2017 Budget Binder
General Government	Corporate Support Service	Finance (including Purchasing) Realty Services Council Members Human Resources Strategic Communications Service Innovation & Corporate Performance Office of CAO City Clerk Internal Audit
	Community Services	Service Brampton Building Design & Construction Animal Services
Health	Public Works & Engineering - Cemeteries	Parks- Forestry, Horticulture & Cemeteries
Planning & Development	Planning & Development Services	Planning & Building Policy Planning Transportation Planning
	Community Services	New Construction - Community Services
Transportation Services Environmental Services	Public Works & Engineering	Capital Works Development Engineering
Social & Family Services	Community Services- Seniors Center	Recreation
Recreation & Culture Services	Economic Development & Culture	Economic Development Art & Heritage Properties Sport Tourism
Protection Services	Brampton Library Corporate Support Services Fire & Emergency Services	Library Enforcement & Bylaw Services Emergency Measures

2.4.3 Tangible Capital Asset Categories

The following Financial Information Return service categories form the basis of the CAMPlan:

General Capital Assets	Infrastructure Capital Assets
<ul style="list-style-type: none"> • Land Improvements • Buildings • Machinery & Equipment • Vehicles • Furniture, Computer and Office Equipment 	<ul style="list-style-type: none"> • Land Improvements • Buildings • Machinery & Equipment • Vehicles • Linear Assets

As noted previously, land is excluded in the analysis. It should also be noted that office furniture and small equipment have also not been included in the current CAMPlan due to limited data availability. The existing Asset Management plan includes most of the tangible capital assets reported in Schedule 51 of the Financial Information Return (FIR) that are eligible for Gas Tax Funding. See Appendix 207 for the City’s latest FIR submission.

Most of the 16 eligible infrastructure categories are listed in Schedule B of the Gas Tax Agreement as addressed in the Asset Management Plan. Appendices 205, 206 and 210 provide the Federal Gas Tax Expenditure Report, Summary of Claims, and Signed Agreement, respectively.

There is an exception for assets like cemeteries, forestry and horticulture services and some other minor components of infrastructure due to limitation of data availability. The breakdown details of the Tangible Capital Assets by functional category for the City of Brampton are shown in Appendix 201.

2.5 Timeframes

The City of Brampton has adopted a preliminary 10-year projection window for the first version of the CAMPlan. As the Corporate Asset Management program evolves, the City expects to be able to widen the predictions to 20 years and beyond. Ideally the plan will reflect the asset lifecycles which vary from asset to asset, many lasting decades. Performance measures will be collected and monitored annually to ensure the CAMPlan is being implemented. Significant events may trigger the need for additional updates. As the City budgets on an annual cycle, to some degree, changes can be anticipated annually depending on budget approvals. The Plan is expected to be a living document.

Table 2.4 shows the targeted timelines for updates to the Plan and associated documents.

Table 2.4 – Timeframes and Frequency for Review

Key Documents	Target Frequency (years)
Corporate Asset Management Policy	Every 5 Years
Corporate Asset Management Plan	2018- Every 5 Years
State of Local Infrastructure Report	Annually
Service Area Departmental (DAMPs)	Every 4 Years
State of Asset Management	Every 2 Years
Long Term Financial Plan	Every 5 Years
Capital Budget	Annually

2.6 Development Methodology

The City of Brampton commenced the development of its Corporate Asset Management Program in 2016. The CAM Program began with the creation of its first Manager of Corporate Asset Management within the Corporate Services Division of the City. The Manager of Corporate Asset Management gathered the first Asset Management Network and Steering Team who undertook the Best Practices Global standardized ISO 55000 initial state of asset management assessment review of the current state of asset management practices across all of the major service areas. A consultant was retained to support this CAMPlan development effort.

This CAMPlan was developed under the leadership of the City’s Corporate Asset Manager and the Corporate Asset Management Office (CAMO), through the collaboration and dedication of all members of the evolving Corporate Asset Management Network and Steering Team, working closely with staff from the individual service areas and supported by external consultants. Figure 2.14 illustrates the role and relationship of the CAMO to the process.

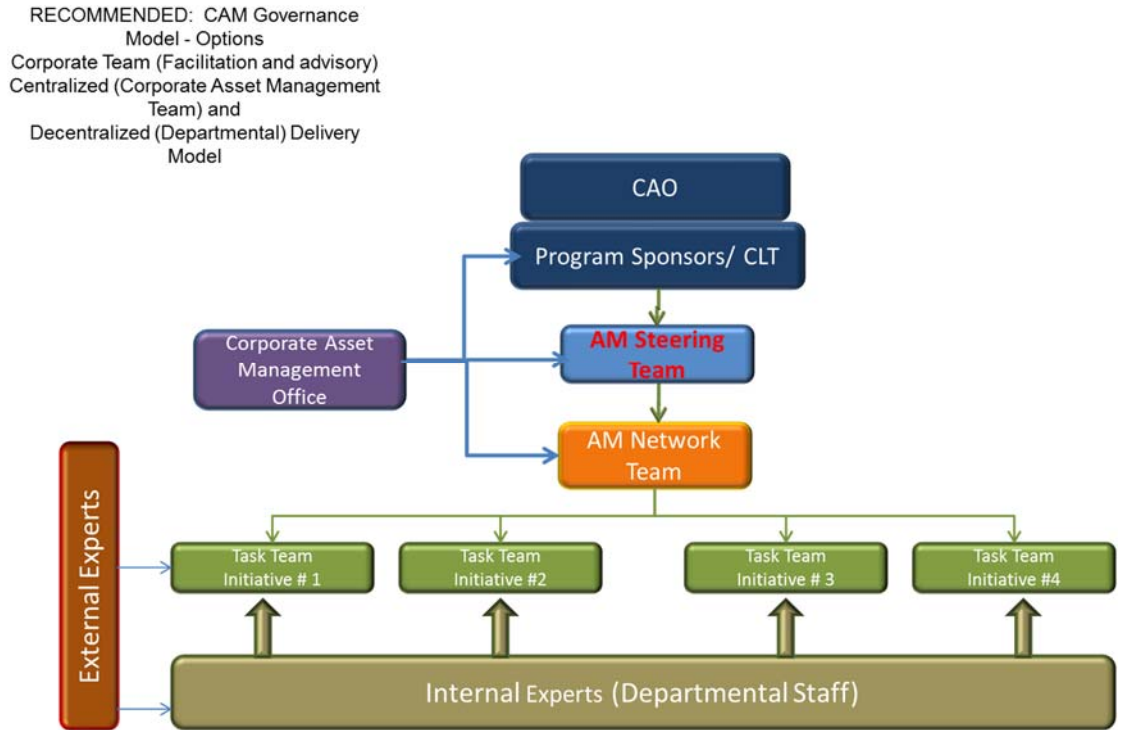
Figure 2.14 – Roles Of Best Practices CAMO



Source: As adopted from IAM - AM Competency Framework

The scope of the project was initially restricted to the major City assets due to the critical timeframes as required to meet the Federal Gas Tax Agreement deadlines. A Corporate Asset Management Program governance structure was developed as presented in Figure 2.15.

Figure 2.15 – Corporate Asset Management Governance Structure



A Corporate Asset Management Administrative Policy (2016) was written and approved. Asset management strategies including risk, level of service, lifecycle management, demand management, and other strategies, along with frameworks for asset hierarchies and registries, were drafted.

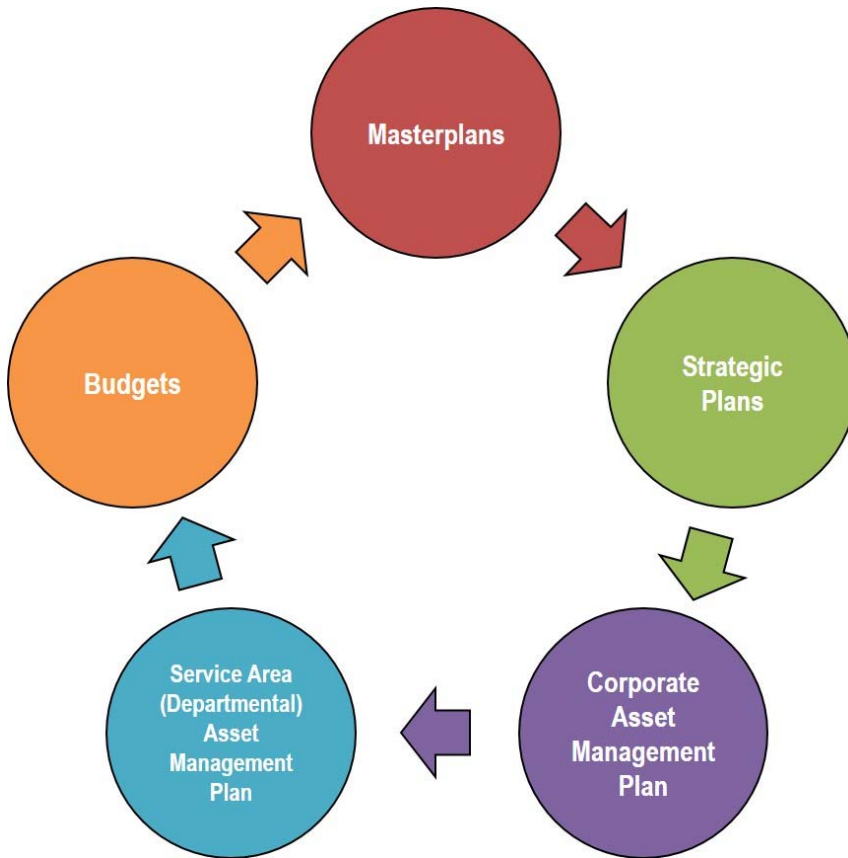
The first step in drafting this version of the CAMPlan was to identify the current state of local infrastructure and identify gaps accordingly. All available 2016 data and information was used to predict the infrastructure gap over a 10-year window assuming current spending practices continued.

The final outcome of the CAMPlan is a documented implementation plan (CAM Roadmap) as shown in Section 7 - Plan Improvement and Monitoring, with scheduled improvement initiatives (see Appendix 701A and 701B) as well as the identified operation and maintenance approaches necessary to achieve the objectives. These approaches are described in detail in the City’s asset management strategies and are planned to be implemented across all major service areas over future years. In the future, the City intends to broaden the asset management practices to its Boards and Agencies.

Ultimately, the next version of the Corporate Asset Management Plan may be very different. The City intends to build individual departmental service area plans (DAMPLans) which will in turn consolidate into the ultimate corporate plan.

An iterative approach will be taken for this next effort. As more information is gathered, better informed decisions can be made for each area of the CAMPlan. The CAMPlan will require “bottom-up” information on the risk profiles of assets (Figure 2.16).

Figure 2.16 – CAMPlan Development Methodology



2.6.1 Limitations of First Corporate Asset Management Plan

The City is addressing the above limitations through the implementation of a Corporate Asset Management program. With full implementation of the Corporate Asset Management program, there will be improved confidence in asset related data and decisions can be optimized. The depth of the planning will increase and become more efficient and effective as the Corporate Asset Management program is implemented. The City has relied on the past experience of its expert staff and managed well relying on that capability.

2.6.2 Data Reliability & Accuracy and Data Governance

Currently, there are no service area plans. Some service areas have draft and or preliminary components such as the Facilities Asset Management Plan with asset management practice and solid asset management, and have specialized tools and accurate inventories to undertake the work. Other service areas have minimal asset management capability. Current confidence and data reliability surrounding many of the City’s assets is limited and needs to be improved. The following describes the limitations of the first CAMPlan

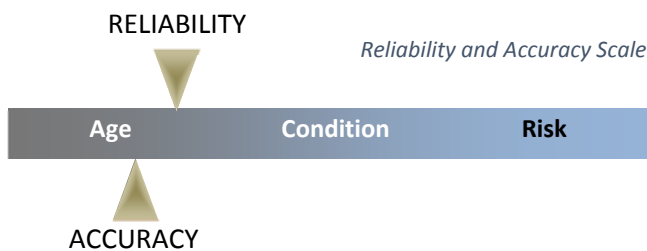
and the data reliability and accuracy as identified. The current data collection processes and systems will need to be further assessed with regard to their suitability for collection of the data required to support the LOS measures. In addition, responsibilities for data ownership and sign off will need to be agreed, if not already in place. The intention is that, as far as possible, this data collection becomes part of “business as usual” for the City of Brampton, as opposed to a data collection activity specifically to enable LOS reporting.

In gathering the data it is useful to attach some level of confidence grade to each of the Customer LOS measures when these are reported on annually, to provide an indication of the reliability and accuracy of the base data used. This is especially important to the accuracy of the CAMPlan, and has not been in place long for those service areas that have initiated the effort. Other areas will need to put this activity in place.

These confidence grades would be based on the data behind the detailed Customer LOS which is important when the measures are new and processes for data collection and sign off assures compliance.

- Data that is classed as having ‘high’ reliability is based upon sound textual records, procedures or analysis that has been properly documented, and is recognized as the best method of assessment. Data of ‘low’ reliability is usually based only upon unconfirmed verbal reports or cursory inspections/analysis.
- Data that is classed as having ‘high’ accuracy is that which is considered to be accurate to within +/- 1 per cent. Data of ‘low’ accuracy is usually only considered to have an accuracy of +/- 50 per cent.

If there is a spread of either the accuracy or reliability, or both, for the detailed LOS measures the high level customer LOS measure can still be assigned a confidence grade and the spread can be as shown. The current City-wide data confidence presented in this report is assessed as **Low (Age-Based)**.



Confidence grades for each service are shown in Section 3.

The City is addressing the above limitations through the implementation of a Corporate Asset Management program. Continued investment in the full implementation of the Corporate Asset Management program remains critical, which will hopefully result in improved confidence in asset related data and decisions can be optimized. The depth of the planning will increase and become more efficient and effective as the corporate asset management

program is implemented. That being said, the City has relied on the past experience of its expert staff and managed well relying on that capability.

2.7 Plan Monitoring and Review

The baseline State of Infrastructure Report as found in Section 7 - Plan Improvement & Monitoring is being drafted and will be formally published as targeted for 2018.

The Corporate Asset Management program intends to run pilot trials on some of the service areas, such as cemeteries, animal services, corporate support services (legal, human resources etc.) in 2017. This will serve as the proving ground for cross-corporate adoption of the asset management strategies and the required changes in operating procedures and protocols.

Implementation of the CAM program in the remaining major service areas will occur following the pilots and will need a few years to complete.

The centralized Corporate Asset Management office will be responsible for monitoring the progress of the plan on an annual basis. This will be undertaken as part of the corporate asset management program implementation strategy. Initiatives will include:

- Use of a key performance indicator tracker at the asset management program level to monitor the adoption and embedding of asset management tools, techniques, and behaviors;
- Use of key performance indicator trackers at the asset level to monitor and target poor performing assets and effects of maintenance/replacement strategies;
- Review and “lessons learned”;
- Maintain current standards using appropriate tools for communication and training/refreshers;
- Develop a procedure and responsibility for acting on best practices/lessons learned; and
- Requirement to review improvement opportunities as part of annual updating of planning procedures.

A review of the performance of the corporate asset management program will be undertaken annually, comprising internal evaluation together with the results of benchmarking, audit results, and assessments of current and best practices. The City will continually seek opportunities for improvement and achievement of the asset related aspects of the organizational strategic plan in an efficient manner.



Section 3: State of Local Infrastructure

3 State of Local Infrastructure (SOLI)

3.1 Purpose

Both globally and across Canada concerns have been raised as to the ability of gaining municipal infrastructure to continue servicing residents and businesses. The City of Brampton, along with municipalities across the country, is facing the challenge of increased demand for public services within the context of constrained budgets and rising costs, all while dealing with economic uncertainties.

This chapter seeks to establish an understanding of the current state of Brampton's estimated \$5.1 Billion (2016) in infrastructure assets. This baseline snapshot of Brampton's assets will help decision-makers prioritize investments in the future; improving their ability to efficiently manage assets and deliver services.

This first version of the State of Local Infrastructure (SOLI) report is a key building block for Brampton's future management of its infrastructure assets. This section is intended to provide the following information:

- Details of the Asset Inventory – What do we own?
- Valuation of the Asset Base (Replacement Value) – What is it worth?
- Condition/Performance of the Asset Base – What Condition is it in?

This report is a companion document to the first City of Brampton CAMPlan. The Plan is intended to set the stage for resolving the issues identified by the State of the Local Infrastructure, thereby aiding Brampton on its journey toward implementing universally accepted asset management practices. The SOLI lays the foundation for ongoing assessment and benchmarking, and allows the City to communicate publicly on the current state of the City's infrastructure. In this first issue of the report, we have focussed on the "major service areas", described generally as the infrastructure owned and internally managed by the City. Future iterations of this report will hopefully include all assets directly and indirectly owned or managed by the City, including those owned or managed by municipal boards and agencies.

3.2 Overall City-wide Corporate Assets

3.2.1 State of Local Infrastructure Summary

The City of Brampton owns and operates a sizable portfolio of assets that span several service areas. This section of the CAMPlan covers the City’s infrastructure aligned to the services under the direct control of the City and excludes indirect services administered by Boards and Agencies. This report includes major service areas, as detailed in the Ministry of Infrastructure’s ‘*Guide for Municipal Asset Management Plans*’ (Ministry Guide).

The City’s total asset replacement cost is estimated at \$5.1 Billion. This value is comprised of the following major infrastructure service areas: Transportation, Stormwater, Transit, Parks and Recreation, Facilities, Information Technology, Fire and Fleet. These services contribute to the City of Brampton’s overarching Strategic Plan objective of “Moving Our City Forward”.

The following graphic (Figure 3.1) provides a high-level overview of the inventory of various asset types required under the Ministry Guide, including replacement value, condition of the City’s assets by service area and the replacement value per household. The majority of the \$5.1 billion in assets currently owned and operated by the City are in Good condition. Detailed asset information under each service category can be found within the sections that follow.

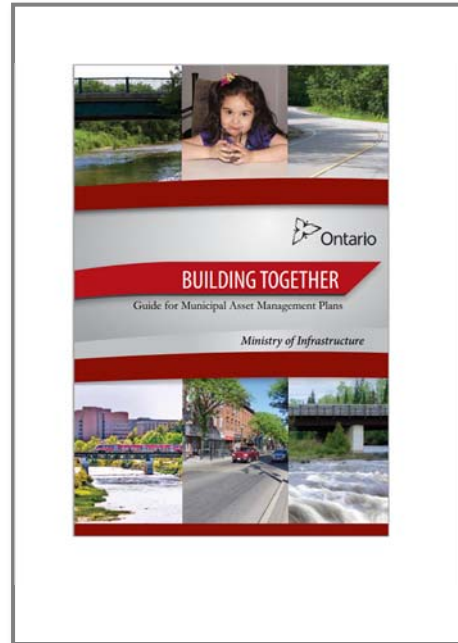
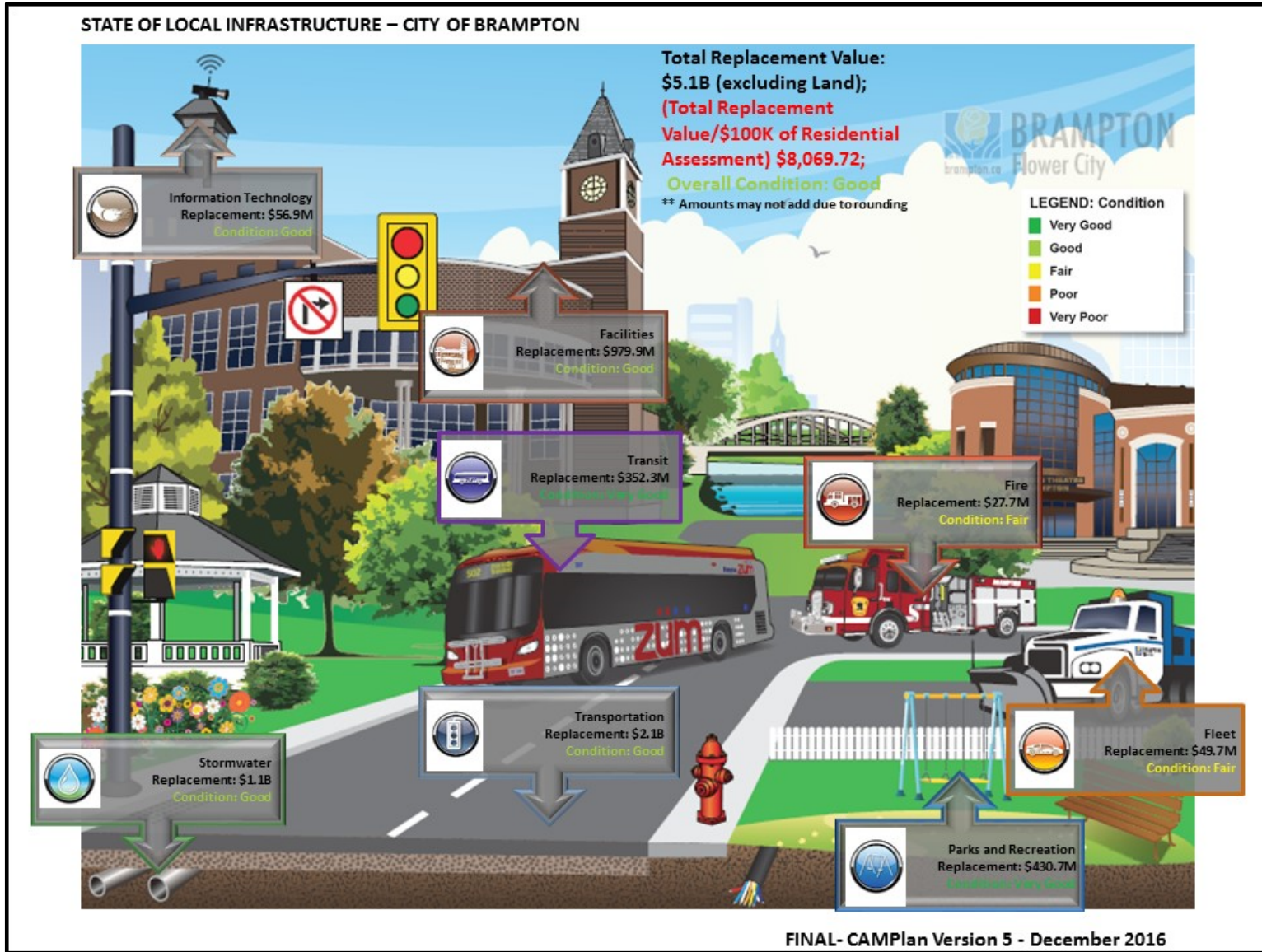


Figure 3.1 – Overall City of Brampton State of Local Infrastructure



3.2.2 Data Confidence Rating

To aid interpretation, a data confidence rating is noted within each of the service area condition summaries in section 3.3 of this plan. The data confidence rating scales outlined in Table 3.1 below define the various measures used to qualify the accuracy and reliability of the information used to develop this plan. It should be noted that the data confidence is based on the lower of the Reliability and Accuracy ratings. It is an overall goal to improve the reliability and accuracy of all information through future iterations of this CAMPlan. The current City-wide data confidence Data Confidence presented in this report is assessed as **Low (Age-Based)**

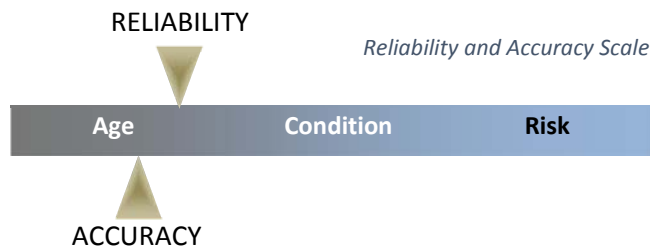


Table 3.1 – Data Confidence Rating Scales

Measure	Description	High (Risk Based)	Moderate (Condition)	Low (Age)
Approach	Approach undertaken to qualify the current state of the assets as it relates to industry benchmarks and best practices	Based on full understanding of Risks, and a balanced correlation of the asset's (technical) levels of service	A standard industry benchmark that is used to objectively assess the current and projected condition of the asset. (i.e. FCI- Facilities condition indices, PQI- Pavement Quality Index, BCI- Bridge Condition Index)	The age-based condition was evaluated by comparing the age of the asset to its expected useful life
Reliability	Can be trusted to be accurate or to provide a correct result	Based upon sound records, procedures, or analyses that have been acceptably documented, and are recognized as the best method of assessment	Based upon known reasonable procedures, or analyses that have been acceptably documented	Based upon expert verbal opinion or cursory inspections/ observations
Accuracy	Probable difference between a recorded parameter and its true value	+/- 1%	+/- 10%	+/- 50%

3.2.3 Overall Data Confidence

The overall Data Confidence presented in this report is assessed as **Low (Age-Based)**. As this report represents the consolidation of the best available data prior to the implementation of the Corporate Asset Management Program, most of the data gathered was primarily age-based, or based upon the overall estimated useful life assets in comparison to its installation date.

Current asset management practices throughout the City vary greatly in terms of their level of sophistication. Due to this variation in asset management practices and the quality of supporting data, the findings of this report are subject to limitations within the network. While much of the data gathered to produce this report is based upon reasonable and sufficiently documented procedures, reliance on the expert verbal opinion of City staff was required where gaps in the data existed. These gaps are largely related to the condition rating assessments,

although, in some instances expert staff opinion was also required to complete the asset inventories. Additional details regarding the individual service areas assessments can be found in Appendix 301.

3.2.4 Data Quality

This first State of Local Infrastructure Report used the best available data, as collected by City staff within a restricted timeframe. Future reports will be based on a more robust data collection process specifically tailored for State of Local Infrastructure reporting, and will also focus on the performance of the assets in terms of their ability to meet demand, capacity, and functional requirements.

Whenever available, information on assets, such as inventory and condition, was pulled from the various service area databases and asset management software. Alternatively, data was collected from the 2015 Tangible Capital Asset (TCA) report, a requirement under the PSAB 3150 legislation. As mentioned, in many instances, information was obtained from the Corporate Asset Management Network and expert opinions.

3.3 Asset Inventory and Valuation

As specified in the Ministry Guide, the value of the City's assets is presented in two different formats: 'Net Book Value' and 'Replacement Value'. These are described below.

Net Book Value is consistent with the financial accounting practices defined by the Public Sector Accounting Board and is reported on the City's financial statements. The City of Brampton's reported Net Book Value covers the full scope of the City's Tangible Capital Assets, including land. It is noted that this differs from the scope of assets considered under the Corporate Asset Management program and the State of the Local Infrastructure.

The Net Book Value is the original acquisition cost less accumulated depreciation, depletion or amortization. It is reported on annually in accordance with reporting standards established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. As shown on Table 3.2 below, the City's 2015 Consolidated Financial Statement reported the Net Book Value of the City's Tangible Capital Assets as of December 31, 2015 at \$3.40 billion, inclusive of land. Under the financial accounting approach many assets may be fully depreciated yet remain in use across the City. Therefore, Net Book Value is not the appropriate methodology to be employed for infrastructure renewal planning.

Table 3.2 – City of Brampton Net Book Value (\$000)

FIR Functional Classification	Net Book Value Jan 1, 2015	Net Additions/ Disposals	Net Amortization Expense	Net Book Value Dec 31, 2015
General Government	\$343,696	\$1,144	\$2,455	\$342,385
Protection	\$54,818	\$(8,282)	\$(7,331)	\$53,867
Transportation	\$1,614,142	\$115,990	\$42,485	\$1,687,647
Environmental	\$449,212	\$37,078	\$13,389	\$472,901
Health	\$1,038	\$(126)	\$(99)	\$1,011
Social and Family	\$6,381	\$(826)	\$(412)	\$5,967
Recreation and Cultural Services	\$828,585	\$150	\$(944)	\$829,679
Planning and Development	\$9,772	\$(11,182)	\$(10,474)	\$9,064
TOTAL	\$3,307,645	\$133,946	\$39,070	\$3,402,521

Note: Categories/information derived from the 2015 Financial Information Return. The net amortization figure tends to vary from year-to-year pending on in-year asset disposals.

Replacement Values are used as the basis to estimate the cost of replacing an asset when it reaches the end of its engineered design life. The total replacement cost of all assets covered within this Plan is estimated at \$5.1 billion.

3.3.1 Replacement Cost Valuation

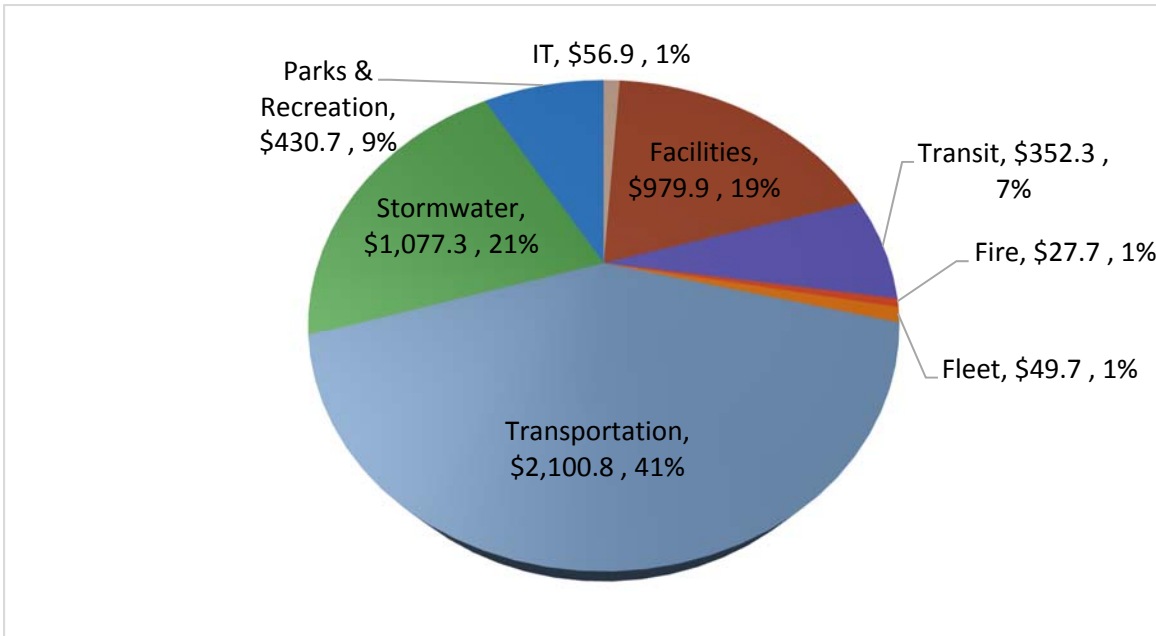
The City uses three basic methods to estimate replacement costs needed for infrastructure renewal planning:

1. **Local price indices:** This is the most accurate method. The City has collected recent acquisition data demonstrating similar replacement activities.
2. **Published price indices:** Where local indices are not available, the City uses published indices which although appropriate and standardized. Not a complete sentence

3. Accounting estimates: When assets cannot be estimated against either index, the City uses accounting methodology based on historic cost, estimated useful life and inflationary effects to determine replacement value.

The total replacement value of all assets covered under this plan is illustrated by service in figure 3.2 below. Transportation services represents the largest share at 41 per cent, or \$2.1 billion, of the total \$5.1 billion replacement value.


Figure 3.2 - Total Replacement Value = \$5.1 Billion



3.3.2 Detailed Asset Inventory and Replacement Values

More detailed asset values for each service area are shown in Tables 3.3 to 3.10 below.

Table 3.3 – Detailed Replacement Values – Transportation Services

Service	Asset		Inventory	Unit	Replacement Value (\$000)
	Roadway Network		2,700	Lane KM	\$1,180,000
	Structures	Bridge	61	Each	\$265,391
		Pedestrian Bridge	112	Each	\$38,713
		Culvert	152	Each	\$235,808
		Gateway Features	164	Each	\$5,850
		Guiderail	402	Each	\$3,277
		Handrail	84	Each	\$582
		Noisewall	17	Each	\$8,785
		Fences	26,745	Meters	\$1,605
		Retaining Walls	89	Each	\$1,259
	Walkways & Path	Sidewalks	1,710,739	Meters	\$179,960
		Walkways	19,298	Meters	\$4,017
		Multi-Use Paths	104,184	Meters	\$16,844
	Traffic Services	Street lighting	39,483	Each	\$137,688
Traffic Signals		TBD		\$20,971	
					\$2,100,751

Note: Operation Works facilities are included in the Facilities service component of this CAMPlan.

Table 3.4 – Detailed Replacement Values – Stormwater Services


Service	Asset		Inventory	Unit	Replacement Value (\$000)
	Stormwater Management Ponds		200	Each	\$250,000
	Storm Sewer System	FDC-WTC	245,125	Meters	\$54,058
		Linear	1,429,621	Meters	\$773,291
					\$1,077,349

Table 3.5 – Detailed replacement Value - Facilities



Service	Asset	Inventory	Unit	Replacement Value (\$000)
	Corporate	16	Each	\$207,700
	Fire	17	Each	\$46,490
	Library	3	Each	\$18,860
	Parks and Recreation	89	Each	\$566,150
	Transit	12	Each	\$101,590
	Operation Works	6	Each	\$39,120
TOTAL				\$979,910

Table 3.6 – Detailed Replacement Values – Transit Services

Service	Asset	Inventory	Unit	Replacement Value (\$000)	
	Licensed Vehicles	Heavy Duty Assets	408	Each	\$327,850
		Shelters– Conventional	697	Each	\$4,424
		Shelters – Züm	106	Each	\$19,780
		Shelters – Bike	23	Each	\$223
TOTAL				\$352,277	

Note: Transit facilities are included in the Facilities service component of this CAMPlan.

Table 3.7 – Detailed Replacement Values – IT Services


Service	Asset		Inventory	Unit	Replacement Value (\$000)
	End User IT	Monitors	2,700	Each	\$3,421
		Desktops	2,700	Each	\$675
	Infrastructure Assets	Storage and Backup	19	Each	\$2,130
		Wireless	625	Each	\$2,074
		Network Infrastructure	571	Each	\$4,382
		Cable Plants	253,704	Meters	\$9,746
		Communication System	3,806	Each	\$3,009
	Servers	76	Each	\$1,508	
Business Systems	Software	90	Each	\$30,000	
TOTAL					\$56,945

Table 3.8 Detailed Replacement Values – Fleet Services



Service	Asset	Inventory	Unit	Replacement Value (\$000)
	Licensed Vehicles	542	Each	\$30,261
	Off Road Vehicles	179	Each	\$13,087
	Equipment	1,056	Each	\$6,337
TOTAL				\$49,685

Table 3.9 – Detailed Replacement Values – Fire Services

Service	Asset		Inventory	Unit	Replacement Value (\$000)
Fire: Fleet 	Licensed Vehicles		102	Each	\$25,495
	Fire Equipment	SCBA	130	Each	\$962
		Bunker Gear	899	Each	\$1,279
TOTAL					\$27,730

Note: Fire facilities are included in the Facilities service component of this CAMPlan.

Table 3.10 – Detailed Replacement Values – Parks and Recreations Services

Service	Asset		Inventory	Unit	Replacement Value (\$000)
Parks and Recreation 	Open Space Assets		1,147	Ha.	\$19,604
	Parks Assets	Parkland	2,061	Ha.	\$287,257
		Playgrounds	453	Each	\$46,849
		Sports/Facilities	366	Each	\$53,737
	Recreation Equipment		2,390	Each	\$13,111
	Recreation - Furniture and Equipment		303	Each	\$10,151
TOTAL					\$430,708

Note: Park and Recreation facilities are included in the Facilities service component of this CAMPlan.

3.3.3 Useful Life

The estimated engineered useful life of an asset is the period of time the asset is expected to provide service. The use of an asset ultimately impacts the life of an asset and its ability to provide service.

Useful life predictions need to be supplemented with other information such as condition assessments, history of upgrades/expansions, and expert judgment. Technical (or engineered) condition assessments generally best inform the timing of asset renewal or replacement. For the City, as part of the plan improvement and monitoring CAM Roadmap process, there are plans for the City to develop a full asset condition grading standard along with the continuous improvement of other AM strategies and standards.

It is common for assets to fail prior to the estimated engineered design life of each asset. It is the overall goal that infrastructure renewal be ideally based on condition and use of engineered information rather than the age of the asset. At the time of preparing this

document, most of the data gathered was primarily age-based, or based upon the overall estimated useful life of the asset in comparison to its installation date.

3.3.4 Asset Condition

The condition of each asset group was evaluated to determine the state of the infrastructure to illustrate the current state of the City’s infrastructure. Consistent with the Canadian National Infrastructure Report Card as well as other major organizations and institutions reporting formats, a five-point rating scale, as shown in Table 3.11 below, was used to assign a condition to all assets. It should be noted that future iterations of this corporate asset management plan will be prepared to expand the assessments to include other service measures such as adequacy and reliability, to better reflect the ability of the City’s assets to deliver services.

Table 3.11 – Five Point Infrastructure Rating Scale

Rank	Condition	Definition
1	Very Good	The infrastructure in the system is in generally good condition, typically new or recently rehabilitated. A few elements show signs of deterioration that require attention.
2	Good	The infrastructure in the system is in good condition; some elements show signs of deterioration that require attention. A few elements show sign of significant deficiencies
3	Fair	The infrastructure in the system or network is in fair condition; it shows general signs of deterioration and requires attention. Some elements exhibit significant deficiencies.
4	Poor	The infrastructure in the system or network is in poor condition and mostly below standard, with many elements approaching the end of their service life. A large portion of the system exhibits significant deterioration.
5	Very Poor	The infrastructure in the system or network is in unacceptable condition with widespread signs of advanced deterioration. Many components in the system exhibit signs of imminent failure, which is affecting service.

As shown in Figure 3.3 below, overall, the infrastructure in the City of Brampton is assessed in Good condition with less than 9 per cent of the asset base measuring Very Poor to Poor; requiring more immediate renewal/replacement considerations. The overall Good condition rating can largely be attributed to the City’s infrastructure being relatively new in age, whereas over 50 per cent of the City’s infrastructure has been emplaced over the last two decades (see Figure 3.4– Age Distribution).

Figure 3.3 – Summary of Asset Condition (\$ Millions)

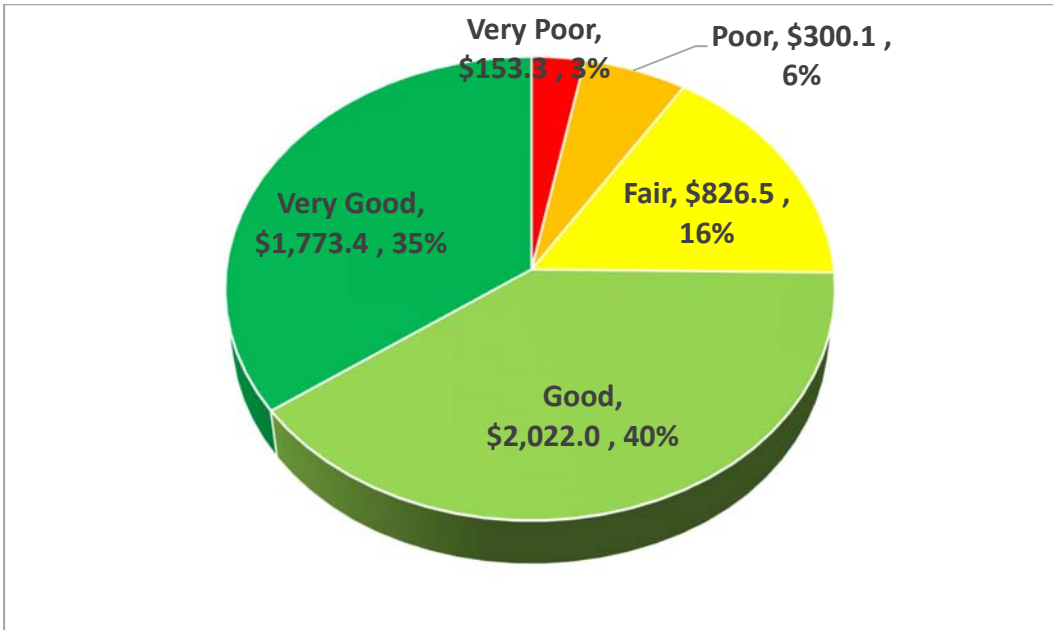
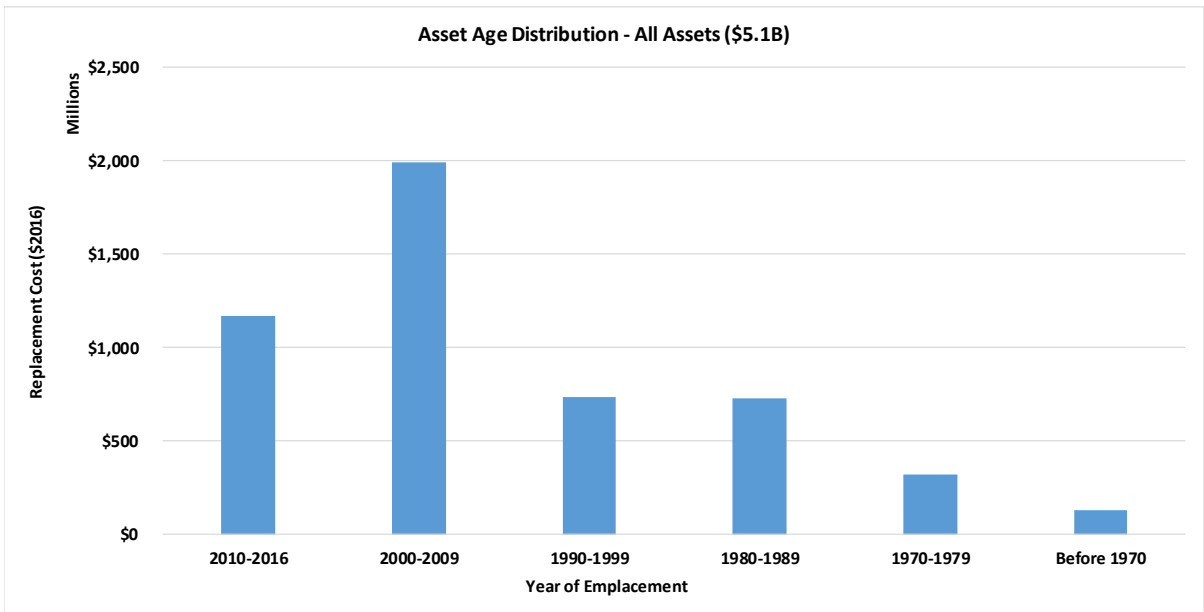


Figure 3.4 – Asset Age Distribution



The condition of the assets was determined using one of the three methods below based on availability and accuracy:

1. Existing condition rating systems e.g. Pavement Quality Index, Facility Condition Index;
2. Estimated based on Age and the remaining Estimated Useful Life of the asset. The age and remaining useful life can be related to condition, as shown in the Table 3.12 below; and

Table 3.12 – Overall City’s Condition Grading Standard Framework

Grade	Condition	% of UL
Grade 1	Very Good	80-100
Grade 2	Good	60-80
Grade 3	Fair	40-60
Grade 4	Poor	20-40
Grade 5	Very Poor	0-20

3. Estimated based on expert opinion, in the absence of 1) or 2) above or where there was low confidence that age and useful life properly represented a particular asset. For example, consider an old pump-house with old piping but a well-maintained relatively new pump representing 80 per cent of the asset value. The data would say the old pump-house was in poor condition while the expert knows the asset is overall in good condition. The opinion of the expert would override age and useful life in this circumstance.

The following approaches were used to index asset condition to the State of the Local Infrastructure rating scale:

- Existing Rating System: Building Condition Index (BCI) – The BCI is a standard facility management benchmark that is used to objectively assess the current and projected condition of a building asset. In accordance with the Corporate Facilities- DAMPlan- Facility Condition Index (FCI) is currently tracked by the Asset Preservation Group using data from the Building Condition Assessments. The Group is currently looking at improving the calculation for this metric using supplemental information from other City reports (structural, ODA, roof audits). One improvement to the metric may be to develop target FCI by facility classification, or by publicly accessible facilities versus facilities with no public access. Currently, an FCI target of 0.10 is set for each facility. The facilities Condition grade (very good to very poor ratings) goes hand-in-hand with FCI, and is an industry standard way of evaluating asset condition in a way that is understandable to the general public and Council. BCA data was analyzed to determine the overall condition of facility assets. Table 3.13 below indicates the Facilities Condition Grading System used in the DAMPlan.

Table 3.13 Facilities General Condition Grading System (Source: IIMM, 2011)

Grade	Description	Condition (Criteria)
VG	Very Good	Very Good Condition - Only normal maintenance required
G	Good	Minor Defects only - Minor maintenance required (5%)
F	Fair	Maintenance Required to Return to Accepted Level of Service - Significant maintenance required (10% - 20%)
P	Poor	Requires Renewal - Significant renewal/upgrade required (20-40%)
VP	Very Poor	Asset unserviceable - Over 50% of asset requires replacement

- Existing Rating System: Pavement Quality Index (PQI)* – The PQI is an industry standard benchmark used to indicate the general condition of pavement. The method to calculate the PQI is based on a technical inspection of the number and types of distresses in a pavement. Pavement distress includes low ride quality, cracking, bleeding, bumps and sags, depressions, potholes, etc. The result of the analysis is a numerical value between 0 and 100, with 100 representing the best possible condition and 0 representing the worst possible condition.
- Existing Rating System: Bridge Condition Index (BCI)* – The BCI is a commonly used benchmark that rates the condition of a bridge by evaluating and rating its sub-components, such as foundations, piers, deck structure, sidewalks/curbs/median, abutments or side walls, railings, etc. Each element of the bridge is rated from 1 (the element is on the verge of failure) to 10 (new condition). An overall major for the bridge is then calculated based on the rating of its elements. All bridges with a span greater than 3 meters are inspected every two years as per the Provincial mandate.
- Existing Rating System: Stormwater Sewer Network Condition Rating* – The City of Brampton uses a CCTV inspection program. Sewer infrastructure is video inspected on a ten-year cycle, to capture information on defects and deterioration. Using an internal algorithm, the system assigns each sewer a condition rating based of the severity and extent of defects noted through CCTV inspection. Sewers are graded as Good, Fair (1 to 3), and Poor (1 to 3). Based on an assessment of rating definition, the following conversions were made to align with the SOLI rating scale used within this report.
- Projected Rating: Age and Expected Useful Life* – When no formal condition assessment was available, the Age of the asset and its Expected Useful Life (EUL) were used to estimate its current condition. The EUL is the average amount of time in years that an asset is estimated to function when installed new and assuming routine maintenance is practiced. The age-based condition was evaluated by comparing the age of the asset to its expected useful life, as per Table 3.12.

- *Projected Rating: Expert Opinion* – Where formal condition assessment, reliable age data, or the results of the Age & EUL analysis failed to represent actual condition observed by Staff, expert opinion of the City of Brampton asset managers/custodians was used to estimate asset condition. The expert opinion condition was evaluated by comparing Staff experience to the definition as noted above.

3.3.5 Service Area Condition Summary

The following section summarizes the available replacement value and condition assessment information specific to the service areas considered under this plan and their major asset types.

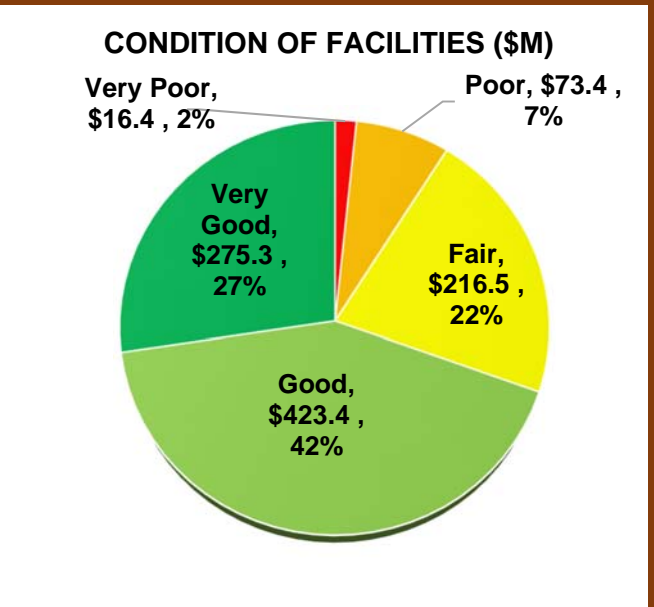
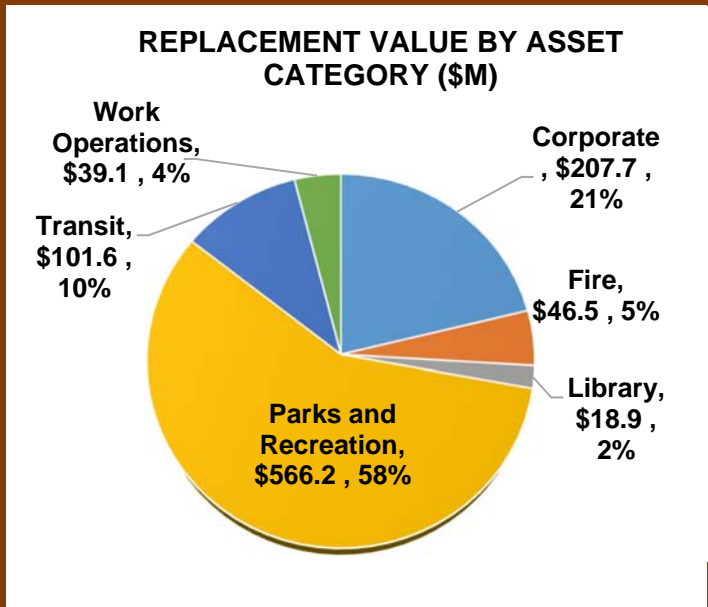


FACILITIES



Total Asset Replacement Value:	\$979.9 Million
Current Condition:	Good
Future Condition Trend (next 10 years):	Declining
Asset Management Policy:	To provide adequately maintained, innovative and safe facilities
Assets Included in this Category:	Library, Fire, Parks and Recreation, Works Operations and Transit
Data Confidence and Reliability:	Condition Based: Medium

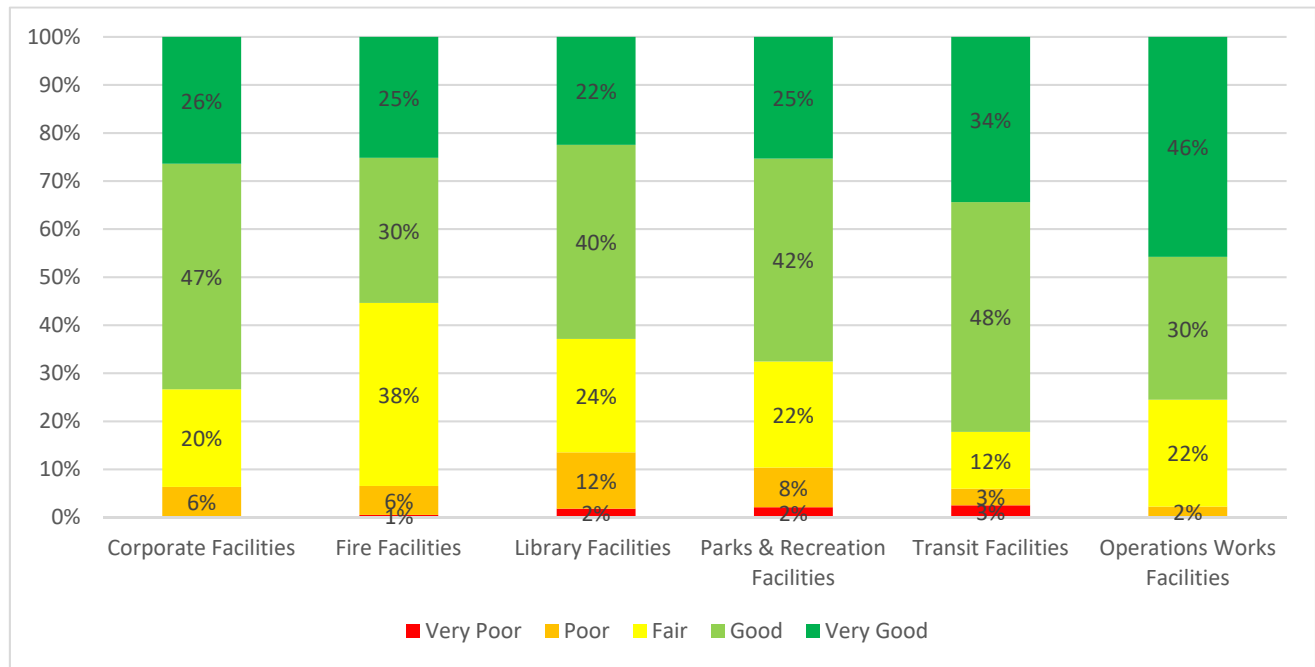
The total replacement value of the City's facility assets is \$979.9 million. Asset replacement values were derived from the 2016 Facilities Department Asset Management Plan (DAMP); the DAMP utilized the valuations provided in the 2014 Suncorp Valuations Report. Of the \$980 million replacement value, nearly 60%, or \$566.2 Million, is attributed to parks and recreation facilities. About 70% of the City's facility assets are in Good to Very Good condition, with less than 10% of the assets in Poor to Very Poor condition. As the City's facility assets are overall in Good condition, these assets are meeting current needs but aging and may require attention.



Data Source: Draft Facilities Departmental Service Area Asset Management Plan

Major Types of Services within Facilities



The figure below illustrates the condition of the facilities by various service. All facilities within each area are generally in Good to Very Good Condition.



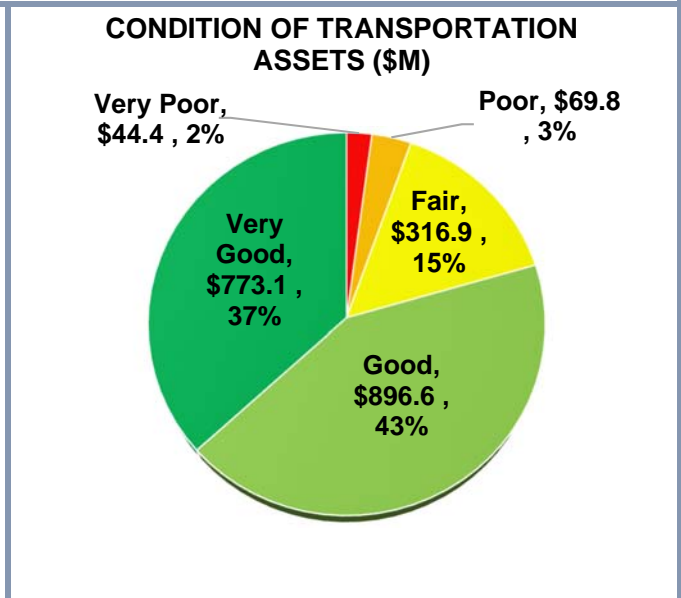
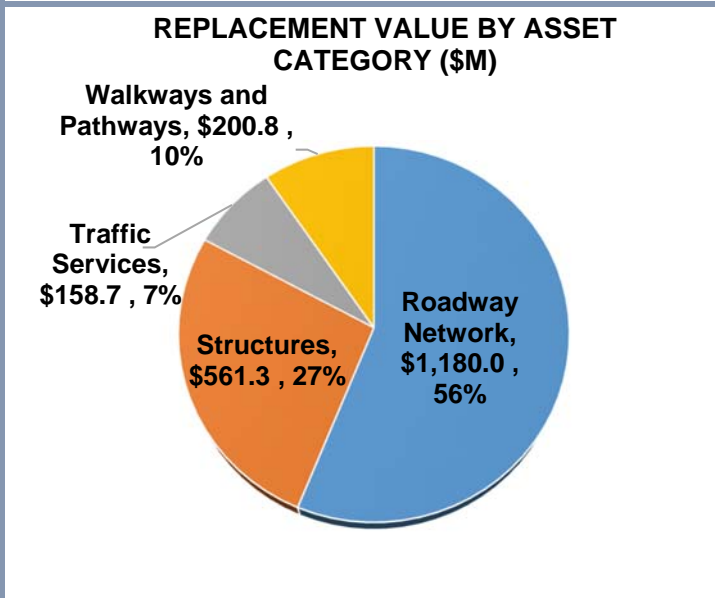


TRANSPORTATION



Total Asset Replacement Value:	\$2.1 Billion
Current Condition:	Good 
Future Condition Trend (next 10 years):	Declining 
Asset Management Policy:	To maintain safe roadways and roadsides enabling safe and efficient travel in a cost effective way
Assets Included in this Category:	Roadway Network, Bridges, Culverts, Rails, Gateway Features, Walls, Sidewalks, Walkways, Multi-use trails, Traffic Signals, Lighting,
Data Confidence and Reliability:	Condition-Age Based: Low-Medium

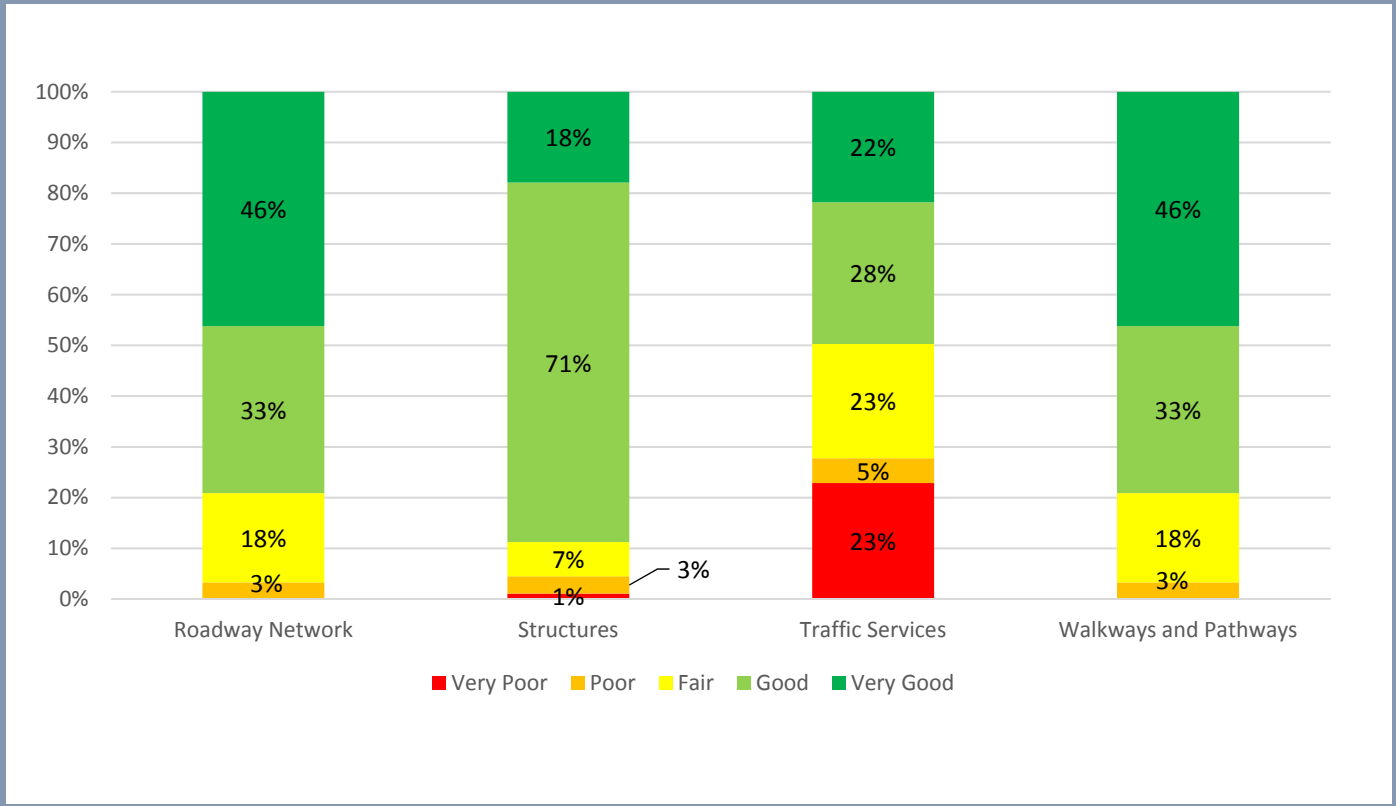
The total replacement value of the City's transportation services infrastructure is \$2.1 billion. Of this, the City's roadway network represents the largest component of transportation services, representing 56%, or \$1.2 Billion, of the total value. The City's transportation services asset base represents 42% of the City's entire \$5.1 billion asset portfolio. Overall, the City's transportation services assets are in Good condition with only 5% of the total asset base being rated in Poor to Very Poor condition. The City's road network is fairly young with the majority of pavement in the City constructed during the period from 1999 to 2015, and as such, pavements in the City of Brampton are in good condition.



Data Source: Pavement and Bridge Management System, departmental inventories

Major Types of Services within Transportation

The figure below illustrates the condition of the various transportation service assets by key sub-component areas. All components within each area are generally in Good to Very Good Condition. Traffic Services does identify some assets to be in very poor condition which may require some attention.



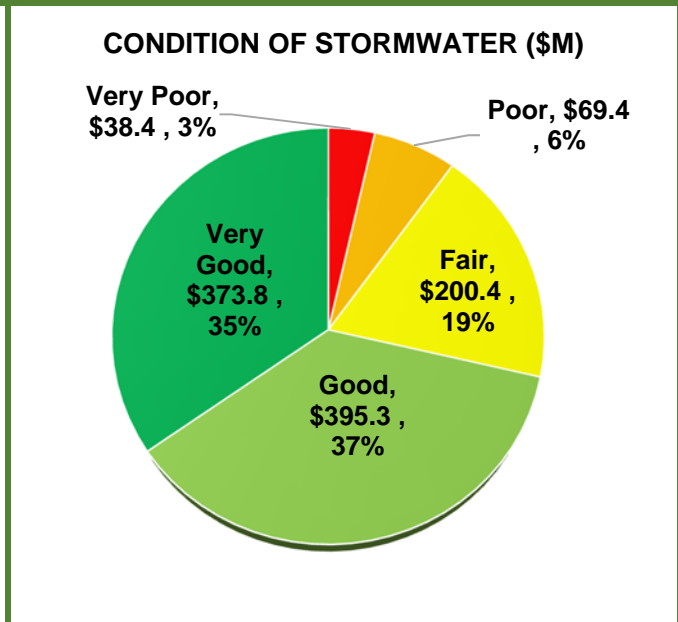
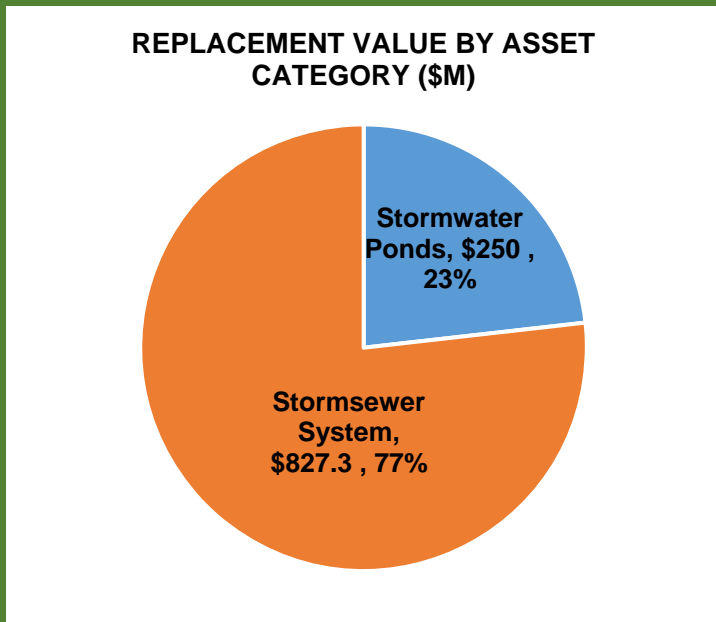


STORMWATER

GOOD


Total Asset Replacement Value:	\$1.1 Billion
Current Condition:	Good ▶▶▶▶
Future Condition Trend (next 10 years):	Increasing ↑
Asset Management Policy:	To provide sustainable stormwater management in a safe, effective, and dependable way that ensures the protection of the environment.
Assets Included in this Category:	Stormsewer system and Stormwater Ponds
Data Confidence and Reliability:	Condition - Age Based: Low

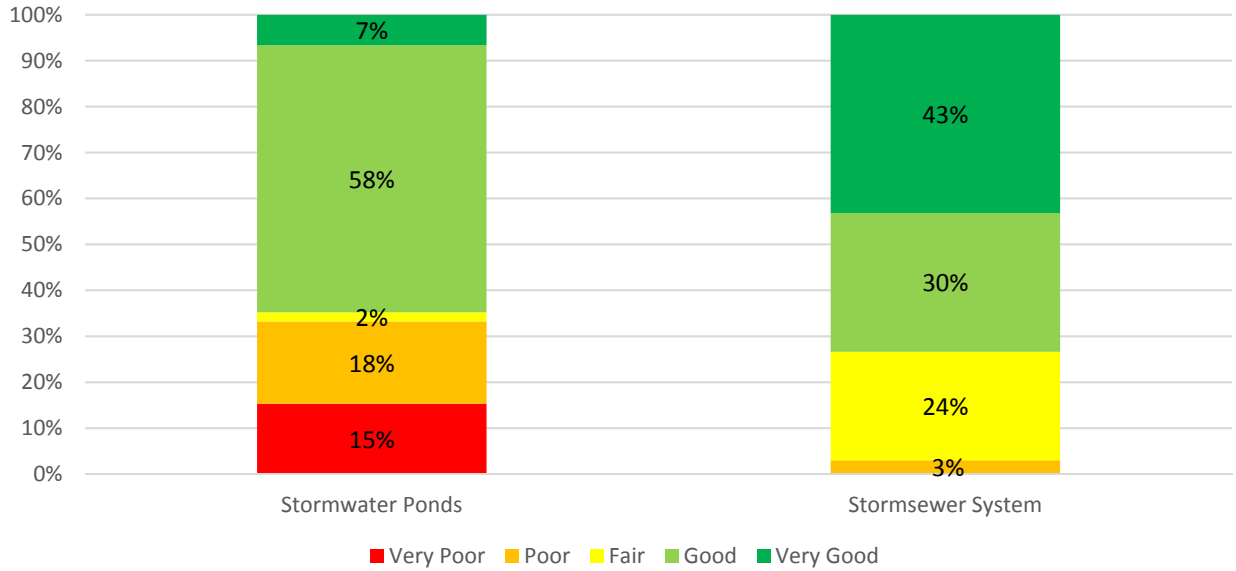
The total replacement value of the City's stormwater infrastructure is \$1.1 billion. Over three-quarters of this value is related to the City's storm sewer linear network. Over 70% of the City's stormwater assets are in Good to Very Good condition, with the remaining assets close to, or past, the end of Service Life. As the City's stormwater services assets are overall in Good condition, these assets are meeting current needs but aging and may require attention.



Data Source: Departmental Inventory

Major Types of Services within Stormwater

The figure below illustrates the condition of the two sub-component assets of stormwater services. Both sub-components are generally in Good to Very Good Condition, however, about 15% of the stormwater ponds are identified to be in Very Poor condition, which may require some attention.





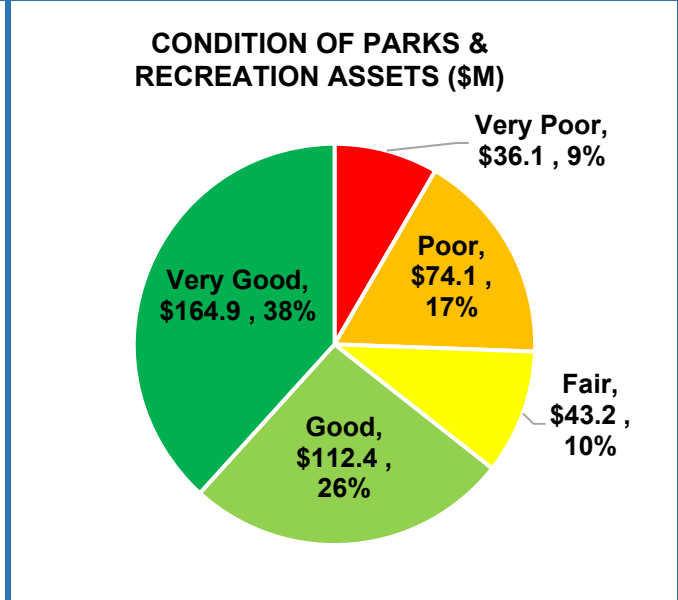
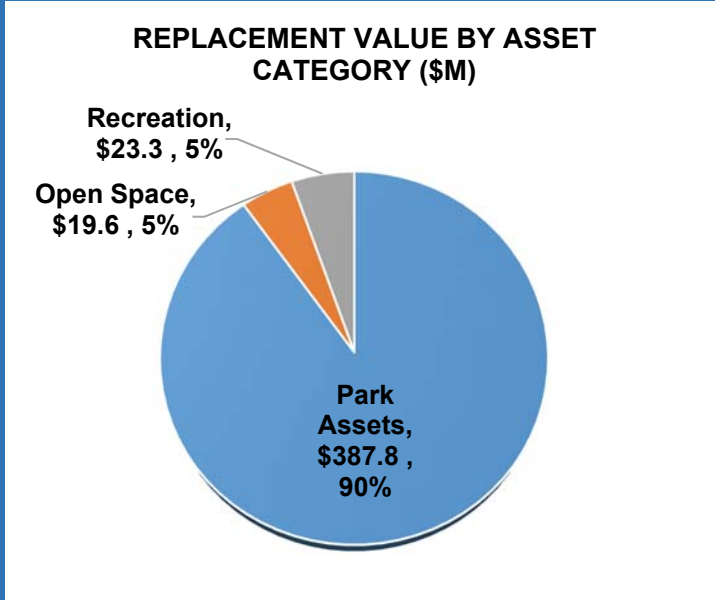
PARKS AND RECREATION

VERY GOOD



Total Asset Replacement Value:	\$430.7 Million	
Current Condition:	Very Good	▶▶▶▶▶
Future Condition Trend (next 10 years):	Declining	↓
Asset Management Policy:	Provide safe, clean parks and open space systems through proactive property management in a cost effective way	
Assets Included in this Category:	Park Assets, Recreation and Open Space.	
Data Confidence and Reliability:	Condition - Age Based: Low	

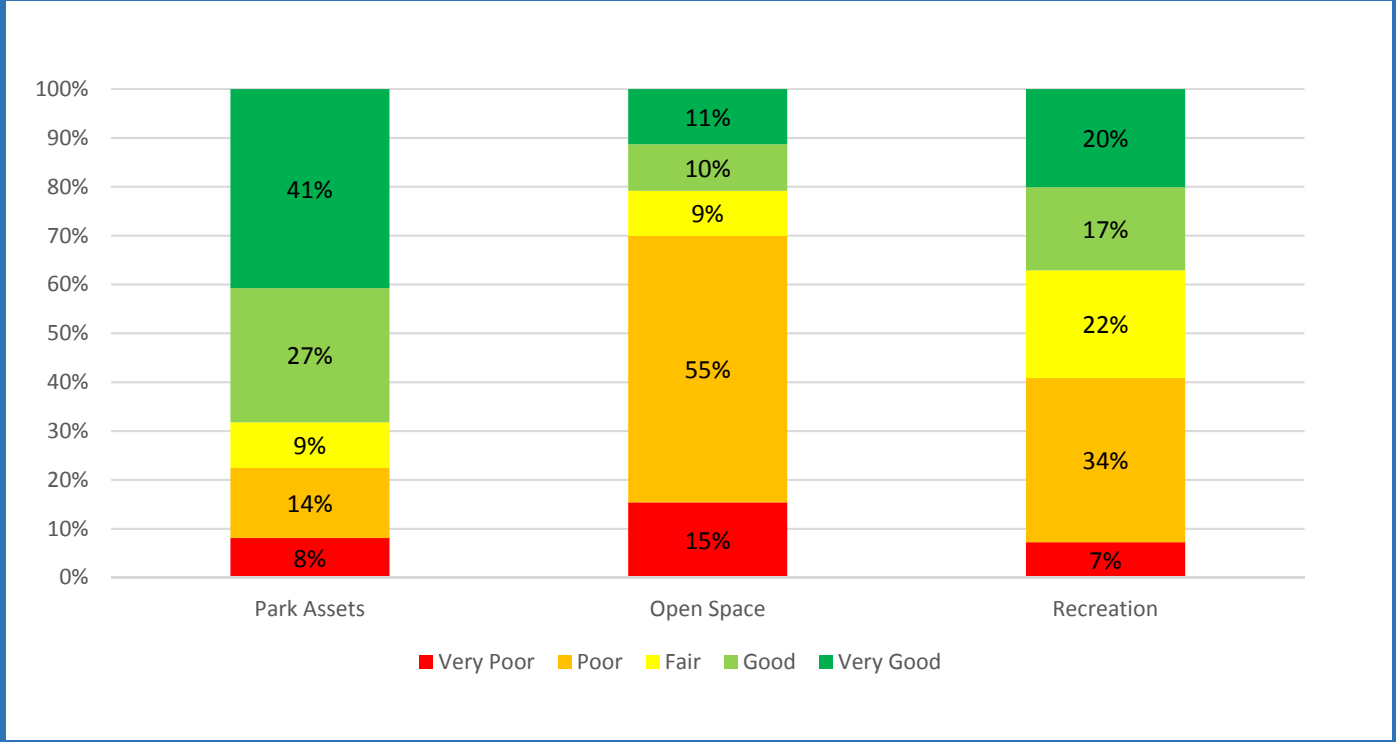
The total replacement value of the City's parks and recreation infrastructure is \$430.7 million, of which, 90% of the total value is related to the City's park assets. Nearly 65% of the City's Park and Recreation assets are considered to be in Good to Very Good condition, with the remaining assets close to, or past, the end of their service life. As the City's Parks and Recreation Services assets are overall in Very Good condition, these assets are meeting current needs. However, these assets may require attention as they age over time.



Data Source: departmental inventories, Development Charge Background Study, Parks and Recreation MasterPlan

Major Types of Services within Parks and Recreation



The figure below illustrates the condition of the three sub-component assets of Parks and Recreation services. Park assets are generally in Good to Very Good condition while open space properties and recreation assets have a considerable share of assets in poor to very poor condition, these assets may require attention as they continue to age over time.



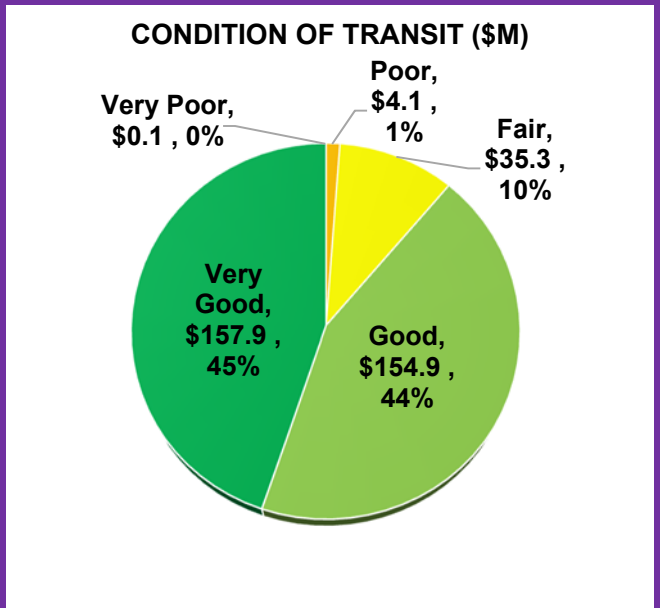
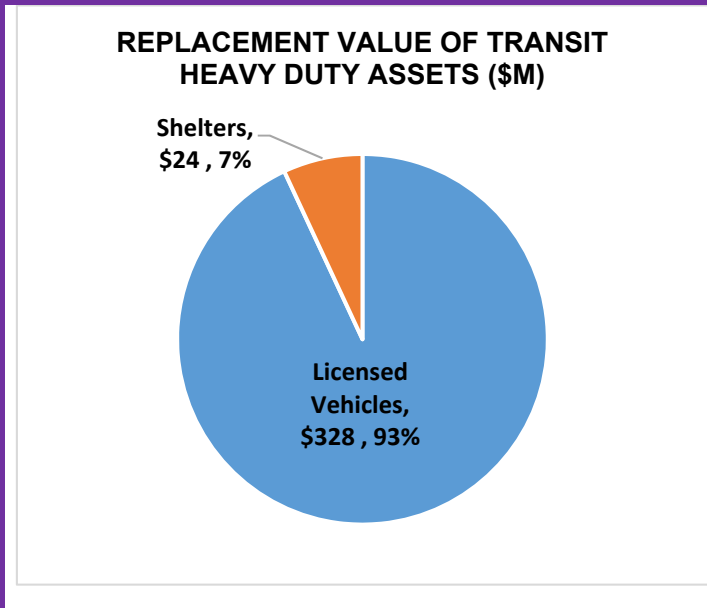


TRANSIT



Total Asset Replacement Value:	\$352.3 Million
Current Condition:	Very Good 
Future Condition Trend (next 10 years):	Declining 
Asset Management Policy:	To provide a safe, clean, reliable and cost effective transit service to our customers
Assets Included in this Category:	Licensed Vehicles and Shelters
Data Confidence and Reliability:	Condition - Age Based: Low

The total replacement value of the City's Transit services assets is \$352.3 million which is largely comprised of the City's licensed vehicles (e.g. transit fleet). Nearly 90% of the City's transit assets are in Good to Very Good condition, with only a small share of assets in Poor to Very Poor condition. As the City's transit service assets are overall in Good to Very Good condition, these assets are meeting current needs but aging and may require attention. The overall Very Good condition is largely representative of the City's transit fleet which have predominantly been acquired and come into service over the last decade, and are therefore, quite young in age.



Data Source: Maintenance Management System (M5), Lifecycle Management Plans, departmental inventory



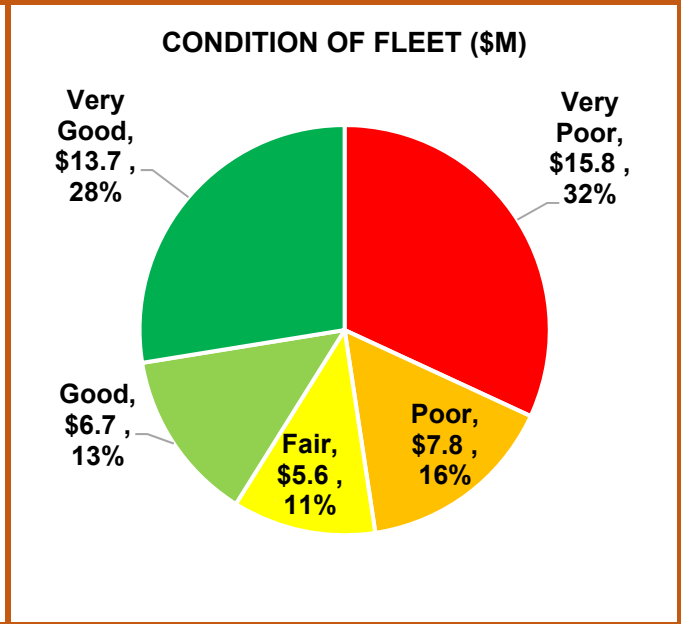
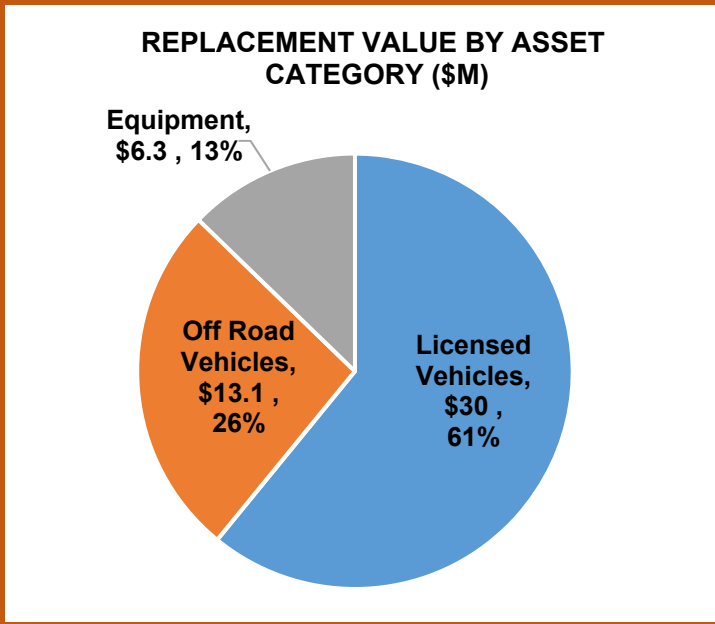
FLEET

FAIR



Total Asset Replacement Value:	\$49.7 Million
Current Condition:	Fair
Future Condition Trend (next 10 years):	Stable
Asset Management Policy:	Provide cost effective vehicle and equipment management services to efficiently deliver municipal services.
Assets Included in this Category:	Licensed Vehicles, Off Road Vehicles and Equipment
Data Confidence and Reliability:	Condition - Age Based: Low

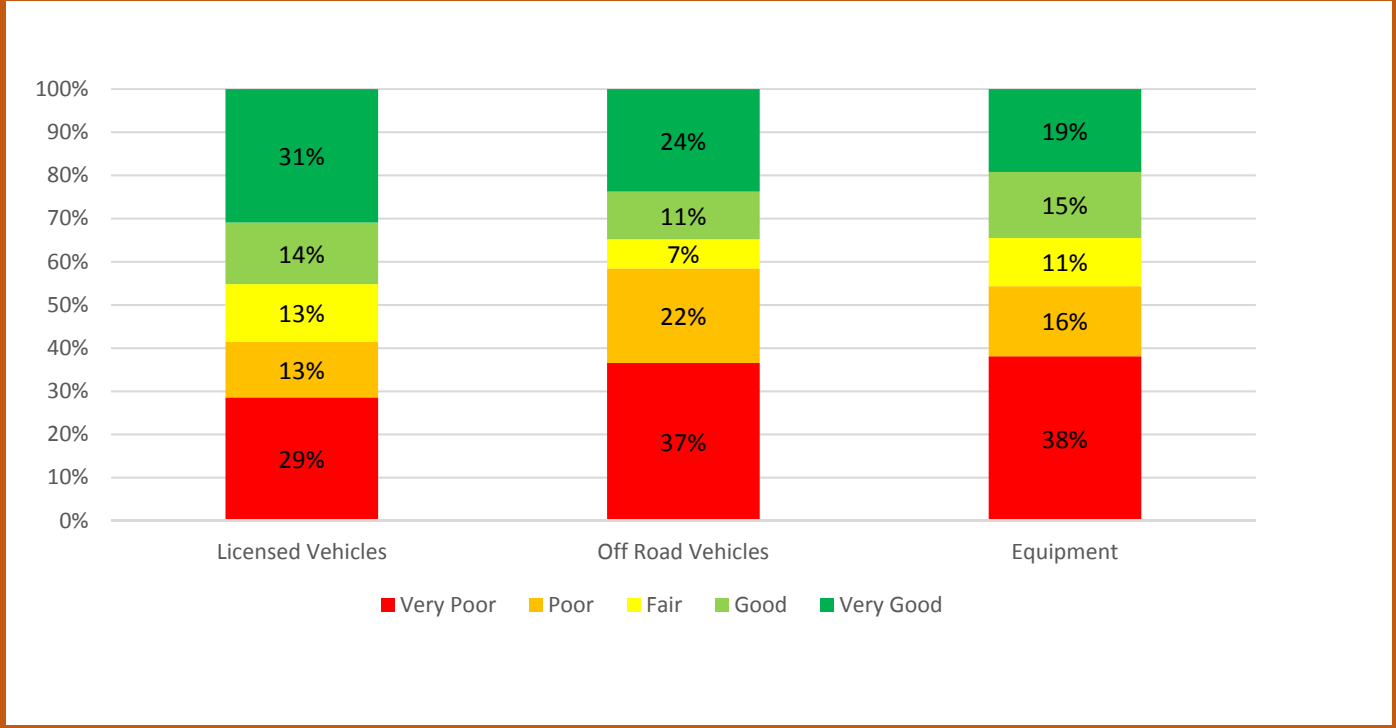
The total replacement value of the City's fleet assets is \$49.7 million, of which, over 60% of the total value is related to the City's licensed vehicles. About 41% of the City's assets are considered to be in Good to Very Good condition. However, it is important to note that nearly 50% of the City's fleet are also considered to be in Poor to Very Poor condition indicating widespread signs of deterioration. The City recognizes the current condition of its fleet assets and forthcoming capital budget exercises illustrate a commitment to replace aged assets. The funding commitment is discussed in Section 6 of this report.



Data Source: M5, Fleet Management Exports

Major Types of Services within Fleet

The figure below illustrates the condition of the three sub-component assets of Fleet services. Generally, all three sub-components areas indicate a portion of assets to be in Poor to Very Poor condition indicating these assets will likely require attention in the short-term.



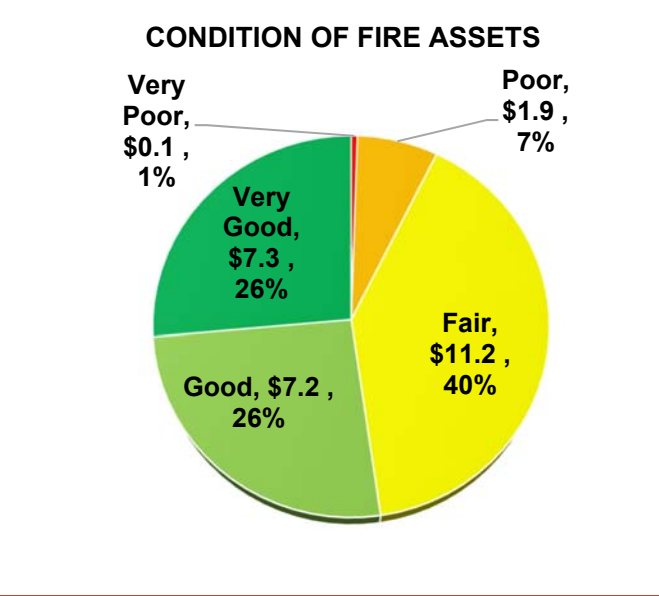
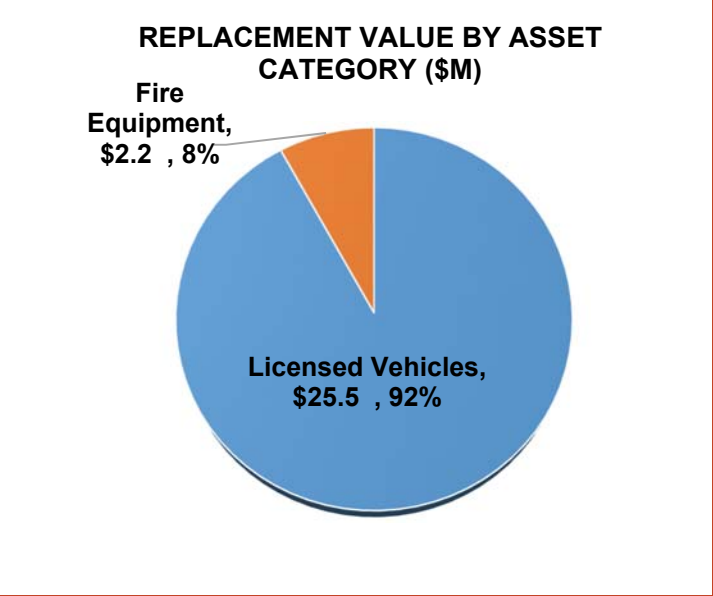


FIRE



Total Asset Replacement Value:	\$27.7 Million
Current Condition:	Fair
Future Condition Trend (next 10 years):	Stable
Asset Management Policy:	To Provide reliable and essential services as it relates to fire protection and emergency preparedness services
Assets Included in this Category:	Licensed Vehicles and Fire Equipment
Data Confidence and Reliability:	Condition Based Assessment

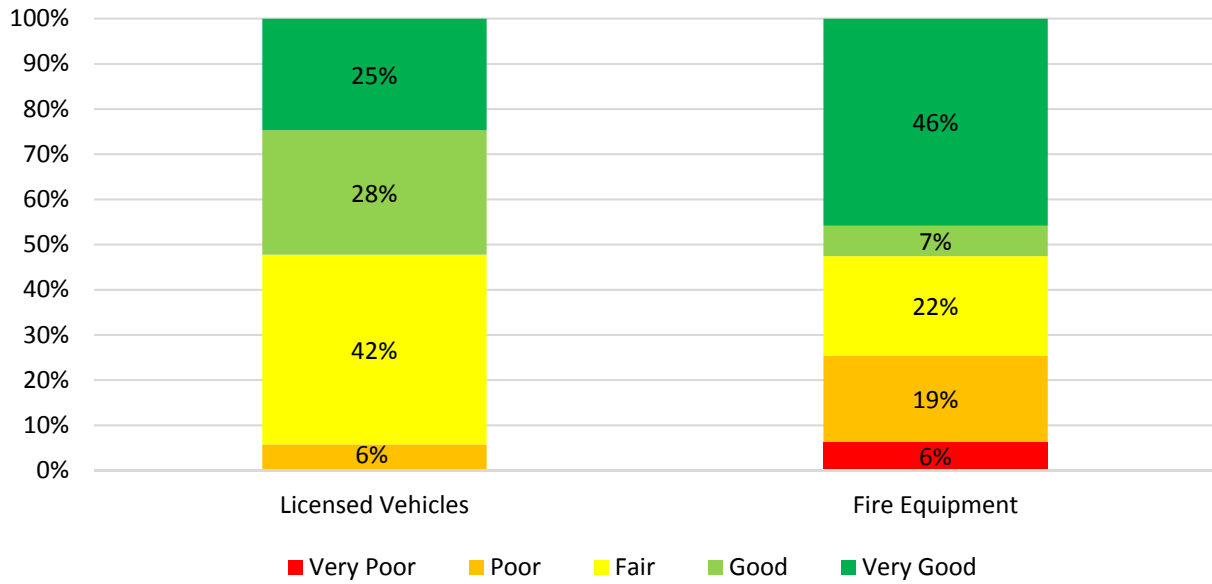
The total replacement value of the City's fire assets is \$27.7 million, of which, over 90% of the total value is related to the City's licensed vehicles. It should be noted that fire facilities are included in the corporate facilities component of this plan. Over 50% of the City's fire fleet and equipment are in Good to Very Good condition and are capable of meeting current and future needs. As the fire fleet and equipment assets are overall in Fair condition, this indicates that assets are functional but showing signs of deterioration.



Source: M5, Fleet Management Exports and departmental inventories

Major Types of Assets in Fire Services



The figure below illustrates the condition of the two sub-component assets of fire fleet and equipment services. All sub-component asset categories are generally in Good to Very Good Condition. Fire equipment does indicate a small portion of assets to be in Poor to Very Poor condition, although, given the frequent replacements of fire equipment, the poor assets will likely be addressed in the short-term through the City's regular capital budgeting process.



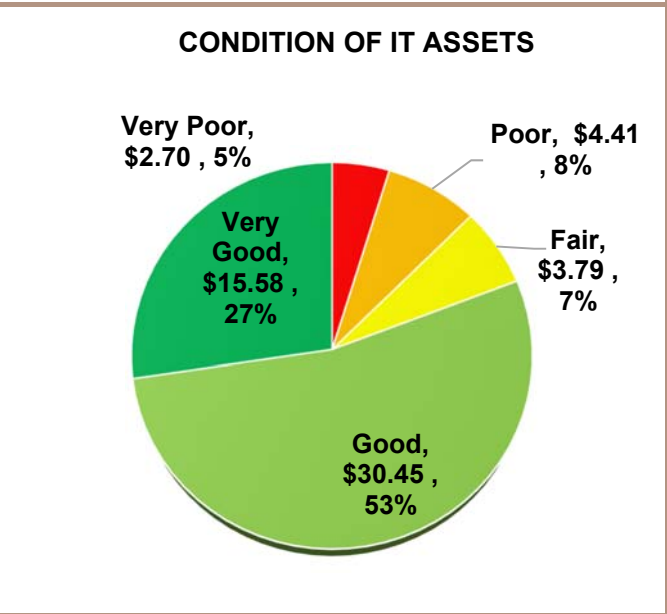
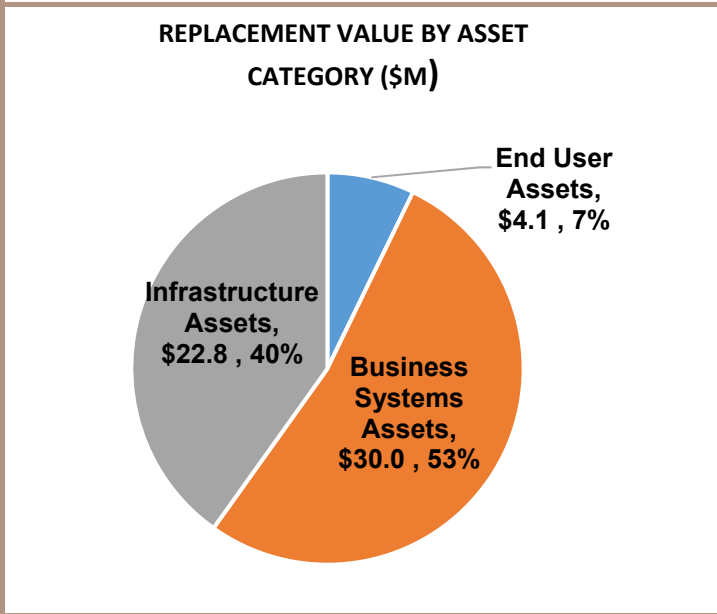


INFORMATION TECHNOLOGY



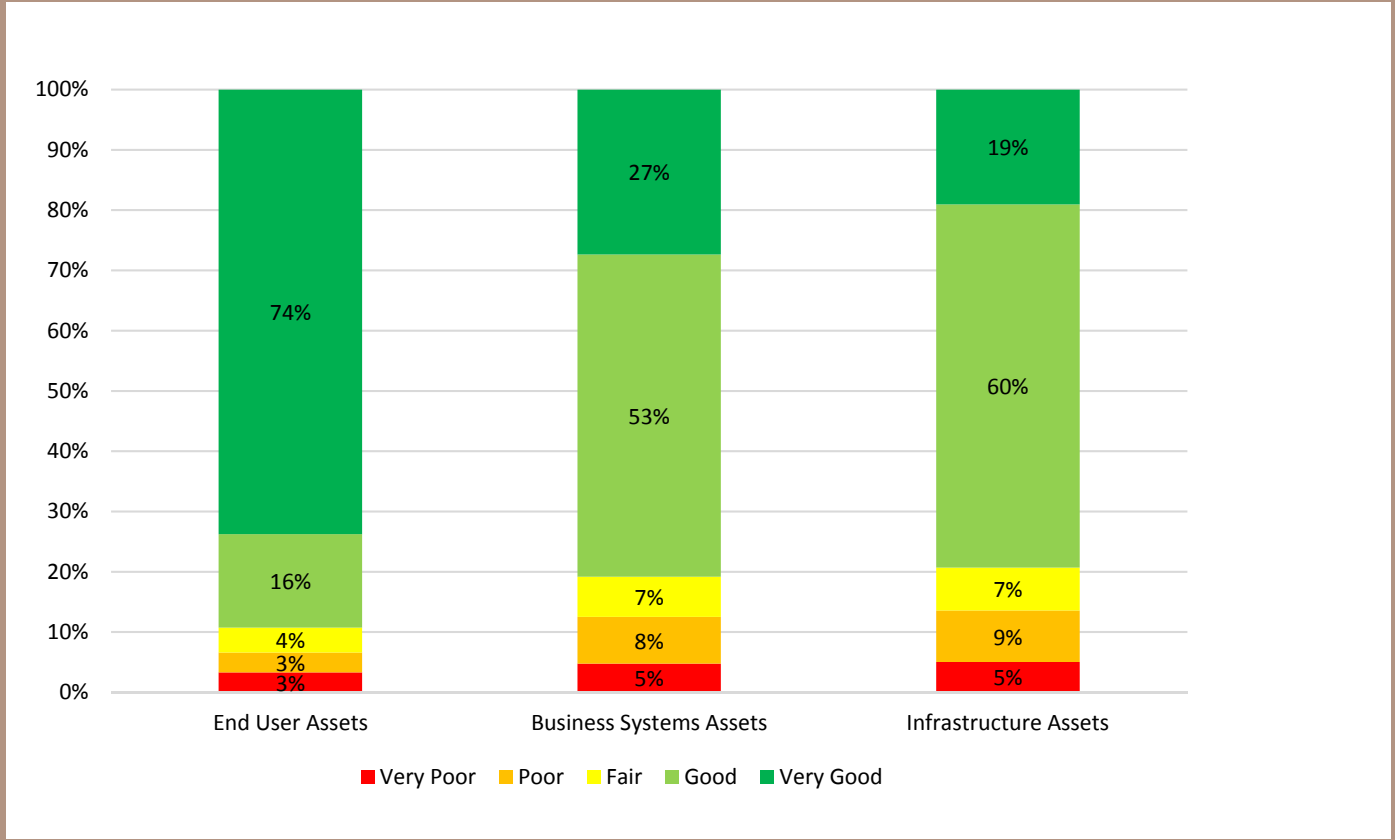
Total Asset Replacement Value:	\$56.9 Million
Current Condition:	Good 
Future Condition Trend (next 10 years):	Stable 
Asset Management Policy:	To manage IT in an efficient and cost effective way.
Assets Included in this Category:	Infrastructure Assets, End User Asset Business System Assets.
Data Confidence and Reliability:	Condition Based Assessment

The total replacement value of the City's IT assets is \$56.9 million, of which, over 60% of the total value is related to the City's business systems assets (e.g. software). About 80% of the City's Information Technology assets are in Good to Very Good condition, although, nearly 13% of the assets are rated to be in Poor to Very Poor Condition. As IT services continues to transform its business from hardware based to cloud based solutions, the Poor condition assets will likely then be addressed through future capital budgeting exercises. Overall, the City's IT assets are in Good condition and are meeting current needs.



Data Source: Departmental inventory

The figure below illustrates the condition of the three sub-component assets of IT services. All sub-component asset categories are generally in Good to Very Good Condition.



3.3.6 Asset Information Details

The City of Brampton documents infrastructure assets in multiple formats ranging from hard copy to software based systems. Table 3.14 – Infrastructure Assets, below provides a summary of the data systems used to extract the information utilized in this Corporate Asset Management Plan. Overtime, the City will look to consolidate and refine the warehousing of information applicable to each service area.

Table 3.14 – Infrastructure Assets Key Data System/Sources

Service Area	Key Data Systems/Sources
Fire	M5 Fleet Management Exports
Fleet	M5 Fleet Management Exports, WebTech/Fleet Centre
Stormwater	Departmental Inventory (Excel based tracking), SWM Soft.
Parks & Recreation	Parks and Recreation Master Plan Inventory, Development Charges Study, TCA Inventory (Excel based tracking)
Transit	M5 Fleet Management Exports, Lifecycle Management Plans, Departmental Inventory (Excel based tracking)
Transportation	Pavement and Bridge Management Systems, departmental inventories (excel based tracking), Traffic Signal Control System, Hansen, Keystone Bridge Management
IT	Departmental inventory (Excel based tracking), HEAT (ITSM),
Facilities	SPWOS (Space Planning Work Order System)

In general, the City’s Information Technology service area is responsible for the maintenance and security of the major systems.

3.4 Summary of the State of the Local Infrastructure

- The total replacement value of all assets covered under this plan is \$5.1 billion. Of the \$5.1 billion, transportation services represent the largest share at 41%, or \$2.1 billion, of the total value.
- Overall, a high proportion (about 75% or \$3.8 billion) of City assets are considered to be in Good to Very Good condition. Less than 10% (\$453.4 million) of infrastructure is considered to be in Poor to Very Poor condition.

- The overall “Good” condition rating is representative of the City’s infrastructure to be fairly young with over 50% of the assets emplaced over the last twenty years.
- Parks, Recreation and Stormwater assets comprise of about 50% of all the “Very Poor” condition assets.
- The overall Data Confidence presented in this report is assessed as “Low: Age-Based”. Therefore, in many areas, the data regarding asset condition needs to be improved so future investment decisions can be better informed.
- Future reports will be based on a more robust data collection process specifically tailored for SOLI reporting, and will also focus on the performance of the assets in terms of their ability to meet demand/capacity and functional requirements.



Section 4: Desired Levels of Service

4 Desired Levels of Service

4.1 Introduction

This section of Corporate Asset Management Plan summarizes the preliminary current Levels of Service (LOS) and performance measures relevant to the City. The first component of this CAMPlan describes the importance of defining levels of service while the subsequent sections summarize the specific approaches taken to develop the current and future LOS measures for the City. Importantly, this plan provides the City with a set of recommended LOS measures which were developed through a series of consultation sessions with City Staff during the course of this project.

As part of this process, a comprehensive register of current and target LOS across the City is being developed. This list will allow Council, staff and customers to have a clear understanding of the LOS currently delivered compared with a targeted LOS for which the City is striving to achieve. These LOS will become a key driver during budget debates as the City will be able to easily quantify the impact of budget changes on LOS.

Moving forward the City of Brampton's goals will include:

- Seeking Council endorsement of corporate and customer LOS enabling the organization to clearly communicate service impacts associated with available operating and capital budgets.
- Undertake a corporate-wide Levels of Service review and development of the city-wide Corporate LOS framework as outlined as one (1) of the high priority improvement initiatives within the Corporate Asset Management Roadmap (Implementation plan).
- Expand this document into a comprehensive LOS strategy at the corporate, customer, and asset levels to provide a clear line-of-sight between corporate objectives and asset-focused objectives, as well as at both the planned budget and long term financial implications.
- Consult with all stakeholders on an ongoing basis to understand their needs and appropriately update LOS. There is a future goal of outreach to citizens on the willingness to pay survey for formalizing the understanding of the actual desired levels of service and balancing of affordability and risk implications
- Ensure that all our investment evidence-based decisions be evaluated against a corporate-wide City's benefits LOS framework with the direct link of their impact on our customers, the community, and the environment.

4.1.1 Key Definitions

Level of Service (LOS): A description of the service output for a particular activity or service area against which performance may be measured.

Business Activities: Tasks which the City must carry out to achieve their overall business objectives and Levels of Service.

4.1.2 Purpose of Levels of Service

Corporate Asset Management is intended to support the effective and efficient management of the Corporation's assets. This program is a critical component of Council's strategic priorities. Bramptonians rely every day on the effective performance of the City's assets to support the delivery of services.

The Corporate Asset Management program is committed to ensuring that assets across the corporation are optimally managed in an effort to ensure that citizens receive the maximum return for the City's investment in assets. Establishing levels of service assists an organization to make wise infrastructure investment decisions to manage risks while considering customer expectations. This document sets out the future goals for the development of Corporate Asset Management Strategies for the City of Brampton. It discusses the general approach to be undertaken by the City to develop a structured set of actions aimed at enabling asset management best practices. This section of the CAMPlan serves as a future- goal setting plan for the City to streamline all efforts as it relates to asset management strategies.

4.1.3 Corporate Levels of Service Strategy – What is it?

One of the key goals of asset management is to provide the desired level of service in the most cost effective and efficient manner. The definition of levels of standard can be defined as the service quality for a given activity. Establishing the level of service commits the City to provide that quality of service. The many parameters of levels of service and setting service standards, and achieving desired levels of service is a complex equation which considers both customer expectations and affordability. In essence, the desired levels of service must be balanced with the customer's expectations and their willingness to pay for service.

The level of service becomes a parameter for comparing options, determining impacts and optimizing decisions. It is part of the basis for asset management and analytical processes. It is the driver for the identification of asset needs and the basis for investment decisions.

Levels of service are dealt with in their own strategy because they are often established or chosen rather than being a nondiscretionary parameter like age or a regulatory requirement.

Levels of service are stored in a corporate registry. As most levels of service need to be established by Brampton, a strategy is required to show how a registry can be populated and used in asset management decision-making processes. In alignment with the Corporate Asset Management policy, one of the key objectives of asset management is to optimize the balance between the competing objectives of level of service, risk, and cost with the aim of meeting customer service levels at the lowest lifecycle cost.

This strategy will help decision makers better understand customer expectations while balancing the affordability of services.

Taking this approach to the definition of level of service puts customer requirements at the centre of our planning processes by understanding and quantifying the value that customers place on service. If there was not a service to be provided, there would not be a need for the assets.

The supporting strategy speaks to how Brampton will create the Level of Service Registry when making asset decisions and expresses the intent as follows:

Goals of Corporate Levels of Service Strategy shall include but not be limited to the following:

- Recommend future Council endorsement of the corporate and customer level of service framework and vision guiding principles, which enables the organization to clearly communicate service level impacts associated with available operating and capital budgets into future years.
- Develop and continuously improve the documentation to provide evidence-based level of service links between the corporate, customer and asset (technical levels) with integration directly into service based activities as it relates to both the operational and capital expenditures.
- Allow all customers and stakeholders, on an ongoing basis, to understand their needs and appropriately update their desired levels of service while balancing all facets of risk.
- Ensure that all investment and operational decisions are evaluated against their service delivery impacts on our customers, and provide a standardized framework to undertake documented service level agreements throughout the City and along with our partners.
- Undertake “willingness to pay” surveys and provide evidence-based data to appreciate the affordability of undertaking the various levels of service.

4.2 International Best Practices (ISO 55000)

It can be difficult to determine the correct level of expenditure on capital maintenance required to maintain the current level of service to the community and/or other stakeholders. Too much investment is likely to result in assets being replaced unnecessarily, leading to higher prices and little benefit for customers. Too little investment is likely to mean a gradual decline in the assets performance with an associated impact on customer service.

According to the ISO 55000 standard, an ‘asset stewardship’ approach has been used across the City to define the appropriate level of capital maintenance. This is broadly the approach used to develop the City’s State of the Infrastructure CAMPlan. This method uses three key parameters to identify the required level of capital maintenance:

- Condition;
- Performance; and
- Age.

Although the asset stewardship approach provides a reasonably sound engineering assessment of the state of the asset base, the approach has a number of weaknesses. Most notably:

The grades assigned for condition and performance are subjective and the approach to grading may vary between departments and/or individuals;

The information which underpins the grades and the assessment of remaining life may be of varying age and quality;

There is no assessment of the level of service that the asset provides to customers; and

There is no assessment of the risks associated with failure of the asset.

In addition, the approach tends to overestimate the requirement for capital maintenance. This is because it overlooks the operator's capacity to:

- Rationalize the assets (by assessing whether or not it is still required);
- Adopt strategic solutions, by reorganizing the network to reduce or remove the asset;
- Use new technology; and
- Implement cost-effective operational solutions to defer replacement.

For this reason, many utilities are moving towards a **service delivery approach**.

This approach involves agreeing on and then monitoring a set of defined asset and customer service performance indicators (LOS measures). If these indicators are broadly constant, or marginally improving, then it was assumed that the level of capital maintenance spent is of the right order. However, if the indicators show a decline in performance, this indicates that the City has been investing too little in capital maintenance. The City is moving towards a serviceability approach.

The City of Brampton's Municipal Performance Measurement Program can be found in Appendix 401.

The City is moving towards a serviceability approach. "Serviceability" is the capability of a system of assets to deliver an established level of service to its citizens and to the environment, now and into the future. This serviceability approach involves identifying Levels of Service in a consistent 4-tier framework which includes: Corporate, Customer, Asset (Technical), Activity-Based Performance Measures.

4.3 What is Serviceability?

“Serviceability” is the capability of a system of assets to deliver an established level of service to citizens and to the environment, now and into the future. Serviceability is deemed to be when the assessment of trends in a defined set of service and asset performance indicators demonstrates that service is in line with the established level of service and, by inference, is likely to remain so into the future.

This approach involves agreeing on and then monitoring a set of defined asset and customer level of service measures. As identified in Section 7.0 – the Plan Improvement and Monitoring section of this CAMPlan - one of the high priority improvement initiatives on the Corporate Asset Management Roadmap is the development of the Corporate Levels of Service Framework and Standards.

There are numerous benefits of this serviceability approach which have been documented in other similar organizations and involves simply by identifying levels of service to customers and its affordability to maintain the current service standards. In addition, it provides a basis for assessing the true overall benefits/costs associated with enhancing specific service areas. This has proven to be a demonstration of a robust evidence-based decision making process and approach to asset management which enables both the justification and prioritization of capital expenditures from now and into the future.

For the City of Brampton, the proposed current established key levels of service presented in Table 4.1 below, are the key current levels of service as it relates to the demonstrated business cases as presented in the following Section 5- Asset Management Strategies of this CAMPlan.

Table 4.1 – Key Levels of Service

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Parks Maintenance <i>Public Works</i>	Provide safe, clean parks and open space systems through proactive property management in a cost effective way.				# inspections per playground per month	2	2
Community Centers <i>Recreation & Culture</i>	Increase public benefits of visits to Community Centres by: · Increasing usage of community centres (e.g.# of annual visits) · Maximizing the individual benefits to visitors · Increasing accessibility/inclusiveness · Maintain/improve the quality of experience for visitors	Percentage of visitors rating overall experience as good or excellent	≥95%	97%	# of annual visits to community centres	>1,800,000	1,895,645 (Note: count does not currently include all community centres)
		Percentage of visitors agreeing or strongly agreeing that community centre helps increase the quality of life in the community	≥95%	98%	# of neighbourhood community centre per 20,000 population Note: counts both 'large' (> 10,000 sq. ft.) and 'small' (< 10,000 sq. ft.) community centres as defined by OMBI	>1	95%
Fleet Services <i>Public Works</i>	Provide cost effective vehicle and equipment management services that include preventative maintenance, repairs, fuelling and capital replacement as needed to efficiently deliver municipal services.	Availability	Minimize down time	Minimum # of Units out of service for inspections.	% of preventative maintenance inspections completed	95% of PM inspections completed	70% of schedule PM Maint completed. (PM'A', PM'B' and PM'C' Maint included)
		Reliability	Service Request Rate (OMBI Measure FLET 415)	Minimum # of unscheduled service requests	% of repair hours spent on unscheduled repairs and service not PM related.	<67% Average of Municipal OMBI results	37.07%
Road Operations <i>Public Works</i>	To maintain safe roadways and roadsides enabling safe and efficient travel in a cost effective way	% of all Roads in Good to Very Good Condition	67%	61.5% (OMBI Data)	Maintain Expressway/Freeway PQI (Network Average)	PQI > 70	PQI = 79
	To maintain safe and efficient Transportation Structures enabling safe travel in a cost effective way.	% of structures in Good to Very Good Condition	75%	64.3% (OMBI Data)	Maintain Structure BMS Condition Rating (Network Average)	>7.5	7.1 (2011 Data)
Traffic <i>Public Works</i>	An innovative team committed to providing engineering solutions aimed at efficiency and safety for vehicular and pedestrian traffic.	Percentage of reactive lamp replacements for Street Lights	5%	5%	Percentage of reactive lamp replacements for assumed Street Lights	5%	6%
Facilities Maintenance <i>Transit</i>	To provide a clean, safe and reliable transit Facilities for our citizens and employees	Safety – Annual Inspection of Fire System	100%	100%	Perform Annual Inspection and Certification as per NFPA Standards	100%	100%
		Reliability – Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%	Perform Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%
IT	Manage the City of Brampton information technology ecosystem in an efficient and cost effective way.	Customer % Satisfaction (Overall Service Experience); % of First call resolution rate at the service desk	40%	36%	% of Network Connectivity Uptime	100%	100%
Stormwater	Provide sustainable water resources and stormwater management in a safe, effective, and dependable way that ensures the protection of the environment while preserving and enhancing the quality of life and economic prosperity of the people of Brampton.	Operating costs per km for the urban storm drainage system	<\$ 6,900	\$6,800	# of routine inspections & maintenance of each stormwater management facility per year	1	1
		# of equivalent lots per year for which stormwater servicing capacity made available in order to implement the City's Growth Management Implementation Strategy.	6000	6000			
		Average # of days for review of development applications	14 days	14 days			
		Average # of days to process surface flooding complaints	7 days	7 days			
Facilities	Ensure an efficient and well maintained facility infrastructure that supports the delivery of programs and services for the wellbeing of our community in a cost effective way	Adequately maintained, innovative and safe facilities	Capital Group Budget per square foot of facilities	\$0.62/sq ft	Operating dollars Budget* per square foot	\$0.62/sq ft	\$0.62/sq ft
		Safety – Annual Inspection of Fire System in Facilities	100%	100%	Perform Annual Inspection and Certification as per NFPA Standards	100%	100%
		Reliability – Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%	Perform Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%
Fire	To provide reliable and essential services as it relates to fire protection and emergency preparedness services	The 2016 Fire Station Location & Apparatus Deployment study used this guideline to establish the benchmark of 8 minutes for Full Effective response. The study used the 4 minutes for the first truck on the scene. The benchmark established for the second truck on the scene was 8 minutes, splitting the difference between the other two benchmarks.	8 minutes (as per the NFPA Standards 1710)	≤240 second travel time for 1st responding unit ≤480 seconds for the full effective response	A total complement of no less than 10 firefighters (including supervisors), and if practical, a minimum of two vehicles, one of which is a triple combination pumper, must assemble on the fire ground within 8 minutes for 90% of reported fire emergencies.	100% MTO Legislated Inspections	100% regulated MTO Inspections completed

The level of service measures or serviceability indicators can be used to monitor the effectiveness of the asset management and maintenance regime from year to year, and to support the development of longer-term strategic plans for asset management. In addition, a comprehensive suite of level of service measures can also be used, over a period of time, to give an indication of the overall performance of asset management at the City, especially with regard to sustainability performance.

4.3.1 Importance of Documenting Levels of Service

Defining Levels of Service (LOS) is a foundational element in building a Strategic Asset Management Program. A cohesive group of LOS measures, set at the appropriate levels within the organization, can ensure an integrated approach from the corporate performance vision, down to day-to-day asset management decision making.

Adequately defined LOS are therefore critical in the further development of key asset management system elements including:

- Asset Management Plans (AMPs)
- Risk Management policies and associated tools
- Business Case Evaluations
- Capital Investment Prioritization and Planning tools
- Resource allocation including budgets and organizational adjustments (e.g. staffing levels to meet LOS)
- The definition of Long term Capital Maintenance funding requirements.

Performance against the desired LOS should initially be tracked and planned internally with the City's senior officials. This initial tracking exercise will allow assessment of the efficacy and accuracy of the processes associated with data collection and whether the selected measures are the appropriate ones to accurately measure performance of the assets and services offered by the City. With an intelligent definition of the LOS, the reasons for achievement or non-achievement of desired performance can then be explored and addressed. Over time, the City can develop a detailed understanding of what is required to achieve any given LOS in terms of capital expenditure (CAPEX), operating expenditure (OPEX), and changes to working practices.

Once a full understanding of LOS and its contributory factors are achieved, future amendments to the LOS can be explored objectively. Initially, the aim is to understand what the current LOS is for each of the measures. At present, without a fully documented suite of LOS measures, there may be a difference in understanding across the City and for the customers of the City, with regard to what the actual performance is. This would often result in a higher expectation of the service than what is actually being delivered. This is the distinction between actual (or current) LOS and target (or future) LOS. Without obtaining agreement on the current LOS performance, it becomes difficult to justify any funding for LOS improvements when the gap is not fully understood or acknowledged.

Once the measures have been defined, customers can be engaged in the LOS process, where any improvements to LOS or potential reductions to the current LOS can be demonstrably linked to known cost increments. Similarly, Council and Regulators can be educated on the true costs to changes of LOS.

4.3.2 Future Service Delivery Trends

The *service delivery approach* therefore involves identifying the levels of service to customers and quantifying the funds required to maintain this level of service. In addition, this approach provides a basis for assessing the benefits/costs associated with enhancing specific areas of service. This approach has proven to be a robust method to the management of the City's asset base. It enables both the justification and prioritization of capital expenditures and considers the capability of a system of assets to deliver a reference level of service to customers and the environment.

Service Delivery is deemed to be **stable** when the assessment of trends in a defined set of service and asset performance indicators demonstrates that service is in line with the reference level of service and, by inference, is likely to remain so into the future.

The **reference level** of service is determined from a specific sub-set of public health, environmental and customer service indicators. Service indicators reflect the degree of compliance with statutory regulations, regulatory and company standards and customer preferences.

Asset performance indicators, measured at system level, are drawn from a specific sub-set of measures that inform current and future levels of service. Stable service delivery normally requires that asset performance is in line with the reference level of asset performance.

The LOS measures or service delivery indicators can therefore be used to monitor the effectiveness of the City's asset management and maintenance regime from year to year, and to support the development of longer term strategic plans for asset management.

In addition, a comprehensive suite of Level of Service measures can also be used, over a period of time, to give an indication of the overall performance of the City, especially with regard to sustainability performance.

For example, the United Kingdom (UK), produces an annual Sustainability Indicator which includes a number of performance measures which show how the UK stormwater industry is performing in carrying out its responsibilities to the environment, communities and society in general. Several of the measures presented in the Sustainability CAMPlan are the same LOS measures used by the stormwater companies to manage their capital maintenance requirements. A key message throughout these annual CAMPlans is that stormwater companies cannot deliver long-term sustainable stormwater services alone. They need support from, and partnerships with, regulators, policy makers, customers and communities to move towards a more sustainable service. A comprehensive suite of performance measures is essential in understanding performance and targeting resources at the right areas of their businesses, to enable a more sustainable approach to service delivery.

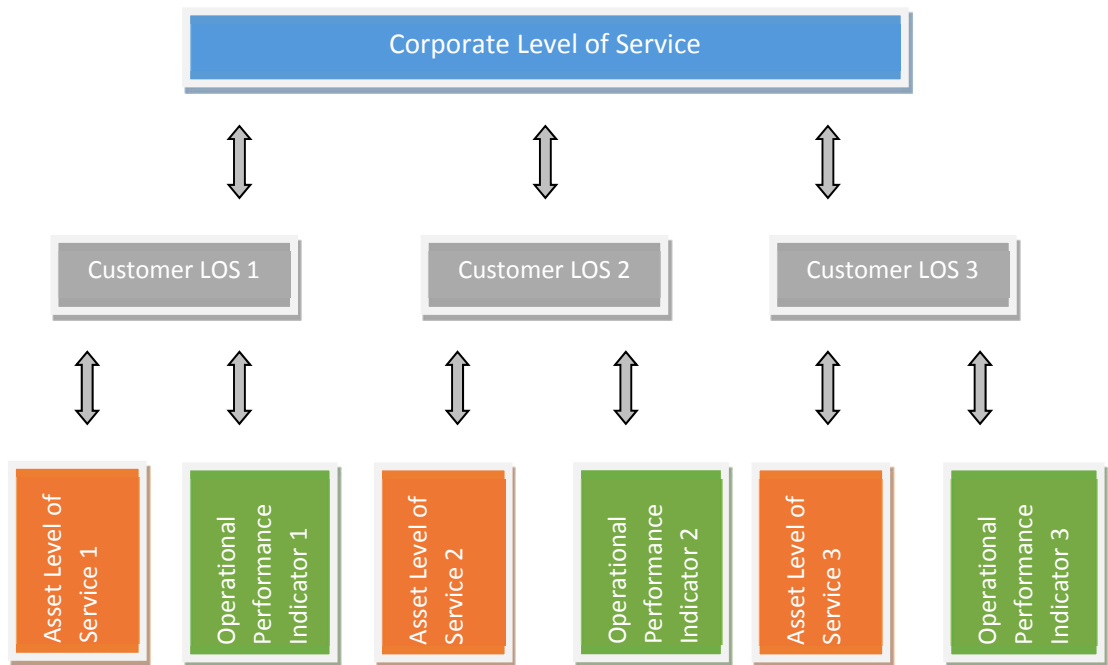
4.3.3 The Corporate (City-wide) Level of Service Framework

The ultimate aim of the City is to provide specified LOS to its customers. These LOS should commensurate with the expectations of the customer but also be realistic and practical within the budgetary, timing and external constraints within which the City operates. Care must be taken to ensure that the definition of the LOS is compatible across all levels of the organization and provides staff at the appropriate level with a relevant and tangible objective which can be influenced by their working practices.

The Asset LOS and Operational Performance Indicators (OPI) have been grouped together as these performance measures operate in combination with each other to achieve the Customer LOS.

As show in the figure 4.1 below, expanding this framework further shows that one Corporate Level of Service can be deconstructed into a number of Customer LOS and then into a number of Asset LOS and related OPIs.

Figure 4.1 – Expanding the Corporate Level of Service



The purpose of the framework is to define what needs to be done in terms of the asset and the people and processes which influence the performance of the asset. Using this information, the City can put in place appropriate plans, processes, resources and funding to deliver the specified LOS to the customer and achieve the overall corporate vision.

Establishing these tiers of LOS will ensure that a clear relationship is identified between corporate objectives and asset-focused objectives. Similarly, understanding the interplay between Asset LOS and OPIs will ensure that integrated and holistic asset management decisions can be made to provide the optimal blend of CAPEX and OPEX. This decision

making process will enable the organization to move towards a budgeting practice based on achieving a set LOS and/or being able to communicate a reduction or improvement in LOS associated with a reduction or increase in available budgets.

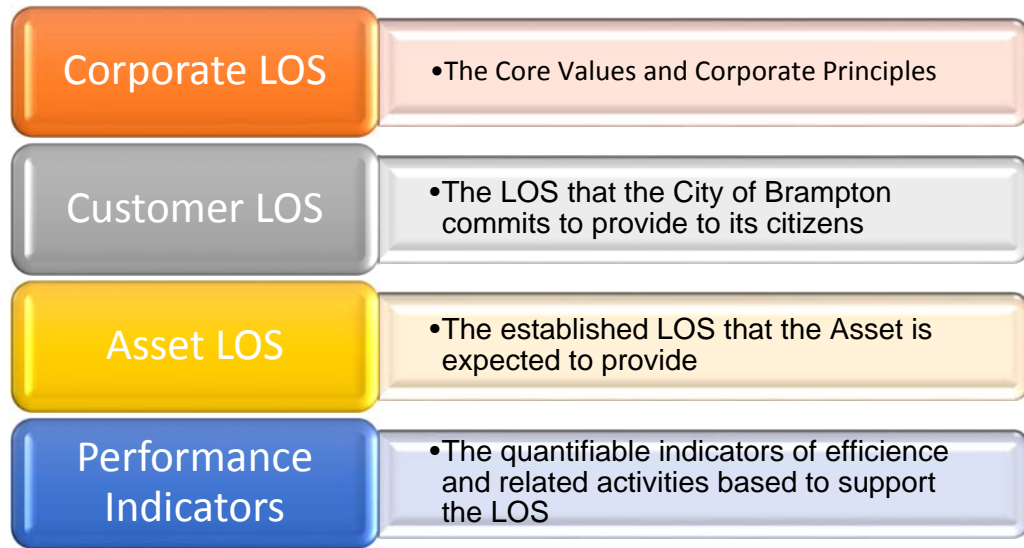
Fundamentally, the delivery of services is one of the key objectives of any government. Assets exist to support the delivery of City services to its customers, both internal and external. A key objective of Asset Management is to optimize the balance between the competing objectives of Levels of Service, risk and cost with the aim of meeting customer service levels at the lowest lifecycle costs. This objective includes not only better understanding customer expectations, but considering these expectations while taking into account the affordability of services. LOS are linked at three levels within the City – Corporate, Customer and Asset (or Technical). Levels of Service set at the Corporate level sets the stage for Customer service levels and Technical service levels. Ultimately, LOS determines resources as well as funding strategies.

Level of Service (LOS) can be measured at 3 levels within the City (Figure 4.2) as described below:

- **Corporate LOS:** Sets the corporate object (e.g. providing safe drinking water);
- **Customer LOS:** Defines the services that the Asset Manager/ City provides to the customer (e.g. a 8 minute fire response time); and
- **Asset (or Technical) LOS:** Defines the technical requirements needed to achieve service objectives (e.g. % of preventive maintenance inspections completed).

Taking this approach to the definition of LOS puts customer requirements at the centre of our planning processes by understanding and quantifying the value that customers place on service. If there was not a service to be provided, there would not be a need for the assets.

Figure 4.2 – City Wide Levels of Service Standard Framework



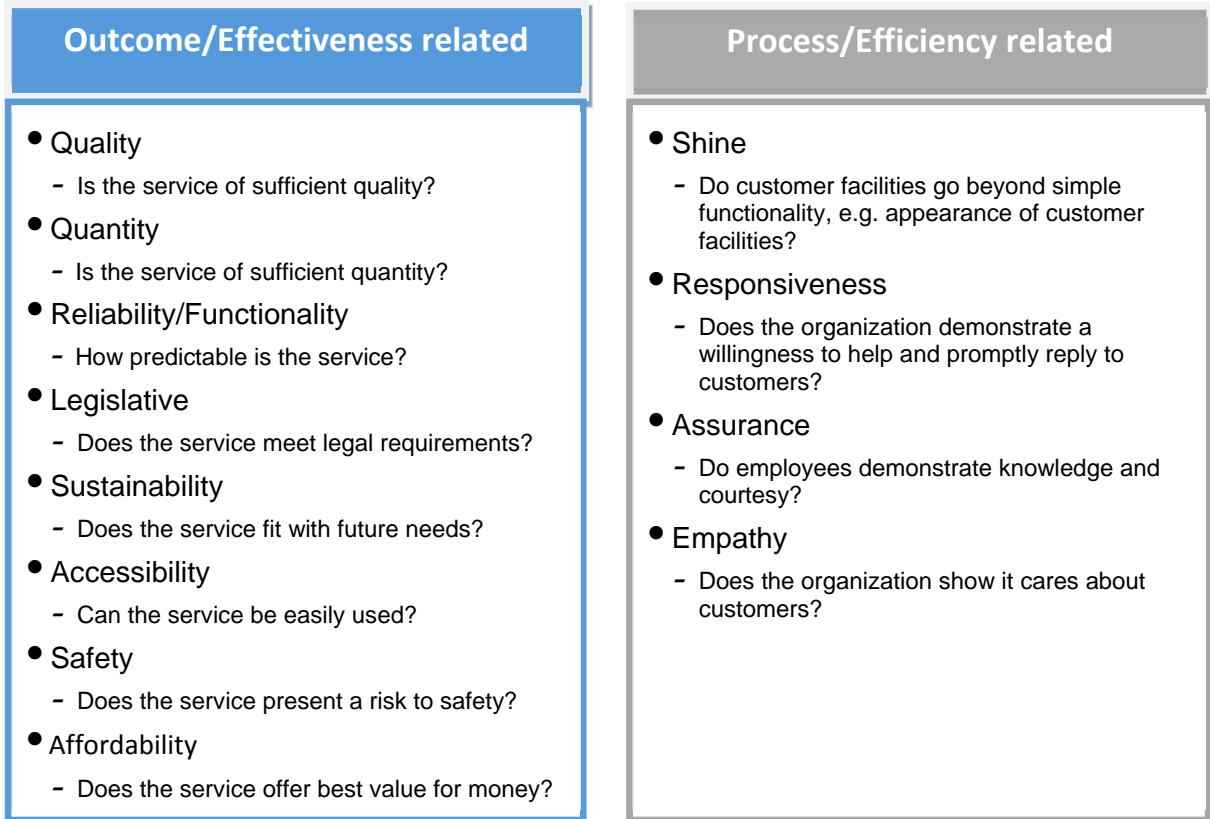
The management of assets needs to consider the affordability of those assets against customer needs and expectations. LOS is the means to measure this aspect of Asset Management. Decisions are made based on their impact on customers, the community, and the environment. Using LOS links day-to-day Asset Management decision making with the strategic goals of the Corporation:

- Decision makers will have established measures on which to base their decisions, and understand the impact of those decisions on the LOS being delivered.
- Asset owners can plan to achieve established LOS and rely on the corporate commitment to them.
- Council has the opportunity to mandate LOS.
- The Council and public will know what level of service they will receive.

4.3.4 Customer Levels of Service

Customer Levels of Service is often correlated to the Essential, Quality and Image Levels of Service Factors as shown in Figure 4.3 below.

Figure 4.3 – Quality and Image Level of Service Factors



4.3.5 Key Principles for Customer Levels of Service

What is Customer Centricity?

Customer LOS should be defined as statements of desired performance outcomes that are:

- High priority to their customers, or
- Of importance to the integrity of the environment, or
- Required by regulators/Legislation

The LOS should be within the control of the City and its organizational processes. LOS should be clearly linked to activities undertaken by the organization.

The data to populate the LOS framework should be obtainable from regular business activities and be accurately and consistently collected and audited. The cost of collecting any additional data along with the costs associated with measuring performance should be reasonable and considered to add value to the overall service.

The number of performance measures needs to be controlled to ensure that measurement is manageable, and, also, that the measures are meaningful from an asset management and organizational perspective.

4.3.6 Performance Measures

The output of workshops and meetings is a LOS definition that follows the framework laid out in Part 1 above. All LOS measures have been defined to include a numerical value which allows clear determination on whether the measure is being achieved. With this definition in mind, it is important to distinguish between actual performance, and aspirational targets.

a) Actual/Current LOS Performance

This is the actual performance as derived from previous years' performance as measured by staff or determined using data held in corporate information systems. Where such information does not exist, or there is low confidence about the accuracy of the data, a judgment should be made by those with experience in asset performance and signed off by senior management as a baseline estimate of current performance.

b) Desired/Target LOS Measures

These measures are the targets that should be set as part of the 3-10-year business and asset management planning processes and should be based upon a realistic estimate of how performance can be maintained or improved over the current baseline, taking into account the availability of funding and the associated capital and operational investment strategies that can be implemented over this period.

There can often be some confusion over what the target LOS should be. For example, it may be desirable to state that "Our Level of Service is to have zero stormwater compliance failures". However, this may not be the current actual LOS. Additionally, due to funding or organizational issues, it may not be possible to achieve zero failures within the next budget cycle. This statement is therefore an Aspirational LOS and is not representative of the performance currently received by the customer.

Where Aspirational LOS are identified, these should be included in the Asset Management Plan as a longer term target. There may be a need for short to midterm LOS targets which should be staged to incrementally move towards this Aspirational LOS target over multiple budgetary cycles.

While baseline actual LOS performance values were established and discussed as part of Workshop 3, figures are based on currently available data, and have undergone only basic quality assurance / quality control. While sufficient to demonstrate proof-of-concept, these should be flagged as preliminary and revisited once recommended improvements to data collection, presented in Section 3.2, have been introduced.

4.3.7 Asset (Technical) Levels of Service

To better understand which are the key activities and assets, that when operating in combination, are necessary to achieve the Customer LOS, each Customer LOS measure, along with each of the Service Areas, identified a number of capital improvements (asset replacements, enhancements or additions) and operational and maintenance activities that contribute towards service delivery. Outputs have been rationalized to highlight and provide alignment with group business functions.

It is recommended that further assessments be done for these asset LOS, as highlighted, which had the greatest impact on customer service delivery, and a determination be made for what would be an appropriate performance measure. These Technical LOS were broken into Asset LOS (CAPEX related) and Operational Performance Indicators (OPEX related). Corresponding work activities were also identified to establish links between performance measures and day-to-day functions of staff.

4.4 City's Key Summary Levels of Service Trends

As part of current good asset management practices across the City, the individual Service Areas currently monitor both internal and external trends and issues that have a potential to impact on their ability to continue delivery of established LOS. This monitoring is carried out to varying degrees of complexity depending on the individual Service Area, but in most Service Areas (except Fire Services and Brampton Transit) it is generally carried out in an informal manner, as part of routine day to day operations and as part of the investment planning process as noted within the ISO 55000 assessment review.

Moving forward it is recommended within the high priority improvement initiative within the City's Corporate Asset Management Plan that each Service Area carry out a more formal approach to the identification of trends, along with assessing their impact on service levels. This would be included in Service Area Strategic/Enterprise Risk assessments, the aim of which are to identify the risk from all sources – not just asset related, of failing to deliver established LOS.

In addition to the identification and management of asset related risks, each Service Area will hold a Strategic Risk Register containing all major risks to service delivery, along with details of mitigating measures planned and the level of control that those measures provide. Use of these Strategic Risk Registers, including periodic reviews and monitoring, will then result in a more formalized approach to the way that these emerging trends are captured and dealt with, either through operational measures, or through the capital planning process.

Where possible the investment planning process will take into account possible issues and trends and will endeavour to “future proof” assets with regard to these trends. However this “future-proofing” is not always possible due to the timescales in which some of these issues can emerge; therefore the timing for the update of the strategic risk registers will need to accommodate the potential issues associated with each individual Service Area.

As we progress through the implementation of the Corporate Asset Management program, we will ensure that Risks assessments, as well as a consistent overall Risk assessment and evidence based decision making process, are developed and implemented. This high level review, with the key following summaries as shown City-wide LOS Trends below, demonstrates that what has been already carried out with service area asset managers across the City simply aims to provide guidance in terms of reasonably predictive trends, as well as any impacts on corporate levels of service that could be expected to occur over the next ten years.

4.5 Overall Corporate (City-wide) Level of Service Summary Overview

An assessment of the current condition of the asset base along with a summary view on the associated LOS being delivered across the City is shown in Table 4.2. For all LOS trends and details, reference Appendix 402. These trends are based on the current state of the asset base combined with the expected levels of funding over the next 10 years i.e. assuming that the future spending will be comparable with current funding levels. The trends shown reflect that many assets are nearing the end of their useful lives and that maintaining funding at current levels will likely not be sufficient to hold service levels at their current level.

Table 4.2 - Overall Levels of Service Trends

SERVICE AREAS	Levels of Service Trend (within 10 yrs)	Projected Service Levels	Risk to Service Delivery	Data Reliability/ Accuracy
 PARKS	↓	↑	↔	Age
 PARKS (FORESTRY)	↑	↔	↔	No current inventory
 STORMWATER	↑	↔	↔	Age & Condition
 TRANSPORTATION (ROADS)	↓	↔	↑	Condition
 TRANSPORTATION (TRAFFIC SERVICES)	↑	↓	↔	Age
 TRANSPORTATION (BRIDGES & CULVERTS)	↓	↔	↔	Age & Condition
 FACILITIES	↔	↑	↔	Condition
 FIRE	↔	↑	↔	Age
 FLEET	↔	↑	↔	Condition
 INFORMATION TECHNOLOGY	↔	↑	↔	Age
 TRANSIT	↑	↑	↑	Age & Condition

4.5.1 Performance Indicators

Performance Indicators are important tools in defining Service Delivery assessments, which can be used to reach judgments about the ability of the City's assets to deliver expected levels of service now and in the future. These assessments will then provide comfort that customers' long term interests are protected, by safeguarding against inadequate asset stewardship.

Service Delivery assessments provide a range of operational performance indicators across the service areas to meet the longer term asset management performance capability of the City's assets. As detailed within Appendix 403 - Key Performance Indicators- Levels of Service, the aim is to agree on and then monitor a set of defined asset and customer service performance indicators (LOS measures).

Typically, LOS or Service Delivery measures are CAMPlanned on an annual basis, with this data being presented alongside Operational and Capital spending data to provide an overview on service delivery trends compared with the actual expenditure on the assets.

4.5.2 Internal/External Trends with Potential to Impact Service

The impact of an aging asset inventory base will inevitably increase the risks to service delivery, as noted by both Internal and external trends which impact service delivery, shown in Table 4.3. These impacts are caused by assets failing as they reach the end of their useful life. However, there are other internal and external factors which impact the City’s ability to continue to deliver established LOS over this CAMPlan period.

Table 4.3 - Potential Risks to Service Delivery

Service Area	Internal Factors		External Factors			
	Knowledge Retention	Succession Plan	Legislation Changes	Environment Changes	Social Changes	Technology Changes
Traffic	Moderate Risk	No	High	High	Med	High
Transportation Services (Roads/Bridges/Structures)	Moderate Risk	No	High	Medium	Low	Low
Fleet	Moderate Risk	No	Medium	High	Low	High
Parks	Moderate Risk	No	High	High	High	Medium
Forestry & Horticulture	Moderate Risk	No	Low	High	High	Low
Recreation	Moderate Risk	No	High	High	High	High
Fire	Low Risk	No	High	High	Low	Low
IT	High Risk	No	High	Low	High	High
StormWater	Moderate Risk	No	High	High	Med	Low
Transit	Low Risk	No	High	High	High	Medium

Some key Internal factors/trends may include:

- Knowledge Retention (Staff Attrition)** – The City like many other similar organizations, will inevitably experience both an aging workforce and staff attrition due to many factors. This potential knowledge management risk may result in inefficient work, as staff will take additional time to carry out tasks initially or it can also result in lower LOS, as asset failures may not be prevented or the response to an asset failure may not be dealt with as promptly as it had been previously. To address this issue, recommended actions shown in Section 7- Corporate Asset Management (CAM) Roadmap indicate the importance of improvement initiatives such as formalized succession planning standards, as well as a knowledge management strategy. The

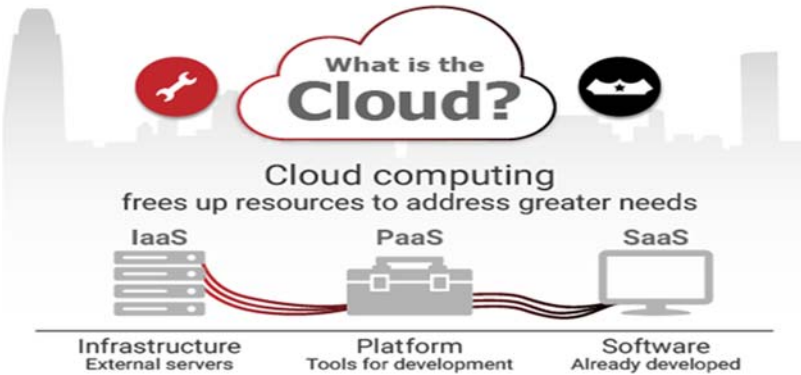
City will be working towards more formal approaches to knowledge manage and succession plan to manage this potential risk to service delivery.

- **Staff Retention/Attraction** – Many municipalities struggle to compete with industry in terms of retaining existing staff and attracting new staff. As a trend, it may become even more difficult to attract talented staff into the City, which has the potential to impact the City’s ability to continue delivering its LOS. The City will remain prudent in monitoring this trend, and as noted within Section 7- CAM Roadmap, there continues to be a need for AM Capacity building-through various formalized training programs.

Some external factors/trends include:

- **Social (Demographic) Changes** – As the demographic changes impact the City, many customers are demanding increased transparency on asset related information. Compounding that fact, Bramptonians expect the City to use a broader range of communication approaches, including social media (i.e. Facebook, Twitter etc.), to provide further connection with the various services provided by the Service areas. Brampton continues to recognize the opportunities and challenges presented by a rapid demographic modification, and will be developing innovative strategies in providing the wide range of customer services. The recommendation, as noted in Section 7- CAM Roadmap, ensure that there will be effective standardization of Communication Strategies, as one measure of remaining connected to our customer’s service needs.
- **Technology Changes** – As shown in Figure 4.4 - Cloud Computing Benefits, the new technology of cloud computing can be an effective means of ensuring that technology employed across the City to support all service areas, when effectively managed, can allow for great benefits and mitigates the risk dependency on hard infrastructure assets.

Figure 4.4 - Cloud Computing- Benefits



Source: IIMM- Cloud Computing

There are potential significant risks, especially with regards to the “systems” portion of Technology assets, for impact to the entire City on service delivery. As existing hardware becomes obsolete or software becomes unsupported, the City may be at a higher risk of failing to deliver its current and future LOS. To mitigate this risk, improvement initiatives presented in Section 7- CAM Roadmap, indicate that there will be a need to truly understand the asset information and build strategies, including Data Governance Strategies (as outlined in Section 5- AM Strategies) for partnering in development of a comprehensive IT – Asset Information Masterplan.

- **New Regulations/ Upcoming Legislation** – For example, pending and current legislation (i.e. AODA- Accessibilities Act), including new legislation improved accessibility standards for buildings etc., can potentially result in the inability of some City assets to meet the new and desired LOS. To address this, the City as noted, in Section 7- CAM Roadmap, Improvement Initiatives to continually monitor when and how future legislation can impact the asset base. This monitoring will assist assets to be ‘future proofed,’ where their design and construction considers the potential impact of new legislation. However, regardless of the processes that are in place to deal with new legislation, there can be a lag between new legislation coming into effect and the time it takes the City to become fully compliant. The time needed to become fully compliant would be agreed with the relevant legislative body.
- **Environmental Changes** – Full impacts of Climate change that have already commenced to affect the asset base (i.e. frequency of storm-related events etc.) are not fully known at this time. Increased occurrences of flooding can occur as the assets increasingly struggle to cope with higher intensity storm events, and this will impact key Stormwater Ponds, the Stormwater Network and other related assets. The City must fully assess a range of climate change scenarios, recommended in Section 7- CAM Roadmap, which embark on a comprehensive development of a Risk Management Strategy, and the current Stormwater Financing Study underway, including recommendations for development of a detailed Stormwater Service Asset Management Plan into the future. The City, must have the capabilities to make the management of our assets more sustainable.

Summarized below is an overview of Service Areas and how they could potentially be impacted by these trends.

4.6 Service Areas Levels of Service

Sections below include examples of the LOS metrics currently used across the City for the major service areas. The complete set of levels of service along with current performance operational indicators are included in Appendix 402.



FACILITIES

Facilities levels of service have been identified in the Draft Facilities Departmental Asset Management Plan. Performance indicators and targets have been stated to describe, quantify, and communicate the services that customers and regulators expect. The measures noted in the plan confirm that the City is meeting or approaching these target service levels.

Figure 4.5 – Excerpt from Facilities DAMPlan (2016)

Performance Objectives	Performance Measures	Core KPIs
Facilities are maintained in good condition to enable reliable / continuous provision of services	Facility Condition State	Facility Condition State = % of facilities in various condition states, by Current Replacement Value (CRV) <ul style="list-style-type: none"> % of facilities in poor or very poor condition % of facilities in fair condition % of facilities in good or very good condition
	Facility Condition Index	Facility Condition Index (FCI) = [DM (Deferred Maintenance) + CR (Capital Renewal)] / CRV (Current Replacement Value) <ul style="list-style-type: none"> DM + CR are typically identified by a comprehensive facilities condition assessment

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Facilities	Ensure an efficient and well maintained facility infrastructure that supports the delivery of programs and services for the wellbeing of our community in a cost effective way	Safety – Annual Inspection of Fire System	100%	100%	Perform Annual Inspection and Certification as per NFPA Standards	100%	100%
		Reliability – Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%	Perform Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%



TRANSPORTATION

For the Transportation Service area, which consists primarily of roadways, bridges and traffic related assets, has in place a number of well established, demonstrated LOS metrics, including industry best practices accepted measures such as Pavement Quality Index (PQI) of the Ministry of Transportation (MTO). An Example of the Level of Service for Transportation Services is presented in Table 4.4 - Transportation Services – Levels of Service below.

Table 4.4 – Transportation Services - Levels of Service

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Road Operations <i>Public Works</i>	To maintain safe roadways and roadsides enabling safe and efficient travel in a cost effective way	% of all Roads in Good to Very Good Condition	67%	61.5% (OMBI Data)	Maintain Roads PQI (Network Average)	PQI > 7.0	PQI = 7
	To maintain safe and efficient Transportation Structures enabling safe travel in a cost effective way.	% of structures in Good to Very Good Condition	75%	64.3% (OMBI Data)	Maintain Structure BMS Condition Rating (Network Average)	>7.5	7.7 (average)
Traffic <i>Public Works</i>	An innovative team committed to providing engineering solutions aimed at efficiency and safety for vehicular and pedestrian traffic.	Percentage of reactive lamp replacements for Street Lights	5%	5%	Percentage of reactive lamp replacements for assumed Street Lights	5%	6%

It has been recognized that City of Brampton continues to meet the MTO minimum maintenance standards of their roads, and furthermore continues to forecast the continuation of its major road rehabilitation program. For the pavement assets this is a well understood measure and is currently used as one of the key drivers in investment planning for this asset type. Other measures may include operational measures such as those associated with snow removal.

Presented in Figure 4.6 - below is the LOS- Performance Indicators – Kilometers of Roads Rehabilitated History and Figure 4.7 - Forecasted road rehabilitation program (based on current funding Planned budget levels) to maintain its commitment of maintaining its Target Levels of Service. For more details of the current and planned expansion of the effective Road Rehabilitation Program, please reference the business case found in Section 5 - Asset Management Strategies of this CAMPlan.

Figure 4.6 – Roads LOS - Performance Indicator- History of Kilometers of Roads Rehabilitated

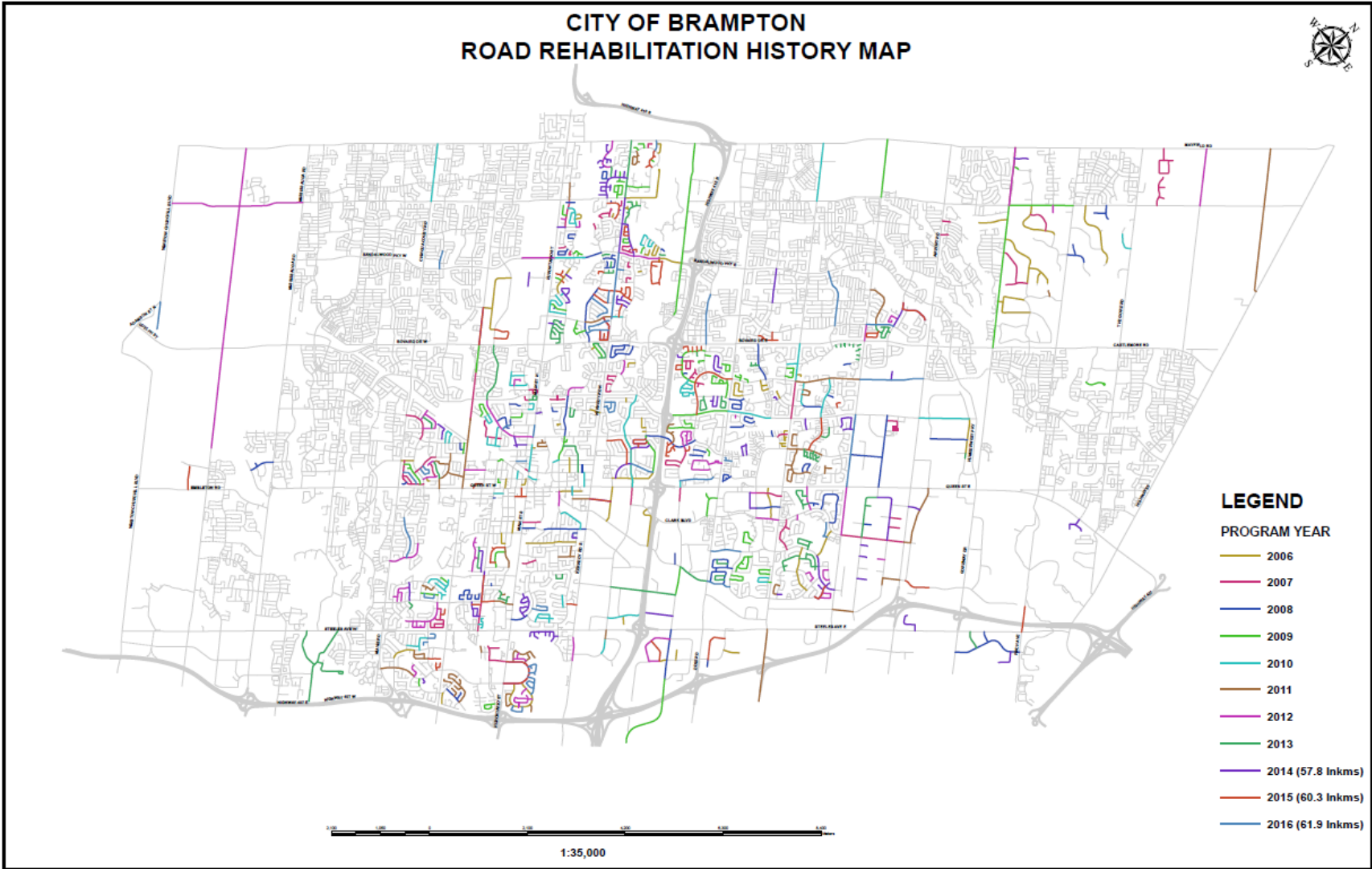
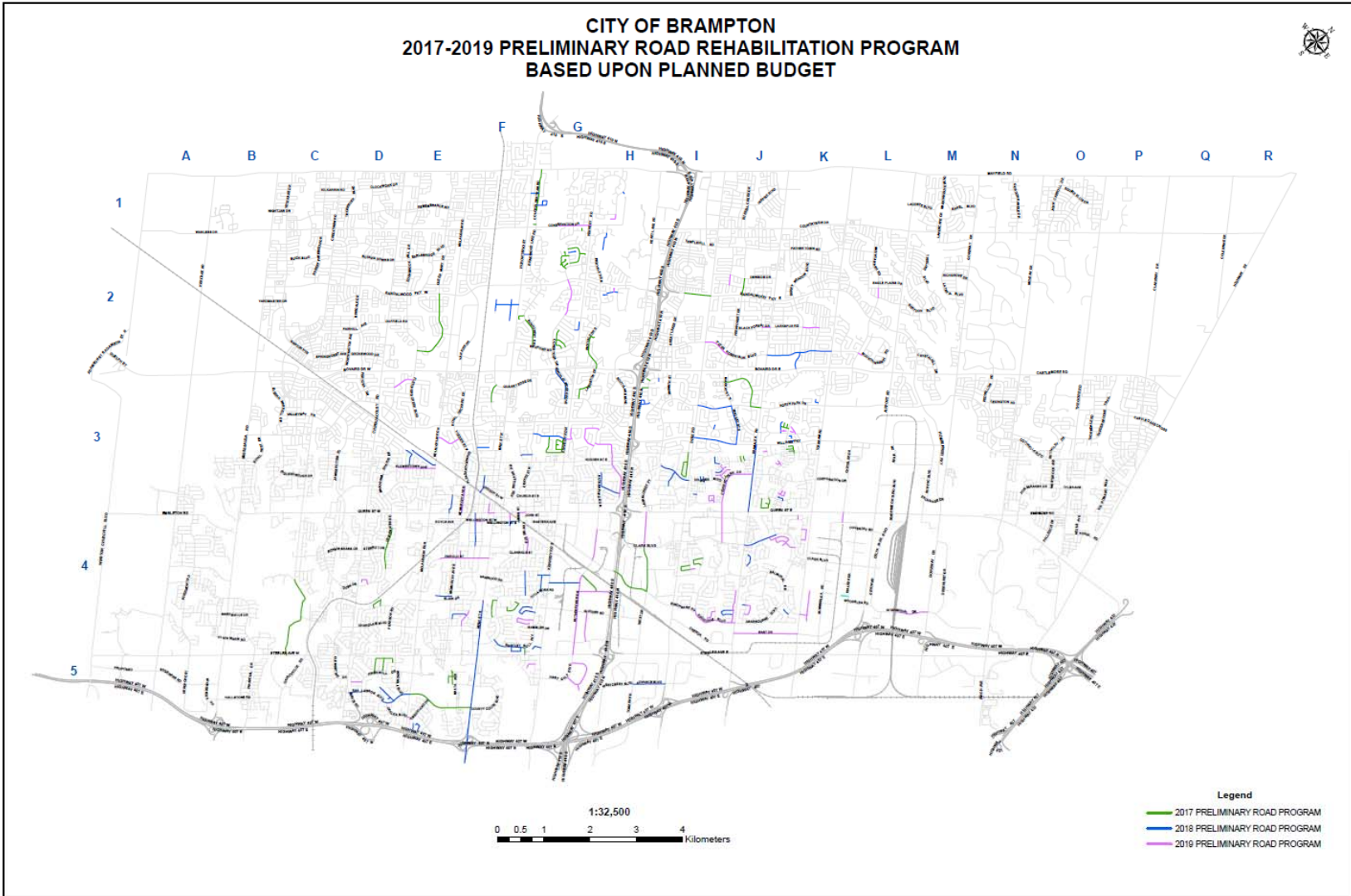


Figure 4.7 – Forecasted Roads Rehabilitation Program





STORMWATER

The Stormwater Services Area, includes all facets of direct linkage to the citizen’s customer levels of service. Due to this service area comprising of major assets, including its stormwater pond (facilities), stormwater network (linear) and the Low impact development portfolio, there is a wide-range of Levels of Service ranging from complaint response times to accommodating development, along with the number of flooding incidents including associated with the Stormwater network system. The Levels of Service demonstrated in Table 4.5 – Stormwater Levels of Service Framework, below, provide a key summary of some of the current levels of service measures undertaken by the City.

Table 4.5 – Excerpt from Stormwater Levels of Service Framework

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Stormwater	Provide sustainable water resources and stormwater management in a safe, effective, and dependable way that ensures the protection of the environment while preserving and enhancing the quality of life and economic prosperity of the people of Brampton.	Operating costs per km for the urban storm drainage system	<\$ 6,900	\$6,800	# of routine inspections & maintenance of each stormwater management facility per year	1	1
		# of equivalent lots per year for which stormwater servicing capacity made available in order to implement the City's Growth Management Implementation Strategy.	6000	6000			
		Average # of days for review of development applications	14 days	14 days			
		Average # of days to process surface flooding complaints	7 days	7 days			



FLEET

Table 4.6 – Excerpt from Fleet Levels of Service Framework

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Fleet Services Public Works	Provide cost effective vehicle and equipment management services that include preventative maintenance, repairs, fuelling and capital replacement as needed to efficiently deliver municipal services.	Availability	Minimize down time	Minimum # of Units out of service for inspections.	% of preventative maintenance inspections completed	95% of PM inspections completed	70% of schedule PM Maint completed. (PM"A", PM"B" and PM"C" Maint included)
		Reliability	Service Request Rate (OMBI Measure FLET 415)	Minimum # of unscheduled service requests	% of repair hours spent on unscheduled repairs and service not PM related.	<67% Average of Municipal OMBI results	37.07%



INFORMATION TECHNOLOGY

Within IT services, the Levels of Services range significantly due to the uniqueness of the asset categories from Hardware to Software assets. Additionally this service area is unique as it supports all its customers throughout the City of Brampton as classified (internal) customers, as well as the external customers which range from municipal partners to industry and citizens.

As such as shown in Table 4.7 - Information Technology Levels of Service Framework, is merely a snapshot of some of its key levels of service as it relates to the business cases found within Section 5- AM Strategy- Business Cases for continued investment into this asset portfolio to support the needs of the City.

Table 4.7 – Excerpt from Information Technology Levels of Service Framework

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
IT	Manage the City of Brampton information technology ecosystem in an efficient and cost effective way.	Customer % Satisfaction (Overall Service Experience) % of First call resolution rate at the service desk	40%	36%	% of Network Connectivity Uptime	100%	100%



FIRE

Table 4.8 – Fire Services Level of Services Framework

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Fire	To provide reliable and essential services as it relates to fire protection and emergency preparedness services	The 2016 Fire Station Location & Apparatus Deployment study used this guideline to establish the benchmark of 8 minutes for Full Effective response. The study used the 4 minutes for the first truck on the scene. The benchmark established for the second truck on the scene was 8 minutes, splitting the difference between the other two benchmarks.	8 minutes (as per the NFPA Standards 1710)	<=240 second travel time for 1st responding unit <=480 seconds for the full effective response	A total complement of no less than 10 firefighters (including supervisors), and if practical, a minimum of two vehicles, one of which is a triple combination pumper, must assemble on the fire ground within 8 minutes for 90% of reported fire emergencies.	100% MTO Legislated Inspections	100% regulated MTO Inspections completed



PARKS & RECREATION

Table 4.9 – Parks & Recreation Levels of Service Framework

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Parks Maintenance Public Works	Provide Brampton's parks and recreation facilities vital to the personal, community, social and economic wellbeing. City of Brampton both Parks and Recreation services shall provide safe clean parks&recreation through proactive property management in a cost effective way	% Park area in municipality	>5%	5.80%	# days between mowing to maintain City grass < 3 in.	10	10
		Hectares of maintained parks and natural areas in municipality per 100,000 population	> 680 Ha	700 Ha	# days between mowing to maintain Sportsfield grass < 3 in.	7	7
					# inspections per playground per month	2	2

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Community Centers Recreation & Culture	Increase public benefits of visits to Community Centres by: <ul style="list-style-type: none"> · Increasing usage of community centres (e.g.# of annual visits) · Maximizing the individual benefits to visitors · Increasing accessibility/inclusiveness · Maintain/improve the quality of experience for visitors 	Percentage of visitors rating overall experience as good or excellent	≥95%	97%	# of annual visits to community centres	>1,800,000	1,895,645 (Note: count does not currently include all community centres)
		Percentage of visitors agreeing or strongly agreeing that community centre helps increase the quality of life in the community	≥95%	98%	# of neighbourhood community centre per 20,000 population Note: counts both 'large' (> 10,000 sq. ft.) and 'small' (< 10,000 sq. ft.) community centres as defined by OMBI	>1	95%



TRANSIT

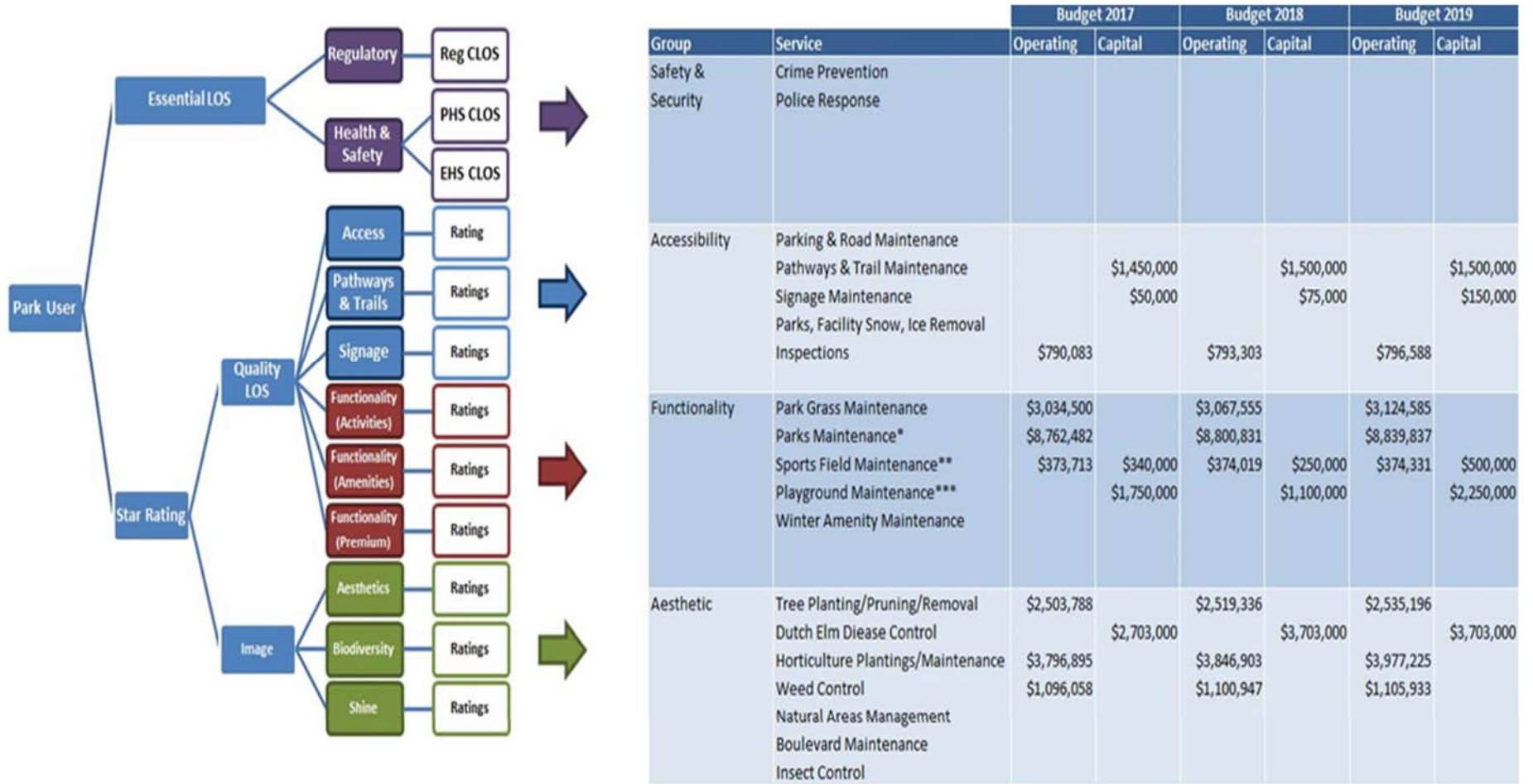
Table 4.10 – Transit Services Level of Services Framework

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Facilities Maintenance <i>Transit</i>	To provide a clean, safe and reliable transit Facilities for our citizens and employees	Safety – Annual Inspection of Fire System	100%	100%	Perform Annual Inspection and Certification as per NFPA Standards	100%	100%
		Reliability – Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%	Perform Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%

4.7 Linkage of LOS with Capital and Operational Activities

During some of the CAMPlan development workshops undertaken, services areas such as Parks were able to identify relationships between their current capital and operating budget and work activities as a direct link to the Asset (Technical) LOS provided. The linkage of service areas to planned budget is illustrated in Figure 4.8.

Figure 4.8 - Linkage of Service Areas to Planned Budget



*Note: Full Parks Maintenance & Operation Budget
 **Note: Field Rec and Anything Capital Related to Sportsfields
 ***Note: Playground Projects including Canada 150

The Capital and Operating planned budget figures identified were extrapolated utilizing preliminary figures from the current 2017 Planned Operating and Capital Budgets.

4.7.1 Limitation with Current Data Confidence- Levels of Service

Current data collection processes and systems will need to be further assessed regarding their suitability for the collection of data required to support the LOS measures. In addition, responsibilities for data ownership and sign off will need to be agreed, if not already in place. The intention is that this data collection process becomes part of the City's regular practice as opposed to an activity initiated specifically to enable LOS CAMPlanning. All software the City owns and operates can be found in Appendix 404 of this CAMPlan.

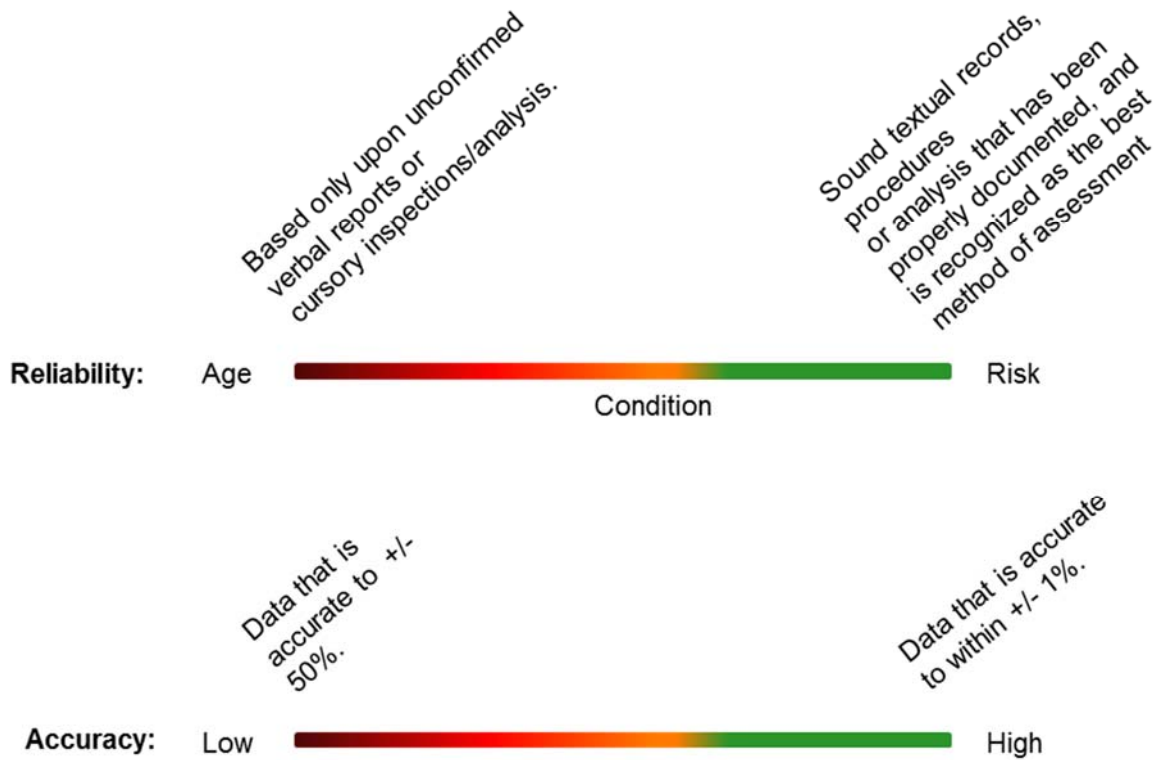
In gathering the data it is useful to attach some level of confidence grade to each of the Customer LOS measures when these are CAMPlanned annually, to indicate the reliability and accuracy of the base data used. This is especially important when the measures are new and processes for data collection and sign off have not been in place long.

These confidence grades would be based on the data behind the detailed Customer LOS measures.

- Data that is classed as having 'high' reliability is based upon sound textual records, procedures or analysis that has been properly documented, and is recognized as the best method of assessment. Data of 'low' reliability is usually based only upon unconfirmed verbal CAMPlans or cursory inspections/analysis.
- Data that is classed as having 'high' accuracy is that which is considered to be accurate to within +/- 1 per cent. Data of 'low' accuracy is usually only considered to have an accuracy of +/- 50 per cent.

If there is a spread of either the accuracy or reliability, or both, for the detailed LOS measures then the high level customer LOS measure can still be assigned a confidence grade and the spread can be as shown, similar to the example shown in Figure 4.9 below.

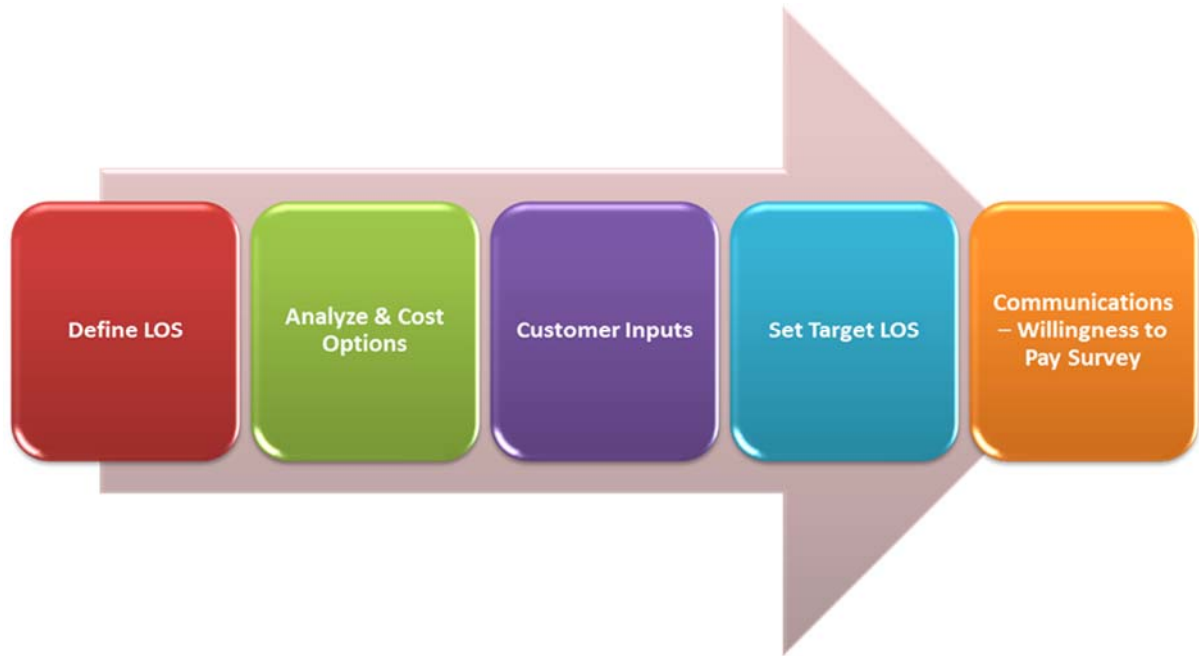
Figure 4.9 - Data Confidence and Reliability Scale



4.8 Final Recommendations – Plan Improvement & Monitoring

While significant progress has been made through this current CAMPlan initiative, it has only laid the foundation on which service driven decisions can be made. Figure 4.10 – LOS Relative to Key Steps, below, shows this current initiative relative to other key steps in the move toward becoming a service-focused City. An overview of each item is provided below; specific goals and requirements will be established and updated based on outcomes as the organization moves from step to step.

Figure 4.10 – LOS-Relative to Key Steps



4.8.1 Analysis & Cost Options

Service-driven planning requires a clear understanding of the relationship between LOS and its associated operational and financial requirements. Once established, this relationship will allow the City to clearly and effectively communicate the benefits (i.e. LOS) and costs (i.e. operational and funding implications), associated with the delivery of prospective service scenarios. In addition, this information will allow for the evaluation of trade-offs associated with improving or reducing service, as they relate to the public’s willingness to pay.

Efforts to date have focused on establishing a consistent mechanism for measuring and tracking the LOS delivered to City customers and stakeholders. While further refinements can be made to improve rating reliability and confidence over time, using these current measures the City can now objectively rate and communicate the current LOS provided at both the customer and asset level, as well as the characteristics associated with increased or decreased LOS.

Evaluating the cost implications of improving or reducing LOS requires an understanding of the current cost of service delivery and the relative cost of introducing change. While the City’s budgeting does not currently align with the recommended Customer or Asset LOS, it will be the intention moving forward that the City analyze cost options with reference to customer and asset levels of service.

4.8.2 Customer Input

Robust customer input will drive the City's mandate for maintaining or changing Customer LOS. Public consultation will be used to assess customer satisfaction with current LOS, identify key areas of concern, and assess the willingness to pay for enhanced service or make service trade-offs. Information collected will be used to evaluate the attractiveness and applicability of prospective servicing scenarios.

Effective consultation requires focus and careful planning. While the developed servicing options will play an important role, the make-up and extent of the consultation process will need to be developed in conjunction with City stakeholders, based on overall service objectives. Prior to engaging the public, the City will need to understand how alternatives rate with respect to the needs of its internal stakeholders, as well as physical and regulatory constraints.

4.8.3 Set Targets

Once Customer requirements and preferences are understood, then LOS targets can be established. This will involve working with internal stakeholders to set appropriate targets to ensure financial affordability of the infrastructure. Targets are meant to cascade down through the LOS criteria, asset service levels, and operational performance indicators, establishing clear line-of site and an understanding of the 'upstream' or 'downstream' implications associated with changing any of the values. By establishing this link the overall impacts (i.e. what is and isn't impacted) to cost and operations can also be assessed.

For Customer LOS, targets will be expressed as bands reflecting the range of service deemed acceptable to customers. For Asset LOS and OPIs, targets will serve as thresholds, triggering capital or operational intervention, when breached. Workflows reflecting how LOS targets are handled and responded to within the organization need to be established and the effective use of LOS in a planning and operational context.

4.8.4 Communications

Embracing a service-driven operating philosophy will provide the City with many advantages in communicating with customers, stakeholders and decision makers. In addition to having the tools and information needed to enter into informed discussions with regarding infrastructure investment, focus will be on customer outcomes rather than on infrastructure alternatives. This focus will establish line-of-sight between Corporate, Customer and Asset level objectives, and introduce consistency, transparency and defendability into plans and decisions made.

A structured communications plan can be established to help the City in realizing these goals. This effort will involve defining the links between Corporate, Customer and Asset LOS and the utilities internal and external stakeholders, and defining the purpose, content and timing of communications along each path. Formally documenting this process will provide alignment and clear direction on the collection, management and delivery of information.

4.8.5 Plan Improvement & Monitoring- Levels of Service

The City of Brampton is creating a register of current and target LOS across the City. This list will allow Council, staff and customers to have a clear understanding of the LOS currently delivered, along with the target LOS to which the City is striving. Furthermore, LOS will become a key driver during budget debates as the City will be able to easily quantify the impact of budget changes on LOS.

Moving forward the City of Brampton will:

- Seek Council endorsement of the corporate and customer LOS, enabling the organization to clearly communicate service impacts associated with available operating and capital budgets.
- Document the LOS at the corporate, customer, and asset levels to provide a clear line-of-sight between corporate objectives and asset-focused objectives.
- Consult customers and stakeholders on an ongoing basis to understand their needs and appropriately update LOS.
- Ensure that all investment and operational decisions are evaluated against their impact on customers, the community, and the environment.



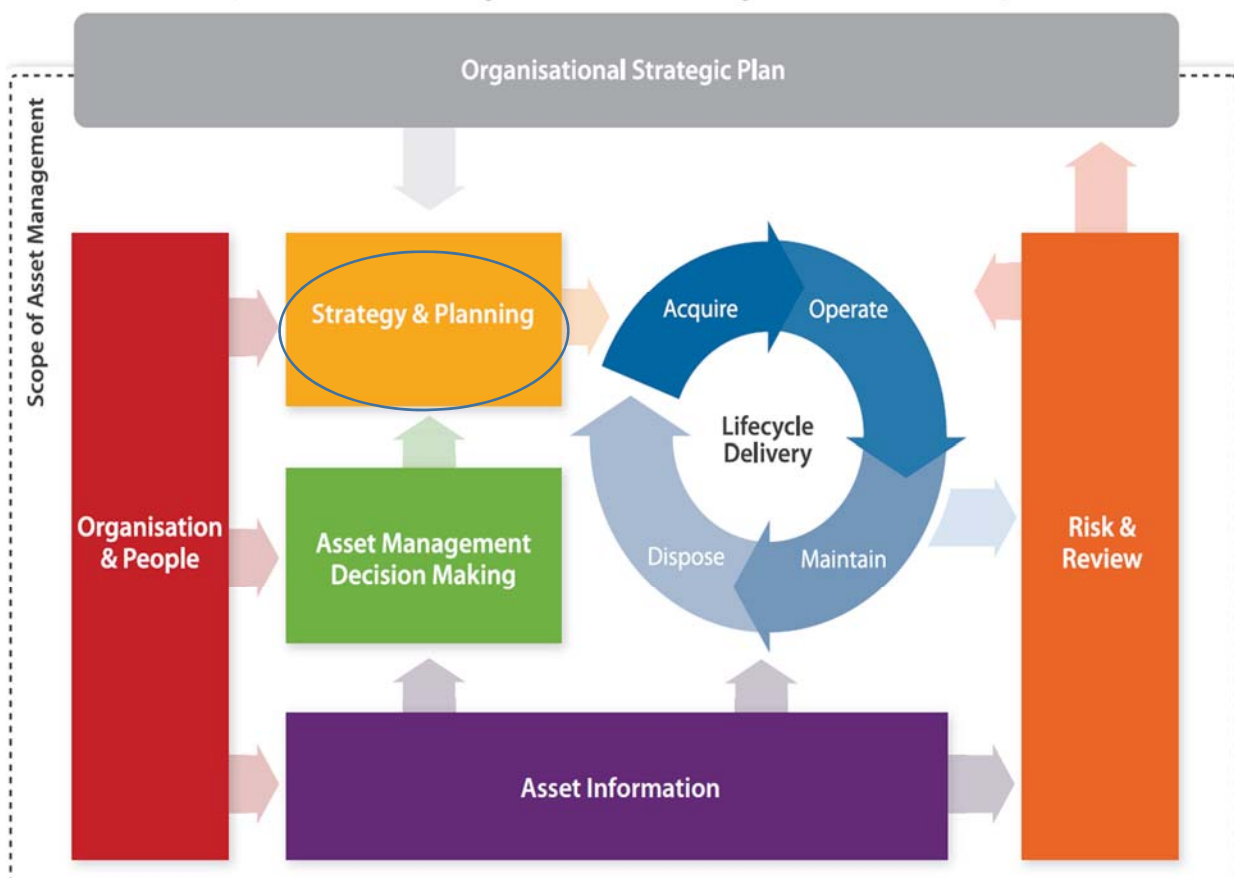
Section 5: Asset Management Strategy

5 Asset Management Strategy

5.1 Purpose of the Corporate Asset Management Implementation Strategy

The purpose of the asset management strategy is to make the City of Brampton’s vision be a connected city that is innovative, inclusive and bold. One of the major component of an asset management plan is to have different strategies to meet the CAMPlan. Figure 5.1 below shows how the strategy and planning is a component of the whole AMP.

Figure 5.1 - Strategy & Planning in Asset Management Plans



This document sets out the Corporate Asset Management (CAM) Implementation Strategy for the City of Brampton. The focus of this document is on the specific actions to be undertaken by the City to develop a structured set of actions aimed at best Asset Management practices.

To have an effective CAM requires guidance from top management and delivery by empowered and competent staff. The CAM Strategy is the overarching document which sets out the long-term optimized approach to the management of the assets and the further development of the City’s AM practices.

The CAM Policy defines expectations around the management of the City's physical assets, and the CAM Strategy articulates the City's commitment to implementing the policy. It is anticipated that the CAM Policy will remain relatively constant over time. The CAM Strategy should be viewed as a living document that will evolve in response to internal and external changes faced by the City.

The CAM Strategy is the delivery mechanism for the CAM Policy, which in turn supports delivery of the City's corporate strategic goals and provides oversight for the asset lifecycle activities required to support these goals. This approach provides a direct link between Council's priorities and day-to-day activities that are required to support service delivery.

The strategy defines lifecycle activities that are used to manage the risk to service delivery associated with asset creation, commissioning, operation, maintenance, and disposal.

The goals of the Asset Management Strategy are:

- To develop a set of actions aimed at improving AM practices across the City.
- To ensure that these practices are applied consistently across the City.
- To help the City maintain its assets at an acceptable standard and minimizing any potential risks of asset failure.

This strategy describes the principal approach and methods to be used for the effective and efficient management of the City's assets. It includes an overview of the improvements proposed by the City to the processes and organizational capabilities to enable the effective and efficient long-term management of assets consistent with the organizations overall strategic plans.

5.2 Overall Asset Management Activities, Procedures and Policies

The Corporate Asset Management Strategy is the basis for delivery of the Asset Management policy, efficient compliance with the business needs and achievement of corporate goals. Figure 5.2 below gives a brief description of the different asset management strategies and its relation of the overall policy.

Figure 5.2 - Asset Management Strategies



5.3 The Need for Corporate Asset Management Strategies

The City of Brampton has a complex service delivery organization with responsibility for managing assets across various service areas throughout the City.

To fulfill its obligations of delivering services to the community, the City must ensure that the assets supporting these services are managed in a way that balances service level delivery/performance, risk, and affordability. The majority of these assets are long-lived with useful lives measured in decades (i.e. Roadway Assets). These assets require significant ongoing investment in operation, maintenance, renewal, rehabilitation, refurbishment and enhancement activities to ensure they are fit-for-purpose to support the delivery of services, now and into the future.


These assets are essential to the wellbeing of the community, have significant budget implications, and therefore need to form an integral part of the City’s long-term financial and service delivery planning. Brampton is becoming increasingly constrained by budget reductions and allocations, resulting in an increasing risk of failure to maintain the existing infrastructure and the LOS provided.

The various Corporate Asset Management Strategies as required for the City describes the long-term approach to the management of physical assets. It would typically include a set of strategic statements that describe the current and future service levels the organization is planning to deliver and the current and future Asset Management capabilities that the organization needs to sustainably deliver these outcomes.

In the Future, the City will develop Corporate Asset Management Strategies which would typically include:

- Asset Management objectives based upon scenario analyses that includes measurable objectives on the expected economic, environmental and social performance of an organization’s asset portfolio.
- Key accountabilities for both the activities covered by the Asset Management Strategy and for the implementation and ongoing maintenance of the Asset Management Strategy.
- Decision-making criteria used to undertake lifecycle cost and risk analysis to determine the optimum asset interventions.
- How the organization will develop its asset information to support such analysis and how the organization will manage gaps associated with its asset information.

Due to increasing funding pressures there is a need to balance capital investments between Growth, Enhancements of LOS, and Renewal & Rehabilitate which further drives the need for a CAM Strategy



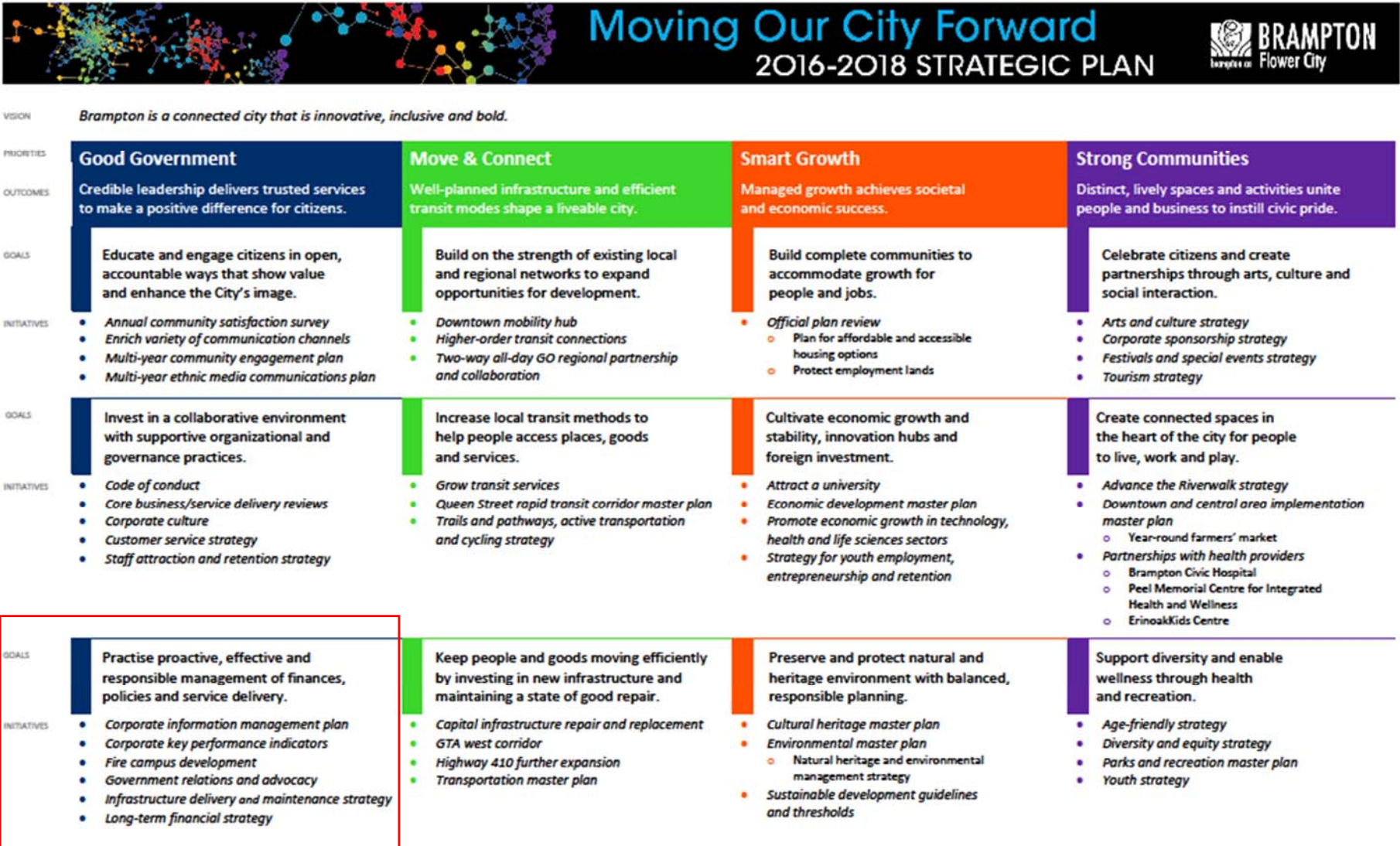
5.4 Alignment with Corporate Strategic Plan

As the strategic goals and objectives continue to be developed in the City’s Strategic Plan, aligning how the City’s assets are managed will play a key role. Asset management needs to take into consideration:

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

Figure 5.3 – Moving Our City Forward, below, illustrates the City’s Strategic Plan schematically.

Figure 5.3 - Moving Our City Forward – 2016-2018 Strategic Plan

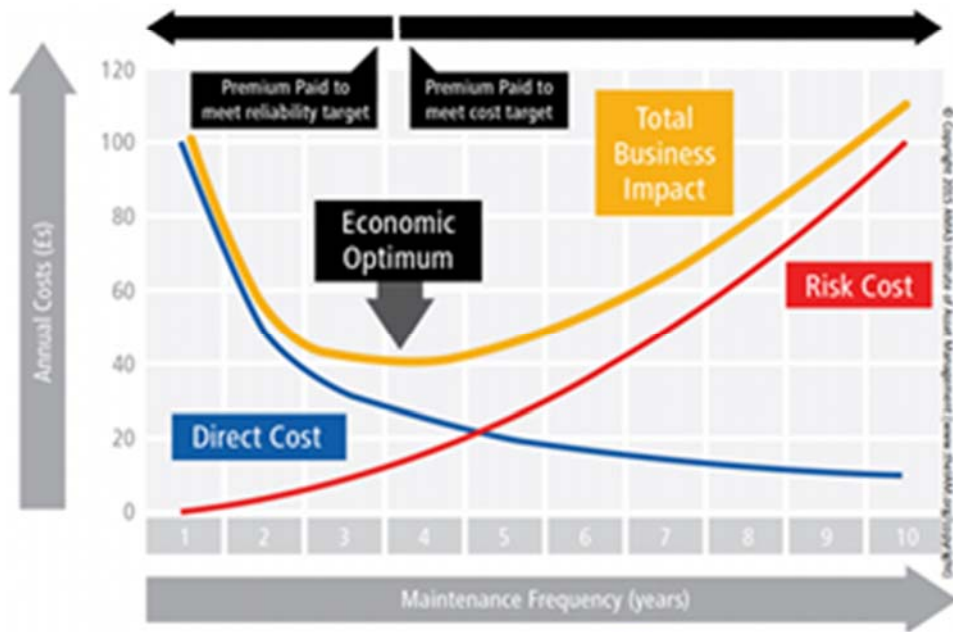


5.5 Integrated Asset Management Planning

As shown above, future service planning will increasingly need to balance the social, environmental, and economic interests of the community with their capacity and preparedness to pay for these services. The CAM Strategy is a key component of that planning and integration process.

Important to the success of the integrated planning process is the development of a CAMPlan along with individual Department or Service Area AMPs. These plans are intended to include information related to all of the key physical assets required to support the delivery of agreed LOS, and will provide a range of cost service options for the community to consider. This plan will need to be revised periodically to reflect decisions resulting from the integrated planning process. Decisions can be made with the full understanding of the assets needed to support the delivery of the service. The CAM emphasizes that the future plan is to have business case at the department level to help management develop evidence based decision making. Figure 5.4 provides a brief description on why evidence based decision making is important.

Figure 5.4 - Evidence Based Decision Making



5.5.1 Business Drivers

The City of Brampton is an asset intensive organization, and needs to meet several business goals and obligations to satisfy stakeholders. The City is responsible for the safe and sustainable operation and maintenance of its asset systems at an affordable price to customers. In practical terms, these expectations often represent conflicting pressures or business drivers upon the development, operation and maintenance of the assets and the resources required. The primary considerations when planning for effective and efficient lifecycle management of the City's assets is maintaining current levels of service.

There are three different business drivers identified which are related to the management of assets:

- **Enabling Growth** - This driver relates to enabling growth and redevelopment, within planning policy, by providing access to services to new customers with no change in current LOS provided to existing customers or by accommodating increased use of services by existing customers at the current LOS (for example, more people using the public transport system due to a rise in fuel prices).
- **Regulatory Compliance** - This driver relates to compliance with legal obligations, such as the federal gas tax and Bill 6.
- **Enhanced Levels of Service** - This driver relates to enhancements in the overall LOS provided to existing customers above the standard previously provided.

In addition, the City is also committed to increasing organizational efficiency and transparency. These competing expectations are handled at many levels in the organization, ranging from the strategic investment planning and risk management framework, to the component project or task evaluations, their prioritisation, and scheduling.

5.5.2 Stakeholder Requirements

There are both internal and external stakeholders who will be impacted by the operational and service changes that will occur from implementation of the CAM Strategy. For all stakeholders, the City is committed to clear, consistent, and timely communications, and to incorporating their priorities within the development and implementation of the CAM Strategy.

We have incorporated the following stakeholder management activities into the CAM Strategy:

- Identification of stakeholder requirements, by group, and their anticipated role/attitude to the strategy;
- Customized methods to inform, engage and monitor the ongoing response of various stakeholder groups;
- Identification and monitoring of emerging issues; and
- Development of consistent program messaging to be used across differing groups.

5.6 Renewal, Rehabilitation, Replacement Activities

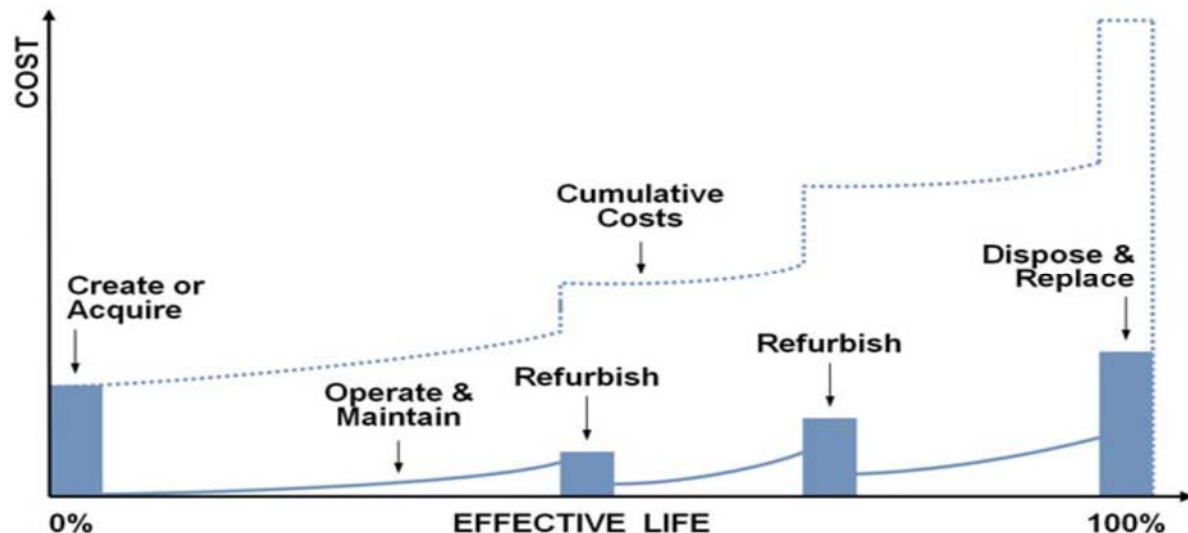
Asset lifecycle management strategies are planned actions that enable assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost. Asset lifecycle management strategies are typically organized into the following categories:

- **Non-Asset solutions** are developed through the master planning process through plans such as the Energy Conservation and Demand Management Plan.
- **Expansion** of the asset portfolio is developed through the master planning process conducted by each service area. For example, the Facilities Asset Preservation group periodically consolidates these facility assets into a master accommodation plan or master facilities plan.
- **Renewal** of the asset portfolio is based on maintaining asset elements in a condition state fair or better. Renewal activities are prioritized higher for critical elements (e.g., structural, fire protection, weather related and conveyance assets).
- **Operations and maintenance** of the asset portfolio is based on both existing asset requirements and forecast growth by assessing consequential operational and maintenance requirements.

As the master planning processes provide the focus for non-asset solutions and expansion of the asset portfolio, the focus in this CAM Plan will be renewal and maintenance of the assets once in place. The City preserves assets through maintenance and renewal (i.e., rehabilitation and replacement) activities and investments. Maintenance and renewal activities are timed to reduce the risk of service failure from deterioration in asset condition, and to minimize the total cost of ownership. Sufficient investment, of the right type, at the right time, is crucial.

The conceptual lifecycle model is illustrated in Figure 5.5 below. This conceptual model plots the cash flow associated with creating and sustaining the asset over time.

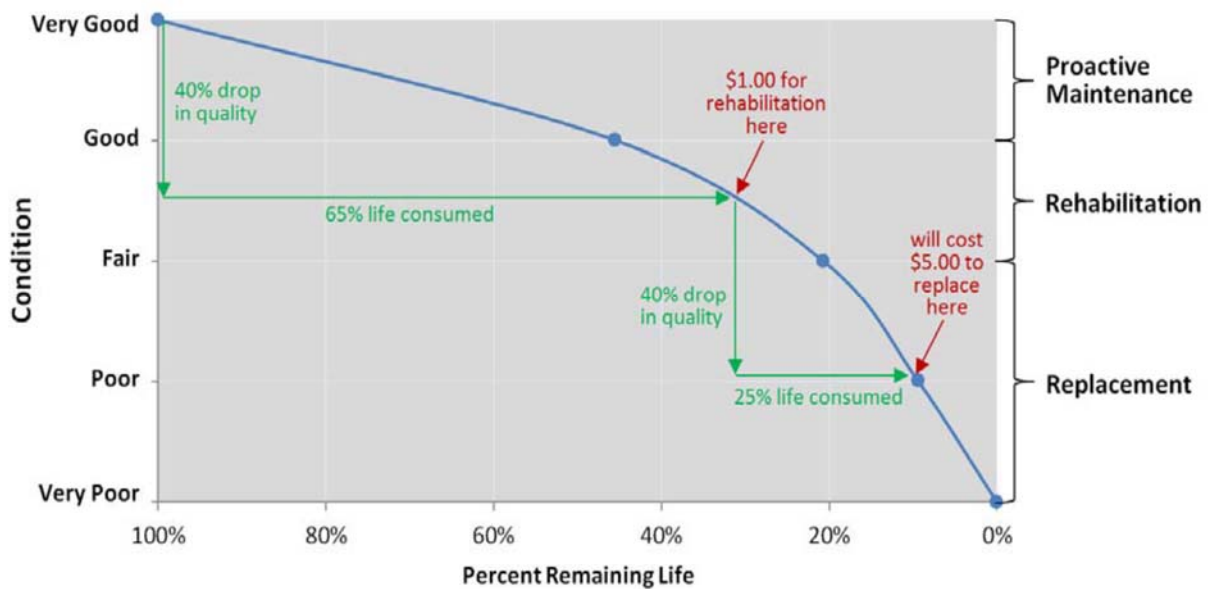
Figure 5.5 - Lifecycle Cost Model



5.6.1 Asset Management Renewal Strategies

All assets physically deteriorate at different rates to eventual failure and loss of ability to deliver the required LOS. Asset condition is a measured assessment of an asset’s current position or place on the asset “decay” or deterioration curve. Many assets deteriorate slowly at first to a fair condition and, after that, there is more rapid degradation. This typical lifecycle pattern is illustrated in the figure below, which shows the relationship between condition and effective life (i.e., age). A key observation is that it is far more cost effective to maintain and rehabilitate assets before they reach a condition where the only option is costly reconstruction. For assets where preventive maintenance and rehabilitation activities are technically feasible, understanding the asset’s current condition and place on the asset decay curve enables forecasts of future condition and determination of optimal treatment type and timing – key aspects of lowest lifecycle cost renewal decision-making. The City invests in condition assessments to gain the critical knowledge needed to determine the lowest lifecycle strategies. Figure 5.6 illustrates the typical deterioration of an asset.

Figure 5.6 - Asset Decay Curve



5.7 Corporate Asset Management Strategies and Plans

To achieve the goals of the approved CAM Policy requires clearly defined strategies that will align how assets are managed with the City objectives.

To achieve consistency in the application of CAM practices across the organization requires a well-defined approach. This approach needs to be structured and clearly communicated so everyone is aware of their role and is working towards a common purpose. This will include:

- Adhering to internationally recognized CAM best practices.

- Continually improving CAM tools and procedures and fostering the sharing of information across the City, so that everyone can use the best information available as part of their decision making.
- Producing business processes and procedures for key business activities.

The following provides context for the key/high priority strategies along with action statements that guide this commitment.

5.7.1 Data Management Strategy

The collection, management, and use of infrastructure information plays a critical role in the CAM program implementation and sustainability. To be effective, data on the nature and state of infrastructure assets must be available and of suitable quality to support key business processes focused on the evaluation of risk, level of service, cost, and in making informed and defensible investment decisions. To do this, data must be treated as a strategic asset that is trusted and relied upon to serve its intended purpose to stakeholders. As with other assets, a management strategy is needed to ensure the quality and consistency of this service.

Effective data management is more than just piecing together existing spreadsheets, the one-time collection of inventory, or the development of a single data warehouse. It must be considered in a business context and requires a comprehensive strategy and support program that is capable of defining, tracking, and managing information resources throughout their lifecycle.

Effective data management will ensure that users have confidence in the data assets that they utilize to make business decisions. To support these objectives, a Data Management Strategy will be adopted as part of the City CAM Program initiative.

Why is a Data Management Strategy important?

The uses for valid data are obvious. The reason a Data Management Strategy is required is due to the sheer number of assets owned by the City. The information needs to be systemized as the volume exceeds manual management capabilities and resources. A system is needed so that asset information is available, easily understood, and in a form common enough to enable sharing, comparisons, and decision-making.

What's in it for us?

- Decision makers will be able to rely on verified information as a base for their decisions.
- Asset owners will have readily available, reliable information for effective management of their assets.
- Users will have readily available, user friendly access to information including the ability to identify trends.

- Data stewards will have clear procedures for data handling and less requests for information as users will have more direct access to information.

What does the future look like?

People will have access to better Asset Management data, reporting, tools, and procedures. The data elements of many existing routine reports will be automated so the focus can be on the meaning of the information instead of the rush to collect the data which is used to generate the information.

The City of Brampton will:

- Identify critical information needs by AM activity, ensuring all information aligns to the CAM System.
- Continually reassess asset information, processes, and systems to maintain business alignment, effectiveness, and sustainability.
- Sustain asset information through sound data governance that align the management of information with AM reporting requirements (PSAB 3150- TCA reporting, SOLI).
- Ensure data stewards will work together to safeguard and sustain data integrity.
- Adopt a comprehensive data management strategy to ensure that all asset information will span the key practices of Data Quality, Data Architecture, and Data Governance. This may include:
 - **Data Quality Standards and Policies** that are implemented for key data sets to ensure confidence in the reliability and accuracy of base data used in Asset Management planning and decision making
 - A robust **Data Architecture** that effectively organizes the storage, management, and retrieval of infrastructure data needed to support Asset Management business functions and reporting requirements
 - **Data Governance** imbedded in corporate procedures that defines asset data ownership, roles and responsibilities throughout the organization.

The practice of data management therefore seeks to create a comprehensive program for the management of enterprise data that is “focused on the creation of accurate, consistent, and transparent data content. Data Management emphasizes data precision, granularity and meaning and is concerned with how the content is integrated into business applications as well as how it is passed along from one business process to another.”
Source (WERF, 2012)

5.7.2 Levels of Service Strategy

Assets exist to support the delivery of City services to its customers. A key objective of AM is to optimize the balance between Level of Service, risk and cost with the aim of meeting customer service levels at the lowest lifecycle costs.

It is important to define and quantify the Level of Service within each service area, as these become the driver for the identification of asset needs and the basis for investment decisions. Level of Service are linked at three levels within the City—Corporate, Customer, and Asset (or Technical).

- *Corporate* – sets the corporate objective(s)
- *Customer* – defines the service that the Asset Manager/City provides to the Customer (s)
- *Asset (or Technical)* – defines the technical requirements to achieve the service objectives

Taking this approach to the definition of Level of Service puts customer requirements at the centre of our planning processes by understanding and quantifying the value that customers place on service. Essentially, if there was not a service to be provided, there would not be a need for the assets.

Why is this Level of Service Strategy important?

The management of assets need to consider the affordability of assets against customer needs and expectations. The Levels of Service Strategy is the means to measure this aspect of Asset Management. Decisions are made based on their impact on customers, the community, and the environment. Using Level of Service links day-to-day Asset Management decision making with the strategic goals of the Corporation.

What’s in it for us?

- Decision makers will have established measures to base their decisions on and understand the impact of those decisions on the LOS being delivered.
- Asset owners can plan to achieve established LOS.
- Council has the opportunity to mandate LOS.
- The Council and public will know what level of service they will receive.



What does the future look like?

There will be a published list of established LOS across the City which can help staff and stakeholders understand the service level implications of decisions. LOS will be a key driver during budget debates and the City will be able to easily quantify the impact of budget changes on LOS.

City of Brampton will:

- Seek Council endorsement of the corporate and customer Level of Service, enabling the organization to clearly communicate service impacts associated with available operating and capital budgets.
- Document the Level of Service at the corporate, customer, and asset levels to provide a direct link between corporate objectives and asset-focused objectives.
- Consult customers and stakeholders on an ongoing basis to understand their needs and to appropriately update LOS.
- Ensure that all our investment and operational decisions are evaluated against their impact on our customers, the community, and the environment.

5.7.3 Risk Management Strategy

Inherent with delivering a wide range of services to the community, the City is exposed to a variety of internal and external factors that add uncertainty to the successful delivery of service. These uncertainties are termed “risks” and, unchecked, have potential to adversely affect the City’s ability to deliver services in an effective and efficient manner.



Risk can take many different forms, including public and employee safety, financial, environmental, and social. Fundamental to managing assets using a risk-based approach are two concepts: **probability** of asset failure and **consequence** of asset failure. Combined they can provide a quantifiable measure of each risk faced by the City. Risk management is increasingly being viewed as an integral part of managing the lifecycle of major infrastructure assets. The objective of risk management is to assess which risks pose unacceptable conditions to the organization and advance plans to address them. This is best accomplished through structured processes that identify, analyze, and evaluate risks with due diligence. Utilizing a risk-based approach to CAM will allow the City to identify the importance of different assets (asset criticality) in support of service delivery to the community and address any uncertainty that poses a concern to the Corporation.

A risk-based approach to assessment and mitigation will enable the City to make more informed, defensible decisions regarding the allocation of resources with respect to managing the City’s assets.

Why is a Risk Management Strategy important?

Systemizing asset risk as part of the City’s decision making process is a major change in our way of doing business and cannot be advanced without the basic principles/approaches set out in this Strategy. The Strategy is critical to the success of CAM. A risk-based approach to assessment and mitigation of asset risks will enable the City to manage its assets with due regard to risk.

What's in it for us?

- Service areas will gain a greater understanding of, and a formal process to, address the risks to which their assets are exposed.
- Decision makers can be comfortable with knowledge of the risks associated with their choice.
- Operators will experience fewer surprises and be better prepared for expected asset failures.
- The public can have confidence that effective asset risk management will lead to the best use of public money at an acceptable level of risk.

What does the future look like?

The discussion of risk will become a routine element during the management of assets. With increased knowledge and management of asset risk, positive impacts will be felt on budgets, reserves, and insurance.

The City of Brampton will:

- Develop Service area risk management frameworks and assessment techniques across the City.
- Incorporate full City-wide risk management AM practices in our decision-making processes.
- Understand the criticality of the individual components of the asset base.
- Produce forecasts of the changes in the risk profile of our asset base over time, enabling us to determine the optimum level of capital and operational investments needed to sustain the assets.
- Periodically review that risk factors for both probability and consequence are valid and complete.

5.7.4 Asset Lifecycle Management Strategy

Most of the City's physical assets are long lived assets having service lives lasting several decades. As a result, infrastructure related decisions have a lasting impact. These decisions need to be made looking at the lifecycle or whole life of the assets in conjunction with risk and Level of Service. The whole life costs are to account for the complete lifecycle of the assets, including planning, designing, construction, acquisition, operation, maintenance, renewal, replacement, and disposal costs. The City of Brampton's standard operating procedures as they relate to a standard business case and Tangible Capital Assets can be found in Appendix 503 to 509 of this CAMPlan.

Why is an Asset Lifecycle Management Strategy important?

This strategy is central to the management of the City's assets. The lifecycle approach enables the City to optimize the value of the asset giving due regard to the whole life costs and the service it provides.

What's in it for us?

- Council and staff can have greater confidence that asset decisions will not put undue burden on the future.
- Staff can successfully demonstrate best investment value over the cheapest solution.
- Public can have confidence that effective Asset Management will lead to the best use of public money.

What does the future look like?

Consideration of lifecycle costs becomes routine practice when evaluating asset-related projects. The list of future projects will change along with preferences and opinions. Existing operating assets will also be analyzed which may result in assets being modified or disposed. Managing by lifecycle considerations takes more work but achieves a better product. Money will be saved and services enhanced.

The City of Brampton will:

- Seek council endorsement on a long-term asset investment strategy.
- Enhanced business case process; the lifecycle costs as part of the preparation for the annual budget submission and assess investment decisions (new and renewal) based on lifecycle costing and not solely the initial capital cost.
- Implement a full business case evaluation process for projects and determine threshold levels when this process is to be applied.
- Develop long range financial plans by providing more context around risk and service outcomes related to planned investment levels
- Develop and implement an evidence-based robust process for the prioritization of projects across the City as part of the CAM Program.

5.7.5 Maintenance Strategy

Why is a Maintenance strategy important?

For best asset management practices, we seek to maximize asset reliability and extend asset life through the appropriate mix of maintenance management techniques based on asset criticality (consequence of failure).

What's in it for us?

Maintenance management techniques include:

- Reactive maintenance: run to failure for non-critical items
- Proactive maintenance: doing work in advance of the asset failing for critical items
- Preventive maintenance: proactively conduct maintenance work based on time of asset in service.
- Predictive maintenance: proactively determine and track asset parameters on a regular basis to help managers follow asset deterioration over time.
- Corrective maintenance: proactively conduct maintenance work on assets that are identified with potential failure or close to marginal performance.

What does the future look like?

- A maintenance strategy will investigate maintenance staffing requirements,
- Tools and relevant infrastructure requirements
- Improvements in maintenance information systems.

The City of Brampton will:

- Identify resources needed to support maintenance processes.
- Implementing responsibilities and accountabilities for asset maintenance delivery and improvement.
- Day to day application of processes that integrate maintenance delivery processes with engineering, finance, IT, operations etc.

Further Investments for new assets and renewal of existing assets represent a significant portion of the City's annual budget. In addition, the City receives significant new infrastructure via development. The development process includes its own approvals which don't consider lifecycle costs. For the work directly constructed by the City, the use of business plans and cases is prevalent in both the operating and capital budgeting processes. As funding is limited, the City needs to apply a process that allows competing projects to be evaluated in a manner that takes into consideration the whole lifecycle of the asset and the City's sustainability principles. This process will provide an objective guide and help determine the optimal combination of projects that represent the best value based on the expected benefits they provide to the broader community. The process also needs to extend beyond the annual budget cycle so that a longer-term view can be taken when considering investment decisions.

5.7.6 Asset Integration Strategy

Within the City, the full benefits of AM are not always realized. This can be attributed to AM being progressed, at varying levels, within separate departments. These separate efforts can result in silos, or compartmentalized approaches. To yield maximum benefits, an integrated approach that optimizes complete asset systems as opposed to assets in isolation is best adopted.

Integration should therefore focus on putting in place processes and approaches that allow a city-wide view on data, systems, processes, asset condition, performance (LOS and financial), and risk.



Why is this Integration Strategy important?

- An integration strategy provides a contemporary outline to assist those responsible to deliver and manage assets to meet service delivery needs.
- What's in it for us?
- Great responsibility to stakeholders in managing assets
- An integrated or collective approach to asset development and management

What does the future look like?

Integration of services will help the City of Brampton better coordinate among services and ensuring that there is a collaboration among services during budget allocation, and closing the infrastructure gap.

The City of Brampton shall:

- With council endorsement, integrate the Corporate AMP and Service Area AMPs into the budget process.
- Create links between information AM Systems so that data can be shared across service areas and functions, such that CAM is facilitated.
- Apply a corporate approach to defining LOS as found in CAM Roadmap, including the development of a corporate registry of LOS measures.
- Implement standardized usage of Service Level Agreements (SLAs) between internal and external facing service areas.
- Seek council endorsement of a corporate view on Capital Investment Plan (CIP) development that will consider the need to optimize coordination of projects across service areas and with larger projects complimenting each other, as far as is possible.

5.7.7 Asset Management Governance Strategy

The AM governance structure is the foundation of the City's AMP. To achieve the benefits of the AM program, Table 5.1 below shows the following roles and responsibilities which shall be incorporated into the organization:

Table 5.1 - AM Governance Recommended Roles and Responsibilities

Role	Responsibilities
Council	<ul style="list-style-type: none"> • Approve LOS Targets • Approve capital & operational programs and budgets • Approve rates (including the overall fiscal framework – allocation of charges across customer groups, cost allocation over generations) • Approve project selection criteria and weightings
Corporate Leadership Team	<ul style="list-style-type: none"> • Makes budgetary and property tax/rate setting recommendations to City Council • Recommend project selection criteria and weightings to Council • Endorse the Asset Management Policy & Improvement Strategy • Provide leadership in imbedding asset management practices across the organization • Provide overall guidance and direction for development and application of CAM initiatives • Ensure adequate resources are available for development and implementation of these initiatives • Monitor and review the overall schedule for the Asset Management Program
CAM Steering Management Team	<ul style="list-style-type: none"> • Manage decisions as it relates to the CAM Project Charter based on SMTs strategic direction • Review and approve project charter • Review and sign off on all closeout reports • Ensure resources are deployed in a manner that benefits the projects and the corporation • Play an active role in the key decision-making, stakeholder management, risk management and issue resolution. • Take necessary action to ensure the smooth integration of tactics and strategies • Be active and visible, building the change coalition with management and communicating to employees throughout the project • Provide support and direction for asset management practices at the department level • Provides strategic direction on the implementation of technologies and competencies needed to support the management of the City’s assets • Monitor progress and performance of asset management practices • Ensure consistency of asset management approaches across the City’s service areas

Table 5.1 - AM Governance Recommended Roles and Responsibilities

Role	Responsibilities
CAM AM Network Team	<ul style="list-style-type: none"> • Asset Management Policy & Strategy development • Asset Management Program Benefits tracking • Asset Management Plans development • Provide skills development to employees in specific asset management disciplines • Create & implement the risk management process • Create & implement the Investment Planning Process • Participate in implementation task teams as part of the asset management development process • Provide skills development to employees in specific asset management disciplines
Service Area Asset Managers	<ul style="list-style-type: none"> • Provide Service Area sponsorship for asset management practices and concepts • Provide adequate resources to support asset management goals at the service area level • Provide leadership and support to Service Area Asset Management Coordinators
All staff	<ul style="list-style-type: none"> • Embrace the new business processes and technology tools necessary to be effective at asset management • Adopt a team based approach to service delivery and customer satisfaction • Capture quality data as part of daily operations • Make best use of available data to track performance and drive decision making • Seek to be innovative with respect to service delivery and adopt a culture of continuous improvement • Participate in implementation task teams as part of the CAM process

This structure is an important element to ensure practices get imbedded across the organization. Both for the delivery of the AM program and for the long-term sustainability of the improved AM practices within the City, the appropriate level of governance needs to be in place throughout the organization covering AM decision making, at the service area level as well as at the corporate level. In addition, governance needs to be in place at the tactical level regarding project selection and delivery, data ownership and sign off, business process, document ownership, and control. This will be achieved through the right mix of corporate and service areas governance.

Why is this Governance Strategy important?

It is essential that people understand and ensure accountability of their roles and responsibilities across the entire City in implementation of the CAM Roadmap.

The City of Brampton shall:

- Identify resources needed to support the proposed AM Governance Strategy.
- Implementing the responsibilities and accountabilities for across the entire City.
- Seek council endorsement of finalized AM Governance Structure across the City, including a development of a formal People’s Masterplan in collaboration with other Service areas across the City.

5.7.8 Asset Management Communications Strategy

The CAM is intended to help the City’s stakeholders—city staff, City Council, regulators, the community, and more—by providing timely, comparable, and accurate information regarding the City’s assets. Over the course of its implementation, CAM is designed to transition from being **a CAMPlan project** to being a permanent and ongoing sustainable **program** that is operationalized into the normal work of the City’s numerous service areas. In short, CAM is not a time-limited initiative, but is a way of doing business that requires the alteration of business processes and the active and ongoing collaboration of the organization’s.

Under this program concept, the CAM Strategy will incorporate a change management plan for facilitating the acceptance and adoption of new tools, frameworks, and processes across the City. Strategically planned communication messages and tactics can support the change effort and foster the acceptance of work-related changes by ensuring that stakeholders are:

- Aware of and understand the need and purpose for Corporate Asset Management;
- Provided with opportunities to positively participate and collaborate in the program;
- Willing to engage in and support program requirements;
- Able to see their contribution to program goals; and
- Have the information, interactive tools, and capabilities to support program requirements.

A draft communication strategy has been prepared to outline the long-term approach to management of the City’s assets and guide development of the Corporate Asset Management program. This strategy can be found in Appendix 501.

Why is this communications strategy important?

CAM is intended to help City staff, City Council, regulators, the community, and more by providing timely, comparable, accurate, and easily understood information for decision making. Communication is the vehicle that delivers the information to the user.

What’s in it for us?

- Users
 - Obtain and share quality data for effective management of assets.

- Work in an interrelated system using common frameworks rather than isolated areas.
- Collaborate across the corporation and listen to customers, regulators, and colleagues.
- Decision makers will have readily available comparable information to support their decisions.
- Transparent and effective communications with the public.

What does the future look like?

People will have knowledge of and access to better AM data, reporting, tools, and procedures. More information will be available to everyone. Corporate asset reporting will take less effort.

The City of Brampton will:

- Develop and implement an external and internal AM Communications plan.

5.7.9 Demand Management Strategy

A demand management strategy is utilized to ensure the effectiveness of an asset's capabilities as it relates to asset condition, performance throughout the asset lifecycle demands etc.

Why is Demand Management strategy important?

Demand analysis typically includes the analysis of future demand for the product or services being offered, and the requirements this demand will place on the asset portfolio.

What's in it for us?

There are several elements of Demand analysis that need to be considered:

- Historic Demand
- Drivers for demand
- Future demand and change in demand over time
- Changes in required levels of service
- Current and future utilization and capability of assets
- Impact on future performance, condition and capability

Demand analysis also considers the use of non-asset solutions where demand may exceed supply and demand also needs to be managed to reduce the demand or reduce the required level of service.

What does the future look like?

The demand analysis strategy will focus on demand forecast, historical demand analysis, demand scenarios that is important for a growing city like Brampton.

The City of Brampton shall:

- Adopt and develop a long term demand management forecast for all major service areas.
- Develop Demand Management Scenarios and modeling for all major service areas (i.e. shift in incentive ridership to off-peak hours to ensure that there is a balanced asset lifecycle demand on the various types of assets).

5.8 Procurement Methods

Procurement methods help to ensure the most efficient allocation of resources when executing asset management strategies, such as maintenance and renewals works completed by external contractors and suppliers. It is the objective of the City that all goods and services are acquired on a competitive, fair and open basis, in a manner that is efficient and accountable. Procurement is the delegated authority to perform the following functions:

- Sourcing of products/services,
- Issuance of bids,
- Issuance of purchase orders and contracts,
- Monitoring of the bid process,
- Conducting public tender openings,
- Coordination of the evaluation process,
- Participation in evaluating committees,
- Issuance of reports to Council and CAO recommending contract award,
- Vendor disputes, and
- The disposal of surplus goods.

The City's Purchasing Bylaw guides all procurement practices and is supported by internal policies and procedures. The City is considering use of alternate financing and procurement models (e.g., finance-design-build-operate).

5.9 Overview of Risk Associated with Strategies

Within the Corporate Asset Management Plan, risks relating to building infrastructure failure are mitigated through inspection and maintenance programs. The capital and maintenance programs along with the departmental asset management plans, master plans and all other linkages will enable the city to overcome various risks.

5.10 Approach for Optional Analysis

Optimized decision making, either within or across service areas, is currently based on a range of approaches which utilize available asset data, such as condition assessment

information, and is supplemented with expert knowledge from City staff and outside agencies. The decision making process for larger value projects includes assessing a broad range of capital solutions, such as renewal, rehabilitation, refurbishment, and replacement options in addition to operational solutions such as enhanced maintenance regimes. In addition to utilizing these approaches for specific large value projects, a similar approach will be taken for the selection of rehabilitation work for assets such as roads, stormwater, and structures, where staff have to assess a range of alternative solutions and develop a range of intervention options that are most appropriate to the City’s needs. Asset management decisions inherently involve the analysis of various options for asset intervention throughout the asset’s life cycle. Options are typically analyzed at two distinct levels:

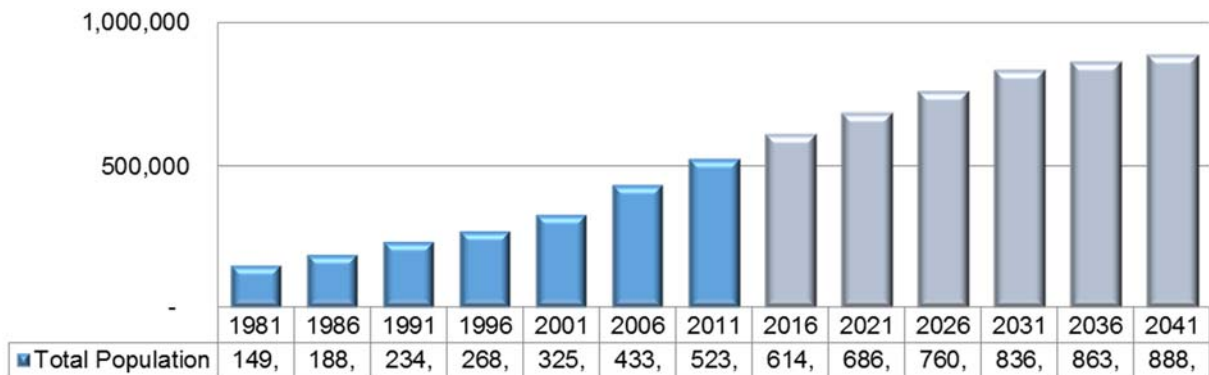
Corporate Network Asset Management. A corporate-wide view of assets within or across service areas with the goal of prioritizing assets and identifying immediate needs across the corporation.

Project-level Asset Management. Typically follows the network level analysis and is more asset-centric. It aims to identify the most suitable intervention to take for an individual asset or asset component.

5.11 Future Demand

The City’s census population in 2011 was 524,000 and, based on the City’s Official Plan, population is expected to grow to a projected 727,000 by 2031 (Figure 5.7). While these growth projections are under review by the City’s Planning & Development department for use in ongoing master planning, they amount to an increase in population from 2011 to 2031 of over 40 per cent or approximately 2 per cent per annum from 2011 until 2031.

Figure 5.7 - Population projections.



This level of population growth will place significant pressure on the capacity of existing infrastructure and create demand for new infrastructure. Based on the expected average annual population growth outlined above, the City’s asset portfolio could be assumed to grow by approximately 2 per cent annually from now until 2031. The City is currently working to update master plans for several service areas, including parks and recreation. These master plans outline current service levels and associated existing facilities, recommend future

service levels and associated facilities, and the actions required to move from the current to future state.

The level of expected population and facility portfolio growth will also place significant pressure on the capacity of existing operations and maintenance. Consequential operational expenditure is the operations and maintenance cost associated with new assets. For example, for a new facility, the costs of electricity, natural gas and routine maintenance all contribute to the consequential operational expenditure associated with that new asset. These costs will be incurred by the City in the future for as long as the facility is in use.

For most assets, a good estimate of the consequential operational expenditure required to operate and maintain the new assets is simply the existing operations and maintenance cost multiplied by the growth factor. Based on the expected average annual population growth outlined above, the City's operations and maintenance activities and associated costs could be assumed to grow by approximately 2 per cent from now until 2031.

As reported to Corporate Services Committee on June 15, 2016, future updates to the City's Development Charges Background study must now include a detailed Asset Management Plan that will demonstrate the financial sustainability of all assets included in the growth program over their useful lives. When the Development Charges Background Study is updated, currently planned for 2019, the new assets planned for in the Background Study will be incorporated into the Corporate Asset Management Plan. The report presented to the Corporate Services Committee regarding the changes to the *DCA* can be found in Appendix 502 of the CAMPlan.

5.12 Operations and Maintenance Plan

The document aggregate of business plans is addressed under the business sections which gives growth projection, inflation indices, impact from projects and other projections. The preliminary projection of 10-year operation and maintenance costs by service area is addressed in Section 6-Financing Strategy under section 6.3. - O&M Expenditure History.

5.13 Capital Investment Plan

The business cases as shown in the section 6 of this document gives a preliminary list of significant projects on 2017 budget and other documents like development charges, official plan, master plans, and area plans. The preliminary 10-year projection by service area is discussed under Section 6- Financing Strategy under 6.5 - Infrastructure gap and funding strategies.

5.14 Business Case

In accordance with Ministry guidelines, the City of Brampton will proceed with a set of planned actions that will enable its assets to provide the desired levels of service in a sustainable manner. This includes actions that manage risks, lower lifecycle costs and extend asset lives. The business cases presented in Appendix 510 demonstrate some of the current asset management strategies utilized by the City's major service areas.



Section 6: Financing Strategy

6 Financing Strategy

Like most municipalities across Canada, the results of the Corporate Asset Management Plan (CAMPlan) indicate that the current levels of financial contributions for capital repair and replacement are inadequate to fully fund the anticipated capital requirements over the next ten years. The infrastructure deficits are not uniform across all service areas; for some services, such as Facilities, existing funding levels are likely sufficient to maintain the City's assets in good condition. Conversely, services such as Stormwater, Transportation and Transit may require significant increases in funding. This section describes the forecast asset management funding requirements over the 2016-2025 period and provides strategies to mitigate the gaps.

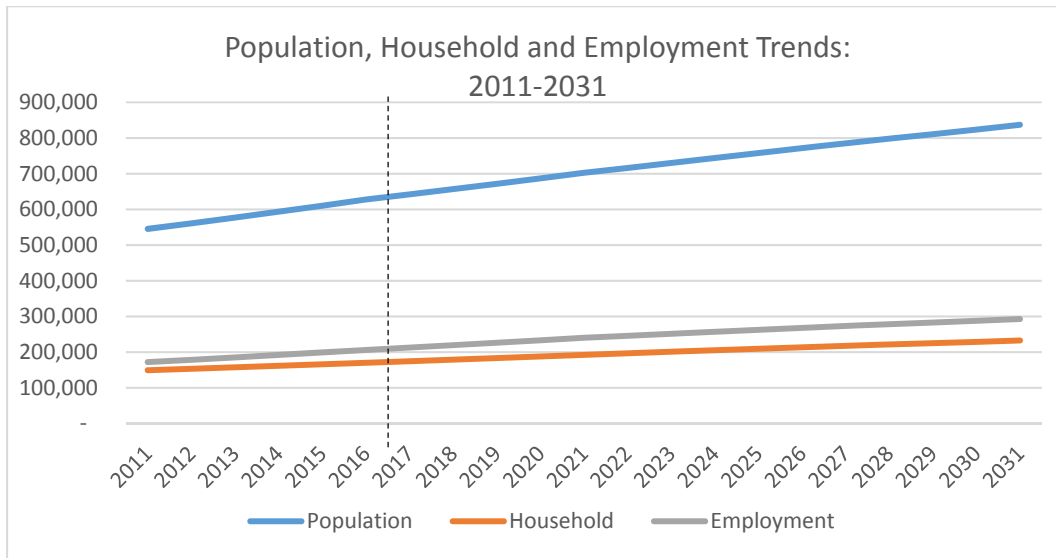
6.1 Key Assumptions

The City of Brampton is beginning its formal corporate asset management planning from an advantageous position. The City's extensive public and private services and its prime location within the Greater Golden Horseshoe have made Brampton a desirable spot to reside or locate a business. This secure assessment base can help the City address the identified deficiencies. Council has also been proactive by increasing the annual tax supported contribution to the asset replacement reserve by 2 per cent of the tax levy each year. This has been done earlier on in the maturity stage than other municipalities that have previously experienced a fast growth phase.

6.1.1 Growth and Assessment

Figure 6.1 - Population, Household and Employment Trends, below, provides a summary of the forecasted population, household and employment growth.

Figure 6.1 – Population, Household and Employment Trends

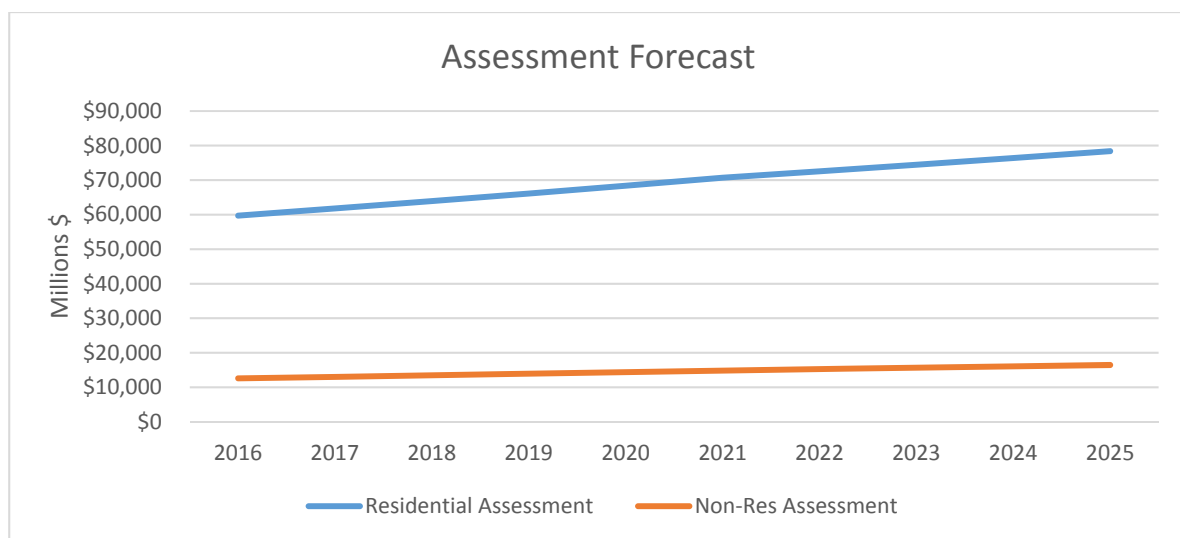


Source: Hemson Consulting Ltd.

Significant immigration and migration from other parts of Canada are expected to continue well into the future, resulting in strong household and population growth. The City also has some of the most desirable vacant employment lands in Southern Ontario which will also provide capacity for employment growth.

The City’s Long-Term Financial Plan contains an assessment forecast over the 10-year period. As shown in Figure 6.2 - Assessment Forecast, below, both residential and non-residential assessment is projected to increase by 31 per cent over the 10-year period to 2025. All values are in 2016 dollars.

Figure 6.2 – Assessment Forecast



Source: Hemson Consulting Ltd.

The City's 2016 unweighted residential to non-residential assessment ratio is 83:17; this ratio is anticipated to remain stable into the future. The assessment base of Brampton, unlike municipalities with static or declining assessment, has the ability to absorb modest property tax increases.

The financial projections in this report do not presently consider the added taxation revenue with new growth, nor do they consider the incremental asset management obligations associated with new development such as roads, sidewalks and parks. In most cases, assets constructed over the next ten years will not require replacement until after the study period of 2025. This is because road, facility and stormwater assets, for example, all have useful lives well beyond ten years.

6.1.2 Other City Funding Priorities

Addressing asset management deficiencies is one of several important capital priorities for the City. Any major City funding commitments with respect to the capital projects described below may have some impact on the City's ability to increase tax-supported contributions to asset replacement. However, the completion of these projects will also make the City more attractive for investment and likely increase assessment growth.

Other capital initiatives include the following:

- On October 26, 2016, the Ontario Ministry of Advanced Education and Skills Development identified Brampton as a location to build a new post-secondary facility. This initiative will require elements of City funding consistent with recent practices in York Region and Mississauga.
- The City is also examining transit improvements along Queen Street and the Main Street corridor which may require City funding dependent on the levels of Provincial and Federal government support.
- The City has committed support for Phase 1 of the Peel Memorial Hospital Development. It is assumed the dedicated tax levy that presently exists will be maintained for Phase 2 and eliminated thereafter, rather than the notional tax room being available to address asset management deficiencies in the future.

6.1.3 Financial Assumptions

Several important assumptions have been made in the ensuing analysis. These assumptions are highlighted below.

Cost Estimates

- All cost estimates are in 2016 dollars; and
- For the calculation of annual needs, earning rates are assumed to equal inflation, consistent with a straight-line approach.

Tax Supported Reserve Contributions

- Contributions to the replacement reserve are forecasted to increase at a rate equal to 2 per cent of the tax levy each year, consistent with current City policies.

Federal and Provincial Grants

- Federal gas tax funds are assumed to be allocated toward asset replacement projects;
- Provincial gas taxes have not been considered, as it is assumed that these funds will continue to be used for transit operating costs; and
- Potential one-time Federal and Provincial grants have not been considered.

Stormwater Rate Revenue

- The City has recently issued an RFP for a Stormwater Financing Strategy. Pending the outcome of this study, no stormwater rate revenue has been assumed under the base case of the analysis; and
- Stormwater rate revenue has been assumed in one of the Funding Strategy scenarios under Section 6.5.

6.2 Available Funding Tools

When considering how to finance capital infrastructure, several key principles guide current practices in Canadian municipalities:

Benefits Received: The benefits received principle states that those who benefit from the services in question should pay for them. In the context of asset replacement, this principle often relates to timing issues of when funds to be allocated for project replacement in relation to when the project will occur.

Equity or Fairness: This principle is linked to the “benefits” principle in that those who require services should pay for them. For example, inter-generational inequities may arise when one generation contributes to costs while another enjoys the benefits.

Economic Efficiency: This principle is concerned with the allocation of resources (taxes and user fees) required to produce or deliver the largest bundle of services that society desires. Theoretically, economic efficiency is achieved when the user fee or tax per unit of output (marginal benefit) equals the extra or marginal cost of the last unit consumed.

Accountability or Transparency: Under this principle, the process for determining the amount of a fee, charge or tax should be clear and understandable by all stakeholders. There should also be certainty in the amount of fee, charge or tax and there should be a clear linkage between the source of funding and the expenditure.

Ease of Administration: The need to provide funding mechanisms that can be applied with reasonable time and cost is addressed by this principle. Further, compliance on the part of taxpayers or ratepayers should be relatively simple.

Revenue Security or Reliability: Ensuring that revenues are sufficient to fund services on a reliable basis is critical. Ideally, the revenue should be stable and predictable so that it aligns

with financial budgets and funding plans and avoids the risk associated with funding sometimes very sizable capital investments.

Each of these approaches affect how costs are allocated among residents and businesses. The following presents an overview of some of these funding mechanisms, their performance against the key principles listed above, and how they are currently used by the City of Brampton.

6.2.1 Tax supported funding tools

Property taxes are the most significant revenue sources for most municipalities. As property taxes are calculated based on property values, they are primarily based on ability to pay; however, in a broad sense, property taxes may be viewed as being consistent with the benefits principle if one considers the societal benefits that are conferred by the delivery of municipal services. Nonetheless, property taxes can be problematic when taxpayers do not recognize a clear connection between the amount they pay and the benefits they receive. This can lead to frustration on behalf of taxpayers who feel that they pay for services that they do not benefit from, as well as to the inefficient use of services for which the costs of use are unclear.

Tax supported funding mechanisms include:

Tax Supported Reserve Funds: Municipalities use reserves to set aside funds for future spending. This practice can help to stabilize any annual fluctuations in funding requirements, plan for any major long-term infrastructure investments, and prevent sudden spikes in property taxes, rates, and debt levels.

Several of the City’s reserve funds have been considered in the analysis, as shown in Table 6.1 – Key Capital Reserve Funds. More detailed reserve information has been included in Appendix 601.

Table 6.1 – City of Brampton Key Capital Reserve Funds

Reserve #	Reserve Description	Sept. 30, 2016 Balance	2016 Budget Contribution
4	Replacement of Asset	\$3,634,000	\$37,168,000
10	Civic Centre Renovations	\$800,000	\$218,000
12	Land Proceeds Reserve	\$769,000	\$0
58	Theatre Capital Improvements	\$157,000	\$75,000
	Total	\$5,360,000	\$37,461,000

Reserve 4 represents the City’s most utilized asset replacement reserve, with net tax contributions of \$37.2 million in 2016. Given the 2 per cent infrastructure levy, the annual contribution to Reserve 4 is expected to increase by approximately \$8 to \$9 million per year. Funds in Reserve 4 tend to be spent quickly; as a result, only small balances are carried forward from one year to the next.

Reserves 10 and 58 are smaller dedicated capital reserves intended for facilities and theatre capital improvements, respectively.

Capital from Current: Some municipalities fund some capital expenditures directly from their operating budgets without flowing through reserves. Brampton tends to flow its tax revenue and capital expenditures through Reserve 4 in a similar manner; the capital from current mechanism is generally not utilized by the City.

6.2.2 Federal and Provincial Grants

The Federal and Provincial governments provide grants to municipalities to assist in funding necessary capital infrastructure. Senior grants are generally separated into two categories: ongoing and one-time.

The Federal Gas Tax Fund provides stable funding to municipalities across Canada on an annual basis. It is a major source of capital funding for the City of Brampton, with \$27.8 million in these funds received in 2016. These contributions, which are distributed to municipalities based on population, are now indexed annually for inflation. Unlike Provincial Gas Tax funds, Federal Gas Tax funds may be applied to most services. The City of Brampton has typically used Federal Gas Tax funds for Transit and Transportation projects in recent years.

The City also receives \$10.1 million in transit-focused Provincial Gas Tax funding. The City's practice has been to allocate the funds toward operating costs rather than capital costs, and this practice is anticipated to continue in the future. Provincial Gas Tax funds are distributed to municipalities across Ontario based on a formula of 70 per cent ridership and 30 per cent population.

The City also receives targeted Provincial and Federal funding for specific capital projects. As part of its 2016 budget, the Federal Government announced Phase 1 of its municipal infrastructure program. The program includes the *Public Transit Infrastructure Fund*, which will provide \$32.5 million to the City of Brampton. Phase 2 of the program will likely provide additional funding for transit and other municipal infrastructure. Additionally, \$9.8 million in one-time funding has been provided for expansion of the City's Züm transit service. One-time transit funding has not been included in the CAMPlan analysis since it has been assumed these funds will be used on enhancements rather than replacements.

6.2.3 Rate supported funding tools (Stormwater)

The Region of Peel is responsible for the operation of the City's water and wastewater infrastructure, which is supported by utility rates. The replacement of stormwater infrastructure in the City of Brampton is currently funded through property taxes.

Many municipalities have recently begun the process of moving stormwater pond and linear infrastructure to a utility based charge to better align the nexus between who benefits and who pays for the service. As such, the City of Brampton recently issued an RFP for a Stormwater Financing Strategy with the intention of shifting the funding of this service from property taxes to utility rates. Study results are expected in late 2017 or 2018. Currently, the City spends

approximately \$3.1 million per year on stormwater capital replacements; these funds could be reallocated to tax supported projects if a stormwater charge were to be implemented.

6.2.4 User fee supported funding tools

User fees are representative of the principle of economic efficiency, as the consumer of the service has direct control over the extent to which the service is used. User fees can provide funding for a wide range of municipal services, including recreation and culture, transit, and planning and development services, among many others. While user fees are predominantly used to fund operating costs, some municipalities have small contributions to capital costs embedded within their user fees. For example, the Town of Newmarket includes a small capital surcharge within recreation rates to help fund capital replacements and enhancements.

In Brampton, user fees related to transit, parks, recreation and culture are significant sources of operating budget revenue. The City presently does not embed any capital costs into the user fees for these services. It is more common for municipalities to include capital replacement costs in building and planning fee calculations. This can help the municipality offset some of the office space, IT and fleet requirements of building officials and planning staff responsible for reviewing applications.

The City will continue to look at structuring user fee rates to improve the utilization of capital assets. This may include higher rates at peak hours and discounted rates off peak.

6.2.5 Development supported funding tools

The following developer-funded mechanisms are available to municipalities to cover the costs of capital infrastructure that is associated with growth and development:

Development Charges: Most municipalities in Ontario impose development charges to pay for off-site, development-related infrastructure. The *Development Charges Act* provides the authority to impose these charges, and provides strict limitations on their calculation. Development charges are generally based on the benefits principle, as increases in need for services necessitated by development are estimated and all or a portion of the net capital cost (gross cost less other contributions such as grants or subsidies) of providing the services are recovered through the levy paid by the benefiting development.

The City of Brampton currently collects development charges on a City-wide basis to cover growth-related costs associated with general government, recreation, fire, library, transit, and road services. As part of its next review, the City may consider incorporating area-specific development charges for certain transit and stormwater management projects. The City funds growth-related costs through development charge reserve funds as well as using development charge supported debt financing for projects where the associated development charge reserve is currently in a deficit position. Repayment costs of this debt are repaid through future development charge receipts, ensuring no impact to the existing tax base.

Development charges cannot be used for replacement projects; however, they can pay for the expansion share of certain projects. For example, development charges may be used to

fund 50 per cent of the capital costs if a 10,000 square foot facility is replaced with a 20,000 square foot building.

Recent changes to the *Development Charges Act* require that municipalities complete an asset management plan for the growth-related assets considered in the background study (see Appendix 602). Growth-related projects are not considered in this report and will be considered during subsequent development charges updates. The City's current background study and by-laws are appended as Appendices 603-610.

Density Bonusing: Through Section 37 of Ontario's *Planning Act*, a municipality may allow a developer to exceed densities set out in zoning bylaws in exchange for the provision of infrastructure or community facilities. This scenario is typically applied in redevelopment or infill situations and is intended to be mutually beneficial: the developer benefits from additional potential productivity of the land in question; the municipality benefits from higher tax revenues resulting from higher property assessment as well as amenities, which in the absence of the arrangement would lead to a deterioration in service levels. Density bonusing is generally used in larger cities such as Toronto and Vancouver. The potential revenue from density bonusing can be very high during construction booms when developers are willing to pay the bonus. However, in weaker real estate markets, density bonusing can act as a disincentive to development.

Brampton has Official Plan polices in place that allow for density bonusing under Section 5.12.3. In considering any application for height and density bonusing, the following facilities, services and other matters, among other items, may be exchanged for density bonusing provisions:

- (i) Road network, traffic or transit improvements;
- (ii) Superior architectural design;
- (iii) Streetscape improvements and gateway enhancements;
- (iv) Daycare facilities;
- (v) Recreation and other community service or open space facilities;
- (vi) Preservation of environmental features; and,
- (vii) Heritage conservation.

Section 37 revenue is generally focused on development related enhancements and has not been considered in the CAMPlan analysis.

Other Developer Contributions: Developers may contribute to capital funding through cash-in-lieu of parkland, or comprehensive development agreements wherein a developer or group of developers provide amenities for the broader community. However, most projects under this category would be development related.

Subdivision Maintenance Reserve (#38): The City currently collects funds through the subdivision approval process to rehabilitate and improve assets such as local roads and sidewalks in growing areas. The current Subdivision Maintenance reserve balance is \$13.6

million, and the City typically receives in the order of \$500,000 each year from new development. These funds have been considered in the analysis in 2020 after the current three-year capital plan.

6.2.6 Alternative Funding Sources

A range of additional funding sources for public infrastructure are available. These include, but are not limited to:

Local Improvement Charges, wherein the municipality recovers capital costs of land improvements which benefit properties within a localized area (e.g. local sidewalk, water, or improvements) from the property owners who derive benefit from the improvement;

Capital Servicing Agreements with neighbouring municipalities to fund shared infrastructure and services, such as boundary roads and regional facilities;

Alternative Service Delivery wherein the municipality partners with a private entity to provide publicly accessible infrastructure. Transit and Recreation are two services where this could potentially be applied in Brampton; and

Other Municipal Revenue Tools: The *Municipal Act* is currently being reviewed and considerations are being made to providing other municipalities with certain tools granted to Toronto under the *City of Toronto Act*. These tools include vehicle registration fees, cigarette and alcohol taxes, entertainment taxes and road pricing. It should be noted the Minister of Municipal Affairs has removed the land transfer tax option. **These tools are unlikely to be available in the short to mid term.**

No alternative funding sources have been considered in the CAMPlan funding gap analysis at this time.

6.2.7 Corporate Debt Overview

Tax and rate supported external debt can be used to fund growth, replacement, and enhancement projects. For equity purposes, debt is best used for projects that provide benefits over a longer timeframe so that the burden of capital cost is distributed between the current taxpayer and future rate payers. As a safe practice, any potential debt should not be financed for a period longer than the average useful life of the asset. This will ensure the City is not paying for an asset beyond its expected use.

The amount of debt a City can carry is set by provincial regulations to ensure municipalities continue to operate in a fiscally sound environment. The Ministry of Municipal Affairs mandates that a municipality's annual debt repayment must not exceed 25 per cent of annual own-source revenues. For 2016, the City's total debt charges are estimated at \$7.0 million; a very small number given the City's size. This equates to 5.6 per cent (out of 100 per cent) of the total allowable annual repayment limit of \$124.7million as identified by the Ministry.

Overall, the City is considered to be in good fiscal standing with very strong budgetary performance and low debt. As a result, Standard & Poor's has recently reaffirmed a 'AAA' credit rating and stable outlook for the City of Brampton. Brampton is one of only six

municipalities in Canada to have this rating. Globally, excluding United States of America, only 18 municipalities have a S&P 'AAA' rating.

An excerpt from S&P Global Ratings Report, October 24 2016:

The rating reflects S&P Global Ratings' assessment of the City's very strong and well-diversified economy, exceptional liquidity, very strong budgetary performance, and strong revenue-side budgetary flexibility. The rating also reflects our view of the very predictable and well-balanced local government framework, our opinion of the positive impact of Brampton's strong financial management on its credit profile, and the city's very low debt and contingent liabilities. We believe that restricted expenditure flexibility mitigates these strengths somewhat.

The City's current practice of not using tax supported debt for replacement projects has been continued in the CAMPlan model. This would allow the City to use its debt capacity for strategic projects that increase service levels or growth-related projects that are ineligible for development charges funding. Strategic projects typically provide a return on investment such as reduction in operating costs. Capacity would also be available for unforeseen critical asset failures, should the need arise. As will be considered by the City's Long-Term Financial Plan, this policy can be revisited if the infrastructure gap persists after other measures have been taken.

It should also be noted that the City does make use of internal borrowing which can be an effective way of addressing short-term cash flow shortfalls.

Additional details on the City's debt and borrowing policies have been included in the Appendices: Appendix 611- Debt Management Policy; Appendix 612 - Standard & Poors Rating - November 2016; and Appendix 613 - Internal Financing Policy.

6.3 Expenditure History and Forecast

This section describes the City's historical and planned capital expenditures based on budget information. Data for the 2017-2019 period was derived from the City's planned 2017 capital budget, which has not yet been approved by Council.

Each year the City identifies priorities, goals, and initiatives that ensure good use of resources and link back to the City's Strategic Plan. As a result, a three-year capital budget is presented to Council on an annual basis. Council approves the current year's capital budget and approves, in principle, the remaining two years. Public input is key to the entire process and residents are encouraged to get involved. Capital project information is gathered from the Service Areas to provide justification for recommended projects. The review includes actual costs incurred in the past for similar projects, as well as current costs to date for projects in progress. The formal capital budget includes a three year forecast; however, many departments maintain budget forecasts which exceed this time period. Once the requested budget is agreed upon, financing options for the request are determined based on the optimum funding structure taking into account the available sources of revenue. It is

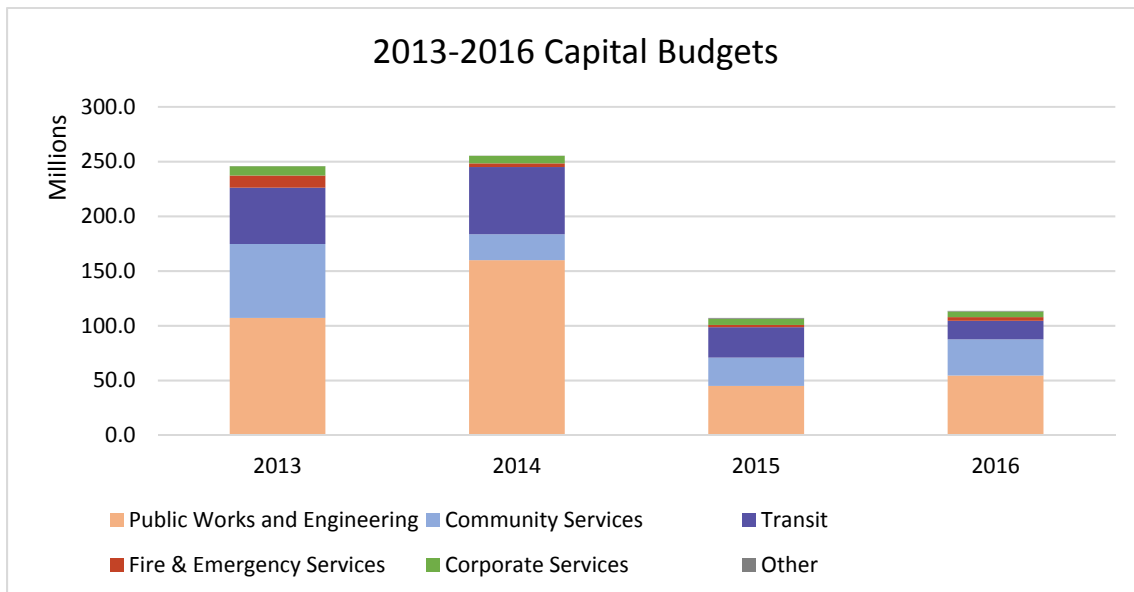
anticipated the City may consider including a ten-year capital forecast as part of future capital budgets as contemplated in the Long-Term Financial Plan.

The selection, project development, and prioritization processes for replacement projects will improve as the City continues to complete DAMPs and better data becomes available.

6.3.1 Capital Expenditure History

Over the past several years, the largest share of the City’s capital spending has been allocated to Public Works and Engineering. This service category has represented a share of 42 to 63 per cent of the total capital budgets over the 2013 to 2016 period, shown in Figure 6.3 – 2013-2016 Recent Capital Budgets, below. Transit represents the next highest share, ranging from 21 to 24 per cent of the total capital budgets. Community Services, which includes costs associated with facilities, recreation and culture, and Service Brampton, has ranged from 9 per cent to 27 per cent of the total capital budgets.

Figure 6.3 – Recent Capital Budgets

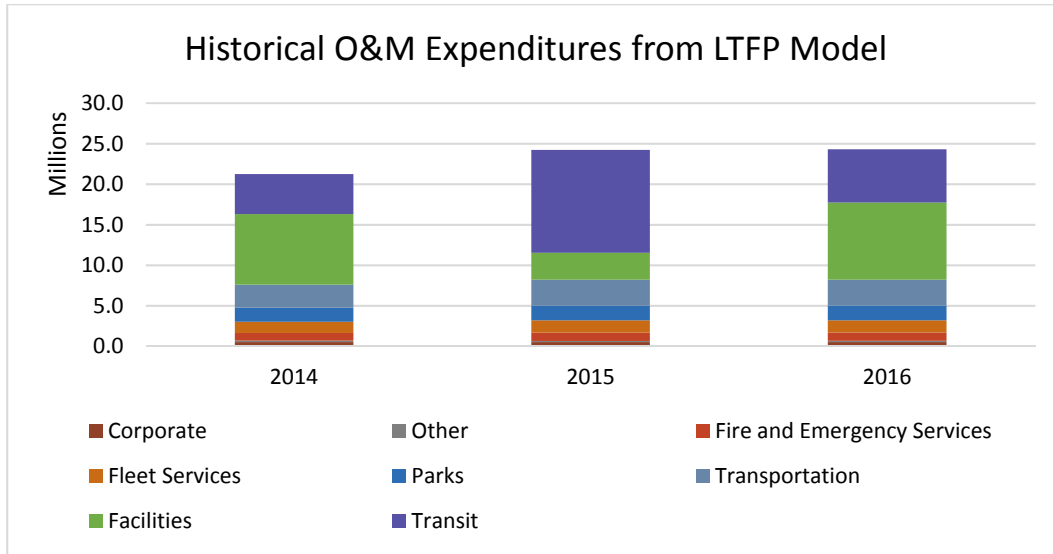


The capital budget values shown in Figure 6.3 are based on gross capital costs regardless of funding sources. The fluctuations between the years is expected depending on the grant funding that is available per year. Further details on historic capital spending are included in Appendices 614 and 615.

6.3.2 Operations and Maintenance (O&M) Expenditure History

Figure 6.4 is an export from the Long-Term Financial Plan model showing the City’s recent *Repair, Maintenance and Material* account category budgeted expenditures for the last three years. The spike for Transit in 2015 relates to the installation of the Presto payment system. Presently the City spends approximately \$25 million annually on asset maintenance.

Figure 6.4 – Historical Operations and Maintenance Expenditures

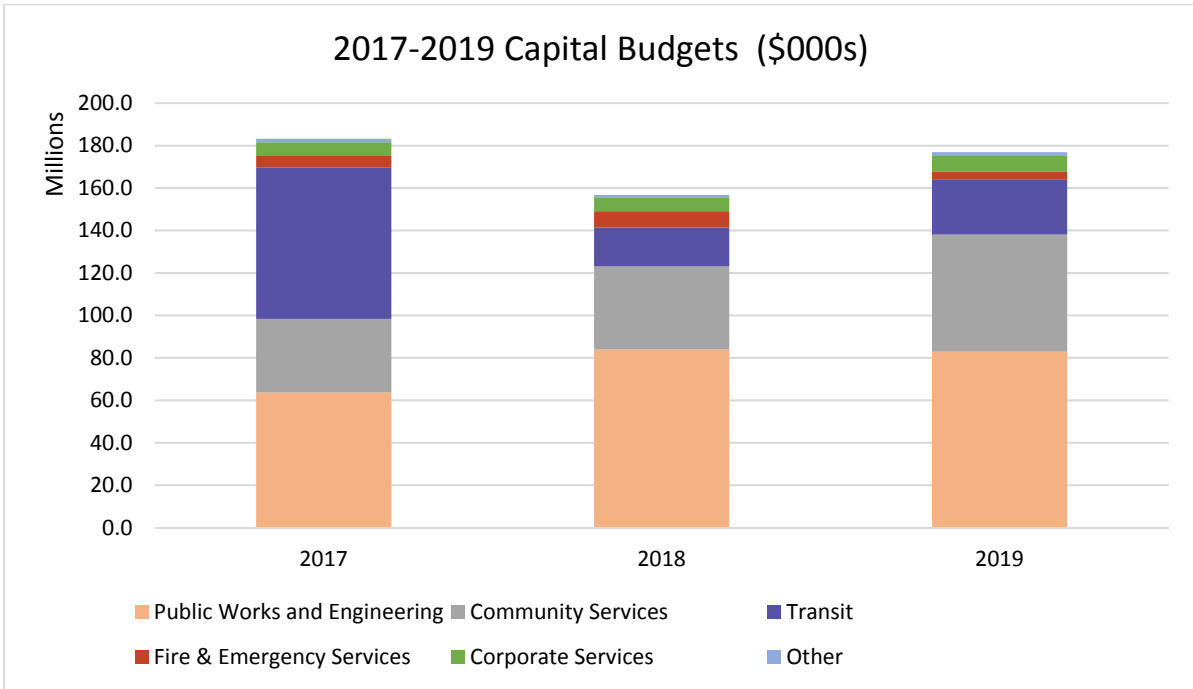


Further details on historic operating expenditures are included in Appendix 616.

6.3.3 Forecasted Capital Expenditures

It is anticipated that Public Works and Engineering will continue to account for a significant share of the City’s capital expenditures over the next three years, ranging from 35 to 54 per cent as shown in Figure 6.5 – 2017 Planned Capital Budget Forecast, below. Investments in Transit are expected to decline from \$71.4 million in 2017 to \$18.3 million and \$25.7 million in 2018 and 2019, respectively. Community Services will account for an increasing share of the capital budget, from 19 per cent in 2017 to 31 per cent in 2019. The City’s 2017 total capital budget is over \$180 million.

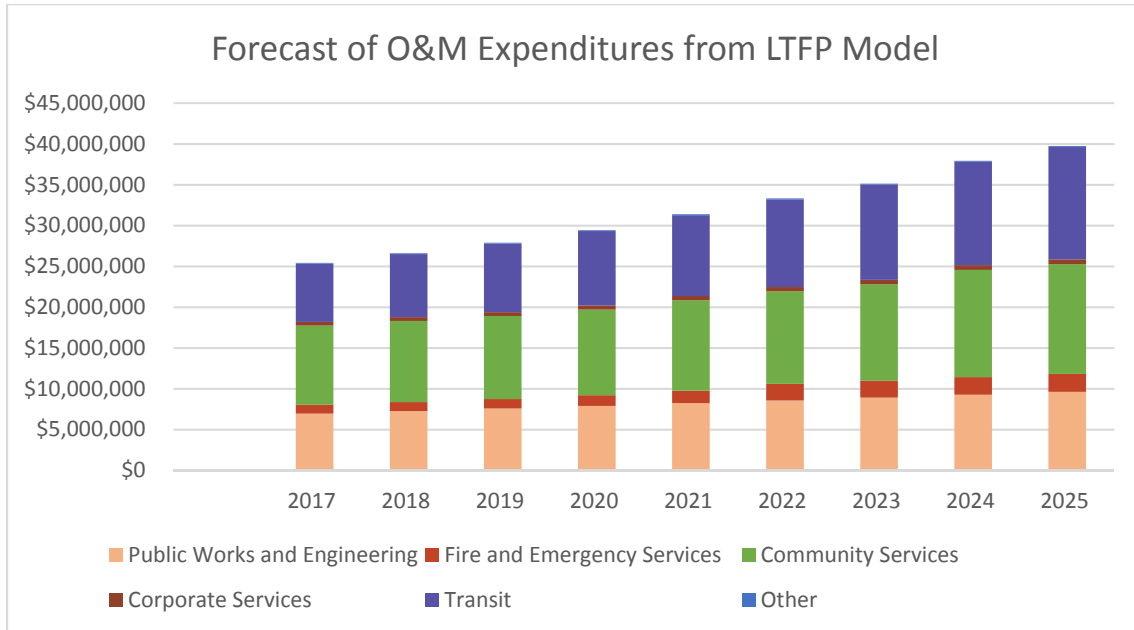
Figure 6.5 – 2017 Planned Capital Budget Forecast



6.3.4 Forecasted Operations and Maintenance Expenditures

Figure 6.6 is an export from the Long-Term Financial Plan model showing the City's anticipated *Repair, Maintenance and Material* account category expenditures over the next 10 years. Unlike other tables in this report, Figure 6.6 includes the added maintenance costs associated with new facilities and cost inflation. New transit investments and fire facilities coming on service are expected to cause the City's *Repair, Maintenance and Material* expenditures to increase most significantly during the 2021-2024 period, as shown in Figure 6.5 – Forecast of Operations and Maintenance Expenditures, below. It is noted that assessment growth will be available to help offset the projected increases to maintenance costs.

Figure 6.6 – Forecast of Operations and Maintenance Expenditures



6.4 Yearly Revenues

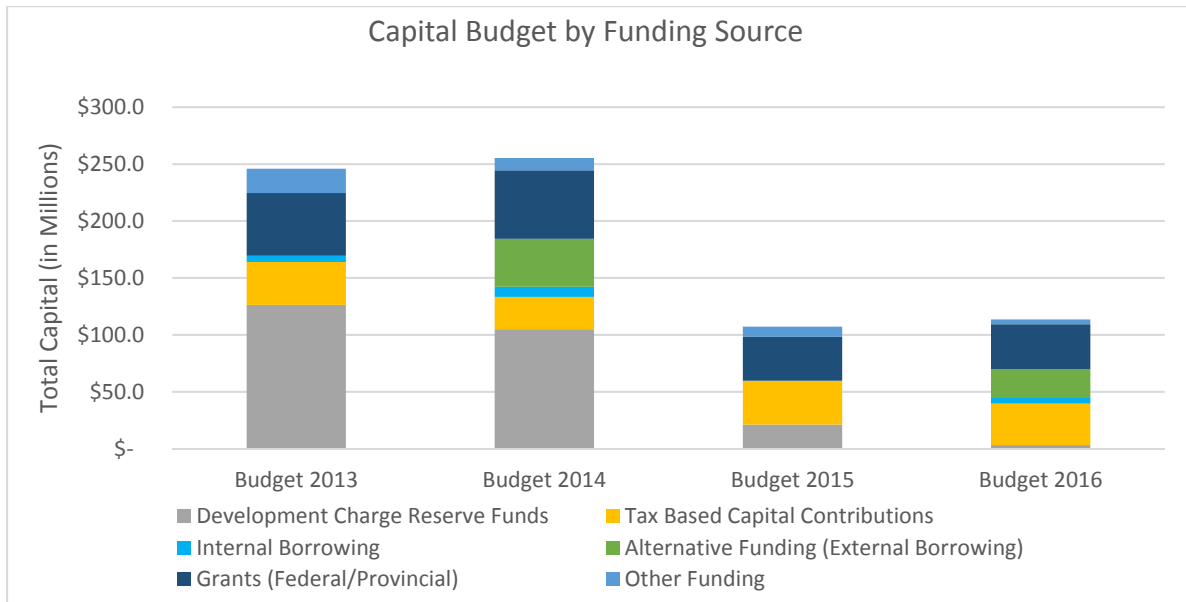
The City uses a wide range of funding and financing tools (discussed in Section 6.2) to address the identified capital requirements. The graphs in this section include funding for asset replacement, strategic service level increases, and growth-related projects. The City’s current capital budget does not classify projects in this manner; however, the City may wish to consider adding appropriate identifiers in future capital budget submissions. This will be discussed in more detail as part of the City’s Long-Term Financial Plan.

Generally, the type of capital project aligns to its funding source. In this regard, growth related projects receive most of their funding through development charges; replacement projects are predominantly funded through tax-based contributions (primarily through Reserve 4).

6.4.1 Revenue History

Over the past number of years, the City’s tax base capital contributions continually represent the largest share of capital funding sources for asset repair and replacement, as shown in Figure 6.7– Capital Budget by Funding Source, below. It should be noted that growth-related projects are funded through the City’s development charge reserve funds, and that in 2013 and 2014, growth-related projects did comprise a fairly significant portion of the total capital program.

Figure 6.7 – Capital Budget by Funding Source



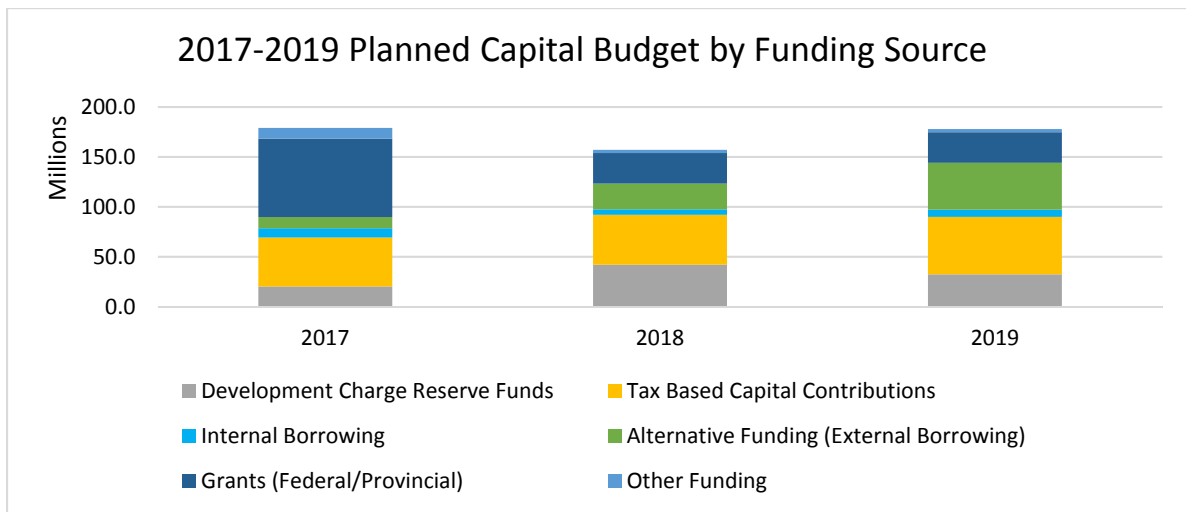
The following provides a snapshot of the most prominent 2016 capital funding sources:

- The tax base capital contributions represented roughly 31 per cent of the City’s 2016 capital funding sources. These funds are used to address the annual deterioration of the City’s existing assets.
- Currently, the City uses tax supported debt (4 per cent of 2016 funding sources) to fund non-growth related projects where available discretionary reserves are insufficient. Capital leases are also included in this category. The City also uses internal borrowing (4 per cent of 2016 funding sources), which must be repaid through the operating budget.
- Development charges accounted for approximately 21 per cent of funding sources for the City’s 2016 capital budget. This includes:
 - Roughly 3 per cent from development charge reserve funds; and
 - 18 per cent from development charge supported debt financing, used as a source of funds for growth related projects where the associated development charge reserve is currently in a deficit position. Repayment costs of this debt are repaid through future development charge receipts, thus having no impact to the existing tax base.
- Federal and Provincial Gas Tax Grant contributions accounted for approximately 35 per cent of funding sources for the City’s 2016 capital budget. This includes:
 - Approximately 32 per cent from Federal Gas Tax Grant contributions; and
 - Roughly 3 per cent from targeted Provincial and Federal funding for capital costs such as those associated with the Züm transit project.

6.4.2 Forecasted Revenues

Over the next three years, tax base capital contributions are expected to continue to represent the largest share of capital funding sources for asset repair and replacement, accounting for 27 to 32 per cent of the City’s total capital funding sources, as shown in Figure 6.8 – 2017 – 2019 Planned Capital Budget by Funding Source, below. Development charges funding is expected to vary between 11 to 27 per cent of total funding sources. External borrowing is expected to increase over the next few years, representing 26 per cent of total funding sources in 2019.

Figure 6.8 – Planned Capital Budget by Funding Source



6.5 Infrastructure Gap and Funding Strategies

This section describes the City’s infrastructure funding gap. The funding gap results from a comparison of forecasted funding levels over the coming decade against calculated capital expenditure needs for asset replacement.

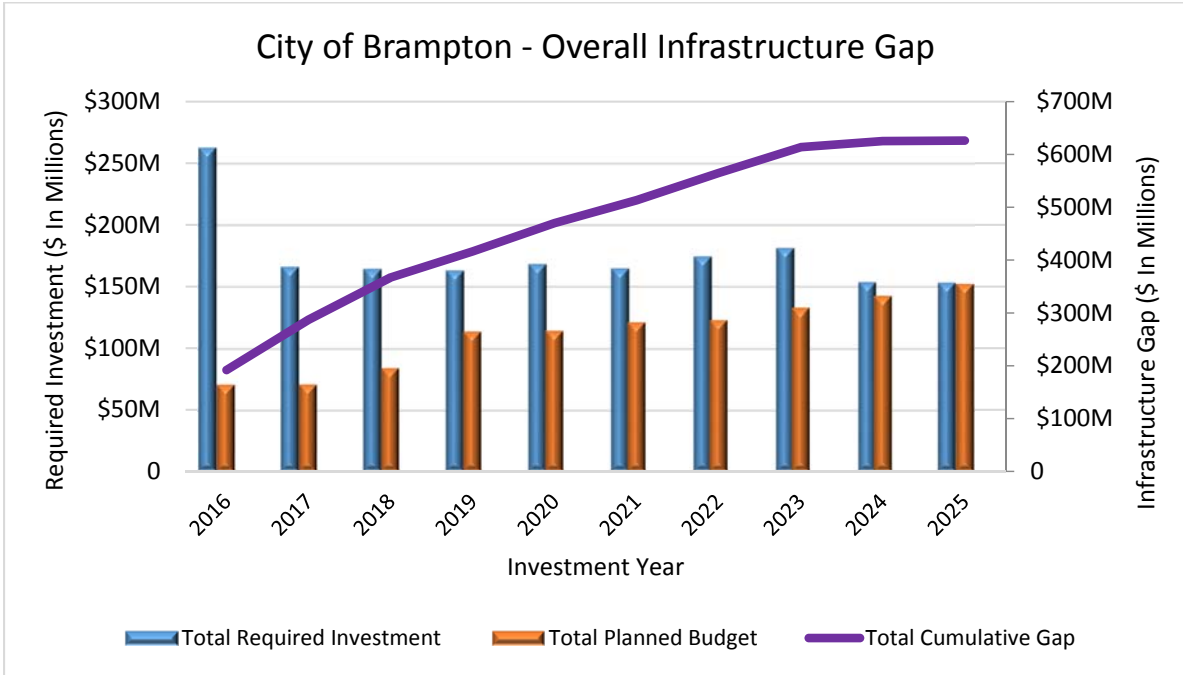
6.5.1 Base Infrastructure Gap

The City of Brampton has identified the infrastructure gap as the difference between the investment needs of infrastructure (based on age and condition) and the forecasted capital current funding available for asset renewal. The increase in available capital funding identified in each year is a result of annual increase to the infrastructure levy, which is based on 2 per cent of the tax levy.

The infrastructure gap estimate is derived from 2016 data and projected for the next ten years. Over the coming decade, the City of Brampton forecasts spending of about \$1.13 billion to address the life cycle needs of its assets. This is comprised of \$786.5 million in infrastructure levy funding, \$317.1 million in Federal Gas Tax funding, and \$18.8 million in existing reserve fund balances. Unspent funds in capital replacement work in progress accounts have not been considered.

This level of investment will result in the infrastructure gap reaching approximately \$650 million by 2025, up from its current level of \$200 million (Figure 6.9 – City-wide: Net Gap, below.). The analysis does not consider expenditures required to address growth, service improvements, or inflation.

Figure 6.9 – City-wide: Net Infrastructure Gap(Current) in 10 years



The chart above displays the following information:

- **Need:** The blue bars represent total required investment to maintain existing assets, according to various asset useful life and replacement cost assumptions.
- **Budget Average:** The orange bars represent the total planned budget for capital asset life-cycle funding, based on existing funding commitments.
- **Cumulative Gap:** The purple line represents the sum total of the differences between the total required investment and the total planned budget. The current infrastructure gap represents the amount of investment today that would be required to address the risk represented by assets nearing the end of their estimated useful lives. These needs do not include allowances for growth, inflation or service improvements. Based on current funding plans, the infrastructure gap is projected to grow steadily over the next decade.

The growing infrastructure gap can mainly be attributed to the insufficient investments planned for transportation services, stormwater, and transit services. It is important to recognize that much of the accumulated infrastructure gap is related to the existing backlog of “overdue” infrastructure requirements in 2016 and 2017. By the end of the ten-year planning period (in 2025), the City’s projected expenditures nearly equal the investment needed. Table 6.2 – Replacement Value and Infrastructure Gap by Service Area, below provides a detailed

breakdown of the contributors to both the current and projected infrastructure gaps by City service area. Funding for years 2016-2019 has been based on the budget requests for each service area and funding for years 2020-2025 has been distributed to the service areas based on the proportional share of the identified need.

Table 6.2 – Replacement Value and Infrastructure Gap by Service Area

Replacement Value and Infrastructure Gap by Service Area					
Service	Replacement Value	Infrastructure Gap			
		Current	%	In 10-years	In 10-years
IT	\$56,945,000	\$5,477,000	2.9%	\$16,540,000	2.6%
Facilities	\$979,910,000	\$5,547,000	2.9%	\$41,632,000	6.6%
Transit	\$352,277,000	\$25,491,000	13.3%	\$127,718,000	20.4%
Fire	\$27,730,000	\$7,599,000	4.0%	\$11,406,000	1.8%
Fleet	\$49,685,000	\$15,257,000	7.9%	\$34,400,000	5.5%
Transportation Services	\$2,100,751,000	\$100,892,000	52.6%	\$231,513,000	37.0%
Stormwater	\$1,077,349,000	\$21,691,000	11.3%	\$106,307,000	17.0%
Parks & Recreation	\$430,708,000	\$10,005,000	5.2%	\$56,770,000	9.1%
Total	\$5,075,355,000	\$191,959,000		\$626,287,000	

The concern over an infrastructure gap is not so much that it exists, but how this gap changes over the long-term. In fact, maintaining a controlled “gap” is likely indicative of prudent financial management. There is no standard to evaluate what is an acceptable municipal infrastructure gap. As Brampton’s existing infrastructure gap of approximately \$200 million represents less than 4 per cent of the \$5.1 billion asset base (land exclusive), the City’s gap could be considered well managed.

Table 6.3 – Funding Gap Metrics

Funding Gap Metrics			
Metric	2016 Value	Infrastructure Gap	
		Current	In 10-years
Total Gap		\$191,959,000	\$626,287,000
Population	627,900	\$306	\$997
Population and Employment	834,700	\$230	\$750

Table 6.3 – Funding Gap Metrics, above presents the funding gap by population and population and employment. The 10-year gap corresponds to about \$1,000 per person.

To provide a point of comparison, the City’s annual amortization of capital assets has been in the order of \$120 million each year. In the year 2021 the City’s budgeted contributions for asset replacement should be equal to this amount.

As shown in Table 6.4 – 2015 – Property Taxes Survey, below, the City of Brampton’s taxation levels are generally in line with those in other GTA municipalities.

Table 6.4 – 2015 – Property Taxes Survey

2015 Property Taxes	Total Survey		
	Brampton	Average	GTA Average
Detached Bungalow	\$3,781	\$3,121	\$3,714
2 Storey Home	\$4,525	\$4,318	\$4,516
Senior Executive Home	\$5,776	\$5,937	\$6,250
Walk-Up Apartment (per unit)	\$1,597	\$1,393	\$1,450
Mid/High Rise (per unit)	\$2,007	\$1,737	\$1,541
Neighbourhood Shopping (per sq. ft.)	\$4.78	\$3.28	\$3.83
Office Building (per sq. ft.)	\$3.30	\$2.94	\$3.31
Hotels (per Suite)	\$1,557	\$1,595	\$1,294
Motels (per Suite)	\$1,247	\$1,171	\$1,131
Industrial Standard (per sq. ft.)	\$2.53	\$1.65	\$2.14
Industrial Large (per sq. ft.)	\$1.29	\$1.21	\$1.55
Industrial Vacant Land (per Acre)	n/a	\$3,269	\$6,894

Source: 2015 BMA Municipal Study

As other municipalities address their asset management deficiencies, Brampton should not be at a competitive disadvantage by continuing to increase its asset management contributions over the next ten years.

The City of Brampton is widely regarded for its recreation facilities, its inter-connected network of parks, its transit system, and its general quality of life. Additionally, the City of Brampton's 'AAA' credit rating has been reaffirmed, which is reflective of S&P's opinion of Brampton's very strong economy, budgetary performances, low debt burden and exceptional liquidity. The concern with the analysis presented in this report is that the current infrastructure gap is projected to significantly increase over the next 10 years, indicating that planned investment in asset life cycle initiatives does not sufficiently address the needs of the City's infrastructure. As a result, asset failures can be expected to increase along with a corresponding drop in service levels. This plan is intended to ensure actions are in place to manage the infrastructure to provide acceptable levels of service. Collectively, the actions of the City are expected to address the growing gap. The financing strategies to address the infrastructure gap are outlined in Section 6.6 of this section.

One important consideration in the City's preparation of the capital forecast is the City's capacity for planning and project management related to the necessary work. In this regard, a AMP may indicate that \$100 million in capital expenditures are required, while the City may only have the ability to plan, tender, and manage that volume of projects. Additional staffing and consulting recourses may also be required to help the City address funding gaps. Forward thinking capital delivery planning will be necessary.

6.5.2 Infrastructure Gaps by Service Under Base Case

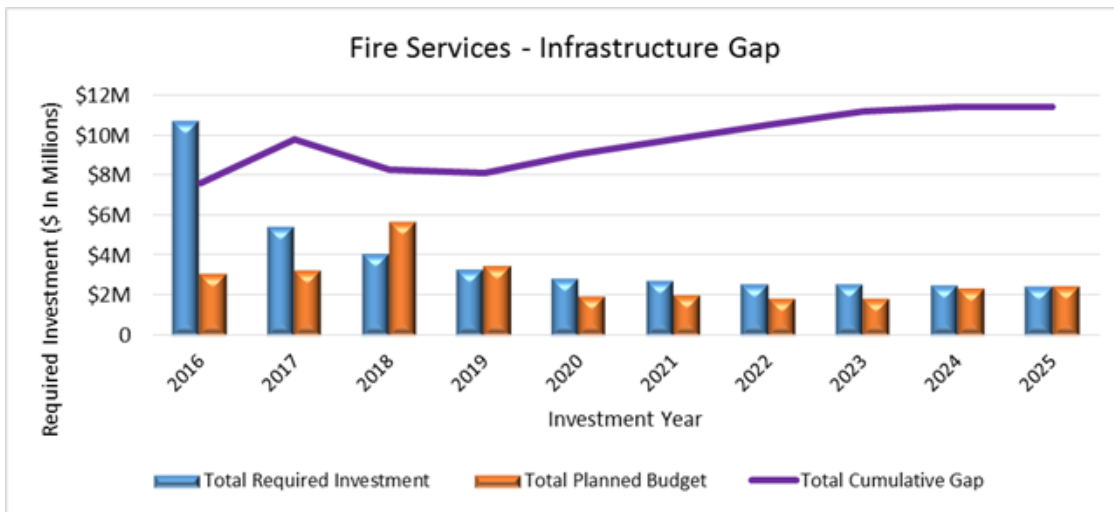
The graphs in this section (Figures 6.10 to 6.17) illustrate the funding gaps on a service by service basis. As noted earlier, funding availability for years 2020-2025 has been prorated to each service area based on the proportional size of the infrastructure needs; historical budget envelopes were not considered. The detailed infrastructure gap tables can be found in Appendix 617.



FIRE

- The large gap in 2016 is a result of overdue fire vehicles and apparatus.
- The funding gap is expected to be manageable once the overdue assets are addressed following 2017.
- Fire stations not considered here; instead, they fall within the Facilities Service category.

Figure 6.10 – Fire Services Net Gap

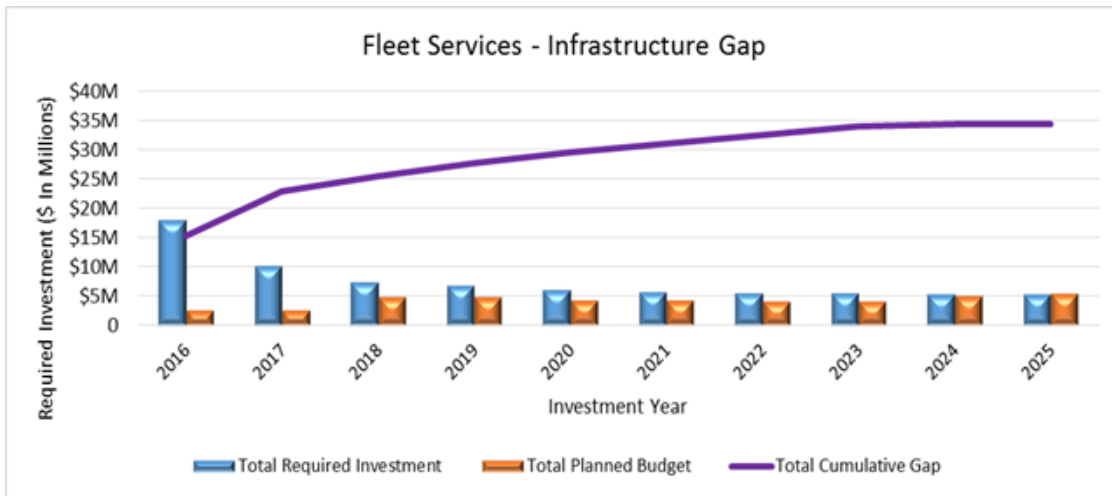




FLEET

- The large gap in 2016 is a result of overdue vehicle and equipment replacements.
- Calculated capital needs will match funding at the end of the ten-year period.

Figure 6.11 – Fleet Services Net Gap

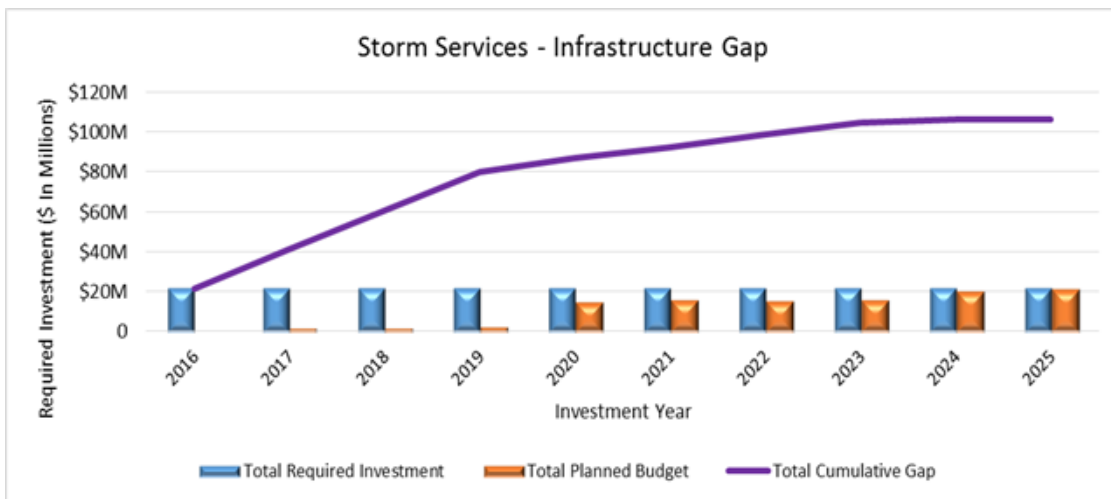




STORMWATER

- Stormwater is one of the main services affecting the funding gap.
- Minimal funding has been required for stormwater in the past, since infrastructure was replaced in conjunction with more recent housing and employment lands growth.
- Significant increases in investment are necessary in the future as linear and pond assets age and more stringent Provincial regulations are enacted.
- Given the age-based nature of the inventory, future risk-based requirements may differ significantly from those shown below.
- The City will be undertaking a Stormwater Financing Study in 2017 that will further analyze capital requirements and funding mechanisms.

Figure 6.12 – Stormwater Services Net Gap

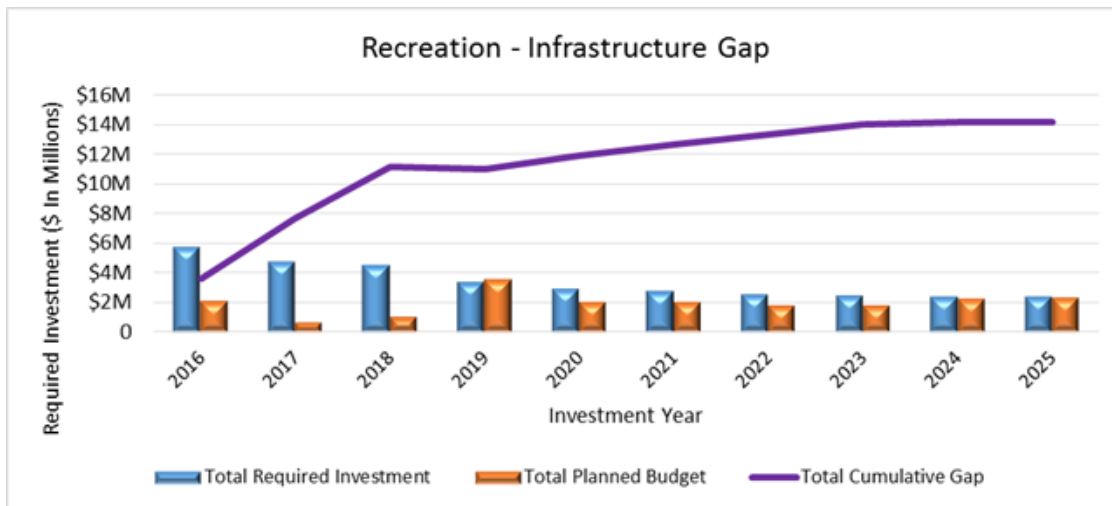
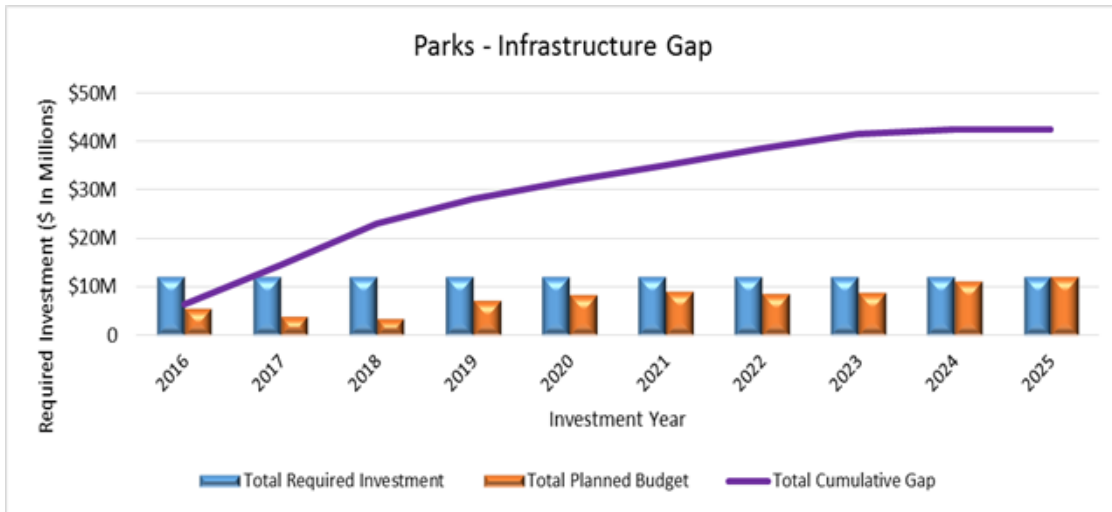




PARKS & RECREATION

- Parks and Recreation Services have been combined in this initial CAMPlan
- Parks assets represent 95 per cent of the inventory, since only recreation equipment is included.
- A notable gap exists in the initial years of the forecast.
- Given the age-based nature of the inventory and the ability to defer certain expenditures, the gap may not be as daunting as illustrated in the graph.

Figure 6.13 – Parks & Recreation Services Net Gap

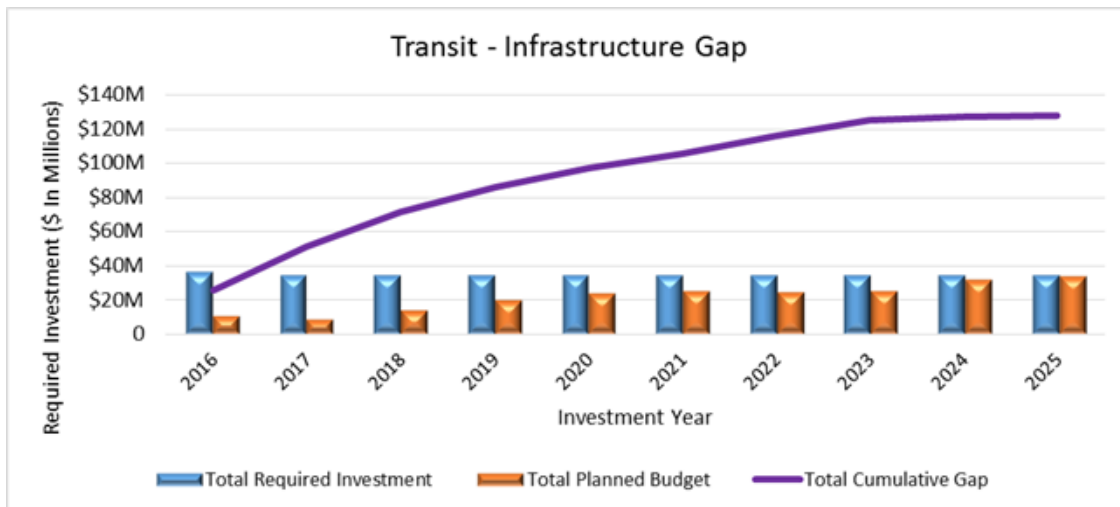




TRANSIT

- The City will need to increase its contributions for Transit asset replacement, in large part due to significant additions to the inventory that have been made in recent years (e.g. Züm busses).
- Transit buildings are considered as part of the Facilities Service category.

Figure 6.14 – Transit Services Net Gap

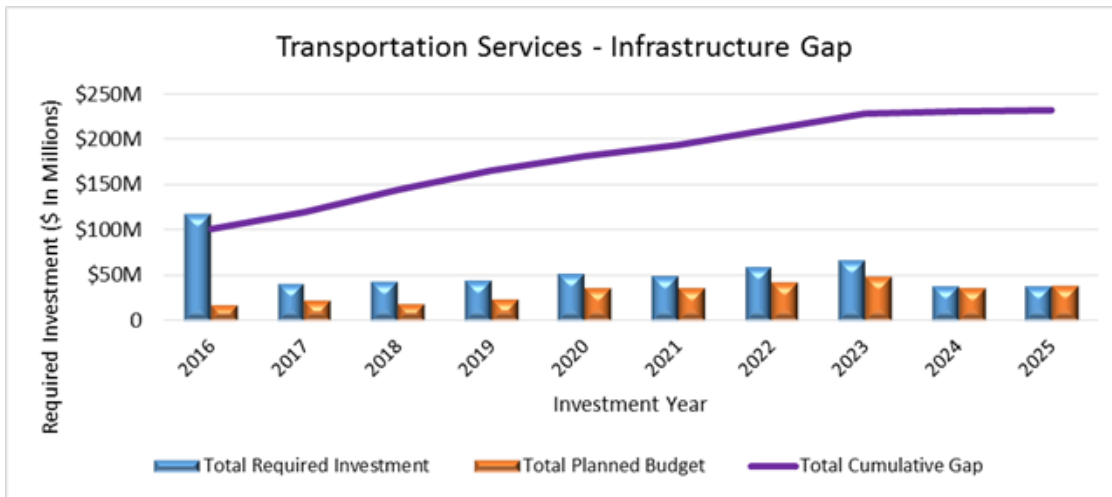




TRANSPORTATION

- Given the large number of assets within Transportation Services, it is the main service driving the funding gap, despite most assets being in good condition.
- A large number of overdue roads and traffic infrastructure is causing the sizable 2016 funding gap.
- Operations buildings are considered as part of the Facilities Service category.

Figure 6.15 – Transportation Services Net Gap

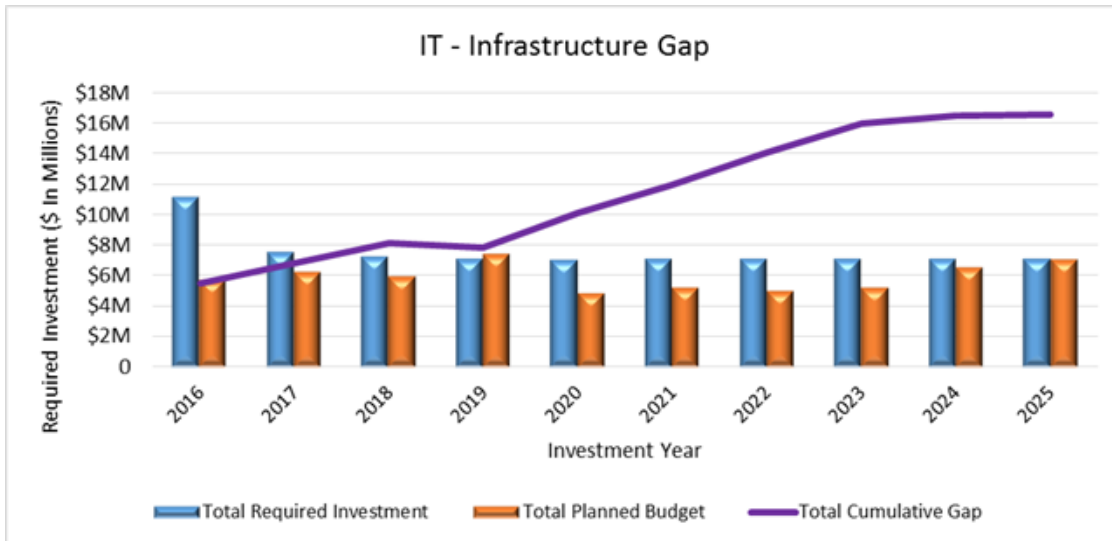




INFORMATION TECHNOLOGY

- The existing 2016 gap exists in part due to the consolidation of departmental technology assets under the IT umbrella.
- As shown in the graph, revenues will exceed expenditures by 2019.
- As more IT services are offered provided through cloud based solutions, it is anticipated that IT hardware replacement expenditures will decline over time and operating costs will increase.

Figure 6.16 – Information Technology Services Net Gap





FACILITIES

- The Draft Facilities AMP has been relied upon in this study.
- Recreation facilities compromise over half of all long-term facilities capital expenditures.
- Current Facilities annual expenditures are relatively close to those required over the next ten years.
- Facilities expenditures beyond 2025 are expected to remain in a similar range.

Figure 6.17A – Facilities Services Net Gap

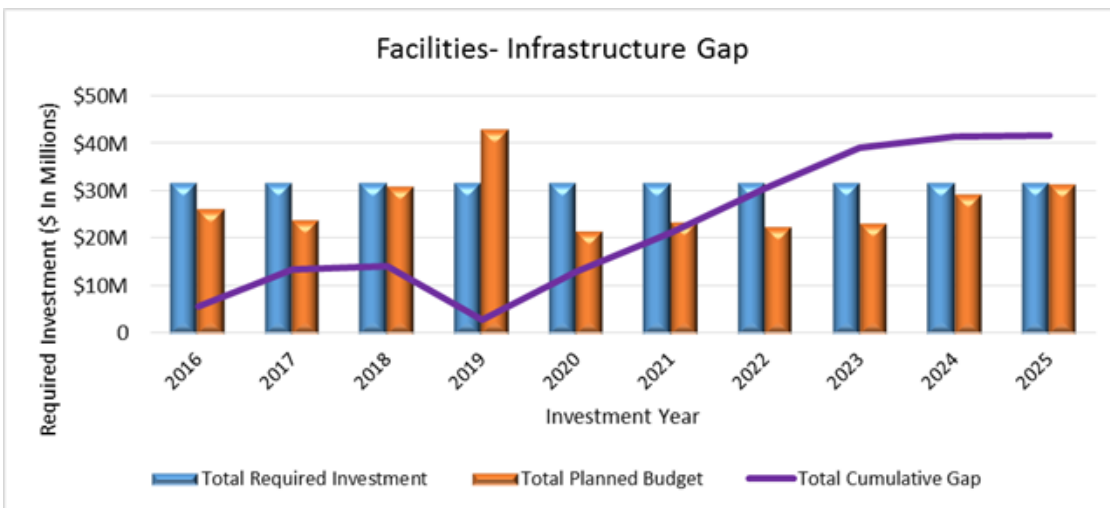
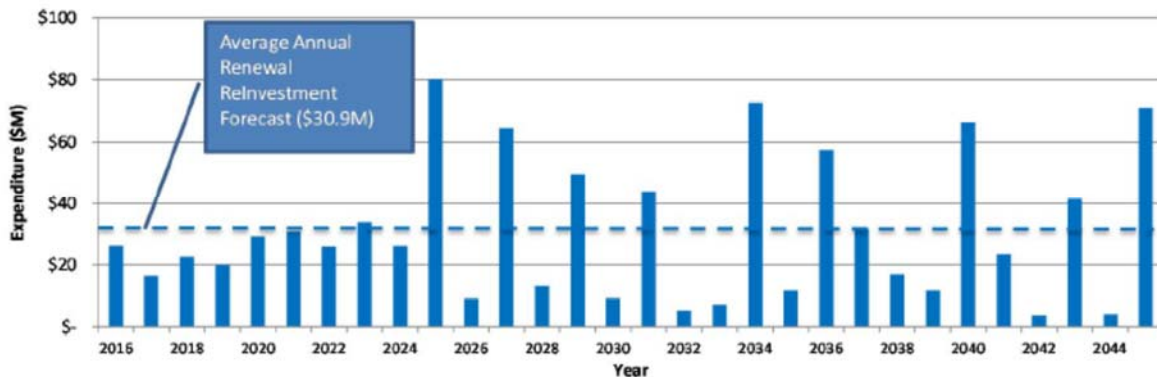


Figure 6.17B – Future Investment Profile Overall



Source: Draft Facilities Asset Management Plan, 2016

6.6 Strategies to Address the Gap

In the current fiscal context, it is likely unrealistic to expect the City to address the infrastructure deficit in the short-term. Accordingly, a long-term funding strategy that identifies options for addressing current and future asset expenditure requirements is provided in this section. This analysis recognizes that the City has not kept pace with the required contributions to perform the work set out in the calculated asset repair and replacement schedule, as illustrated earlier in Table 6.2 – Replacement Value and Infrastructure Gap by Service Area. Besides the base case scenario described above, three alternative strategies have been prepared. These alternatives are outlined in the table below.

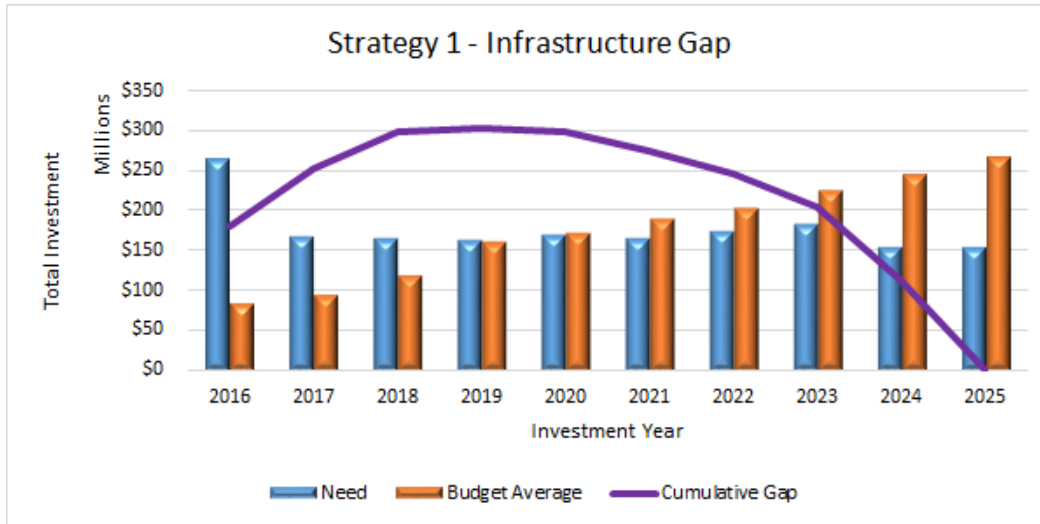
Table 6.5 – Financing Strategies

Base Case/Status Quo	Maintain 2 per cent annual infrastructure levy.
Strategy 1	Increase the City’s annual infrastructure levy from 2 per cent of the tax levy to 4.7 per cent to fully fund all asset replacements.
Strategy 2	Increase the City’s annual infrastructure levy from 2 per cent of the tax levy to 3 per cent.
Strategy 3	Implement utility rates for stormwater services, and utilize its existing tax supported funding for other services.

6.6.1 Strategy 1: Eliminate Deficit

If the City were to implement a funding strategy to eliminate the infrastructure deficit in ten years (by 2025), the City would be required to increase its annual infrastructure levy from 2 per cent of the tax levy to 4.7 per cent.

Figure 6.18 – Strategy 1: Net Gap



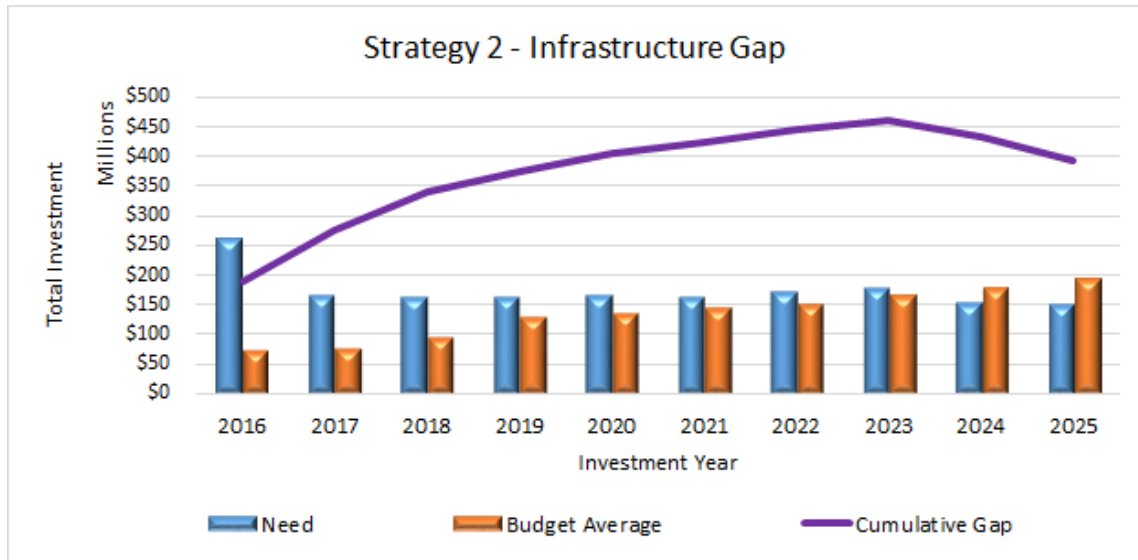
Eliminating the infrastructure deficit by 2025 is a fairly aggressive objective, as shown in Figure 6.18 – Strategy 1: Net Gap, and is an initiative the City is unlikely to explore at this time. This is due to the following reasons, among others:

- The required capital contributions (to eliminate the deficit) may necessitate an increase to property taxes beyond a reasonable measure;
- The City may need to decrease or limit funding of other key City services or initiatives in lieu for capital repair and replacement activity;
- The asset replacement schedule is currently based on age and condition without considering risks and the consequences of failure. Therefore, the requirements could be overstated for some services;
- Assets can remain in use past their engineered design life and are capable of performing to meet the City’s desired level of service under these circumstances. Therefore, in such instances, the asset does not necessarily need to be replaced by virtue of exceeding their design life; and
- Capital repairs and maintenance can often extend the requirement of major repair or replacement of capital assets.

6.6.2 Strategy 2: 3% Infrastructure Levy

Further to the above noted comments, a strategy was developed to illustrate a more tenable capital contribution level to meet asset replacement needs. Strategy 2 is based on a 3 per cent annual infrastructure levy increase rather than the current 2 per cent

Figure 6.19 – Strategy 2: Net Gap

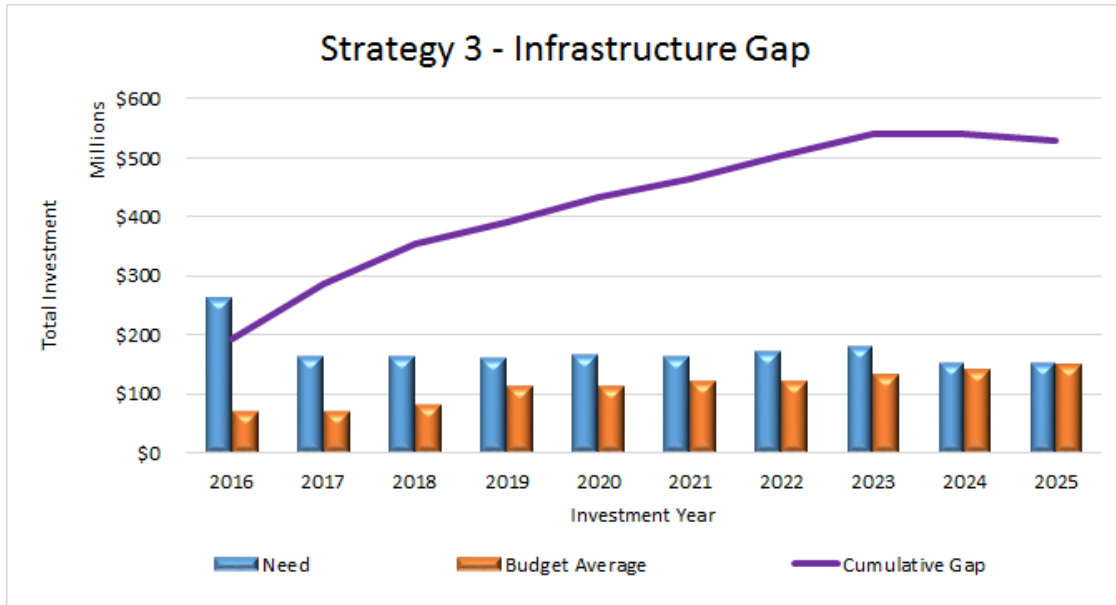


A 3 per cent infrastructure levy would result in an estimated \$393 million gap at the end of the ten-year period, as shown in Figure 6.19 – Strategy 2: Net Gap, above. More importantly, at the end of 2023, the infrastructure gap would not continue to grow and existing deficiencies could be addressed.

6.6.3 Strategy 3: Stormwater Rate Adoption

The City has initiated a stormwater management financing strategy which may ultimately recommend a stormwater utility rate to fund the ongoing maintenance and repair of the system. The stormwater rate will create a dedicated revenue source for a typically underfunded service; ultimately assisting in closing the infrastructure gap. If the City were to adopt a similar stormwater financing plan to the City of Vaughan (on a per household basis), approximately \$12.1 million in annual revenue may be expected. This would reduce the cumulative ten-year funding gap to \$529 million.

Figure 6.20 – Strategy 3: Net Gap



As shown in Figure 6.20 – Strategy 3: Net Gap, above, a stormwater rate could lead to the closing of the annual funding gap (not cumulative) by 2024.

6.7 Future funding strategies

As the City’s CAMPlan polices become more refined it is anticipated that Financing Strategies will evolve to include more data-based scenarios. This will include regulatory minimum strategies and risk based strategies. Specifically, the future CAMPlan strategies will have more direct linkages to the impact of investment decisions on service levels.

6.8 Links to Other Documents

- The CAMPlan findings form an important input to the City’s Long-Term Financial model, which is currently operational, and the Long-term Financial Plan report, which will be presented to Council in early 2017.
- Forthcoming Departmental Asset Management Plans will be incorporated into future CAMPlans.
- As the CAMPlan becomes more refined in subsequent iterations, it is expected to be a key source of data for future capital budget submissions. Similar to the manner in which the Development Charges Study helps to guide growth-related capital budget submissions.

6.9 Supporting Documentation

The Table 6.6 -Key Sources of Documentation, below, describes the key sources of documentation for each service area.

Table 6.6 – Key Sources of Documentation

Service Area	Key Data Sources	Key Guiding Capital Documents
Fire	M5 Fleet Management Exports & Departmental Inventory	Station Location and Apparatus Deployment Study
Fleet	M5 Fleet Management Exports	Departmental Plans
Stormwater	Departmental Inventory	Stormwater Financing Study (2017)
Parks and Recreation	Parks and Recreation Master Plan Inventory, Development Charges Study, TCA Inventory	Parks and Recreation Master Plan
Transit	M5 Fleet Management Exports, Lifecycle Management Plans, Departmental Inventory	Transportation Master Plan, Five Year Business Plan
Transportation	Pavement and Bridge Management Systems, Departmental inventories	Transportation Master Plan
IT	Departmental Inventory	IT Master Plan
Facilities	Facilities Departmental AMP	Facilities Departmental AMP

6.10 Plan Improvement and Monitoring for Financing Strategy

The following recommendations based on the foregoing chapters are summarized in Table 6.7 – Plan Recommendations. Brampton’s Corporate Asset Management Roadmap is attached in Appendix 701A and 701B.

Table 6.7A – Plan Recommendations for Section 6- Financing Strategy

Recommendation	Description	Implementation Mechanism
Maintain 2% Infrastructure Levy Increase	At a minimum, Council should maintain the scheduled increases to Reserve 4 of 2% increase to the tax levy per year	Annual budget
Using Federal Gas Tax primarily for replacement projects	Replacement projects funded from Federal Gas Tax.	Annual budget
Implement stormwater rate fee	This will address the storm funding gap and allow for the dedication of current tax funding to other service areas	Stormwater Financing Strategy
Undertake Departmental Asset Management Plans (AMPs)	Similar to Facilities, Departmental AMPs make consolidation of City-wide AMP documentation much reliable.	Council funding approval
Council approved service levels	The City currently does not have many approved service levels similar to those approved for Fire. This can be improved as more data is collected. Example: Affordability	Council Approval
Adopt ten year capital forecast and associated operating costs	Adopt a ten year forecast that aligns with the DC, AMP and long-term financial plan forecast requirements.	Long-term financial plan, capital budget
Add growth, service level/enhancement & repair and replacement categories to capital project submissions	This would improve reporting capabilities in various studies	Long-term financial plan, capital budget, Business case
Add asset hierarchy category to capital project submissions	This would improve reporting capabilities in various studies	Long-term financial plan, capital budget
Corporate Reserve Fund	Fully draw down Reserve Fund annually to apply to repair and replacement	Long-term financial plan, capital budget
Debt Financing	Utilize external debt financing for major strategic programs which provide the greatest return on investment from a City-wide perspective	Long-term financial plan, capital budget, update policy

Table 6.7B– Plan Recommendations for Section 6- Financing Strategy

Recommendation	Description	Implementation Mechanism
Internal Borrowing	Utilize Community Investment Fund to reinvest in infrastructure borrowing repayments from property taxes	Long-term financial plan, capital budget
Alternative Service Delivery	Partnering with other private or public organizations to deliver infrastructure services	Long-term financial plan, capital budget
Grants/Subsidies	Explore and apply for other eligible Federal/Provincial/Third Party funding	Funding Application and Council Approval
User Fee	Utilize reduced user fees to incent a change in demand for service from peak hours to off peak hours. Balance capability	Demand Management Analysis and Council Approval



Section 7: Plan Improvement & Monitoring

7 Plan Improvement & Monitoring

The City of Brampton's current asset management practices were assessed using a variety of tools including ISO 55000, Systems Review, PSAB Workflows, and workshops with City staff responsible for the various service areas. The results of the assessment will be used to develop an Asset Management Roadmap to guide the City towards best practices in asset management.

Key elements of the Asset Management Roadmap, summarized in Appendix 701A and 701B, will include:

- CAMP pilot trials on all major service areas to allow for cross corporate adoption of the asset management strategies and the required changes in operating procedures and protocols;
- Establishment of a Corporate Asset Management Office to serve as a central guiding group to ensure a uniform and consistent approach to asset management, as per ISO 55000 standards;
- Annual review of the performance of the overall asset management program, including internal staff evaluation, benchmarking, audit results, and assessments of current and best practices. As part of this annual review, specific asset management objectives and targets may be adjusted as necessary; and
- Ownership of the CAMP by the Senior Management Team. The Senior Management Team will review the asset management strategy and objectives, asset performance requirements, resources, and any other elements as appropriate on an annual basis to ensure its continuing suitability, adequacy, and effectiveness. Any updates to the CAMP will be endorsed by the Senior Management Team in order to ensure consistency with the City's overall strategic planning and stakeholder needs. Updates will be made available to all relevant staff and communicated to appropriate stakeholders.

7.1 Asset Management Assessment Approach and Implementation Methodology

The City has adopted the following definition for Asset Management: "Comprehensive Asset Management is an integrated set of processes to minimize lifecycle costs of owning, operating and maintaining assets, at an acceptable level of risk while continuously delivering established levels of service."

Four key elements must be in balance (Figure 7.1) in order to consistently meet service levels and minimize overall cost of asset ownership. This concept is known as Comprehensive Asset Management. Proper balance of these four elements is essential for optimal business

performance, minimized lifecycle costs, effective risk management, and continuity of levels of service in the face of changing business drivers.

Figure 7.1. Comprehensive Asset Management Key Elements



The ISO 55000 approach to successful asset management requires integration of the City’s major business asset information systems. It is recognized that the City has taken the first steps towards these requirements through the establishment of the Corporate Asset Management Office (CAMO).

This initiative is intended to achieve the following goals and objectives:

- Manage assets based on the principles of sustainability, continuous improvement, and simplicity.
- Enable the integration of corporate priorities within decision making.
- Provide reliable data with the integrity to meet or surpass regulatory demands (i.e. PSAB 3150, ISO 55000, Federal Gas Tax Requirement, Bill 6).
- Enable clear, accurate reporting in a timely manner.
- Enable robust, repeatable, and defensible decision-making with regard to asset interventions.

7.2 Program Implementation Methodology

To develop the CAM program, the City of Brampton is following a phased process as shown in Figure 7.2. Past experiences with complex program implementation and comprehensive asset management have demonstrated the following key underlying concepts for success:

- **Knowledge transfer to City staff:** Effective communication is an essential aspect of comprehensive asset management.

- **Leading change:** Comprehensive asset management across the city is about introducing new corporate practices and behaviours. It is therefore important that City staff lead this process of change.
- **Use of institutional knowledge:** Asset management requires the collection of a significant amount of data. However, in the early stages it is recommended that the City make use of institutional (staff) knowledge to drive the decision-making process.
- **Quality assurance and quality control during the process:** As with any major program, high quality deliverables are essential.

Figure 7.2. Phased Approach to Implementation

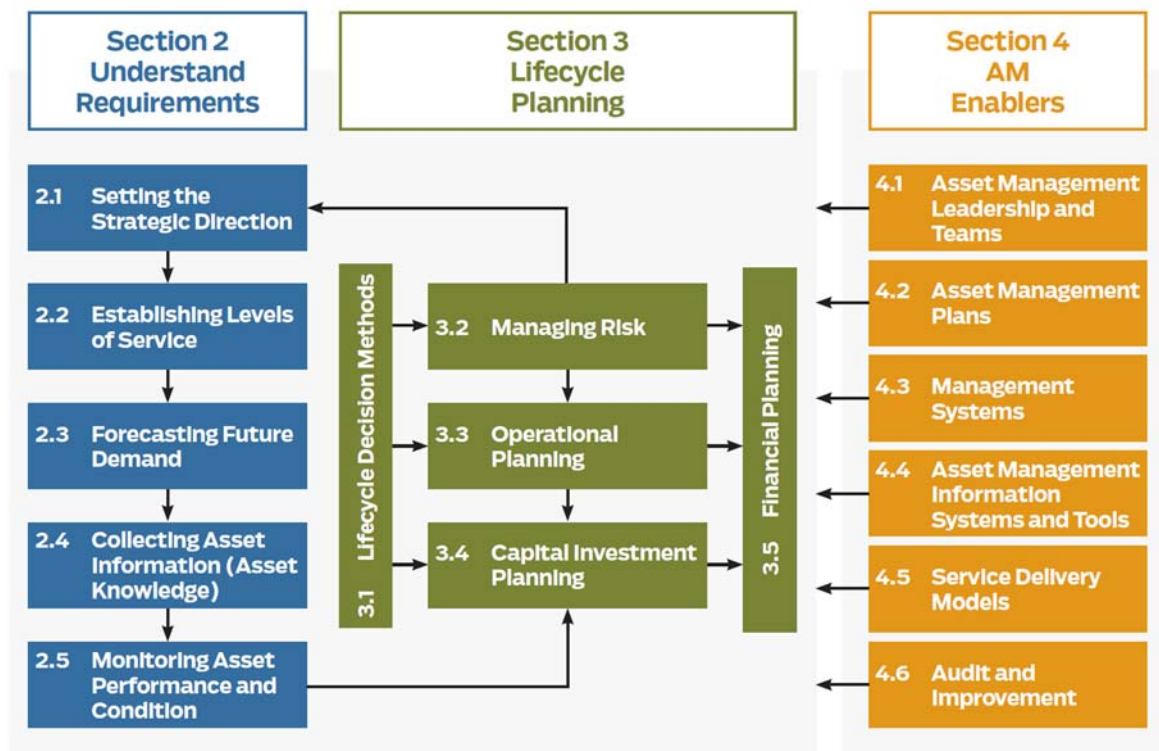


Figure2: The Asset Management Process (sourced from IIMM 2015, p1/10)

7.3 State of Asset Management Assessment Methodology

The current situation for each asset class was captured using the Institute of Asset Management (IAM) ISO 55000 Comprehensive Asset Management Assessment Tool, the PSAB Sustainment Review Tool, and the Systems Review Tool.

The ISO 55000 Tool incorporates 39 focus areas that cover all pertinent asset management elements and was used to assess the asset management capabilities and competencies of each of the service areas. Use of the robust and globally recognized ISO 55000 Review Tool will enable the City to carry out future reviews and track progress on a periodic basis through service area ISO 55000 scorecards.

The ISO 55000 tool was populated with information through 16 facilitated half-day group workshops. The information presented in this report is based on the outcome the ISO 55000 workshops as well as ongoing interviews conducted by CAMO staff and the CAM Network team.

7.4 Comprehensive Asset Management and Review Assessment Workshop

In September and October 2016, a total of 16 ISO 55000 workshops were held and attended by representatives from the all service areas. Each of the workshops included an asset management overview component which served three purposes:

- Raise awareness for the program and started the inclusion process for staff.
- Develop an understanding of the current situation with respect to how the City operates (set the baseline).
- Identify leading asset management practices currently in place at the City that should be leveraged moving forward.
- Phase 1- Initiation Phase of CAM Program and CAMP Development.

RECOMMENDATION: To meet the performance tracking requirements of the Federal Gas Tax Agreement, the Corporate Asset Management Office is committed to conducting a comprehensive State of Asset Management review at timeframes specified by the CAMP Roadmap.

Over 200 key staff and management representatives working directly within each service area participated in the workshops. During these facilitated self-assessments, City staff were given the opportunity to assess their asset management practices against each of the 39 ISO 55000 focus areas. City staff were then asked to identify goals and objectives for their respective asset classes.

The ISO 55000 tool provides a quantitative evaluation of the City’s asset management practices under four categories: Strategy, Assets (Technology and Physical), People, and Business Processes. Each of the 39 focus areas were evaluated by the workshop participants against a scale of zero to five, where level five represents excellence within the focus area. A copy of the Asset Management Maturity Scale is shown in Figure 7.3.

Figure 7.3. Asset Management Maturity Scale



IAM Self-Assessment Methodology Plus

Version 2.0

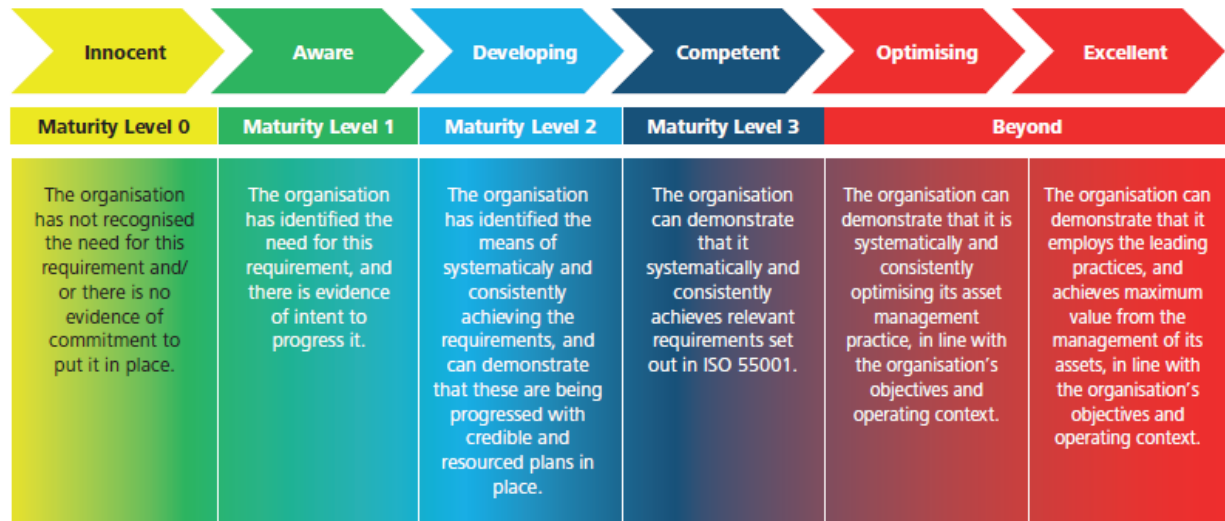


Figure 2 ISO 55001 Maturity Scale

Overall, all areas demonstrated a culture of dedication to customer service and doing more with less. In general, staff were enthusiastic to embrace the various AM concepts and practices, recognized obvious opportunity gaps in how they are currently managing assets, and saw potential value to the City in adopting leading AM practices and concepts.

With respect to asset management concepts, most service areas demonstrated a maturity level between 2 (awareness) and 3 (development), although it should be noted that there were scores at level 4 (competence) or higher in a number of areas. These results were similar with other Canadian municipalities, where such reviews have been conducted. All service areas felt that there was a need to strive for a score of 4 (competence) to 5 (excellence) for most of the categories. The workshop discussions identified a number of short-term (2016 to 2018) and long-term (2018 and beyond) opportunities gaps. The results of the assessment for each service area are shown in Appendix 702.

7.5 Systems Review Tool

The CAMO Team also conducted a detailed assessment of the City's technology enablers of asset management for the various asset classes using its Systems Review Tool. Twenty technology asset areas were evaluated with the City's Information Technology representatives from each asset class. Responses to these questions and a review of available documentation provided by City were used to evaluate each asset class using the same maturity scale used for the ISO 55000 assessment. Similar to the ISO 55000, the System Review approach assesses the current and desired future state of maturity of the

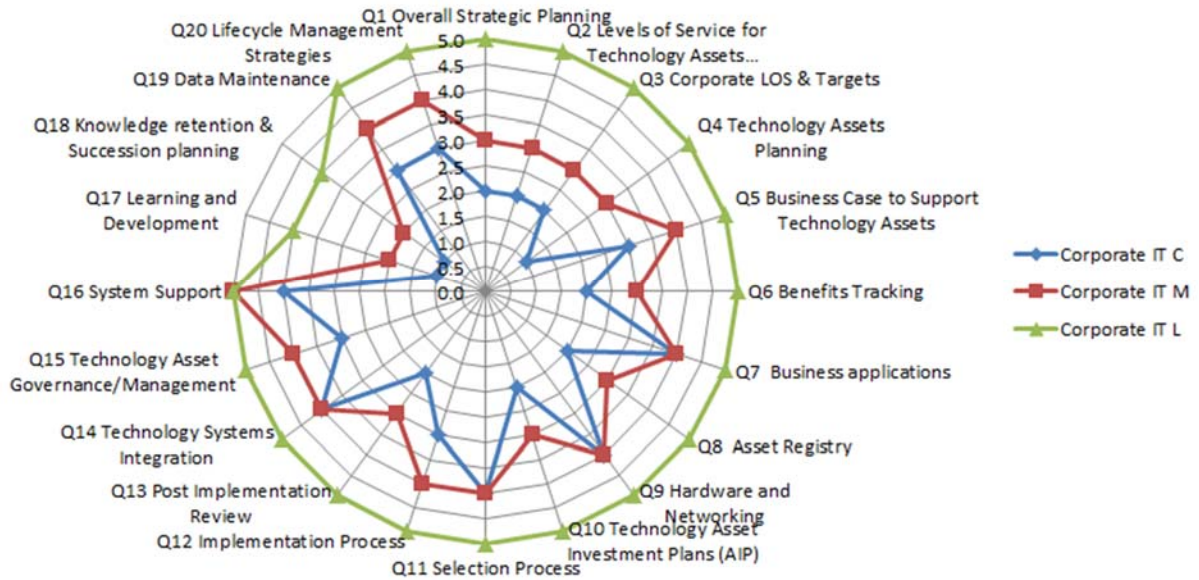
technology enablers in each asset class through a combination of document reviews and staff workshops. Results of this analysis are included within Appendix 703 and 704 and in Table 7.1.

To prepare, staff were provided with an overview of leading practices in each of the respective focus areas. For this detailed review, the focus was extended to include to all staff responsible for recommending, implementing and supporting technology solutions for the asset classes. The questions within the Systems Review Tool, shown in Table , focus on strategy for technology enablers, selecting and implementing systems, data setup and management, support and governance.

Table 7.1. Systems Review Tool Questions

Q1	Overall Strategic Planning
Q2	Levels of Service for Technology Assets (Customer as well as Assets)
Q3	Corporate LOS & Targets
Q4	Technology Assets Planning
Q5	Business Case to Support Technology Assets
Q6	Benefits Tracking
Q7	Business applications
Q8	Asset Registry
Q9	Hardware and Networking
Q10	Technology Asset Investment Plans (AIP)
Q11	Selection Process
Q12	Implementation Process
Q13	Post Implementation Review
Q14	Technology Systems Integration
Q15	Technology Asset Governance/Management
Q16	System Support
Q17	Learning and Development
Q18	Knowledge retention & Succession planning
Q19	Data Maintenance
Q20	Lifecycle Management Strategies

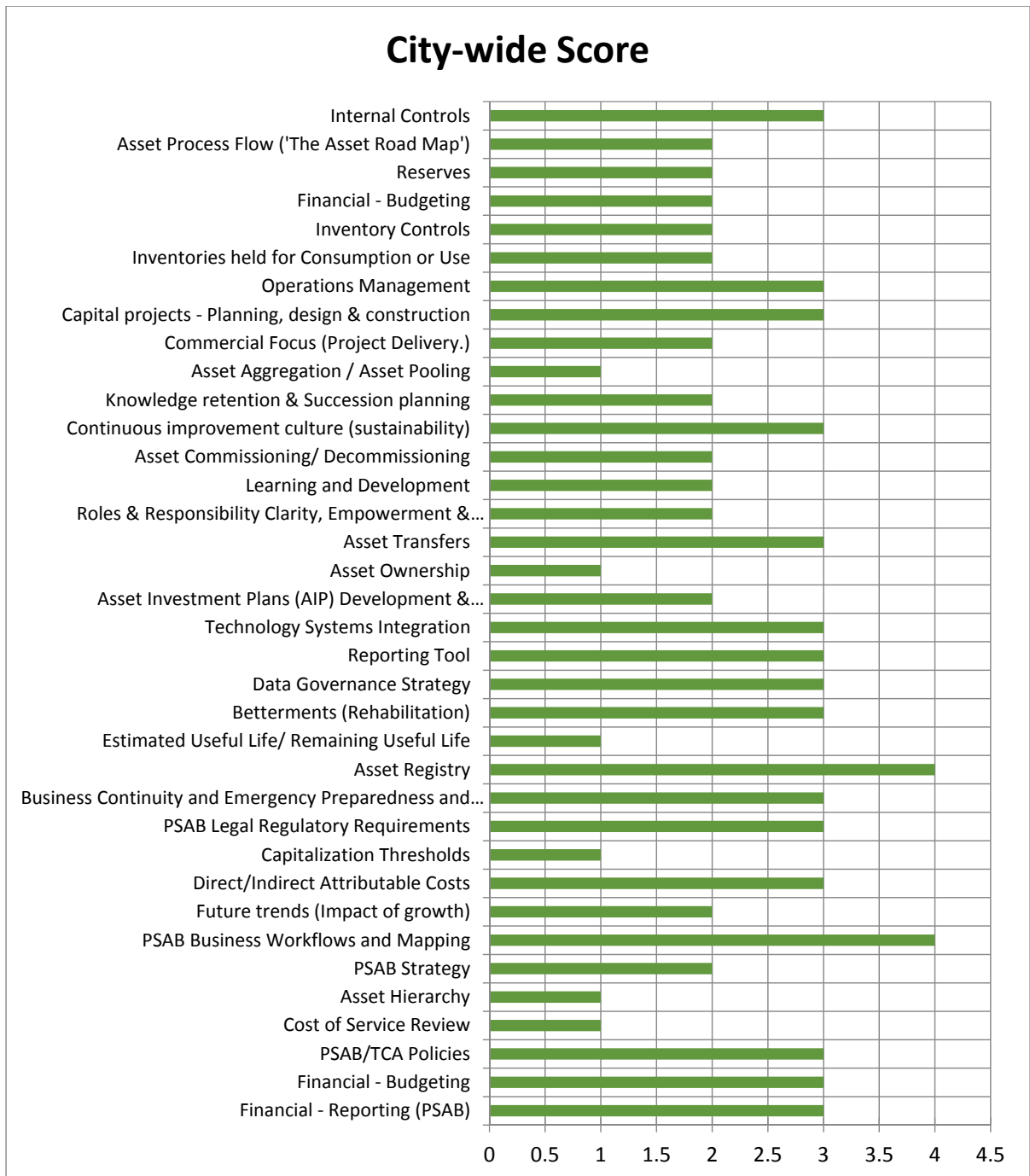
Figure 7.4. Systems Review Assessment - Asset Information Technology Results



7.6 PSAB - Public Sector Tangible Capital Asset Reporting (TCA) Workflow Review

A review of the City’s PSAB 3150 Tangible Capital Asset Reporting Process was undertaken through a three step process which included a desktop/background review, individual interviews with the TCA team members, and a workshop with major asset owners. Figure 7.5 shows the City-wide scores from the lifecycle workflow mapping workshops that were undertaken by the major asset owners.

Figure 7.5 TCA (Finance) Workflow Mapping Workshops



7.7 Key Observations and Conclusions

The following discussion builds on a summary of observations obtained in the ISO 55000 assessment framework and asset management categories (Strategy, Assets (Physical & Technology), People, and Business Processes from the desktop review, the ISO 55000 workshop, Systems Review workshop and the PSAB workflow development review workshops. For the detailed summary and findings please reference Appendix 702.

The major premise of comprehensive corporate asset management is that an organization will seldom have perfect processes and perfect data with which to manage the asset portfolio. Instead, the underlying culture of continuous improvement and reliability is its key to success. These improvements will be part of the continuation of the Corporate Asset Management program and the implementation of the CAM Roadmap (Appendix 701A and 701B).

7.8 Industry Best Practices Data Confidence Level Rating

The Confidence Level Rating approach (Table 7.2 and 7.3) will be used to identify the greatest areas for improvement. The Confidence Level Rating is based on principles of the Ministry's Guide to Municipal Asset Management Plans, Federal Gas Tax Agreement Requirements, ISO 55000, and International Infrastructure Management Manual (IIMM).

Table 7.2. Data Quality Confidence Grading System

Confidence Grade		Description
5	Highly Reliable	Data based on sound records, procedure, investigations and analysis, documented properly and recognized as the best method of assessment. Dataset is complete and estimated to be accurate +/- 2%.
4	Reliable Data	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate +/- 10%.
3	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade 5 or 4 data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated +/- 25%.
2	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy +/- 40%.
1	Unknown	None or very little data held

Table 7.3. Process Effectiveness Confidence Grading System

Confidence Grade		Description
5	Highly Effective	<p>The organization's AM activities are fully integrated and are being continuously improved to deliver optimal whole life value.</p> <p>AM best practice continuously improved to deliver optimal whole life value.</p> <p>AM best practice concepts are fully rolled out, and being practiced by all staff.</p>
4	Effective	<p>The organization's AM activities are fully effective and are being integrated throughout the business.</p> <p>AM best practice concepts are fully rolled out, and being practiced by most staff.</p>
3	Somewhat Effective	<p>The organization's AM activities are developed, embedded and are becoming effective.</p> <p>Many AM best practice concepts are rolled out, and being practiced by many staff.</p>
2	Ineffective	<p>The organization is developing its AM activities and establishing them as Business as Usual.</p> <p>Some best practice concepts are rolled out, and being practiced to a limited extent.</p>
1	Unknown	<p>The organization is aware of the importance of AM and is starting to apply this knowledge.</p> <p>Few best practice concepts are rolled out, and to a limited extent</p>

Based on the grades allocated to the CAMP sections as outlined in Table 7.4 below, the City's overall confidence level rating is 2, which correlates with the ISO 55000 State of Asset Management maturity of Innocence. The scores are reflective of the quality and type of data available, current processes and management strategies.

Table 7.4. Overall Confidence Level Rating Assessment Summary

AM Plan Section	AM Plan Element	Data Quality	Process	
			Effectiveness	Average
Section 2- Introductions	TCA information	3	3	3
	Linkage to Other Key Documents	3	1	2
	Asset Hierarchy (Ownership)	3	3	3
Section 3- State of Infrastructure	Asset Inventory	2	2	2
	Replacement Costs	3	2	2.5
	Condition	1	2	1.5
Section 4- Levels of Service	Performance Measures	2	1	1.5
	Asset (Technical) LOS	1	3	2
	Customer LOS	2	3	2.5
	Corporate LOS	1	2	1.5
Section 5- Asset Management Strategies	Strategies	3	1	2
	Business Cases	1	1	1
Section 6- Financing Strategies	Infrastructure Gap	2	1	1.5
	Linkage to CAPEX	3	3	3
	Linkage to OPEX	1	1	1
	Financing Options	3	3	3
Section 7. Plan Improvement & Monitoring	CAM Roadmap & Improvement Initiatives	3	3	3
			OVERALL	2

Continued investments into the Corporate Asset Management Program and Roadmap should be made to position the City as a leader in Corporate Asset Management for years to come. Appendix 705 provides a projected schedule to complete other service area Departmental AMPs.



Corporate Asset Management Plan
<http://www.brampton.ca/CAM>

Corporation of the City of Brampton
2 Wellington Street West
Brampton, ON L6Y 4R2
905-874-3658



- 101 – CAMP Framework
- 102 – State of Local Infrastructure: Pie graph
- 103 – Corporate Asset Management Plan Brochure



Appendix 100 Executive Summary

THE CORPORATION OF THE CITY OF BRAMPTON- AMP- CAMP FRAMEWORK

Developed By: Vanessa Chau,
P.Eng. IAM

Revised By:

Version 1.0- August 15, 2016 Revision 1

Section No.	Section Title	Sub-sections	Description/Definition	SOIR	Municipal Infra. Strategy	Federal Gas Tax	DC Bylaw	Bill 6	IIMM	Data Source	Questions to Answer	Information from CAM Strategies
0.00	Glossary		AM Glossary of Terms and Definitions	X	X				Sec 8- Appendices			
1.00	Executive summary		The executive summary is the final section to be prepared, and provides a succinct overview of the plan.	X	X				Sec 1- Executive Summary	Based on subsequent sections	What we provide (activity overview, key LOS)? What we will do (key AM programmes)? Managing the issues and risks What will it cost? The next steps?	
2.00	Introduction				X				Sec 2-Introduction			
2.10		AM Goals	The AM goals listed in this section support the municipal goals as set out in the Strategic Plan & the Official Plan and are described in a way that reflects the dependency between assets and the City's strategic and official plans. This section should show how the AM goals support economic activities and improved quality of life.		X				Sec 2-Introduction	CAM Project Charter, AM Policy. Need a copy of Signed Approved AM Policy for inclusion.	Background (where we are) Goals and Objectives of AM (commitment to community vision)	See CAM Implementation Strategy
2.20		High-level AM Context	Clarifies the relationship of the asset management plan to municipal planning and financial documents (includes at the minimum how the plan impacts the Budgets, Development Charges, Official Plan, Master Plans, Area Plans, Environmental Assessments, and Business Plans).		X				Sec 2-Introduction	Diagram	Plan framework (how it fits in the organization)	
2.30		Purpose of AMP	Describes the purpose of this preliminary asset management plan (i.e. to set out how the municipality's infrastructure will be managed to ensure that it is capable of providing the levels of service needed to support the municipality's goals).		X				Sec 2-Introduction	City of Brampton's Strategic Plan		
2.40		Core Service Areas	State which asset areas are included in the plan. This plan covers the service areas included in the CAM program, etc. Asset areas not covered in this preliminary plan are expected to be covered in future updates. Explain the reason for excluding ministry identified area of social housing.		X				Sec 2-Introduction	Unit 3 - Service Areas	Core and advanced AM	
2.41		TCA Categories	Improve existing asset management plans to include all tangible capital assets reported in Schedule 51 of the Financial Information Return (FIR) that are eligible for Gas Tax funding. The 16 eligible infrastructure categories are listed in Schedule B of the Agreement.			x			Sec 2-Introduction			
2.50		Timeframe	Identifies how many years the asset management plan covers and when it will be updated. At a minimum, plans must cover 10 years and be updated regularly. Where possible the timeframe should be consistent with the budget process (1, 2 ... 10 years & beyond).		X				Sec 2-Introduction	Business Plan		
2.60		Development Methodology	Describes how the asset management plan was developed - who was involved, what resources were used, any limitations, etc.		X				Sec 2-Introduction	Similar structure as Brampton CAM's Current Situation Report-Acknowledgement and Overview Diagram	Summary fo current and desired state of AM practices (data, processes, systems) Improvement plan monitoring and review procedures (keeping plan relevant)	
2.70		Monitoring and review	Identifies how the plan will be monitored, reviewed and updated through clearly defined actions.		X				Section 7= Plan Improvements	Brief highlights, details and reference to Customized Brampton Section 7.0- Plan Improvements.		

THE CORPORATION OF THE CITY OF BRAMPTON- AMP- CAMP FRAMEWORK

Developed By: Vanessa Chau,
P.Eng. IAM

Version 1.0-
August 15, 2016

Revision

1

Revised By:

3.00	State of local infrastructure (This section presents the actual values regarding the inventory, condition, cost, etc.			X					From SOIR		
3.10	Inventory	A summary of Asset types (e.g. urban arterial road, rural arterial road, watermains) and quantity/extent (e.g. length in kilometres for linear assets). This means a table with quantities for the asset types and any comments / conclusions.	X	X					From SOIR		
3.20	Valuation	A summary of Asset types Replacement cost valuation. This means an expansion of the above table with cost data. This section speaks to how the replacement cost valuation accounts for expected inflation, changes in technology and other factors.	X	X					Replacement cost		
3.30	Useful Life	Asset age distribution and asset age as a proportion of expected useful life. Highlighting areas of concern	X	X					From SOIR - TCA data/reports		
3.40	Condition	Asset condition (e.g. proportion of assets in a defined condition category). For this preliminary plan best available information will be used.	X	X					From SOIR - Ongoing Reports (Facility master plan)		
3.50	Supporting Documentation			X				Sec 8- Appendices	From SOIR		
3.60	Inventory Database	List of references, example SOIR, Peoplesoft, GIS, Road Matrix, etc....	X	X					From SOIR		
3.70	Assumptions	All major assumptions, incorporated into the asset inventory or recorded in separate appendix.	X	X					From SOIR		
3.71	TCA Assumptions	The 10 engine infrastructure categories are listed in Schedule B of the Agreement.			X						
3.80	AM related Policies, strategies & procedures	AM related Policies, strategies & procedures that set out when and how asset information will be verified and when and how assets will be assessed to determine their condition. Where applicable this will be consistent with the provincial requirements.		X					TCA has a draft policy and Brampton CAM placeholder generalize for core service area - internal service area, and SA workshop, Questionnaire. Linkage to detailed CAM strategies as per Section 5.0- per Unit 2 of Brampton CAM Project	what costumers want what we have to do (legislative) current LOS (what we do now) desire LOS (what costumers would like)	LOS CAM Strategy
4.00	Desired levels of service			X				Sec 3-LOS	WORKSHOPS required for finalization-		
4.10	LOS	Preliminary starter list of a minimum of five LOS per service area, including one corporate, one customer, and three technical LOS based on planning documents and best available information. Exception on a case by case basis must be rationalized		X				Sec 3-LOS	business plans,		
4.11	LOS Framework	LOS Levels of Service Framework including			X					Demand drivers (key influences on demand - population forecast, technology change) Demand forecast demand impacts on assets demand management plan key asset programs to meet demand	
4.20	Trends	External trends or issues that may affect expected levels of service or the municipality's ability to meet them (e.g., new accessibility standards, climate change impacts).		X				Sec 3-LOS	budget process-		
4.30	Current Performance	Current performance relative to the targets set out, based on best available information.		X				Sec 3-LOS	target from the business plan, W&WW DWQMS, MOE Annual report, OMBI	Background data (what assets we have) Risk Management plan (how risk is managed) Maintenance plan (how we look after existing assets) Renewal plan (what assets we need to renew) Creation/acquisition/upgrade plan (what new assets we need) Disposal plan (what assets are surplus to our needs)	

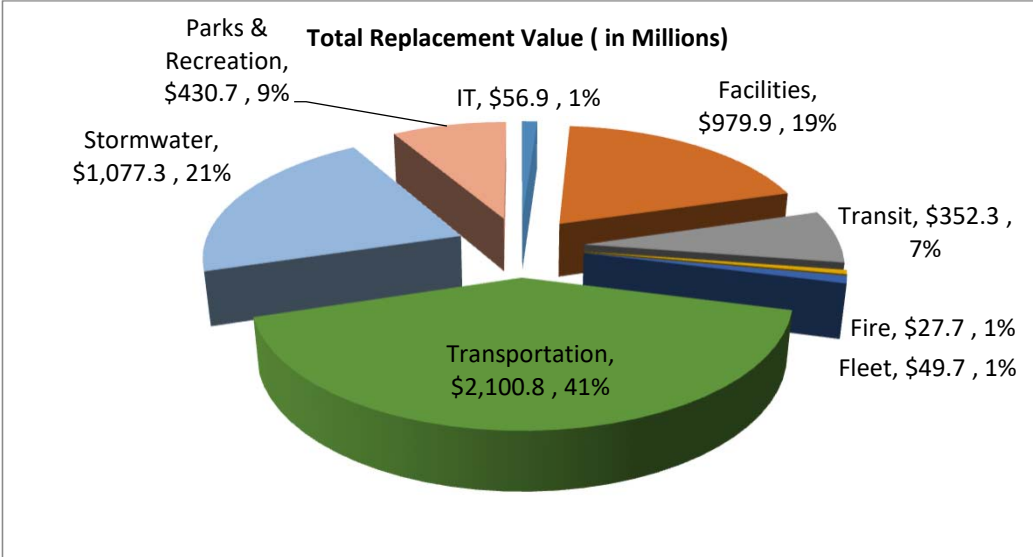
THE CORPORATION OF THE CITY OF BRAMPTON- AMP- CAMP FRAMEWORK

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Version 1.0- August 15, 2016
Revision 1

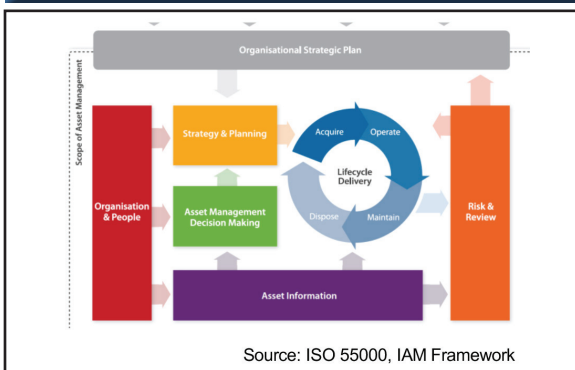
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5.00	Asset management strategy		Set of planned actions that will enable the assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost (e.g., through preventative action).	X			Sec 4	Taken from Brampton CAM- Unit 2 strategies			
5.10		Asset Management activities, procedures and corporate policies	Actions or policies that can lower costs or extend asset life (e.g., better integrated infrastructure planning, demand management, managed failures, etc.)	X			Sec 4 - non-infrastructure solutions	Taken from Brampton CAM- Unit 2 strategies			
5.20			O&M Activities including regularly scheduled inspection and maintenance, or more significant repair and activities associated with unexpected events.	X			Sec. 5- Lifecycle Management	Taken from Brampton CAM- Unit 2 strategies			
5.30			Renewal/ Rehabilitation / Replacement / Disposal Activities.	X			Sec. 5- Lifecycle Management	Taken from Brampton CAM- Unit 2 strategies			
5.40			Expansion Activities, Planned activities required to extend services to previously unserved areas - or expand services to meet growth demands	X			Sec 4- Future Demand	Questionnaire to start, followup workshop	Purchasing By-law		
5.50			Procurement Methods are considered to ensure the most efficient allocation of resources compliant with existing purchasing policy.	X					Procurement policy, practical examples from each SA		
5.60			Overview of the risks associated with the strategy (i.e. ways the plan could fail to generate the expected service levels) and any actions that will be taken in response.	X					Taken from Brampton CAM- Unit 2 strategies		
5.70	Approach for Options Analysis		Analysis comparing different actions that would enable assets to provide the needed levels of service.	X				high level approach, Brampton CAM to document approach			
5.80	Future demand		Summarize growth forecast based on existing information. Show the impact of changing future demand on assets and cost.	X		x					
5.90	Operation and maintenance plan		Document aggregate of budget and business plans /case information. Review growth projection and inflation indices. Review impact from projects. Using this information, develop a preliminary projection at high level of 10 year O&M cost by service area. Assess and comment on all other relevant direct and indirect costs and benefits and risk. (Including O&M - Graphs).	X				Taken from Brampton CAM- Unit 2 strategies			
5.10	Lifecycle management	Capital investment plan	Develop a preliminary list of significant projects based on existing documents including Budgets, Development Charges, Official Plan, Master Plans, Area Plans, Environmental Assessments, and Business Plans/ cases information. Review growth projection and inflation indices. Using this information develop a preliminary projection at high level of 10 year Capital cost by service area. Assess and comment on all other relevant direct and indirect costs and benefits and risk. (Including capital – Graphs).	X				Taken from Brampton CAM- Unit 2 strategies			
6.00	Financing strategy	Expenditure Forecast	Total corporate expenditure forecasts including depreciation (O&M and capital - Graphs).	X			Section 6- Financial Summary	2016 Budgets (Op and Capital), TCA. Etc.			
6.10		Key Assumptions	Highlight Key assumptions used to develop financing strategy (annual gas funding, interest rates, etc.)	X			Section 6- Financial Summary	Hemson and based on discussion with City staff	Financial statements and summary		
6.20		Available Funding Tools	Overview of the range of available funding tools and to the extent they are used by the City. Current situation..use of DC/property tax revenue source as a % of total revenues, user fees, LIC, Developer contributions, etc.				Section 6- Financial Summary	Hemson information	What funding mechanisms are available?		
6.20		Expenditure history	Actual corporate expenditures for these categories from the previous two to three years for comparison purposes (O&M and capital - Graphs).	X			Section 6- Financial Summary	2013-2016 Budgets (Op and Capital)	Valuation forecasts Key assumptions made in financial forecasts reliability and confidence estimates		
6.30		Yearly Revenues	Breakdown of yearly revenues by confirmed source...gas tax, Taxation, user fees, etc.	X		x	Section 6- Financial Summary	2016 Budgets (Op and Capital)			
6.40		Funding Strategies	Identify funding shortfalls. Discuss the impact of the shortfall and how the impact will be managed (rate changes, reserve funds, pay as you go, debt cap, project reprioritization, etc.).	X	X		Section 6- Financial Summary	Based on preceding analysis	where are the gaps and how can they be managed?		
6.50		Linkage to other Financial Documents	Direct references and key linkages to long term financial plan, budgets, reserves analysis, stormwater rates strategy etc.			x	Section 6- Financial Summary				
6.60		Supporting Documentation	Additional documentation supporting/explaining how the expenditure and revenue forecasts were developed.	X			Section 6- Financial Summary				
7.00	Plan improvement and Monitoring (State of Asset Management)	Monitoring and Review	Summarize the assessment of current and future AM Practices and provide details for monitoring the performance of the AM Plan and any improvements to AM systems that will improve the level of confidence in the AM Plan.				Section 7= Plan Improvements	AM Roadmap Progress Tracking- Review of Existing initiatives			
7.10		Performance Measures	Describe how the effectiveness of the AM Plan will be measured. Outline of performance measures for the AM system.				Section 7= Plan Improvements	AM System- Unit 5			





Section 5 - Asset Management Strategies

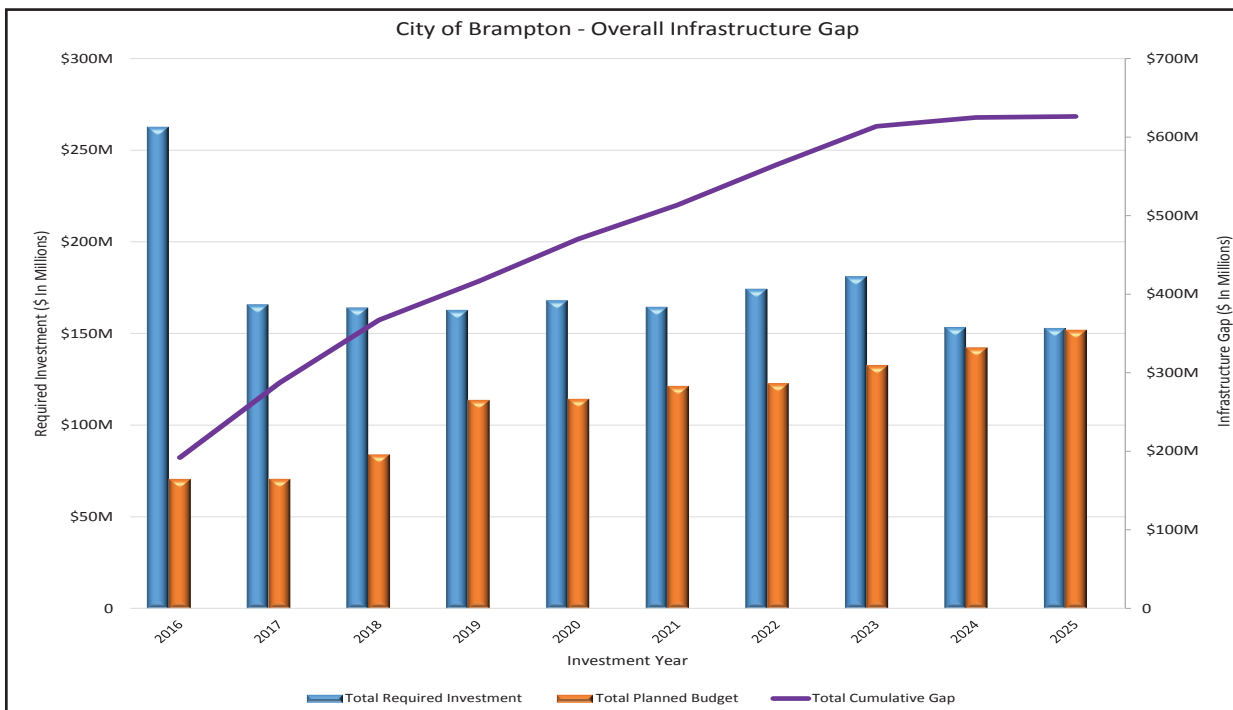


The City has adopted a Corporate Asset Management Roadmap with the ISO 55000 as the backbone to implement the Asset Management Strategies which will provide the following benefits:

- Assets are managed on principles of sustainability, continuous improvement and simplicity.
- Integration of corporate priorities is enabled
- Reliable data with the integrity to meet or surpass regulatory demands.
- Outcome of decisions on triple bottom line can be quantified (social, environmental, economic).
- Lifecycle cost is minimized and business planning processes are linked to Capital budget needs.
- Return on corporate investment is maximized.

Section 6 - Financing Strategy

The City of Brampton has a current infrastructure gap of approximately \$200 million in 2016. At existing funding levels this gap will continue to grow to a projected gap of \$650 Million over the next 10 years. The City must continue to make investments in our infrastructure while accelerating the CAM Roadmap to ensure optimized evidence based decision making.



The City will apply the findings in the Asset Management Program towards future budgets to prioritize investments, targeting service areas with asset bases that contribute significantly to the infrastructure gap or service levels.

In developing a long-term funding strategy that identifies options for addressing the infrastructure gap, the following funding tools are considered:

- Continued investment of minimum 2% infrastructure levy
- Federal /Provincial funding
- Stormwater rate supported funding
- User fees supported funding
- Development supported funding
- Debt Financing
- Alternative Service Delivery

Section 7 - Corporate Asset Management Roadmap

The CAM Roadmap includes a detailed list of improvement initiatives in order to ensure that the City's Asset Management Plan is relevant and useful.

- Formally adopt levels of service, and develop a corporate Levels of Service framework.
- Cover the other services not currently covered in this first version of the Plan and expand the major service areas assets in greater depth.
- Development of Service Area Departmental Asset Management Plans.
- Periodic Review of the State of Asset Management for CAM Program Performance Tracking.
- Implementation of evidence-based investment planning process through business case evaluations, long term financial planning and budgeting processes.
- Integration and data quality governance of asset management information.

Corporate Asset Management Plan

December 2016





Corporate Asset Management

What is Asset Management?

Coordinated activity of an organization to realize value from its assets
Source: ISO 55000

Section 2 - Introductions

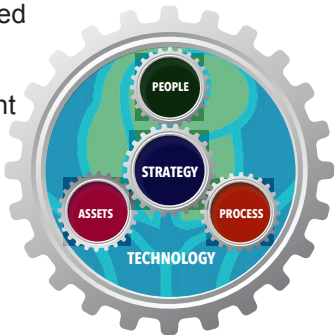
The City of Brampton's 1st Corporate Asset Management Plan (CAMPlan) aligns with the International Infrastructure Management Manual's (IIMM) Asset Management Plan framework and it exceeds the Ministry of Infrastructure's "Building Together - Guide for Municipal Asset Management Plans".

- This Plan:
- Demonstrates that due regard is being given to the long-term stewardship and sustainability of the asset base.
 - Provides commitment that assets will be maintained in compliance with regulations.
 - Demonstrates that Levels of Service are being met in an effective and efficient manner, while balancing risks.
 - Identifies asset management strategies and systems that inform the evidence-based decision making process.
 - Communicates and justifies funding requirements.

CAM Policy

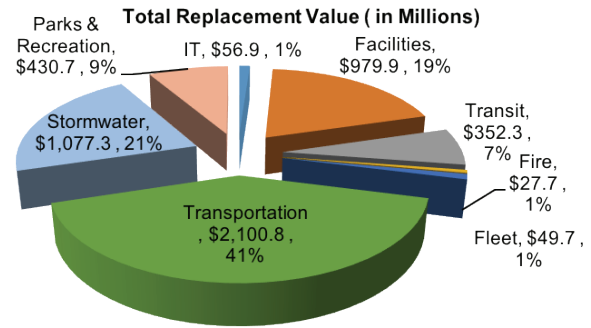
The following principles will form the foundation of the Corporate Asset Management Program.

- Customer Focused
- Defendable decision making
- Risk Management
- Regulatory Driven
- Innovation
- Sustainable
- System-based
- Whole-lifecycle Perspective



Section 3 - State of Local Infrastructure: What do we own?

The assets covered by the CAMPlan are valued at a total replacement cost of \$5.1 billion (Net Present Value 2016) excluding Land.



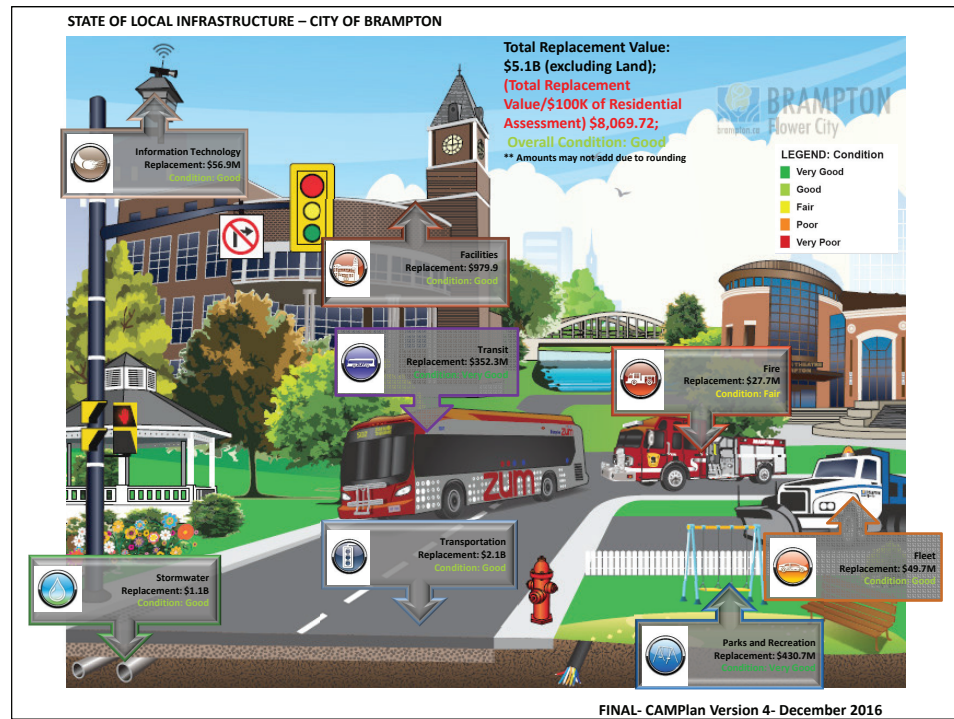
Contact Us

Vanessa Chau
Manager, Corporate Asset Management
Ph: 905-874-3658
Email: vanessa.chau@brampton.ca

What is the Current State of Our Assets?

75% of the City's infrastructure is in **Good or Very Good** condition while roughly less than 9% of total infrastructure is in **Very Poor or Poor** condition.

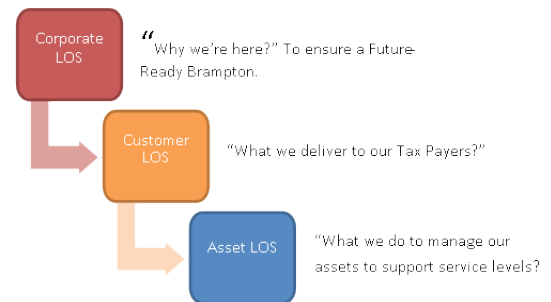
Overall, the City's Condition Trend in the next 10 years is **Declining**.



Section 4 - Desired Levels of Service

Assets exist for the purpose of supporting the delivery of City services to its customers. Levels of service is defined by the IIMM as **"defined service quality for a particular activity or service area against which service performance may be measured"**. Service Levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

Ultimately, desired levels of service determine resources as well as funding strategies and can be measured by the following Levels of Service framework.



- 201 – Tangible Capital Asset Schedule 51A
- 202 – Replacement Value for Asset Inventory
- 203 – Corporate Asset Hierarchy
- 204 – Consolidated Asset Hierarchy
- 205 – Federal Gas Tax – Municipal Expenditure Report
- 206 – Federal Gas Tax – Summary of Claims Submitted to AMO
- 207 – 2015 Financial Information Return
- 208 – Link to Other Documents Table
- 209 – Final CAMPlan Steering Team Meeting
- 210 – Gas Tax – Signed Agreement
- 211 – Comparison of first CAMPlan Service Areas in Accordance with FIRs
- 212 – Schedule of Improvement Initiatives
- 213 – Asset Management Governance Structure
- 214 – Corporate Asset Management Policy
- 215 – Asset Classification and Contact Information
- 216 – Tangible Capital Assets July 2016
- 217 – Future Ready Brampton
- 218 – Service Area DAMP Development Schedule
- 219 – Service Area Asset Maps
- 220 – City Facilities



Appendix 200 CAM Program

2015-V01

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

201-1 Schedule 51

SCHEDULE OF TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2015

ANALYSIS BY FUNCTIONAL CLASSIFICATION

		COST					AMORTIZATION				
	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	2015 Closing Net Book Value
	1	2	3	4	5	6	7	8	9	10	11
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
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	0	0	0	0
0421	Court Security	0	0	0	0	0	0	0	0	0	0
0422	Prisoner Transportation	0	0	0	0	0	0	0	0	0	0
0430	Conservation authority	0	0	0	0	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	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 - 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	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	0	0	0	0
0613	Roads - Bridges and Culverts	60,905,670	97,106,423	6,977,846	0	104,084,269	36,200,753	2,387,074	0	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	0	0	3,389,921	1,599,905	58,890	0	1,658,795	1,731,126
0622	Winter Control - Sidewalks, Parking Lots Only	0	0	0	0	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	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	0	0	0	0
0698	Other - Rail Spur	45,170	295,657	137,246	0	432,903	250,487	16,336	0	266,823	166,080
0699	Subtotal	1,614,142,026	2,332,906,080	135,686,392	19,696,434	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	0	0	0	0
0812	Wastewater treatment & disposal	0	0	0	0	0	0	0	0	0	0
0821	Urban storm sewer system	280,288,553	425,892,678	35,927,941	0	461,820,619	145,604,125	8,960,118	0	154,564,243	307,256,376
0822	Rural storm sewer system	168,923,552	222,132,014	1,149,643	0	223,281,657	53,208,462	4,428,495	0	57,636,957	165,644,700
0831	Water treatment	0	0	0	0	0	0	0	0	0	0
0832	Water distribution/transmission	0	0	0	0	0	0	0	0	0	0
0840	Solid waste collection	0	0	0	0	0	0	0	0	0	0
0850	Solid waste disposal	0	0	0	0	0	0	0	0	0	0
0860	Waste diversion	0	0	0	0	0	0	0	0	0	0
0898	Other	0	0	0	0	0	0	0	0	0	0
0899	Subtotal	449,212,105	648,024,692	37,077,584	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	0	0	0	0
1020	Hospitals	0	0	0	0	0	0	0	0	0	0
1030	Ambulance services	0	0	0	0	0	0	0	0	0	0
1035	Ambulance dispatch	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0
1099	Subtotal	1,038,189	1,741,342	105,253	231,416	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	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	0	0	0	0
1298	Other	0	0	0	0	0	0	0	0	0	0
1299	Subtotal	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

2015-V01

FIR2015: Brampton C

201-2 Schedule 51

Asmt Code: 2110

SCHEDULE OF TANGIBLE CAPITAL ASSETS

MAH Code: 21101

for the year ended December 31, 2015

ANALYSIS BY FUNCTIONAL CLASSIFICATION

	ANALYSIS BY FUNCTIONAL CLASSIFICATION										
	2015 Opening Net Book Value	COST				AMORTIZATION				2015 Closing 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	11	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Social Housing											
1410	Public Housing	0	0	0	0	0	0	0	0	0	
1420	Non-Profit/Cooperative Housing	0	0	0	0	0	0	0	0	0	
1430	Rent Supplement Programs	0	0	0	0	0	0	0	0	0	
1497	Other	0	0	0	0	0	0	0	0	0	
1498	Other	0	0	0	0	0	0	0	0	0	
1499	Subtotal	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	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	0	0	0	0
1699	Subtotal	828,585,249	1,055,253,842	28,222,188	28,072,020	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	0	0	0	0
1840	Agriculture and reforestation	0	0	0	0	0	0	0	0	0	0
1850	Tile drainage/shoreline assistance	0	0	0	0	0	0	0	0	0	0
1898	Other	0	0	0	0	0	0	0	0	0	0
1899	Subtotal	9,771,912	30,757,163	1,648,419	12,830,226	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	0	0	0	0
1910	Total Tangible Capital Assets	3,307,644,694	4,582,398,913	215,076,000	81,130,159	4,716,344,754	1,274,754,219	119,938,617	80,868,773	1,313,824,063	3,402,520,691

Replacement Value for Asset Inventory

Service	Asset	Inventory	Unit	Total Replacement Value (\$000)	
Transportation	Roadway Network	2,700	Lane KM	\$1,180,000	
	Structures	Bridge	61	Each	\$265,391
		Pedestrian Bridge	112	Each	\$38,713
		Culvert	152	Each	\$235,808
		Gateway Features	164	Each	\$5,850
		Guiderail	402	Each	\$3,277
		Handrail	84	Each	\$582
		Noisewall	17	Each	\$8,785
		Fences	26,745	Meters	\$1,605
	Walkways and Path	Retaining Walls	89	Each	\$1,259
		Sidewalks	1,710,739	Meters	\$179,960
		Walkways	19,298	Meters	\$4,017
		Multi-Use Paths	104,184	Meters	\$16,844
Traffic Services	Street lighting	39,483	Each	\$137,688	
	Traffic Signals	12,871	Each	\$20,971	
TOTAL				\$2,100,750	
Service	Asset	Inventory	Unit	Total Replacement Value (\$000)	
Storm water	Stormwater Management Ponds	200	Each	\$250,000	
	Storm Sewer System	FDC-WTC	245,125	Meters Meters	\$54,058
		Bunker Gear	1,429,621		\$773,291
TOTAL				\$1,077,349	
Service	Asset	Inventory	Unit	Total Replacement Value (\$000)	
Facilities	Corporate	16	Each	\$207,700	
	Fire	17	Each	\$46,490	
	Library	3	Each	\$18,860	
	Parks and Recreation	89	Each	\$566,150	
	Transit	12	Each	\$101,590	
	Works	6	Each	\$39,120	
TOTAL				\$979,910	
Service	Asset	Inventory	Unit	Total Replacement Value (\$000)	
Transit	Licensed Vehicles	Heavy Duty Assets	408	Each	\$327,850
		Shelters – Conventional	662	Each	\$4,424
		Shelters – Züm	106	Each	\$19,780
		Shelters – Bike	23	Each	\$223
TOTAL				\$352,277	
<i>Note: Transit facilities are included in the Facilities service component of this CAMP.</i>					
Service	Asset	Inventory	Unit	Total Replacement Value (\$000)	
IT	End User IT	Monitors	2,700	Each	\$3,421
		Desktops	2,700	Each	\$675
	Infrastructure Assets	Storage and Backup	19	Each	\$2,130
		Wireless	625	Each	\$2,074
		Network Infrastructure	571	Each	\$4,382
		Cable Plants	253,704	Meters	\$9,746
		Communication System	3,806	Each	\$3,009
		Servers	76	Each	\$1,508
	Business Systems	Software	90	Each	\$30,000
TOTAL				\$56,945	

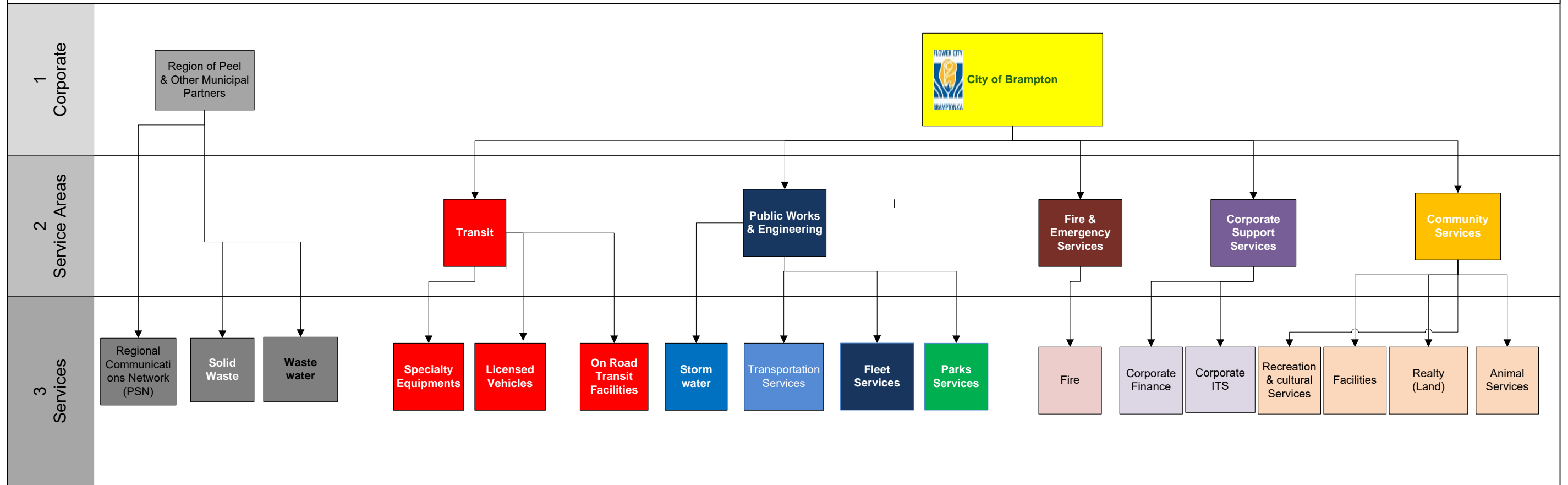
Service	Asset		Inventory	Unit	Total Replacement Value (\$000)
Fleet	Licensed Vehicles		542	Each	\$30,261
	Off Road Vehicles		179	Each	\$13,087
	Equipment		1,056	Each	\$6,337
TOTAL					\$49,685
Service	Asset		Inventory	Unit	Total Replacement Value (\$000)
Fire: Fleet	Licensed Vehicles		102	Each	\$25,495
	Fire Equipment	SCBA	130	Each	\$962
		Bunker Gear	899	Each	\$1,279
TOTAL					\$27,736
Service	Asset		Inventory	Unit	Total Replacement Value (\$000)
Parks	Open Space Assets		1,147	Ha.	\$19,604
	Parks Assets	Parkland	2,061	Ha.	\$287,257
		Playgrounds	453	Each	\$46,849
		Sports and Facilities	366	Each	\$53,737
TOTAL					\$407,447
<i>Note: Park facilities are included in the Facilities service component of this CAMP.</i>					
Service	Asset		Inventory	Unit	Total Replacement Value (\$000)
Recreation	Recreation Equipment		2,390	Each	\$13,111
	Furniture and Equipment		303	Each	\$10,151
TOTAL					\$23,262
<i>Note: Recreation facilities are included in the Facilities service component of this CAMP.</i>					
TOTAL REPLACEMENT VALUE					\$5,075,361

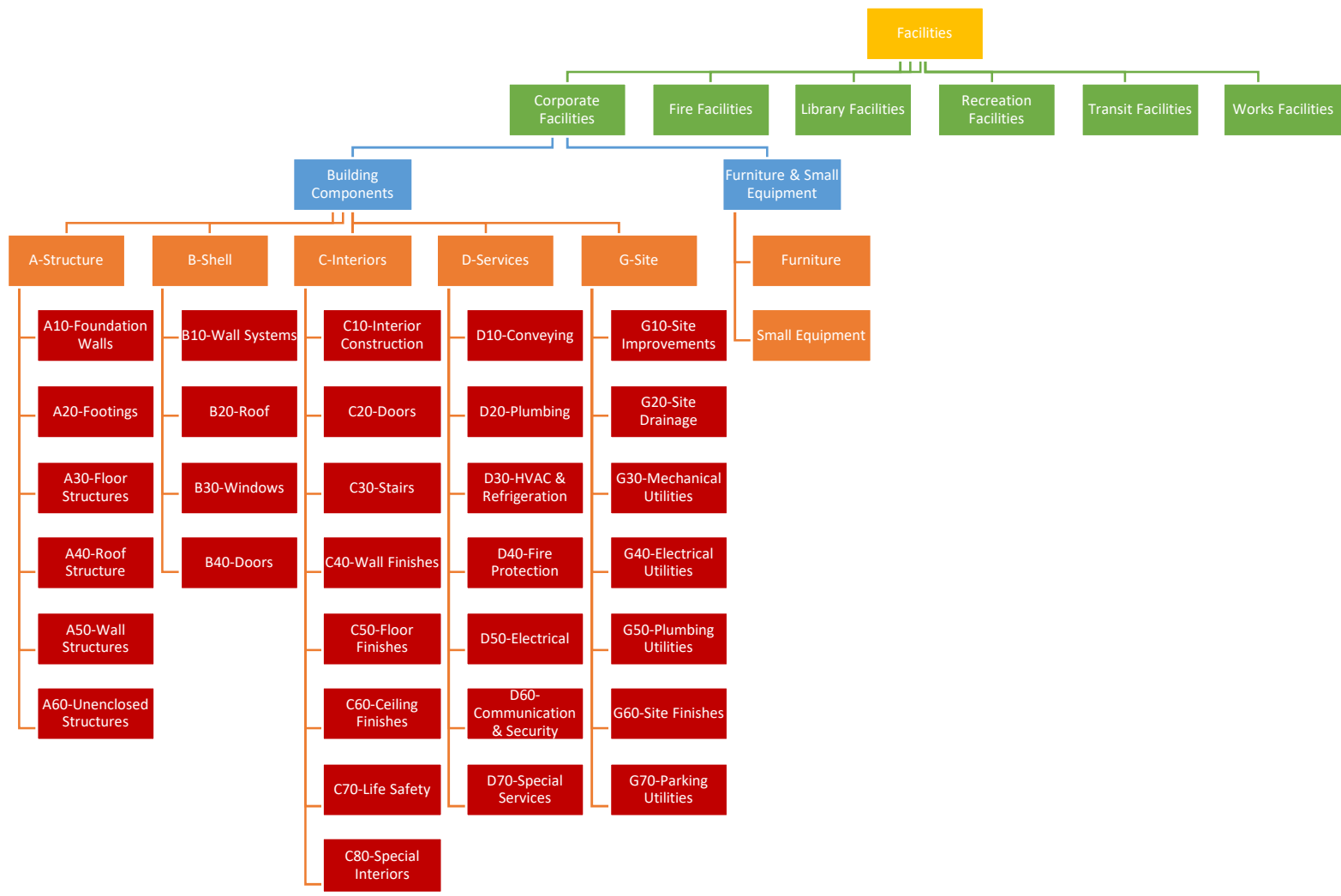


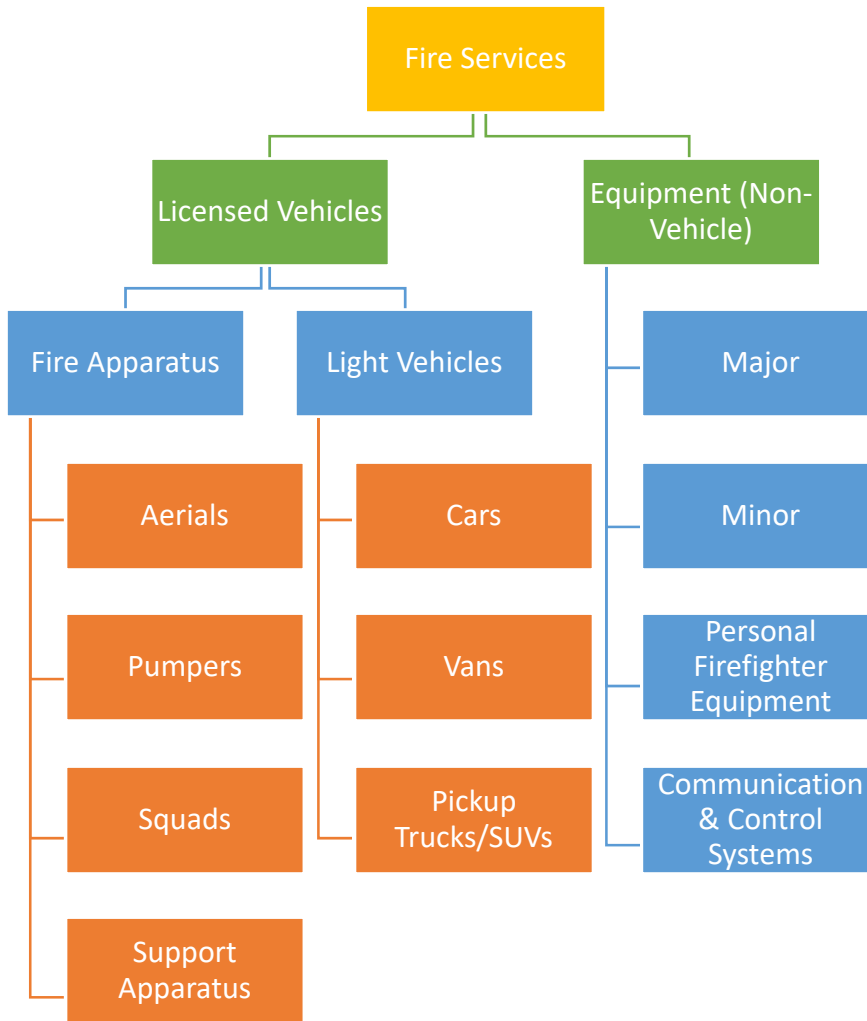
City of Brampton- Corporate Asset Hierarchy Standard – Main Index

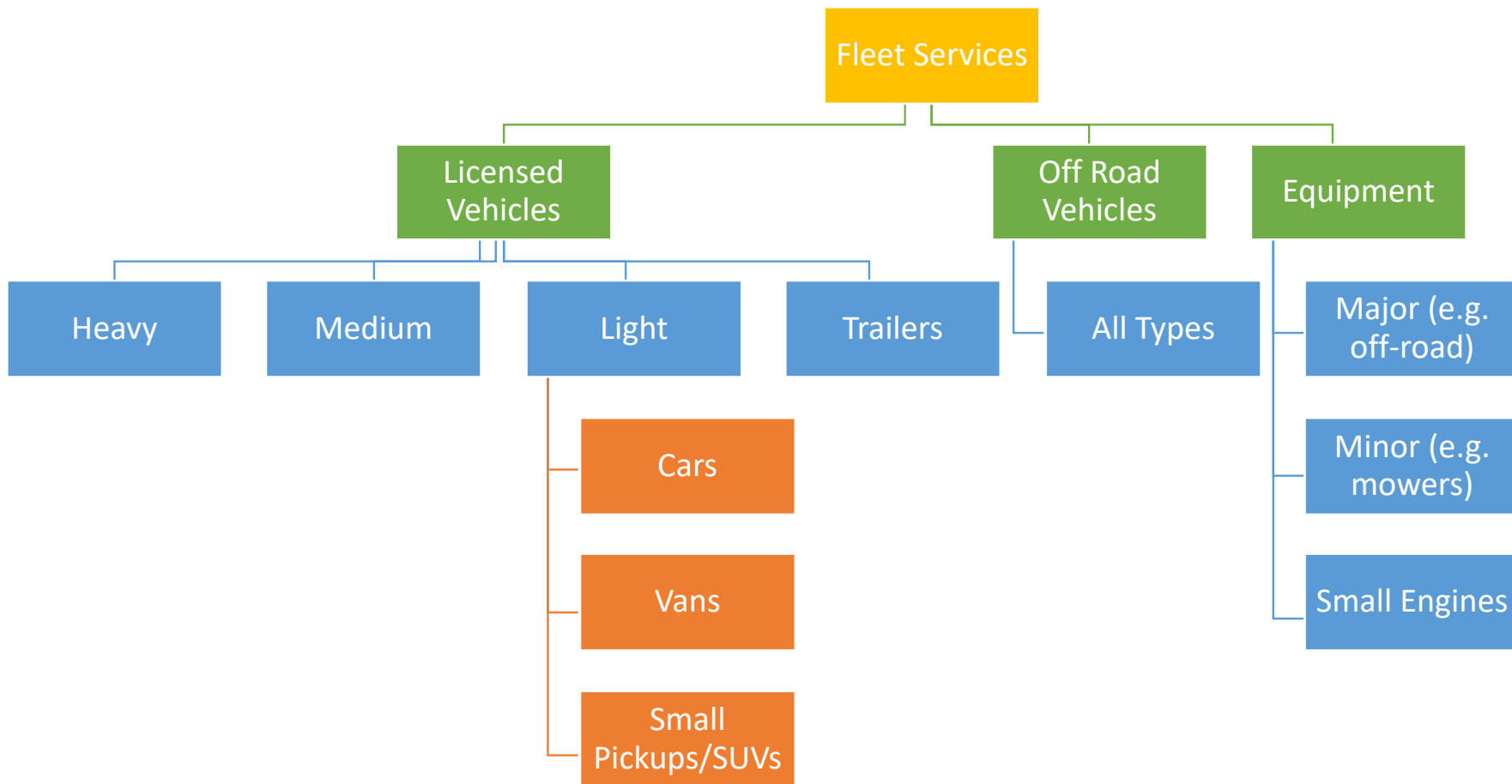
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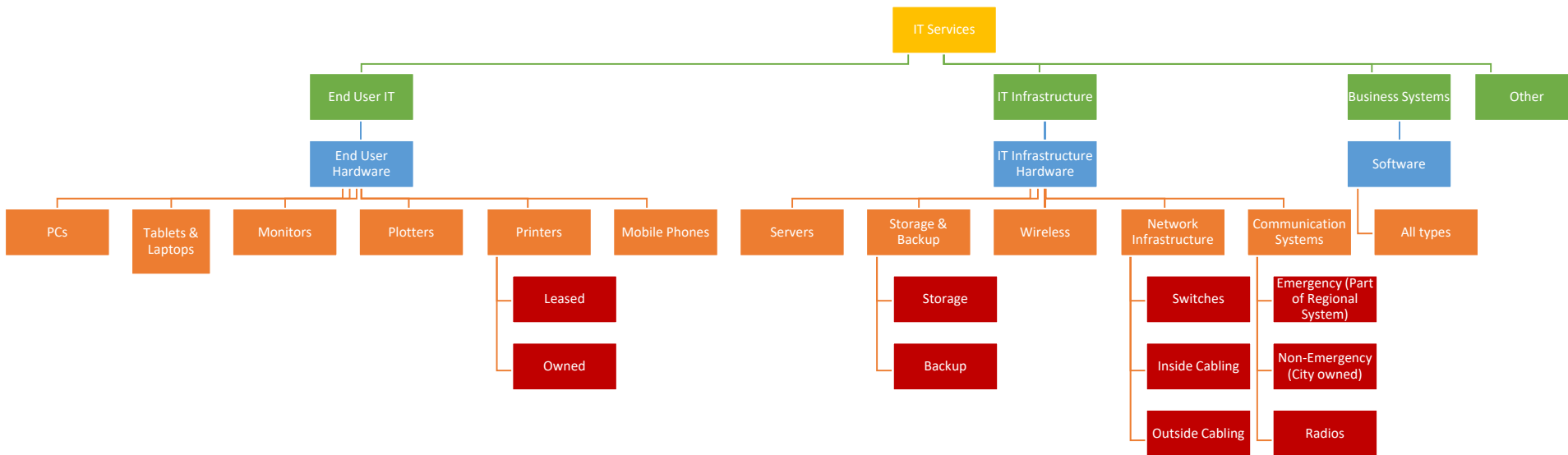
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To Level 3

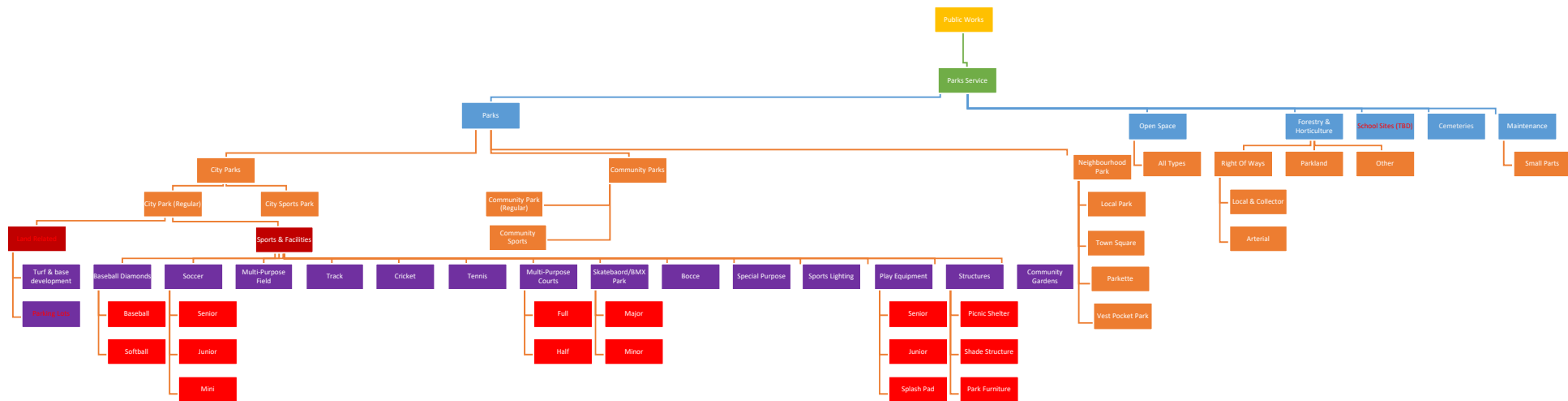


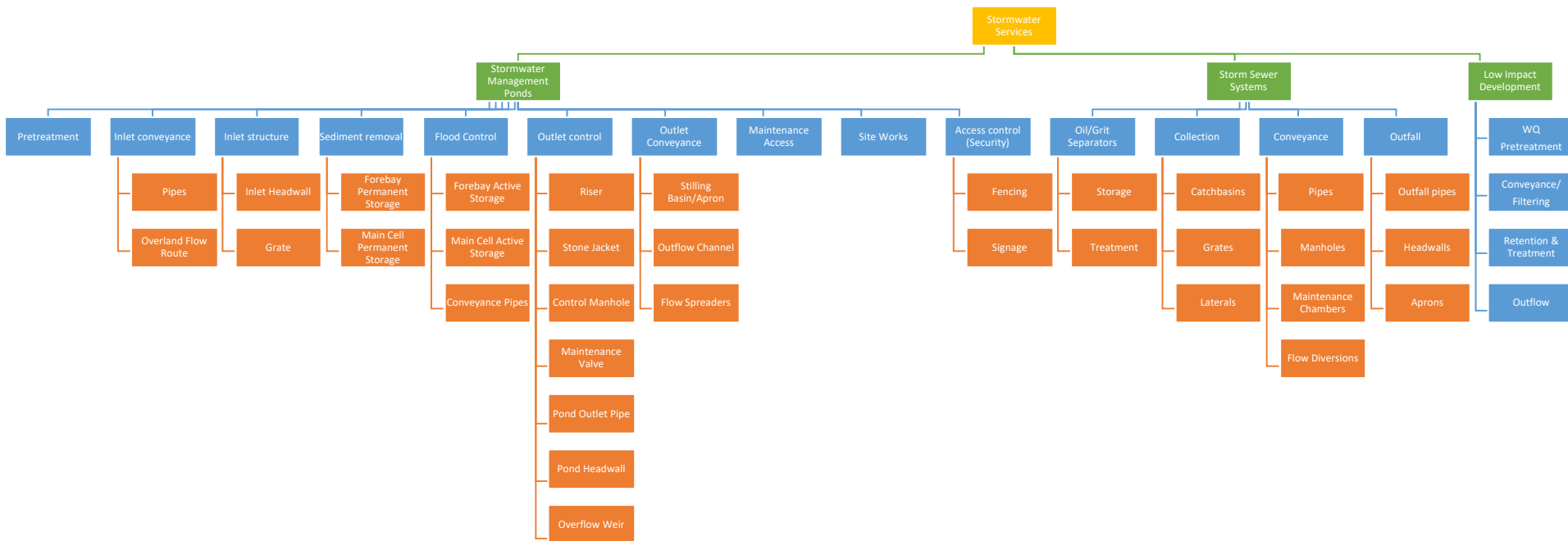


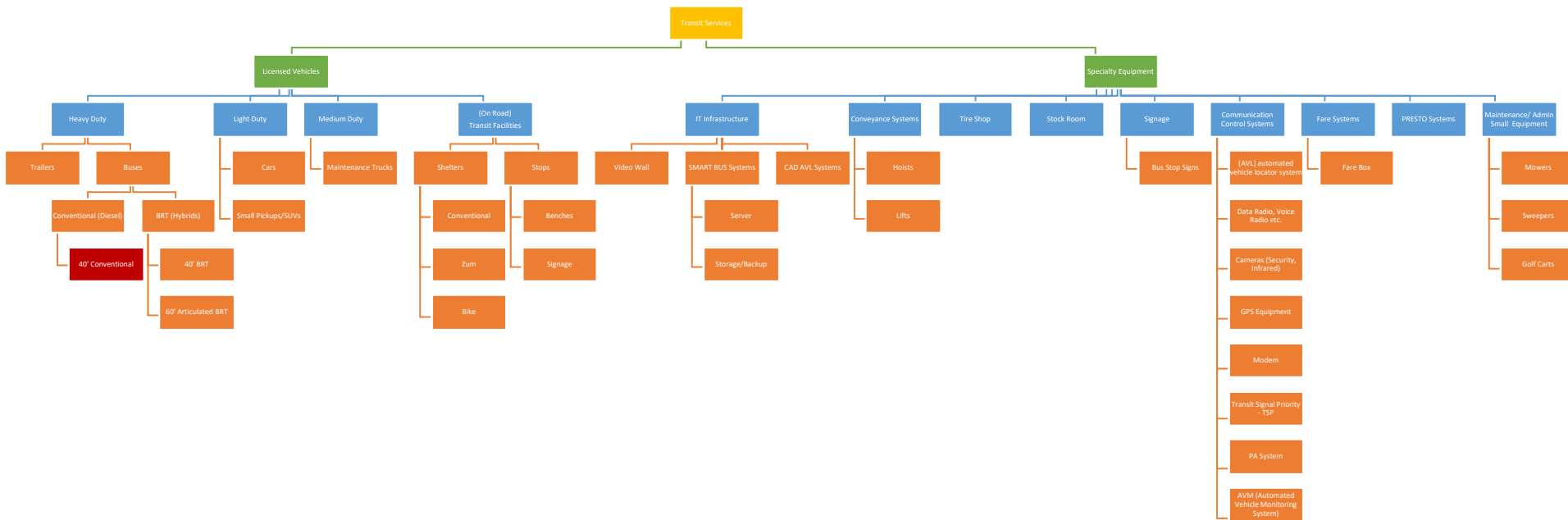


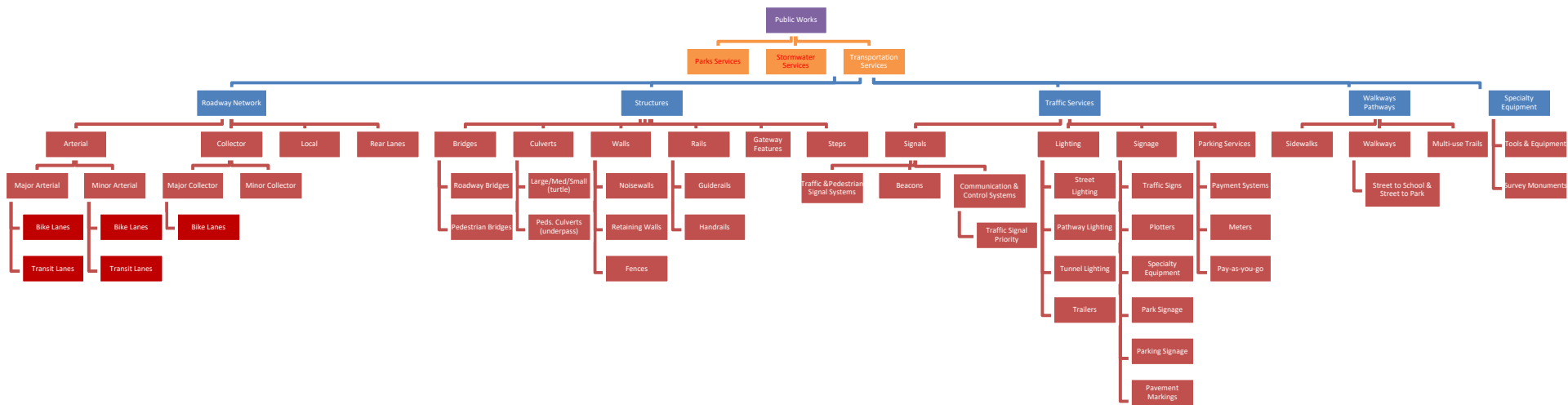


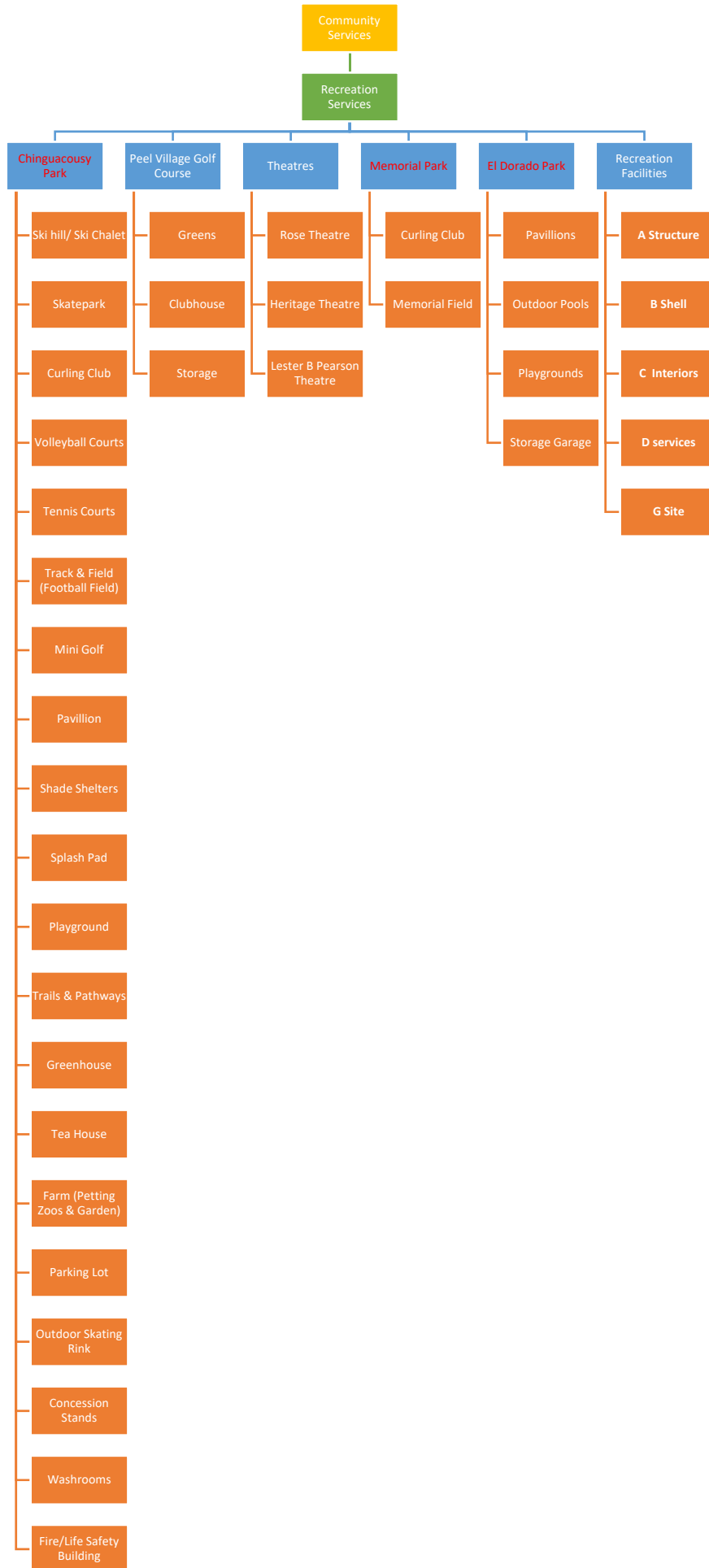












The Corporation of the City of Brampton
 Federal Gas Tax Fund
 Municipal Annual Expenditure Report

	Reported to AMO		As at June 30, 2016	Cumulative
	2015	Cumulative		
Opening Balance	45,802,873.50			
Received from Canada	15,170,059.79	110,394,412.01	7,964,281.39	118,358,693.40
Received from Eligible Recipient		80,759,895.23		
Interest Earned		5,125,775.36		
Expenditures on Eligible Projects				
Capacity Building	94,545.30	3,582,379.25	12,910.07	3,595,289.32
Community Energy Systems	2,191,951.94	7,632,955.05	798,098.16	8,431,053.21
Local Roads and Bridges	15,867,251.66	71,755,265.18	2,128,496.57	73,883,761.75
Public Transit	7,981,624.45	74,938,023.33	6,010,418.61	80,948,441.94
Recreation	1,836,855.71	1,836,855.71	136,498.74	1,973,354.45
Wastewater	3,237,016.27	6,770,916.12	60,855.65	6,831,771.77
	31,209,245.33	166,516,394.64	9,147,277.80	175,663,672.44
Closing Balance	29,763,687.96			

SUMMARY OF CLAIMS SUBMITTED TO AMO

Project	Project Description	Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total Amount
Completed Projects:														
063900	Acceleride - Bovaird	Improvements-Bovaird				930,494.73								930,494.73
074690	Bus Purchases	Public Transit			1,920,000.00									1,920,000.00
074740	Spider Phase 3	Public Transit		73,176.00										73,176.00
074770	Bus Shelters / Pads / Stops	Public Transit		270,000.00										270,000.00
064690	Bus Purchase	Public Transit	3,300,000.00											3,300,000.00
074680	Bus Refurbishments	Public Transit				201,072.19								201,072.19
064800	Acceleride - BRT	Public Transit	25,760.61	63,051.57	32,561.77	21,585.26		2,658.63	-					145,617.84
114230	Bridge Repairs	Local Roads and Bridges						22,644.91	302,503.64	18,811.49				343,960.04
064670	Fare Collection Equipment	Public Transit	40,048.14		1,911,711.03	422,949.93	969,521.34	2,707,329.43	22,808.13					6,074,368.00
117865	Natural Heritage Inventory	Capacity Building						40,000.00						40,000.00
117853	3D Model - Queen Street	Capacity Building						-	37,814.64	59,938.65	2,177.27			99,930.56
124690-134690	Bus Purchases	Public Transit							3,280,000.00	1,396.11	5,678,603.89			8,960,000.00
Total - Completed			3,365,808.75	406,227.57	3,864,272.80	1,576,102.11	969,521.34	2,772,632.97	3,643,126.41	80,146.25	5,680,781.16	-	-	22,358,619.36

SUMMARY OF CLAIMS SUBMITTED TO AMO

Project	Project Description	Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total Amount
Active Projects:														
034860	Bus Storage & Repair Facility	Public Transit		17,897,454.75	5,289,974.37	11,078,132.96	65,870.71	250,693.82	527,096.55	70,058.98	13,065.85	37,854.69		35,230,202.68
064610	Smart Bus	Public Transit	60,766.00	87,005.15	40,794.70	1,967,477.33	1,363,588.67	482,181.18	135,984.44	52,991.52	778,132.05	314.21		4,969,235.25
6 -Road Resurface 2011	Various Road project	Local Roads and Bridges						11,480,914.62	1,222,812.38	10,000.00	-			12,713,727.00
111520-121520-131520	Energy Programs	Community Energy Systems						7,285.66	207,677.61	90,340.84	39,217.74	582,874.24	530,678.69	1,458,074.78
071433	PSAB - Maintenance Mgmt. Systems	Capacity Building						565,368.88	167,051.93	17,579.19				750,000.00
081450	Transit Business Systems Automation	Public Transit						347,811.98	245,541.32	90,263.59		82,191.71	8,874.42	774,683.02
111423	PSN (Public Sector Network) Development	Capacity Building						237,603.54	163,129.31	496,369.30	56,999.72	34,518.53	11,379.60	1,000,000.00
061440	Development Tracking	Capacity Building						283,264.25	35,744.29	20,991.46				340,000.00
115510	Asset Replacement - Energy Systems	Community Energy Systems						410,525.33	1,186,695.23	380,805.99	104,198.78	70,474.08	203,636.63	2,356,336.04
114940-124940-134940	Storm Water Management - Restoration	Wastewater						866,334.61	456,711.95	1,201,859.42	1,008,993.87	3,237,016.27	60,855.65	6,831,771.77
112950-122950-132950	Replacement Equipment	Local Roads and Bridges						494,126.00	3,349,643.36	987,230.53	4,554,167.41			9,385,167.30
114530-124530-134530	Streetlighting	Community Energy Systems						472,648.15	225,712.69	1,263,097.28	217,265.52	1,406,152.44	61,906.28	3,646,782.36
112770	Traffic Signal Modernization Program	Community Energy Systems						241,191.54	407.04	60,043.41	171,939.06	132,451.18	1,876.56	607,908.79
117822	Mobility Hub Study / Guidelines	Capacity Building						553.57	59,453.19	15,431.08	16,856.57			92,294.41
117480	Environmental Master Plan Study	Capacity Building						-	33,263.26	28,396.24	43,725.23	19,615.27		125,000.00
117835	Townhouses-Design Guidelines	Capacity Building						-	24,746.25	5,238.24	19,615.18			49,599.67
117836	Midrise-Design Guidelines	Capacity Building						-	33,941.10	7,048.32	5,374.57	2,889.99		49,253.98
117837	3D Model-Main St Transit Corridor	Capacity Building						-	234.05		88,971.62	27,696.07		116,901.74
114950	Storm Water Management Study	Capacity Building							16,666.95	22,899.89	34,924.55	7,865.90		82,357.29
6 -Road Resurface 2012	Various Road project - 2012	Local Roads and Bridges							9,496,632.43	1,095,117.88	2,180,249.69			12,772,000.00
123610-002	Project Design	Local Roads and Bridges							20,774.11	237,989.86	29,336.12	6,372.13	5,527.78	300,000.00
084730	Customer Information Kiosk	Public Transit							916.18	17,744.94	43,750.81			62,411.93
114700	Vehicle Maint. System Pilot	Public Transit							489.47	129,061.79	67,842.27		8,065.04	205,458.57
6 -Road Resurface 2013	Various Road projects	Local Roads and Bridges								8,543,925.79	2,630,074.21			11,174,000.00
104701	Hurontario/Main St. MP	Capacity Building								425,000.00				425,000.00
112750	LED Retrofit Program	Community Energy Systems								255,887.08	106,064.16			361,951.24
117360	Transportation Transit Mater Plan (TTMP)	Capacity Building								40,000.00				40,000.00
117370	TTMP Implementation	Capacity Building								26,359.22	13,640.78			40,000.00
117815	Sustainable Design Guidelines	Capacity Building								34,721.09	60,032.91			94,754.00
117852	Queen St. W DPS Implementation	Capacity Building								27,365.93	14,461.87	1,959.54	1,530.47	45,317.81
134040	Easement Locations for Infrastructure	Capacity Building								524.00	204,355.86			204,879.86
134680	Bus Refurbishments	Public Transit								131,856.83	1,019,817.48	119,234.34		1,270,908.65
134770	Bus Shelters / Pads / Stops	Public Transit								104,000.00				104,000.00
084760	Transit Signal Priority	Public Transit									1,130,420.82	26,169.84	129,320.92	1,285,911.58
094890	Transit Facility Roof Repair	Public Transit									200,000.00			200,000.00
104835	Replacement of Underground Fuel Tanks	Public Transit									390,000.00			390,000.00
124230	Bridge Repairs	Local Roads and Bridges									4,579.21	507,116.94	45,925.39	557,621.54
134230	Bridge Repairs	Local Roads and Bridges									14.77	1,461,884.32		1,461,899.09
143411	Creditview Rd: Sandalwood - Mayfield	Local Roads and Bridges									156,582.78	385,417.22		542,000.00
143820	Road Resurfacing	Local Roads and Bridges									9,000,000.00			9,000,000.00
144230	Bridge Repairs	Local Roads and Bridges									49,897.10	1,341,350.51	419,490.42	1,810,738.03
144680	Bus Refurbishments	Public Transit									802,143.88	786,506.22	214,937.02	1,803,587.12
144770	Bus Shelters / Pads / Stops	Public Transit									104,000.00			104,000.00
144850	Existing Facility Refurbishment	Public Transit									94,739.73	4,736.94		99,476.67
143950	Wanless Dr: Creditview-Mississauga	Local Roads and Bridges										406,000.00		406,000.00
144690-154690-002	Bus Purchases	Public Transit										6,394,000.00	4,992,736.17	11,386,736.17
151650-005-161650-006	Facility Repair - 185 Clark	Public Transit										1,045.08	2,381.19	3,426.27
151650-024	Facility Repair - Cassie Campbell RC	Recreational Infrastructure											2,155.38	2,155.38
151650-028	Facility Repair - Century Gardens RC	Recreational Infrastructure										941.28	5,072.74	6,014.02

SUMMARY OF CLAIMS SUBMITTED TO AMO

Project	Project Description	Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total Amount
151650-029	Facility Repair - Chinguacousy Park	Recreational Infrastructure										10,782.29		10,782.29
152742	Video Detection Replacement	Local Roads and Bridges										600,000.00		600,000.00
153820-001	Road Resurfacing Program	Local Roads and Bridges										10,153,265.21	254,645.73	10,407,910.94
154230	Bridge Repairs	Local Roads and Bridges										516,346.99	14,790.84	531,137.83
154680	Bus Refurbishments	Public Transit										499,962.15		499,962.15
154850	Existing Facility Refurbishment	Public Transit										29,609.27	496,670.93	526,280.20
154954-001	OAR - Playstructure Replacement	Recreational Infrastructure										935,502.97		935,502.97
154954-002	OAR - Playground Surfacing Replacement	Recreational Infrastructure										43,842.41		43,842.41
154954-003	OAR - Recreational Trail-Walkway Replacement	Recreational Infrastructure										489,483.57		489,483.57
154954-005	OAR - Shade Shelters	Recreational Infrastructure										845,786.76	4,354.17	850,140.93
161650-066	Brampton Soccer Centre	Recreational Infrastructure											7,326.73	7,326.73
161650-084	Chinguacousy Park	Recreational Infrastructure											108,782.38	108,782.38
161650-120	Earnscliffe RC	Recreational Infrastructure											1,506.05	1,506.05
161650-202	Memorial Arena	Recreational Infrastructure											5,291.53	5,291.53
163820	Road Resurfacing Program	Local Roads and Bridges											1,204,116.41	1,204,116.41
164680-001	Bus Refurbishments	Public Transit											110,509.57	110,509.57
164954-001	OAR - Playstructure Replacement	Recreational Infrastructure											1,077.23	1,077.23
164954-002	OAR - Recreational Trail-Walkway Replacement	Recreational Infrastructure											932.53	932.53
044580	Torbram Rd/CNR Grade Separation	Local Roads and Bridges											184,000.00	184,000.00
154714	Transit IT Initiatives	Public Transit											46,923.35	46,923.35
Total - Active			60,766.00	17,984,459.90	5,330,769.07	13,045,610.29	1,429,459.38	16,140,503.13	17,611,325.09	15,890,199.69	25,455,452.17	31,209,230.56	9,147,277.80	153,305,053.08
Total - All Projects			3,426,574.75	18,390,687.47	9,195,041.87	14,621,712.40	2,398,980.72	18,913,136.10	21,254,451.50	15,970,345.94	31,136,233.33	31,209,230.56	9,147,277.80	175,663,672.44

2015 CITY OF BRAMPTON 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	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

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

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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"/>						

2015-V01

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Schedule 22

MUNICIPAL and SCHOOL BOARD TAXATION

for the year ended December 31, 2015

		Municipal Taxes		Education Taxes	TOTAL
		LT / ST	UT	14	15
		12	13		
		\$	\$	\$	\$
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

FIR2015: Brampton C

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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

FIR2015: Brampton C
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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 Construction	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 Construction	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 Construction	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										Part 3 contains Distribution of PILS by School Boards				
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 Construction	0	0	0	0	0	0	0	0						
1340 Shopping Centre	0	0	0	0	0	0	0	0						
1345 Shopping Centre New Construction	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 Construction	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						

FIR2015: Brampton C

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	

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	-43,350	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

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	
5896	Other	
5897	Other	
5898	Other	
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

	2015 Opening Net Book Value	COST				AMORTIZATION				2015 Closing 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	11
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
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
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	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	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	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
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

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

2015-V01

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

FIR2015: Brampton C

Schedule 60

Asmt Code: 2110

CONTINUITY OF RESERVES AND RESERVE FUNDS

MAH Code: 21101

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

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

RESIDENTIAL CHARGES (\$)										NON - RESIDENTIAL CHARGES (\$)							
Service	Single Detached	Semi-Detached	Other Multiples	Apartments		Other	Other	Other	Other	Other	NON Res.	Industrial	Commercial	Institutional	Other	Other	Other
				<= 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)			
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Municipal Wide Charges										<i>If Other, Please Specify ></i>							
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	0.00

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

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

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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	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			

2015-V01

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

		1
All outstanding debt issued by the municipality, predecessor municipalities and consolidated entities		\$
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

Schedule 74

Asmt Code: 2110

LONG TERM LIABILITIES AND COMMITMENTS

MAH Code: 21101

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

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 4 Y or N	Is Value in Column 2 Estimated? 1 Y or N	Value 2 \$	Number of Years Payable Over 3 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 1 \$	Interest 2 \$	Total 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 1 \$	Interest 2 \$

FIR2015: Brampton C

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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.

FIR2015: Brampton C

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					
		1	2	3	4	5	Total
		\$	\$	\$	\$	\$	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

FIR2015: Brampton C

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

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Asmt Code: 2110

MAH Code: 21101

Schedule 80 STATISTICAL INFORMATION

for the year ended December 31, 2015

		Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
1. Municipal workforce profile				
Employees of the Municipality				
0205	Administration	255.00		
0210	Fire	462.00	0.00	4.00
0211	Uniform	462.00		
0212	Civilian			4.00
0215	Police	0.00	0.00	0.00
0216	Uniform			
0217	Civilian			
0260	Court Security	0.00	0.00	0.00
0261	Uniform			
0262	Civilian			
0263	Prisoner Transportation	0.00	0.00	0.00
0264	Uniform			
0265	Civilian			
0220	Transit	921.00	73.00	69.00
0225	Public Works	254.00	10.00	30.00
0227	Ambulance	0.00	0.00	0.00
0228	Uniform			
0229	Civilian			
0230	Health Services			
0235	Homes for the Aged			
0240	Other Social Services			
0245	Parks and Recreation	408.00	1,699.00	35.00
0250	Libraries			
0255	Planning	205.00	1.00	16.00
0290	Other	411.00	281.00	62.00
0298	Subtotal	2,916.00	2,064.00	216.00
0300	Proportion of Munic. Empl. covered by 'Collective Agreements' (%)			
Employees of Joint Local Boards				
0305	Administration			
0310	Fire	0.00	0.00	0.00
0311	Uniform			
0312	Civilian			
0315	Police	0.00	0.00	0.00
0316	Uniform			
0317	Civilian			
0360	Court Security	0.00	0.00	0.00
0361	Uniform			
0362	Civilian			
0363	Prisoner Transportation	0.00	0.00	0.00
0364	Uniform			
0365	Civilian			
0320	Transit			
0325	Public Works			
0327	Ambulance	0.00	0.00	0.00
0328	Uniform			
0329	Civilian			
0330	Health Services			
0335	Homes for the Aged			
0340	Other Social Services			
0345	Parks and Recreation			
0350	Libraries	74.00	98.00	2.00
0355	Planning			
0390	Other	1.00		
0398	Subtotal	75.00	98.00	2.00
0399	TOTAL	2,991.00	2,162.00	218.00

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Asmt Code: 2110

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
\$

FIR2015: Brampton C

Asmt Code: 2110

MAH Code: 21101

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					

FIR2015: Brampton C

Schedule 80

Asmt Code: 2110

STATISTICAL INFORMATION

MAH Code: 21101

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	3 LIST	2	4 %	5 \$	6 \$
	Name of Board or Entity	Board Description	Board Code	Proportion of Total Munic. Contributions Consolidated	Municipality's Share of Total Contributions	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						
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0841						
0842						
0843						
0844						
0845						
0846						
0847						
0848						
0849						

FIR2015: Brampton C

Schedule 80

Asmt Code: 2110

STATISTICAL INFORMATION

MAH Code: 21101

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

1352 Number of residential units in new semi-detached houses

1354 Number of residential units in new row houses

1356 Number of residential units in new apartments/condo apartments

1358 **Subtotal**

Residential Units within Settlement Areas 1 #	Total Residential Units 2 #
3,031	3,031
660	660
1,400	1,400
358	358
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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Asmt Code: 2110

MAH Code: 21101

Schedule 80

STATISTICAL INFORMATION

for the year ended December 31, 2015

11. Transportation Services

1710 Roads : Total Paved Lane Km

1
#
3,107

1720 Condition of Roads : Number of paved lane kilometres where the condition is rated as good to very good.

2,680

1722 Has the entire municipal road system been rated?

1725 Indicate the rating system used and the year the rating was conducted.

Column 1	Column 2	Column 3	Description 4
#	#	#	LIST
			Y
			SDI system. 2014 entire network.

1730 Roads : Total UnPaved Lane Km

0

1740 Winter Control : Total Lane Km maintained in winter

3,798

1750 Transit : Total Number of Regular Service Passenger Trips on Conventional Transit in Service Area.

21,178,343

1755 Transit : Population of Service Area.

573,300

1760 Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts

77,603

Rating Of Bridges And Culverts

1765 Bridges

1766 Culverts

1767 **Subtotal**

Number of structures where the condition of primary components is rated as good to very good, requiring only repair	Total Number
1	2
#	#
171	184
123	143
294	327

1768 Have all bridges and culverts in the municipal system been rated?

1769 Indicate the rating system used and the year the rating was conducted.

Column 1	Column 2	Column 3	Description 4
#	#	#	LIST
			Y
			BCI system. Half surveyed in 2014 and half in 2015.

12. Environmental Services

1810 Wastewater Main Backups : Total number of backed up wastewater mains

1
#

1815 Wastewater Collection/Conveyance : Total KM of Wastewater Mains.

1820 Wastewater Treatment and Disposal : Total Megalitres of Wastewater Treated.

1825 Wastewater Bypasses Treatment : Estimated megalitres of untreated wastewater.

1835 Urban Storm Water Management : Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins)

1,644

1840 Rural Storm Water Management : Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins).

187

1845 Water Treatment : Total Megalitres of Drinking Water Treated.

1850 Water Main Breaks : Number of water main breaks in a year.

1855 Water Distribution/Transmission : Total kilometres of Water Distribution / Transmission Pipe.

1860 Solid Waste Collection : Total tonnes collected from all property classes.

1865 Solid Waste Disposal : Total tonnes disposed off from all property classes.

1870 Waste Diversion : Total tonnes diverted from all property classes.

13. Recreation Services

1910 Trails : Total kilometres of trails (owned by municipality and third parties).

1
#

1920 Indoor recreation facility space : Square metres of indoor recreation facilities (municipally owned).

342

1930 Outdoor recreation facility space : Square metres of outdoor recreation facility space (municipally owned).

139,714
158,431

14. Other Revenue (Used for the calculation of Operating Cost)

2310 Fire Services: Other revenue.

2320 Paved Roads : Other revenue.

2330 Solid Waste Disposal : Other revenue.

2340 Waste Diversion : Other Revenue.

1
\$

2370 Assessment on Exempt Properties (Enter data from returned roll)

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2015-V01

FIR2015: Brampton C

Schedule 81

Asmt Code: 2110

ANNUAL DEBT REPAYMENT LIMIT

MAH Code: 21101

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

FIR2015: Brampton C

Schedule 83

Asmt Code: 2110

NOTES

MAH Code: 21101

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 :**

SERVICE AREA	SERVICES	OTHER ONGOING AND CURRENT RELATED INITIATIVES	STATUS	FREQUENCY OF UPDATES
Facilities	Corporate Facilities	Facilities Departmental AMP	Ongoing Target End of 2016	Every 3-5 Years
	Fire Facilities	Fire Station Location & Apparatus Deployment Study	Completed 2016	
	Recreation Facilities	Parks and Recreation Master Plan	Target completion Spring 2017	
Fire	Licensed Vehicles	Fire Station Location & Apparatus Deployment Study	Completed 2016	
Stormwater Services	Stormwater Management Ponds	- Stormwatermanagement Retrofit & Enhancement Study	- Completed 2015	
	Oil/Grit Separators			
	Storm Sewer Systems	- Stormwater Utility Rate	- Utility Rate Study RFP has been issued	
IT Services	Low Impact Development			
	End User IT	IT Strategy Update	Presented 2015, ongoing	
	IT Infrastructure			
	Business Systems			
Other				
Parks Service	Parks	Parks and Recreation Master Plan	Target completion Spring 2017	
	Open Space			
Public Works	Roadway Network	Transportation Master Plan	Completed 2015	
	Structures			
	Traffic Services			
	ROW Pathways			
Transit Services	Other	Parking Strategy	Completed 2009	
	Licensed Vehicles	Vehicle Plan for Transportation Master Plan	Completed 2014	
Others		Development Charges Study	Completed 2014	
		Official Plan Review	Ongoing	



FINAL – CAM Steering team meeting

Draft Corporate Asset Management Plan Review
November 16, 2016

AGENDA

Agenda		
Focus Areas	Topic Host	Time Allocated
1. Service Area Infrastructure Gap Reviews	D. Sutton/M. Wang/V. Chau	10:00-10:35
1. Service Area – Levels of Service Preliminary Framework	E. Lebar/V. Chau	10:35-10:50
1. Service Areas – Business Cases – Asset Management Strategies	S. Evans/E. Lebar/K. Jackson	10:50-11:15
1. Final CAM Roadmap Final Prioritization	V. Chau	11:15-11:30
1. Section 3 – Service Area – State of Local Infrastructure Report Card	V. Chau/A. Mirabella	11:35-11:40
1. Section 2 – Introductions – Key Summary	V. Chau/A. Chulliyil	11:40-11:45
NEXT STEPS/ CAM Network Meetings 2017	V.Chau	11:45-12:00



Where are we at? CAMPlan Development

August 2016

- Project Kick-Off
- Information and Data Gathering
- Begin Department Meetings

September 2016

- Determine State of the Local Infrastructure
- Determine 1st Asset Hierarchy Standard for City
- Level of Service Consultations
- Draft Corporate Asset Management Policy Presentation to Leadership Team

October 2016

- Endorsement of Asset Management Policy
- Identify/Document Asset Management Strategies
- Financial Analysis
- Completion of Corporate Asset Hierarchy Standard

November 2016

- Presentation of Draft State of Local Infrastructure Results
- Completion of Asset Condition Rating Standard
- **DRAFT CAMPlan report with AMP Network, Steering Team and CLT**

December 2016

- Finalize Plans
- Present Final Report to Council



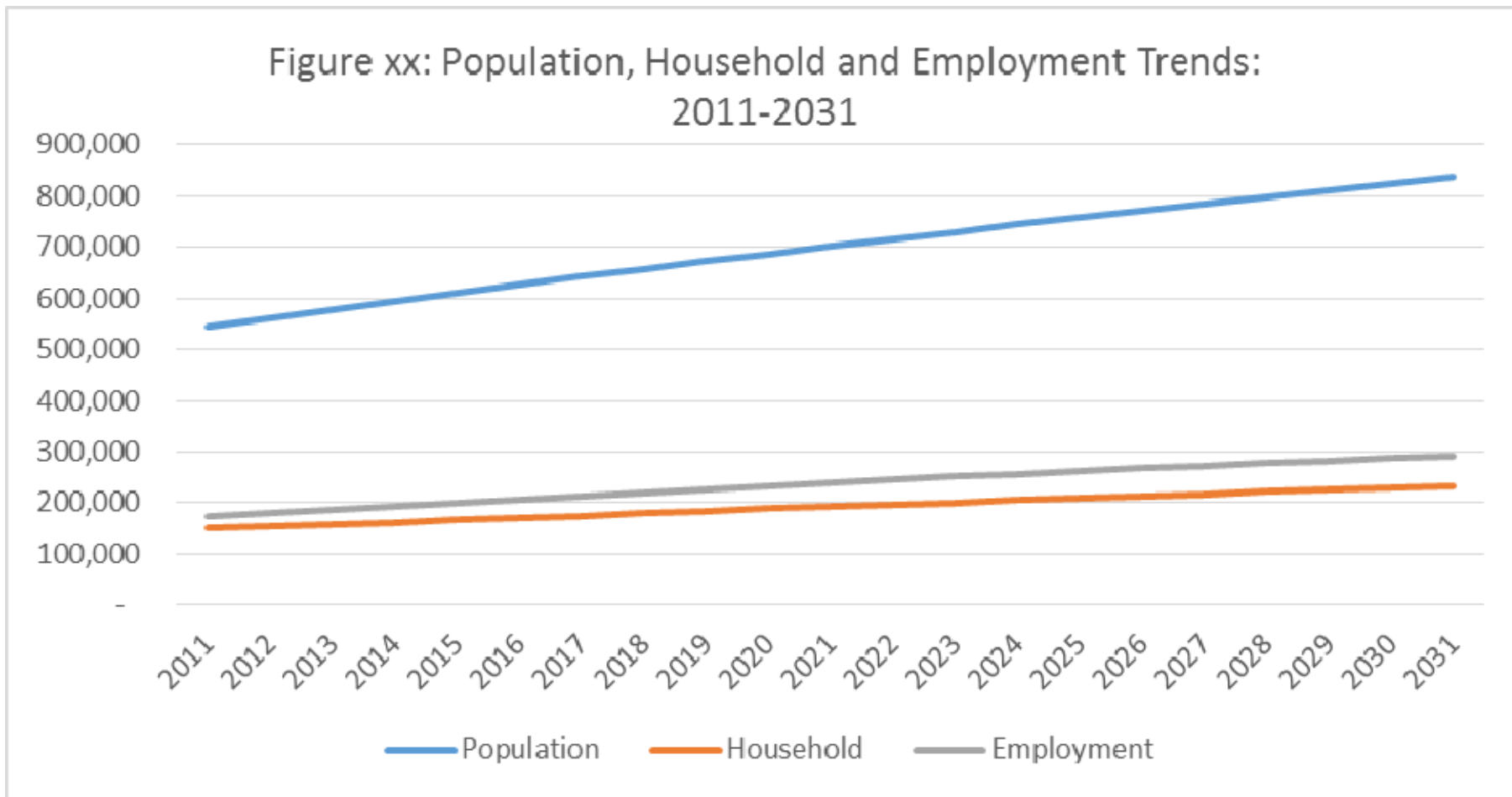
Corporate Asset Management

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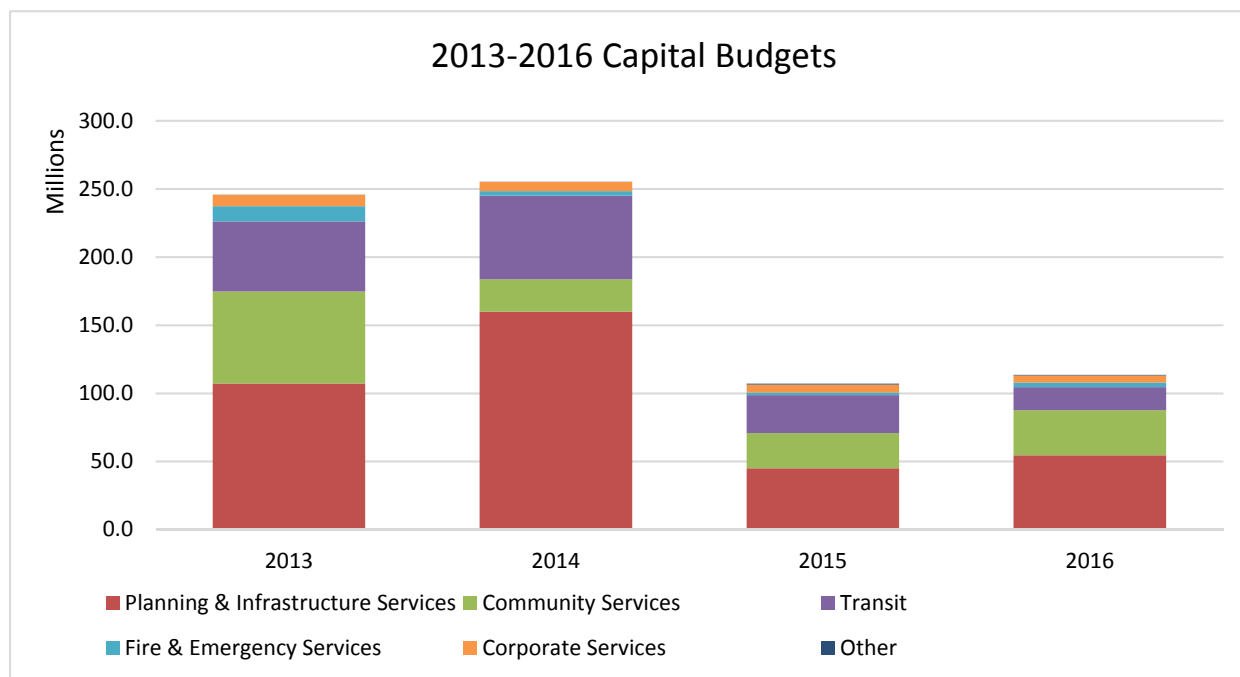


Population Trends

Figure xx: Population, Household and Employment Trends:
2011-2031



Historical CAPEX



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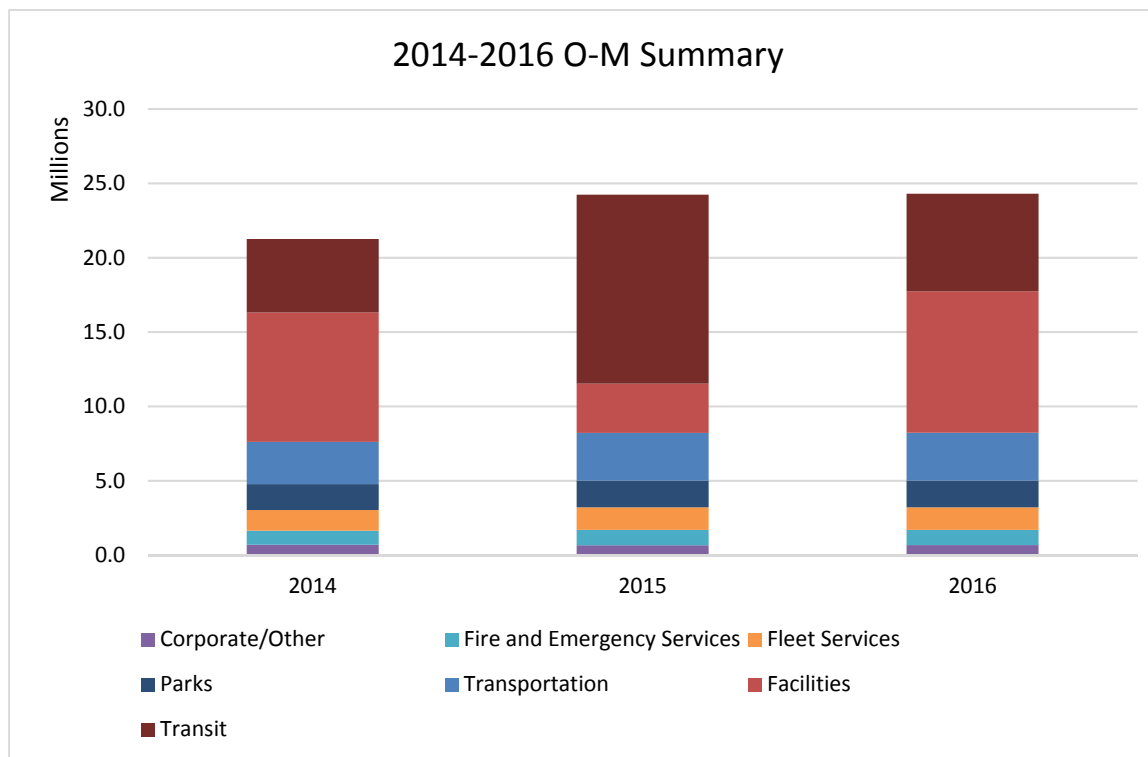
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Historical OPEX



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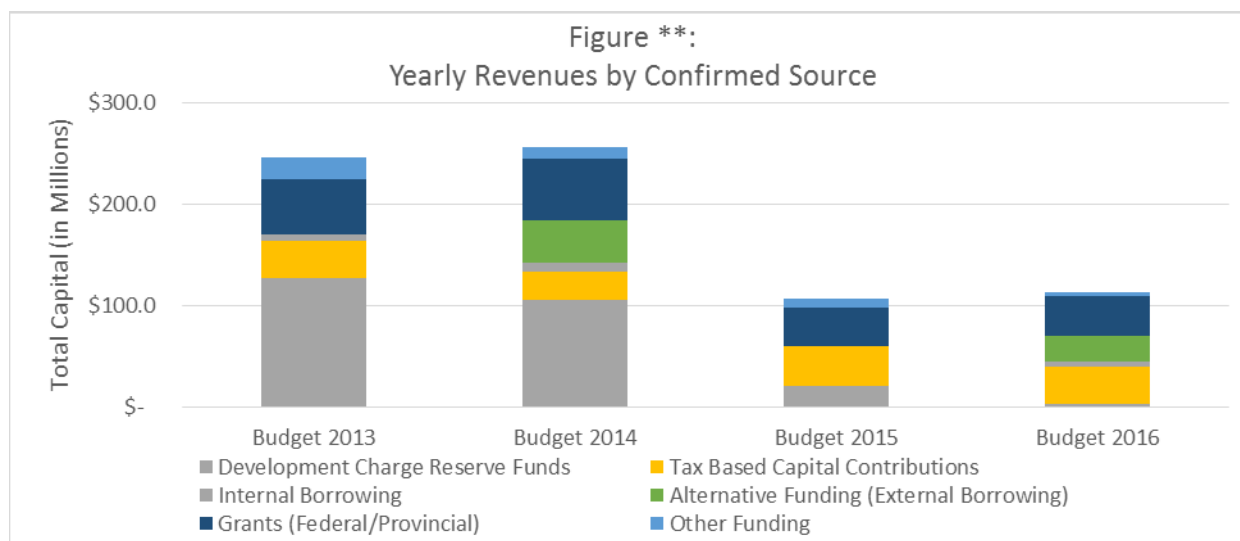
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Funding Sources



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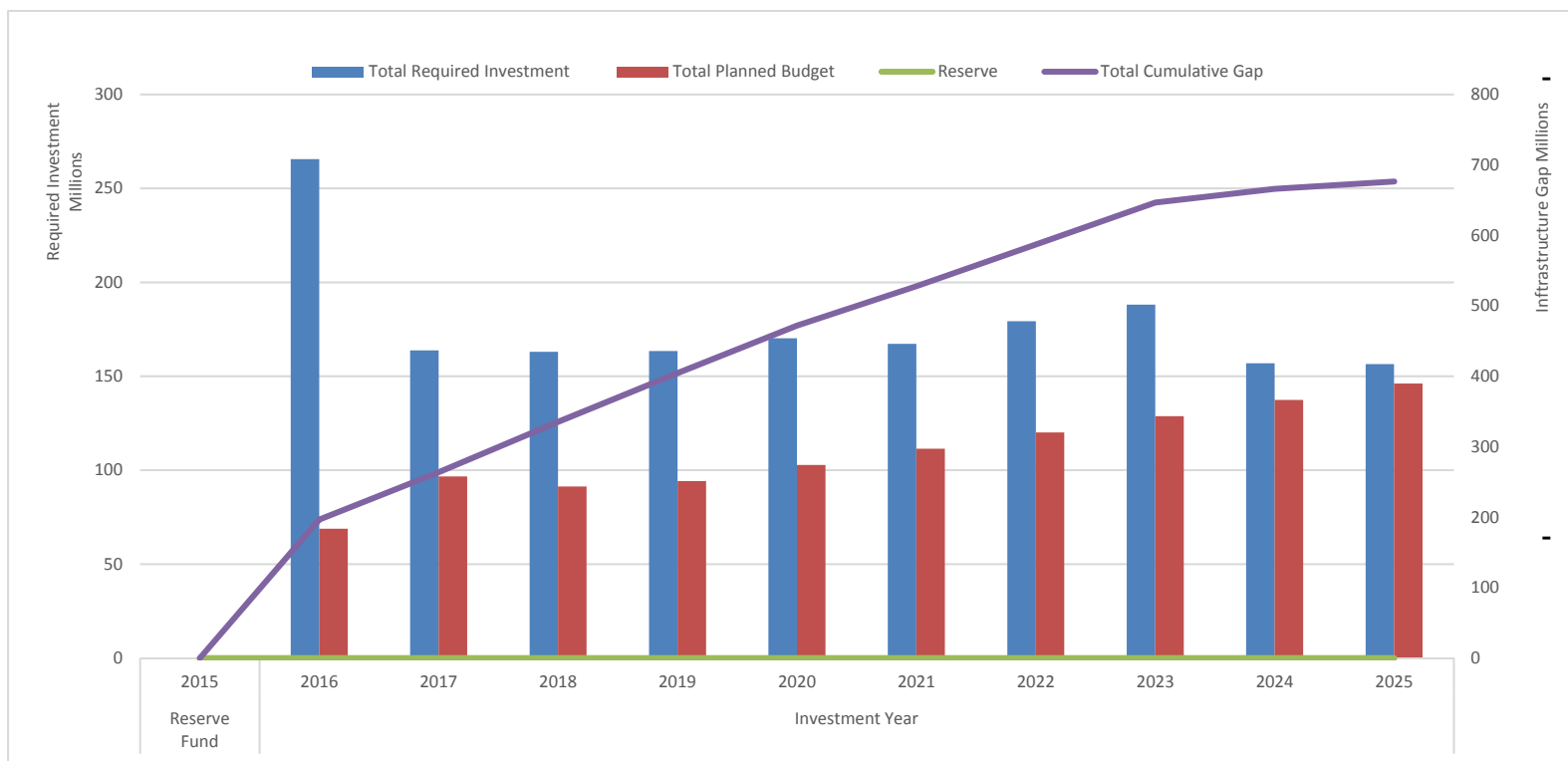
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Overall Infrastructure Deficit Graph

Assumptions:



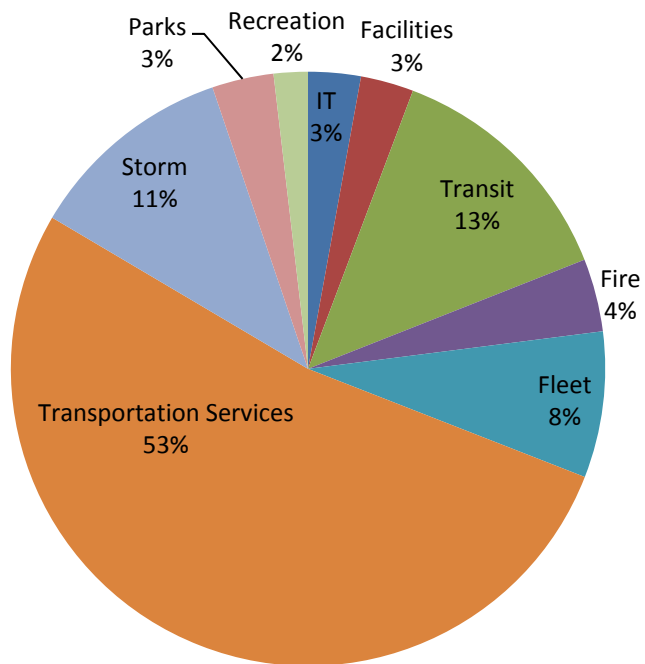
Current Total Planned Budget Based on continuation of 2% infrastructure levy within 10 year horizon

@ 4.9% infrastructure levy required to close gap (2016)

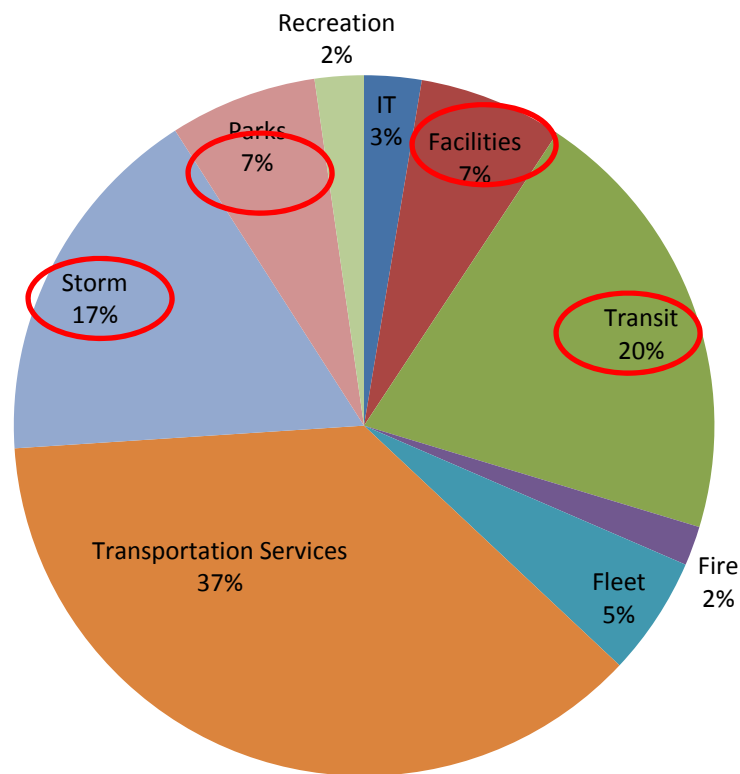
Current Infrastructure Deficit of \$197million (2016) will grow to Cumulative Deficit of over \$676 million in the next 10 years

Infrastructure Gap Trends

Infrastructure Gap Current



Infrastructure Gap In 10-years



Current and Future Infrastructure Gaps

Replacement Value and Infrastructure Gap by Service Area				
Category	Replacement Value	Infrastructure Gap		
		Current	In 10-years	% of replacement value
IT	\$56,945,000	\$5,477,000	\$16,540,000	29%
Facilities	\$1,004,980,000	\$5,547,000	\$41,632,000	4%
Transit	\$352,277,000	\$25,491,000	\$127,718,000	36%
Fire	\$27,730,000	\$7,599,000	\$11,406,000	41%
Fleet	\$49,685,000	\$15,257,000	\$34,400,000	69%
Transportation Services	\$2,100,751,000	\$100,892,000	\$231,513,000	11%
Storm	\$1,077,349,000	\$21,691,000	\$106,307,000	10%
Parks	\$407,447,000	\$6,430,000	\$42,586,000	10%
Recreation	\$23,261,000	\$3,575,000	\$14,185,000	61%
Total	\$5,100,425,000	\$191,959,000	\$626,287,000	



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Financing (Funding) Options

- Continued Investment of minimum 2% cumulative infrastructure levy (Res#4)
- Corporate Reserves Drawdown
- Federal/Provincial Funding (Grants/Subsidies etc.)
- Stormwater User Rate (2019)
- Pay as you go (User Fees)
- Development Charges (Area Specific/ Land Value Capture)
- Debt Financing
- Alternative Service Delivery



Customer LOS

Type	Category	Definition
Essential LOS	Legislative	Does the service meet legal requirements?
	Safety	Does the service present a risk to safety?
Quality LOS	Accessibility	Can the service be easily used?
	Functionality	Does the service meet our functional needs?
	Reliability	How predictable is the service?
	Sustainability	Does the service fit with future needs?
	Aesthetics	Is the design aesthetically pleasing?
	Affordability	Does the service offer value for money?
Image LOS	Manicure/Shine	Does the facility appear well maintained?
	Reputation	Is the facility/service viewed favourably?
	Cleanliness	Is the facility free of litter and debris?



Section 4- Levels of Service Summary (DRAFT)

Service Area	Current Condition	Condition Trend (in 10 yrs)	LOS Trend (in 10 yrs)	Risk to Service Delivery	Projected Service Levels	Data Reliability/ Accuracy
Parks	Very Good	↓	↓	↔	↑	Age
Stormwater Services	Good	↑	↑	↔	↔	Age & Condition
Roadway Operations	Good	↓	↓	↑	↔	Age & Condition
Facilities	Good	↔	↔	↔	↑	Condition
Fire & Emergency Services	Fair	↔	↔	↔	↑	Age
Fleet Services	Very Poor	↑	↔	↔	↑	Condition
IT Services	Good	↔	↔	↔	↑	Age
Recreation & Cultural Services	Good	↓	↓	↑	↑	Age
Brampton Transit	Very Good	↓	↑	↑	↑	Age & Condition
Forestry (2017+)	TBD	↑	↑	↔	↔	No inventory
Traffic Services	Good	↓	↑	↔	↓	Age
Bridges & Culverts	Good	↓	↓	↔	↔	Age & Condition

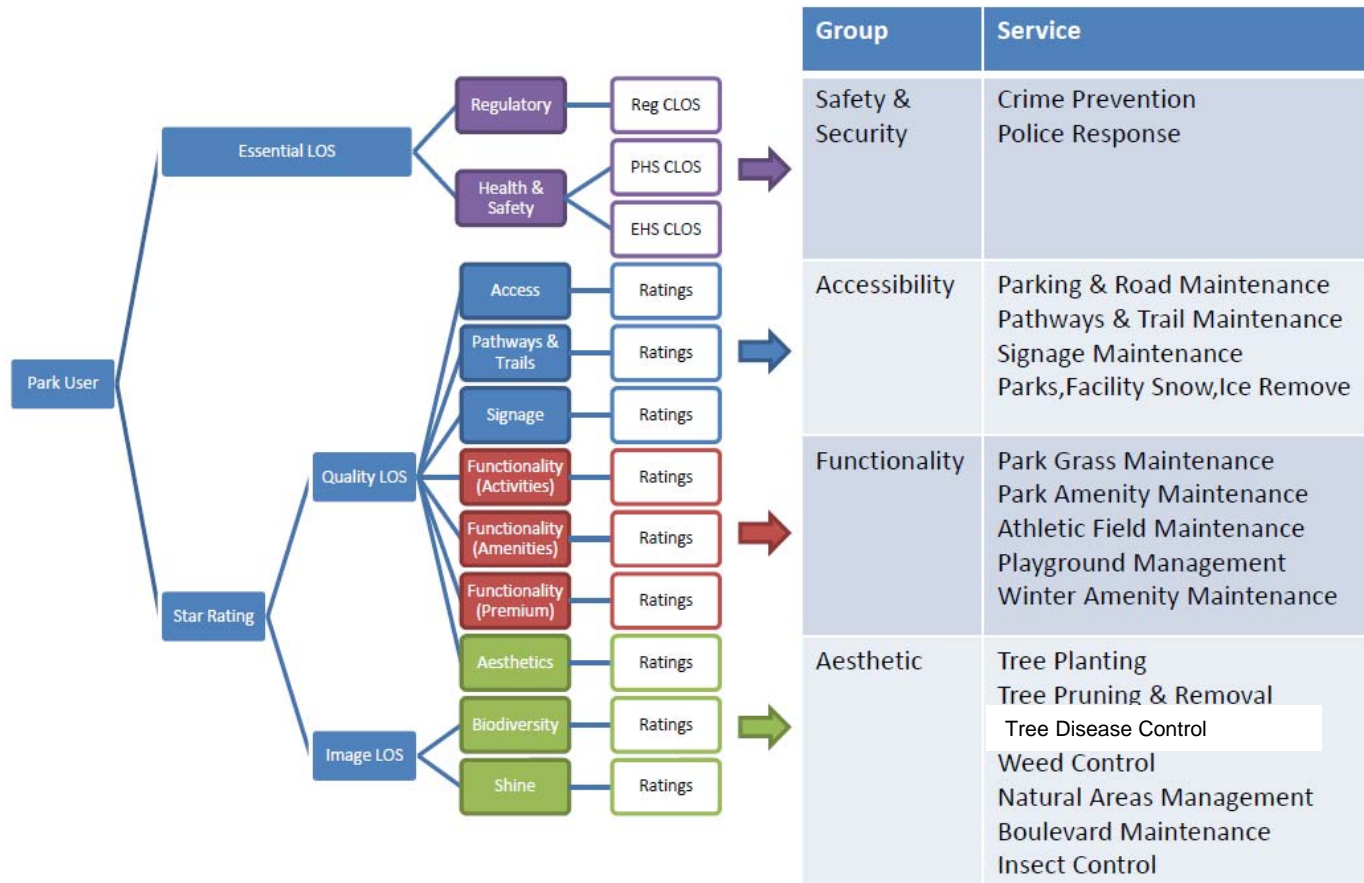


Internal/External Trends that Impact LOS

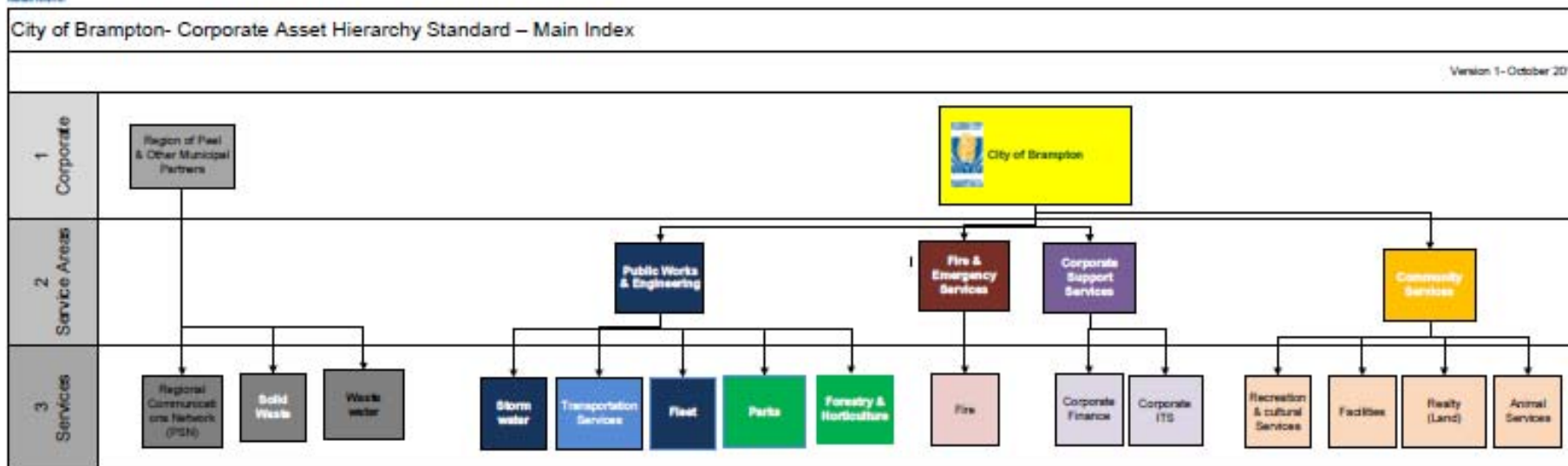
	Internal Factors		External Factors			
Service Area	Knowledge Retention	Succession Plan	Legislation Changes	Environment Changes	Social Changes	Technology Changes
Traffic	Moderate Risk	No	High	High	Med	High
Transportation Services (Roads/Bridges/Structures)	Moderate Risk	No	High	Medium	Low	Low
Fleet	Moderate Risk	No	Medium	High	Low	High
Parks	Moderate Risk	No	High	High	High	Medium
Forestry & Horticulture	Moderate Risk	No	Low	High	High	Low
Recreation	Moderate Risk	No	High	High	High	High
Fire	Low Risk	No	High	High	Low	Low
IT	High Risk	No	High	Low	High	High
StormWater	Moderate Risk	No	High	High	Med	Low
Transit	Low Risk	No	High	High	High	Medium



Example Linkage of LOS to Budget Service Activities



Accomplishment!- 1st CORPORATE ASSET HIERARCHY STANDARD



What does the City own?

	TCA- Historical Book Value Costs	Replacement value (Age/condition- based)	% variance
Assets (Service Based)	\$3.1 billion (All FIR categories)	\$5.1 billion (8 major service areas)	39%
Land	\$1.7 billion	\$1.7 billion	
TOTAL	\$4.8 billion	\$6.8 billion	\$2 billion



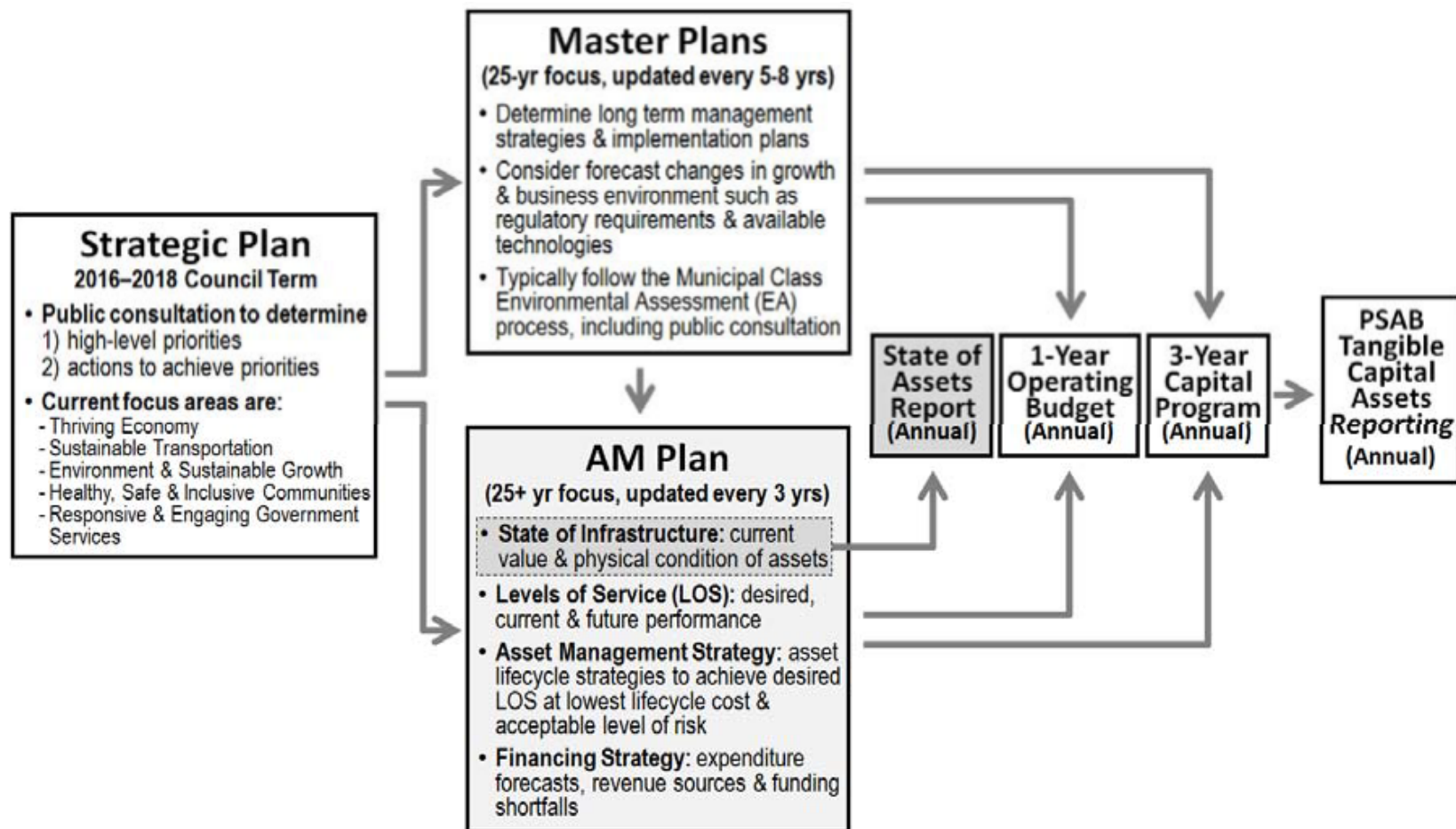
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Linkage to Other documents



Roles of Best Practices CAMO



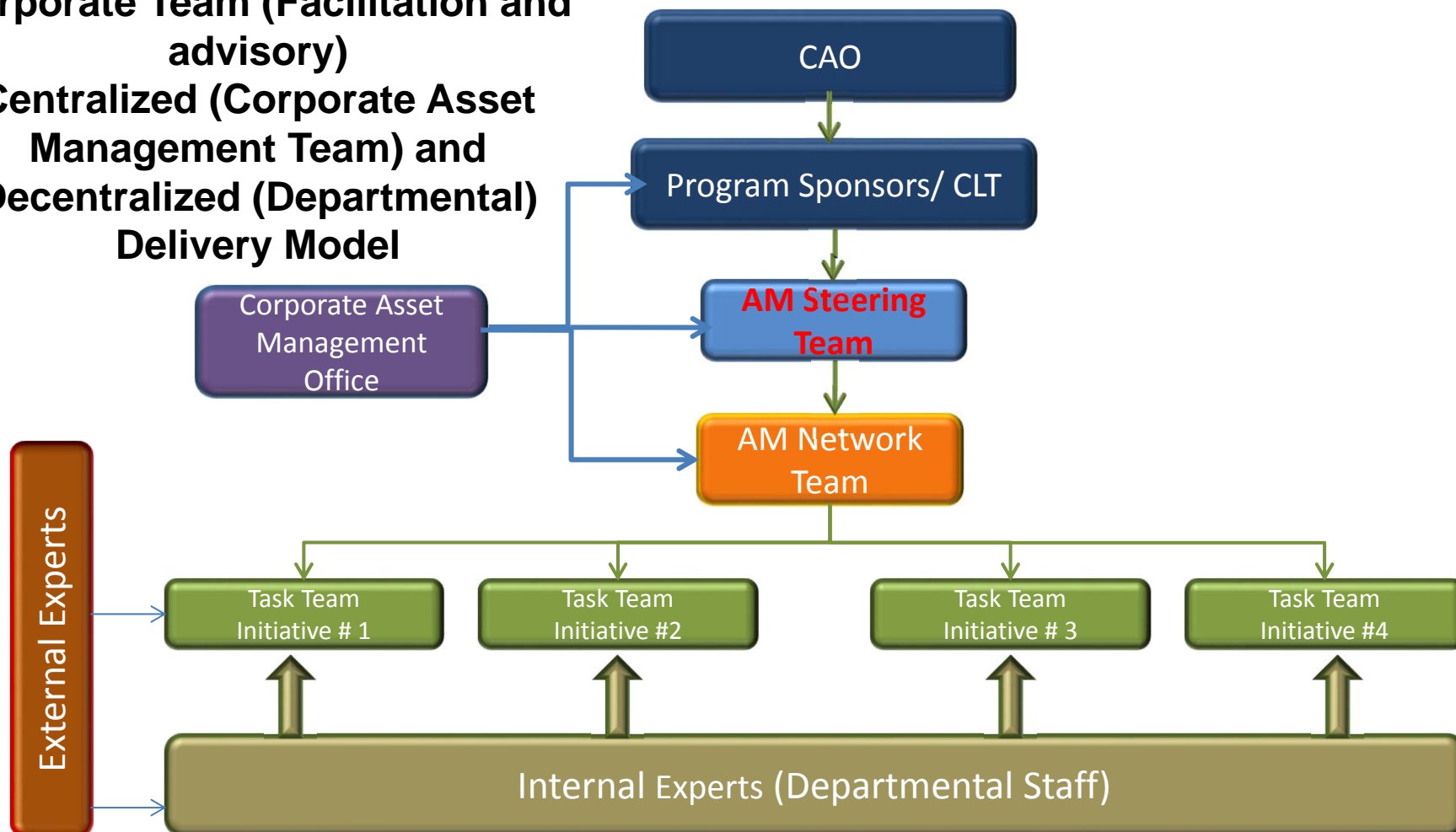
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RECOMMENDED: AM Governance Models - Options

Corporate Team (Facilitation and advisory)

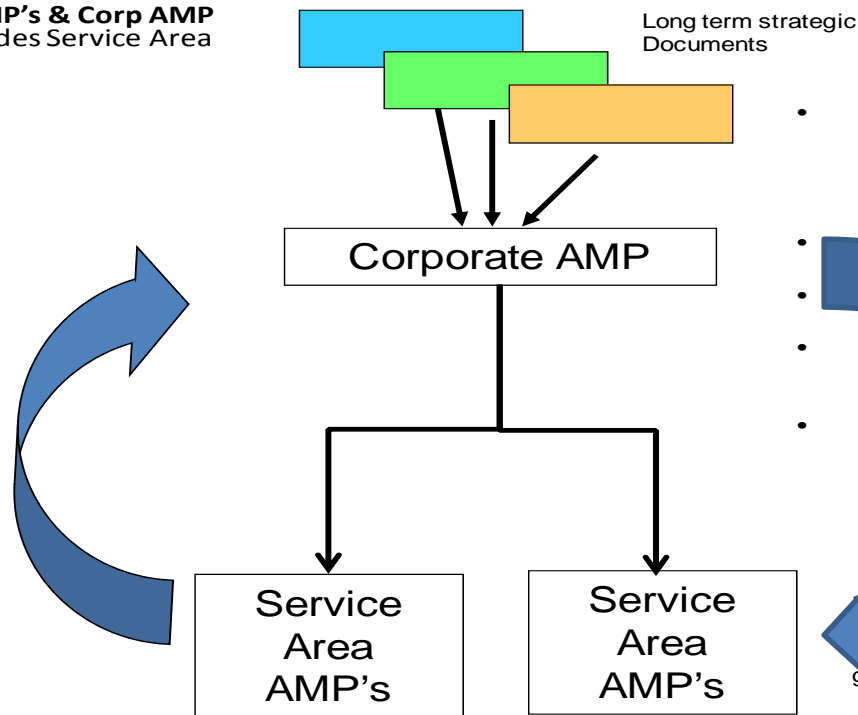
Centralized (Corporate Asset Management Team) and Decentralized (Departmental) Delivery Model



1st CAMP Development Methodology

The Development of AMP's & Corp AMP
 Option 2— Corp AMP guides Service Area AMP's

Iterative approach, as the Corp AMP will require bottom info on risk profile of assets



- Corporate AMP guides the Service Area AMP's with regard to longer term direction for the Assets and enables a more integrated approach for the development of capital assets.
- Takes a City wide view on risk and identifies focus areas for funding.
- Sets long term goals developed from long term strategic documents.
- Guidance for Service Areas to enable a more integrated approach to infrastructure rehab and renewal.
- Defines how Service Areas will work together to achieve goals, while following through on Council Priorities & Objectives

...ive delivery of
 ...ewardship and
 ...ation to City longer term
 goals



Future Versions of CAMPlan

2nd Version of AMP		
FIR	Asset Hierarchy	Budget Binder
Schedule 51	Service Area	
General Government	Corporate Support Service	Legal Services Business Services Council & Administrative Services Human Resources Strategic & Enterprise Services Strategic Communications Office of Community Engagement Government Relations Internal Audit Corporate Development & Strategy Service Brampton Public Services- Business Service Animal Services
Planning & Development	Community Services	Planning & Building Business Services Office
Recreation & Culture Services	Corporate Support Services	Art & Heritage Properties Brampton Library
Protection Services	Recreation & Culture Library Facilities	Enforcement & Bylaw Services
	Corporate Support Services	



Future Service Area (DAMPlan) Development (2017)

MN11806-GIS

Priority	Service Area DAMP	Target Date for Release	Primary Responsibility
1	Facilities DAMP	2016 Q4	Facilities
2	Transit DAMP	2017 Q3	Transit
5	Stormwater DAMP & Financing Review	2018 Q1	Stormwater
4	Forestry & Horticulture	2017 Q3	CAMO
3	Parks & Recreation	2017 Q2	Recreation
6	Transportation- Sidewalks & Pathways	2017+	
7	Corporate IT	2017+	IT
8	Libraries	2017 Q4	CAMO
9	Animal Services	2017 Q4	CAMO

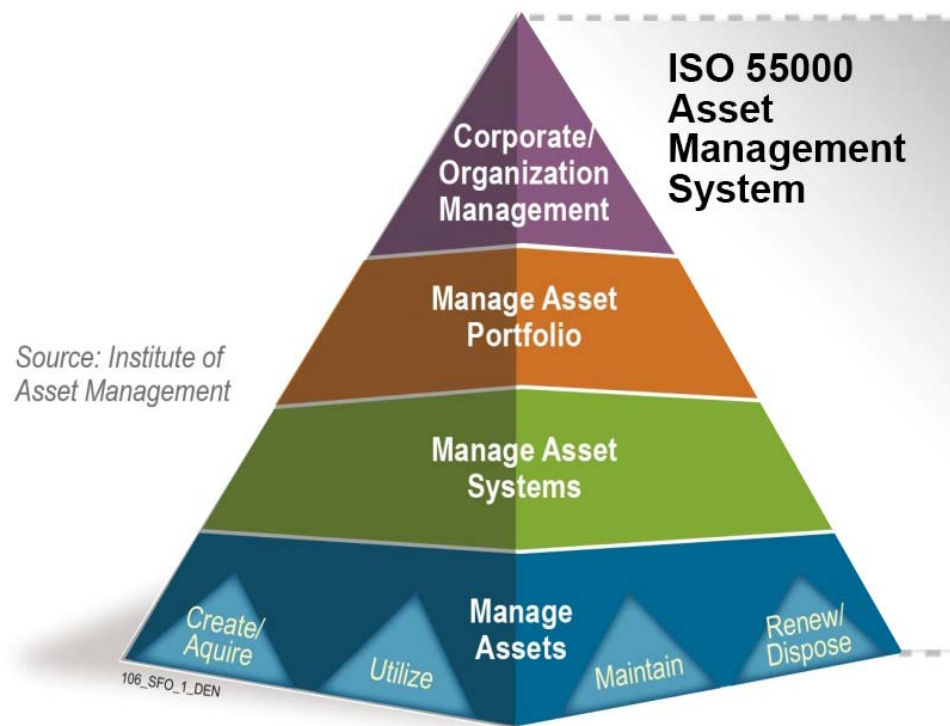


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ISO 55000- IAM





Current Situation

Vision for the Future

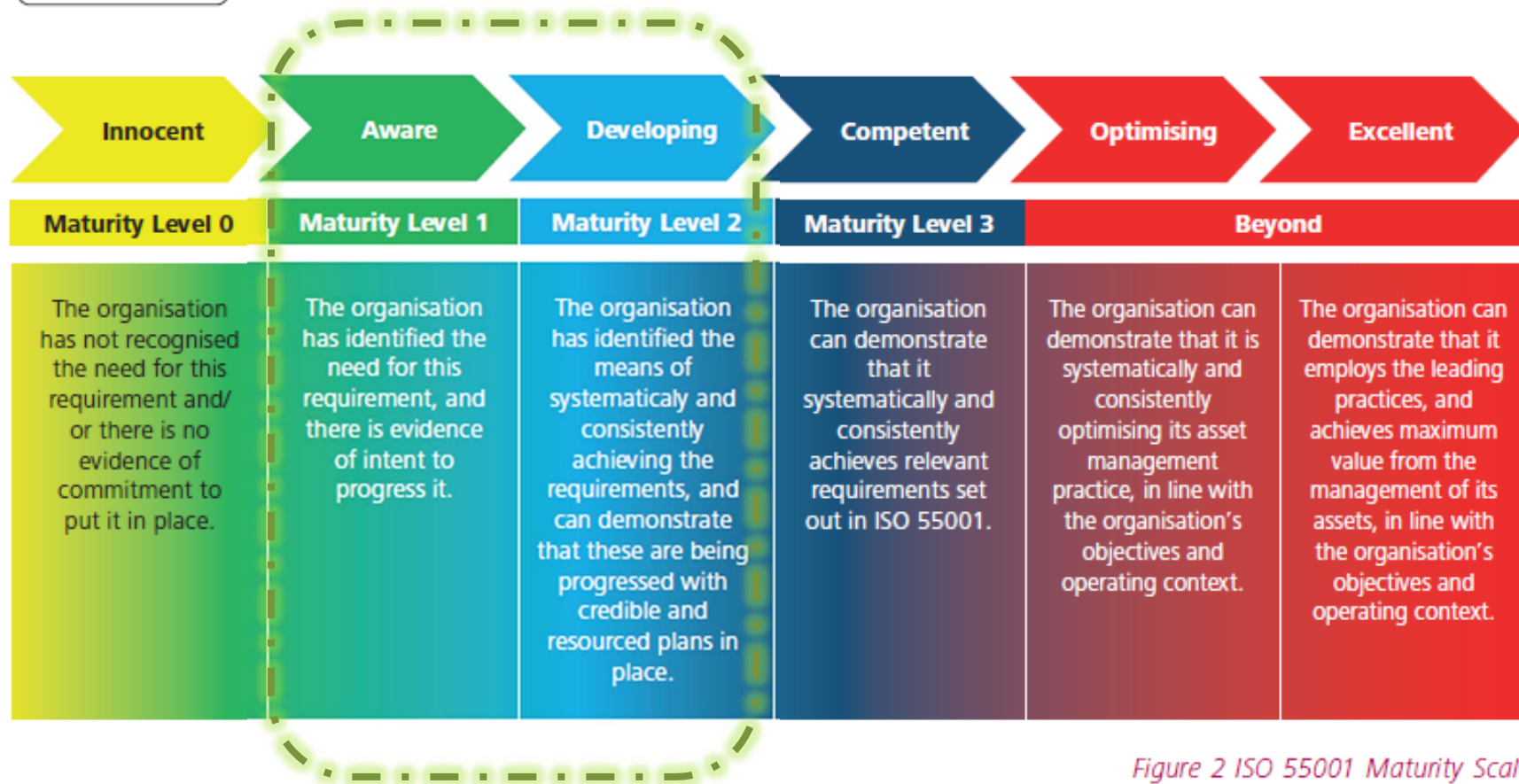
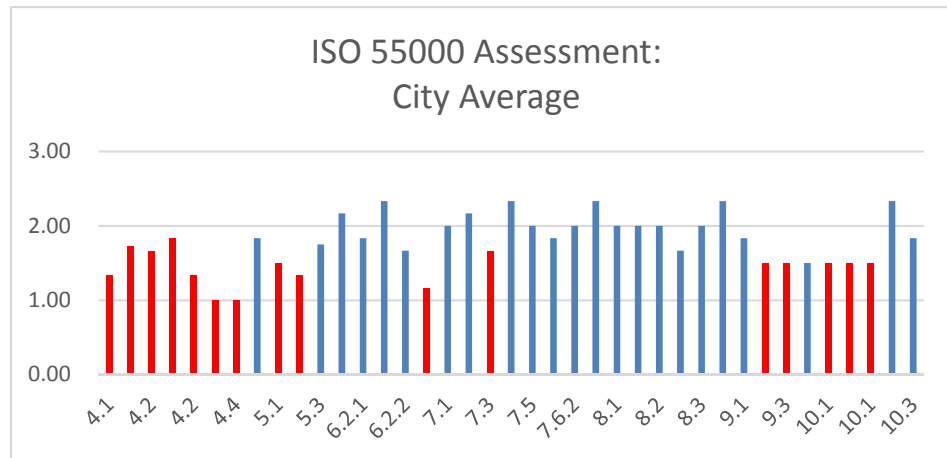


Figure 2 ISO 55001 Maturity Scale



Overall ISO55000 Results

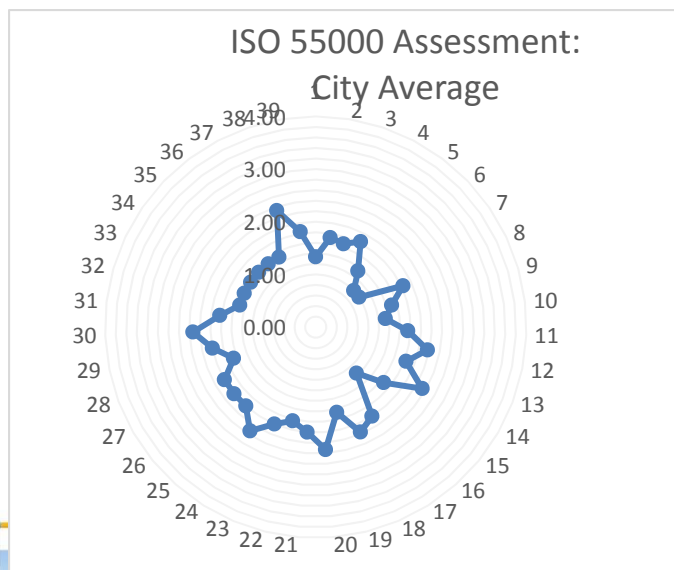


Key Strengths Areas

- Preventative Action
- Document Control
- Communications
- Action Against Risk
- Competencies

Key Improvement Areas

- Strategy & Planning
- Customer Needs
- Organization & People
- AM Decision Making
- Risk & Review
- Lifecycle Delivery



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CAM ROADMAP- HIGH PRIORITY

Focus Area	priority	Initiative No.	Initiative Description
	High, Med, Low		
Strategy & Planning	High	S1	Incorporate AM into the Strategic Plan - Corporate and Departmental
	High	S2	Level of Service Framework Development
	High	S8	Develop AM Policy
	High	S9	Develop & Implement AMPs by Service Area
	High	S12	Develop Long Range Financial Plan
	High	S13	Develop Departmental AMP Framework
	High	S14	Expand the current Public Works Design Standards Committee to Corporate Wide Design Standard Process
Assets	High	A1	Enhance & Maintain Comprehensive Asset Registry
	High	A2	Develop a standardized methodology for the various asset condition assessment programs incl. guidelines and framework.
	High	A8	Develop a Business Case Evaluation (BCE) Framework
	High	A9	Develop AMP hierarchy & guidelines
	High	A12	Linear Assets - CWMS Replacement & Implementation
Business Process	High	BP6	Development of a Comprehensive CAM prioritization into the Financial Budgeting Process
	High	BP12	Incident Reporting process
	High	BP14	Establish AMP Guidelines
People	High	P1	Implement AM Governance Strategy



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CAM ROADMAP- MEDIUM TERM

Focus Area	priority	Initiative No.	Initiative Description
	High, Med, Low		
Strategy & Planning	Med	S3	Development of Corporate KPIs
	Med	S6	Develop a Business Process Mapping and Procedure Master Plan
	Med	S7	Integration of Masterplans (Growth) and Other related plans for each service area
	Med	S10	Compliance with all Legal, Regulatory and Statutory Requirements
	Med	S11	Develop Business Continuity Plans and Emergency Preparedness Program
	Med	S15	Develop AM Strategies (Asset lifecycle mgmt, Data Governance, Risk, LOS, Demand Analysis, Lifecycle Value Realization, Resourcing Strategy, Shutdown & Outage Strategy)
Assets	Med	A5	Develop a Risk-based Decision Model for Rehabilitation, Replacement, Operation & Maintenance of Assets
	Med	A7	Develop an Investment Strategy
	Med	A10	Capital Improvement Program based on LOS, Risk Management & BCE Framework
	Med	A11	Develop and Implement Multi Criteria Analysis (MCA)
	Med	A13	Linear Asset Registry (GIS Integration)
	Med	A14	State of Infrastructure Report Card and State of Asset Management Reporting
Business Process	Med	BP2	Develop Project Delivery & Project Management Guidelines including review of PMIS (Project Management Information System)
	Med	BP4	Develop and Implement a Maintenance Management Program
	Med	BP8	Develop a consistent Asset Process Flow
	Med	BP9	Establish AM Procedures & Standard guidelines
	Med	BP11	Shutdown & Repair Management Process & Strategy
People	Med	P3	Develop Effective Communications & Information Sharing Strategies
	Med	P4	Develop and Implement a Performance Management Program



CAM ROADMAP- LONG TERM

Focus Area	priority	Initiative No.	Initiative Description
	High, Med, Low		
Strategy & Planning	Low	S4	Develop and Implement a People Skills & Competency Master Plan
	Low	S5	Develop a Corporate Asset Information Masterplan
Assets	Low	A3	Asset Knowledge (Analysis of Data)
	Low	A4	Develop Comprehensive Enterprise Document Control Management Program
	Low	A6	Contingency Planning & Resiliency
	Low	A15	Implement Technology integration
	Low	A16	Asset Disposal and Decommissioning Strategy
	Low	A17	Reliability Engineering
	Low	A18	AM Systems- Configuration Management
	Low	A19	Procurement & Supply Chain Management
	Business Process	Low	BP1
Low		BP3	Create /Update SOPs
Low		BP5	Develop a Comprehensive Materials management Program & Strategy
Low		BP7	Conduct PSAB Sustainment Review (incl. development of operational policies and business process mapping)
Low		BP10	Implement a Quality Management and Audit System
Low		BP13	Systems Engineering (incl. Policies and processes)
People	Low	P2	Enhance Learning & Development Program
	Low	P5	Develop a Comprehensive Knowledge Retention & Succession Planning Program
	Low	P6	Examine the Feasibility of Commercial Focus for O&M Delivery
	Low	P7	Resource Management Strategy



Collaborative Partnerships across City

Focus Area	priority	Initiative No.	Initiative Description	Services (Departmental/Branches/Unit)													
	High, Med, Low			Transit	Recreation & Culture	Stormwater	Fleet	Transportation	Facilities	Forestry & Horticulture	Parks	Fire & Emergency	IT Services	Corporate Asset Management/ Finance	Human Resources	Innovation & Performance Mgmt	
Strategy & Planning	High	S1	Incorporate AM into the Strategic Plan - Corporate and Departmental	S		S								L		P	
	High	S2	Level of Service Framework Development		S						S	P		L			
	Med	S3	Development of Corporate KPIs	S					P					L		S	
	Low	S4	Develop and Implement a People Skills & Competency Master Plan			S	S						S	L	P		
	Low	S5	Develop a Corporate Asset Information Masterplan										P	L		S	
	Med	S6	Develop a Business Process Mapping and Procedure Master Plan		S						S	S		S	L		P
	Med	S7	Integration of Masterplans (Growth) and Other related plans for each service area		S			P			S	S			L		
	High	S8	Develop AM Policy	S					P		S				L		
	High	S9	Develop & Implement AMPs by Service Area	P	S	P	S	S	P	P	S	S	S	S	L		
	Med	S10	Compliance with all Legal, Regulatory and Statutory Requirements		S								P		L		
	Med	S11	Develop Business Continuity Plans and Emergency Preparedness Program	S		P									L		
	High	S12	Develop Long Range Financial Plan	P		S			S	P	S				L/P		
	High	S13	Develop Departmental AMP Framework	S	P			P	P		P	P			L		
	High	S14	Expand the current Public Works Design Standards Committee to Corporate Wide Design Standard Process	S					P						L		S
	Med	S15	Develop AM Strategies (Asset lifecycle mgmt, Data Governance, Risk, LOS, Demand Analysis, Lifecycle Value Realization, Resourcing Strategy, Shutdown & Outage Strategy)	S		P									L		



Building Together: Municipal Infrastructure Strategy



Section	
0	Glossary
1	Executive Summary
2	Introduction- CAM Program
3	State of Local Infrastructure
4	Desired Levels of Service
5	Asset Management Strategy
6	Financing Strategy
7	Plan Improvement and Monitoring

MOI Guide to Municipal Asset Management Plans details minimum required content.

State of Local Infrastructure forms a key component of this plan



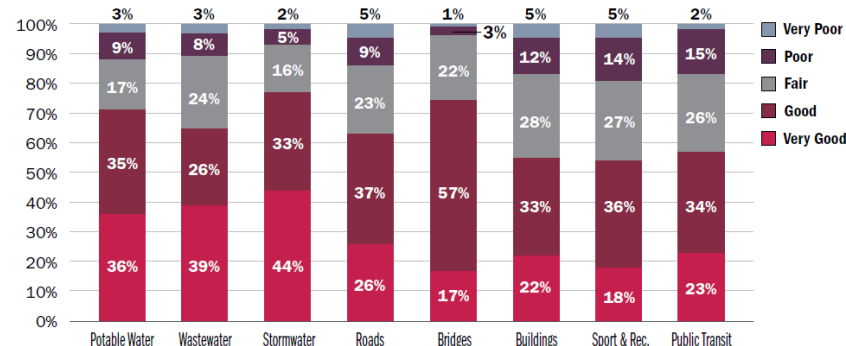
Section 3- State of the Local Infrastructure

Grade	Summary	Definition
1	Very Good	The infrastructure in the system or network is generally in very good condition, typically new or recently rehabilitated. A few elements show general signs of deterioration that require attention.
2	Good	The infrastructure in the system or network is in good condition; some elements show general signs of deterioration that require attention. A few elements exhibit significant deficiencies.
3	Fair	The infrastructure in the system or network is in fair condition; it shows general signs of deterioration and requires attention. Some elements exhibit significant deficiencies.
4	Poor	The infrastructure in the system or network is in poor condition and mostly below standard, with many elements approaching the end of their service life. A large portion of the system exhibits significant deterioration.
5	Very Poor	The infrastructure in the system or network is in unacceptable condition with widespread signs of advanced deterioration. Many components in the system exhibit signs of imminent failure, which is affecting service.

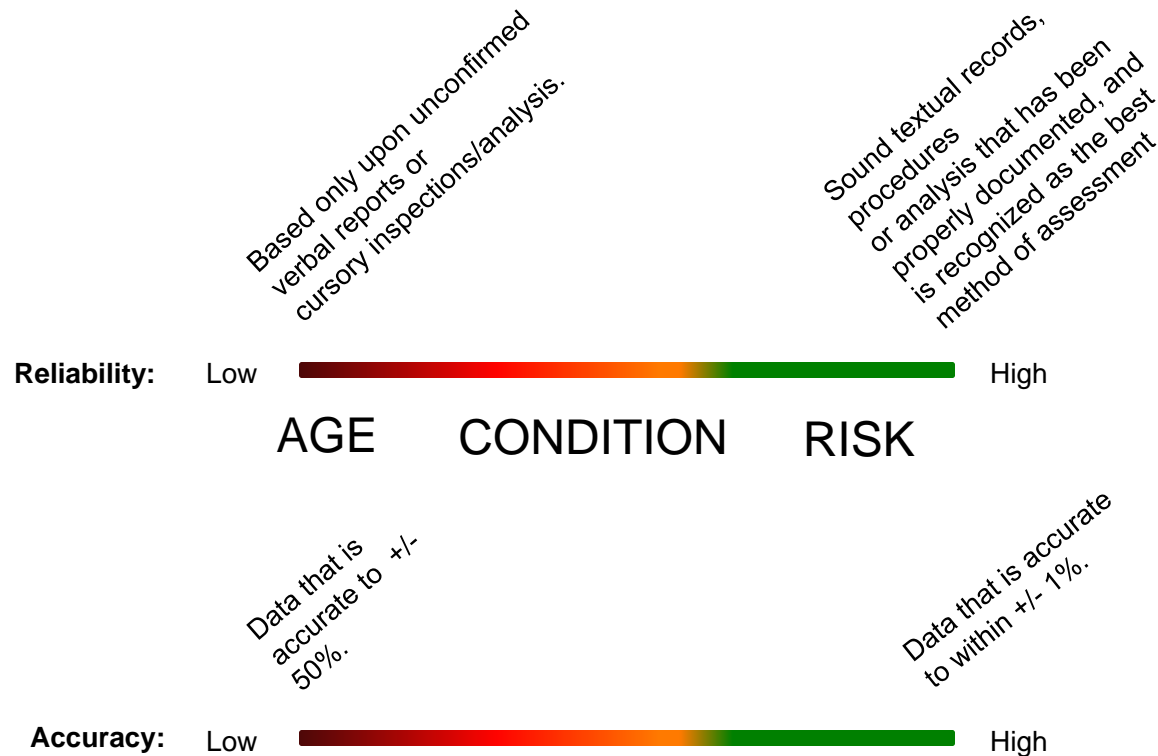


CANADIAN INFRASTRUCTURE REPORT CARD

Figure 3: Summary of Average Physical Condition Rating



Data Confidence Scales (Throughout)



State of Local Infrastructure- City of Brampton

Information Technology
 Replacement: \$56.9M
 Rep. Cost/\$100K of Assessment: \$92.53
 Condition: Good

Recreation
 Replacement: \$23.3M
 Rep. Cost/\$100K of Assessment: \$37.8
 Condition: Poor

Facilities
 Replacement: \$1.0B
 Rep. Cost/\$100K of Assessment: \$1,633.07
 Condition: Good

Transportation
 Replacement: \$2.1B
 Rep. Cost/\$100K of Assessment: \$3,413.68
 Condition: Good

Transit
 Replacement: \$352.3M
 Rep. Cost/\$100K of Assessment: \$572.44
 Condition: Very Good

Overall Total Replacement Value: \$5.1B (excluding Land)

Stormwater
 Replacement: \$1.1B
 Rep. Cost/\$100K of Assessment: \$1,750.67
 Condition: Good

Overall Total Replacement Value/\$100K of Assessment: \$8,288

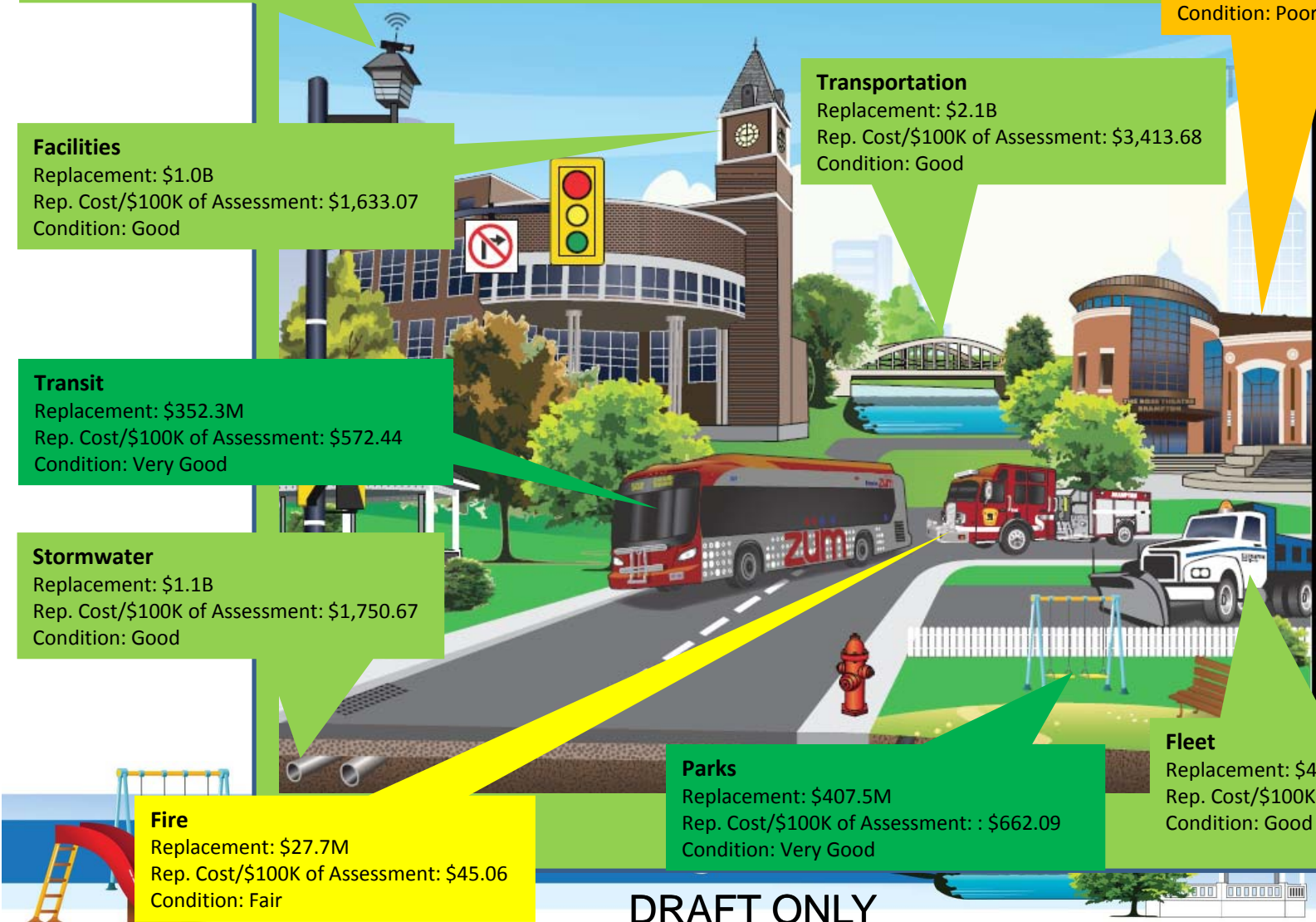
Overall Condition: Good

Fire
 Replacement: \$27.7M
 Rep. Cost/\$100K of Assessment: \$45.06
 Condition: Fair

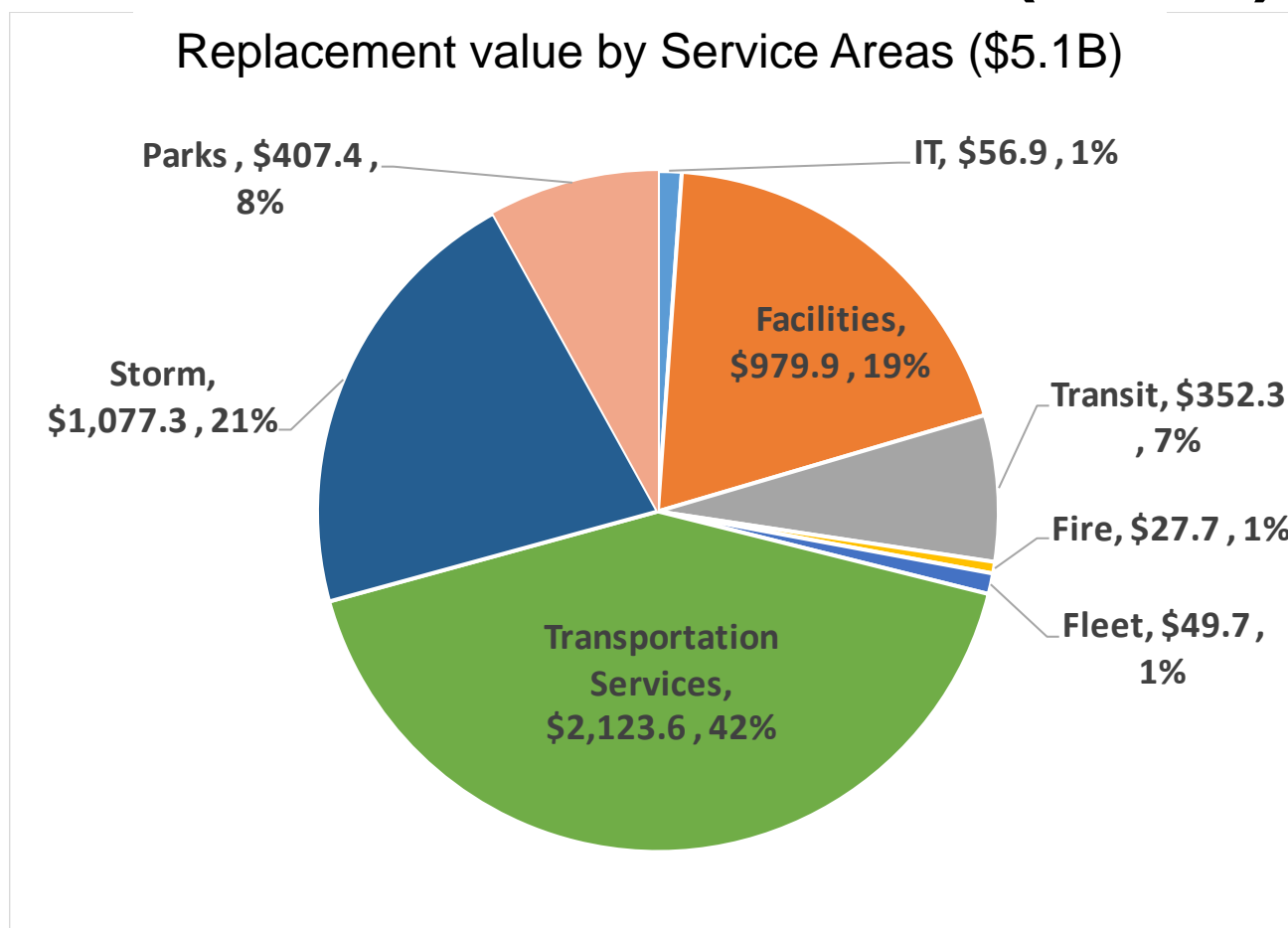
Parks
 Replacement: \$407.5M
 Rep. Cost/\$100K of Assessment: : \$662.09
 Condition: Very Good

Fleet
 Replacement: \$49.7M
 Rep. Cost/\$100K of Assessment: \$80.74
 Condition: Good

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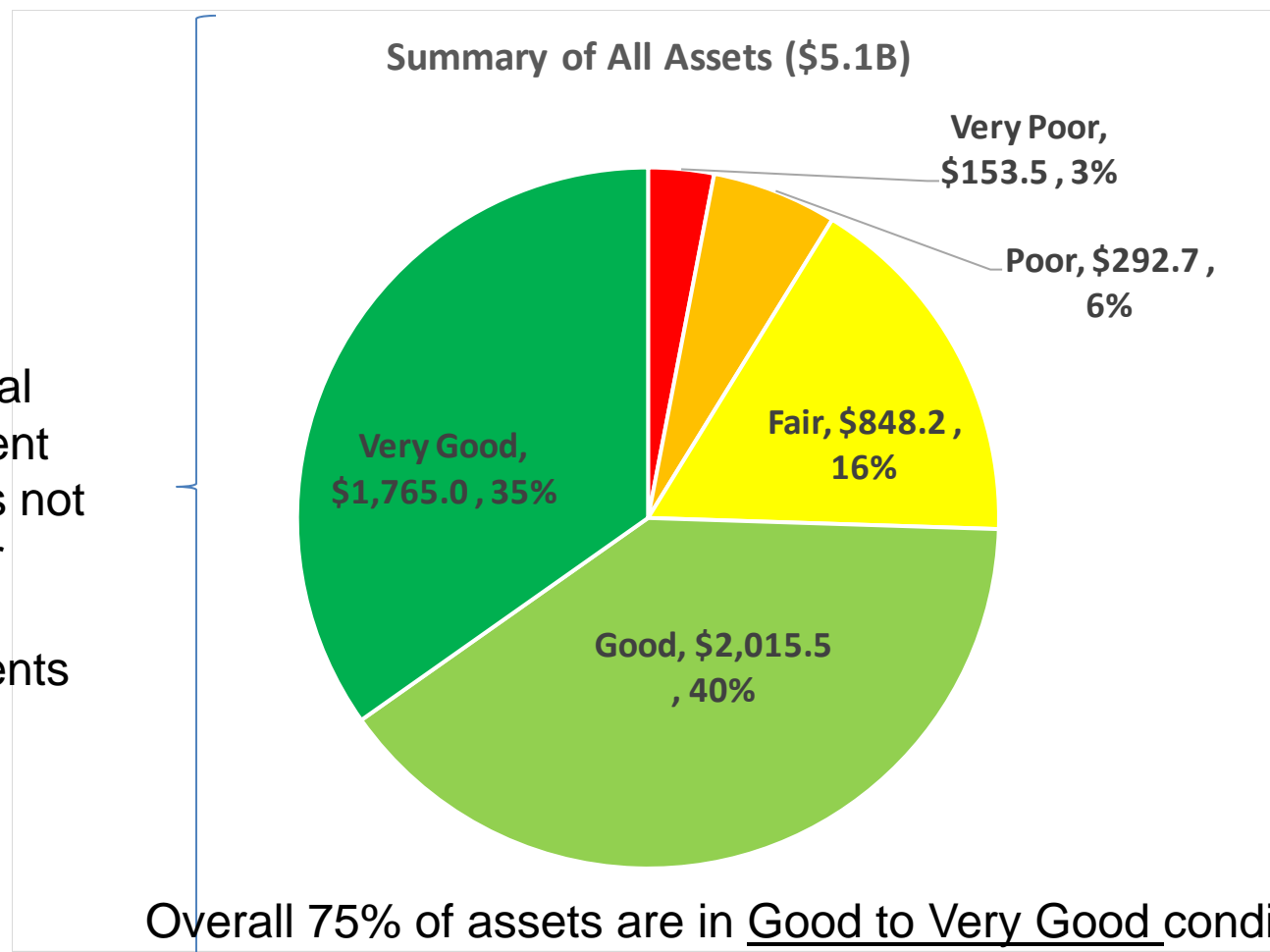


2016 Replacement cost of all assets covered within the AMP (in \$M)



Section 3- Overall SOLI (In \$M)

Overall Total Replacement Costs does not account for Land/Land Improvements



Building Together: Municipal Infrastructure Strategy



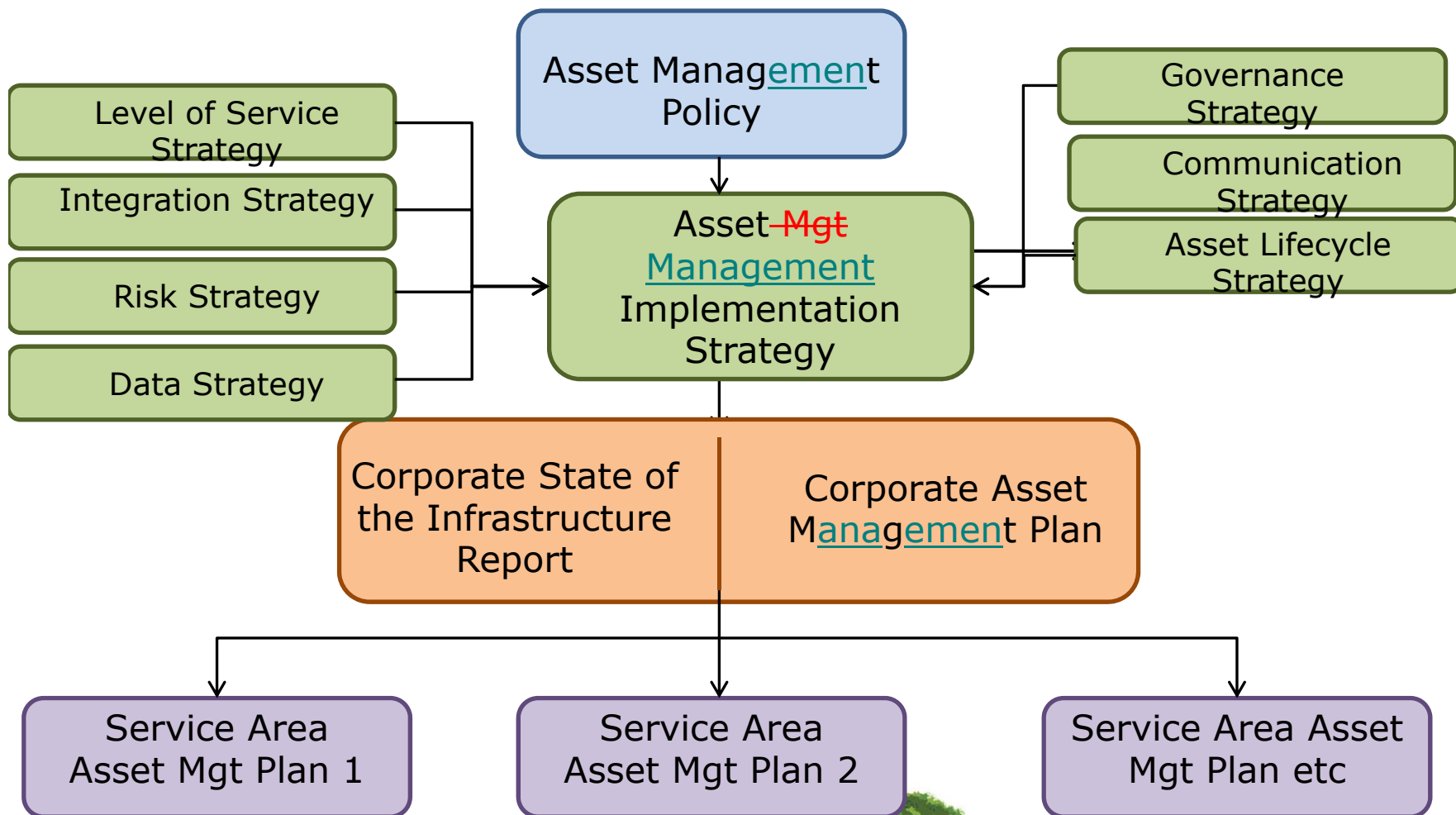
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MOI Guide to Municipal Asset Management Plans details minimum required content.

State of Local Infrastructure forms a key component of this plan



Section 5- AM Strategies

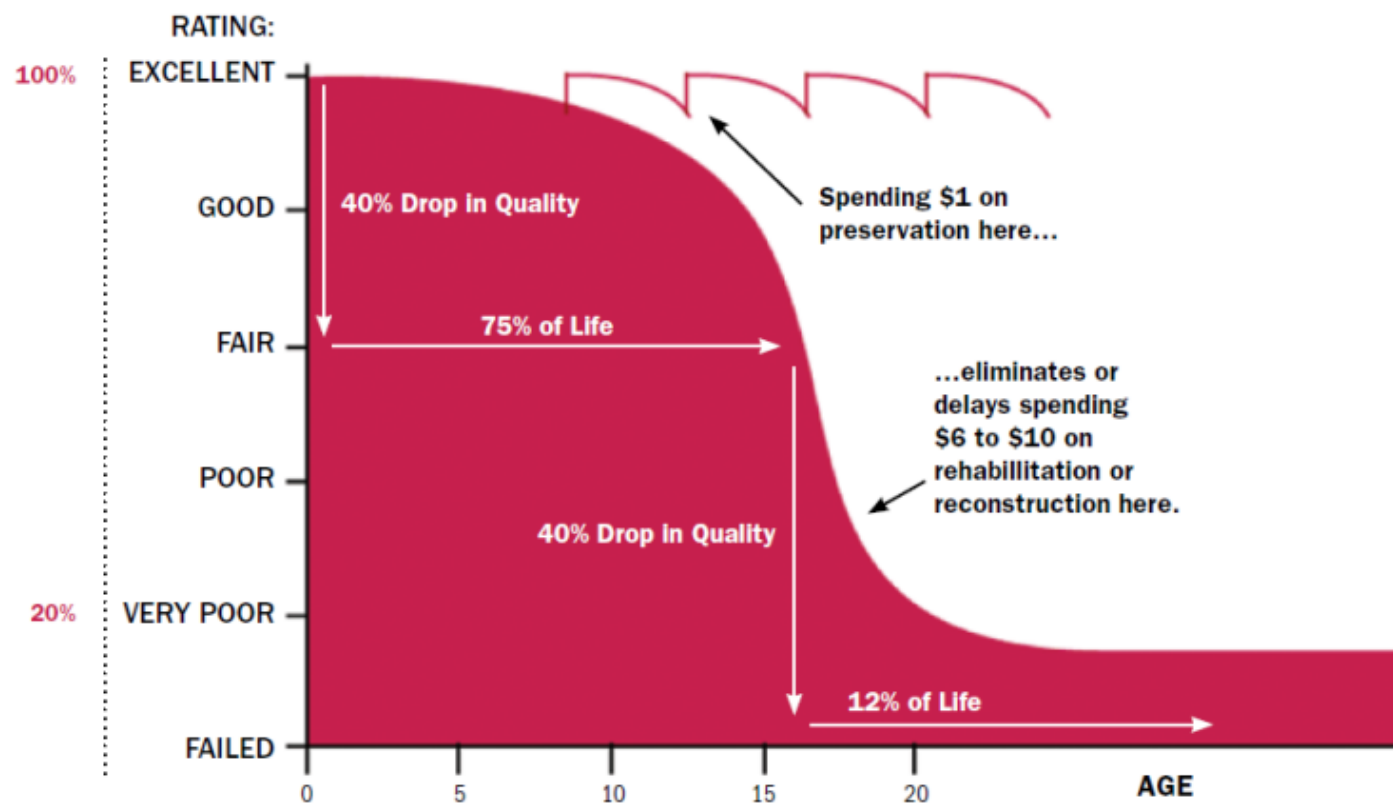


Corporate Asset Management

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Asset Lifecycle Management Strategies

Figure 6: Example of asset deterioration curve (Roads)



Source: Canadian Infrastructure Report Card (2016)



Corporate Asset Management

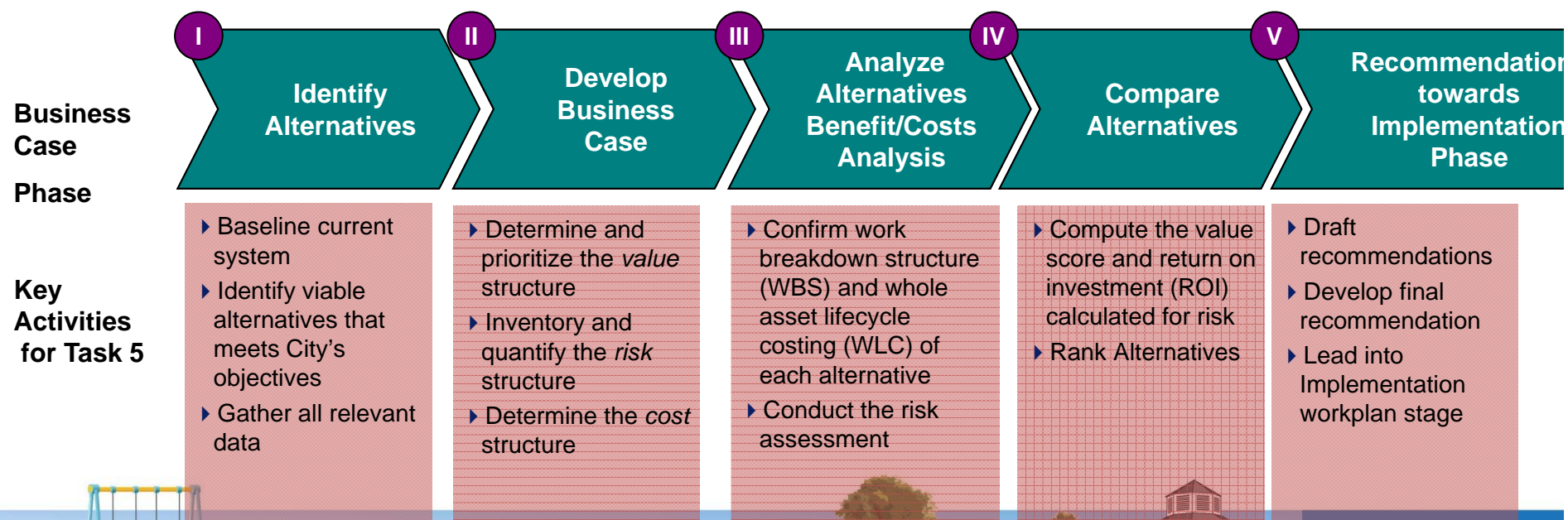
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Business Cases

- ▶ The objective of the VMM is to capture the full range of cost, value and risks provided by a particular alternative
- ▶ VMM provides a means to quantify the non-financial benefits that might be accounted for in traditional analyses, allowing for more rigorous comparison of IT/systems alternatives

Business Case Phase- Full Value Measurement Methodology



Final Endorsement of Asset Management Policy



CORPORATE ASSET MANAGEMENT PLAN
ADMINISTRATIVE POLICY

Purpose:

To express the commitment and intentions of The Corporation of the City of Brampton [the City] to plan, design, construct, acquire, operate, maintain, renew, replace and dispose of the City's assets in a way that preserves sound stewardship of public resources while balancing levels of service and risk.

Policy Statement:

The City will implement a comprehensive Corporate Asset Management (CAM) Plan in alignment with the current strategic vision of 'Moving Our City Forward'. This inclusive framework of shared principles aligns the foundation of the CAM Plan to emphasize and support optimized evidence-based decision-making.

Specifically, the following principles will form the foundation of the Corporate Asset Management Plan:

CUSTOMER FOCUSED

Maintain clearly defined levels of service through adherence to optimized asset management processes and systems supported by real-time asset and customer data.

DEFENDABLE DECISION-MAKING

Use a robust, formal and consistent process when evaluating competing business factors to ensure that a defensible outcome is achieved.

RISK MANAGEMENT

Achieve a strategic balance between established levels of service and the amount of acceptable risk in order to manage resources, expenditures, and priorities.

REGULATORY DRIVEN

Maintain compliance with all legislation, regulatory and statutory requirements as well as business established standards.

INNOVATION

Perpetually enhance and improve asset management methodology to recalibrate processes and embrace new tools, techniques and solutions.

WHOLE LIFE PERSPECTIVE

Consider the full impact of managing an asset from acquisition to disposal; always considering the impact of interrelated influences.

SUSTAINABLE

Incorporate social, financial, and environmental outcomes into asset decisions to adequately meet anticipate customer needs, regulatory requirements, and climate change obligations.

SYSTEMS BASED

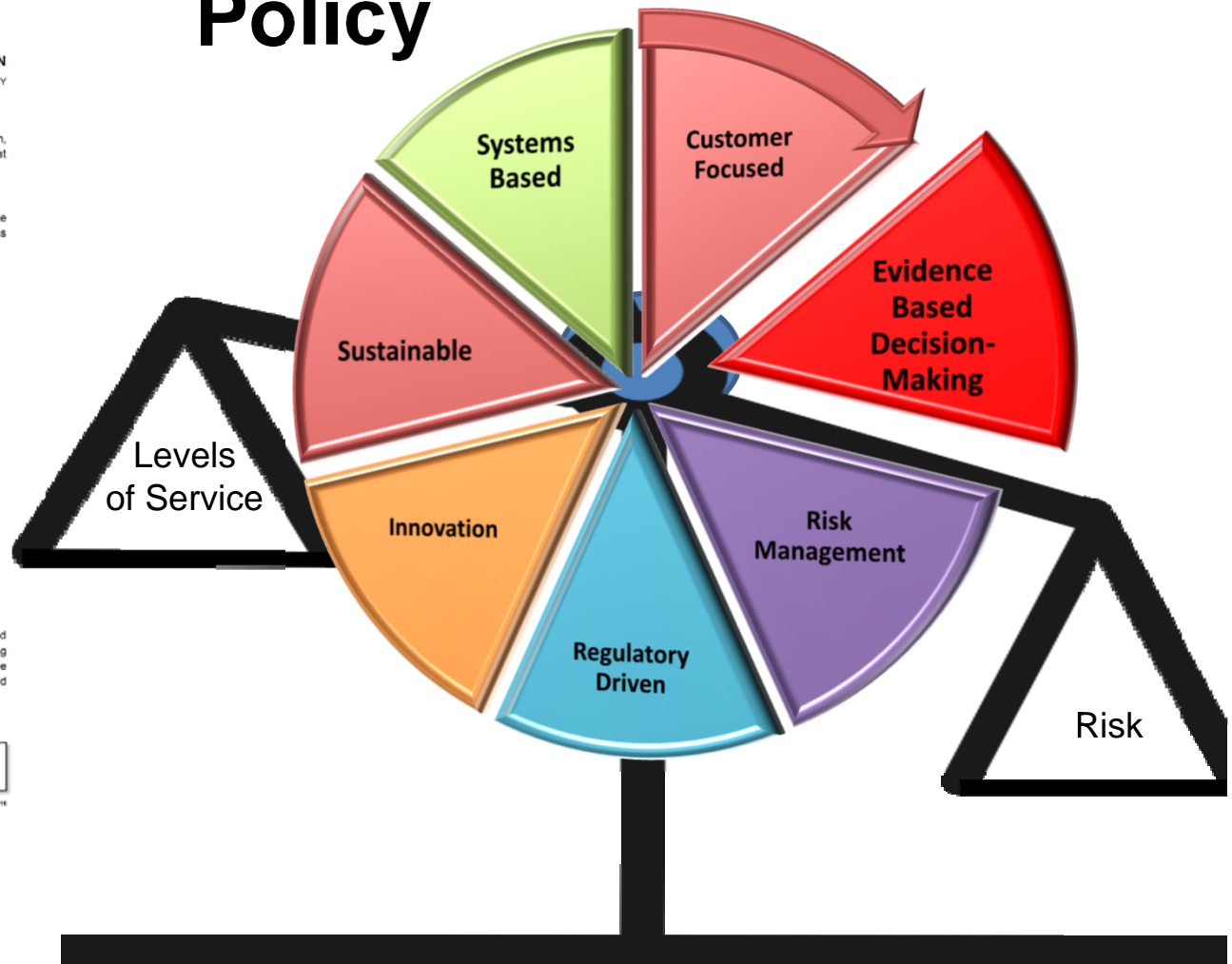
Evaluation of an asset in terms of its role and value within the context of the greater system, as opposed to examining an individual asset in isolation.

Asset management ensures the right balance of strategy, assets (physical and technological), people and business processes to deliver established levels of service through an optimized risk-based decision-making approach. The City is committed to manage this program in an organization-wide manner that preserves the whole lifecycle of an asset and will be achieved by ongoing capacity building (sufficient training and resourcing).

Harry Schlange
Chief Administrative Officer

Asset Management is the coordinated activity of an organization to realize value from its assets.
Source: ISO 55000

City revised: October 11, 2016



Corporate Asset Management

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CAM Program- Where are we at (2016)?

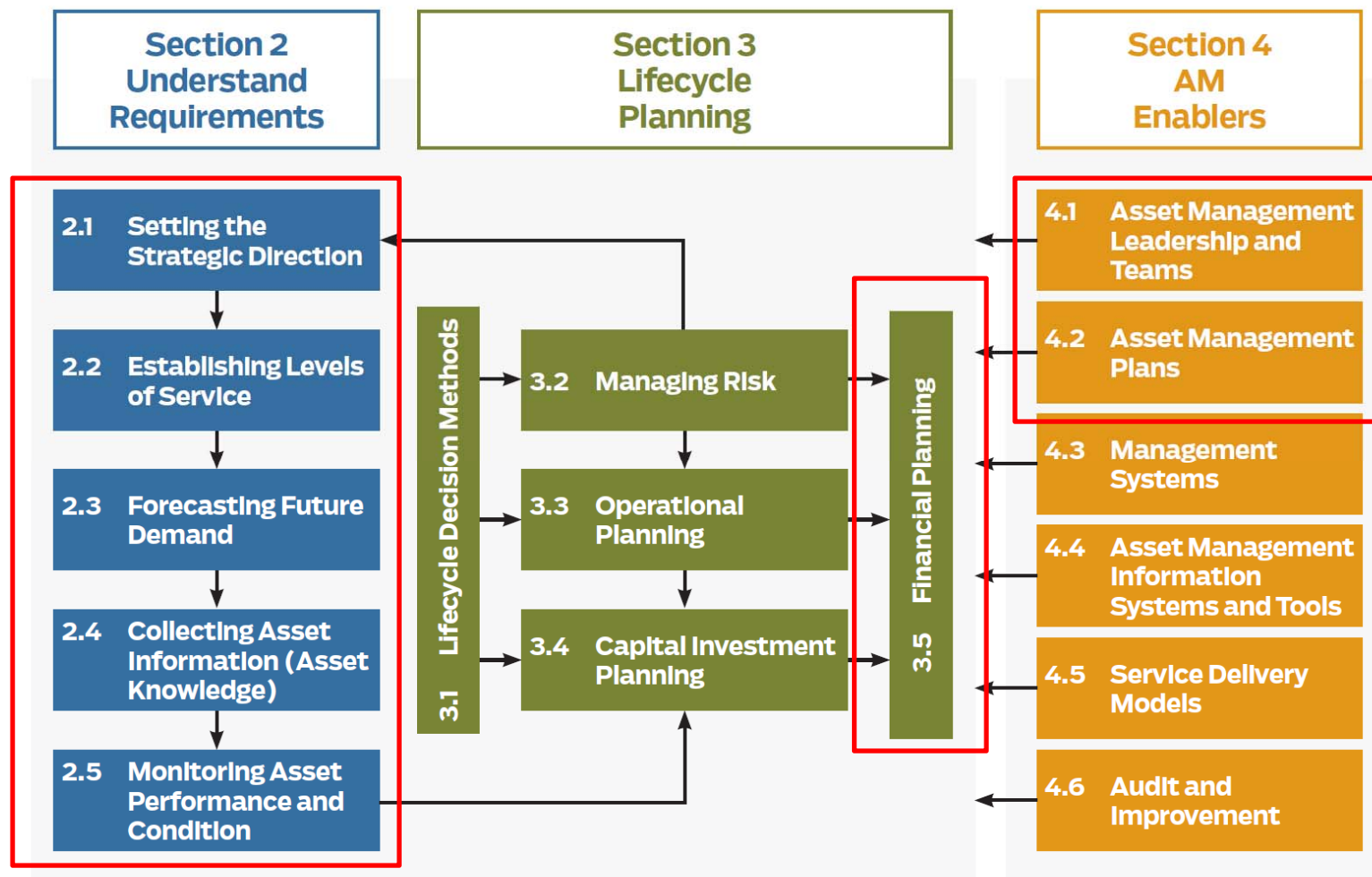


Figure2: The Asset Management Process (sourced from IIMM 2015, p1/10)

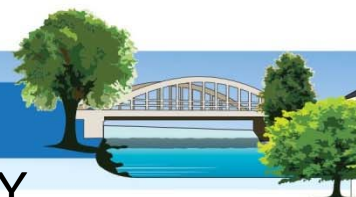
The Asset Management Advantage:

- Making better decisions!



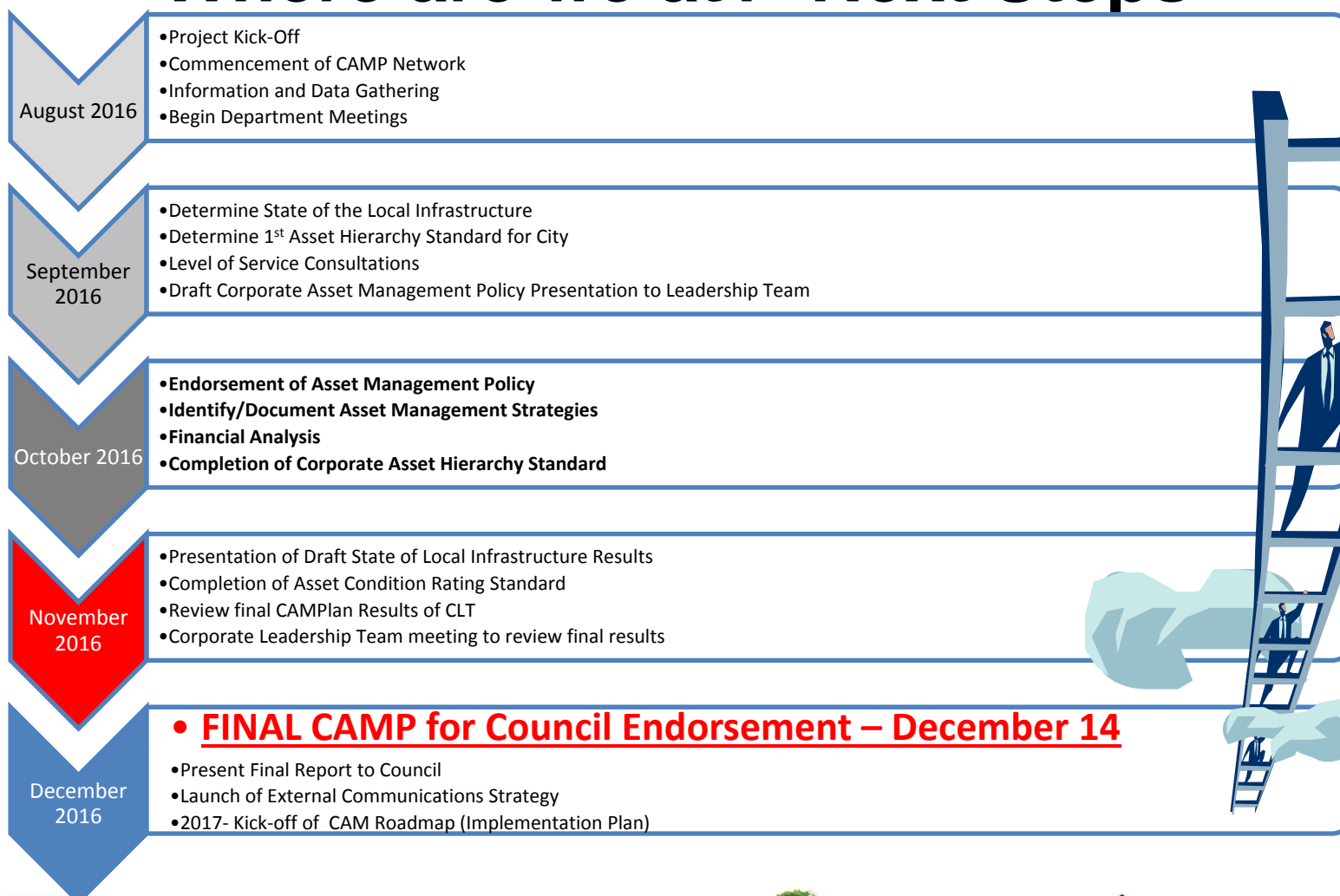
Corporate Asset Management

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BRAMPTON
Flower City 44

Where are we at? Next Steps



Corporate Asset Management

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Special Thanks to the AMP Network

Corporate Asset Management

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Questions?

**MUNICIPAL FUNDING AGREEMENT
FOR THE TRANSFER OF FEDERAL GAS TAX FUNDS**

This Agreement made in duplicate as of 1st day of April, 2014.

BETWEEN:

THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO

(referred to herein as "AMO")

AND:

THE CORPORATION OF THE CITY OF BRAMPTON

(a municipal corporation pursuant to the *Municipal Act, 2001*, referred to herein as the "Recipient")

WHEREAS the Government of Canada makes up to \$2 billion per year available for allocation by the Government of Canada for the purpose of municipal, regional and First Nations infrastructure starting in the fiscal year beginning on April 1, 2014 under Section 161 of *Keeping Canada's Economy and Jobs Growing Act*, S.C. 2011, c. 24;

WHEREAS Canada, the Province of Ontario, Ontario municipalities as represented by AMO and Toronto are signatories to the administrative agreement on The Federal Gas Tax Fund on April 1, 2014 (the "Canada-Ontario-AMO-Toronto Agreement"), whereby AMO agreed to administer federal gas tax funds made available to Ontario municipalities, excluding Toronto, pursuant to the Canada-Ontario-AMO-Toronto Agreement on behalf of Canada;

WHEREAS the Canada-Ontario-AMO-Toronto Agreement contains a framework for the transfer of federal gas tax funds to Ontario municipalities represented by AMO and Toronto to provide stable, reliable and predictable funding for municipal infrastructure purposes;

WHEREAS the Recipient wishes to enter into this Agreement in order to participate in the federal Gas Tax Fund;

WHEREAS AMO is carrying out the fund administration and coordinating role in accordance with its obligations set out in the Canada-Ontario-AMO-Toronto Agreement and it will accordingly undertake certain activities and require Recipients to undertake activities as set out in this Agreement.

THEREFORE the Parties agree as follows:

1. DEFINITIONS AND INTERPRETATION

- 1.1 **Definitions.** When used in this Agreement (including the cover and execution pages and all of the schedules), the following terms shall have the meanings

ascribed to them below unless the subject matter or context is inconsistent therewith:

“Agreement” means this Agreement, including the cover and execution pages and all of the schedules hereto, and all amendments made hereto in accordance with the provisions hereof.

“Annual Report” means the duly completed report to be prepared and delivered to AMO as described in Section 7.1 and Section 1 of Schedule D.

“Asset Management Plan” means a strategic document that states how a group of assets are to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions. The plan may use any appropriate format, as long as it includes the information and analysis required to be in a plan as described in Ontario’s Building Together: Guide for Asset Management Plans.

“Association of Municipalities of Ontario (AMO)” means a legally incorporated entity under the *Corporations Act, 1990* R.S.O. 1990, Chapter c.38.

“Base Amount” means an amount reflecting total municipally-funded capital spending on Infrastructure between January 1, 2000 and December 31, 2004 less: (i) monies raised (during that period) under the *Development Charges Act, 1997* S.O, 1997, c.27; and (ii) monies received (during that period) by Municipalities under federal and provincial infrastructure programs against which investments of Funds will be measured to ensure that investments of Funds are incremental.

“Canada” means Her Majesty in Right of Canada, as represented by the President of the Queen’s Privy Council for Canada, Minister of Infrastructure, Communities and Intergovernmental Affairs.

“Contract” means an agreement between the Recipient and a Third Party whereby the latter agrees to supply a product or service to an Eligible Project in return for financial consideration.

“Eligible Expenditures” means those expenditures described as eligible in Schedule C.

“Eligible Projects” means projects as described in Schedule B.

“Eligible Recipient” means:

- (a) a Municipality or its agent (including its wholly owned corporation); and
- (b) a non-municipal entity, including for profit, non-governmental and not-for profit organizations, on the condition that the Municipality(ies) has (have) indicated support for the project through a formal by-law passed by its (their) council(s)

“Event of Default” has the meaning given to it in Section 12.1 of this Agreement.

“First Agreement” means the Municipal Funding Agreement for the transfer of federal gas tax revenues under the New Deal for Communities entered into by AMO and THE CORPORATION OF THE CITY OF BRAMPTON, with an expiry date of March 31, 2015.

“Funds” mean the Funds made available to the Recipient through the Gas Tax Fund, a program established by the Government of Canada under Section 161 of the *Keeping Canada’s Economy and Jobs Growing Act*, S.C. 2011, c. 24 as amended by Section 233 of the *Economic Action Plan 2013 Act*, No. 1, S.C. 2013, C. 33 or any other source of funding as determined by Canada. Funds are made available pursuant to this Agreement and includes any interest earned on the said Funds. For greater certainty: (i) Funds transferred to another Municipality in accordance with Section 6.2 of this Agreement, other than as set out in Sections 7.1(a), (c) and (f), are to be treated as Funds by the Municipality to which the Funds are transferred and are not to be treated as Funds by the Recipient; and (ii) any Funds transferred to a non-municipal entity in accordance with Section 6.3 of this Agreement shall remain as Funds under this Agreement for all purposes and the Recipient shall continue to be bound by all provisions of this Agreement with respect to such transferred Funds.

“Ineligible Expenditures” means those expenditures described as ineligible in Schedule C.

“Infrastructure” means municipal or regional, publicly or privately owned, tangible capital assets primarily for public use or benefit in Ontario.

“Lower Tier Municipality” means a municipality that forms part of an upper-tier Municipality for municipal purposes, as defined under the *Municipal Act, 2001* S.O. 2001 c.25.

“Municipal Fiscal Year” means the period beginning January 1st of a year and ending December 31st of the same year.

“Municipality” and “Municipalities” means every municipality as defined under the *Municipal Act, 2001* S.O. 2001 c.25.

“One Investment Program” means the co-investment program operated jointly by Local Authority Services, an incorporated subsidiary of AMO and CHUMS Financing Corporation, an incorporated wholly-owned subsidiary of the Municipal Finance Officers’ Association of Ontario.

“Outcomes Report” means the report prepared and delivered to AMO by the Recipient by March 31, 2017 and again by March 31, 2022 which reports on how Funds are supporting progress towards achieving the program benefits, more specifically described in Schedule D.

“Oversight Committee” means the committee established to monitor the overall implementation of the Canada-Ontario-AMO-Toronto Agreement.

“**Parties**” means AMO and the Recipient.

“**Recipient**” has the meaning given to it on the first page of this Agreement.

“**Third Party**” means any person or legal entity, other than the Parties to this Agreement who participates in the implementation of an Eligible Project by means of a Contract.

“**Transfer By-law**” means a by-law passed by Council of the Recipient pursuant to Section 6.2 and delivered to AMO in accordance with that section.

“**Unspent Funds**” means the amount reported as unspent by the Recipient as of December 31, 2013 as submitted in the Recipient’s 2013 Annual Expenditure Report (as defined under the First Agreement).

“**Upper Tier Municipality**” means a Municipality of which two or more lower-tier municipalities form part for municipal purposes, as defined under the *Municipal Act, 2001* S.O. 2001 c.25.

1.2 Interpretations:

Herein, etc. The words “herein”, “hereof” and “hereunder” and other words of similar import refer to this Agreement as a whole and not any particular schedule, article, section, paragraph or other subdivision of this Agreement.

Currency. Any reference to currency is to Canadian currency and any amount advanced, paid or calculated is to be advanced, paid or calculated in Canadian currency.

Statutes. Any reference to a federal or provincial statute is to such statute and to the regulations made pursuant to such statute as such statute and regulations may at any time be amended or modified and in effect and to any statute or regulations that may be passed that have the effect of supplementing or superseding such statute or regulations.

Gender, singular, etc. Words importing the masculine gender include the feminine or neuter gender and words in the singular include the plural, and vice versa.

2. TERM OF AGREEMENT

- 2.1 **Term.** Subject to any extension or termination of this Agreement or the survival of any of the provisions of this Agreement pursuant to the provisions contained herein, this Agreement shall be in effect from the date set out on the first page of this Agreement, up to and including March 31, 2024.
- 2.2 **Review.** This Agreement will be reviewed by AMO by December 31, 2018.
- 2.3 **Amendment.** This Agreement may be amended at any time in writing as agreed to by AMO and the Recipient.

- 2.4 **Notice.** Any of the Parties may terminate this Agreement on two (2) years written notice.
- 2.5 The Parties agree that the First Agreement, including section 15.4 thereof, is hereby terminated. Notwithstanding the termination of the First Agreement, including section 15.4, the reporting and indemnity obligations of the Recipient thereunder with respect to expended Funds governed by the First Agreement as set forth in sections 5, 7, 10.4, 10.5 and 10.6 of the First Agreement shall survive the said termination.

3. RECIPIENT REQUIREMENTS

- 3.1 **Communications.** The Recipient will comply with all requirements outlined in Schedule E, including:
- (a) Providing upfront project information on an annual basis for communications purposes;
 - (b) Including Canada in local project communications; and
 - (c) Installing federal project signs.
- 3.2 **Incrementality.** Any Funds that the Recipient may receive from Canada are not intended to replace or displace existing sources of funding for the Recipient's tangible capital assets. The Recipient will ensure that its total annual expenditures on tangible capital assets over the life of the Agreement, on average, will not be less than the Base Amount.
- 3.3 **Contracts.** The Recipient will award and manage all Contracts in accordance with its relevant policies and procedures and, if applicable, in accordance with the Agreement on Internal Trade and applicable international trade agreements, and all other applicable laws.
- (a) The Recipient will ensure any of its Contracts for the supply of services or materials to implement its responsibilities under this Agreement will be awarded in a way that is transparent, competitive, consistent with value for money principles and pursuant to its adopted procurement policy.

4. ELIGIBLE PROJECTS

- 4.1 **Eligible Project Categories.** Eligible Projects include investments in Infrastructure for its construction, renewal or material enhancement in the categories of public transit, local roads and bridges, wastewater, water, solid waste, community energy systems, capacity building, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband connectivity, brownfield redevelopment, cultural, tourism, sport and recreational infrastructure, as more specifically described in Schedule B and Schedule C.
- 4.2 **Recipient Fully Responsible.** The Recipient is fully responsible for the completion of each Eligible Project in accordance with Schedule B and Schedule C.

5. ELIGIBLE EXPENDITURES

- 5.1 **Eligible Expenditures.** Schedule C sets out specific requirements for Eligible and Ineligible Expenditures.
- 5.2 **Discretion of Canada.** Subject to Section 5.1, the eligibility of any items not listed in Schedule B and/or Schedule C to this Agreement is solely at the discretion of Canada.
- 5.3 **Unspent Funds.** Any Unspent Funds, and any interest earned thereon, will be subject to the terms and conditions of this Agreement, and will no longer be governed by the terms and conditions of the First Agreement.
- 5.4 **Reasonable Access.** The Recipient shall allow AMO and Canada reasonable and timely access to all documentation, records and accounts and those of their respective agents or Third Parties related to the receipt, deposit and use of Funds and Unspent Funds, and any interest earned thereon, and all other relevant information and documentation requested by AMO or Canada or their respective designated representatives for the purposes of audit, evaluation, and ensuring compliance with this Agreement.
- 5.5 **Retention of Receipts.** The Recipient will keep proper and accurate accounts and records of all Eligible Projects including invoices and receipts for Eligible Expenditures in accordance with the Recipient's municipal records retention by-law and, upon reasonable notice, make them available to AMO and Canada.

6. FUNDS

- 6.1 **Allocation of Funds.** AMO will allocate and transfer Funds that Canada may make available for Ontario Municipalities to Recipients on a *per capita* basis with allocations made on a 50:50 basis to upper-tier and lower-tier Municipalities, where they exist.
- 6.2 **Transfer of Funds to a Municipality.** Where a Recipient decides to allocate and transfer Funds to another Municipality (the "Transferee Municipality"):
 - (a) The allocation and transfer shall be authorized by by-law (a "**Transfer By-law**"). The Transfer By-law shall be passed by the Recipient's council and submitted to AMO as soon thereafter as practicable. The Transfer By-law shall identify the Transferee Municipality and the amount of Funds the Transferee Municipality is to receive for the Municipal Fiscal Year specified in the Transfer By-law.
 - (b) The Recipient is still required to submit an Annual Report in accordance with Sections 7.1 (a), (c) and (f) hereof with respect to the Funds transferred.
 - (c) No transfer of Funds pursuant to this Section 6.2 shall be effected unless and until the Transferee Municipality has either (i) entered into an agreement with AMO on substantially the same terms as this Agreement, or (ii) has executed and delivered to AMO a written undertaking to

assume all of the Recipient's obligations under this Agreement with respect to the Funds transferred; in a form satisfactory to AMO.

- 6.3 **Transfer of Funds to a non-municipal entity.** Where a Recipient decides to support an Eligible Project undertaken by an Eligible Recipient that is not a Municipality:
- (a) The provision of such support shall be authorized by a by-law (a "Non-municipal Transfer By-law"). The Non-municipal Transfer By-law shall be passed by the Recipient's council and submitted to AMO as soon as practicable thereafter. The Non-municipal Transfer By-law shall identify the Eligible Recipient, and the amount of Funds the Eligible Recipient is to receive for that Eligible Project.
 - (b) The Recipient shall continue to be bound by all of the provisions of this Agreement notwithstanding any such transfer.
 - (c) No transfer of Funds pursuant to this Section 6.3 shall be effected unless and until the non-municipal entity receiving the Funds has executed and delivered to AMO a written undertaking to assume all of the Recipient's obligations under this Agreement with respect to the Funds transferred, in a form satisfactory to AMO.
- 6.4 **Use of Funds.** The Recipient acknowledges and agrees the Funds are intended for and shall be used only for Eligible Expenditures in respect of Eligible Projects.
- 6.5 **Schedule of payout of Funds.** The Recipient agrees that all Funds are to be transferred by AMO to the Recipient as set out in Schedule A. Subject to Section 6.14, AMO will transfer Funds twice yearly, on or before the dates agreed upon by Canada and AMO, and, more specifically on the basis set out in Schedule A.
- 6.6 **Use of Funds.** The Recipient will deposit the Funds in a dedicated reserve fund or other separate distinct interest bearing account or invest the Funds through the One Investment Program or any other eligible investment permitted by the Ontario *Municipal Act, 2001* and shall retain the Funds in such reserve fund, account or investment until the Funds are expended or transferred in accordance with this Agreement. The Recipient shall ensure that:
- (a) any investment of unexpended Funds will be in accordance with Ontario law and the Recipient's investment policy; and,
 - (b) any interest earned on Funds will only be applied to Eligible Expenditures for Eligible Projects, more specifically on the basis set out in Schedule B and Schedule C.
- 6.7 **Funds advanced.** Funds transferred by AMO to the Recipient shall be expended by the Recipient in respect of Eligible Expenditures within five (5) years after the end of the year in which Funds were received. Unexpended Funds shall not be retained beyond such five (5) year period. AMO reserves the right to declare that Unexpended Funds after five (5) years become a debt to

Canada which the Recipient will reimburse forthwith on demand to AMO for transmission to Canada.

- 6.8 **Expenditure of Funds.** The Recipient shall expend all Funds by December 31, 2028.
- 6.9 **GST & HST.** The use of Funds is based on the net amount of goods and services tax or harmonized sales tax to be paid by the Recipient net of any applicable tax rebates.
- 6.10 **Limit on Canada's Financial Commitments.** The Recipient may use Funds to pay up to one hundred percent (100%) of Eligible Expenditures of an Eligible Project.
- 6.11 **Federal Funds.** The Recipient agrees that any Funds received will be treated as federal funds for the purpose of other federal infrastructure programs.
- 6.12 **Stacking.** If the Recipient is receiving federal funds under other federal infrastructure programs in respect of an Eligible Project to which the Recipient wishes to apply Funds, the maximum federal contribution limitation set out in any other federal infrastructure program agreement made in respect of that Eligible Project shall continue to apply.
- 6.13 **Withholding Payment.** AMO may withhold payment of Funds where the Recipient is in default of compliance with any provisions of this Agreement.
- 6.14 **Insufficient funds provided by Canada.** Notwithstanding Section 2.4, if Canada does not provide sufficient funds to continue the Funds for any Municipal Fiscal Year during which this Agreement is in effect, AMO may terminate this Agreement.

7. REPORTING REQUIREMENTS

- 7.1 **Annual Report.** The Recipient shall report in the form in Schedule D due by March 31st following each Municipal Fiscal Year on:
- (a) the amounts received from AMO under this Agreement in respect of the previous Municipal Fiscal Year;
 - (b) the amounts received from another Municipality;
 - (c) the amounts transferred to another Municipality;
 - (d) amounts paid by the Recipient in aggregate for Eligible Projects;
 - (e) amounts held at year end by the Recipient in aggregate, including interest, to pay for Eligible Projects;
 - (f) indicate in a narrative the progress that the Recipient has made in meeting its commitments and contributions; and,

- (g) a listing of all Eligible Projects that have been funded, indicating the location, investment category, project description, amount of Funds and total project cost.

7.2 **Outcomes Report.** The Recipient shall account in writing for outcomes achieved as a result of the Funds through an Outcomes Report to be submitted to AMO. Specifically the Outcomes Report shall describe, in a manner to be provided by AMO, the degree to which investments in each Eligible Project are supporting progress towards achieving:

- (a) beneficial impacts on communities of completed Eligible Projects; and
- (b) enhanced impact of Funds as a predictable source of funding.

8. ASSET MANAGEMENT

8.1 **Asset Management Plan.** The Recipient will develop and implement an Asset Management Plan prior to December 31, 2016.

8.2 **Outcomes.** On a date and in a manner to be determined by AMO, the Recipient will provide a report to AMO demonstrating that Asset Management Plans are being used to guide infrastructure planning and investment decisions and how Funds are being used to address priority projects.

9. RECORDS AND AUDIT

9.1 **Accounting Principles.** All accounting terms not otherwise defined herein have the meanings assigned to them; all calculations will be made and all financial data to be submitted will be prepared in accordance with generally accepted accounting principles (GAAP) in effect in Ontario. GAAP will include, without limitation, those principles approved or recommended for local governments from time to time by the Public Sector Accounting Board or the Canadian Institute of Chartered Accountants or any successor institute, applied on a consistent basis.

9.2 **Separate Records.** The Recipient shall maintain separate records and documentation for the Funds and keep all records including invoices, statements, receipts and vouchers in respect of Funds expended on Eligible Projects in accordance with the Recipient's municipal records retention by-law. Upon reasonable notice, the Recipient shall submit all records and documentation relating to the Funds to AMO and Canada for inspection or audit.

9.3 **External Auditor.** AMO and/or Canada may request, upon written notification, an audit of Eligible Project or an Annual Report. AMO shall retain an external auditor to carry out an audit of the material referred to in Sections 5.4 and 5.5 of this Agreement. AMO shall ensure that any auditor who conducts an audit pursuant to this Section of this Agreement or otherwise, provides a copy of the audit report to the Recipient and Canada at the same time that the audit report is given to AMO.

10. INSURANCE AND INDEMNITY

- 10.1 **Insurance.** The Recipient shall put in effect and maintain in full force and effect or cause to be put into effect and maintained for the term of this Agreement all the necessary insurance with respect to each Eligible Project, including any Eligible Projects with respect to which the Recipient has transferred Funds pursuant to Section 6 of this Agreement, that would be considered appropriate for a prudent Municipality undertaking Eligible Projects, including, where appropriate and without limitation, property, construction and liability insurance, which insurance coverage shall identify Canada and AMO as additional insureds for the purposes of the Eligible Projects.
- 10.2 **Certificates of Insurance.** Throughout the term of this Agreement, the Recipient shall provide AMO with a valid certificate of insurance that confirms compliance with the requirements of Section 10.1. No Funds shall be expended or transferred pursuant to this Agreement until such certificate has been delivered to AMO.
- 10.3 **AMO not liable.** In no event shall Canada or AMO be liable for:
- (a) any bodily injury, death or property damages to the Recipient, its employees, agents or consultants or for any claim, demand or action by any Third Party against the Recipient, its employees, agents or consultants, arising out of or in any way related to this Agreement; or
 - (b) any incidental, indirect, special or consequential damages, or any loss of use, revenue or profit to the Recipient, its employees, agents or consultants arising out of any or in any way related to this Agreement.
- 10.4 **Recipient to Compensate Canada.** The Recipient will ensure that it will not, at any time, hold Canada, its officers, servants, employees or agents responsible for any claims or losses of any kind that the Recipient, Third Parties or any other person or entity may suffer in relation to any matter related to the Funds or an Eligible Project and that the Recipient will, at all times, compensate Canada, its officers, servants, employees and agents for any claims or losses of any kind that any of them may suffer in relation to any matter related to the Funds or an Eligible Project. The Recipient's obligation to compensate as set out in this section does not apply to the extent to which such claims or losses relate to the negligence of an officer, servant, employee, or agent of Canada in the performance of his or her duties.
- 10.5 **Recipient to Indemnify AMO.** The Recipient hereby agrees to indemnify and hold harmless AMO, its officers, servants, employees or agents (each of which is called an "**Indemnitee**"), from and against all claims, losses, damages, liabilities and related expenses including the fees, charges and disbursements of any counsel for any Indemnitee incurred by any Indemnitee or asserted against any Indemnitee by whomsoever brought or prosecuted in any manner based upon, or occasioned by, any injury to persons, damage to or loss or destruction of property, economic loss or infringement of rights caused by or arising directly or indirectly from:

- (a) the Funds;
- (b) the Recipient's Eligible Projects, including the design, construction, operation, maintenance and repair of any part or all of the Eligible Projects;
- (c) the performance of this Agreement or the breach of any term or condition of this Agreement by the Recipient, its officers, servants, employees and agents, or by a Third Party, its officers, servants, employees, or agents; and
- (d) any omission or other wilful or negligent act of the Recipient or Third Party and their respective officers, servants, employees or agents.

11. TRANSFER AND OPERATION OF MUNICIPAL INFRASTRUCTURE

- 11.1 **Reinvestment.** The Recipient will invest into Eligible Projects, any revenue that is generated from the sale, lease, encumbrance or other disposal of an asset resulting from an Eligible Project where such disposal takes place within five (5) years of the date of completion of the Eligible Project.
- 11.2 **Notice.** The Recipient shall notify AMO in writing 120 days in advance and at any time during the five (5) years following the date of completion of an Eligible Project if it is sold, leased, encumbered or otherwise disposed of.
- 11.3 **Public Use.** The Recipient will ensure that Infrastructure resulting from any Eligible Project that is not sold, leased, encumbered or otherwise disposed of, remains primarily for public use or benefit.

12. DEFAULT AND TERMINATION

- 12.1 **Event of Default.** AMO may declare in writing that an event of default has occurred when the Recipient has not complied with any condition, undertaking or term in this Agreement. AMO will not declare in writing that an event of default has occurred unless it has first consulted with the Recipient. Each and every one of the following events is an "Event of Default":
 - (a) failure by the Recipient to deliver in a timely manner an Annual Report or Outcomes Report.
 - (b) delivery of an Annual Report that discloses non-compliance with any condition, undertaking or material term in this Agreement.
 - (c) failure by the Recipient to co-operate in an external audit undertaken by AMO or its agents.
 - (d) delivery of an external audit report that discloses non-compliance with any condition, undertaking or term in this Agreement.
 - (e) failure by the Recipient to expend Funds in accordance with Section 6.7.

- 12.2 **Waiver.** AMO may withdraw its notice of an Event of Default if the Recipient, within thirty (30) calendar days of receipt of the notice, either corrects the default or demonstrates, to the satisfaction of AMO in its sole discretion that it has taken such steps as are necessary to correct the default.
- 12.3 **Remedies on default.** If AMO declares that an Event of Default has occurred under Section 12.1, after thirty (30) calendar days from the Recipient's receipt of the notice of an Event of Default, it may immediately terminate or suspend its obligation to pay the Funds. If AMO suspends payment, it may pay suspended Funds if AMO is satisfied that the default has been cured.
- 12.4 **Repayment of Funds.** If AMO declares that an Event of Default has not been cured to its satisfaction, AMO reserves the right to declare that prior payments of Funds become a debt to Canada which the Recipient will reimburse forthwith on demand to AMO for transmission to Canada.

13. CONFLICT OF INTEREST

- 13.1 **No conflict of interest.** The Recipient will ensure that no current member of the AMO Board of Directors and no current or former public servant or office holder to whom any post-employment, ethics and conflict of interest legislation, guidelines, codes or policies of Canada applies will derive direct benefit from the Funds, the Unspent Funds, and interest earned thereon, unless the provision of receipt of such benefits is in compliance with such legislation, guidelines, policies or codes.

14. NOTICE

- 14.1 **Notice.** Any notice, information or document provided for under this Agreement will be effectively given if in writing and if delivered by hand, or overnight courier, mailed, postage or other charges prepaid, or sent by facsimile or email to the addresses, the facsimile numbers or email addresses set out in Section 14.3. Any notice that is sent by hand or overnight courier service shall be deemed to have been given when received; any notice mailed shall be deemed to have been received on the eighth (8) calendar day following the day on which it was mailed; any notice sent by facsimile shall be deemed to have been given when sent; any notice sent by email shall be deemed to have been received on the sender's receipt of an acknowledgment from the intended recipient (such as by the "return receipt requested" function, as available, return email or other written acknowledgment), provided that in the case of a notice sent by facsimile or email, if it is not given on a business day before 4:30 p.m. Eastern Standard Time, it shall be deemed to have been given at 8:30 a.m. on the next business day for the recipient.
- 14.2 **Representatives.** The individuals identified in Section 14.3 of this Agreement, in the first instance, act as AMO's or the Recipient's, as the case may be, representative for the purpose of implementing this Agreement.
- 14.3 **Addresses for Notice.** Further to Section 14.1 of this Agreement, notice can be given at the following addresses:

(a) If to AMO:

Executive Director
Federal Gas Tax Fund Agreement
Association of Municipalities of Ontario
200 University Avenue, Suite 801
Toronto, ON M5H 3C6

Telephone: 416-971-9856
Facsimile: 416-971-6191
Email: gastax@amo.on.ca

(b) If to the Recipient:

Peter Honeyborne
Executive Director, Finance / Treasurer, Corporate Services
The Corporation of the City of Brampton
2 Wellington St. West,
Brampton, ON L6Y 4R2
Telephone: (905) 874-2221
Facsimile: (905) 874-2149
Email: peter.honeyborne@brampton.ca

15. MISCELLANEOUS

- 15.1 **Counterpart Signature.** This Agreement may be signed in counterpart, and the signed copies will, when attached, constitute an original Agreement.
- 15.2 **Severability.** If for any reason a provision of this Agreement that is not a fundamental term is found to be or becomes invalid or unenforceable, in whole or in part, it will be deemed to be severable and will be deleted from this Agreement, but all the other terms and conditions of this Agreement will continue to be valid and enforceable.
- 15.3 **Waiver.** AMO may waive any right in this Agreement only in writing, and any tolerance or indulgence demonstrated by AMO will not constitute waiver of rights in this Agreement. Unless a waiver is executed in writing, AMO will be entitled to seek any remedy that it may have under this Agreement or under the law.
- 15.4 **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable in Ontario.
- 15.5 **Survival.** The Recipient agrees that the following sections and provisions of this Agreement shall extend for seven (7) years beyond the expiration or termination of this Agreement: Sections 5, 6.7, 6.8, 7, 10.4, 10.5, 11, 12.4 and 15.8.

- 15.6 **AMO, Canada and Recipient independent.** The Recipient will ensure its actions do not establish or will not be deemed to establish a partnership, joint venture, principal-agent relationship or employer-employee relationship in any way or for any purpose whatsoever between Canada and the Recipient, between AMO and the Recipient, between Canada and a Third Party or between AMO and a Third Party.
- 15.7 **No Authority to Represent.** The Recipient will ensure that it does not represent itself, including in any agreement with a Third Party, as a partner, employee or agent of Canada or AMO.
- 15.8 **Debts Due to AMO.** Any amount owed under this Agreement will constitute a debt due to AMO, which the Recipient will reimburse forthwith, on demand, to AMO.
- 15.9 **Priority.** In the event of a conflict, the part of this Agreement that precedes the signature of the Parties will take precedence over the Schedules.

16. SCHEDULES

16.1 This Agreement, including:

- Schedule A Schedule of Fund Payments
- Schedule B Eligible Project Categories
- Schedule C Eligible and Ineligible Expenditures
- Schedule D Reporting
- Schedule E Communications

constitute the entire agreement between the Parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements.

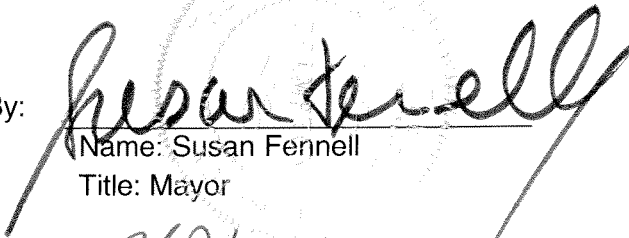
17. SIGNATURES

IN WITNESS WHEREOF, AMO and the Recipient have respectively executed, sealed and delivered this Agreement on the date set out on the front page.

RECIPIENT'S NAME:

**THE CORPORATION OF THE CITY OF
BRAMPTON**

By:

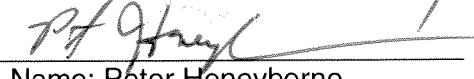


Name: Susan Fennell

Title: Mayor

June 6, 2014
Date

Affix
Corporate
Seal



Name: Peter Honeyborne

Title: Executive Director, Finance
and Treasurer

June 6, 2014
Date

THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO

By:

Title: Executive Director

Date

Affix
Corporate
Seal

In the presence of:

Witness:

Title:

Date

SCHEDULE A
SCHEDULE OF FUND PAYMENTS
RECIPIENT'S NAME: THE CORPORATION OF THE CITY OF BRAMPTON

The following represents an estimate of the Funds and schedule of payments for the first five (5) years of the Agreement.

Year	Schedule of Fund Payments	
	Payment #1	Payment #2
2014	\$7,585,029.90	\$7,585,029.89
2015	\$7,585,029.90	\$7,585,029.89
2016	\$7,964,281.39	\$7,964,281.38
2017	\$7,964,281.39	\$7,964,281.38
2018	\$8,343,532.88	\$8,343,532.87

An estimate of the Funds and schedule of payments for the latter five (5) years of the Agreement (2019-2023) will be provided following the review and amendment procedures specified in Section 2.2 and 2.3.

SCHEDULE B

ELIGIBLE PROJECT CATEGORIES

Eligible Projects include investments in Infrastructure for its construction, renewal or material enhancement in each of the following categories:

1. Local roads and bridges – i.e. roads, bridges, tunnels, highways and active transportation infrastructure (active transportation refers to investments that support active methods of travel. This can include: cycling lanes and paths, sidewalks, hiking and walking trails).
2. Public transit – i.e. a shared passenger transport system which is available for public use.
3. Drinking Water – i.e. drinking water conservation, collection, treatment and distribution systems.
4. Wastewater – i.e. wastewater and storm water collection, treatment and management systems.
5. Solid waste – i.e. solid waste management systems including the collection, diversion and disposal of recyclables, compostable materials and garbage.
6. Community energy systems – i.e. infrastructure that generates or increases the efficient usage of energy.
7. Capacity building - i.e. investments related to strengthening the ability of Municipalities to develop long-term planning practices.
8. Short-sea shipping – i.e. infrastructure related to the movement of cargo and passengers around the coast and on inland waterways, without directly crossing an ocean.
9. Short-line rail – i.e. railway related infrastructure for carriage of passengers or freight.
10. Regional and local airports – i.e. airport-related infrastructure (excludes the National Airport System).
11. Broadband connectivity – i.e. infrastructure that provides internet access to residents, businesses, and/or institutions in Canadian communities.
12. Brownfield Redevelopment i.e. remediation or decontamination and redevelopment of a brownfield site within municipal boundaries, where the redevelopment includes:
 - (a) the construction of public infrastructure as identified in the context of any other eligible category referred to in this Schedule, and/or;
 - (b) the construction of municipal use public parks and publicly-owned social housing.

-
13. Sport Infrastructure – i.e. amateur sport infrastructure (excludes facilities, including arenas, which would be used as the home of professional sports teams or major junior hockey teams (e.g. Junior A)).
 14. Recreational Infrastructure - i.e. recreational facilities or networks.
 15. Cultural Infrastructure – i.e. infrastructure that supports arts, humanities, and heritage.
 16. Tourism Infrastructure – i.e. infrastructure that attracts travelers for recreation, leisure, business or other purposes.
 17. Disaster mitigation – i.e. infrastructure that reduces or eliminates long-term impacts and risks associated with natural disasters.

Note: Investments in health infrastructure (hospitals, convalescent and senior centres) are not eligible.

SCHEDULE C

ELIGIBLE AND INELIGIBLE EXPENDITURES

1. Eligible Expenditures

1.1 Eligible Expenditures of Recipients will be limited to the following:

- (a) the expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset, as defined by Generally Accepted Accounting Principles (GAAP), and any related debt financing charges specifically identified with that asset;
- (b) for capacity building category only, the expenditures related to strengthening the ability of Municipalities to improve local and regional planning including capital investment plans, integrated community sustainability plans, life-cycle cost assessments, and Asset Management Plans. The expenditures could include developing and implementing:
 - (i) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
 - (ii) training directly related to asset management planning; and,
 - (iii) long-term infrastructure plans.
- (c) the expenditures directly associated with joint federal communication activities and with federal project signage.

1.2 **Employee and Equipment Costs:** The incremental costs of the Recipient's employees or leasing of equipment may be included as Eligible Expenditures under the following conditions:

- (a) the Recipient is able to demonstrate that it is not economically feasible to tender a contract;
- (b) the employee or equipment is engaged directly in respect of the work that would have been the subject of the contract; and
- (c) the arrangement is approved in advance and in writing by the Oversight Committee.

1.3 **AMO as Agreement Administrator:** Up to 0.5% of the total funds will be used by AMO to undertake the administrative responsibilities to implement the Agreement and to undertake related capacity building and program delivery including expenditures associated with communication activities such as public project announcements and signage. Canada will review and accept AMO's detailed business case submitted in accordance with the Canada-Ontario-AMO-Toronto Agreement prior to undertaking the administrative and related activities.

2. Ineligible Expenditures

The following are deemed Ineligible Expenditures:

- (a) project expenditures incurred before April 1, 2005;
- (b) project expenditures incurred before April 1, 2014 for the following Eligible Project categories:
 - (i) regional and local airports;
 - (ii) short-line rail;
 - (iii) short-sea shipping;
 - (iv) disaster mitigation;
 - (v) broadband connectivity;
 - (vi) brownfield redevelopment;
 - (vii) cultural infrastructure;
 - (viii) tourism infrastructure;
 - (ix) sport infrastructure; and
 - (x) recreational infrastructure.
- (c) the cost of leasing of equipment by the Recipient, any overhead costs, including salaries and other employment benefits of any employees of the Recipient, its direct or indirect operating or administrative costs of Recipients, and more specifically its costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by its staff, except in accordance with Eligible Expenditures above;
- (d) taxes for which the Recipient is eligible for a tax rebate and all other costs eligible for rebates;
- (e) purchase of land or any interest therein, and related costs;
- (f) legal fees; and
- (g) routine repair and maintenance costs.

SCHEDULE D
REPORTING

1. Annual Report

By March 31st of each year, the Recipient will provide to AMO an Annual Report in an electronic format deemed acceptable to AMO, consisting of the following:

- (a) Financial Reporting Table: The financial report table will be submitted in accordance with the following template:

Annual Report Financial Table	Annual	Cumulative
	20xx	2014 - 20xx
Opening Balance ¹	\$xxx	
Received from AMO	\$xxx	\$xxx
Interest Earned	\$xxx	\$xxx
Received from a Municipality	\$xxx	\$xxx
Transferred to a Municipality	(\$xxx)	(\$xxx)
Spent on Eligible Projects (for each Eligible Project category)	(\$xxx)	(\$xxx)
Closing Balance of unspent funds	\$xxx	

- (b) Project List: The Recipient will provide to AMO a project list submitted in accordance with the following template:

Recipient	Project Title	Project Description	Eligible Project category	Total Project Cost	Funds (GTF) Spent	Completed
						(Yes/No/Ongoing)
						(Yes/No/Ongoing)
						(Yes/No/Ongoing)
						(Yes/No/Ongoing)

¹For the 2014 Annual Report this means the amount reported as unspent by the Recipient at December 31, 2013 as reported in the 2013 Annual Expenditure Report (as defined under the First Agreement).

2. **Project Outcomes.**

The Outcomes Report shall outline, in a manner to be provided by AMO, the degree to which investments in each project are supporting progress towards achieving:

- (a) Beneficial impacts on communities of completed Eligible Projects; and
- (b) Enhanced impact of Funds as a predictable source of funding.

3. **Asset Management Outcomes.**

On a date and in a manner to be determined by AMO, the Recipient will provide a report to AMO demonstrating that Asset Management Plans are being used to guide infrastructure planning and investment decisions and how Funds are being used to address priority projects.

SCHEDULE E

COMMUNICATIONS PROTOCOL

1. **Purpose.** The provisions of this Communications Protocol apply to all communications activities related to any Funds and Eligible Projects. Communications activities may include, but are not limited to, public or media events, news releases, reports, web articles, blogs, project signs, digital signs, publications, success stories and vignettes, photo compilations, videos, advertising campaigns, awareness campaigns, editorials, award programs, and multi-media products.
2. **Information Sharing.** The Recipient agrees to provide AMO with upfront information on planned Eligible Projects and Eligible Projects in progress on an annual basis, in an electronic format deemed acceptable by AMO, by March 31. Information will include, at a minimum: Eligible Project name, Eligible Category, Eligible Project description, total budgeted federal contribution (gas tax) and anticipated start date.
3. **Project Signage**
 - 3.1 The Recipient may have a sign recognizing its contribution to Eligible Projects.
 - 3.2 At Canada's request, the Recipient will install a federal sign to recognize federal funding at Eligible Project site(s). Federal sign design, content and installation guidelines will be provided by Canada.
 - 3.3 Where the Recipient decides to install a permanent plaque or other suitable marker with respect to an Eligible Project, it must recognize the federal contribution to the Eligible Project and be approved by Canada.
 - 3.4 The Recipient is responsible for the production and installation of Eligible Project signage, or as otherwise agreed upon.
 - 3.5 The Recipient agrees to inform AMO of signage installations, in a manner determined by AMO.
4. **Media Events and Announcements for Eligible Projects**
 - 4.1 The Recipient agrees to have regular announcements of Eligible Projects that are benefitting from the Funds that may be provided by Canada. Key milestones may be marked by public events, news releases and/or other mechanisms.
 - 4.2 Media events and announcements include, but are not limited to, news conferences, public announcements, official events or ceremonies, and news releases.
 - 4.3 Canada, AMO or the Recipient, may request a media event or announcement.
 - 4.4 Media events and announcements related to Eligible Projects will not occur without the prior knowledge and agreement of AMO, Canada and the Recipient. AMO as administrator will ensure prior knowledge and agreement of other signatories to the Canada-Ontario-AMO-Toronto Agreement.

4.5 Canada, AMO or the Recipient in requesting a media event or an announcement will provide at least 21 working days' notice to the Parties of their intention to undertake such an event. The event will take place at a date and location that is mutually agreed to by the Recipient, AMO and Canada. The AMO, Canada and the Recipient will have the opportunity to participate in such events through a designated representative. Each participant will choose its designated representative.

4.6 The conduct of all joint media events, announcements and products will follow the Table of Precedence for Canada as outlined at the current Government of Canada website.

4.7 All joint communications material related to media events and announcements must be approved by Canada and recognize the funding of all contributors.

4.8 All joint communications material must reflect Canada's policy on official languages and the federal identity program.

5. **Program Communications**

5.1 The Recipient may include messaging in its own communications products and activities with regards to the use of Funds.

5.2 When undertaking such activities, the Recipient will provide the opportunity for AMO and Canada to participate and will recognize the funding of all contributors.

5.3 Canada and AMO agree that they will not unreasonably restrict the Recipient from: (i) using, for its own purposes, public communications products related to the Funds prepared by Canada or AMO ("**Communication Products**") or, (ii) linking to web-based Communication Products.

5.4 Notwithstanding Section 4 of Schedule E, Canada retains the right to meet its obligations to communicate information to Canadians about the use of Funds through communications products and activities.

6. **Operational Communications**

6.1 The Recipient is solely responsible for operational communications with respect to the Eligible Projects, including but not limited to, calls for tender, construction and public safety notices. Operational communications as described above are not subject to the federal official languages policy.

6.2 The Recipient will share information promptly with Canada and AMO should significant emerging media or stakeholder issues relating to an Eligible Project arise. AMO will advise Recipients, when appropriate, about media inquiries received by it concerning an Eligible Project and, when appropriate, other signatories to the Canada-Ontario-AMO-Toronto Agreement will advise the Recipient about media inquiries, concerning an Eligible Project.

7. **Communicating Success Stories.** The Recipient agrees to communicate with Canada and AMO for the purposes of collaborating on communications activities and produces

including but not limited to Eligible Project success stories, Eligible Project vignettes, and Eligible Project start-to-finish features.

- 8. **Advertising Campaigns.** Recognizing that advertising can be an effective means of communication with the public, the Recipient may, at its own cost, organize an advertising or public information campaign related to the use of the Funds or the Eligible Projects. However such a campaign must respect the provisions of this Agreement. In the event of such a campaign, the Recipient agrees to inform Canada and AMO of its intention, and to inform them no less than 21 working days prior to the campaign launch.

Approved as to form
13/6/14
CG

DOCUMENT EXECUTION
AUTHORIZED BY
CITY OF BRAMPTON
BY LAW 151-2014

M

Approved as to content
2014/06/06
[Signature]

Treasurer

2nd Version of AMP

FIR Schedule 51	Asset Hierarchy Service Area	Budget Binder
General Government	Corporate Support Service Community Services	Legal Services Business Services Council & Administrative Services Human Resources Strategic & Enterprise Services Strategic Communications Office of Community Engagement Government Relations Internal Audit Corporate Development & Strategy Service Brampton Public Services- Business Service Animal Services
Health	Parks Services - Cemeteries	
Planning & Development	Corporate Support Services	Planning & Building Business Services Office
Recreation & Culture Services	Recreation & Culture Community Services-Facilities-Library	Art & Heritage Properties Brampton Library
Protection Services	Corporate Support Services	Enforcement & Bylaw Services

Schedule of Improvement Initiatives

Recommendation	Description	Implementation Mechanism
Maintain 2% Infrastructure Levy Increase	At a minimum, Council should maintain the scheduled increases to Reserve 4 of 2% increase to the tax levy per year	Annual budget
Using Federal Gas Tax primarily for replacement projects	Replacement projects funded from Federal Gas Tax.	Annual budget
Implement stormwater rate fee	This will address the storm funding gap and allow for the dedication of current tax funding to other service areas	Stormwater Financing Strategy
Undertake Departmental Asset Management Plans (AMPs)	Similar to Facilities, Departmental AMPs makeconsolidation of City-wide AMP documentation much reliable.	Council funding approval
Council approved service levels	The City currently does not have many approved service levels similar to those approved for Fire. This can be improved as more data is collected. Example: Affordability	Council Approval
About ten year capital forecast and associated OPEX	Adopt a ten year forecast that align with the DC, AMP and long-term financial plan forecast requirements.	Long-term financial plan, capital budget
Add growth, service level/enhancement & repair and replacement categories to capital project submissions	This would improve reporting capabilities in various studies	Long-term financial plan, capital budget, Business case
Add asset hierarchy category to capital project submissions	This would improve reporting capabilities in various studies	Long-term financial plan, capital budget
Corporate Reserve Fund	Fully draw down Reserve Fund annually to apply to R&R	Long-term financial plan, capital budget
Debt Financing	Utilize external debt financing for major strategic programs which provide the greatest return on investment from a city wide perspective	Long-term financial plan, capital budget, update policy
Internal Borrowing	Utilize Community Investment Fund to reinvest in infrastructure borrowing repayments from property taxes	Long-term financial plan, capital budget
Alternative Service Delivery	Partnering with other private or public organizations to deliver infrastructure services	Long-term financial plan, capital budget
Grants/Subsidies	Explore and apply for other eligible Federal/Provincial/Third Party funding	Funding Application and Council Approval
User Fee	Utilize reduced user fees to incent a change in demand for service from peak hours to off peak hours. Balance capability	Demand Management Analysis and Council Approval

Developed By: Vanessa Chau, P.Eng.
 Reviewed & Approved By: David Sutton
 Revision 3 - November 9, 2016

CAMP Development - AM Governance Structure

	Current City of Brampton Dept./Div.	Asset Classes	CAMP Service Categories	FIR Categories (per Schedule 51)	Corporate Leadership Team (CLT)	Proposed Steering Team Representative (To be identified on September 7, 2016)	Proposed AM Network Representative
SAM-1 09/12/2016	Corp. Services / Finance Public Works & Engineering	Corporate Asset Management	Financial Services	General Government	Patrick Moyle Joe Pitushka	Dave Sutton (Chair)	
SAM-3	Capital Works	Roads & Bridges, Engineering Roadway Network Structures Walkways & Pathways	Transportation Services	Transportation Services		Jayne Holmes	Chris Wootton
SAM-3	Operations	Traffic Signals, Street Lights, Storm Water (linear), Parking Traffic Services		Transportation Services / Environmental Services		Joseph Pitushka	Susan Evans
SAM-3	Engineering	Storm Water Facilities Stormwater Management Ponds Storm Sewer Systems	Environmental Services	Environmental Services		Michael Won	Laurian Farrell Michael Heralall
SAM-6	Fleet	Corporate Feet	Corporate Fleet Services	Vehicles		Michael Parks	
SAM-2 SAM-2	Parks Maintenance & Forestry Parks Planning	Parks Operations Parks Planning Parks Assets Open Space Assets	Parks & Recreation Services	Recreation & Cultural Services		Rob Gasper	Ed Fagan Gary Linton Cheryl Duke John Spencer
2017	Cemeteries	Cemeteries Cemeteries Assets			Cemeteries	Health Services	
	Community Services				Al Meneses		

Developed By: Vanessa Chau, P.Eng.
 Reviewed & Approved By: David Sutton
 Revision 3 - November 9, 2016

CAMP Development - AM Governance Structure

	Current City of Brampton Dept./Div.	Asset Classes	CAMP Service Categories	FIR Categories (per Schedule 51)	Corporate Leadership Team (CLT)	Proposed Steering Team Representative (To be identified on September 7, 2016)	Proposed AM Network Representative
SAM-5	Fire	Rolling Stock & Bunker Suits	Fire & Emergency Services		Michael Clark	Michael Clark	Kevin Hamilton
		Licensed Vehicles					
		Fire Equipment					
SAM-6	Transit	Transit Rolling Stock & Facilities	Transit Services	Transportation Services	Suzanne Connor	Suzanne Connor	Heena Kausar Sheikh
		Licensed Vehicles Assets					
		Specialty Equipment Assets					
	Office of the CAO				Harry Schlange		
	Economic Development				Robert Darling		
	City Clerk				Peter Fay		
	Human Resources				Michael Boschetto		
	Service Innovation & Corp. Performance				Rhonda Tsingos		
	Strategic Communications				Erin O'hoski		
	Internal Audit				Karen Liew		
2017	Libraries		Libraries			Rebecca Raven	

Corporate Asset Management Policy



CORPORATE ASSET MANAGEMENT PLAN

ADMINISTRATIVE POLICY

Purpose:

To express the commitment and intentions of The Corporation of the City of Brampton [the City] to plan, design, construct, acquire, operate, maintain, renew, replace and dispose of the City's assets in a way that preserves sound stewardship of public resources while balancing levels of service and risk.

Policy Statement:

The City will implement a comprehensive Corporate Asset Management (CAM) Plan in alignment with the current strategic vision of *'Moving Our City Forward'*. This inclusive framework of shared principles aligns the foundation of the CAM Plan to emphasize and support optimized evidence-based decision-making.

Specifically, the following principles will form the foundation of the Corporate Asset Management Plan:

CUSTOMER FOCUSED

Maintain clearly defined levels of service through adherence to optimized asset management processes and systems supported by real-time asset and customer data.

DEFENDABLE DECISION-MAKING

Use a robust, formal and consistent process when evaluating competing business factors to ensure that a defensible outcome is achieved.

RISK MANAGEMENT

Achieve a strategic balance between established levels of service and the amount of acceptable risk in order to manage resources, expenditures, and priorities.

REGULATORY DRIVEN

Maintain compliance with all legislation, regulatory and statutory requirements as well as business established standards.

INNOVATION

Perpetually enhance and improve asset management methodology to recalibrate processes and embrace new tools, techniques and solutions.

WHOLE LIFE PERSPECTIVE

Consider the full impact of managing an asset from acquisition to disposal; always considering the impact of interrelated influences.

SUSTAINABLE

Incorporate social, financial, and environmental outcomes into asset decisions to adequately meet anticipate customer needs, regulatory requirements, and climate change obligations.

SYSTEMS BASED

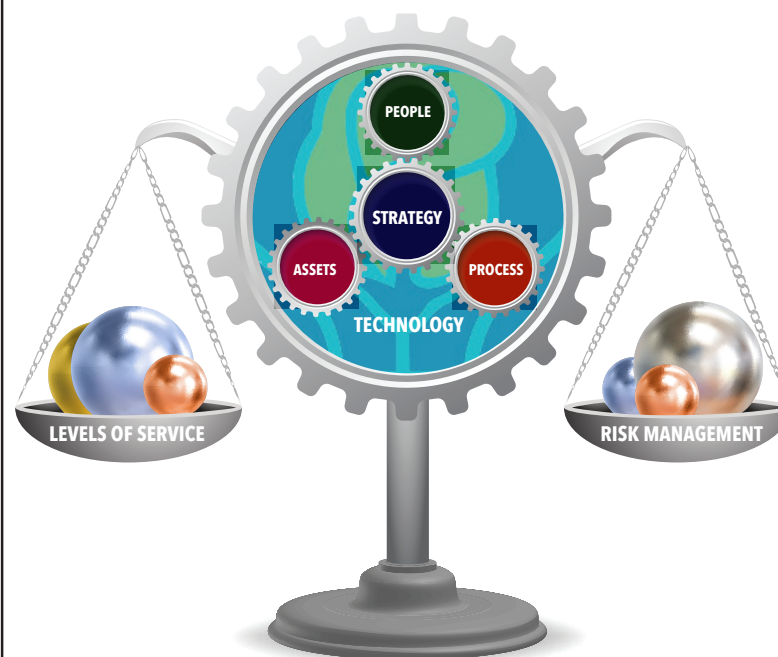
Evaluation of an asset in terms of its role and value within the context of the greater system, as opposed to examining an individual asset in isolation.

Asset management ensures the right balance of strategy, assets (physical and technological), people and business processes to deliver established levels of service through an optimized risk-based decision-making approach. The City is committed to manage this program in an organization-wide manner that preserves the whole lifecycle of an asset and will be achieved by ongoing capacity building (sufficient training and resourcing).

Harry Schlange
Chief Administrative Officer

Asset Management is the coordinated activity of
an organization to realize value from its assets.
Source: ISO 55000

Date revised: October 11, 2016



ASSET CLASSIFICATION AND CONTACT INFORMATION

Asset Category	Asset Sub-Type	Description	Department	Division	Contact
Buildings	PCNSH	Gazebo and Picnic Shelters	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112/Mally Strok, Supervisor, Parks Administration, 905-874-2909
	BDGCP	Bldg - Corporate	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3878
	BDGWK	Bldg - Works	Public Services or PIS	Facility Services or Public Works	Donn Bennett, Manager, Asset Preservation,905-874-3879
	BDGTR	Bldg - Trans	Public Services	Facility Services or Transit	Donn Bennett, Manager, Asset Preservation,905-874-3880
	BDGRC	Bldg - Recreation Centers	Public Services	Facility Services or Recreation & Culture	Donn Bennett, Manager, Asset Preservation,905-874-3881
	BDGFR	Bldg - Fire	Public Services	Facility Services or Fire Dept.	Donn Bennett, Manager, Asset Preservation,905-874-3882
	BDGPK	Bldg - Parks	Public Services or PIS	Development Infrastructure-Parks or Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3883
	SF_SC	Life Safety Security and Communication (fire alarm system, emergency lighting/power, sprinkler system, hydrants, security system, PA system, generators, gas/CO2 detection system, fire extinguishers)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3884
	SITE	Site (landscaping, parking lots attached to buildings, exterior architectural features, exterior lighting, exterior signage, outside service area)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3885
	BDENV	Building Envelope (cladding, roof cover, exterior wall finish, skylight, flashing/soffits/accessories, roof surface materials/membrane)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3886
	STRCT	Structure (roof deck, foundation, floors, structural wall, elevator shaft)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3887
	DRWND	Exterior Doors and Windows (exterior doors/door frames, windows/window frames)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3888
	BDGFN	Interior Finishes (beams, flooring, millwork, washroom partitions/accessories, washroom stalls, interior signage, interior doors and windows)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3889
	INDEQ	Indoor Equipment (arena boards/glass/netting, score box/clock, sporting carpet, indoor hockey sport floor, temporary dasher-board system, walk in coolers, accessibility ramp)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3890
	ME_PL	Mechanical&Plumbing (HVAC, elevators, backflow preventer, drain lines, heaters, thermostats, building automation systems, arena systems)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3891
	ELECT	Electrical (portable lighting, HID lighting, arena dimming system, pool emergency shut-off switch, pool underwater lights, transformers)	Public Services	Facility Services	Donn Bennett, Manager, Asset Preservation,905-874-3892
	LSHLD	Leasehold Improvements	Public Services	Facility Services	
Furniture, Computer and Office Equipment	FACEQ	Facility Equipment (program equipment, wet/dry vacuums, other custodial equipment, fridges, stoves, microwaves, non-office shelving/cabinets, banquet tables/chairs for recreation centers)	Public Services	Recreation & Culture or Facility Services	Various
	POSTM	Pos Terminals	Public Services	Recreation & Culture	
	FURNT	Furniture (desks, chairs, office workstations)	Public Services	Facility Services or Recreation & Culture	Cindy Binnell, Supervisor, Interior Design Services, 905-874-3365
	EMOSP	Emo Specialty Items	Public Services	Fire Dept.	
	CHRDW	Computer Hardware (servers, server cabinets, Cisco controllers)	Corporate Services	Info.Technology	Kelly Pearson, IT Service Management, 905-874-2803/Jose Nunes, Program Manager, 905-874-2035
	DSKTP	Desktops (desktops, monitors, printers, laptops)	Corporate Services	Info.Technology	Kelly Pearson, IT Service Management, 905-874-2803/Jose Nunes, Program Manager, 905-874-2035
	CSFTW	Computer Software	Corporate Services	Info.Technology	Various
	FBROP	Fibre Optic Cable Network (public sector network and other structured cabling)	Corporate Services	Info.Technology	Jack Marsman, Program Manager, 905-874-2037
	ELCEQ	Election Equipment	Corporate Services	Council & Admin. Services	
	PHNEQ	Telephone Equipment (desk phones, cell phones, PDAs, telephone system (call centre))	Corporate Services	Info.Technology	Kelly Pearson, IT Service Management, 905-874-2803/Jose Nunes, Program Manager, 905-874-2035
	PTRAD	Portable Radios (mobile and two way radios)	Corporate Services	Info.Technology	

ASSET CLASSIFICATION AND CONTACT INFORMATION

Asset Category	Asset Sub-Type	Description	Department	Division	Contact
Infrastructure	PKBRC	Park Bridges and Culverts	Planning and Infrastructure Services	Development Infrastructure-Parks	Chris Wootton, Supervisor, Program Plan, 905-874-2549
	SPLGT	Sports Lighting	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112/Mally Strok, Supervisor, Parks Administration, 905-874-2909
	PWLGT	Pathway Lighting	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Shane Beirnes, Supervisor, Traffic Streetlight, 905-874-2553
	RDBRC	Road Bridges and Culverts	Planning and Infrastructure Services	Public Works-Eng & Construction	Chris Wootton, Supervisor, Program Plan, 905-874-2549
	RDART	Roads - Arterial	Planning and Infrastructure Services	Public Works-Eng & Construction	Chris Wootton, Supervisor, Program Plan, 905-874-2549
	RDCOL	Roads - Collector	Planning and Infrastructure Services	Public Works-Eng & Construction	Chris Wootton, Supervisor, Program Plan, 905-874-2549
	RDLOC	Roads - Local	Planning and Infrastructure Services	Public Works-Eng & Construction	Chris Wootton, Supervisor, Program Plan, 905-874-2549
	RDSDE	Roads - Traffic and Roadside (fences, gateways, noise walls, retaining walls, road monuments, safety devices, sidewalks, walkways, traffic signals/control equipment, traffic signs/street signs)	Planning and Infrastructure Services	Public Works-Eng & Construction or Operations-Traffic	Traffic Signals/control equipment: Mike Chan, Supervisor, Traffic Signals; Traffic Signs/street signs: Frank Massacci, Supervisor, Traffic Outside Services, 905-458-4888 ext. 63104
	WKWY	Walkways - Park	Planning and Infrastructure Services	Development Infrastructure-Parks	Chris Wootton, Supervisor, Program Plan, 905-874-2549/Dave Madill, Supervisor, Capital Planning and Research, 905-874-2386
	RAILS	Rail Spur	Planning and Infrastructure Services	Public Works-Eng & Construction	Bill Guy, Supervisor, Technical Services, 905-874-2561
	CTCBS	Catchbasins	Planning and Infrastructure Services	Public Works-Eng & Construction	Bill Guy, Supervisor, Technical Services, 905-874-2562
	MNHLE	Manholes	Planning and Infrastructure Services	Public Works-Eng & Construction	Bill Guy, Supervisor, Technical Services, 905-874-2563
	TRSSP	Transit Shelters&Stops&Pads	Public Services	Transit	Dave Nixon, Manager, Transit Maintenance, 874-2750x62659
	STMSY	Storm System Underground Piping	Planning and Infrastructure Services	Public Works-Eng & Construction	Chris Wootton, Supervisor, Program Plan, 905-874-2549 (GIS only on behalf of Development Engineering)
	PKRVE	Parking Revenue Equipment (parking meters, revenue equipment)	Planning and Infrastructure Services	Public Works-Operations-Traffic	Kevin Minaker, Supervisor, Municipal Parking Operations, 905-874-2590
	STRLT	Street Lighting	Planning and Infrastructure Services	Public Works-Operations-Traffic	Shane Beirnes, Supervisor, Traffic Streetlight, 905-874-2553

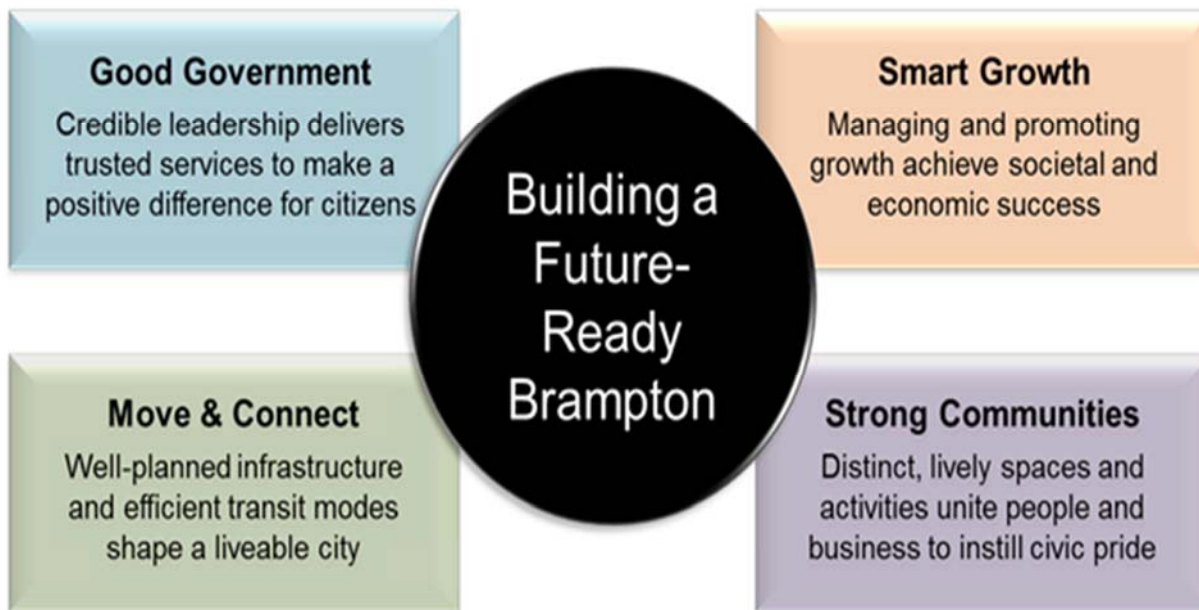
ASSET CLASSIFICATION AND CONTACT INFORMATION

Asset Category	Asset Sub-Type	Description	Department	Division	Contact
Land	BENCH	Benches (metal and wood)	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112/Mally Strok, Supervisor, Parks Administration, 905-874-2909
	BLEAC	Bleachers (stationary and portable)	Planning and Infrastructure Services	Parks Maintenance and Operations	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112 (portable)/Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574 (stationary)
	SPFNC	Sports Fencing	Planning and Infrastructure Services	Parks Maintenance and Operations	Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	FLWBD	Flower Beds (does not include plants)	Planning and Infrastructure Services	Parks Maintenance and Operations	Gary Linton, Manager, Central Operations, 905-874-2913/Mally Strok, Supervisor, Parks Administration, 905-874-2909
	GRBBN	Garbage Bins (metal and Molok)	Planning and Infrastructure Services	Parks Maintenance and Operations	Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	IRSPS	Irrigation Sprinkler System	Planning and Infrastructure Services	Parks Maintenance and Operations	Gary Linton, Manager, Central Operations, 905-874-2913/Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	OPOOL	Outdoor Pools		Parks Maintenance and Operations	
	PRKLT	Parking Lots (only parking lots connected to parks)	Planning and Infrastructure Services	Parks Maintenance and Operations	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112/Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	PKPTH	Park Pathways	Planning and Infrastructure Services	Development Infrastructure- Parks	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112/Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	PCNTB	Picnic Tables	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112/Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	PLGEQ	Playground Equipment (including gravel)	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Ed Fagan, Manager, Community Services Infrastructure, 905-874-2909
	SFTST	Safety Stations	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Ed Fagan, Manager, Community Services Infrastructure, 905-874-2909
	PKSGN	Park Signage (metal and wood)	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Frank Massacci, Supervisor, Traffic Outside Services, 905-458-4888 ext. 63104
	SPFLD	Sports Fields (soccer/cricket pitches, goal posts; does not include land)	Planning and Infrastructure Services	Parks Maintenance and Operations or Development Infrastructure - Parks	Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	TENCT	Tennis Court	Planning and Infrastructure Services	Parks Maintenance and Operations	Ed Fagan, Manager, Community Services Infrastructure, 905-874-5112/Mally Strok, Supervisor, Parks Administration, 905-874-2909/Jim Pitman, Manager, Parks Maintenance, 905-874-5574
	LAND	Land	Planning and Infrastructure Services	Public Works-Eng & Construction	
Vehicles and Machinery	MW_TR	Mowers and Trimmers	Planning and Infrastructure Services	Parks Maintenance and Operations or Public Works-Fleet	Brendan Keaveney, Supervisor, Fleet Administration, 905-458-4888 ext. 63118
	FRSEQ	Fire Station Equipment (bunker suits and other specialized equipment)	Public Services	Fire Dept.	Kevin Hamilton, Division Chief, Apparatus and Maintenance, 905-458-5343
	VCOM	Vcom	Public Services	Fire Dept.	Brendan Keaveney, Supervisor, Fleet Administration, 905-458-4888 ext. 63118
	FRTRK	Fire Trucks	Public Services	Fire Dept.	Kevin Hamilton, Division Chief, Apparatus and Maintenance, 905-458-5343
	TRBUS	Transit Buses	Public Services	Transit	Dave Nixon, Manager, Transit Maintenance, 874-2750x62659
	LCVEH	Licensed Vehicles	Planning and Infrastructure Services	Public Works-Fleet	Brendan Keaveney, Supervisor, Fleet Administration, 905-458-4888 ext. 63118
	LGTR	Light Trucks	Planning and Infrastructure Services	Public Works-Fleet	Brendan Keaveney, Supervisor, Fleet Administration, 905-458-4888 ext. 63118
	HVVEQ	Heavy Equipment (loaders, backhoes, graders, sweepers)	Planning and Infrastructure Services	Public Works-Fleet	Brendan Keaveney, Supervisor, Fleet Administration, 905-458-4888 ext. 63118
	HVYTR	Heavy Trucks	Planning and Infrastructure Services	Public Works-Fleet	Brendan Keaveney, Supervisor, Fleet Administration, 905-458-4888 ext. 63118
	MC_EQ	Machinery and Equipment (ice resurfacers, small tractors, asphalt rollers, salt spreaders)	Planning and Infrastructure Services	Public Works-Fleet	Brendan Keaveney, Supervisor, Fleet Administration, 905-458-4888 ext. 63118










Asset Category	Asset Type	Asset Subtype	Asset Id	Cost	Current Depr	YTD Depr	LTD Depr	Net Book Value
		BLDGCORP Total		75,791,400.00	140,359.81	982,518.67	41,869,432.63	33,921,967.37
		BLDGFINSH Total		44,831,869.43	371,560.17	2,722,834.15	25,050,571.59	19,781,297.84
		BLDGFIRE Total		12,174,500.00	23,371.90	163,603.12	6,456,270.01	5,718,229.99
		BLDGPARKS Total		1,777,900.00	3,146.47	22,025.29	1,180,397.59	597,502.41
		BLDGRECCTR Total		169,993,200.00	319,998.57	2,239,989.99	77,487,575.19	92,505,624.81
		BLDGTRANS Total		8,807,300.00	18,348.55	128,439.85	7,775,262.56	1,032,037.44
		BLDGWORKS Total		3,126,400.00	1,257.71	8,803.97	2,844,205.01	282,194.99
		BUILD_ENVL Total		41,901,860.33	175,859.56	1,231,400.64	11,594,697.30	30,307,163.03
		DOORDOWNDW Total		14,297,281.64	79,117.37	563,890.33	3,610,752.86	10,686,528.78
		ELECTRICAL Total		29,015,682.13	96,793.60	742,732.07	6,065,520.71	22,950,161.42
		INDOOREQPT Total		7,756,622.16	32,323.17	229,710.57	2,551,644.19	5,204,977.97
		LSHLDIMPR Total		8,054,984.92	26,683.81	195,601.60	3,115,010.91	4,939,974.01
		MECH_PLUMB Total		57,785,270.47	195,160.76	1,412,688.84	13,985,575.84	43,799,694.63
		PICNICSLTR Total		6,887,317.77	29,368.55	205,620.47	2,482,741.49	4,404,576.28
		SAFETY_SEC Total		10,925,443.39	44,583.98	333,123.29	2,852,933.24	8,072,510.15
		SITE Total		57,281,209.26	338,312.48	2,232,949.65	18,642,416.38	38,638,792.88
		STRUCTURE Total		68,930,724.08	143,738.14	1,007,972.60	10,124,461.97	58,806,262.11
BLDG Total				619,338,965.58	2,039,984.60	14,423,905.10	237,689,469.47	381,649,496.11
		COMPHRDW Total		37,111,864.32	393,126.05	2,845,168.48	28,516,749.13	8,595,115.19
		COMPSOFTW Total		7,547,263.07	95,689.44	830,218.06	6,959,028.72	588,234.35
		DESKTOPS Total		4,161,351.69	68,350.35	501,673.57	2,733,016.10	1,428,335.59
		ELECTINEQP Total		-	-	-	-	-
		EMOSPICITM Total		-	-	-	-	-
		FACEQPMT Total		12,142,823.06	104,583.89	692,939.00	6,809,658.74	5,333,164.32
		FIBROPTIC Total		11,924,568.64	49,691.47	352,896.18	4,364,261.37	7,560,307.27
		FURNITURE Total		9,642,473.22	95,954.49	566,645.41	4,326,880.41	5,315,592.81
		PHONEEQPT Total		4,818,129.48	55,948.95	388,243.39	3,467,523.87	1,350,605.61
		POSTERM Total		155,584.75	1,049.77	7,348.33	107,011.97	48,572.78
		PRTBLRADIO Total		184,479.60	2,516.94	20,875.30	131,375.94	53,103.66
FCOEQ Total				87,688,537.83	866,911.35	6,206,007.72	57,415,506.25	30,273,031.58
		CATCHBASNS Total		37,707,754.85	78,558.61	549,910.27	28,260,134.19	9,447,620.66
		FENCES Total		456,596.00	-	-	456,596.00	-
		GATEWAYS Total		3,728,910.36	12,429.71	87,007.97	3,370,427.27	358,483.09
		MANHOLES Total		54,915,379.00	114,407.04	800,849.28	41,186,534.25	13,728,844.75
		NOISEATTLW Total		1,838,895.00	5,108.04	35,756.28	1,164,633.49	674,261.51
		PRKBRIDGCL Total		11,299,928.08	22,285.24	155,996.56	4,059,068.69	7,252,059.39
		PRKREVEQPT Total		1,197,340.09	10,214.55	71,501.85	500,581.14	696,758.95
		PTHWYLGH Total		13,375,135.14	44,752.24	315,069.90	8,703,105.57	4,672,029.57
		RAILSPUR Total		432,903.02	1,202.51	8,417.57	275,241.05	157,661.97
		RDBRIDGCLV Total		104,588,169.71	203,636.08	1,430,701.48	40,018,528.63	64,569,641.08
		RETNWALLS Total		607,462.00	146.67	1,026.69	592,062.02	15,399.98
		ROADMONUM Total		450,000.00	-	-	450,000.00	-
		ROADSARTR Total		276,336,518.13	633,568.00	4,493,824.87	124,778,407.77	151,558,110.36
		ROADSCOLL Total		99,611,246.77	102,974.20	720,819.40	68,277,102.65	31,334,144.12
		ROADSIDE Total		106,500,816.23	355,005.03	2,509,669.93	19,874,837.71	86,625,978.52
		ROADSLOCAL Total		426,848,653.76	889,268.10	6,225,704.21	198,042,680.31	228,805,973.45
		SAFETYDEV Total		1,030,518.00	-	-	1,030,518.00	-
		SEWALKS Total		41,170,069.67	98,023.99	686,167.93	30,659,164.03	10,510,905.64
		SPORTSLGHT Total		5,325,965.14	17,978.20	126,558.86	2,581,372.90	2,744,592.24
		STREETLGHT Total		190,864,888.57	636,216.38	4,477,161.04	101,085,259.37	89,779,629.20
		STRSYUNDRG Total		457,947,346.66	954,058.71	6,685,040.61	150,560,668.99	307,386,677.67
		TRAFFLIGHT Total		17,586,701.40	2,891.45	20,240.15	17,166,291.72	420,409.68
		TRAFFSIGNS Total		1,144,905.00	4,770.44	33,393.08	915,924.02	228,980.98
		TRSHLSTPS Total		34,957,899.80	270,798.44	1,915,922.01	14,652,163.48	20,305,736.32
		WALKWAYS Total		3,038,422.02	8,447.81	59,247.92	1,275,662.01	1,762,760.01
INFR Total				1,892,962,424.40	4,466,741.44	31,409,987.86	859,936,965.26	1,033,036,659.14
		BENCH Total		3,380,334.21	17,620.22	123,434.24	1,970,181.51	1,410,152.70
		BLEACHERS Total		2,328,510.71	9,988.06	69,916.42	855,699.71	1,472,811.00
		FLOWERBEDS Total		429,304.50	1,788.76	12,521.32	132,274.61	297,029.89
		GARBAGEBIN Total		735,797.40	5,886.64	41,381.92	324,258.56	411,538.84
		IRRSRKYSS Total		2,993,637.21	10,158.94	71,112.58	1,213,734.19	1,779,903.02
		OUTDPOOLS Total		419,182.37	1,746.58	12,226.12	391,765.10	27,417.27
		PARKINGLTS Total		10,660,483.66	44,375.80	310,630.60	6,189,048.51	4,471,435.15
		PARKPTHWY Total		14,234,838.80	60,330.05	398,558.22	7,621,731.38	6,613,107.42
		PARKSINGN Total		1,220,908.03	10,022.34	77,959.93	524,161.20	696,746.83
		PICNICSLTR Total		475,934.19	1,983.07	13,881.49	193,335.76	282,598.43
		PICNICTBL Total		705,142.40	4,451.64	30,874.01	414,326.26	290,816.14
		PLAYREQPT Total		24,155,444.50	97,935.35	687,020.80	9,061,080.75	15,094,363.75
		PRKBRIDGCL Total		400,086.82	833.52	5,834.64	64,769.06	335,317.76
		PTHWYLGH Total		1,156,343.30	3,854.48	26,981.36	299,087.08	857,256.22
		SAFETYSTAT Total		136,980.16	1,083.30	7,583.10	75,544.13	61,436.03
		SPORTSFENC Total		1,725,271.11	9,117.44	64,658.13	496,897.29	1,228,373.82
		SPORTSFLD Total		13,855,295.66	38,524.13	270,782.46	2,513,725.09	11,341,570.57
		STRSYUNDRG Total		87,540.41	182.38	1,276.66	15,748.95	71,791.46
		TENNISCRT Total		3,753,282.55	15,647.02	109,529.14	2,436,513.84	1,316,768.71
LNDIM Total				82,854,317.99	335,529.72	2,336,163.14	34,793,882.98	48,060,435.01
		LAND Total		1,629,160,003.65	-	-	-	1,629,160,003.65
LNDND Total				1,629,160,003.65	-	-	-	1,629,160,003.65
		FIRESTATEQ Total		2,767,291.07	31,140.23	218,772.63	1,411,483.63	1,355,807.44
		FIRETRUCKS Total		18,925,520.35	61,907.11	486,891.44	15,257,448.60	3,668,071.75
		HEAVYEQPT Total		4,856,233.84	26,036.36	196,834.90	3,855,217.33	1,001,016.51
		HEAVYTRCK Total		10,492,149.06	71,273.29	512,457.43	5,898,492.34	4,593,656.72
		LCNSEDEVH Total		5,019,619.55	44,912.07	305,524.44	2,848,703.40	2,170,916.15
		LIGHTTRUCK Total		10,262,053.28	81,422.12	535,607.33	6,341,267.60	3,920,785.68
		MACH&EQPT Total		16,076,935.37	123,065.71	900,302.71	11,342,136.83	4,734,798.54
		MOWRS&TRIM Total		179,206.17	224.54	1,634.81	175,091.98	4,114.19
		TRANSITBUS Total		223,164,981.79	1,374,524.75	9,486,438.34	113,553,301.74	109,611,680.05
		VCOM Total		2,726,750.76	15,148.64	106,040.48	593,616.97	2,133,133.79
VE_MA Total				294,470,741.24	1,829,654.82	12,750,504.51	161,276,760.42	133,193,980.82
Grand Total				4,606,474,990.69	9,538,821.93	67,126,568.33	1,351,112,584.38	3,255,373,606.31

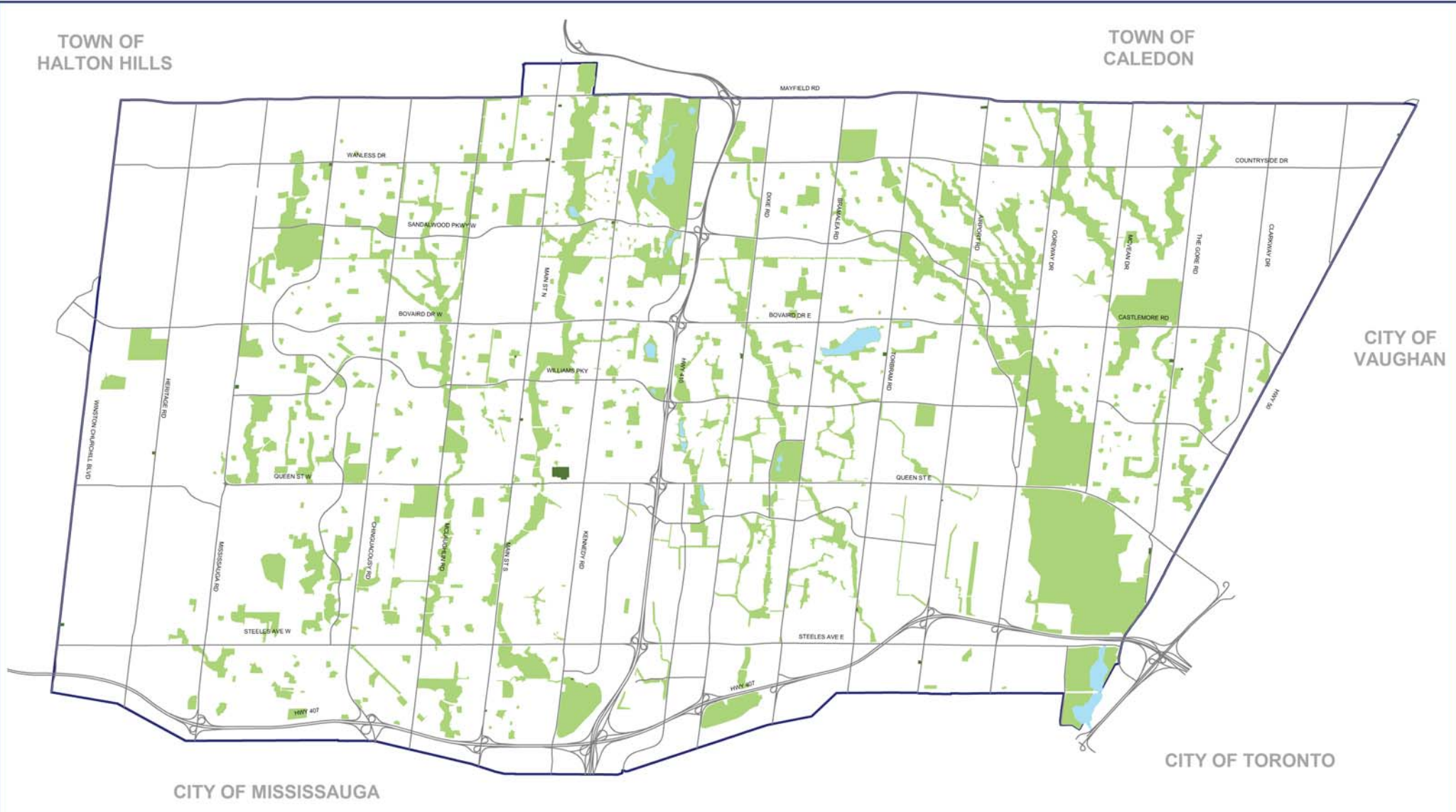
Future Ready Brampton

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



Appendix 218 - CAMP ROADMAP - SERVICE AREA DAMP DEVELOPMENT SCHEDULE

Priority	Services	Service Area Departmental Asset Management Plan	Asset Hierarchy covered in 1st CAM (2016)	Level 4- Types of Services	Level 6- Asset Classes	Level 7- Asset Sub Classes	Target Date for DAM Plan	Primary Responsibility
Asset Hierarchy to be covered in 2nd CAM								
1	FACILITIES	Facilities	 Corporate Facilities; Fire Facilities; Library Facilities; Parks & Recreation Facilities; Transit Facilities; Works Facilities		Building Components & Furniture & Small Equipment	A-Structure; B-Shell; C-Interiors; D-Services; G-Site; Furniture; Small Equipment	2017	Corporate Facilities
2	TRANSIT	Transit	 Licensed Vehicles (Everything except Trailers); Shelters (Conventional, Zum & Bike) Parks; Open spaces, City, Community, Neighbourhood park; Parklands; Play Equipment	Specialty Equipments	Trailers; Stops;		2017+	Transit
3	PARKS & RECREATION	Parks & Recreation			Neighbourhood Park	Town Square, Parkette, Vest Pocket Parks	2017	Recreation
4	PARKS & RECREATION	Forestry & Horticulture , Cemeteries		Forestry & Horticulture ; Cemeteries; Maintenance	Right of Ways, Others; Small Parts Stormsewer System conveyance;		2017	Parks
5	STORMWATER	Stormwater DAMP & Financing Review	 Stormwater Management Ponds; Stormsewer System collection Laterals	Storm Sewer systems ; Low Impact Development	Outfalls; WQ Pretreatment; LID Conveyance; LID Retention; LID		2018 (Q1)	Stormwater
6	FLEET	Corporate Fleet	 All Fleet covered		Equipment ; Survey Monuments; Pathway lighting; Tunnel lighting; Trailers; Plotters; Specialty Equipment; Park signage; Pavement		2017	Fleet
7	TRANSPORTATION	Transportation, Capital Works, Developmental Engineering, Transportation Planning	 Road Network; Structures (except Steps) ; Traffic Services; Walkways/Pathways	Specialty Equipments Minor Equipment (Non-vehicle); Communication & Control Systems			2018 (Q2)	Transportation
8	FIRE	Emergency Measures	 Licensed Vehicles; Non-Vehicle Equipment; Personal Firefighter Equipment; Major (SCBA) Equipment				2018 (Q1)	Fire
9	INFORMATION TECHNOLOGY	Corporate Information Technology	 End user IT; IT Infrastructure; Business Systems	Other IT Services	End User Hardware	Tablets & Laptops; Plotters; Printers; Mobile Phones;	2019	Information Technology
10	COMMUNITY SERVICES	Brampton Library					2018 (Q3)	CAMO
11	COMMUNITY SERVICES	Animal Services					2018 (Q4)	CAMO
12	COMMUNITY SERVICES	New Construction (CS) , Service Brampton, Building Design & Construction, Enforcement & Bylaw Services, Realty Services, Economic Development, Art & Heritage Properties, Sports Tourism					2017+	CAMO
13	CORPORATE SERVICES	Finance, Office of CAO, Internal Audit, Service Innovation & Performance, City Clerk, Human Resources, Strategic Communications, Council Members, Policy Planning, Planning & Building					2019	CAMO
							2019	CAMO



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Kilometres

Date: 2016-11-01

CITY OF BRAMPTON - PARK SERVICE ASSETS

	Cemeteries		Highways & Major Roads
	Parks		Lakes

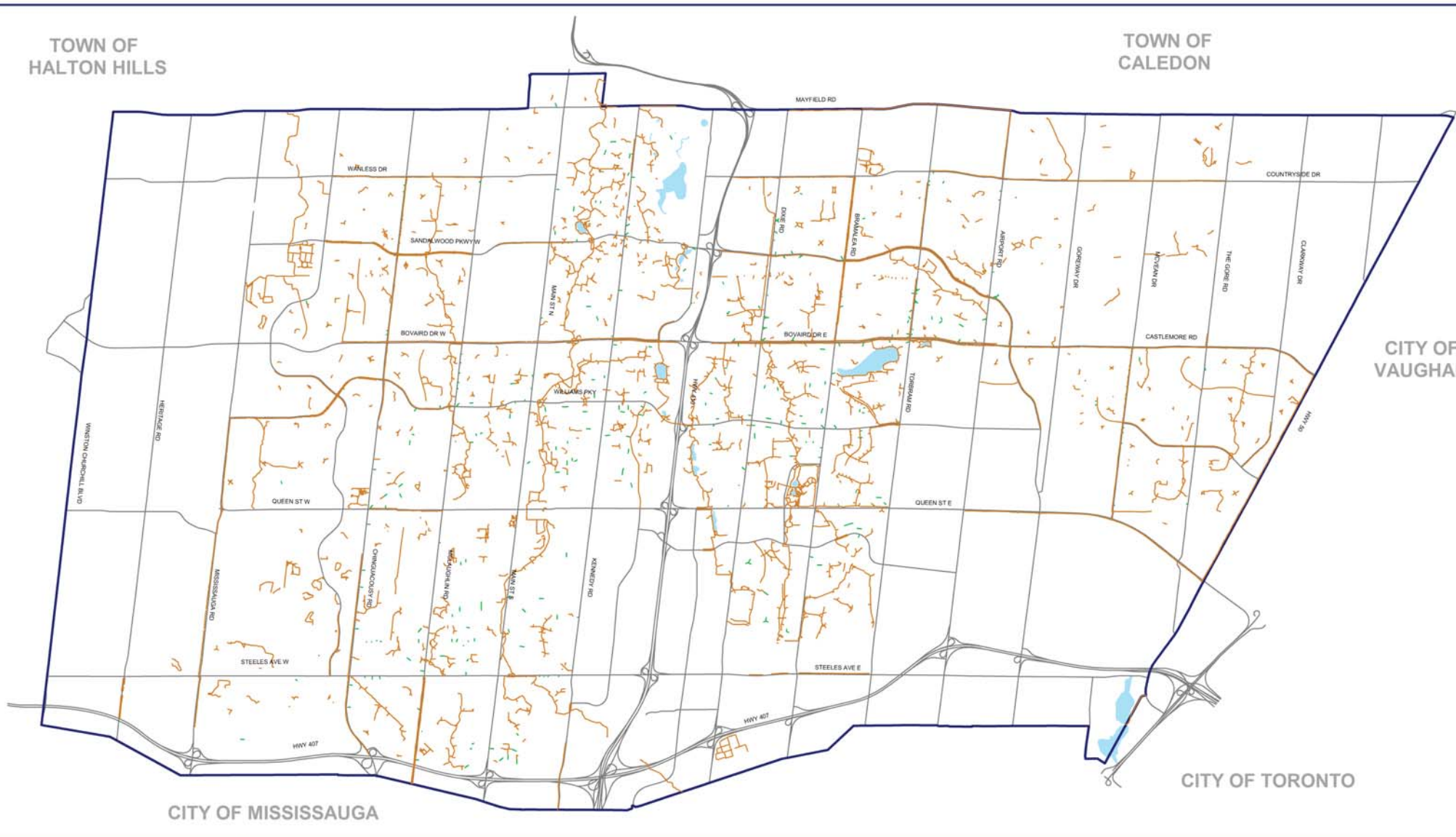
TOWN OF HALTON HILLS

TOWN OF CALEDON

CITY OF VAUGHAN

CITY OF TORONTO

CITY OF MISSISSAUGA



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Date: 2016-11-01

CITY OF BRAMPTON - PATHWAY ASSETS

- | | | | |
|---|----------|--|------------------------|
|  | Pathways |  | Highways & Major Roads |
|  | Walkways |  | Lakes |

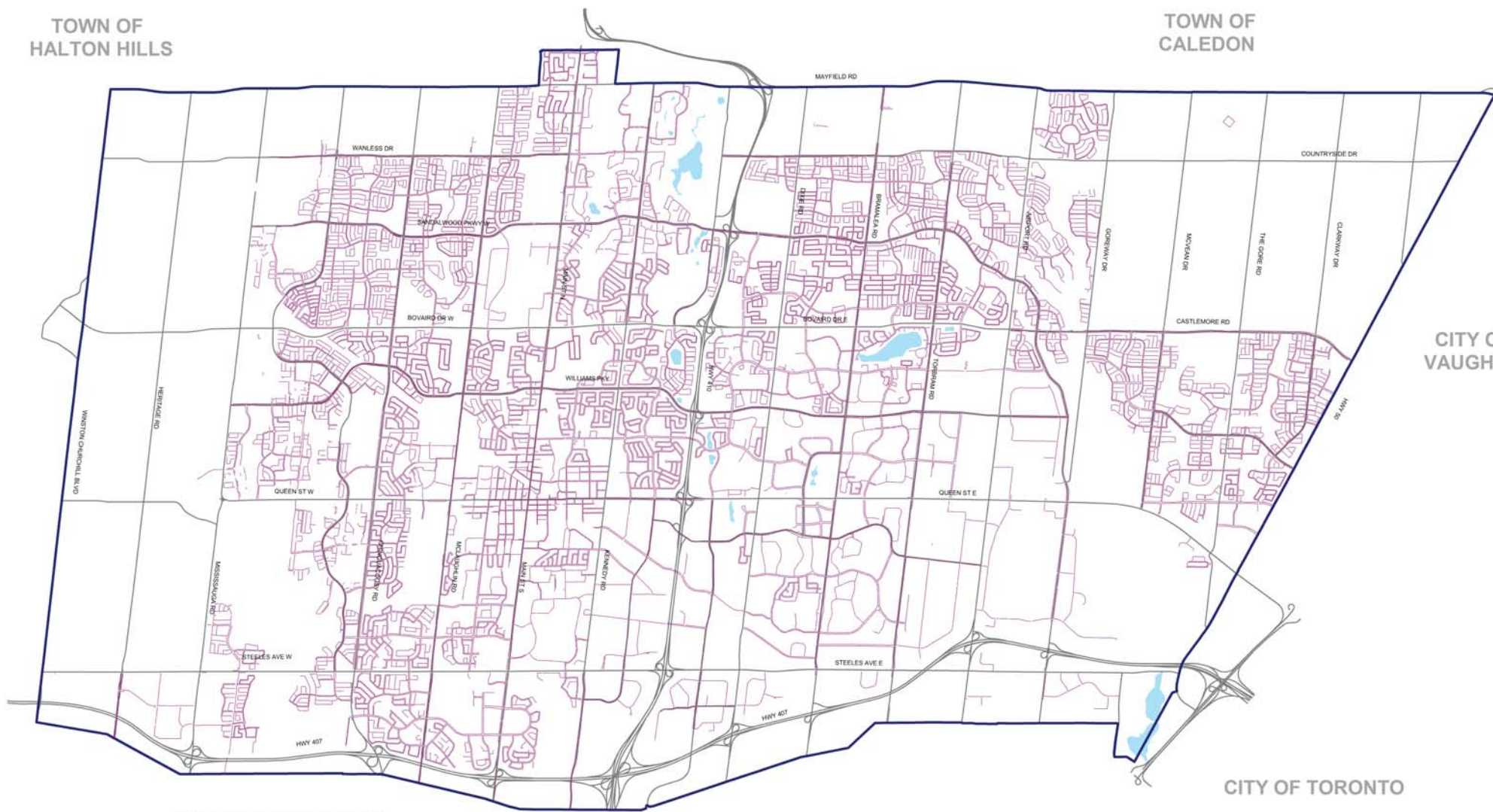
TOWN OF HALTON HILLS

TOWN OF CALEDON

CITY OF VAUGHAN

CITY OF TORONTO

CITY OF MISSISSAUGA



CITY OF BRAMPTON - SIDEWALK ASSETS

-  Sidewalks
-  Highways & Major Roads
-  Lakes

Date: 2016-11-01

TOWN OF HALTON HILLS

TOWN OF CALEDON

CITY OF VAUGHAN

CITY OF TORONTO

CITY OF MISSISSAUGA

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Kilometres

CITY OF BRAMPTON - STORM WATER ASSETS

-  Sewer Lines
-  Storm Water Management Ponds
-  Highways & Major Roads
-  Lakes

Date: 2016-11-01

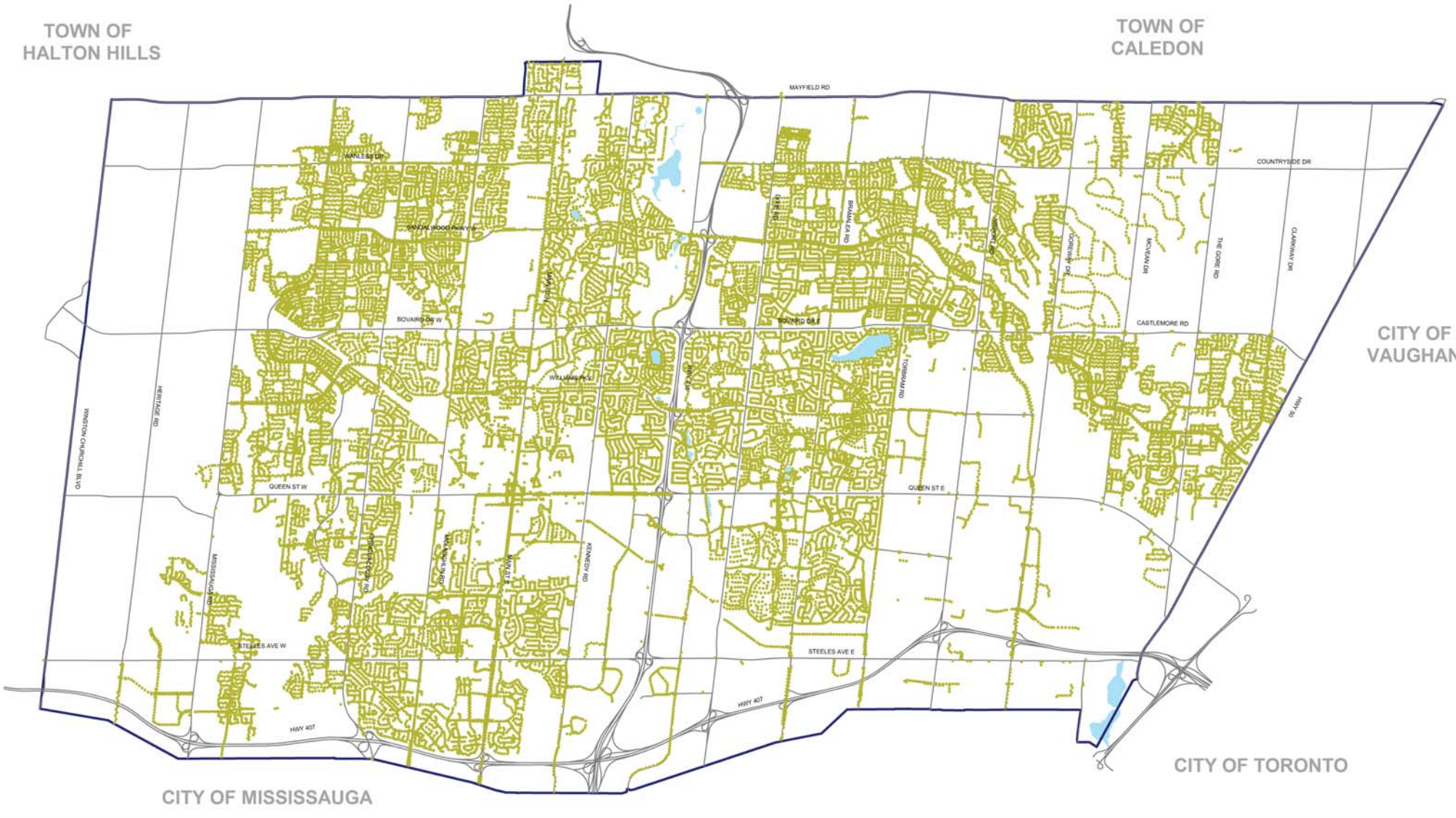
TOWN OF HALTON HILLS

TOWN OF CALEDON

CITY OF VAUGHAN

CITY OF TORONTO

CITY OF MISSISSAUGA



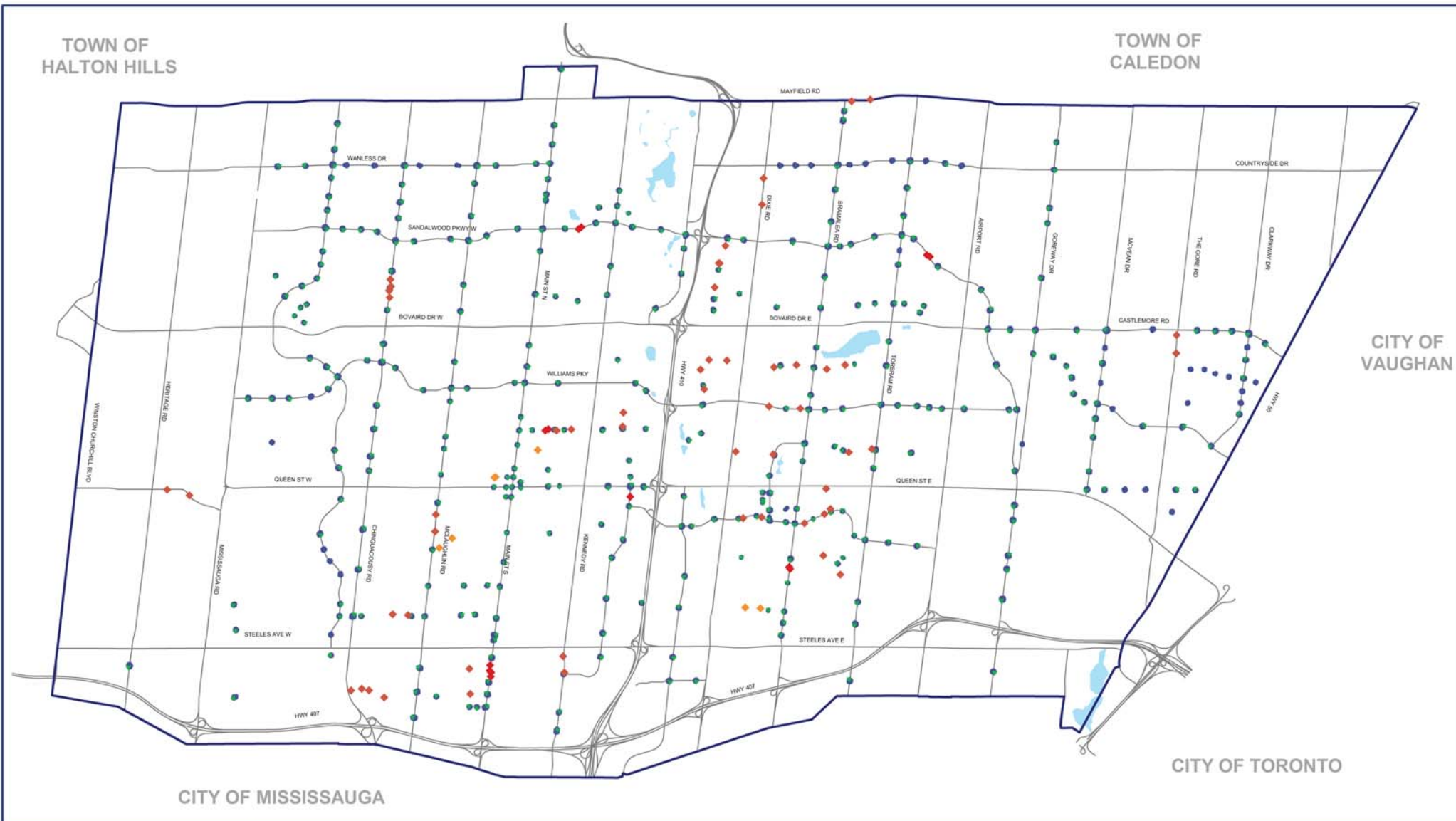
BRAMPTON
Flower City
brampton.ca
PLANNING AND INFRASTRUCTURE SERVICES

0 1 2 3 4
Kilometres

Date: 2016-11-01

CITY OF BRAMPTON - STREET LIGHTING ASSETS

- Street Light Pole
- Highways & Major Roads
- Lakes

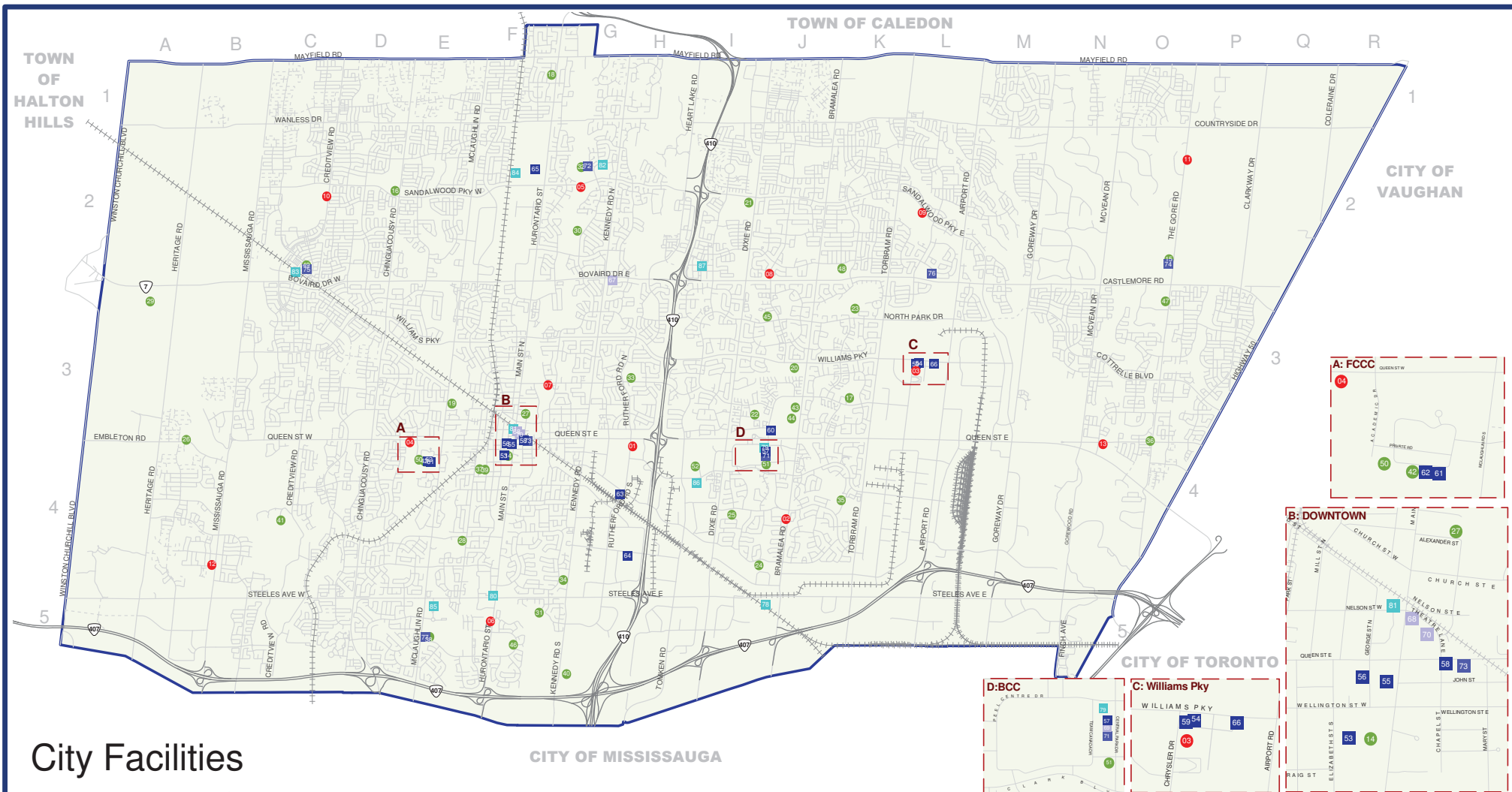


BRAMPTON
Flower City
brampton.ca
PLANNING AND INFRASTRUCTURE SERVICES

Date: 2016-11-01

CITY OF BRAMPTON - TRAFFIC SIGNAL ASSETS

	Flashing Beacon		Flashing 40		Poles		Lakes
	Fire Station Beacon		Controller		Highways & Major Roads		



City Facilities



Date: June 2, 2016

Facility	Address	Facility	Address	Facility	Address
1 Fire Station 201 Headquarters	18 Rutherford Rd S	18 Recreation	18 Rutherford Rd S	18 Recreation	18 Rutherford Rd S
2 Fire Station 202	48 Bramalea Rd	20 Victoria Cms	20 Victoria Cms	20 Victoria Cms	20 Victoria Cms
3 Fire Station 203	425 Chrysler Dr	22 Victoria Cms	22 Victoria Cms	22 Victoria Cms	22 Victoria Cms
4 Fire Station 204	957 Queen St W	23 Victoria Cms	23 Victoria Cms	23 Victoria Cms	23 Victoria Cms
5 Fire Station 205	95 Sandalwood Pky E	24 Alexander St	24 Alexander St	24 Alexander St	24 Alexander St
6 Fire Station 206	7880 Hurontario St	25 Kennedy Rd N	25 Kennedy Rd N	25 Kennedy Rd N	25 Kennedy Rd N
7 Fire Station 207	75 Victoria St E	27 Kennedy Rd N	27 Kennedy Rd N	27 Kennedy Rd N	27 Kennedy Rd N
8 Fire Station 208	1265 Farmington Dr	28 Kennedy Rd N	28 Kennedy Rd N	28 Kennedy Rd N	28 Kennedy Rd N
9 Fire Station 209	3803 Sandalwood Pky E	29 Kennedy Rd N	29 Kennedy Rd N	29 Kennedy Rd N	29 Kennedy Rd N
10 Fire Station 210	3030 Cow Bayview Rd	30 Kennedy Rd N	30 Kennedy Rd N	30 Kennedy Rd N	30 Kennedy Rd N
11 Fire Station 211	1070 The Glen Rd	31 Kennedy Rd N	31 Kennedy Rd N	31 Kennedy Rd N	31 Kennedy Rd N
12 Fire Station 212	8200 Mainville Rd	32 Kennedy Rd N	32 Kennedy Rd N	32 Kennedy Rd N	32 Kennedy Rd N
13 Fire Station 213	4875 Sheppard Rd	33 Kennedy Rd N	33 Kennedy Rd N	33 Kennedy Rd N	33 Kennedy Rd N
14 Fire Station 214	4875 Sheppard Rd	34 Kennedy Rd N	34 Kennedy Rd N	34 Kennedy Rd N	34 Kennedy Rd N
15 Fire Station 215	4875 Sheppard Rd	35 Kennedy Rd N	35 Kennedy Rd N	35 Kennedy Rd N	35 Kennedy Rd N
16 Fire Station 216	4875 Sheppard Rd	36 Kennedy Rd N	36 Kennedy Rd N	36 Kennedy Rd N	36 Kennedy Rd N
17 Fire Station 217	4875 Sheppard Rd	37 Kennedy Rd N	37 Kennedy Rd N	37 Kennedy Rd N	37 Kennedy Rd N
18 Fire Station 218	4875 Sheppard Rd	38 Kennedy Rd N	38 Kennedy Rd N	38 Kennedy Rd N	38 Kennedy Rd N
19 Fire Station 219	4875 Sheppard Rd	39 Kennedy Rd N	39 Kennedy Rd N	39 Kennedy Rd N	39 Kennedy Rd N
20 Fire Station 220	4875 Sheppard Rd	40 Kennedy Rd N	40 Kennedy Rd N	40 Kennedy Rd N	40 Kennedy Rd N
21 Fire Station 221	4875 Sheppard Rd	41 Kennedy Rd N	41 Kennedy Rd N	41 Kennedy Rd N	41 Kennedy Rd N
22 Fire Station 222	4875 Sheppard Rd	42 Kennedy Rd N	42 Kennedy Rd N	42 Kennedy Rd N	42 Kennedy Rd N
23 Fire Station 223	4875 Sheppard Rd	43 Kennedy Rd N	43 Kennedy Rd N	43 Kennedy Rd N	43 Kennedy Rd N
24 Fire Station 224	4875 Sheppard Rd	44 Kennedy Rd N	44 Kennedy Rd N	44 Kennedy Rd N	44 Kennedy Rd N
25 Fire Station 225	4875 Sheppard Rd	45 Kennedy Rd N	45 Kennedy Rd N	45 Kennedy Rd N	45 Kennedy Rd N
26 Fire Station 226	4875 Sheppard Rd	46 Kennedy Rd N	46 Kennedy Rd N	46 Kennedy Rd N	46 Kennedy Rd N
27 Fire Station 227	4875 Sheppard Rd	47 Kennedy Rd N	47 Kennedy Rd N	47 Kennedy Rd N	47 Kennedy Rd N
28 Fire Station 228	4875 Sheppard Rd	48 Kennedy Rd N	48 Kennedy Rd N	48 Kennedy Rd N	48 Kennedy Rd N
29 Fire Station 229	4875 Sheppard Rd	49 Kennedy Rd N	49 Kennedy Rd N	49 Kennedy Rd N	49 Kennedy Rd N
30 Fire Station 230	4875 Sheppard Rd	50 Kennedy Rd N	50 Kennedy Rd N	50 Kennedy Rd N	50 Kennedy Rd N
31 Fire Station 231	4875 Sheppard Rd	51 Kennedy Rd N	51 Kennedy Rd N	51 Kennedy Rd N	51 Kennedy Rd N
32 Fire Station 232	4875 Sheppard Rd	52 Kennedy Rd N	52 Kennedy Rd N	52 Kennedy Rd N	52 Kennedy Rd N
33 Fire Station 233	4875 Sheppard Rd	53 Kennedy Rd N	53 Kennedy Rd N	53 Kennedy Rd N	53 Kennedy Rd N
34 Fire Station 234	4875 Sheppard Rd	54 Kennedy Rd N	54 Kennedy Rd N	54 Kennedy Rd N	54 Kennedy Rd N
35 Fire Station 235	4875 Sheppard Rd	55 Kennedy Rd N	55 Kennedy Rd N	55 Kennedy Rd N	55 Kennedy Rd N
36 Fire Station 236	4875 Sheppard Rd	56 Kennedy Rd N	56 Kennedy Rd N	56 Kennedy Rd N	56 Kennedy Rd N
37 Fire Station 237	4875 Sheppard Rd	57 Kennedy Rd N	57 Kennedy Rd N	57 Kennedy Rd N	57 Kennedy Rd N
38 Fire Station 238	4875 Sheppard Rd	58 Kennedy Rd N	58 Kennedy Rd N	58 Kennedy Rd N	58 Kennedy Rd N
39 Fire Station 239	4875 Sheppard Rd	59 Kennedy Rd N	59 Kennedy Rd N	59 Kennedy Rd N	59 Kennedy Rd N
40 Fire Station 240	4875 Sheppard Rd	60 Kennedy Rd N	60 Kennedy Rd N	60 Kennedy Rd N	60 Kennedy Rd N
41 Fire Station 241	4875 Sheppard Rd	61 Kennedy Rd N	61 Kennedy Rd N	61 Kennedy Rd N	61 Kennedy Rd N
42 Fire Station 242	4875 Sheppard Rd	62 Kennedy Rd N	62 Kennedy Rd N	62 Kennedy Rd N	62 Kennedy Rd N
43 Fire Station 243	4875 Sheppard Rd	63 Kennedy Rd N	63 Kennedy Rd N	63 Kennedy Rd N	63 Kennedy Rd N
44 Fire Station 244	4875 Sheppard Rd	64 Kennedy Rd N	64 Kennedy Rd N	64 Kennedy Rd N	64 Kennedy Rd N
45 Fire Station 245	4875 Sheppard Rd	65 Kennedy Rd N	65 Kennedy Rd N	65 Kennedy Rd N	65 Kennedy Rd N
46 Fire Station 246	4875 Sheppard Rd	66 Kennedy Rd N	66 Kennedy Rd N	66 Kennedy Rd N	66 Kennedy Rd N
47 Fire Station 247	4875 Sheppard Rd	67 Kennedy Rd N	67 Kennedy Rd N	67 Kennedy Rd N	67 Kennedy Rd N
48 Fire Station 248	4875 Sheppard Rd	68 Kennedy Rd N	68 Kennedy Rd N	68 Kennedy Rd N	68 Kennedy Rd N
49 Fire Station 249	4875 Sheppard Rd	69 Kennedy Rd N	69 Kennedy Rd N	69 Kennedy Rd N	69 Kennedy Rd N
50 Fire Station 250	4875 Sheppard Rd	70 Kennedy Rd N	70 Kennedy Rd N	70 Kennedy Rd N	70 Kennedy Rd N
51 Fire Station 251	4875 Sheppard Rd	71 Kennedy Rd N	71 Kennedy Rd N	71 Kennedy Rd N	71 Kennedy Rd N
52 Fire Station 252	4875 Sheppard Rd	72 Kennedy Rd N	72 Kennedy Rd N	72 Kennedy Rd N	72 Kennedy Rd N
53 Fire Station 253	4875 Sheppard Rd	73 Kennedy Rd N	73 Kennedy Rd N	73 Kennedy Rd N	73 Kennedy Rd N
54 Fire Station 254	4875 Sheppard Rd	74 Kennedy Rd N	74 Kennedy Rd N	74 Kennedy Rd N	74 Kennedy Rd N
55 Fire Station 255	4875 Sheppard Rd	75 Kennedy Rd N	75 Kennedy Rd N	75 Kennedy Rd N	75 Kennedy Rd N
56 Fire Station 256	4875 Sheppard Rd	76 Kennedy Rd N	76 Kennedy Rd N	76 Kennedy Rd N	76 Kennedy Rd N
57 Fire Station 257	4875 Sheppard Rd	77 Kennedy Rd N	77 Kennedy Rd N	77 Kennedy Rd N	77 Kennedy Rd N
58 Fire Station 258	4875 Sheppard Rd	78 Kennedy Rd N	78 Kennedy Rd N	78 Kennedy Rd N	78 Kennedy Rd N
59 Fire Station 259	4875 Sheppard Rd	79 Kennedy Rd N	79 Kennedy Rd N	79 Kennedy Rd N	79 Kennedy Rd N
60 Fire Station 260	4875 Sheppard Rd	80 Kennedy Rd N	80 Kennedy Rd N	80 Kennedy Rd N	80 Kennedy Rd N
61 Fire Station 261	4875 Sheppard Rd	81 Kennedy Rd N	81 Kennedy Rd N	81 Kennedy Rd N	81 Kennedy Rd N
62 Fire Station 262	4875 Sheppard Rd	82 Kennedy Rd N	82 Kennedy Rd N	82 Kennedy Rd N	82 Kennedy Rd N
63 Fire Station 263	4875 Sheppard Rd	83 Kennedy Rd N	83 Kennedy Rd N	83 Kennedy Rd N	83 Kennedy Rd N
64 Fire Station 264	4875 Sheppard Rd	84 Kennedy Rd N	84 Kennedy Rd N	84 Kennedy Rd N	84 Kennedy Rd N
65 Fire Station 265	4875 Sheppard Rd	85 Kennedy Rd N	85 Kennedy Rd N	85 Kennedy Rd N	85 Kennedy Rd N
66 Fire Station 266	4875 Sheppard Rd	86 Kennedy Rd N	86 Kennedy Rd N	86 Kennedy Rd N	86 Kennedy Rd N
67 Fire Station 267	4875 Sheppard Rd	87 Kennedy Rd N	87 Kennedy Rd N	87 Kennedy Rd N	87 Kennedy Rd N
68 Fire Station 268	4875 Sheppard Rd	88 Kennedy Rd N	88 Kennedy Rd N	88 Kennedy Rd N	88 Kennedy Rd N
69 Fire Station 269	4875 Sheppard Rd	89 Kennedy Rd N	89 Kennedy Rd N	89 Kennedy Rd N	89 Kennedy Rd N
70 Fire Station 270	4875 Sheppard Rd	90 Kennedy Rd N	90 Kennedy Rd N	90 Kennedy Rd N	90 Kennedy Rd N
71 Fire Station 271	4875 Sheppard Rd	91 Kennedy Rd N	91 Kennedy Rd N	91 Kennedy Rd N	91 Kennedy Rd N
72 Fire Station 272	4875 Sheppard Rd	92 Kennedy Rd N	92 Kennedy Rd N	92 Kennedy Rd N	92 Kennedy Rd N
73 Fire Station 273	4875 Sheppard Rd	93 Kennedy Rd N	93 Kennedy Rd N	93 Kennedy Rd N	93 Kennedy Rd N
74 Fire Station 274	4875 Sheppard Rd	94 Kennedy Rd N	94 Kennedy Rd N	94 Kennedy Rd N	94 Kennedy Rd N
75 Fire Station 275	4875 Sheppard Rd	95 Kennedy Rd N	95 Kennedy Rd N	95 Kennedy Rd N	95 Kennedy Rd N
76 Fire Station 276	4875 Sheppard Rd	96 Kennedy Rd N	96 Kennedy Rd N	96 Kennedy Rd N	96 Kennedy Rd N
77 Fire Station 277	4875 Sheppard Rd	97 Kennedy Rd N	97 Kennedy Rd N	97 Kennedy Rd N	97 Kennedy Rd N
78 Fire Station 278	4875 Sheppard Rd	98 Kennedy Rd N	98 Kennedy Rd N	98 Kennedy Rd N	98 Kennedy Rd N
79 Fire Station 279	4875 Sheppard Rd	99 Kennedy Rd N	99 Kennedy Rd N	99 Kennedy Rd N	99 Kennedy Rd N
80 Fire Station 280	4875 Sheppard Rd	100 Kennedy Rd N	100 Kennedy Rd N	100 Kennedy Rd N	100 Kennedy Rd N

- Administration
- Arts and Culture
- Library
- Transit
- Fire Station
- Recreation
- Major Street
- Minor Street
- Highway
- Proposed Street
- Railway
- City Limit

301 – State of Local Infrastructure (SOLI) Graphs
302 – SOLI Overall Graphic

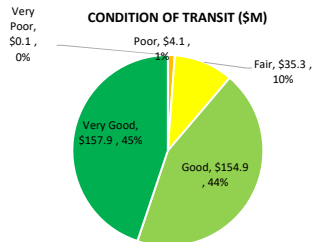


Appendix 300 State of Local Infrastructure

TRANSIT SERVICES ASSETS

SUMMARY OF ALL TRANSIT SERVICES ASSETS

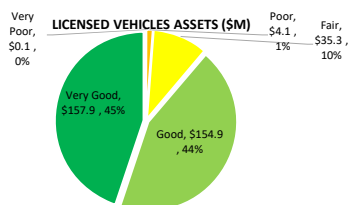
SUMMARY OF ALL TRANSIT ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.1	\$56,000
Poor	\$4.1	\$4,089,000
Fair	\$35.3	\$35,297,000
Good	\$154.9	\$154,908,292
Very Good	\$157.9	\$157,926,827
Total	\$352.3	\$352,277,120



SUMMARY OF ALL TRANSIT SERVICES ASSETS		
Data Type: Condition		
Category	Quantity	Replacement Value
Summary Of All Transit Services Ass	408	\$352,277,120
Licensed Vehicles Assets	408	\$352,277,120
Specialty Equipment Assets		\$0

LICENSED VEHICLES ASSETS

LICENSED VEHICLES ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.1	\$56,000
Poor	\$4.1	\$4,089,000
Fair	\$35.3	\$35,297,000
Good	\$154.9	\$154,908,292
Very Good	\$157.9	\$157,926,827
Total	\$352.3	\$352,277,120



LICENSED VEHICLES ASSETS		
Data Type: Condition		
Category	Quantity	Replacement Value
Licensed Vehicles Assets	1,234 Ea.	\$352,277,120
Heavy Duty Assets	408 Ea.	\$327,850,000
Shelters - Conventional Assets	697 Ea.	\$4,424,000
Shelters - Zum Assets	106 Ea.	\$19,780,000
Shelters - Bike Assets	23 Ea.	\$223,120

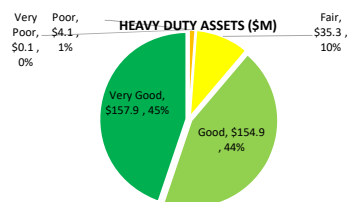
SPECIALTY EQUIPMENT ASSETS

SPECIALTY EQUIPMENT ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$0.0	\$0
Fair	\$0.0	\$0
Good	\$0.0	\$0
Very Good	\$0.0	\$0
Total	\$0.0	\$0

SPECIALTY EQUIPMENT ASSETS		
Data Type: Condition		
Category	Quantity	Replacement Value
Specialty Equipment Assets	0	\$0

HEAVY DUTY ASSETS

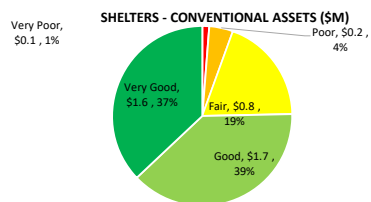
HEAVY DUTY ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$3.9	\$3,900,000
Fair	\$34.5	\$34,450,000
Good	\$142.4	\$142,400,000
Very Good	\$147.1	\$147,100,000
Total	\$327.9	\$327,850,000



HEAVY DUTY ASSETS		
Data Type: Condition		
Category	Quantity	Replacement Value
Heavy Duty Assets	408 Ea.	\$327,850,000
Transit Fleet	408 Ea.	\$327,850,000

SHELTERS - CONVENTIONAL ASSETS

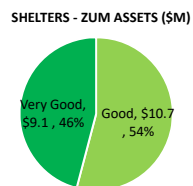
SHELTERS - CONVENTIONAL ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.1	\$56,000
Poor	\$0.2	\$189,000
Fair	\$0.8	\$847,000
Good	\$1.7	\$1,694,000
Very Good	\$1.6	\$1,638,000
Total	\$4.4	\$4,424,000



SHELTERS - CONVENTIONAL ASSETS		
Data Type: Condition		
Category	Quantity	Replacement Value
Shelters - Conventional Assets	697 Ea.	\$4,424,000
All Conventional Shelters	697 Ea.	\$4,424,000

SHELTERS - ZUM ASSETS

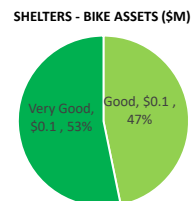
SHELTERS - ZUM ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$0.0	\$0
Fair	\$0.0	\$0
Good	\$10.7	\$10,710,000
Very Good	\$9.1	\$9,070,000
Total	\$19.8	\$19,780,000



SHELTERS - ZUM ASSETS		
Data Type: Condition		
Category	Quantity	Replacement Value
Shelters - Zum Assets	106 Ea.	\$19,780,000
All Zum Shelters	106 Ea.	\$19,780,000

SHELTERS - BIKE ASSETS

SHELTERS - BIKE ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$0.0	\$0
Fair	\$0.0	\$0
Good	\$0.1	\$104,292
Very Good	\$0.1	\$118,827
Total	\$0.2	\$223,120



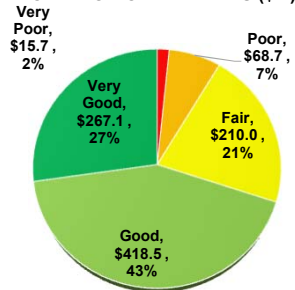
SHELTERS - BIKE ASSETS		
Data Type: Condition		
Category	Quantity	Replacement Value
Shelters - Bike Assets	23 Ea.	\$223,120
All Bike Shelters	23 Ea.	\$223,120

FACILITY ASSETS

SUMMARY OF ALL FACILITIES ASSETS

SUMMARY OF ALL FACILITIES ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$15.7	\$15,670,000
Poor	\$68.7	\$68,660,000
Fair	\$210.0	\$210,010,000
Good	\$418.5	\$418,480,000
Very Good	\$267.1	\$267,090,000
Total	\$979.9	\$979,910,000

CONDITION OF FACILITIES (\$M)



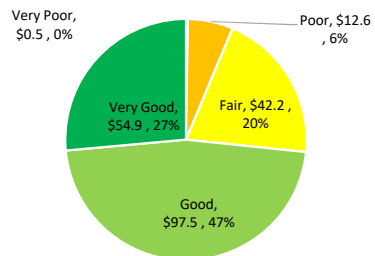
SUMMARY OF ALL FACILITIES ASSETS

SUMMARY OF ALL FACILITIES ASSETS		
Data Type: Condition		
Replacement Value:	142	\$979,910,000
Corporate Facilities	16	\$207,700,000
Fire Facilities	17	\$46,490,000
Library Facilities	3	\$18,860,000
Parks & Recreation Facilities	88	\$566,150,000
Transit Facilities	12	\$101,590,000
Operations Works Facilities	6	\$39,120,000

CORPORATE FACILITIES ASSETS

CORPORATE FACILITIES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.5	\$540,000
Poor	\$12.6	\$12,610,000
Fair	\$42.2	\$42,200,000
Good	\$97.5	\$97,470,000
Very Good	\$54.9	\$54,880,000
Total	\$207.7	\$207,700,000

CORPORATE FACILITIES ASSETS (\$M)



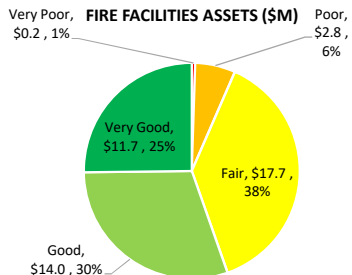
CORPORATE FACILITIES ASSETS

CORPORATE FACILITIES ASSETS		
Data Type: Condition		
Replacement Value:		\$207,700,000

FIRE FACILITIES ASSETS

FIRE FACILITIES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.2	\$240,000
Poor	\$2.8	\$2,800,000
Fair	\$17.7	\$17,700,000
Good	\$14.0	\$14,040,000
Very Good	\$11.7	\$11,710,000
Total	\$46.5	\$46,490,000

FIRE FACILITIES ASSETS (\$M)

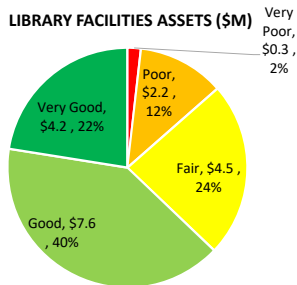


FIRE FACILITIES ASSETS

FIRE FACILITIES ASSETS		
Data Type: Condition		
Replacement Value:		\$46,490,000

LIBRARY FACILITIES ASSETS

LIBRARY FACILITIES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.3	\$340,000
Poor	\$2.2	\$2,210,000
Fair	\$4.5	\$4,450,000
Good	\$7.6	\$7,620,000
Very Good	\$4.2	\$4,240,000
Total	\$18.9	\$18,860,000



LIBRARY FACILITIES ASSETS	
Data Type:	Condition
Replacement Value:	\$18,860,000

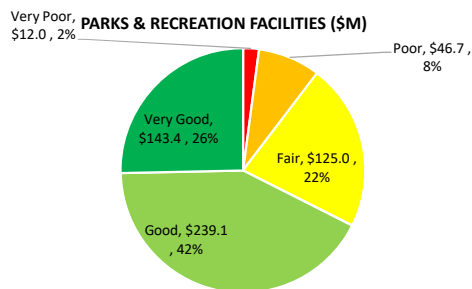
PARK FACILITIES ASSETS

PARK FACILITIES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$0.0	\$0
Fair	\$0.0	\$0
Good	\$0.0	\$0
Very Good	\$0.0	\$0
Total	\$0.0	\$0

PARK FACILITIES ASSETS	
Data Type:	Condition
Replacement Value:	\$0

PARKS & RECREATION FACILITIES

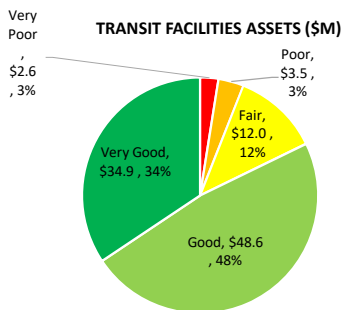
PARKS & RECREATION FACILITIES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$12.0	\$11,980,000
Poor	\$46.7	\$46,660,000
Fair	\$125.0	\$124,960,000
Good	\$239.1	\$239,130,000
Very Good	\$143.4	\$143,420,000
Total	\$566.2	\$566,150,000



PARKS & RECREATION FACILITIES	
Data Type:	Condition
Replacement Value:	\$566,150,000

TRANSIT FACILITIES ASSETS

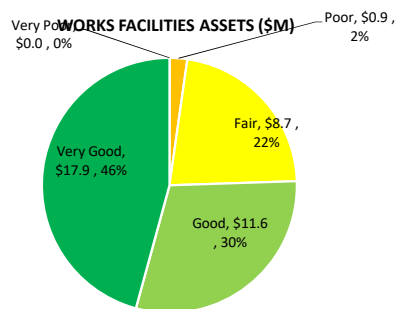
TRANSIT FACILITIES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$2.6	\$2,550,000
Poor	\$3.5	\$3,520,000
Fair	\$12.0	\$12,000,000
Good	\$48.6	\$48,590,000
Very Good	\$34.9	\$34,930,000
Total	\$101.6	\$101,590,000



TRANSIT FACILITIES ASSETS	
Data Type:	Condition
Replacement Value:	\$101,590,000

OPERATIONS WORKS FACILITIES ASSETS

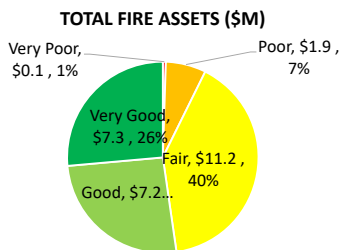
OPERATIONS WORKS FACILITIES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$20,000
Poor	\$0.9	\$860,000
Fair	\$8.7	\$8,700,000
Good	\$11.6	\$11,630,000
Very Good	\$17.9	\$17,910,000
Total	\$39.1	\$39,120,000



OPERATIONS WORKS FACILITIES ASSETS	
Data Type:	Condition
Replacement Value:	\$39,120,000

TOTAL FIRE ASSETS

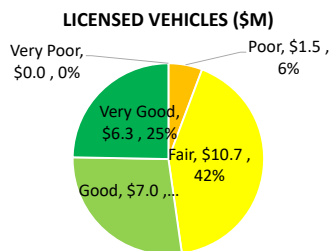
TOTAL FIRE ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.1	\$141,000
Poor	\$1.9	\$1,886,750
Fair	\$11.2	\$11,202,000
Good	\$7.2	\$7,175,000
Very Good	\$7.3	\$7,325,000
Total	\$27.7	\$27,729,750



TOTAL FIRE ASSETS		
Data Type: Condition/Age		
Category	Quantity	Replacement Value
Total Fire Assets	1,131 Ea.	\$27,729,750
Licensed Vehicles	102 Ea.	\$25,495,000
Fire Equipment	1029 Ea.	\$2,234,750

LICENSED VEHICLES

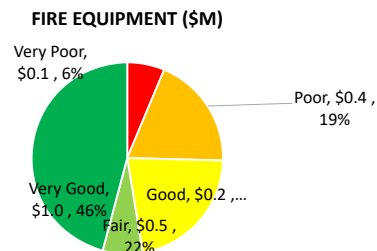
LICENSED VEHICLES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$1.5	\$1,460,000
Fair	\$10.7	\$10,710,000
Good	\$7.0	\$7,025,000
Very Good	\$6.3	\$6,300,000
Total	\$25.5	\$25,495,000



LICENSED VEHICLES		
Data Type: Condition		
Category	Quantity	Replacement Value
Licensed Vehicles	102 Ea.	\$25,495,000
All Licensed Vehicles	102 Ea.	\$25,495,000

FIRE EQUIPMENT

FIRE EQUIPMENT		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.1	\$141,000
Poor	\$0.4	\$426,750
Fair	\$0.5	\$492,000
Good	\$0.2	\$150,000
Very Good	\$1.0	\$1,025,000
Total	\$2.2	\$2,234,750



FIRE EQUIPMENT		
Data Type: Age		
Category	Quantity	Replacement Value
Fire Equipment	1,029 Ea.	\$2,234,750
Scba	130 Ea.	\$962,000
Bunker Gear	899 Ea.	\$1,272,750

SCBA

SCBA		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$0.0	\$0
Fair	\$0.0	\$0
Good	\$0.0	\$0
Very Good	\$1.0	\$962,000
Total	\$1.0	\$962,000

SCBA (\$M)

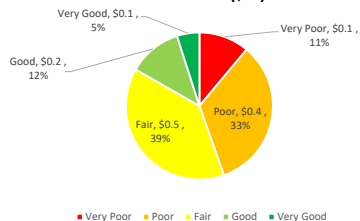


SCBA		
Data Type: Age		
Category	Quantity	Replacement Value
Scba	130 Ea.	\$962,000
All SCBA	130 Ea.	\$962,000

Bunker Gear

Bunker Gear		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.1	\$141,000
Poor	\$0.4	\$426,750
Fair	\$0.5	\$492,000
Good	\$0.2	\$150,000
Very Good	\$0.1	\$63,000
Total	\$1.3	\$1,272,750

Bunker Gear (\$M)

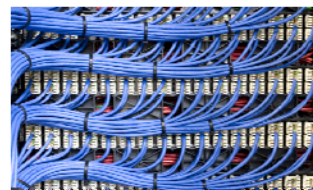
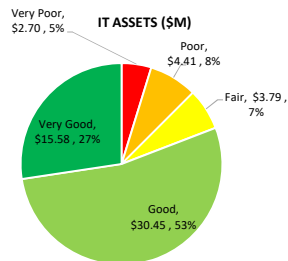


Bunker Gear		
Data Type: Age		
Category	Quantity	Replacement Value
Bunker Gear	899 Ea.	\$1,272,750
All Bunker Gear	899 Ea.	\$1,272,750

IT ASSETS

SUMMARY OF ALL IT ASSETS

SUMMARY OF ALL IT ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$ 2.70	\$ 2,704,258
Poor	\$ 4.41	\$ 4,414,977
Fair	\$ 3.79	\$ 3,794,736
Good	\$ 30.45	\$ 30,447,323
Very Good	\$ 15.58	\$ 15,584,148
Total	\$ 56.95	\$ 56,945,442

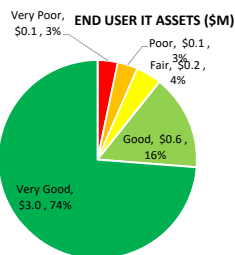


SUMMARY OF ALL IT ASSETS

SUMMARY OF ALL IT ASSETS		
Data Type: Age		
Category	Quantity	Replacement Value
Summary Of All It Assets	264,291 Ea.	\$56,945,442
End User It Assets	5,400 Ea.	\$4,096,180
It Infrastructure Assets	5,097 Ea.	\$13,103,001
Cable Plants	253,704 metres	\$9,746,261
Business Systems Assets (Preliminary)	90 Ea.	\$30,000,000

END USER IT ASSETS

END USER IT ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$ 0.1	\$ 135,000
Poor	\$ 0.1	\$ 135,000
Fair	\$ 0.2	\$ 169,000
Good	\$ 0.6	\$ 635,200
Very Good	\$ 3.0	\$ 3,021,980
Total	\$ 4.1	\$ 4,096,180

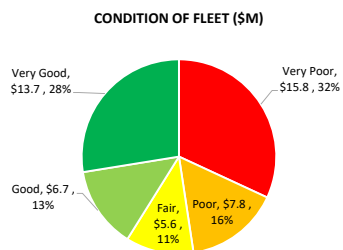


END USER IT ASSETS

END USER IT ASSETS		
Data Type: Age		
Category	Quantity	Replacement Value
End User It Assets	5,400 Ea.	\$4,096,180
Computers	2,700 Ea.	\$3,421,180
Monitors	2,700 Ea.	\$675,000

ALL FLEET ASSETS

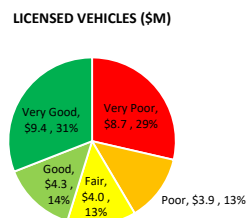
TOTAL FLEET ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$15.8	\$15,846,284
Poor	\$7.8	\$7,804,146
Fair	\$5.6	\$5,611,814
Good	\$6.7	\$6,733,211
Very Good	\$13.7	\$13,689,532
Total	\$49.7	\$49,684,987



ALL FLEET ASSETS		
Data Type: Age		
Category	Quantity	Replacement Value
All Fleet Assets	1,777 Ea.	\$49,684,987
Licensed Vehicles	542 Ea.	\$30,261,358
Off Road Vehicles	179 Ea.	\$13,087,040
Equipment	1,056 Ea.	\$6,336,589

LICENSED VEHICLES

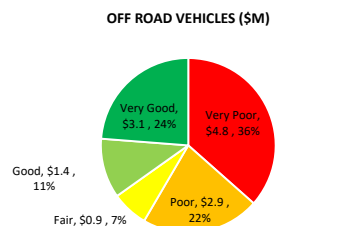
LICENSED VEHICLES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$8.7	\$8,651,376
Poor	\$3.9	\$3,909,984
Fair	\$4.0	\$4,022,215
Good	\$4.3	\$4,318,072
Very Good	\$9.4	\$9,359,712
Total	\$30.3	\$30,261,358



LICENSED VEHICLES		
Data Type: Age		
Category	Quantity	Replacement Value
Licensed Vehicles	542 Ea.	\$30,261,358
All Licensed Vehicles	542 Ea.	\$30,261,358

OFF ROAD VEHICLES

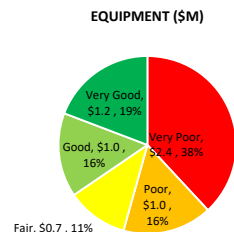
OFF ROAD VEHICLES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$4.8	\$4,780,868
Poor	\$2.9	\$2,865,280
Fair	\$0.9	\$883,381
Good	\$1.4	\$1,445,762
Very Good	\$3.1	\$3,111,748
Total	\$13.1	\$13,087,040



OFF ROAD VEHICLES		
Data Type: Age		
Category	Quantity	Replacement Value
Off Road Vehicles	179 Ea.	\$13,087,040
All Off Road Fleet	179 Ea.	\$13,087,040

EQUIPMENT

EQUIPMENT		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$2.4	\$2,414,040
Poor	\$1.0	\$1,028,881
Fair	\$0.7	\$706,218
Good	\$1.0	\$969,378
Very Good	\$1.2	\$1,218,072
Total	\$6.3	\$6,336,589

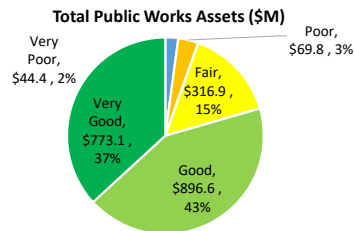


EQUIPMENT		
Data Type: Age		
Category	Quantity	Replacement Value
Equipment	1,056 Ea.	\$6,336,589
All Equipment	1,056 Ea.	\$6,336,589

TRANSPORTATION ASSETS

TOTAL TRANSPORTATION ASSETS

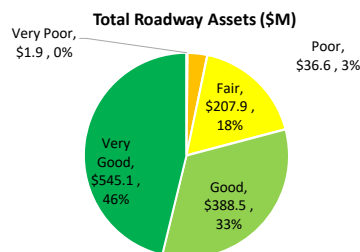
Total Transportation Assets		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$44.4	\$44,397,331
Poor	\$69.8	\$69,768,978
Fair	\$316.9	\$316,916,858
Good	\$896.6	\$896,617,087
Very Good	\$773.1	\$773,050,462
Total	\$2,100.8	\$2,100,750,716



TOTAL TRANSPORTATION ASSETS			
Data Type: Age/Condition			
Category	Quantity	Unit	Replacement Value
Total Transportation As	Inventory		\$2,100,750,716
Roadway Network	2,700	Lane km.	\$1,180,000,297
Total Structures	27,826	Ea.	\$561,269,846
Total Walkways And Pat	1,834,221	metres	\$200,820,995
Total Traffic Services	39,483	Ea.	\$158,659,578

Roadway Network

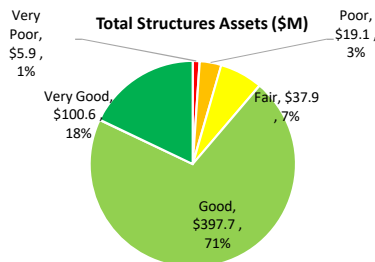
Total Roadway Network		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$1.9	\$1,850,359
Poor	\$36.6	\$36,646,037
Fair	\$207.9	\$207,880,367
Good	\$388.5	\$388,490,667
Very Good	\$545.1	\$545,132,866
Total	\$1,180	\$1,180,000,297



Roadway Network		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
Roadway Network	2,700	Lane km.
Roadway Network	2,700	Lane km.
		\$1,180,000,297

TOTAL STRUCTURES

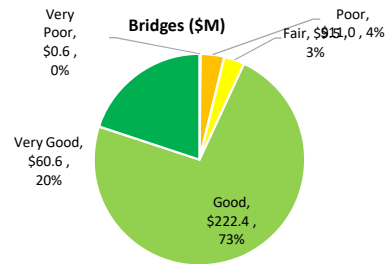
Total Structures		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$5.9	\$5,944,024.6
Poor	\$19.1	\$19,130,938.3
Fair	\$37.9	\$37,935,659.9
Good	\$397.7	\$397,663,399.0
Very Good	\$100.6	\$100,595,824.2
Total	\$561.3	\$561,269,846.1



TOTAL STRUCTURES		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
Total Structures	27,826	Ea.
Total Structures	27,826	Ea.
		\$561,269,846
1. Bridges	173	Ea.
2. Culverts	152	Ea.
3. Gateway Features	164	Ea.
4. Walls	26851	Ea.
5. Rails	486	Ea.
		\$304,103,913
		\$235,808,402
		\$5,850,000
		\$11,648,651
		\$3,858,880

1. Bridges

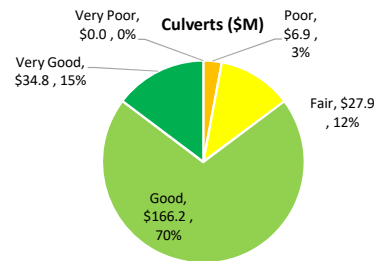
Bridges		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.6	\$591,826
Poor	\$11.0	\$10,950,866
Fair	\$9.5	\$9,537,379
Good	\$222.4	\$222,407,971
Very Good	\$60.6	\$60,615,872
Total	\$304	\$304,103,913



1. Bridges		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
1. Bridges	173 Ea.	\$304,103,913
Bridge	61 Ea.	\$265,390,913
Pedestrian Bridge	112 Ea.	\$38,713,000

2. Culverts

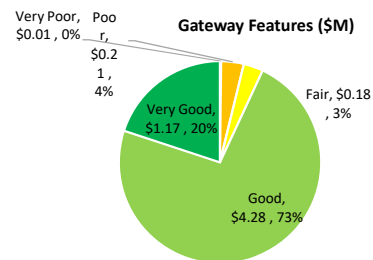
Culverts		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$6.9	\$6,948,762
Fair	\$27.9	\$27,944,143
Good	\$166.2	\$166,157,006
Very Good	\$34.8	\$34,758,491
Total	\$236	\$235,808,402.2



2. Culverts		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
2. Culverts	152 Ea.	\$235,808,402
Culverts	152 Ea.	\$235,808,402

3. Gateway Features

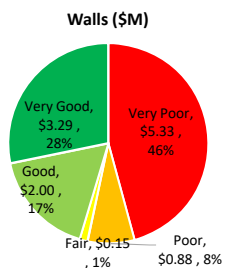
Gateway Features		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.01	\$11,385
Poor	\$0.21	\$210,660
Fair	\$0.18	\$183,469
Good	\$4.28	\$4,278,428
Very Good	\$1.17	\$1,166,058
Total	\$6	\$5,850,000



3. Gateway Features		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
3. Gateway Features	164 Ea.	\$5,850,000
Gateway Features	164 Ea.	\$5,850,000

4. Walls

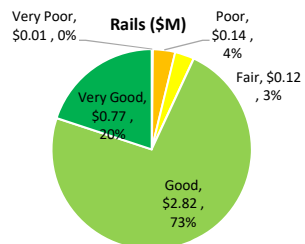
Walls		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$5.33	\$5,333,304
Poor	\$0.88	\$881,690
Fair	\$0.15	\$149,646
Good	\$2.00	\$1,997,783
Very Good	\$3.29	\$3,286,227
Total	\$11.65	\$11,648,651



4. Walls		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
4. Walls	26,851 Ea.	\$11,648,651
Noise Wall	17 Ea.	\$8,784,931
Retaining Wall	89 Ea.	\$1,259,034
Fence	26,745 Ea.	\$1,604,685

5. Rails

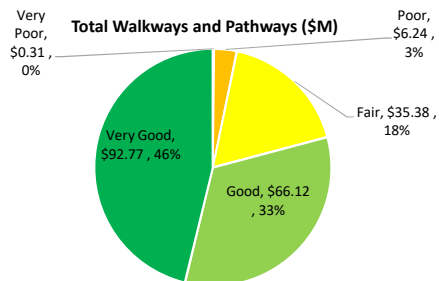
Rails		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.01	\$7,510
Poor	\$0.14	\$138,959
Fair	\$0.12	\$121,023
Good	\$2.82	\$2,822,212
Very Good	\$0.77	\$769,176
Total	\$3.86	\$3,858,880



5. Rails		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
5. Rails	486 Ea.	\$3,858,880
Guiderail	402 Ea.	\$3,277,080
Handrail	84 Ea.	\$581,800

TOTAL WALKWAYS AND PATHWAYS

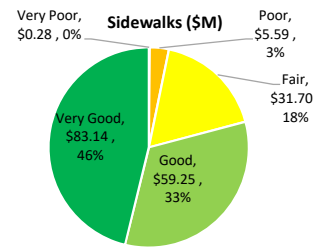
TOTAL WALKWAYS AND PATHWAYS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.31	\$314,908
Poor	\$6.24	\$6,236,688
Fair	\$35.38	\$35,378,586
Good	\$66.12	\$66,116,155
Very Good	\$92.77	\$92,774,659
Total	\$200.82	\$200,820,995



TOTAL WALKWAYS AND PATHWAYS		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
Total Walkways And Pa	1,834,221 metres	\$200,820,995
1. Sidewalks	1,710,739 metres	\$179,959,832
2. Walkways	19,298 metres	\$4,016,970
3. Multi-Use Trails	104,184 metres	\$16,844,194

1. Sidewalks

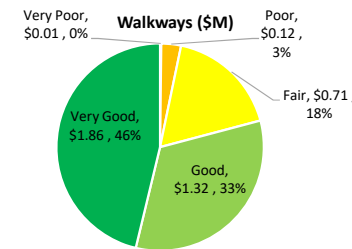
Sidewalks		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.28	\$282,195
Poor	\$5.59	\$5,588,825
Fair	\$31.70	\$31,703,480
Good	\$59.25	\$59,248,049
Very Good	\$83.14	\$83,137,283
Total	\$179.96	\$179,959,832



1. Sidewalks		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
1. Sidewalks	1,710,739 metres	\$179,959,832
Sidewalks	1,710,739 metres	\$179,959,832

2. Walkways

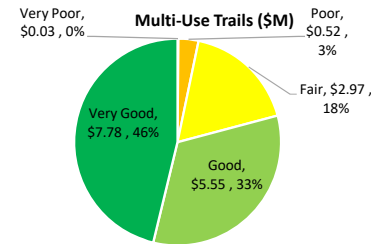
Walkways		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.01	\$6,299
Poor	\$0.12	\$124,751
Fair	\$0.71	\$707,669
Good	\$1.32	\$1,322,504
Very Good	\$1.86	\$1,855,747
Total	\$4.02	\$4,016,970



2. Walkways		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
2. Walkways	19,298 metres	\$4,016,970
Walkways	19,298 metres	\$4,016,970

3. Multi-Use Trails

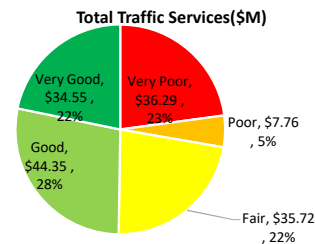
Multi-Use Trails		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.03	\$26,413
Poor	\$0.52	\$523,113
Fair	\$2.97	\$2,967,438
Good	\$5.55	\$5,545,602
Very Good	\$7.78	\$7,781,628
Total	\$16.84	\$16,844,194



3. Multi-Use Trails		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
3. Multi-Use Trails	104,184 metres	\$16,844,194
Multi-Use Trails	104,184 metres	\$16,844,194

TOTAL TRAFFIC SERVICES

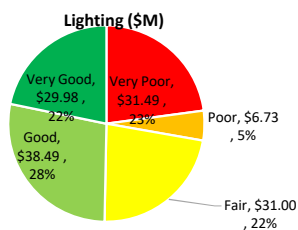
TOTAL TRAFFIC SERVICES		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$36.29	\$36,288,040
Poor	\$7.76	\$7,755,314
Fair	\$35.72	\$35,722,245
Good	\$44.35	\$44,346,866
Very Good	\$34.55	\$34,547,113
Total	\$158.66	\$158,659,578



TOTAL TRAFFIC SERVICES		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
Total Traffic Services	39,483 Ea.	\$158,659,578
1. Lighting	39,483 Ea.	\$137,688,400
2. Traffic Signals	TBD	\$20,971,178

1. Lighting

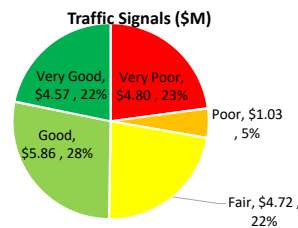
Lighting		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$31.49	\$31,492,200
Poor	\$6.73	\$6,730,200
Fair	\$31.00	\$31,000,400
Good	\$38.49	\$38,485,000
Very Good	\$29.98	\$29,980,600
Total	\$137.69	\$137,688,400



1. Lighting		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
1. Lighting	39,483 Ea.	\$137,688,400
Street Lighting	39,483 Ea.	\$137,688,400

2. Traffic Signals

Traffic Signals		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$4.80	\$4,795,840
Poor	\$1.03	\$1,025,114
Fair	\$4.72	\$4,721,845
Good	\$5.86	\$5,861,866
Very Good	\$4.57	\$4,566,513
Total	\$20.97	\$20,971,178

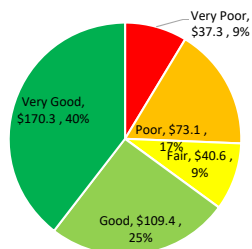


2. Traffic Signals		
Data Type: Age/Condition		
Category	Quantity	Replacement Value
2. Traffic Signals		\$20,971,178
Traffic Signals	TBD	\$20,971,178

TOTAL PARKS & RECREATION ASSETS

TOTAL PARKS & RECREATION ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$37.3	\$37,281,226
Poor	\$73.1	\$73,096,222
Fair	\$40.6	\$40,595,233
Good	\$109.4	\$109,416,728
Very Good	\$170.3	\$170,318,813
Total	\$430.7	\$430,708,223

CONDITION OF PARKS & RECREATION ASSETS (\$M)



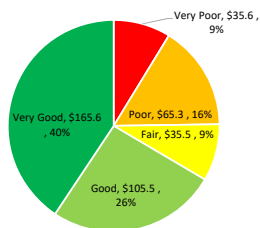
TOTAL PARKS & RECREATION ASSETS			
Data Type: Age			
Category	Quantity	Unit	Replacement Value
Total Parks & Recreation Assets			\$411,104,441
Parks Assets - Land	2,570	hectares	\$287,257,269
Parks Assets - Assets	676	# of assets	\$100,585,755
Open Space Assets	1,414	hectares	\$0
Cemeteries Assets	25	Ea.	\$0
Recreation Equipment	2,693	Ea.	\$23,261,418

PARKS ASSETS

TOTAL PARKS ASSETS

TOTAL PARKS ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$35.6	\$35,597,631
Poor	\$65.3	\$65,280,538
Fair	\$35.5	\$35,468,695
Good	\$105.5	\$105,455,247
Very Good	\$165.6	\$165,644,694
Total	\$407.4	\$407,446,805

TOTAL PARKS ASSETS (\$M)

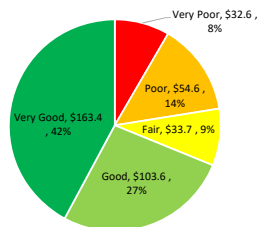


TOTAL PARKS ASSETS			
Data Type: Age			
Category	Inventory	Quantity	Replacement Value
Total Parks Assets			\$387,843,024
Parks Assets - Land		2,570 hectares	\$287,257,269
Parks Assets - Assets		676 # of assets	\$100,585,755
Open Space Assets		1414 hectares	\$0
Cemeteries Assets		25 Ea.	\$0

PARKS ASSETS

PARKS ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$32.6	\$32,582,477
Poor	\$54.6	\$54,587,530
Fair	\$33.7	\$33,660,508
Good	\$103.6	\$103,585,982
Very Good	\$163.4	\$163,426,527
Total	\$387.8	\$387,843,024

PARKS ASSETS (\$M)

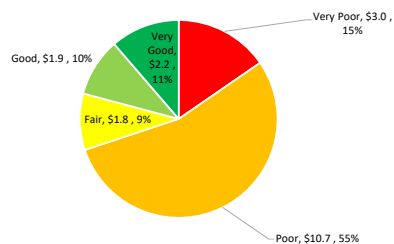


PARKS ASSETS			
Data Type: Age			
Category	Inventory	Quantity	Replacement Value
Parks Assets			\$387,843,024
Parkland		2,570 hectares	\$287,257,269
Playgrounds		310 # of assets	\$46,849,236
Sports And Facilities		366 # of assets	\$53,736,519

OPEN SPACE ASSETS

OPEN SPACE ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$3.0	\$3,015,154
Poor	\$10.7	\$10,693,008
Fair	\$1.8	\$1,808,187
Good	\$1.9	\$1,869,265
Very Good	\$2.2	\$2,218,167
Total	\$19.6	\$19,603,781

OPEN SPACE ASSETS (\$M)



OPEN SPACE ASSETS		
Data Type: Age		
Category	Quantity	Replacement Value
Open Space Assets	1,414 hectares	\$19,603,781
All Open Space Assets	1,414 hectares	\$19,603,781

CEMETERIES ASSETS

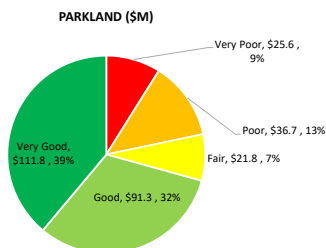
CEMETERIES ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.0	\$0
Poor	\$0.0	\$0
Fair	\$0.0	\$0
Good	\$0.0	\$0
Very Good	\$0.0	\$0
Total	\$0.0	\$0



CEMETERIES ASSETS		
Data Type: Age		
Category	Quantity	Replacement Value
Cemeteries Assets	25 Ea.	\$0
All Cemeteries Assets	25 Ea.	\$0

PARKLAND

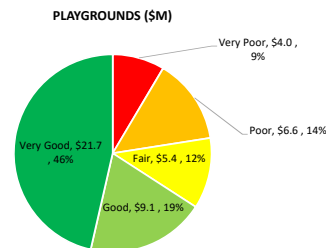
PARKLAND		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$25.6	\$25,628,724
Poor	\$36.7	\$36,728,037
Fair	\$21.8	\$21,789,608
Good	\$91.3	\$91,341,684
Very Good	\$111.8	\$111,769,216
Total	\$287.3	\$287,257,269



PARKLAND		
Data Type: Age		
Category	Quantity	Replacement Value
Parkland	2,061 hectares	\$287,257,269
All Parkland Assets	2,061 hectares	\$287,257,269

PLAYGROUNDS

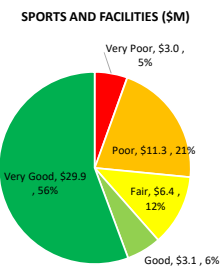
PLAYGROUNDS			
Rating	Number of assets	Percentage of total	\$2016 Value (\$M)
Very Poor	25	9%	\$4.0
Poor	41	14%	\$6.6
Fair	34	12%	\$5.4
Good	57	19%	\$9.1
Very Good	136	46%	\$21.7
Total	310	100%	\$46.8



PLAYGROUNDS		
Data Type: Age		
Category	Quantity	Replacement Value
Playgrounds	310 # of assets	\$46,849,236
All Playground Assets	310 # of assets	\$46,849,236

SPORTS AND FACILITIES

SPORTS AND FACILITIES			
Rating	Number of assets	Percentage of total	\$2016 Value (\$M)
Very Poor	17	6%	\$3.0
Poor	65	21%	\$11.3
Fair	37	12%	\$6.4
Good	18	6%	\$3.1
Very Good	172	56%	\$29.9
Total	309	100%	\$53.7



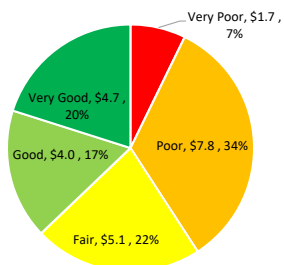
SPORTS AND FACILITIES		
Data Type: Age		
Category	Quantity	Replacement Value
Sports And Facilities	366 # of assets	\$53,736,519
All Sports and Facilities	366 # of assets	\$53,736,519

RECREATION ASSETS

TOTAL RECREATION ASSETS

TOTAL RECREATION ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$1.7	\$1,683,595
Poor	\$7.8	\$7,815,684
Fair	\$5.1	\$5,126,538
Good	\$4.0	\$3,961,481
Very Good	\$4.7	\$4,674,119
Total	\$23.3	\$23,261,418

TOTAL RECREATION ASSETS (\$M)

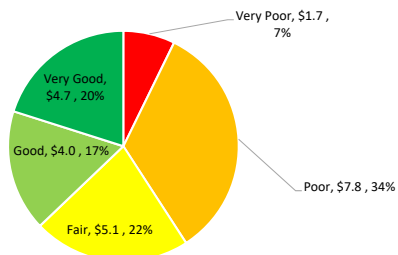


TOTAL RECREATION ASSETS		
Data Type: Age		
Category	Quantity	Replacement Value
Total Recreation Assets	2,693 Ea.	\$23,261,418
Recreation Equipment	2,693 Ea.	\$23,261,418

RECREATION EQUIPMENT

RECREATION EQUIPMENT		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$1.7	\$1,683,595
Poor	\$7.8	\$7,815,684
Fair	\$5.1	\$5,126,538
Good	\$4.0	\$3,961,481
Very Good	\$4.7	\$4,674,119
Total	\$23.3	\$23,261,418

RECREATION EQUIPMENT (\$M)

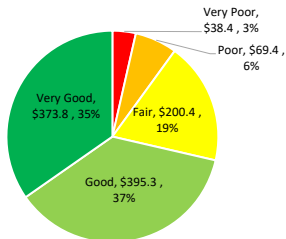


RECREATION EQUIPMENT		
Data Type: Age		
Category	Quantity	Replacement Value
Recreation Equipment	2,693 Ea.	\$23,261,418
Furniture and Equipment	2,693 Ea.	\$23,261,418

TOTAL STORM ASSETS

TOTAL STORM ASSETS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$38.4	\$38,389,187
Poor	\$69.4	\$69,420,885
Fair	\$200.4	\$200,429,949
Good	\$395.3	\$395,282,017
Very Good	\$373.8	\$373,826,561
Total	\$1,077.3	\$1,077,348,600

TOTAL STORM ASSETS (\$M)

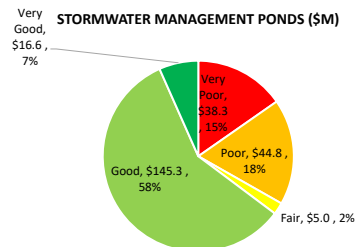


TOTAL STORM ASSETS		
Data Type: Age		
Category	Quantity	Replacement Value
Total Storm Assets	1,674,966 Ea.	\$1,077,348,600
Stormwater Management Ponds	200 Ea.	\$250,000,000
Storm Sewer Systems	1,674,766 metres	\$827,348,600

STORMWATER MANAGEMENT PONDS

STORMWATER MANAGEMENT PONDS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$38.3	\$38,250,329
Poor	\$44.8	\$44,793,380
Fair	\$5.0	\$5,017,760
Good	\$145.3	\$145,329,245
Very Good	\$16.6	\$16,609,287
Total	\$250.0	\$250,000,000

STORMWATER MANAGEMENT PONDS (\$M)

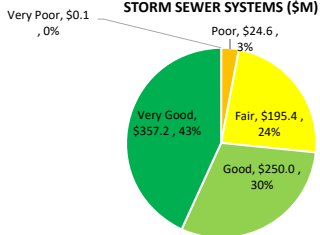


STORMWATER MANAGEMENT PONDS		
Data Type: Age		
Category	Quantity	Replacement Value
Stormwater Management Pond	200 Ea.	\$250,000,000
Stormwater Management Ponds	200 Ea.	\$250,000,000

STORM SEWER SYSTEMS

STORM SEWER SYSTEMS		
Rating	\$2016 Value (\$M)	\$2016 Value
Very Poor	\$0.1	\$138,858
Poor	\$24.6	\$24,627,505
Fair	\$195.4	\$195,412,189
Good	\$250.0	\$249,952,773
Very Good	\$357.2	\$357,217,275
Total	\$827.3	\$827,348,600

STORM SEWER SYSTEMS (\$M)



STORM SEWER SYSTEMS		
Data Type: Age		
Category	Quantity	Replacement Value
Storm Sewer Systems	1,674,766 metres	\$827,348,600
FDC-WTC	245,125 metres	\$54,057,790
Storm Sewers	1,429,641 metres	\$773,290,810

STATE OF LOCAL INFRASTRUCTURE – CITY OF BRAMPTON

Total Replacement Value:
\$5.1B (excluding Land);
(Total Replacement Value/\$100K of Residential Assessment) \$8,069.72;
Overall Condition: Good
 ** Amounts may not add due to rounding



LEGEND: Condition

- Very Good
- Good
- Fair
- Poor
- Very Poor

Information Technology Replacement: \$56.9M
 Condition: Good

Facilities Replacement: \$979.9M
 Condition: Good

Transit Replacement: \$352.3M
 Condition: Very Good

Fire Replacement: \$27.7M
 Condition: Fair

Fleet Replacement: \$49.7M
 Condition: Good

Stormwater Replacement: \$1.1B
 Condition: Good

Transportation Replacement: \$2.1B
 Condition: Good

Parks and Recreation Replacement: \$430.7M
 Condition: Very Good

- 401 – Municipal Performance Measurement Program
- 402 – Level of Trends – Condition & Performance
- 403 – KPI – Levels of Service
- 404 – Software Assets



Appendix 400

Desired Level of Service

Effectively January 1, 2015, Ministry of Municipal Affairs no longer requires the collection of Municipal Performance Measurement Program (MPMP) measures be included in the Financial Information Return. The last year of the City's reported MPMP was for year 2013.

As part of prudent financial management, the City's Finance Division has been collecting certain MPMP information subsequent to 2013, and more other performance metrics have been measured and analyzed at departmental level.

The City of Brampton is currently in development of a robust corporate performance management framework in order to have consolidated transparent data that would enable sound decision making and better service to the public.”

The City is committed to developing a Performance Management Program as per the Corporate Asset Management Program Roadmap as described in Section 7 of CAMP (Plan Improvements and Monitoring). The City intends to leverage and have their own performance measures in all the service areas in the future.



BRAMPTON
Flower City

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Report

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

Date: August 18, 2014

COMMITTEE OF COUNCIL
DATE: September 3, 2014

File: F48

Subject: Municipal Performance Measurement Program – 2013

Contact: Maja Kuzmanov, Manager of Accounting (X 42259)
Corporate Services Department

OVERVIEW:

- The Municipal Performance Measurement Program (MPMP) is an initiative of the Ministry of Municipal Affairs and Housing.
- The program requires municipalities to collect specific data on selected municipal services as a tool to assess how well municipal services are delivered. The program also aims to increase taxpayer awareness of municipal services responsibilities.
- The Municipal Performance Measurement Program Report for the 2013 fiscal year is presented to Council for receipt as shown in Schedule A attached.
- The 2013 MPMP information will be published on the City's website by September 30, 2014 in accordance with the MPMP requirements

Recommendation: Based on the following report, it is recommended:

- 1) That the report from Maja Kuzmanov, Manager of Accounting, Corporate Services, dated August 18, 2014 to the Committee of Council Meeting of September 3, 2014 re: **Municipal Performance Measurement Program – 2013** be received.

Background:

The Municipal Performance Measurement Program (MPMP) is an initiative of the Ministry of Municipal Affairs and Housing (MMAH). This program requires municipalities to collect specific data on the following nine core municipal services areas: local government, protection services, police, garbage, water, sewage, transportation, land-use planning, and social services.

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The number of measures to be reported on an annual basis has increased since the program introduction 14 years ago, to over eighty efficiency and effectiveness measures in 2013. Five new effectiveness measures related to building permit applications were added in 2013.

This program is a performance measurement and reporting system with the following objectives:

- To promote local government transparency and accountability.
- To provide municipalities with useful data to make informed municipal service level decisions while optimizing available resources.
- To increase taxpayer awareness of municipal services responsibilities.

The Minister of Municipal Affairs and Housing designates the MPMP reporting requirements under the authority of *Section 299 of the Ontario Municipal Act, 2001*. The Minister has designated that *"a municipality shall publish the information required by section 1 (Performance Measurement Information) not later than nine months after the last day of the fiscal year to which the information relates."*

Current Situation:

All Ontario municipalities are required to collect data on performance measures, as applicable to each municipality. Forty of these measures apply to the City of Brampton in the following areas.

- General Government
- Protection Services
- Roadways
- Transit
- Storm Water Management
- Parks and Recreation
- Library Services
- Land-Use Planning

These data are also often used as benchmarks to monitor and track efficiencies of municipal services. However, it should be noted meaningful comparison between municipalities could be challenging because each municipality in Ontario has its unique sets of circumstances and priorities which can contribute to variances in these performance measures from year to year. Some of key factors contributing to these variances may include:

- Geographical location
- Development growth pattern
- Population growth and density

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- Mix of demographics
- Traffic volume
- Age of Infrastructure
- Governance structure and policies
- Budget constraint
- Financial policies and practices

The City of Brampton is one of the fastest growing cities in Canada, facing challenges that come with rapid growth as it provides municipal services and infrastructure to meet residents' and taxpayers' needs. Despite these challenges and budget restraints the 2013 results from the Municipal Performance Measurement Program, shown in Appendix A of this report, highlight Brampton's continuing successes, while also identifying those areas where the City continues to strengthen its efforts.

The City of Brampton will post its Performance Measurement information 2013 information by September 30th to the City website to comply with the MPMP reporting requirements under the authority of Section 299 of the *Ontario Municipal Act, 2001*.

Corporate Implications:Financial Implications:

There are no direct financial implications resulting from this report. This report provides a report card on the effectiveness and efficiencies achieved in the delivery of the City's municipal services.

Other Implications:

There are no other implications resulting from this report.

Strategic Plan:

This report achieves the Strategic Plan of corporate excellence ensuring financial accountability by exercising prudent financial stewardship managing public funds and compliance with statutory reporting requirements.

Conclusion:

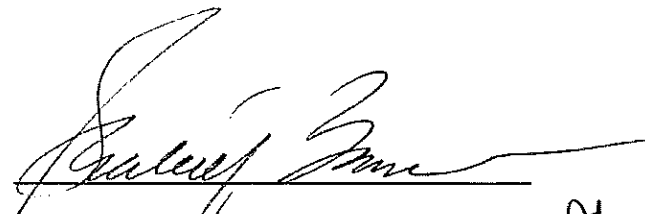
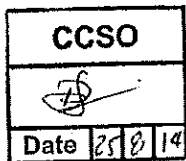
The Municipal Performance Measurement Program requires municipalities to report specific data on selected municipal services in order to assess how well municipal

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services are delivered as well as raise awareness of municipal services responsibilities. The detail information outlined in Appendix A will be published on the City's website by September 30, 2014.



Maja Kuzmanov
Manager of Accounting



Shirley Gannon
Directory of Treasury Services and
Deputy Treasurer



Appendices:

Appendix A - 2013 Municipal Performance Measurement Information

Authored by: Maja Kuzmanov, Manager of Accounting

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APPENDIX "A"
 2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
 REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
GENERAL GOVERNMENT:				
Operating costs for governance and corporate management as a percentage of total municipal operating costs	8.20%	9.00%	-8.89%	The total operating cost for governance and corporate management decreased as a % of total municipal costs as a direct result of effective cost control in the area. 2012 costs were higher as they included one time provision for prior period retirement allowances and a one-time payment of retroactive insurance liability.

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APPENDIX "A"
2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
PROTECTION SERVICES:				
Operating costs for fire services per \$1,000 of assessment	\$0.93	\$0.93	0.00%	No Change
<u>Residential Fire Related Civilian Injuries:</u> Number of residential fire related civilian injuries per 1,000 persons	0.016	0.033	-51.52%	There were 9 residential fire related civilian injuries in 2013 down from 18 in 2012.
<u>Residential Fire Related Civilian Injuries - 5 Year Average:</u> Number of residential fire related civilian injuries averaged over 5 years per	0.025	0.030	-16.67%	Decrease in the 5 year average residential fire related injuries is a result of decrease in the number of civilian injuries in 2013 as indicated in the comment above.
<u>Residential Fire Related Civilian Fatalities:</u> Number of residential fire related civilian fatalities per 1,000 persons	0.002	0.000	0.00%	There was one residential fire related civilian fatality in 2013.
<u>Residential Fire Related Civilian Fatalities - 5 Year Average:</u> Number of residential fire related civilian fatalities averaged over 5 years per 1,000 persons	0.004	0.000	0.00%	Brampton Fire Services has had two civilian fire related fatalities for the past five years (2010 and 2013).
<u>Number of Residential Structural Fires:</u> Number of residential structural fires per 1,000 households	1.004	1.008	-0.40%	There has been a decrease in residential structural fires from 174 in 2012 to 157 in 2013, or a 103.89% increase. Whereas total number of household only increases by approximately 2% from 2012 to 2013.
<u>Building Permits and Inspection Services:</u> Operating costs/Total costs for building permits and inspection services per \$1,000 of construction activity, averaged over three years (based on permits issued)	\$5.30	\$4.12 \$5.88 (restated using 3 year average)	28.64% -9.86%	Increase in this measure is a result of formula change where three year average construction activity is used instead of current year only. Construction activity (based on permits issued) was \$2,458,744K in 2012 where three year average for 2013 was \$1,885,789K. For comparison purpose, 2012 measure is restated using three year average (\$1,720,990) of 2010 to 2012 and it reflects a decrease of 9.86% from 2012 to 2013 .

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APPENDIX "A"
 2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
 REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
<u>Total Building Permit Applications:</u> The total number of building permit applications submitted and accepted by the municipality (all categories)	6,231.00			New measure for 2013

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APPENDIX "A"
2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
ROADWAYS:				
<u>Paved Roads (hard top):</u> Operating costs for paved (hard top) roads per lane kilometre	\$5,790.89	\$6,815.54	-15.03%	Operating costs (other than loss on disposal of tangible capital assets) experienced an increase during 2013 due to higher labour hours and pavement repair costs as a result of road washouts during flooding in July 2013. Because loss on disposal of assets is a component of total operating costs, in 2012 there was significant loss on disposal of tangible capital assets comparing to 2013, this resulted in the decrease of the total costs.
<u>Bridges and Culverts:</u> Operating costs for bridges and culverts per square metre of surface area	\$1.71	\$6.77	-74.74%	Variance is primarily due to less structural repairs required on bridges and less hourly quantities required for graffiti removal on City structures in 2013.
<u>Winter Control Maintenance:</u> Operating costs for winter control maintenance of roadways per lane kilometre maintained in winter	\$5,323.50	\$4,413.95	20.61%	Increased number of winter events (58 in 2013 vs. 28 in 2012) accompanied by colder temperatures resulted in higher operational costs.
<u>Adequacy of Roads:</u> Percentage of paved lane kilometres where the condition is rated as good to very good	86.50%	81.00%	6.79%	The increase in the adequacy of roads measure is mainly due to road rehabilitation and patching programs.

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APPENDIX "A"
 2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
 REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
<u>Adequacy of Bridges and Culverts:</u> Percentage of bridges and culverts where the condition is rated as good to very good	100.00%	100.00%	0.00%	No change
<u>Effective Snow and Ice Control for Winter Roads:</u> Percentage of winter event responses that met or exceeded locally determined-municipal service levels for road maintenance.	100.00%	100.00%	0.00%	No change

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APPENDIX "A"
2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
TRANSIT:				
<u>Conventional Transit:</u> Operating cost per conventional transit per regular passenger trip.	\$6.04	\$5.93	1.85%	Continuous expansion of Zum program resulted in a 5.7% increase in passenger trips and consequently an increase in labour and bus maintenance costs.
<u>Conventional Transit Ridership:</u> Number of conventional transit passenger trips per person in the service area in a year.	35.43	34.72	2.04%	This increase was due to the Transit ridership increase of 5.7% outpacing a steady 3.6% growth in service population.

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APPENDIX "A"
 2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
 REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
STORM WATER:				
<u>Urban Storm Water Management:</u> Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.	\$844.62	\$846.40	-0.21%	Operational efficiencies have resulted in a decrease in this measure.
<u>Rural Storm Water Management:</u> Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.	\$4,130.63	\$6,197.36	-33.35%	Variance is primarily due to a reduction in the kilometers of roadway under our maintenance jurisdiction, as Developers assumed full maintenance responsibilities for sections of our rural roads in development areas.

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APPENDIX "A"
2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
PARKS AND RECREATION:				
<u>Parks:</u> Operating costs for parks per person	\$62.65	\$63.58	-1.46%	The slight decrease in this measure is a result of parkland assumption being outpaced by the increase in population. The Municipality assumes the full growth related infrastructure cost before the growth related area is fully populated.
<u>Recreation Programs:</u> Operating costs for recreation programs per person.	\$17.63	\$18.49	-4.65%	The decrease in this measure is a result of the refinement in the delivery of services from a centralized to a decentralized model.
<u>Recreation Facilities:</u> Operating costs for recreation facilities per person.	\$108.49	\$104.04	4.28%	The increase in this measure is a result of the gradual stabilization in the delivery of services from a centralized to a decentralized model.
<u>Subtotal: Parks, Recreation Programs and Recreation Facilities:</u> Operating costs for parks, recreation programs and recreation facilities per person.	\$188.77	\$186.11	1.43%	The slight increase in this measure is attributable to the overall efficiencies in the operation of Parks & Recreation facilities & programs and growth in assessment outpacing inflation and additional costs.

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APPENDIX "A"
2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
<u>Participant Hours for Recreation Programs:</u> Total participant hours for recreation programs per 1,000 persons	10,335.50	11,418.59	-9.49%	The slight decrease in participant hours for Recreation Programs is a result of the population increase outpacing additional programs.
<u>Hectares of Open Space:</u> Hectares of open space/ 1,000 persons	3.81	3.87	-1.55%	The decrease in this measure is attributable to new parkland in new development areas being outpaced by population growth.
<u>Kilometres of Trails:</u> Total kilometres of trails per 1,000 persons	0.56	0.56	0.36%	The slight increase in this measure is a result of new trail development areas keeping pace with population growth.
<u>Recreation Indoor -Facility Space:</u> Square meters of indoor recreation facility space per 1,000 persons	250.47	250.57	-0.04%	The marginal decrease in Recreation Indoor - Facility Space is a result of the population increase outpacing the development of new Recreation Indoor - Facility Space.
<u>Recreation Outdoor -Facility Space:</u> Square meters of outdoor recreation facility space with controlled access per 1,000 persons	284.03	17.37 \$162.42 (restated)	1535.54% 74.87%	The increase in this measure is a result of new recreation outdoor facility space with controlled access being added in 2013 (Cassie Campbell artificial hockey field, 2 artificial soccer fields, 2 fast pitch diamonds, hardball field, Teramoto 1/2) and inclusion of items not previously included in the measure. Restated number for 2012 is \$162.42 for comparison purpose.

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APPENDIX "A"
2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
LIBRARY SERVICES:				
<u>Library Services Per Person:</u> Operating costs for libraries services per person	\$23.28	\$20.27	14.85%	The opening of Gore Meadows branch in 2013 coupled with an increase in programs and services contributed to the increase in cost per person.
<u>Library Services Per Use:</u> Operating costs for libraries services per use.	\$1.00	\$0.87	14.94%	This increase was mainly due to the cost increase resulting from the opening of Gore Meadows branch as well as increase in programs and services. Total library uses increased from 12.64 million to 13.00 million or 2.9% in 2013 while at the same time cost increased by 18.5% from \$10.95 million in 2012 to \$12.98 million in 2013.
<u>Library Uses Per Person:</u> Library uses per person	23.31	23.39	-0.35%	Total library use increased by 2.9% in 2013 while the population grew 3.3%, reflecting the fact that Brampton's Public Library system continues to be one of the most widely-used municipal services in the City. It also reflects the fact that Brampton Public Library system continues to expand to meet the needs of the growing population.
<u>Electronic Library Uses:</u> Electronic Library uses as a percentage of total library uses.	30.20%	30.70%	-1.63%	Electronic usage remained consistent as percentage of total library uses. The Library continues to experience growth in the number of people using library computer workstations, the number of times electronic databases are accessed by library users and the number of people using the enhanced "free" wireless internet.

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APPENDIX "A"
 2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
 REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
<u>Non-Electronic Library Uses:</u> Non-electronic uses as a percentage of total library uses.	69.80%	69.30%	0.72%	This measure has remained consistent in spite of decrease in the in-library use of traditional library materials (books and magazines). This decrease was offset by increases in library visits and borrowing as well as increase in number of people using library workstations and/or internet connectivity.

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APPENDIX "A"
 2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
 REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
LAND-USE PLANNING:				
<u>Location of New Development:</u> Percentage of new lots, blocks and/or units with final approval, which are located within settlement areas.	100.00%	100.00%	0.00%	No Change
<u>Preservation of Agricultural Land in Reporting Year:</u> Percentage of land designated for agricultural purposes, which was not re-designated for other uses during the reporting year - 2004.	0.00%	0.00%	0.00%	No Change
<u>Percentage of Agricultural Land Relative to Base Year:</u> Percentage of land designated for agricultural purposes, which was not re-designated for other uses relative to the base year of 2000.	0.00%	0.00%	0.00%	No Change
<u>Number of hectares re-designated during reporting year:</u> Number of hectares of land originally designated for agricultural purposes, which was re-designated for other uses during the reporting year.	0.00	0.00	0.00%	No Change

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APPENDIX "A"
 2013 MUNICIPAL PERFORMANCE MEASUREMENT INFORMATION
 REPORTING CATEGORIES AND COMPARATIVE TO PRIOR YEAR

Reporting Categories and Description	2013	2012	% Change	Comments
<u>Number of hectares re-designated since January 1, 2000:</u> Number of hectares of land originally designated for agricultural purposes, which was re-designated for other uses since January 1, 2000.	2,428.00	2,428.00	0.00%	No Change
<u>Size of Settlement Area:</u> Hectares of land in the settlement area as of December 31 of the reporting year.	26,900.00	26,900.00	0.00%	No Change
<u>Change in Size of Settlement Area:</u> Percentage change in size of the settlement area relative to the base year of 2004.	9.90%	9.90%	0.00%	No Change

Levels of Service														Notes	DLT Meeting Notes (Nov 1, 2016)
LOS Breakdown						Factors that affect LOS						Notes			
Service Area	Existing Condition	Condition	Service Levels	Risk to Service Delivery	Projected service Levels	Data Basis	Internal Factors		External Factors						
							Knowledge Retention	Succession Plan	Legislation Changes	Environment Changes	Social Changes	Technology Changes			
Traffic	Very good	↓	↑	↔	↓	Age, and Condition	Moderate Risk	No	High	High	Med	High	Signs • Visual inspection on annual basis • Pass or fail • Currently use visual; future reflectometer Streetlights • Current outage target is 7 days (but is tough to meet) • Target is 100% • Currently 2% are out of service Traffic Signals • 100% target • 1 day repair (contractor) Parking • Will be parked for now	Traffic service trend should go up on LOS trend because they are going to introduce WiFi and other customer service to citizens. Fleet says that a lot of the condition is going down because the cables, poles and underground infrastructure is getting old while new stuff is being added on the traffic. So there was a contradiction between Joe and Fleet guy (Mike). Fleet Mike feels that risk will be going down. Joe feels that Traffic should also go correct with age.	
Road Operations	Very good	↓	↓	↑	↔	Age, and Condition	Moderate Risk	No	High	Medium	Low	Low	Road condition: • Strive to 7/10 or 70% target • Trigger state: • 67 for Arterials • 65 for Collectors • 62 for Local Snow removal: • Staff report going to Council with current and future service levels. Will be sent to Vanessa • Meets minimum provincial standards • General rule is roads must be "safe and passable" Sidewalks: • Minimum maintenance standard • Fix sidewalks with cracks within certain months 12 • Inspect every year • City as program for plowing sidewalks for Seniors.	Joe - Why is succession planning so important. According to him he had five reports and each people can step up in case of emergency. Joe feels his succession strategy is to hire from outside. Mike agrees to Joe. He feels that there is an unwritten strategy and Vanessa feels that this needs to be communicated to all the staff. Joe is looking at the Transit and feels why they are "very good". What is the "LOS" for transit according to Joe? Why is their LOS is going up when their fleet is ageing? Trends - Joe says that we are municipality and all the board of directors live in residential streets and people want to have good roads. We cannot say one road is good and bad he feels that it is not important to say good and bad. Joe feels that our LOS is going down based on condition. Joe feels that based on the current funding level the roadways will go down and so it will affect the risk service delivery. So Jane and Joe felt that the same trend for bridges. Joe feels that we have good sports facilities and they have five star facilities.	
Engineering & Development (Bridge Structures)	Very good	↓	↓	↔	↔	Age, and Condition	Moderate Risk	No	High	Medium	Low	Low	Development • First Eng. review - 7 week • Second Eng. - 5 week • Pre servicing condition - 2 weeks • Substantial completion	Jane-(Transportation Services)- the Quality LOS is more geared to sustainability but she feels she was leaning towards functionality. Rob also feels sustainability and affordability is on same page. Rob feels Accessibility is essential due to the new AODA legislation. Rob says functionality is accessibility as both should be together. Accessibility is regulatory driven and should move to Essential LOS. Jane asks what does the red means on the internal/ external trends to impact on LOS. Joe agrees with Jane. Jane feels that condition trend should be down, LOS trend is stable; risk to service delivery as stable and projected LOS will still be stable. According to Jane even though our bridges are good, that as it ages then it may go down. Joe clarified if this is a 10 year data and he agrees with Jane's data. He feels if we go beyond 10 years then it will change. Jane wants the same trends for Roadway operations. Jane wants that the roads LOS trends should go down as the roads are ageing. But she feels the risk to service delivery is stable because she feels they still can give the service level to the citizens. Jane wanted the LOS trend should be low for bridges. Mike wants to know for bridges if we want to keep the same trend as roads. But everyone agreed on keeping the same trend same for roadways and bridges.	
Fleet	Good	↑	↔	↔	↑	Age	Moderate Risk	No	Medium	High	Low	High	• 8 Years are standard useful life for light vehicles • Reason for State of Infrastructure pie graph showing a lot of very poor assets is in part due to: o Flatlining of expenditure of recent years has led to a number of assets being due for replacement around the same time o Also many of 4x4s are for winter and when vehicles are inspected they have low KM and are in good condition • Brandan is updating fleet inventory based on consistent condition approach, will be sent shortly • Brandan will send 10-year capital replacement plan • Minor assets can be pooled in inventory; do not spend time spend time on conditions. It will be identified as an area that will improve over time. • Washbays as in "Facilities" AMP • Vanessa will follow up with Facilities on why Works category has Williams and Sandalwood but not other similar facilities like Chrysler	Fleet - Joe feels that our fleet is very good. Joe feels that if we take the "age" as condition then we have good fleet. Vanessa feels that we are looking at age and that says that fleet is old based on age. She recommends a "condition" based and risk based approach for all assets. Joe feels that fleet is a risk based approach. According to him he feels that 32% of fleet is not road-ready but 62% is only good.	

Levels of Service														Notes	DLT Meeting Notes (Nov 1, 2016)
LOS Breakdown							Factors that affect LOS				Notes				
Service Area	Existing Condition	Condition	Service Levels	Risk to Service Delivery	Projected service Levels	Data Basis	Internal Factors		External Factors			Notes			
							Knowledge Retention	Succession Plan	Legislation Changes	Environment Changes	Social Changes		Technology Changes		
Parks	Good	↓	↓	↔	↑	Age, and Condition	Moderate Risk	No	High	High	High	Medium	<ul style="list-style-type: none"> Hard to blend services, most parkland is passive ***Has a Work Order Management System in place Grass less than 3"; cut 5-15 days (average 10 days) Planning will advise on parkland acreage targets. Ha/capita Garbage pickup apx. weekly – Cheryl to lookup No documented inspection for sports fields 	Rob - the LOS trend feels that the public want more parks. He says that they want bigger playgrounds, gazebos, splash pads etc. Rob would make the Risk to service delivery to be stable according to condition and age . Joe feels that the public has more expectations .	
Forestry	Good	↑	↑	↔	↔	Age, and Condition	Moderate Risk	No	Yes	Yes	High	Yes		Rob feels forestry agrees with condition trend is good as he is going to add more trees; He feels that risk to service delivery feels that the climate change is a huge prediction and would like to make it stable as he cannot take evaluate with probability of ice storms or climate change etc. He feels that only 1% of trees were damaged in last 30 years and Joe agrees that the city is still green. They want the projected service levels is the same stable. Michael (Stormwater).	
Recreation	Very good	↓	↓	↑	↑	Age	Moderate Risk	No	High	High	High	High	<ul style="list-style-type: none"> For Recreation most inventory data will come in the form of equipment; non-movable items are in Facilities Plan Recreation to send Inventory Items under \$5,000 in value can be pooled Need useful lives, replacement costs (or acquisition costs), and year installed Have one golf course – cost per round on website A lot of metrics will be in Parks and Rec. Master Plan Have customer service info for community centres Should include fitness centres, indoor turf, curling, meeting rooms/rentals ***Currently Does not have a work order management System 		
Fire	Good	↔	↔	↔	↑	Age, and Condition	Low Risk	No	High	High	Low	Low	<ul style="list-style-type: none"> State of Infrastructure pie graph (based on TCA) only showed apparatus, other assets will be in better condition Also apparatus inventory had a lot of spare vehicles that skewed the results to very poor Fire will be sending an updated inventory shortly with all vehicles and equipment Fire has already sent Jason 10-year capital plan 		
IT	Good	↔	↔	↑	↑	Age	High Risk	No	High	Low	High	High	<ul style="list-style-type: none"> Devices are broken down by Printers, Specialty Printers, Mobile Phones and peripherals. Have SLA for Radios 125 Software Applications currently in place. 		
Storm Water Management	Good	↑	↑	↔	↔	Age, and Condition	Moderate Risk	No	High	High	Med	Low		Michael - concern is purely on age ; Mike says that old ponds are not wet ponds they are the worst reporters because they are old. We have 870 million in our assets but w.r.t we have 200 Million of ponds. But according to mike is that only the trees and outlets and inlets that can replace but not the whole pond. According to Rob feels in terms of prioritization it is going to be different. So when Rob says that how much are we doing on stormwater and take it off from tax bill and start separate charge. But that may not likely happen. Mike says that stormwater assets are replaced only when roads are replaced/rehabilitated. Mike asked why Laurian put red across the impact on LOS. Rob asked why its red if people are retiring. Mike feels that Condition trend means that in 10 years it is going up in storm sewer because we will be having six star maintenance for LOS trend. Mike feels that risk for service delivery should be stable because there will be more staff to maintain the stormwater assets. Mike feels that projected service level as stable .	
Transit	Good	↓	↑	↑	↑	Age, Condition	Low Risk	No	High	High	High	Medium	Yes, Electric Vehicles, may be a standard in 10 years. High Impact to Operation		

Service Areas	Corporate LOS Description	Customer LOS Description	Customer LOS Target	Customer LOS Performance	Technical LOS Description	Technical LOS Target	Technical LOS Performance
Parks Maintenance Public Works	Provide safe, clean parks and open space systems through proactive property management in a cost effective way.				# inspections per playground per month	2	2
Community Centers Recreation & Culture	Increase public benefits of visits to Community Centres by: · Increasing usage of community centres (e.g.# of annual visits) · Maximizing the individual benefits to visitors · Increasing accessibility/inclusiveness · Maintain/improve the quality of experience for visitors	Percentage of visitors rating overall experience as good or excellent	≥95%	97%	# of annual visits to community centres	>1,800,000	1,895,645 (Note: count does not currently include all community centres)
		Percentage of visitors agreeing or strongly agreeing that community centre helps increase the quality of life in the community	≥95%	98%	# of neighbourhood community centre per 20,000 population Note: counts both 'large' (> 10,000 sq. ft.) and 'small' (< 10,000 sq. ft.) community centres as defined by OMBI	>1	95%
Fleet Services Public Works	Provide cost effective vehicle and equipment management services that include preventative maintenance, repairs, fuelling and capital replacement as needed to efficiently deliver municipal services.	Availability	Minimize down time	Minimum # of Units out of service for inspections.	% of preventative maintenance inspections completed	95% of PM inspections completed	70% of schedule PM Maint completed. (PM"A", PM"B" and PM"C" Maint included)
		Reliability	Service Request Rate (OMBI Measure FLET 415)	Minimum # of unscheduled service requests	% of repair hours spent on unscheduled repairs and service not PM related.	<67% Average of Municipal OMBI results	37.07%
Road Operations Public Works	To maintain safe roadways and roadsides enabling safe and efficient travel in a cost effective way	% of all Roads in Good to Very Good Condition	67%	61.5% (OMBI Data)	Maintain Expressway/Freeway PQI (Network Average)	PQI > 70	PQI = 79
	To maintain safe and efficient Transportation Structures enabling safe travel in a cost effective way.	% of structures in Good to Very Good Condition	75%	64.3% (OMBI Data)	Maintain Structure BMS Condition Rating (Network Average)	>7.5	7.1 (2011 Data)
Traffic Public Works	An innovative team committed to providing engineering solutions aimed at efficiency and safety for vehicular and pedestrian traffic.	Percentage of reactive lamp replacements for Street Lights	5%	5%	Percentage of reactive lamp replacements for assumed Street Lights	5%	6%
Facilities Maintenance Transit	To provide a clean, safe and reliable transit Facilities for our citizens and employees	Safety – Annual Inspection of Fire System	100%	100%	Perform Annual Inspection and Certification as per NFPA Standards	100%	100%
		Reliability – Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%	Perform Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%
IT	Manage the City of Brampton information technology ecosystem in an efficient and cost effective way.	Customer % Satisfaction (Overall Service Experience); % of First call resolution rate at the service desk	40%	36%	% of Network Connectivity Uptime	100%	100%
Stormwater	Provide sustainable water resources and stormwater management in a safe, effective, and dependable way that ensures the protection of the environment while preserving and enhancing the quality of life and economic prosperity of the people of Brampton.	Operating costs per km for the urban storm drainage system	<\$ 6,900	\$6,800	# of routine inspections & maintenance of each stormwater management facility per year	1	1
		# of equivalent lots per year for which stormwater servicing capacity made available in order to implement the City's Growth Management Implementation Strategy.	6000	6000			
		Average # of days for review of development applications	14 days	14 days			
		Average # of days to process surface flooding complaints	7 days	7 days			
Facilities	Ensure an efficient and well maintained facility infrastructure that supports the delivery of programs and services for the wellbeing of our community in a cost effective way	Adequately maintained, innovative and safe facilities	Capital Group Budget per square foot of facilities	\$0.62/sq ft	Operating dollars Budget* per square foot	\$0.62/sq ft	\$0.62/sq ft
		Safety – Annual Inspection of Fire System in Facilities	100%	100%	Perform Annual Inspection and Certification as per NFPA Standards	100%	100%
		Reliability – Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%	Perform Bi Monthly Inspection and Maintenance of HVAC Systems	100%	100%
Fire	To provide reliable and essential services as it relates to fire protection and emergency preparedness services	The 2016 Fire Station Location & Apparatus Deployment study used this guideline to establish the benchmark of 8 minutes for Full Effective response. The study used the 4 minutes for the first truck on the scene. The benchmark established for the second truck on the scene was 8 minutes, splitting the difference between the other two benchmarks.	8 minutes (as per the NFPA Standards 1710)	<=240 second travel time for 1st responding unit <=480 seconds for the full effective response	A total complement of no less than 10 firefighters (including supervisors), and if practical, a minimum of two vehicles, one of which is a triple combination pumper, must assemble on the fire ground within 8 minutes for 90% of reported fire emergencies.	100% MTO Legislated Inspections	100% regulated MTO inspections completed

Name	Description	Owner - Div
ACT	Contact Management Software	Mayor's Office, EDO
Adobe Creative Suite	Graphic Design	IT, Corp Comm
AGENDA.NET	Agenda & Minute Mgt	Clerks
AIM (Internal)	Internal Mapping Application	IT - GIS
Amanda	Licensing, Permitting, Inspections	Building, Fire, Clerks, Bylaw
ARCHIBUS (IWMS)	Facilities Management	Facilities
ASSETWORKS - M5 FLEET FOCUS	Fleet Management	Fleet
AutoCAD	Computer Aided Design	IT - GIS
Autoissue	Parking Tickets Management	ByLaw
AutoProcess	Parking Tickets Management	ByLaw
Avaya	Telecommunication	IT
Business Intelligence Suite (IBI Product Suite)	Dashboarding, Reporting, Enterprise Service Bus, Master Data Management	IT
CAD - Fire COMPUTER AIDED DISPATCH	Fire Dispatch & Call Taking	Fire
Cemetery 2000	Cemetery Management	Community Services
CFAB - Capital Budget System	Capital Budget Management	Finance
Chameleon	Animal Control Management	Community Services
Citrix	Software Application Management	IT
CLASS	Recreation Management & Point of Sale	Recreation
Court Administration Management System	Court Management	Clerks
Disclosures and Summons	Court Operations	Clerks
Discovery	IT Software Monitoring	IT
DTIMS CT	Pavement Management	Capital Works
EDDI	Engineering Drawing Management	Capital Works
Erwin / Toad / XML Spy	Database Scripting & Monitoring	IT
EventPro	Event Management	Corp Comm
Farebox	Transit Collections	Transit
FileMaker Pro	Software Development Tool	IT
Fire Pre-Plan Builder	Fire Planning	Fire
Fire Training Tracking	Fire Training Tracking	Fire
FUEL	Fuel Management	Fleet
GABE	Budget Management	Finance
GENgolf	Golf Management	Community Services
GIS - ESRI	Enterprise GIS Solutions	IT
Hansen (INFOR)	Work Orders, Permitting, Infrastructure Mgt - Operations	IT / Roads
HASTUS (GIRO)	Enterprise Transit Soln	Transit
HEAT (ITSM)	IT Management	IT
IDEA	Audit Management	Audit
Incident Accident Tracking	Transit Incident Tracking	Transit
JFCC Fire Station Alerting (FSA)	Automated Station Alerting	Fire
Johnson Controls Building Automation	Facilities Management	Security
Legal Stats	Court Administration	Clerks
Lobbyist Registry	Lobbyist Registry	Clerks
McAfee	Enterprise Security Management	IT
Metrocount	Transit	Transit
MicroStation (PLUS MODULES - all Bentley)	Computer Aided Design	IT - GIS
MS ENTERPRISE AGREEMENT (ALL MS PRODUCTS)	All Microsoft Products, OS, Office, etc	IT
Omnivex	Sign Management	IT
Oracle (ALL PRODUCTS NOT PEOPLESOFT)	Database & Middleware	IT
Oracle (PEOPLESOFT)	ERP - Financials & HCM	IT
Orion Automation	??	
PlanTrak	Planning Workflow Management	Planning
RBC AP LINK	Transmission AP to Bank	Finance
Riskmaster	Insurance Management	Finance
ROAD PATROL	Minimum Maintenance Standards	Capital Works
SmartBus (Xerox/ACS)	Transit Management	Transit
SPWOS (Space Planning Work Order System)	Facilities Management	Facilities
StripeMaster	Pavement Marking Management	Roads
SWM Soft	Storm Water Management	Capital Works
Synchro	Traffic Management	Roads
TACTICS	Traffic Management	Roads
TAX MANAGER (txm)	Taxation Management	Finance
TeleStaff	Fire Staff Scheduling	Fire
TextHelp (BrowseAloud)	Website Accesibility Solution	IT / Corp Comm
Traffic Signal Control System (TES)	Traffic Management	Roads
Versatile	Records Management	Clerks
Web Application - Audienceview	Theatre Ticketing Management	Recreation
Workplace Health & Safety Inspections	Health & Safety Inspections Mgt	HR?
WPS BC200	Parking Garage Mgt	Roads

- 501 – Communications Strategy – CAM Program
- 502 – Bill 73 Changes to DCA, June 2016
- 503 – Standard Operating Procedure – Business Case Template (Draft)
- 504 – Standard Operating Procedure – Tangible Capital Asset, Dec. 2015
- 505 – Standard Operating Procedure – Appendix 1: Asset Classification
- 506 – Standard Operating Procedure – Appendix 2: Project Costing Category & Type
- 507 – Standard Operating Procedure – Appendix 3: Asset Disposal Form
- 508 – Standard Operating Procedure – Appendix 4: TCA Data Flow Chart
- 509 – TCA Accounting Policy
- 510 – Consolidated Business Case



Appendix 500

Asset Management Strategy

The Corporation of the City of Brampton Communication Strategy

Corporate Asset Management

DRAFT FOR STEERING COMMITTEE REVIEW

Prepared for

August 12, 2016

Prepared by

Vanessa Chau, P.Eng., IAM
Manager, Corporate Asset Management

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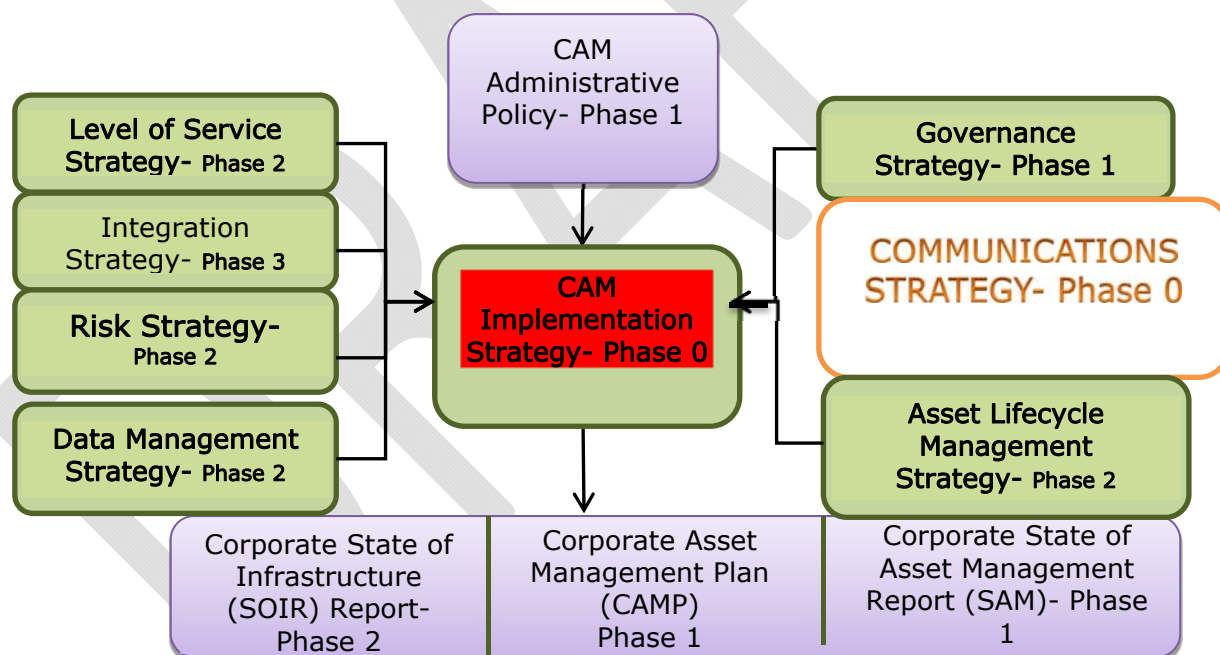
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1.0 Communications Strategy Overview

This document is one chapter in a set of Corporate Asset Management strategies that combine to outline the long-term approach to management of the City's assets and guide development of the Corporate Asset Management program. These strategies comprise specific practices to be undertaken by the Corporation that will improve or enhance asset management capability and achieve the specific objectives of the Asset Management Policy. These practices will enable good, or where proven cost effective, best asset management practices.

The goal of this CAM Communications Strategy is to establish an integrated approach that will enable clear, accurate, shared, timely and engaging communications which inform and effectively link the key messages of the City of Brampton's Corporate Strategic Plan to the management of the City's assets.

Corporate Asset Management (CAM) is intended to help the City of Brampton's stakeholders--City staff, City Council, regulators, the community and more--by providing timely, comparable and accurate information regarding the City's assets to facilitate decision making. CAM is not a time-limited initiative, but is a way of doing business that requires the alteration of business processes and the active and ongoing collaboration of the organization's people. Strategically planned communication messages and tactics can support change management and foster acceptance of work-related changes by ensuring that stakeholders are aware of and understand the need for CAM and its purpose, provided with opportunities to positively participate and collaborate in the program, willing to engage in and support program requirements, able to see their contribution to program goals and have the information, interactive tools, and capabilities to support program requirements.



The purpose of this Communications Strategy is to ensure that:

- *Key communication approaches are integrated within the Corporate Asset Management Plan.*
- *Information is easily accessible, current, and accurate.*
- *Indicators to measure the success of the communications plan/ framework are defined.*
- *The procedure for release of key public documents such as SOIR and AMP covering methodologies such as media type, press release, etc. is documented.*
- *Contributions of stakeholders are regularly acknowledged.*

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2.0 Business Need

2.1 Corporate Asset Management Requirements

Corporate Asset Management (CAM) is intended to help the City of Brampton’s stakeholders--city staff, City Council, regulators, the community and more--by providing timely, comparable and accurate information regarding the City’s assets to facilitate wise decision making. Over the course of its implementation, CAM is designed to transition from being *a project* to being a permanent and ongoing *program* that is operationalized into the normal work of the City’s numerous service areas. In short, CAM is not a time-limited initiative, but is a way of doing business that requires the alteration of business processes and the active and ongoing collaboration of the organization’s people.



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Under this program concept, the Corporate Asset Management Strategy will incorporate a change management plan for facilitating the acceptance and adoption of new tools, frameworks, and processes across the City. Strategically planned communication messages and tactics can support the change effort and foster the acceptance of work-related changes by ensuring that stakeholders are:

- **Aware of and understand the need for CAM and its purpose;**
- **Provided with opportunities to positively participate and collaborate in the program;**
- **Willing to engage in and support program requirements;**
- **Able to see their contribution to the CAM program goals; and**
- **Have the information, interactive tools, and capabilities to support program requirements.**

2.2 Current and Ongoing Regulatory Drivers

2.2.1 Ministry of Infrastructure- Municipal Infrastructure Strategy

Requirements as stipulated within the Building Together, MOI Guide for AMPs:

“View asset management plans as “living” documents that require continuous updates and improvements”
(Source MOI- Municipal Infrastructure Strategy)

Future provincial capital funding will be conditional on municipalities ensuring that their asset management plans include, at minimum, all of the content described in the MOI Guidelines

Financing strategies are a key component of a detailed asset management plan. Municipal councils must be open to all available revenue and financing tools

As a condition of future provincial infrastructure funding, municipalities will be required to demonstrate that a full range of available financing and revenue generation tools has been explored.



2.2.2 Federal Gas Tax Funding – Asset Management Plan Requirement

Ontario municipalities must develop and implement an asset management plan by **December 31, 2016** in order to continue receiving federal Gas Tax Fund payments under the Federal Gas Tax Agreement.

- Improve existing asset management plans to include all tangible capital assets reported in Schedule 51 of the Financial Information Return (FIR) that are eligible for Gas Tax funding. The 16 eligible infrastructure categories are listed in Schedule B of the Agreement
- Adhere to the guidelines set out in Ontario’s Building Together: Guide for Asset Management Plans.
- Demonstrate progress by reporting annually on asset management outcome indicators

2.3 Bill 6 s(2) of the Infrastructure for Jobs and Prosperity Act, 2015

Requirements of Bill 6 :

- create a long term infrastructure plan for provincially owned or partially owned assets that considers infrastructure requirements for at least ten years in the future, to table it within three years of the passage of the legislation and update it every five years;
- an inventory of infrastructure, value, age and condition as well as needed improvements or expansion are set out in the contents of the provincial plan;
- the Province to consider prioritizing assets that are included in comprehensive provincial and municipal plans and strategies;

- the government to involve architects in the design of certain assets such as bridges, highways, transit stations, museums above a certain threshold; and
- that the Province engages apprentices on certain projects.

The Act lists a number of principles for infrastructure planning that apply to municipalities. These include:

- investments should take a long term view and be mindful of economic and demographic trends;
- accounting for applicable budgets and fiscal plans
- **clearly identified priorities;**
- continued provision of core health and education services;
- promoting economic competitiveness, productivity, job creation and training;
- fostering innovation;
- **evidence based and transparent planning and investment;**
- being mindful of planning policy statements and provincial growth plans, water sustainability plans, the Lake Simcoe Protection Plan and transportation plans adopted by Metrolinx.

2.3 Key Opportunities and Challenges

Currently, the City is operating under some organizational constructs that have an impact on the ability to successfully communicate CAM, as visualized.

2.2.1 Functional Focus

- Need:** Asset Management requires the adoption of common frameworks for decision-making and collaboration across service areas and functions.
- Challenge:** The City is currently organized into numerous service areas that serve as independent functions. There is minimal interest in—and few mechanisms for—sharing information, collaborating, strategizing, or interacting across these individualized functions.
- Opportunity:** The Communication Plan can provide mechanisms and opportunities for sharing information between operational silos to help increase staff awareness of cross-functional activities and their individual group's contribution to the success of the whole organization. Reinforcement tactics can reward cooperative efforts and begin to guide staff toward collaborative efforts.

2.2.2 Internal Communication Resources Requirements to support CAMO

- Need:** In addition to immediate project-related communication, CAM requires ongoing communication channels for:
- Sharing information about assets across the organization;
 - Collaborative decision-making;
 - Customer information;
 - Line-of-Sight performance, etc.
- Challenge:** The Corporate Communications group is small and assigned exclusively to external efforts such as media relations and advertising. Capabilities and resources to manage the additional internal communication responsibilities required by CAM are limited.
- Opportunity:** The Communication Plan can provide the opportunity to assemble and develop a group of internal communication leaders to develop and support the CAM communication efforts in a way that naturally aligns with the organization's characteristics. This group, in turn, can leverage additional field staff as internal resources in implementing the communication plan, eventually creating an internal resource that can be leveraged for CAM as well as other ongoing communication efforts.

2.2.3 New Manager, Corporate Asset Manager & CAMO/Division

- Need:** Traditionally, business change efforts require that a respected and visible organizational leader can serve as “champion” for the plan. This element is usually considered essential to enlisting the support of the greater organization.
- Challenge:** The City of Brampton has only recently gained a new manager, corporate asset management and the corporate asset management office is a new functional role within the organization. ***She is currently in the transition phase and has not yet been ingrained in the existing organization, nor is she yet widely known by the staff.***
- Opportunity:** The Communication Plan can follow the lead of the change management plan by engaging councilors (internal/external) CAO, Executive Directors, Directors, Senior Managers, and Supervisors in CAM communication efforts. Specifically, the plan should highlight efforts where managers are working across functions and provide opportunities for them to participate in developing and delivering targeted ‘What is in it for me’ (WIFM) communications within their span-of-control. The plan should also leverage existing business processes for communications such as email, meetings, intra-net sites, etc. to minimize resources as well as emphasize CAM as a way of operating rather than a short-term initiative.

2.2.4 Geographic Diversity

- Need:** To live up to the CAM project objectives of becoming a way of doing business, there is a need to tailor and deliver CAM information in a way that engages the interest and participation of people at multiple levels, service areas, and locations. Traditionally, this occurs through “trickle down” tactics where Directors disseminate information to Managers to Supervisors to staff within a functional organization.
- Challenge:** The City of Brampton stretches across an area that is large and geographically diverse; *service area Managers* are not always the most accessible/effective media for delivering information across these diverse geographies. It will be a challenge to customize and disseminate information to diverse audiences that stretch not only across service areas and their attendant responsibilities, but also across geographies with characteristics that can impact operations as much as the function.
- Opportunity:** The Communication Plan can leverage the opportunity to create a unique structure for disseminating information in a way that is customized appropriately to staff interests, including organizational level, location, and service organization. By attracting and training a Communication Steering Team, that employs a network of communicators throughout the organization, the plan can establish a trusted, flexible, and ongoing line of information directly into the heart of the organization.

3.0 Purpose & Goals

Effective communication within the City and with stakeholders is important to the success of CAM. The right information must be delivered to the right audiences at the right time in support of strategically managing the City of Brampton’s assets. This requires careful alignment and consistency of messages, and opportunities to participate in a positive way. It requires useful and adaptable tools for use by different levels within the organization to allow information to be updated and issues to be identified during development and implementation.

The CAM Communication Strategy, as integrated with the CAM Implementation Strategy it is designed to support, will be phased in over a period of time, moving from “campaign” to “standing operating procedure.” The idea is to develop a structure for ongoing communications that explicitly supports the immediate business needs and functions of CAM and, over time, becomes a way of doing business.

The primary focus of this communication plan is on communication with City staff.

3.1 Goal and Objectives

The goal of this CAM Communications Strategy is to establish an integrated approach that will enable clear, accurate, shared, timely and engaging communications which inform and effectively link the key messages of the City of Brampton’s Corporate Strategic Plan to the management of the City’s assets. It is envisioned that the strategy will give City employees a common understanding of CAM, how it is being applied within the City, and how peoples’ work and role can help achieve CAM objectives.

Under this goal, the objectives for the CAM Communication Plan are as follows.

1. Develop a simple, integrated structure for CAM Communications, to include:

- Avenues for shared information across the City’s service areas
- Cross-corporation information in support of decision making thereby introducing parity between the service areas
- Consulting with Corporate Communications to ensure communications related decisions fit within City protocols and standards

2. Generate interest and buy-in to the CAM program, to include:

- Enabling leadership advocacy and targeting information by providing managers and supervisors with current and accurate information that is easily tailored and disseminated within their span-of-control
- Informing stakeholders about program developments in a timely and positive fashion
- Cultivating stakeholder involvement and acknowledging their contributions
- Providing ample opportunity for feedback and interactive communications

3. Monitor and ensure the continued support of all internal and external stakeholders, to include

- Indicators to measure the success of the Communications Strategy, continually identifying areas of success and those in need of further attention
- Managing stakeholder expectations/roles by realistically describing the scope of the program realistically (under-promise/over-deliver)

3.2 Key Communication Approaches

These objectives strongly suggest the CAM Communication Plan incorporate that the following approaches and tactics.

3.2.1 Integration

The CAM Communication Strategy express purpose is to support the needs of CAM itself; for instance, staff begin to work across-functions, using common frameworks for making wise asset management decisions corporate-wide(city-wide). Good communication must also have internal consistency. Its messages should align with corporate messages, leverage existing tools, as well as be consistent across time and across audiences. This approach means employing the following communication tactics.

- A consistent “look” and style for all CAM Communication tools
- Cross-Functional Information sharing and media, including integrated meetings and cross-functional communicator network
- “Infiltration” or customization of existing media
- Corporate Communication Involvement
- Messaging tools to keep program messages consistent over time and across areas of the organization

3.2.2 Simplicity

We need to look at ways to ensure that the elements of our communication process are simple in nature so that we have clarity and understanding of how communications are to be used and where responsibility lies. We need to deliver fact-based information in an open, regular and straight forward manner. This approach suggests we do the following.

- Use established communication mechanisms and processes (such as standing meetings) that people recognize and value for their business information
- Avoid flamboyant or campaign-oriented tactics that suggest CAM is a short-term initiative
- Strive for clarity in content development; define terms

3.2.3 Engagement

We need to promote avenues for feedback with stakeholders to generate consistently positive engagement. We need to actively respond to and communicate appropriately on feedback received. We need to generate ‘honest’ reporting; telling it like it is. This approach suggests we employ the following communication tactics.

- Interactive tools (such as Q&A forums and meetings) whenever possible
- Feedback mechanisms
- Change/involvement strategies
- Recognition program, aligned to CAM goals
- Message effectiveness measurement plan

3.2.4 Relevance

We need to ensure that the information individuals receive is relevant to them and received in a timely fashion. We need to ensure that information is shared across the City’s service areas. This approach suggests we employ the following communication tactics.

- Stakeholder management plan and accountability
- Standing focus group to test/customize messages prior to dissemination
- Use network group to penetrate the organization and provide feedback
- Customized WIFM communications to ensure messages are tailored to audience
- Use mechanisms that each stakeholder recognizes and values
- Line-of-sight performance tracking

3.2.5 Phased Implementation

Over time, the ultimate goal of the CAM Communication Plan is to move from gaining awareness and buy-in to establishing communication mechanisms that reinforce staff for working in line with CAM requirements and provide the ongoing business tools necessary to operationalize asset management as a way of doing business. This approach suggests we eventually develop and employ communication tactics that support ongoing CAM data exchange and performance reporting. Some examples include the following.

- Dashboard to show organizational performance linked to group performance
- Customer service level/insight reporting
- Continuous improvement communications
- Permanent internal communication team

4.0 Core Messages

The basis for the communication plan across all identified stakeholders is to create a shared vision and understanding of the CAM. This is essential for establishing not only common understanding, but also the trust and confidence necessary to engage people's commitment to the plan.

As previously stated, good communication must have internal consistency. Its messages should align with corporate messages as well as be consistent across time and across audiences. By writing project content in a way that consistently emphasizes the core themes or messages, the program will, over time, develop message integrity—a necessary ingredient of establishing trust with stakeholders. It also holds those who communicate about the program to organize details by key ideas so that they ultimately emphasize what is important, in line with this plan's approach to maintain simplicity.

4.1 Foundation for Core Messages

Communication objectives and approach, as previously described, indicate that the CAM Communication Plan requires messages that support our desire for long-term individual involvement, organizational integration, and simplicity. In addition to these communication-based requirements of CAM, the CAM Core messages should also directly align to the City's Strategic Plan and its CAM Policy Statement.

4.1.1 CAM Policy Statement (Requirements of the Ministry of Infrastructure's MII-Municipal Infrastructure Strategy)

The City has developed a CAM vision, objectives and guiding principles as described in its Project Charter and summarized in the following CAM Policy Statement.

The Corporation of the City of Brampton will employ a program to manage assets in a strategic, comprehensive, organization-wide manner known as Corporate Asset Management (CAM).

The Corporate Asset Management program requires that we treat all assets as essential components in an interrelated system, rather than as isolated parts. Service areas will evaluate, enhance, and maintain assets using a common framework and collaborative processes. Corporate Asset Management is an integrated business approach that relies on well devised strategies, sustainable assets, trained knowledgeable staff and good communication to achieve desired service results.

At its heart, the CAM program focuses everyone in our organization on fundamental goals such as:

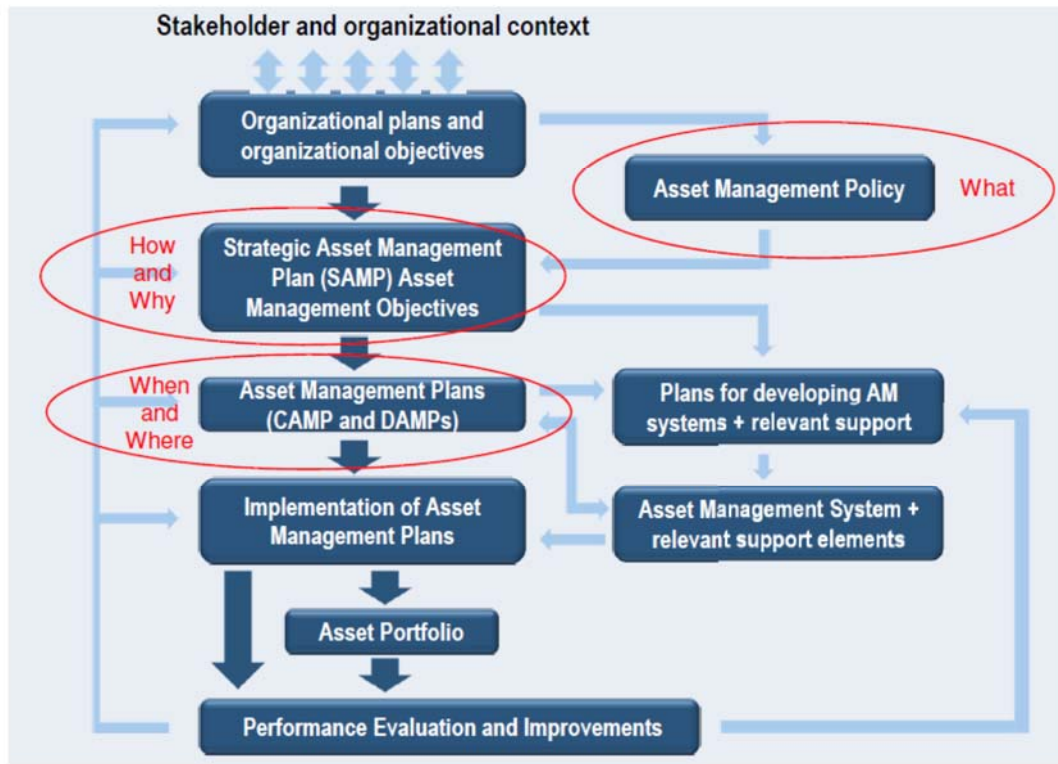
- *Providing sustainable service to our customers,*
- *Minimizing lifecycle costs,*
- *Managing risks to service delivery*

The CAM program is the method by which the City will ensure sound stewardship of public assets and meet its customer service commitments to present and future citizens in the most effective and efficient manner.

This asset management approach will support delivery of the City's strategic objectives. Administration will create and maintain clear links between the broader corporate objectives, policies & strategies and the more detailed day-to-day operations / maintenance activities.

4.1.1 Linkage to City's Other Plans

ISO 55000 Framework



4.2 City of Brampton's Strategic Plan

The City also has a Strategic Plan that is accessible to all its stakeholders, but is directed to those people it serves. Its stated values, governance policies, and action items continually highlight the following core messages.

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

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

Smart Growth- Managed growth achieves societal and economic success

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

4.3 Core CAM Messages

Based upon the communication plan objectives, the CAM Policy Statement, and the City's Strategic Plan, the following core messages are proposed for the City of Brampton Corporate Asset Management program.

Core Theme	Core Message	Supporting Messages (Content)
Making Careful and Balanced Service Level Decisions	We continually make careful and balanced decisions that enable us to sustain our service level commitments in the most effective and efficient way possible	<ul style="list-style-type: none"> • We ensure sound stewardship of public assets • We work to provide sustainable service, minimize costs and manage risks • We make informed decisions today that ensure we can serve tomorrow • We obtain and share quality data • We work on an interrelated system rather than isolated parts
Working as One	We manage our goals, systems, processes, and work relationships in an integrated and collaborative way	<ul style="list-style-type: none"> • We deliver the strategic objectives of the city as a whole • We use common frameworks • We collaborate across the corporation • What I do contributes to the whole
My contribution matters	We are driven by innovation, insights, and continuous improvement at all levels of our operations	<ul style="list-style-type: none"> • We are attached to results through line-of-sight goals • We listen to customers, regulators, colleagues • We value everyone's input equally • We develop skills in line with operational needs

These three core messages do not represent *all* information that needs to be relayed, but provides a framework of consistent core ideas that should shape the way specific facts are developed and conveyed that are meaningful and positive to both internal and external stakeholders. It helps us to “ring true” and build confidence with our stakeholders over the duration of the program.

5.0 Stakeholders

Every citizen of Brampton is to some degree a stakeholder in the CAM program; only the degree of involvement changes.

It is assumed that the CAM project is coordinated through the Corporate Asset Management - Division of the Corporate Finance Department at the City of Brampton. Members of Council, Mayor, CAO, Executive Director-Finance & City Treasurer, Executive Leadership Team, Executive Directors, Operational and Tactical Managers, as well as technologists, operators, maintenance and support staff all have important roles within this project. Key External stakeholders include but not limited to the Ministry of Infrastructure, Federal Gas Tax, AMO, other levels of government and funding agencies. People within the community who use and pay for City services will also be an important stakeholder, and their attitudes will drive the actions of elected officials and agencies whom depend upon maintaining and trusted reputation within the public sphere. In this sense, internal and external stakeholders are very much interrelated.

The following is a generalized list and high level analysis of the external and internal groups that have some level of interest and/or influence in the process or outcomes of the City's CAM Improvement Strategy. A key portion of Phase I of implementing the CAM Communication Plan will entail providing detail to this analysis, including identifying key members of the various groups and the risks for not attaining their full buy-in.

<i>Stakeholders</i>	<i>Areas of Interest</i>
City Council & Standing Committees	<ul style="list-style-type: none"> • Community sustainability • Public concerns • Corporate strategy and plans approvals • Sustainability of the City's infrastructure and service levels • Capital & Operating budget approval • Rate approvals • Approved dollars spent wisely • Significant project approvals
Executive Leadership Team	<ul style="list-style-type: none"> • Provide strategic direction • Sustainability of the City's infrastructure and service levels • Capital & Operating budget reviews & recommendations to Council • Rate reviews & recommendations to Council • Approved dollars spent wisely • Support and assign priority to the CAM program • Significant project review & recommendations
CAM Steering Committee	<ul style="list-style-type: none"> • Responsible for oversight and guidance of the CAM program • Need to be aware of program developments, milestones, etc. • Need to be aware of and approve program results
CAM Division	<ul style="list-style-type: none"> • Program design and implementation • Facilitation and coordination of activities across city-wide Asset Management Network
City Staff	<ul style="list-style-type: none"> • Asset stewardship • Data collection and reporting • Data analysis and modelling support • Processes & procedures including decision making • New approaches, tools & technologies • Education and information
Agencies/Government	<ul style="list-style-type: none"> • Compliance with legal and regulatory requirements • Compliance with service agreements • Compliance with grant/funding program requirements

City Service Customers
(Residential, Commercial,
Industrial, Institutional, etc.)

- Municipal services available for their use
- Corporation plans for future investment, growth, etc.
- Rationales behind Council, Corporate decisions - Transparency
- Reasonable and transparent rate setting process
- Where and how their tax dollars are being spent
- Sustainability of the City's infrastructure and service levels
- Public health & safety
- Willingness to pay for service
- Equitable Rate Structure
- Business Support

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6.0 Media & Methods

The intention of this Communication Plan is to support CAM being accepted as a way of doing business rather than a “flavor of the month” or short-term initiative. It is therefore designed to avoid campaign style tactics or attention-getting tricks that may come across as lacking depth. Also, due to the lack of dedicated resources for internal and external communication activities, the plan will strive to leverage established communication mechanisms and processes that City stakeholders will recognize. Under those considerations, the plan will employ the following communication media and methods in its implementation.

For detailed CAM AM Governance Strategy, please reference the City of Brampton’s CAM Governance Strategy Document.

6.1 Communication CAM Steering Team

The CAM Steering Team should consider working with Division Managers to form a Communications Steering Team and choose Communications Steering Team members who, in addition to their normal duties, will take on the duties of managing communication efforts. The team should be carefully selected, able to represent the diverse service area and geographies encompassed by the City. It should also include a Corporate Strategic Communications representative and CAM Steering Team Representative to ensure that activities are aligned with overall messages and intentions of the City’s external communication efforts, as well as kept informed of CAM Project activities. The team would be chartered and may be large, with sub-teams devoted to specific communication plan tactics.

The team will become a more permanent structure; a resource for ongoing internal communication activities beyond the purview of CAMP development.

6.2 Communicator Network (AM Network)

Each Communication Steering Team member will be responsible for identifying and growing a network of field communicators for information sharing, relaying feedback and successes, and helping to evaluate/customize project information so that it resonates with audiences as intended. The network should be as diverse as the audiences, including all geographies and supervisory, field, and union personnel. Members of the communicator network should be advised of major messages to be emphasized, and project progress and milestones on a continuous basis, using methods that suit their work parameters. As they become astute in communicating about CAM, this group can be used as “presenters” for work groups outside of their own function, or even externally within their community networks.

6.3 Stakeholder Management Plans

A key responsibility of the CAM Communications Steering Team is to analyze stakeholders and assign accountability for managing their engagement in CAM as part of the Team Chartering process. Corporate communication will most likely be responsible for managing the perception of external customer groups. The stakeholder management plans should include identifying risks associated with failing to engage the positive attention of each group, methods of continually monitoring their perceptions, and specific methods for influencing their opinions and level of participation.

6.4 Reinforcement Plan

Having a plan for reinforcement is also essential part of each stakeholder management plan.

If the Communications Steering Team thinks it necessary, a formal reward program can be developed in line with CAM performance requirements and goals; however, it is more expedient and equally effective to use public acknowledgement of good work to provide reinforcement. Everyone wants to be appreciated in a different way and this should form the basis for the CAM acknowledgement and reinforcement efforts. For instance, a letter of appreciation from one's supervisor that goes in the staff member's file, or an article about a cross-functional effort within the company newsletter are both good methods of reinforcement. The key is to select behaviors that positively progress CAM, and have the communicator network on the lookout for examples of that type of work. The Team can then select the most appropriate ways of acknowledging an accomplishment.

6.5 Feedback/Measurement

It is possible to have a formal, quantitative plan for ongoing measurement of the awareness level related to certain aspects of CAM which can be extended to be a competition between service organizations. This, however, is also a sometimes resource-heavy exercise. More important is establishing methods for continually monitoring the opinions, acceptance, and emerging issues related to the CAM project/program. Some recommended tactics for incorporating feedback mechanisms into the CAM Communication Plan include:

- Hold staff Focus Groups after major communication events to determine effectiveness
- Presenters filling out and providing the Communication Steering Team with feedback sheets that list reactions and questions and concerns recorded from audience
- Network members requested to seek out and relay information within their areas of responsibility
- Open Door Policy
- **Annual CAM Survey including Annual Review of State of Asset Management**
- CAM Q&A Column within Established Corporate Mechanisms
- Incorporating CAM issues within Corporate Customer Satisfaction Method

6.6 Integrated Outreach

The CAM Communication Tactics should incorporate, as much as possible, opportunities for staff to learn about and collaborate with staff outside of their own work group. Ways of accomplishing this:

- A specialized communication mechanism (**CNAM Tereo Award(s), MFOA Award, FCM LAMP, website, electronic newsletter**) that highlights collaborative efforts
- Opportunities to participate in cross-functional focus groups to review communication materials
- Day-in-the-life opportunities, where a staff member spends a day with a staff member in another work group and reports what is learned
- Cross-organizational presentations, where supervisors provide program update information to small groups of staff from more than one service area or geography
- Public acknowledgement of collaborative work products at staff meetings

6.7 Branding

The development of CAM from project to program will extend for several years. There is value to creating a graphic representation and slogan to the effort that helps to distinguish this work from other organizational efforts, policies, news, etc. If chosen correctly, this graphic representation provides not only immediate recognition, but serves as a reminder of underlying messages that builds consistency across complex phases and streams of work.

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7.0 Work Product(s)- Key Deliverables

CAM will entail several work products that will provide several levels of communication opportunities. For instance, the work involved in producing these reports may offer several opportunities to highlight the changing perspectives of those involved and the resulting benefits of the effort. The final product will need to be geared and disseminated to various levels within the service organizations in a way that is compelling. The reports must therefore be condensed into presentations that clearly show *What's In It For Me* (WIFM) and released to the various stakeholders in a way that is aligned to the overall Stakeholder Management Strategy.

7.1 Corporate Asset Management Plan (CAMP)

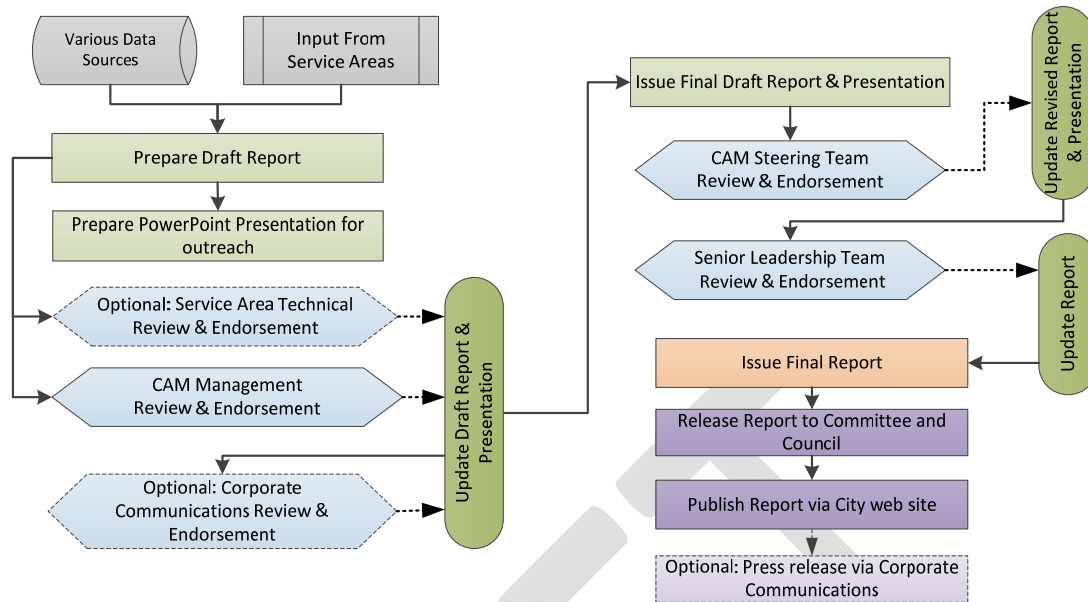
The Corporate Asset Management Plan is intended to provide a framework for asset management in the City as well as tackle the issues and concerns identified in the State of Infrastructure Report. This will include summary reports for each of the service areas, as well as recommendations and action plans laying the foundation for the future. The Corporate AMP outlines the long term plan for the City of Brampton's assets including service expectations, timelines and funding, and resource requirements.

The Corporate AMP includes sections as follows per the Municipal Infrastructure Strategy (MII-Strategy):

1. **Executive Summary**
2. **Introductions**
3. **State of Infrastructure**
4. **Desired Levels of Service**
5. **AM Strategies**
6. **Financing Strategies**
7. **Monitoring and Improvement Program - Summary of how performance of the AM plan will be monitored, summary of actions required to improve accuracy and confidence in the AM plan, timetable for review of the AM plan**

7.2 Departmental Asset Management Plans (DAMP)

Departmental Asset Management Plans are intended to provide the framework for asset management in the service area as well as tackle the issues and concerns identified in the State of Infrastructure Report. Combined these plans support the corporate asset management plan. These AMP's are long term plans that specifically detail the management of assets that are in the custody of the individual service area. These AMP's contain all the components of the Corporate AMP but at a more detailed level strictly focused on the specific service area. Each service area is responsible for authoring their own AMP using support from the CAM office and in conformance with CAM protocols.



7.3 State of Infrastructure Report (SOIR)- Target Annual

The SOIR will examine the City’s assets and highlight the infrastructure gap on a regular basis. It will discuss the asset base by service area, speak to changes, improvements, costs, risks, trends, and provide compelling arguments for decision makers. Regular state of the infrastructure reporting will monitor asset value and infrastructure gap changes over time. The SOIR will support arguments for investing in the preservation of the asset base leading towards systematic sustainable service delivery. Key elements of SOIR include:

Asset Inventory – What do we own?

Replacement Value – What is it worth?

Condition/Performance – What condition is it in?

Life Expectancy – What is the remaining life?

Asset Investment – Where did we invest and how much?

Infrastructure Gap – What is the Gap?

Recommendations – How to move towards sustainable service delivery?

7.4 State of Asset Management

The SAM will examine and present on an agreed upon maintenance cycle the City’s state of asset management as it relates to the implementation of the overall CAM roadmap. on a regular basis. It will discuss the state of asset management as it relates to each of the service areas, and the SAM will support arguments for investing in and continuing the CAM program sustainable service delivery.

Key elements of SAM includes:

Where are we at?

Where do we want to go?

Completion of improvement initiatives?

Risks to Service Delivery Trends

8.0 Operationalizing Procedures

There are several different impacts on procedures that need to be undertaken to implement CAM. Existing procedures may need to be modified. New procedures need to be added particularly as new methods for gathering and analyzing data are introduced. It is important that the new and changed procedures be documented and that staff be trained in their implementation. Communication activities related to supporting CAM's transition to program status include the following.

- CAM CAM Steering Committee ENDORSE key procedures, reports, etc. and alert the Communication Steering Team of the changes to be made
- CAM Office & AM Network reviews pertinent AM outputs for adherence to CAM protocols i.e. service area AMP's, project business cases, etc.
- CAM- Communications Steering Team ensures that City Staff are informed and trained in new procedures as they develop and are implemented

8.1 Other Communication Mechanisms

This list of communication media and methods that appear in this section are not at all exhaustive. They are intended to match the objectives of the CAM Implementation and Communication Plans as well as the limited resources of the City of Brampton. Other mechanisms for the Communication Steering Team to consider are listed on the following page.

Implementation Phase	Mechanism	Stakeholder Audience	Benefits/Disadvantages/Requirements
Phase II	Future CAM Software System	Staff	<ul style="list-style-type: none"> • Computerized system holding asset registry and hierarchy including asset management methodologies needed to undertake risk and level of service modelling. • Will be user friendly and provide information across the corporation to stakeholders.
Phase I	Future/ Evolving Staff Networks	Staff	<ul style="list-style-type: none"> • Requires early participation of a group of engaged and positive employees whom have the respect of colleagues • Requires time and effort from staff members • Requires coordination for developing and disseminating information and dealing with feedback • Works best when the team meets regularly and is empowered to take actions.
Phase I	Future CAM Outreach Programs	All	<ul style="list-style-type: none"> • Direct feedback on topics such as risk, level of service, etc.
Phase 0	Project/Program Newsletter	Staff	<ul style="list-style-type: none"> • This is an easy, customizable (to audience member), inexpensive method of addressing issues, course corrections, milestones, providing positive recognition.
Phase 0	Corporate Newsletter	Staff	<ul style="list-style-type: none"> • Requires resources to collect, write, and design the piece • Can be distributed electronically to reduce production time and price.
Phase 1	Town Hall Meetings	All	<ul style="list-style-type: none"> • Can be challenging to organize due to work schedules and expensive to arrange and prepare support materials • It is necessary for the presenters to be very prepared to answer questions.
Phase 1	SharePoint / <i>Projet FTP</i>	Files authorized for specific staff	<ul style="list-style-type: none"> • Replacing Project FTP site
Phase 1	Memos/Letters from Leadership	Staff	<ul style="list-style-type: none"> • This is an easy, customizable (to audience member), inexpensive method of addressing issues, course corrections, milestones, providing positive recognition. • The care that must be taken with things appearing in writing (with a

			leader’s signature) sometimes means the content must be too generic to be compelling.
Phase 2	Website (CAM specific website)	All	<ul style="list-style-type: none"> • These are powerful interactive tools, but require a great deal of upfront design work, marketing of the site, and on-going maintenance to keep it compelling • New social media technologies can add functionality, whereby interested people are “alerted” to when updates have occurred on the site • Easily updatable and revised according to emerging issues and concerns • Easily updatable and revised according to emerging issues and concerns
Phase 3	Social Media (Facebook, etc.)	All	
Phase 3	Public Media	All	
Phase 3	Posters	All	
Phase 3	Publications	All	
Phase 1	Video	All	<ul style="list-style-type: none"> • Requires resources to script, rehearse, film, design, and produce the tape • Requires the means to distribute the piece • Needs a compelling communicator and well-crafted messages/graphics • Works well where you want a “personal touch” but geography or work schedules do not allow in-person communications

9.0 Implementation Phases

As stated, CAM implementation is envisioned as a gradual transition from *project* to *program*, eventually becoming an accepted way of doing business across City operations. Similarly, CAM communication processes and structures will initially provide the awareness and impetus for various stakeholders to give attention to the CAM project then gradually become business information exchange mechanisms that support the program's day-to-day functions.

The Communication Plan is visualized in five phases; these phases do not necessarily align directly with the CAM Project Units, nor are the tasks associated with each phase completely independent of those in a subsequent phase. They do, however, represent the logic flow of how desired communication mechanisms will be developed and how patterns will be formed to suit the CAM short term project and long-term program needs.

Phase I – Create Framework

Objective: Create the communication structures through which project and program messages will be relayed, including:

- Establishing Communication Roles and Responsibilities
- Establish communication media
- Establish measurement plan and feedback mechanisms
- Design cohesive “look” for project/program
- Define core messages
- **Form CAM Steering Team (selection process To be finalized)**

Tasks

- Charter the team, with responsibilities to include
 - Stakeholder Analysis (including risks)
 - Stakeholder Management Plan (assign responsibility and channels)
 - Develop Communication Measurement Strategy (Feedback Mechanisms)
 - Choose/Establish cross-organizational project communication media
 - Establish process for collaboration with Corporate Communications
 - Define “look” for project/program
 - Define core messages
 - Assemble communicator network, per Steering Team member
- Provide training or other support to Communication Team

Phase II – Increase Strategic Awareness

Objective: Introduce and use the established media to introduce the overall picture of CAM with each defined stakeholder group.

Tasks Through the CAM Steering Team and the CAM network, tasks include:

- Introduce media, as established in Phase I
- Develop introductory strategy-level materials – test on pilot group (good use of communicator network members)
- “Train/Prepare” Supervisors to act as field communicators
- Use established media (including network and supervisors) to introduce CAM Strategy to stakeholder groups in relevant ways
- Evaluate what works and what does not work

Phase III – Strengthen Interest

Objective: Use feedback information to continually monitor stakeholder groups and tailor WIFM communications to the findings.

Tasks Through the CAM Steering Team and their network, tasks include:

- Employ feedback mechanisms to take stakeholder “pulse” and determine info needs
- Tailor updates to match feedback, i.e., answer concerns/questions
- Provide updates that show progress along project milestones
- Promote cross-pollination of information through integrated meetings; cross-functional speaker opportunities; cross-training opportunities (day in the life field trips), etc.

Phase IV – Secure Buy-In

Objective: Provide opportunities to participate in the program. Seek and recognize desired behavior.

Tasks Through the CAM Steering Team and their network, tasks include:

- Advertise opportunities to participate in CAM project work
- Promote results through established media
- Use network to report field organizational success stories that are aligned to CAM objectives, i.e., instances of collaboration, participation in project team, innovative ideas
- Promote success stories as appropriate for each stakeholder group
- Seek out areas of resistance/disinterest within stakeholder groups and adjust communication tactics accordingly

Phase V – Operationalize

Objective: *Project:* Maintain established Project Update communication channels as a regular part of business.

Program: Introduce data exchange, line-of-site performance, and other business communication channels as needed for Program management.

Tasks *Project:* Through the Communication Steering Team and their network, tasks include:

- Continue regular progress reports
- Parallel report releases with explanatory materials (e.g., AMPs)
- Seek and promote success stories related to continuous improvement
- Breakthrough/milestone reporting

Program: Through Internal Communication Team maintain CAM communication processes

- CAM Dashboard- State of Asset Management Report Card
- Levels of Service Performance Reports
- Continuous Improvement Program Results

10.0 Key Deliverables

The CAM Communication Plan as represented in these pages is intended to deliver during the Phase I&II:

- Integrated key communication approaches within the Corporate Asset Management Plan
- Easily accessible , current, and accurate information
- Indicators to measure the success of the communications plan/ framework
- Documented procedure for release of key public documents such as SOIR and AMP covering methodologies such as media type, press release, etc.
- Regular acknowledgments of stakeholder contributions

By adhering to the principles and framework outlined in this Communication Strategy the right communications will be delivered to the right audiences at the right time supporting the efforts to manage the City of Brampton's assets.

10.1- Short Term- Phase 0- Deliverables & Anticipated Timeframes

Deliverable No./ Example No.	Description/ Title	Target Audience	Target Deadline
1	Asset Management Plan – Presentation Template	INTERNAL	August 19 th - Need this for the deployment of the communications strategy
2	CAM Program Phases	INTERNAL & EXTERNAL	August 19 th - Need this for the deployment of the communications strategy
3	State of infrastructure – City-wide View	INTERNAL and EXTERNAL	Annual Report Requirement- Week of August 22 nd ELT Meeting – 1 st week of September
4	Corporate Asset Management Definition- CAM Policy	INTERNAL and EXTERNAL	Asset Management Plan requirement- Week of August 22 nd ELT Meeting – 1 st week of September
5	Asset Management Plan – Presentation Template	INTERNAL	August 19 th - Need this for the deployment of the communications strategy
6	Asset management Plan- Template Asset Management Plan- Executive Summary Asset Management Plan- 1 page pamphlet- DRAFT	INTERNAL and EXTERNAL To be posted on External City's	September 1 st - prior to ELT meeting

		Website	
7	Video- The Big Picture	INTERNAL & EXTERNAL	For Council Meeting & Workshop- November

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Report
Corporate Services Committee
 the Corporation of the City of Brampton
2016-06-15

Date: 2016-05-11

Subject: **Changes to the Development Charges Act, 1997 (DCA) brought about through the adoption of Bill 73 – Smart Growth for our Communities Act, 2015**

Contact: Raghu Kumar, Manager, Capital and Development Finance, (905)-874-2802

Recommendations:

Whereas the Treasurer is required to provide Council with information related to the financial affairs of the municipality.

Now Therefore be it Resolved:

1. That the report from Raghu Kumar, Manager, Capital and Development Finance, dated May 11, 2016, to the Corporate Services Committee Meeting, of June 15, 2016, re: **Changes to the Development Charges Act, 1997 (DCA) brought about through the adoption of Bill 73 – Smart Growth for our Communities Act, 2015**, be received.

Overview:

- **The purpose of this report is to update Council on the changes enacted to the Development Charges Act, 1997 (DCA) through the passage of Bill-73 and advise on the implications to the City of Brampton.**
- **Highlights :**
 - **Ontario regulation 82/98 under DCA, 1997 has been amended to Ontario regulation 428/15**
 - **The mandatory 10% deduction on Transit Services has been removed and ‘historical service level’ replaced with a ‘planned level of service’ for calculations**
 - **Consideration of Area Specific charges mandated**
 - **List of ineligible services moved from the Act to the Regulations**
 - **Restrictions on Voluntary payments**
 - **Waste Management (excluding landfill site and incineration services) are now eligible services**
 - **Additional reporting and Background Study requirements**

Background:

In January 2014, the Ministry of Municipal Affairs commenced a review of the Land Use Planning and Appeal System and the Development Charges System to “ensure the systems are predictable, cost-effective and responsive to the changing needs of Ontario’s communities”. As part of the review process, the Province solicited feedback from all the stakeholders involved. The initial recommendations submitted by City of Brampton are summarized in Appendix 1.

Based on the feedback received from the public and other stakeholders, the Province introduced Bill 73-Smart Growth for Communities Act in March 2015. A follow up staff report with comments on the limitations of the proposed changes and appropriate recommendations was endorsed by Council and forwarded to Ministry of Municipal Affairs and Housing in May, 2015 (see Appendix 2).

Briefly, the report had offered the following recommendations:

- i) the 10% mandatory discount be removed from all soft services
- ii) that any change in calculation methodology for Transit services be codified in the Act and not the Regulation
- iii) voluntary payments not be eliminated
- iv) application of Area specific DCs be vested in the hands of the individual municipalities
- v) timing for DC collections remain unchanged
- vi) eliminate the ineligible services category

Current Situation:

In December, 2015, the Province passed Bill 73 into legislation which amended DCA, 1997 and released a new Regulation (ON 428/15) relating to the changes. None of the recommendations put forward in our submission report of May 2015, as detailed above, were considered. Of particular concern is the maintenance of status quo in terms of the mandatory 10% discount on all soft services and continuation of the ineligible services category, that effectively decreases the funding available for growth related projects.

The enacted version of the DCA along with its associated regulation has resulted in changes that can broadly be classified under two categories:

- a) increases the amount of development charges (DCs) that can be recovered from Transit services and Waste diversion
- b) makes the development charges system more predictable, transparent and accountable by augmenting the existing reporting requirements, placing restrictions around obtaining any payments in lieu for growth related projects and imposition of area specific charges to support strategic land use planning goals

The impact of the proposed changes under each category is expanded upon below:

Transit Services

The 10% mandatory discount on Transit services has been removed and the calculation of service levels is permitted on the basis of a planned level of service instead of being limited by the 10 year average historical service levels. This will result in additional funding becoming available for Transit services. Unfortunately, the change is also accompanied by onerous requirements to: a) substantiate the underlying assumptions used to generate the planned level of service, and b) provide evidence of continued fiscal sustainability of the program. Council approval of a new background study related to Transit Services incorporating all these requirements along with the adoption of a new DC By-law will be required to establish and collect DCs at the revised rate.

It is not possible to fully quantify the financial impact of the proposed changes due to the ambiguity surrounding some of the additional requirements. At this point, all that can be stated with any degree of certainty is that the removal of the 10% discount has enabled us to substitute DCs for the non-DC funded component of Transit related growth projects in the amount of \$9.2 million. A separate report titled – “Budget Amendment - Transit Development Charges 10% Tax Based Funding”, to be read in accompaniment with this report, details the amounts transferred and respective projects impacted.

Implications

The removal of the 10% discount would net the City an additional \$9.2 million to fund its growth related Transit infrastructure. City staff is in discussions with our Development Charges Study consultants (Hemson Consulting Ltd) and will report back to Council with the full financial implications of the changes towards the latter part of 2016.

Waste Management

All aspects of waste management other landfill site and services and facilities for incineration are now eligible for DC funding.

Implications

This will not have any bearing on the City since the responsibility for waste management falls under the purview of the Region of Peel.

Area Specific Charges

The City is mandated to consider using area specific charges while preparing the next DC background study. Moreover, the Province can dictate its usage for specific services in select geographic areas in municipalities, if warranted. The intent seems to be to aid in strategic land use planning (e.g. Hurontario/Main Light Rail Transit)

Implications

The City currently administers DCs on a City wide basis. This new requirement, if instituted, will result in the City having to administer DC by-laws by geographic locations, resulting in added complexity to the existing administrative process. The application of Area Specific Charges will not reduce the overall amount to be collected in DC revenues, but it may have the unintended consequence of pricing the subject properties out of the market.

Voluntary Payments

These are negotiated payments where the municipality may ask the developer to contribute towards a share of the non-growth expenditures in return for agreeing to advance a project ahead of the municipality's planned timing. New provisions prohibit municipalities from imposing such additional levies or requiring construction of a service not authorized under the DCA.

Implications

In a high growth municipality like Brampton, the removal of this important funding mechanism could have the potential to restrict growth or increase the impact on the tax payer.

Ineligible Services

Ineligible services are municipal services to which development charges may not be applied. Staff has continuously advocated the elimination of this category which include, among others, services related to arts and entertainment and hospitals. The newly enacted bill has moved the definition of these services to the Regulation which will allow for easier adjustments to add or reduce to the list of ineligible services.

Implications

Inability to levy development charges for these services results in additional burden on the tax base.

Payment timing in the case of multiple building permits

When multiple building permits are issued in respect of a single building, development charges are payable upon the issuance of the first building permit. This provision applies to high density development like multi-story residential or office buildings. It does not apply to developments slated to occur in multiple phases.

Implications

The City stands to lose considerable revenue if the rates are held static for a project that spans multiple years or straddles a year in which a DC Background Study is undertaken.

DC Background Study and other reporting requirements

DC Background study must include a detailed Asset Management Plan that will demonstrate the financial sustainability of all assets included in the growth program over their useful lives. The study must also be made available to the public and other stakeholders sixty days prior to the passage of the by-law. Additional reporting requirements have been added to the Annual Treasurers statement without any transitional provisions.

Implications

Minor updates to the by-law will take longer due to the increased circulation period for DC Study, increased workload and higher costs to undertake a DC Background Study and to fulfill the new reporting and regulatory requirements.

Corporate Implications:

Bill 73 – Smart Growth for our Communities Act, 2015 also has implications for the Planning Act with a number of proposed changes related to parkland conveyance, official plan updates and appeals resolution that are yet to be enacted. Staff in Planning and Infrastructure will bring a report to Council once these are proclaimed.

Financial Implications:

The removal of 10% mandatory discount for Transit Services will initially result in an additional \$9.2 million in Development Charge funding for the City. The impact of the other legislative changes noted above will require a more detailed review to ascertain its impact on DC methodology and policies. Staff is working closely with our external DC consultant and will bring back a report to Council in September 2016 with details of the financial impact.

Strategic Plan:

The recommendation in this report supports the strategic priority of 'Good Government' by adhering to sound governance practices and policies.

Conclusion:

The changes enacted to the DCA will make the development system more transparent, accountable and predictable. However, a more detailed analysis will need to be done before any definitive commentary can be offered in terms of its overall financial benefit to the City by way of increased funding for growth related programs.

David Sutton,
Director, Financial Planning and Budgets

Peter Honeyborne,
Executive Director, Finance and
Treasurer

Report authored by: Raghu Kumar

Attachments:

Appendix 1 - Key Recommendations from the City of Brampton regarding the Development Charges Act – January 2014

Appendix 2 – City of Brampton Response to the Province on Bill 73 – (Smart Growth for our Communities Act) – May 2015

Appendix 1**Key Recommendations from the City of Brampton regarding the Development Charges Act – January 2014**

1. Remove Section 5(1), paragraph 8 of the Development Charges Act that requires municipalities to reduce their capital costs by 10% for services such as libraries, parks development and transit.
2. Eliminate Section 2(4), "Ineligible services," so that municipalities have the ability to fund all services required to accommodate growth, through development charges funding including parkland acquisition, hospitals, waste management facilities, general administration space, cultural and entertainment facilities, museums, theatres, art galleries and tourism facilities;
3. Update Section 5(1), paragraph 4, which provides that the service levels development charges are based on is an 'average level of service', provided in the municipality over the 10-year period immediately preceding the preparation of the background study years, to allow municipalities the ability to adopt alternate service level calculations, including forward looking service levels for select service areas (e.g. transit);
4. Undertake no changes to the provisions in the Planning Act dealing with parkland dedication and cash-in-lieu of parkland provisions such that it would reduce the municipalities capacity to assemble parkland to meet the demands of growth;
5. Review the DCA legislation such that it is clearly structured to permit the gross population to be used in determining the allowable funding envelopes for development charges' calculations;
6. Development Charges Act be structured to promote the implementation of the Growth Plan for the Greater Golden Horseshoe, specifically to facilitate improved transit infrastructure across the entire Greater Golden Horseshoe, to encourage intensification and to minimize future expansions of the urban boundary;
7. Have regard for the Municipal Finance Officers Association 2013 Report entitled "Frozen in time: development charges legislation underfunding infrastructure 16 years and counting" which includes recommendations which are consistent with the City of Brampton's position on development charges.

STANDARD OPERATING PROCEDURE

Corporate Asset Management Program –
 Business Case Template

Effective: [SOP Effective Date]
 Review Date: [SOP Next Review Date]

Current Status: Draft as at _____

Department: Corporate Services
Division: Finance
Section: Corporate Asset Management
Approved By: [SOP Approved By] [SOP Approval Date]

Purpose

Outline to requirements of each field/box on the Corporate Asset Management Plan Business Case Template.

Scope

Definitions

Procedure

The following outlines the required information to be entered in each box on the Business Case Template

Capital Request Identification

- Project/Program Name:
- Capital Project-Activity No.: Number to be used in Budget System/PeopleSoft
- Asset Category: from PeopleSoft
- Ward: Indicate multiple Wards as either City-Wide or Ward 1, Ward 2, etc
- Profile ID: from PeopleSoft
- Type of Project/Program: Indicate whether the project is to Rehabilitation, perform Preventative Maintenance, Operations, or for New Asset/Service
- Representative Photo or Figure of Asset – attach a photo of asset, if appropriate, and indicate state of asset
- Location/Address:
- Asset ID (For Existing Assets/Betterments): Existing Asset ID's in PeopleSoft
- Account Code: breakout of costs into 4 major cost categories; Material, Labour, Overhead, Contingency. Indicate either dollar or % of total Budget
- Project/Program Drivers: What factor is driving the need for this request; Repair & Replacement, Legislation, Enhanced Level of Service or Growth. Indicate either dollar or % of total Budget
- Funding Sources: Distribute the total budget in the appropriate funding category, DC's, Tax-Res 4/78, Grants/Subsidies, Other.
- Total Project/Program Cost incl Contingency



STANDARD OPERATING PROCEDURE

Corporate Asset Management Program – Business Case Template

Effective: [SOP Effective Date]

Review Date: [SOP Next Review Date]

Current Status: Draft as at _____

- Ext Source (specify): If funding is coming from another level of Government, developer, etc indicate who and how much
- Project Manager: Name and Title
- Project/Program Spend to Date (\$k): Required if this is an additional request or update to prior Business Case
- Prioritization Assigned at Challenge Session: to be completed following Challenge Session
- Date of Challenge Session: to be completed following Challenge Session
- Completed by: to be completed following Challenge Session
- Date of creation: Date Template first created by project manager/designate
- Date of last revision: Last date Template was modified by project manager/designate

Description of Business Need

- Nature and Extent of the Problem/Opportunity: Why is this Project/Program requested?
- Root Cause: What has caused this to be required (failed, going to fail, demands of growth)
- Consequences: If this does not proceed, what can/will happen?
- Project/Program Dependencies/Synergies/Related Projects: List any projects or other items that must occur before this Project/Program, i.e. Region replace water main under road
- Evidence and Data: Any this to support this Project/Program, assist in make a decision to proceed
- LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)

Solution Options – Summary of the different options

- Capital Exp.: Total Project to be requested
- Net Operating Exp. – Net Operating expense (Impact) as a result of the option
- Benefits (+ve or –ve): How does this option benefit the corporation/citizens
- FINAL TOTAL Balanced LOS/ RISK SCORE: From LOS table
- Risk Mitigation (Internal): What can be done to reduced Risk
- Risk Mitigation (External) What can be done to reduced Risk
- Capacity, Headroom and Design Horizon

Recommended Solution

- Solution Description and Rationale: Why is this the preferred option
- Assets Created or Decommissioned: Provide details on new or existing (replaced) assets
- Primary Benefits: List all benefits, to the corporation and citizens
- Deliverability: how achievable is this project

Financial Analysis

**STANDARD OPERATING PROCEDURE**Corporate Asset Management Program –
Business Case Template

Effective: [SOP Effective Date]

Review Date: [SOP Next Review Date]

Current Status: Draft as at _____

- Project Expense – Forecast the estimated Project expense in the year they are to occur
- Project Expense – Description – for each estimated expense, describe the major items
- Operating Impacts – Forecast the estimated operating impacts in the year they are to begin
- Operating Impacts – Description – for each operating impact, provide a description
- Contingency – identify any contingency amount
- Costing Accuracy Class – Indicate the Class from the provided list

EVIDENCE AND DATA

- Provide descriptions of evidence and data to support the business case such as graphs, photos - Don't exceed 1 page in length

Related Documents

CAMP – Business Case Template

Accountability:

Venessa Chau, Manager, Corporate Asset Management

Contacts:

Name	Title	Department/Area	Contact #
Venessa Chau	Manager, Corporate Asset Management	Finance/Corporate Asset Management	905-874-3658

Director(s) Approval

Director(s) name/Title	Dept	Date	Signature
David Sutton, Director Finance	Finance		

Tangible Capital Asset Accounting

Standard Operating Procedure

FLOWER CITY



BRAMPTON.CA

December 2015

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ASSET MANAGEMENT

Introduction

Over the past several years, the need for accountability and transparency into corporate infrastructure has been growing. This has been particularly true for the public sector.

The Public Sector Accounting Board (“PSAB”) is the governing body that sets the standards for how governments conduct their financial accounting and reporting. Effective January 1, 2009, municipalities across Canada are required to account for their Tangible Capital Assets (“TCA”) on an accrual (depreciation) basis. This means purchases that are capital items by definitions established by PSAB must be accounted for and reported as assets to the City as opposed to being treated as expenses in the year they are acquired. The City is also required to report the non-cash expense that reduces the value of an asset due to wear and tear, age or obsolescence, i.e. depreciation expense (or amortization). These assets include land, buildings, equipment, vehicles, roads, sewers and information technology systems. The changes required to do this have been significant and affected all departments in the City.

Implementation of the PSAB accounting and reporting requirements for TCA, and the related asset management business systems, required a coordinated effort between all City Departments. Furthermore, a comprehensive opening (as at December 31, 2007) inventory of all TCA in the City has been developed and valued.

1.1 What is a Tangible Capital Asset

A TCA is a non-financial asset having physical substance that is purchased, constructed, developed or donated and:

- Is used on a continuing basis in the City’s operations;
- Has a useful life extending beyond one year;
- Is held for use in the production or supply of goods and services, for rental to others, for administrative purposes, or for development, construction, maintenance, or repair of other capital assets;
- Is not held for re-sale in the ordinary course of operations;
- Is not a work of art or historical treasure;
- Is not an intangible asset, natural resource or Crown lands that have not been purchased by the municipality;

In order to comply with the new requirements as well as to enhance project and asset management, the City of Brampton has implemented the PeopleSoft Asset Management and Project Costing modules.

1.2 Asset Management Module

Asset Management is a PeopleSoft module that will be the true source of financial information for all City owned **assets**. It will integrate financial information from the Purchasing, Accounts Payable, General Ledger, and Project Costing PeopleSoft modules. The depreciation of all assets will be calculated and recorded in the Asset Management module.

1.3 Project Costing Module

Project Costing is a PeopleSoft module that will be the true source of financial information for all City managed **projects**. It will integrate financial information from the Purchasing, Accounts Payable, General Ledger and Asset Management People Soft modules. This module will allow operating departments to track items such as project status, percent complete, project health, ward, road segment etc.

For TCA data flow, please refer to Appendix #4.

2. Recording Asset Transactions

All TCAs costs **regardless of the amount** that are acquired through the purchasing process or by construction must have a project number to ensure that the actual costs are captured through the Project Costing module. Actual costs will be recorded in the PeopleSoft Project Costing module at the asset category and sub-type level for all TCAs purchased or constructed. In order to accommodate minor capital purchases each division must have a **minor capital project**.

It is the responsibility of the division requesting the expenditure to capture the correct work in progress asset category and sub-type information. This information is to be captured in the procure to payment process; at the earliest at the time of purchase requisition entry and at the latest at the invoice approval point.

In order to ensure correct asset information is captured all purchase requisitions are sent automatically (through PeopleSoft) to Corporate Accounting for General Ledger account verification. Corporate Accounting then communicates required changes to Purchasing.

As a condition of a contract award, vendors must issue invoices to the City that allocate the invoice total to the appropriate asset sub-types. This also applies to Progress Payment Certificates. It is the responsibility of Purchasing to ensure that wording is included in the Tender/RFP/RFQ/Purchase Order documents to ensure that successful bidders are aware of this requirement.

City staff approving invoices, cheque requisitions or Progress Payment Certificates for payment must review them for accuracy of the costs and allocations before signing them as evidence of approval to pay. In some cases, staff may rely on project architects or other experts to certify the appropriateness of the costs and allocations. Such experts shall sign the invoices/PPCs or issue a statement of certification before a City staff member signs the invoice/PPC.

All asset-related project Journal Entries must capture asset information.

3. Accounting for Tangible Capital Assets

All project-related expenditures must be coded into one of five Asset Work in Progress accounts (710031 to 710035) or Operating Projects expense account (200460) with details being captured through Project Costing chartfields. All expenditures will be coded to fund 001.

3.1 Asset Related Projects

All asset-related project expenditures will be coded into Asset Work in Progress Balance Sheet accounts.

These projects create new assets or better existing assets.

Spending detail is tracked through Project Costing Category (see Appendix #2).

Account	Fund	Department	Program	Class	PC Business Unit	Project	Activity	Source Type	Category	Asset Sub-Type
710031	001	0000			CBRAM	084533	001	MATER	20602	SITE

- **GL Account** – for asset related projects one of five Work in Progress Balance Sheet accounts (see Appendix #1 for details):
 - 710031 – Work in Progress Buildings
 - 710032 – Work in Progress Furniture Computer and Office Equipment
 - 710033 – Work in Progress Infrastructure
 - 710034 – Work in Progress Land
 - 710035 – Work in Progress Vehicles and Machinery
- **Fund** – always 001
- **Department** – always 0000 for asset related projects
- **Program** – none
- **Class** – none
- **PC Business Unit** – always CBRAM
- **Project**
- **PC Activity**
- **PC Source Type** – Material, Labour and Overhead (see Appendix #2)
- **PC Category** – provides spending detail (see Appendix #2)
- **PC Asset Sub-Type** – asset detail (see Appendix #1)

3.2 Operating Projects

All operating project expenditures must be coded into account 200460 (Operating Projects) and DEPTID 3930 (Operating Projects).

Operating projects are initiatives that do not result in a new asset nor do they better an existing asset (see section 7.4 for detail).

Note that operating projects will be budgeted through CFAB (Capital Budget System).

Account	Fund	Department	Program	Class	PC Business Unit	Project	Activity	Source Type	Category	Asset Sub-Type
200460	001	3930			CBRAM	084533	001	MATER	20602	OPER

- a. **GL Account** – for operating projects always use account 200460
- b. **Fund** – always 001
- c. **Department** – always 3930
- d. **Program** – none
- e. **Class** – none
- f. **PC Business Unit** – always CBRAM
- g. **Project**
- h. **PC Activity**
- i. **PC Source Type** – Material, Labour and Overhead (see Appendix #2)
- j. **PC Category** – replaces detail currently in GL Account (see Appendix #2)
- k. **PC Asset Sub-Type** – always OPER (non asset-related)

4. Budgeting for Tangible Capital Assets

Starting with the 2009 Budget any asset-related costs **regardless of the amount** must be budgeted through CFAB under a Project ID. In order to accommodate minor capital purchases each division must have a **minor capital project**.

Also starting with the 2009 Budget, in addition to information currently provided through CFAB, departments will have to assign one of five Asset Work in Progress accounts to all asset-related projects. The information entered into CFAB will automatically be populated into the PeopleSoft Project Costing Module.

It is the responsibility of the Financial Planning division to communicate these requirements through the Budget Policy document and Budget Review Team meetings.

5. Adding and Updating Asset Information

5.1 Adding Assets From Project Costing Module

The cost of TCA **additions and betterments** should be initially accounted for as work-in-progress. Work in progress costs are captured through capital projects in PeopleSoft Project Costing module. Costs originate in PeopleSoft Accounts Payable (vendor invoices) and General Ledger (labour and overhead recoveries, transfer journals) modules. It is the responsibility of the division requesting the expenditure to capture correct work in progress asset information as outlined in Appendix #1.

Trigger to move project costs from Project Costing to Asset Management varies between asset sub-types:

- For most **constructed and developed** asset sub-types the trigger is the change of project status from Open to Closed or In-service. Project in-service information (including date) must be provided to the Finance department on a quarterly basis by appropriate departmental staff. Information must be provided by the third Friday of the following month. In order to assist in this process Corporate Accounting will provide the departments on a quarterly basis a list of all open projects where spending is over 50% of budget. For constructed assets the in-service date is date when the asset is available for its intended purpose. Corporate Accounting reserves the right to change in-service information provided by departments if supporting documents (Progress Payment Certificate, Substantial Completion Document,,...) support the change.

Planning and Infrastructure Services department will provide substantial completion (in-service) date on Progress Payment Certificate documents.

- For most **purchased** asset sub-types such as facility equipment, furniture, desktops, fibre optic cable network, telephone equipment, portable radios, mowers and trimmers heavy equipment and machinery and equipment, project costs are transferred once they are purchased. Invoice date is used to determine which asset pool the cost should be added to.
- **Land** costs are transferred once information (eq. electronic registration) on land purchase/transfer is received from Legal division.

- For asset sub-types that are tracked through **M5** asset management system (fire trucks, transit buses, licensed vehicles, light trucks and heavy trucks) project costs are transferred once M5 flags them as being in-use.

Corporate Accounting also keeps **Schedule of Works Completed** that provides in-service information on smaller size asset construction and purchases that might not be captured in above categories.

Refer to Appendix #4 for TCA Data Flow.

5.2 Adding Assumed/Contributed Assets

Contributed and donated assets will be entered directly into Asset Management module.

The cost of donated or contributed assets that meet the criteria for recognition as TCA is the fair value at the date of construction or contribution whichever is lower. Fair value may be determined using market or appraisal. Costs may be determined by an estimate of replacement costs.

A primary example of contributed assets in the City of Brampton is roads infrastructure constructed by subdivision developers. Principal TCA issues related to these roads are the value measurement and timing of in service date reporting. The valuation measurement of the assumed roads shall be determined by the Security and Payment Statement issued to the developers by the Planning, Development and Design department. Works and Transportation is responsible for valuation of the roads and are to report to Financial and Information Services no less than semi annually within each fiscal year for roads put in service during the reporting period.

On occasion, there may be some minor costs already incurred in the Project Costing module for a subdivision related project. If so, the same process will apply for assets created from projects.

For Financial Statement presentation developer assumptions are recorded as developer contributed TCA revenue.

5.3 Changes to Existing Assets

Any time there is a change to any of the following parameters for an existing asset, an email to the Finance Department - Capital Assets section is required advising of the change:

- Asset Description
- ALM (Asset Lifecycle Management System) Asset # (if applicable)
- Asset Condition
- Asset Subtype/Profile
- In-Service Date
- Location (see Appendix 6)
- Replacement Cost (applicable to Buildings and Playgrounds only)

b. Serial #

Please ensure that the PeopleSoft Asset ID Number is included at all times for identification purposes.

5.4 Retiring and Disposing Assets

When an asset has been identified for disposal, Asset Disposal Form (Appendix #3) should be forwarded to the Finance Department – Corporate Accounting providing the following information:

- PeopleSoft AM Asset ID
- Quantity
- Cost
- Proceeds from Disposal (with taxes broken out)
- Disposal Code
- Asset Description (including serial #)

Forms should be forwarded to Corporate Accounting no later than one month after asset disposal. Department managers should notify the Manager of Purchasing when assets become surplus to the department's operations. Asset disposal will be the responsibility of the department in coordination with Purchasing for salvage auction if necessary.

It is the responsibility of the Purchasing section to forward Corporate Accounting with asset sale information.

Regardless reasons, the gain or loss on disposal should be calculated with reference to the proceeds less net book value of the tangible capital asset.

An exception to the above occurs with certain pooled assets where it is not practical to track actual asset disposals. These assets are deemed disposed at the end of their defined useful life. Following is the list of asset pools where deemed disposition is used:

- Facility Equipment
- POS Terminals
- Furniture
- EMO Specialty Items
- Computer Hardware
- Desktops
- Computer Software
- Fibre Optic Cable Network
- Election Equipment
- Telephone Equipment
- Portable Radios
- Sports Lighting
- Pathway Lighting
- Parking Revenue Equipment
- Street Lighting

- Benches
- Bleachers
- Sports Fencing
- Flower Beds
- Garbage Bins
- Irrigation Sprinkler System
- Picnic Tables
- Safety Stations
- Park Signage
- Mowers and Trimmers
- Fire Station Equipment
- VCOM

Individual disposals within asset pools are not accounted for unless there is a major catastrophe, such as the loss of a building, which would require adjustments to pooled equipment inventories.

Please ensure that all physical asset disposals are conducted in compliance with Purchasing's "Disposal of Surplus Goods and/or Equipment" Policy.

5.5 Asset Pooling

The pooled approach involves creating a single pool based on factors such as size, cost, characteristic and usage of the assets. The city has adopted pooled asset approach for most of its asset sub-types. **Appendix #1** provides information on asset pooling and its frequency.

Detailed asset data for operational purposes is maintained through specific asset lifecycle management systems.

6. AM System Amendments

When additions or modifications to any Asset Management fields are required, please notify Accounting Services by email (with a copy to your immediate supervisor) of the requested changes.

7. Tangible Capital Assets Guideline – Eligible/Ineligible Costs

The information below outlines the eligible and ineligible costs that can be applied to a tangible capital asset.

7.1 Eligible Costs - External

- Purchase price net of discounts or rebates (grants are not netted);
- Non-rebatable portion of Harmonized Sales Tax (“HST”);
- Freight and delivery charges;
- Duties and brokerage;
- Site preparation costs (demolition);
- Installation and assembly costs;
- Legal and title fees;
- Land registration fees and land transfer taxes;
- Survey costs;
- Costs of testing that the asset is functioning properly prior to or during installation;
- Professional and technical fees for preliminary and final design, engineering, inspection and certification services if the project proceeds;
- Professional, legal and technical fees for the acquisition of land, permits and approvals, contract development and enforcement activities, where the cost is directly attributable to the acquisition of the land;
- External project management consulting fees;
- Construction costs;
- One time acquisition of specialized asset-related equipment
- Environmental assessments – only if they result in an asset-related project.
- Leasehold improvements
- Capital Leases. Lease is considered capital if it meets one of the following criteria:
 - There is reasonable assurance that lessee will obtain ownership of the leased property by the end of the lease term (bargain purchase option);
 - Lease term is 75% or more of the economic life of the leased property;
 - Present value of the minimum lease payments is equal to substantially all (90% or more) of the fair value of the leased property.

7.2 Eligible Costs – Internal

- Direct materials;
- Salaries and benefits of **direct labour**;
- Salaries and benefits of **first level supervisory staff and management staff where department can clearly demonstrate the exclusivity of these management salaries and benefits to the construction or development activity**;
- Vehicles and equipment costs directly used in construction activities;
- Following are some of the **direct administrative overhead costs** that may be capitalized if the costs are incurred exclusively or incrementally due to asset creation or betterment activity:

- Advertising - capitalized only if related to asset-related RFP/tender issue (non-asset/maintenance is expensed); if related to advertising facilities (eq. Rose Theatre) and/or programs it is expensed;
- Printing;
- Permits/Fees;
- Moving/Courier;
- Site Security - capitalized only before in-service date;
- Cleaning Service - capitalized only before in-service date;
- Education - for project staff only;

Actuals will be used for above costs.

The following costs will be charged to operating cost centres and then allocated to projects using Labour Recovery Formula:

- Meeting, meal and mileage expenses of direct and first level of supervision staff
- Office supplies including photography.
- Telephone and mobile communication charges
- Operating department project-related **indirect administrative overhead costs**

Labour Recovery Formula allocates following based on direct labour dollars:

- Unproductive time – holidays, sick days, vacation and lieu
- Indirect time – project specific meetings, project specific reporting, project invoicing, project specific training, directors and non-direct management staff
- Benefits
- Overhead – meeting, meal, mileage, office supplies, telephone/mobile charges, indirect administrative overhead costs

Labour Recovery Formula will be reviewed periodically and no later than every three years.

For current Labour Recovery Formula, please refer to Appendix #5.

7.3 Ineligible Capital Costs

- Fixed overhead such as corporate and departmental administrative overhead. Examples:
 - Costs of corporate departments (eq. human resources, legal, purchasing, accounting);
 - Departmental management salaries and benefits, unless department can clearly demonstrate the exclusivity of these management salaries and benefits to the construction or development activity;
 - Departmental administrative labour (eq. financial staff).
 - Carrying charges (interest) during and after the construction period;
 - Feasibility/planning studies (even when they ultimately result in a creation of tangible capital asset). They are considered part of the day-to-day operations of the Planning department;

- Any costs incurred to keep a fixed asset in its normal operating condition that do not extend the original useful life of the asset or increase the asset's future service potential;
- Printing of brochures related to facility and/or programs;
- Warranty and support costs;
- Operating Leases.

7.4 Betterment vs. Repairs and Maintenance

Betterments are expenditures on tangible capital assets that:

- Increase original physical output and/or service capacity (eq. expansion of a road from two to four lanes)
- Lower associated operating expenditures;
- Extend the useful life of the asset beyond its original useful life;
- Improve the quality of the output.

Above criteria must be considered when capital funds are requested. Typical examples include:

- Road expansion/reconstruction;
- Building renovations to meet Ontario Disabilities Act ("ODA") requirements;
- Major bus refurbishment at the end of its useful life;
- Major building expansion.

Betterment costs must be coded to Work in Progress account as outlined in Section #3 and Appendix #1.

Repairs and Maintenance maintain predetermined service potential of a tangible capital asset for a given useful life. These expenditures are charged in the accounting period in which they are incurred. Examples:

- Road/parking lot resurfacing. Replacing surface asphalt does not expand service potential of the road, nor does it extend useful life of the roadbed;
- Painting;
- Roof repairs/resurfacing;
- Tile replacement, re-carpeting;
- Replacement of a playground component (i.e. swing, slide etc.).

Repairs and Maintenance project costs must be coded to account 200460 as outlined in Section #3.

Software and licenses are only tangible capital assets without physical substance.

As per PSAB section 3150 computer software upgrades are treated as tangible capital assets. Examples of upgrades include:

- Upgrade from one system version to another
- System customizations (report customizations, new fields, new system features)

- System security configuration.

Software maintenance should be treated as an operating expense. Examples of software maintenance include:

- Revisions to existing calculations (changing the tax rate)
- Minor changes to a programs and reports (display color or font)
- New report queries and changes to existing ones.

Some software projects will have both program upgrade and maintenance characteristics. If for example report formatting has been changed as part of software customization, it would be considered an enhancement and treated as a tangible capital asset.

License costs are capitalized only in the first year or if they represent lifetime use of the product.

7.5 Other

- The cost of each tangible capital asset acquired as part of a single purchase (for example, the purchase of a building and land for a single amount) is determined by allocating the total price paid for all of the tangible capital assets acquired to each one on the basis of its relative fair value at the time of acquisition.
- The cost of a donated or contributed asset is considered equal to its fair value at the date of contribution. Fair value of a contributed tangible capital asset may be estimated using market or appraisal values. In unusual circumstances, where an estimate of fair value cannot be made, the tangible capital asset would be recognized at nominal value.

8. Review of Asset Useful Lives

City will perform a periodic review and update of asset useful lives to ensure that useful life closely mirrors the actual life of the asset. Review will be coordinated by Corporate Accounting based on pre-determined schedule with changes to asset useful lives recommended by asset owner departments.

Asset owner departments should estimate useful life of tangible capital assets based on experience and judgment. Backup documentation should be provided to substantiate the change for audit purposes. Some of the factors to be considered in estimating the useful life of an asset include:

- expected future usage
- expected wear and tear
- the maintenance program
- technology advancement

For each asset category useful life review will be done every **four years** starting as follows:


Asset Category	Year
Building Components	2012
Land Improvements	2012
Vehicles and Machinery	2013
Infrastructure	2013
Furniture, Computer and Office Equipment	2013

Additional Guidelines:

- For pooled assets average useful life of individual assets will be used
- If recommended useful life is within 10% of the existing one no change will be made
- City's management adopted 40-year as the maximum asset useful life.

9. Contacts

- PeopleSoft System Related Issues (including Asset Management or Project Costing) – i.e reporting, inquiries, etc – Help Desk (ext. 42029)
- PSAB/Asset questions – Maja Kuzmanov, Accounting Manager (ext.42259) or Neena Parekh, Accounting Supervisor (ext. 43804)
- Chartfield and/or Combo Edit (i.e. General Ledger Accounts) – Maja Kuzmanov, Accounting Manager (ext. 42259) or Neena Parekh, Accounting Supervisor (ext. 43804)

APPENDIX #1					
		ASSET CLASSIFICATION			
Asset Category	Asset Sub-Type	Description	Useful Life (YR)	Asset Pooling	
Buildings	PCNSH	Gazebo and Picnic Shelters	20	Quarterly Pool *	
	BDGCP	Bldg - Corporate	40	N/A	
	BDGWK	Bldg - Works	40	N/A	
	BDGTR	Bldg - Trans	40	N/A	
	BDGRC	Bldg - Recreation Centers	40	N/A	
	BDGFR	Bldg - Fire	40	N/A	
	BDGPK	Bldg - Parks	40	N/A	
	SF_SC	Life Safety Security and Communication (fire alarm system, emergency lighting/power, sprinkler system, hydrants, security system, PA system, generators, gas/CO2 detection system, fire extinguishers)	15	Individual per facility and asset ***	
	SITE	Site (landscaping, parking lots attached to buildings, exterior architectural features, exterior lighting, exterior signage, outside service area)	15	Individual per facility and asset ***	
	BDENV	Building Envelope (cladding, roof cover, exterior wall finish, skylight, flashing/soffits/accessories, roof surface materials/membrane)	20	Individual per facility and asset ***	
STRCT	Structure (roof deck, foundation, floors, structural wall, elevator shaft)	40	Individual per facility and asset ***		
DRWND	Exterior Doors and Windows (exterior doors/door frames, windows/window frames)	15	Individual per facility and asset ***		
BDGFN	Interior Finishes (beams, flooring, millwork, washroom partitions/accessories, washroom stalls, interior signage, interior doors and windows)	10	Individual per facility and asset ***		
INDEQ	Indoor Equipment (arena boards/glass/netting, score box/clock, sporting carpet, indoor hockey sport floor, temporary dasher-board system, walk in coolers, accessibility ramp)	20	Individual per facility and asset ***		
ME_PL	Mechanical&Plumbing (HVAC, elevators, backflow preventer, drain lines, heaters, thermostats, building automation systems, arena systems)	25	Individual per facility and asset ***		
ELECT	Electrical (portable lighting, HID lighting, arena dimming system, pool emergency shut-off switch, pool underwater lights, transformers)	25	Individual per facility and asset ***		
LSHLD	Leasehold Improvements	as per the lease agreement			
Furniture, Computer and Office Equipment	FACEQ	Facility Equipment (program equipment, wet/dry vacuums, other custodial equipment, fridges, stoves, microwaves, non-office shelving/cabinets, banquet tables/chairs for recreation centers)	10	Quarterly Pool *	
	POSTM	Pos Terminals	7	Quarterly Pool *	
	FURNT	Furniture (desks, chairs, office workstations)	10	Quarterly Pool *	
	EMOSP	Emo Specialty Items	5	Quarterly Pool *	
	CHRDW	Computer Hardware (servers, server cabinets, Cisco controllers)	5	Quarterly Pool *	
	DSKTP	Desktops (desktops, monitors, printers, laptops)	4	Quarterly Pool *	
	CSFTW	Computer Software	2	Quarterly Pool *	
	FBROP	Fibre Optic Cable Network (public sector network and other structured cabling)	20	Quarterly Pool *	
	ELCEQ	Election Equipment	10	Quarterly Pool *	
	PHNEQ	Telephone Equipment (desk phones, cell phones, PDAs, telephone system (call centre))	7	Quarterly Pool *	
	PTRAD	Portable Radios (mobile and two way radios)	5	Quarterly Pool *	
	Infrastructure	PKBRC	Park Bridges and Culverts	40	Individual per bridge***
		SPLGT	Sports Lighting	25	Quarterly Pool *
PWLGT		Pathway Lighting	25	Quarterly Pool *	
RDBRC		Road Bridges and Culverts	40	Individual per bridge***	
RDART		Roads - Arterial	25	Quarterly Pool *	
RDCOL		Roads - Collector	30	Quarterly Pool *	
RDLOC		Roads - Local	40	Quarterly Pool *	
RDSDE		Roads - Traffic and Roadside (fences, gateways, noise walls, retaining walls, road monuments, safety devices, sidewalks, walkways, traffic signals/control equipment, traffic signs/street signs)	25	Quarterly Pool *	
WKWY		Walkways - Park	30	Quarterly Pool *	
RAILS		Rail Spur	30	Quarterly Pool *	
CTCBS		Catchbasins	40	Quarterly Pool *	
MNHLE		Manholes	40	Quarterly Pool *	
TRSSP		Transit Shelters&Stops&Pads	10	Quarterly Pool *	
STMSY		Storm System Underground Piping	40	Quarterly Pool *	
PKRVE		Parking Revenue Equipment (parking meters, revenue equipment)	10	Quarterly Pool *	
STRLT		Street Lighting	25	Quarterly Pool *	
Land		BENCH	Benches (metal and wood)	12	Quarterly Pool *
	BLEAC	Bleachers (stationary and portable)	20	Quarterly Pool *	
	SPFNC	Sports Fencing	15	Quarterly Pool *	
	FLWBD	Flower Beds (does not include plants)	20	Quarterly Pool *	
	GRBBN	Garbage Bins (metal and Molok)	10	Quarterly Pool *	
	IRSPS	Irrigation Sprinkler System	25	Quarterly Pool *	
	OPOOL	Outdoor Pools	20	Quarterly Pool *	
	PRKLT	Parking Lots (only parking lots connected to parks)	20	Individual per parking lot***	
	PKPTH	Park Pathways	15	Quarterly Pool *	
	PCNTB	Picnic Tables	10	Quarterly Pool *	
	PLGEQ	Playground Equipment (including gravel)	20	Individual per playground***	
	SFTST	Safety Stations	10	Quarterly Pool *	
	PKSGN	Park Signage (metal and wood)	10	Quarterly Pool *	
	SPFLD	Sports Fields (soccer/cricket pitches, goal posts; does not include land)	30	Quarterly Pool *	
	TENCT	Tennis Court	20	Quarterly Pool *	
	LAND	Land	no depreciation	Annual Pool **	
	Vehicles and Machinery	MW_TR	Mowers and Trimmers	7	Quarterly Pool *
		FRSEQ	Fire Station Equipment (bunker suits and other specialized equipment)	7	Quarterly Pool *
		VCOM	Vcom	15	Quarterly Pool *
FRTRK		Fire Trucks	10	Individual (In Service as per M5)	
TRBUS		Transit Buses	12	Individual (In Service as per M5)	
LCVEH		Licensed Vehicles	8	Individual (In Service as per M5)	
LGTR		Light Trucks	8	Individual (In Service as per M5)	
HVYEQ		Heavy Equipment (loaders, backhoes, graders, sweepers)	10	Quarterly Pool *	
HVYTR		Heavy Trucks	10	Individual (In Service as per M5)	
MC_EQ		Machinery and Equipment (ice resurfacers, small tractors, asphalt rollers, salt spreaders)	7	Quarterly Pool *	

*	Quarterly Pool - in service: Q1 01/01, Q2 04/01, Q3 07/01, Q4 10/01
**	Annual Pool - in service: 07/01
***	Individual per asset - in service: Q1 01/01, Q2 04/01, Q3 07/01, Q4 10/01

APPENDIX #2



PROJECT COSTING CATEGORY AND TYPE

Source Category Description	PC Source Category	PC Source Type
City Costs	20596	OVER
City Costs	20596	OVER
Building Costs	20602	MATER
Engineering Structure Costs	20608	MATER
Equipment Costs	20614	MATER
Equipment Costs	20614	MATER
Building Costs	20602	MATER
Engineering Structure Costs	20608	MATER
Equipment Costs	20614	MATER
Consultant Fees	20624	LABOR
Land Acquisition & Legal Fees	20630	LABOR
City Costs	20596	OVER
Landscape & Sitework	20642	MATER
Project Management-Fees & Exp.	21015	LABOR
Licenses	20678	MATER
Licenses	20678	MATER
Education & Training	20680	OVER
Staff Costs-Internal Consult'g	21016	LABOR
Consultant Fees	20624	LABOR
Consultant Fees	20624	LABOR
Material	20618	MATER
Maintenance	20685	MATER
Material	20618	MATER
Licenses	20678	MATER
Landscape & Sitework	20642	MATER
Landscape & Sitework	20642	MATER
Project Management-Fees & Exp.	21015	LABOR
Staff Costs-Internal Consult'g	21016	LABOR
Employ./Res. Land Demand Study	21017	LABOR
Shale Resource EvaluationStudy	21018	LABOR
Transport/Infrastructure Study	21019	LABOR
W Brampton N-S Corridor Study	21050	LABOR
High Density Res. Plcy Review	21051	LABOR
Agricultural Study	21061	LABOR
Fiscal Impact Study	21062	LABOR
Retail Policy Review Study	21063	LABOR
Popn, Hsehd, Emplmnt Forecast	21064	LABOR
Environmental Study	21066	LABOR
Landscape & Sitework	20642	MATER
Promotion Costs	21085	OVER
Toilet Partitions-Lockers-Acc.	01500	MATER
Louvers	02000	MATER
Dasherboards	03000	MATER
Folding Partitions	06500	MATER
General Expenses	11000	MATER
Pre-Engineered Building	11004	MATER
Testing & Inspection	11006	LABOR
Site Services	11008	MATER
Bonding Expense	11009	OVER
Pool HVAC Equipment	13000	MATER
Cleaning & Security	14000	OVER
Scoreboards-Clocks	14001	MATER
Folding Bleachers	15000	MATER
Gym Equipment-Curtain	16000	MATER
Gym Equipment-Basketball Nets	16001	MATER
Building Demolition	22250	MATER
Excavation & Backfill	23150	MATER
Auditorium-Spectator Seating	26300	MATER
Scaffold-Work Platform	30000	MATER
Formwork & Concrete Placing	31000	MATER
Concrete Reinforcement-Rebar	32000	MATER
Concrete Supply	33000	MATER
Concrete Paving	33500	MATER
Masonry	42000	MATER

APPENDIX #2



PROJECT COSTING CATEGORY AND TYPE

Source Category Description	PC Source Category	PC Source Type
Elevators	42001	MATER
Vertical WC Platform Lift	44200	MATER
Mechanical General	50000	MATER
Rink Refrigeration	50004	MATER
Rink Pad Construction	50005	MATER
Structural Steel	51000	MATER
Insulated Panels-Metal Siding	53000	MATER
Mechanical Demolition	53003	MATER
Metal Deck	53001	MATER
Metal Studs System	53002	MATER
Miscellaneous Metal	55000	MATER
Electrical	60000	MATER
Electrical - Other	60001	MATER
Rough Carpentry	62100	MATER
Millwork & Finish Carpentry	62200	MATER
Electrical Demolition	63000	MATER
Waterproofing & Insulation	71000	MATER
Caulking, Sealants	74100	MATER
Roofing	75000	MATER
Sprayed Fireproofing	78100	MATER
Exterior Siding	79000	MATER
Soft Landscaping	80100	MATER
Fencing	80101	MATER
Hard Landscaping	80102	MATER
Temp-Fencing & Gates	80103	MATER
Doors, Frames, Hardware	81000	MATER
Paving, concrete, curbs	81006	MATER
Engineering Fill & Site Prep.	82002	MATER
Overhead Doors	83600	MATER
Exterior Glass & Glazing	84000	MATER
Grille Doors	84700	MATER
Glazing	86000	MATER
Construction Change Orders	90000	MATER
Drywall & Acoustics	92500	MATER
Curtain Wall, Entrances, Glazing	93000	MATER
Flooring	93100	MATER
Soft Flooring	93200	MATER
Soft Flooring-Sports Floor	93300	MATER
Stone-Hard Flooring	93800	MATER
Structural Wood-Wood Deck	98000	MATER
Painting & Wallcoverings	99000	MATER
Furniture & Fixtures	20648	MATER
Hardware Costs	20686	MATER
Software Costs	20687	MATER
Landscape & Sitework	20642	MATER
Material	82003	MATER
Parking Lots/Garages	20756	MATER
Equipment-Fitness	20897	MATER
Equip: Software/Hardware	20921	MATER
Fibre Optic Cabling	20925	MATER
Playgrounds	20932	MATER
Pkdev: Sportsfield Development	20946	MATER

APPENDIX #3



**CITY OF BRAMPTON
ASSET DISPOSAL FORM**

TO: TREASURY DIVISION/ACCOUNTING
DATE: _____
ORIG. DEPARTMENT: _____
LOCATION: _____

Asset Description:

Asset #: _____ Quantity: _____ Cost: \$ _____

Is this Asset:

Deleted (Refer to below Disposal Code Table)

Disposal Code	Description	<input type="checkbox"/>
F	Disposal due to Theft	
S	Retirement by Sale	
R	Scrapped Asset	
T	Traded in for another Asset	
N	Donated to External Group	
Y	Casualty Loss	

Transferred to: _____
 (Location)

Date Transferred: _____

Missing

AUTHORIZED BY: _____
DEPARTMENT HEAD: _____

FOR TREASURY DIVISION USE ONLY

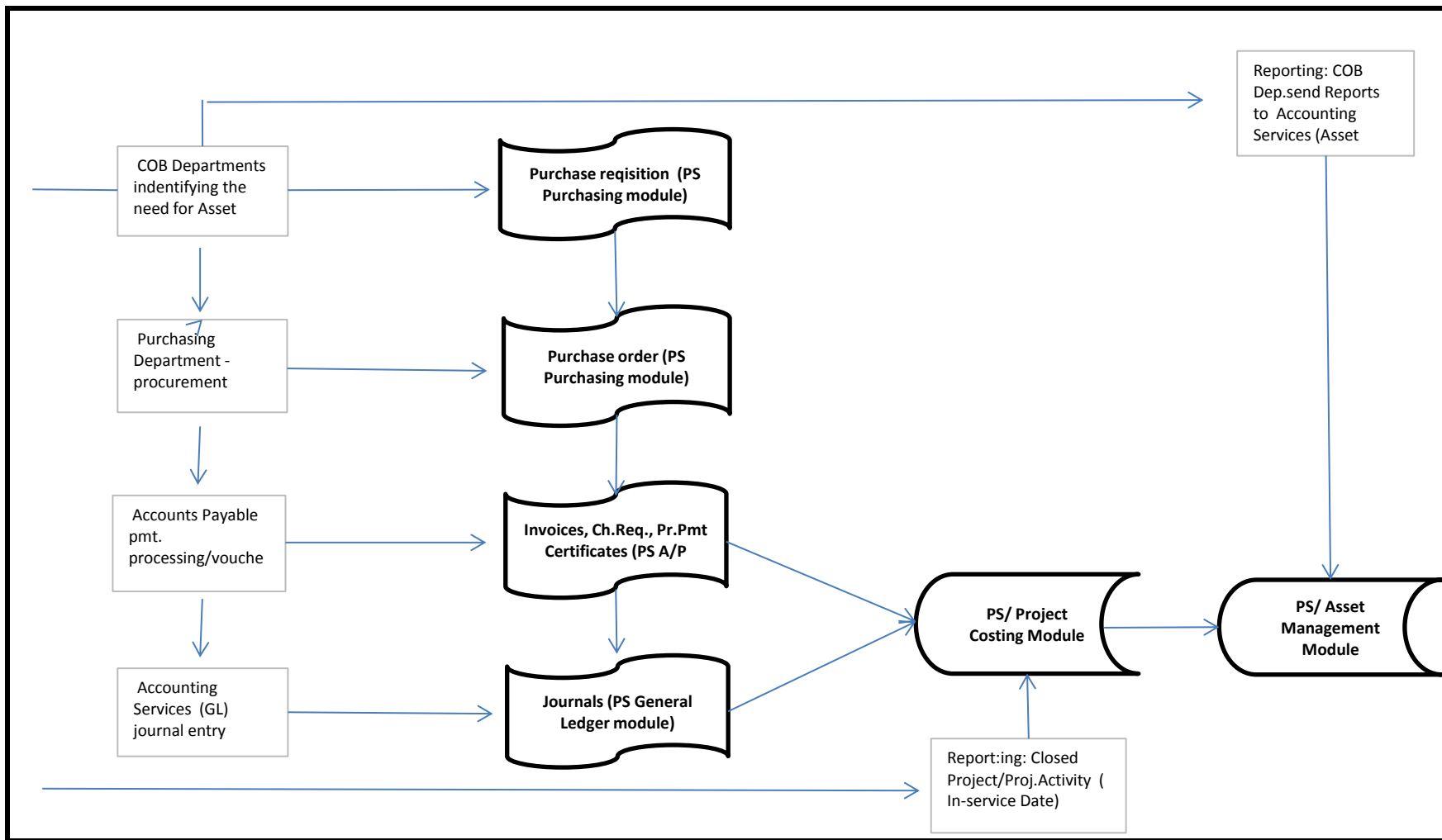
Date Received: _____
 Date Updated in AM: _____

Signed:

APPENDIX #4



TANGIBLE CAPITAL ASSET DATA FLOW





Corporate Policies

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 1 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

Policy Statement:

All City owned tangible capital assets must be capitalized, recorded and reported in the City of Brampton's financial statements in accordance with the requirements of the Public Sector Accounting Board ("PSAB") Section 3150.

PS3150, applies to local governments commencing the fiscal year ending December 31, 2009, that it requires the cost and accumulated amortization of tangible capital assets be reported in the statement of Financial Position. The annual amortization of the assets be reported as expenses in the Statement of Operations.

Purpose:

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.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 2 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

Scope:

This policy applies to all City departments, boards and commissions, agencies and organizations within the financial reporting entity of the City of Brampton.

Procedures:

USEFUL REFERENCE DOCUMENTS:

- Tangible Capital Asset Financial Processing Standard Operating Procedures (TCAA SOP)
- TCAA SOP Appendix 1, Asset Classification
- TCAA SOP Appendix 2, Project Costing Category and Type
- TCAA SOP Appendix 3, Asset Disposal Form
- TCAA SOP Appendix 4, Tangible Capital Asset Data Flow

TANGIBLE CAPITAL ASSETS

Tangible capital assets are non-financial assets having physical substance that are purchased, constructed, developed or donated and:

- Are used on a continuing basis in the City's operations
- Are held for use in the production or supply of goods and services
- Are not held for re-sale in the ordinary course of operations

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 3 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

- Have useful life extending beyond one year

Tangible capital assets include but are not limited to: Land and land improvements, building and building improvements, infrastructure, furniture, computer and office equipment, vehicles and machinery, and construction in progress. Tangible capital assets also include computer software and licenses, which are the only tangible capital assets that do not have physical substance.

Tangible capital assets:

- do not include works of art or historical treasures
- do not include intangible assets, such as natural resources, and crown land that have not been purchased by the City of Brampton

The City's annual consolidated financial statements must be prepared to comply with the PSAB Sections 3150 and 1200 which became mandatory January 1, 2009. These provisions require all local governments to recognize and report tangible capital assets in the consolidated statement of financial position. Any amortization of tangible capital assets, gain and losses on disposal and impairment are reported in the consolidated statement of operations.

The City now uses full accrual accounting as basis of accounting and preparation of the City's financial statements as result of PS 3150 implementation.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 4 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

TANGIBLE CAPITAL ASSETS ACCOUNTING (TCAA):

The accounting treatment for tangible capital assets establishes a process for recognizing determining the values, amortization through use and writing-down the values (when required) of TCAs .

All City owned tangible capital assets must be recorded in the Asset Management Module of the PeopleSoft Financial system. See “**Tangible Capital Asset Financial Processing Standard Operating Procedure (TCAA SOP)**” appended to this policy for specific details to assist staff in the reporting and maintaining of tangible capital assets records. It should be regularly reviewed and revised by Financial and Information Services staff when appropriate.

KEY CONCEPT/DEFINITION

1. Assets Categories

A category of assets represents grouping of assets of a similar nature or function in the City’s operations. The following list of categories shall be used:

- Land and land improvements
- Buildings and building (including leasehold) improvements
- Furniture, Computer and Office Equipment
- Infrastructure
- Vehicle and Machinery

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 5 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

These asset categories are further broken down into sub asset types which are described in Appendix #1 to TCAA SOP.

2. Asset Valuation

Tangible capital assets should be recorded at cost plus all ancillary charges necessary to place the assets in its intended location and condition for use. The valuation method and measurement for each type of asset may vary depending on the method of acquisition (purchased, constructed, contributed by developers or donated). Asset cost should include direct costs and indirect costs as well as directly attributable overhead costs.

See TCAA SOP section #7 for a list of eligible and ineligible costs for the purpose of asset valuation.

2A. Purchased Assets

In general, cost is the price paid, net of discounts or rebates, to acquire the assets. It includes but is not limited to all taxes, duties, insurance, freight and delivery charges, installation and site preparation costs. For example, cost of land includes purchase price, legal fees, land registration fees and land transfer taxes. Cost should also include any costs to make the land suitable for use such as surveying costs, environmental assessments, soil remediation, demolition and site improvements that become part of the land.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 6 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

When two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price and related costs to the various assets.

2B. Constructed or Developed Assets

The cost of constructed assets includes all costs directly attributable to construction activity. These costs include:

- materials,
- salaries and benefits of direct labour and indirect labour, overhead costs (technical and administrative) directly attributable to the construction activity
- architectural and professional fees
- design, survey and inspection fees

Other administrative overhead costs may be capitalized if the costs are incurred exclusively or incrementally to the construction or development of the assets.

Apportionment of internal management salaries and benefits must not be included as part of the overhead / administrative costs, unless the department can clearly demonstrate the exclusivity and direct relationship of the management salaries and benefits to the construction or development activity.

Certain direct administrative overhead costs that are incurred exclusively or incrementally due to construction or development activity are to be charged directly to capital projects. Others should be charged to operating cost centers and allocated to capital projects based on direct labour dollars and standard burden rate. Please refer to TCAA SOP section #7 for direct administrative cost classification.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 7 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

The Financial and Information Services department is responsible to establish a standard burden rate to be used by all City departments for the allocation of internal labour and overhead costs recoverable for all construction activities performed by internal city staff. Departments shall use the prescribed rate to determine internal costs directly related to the construction activities for the valuation of constructed assets.

The burden rate should be reviewed regularly and revised when appropriate to reflect such factors as the state of economy and labour market adjustments.

2C. Donated or Contributed Assets

The cost of donated or contributed assets that meet the criteria for recognition as tangible capital assets is the fair value at the date of construction or contribution whichever is lower. Fair value may be determined using market value or appraisal value. Costs may be determined by an estimate of replacement costs.

A primary example of contributed assets in the City of Brampton is roads infrastructure constructed by subdivision developers. The key TCAA issues related to these roads are measurement of the value and timing of in service date reporting. The valuation measurement of the assumed roads shall be determined by the Security Payment Statement issued to the developers by the Planning, Development and Design. Works and Transportation is responsible for valuation of the roads and reporting to Financial and Information Services, no less than semi-annually within each fiscal year for roads put in service during the reporting period.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 8 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

3. Pooled Assets

The pooled approach involves creating a single pool based on factors such as size, cost, characteristics/attributes and usage of the assets. The city has adopted pooled asset approach for most of its asset sub-types. Pools are either annual, semi-annual or quarterly depending on the type of assets and the in-service dates. Appendix #1 to TCAA SOP provides information on asset pooling and its frequency.

Detailed asset data for operational purposes is maintained through specific asset lifecycle management systems.

4. Work in Progress

The cost of tangible capital assets under construction (i.e. not completed and not ready to be put in service) should be accounted for as work-in-progress. Work-in-progress costs are captured through capital projects. All costs that meet the tangible capital asset criteria, regardless of the amount, must be captured in capital projects as work in progress. This includes purchase of minor capital items that are captured through minor capital projects.

It is responsibility of the Department incurring the expenditure to capture correct work in progress asset information as outlined in Appendix #1 to TCAA SOP. This information is to be captured in the procure to payment process, at the earliest at the time of purchase requisition entry and at the latest at the invoice approval point.



Corporate Policies

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 9 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

Work-in-progress applies to tangible capital assets that meet the capitalization criteria as defined in this policy (also refer to the list of eligible costs for capital).

5. In-Service Date and Asset Addition

The in service date is used to calculate the monthly amortization expense for all asset categories. It affects the accuracy of the financial statements. Therefore it is important that consistent criteria be applied when determining the in-service date.

When a TCA is put in service, the related capital project costs are transferred from work-in-progress to the appropriate asset category and sub-type.

In general, the in-service date of a tangible capital asset is determined by the earliest of:

- The date on which the asset being constructed is substantially complete or ready for use, or
- The date legal ownership of the asset is transferred to the City

Project in-service information must be provided to the Financial and Information Services Department no less than on a quarterly in accordance with the procedures outlined in TCAA SOP section #5.

Asset costs are added to the appropriate pool based on in-service dates as determined using criteria outlined in TCAA SOP section #5 and the Appendix #1. Pool in-service dates are either July 1 for annual pools or January 1, April 1, July 1 and October 1 for quarterly pools.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 10 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

6. Estimated Useful Life

The estimated useful life means the period over which a *TCA* is expected to be used. The life of a tangible capital asset may extend beyond its useful life to the City. The life of a tangible capital asset, other than land, is finite, and is normally the shortest of the physical, technological, commercial, and legal life. It may also be referred to as “economic life” It is the period of time over which the asset is expected to support the delivery of the City’s municipal services.

A tangible capital asset must have an estimated useful life greater than one year to be considered for capitalization and amortization over its useful life. All tangible capital assets, except land which has unlimited life, have been assigned an estimated useful life appropriate to that asset.

The service potential of a tangible capital asset is normally consumed through usage. Other factors such as obsolescence, extensive wear and tear or other unplanned events could significantly diminish the service capacity originally anticipated. The estimated useful life of an individual sub type within the asset category should be reviewed on a regular basis and revised when appropriate.

The useful life affects the amortization expense calculation which is triggered by the in service date. An asset’s in service date represents the first time that asset was used. If the service date is not available, purchase date can be used.

Refer to the Appendix #1 for details of asset useful life.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 11 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

7. Betterment

Betterments are costs incurred to enhance service potential or capacity of a tangible capital asset and may not necessarily extend the useful life of an asset. Betterments can be capitalized if the service potential is enhanced when:

- There is an increase to the physical output or service capacity, or
- Lower associated operating costs, or
- There is an extension to the useful life, or
- There is an improvement to the quality of output or service

Typical examples of betterments include bus major overhaul, parking lots or building expansion and renovations to meet Ontario Disabilities Act (ODA) requirements. Tangible capital asset betterment costs are captured through capital projects as work-in-progress.

Costs that are incurred to maintain an asset's predetermined service potential and useful life are classified as repairs and maintenance and are expensed in the year in which they are incurred. These costs can be captured through capital projects but as operating expense rather than work in progress.

Examples of repairs and maintenance are road/parking lot resurfacing, painting, tile replacement and roof repairs.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 12 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

8. Amortization Method

Amortization is the process of allocating the cost of a tangible asset less its residual value over its estimated useful life. Amortization expense is an important part of the cost associated with providing the City's services. The asset's funding source or method is irrelevant. Amortization starts as soon as a tangible capital asset is ready for use.

The straight-line method of amortization assumes that assets deteriorate at a constant rate over the useful life. The City uses straight-line method for calculating amortization expense. Under this method, the net cost of an asset is written off and expensed evenly over its useful life. For Financial Statement presentation purpose amortization expenses will be allocated to the department that has ownership of the asset (eg. infrastructure assets) or to functional user (eg. corporate buildings, computer hardware and vehicles) of the asset. These amortization expenses will reported in the City's annual financial statements only and will not be reflected in the tax based operating budget that the City's departments are responsible to manage.

9. Write-down/ Asset Impairment

A write-down of a TCA's value is required when conditions exist that causes a tangible capital asset to no longer be able to contribute to the City's ability to provide services or the future economic benefits associated with the asset's remaining useful life. The write-down may be for part of or all of the book value associated with the remaining useful life. . When this occurs, the cost of the asset should be reduced to reflect the decline in the asset's value and reported to the Financial and Information Services.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 13 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

10. Disposal reporting- salvage value

Assets will be retired from the Asset Management system when the asset is sold, destroyed, abandoned or otherwise disposed of.

Department managers should notify the Manager of Purchasing when assets become surplus to operations. Asset disposal is the responsibility of the “owner” department in consultation with and as approved by the Manager of Purchasing.

Department staff will report asset disposals to Corporate Accounting based on the schedule outlined in TCAA SOP section#5. Reporting will be done using Corporate Disposal Form outlined in Appendix #3 to the TCAA SOP.

The gain or loss on disposal (regardless of the reason for disposal) should be calculated with reference to the proceeds less net book value of the tangible capital asset.

An exception to the above occurs with certain pooled assets where it is not practical to track actual asset disposals. These assets are deemed disposed at the end of their defined useful life. List of asset pools where deemed disposition is used is outlined in the TCAA SOP (section 5.4).

Individual disposals within asset pools are not accounted for unless there is a major catastrophe, such as the loss of a building, which would require adjustments to pooled equipment inventories.

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 14 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

11. Significant Events

Events that require revision of an amortization method or the estimated useful life of an asset include:

- A change in use
- Removal of the asset from service for an extended period of time (exceeding 12 months)
- Physical damage
- Significant technological development or change
- A change in demand for services provided through use of the assets
- A change in the law or environment affecting the period of time over which the asset can be used

Related Documents:

Controllership Policy #13.0.1

[Controllership Policy Portal Link](#)

SUBJECT: Tangible Capital Asset Accounting Policy		POLICY # 13.13.0
EFFECTIVE: January 1, 2015	REPLACES: December 3, 2012	PAGE: 15 of 15
APPROVED BY: Peter Honeyborne, Executive Director, Finance and Treasurer	Approval Date: December 4, 2015	

Accountability:

All City departments are responsible to ensure:

- Tangible capital assets information is reported accurately and on a timely basis according to this policy and the supporting procedures.
- Maintain complete and accurate records to support tangible capital asset transactions.

The Executive Director, Finance and Treasurer provides leadership and is authorized to resolve disputes that may arise from the application and interpretation of this Policy and supporting SOPs. This policy shall be administered by Treasury Services Division of the Corporate Services Department.

Contacts:

Name	Role	Department/Area	Contact #
Maja Kuzmanov	Manager of Accounting	Corporate Services – Treasury Services Division	905-874-2259
Shirley Gannon	Director of Treasury Services & Deputy Treasurer	Corporate Services – Treasury Services Division	905-874-2235

Business Cases

Section 5.10

11/15/2016
City of Brampton

Asset Management Parks Program



Capital Request Identification					
Project/Program Name: Asset Management Parks Program		Capital Project-Activity No.: 4954		Asset Category: Excel and ARC GIS APP on Ipads	
Ward: City Wide		Profile ID		Type of Project/Program: (i.e. Rehabilitation, Preventative Maintenance, Operations, New Asset/Service, etc.) Rehabilitation Quality System Rating Program	
Representative Photo or Figure of Asset					
Location/Address: City Wide			Asset ID (For Existing Assets/Betterments): Existing Assets		
Account Code: Material: Labour - Overhead Contingency Labour Transfer	% or \$k Allocation: \$8 Existing 1 hr per week IT & BA	Project/Program Drivers: Repair & Replacement Legislation Enhanced LOS Growth	% Allocation: 100%	Funding Sources: DC's Tax-Res 4/78 Grants/Subsidies Other	% Allocation:
Total Project/Program Cost incl Contingency (\$k): \$15				Ext Source (specify):	Amount (\$k):
Project Manager: Cheryl Duke		Project/Program Spend to Date (\$k): 0			
Prioritization Assigned at Challenge Session: N/A		Date of Challenge Session: N/A			
Completed by: Cheryl Duke		Date of creation: Nov 10th 2016		Date of last revision: Nov 10 th 2016	

Description of Business Need

Set up a detailed inspection for each asset. The detailed inspection would collect attribute and condition information to determine when the asset should be replaced. The inspections of the assets would take place once a year in the early spring with a possible additional inspection added to the fall.

Playgrounds are already being inspected twice per month and once per year on a detailed inspection. We will be reviewing what is currently in place for playgrounds, and see if the inspections can be modified to provide additional information.

I have attached a list of all of the assets in Parks and the different inspections that would take place. The individual inspections have not yet been designed (Park ID Signs started).

The process for the completed inspection has not yet been determined (how would work be generated from the inspections, and how would damaged assets be replaced).

The inspections would be completed on an inspection schedule and they would be completed by the 8 parks inspector. The inspectors would be paired up and would be responsible for a group of assets. (Inspector 1 & Inspector 2 = Park Benches, Inspector 3 & Inspector 4 = Safety Stations). They would inspect city wide for that particular asset.

We would use the existing ARC GIS app and load the inspections on to each different asset. The inspectors would use Ipads (need to purchase 8 new) and select the asset from the map and update all of the inspection details through picklists. Once the inspections are complete, they would be reviewed, and work would be generated based on the results of the inspections. They would also be able to add a new asset or flag an asset that needs to be retired, so the asset management can be updated as well.

This program could then be implemented into a corporate program that supports inspections and a work management program.

Root Cause:

Asset Repair and Replacement. Budget requirements to understand full replacement costs of all assets in our Parks based on a detailed condition report to project how long the asset should last.

Consequences: if we don't do it

Budget based on an estimate of how much replacement we will have each year. Some assets is repair or passed their useful life will not be replaced. Some playgrounds or pathways would be closed until the money is approved.

Project/Program Dependencies/Synergies/Related Projects:

IT department
Internal resources to create the program and all the documents that are required

Evidence and Data:

Asset Geometries are stored in GeoMedia but only have minimal attributes and no costing or condition

LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	15%	Does the service meet legal requirements?	1	15
	Safety	15%	Does the service present a risk to safety?	1	15
	TOTAL	25%			
Quality LOS	Accessibility	10%	Can the service be easily used?	2	20
	Functionality	5%	Does the service meet our functional needs?	2	10
	Reliability	5%	How predictable is the service?	3	15
	Sustainability	5%	Does the service fit with future needs?	2	10
	Aesthetics	5%	Is the design aesthetically pleasing?	1	5
	Affordability	5%	Does the service offer value for money?	2	10
	TOTAL	35%			
Image LOS	Manicure/Shine	15%	Does the facility appear well maintained?	1	15
	Reputation	10%	Is the facility/service viewed favourably?	2	20

	Cleanliness	10%	Is the facility free of litter and debris?	1	10
	TOTAL (out of 100)	100%			145

Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
Capacity, Headroom and Design Horizon						

Recommended Solution
Solution Description and Rationale:
Assets Created or Decommissioned

Primary Benefits
Deliverability

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k										
Project Expense - Description										
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager:	Project/Program Manager:
Date:	Date:


AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos- Don't exceed 1 page:

ASSET AND WORK ORDER MANAGEMENT SOLUTION



Capital Request Identification					
Project/Program Name: Asset and Work Order Management Solution for Roads and Parks		Capital Project-Activity No.: 131432		Asset Category: Software	
Ward: City Wide		Profile ID RFP16-026		Type of Project/Program: (i.e. Rehabilitation, Preventative Maintenance, Operations, New Asset/Service, etc.) Asset Management	
					
Representative Photo or Figure of Asset					
Location/Address: City Wide Program			Asset ID (For Existing Assets/Betterments):		
Account Code:		% or \$k Allocation:		Project/Program Drivers:	
Contract		\$1,600		Maintenance	
Resources		\$1,354		Regulation & EP	
Licenses		\$60		Enhanced LOS	
Consultants		\$213		Growth	
Contingency		\$276		% Allocation:	
				50%	
				25%	
				20%	
				5%	
			Funding Sources:		% Allocation:
			DC's		100%
			Tax-Res 4/78		
			Grants/Subsidies		
			Other		
Total Project/Program Cost incl Contingency (\$k): \$4,668 (including \$500 for 2017)			Ext Source (specify): N/A		Amount (\$k): N/A

Project Managers: Susan Evans and Diane Chong		Project/Program Spend to Date (\$k): \$1,235			
Prioritization Assigned at Challenge Session: N/A		Date of Challenge Session: N/A			
Completed by: Diane Chong and Susan Evans		Date of creation: November 9 th , 2016	Date of last revision: November 9 th , 2016		
Description of Business Need					
Nature and Extent of the Problem/Opportunity: Public Works has been using the Infor (Hansen) solution since the mid 1990's. This system is used for service requests, work order management, asset management, inventory management and road occupancy permits. Public Works & Engineering has been benchmarking other municipalities on their asset/work order management solutions and concluded it was time to publicly advertise for a new solution to leverage mobile solution functionality and the City's GIS asset data					
Root Cause: Current system is not containing financial information of the asset. Current system is not identifying asset condition. All assets owned and/or maintained by Parks and Roads are not leveraged in the current system. Field personal are currently using a desk application in the field instead of a mobile application.		Consequences: The current system is not able to provide asset costing or condition information to the Asset Management Plan. All assets maintained by Parks and Roads are not maintained in the system, therefore all work and costs to maintain assets are not tracked Desk top application is limiting field staff in their daily responsibilities, such as new assets cannot be added to the system while working in the field.			
Project/Program Dependencies/Synergies/Related Projects: Award of Contract Successful Implementation of Contract		Evidence and Data: Only a portion of work is tracked against assets in the current system. Audits of work completed in the system may not represent all work completed by the department.			
LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)					
Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score

Essential LOS	Legislative	50%	Does the service meet legal requirements?	2.0	1.0
	Safety	50%	Does the service present a risk to safety?	2.0	1.0
	TOTAL				2.00
Quality LOS	Accessibility	20%	Can the service be easily used?	3.0	0.6
	Functionality	25%	Does the service meet our functional needs?	3.0	0.75
	Reliability	25%	How predictable is the service?	3.0	0.75
	Sustainability	25%	Does the service fit with future needs?	3.0	0.75
	Aesthetics		Is the design aesthetically pleasing?		
	Affordability	5%	Does the service offer value for money?	3.0	0.15
	TOTAL				3.0
Image LOS	Manicure/Shine		Does the facility appear well maintained?		
	Reputation		Is the facility/service viewed favourably?		
	Cleanliness		Is the facility free of litter and debris?		

	TOTAL (out of 100)				
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Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
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Procure a new Asset and Work Order Management Solution	\$4,668	\$0	+ve	5.0		
Capacity, Headroom and Design Horizon						

Recommended Solution
<p>Solution Description and Rationale: To implement a new Asset and Work Order Management solution. This solution will be a comprehensive cloud based solution with full Environmental Systems Research Institute (ESRI) Geographic Information System (GIS) integration that meets operating requirements and requirements for the City’s Asset Management Plan. Business groups included in this project are: Roads (Contracts, Operations Planning, Operations, Permit, Traffic Services) and Parks (Capital Parks Construction, Forestry, Horticulture, Maintenance)</p>
<p>Assets Created or Decommissioned Assets owned and maintained by Parks and Road Maintenance and Operations</p>
<p>Primary Benefits This project achieves the Strategic Plan and aligns with the following strategic initiatives of the City of Brampton:</p> <ul style="list-style-type: none"> • Contain costs and capitalize on Funding Opportunities (Serving) • Find efficiencies in delivery of core services (Serving) • Foster an engaged and innovative corporate culture (Serving) • Enhance the service experience for the public (Serving) • Preserve Brampton’s heritage and identity (Preserving)
<p>Deliverability This project is to commence in 2017 upon award of the RFP.</p>

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k	\$665									
Project Expense - Description										
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager: Rob Gasper and Mike Parks Date: November 8, 2016	Project/Program Manager: Susan Evans and Diane Chong Date: November 8, 2016

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required Not Applicable

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

Geospatial Systems Integration

		Capital Req
Project/Program Name: Geospatial Systems Integration	Capital Project-Activity No.: 171480-002	
Ward: City-Wide	Profile ID	
Representative Photo or Figure of Asset		
Location/Address:		Asset ID (For Exi

Description of Business Need

Nature and Extent of the Problem/Opportunity:

Based on the key outputs from the GIS Technology Roadmap initiative which collected input from all departments/groups across the organization, the decision was made to increase the use of the Esri technology platform for Brampton's Enterprise GIS. It was determined that the current technology in use for the Enterprise GIS platform would not provide us with the ability to cost effectively integrate with other key corporate systems. The move to the Esri platform will provide a more robust, cost effective platform that will provide better services both internally and externally. The GIS platform has become an integral part of many systems and processes throughout the City(i.e. PlanTrak, Amanda, CPDS, Hansen(IPS)). Spatial data maintained and managed in the Enterprise GIS is integral to many areas of the City i.e. Fire Dispatch, Land Development processes, Asset management etc.

Root Cause:

The Enterprise GIS is currently used to maintain/manage/analyze over 1400 spatial datasets and is a key component in the Hansen(IPS) system, Centralized Property Data System(CPDS), PlanTrak and many other business applications and processes. Based on the development of the GIS Technology Roadmap and the needs analysis that was completed with the business partners across the City, several needs were identified. The priorities were identified as; the ability for a faster, easier way to do field data collection, more opportunities to integrate existing apps with GIS, a more stable GIS desktop platform, better metadata and tools for data sharing and cataloguing and better user support from the vendor and online community. The Esri platform meets all of these needs and the decision was made to make it the primary technology for the enterprise GIS.

Consequences:

This is a multi-year migration to the Esri platform as we are moving all previously built spatial solutions, data and processes to the new platform/technology. The migration is approximately 35% complete with the goal of being 90% migrated by the end of 2017. There are several solutions, bramptonmaps.ca, AiM, PiNs etc. that will be migrated in 2017 along with all desktop GIS users and their processes, most of which are related to asset management and land development processes. If funding is not provided, then required staff training will not be available along with access to important vendor resources to assist with the migration.

Project/Program Dependencies/Synergies/Related Projects:

Visual Fusion, current web mapping technology, will be decommissioned and existing solutions will be built on the Esri platform. This must be completed prior to SharePoint upgrade as the version of Visual Fusion we are running is not compatible with more current version of SharePoint. The GIS platform is also an integral part of the Asset Management Plan as it moves forward and that initiative will require a robust, sustainable platform.

Evidence and Data:

LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?		
	Safety	0.50	Does the service present a risk to safety?		
	TOTAL				1.00
Quality LOS	Accessibility		Can the service be easily used?	1	1
	Functionality		Does the service meet our functional needs?	3	3
	Reliability		How predictable is the service?	2	2
	Sustainability	30% (public works)	Does the service fit with future needs?	3	
	Aesthetics		Is the design aesthetically pleasing?		
	Affordability		Does the service offer value for money?	2	2
	TOTAL				1.00
Image LOS	Manicure/Shine	20%	Does the facility appear well maintained?		
	Reputation	50%	Is the facility/service viewed favourably?		
	Cleanliness	40%	Is the facility free of litter and debris?		
	TOTAL (out of 100)				1.00

Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
Continue with existing technology	\$0		This technology is several years old and does not operate on newer browsers and does not work on mobile devices. Would also limit integration with other City solutions. City will also have to continue to pay for and support multiple platforms			
Continue multi-year migration	\$600K		Continuing with the migration will enhance our public facing mapping solutions, provides integration with other City technologies and provides an important foundational layer in Asset Management as it moves forward.			
Capacity, Headroom and Design Horizon						
Multi-year program to move to the Esri platform						

Recommended Solution
<p>Solution Description and Rationale: Expanding the Esri platform at the City has several benefits. It will provide a platform that is the leading industry standard, that is and continues to be a proven GIS technology platform. Esri has an extensive online community with numerous available support resources and the largest GIS user community in the industry. With this comes the added benefit that the majority of either new or existing GIS staff have had some exposure to the Esri products, this in turn reduces the need for training. As Esri is the industry leader most if not all third party applications that have a spatial component integrate with Esri 'off the shelf', this reduces cost for custom integration. Based on the needs and priorities identified by the business users at the City, Esri has worked with Enterprise GIS to provide a 3 - 5 year plan</p>

Assets Created or Decommissioned
Primary Benefits <ul style="list-style-type: none"> - Leading industry standard - Because it is the leading standard most if not all third party technologies that have a spatial component integrate with this platform 'off the shelf' i.e. SharePoint, IPS, Amanda - Provides the city access to a wealth of online resources and tools that can be leveraged to promote evidence based decision making - All solutions built on this platform will run in modern browsers and on mobile devices to better serve citizens and city staff
Deliverability

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k	\$150	\$300								
Project Expense - Description										
Operating Impacts - \$k	\$50	\$150								
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager:	Project/Program Manager: Gaea Oake
Date:	Date:

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

<p>EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos- Don't exceed 1 page:</p>

FIRE DEPARTMENT- PROJECT/PROGRAM

Capital Requ	
Project/Program Name: VHF Pagers	Capital Project-Activity No.: 152430-001
Ward: City Wide	Profile ID

Representative Photo or Figure of Asset



Description of Business Need	
<p>Nature and Extent of the Problem/Opportunity: To supply of fifty five fully programmable alphanumeric portable pagers (intrinsically safe) available in VHF, mid band, UHF and 900 MHZ frequencies all supporting POCSAG coding technology. Supply one (1) USB pager programmer for Brampton Fire & Emergency Services. These is used to notify suppression staff when an emergency call is received upon dispatch.</p>	
<p>Root Cause: Provide intrinsically safe pagers for emergency call alerting for Fire Suppression staff at each Fire Station.</p>	<p>Consequences: Delay in apparatus response for emergency calls.</p>
<p>Project/Program Dependencies/Synergies/Related Projects:</p>	<p>Evidence and Data:</p>

LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	50	Does the service meet legal requirements?	1	
	Safety	50	Does the service present a risk to safety?	1	
	TOTAL				1.00
Quality LOS	Accessibility		Can the service be easily used?	1	
	Functionality		Does the service meet our functional needs?	1	

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	50	Does the service meet legal requirements?	1	
	Safety	50	Does the service present a risk to safety?	1	
	TOTAL				1.00
Quality LOS	Accessibility		Can the service be easily used?	1	
	Functionality		Does the service meet our functional needs?	1	
	Reliability		How predictable is the service?		
	Sustainability		Does the service fit with future needs?		
	Aesthetics		Is the design aesthetically pleasing?		
	Affordability		Does the service offer value for money?		
	TOTAL				1.00
Image LOS	Manicure/Shine		Does the facility appear well maintained?		
	Reputation		Is the facility/service viewed favourably?		

Capacity, Headroom and Design Horizon			

Recommended Solution
Solution Description and Rationale: Vendor awarded and RFP closed June 3, 2016. Planned replacement cycle of 3 years.
Assets Created or Decommissioned New pagers deployed to all Fire Stations for dispatch notification.
Primary Benefits Increase response times for apparatus responding to emergencies.
Deliverability

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k		\$8K			\$8K			\$8K		
Project Expense - Description		Replace			Replace			Replace		
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager:	Project/Program Manager:
Date:	Date:

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos- Don't exceed 1 page:

STORMWATER RUNOFF WATER QUALITY

Capital Req	
Project/Program Name: STORMWATER RUNOFF WATER QUALITY TREATMENT IN UNCONTROLLED AREAS	Capital Project-Activity No.: Unassigned
Ward: CITY-WIDE	Profile ID
Representative Photo or Figure of Asset	

Description of Business Need	
<p>Nature and Extent of the Problem/Opportunity:</p> <p>There are areas of the city where stormwater runoff goes directly into receiving streams and the environment. These areas were developed in an era when the focus of stormwater management was quick, efficient removal of runoff from the built landscape. Stormwater management paradigms and the associated legislation is continually evolving, and currently places great emphasis on protection of the natural environment and maintenance of habitat and ecosystems. Stormwater is now required to be treated to improve water quality prior to release into the environment, and new urban developments must meet legislated targets for removing pollutants from stormwater. Older areas will need to be retrofitted with strategically placed stormwater management facilities for temporary detention and removal of pollutants from storm runoff, in order to meet current water quality targets for discharges into rivers and streams.</p>	
<p>Root Cause:</p> <p>Evolving and new regulations.</p> <p>City of Brampton's initiatives to achieve the goal of reducing the quantity and improving the quality of Stormwater runoff to the City's streams and rivers.</p>	<p>Consequences:</p> <ul style="list-style-type: none"> • Environmental pollution, and impacts to river and stream health • Adverse impacts to riparian and aquatic habitat and ecosystems • Potential conflict with new and evolving environmental regulations
<p>Project/Program Dependencies/Synergies/Related Projects:</p> <p>INNOVATIVE TECHNOLOGIES</p>	<p>Evidence and Data:</p> <p>Stormwater Management and Retrofit Study, 2015 (prepared for City of Brampton by Aquafor Beech)</p>

LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?	3 (high)	
	Safety	0.50	Does the service present a risk to safety?	1 (low)	
	TOTAL				1.00
Quality LOS	Accessibility		Can the service be easily used?		
	Functionality		Does the service meet our functional needs?		
	Reliability		How predictable is the service?		
	Sustainability	30% (public works)	Does the service fit with future needs?	3 (high)	0.30x 3= 0.90
	Aesthetics		Is the design aesthetically pleasing?		
	Affordability		Does the service offer value for money?		
	TOTAL				1.00
Image LOS	Manicure/Shine	20%	Does the facility appear well maintained?		
	Reputation	50%	Is the facility/service viewed favourably?	3 (high)	
	Cleanliness	40%	Is the facility free of litter and debris?		
	TOTAL (out of 100)				1.00

Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
			•			
			•			
Capacity, Headroom and Design Horizon						
10 year design and implementation program. Study complete by Aquafor Beech Limited.						

Recommended Solution
<p>Solution Description and Rationale: Older uncontrolled areas without stormwater quality control will be retrofitted to provide detention and treatment of stormwater runoff prior to discharge into the environment. Water quality enhancement will occur in stormwater detention facilities to be constructed at storm sewer outlets, as well as other innovative technologies that may not require construction of surface detention facilities. Locations where treatment facilities will be located were identified through analysis of deficiencies, constraints, opportunities and benefits in stormwater management, and documented in the Stormwater Management and Retrofit Study, 2015 (prepared for City of Brampton by Aquafor Beech.)</p>
<p>Assets Created or Decommissioned New stormwater management ponds or other detention/treatment facilities will be constructed, owned and operated by the City.</p>
<p>Primary Benefits These works will result in older areas being brought up to current standards for stormwater management, as well as making them future-ready for redevelopment and intensification against a background of increasingly restrictive environmental regulations.</p>
<p>Deliverability Once the program is funded, risks to deliverability would arise from acquisition of lands at strategic locations, public opposition to construction of surface detention facilities, and acquiring permits and approvals where projects will occur in areas identified as habitat for protected and sensitive species such as Red Side Dace.</p>

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k	\$4,780	\$4,880	\$4,980	\$5,080	\$5,180	\$5,280	\$5,390	\$5,500	\$5,610	\$5,720
Project Expense - Description										
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager:	Project/Program Manager: Michael Heralall
Date:	Date:


AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

**EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos-
Don't exceed 1 page:**

City of Brampton Stormwater Management Retrofit and Enhancement Study prepared by Aquafor Beech Limited,
dated January 12, 2015

TRANSIT AUTOMATED VEHICLE MONITO

Capital Requ	
Project/Program Name: Automated Vehicle Monitoring System	Capital Project-Activity No.: 174700-001 (Vehicle Maintenance System Pilot)
Ward: All	Profile ID
Representative Photo or Figure of Asset	
	

Description of Business Need					
<p>Nature and Extent of the Problem/Opportunity:</p> <p>Expand the existing AVM system to most of Brampton Transit's fleet. The AVM system continuously measures, monitors and reports the status of critical systems and components of the fleet. Maintenance issues can be identified and corrected before they become failures helping to minimize repair costs and service delays.</p>					
<p>Root Cause: Preventing Failures and Service Disruptions</p>			<p>Consequences:</p> <ul style="list-style-type: none"> a. Service delays or Cancellations b. Reputation c. Declined Customer Service 		
<p>Project/Program Dependencies/Synergies/Related Projects:</p> <ul style="list-style-type: none"> • Pilot project of 20 buses, • Installation of WIFI along Transit corridors 			<p>Evidence and Data: A pilot study was carried out over 15 months to assess the utilization, benefits and return on investment with 20 transit buses.</p>		
<p>LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)</p>					
Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?		
	Safety	0.50	Does the service present a risk to safety?		
	TOTAL				1.00
Quality LOS	Accessibility		Can the service be easily used?		
	Functionality		Does the service meet our functional needs?		

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?		
	Safety	0.50	Does the service present a risk to safety?		
	TOTAL				1.00
Quality LOS	Accessibility		Can the service be easily used?		
	Functionality		Does the service meet our functional needs?		
	Reliability		How predictable is the service?		
	Sustainability		Does the service fit with future needs?		
	Aesthetics		Is the design aesthetically pleasing?		
	Affordability		Does the service offer value for money?		
	TOTAL				1.00
Image LOS	Manicure/Shine		Does the facility appear well maintained?		
	Reputation		Is the facility/service viewed favourably?		

Cleanliness		Is the facility free of litter and debris?		
TOTAL (out of 100)				1.00

Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
Do nothing	0	0	none		none	none
AVM devices	2522	0	+ve		Asset failure avoidance, on-road breakdown of buses	Warranty recovery
Capacity, Headroom and Design Horizon						
The devices on the transit buses will have communication link to transit maintenance department prompting about the failures to occur. These alerts will be helpful in avoiding on-road breakdowns and service delays. The LOS improvement is for all Brampton Transit riders. 2015 ridership was approximately 21 million.						

Recommended Solution
<p>Solution Description and Rationale: The AVM 15 month based pilot study projected great returns on the capital investment. The ROI is around 3 years with benefits in labour time savings in diagnostic, preemptive failure alerts for mitigating on-road breakdowns, fuel cost savings by early detection of issues and warranty recovery. The major cost saving would be for towing costs and greater impact on Brampton Transit customer image.</p>
<p>Assets Created or Decommissioned</p> <p>New assets created</p>
<p>Primary Benefits</p> <p>Reliability, Warranty recovery, Failure Risk mitigation, Cost savings</p>
<p>Deliverability</p> <p>The RPF is closed and the vendor is engaged. The contract is for installation of hardware, setup and configuration to meet the technological needs of the entire fleet. The first phase is to complete the installation on all the ZUM buses by April 2017. The next phase is to extend the installation on the remaining fleet dependent on the federal fund approval.</p>

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k										
Project Expense - Description										
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

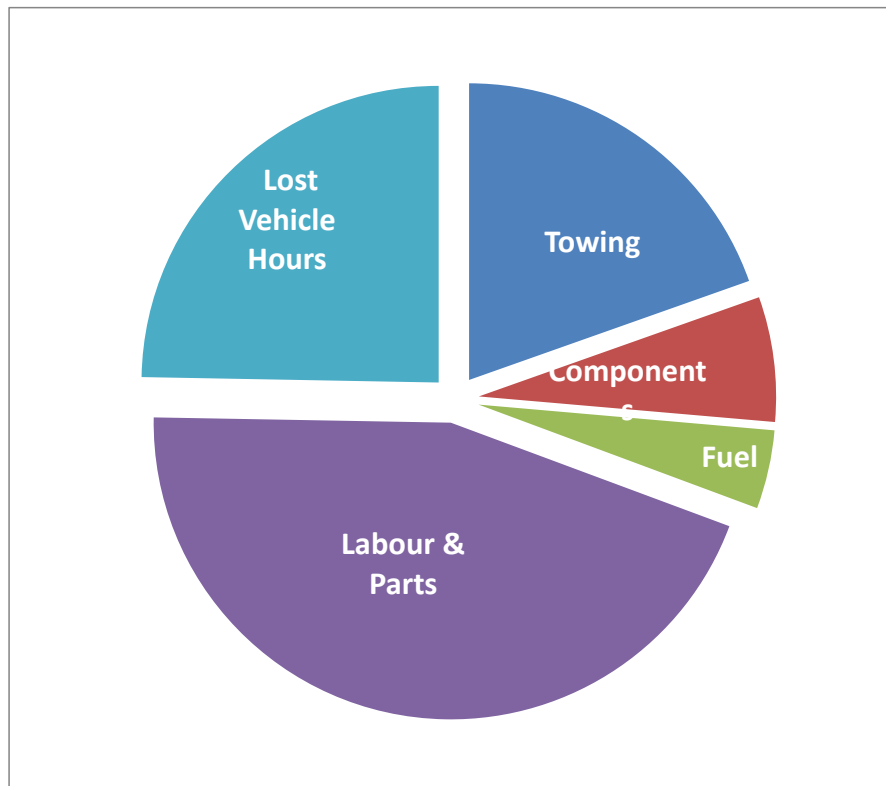
Sign-off	
Division Manager: Dave Nixon Date:	Project/Program Manager: Michael Omoro Date:

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No No	Does the business case include Operating Impacts? Yes / No No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable No	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos- Don't exceed 1 page:

Saving Element	Savings
Towing	\$ 14,382 19.6%



RECREATION- PROJECT/PROGRAM/PROGRAM BUSINESS CASE



Capital Request Identification					
Project/Program Name: Replacement Program for Recreation Centre Banquet and Lobby Furniture		Capital Project-Activity No.: 175560-002		Asset Category: Indoor Assets	
Ward: City Wide		Profile ID		Type of Project/Program: (i.e. Rehabilitation, Preventative Maintenance, Operations, New Asset/Service, etc.) Replacement / New Assets	
Representative Photo or Figure of Asset					
Location/Address: City Wide Program			Asset ID (For Existing Assets/Betterments):		
Account Code: Material \$200 Labour Overhead Contingency		% or \$k Allocation: 100%		Project/Program Drivers: Repair & Replacement Legislation Enhanced LOS Growth	
				% Allocation: 100%	
				Funding Sources: DC's Tax-Res 4/78 Grants/Subsidies Other	
				% Allocation: 100%	
Total Project/Program Cost incl Contingency (\$k): \$200			Ext Source (specify):		Amount (\$k):
Project Manager: Floyd Moffat			Project/Program Spend to Date (\$k):		
Prioritization Assigned at Challenge Session:			Date of Challenge Session:		
Completed by: Ed McNeice		Date of creation: October 30, 2016		Date of last revision:	

Description of Business Need					
Nature and Extent of the Problem/Opportunity: Annual replacement of banquet , lobby and concession furniture at our multipurpose facilities					
Root Cause: Wear and tear on furniture due to use in a multipurpose facility . The furniture is stacked and moved to multiple rooms regularly to meet the needs of our customers			Consequences: If the furniture inventory is not maintained it would have an impact to the corporations image which could impact future bookings and revenue if the furniture is ripped/ torn or damaged. The potential of injury or damage if the inventory is in poor condition.		
Project/Program Dependencies/Synergies/Related Projects:			Evidence and Data:		
LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)					
Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?	3	1.5
	Safety	0.50	Does the service present a risk to safety?	3	1.5
	TOTAL				3.00
Quality LOS	Accessibility		Can the service be easily used?	3	3
	Functionality		Does the service meet our functional needs?	3	3

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?	3	1.5
	Safety	0.50	Does the service present a risk to safety?	3	1.5
	TOTAL				3.00
Quality LOS	Accessibility		Can the service be easily used?	3	3
	Functionality		Does the service meet our functional needs?	3	3
	Reliability		How predictable is the service?	3	3
	Sustainability		Does the service fit with future needs?	3	3
	Aesthetics		Is the design aesthetically pleasing?	3	3
	Affordability		Does the service offer value for money?		
	TOTAL				15
Image LOS	Manicure/Shine	20%	Does the facility appear well maintained?	3	
	Reputation	50%	Is the facility/service viewed favourably?	3	

Capacity, Headroom and Design Horizon			

Recommended Solution
<p>Solution Description and Rationale: The furniture that is being proposed is an industry standard and is considered an acceptable product by our customers.</p>
<p>Assets Created or Decommissioned The new furniture is the same standard as our existing furniture</p>
<p>Primary Benefits Our furniture maintained standard has an impact to our Corporate image and the safety of our participants. The furniture is used for many special events including weddings and community activities. The image of the facility and furnishings has an impact to the presentation of many special events including weddings.</p>
<p>Deliverability This project has rolled out previously as an annual program with the assistance of the Purchasing Division.</p>

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k	200,000									
Project Expense - Description										
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager:	Project/Program Manager:
Date:	Date:

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

EVIDENCE AND DATA – Provide examples of evidence and data to support

Facility Furniture

Chair

Dome Back Banquet Stacking Chair

9200 Series

Plywood core on seat & back for strength.

Stack to 10 high

FLEET CAPITAL REPLACEMENT PROGRAM

Capital Request	
Project/Program Name: Fleet Capital Replacement Program	Capital Project-Activity No.: 172950-001
Ward: City Wide	Profile ID:
Representative Photo or Figure of Asset	

Description of Business Need	
<p>Nature and Extent of the Problem/Opportunity: Fleet Services, Public Works and Engineering currently use M5 as an asset management system for fleet vehicles and equipment. Acceleration of the fleet replacement program to utilize changes in technology, emissions and fleet maintenance cost. The timely replacement of vehicles and equipment is a process that requires the ability to predict asset lifecycles based on costing information, utilization, and asset age.</p>	
<p>Root Cause: Lack of adequate funding for replacement can result in higher maintenance costs due to aged vehicles and equipment.</p>	<p>Consequences: Increase to fleet maintenance costs, safety risk, down time and no further reductions in fleet’s carbon foot print.</p>
<p>Project/Program Dependencies/Synergies/Related Projects: Successful Implementation of the Fleet Capital Replacement Program.</p>	<p>Evidence and Data: Data resides in M5, maintenance costs, asset age and replacement costs, etc.</p>

LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?	2	0.50 x 2 = 1.00
	Safety	0.50	Does the service present a risk to safety?	3	0.50 x 3 = 1.50
	TOTAL				2.50
Quality LOS	Accessibility		Can the service be easily used?		
	Functionality	20%	Does the service meet our functional needs?	2	0.20 x 2 = 0.40

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?	2	$0.50 \times 2 = 1.00$
	Safety	0.50	Does the service present a risk to safety?	3	$0.50 \times 3 = 1.50$
	TOTAL				2.50
Quality LOS	Accessibility		Can the service be easily used?		
	Functionality	20%	Does the service meet our functional needs?	2	$0.20 \times 2 = 0.40$
	Reliability	50%	How predictable is the service?	3	$0.50 \times 3 = 1.50$
	Sustainability	20%	Does the service fit with future needs?	2	$0.20 \times 2 = 0.40$
	Aesthetics	5%	Is the design aesthetically pleasing?	1	$0.05 \times 1 = 0.05$
	Affordability	5%	Does the service offer value for money?	1	$0.05 \times 1 = 0.05$
	TOTAL				2.40
Image LOS	Manicure/Shine		Does the facility appear well maintained?		

	Reputation		Is the facility/service viewed favourably?		
	Cleanliness		Is the facility free of litter and debris?		
	TOTAL (out of 100)				0.00

Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
Purchase Replacement Vehicles	\$3,235	\$0	+ve	4.90		

Capacity, Headroom and Design Horizon			

Recommended Solution
Solution Description and Rationale:
Assets Created or Decommissioned
Primary Benefits
Deliverability

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k	4,370	4,500	\$4,920	\$4,535	\$4,563	\$4,362	\$4,044	\$1,125		
Project Expense - Description										
Operating Impacts - \$k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager: Bruce Williams Date: Nov 7 th , 2016	Project/Program Manager: Bruce Williams Date: Nov 7 th , 2016

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

Street Lighting Light Emitting Diode (LED)

Capital Request	
Project/Program Name: Street Lighting LED Retrofit Program	Capital Project-Activity No.: 164531
Ward: City Wide	Profile ID:



Description of Business Need					
<p>Nature and Extent of the Problem/Opportunity:</p> <p>LED street lighting technology has matured and standards have been set related to street light monitoring equipment. It is recommended that the City begin to retrofit its aging infrastructure of High Pressure Sodium (HPS) street light luminaires with Light Emitting Diode (LED) units.</p>					
<p>Root Cause:</p> <p>The City has over 45,000 High Pressure Sodium (HPS) street lights of various styles and ages to be replaced with more efficient and reliable LED luminaires.</p>			<p>Consequences:</p> <p>The cost of not upgrading to LED is increased maintenance costs and increased greenhouse gas emissions of HPS lights over LED units.</p>		
<p>Project/Program Dependencies/Synergies/Related Projects:</p> <p>Capital funding of the program. Successful implementation of the LED Retrofit Program.</p>			<p>Evidence and Data:</p> <p>Technical Level of Service for reactive lamp replacements for Street Lighting will be decreased significantly. Savings of approximately 1,131 tonnes of greenhouse gases once all 23,572 cobra HPS lights are upgraded to LED.</p>		
<p>LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)</p>					
Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.25	Does the service meet legal requirements?	3	0.75
	Safety	0.75	Does the service present a risk to safety?	3	2.25
	TOTAL				3.0
Quality LOS	Accessibility		Can the service be easily used?		
	Functionality	20%	Does the service meet our functional needs?	3	0.6

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.25	Does the service meet legal requirements?	3	0.75
	Safety	0.75	Does the service present a risk to safety?	3	2.25
	TOTAL				3.0
Quality LOS	Accessibility		Can the service be easily used?		
	Functionality	20%	Does the service meet our functional needs?	3	0.6
	Reliability	40%	How predictable is the service?	3	1.20
	Sustainability	25%	Does the service fit with future needs?	3	0.75
	Aesthetics	10%	Is the design aesthetically pleasing?	2	0.20
	Affordability	5%	Does the service offer value for money?	2	0.10
	TOTAL				2.85
Image LOS	Manicure/Shine		Does the facility appear well maintained?		
	Reputation		Is the facility/service viewed favourably?		

Capacity, Headroom and Design Horizon						

Recommended Solution
<p>Solution Description and Rationale:</p> <p>LED Retrofit Program</p>
<p>Assets Created or Decommissioned :</p> <p>Street Lighting Luminaires</p>
<p>Primary Benefits</p> <p>Ongoing yearly maintenance savings will be realized as relamping will no longer be required and we anticipate fewer failures in service. Increased reliability and safety due to improved performance and life expectancy (fewer failures in service) is expected. Increased safety due to improved colour rendering over HPS lights further improving visibility will be realized. Less light pollution will be produced as the LED luminaires chosen will be Night Time Friendly. Savings related to a reduction in energy usage have not been included in document as the electrical utility may apply for offsetting rate increases.</p>
<p>Deliverability</p> <p>Installation to begin in 2017</p>

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k	1,000	5,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Project Expense - Description										
Operating Impacts - \$k	\$200	\$450	\$550	\$450	\$500	\$650	\$800	\$900	\$1000	\$1000
Operating Impacts – Description	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings	Relamping and maint. savings
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager: Craig Kummer Date: November 9 th , 2016	Project/Program Manager: Shane Beirnes Date: November 9 th , 2016


AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required Not applicable

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos- Don't exceed 1 page:

Road and Bridge Rehabilitation Programs



Capital Request Identification					
Project/Program Name: Road and Bridge Rehabilitation Programs		Capital Project-Activity No.: 173820, 174230 and 3610		Asset Category: Roadway Network and Structures	
Ward: City Wide		Profile ID:		Type of Project/Program: (i.e. Rehabilitation, Preventative Maintenance, Operations, New Asset/Service, etc.) Rehabilitation	
Representative Photo or Figure of Asset					
Location/Address: City Wide Program		Asset ID (For Existing Assets/Betterments):			
Account Code:	% or \$k Allocation:	Project/Program Drivers:	% Allocation:	Funding Sources:	% Allocation:
Contract	95%	Repair & Replacement	100%	DC's	100% after 2019
Consultant	5%	Legislation		Tax-Res 4/78	87% to 95% GasTax 17-19
Overhead		Enhanced LOS		Grants/Subsidies	
Contingency		Growth		Other	
Total Project/Program Cost incl Contingency (\$k): \$296,260 (including \$19,040 in 2017)				Ext Source (specify): Peel for Water Loops	Amount (\$k): \$540 in 2017 2.8%
Project Manager: Tim Kocialek		Project/Program Spend to Date (\$k): N/A			
Prioritization Assigned at Challenge Session: N/A		Date of Challenge Session: N/A			
Completed by: Chris Wootton and Susan Evans		Date of creation: November 9 th , 2016		Date of last revision: November 9 th , 2016	

Description of Business Need					
<p>Nature and Extent of the Problem/Opportunity:</p> <p>The City’s road network and bridges continue to age, additional funding is required to maintain these assets at the defined level of service. The road rehabilitation program includes repair of deteriorating sidewalks, curbs, storm sewers and re-brick catch basins and manholes along with the road being resurfaced. Bridge and culvert rehabilitations will be included to maintain the City’s transportation network.</p>					
<p>Root Cause:</p> <p>The aging of the road network including bridges and culverts means the resurfacing and bridge rehabilitation programs require annual funding to maintain acceptable service levels and prolong the life of these assets.</p>			<p>Consequences:</p> <p>The cost of not funding the road and bridge rehabilitation programs is increased maintenance costs, reducing expected life of these assets, not meeting the defined service levels and for bridge failure of structure.</p>		
<p>Project/Program Dependencies/Synergies/Related Projects:</p> <p>Capital funding of the programs. After 2019 unsure if funding source is gas tax. Successful implementation of the Road and Bridge Rehabilitation Programs.</p>			<p>Evidence and Data:</p> <p>Implementing a rehabilitation program at the appropriate time results in roads and bridges costing less to maintain as oppose to these roads and bridges requiring full reconstruction at much higher costs.</p> <p>The City has 35% of bridges and culverts over 30 years old where major rehabilitation is typically required.</p>		
<p>LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)</p>					
Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	50%	Does the service meet legal requirements?	3	1.5
	Safety	50%	Does the service present a risk to safety?	3	1.5
	TOTAL	100%			3.0
Quality LOS	Accessibility	10%	Can the service be easily used?	2	0.20

Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	50%	Does the service meet legal requirements?	3	1.5
	Safety	50%	Does the service present a risk to safety?	3	1.5
	TOTAL	100%			3.0
Quality LOS	Accessibility	10%	Can the service be easily used?	2	0.20
	Functionality	20%	Does the service meet our functional needs?	3	0.60
	Reliability	40%	How predictable is the service?	3	1.20
	Sustainability	20%	Does the service fit with future needs?	3	0.60
	Aesthetics	5%	Is the design aesthetically pleasing?	1	0.05
	Affordability	5%	Does the service offer value for money?	2	0.10
	TOTAL	100%			2.75
Image LOS	Manicure/Shine	40%	Does the facility appear well maintained?	3	1.20
	Reputation	40%	Is the facility/service viewed favourably?	2	0.80

	Cleanliness	20%	Is the facility free of litter and debris?	1	0.20
	TOTAL (out of 100)	100%			2.20

Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
	\$296,260	\$0	+ve	7.95		
Capacity, Headroom and Design Horizon						

Recommended Solution
<p>Solution Description and Rationale: Maintenance of the City’s road network is critical to the economic well-being of our City as well as the safety of our citizen’s. The road and bridge rehabilitation programs have been successful in keeping these assets in good condition and meeting the recommended service levels. More funding will be required with roads and structures getting older in order to continue to maintain the network in good condition for the residence of Brampton.</p>
<p>Assets Created or Decommissioned Roads, Sidewalks, Curbs, Storm Sewers, Catch Basins, Manholes, Bridges and Culverts betterments.</p>
<p>Primary Benefits As our infrastructure ages appropriate funding at the right time can ensure public safety and reduce disruption to traffic while responsibly maintaining the City’s roads, bridges and culverts. Over time, this will result in optimizing the life cycle of these assets and spending less money over the asset life cycle.</p>
<p>Deliverability These projects shall continue to be implemented annually.</p>

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k	\$15,820	\$21,100	\$22,350	\$24,600	\$27,100	\$29,100	\$31,350	\$33,600	\$36,100	\$36,100
Project Expense - Description	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.	Road and Bridge Rehab.
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager: Jayne Holmes Date: November 10 th , 2016	Project/Program Manager: Tim Kocialek Date: November 10 th , 2016

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required Not applicable

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			

EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos- Don't exceed 1 page:



Painting of Steel Roof Structure in Pool R

Capital Requ	
Project/Program Name: Painting of Steel Roof Structure in Pool Room	Capital Project-Activity No 171650 - 120
Ward: 7	Profile ID

Representative Photo or Figure of Asset



Description of Business Need					
<p>Nature and Extent of the Problem/Opportunity: The exposed roof structure in the pool room consists of prefinished metal deck supported by steel purlins spanning between pre-engineered steel frames. While the newer metal deck is in good condition, the original purlins are exhibiting varying degrees of corrosion. The corrosion to the purlins appears to be more severe at the low end of the single sloped roof. It is recommended that all of the corrosion be removed from the purlins by sandblasting, and then inspected by a structural engineer to assess if there is any loss of section. Any members deemed to have structurally significant loss of section should be reinforced. All existing purlins and any new reinforcements should be painted with a rust inhibitive primer and two coats of a high-quality, high solids top coat specially formulated to resist a high moisture pool environment. While access is provided to paint the purlins, the top surfaces of the steel beam flanges should also be inspected for corrosion. Any identified corrosion should be removed and touched up with primer and paint to match existing.</p>					
<p>Root Cause: The exposed steel should be painted to provide corrosion protection and maintain the structural integrity of the roof.</p>			<p>Consequences: Corrosion of the steel would continue and may compromise the structural integrity of the roof, necessitating more expensive repairs to install reinforcements or replace members.</p>		
<p>Project/Program Dependencies/Synergies/Related Projects:</p>			<p>Evidence and Data: See Picture</p>		
<p>LEVELS OF SERVICE: (Complete this as per the LOS KPI table as provided previously)</p>					
Type	Category	Ranking (Weighting out of 100%)	Definition	High, Medium, Low (1-3)	Risk Score
Essential LOS	Legislative	0.50	Does the service meet legal requirements?	3	3
	Safety	0.50	Does the service present a risk to safety?	3	3
	TOTAL				6.00
Quality LOS	Accessibility		Can the service be easily used?		

Functionality		Does the service meet our functional needs?		
Reliability		How predictable is the service?		
Sustainability		Does the service fit with future needs?		
Aesthetics		Is the design aesthetically pleasing?		
Affordability		Does the service offer value for money?		
TOTAL				1.00
Manicure/Shine	20%	Does the facility appear well maintained?		
Reputation	50%	Is the facility/service viewed favourably?		
Cleanliness	40%	Is the facility free of litter and debris?		
TOTAL (out of 100)				1.00

Solution Options	Capital Exp. \$k	Net Operating Exp. \$k	Benefits (+ve or -ve)	FINAL TOTAL Balanced LOS/ RISK SCORE (From LOS table above)	Risk Mitigation (Internal)	Risk Mitigation (External)
Do Nothing	\$0	\$0				
Paint steel roof structure	\$85					
Capacity, Headroom and Design Horizon						

Recommended Solution
Solution Description and Rationale:
Assets Created or Decommissioned
Primary Benefits
Deliverability

Financial Analysis	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Project Expense - \$k										
Project Expense - Description										
Operating Impacts - \$k										
Operating Impacts – Description										
Contingency - \$k							Costing Accuracy Class			

Sign-off	
Division Manager: Randy Rason Date:	Project/Program Manager: Todd Porter, P.Eng Date:

AM Improvement Strategy Tracking	
Is the business case based on Whole Life Costs? Yes / No	Does the business case include Operating Impacts? Yes / No
Has the impact on other municipalities systems been assessed? Yes / No / Not applicable	What is the outcome from the Challenge Session? Robust / Accepted / Re-work Required

Approval				
Version	Name	Dept/ Area	Date	Signature
	Vanessa Chau - Manager, Corporate Asset Management	Corp Src/Fin		
	David Sutton - Director, Finance & Interim Treasurer	Corp Src/Fin		
	Corporate Asset Management Steering Committee			
	CLT			
	City Council			

EVIDENCE AND DATA – Provide examples of evidence and data to support the business case such as graphs, photos- Don't exceed 1 page:



Budget Cost Estimate

\$85,000

Allowance for protection of surfaces. 8,000

10,000

6,000

13,500

Allowance for the installation of reinforcements to members with significant loss of section. 8,000

10,800

5,000

Sub-total Hard Construction Costs \$61,300

6% Engineered Design and Contract Documents 3,678

1.5% Permits, Inspection and Testing 920

4% Contract Administration 2,452

3% Escalation 1,839

10% Contingency 6,130

Sub-Total \$76,319

1.76% Non-recoverable HST 1,343

10.0% Project Management Fee 7,632

Sub-Total Soft Costs \$23,994

Total Project Cost (Hard + Soft Costs) rounded to the nearest thousand \$85,000

- 601 – Reserve & Reserve Fund Balances 2011-2015
- 602 – Bill 73 DCA changes– Corporate Services Committee Agenda, June 15, 2016
- 603 – Development Charge Background Study, May 2014
- 604 – DC By-law 167-2014: General Government
- 605 – DC By-law 168-2014: Recreation Services
- 606 – DC By-law 169-2014: Fire Services
- 607 – DC By-law 170-2014: Library Services
- 608 – DC By-law 171-2014: Transit Services
- 609 – DC By-law 172-2014: Roads
- 610 – DC By-law 173-2014: Bramwest N-S Transportation Corridor
- 611 – Debt Management Policy
- 612 – Standard & Poors Rating, Nov. 2016
- 613 – Internal Financing Policy
- 614 – Capital Spending 2011-2015
- 615 – Capital Project Listing 2011-2015
- 616 – City-wide Operating Spending 2011-2015
- 617 – Infrastructure Gap Tables
- 618 – Infrastructure Gap Graph



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Financing Strategy

Reserve Fund and Reserve Balances

Year End Balances
(000's)

	Account #	2011	2012	2013	2014	2015
Financial Strategy Reserve Funds						
Res # 211 - Interest Rate Stabilization		\$18,611	\$16,973	\$15,335	\$13,715	\$12,593
Res # 100 - Legacy Fund		\$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
Subtotal		\$129,024	\$123,925	\$122,901	\$123,680	\$131,504
Development Charges						
5130 - DC:Growth Studies & Other		\$846	\$1,168	\$1,154	\$1,162	\$2,269
5132 - DC:Library		(\$9,714)	(\$6,937)	(\$19,309)	(\$16,005)	(\$14,063)
5133 - DC:Fire Protection		(\$29,804)	(\$23,447)	(\$25,219)	(\$18,210)	(\$15,496)
5134 - DC:Recreation		(\$11,090)	(\$3,221)	(\$13,923)	\$22,843	\$69,465
5135 - DC:Transit		(\$30,125)	(\$34,238)	(\$44,347)	(\$43,705)	(\$45,653)
5136 - DC:Public Works Buildings & FI		(\$20,165)	(\$16,905)	(\$38,890)	(\$39,998)	(\$37,781)
5137 - DC:Roads		(\$147,650)	(\$115,417)	(\$116,679)	(\$115,103)	(\$20,606)
5138 - DC:Parking Lots		\$3,181	\$5,474	\$6,817	\$7,914	\$7,670
5142 - DC:Bramwest North South Trans		\$4,669	\$8,628	\$11,008	\$11,364	\$16,026
Subtotal		(\$237,591)	(\$182,589)	(\$239,387)	(\$189,738)	(\$38,168)
Other-Development Related						
Res # 2 - Cash in lieu of Parkland		\$6,331	\$9,299	\$18,101	\$62,680	\$80,351
Res # 18 - Dev. Cont. for Future Construction		\$22,417	\$23,366	\$25,702	\$26,871	\$28,230
Res # 26 - Cash-In-Lieu of Downtown Parking		\$36	\$37	\$38	\$39	\$39
Res # 37 - Official Plan Review Reserve Fund		\$1,274	\$1,427	\$1,039	\$522	\$147
Res # 38 - Subdivision Maintenance		\$6,720	\$9,592	\$10,894	\$12,603	\$13,313
Res # 80 - CIL		\$2,317	\$4,440	\$0	\$0	\$0
Subtotal		\$39,094	\$48,161	\$55,775	\$102,714	\$122,080
Tax Base Capital Reserve Funds						
Res # 4 - Asset Replacement		\$9,259	\$4,597	\$3,375	\$15,958	\$4,664
Res # 36 - Joint Use Facility Agreements		\$406	\$378	\$408	\$438	\$455
Res # 58 - Theatre Capital Improvements		\$674	\$685	\$364	\$241	\$248
Res # 78 - 10% Non-DC		\$473	(\$350)	(\$2,414)	\$2,020	\$4,078
Subtotal		\$10,811	\$5,310	\$1,733	\$18,657	\$9,443
Special Purpose Reserve Funds						
Res # 3 - Workers' Compensation Fund		\$7,123	\$7,381	\$7,792	\$7,870	\$8,123
Res # 8 - 3rd Party Liab. Self Insurance		\$3,941	\$5,362	\$7,100	\$8,559	\$10,727
Res # 10 - Civic Centre/Corporate Facilities		\$1,892	\$2,365	\$2,807	\$3,356	\$4,024
Res # 12 - Land Proceeds		\$1,515	\$2,542	(\$102)	\$631	\$691
Res # 15 - Conversion of Employee Sick Leave		\$6,820	\$6,989	\$7,127	\$7,252	\$7,375
Res # 16 - Community Grant Surplus Reserve		\$0	\$0	\$0	\$0	\$312
Res # 19 - Employee Ben. Prem. Rate Stab.		\$9,064	\$8,989	\$8,951	\$8,221	\$7,584
Res # 22 - Sport /Entertainment Centre		\$8,191	\$8,372	\$8,204	\$8,221	\$8,225
Res # 23 - Brampton Columbarium		\$40	\$43	\$45	\$2	\$4
Res # 25 - Municipal Elections		\$465	\$885	\$1,198	\$498	\$1,095
Res # 42 - C.A.R.E. Program		\$21	\$16	\$1	\$2	\$4
Res # 53 - Brampton Senior Fund		\$51	\$51	\$50	\$50	\$50
Res # 54 - LACAC		\$41	\$42	\$43	\$43	\$44
Res # 59 - Fire / Life Safety Centre		\$191	\$196	\$200	\$172	\$180
Res # 88 - Downtown DC Waiver Reserve		\$1,218	\$1,388	\$1,282	\$1,134	\$883
Res # 89 - Dedicated Gas Tax Reserve		\$678	\$830	\$1,476	\$3,869	\$4,406
Res # 91 - Federal Gas Tax Reserve		(\$34,514)	(\$46,541)	(\$63,844)	\$8,473	\$14,452
Res # 92 - Federal Gas Tax Reserve (Region of Peel)		\$43,485	\$55,654	\$67,813	\$0	\$0
Res # 93 - Building Rate Stabilization		\$10,757	\$19,753	\$22,039	\$28,185	\$36,970
Res # 95 - Accele Ride Reserve		\$44,796	\$37,014	\$27,551	\$16,804	\$10,120
Res # 96 - Transportation Initiatives Reserve		\$14,217	\$15,064	\$10,872	\$4,753	\$5,835
Res # 97 - Multi -Year Non-Capital Projects		\$225	\$169	\$270	\$259	\$258
Res # 121 - Municipal Transit Capital		\$1,441	\$147	\$155	\$716	\$726
Res # 122 - Municipal Road & Bridge Infrastructure		\$447	\$458	\$467	\$553	\$562
Res # 123 - Miscellaneous Fed / Prov Transit Capital Grant		\$811	\$680	\$541	\$439	\$519
Res # 124 - Municipal Transit Demand Management		\$1	\$1	\$1	\$3	\$3
Res # 125 - Heritage Initiatives		\$151	\$190	\$430	\$438	\$468
Res # 126 - Pledge to Peel Memorial Hospital		\$0	\$1,016	\$11,006	\$21,125	\$31,418
Res # 127 - Major Maintenance Reserve Fund		\$0	\$0	\$0	\$319	\$964
Res # 128 - Brampton Starter Company		\$0	\$0	\$0	\$114	\$63
Res # 129 - Brampton University Reserve Fund		\$0	\$0	\$0	\$0	\$23
Subtotal		\$123,115	\$129,104	\$123,475	\$132,063	\$156,111
Total Reserve Funds		\$64,454	\$123,912	\$64,497	\$187,375	\$380,971
Reserves						
General Rate Stabilization Reserve	899030	\$33,029	\$46,718	\$47,256	\$51,078	\$67,676
Downtown Improvement Reserve	899020	\$30	\$30	\$0	\$0	\$0
Fire & Emergency Capital Reserve	899040	\$319	\$119	\$0	\$0	\$0
Subtotal		\$33,378	\$46,867	\$47,256	\$51,078	\$67,676
Total Reserve Funds and Reserve		\$97,832	\$170,779	\$111,753	\$238,453	\$448,647

**Minutes
Corporate Services Committee**

CS103-2016 That the report from H. Schlange, Chief Administrative Officer, to the Corporate Services Committee Meeting of June 15, 2016, re: **Proposed Delegation Topics to Ministers at Association of Municipalities of Ontario (AMO) Conference** be received.

Carried

8.13. Report from R. Kumar, Manager, Capital and Development Finance, Corporate Services, dated May 11, 2016, re: **Changes to the *Development Charges Act, 1997 (DCA)* brought about through the adoption of Bill 73 – *Smart Growth for our Communities Act, 2015*.**

In response to questions of clarification from Committee, P. Honeyborne, Executive Director, Finance and Treasurer, Corporate Services, provided a brief overview and outlined the differences between the subject report and report Item 8.8 (Budget Amendment – Transit Development Charges 10% Tax Based Funding).

Committee discussion took place with respect to the following:

- Removal of the mandatory 10% deduction on transit services in the *Development Charges Act*
- Collection of development charges for transit projects
- Clarification from staff that the growth portion of transit projects will be 100% funded from development charges
- Timeframe to review and amend the Development Charges By-law and an indication from staff that a report on this matter will be presented in Fall 2016
- Debt financing for projects

The following motion was considered.

CS104-2016 Whereas the Treasurer is required to provide Council with information related to the financial affairs of the municipality;

Therefore Be It Resolved that the report from R. Kumar, Manager, Capital and Development Finance, Corporate Services, dated May 11, 2016, to the Corporate Services Committee Meeting of June 15, 2016, re: **Changes to the *Development Charges Act, 1997 (DCA)* brought about through the adoption of Bill 73 – *Smart Growth for our Communities Act, 2015***, be received.

Carried

DEVELOPMENT CHARGES BACKGROUND STUDY

City of Brampton

HEMSON Consulting Ltd.

May 28th , 2014

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EXECUTIVE SUMMARY

The following summarizes the findings of the 2014 Development Charges Background Study.

A. STUDY CONSISTENT WITH DEVELOPMENT CHARGES LEGISLATION

- This study calculates development charges for the City of Brampton in compliance with the provisions of the *Development Charges Act, 1997 (DCA)* and its associated regulation (*Ontario Regulation 82/98*).
- The City of Brampton's existing development charges by-laws, as noted below, expire on August 5, 2014 and Council must pass new development charges by-laws before the expiry date in order to continue to levy development charges. The by-laws are:
 - #222—2009: General Government
 - #223—2009: Recreation Services
 - #224—2009: Fire Services
 - #225—2009: Library Services
 - #226—2009: Transit Services
 - #227—2009: Road Services
 - #228—2009: Bramwest Parkway/North-South Transportation Corridor
- The City needs to continue implementing development charges to fund capital projects related to development throughout Brampton so that new development pays for its capital requirements to the extent allowed by the *DCA* and so that new services required by growth are provided in a fiscally responsible manner.
- The *DCA* and *O. Reg. 82/98* require that a development charges background study be prepared in which development charges are determined with reference to:
 - a forecast of the amount, type and location of housing units, population and non-residential development anticipated in the City;

- a review of future capital projects, including an analysis of gross expenditures, funding sources, and net expenditures incurred or to be incurred by the City to provide for the expected development, including the determination of the development and non-development-related components of the capital projects; and
 - an examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.
- This report identifies the development-related net capital costs which are attributable to development that is forecast to occur in the City. These costs are apportioned to types of development (residential, non-residential) in a manner that reflects the increase in the need for each service attributable to each type of development.

B. ALL SERVICES WITH DEVELOPMENT-RELATED COSTS INCLUDED IN THE ANALYSIS

The following City services have been included in the development charge analysis:

- General Government
- Library Services
- Fire Services
- Recreation Services
- Public Works: Buildings & Fleet
- Parking
- Transit
- Roads
- Bramwest Parkway/North-South Transportation Corridor

C. APPROACH USED TO CALCULATE DEVELOPMENT CHARGES

- A City-wide average cost approach is used to calculate development charges for all services. This approach results in uniform charges throughout the City.

D. THE CITY OF BRAMPTON IS ANTICIPATED TO GROW BY 144,100 PEOPLE AND 65,910 EMPLOYEES OVER 10 YEARS

- A development forecast for the 10 year study period, 2014–2023, estimates that the City's population will grow by approximately 144,100 people and by about 297,200 persons to ultimate development (2041 for the purposes of this study).
- Population growth in new housing units is expected to add 162,396 people over the 2014–2023 period and 311,666 to ultimate development.
- The City's employment is forecast to grow by approximately 65,910 employees over the next 10 years and 135,790 to ultimate development.
- This employment growth is projected to generate about 4.97 million square metres of new, non-residential building space between 2014 and 2023 and 9.52 million square metres to ultimate development (2041).
- The following is a summary of the projected growth for the City:

RESIDENTIAL FORECAST	Existing	2014 – 2023		2014 – 2041	
	As At 2013	Forecast Change	As At 2023	Forecast Change	As At 2041
Households	158,240	43,165	201,405	90,086	248,326
Population Census <i>In New Households</i>	557,800	144,100, 162,396	701,900	297,200 311,666	855,000

NON-RESIDENTIAL FORECAST	Existing	2014 – 2023		2014 – 2041	
	As At 2013	Forecast Change	As At 2023	Forecast Change	As At 2041
Non-Residential Building Space (sq.m)	-	4,967,120	-	9,523,450	-
Employment	185,570	65,910	251,480	135,790	321,360

E. FUNDING ENVELOPE BASED ON “NET” GROWTH

- In accordance with the *DCA*, development charges have been calculated at a level no higher than the average service level provided in the City over the ten-year period immediately preceding the preparation of the background study, on a service by service basis.
- The maximum permissible funding envelopes in this study are based on “net” population, employment and household growth.

F. THE DEVELOPMENT CHARGES STUDY INCLUDES A \$1.06 BILLION DEVELOPMENT-RELATED CAPITAL PROGRAM FOR GENERAL SERVICES OVER THE NEXT 10 YEARS AND A \$1.44 BILLION PROGRAM FOR ENGINEERED SERVICES TO ULTIMATE DEVELOPMENT

- The 2014–2023 development-related capital programs for general services including General Government, Library Services, Fire Services, Recreation Services, Public Works: Building & Fleet, Parking and Transit totaling \$1.06 billion.
- The engineered services capital program, including City-wide road works and Bramwest/NSTC infrastructure totals an additional \$1.44 billion. This amount is estimated to provide for development-related infrastructure required to 2041 and beyond.
- The *DCA* requires that development-related net capital costs for general services be reduced by grants, subsidies, and recoveries from other governments; capital replacements or other benefits provided to the existing community; existing reserve fund balances; amounts that exceed historic service levels; and a statutory 10 per cent reduction for eligible soft (or general) services, when calculating development charges.
- After these deductions, the costs eligible for recovery through development charges for the general services capital program is reduced to \$510.03 million, and the engineered services development-related capital program decreases to \$1.37 billion. These amounts are eligible for recovery through development charges.
- The following is a summary of the development-related capital program.

General Services	Gross Cost (\$000)	DC Eligible Cost For Recovery (\$000)
General Government	\$16,599.6	\$10,666.6
Library Services	\$70,887.0	\$21,951.3
Fire Services	\$82,519.5	\$29,122.2
Recreations Services	\$425,410.7	\$346,201.6
Public Works: Buildings and Fleet	\$113,459.2	\$29,393.0
Parking	\$23,550.2	\$0.0
Transit	\$330,818.6	\$72,698.8
Total – 10-Year General Services	\$1,063,244.8	\$510,033.7

Engineered Services	Gross Cost* (\$000)	DC Eligible Cost For Recovery (\$000)
Roads - Excluding Bramwest NSTC	\$1,378,793.0	\$1,313,834.4
Roads - Bramwest NSTC	\$63,287.8	\$51,991.9
Total – Engineered Services to 2041 (Roads)	\$1,442,080.8	\$1,365,826.3

* net of grants, subsidies and other recoveries

G. CALCULATED CITY-WIDE DEVELOPMENT CHARGES

- The following tables summarize the calculated residential and non-residential City-wide development charges.

Calculated Residential Charges for City-Wide Services

SERVICE	Charge Per Unit Type (1)				Percentage of Grand Total
	Singles/ Semis	Rows & Other Multiples	Apartments		
			> 750 sq.ft	< = 750 sq.ft	
GENERAL GOVERNMENT	\$216	\$174	\$122	\$76	0.8%
LIBRARY SERVICES	\$661	\$533	\$374	\$234	2.5%
FIRE SERVICES	\$631	\$509	\$357	\$223	2.3%
RECREATION SERVICES	\$9,131	\$7,365	\$5,161	\$3,230	33.9%
PUBLIC WORKS	\$637	\$514	\$360	\$225	2.4%
PARKING	\$0	\$0	\$0	\$0	0.0%
TRANSIT	\$1,533	\$1,237	\$867	\$543	5.7%
SUB-TOTAL GENERAL SERVICES	\$12,809	\$10,332	\$7,241	\$4,531	47.6%
ROADS - EXCLUDING BRAMWEST/NSTC	\$13,572	\$10,947	\$7,671	\$4,802	50.4%
ROADS - BRAMWEST NSTC	\$554	\$447	\$313	\$196	2.1%
TOTAL CHARGE PER UNIT	\$26,935	\$21,726	\$15,225	\$9,529	100.0%

(1) Based on a PPU of:

4.24

3.42

2.40

1.50

Calculated Non-Residential Charges for City-Wide Services

SERVICE	INDUSTRIAL/OFFICE		NON-INDUSTRIAL/NON-OFFICE	
	Non-Residential Charge per Square Metre	Percentage of Grand Total	Non-Residential Charge per Square Metre	Percentage of Grand Total
GENERAL GOVERNMENT	\$0.68	1.5%	\$0.68	0.7%
LIBRARY SREVICES	\$0.00	0.0%	\$0.00	0.0%
FIRE SERVICES	\$1.97	4.3%	\$1.97	2.0%
RECREATION SERVICES	\$0.00	0.0%	\$0.00	0.0%
PUBLIC WORKS	\$1.99	4.4%	\$1.99	2.1%
PARKING	\$0.00	0.0%	\$0.00	0.0%
TRANSIT	\$4.79	10.6%	\$4.79	5.0%
SUB-TOTAL GENERAL SERVICES	\$9.43	20.8%	\$9.43	9.8%
ROADS - EXCLUDING BRAMWEST/NSTC	\$34.46	76.1%	\$83.82	86.7%
ROADS - BRAMWEST NSTC	\$1.42	3.1%	\$3.45	3.6%
TOTAL CHARGE PER SQUARE METRE	\$45.31	100.0%	\$96.70	100.0%

- As illustrated in the next table, the calculated residential charge is 5.3 per cent higher than the present charge for single and semi-detached units.

Comparison of Single/Semi Detached Unit Residential Charges

SERVICE	Current Charge per Single/Semi	Calculated Charge per Single/Semi	Difference in Calculated & Current Charge	
	\$/Unit		\$	%
GENERAL GOVERNMENT	\$47	\$216	\$169	362.6%
LIBRARY SERVICES	\$716	\$661	(\$55)	-7.7%
FIRE SERVICES	\$485	\$631	\$146	30.2%
RECREATION SERVICES	\$8,261	\$9,131	\$870	10.5%
PUBLIC WORKS	\$552	\$637	\$85	15.4%
PARKING	\$343	\$0	(\$343)	-100.0%
TRANSIT	\$1,307	\$1,533	\$226	17.3%
SUB-TOTAL GENERAL SERVICES	\$11,711	\$12,809	\$1,098	9.4%
ROADS - EXCLUDING BRAMWEST/NSTC	\$13,291	\$13,572	\$281	2.1%
ROADS - BRAMWEST NSTC	\$584	\$554	(\$30)	-5.1%
TOTAL CHARGE PER UNIT	\$25,586	\$26,935	\$1,349	5.3%

- The general services portion of the charge increases by \$1,098, or 9.4 per cent, over present rates. The increase reflects land and construction cost increases in excess of the legislated indexing rate.
- The Roads (excluding Bramwest/NSTC) charge is calculated to increase by 2.1 per cent (\$281); reflecting cost increases being experienced for roads and related projects. The Bramwest NSTC roads charge is calculated to decrease by 5.1 per cent (\$30).
- The calculated non-residential development charge for industrial and major office development is approximately 7.9 per cent lower than the City's current

charge. This is primarily due to an increase in the floor space per worker assumption when compared to the 2009 development charges study.

Comparison of Industrial/Office Non-Residential Charge

SERVICE	Current Industrial and Office Charge	Calculated Industrial and Office Charge	Difference in Calculated & Current Charge	
	\$/sq. m		\$	%
GENERAL GOVERNMENT	\$0.15	\$0.68	\$0.53	343.7%
LIBRARY SERVICES	\$0.00	\$0.00	-	-
FIRE SERVICES	\$1.61	\$1.97	\$0.36	22.4%
RECREATION SERVICES	\$0.00	\$0.00	-	-
PUBLIC WORKS	\$1.84	\$1.99	\$0.15	8.2%
PARKING	\$1.14	\$0.00	(\$1.14)	-100.0%
TRANSIT	\$4.34	\$4.79	\$0.45	10.4%
SUB-TOTAL GENERAL SERVICES	\$9.08	\$9.43	\$0.35	3.8%
ROADS - EXCLUDING BRAMWEST/NSTC	\$38.47	\$34.46	(\$4.01)	-10.4%
ROADS - BRAMWEST NSTC	\$1.66	\$1.42	(\$0.24)	-14.3%
TOTAL CHARGE PER SQUARE METRE	\$49.21	\$45.31	(\$3.90)	-7.9%

- The calculated non-residential development charge for non-industrial and non-office development (i.e. retail and institutional) is approximately 6.7 per cent lower than the City's current charge.

Comparison of Other Non-Residential Charge

SERVICE	Current Non-Industrial and Non-Office Charge	Calculated Non-Industrial and Non-Office Charge	Difference in Calculated & Current Charge	
	\$/sq. m		\$	%
GENERAL GOVERNMENT	\$0.18	\$0.68	\$0.50	287.2%
LIBRARY SERVICES	\$0.00	\$0.00	-	-
FIRE SERVICES	\$1.84	\$1.97	\$0.13	6.8%
RECREATION SERVICES	\$0.00	\$0.00	-	-
PUBLIC WORKS	\$2.11	\$1.99	(\$0.12)	-5.6%
PARKING	\$1.31	\$0.00	(\$1.31)	-100.0%
TRANSIT	\$4.97	\$4.79	(\$0.18)	-3.7%
SUB-TOTAL GENERAL SERVICES	\$10.41	\$9.43	(\$0.98)	-9.4%
ROADS - EXCLUDING BRAMWEST/NSTC	\$88.74	\$83.82	(\$4.92)	-5.5%
ROADS - BRAMWEST NSTC	\$4.51	\$3.45	(\$1.06)	-23.5%
TOTAL CHARGE PER SQUARE METRE	\$103.66	\$96.70	(\$6.96)	-6.7%

H. A PORTION OF DEVELOPMENT-RELATED COSTS REQUIRE FUNDING FROM NON-DEVELOPMENT CHARGE SOURCES

- The *Development Charges Act, 1997* requires that the development-related net capital costs for “soft” services be reduced by 10 per cent in calculating the applicable development charge for these services. The 10 per cent share of development-related net capital costs not included in the development charge calculation must be funded from non-development charge sources.
- In total, about \$63.80 million is identified to provide for the required 10 per cent reduction.
- Non-development charge funding for replacement portions of the capital forecast (e.g. Station #201 and #203) and other benefits to the existing community (e.g. library collection materials) will total an additional \$83.96 million.

community (e.g. library collection materials) will total an additional \$83.96 million.

- In summary, tax-supported funding of \$147.76 million will be required over the 2014–2023 periods to support the development-related capital program.
- It is estimated that net operating costs will increase by about \$56.17 million by the year 2023 as the facilities and infrastructure embodied in the capital forecast come on stream and are operated and maintained.

I. NO SIGNIFICANT CHANGES ARE RECOMMENDED REGARDING COLLECTION OR BY-LAW ADMINISTRATION

- It is recommended that practices regarding collection of development charges and by-law administration continue to the extent possible.
- It is further recommended that the collection and administration policies be as consistent as practicable with those of the Regional Municipality of Peel in order to simplify by-law administration and aid understanding for those required to pay the charges.
- It is recommended that the by-law permit the payment of a development charge in cash or through services in lieu agreements. The municipality is not obligated to enter into services in lieu agreements.
- As required under the *DCA*, the City should codify any rules regarding application of the by-laws and exemptions within the development charges by-laws proposed for adoption.
- It is recommended that no exemptions, other than those required in the *Development Charges Act, 1997*, be formally adopted in the by-laws.
 - The current non-statutory discount for industrial development is proposed to be eliminated since the calculated rate is lower than the City's current discounted rate.

- City Staff have proposed that exemptions on portions of 'places of worship' and 'full service hotels' be maintained.
- City Staff have proposed a change in by-law wording that would waive development charges on the work portion of 'live-work' units
- It is recommended that the City continue to pursue cost-sharing and uploading with the Regional Municipality of Peel for road-related infrastructure that meets the criteria of Regional significance.
- It is proposed that conservation authorities be removed from the definition of a 'local board'
- It is recommended that Council adopt a set of Local Service Guidelines that will be presented through a Corporate Report.
- It is recommended that Council adopt the development-related capital forecast included in this background study, subject to annual review through the City's normal capital budget process.

I INTRODUCTION

This City of Brampton Development Charges Background Study is presented as part of a process to lead to the approval of new development charge by-laws in compliance with the *Development Charges Act, 1997 (DCA)*.

The *DCA* and *Ontario Regulation 82/98 (O. Reg. 82/98)* require that a development charges background study be prepared in which development charges are determined with reference to:

- A forecast of the amount, type and location of housing units, population and non-residential development anticipated in the City;
- The average capital service levels provided in the City over the 10 year period immediately preceding the preparation of the background study;
- A review of capital works in progress and anticipated future capital projects, including an analysis of gross expenditures, funding sources, and net expenditures incurred or to be incurred by the City or its local boards to provide for the expected development, including the determination of the growth and non-development-related components of the capital projects; and
- An examination of the long term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.

This study presents the results of the review which determines the development-related net capital costs which are attributable to new development that is forecast to occur in the City of Brampton. These development-related net capital costs are then apportioned among various types of development (residential; non-residential) in a manner that reflects the increase in the need for each service attributable to each type of development. The study arrives, therefore, at proposed development charges for various types of development.

The *DCA* provides for a period of public review and comment regarding the proposed development charges. Following completion of this process, in accordance with the *DCA* and Council's review of this study and the comments it receives regarding this study or other information brought to its attention about the proposed charges, it is intended that Council will pass new development charges for the City.

The remainder of this study sets out the information and analysis upon which the proposed development charges are based.

Section II designates the services for which the development charges are proposed and the areas within the City to which the development charges will apply. It also briefly reviews the methodology that has been used in this background study.

Section III presents a summary of the forecast residential and non-residential development which is expected to occur within the City over the 2014–2023 period and to 2041 (ultimate development).

Section IV summarizes the historic 10 year average capital service levels that have been attained in the City which form the basis for the development charge calculations.

Section V, summarizes the development-related capital forecast that has been developed by various City departments and boards is reviewed.

Section VI summarizes the calculation of applicable development charges and the resulting calculated development charges by class and type of development.

Section VII provides a comparison of existing development charge rates in the City with the rates calculated in this study.

Section VIII provides an examination of the long term capital and operating costs for each service included in the development charge calculation.

Section IX provides a review of development charges administrative matters such as collection method and timing of payments, exemptions, credits for services-in-lieu, front-end financing, etc.

II THE METHODOLOGY USES A CITY-WIDE APPROACH TO ALIGN DEVELOPMENT-RELATED COSTS AND BENEFITS

Several key steps are required in calculating any development charge. However, specific circumstances arise in each municipality which must be reflected in the calculation. This study, has therefore, been tailored for the City of Brampton's unique circumstances. The approach to the proposed development charges is focussed on providing a reasonable alignment of development-related costs with the development that necessitates them.

A. A CITY-WIDE DEVELOPMENT CHARGE IS PROPOSED

The City provides a wide range of services to the community it serves and has an extensive inventory of facilities, land, infrastructure, vehicles and equipment. The *DCA* provides municipalities with flexibility to define services that will be included in the development charge by-laws, provided that the other provisions of the Act and its associated regulations are met. The *DCA* also requires that the by-laws designate the areas within which the by-laws shall be imposed. The development charges may apply to all lands in the municipality or to other designated development areas as specified in the by-laws.

1. Services Based on a City-Wide Approach

For the majority of services that the City provides, a range of capital facilities, land, equipment and infrastructure is available throughout the City; arenas, community centres, pools, libraries, fire stations, arterial roads, transit, parks and so on. As new development occurs, new facilities will need to be added so that service levels in newly developing areas are provided at levels enjoyed in existing communities. A widely accepted method for sharing the development-related capital costs for such City services is to apportion them over all new development anticipated in the City.

The following services are included in the City-wide development charge calculation:

- General Government;
- Library Services;
- Fire Services;
- Recreation Services
- Public Works Building & Fleet;
- Parking;
- Transit;
- Roads; and
- Bramwest Parkway/North-South Transportation Corridor

These services form a reasonable basis on which to plan and administer the development charges. It is noted that the analysis of each of these services examines the individual capital facilities and equipment that make them up. For example, Recreation Services includes various indoor facilities such as community centres, pools, arenas; associated land requirements as allowed under the *DCA*; and equipment.

The resulting development charge for these services would be imposed against all development anywhere in the City.

B. KEY STEPS IN DETERMINING DEVELOPMENT CHARGES FOR FUTURE DEVELOPMENT-RELATED PROJECTS

Several key steps are required in calculating development charges for future development-related projects. These are summarized below.

1. Development Forecast

The first step in the methodology requires a development forecast to be prepared for the 10 year study period, 2014–2023, for most City-wide services and for growth to ultimate development (2041) for roads services. The forecast of the future residential and non-residential development used in this study is based on development anticipated to occur within approved Official Plan designated urban areas. The forecast reflects *Growth Plan* targets, 2011 Census data and recent development activity.

For the residential portion of the forecast the net (or Census) population growth and population growth in new units is estimated. Net population growth equals the population in new housing units reduced by the decline in the population in the existing base anticipated over the 10 year period and to build-out (due to reducing household sizes as the community ages). Net population is used in the calculation of

the development charges funding envelopes. In calculating the per capita development charge, however, the population growth in new housing units is used.

The non-residential portion of the forecast estimates the Gross Floor Area (GFA) of building space to be developed over the 10 year period, 2014–2023, and to 2041. The forecast provides estimates for three categories: population-related development, major office development, and employment land development. The forecast of GFA is based on the employment forecast for the City. Factors for floor space per worker by category are used to convert the employment forecast into gross floor areas for the purposes of the development charges study.

2. Service Categories and Historic Service Levels

The *Development Charges Act* provides that the increase in the need for service attributable to anticipated development:

... must not include an increase that would result in the level of service exceeding the average level of that service provided in the municipality over the 10-year period immediately preceding the preparation of the background study...(s. 5. (1) 4.)

Historic 10 year average service levels thus form the basis for development charges. A review of City's capital service levels for buildings, land, vehicles, and so on, has therefore been prepared as a reference for the calculation, so that the portion of future capital projects that may be included in the development charge can be determined. The historic service levels used in this study have been calculated based on the period 2004–2013.

3. Development-Related Capital Forecast and Analysis of Net Capital Costs to be Included in the Development Charges

A development-related capital forecast has been prepared by the City's departments and boards as part of the present study. The forecast identifies development-related projects and their gross and net costs, after allowing for capital grants, subsidies or other contributions as required by the Act (*DCA*, s. 5. (2)). In some cases, the capital costs identified in these forecasts represents supplementary funding requirements for projects which have had partial funding, already approved in previous years, under previously approved Capital Budgets. As such, the summary of funding attributed to some projects, may appear, low. The capital forecast provides another cornerstone upon which development charges are based. The *DCA* requires that the increase in the need for service attributable to the anticipated development may include an increase:

... only if the council of the municipality has indicated that it intends to ensure that such an increase in need will be met. (s. 5. (1) 3.)

In conjunction with *DCA*, s. 5. (1) 4. referenced above, these sections have the effect of requiring that the development charge be calculated on the lesser of the historic 10 year average service levels or the service levels embodied in future plans of the City. The development-related capital forecast prepared for this study ensures that development charges are only imposed to help pay for projects that have been or are intended to be purchased or built in order to accommodate future anticipated development. It is not sufficient in the calculation of development charges merely to have had the service in the past. There must also be a demonstrated commitment to continue to emplace facilities or infrastructure in the future. In this regard, *Ontario Regulation 82/98*, s. 3 states that:

For the purposes of paragraph 3 of subsection 5 (1) of the *Act*, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an Official Plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

For some projects in the development-related capital forecast, a portion of the project may confer benefits to existing residents. As required by the *DCA*, s. 5. (1) 6., these portions of projects and their associated net costs are the funding responsibility of the City from non-development charges sources. The amount of City funding for such non-growth shares of projects is also identified as part of the preparation of the development-related capital forecast.

There is also a requirement in the *DCA* to reduce the applicable development charge by the amount of any “uncommitted excess capacity” that is available for a service. Such capacity is available to partially meet the future servicing requirements. Adjustments are made in the analysis to meet this requirement of the *Act*.

Finally, in calculating development charges, the development-related net capital costs must be reduced by 10 per cent for all services except services related to a highway and fire (*DCA*, s. 5. (1) 8.). The 10 per cent discount is applied to the other services, e.g. recreation, libraries, parking, transit and the resulting City funding responsibility from non-development charge sources is identified.

4. Attribution to Types of Development

The next step in the determination of development charges is the allocation of the development-related net capital costs between the residential and the non-residential sectors. This is done by using different apportionments for different services in

accordance with the demands which the two sectors would be expected to place on the various services and the different benefits derived from those services.

Where reasonable data exist, the apportionment is based on the expected demand for, and use of, the service by each sector (e.g. shares of population and employment).

Finally, the residential component of the City-wide development charge is applied to different housing types on the basis of average occupancy factors. The non-residential component is applied on the basis of gross building space in square metres.

5. Final Adjustment

The final determination of the development charge results from adjustments made to development-related net capital costs for each service and sector resulting from the application of any unallocated reserve fund balances that are available to finance the development-related capital costs in the capital forecast. A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are therefore accounted for in the calculation as allowed under the *DCA*.

III POPULATION IS FORECAST TO INCREASE BY 144,100 AND NON-RESIDENTIAL BUILDING SPACE BY 4.9MILLION SQUARE METRES BY 2023

This section provides the basis for the development forecasts used in calculating the development charges and provides a summary of the forecast results. The development forecast in the development charges background study is based on estimates of growth occurring within approved Official Plan designated urban areas. This forecast is consistent with the population and employment forecasts endorsed by City Council in April 2014 for use in completing the City's 2014 Development Charges By-law update.

This section begins with a brief discussion of recent growth trends in the GTA and in Brampton. This is followed by a summary of the results of the housing unit and population forecast and of the non-residential employment and space forecast. Details of the forecasts are provided in Appendix A.

A. BRAMPTON HAS EXPERIENCED RAPID GROWTH IN RECENT YEARS

During the 10-year period from 2004 to 2013 the City of Brampton experienced rapid population and employment growth. This growth was fuelled by a strong GTA economy and continued migration into the metropolitan region. Moving forward, Brampton is expected to continue to experience rapid housing growth until its greenfield housing capacity becomes largely exhausted, at some point during the 2030s. However, the rate of growth is expected to slow from the levels experienced over the past 10 years.

Brampton's population and housing growth has well exceeded the GTA average in recent years. Between the 2001 and 2011 Census, the population of the GTA grew by 972,200 people or 19 per cent. During this same period the City of Brampton's population grew by approximately 61 per cent per cent to a 2011 Census value of 523,900.

The number of housing units in Brampton has grown at a lower rate than population; likely as a result of the increase in the average number of persons residing in dwelling units. In contrast to other parts of the GTA, average household sizes in Brampton

have grown over the course of the last decade, from an average household size of 3.4 in 2004 to 3.53 in 2013. For example, the population in new dwelling unit assumption for single and semi detached units has been increased from 4.0 in the 2009 Development Charges Study to 4.24 in this Study.

The City of Brampton has experienced stable employment growth over the past decade. In early years the City's employment growth rate slowed from 3.1 per cent per year from 2004 to 2006 to 2 per cent from 2007 to 2011. In recent years, however, the growth rate has rebounded to approximately 3.8 per cent in 2012 and 2013.

B. THE RESIDENTIAL FORECAST IS BASED ON THE FORECASTS ENDORSED BY CITY COUNCIL IN APRIL 2014

The residential development forecast is based on development that is expected in designated urban areas of Brampton's Official Plan. A description of the forecast methodology and more detailed tables of results are provided in Appendix A.

Table 1 provides a summary of the residential forecast for two planning periods: a 10 year planning period, 2014–2023, and 2024–2041 development. As noted in Section II, for development charges calculation purposes, the 10 year planning period is applicable to non-engineering services. The ultimate development forecast has been utilized in the calculation of the Roads & Related component of development charges.

**Table 1
Summary of Residential Development Charges Forecast**

RESIDENTIAL FORECAST	Existing	2014-2023		2014-2041	
	As At Mid-Year 2013	Forecast Change	As at Mid Year-2023	Forecast Change	As at Mid-Year 2041
Households	158,240	43,165	201,405	90,086	248,326
Population					
Census	557,800	144,100	701,900	297,200	855,000
With Undercoverage	580,691	149,909	730,600	309,409	890,100
In New Households		162,396		311,666	
% higher than "net" population		13%		5%	

The City's Census population is expected to increase by about 144,100 people over the next 10 years reaching about 701,900 by 2023. The ultimate population is forecast to reach about 855,000 persons.

The population figures referred to above reflect the “net” increase in population. This is the increase after taking into account the expected continuation of the decline in occupancy factors in existing housing units. The population residing in new housing units is expected to increase by 162,396 people over the 10-year planning period and 311,666 people to ultimate development.

About 43,200 housing units are forecast to be developed between 2014 and 2023. Over the long-term to 2041, about 90,100 additional housing units are forecast to be developed. Over this time period, the composition of the new units is forecast to be 54 per cent singles/semis, 20 per cent rows and other multiples, and 26 per cent apartments.

C. NON-RESIDENTIAL SPACE FORECAST IS BASED ON FORECAST EMPLOYMENT GROWTH

The non-residential space forecast is based on the forecast of employment, since most new non-residential space is required to accommodate new employment growth.

Non-residential space is forecast according to three categories: population related ‘employment’, ‘major office employment’, and ‘employment land employment’. Population related employment includes traditional retail forms, such as regional centres, district centres, neighbourhood convenience, highway commercial, big box and power centres occupied by retail and local service uses. Population related employment also includes institutional space consisting of all community institutional uses such as schools, places of worship and hospitals. Major office employment is defined as that working in free-standing office buildings of 20,000 square feet or greater. Employment land employment consists of buildings in Brampton’s “industrial” areas and may include some non-traditional retail space and office space associated with industrial or storage uses.

Because new non-residential space is required primarily to accommodate new employment growth, employment and space are expected to grow at similar rates over the forecast period.

The non-residential space forecast prepared for development charges purposes is summarized on Table 2.

Table 2
Summary of Non-Residential Development Forecast

NON-RESIDENTIAL FORECAST	Existing	2014-2023		2014-2041	
	As At Mid-Year 2013	Forecast Change	As at Mid Year-2023	Forecast Change	As at Mid-Year 2041
Employment	185,570	65,910	251,480	135,790	321,360
Non-Residential Building Space (sq.m.)		4,967,120		9,523,450	
<i>Industrial / Office Building Space (sq.m.)</i>		3,951,720		7,491,150	
<i>Non-Industrial Building Spaces (sq.m.)</i>		1,015,400		2,032,300	

Table 2 provides a summary of the employment forecast for the 2014–2023 period and to ultimate development. Over the next 10 years, employment is projected to grow by 65,910 employees, an increase of nearly 36 per cent. Beyond 2023 to ultimate development, a further 69,880 employees are forecast to be added. Overall, City of Brampton employment is forecast to increase by 135,790 employees, about 73 per cent, between now and ultimate development.

The table also shows that about 4.97 million square metres of Gross Floor Area (GFA) is forecast to come on-stream over the next decade. During the post–2023 period to ultimate development it is forecast that a further 4.56 million square metres of GFA will be added. Overall, about 9.52 million square meters of GFA will be added from 2014 to 2041.

The major share of space (3.95 million square metres or about 80 per cent) that is forecast to be added over the next 10 years is anticipated in the employment land (i.e. industrial) and major office space category. The remaining forecast refers to population related employment space (i.e. non-industrial/non-office space) at about 1.02 million square metres (approximately 20 per cent of the total).

IV SUMMARY OF HISTORIC CAPITAL SERVICE LEVELS

The *DCA* and *Ontario Regulation 82/98* require that the development charges be set at a level no higher than the average service level provided in the municipality over the 10 year period immediately preceding the preparation of the background study, on a service by service basis.

For non-engineering services (fire, library, recreation, transit etc.) the legislative requirement is met by documenting historic service levels for the preceding 10 years, in this case, for the period 2004–2013. Typically, service levels for non-engineering services are measured as a ratio of inputs per capita (or per population plus employment).

O. Reg. 82/98 requires that when determining historical service levels both quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet per capita. The qualitative aspect is introduced by the consideration of the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of \$'s/square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be charged to new development reflect not only the quantity (number and size) but also the quality (value or replacement cost) of service provided historically by the City. Both the quantitative and qualitative aspects of service levels used in the present analysis are based on information provided by staff of the City and boards, and is based on historical records and their experience with costs to acquire or construct similar facilities, equipment and infrastructure as of 2013.

Table 3 summarizes service levels for all services included in the development charge calculation. Appendices B and C provide detailed historical inventory data upon which the calculation of service levels is based.

TABLE 3

**CITY OF BRAMPTON
SUMMARY OF AVERAGE HISTORIC SERVICE LEVELS 2004 - 2013
FOR GENERAL AND ROADS SERVICES**

Service	2004 - 2013 Service Level Indicator
1.0 GENERAL GOVERNMENT	\$42.34 per capita & employment
Buildings	\$31.40 per capita & employment
Land	\$7.56 per capita & employment
Materials	\$0.83 per capita & employment
General Government Fleet	\$2.55 per capita & employment
2.0 LIBRARY SERVICES	\$169.26 per capita
Buildings	\$106.70 per capita
Land	\$21.31 per capita
Materials	\$30.13 per capita
Furniture and Equipment	\$11.12 per capita
3.0 FIRE SERVICES	\$674.67 per household
Buildings	\$318.95 per household
Land	\$143.48 per household
Vehicles	\$167.74 per household
Equipment	\$44.50 per household
4.0 RECREATION	\$2,669.46 per capita
Indoor Recreation	\$1,329.49 per capita
Park Facilities	\$226.98 per capita
Outdoor Buildings	\$68.47 per capita
Parkland	\$839.85 per capita
Special Facilities	\$164.95 per capita
Fleet and Equipment	\$39.71 per capita
5.0 PUBLIC WORKS - BUILDINGS & FLEET	\$139.96 per capita & employment
Buildings	\$38.96 per capita & employment
Land	\$74.05 per capita & employment
Furniture	\$1.98 per capita & employment
Fleet	\$24.97 per capita & employment
6.0 PARKING	\$111.81 per capita & employment
Parking Lots	\$91.92 per capita & employment
Land	\$19.34 per capita & employment
Equipment	\$0.55 per capita & employment
7.0 TRANSIT	\$362.86 per capita & employment
Transit Facilities	\$79.02 per capita & employment
Service Centres/Terminals	\$19.47 per capita & employment
Land	\$49.93 per capita & employment
Bus Shelters/Pads	\$13.79 per capita & employment
Stops/Loops	\$10.69 per capita & employment
Equipment	\$21.86 per capita & employment
Vehicles	\$168.10 per capita & employment
8.0 ROADS	\$7,369.19 per capita & employment
Roads and Related Infrastructure	\$7,369.19 per capita & employment

V THE DEVELOPMENT-RELATED CAPITAL FORECAST

A. A DEVELOPMENT-RELATED CAPITAL FORECAST IS PROVIDED FOR COUNCIL'S APPROVAL

The DCA requires the Council of a municipality to express its intent to provide future capital facilities at the level incorporated in the development charges calculation. As noted above in Section II, *Ontario Regulation 82/98*, s. 3 states that:

For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an official plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

Based on the development forecasts summarized in Section III and detailed in Appendix A, staff of the City departments, in collaboration with the consultants, developed a development-related capital forecast as of December 31, 2013 setting out those projects that are required to service anticipated development. For all services except Roads, the capital plan covers the 10 year period from 2014–2023. As permitted by the DCA s. 5 (1) 4., the development charge for Roads services is based on ultimate development expected in the City (to 2041). It should be noted, in some cases, the capital costs identified in these forecasts represents supplementary funding requirements for projects which have had partial funding, already approved in previous years, under previously approved Capital Budgets. As such, the summary of funding attributed to some projects, may appear, low.

One of the recommendations contained in this background study is for Council to adopt the development-related capital forecast developed for the purposes of the development charges calculation. It is assumed that future capital budgets and forecasts will continue to bring forward the development-related projects contained herein, that are consistent with the growth occurring in the City. It is acknowledged that changes to the forecast presented here, may occur through the City's normal capital budget process.

B. THE DEVELOPMENT-RELATED CAPITAL FORECAST FOR CITY-WIDE SERVICES

A summary of the Development-Related Capital Forecast for general services is presented in Table 4.

TABLE 4

CITY OF BRAMPTON
SUMMARY OF DEVELOPMENT-RELATED CAPITAL FORECAST
FOR GENERAL SERVICES 2014 - 2023
(in \$000)

Service	Gross Cost	Grants/ Subsidies	Municipal Cost	Total Net Capital Program									
				2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1.0 GENERAL GOVERNMENT	\$16,599.6	\$0.0	\$16,599.6	\$535.3	\$10,914.3	\$764.3	\$764.3	\$1,189.3	\$441.4	\$541.4	\$541.4	\$441.4	\$466.4
1.2 Development-Related Studies	\$4,571.0	\$0.0	\$4,571.0	\$171.0	\$550.0	\$400.0	\$400.0	\$825.0	\$400.0	\$500.0	\$500.0	\$400.0	\$425.0
1.1 Buildings and Fleet	\$12,028.6	\$0.0	\$12,028.6	\$364.3	\$10,364.3	\$364.3	\$364.3	\$364.3	\$41.4	\$41.4	\$41.4	\$41.4	\$41.4
2.0 LIBRARY SERVICES	\$70,887.0	\$0.0	\$70,887.0	\$22,694.0	\$2,977.0	\$3,077.0	\$3,277.0	\$3,477.0	\$3,677.0	\$18,877.0	\$4,077.0	\$4,277.0	\$4,477.0
2.1 Recovery of Negative Reserve Fund Balance	\$20,017.0	\$0.0	\$20,017.0	\$20,017.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.2 Buildings, Land & Furnishings	\$15,500.0	\$0.0	\$15,500.0	\$50.0	\$50.0	\$50.0	\$50.0	\$50.0	\$50.0	\$15,050.0	\$50.0	\$50.0	\$50.0
2.3 Material Acquisitions	\$35,370.0	\$0.0	\$35,370.0	\$2,627.0	\$2,927.0	\$3,027.0	\$3,227.0	\$3,427.0	\$3,627.0	\$3,827.0	\$4,027.0	\$4,227.0	\$4,427.0
3.0 FIRE SERVICES	\$82,519.5	\$0.0	\$82,519.5	\$44,858.5	\$11,428.0	\$8,303.0	\$2,000.0	\$6,430.0	\$6,200.0	\$2,000.0	\$900.0	\$200.0	\$200.0
3.1 Recovery of Negative Reserve Fund Balance	\$23,683.5	\$0.0	\$23,683.5	\$23,683.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
3.2 Buildings, Land & Furnishings	\$46,816.0	\$0.0	\$46,816.0	\$20,980.0	\$10,203.0	\$6,253.0	\$0.0	\$4,780.0	\$4,600.0	\$0.0	\$0.0	\$0.0	\$0.0
3.3 Vehicles	\$6,045.0	\$0.0	\$6,045.0	\$120.0	\$1,075.0	\$1,200.0	\$1,100.0	\$750.0	\$700.0	\$1,100.0	\$0.0	\$0.0	\$0.0
3.4 Equipment	\$5,975.0	\$0.0	\$5,975.0	\$75.0	\$150.0	\$850.0	\$900.0	\$900.0	\$900.0	\$900.0	\$900.0	\$200.0	\$200.0
4.0 RECREATION AND PARKS	\$425,410.7	\$10,680.0	\$414,730.7	\$19,516.9	\$99,131.9	\$24,567.9	\$26,284.9	\$55,769.9	\$32,937.9	\$34,239.9	\$39,138.9	\$27,467.9	\$55,674.9
4.1 Major Facilities	\$104,360.0	\$0.0	\$104,360.0	\$1,030.0	\$5,880.0	\$850.0	\$13,500.0	\$42,100.0	\$1,500.0	\$20,500.0	\$19,000.0	\$0.0	\$0.0
4.2 Park Facilities and Equipment/Fleet	\$10,448.7	\$0.0	\$10,448.7	\$644.9	\$644.9	\$4,644.9	\$644.9	\$644.9	\$644.9	\$644.9	\$644.9	\$644.9	\$644.9
4.3 Parkland Development	\$310,602.0	\$10,680.0	\$299,922.0	\$17,842.0	\$92,607.0	\$19,073.0	\$12,140.0	\$13,025.0	\$30,793.0	\$13,095.0	\$19,494.0	\$26,823.0	\$55,030.0
5.0 PUBLIC WORKS: BUILDINGS AND FLEET	\$113,459.2	\$0.0	\$113,459.2	\$41,862.3	\$8,999.1	\$8,320.1	\$19,305.1	\$3,923.1	\$9,131.1	\$19,830.1	\$696.1	\$696.1	\$696.1
5.1 Recovery of Negative Reserve Fund Balance	\$38,016.2	\$0.0	\$38,016.2	\$38,016.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
5.2 Buildings, Land & Equipment	\$68,482.0	\$0.0	\$68,482.0	\$3,150.0	\$8,303.0	\$7,624.0	\$18,609.0	\$3,227.0	\$8,435.0	\$19,134.0	\$0.0	\$0.0	\$0.0
5.2 Equipment	\$6,961.0	\$0.0	\$6,961.0	\$696.1	\$696.1	\$696.1	\$696.1	\$696.1	\$696.1	\$696.1	\$696.1	\$696.1	\$696.1
6.0 PARKING	\$23,550.2	\$0.0	\$23,550.2	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0
6.1 Parking Facilities	\$23,550.2	\$0.0	\$23,550.2	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0	\$2,355.0
7.0 TRANSIT	\$330,818.6	\$149,092.0	\$181,726.6	\$57,459.6	\$14,658.0	\$8,739.0	\$5,794.0	\$79,221.0	\$3,171.0	\$3,171.0	\$3,171.0	\$3,171.0	\$3,171.0
7.1 Recovery of Negative Reserve Fund Balance	\$44,936.6	\$0.0	\$44,936.6	\$44,936.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
7.2 Buildings, Land & Equipment	\$76,500.0	\$0.0	\$76,500.0	\$750.0	\$750.0	\$0.0	\$0.0	\$75,000.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
7.3 Vehicles	\$205,179.0	\$148,009.0	\$57,170.0	\$11,461.0	\$13,596.0	\$8,427.0	\$5,482.0	\$3,909.0	\$2,859.0	\$2,859.0	\$2,859.0	\$2,859.0	\$2,859.0
7.4 Other Transit	\$4,203.0	\$1,083.0	\$3,120.0	\$312.0	\$312.0	\$312.0	\$312.0	\$312.0	\$312.0	\$312.0	\$312.0	\$312.0	\$312.0
TOTAL TEN-YEAR GENERAL SERVICES	\$1,063,244.8	\$159,772.0	\$903,472.8	\$189,281.7	\$150,463.3	\$56,126.3	\$59,780.3	\$152,365.3	\$57,913.4	\$81,014.4	\$50,879.4	\$38,608.4	\$67,040.4

The table provides a total for all general services analysed over the 10 year period, 2014–2023. The Roads & Related services analysed to ultimate development (2041) are not included in this table. Further details on the capital plans for each individual service category are available in Appendices B–C.

The Development-Related Capital Forecast for ten-year general services estimates a total gross cost of \$1.06 billion. Approximately, \$159.77 million in senior government grants, subsidies or other recoveries are expected to offset the cost of the program. Therefore, the net municipal cost of the capital program is \$903.47 million.

This capital forecast incorporates those projects identified to be related to development anticipated in the next 10 years. It is not implied that all of these costs are to be recovered from new development by way of development charges (see the following Section VI for the method and determination of net capital costs attributable to growth). Portions of this capital forecast may relate to providing servicing for development which has occurred prior to 2014 (for which development charge reserve fund balances exist), for replacement of existing capital facilities (e.g. Fire station repositioning/replacement) or for growth anticipated to occur beyond the 2014–2023 planning period. In addition, the amounts shown on Table 4 have not been reduced by 10 per cent for various “soft” (or general) services as mandated by s. 5 (1) 8. of the DCA.

Of the \$903.47 million in ten-year net municipal capital costs for general services, \$414.73 million (46 per cent) is related to the provision of Recreation Services. The development of City-wide parkland and the construction of new recreation facilities are included in the capital program. This service category also provides for the acquisition of recreation related City-wide fleet and equipment.

The development-related capital program for Transit relates to the recovery of a negative reserve fund balance, a new maintenance and storage facility garage, additional vehicles and transit equipment. This program also includes two new minor transit terminals in 2014 and 2015, located in the northeast and northwest end of the City. The net municipal cost for this program totals to \$181.73 million and represents 20% of the net municipal capital costs for general services.

The next largest development-related capital component is for Public Works at \$113.46 million (13 per cent). The capital program includes for the recovery of the City's negative reserve fund balance and the construction of new works yards throughout the planning period. The program also includes new additions to the City's fleet and equipment inventory.

Fire Services represents \$82.52 million (9 per cent) of the capital program and provides for two new stations, a new training facility, an apparatus and maintenance facility (remaining unfunded balance only) and the replacement of two stations (#201 and #203) with larger facilities as a result of growth. The program also provides for the recovery of the negative reserve fund balance as well as new vehicles and equipment (e.g. opticom, dispatch and firefighting equipment).

The development-related capital forecast for Library Services totals about \$70.89 million (8 per cent). The program includes the construction of a new District 3 library branch. The capital forecast also includes additions to the City's library collections.

Parking services represents \$23.55 million (3 per cent) of the capital program and is solely related to a proportion of the annual lease payments associated with the construction of a new building and parking lot associated with the new South West Quadrant (City Hall Expansion) project.

General Government is included at \$16.60 million (2 per cent). General Government service consists of two components, general government services relating to buildings (e.g. animal control, courthouse) and fleet; and general government service for development-related studies.

In addition to the development-related capital forecast for general services, approximately \$1.44 billion in net roads and related works are planned to 2041. In addition to roads, the program also provides for grade separations, structures, sidewalks, streetlights, intersection improvements, traffic signalization, streetscaping and development-related studies. Of the \$1.44 billion in costs, \$63.29 million relates to the Bramwest Parkway, which has a separate reserve fund.

VI PROPOSED DEVELOPMENT CHARGES ARE CALCULATED IN ACCORDANCE WITH THE *DCA*

This section summarizes the calculation of development charges for each service category and the resulting total development charge by type of development. For City-wide services, the calculation of the “unadjusted” per capita (residential) and per square metre (non-residential) charges is reviewed. Adjustments to these amounts resulting from a cash flow analysis that takes interest earnings and borrowing costs into account are also discussed.

For residential development, the adjusted total per capita amount is then converted to a variable charge by housing unit type using various unit occupancy factors. For non-residential development, the charge is differentiated by use (industrial/office and non-office/non-industrial). The calculated non-residential charges are based on gross floor area (GFA) of building space.

It is noted that the calculation of the City-wide development charges does not include any provision for exemptions required under the *DCA*, such as the exemption for enlargements of up to 50 per cent on existing industrial buildings. Such legislated exemptions, or other exemptions which Council may choose to provide, will result in loss of development charge revenue for the affected types of development. Any such revenue loss may not be made up, however, by offsetting increases in other portions of the calculated charge.

A. UNADJUSTED DEVELOPMENT CHARGE CALCULATION FOR CITY-WIDE SERVICES

A summary of the “unadjusted” residential and non-residential development charges for City-wide services is presented in Tables 5 and 6. The totals in the table separate the ten-year City-wide general services from the City-wide Roads Services which are analysed to ultimate development. Further details of the calculation for each individual City service category are available in Appendices B–C.

TABLE 5

CITY OF BRAMPTON
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
10-YEAR CAPITAL PROGRAM FOR GENERAL SERVICES

10 Year Growth in Population in New Units	162,396
10 Year Growth in Square Meters	4,967,120

Service	Development-Related Capital Forecast (2014 - 2023)						Residential Share		Non-Residential Share	
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Legislated Service Discount (\$000)	Available DC Reserves (\$000)	Post-2023 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)	%	\$000	%	\$000
1.00 GENERAL GOVERNMENT	\$16,599.6	\$1,611.0	\$1,498.9	\$1,854.4	\$968.7	\$10,666.6	71%	\$7,573.3	29%	\$3,093.3
Unadjusted Development Charge Per Capita (\$)								\$46.63		\$0.62
Unadjusted Development Charge Per Sq. M. (\$)										
2.00 LIBRARY SERVICES	\$70,887.0	\$26,500.0	\$4,438.7	\$0.0	\$17,997.0	\$21,951.3	100%	\$21,951.3	0%	\$0.0
Unadjusted Development Charge Per Capita (\$)								\$135.17		\$0.00
Unadjusted Development Charge Per Sq. M. (\$)										
3.00 FIRE SERVICES	\$82,519.5	\$14,465.0	\$0.0	\$0.0	\$38,932.3	\$29,122.2	71%	\$20,676.8	29%	\$8,445.5
Unadjusted Development Charge Per Capita (\$)								\$127.32		\$1.70
Unadjusted Development Charge Per Sq. M. (\$)										
4.00 RECREATION AND PARKS	\$414,730.7	\$22,374.0	\$39,235.7	\$3,205.1	\$3,714.3	\$346,201.6	100%	\$346,201.6	0%	\$0.0
Unadjusted Development Charge Per Capita (\$)								\$2,131.83		\$0.00
Unadjusted Development Charge Per Sq. M. (\$)										
5.00 PUBLIC WORKS: BUILDINGS AND FLEET	\$113,459.2	\$0.0	\$0.0	\$0.0	\$84,066.2	\$29,393.0	71%	\$20,869.0	29%	\$8,524.0
Unadjusted Development Charge Per Capita (\$)								\$128.51		\$1.72
Unadjusted Development Charge Per Sq. M. (\$)										
6.00 PARKING	\$23,550.2	\$19,009.1	\$454.1	\$4,087.0	\$0.0	\$0.0	71%	\$0.0	29%	\$0.0
Unadjusted Development Charge Per Capita (\$)								\$0.00		\$0.00
Unadjusted Development Charge Per Sq. M. (\$)										
7.00 TRANSIT	\$181,726.6	\$0.0	\$18,172.7	\$0.0	\$90,855.2	\$72,698.8	71%	\$51,616.2	29%	\$21,082.7
Unadjusted Development Charge Per Capita								\$317.84		\$4.24
Unadjusted Development Charge Per Sq. M.										
Total - 10 Year City-Wide General Services	\$903,472.8	\$83,959.1	\$63,800.0	\$9,146.4	\$236,533.6	\$510,033.7		\$468,888.3		\$41,145.4
Unadjusted Development Charge Per Capita (\$)								\$2,887.30		\$8.28
Unadjusted Development Charge Per Sq. M. (\$)										

TABLE 6

CITY OF BRAMPTON
SUMMARY OF RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
CAPITAL PROGRAM FOR ROADS AND RELATED INFRASTRUCTURE: 2014 - 2041

Population in New Units (2014-2041)	311,666
Non-residential Floor Space Growth in Square Meters (2014-2041)	9,523,450
<i>Industrial and Major Office</i>	7,491,150
<i>Population Related</i>	2,032,300

	Development-Related Capital Program						Residential Share		Non-Residential Share	
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Legislated Service Discount (\$000)	Available DC Reserves (\$000)	Post-2041 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)	%	\$000	%	\$000
1.0 ROADS - EXCLUDING BRAMWEST NSTC	\$ 1,378,793.0	\$ 64,958.6	\$ -	\$ -	\$ -	\$ 1,313,834.4	70%	\$ 919,684.1	30%	\$ 394,150.3
Unadjusted Development Charge Per Capita								\$2,950.86		
Industrial/Office Unadjusted Development Charge Per Sq. M										\$31.95
Non-Industrial/Office Unadjusted Development Charge Per Sq. M										\$76.18
2.0 ROADS - BRAMWEST PARKWAY / NSTC	\$ 63,287.8	\$ -	\$ -	\$ 11,295.9	\$ -	\$ 51,991.9	70%	\$ 36,394.3	30%	\$ 15,597.6
Unadjusted Development Charge Per Capita								\$116.77		
Industrial/Office Unadjusted Development Charge Per Sq. M										\$1.26
Non-Industrial/Office Unadjusted Development Charge Per Sq. M										\$3.01
Total - City-Wide Hard Services (to 2041)	\$1,442,080.8	\$64,958.6	\$0.0	\$11,295.9	\$0.0	\$1,365,826.3		\$956,078.4		\$409,747.9
Unadjusted Development Charge Per Capita (\$)								\$3,067.64		
Industrial/Office Unadjusted Development Charge Per Sq. M										\$33.21
Non-Industrial/Office Unadjusted Development Charge Per Sq. M										\$79.20

1. General Services

A summary of the “unadjusted” residential and non-residential development charges for the City-wide general services is presented in Table 5.

The capital forecast for the general services incorporates those projects identified to be related to development anticipated in the next ten years. However, not all of the capital costs are to be recovered from new development by way of development charges. Table 5 shows that \$83.96 million of the capital forecast relates to replacement of existing capital facilities or for shares of projects that provide benefit to the existing community. This amount results from the replacement of two fire stations, the portions of library collections materials, portion of the parking lease relating to non-public parking spaces and shares of development-related studies. These portions of capital costs will have to be funded from non-development charge revenue sources.

An additional share of \$9.15 million has been identified as available development charges reserves and represents the revenues collected from previous development charges. This portion has been netted out of the chargeable capital costs. Another share of the forecast, \$236.53 million, is attributable to development beyond the 2023 period (and may therefore be recovered under future development charge studies).

The DCA, s. 5 (1) 8 requires that development-related net capital costs for “soft” services be reduced by 10 per cent in calculating the applicable development charge. The discount does not apply to the Fire Services or services related to a highway. The 10 per cent share of development-related net capital costs not included in the development charge calculations must be funded from non-development charge sources. In total, about \$63.80 million is identified as the required 10 per cent reduction.

The total costs eligible for recovery through development for general services is \$510.03 million. This amount is allocated between the residential and non-residential sectors to derive the unadjusted development charges. Library and Recreation Services are all deemed to benefit residential development only, while the General Government, Fire Services, Public Works: Buildings & Fleet, Parking and Transit services are allocated between both sectors based on shares of population and employment growth. Approximately \$468.89 million of the general services

development charges eligible capital program is deemed to benefit residential development. When this amount is divided by the ten year population growth in new units (162,396) an unadjusted charge of \$2,887.30 per capita is the result. The non-residential share of the general services capital program totals \$41.15 million and when this amount is divided by the ten year forecast of non-residential space growth (4,967,120 square metres) an unadjusted charge of \$8.28 per square metre is the result. One general services non-residential charge has been calculated for all forms of development (industrial/office, and non-industrial/non-office) since these forms of land uses are expected to generate similar servicing requirements.

2. Roads Services

Roads services include roads structures, sidewalks, streetlights, intersection improvements, grade separations, gateways, traffic signalization and road projects associated with Bramwest Parkway/NSTC. The total net municipal cost estimated for this infrastructure is \$1.44 billion after grants, subsidies, and other recoveries are removed (see Table 6). This infrastructure will be used to service the ultimate development of the lands within the City's currently designated urban areas. This development is expected to occur over the next 28 years.

Not all of the net municipal costs are to be recovered from new development by way of development charges. Table 6 shows that \$64.96 million of the capital programs is identified as the benefit to existing share. This amount has been netted off the chargeable capital cost. Another deduction is made to account for development charges collected from prior growth (\$11.30 million) related solely to the Bramwest NSTC corridor.

The remaining \$1.37 billion is related to development in the 2014-2041 period and has been included in the development charge calculation.

The capital program eligible for recovery through development charges is allocated to the residential and non-residential sectors based on future shares of population and employment growth over the planning period to 2041. On this basis, the allocation to the residential and non-residential sectors is calculated at 70 per cent and 30 per cent, respectively. This amount is allocated to the residential and non-residential sectors based on each sector's share of forecast future population in new units and employment growth to ultimate development. The residential sector's "unadjusted"

development charge is calculated at \$3,067.64 per capita. This charge is based on population in new units to growth to 2041 of 311,666.

The non-residential share of the capital program costs has been allocated according to each use's share of total employment growth to 2041.

The industrial and major office development sector's share results in an "unadjusted" development charge of \$33.21 per square metre. This charge is based on growth in industrial and office floor space to 2041 of 7,491,150 square metres.

The population related (i.e. non-industrial and non-office developments) sector's share results in an "unadjusted" development charge of \$79.20 per square metre. This charge is based on growth in population related floor space to 2041 of 2,032,300 square metres.

3. Adjusted Rates for City-Wide Residential and Non-Residential Development Charges

Final adjustments to the "unadjusted" development charge rates summarized above are made through a cash flow analysis. The analysis, details of which are included in the Appendices, considers the borrowing cost and interest earnings associated with the timing of expenditures and development charge receipts for each service.

Tables 7, 8 and 9 summarize the results of the adjustment for the residential and non-residential components of the City-wide rates respectively. As shown on Table 7, the adjusted per capita rate for general services increases from \$2,887.30 to \$3,021.08 after the cash flow analysis. For all roads, the charge increases after the cash flow analysis, from \$3,067.64 to \$3,331.71 per capita. Residential City-wide development charges are proposed to vary by dwelling unit type to reflect their different occupancy factors and resulting demand for services. As shown in the Table, the proposed residential charge for City services ranges from \$9,529 for small apartments (≤ 750 sq.ft) to \$26,935 for single detached and semi-detached units. The proposed charge for rows (and other multiple units) is \$21,726 and \$15,225 for large apartments (> 750 sq.ft).

Table 8 shows that the adjusted rate for Industrial and Office development increases from \$41.49 to \$45.31 per square metre. Table 9 shows that the adjusted rate for other non-residential development increases from \$87.48 to \$96.70 per square metre.

TABLE 7
CITY OF BRAMPTON
RESIDENTIAL DEVELOPMENT CHARGE

SERVICE	Unadjusted Charge Per Capita	Adjusted Charge Per Capita After Cashflow	Charge Per Unit Type ⁽¹⁾			
			Singles/ Semis	Rows / Other Multiples	Large Apts > 750 sq.ft	Small Apts < = 750 sq.ft
GENERAL GOVERNMENT	\$46.63	\$50.95	\$216	\$174	\$122	\$76
LIBRARY SERVICES	\$135.17	\$155.97	\$661	\$533	\$374	\$234
FIRE SERVICES	\$127.32	\$148.79	\$631	\$509	\$357	\$223
RECREATION SERVICES	\$2,131.83	\$2,153.53	\$9,131	\$7,365	\$5,161	\$3,230
PUBLIC WORKS	\$128.51	\$150.17	\$637	\$514	\$360	\$225
PARKING	\$0.00	\$0.00	\$0	\$0	\$0	\$0
TRANSIT	\$317.84	\$361.67	\$1,533	\$1,237	\$867	\$543
SUB-TOTAL PER CAPITA	\$2,887.30	\$3,021.08	\$12,809	\$10,332	\$7,241	\$4,531
ROADS - EXCLUDING BRAMWEST/NSTC	\$2,950.86	\$3,201.00	\$13,572	\$10,947	\$7,671	\$4,802
ROADS - BRAMWEST/NSTC	\$116.77	\$130.71	\$554	\$447	\$313	\$196
TOTAL CHARGE PER CAPITA	\$5,954.94	\$6,352.79	\$26,935	\$21,726	\$15,225	\$9,529

1: Person per unit:

4.24

3.42

2.40

1.50

TABLE 8		
CITY OF BRAMPTON		
NON-RESIDENTIAL DEVELOPMENT CHARGE		
INDUSTRIAL/OFFICE DEVELOPMENT CHARGE		
SERVICE	Unadjusted Charge (\$/sq.m.)	Adjusted Charge (\$/sq.m.)
GENERAL GOVERNMENT	\$0.62	\$0.68
LIBRARY SERVICES	\$0.00	\$0.00
FIRE SERVICES	\$1.70	\$1.97
RECREATION SERVICES	\$0.00	\$0.00
PUBLIC WORKS	\$1.72	\$1.99
PARKING	\$0.00	\$0.00
TRANSIT	\$4.24	\$4.79
SUB-TOTAL PER SQ METRE	\$8.28	\$9.43
ROADS - EXCLUDING BRAMWEST/NSTC	\$31.95	\$34.46
ROADS - BRAMWEST NSTC	\$1.26	\$1.42
TOTAL CHARGE PER SQ METRE	\$41.49	\$45.31

TABLE 9		
CITY OF BRAMPTON		
NON-RESIDENTIAL DEVELOPMENT CHARGE		
NON-INDUSTRIAL/NON-OFFICE DEVELOPMENT CHARGE		
SERVICE	Unadjusted Charge (\$/sq.m.)	Adjusted Charge (\$/sq.m.)
GENERAL GOVERNMENT	\$0.62	\$0.68
LIBRARY SERVICES	\$0.00	\$0.00
FIRE SERVICES	\$1.70	\$1.97
RECREATION SERVICES	\$0.00	\$0.00
PUBLIC WORKS	\$1.72	\$1.99
PARKING	\$0.00	\$0.00
TRANSIT	\$4.24	\$4.79
SUB-TOTAL PER SQ METRE	\$8.28	\$9.43
ROADS - EXCLUDING BRAMWEST/NSTC	\$76.18	\$83.82
ROADS - BRAMWEST NSTC	\$3.01	\$3.45
TOTAL CHARGE PER SQ METRE	\$87.48	\$96.70

VII COMPARISON OF CALCULATED AND CURRENT DEVELOPMENT CHARGES

Tables 10, 11 and 12 present a comparison of total proposed City-wide development charges for a single/semi-detached housing unit and per square metre respectively with the City's existing charges (as of February 1, 2014).

Table 10 shows that the calculated charge per single/semi detached unit of \$26,935 will produce an increase of \$1,349, or 5.3 per cent, over the present development charge.

Table 11 shows the calculated charge for the non-residential Industrial and Office sectors. The calculated charge of \$45.31 per square metre represents a decrease of about 7.9 per cent (\$3.90) from the existing rate of \$49.21.

Table 12 shows the calculated charge for the other non-residential uses. The calculated charge of \$96.70 per square metre represents a decrease of about 6.7 per cent (\$6.96) over the existing rate of \$103.66.

TABLE 10				
CITY OF BRAMPTON				
RESIDENTIAL DEVELOPMENT CHARGE PER SINGLE/SEMI DETACHED UNIT				
SERVICE	Current Charge per Single/Semi	Calculated Charge per Single/Semi	Difference in Calculated & Current Charge	
	\$/Unit		\$	%
GENERAL GOVERNMENT	\$47	\$216	\$169	362.6%
LIBRARY SERVICES	\$716	\$661	(\$55)	-7.7%
FIRE SERVICES	\$485	\$631	\$146	30.2%
RECREATION SERVICES	\$8,261	\$9,131	\$870	10.5%
PUBLIC WORKS	\$552	\$637	\$85	15.4%
PARKING	\$343	\$0	(\$343)	-100.0%
TRANSIT	\$1,307	\$1,533	\$226	17.3%
SUB-TOTAL GENERAL SERVICES	\$11,711	\$12,809	\$1,098	9.4%
ROADS - EXCLUDING BRAMWEST/NSTC	\$13,291	\$13,572	\$281	2.1%
ROADS - BRAMWEST NSTC	\$584	\$554	(\$30)	-5.1%
TOTAL CHARGE PER UNIT	\$25,586	\$26,935	\$1,349	5.3%

TABLE 11				
CITY OF BRAMPTON				
NON-RESIDENTIAL DEVELOPMENT CHARGE PER SQUARE METRE				
INDUSTRIAL/OFFICE DEVELOPMENT				
SERVICE	Current Industrial and Office Charge	Calculated Industrial and Office Charge	Difference in Calculated & Current Charge	
	\$/sq. m		\$	%
GENERAL GOVERNMENT	\$0.15	\$0.68	\$0.53	343.7%
LIBRARY SERVICES	\$0.00	\$0.00	-	-
FIRE SERVICES	\$1.61	\$1.97	\$0.36	22.4%
RECREATION SERVICES	\$0.00	\$0.00	-	-
PUBLIC WORKS	\$1.84	\$1.99	\$0.15	8.2%
PARKING	\$1.14	\$0.00	(\$1.14)	-100.0%
TRANSIT	\$4.34	\$4.79	\$0.45	10.4%
SUB-TOTAL GENERAL SERVICES	\$9.08	\$9.43	\$0.35	3.8%
ROADS - EXCLUDING BRAMWEST/NSTC	\$38.47	\$34.46	(\$4.01)	-10.4%
ROADS - BRAMWEST NSTC	\$1.66	\$1.42	(\$0.24)	-14.3%
TOTAL CHARGE PER SQUARE METRE	\$49.21	\$45.31	(\$3.90)	-7.9%

TABLE 12				
CITY OF BRAMPTON				
NON-RESIDENTIAL DEVELOPMENT CHARGE PER SQUARE METRE				
NON-INDUSTRIAL AND NON-OFFICE DEVELOPMENT				
SERVICE	Current Non-Industrial and Non-Office Charge	Calculated Non-Industrial and Non-Office Charge	Difference in Calculated & Current Charge	
	\$/sq. m		\$	%
GENERAL GOVERNMENT	\$0.18	\$0.68	\$0.50	287.2%
LIBRARY SERVICES	\$0.00	\$0.00	-	-
FIRE SERVICES	\$1.84	\$1.97	\$0.13	6.8%
RECREATION SERVICES	\$0.00	\$0.00	-	-
PUBLIC WORKS	\$2.11	\$1.99	(\$0.12)	-5.6%
PARKING	\$1.31	\$0.00	(\$1.31)	-100.0%
TRANSIT	\$4.97	\$4.79	(\$0.18)	-3.7%
SUB-TOTAL GENERAL SERVICES	\$10.41	\$9.43	(\$0.98)	-9.4%
ROADS - EXCLUDING BRAMWEST/NSTC	\$88.74	\$83.82	(\$4.92)	-5.5%
ROADS - BRAMWEST NSTC	\$4.51	\$3.45	(\$1.06)	-23.5%
TOTAL CHARGE PER SQUARE METRE	\$103.66	\$96.70	(\$6.96)	-6.7%

VIII LONG-TERM CAPITAL AND OPERATING COSTS

This section provides a brief examination of the long-term capital and operating costs for the capital facilities and infrastructure to be included in the development charges by-law. This examination is required as one of the features of the *Development Charges Act, 1997*.

A. NET OPERATING COSTS FOR THE CITY'S SERVICES ESTIMATED TO INCREASE BY \$56.17 MILLION OVER 10 YEARS

Table 13 summarizes the estimated increase in net operating costs that the City will experience for additions associated with the planned capital program. These estimates were provided by City Finance based on the 2014 Capital Budget

As shown in Table 13, by 2023, the City's net operating costs for general services are estimated to increase by \$53.10 million. Significant increases in net operating costs will be experienced as new facilities such as fire stations, community centres and busses are added. Operating and maintenance costs will also increase as additions to the City's road network are made. Page 2 of the table shows that \$3.07 million in additional operating costs are anticipated over the first 10 years of the program.

B. LONG-TERM CAPITAL FINANCING FROM NON-DEVELOPMENT CHARGE SOURCES FOR GENERAL SERVICES TOTALS \$393.43 MILLION

Table 13 also summarizes the components of the development-related capital program that will require funding from non-development charge sources as discussed above in Section VI. In total \$393.43 million will need to be financed from non-development charge sources over the next ten years for General Services. This includes \$236.53 million in interim financing, would be addressed through the City's annual budget process. Because the by-laws must be revisited at least every five years, however, it is difficult to determine the quantum of interim financing that may be required. This also includes \$9.15 million in development charges reserves which can offset a portion of the capital program.

Appendix E provides a breakdown of the non-development charge financing requirements by service.

C. LONG-TERM CAPITAL FINANCING FROM NON-DEVELOPMENT CHARGE SOURCES FOR ENGINEERED SERVICES TOTALS \$76.25 MILLION TO 2041

Page 2 of Table 13 provides a summary of non-development charges funding for road infrastructure. Most notably, \$64.96 million in taxation funding is required for the replacement share of projects. In addition, \$11.30 million in development charges reserves are on hand to fund a portion of program.

TABLE 13 - PAGE 1												
CITY OF BRAMPTON												
SUMMARY OF LONG TERM CAPITAL AND OPERATING COST IMPACTS												
GENERAL SERVICES												
(\$000)												
NET OPERATING IMPACTS	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL	
General Government	\$0.0	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	n/a
Library Services	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
Fire Services	\$15.0	\$60.0	\$2,780.0	\$5,460.0	\$10,870.0	\$10,920.0	\$13,336.0	\$13,336.0	\$13,336.0	\$13,336.0	\$13,336.0	n/a
Recreation	\$644.7	\$3,594.8	\$5,036.7	\$6,243.9	\$6,827.2	\$7,410.6	\$8,235.6	\$8,485.6	\$9,060.6	\$9,560.6	\$9,560.6	n/a
Transit	\$1,605.1	\$8,227.3	\$11,668.9	\$13,690.7	\$15,712.5	\$17,734.3	\$19,756.1	\$21,777.9	\$23,799.7	\$25,821.5	\$25,821.5	n/a
Public Works	\$21.0	\$413.0	\$1,401.0	\$2,289.0	\$2,331.0	\$2,373.0	\$2,415.0	\$2,457.0	\$2,499.0	\$2,499.0	\$2,499.0	n/a
TOTAL OPERATING IMPACTS	\$2,286	\$14,179	\$22,770	\$29,567	\$37,625	\$40,322	\$45,626	\$47,940	\$50,579	\$53,101	\$53,101	n.a.
LONG-TERM CAPITAL IMPACTS												
GENERAL SERVICES												
Total Net Cost	\$189,281.7	\$150,463.3	\$56,126.3	\$59,780.3	\$152,365.3	\$57,913.4	\$81,014.4	\$50,879.4	\$38,608.4	\$67,040.4	\$67,040.4	\$903,472.8
Net Cost From Development Charges	\$140,883.0	\$108,488.5	\$26,171.3	\$24,747.5	\$52,026.0	\$29,429.3	\$23,806.1	\$28,777.7	\$25,068.8	\$50,635.1	\$50,635.1	\$510,033.7
Net Cost From Non-DC Sources	\$48,398.6	\$41,974.8	\$29,954.9	\$35,032.7	\$100,339.3	\$28,484.0	\$57,208.2	\$22,101.6	\$13,539.5	\$16,405.2	\$16,405.2	\$393,439.2
- Discount Portion	\$9,887.4	\$12,577.5	\$3,287.2	\$3,129.0	\$13,721.1	\$3,704.6	\$4,579.8	\$3,632.2	\$3,220.1	\$6,060.8	\$6,060.8	\$63,800.0
- Replacement/BTE	\$6,671.9	\$12,045.9	\$7,375.9	\$7,734.9	\$5,350.9	\$6,085.9	\$13,935.9	\$13,510.9	\$5,610.9	\$5,635.9	\$5,635.9	\$83,959.1
- Available DC Reserves (1)	\$3,911.8	\$1,905.4	\$416.2	\$416.2	\$416.2	\$416.2	\$416.2	\$416.2	\$416.2	\$416.2	\$416.2	\$9,146.4
- For Post 2023 Development (2)	\$27,927.5	\$15,445.9	\$18,875.7	\$23,752.7	\$80,851.1	\$18,277.3	\$38,276.3	\$4,542.3	\$4,292.3	\$4,292.3	\$4,292.3	\$236,533.6
TOTAL LONG-TERM CAPITAL IMPACTS	\$48,398.6	\$41,974.8	\$29,954.9	\$35,032.7	\$100,339.3	\$28,484.0	\$57,208.2	\$22,101.6	\$13,539.5	\$16,405.2	\$16,405.2	\$393,439.2
TOTAL NET OPERATING & CAPITAL IMPACTS	\$50,684.5	\$56,153.7	\$52,725.3	\$64,600.2	\$137,963.9	\$68,805.7	\$102,834.7	\$70,041.9	\$64,118.6	\$69,506.1	\$69,506.1	n.a.

Notes:

(1) To extent possible costs have been offset by existing DC Reserve Fund Balances.

(2) Costs for growth beyond 2023 may be recovered from future DC and therefore may only be an interim financing requirement.

TABLE 13 - PAGE 2											
CITY OF BRAMPTON											
SUMMARY OF LONG TERM CAPITAL AND OPERATING COST IMPACTS											
ENGINEERED SERVICES											
(\$000)											
NET OPERATING IMPACTS	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
Roads	\$1,040.0	\$1,131.5	\$1,875.5	\$2,423.5	\$2,626.5	\$2,804.5	\$2,859.5	\$3,006.5	\$3,067.5	\$3,067.5	n/a
TOTAL OPERATING IMPACTS	\$1,040.0	\$1,131.5	\$1,875.5	\$2,423.5	\$2,626.5	\$2,804.5	\$2,859.5	\$3,006.5	\$3,067.5	\$3,067.5	n.a.
LONG-TERM CAPITAL IMPACTS											
	2014-2041										
ROADS											
Total Net Cost	\$1,442,080.8										
Net Cost From Development Charges	\$1,365,826.3										
Net Cost From Non-DC Sources	\$76,254.4										
- Discount Portion	\$0.0										
- Replacement/BTE	\$64,958.6										
- Available DC Reserves (1)	\$11,295.9										
- For Post 2041 Development (2)	\$0.0										
TOTAL LONG-TERM CAPITAL IMPACTS	\$76,254.4										

*Notes:**(1) To extent possible costs have been offset by existing DC Reserve Fund Balances.**(2) Costs for growth beyond 2041 may be recovered from future DC and therefore may only be an interim financing requirement.*

IX DEVELOPMENT CHARGES ADMINISTRATION

No significant changes are recommended to the City's current policies and practices regarding development charge administration. In this regard:

- It is recommended that practices regarding collection of development charges and by-law administration continue to the extent possible.
- It is further recommended that the collection and administration policies be as consistent as practicable with those of the Regional Municipality of Peel in order to simplify by-law administration and aid understanding for those required to pay the charges.
- It is recommended that the by-law permit the payment of a development charge in cash or through services in lieu agreements. The municipality is not obligated to enter into services in lieu agreements.
- As required under the *DCA*, the City should codify any rules regarding application of the by-laws and exemptions within the development charges by-laws proposed for adoption.
- It is recommended that no exemptions, other than those required in the *Development Charges Act, 1997*, be formally adopted in the by-laws.
 - The current non-statutory discount for industrial development is proposed to be eliminated since the calculated rate is lower than the City's current discounted rate.
 - City Staff have proposed that exemptions on portions of 'places of worship' and 'full service hotels' be maintained.
 - City Staff have proposed a change in by-law wording that would waive development charges on the work portion of 'live-work' units
- It is recommended that the City continue to pursue cost-sharing and uploading with the Regional Municipality of Peel for road-related infrastructure that meets the criteria of Regional significance.

- It is proposed that conservation authorities be removed from the definition of a 'local board'
- It is recommended that Council adopt a set of Local Service Guidelines that will be presented through a Corporate Report.
- It is recommended that Council adopt the development-related capital forecast included in this background study, subject to annual review through the City's normal capital budget process.

APPENDIX A

DEVELOPMENT FORECAST

APPENDIX A
RESIDENTIAL AND NON-RESIDENTIAL
DEVELOPMENT FORECAST

This appendix provides the details of the development forecast used in the preparation of the Development Charges Background Study for the City of Brampton. The development forecast in the development charges background study is based on estimates of growth occurring within approved Official Plan designated urban areas. This forecast is consistent with the population and employment forecasts endorsed by City Council in April 2014 for use in completing the City's 2014 Development Charges By-law update.

Historical Activities

- A.1 Historic Population, Households & Employment
- A.2 Household Size by Unit Type by Period of Construction

Forecast Tables

- A.3 Population, Household & Employment Forecast Summary
- A.4 Forecast Population & Household Growth Summary
- A.5 Households By Unit Type
- A.6 Household Growth By Unit Type
- A.7 Persons-per-unit (PPU) in New Units
- A.8 Forecast Population in New Units
- A.9 Forecast Employment Growth
- A.10 Non-Residential Space Forecast

The appendix begins with a brief discussion of the forecast key inputs and results in the context of recent development activity. This is followed by more detailed methodological discussions of the residential and non-residential forecast.

A. FORECAST KEY INPUTS

In preparing updated forecast for the City of Brampton's land use and infrastructure planning needs and Development Charges Background Study, the following were incorporated:

- Amendment 2 to the *Growth Plan* and its background work contained in *Greater Golden Horseshoe Forecasts to 2041, Technical Report*, November 2012 and its June 2013 Addendum;
- Region of Peel and City of Brampton Official Plans
- 2011 Census data on population and housing;
- 2011 National Household Survey on housing occupancy (persons per unit) and employment by place of work;
- City of Brampton Employment Survey to 2013;
- A full update of the City of Brampton's land use databases including existing and potential housing unit counts and existing and potential employment land development;
- Changes to new secondary plan areas resulting from revised draft secondary plans and newly submitted block plans. These revisions include: SPA 40 (Bram West); SPA 47 (Highway 427 Industrial); SPA 48 (Sandringham Wellington North) and SPA 51 (Mount Pleasant);
- An emerging planning framework for the Heritage Heights area as a result of Official Plan Amendment 43 and more work by the land owners on their Heritage Heights Vision Plan prepared in early 2013

B. FORECASTS PROJECT SLIGHTLY LESS GROWTH THAN RECENT ACTIVITY

During the 10-year period from 2004 to 2013 the City of Brampton experienced rapid population and employment growth. This growth was fuelled by a strong GTA economy and continued migration into the metropolitan region. Moving forward, Brampton is expected to continue to experience rapid housing growth until its greenfield housing capacity becomes largely exhausted at some point during the 2030s. However, the rate of growth is expected to slow from the levels experienced over the past 10 years.

1. Historical Growth in Population and Housing Units in Brampton Has Been Rapid (Table A.1)

Brampton's population and housing growth has well exceeded the GTA average in recent years. Between the 2001 and 2011 Census, the population of the GTA grew by 972,200 people or 19 per cent. During this same period the City of Brampton's population grew by approximately 61 per cent per cent to a 2011 Census value of 523,900.

Population Growth in Brampton, Peel Region and the GTA 2001-2011				
	2001 Population	2006 Population	2011 Population	2002-2011 Population Growth
Brampton	325,400	433,800	523,900	198,500 61%
Peel Region	989,000	1,159,500	1,296,800	307,800 31%
GTA	5,081,800	5,556,000	6,054,000	972,200 19%

Note: See Appendix A Table 1

Source: Statistics Canada, 2001, 2006, 2011 Census

The number of housing units in Brampton has grown at a lower rate than population; likely as a result of the increase in the average number of persons residing in dwelling units. In contrast to other parts of the GTA, average household sizes in Brampton have grown over the course of the last decade, from an average household size of 3.4 in 2004 to 3.53 in 2013.

The City of Brampton has experienced stable employment growth over the past decade. In early years the City's employment growth rate slowed from 3.1% per year from 2004 to 2006 to 2% from 2007 to 2011. In recent years, however, the growth rate has rebounded to approximately 3.8% in 2012 and 2013.

Employment Growth in Brampton, Peel Region and the GTA 2002 to 2011				
	2001 Employment	2006 Employment	2011 Employment	2002-2011 Employment Growth
Brampton	133,640	155,890	172,120	38,480 29%
Peel Region	534,300	608,000	649,400	154,300 22%
GTA	2,732,800	2,965,000	3,109,800	377,000 14%

Note: See Appendix A Table 3

Source: Statistics Canada, 2001, 2006 Census, 2011 Census

Over the 10-year period from 2004-2013, the City's employment base increased by 30.6%. Brampton added 43,439 new employees in the 2004-2013 period. These figures are slightly higher than the 10-year growth rates for the 2002-2011 Census periods, where the City's employment base grew by 28.8%. In the past 10 years, the City of Brampton accommodated 25 per cent of Peel Region's and 10 per cent of the GTA's employment growth during the period.

2. Brampton Households Have High Occupancy Levels (Table A.2)

Occupancy levels for single and semi detached, row and other multiple and apartment units in Brampton by period of construction are provided in Table A.2. In 2011, the average Brampton dwelling contained approximately 3.5 persons, which is significantly higher than the GTA average. The values are from the National Household Survey (NHS). The 2001-2011 PPU values for each new dwelling type are: Single detached 4.31; Semis 3.87; Rows 3.31; and Apartments 2.10. These values are forecasted to remain relatively similar over time (see Table A.7).

C. RESIDENTIAL FORECAST HAS BEEN UPDATED TO REFLECT THE LATEST AVAILABLE INFORMATION

Much of the residential growth forecast is based on the City's Official Plan growth targets and 2011 Census data. In 2013, the Province updated Schedule 3 population and employment targets at the Regional level through Amendment 2 to the *Growth Plan for the Greater Golden Horseshoe*.

The residential growth forecast incorporates 2011 Census data including population and the 2011 National Household Survey for data on occupied dwelling unit types, and average household size by dwelling unit type. Hemson has also utilized updates of the City of Brampton's land use databases to supplement the Census and NHS data.

D. FORECAST OF RESIDENTIAL UNITS BY STRUCTURE TYPE IS USED TO DISTRIBUTE POPULATION GROWTH IN NEW UNITS

The residential unit and population in new units forecast for the City is based on the forecast of three unit structure types: singles and semis; rows and other multiples; and apartments. The population in new units are estimated using person per unit factors.

The attached series of tables provide all of the assumptions and results for the forecasts. The purpose of each table and key assumptions are provided in the descriptions below:

1. Forecast of Households and Population (Tables A.3 and A.4)

Table A.3 provides a summary of the total City-wide household, population and employment forecast from 2014 to ultimate development. Ultimate development for

the purposes of this development charges study is 2041. Table A.4 details the annual growth of population, housing, population in new units and employment to 2041

The City's Census population is forecast to rise from approximately 557,800 in 2013 to 701,900 in 2023 and to 855,000 at ultimate development (in 2041). This represents respective increases of 26 per cent and 53 per cent when measured against the 2013 population. The City's Census population estimates are slightly lower than the Official Plan targets due to Census undercoverage. This undercoverage is commonly estimated at 4%.

Households are forecast to increase from approximately 158,240 in 2013 to 201,405 in 2023 and to 248,326 at ultimate development. These are increases of 27 per cent and 57 per cent respectively. The higher rate of household growth compared to population growth reflects a decline in occupancy levels expected in existing housing units and a significant shift to higher density development with lower persons per unit.

The population estimated to reside in the new dwelling units is 162,396 over the 10-year period and 311,666 over the longer period to ultimate development (in 2041). These estimates are based on application of person per unit factors to each dwelling type. The per capita residential development charge rates are calculated based on these estimates.

Tables A.5 and A.6 detail housing unit growth for singles and semis, rows and other multiples and apartments. The forecast of residential units by unit type applies an assumption of the mix of development during each of the five year Census periods. In the initial 10-year forecast period from 2014–2023, which applies to “soft services,” approximately 66 per cent of new housing units are anticipated to be single and semi detached units, 20 per cent rows and other multiples and 13 per cent apartments. This mix is expected to change over the course of the forecast so that over the 2024–2041 period about 43 per cent of new housing units are expected to be singles/semis, 19 per cent rows and other multiples and 38 per cent apartments. The higher share of apartment units in the later part of the forecast reflects the shrinking of the City's land supply and a shift towards intensification of existing urban areas within Brampton's Urban Growth Centre. The forecast of population in new units is shown in Tables A.7 and A.8.

E. NON-RESIDENTIAL SPACE FORECAST BASED ON THE FORECAST OF EMPLOYMENT (TABLES A.9 AND A.10)

City-wide non-residential development charges are calculated on a per square metre basis. Therefore, as required by the DCA, a forecast for non-residential building space is provided. Consistent with the residential forecast, the non-residential building space forecast covers a period from 2014 to ultimate development (2041). The 10-year forecast period (2014–2023) is used for “soft” services and the forecast to ultimate development is used for engineered services (e.g. roads and related). The non-residential building space used in this study is based on the employment forecast.

The forecast of employment in the City is separated into three categories. They are:

- Population-related employment – employment scattered through the community including most retail and institutional employment and home-based employment;
- Major office employment – employment in office buildings of 20,000 square feet or greater; and
- Employment land employment – the mix of commercial and industrial activities occurring in what are typically (but somewhat inaccurately) called industrial areas.

The non-residential space forecast prepared for development charges purposes is based on these employment forecasts and described below.

1. Population-Related Employment and Space Forecast

In 2013, approximately 80,780 or 44 per cent of the City’s 185,570 employees are employed in population-related activities. City-wide population-related employment is forecast to grow by 34 per cent between 2013 and 2023 to a total of 108,410 employees. Growth in the period following 2023 is expected to be modest with total population-related employment increasing to 134,120 at ultimate development.

It is estimated that retail and commercial employment represents a majority of the City’s current population-related employment. Retail and other commercial jobs are expected to comprise 50 per cent of population-related employment growth throughout the forecast. For converting population-related employment growth to building space a factor of 40 square metre per employee is used.

Over the 10-year planning period 2014–2023, about 1.02 million square metre of building space is forecast to be added in this category. Over the period to build-out 2.03 million square metres will be added.

2. Major Office Employment and Space Forecast

In 2013, 13,590 workers or 7 per cent of the City's total employment is employed in the major office category. In the 10-year forecast period Brampton's major office employment is forecast to increase by 83 percent to 24,850 employees. At ultimate development 47,290 employees are forecast to be employed in the major office category.

While major office space has a high profile in the community, employment in this category is not a large part of the existing base in Brampton (7.5%). This share of total employment is expected to continue into the future with the development of the City's Urban Growth Centre.

A ratio of 27 m² per employee is used in the forecast to estimate future major office building space. Approximately 304,000 m² of major office space is forecast to be added by 2023. By ultimate development about 910,000 m² is forecast.

3. Employment Land Forecast

Employment within designated employment lands is the largest category of employment in Brampton, and this is expected to remain the case throughout the forecast. Typical operations that occur on employment lands include manufacturing, distribution and smaller offices.

In 2013, an estimated 91,200 people, or 49 per cent of the City's total employment, were employed in the employment lands category. With the development of the west Brampton employment area this amount is expected to grow by 30 per cent over the 10-year forecast period from 2014–2023 and by 54 per cent to ultimate development.

Growth in building space on employment lands is forecast by applying a ratio of 135 m² per employee. Approximately 3.65 million m² are forecast to be added by 2023 and 6.58 million m² are expected to be added by 2041.

TABLE A.1
City of Brampton
Historic Population, Households & Employment

Mid-Year	Population	Growth	Growth %	Households	Growth	Growth %	HH Size	Employment	Growth	Growth %	Activity Rate
2001	325,400	-	-	97,600	-	-	3.33	133,640	-	-	41.1%
2002	344,661	19,261	5.9%	102,699	5,099	5.2%	3.36	137,820	4,180	3.1%	40.0%
2003	365,062	20,401	5.9%	108,064	5,365	5.2%	3.38	142,131	4,311	3.1%	38.9%
2004	386,670	21,608	5.9%	113,709	5,645	5.2%	3.40	146,577	4,446	3.1%	37.9%
2005	409,558	22,888	5.9%	119,649	5,940	5.2%	3.42	151,162	4,585	3.1%	36.9%
2006	433,800	24,242	5.9%	125,900	6,251	5.2%	3.45	155,890	4,728	3.1%	35.9%
2007	450,486	16,686	3.8%	130,261	4,361	3.5%	3.46	159,009	3,119	2.0%	35.3%
2008	467,814	17,328	3.8%	134,773	4,512	3.5%	3.47	162,190	3,181	2.0%	34.7%
2009	485,808	17,994	3.8%	139,442	4,669	3.5%	3.48	165,435	3,245	2.0%	34.1%
2010	504,495	18,687	3.8%	144,272	4,830	3.5%	3.50	168,744	3,310	2.0%	33.4%
2011	523,900	19,405	3.8%	149,270	4,998	3.5%	3.51	172,120	3,376	2.0%	32.9%
2012	541,300	17,400	3.3%	153,930	4,660	3.1%	3.52	178,730	6,610	3.8%	33.0%
2013	557,800	16,500	3.0%	158,240	4,310	2.8%	3.53	185,570	6,840	3.8%	33.3%
2004-2013		192,738	52.8%		50,176	46.4%			43,439	30.6%	

Source: Statistics Canada, Census of Canada

TABLE A.2
Household Size by Unit Type by Period of Construction
Geography: Brampton CY (26.5%)

	Period of Construction										Pre 2001	2001-2011	Total
	Pre 1945	1946-1960	1961-1970	1971-1980	1981-1985	1986-1990	1991-1995	1996-2000	2001-2005	2006-2011			
Singles													
Household Population	2,865	8,190	16,635	25,435	26,345	27,585	18,420	32,675	88,135	55,955	158,150	144,090	302,240
Households	975	2,890	5,870	8,065	7,655	7,435	4,745	7,960	20,365	13,035	45,595	33,400	78,995
Household Size	2.94	2.83	2.83	3.15	3.44	3.71	3.88	4.10	4.33	4.29	3.47	4.31	3.83
Semis													
Household Population	430	1,225	5,785	11,465	2,315	1,420	3,400	10,875	24,980	11,675	36,915	36,655	73,570
Households	130	385	1,805	3,630	665	440	905	2,910	6,435	3,035	10,870	9,470	20,340
Household Size	3.31	3.18	3.20	3.16	3.48	3.23	3.76	3.74	3.88	3.85	3.40	3.87	3.62
Singles & Semis													
Household Population	3,295	9,415	22,420	36,900	28,660	29,005	21,820	43,550	113,115	67,630	195,065	180,745	375,810
Households	1,105	3,275	7,675	11,695	8,320	7,875	5,650	10,870	26,800	16,070	56,465	42,870	99,335
Household Size	2.98	2.87	2.92	3.16	3.44	3.68	3.86	4.01	4.22	4.21	3.45	4.22	3.78
Rows													
Household Population	320	1,005	3,590	11,120	4,230	4,275	5,240	7,925	9,580	8,595	37,705	18,175	55,880
Households	95	340	1,125	3,760	1,290	1,335	1,605	2,495	2,705	2,790	12,045	5,495	17,540
Household Size	3.37	2.96	3.19	2.96	3.28	3.20	3.26	3.18	3.54	3.08	3.13	3.31	3.19
Apartments (no duplex) - 1BR or Less													
Household Population	230	760	1,685	2,635	1,860	1,840	1,260	915	540	1,355	11,185	1,895	13,080
Households	170	410	1,005	1,490	960	940	605	355	280	965	5,935	1,245	7,180
Household Size	1.35	1.85	1.68	1.77	1.94	1.96	2.08	2.58	1.93	1.40	1.88	1.52	1.82
Apartments (no duplex) - 2BR or More													
Household Population	935	2,655	5,745	13,215	7,230	5,250	3,055	1,785	1,480	2,205	39,870	3,685	43,555
Households	310	940	2,120	4,475	2,525	2,125	1,170	725	550	955	14,390	1,505	15,895
Household Size	3.02	2.82	2.71	2.95	2.86	2.47	2.61	2.46	2.69	2.31	2.77	2.45	2.74
All Apartments (no duplex)													
Household Population	1,495	3,645	7,675	16,355	9,130	7,245	4,085	2,445	2,040	3,780	52,075	5,820	57,895
Households	645	1,460	3,275	6,225	3,540	3,105	1,720	1,020	800	1,965	20,990	2,765	23,755
Household Size	2.32	2.50	2.34	2.63	2.58	2.33	2.38	2.40	2.55	1.92	2.48	2.10	2.44
Duplex Units													
Household Population	305	810	1,435	2,920	4,805	6,655	4,080	4,545	4,945	1,120	25,555	6,065	31,620
Households	135	360	520	875	1,270	1,780	1,070	1,115	1,185	335	7,125	1,520	8,645
Household Size	2.26	2.25	2.76	3.34	3.78	3.74	3.81	4.08	4.17	3.34	3.59	3.99	3.66
All Units													
Household Population	5,110	14,065	33,685	64,375	42,020	40,525	31,145	53,920	124,735	80,005	284,845	204,740	489,585
Households	1,845	5,075	12,075	21,680	13,150	12,315	8,975	14,385	30,305	20,825	89,500	51,130	140,630
Household Size	2.77	2.77	2.79	2.97	3.20	3.29	3.47	3.75	4.12	3.84	3.18	4.00	3.48

Source: Statistics Canada, 2011 National Household Survey Special Run.

TABLE A.3
Population, Household & Employment Forecast Summary

Mid-Year	Population	Households	Employment	PPU	Activity Rate
2011	523,900	149,270	172,120	3.51	32.9%
2012	541,300	153,930	178,730	3.52	33.0%
2013	557,800	158,240	185,570	3.53	33.3%
2014	571,700	161,875	192,370	3.53	33.6%
2015	587,300	165,995	199,590	3.54	34.0%
2016	603,200	170,287	206,800	3.54	34.3%
2017	617,700	174,787	213,720	3.53	34.6%
2018	632,500	179,437	220,520	3.52	34.9%
2019	647,300	184,137	227,250	3.52	35.1%
2020	661,500	188,687	233,830	3.51	35.3%
2021	675,000	193,065	240,230	3.50	35.6%
2022	688,400	197,220	245,820	3.49	35.7%
2023	701,900	201,405	251,480	3.49	35.8%
2024	715,100	205,560	257,180	3.48	36.0%
2025	728,500	209,765	262,920	3.47	36.1%
2026	741,900	214,021	268,560	3.47	36.2%
2027	756,100	218,256	274,100	3.46	36.3%
2028	770,400	222,481	279,510	3.46	36.3%
2029	784,300	226,631	284,540	3.46	36.3%
2030	796,800	230,381	289,170	3.46	36.3%
2031	804,200	232,771	292,830	3.45	36.4%
2032	811,400	234,936	296,260	3.45	36.5%
2033	817,200	236,706	299,150	3.45	36.6%
2034	822,200	238,291	301,660	3.45	36.7%
2035	827,200	239,861	304,080	3.45	36.8%
2036	832,100	241,394	306,540	3.45	36.8%
2037	837,000	242,869	309,410	3.45	37.0%
2038	841,600	244,279	312,310	3.45	37.1%
2039	846,200	245,679	315,400	3.44	37.3%
2040	850,800	247,049	318,480	3.44	37.4%
2041	855,000	248,326	321,360	3.44	37.6%

TABLE A.4
Forecast Population & Household Growth Summary

Mid-Year	Population Growth	Population Growth %	Household Growth	Household Growth %	Pop'n in New HHs	Employment Growth	Employment Growth %
2011							
2012							
2013							
2014	13,900	2.3%	3,635	2.3%	14,619	6,800	3.7%
2015	15,600	2.5%	4,120	2.5%	16,034	7,220	3.8%
2016	15,900	2.6%	4,292	2.6%	16,131	7,210	3.6%
2017	14,500	2.6%	4,500	2.6%	17,281	6,920	3.3%
2018	14,800	2.7%	4,650	2.7%	17,586	6,800	3.2%
2019	14,800	2.6%	4,700	2.6%	17,523	6,730	3.1%
2020	14,200	2.5%	4,550	2.5%	16,894	6,580	2.9%
2021	13,500	2.3%	4,378	2.3%	16,135	6,400	2.7%
2022	13,400	2.2%	4,155	2.2%	15,096	5,590	2.3%
2023	13,500	2.1%	4,185	2.1%	15,097	5,660	2.3%
2024	13,200	2.1%	4,155	2.1%	14,846	5,700	2.3%
2025	13,400	2.0%	4,205	2.0%	14,925	5,740	2.2%
2026	13,400	2.0%	4,256	2.0%	14,983	5,640	2.1%
2027	14,200	2.0%	4,235	2.0%	14,812	5,540	2.1%
2028	14,300	1.9%	4,225	1.9%	14,771	5,410	2.0%
2029	13,900	1.9%	4,150	1.9%	14,515	5,030	1.8%
2030	12,500	1.7%	3,750	1.7%	12,879	4,630	1.6%
2031	7,400	1.0%	2,390	1.0%	7,275	3,660	1.3%
2032	7,200	0.9%	2,165	0.9%	6,441	3,430	1.2%
2033	5,800	0.8%	1,770	0.8%	4,804	2,890	1.0%
2034	5,000	0.7%	1,585	0.7%	4,043	2,510	0.8%
2035	5,000	0.7%	1,570	0.7%	3,992	2,420	0.8%
2036	4,900	0.6%	1,534	0.6%	3,866	2,460	0.8%
2037	4,900	0.6%	1,475	0.6%	3,686	2,870	0.9%
2038	4,600	0.6%	1,410	0.6%	3,479	2,900	0.9%
2039	4,600	0.6%	1,400	0.6%	3,461	3,090	1.0%
2040	4,600	0.6%	1,370	0.6%	3,380	3,080	1.0%
2041	4,200	0.5%	1,276	0.5%	3,111	2,880	0.9%
2014-2023	144,100	25.8%	43,165	27.3%	162,396	65,910	35.5%
2024-2031	102,300	14.6%	31,366	15.6%	109,006	41,350	16.4%
2014-2031	246,400	44.2%	74,531	47.1%	271,403	107,260	57.8%
2032-2041	50,800	6.3%	15,555	6.7%	40,263	28,530	9.7%
2014-2041	297,200	53.3%	90,086	56.9%	311,666	135,790	73.2%

TABLE A.5
Households By Unit Type

	Singles	Semis	Rows	Apts	Total HHs
2011	79,005	20,240	17,215	32,810	149,270
2012	81,955	20,820	17,895	33,260	153,930
2013	84,710	21,700	18,419	33,410	158,240
2014	86,870	22,420	19,094	33,490	161,875
2015	89,120	23,070	19,994	33,810	165,995
2016	91,323	23,629	20,885	34,449	170,287
2017	93,823	24,229	21,785	34,949	174,787
2018	96,273	24,879	22,735	35,549	179,437
2019	98,673	25,529	23,685	36,249	184,137
2020	101,023	26,129	24,585	36,949	188,687
2021	103,254	26,720	25,427	37,664	193,065
2022	105,254	27,300	26,252	38,414	197,220
2023	107,254	27,860	27,077	39,214	201,405
2024	109,204	28,390	27,902	40,064	205,560
2025	111,154	28,920	28,727	40,964	209,765
2026	113,107	29,435	29,552	41,927	214,021
2027	115,007	29,945	30,377	42,927	218,256
2028	116,907	30,445	31,202	43,927	222,481
2029	118,807	30,945	31,952	44,927	226,631
2030	120,407	31,395	32,652	45,927	230,381
2031	120,895	31,793	33,139	46,944	232,771
2032	121,395	32,068	33,489	47,984	234,936
2033	121,620	32,218	33,839	49,029	236,706
2034	121,720	32,308	34,189	50,074	238,291
2035	121,810	32,398	34,539	51,114	239,861
2036	121,892	32,479	34,873	52,150	241,394
2037	121,972	32,554	35,173	53,170	242,869
2038	122,052	32,624	35,423	54,180	244,279
2039	122,132	32,694	35,673	55,180	245,679
2040	122,202	32,764	35,923	56,160	247,049
2041	122,270	32,831	36,120	57,104	248,326

TABLE A.6
Household Growth By Unit Type

	Singles	Semis	Rows	Apts	Total HHs
2011	-	-	-	-	-
2012	2,950	580	680	450	4,660
2013	2,755	880	524	150	4,310
2014	2,160	720	675	80	3,635
2015	2,250	650	900	320	4,120
2016	2,202	559	891	639	4,292
2017	2,500	600	900	500	4,500
2018	2,450	650	950	600	4,650
2019	2,400	650	950	700	4,700
2020	2,350	600	900	700	4,550
2021	2,232	590	842	715	4,378
2022	2,000	580	825	750	4,155
2023	2,000	560	825	800	4,185
2024	1,950	530	825	850	4,155
2025	1,950	530	825	900	4,205
2026	1,953	515	825	963	4,256
2027	1,900	510	825	1,000	4,235
2028	1,900	500	825	1,000	4,225
2029	1,900	500	750	1,000	4,150
2030	1,600	450	700	1,000	3,750
2031	488	397	487	1,018	2,390
2032	500	275	350	1,040	2,165
2033	225	150	350	1,045	1,770
2034	100	90	350	1,045	1,585
2035	90	90	350	1,040	1,570
2036	82	81	334	1,035	1,534
2037	80	75	300	1,020	1,475
2038	80	70	250	1,010	1,410
2039	80	70	250	1,000	1,400
2040	70	70	250	980	1,370
2041	68	67	197	944	1,276

TABLE A.7
PPU in New Units

	Singles	Semis	Rows	Apts	Total HHs
2011	4.31	3.87	3.31	2.10	4.00
2012	4.32	3.88	3.33	2.09	
2013	4.32	3.89	3.36	2.08	
2014	4.33	3.91	3.39	2.07	
2015	4.34	3.92	3.42	2.05	
2016	4.34	3.93	3.44	2.04	
2017	4.33	3.92	3.44	2.03	
2018	4.32	3.91	3.43	2.03	
2019	4.30	3.90	3.42	2.02	
2020	4.29	3.89	3.41	2.02	
2021	4.28	3.88	3.40	2.01	
2022	4.27	3.87	3.39	2.01	
2023	4.26	3.87	3.39	2.01	
2024	4.26	3.86	3.39	2.01	
2025	4.25	3.86	3.38	2.00	
2026	4.24	3.85	3.38	2.00	
2027	4.24	3.85	3.38	2.00	
2028	4.24	3.85	3.38	2.00	
2029	4.24	3.85	3.38	2.00	
2030	4.24	3.85	3.37	2.00	
2031	4.24	3.85	3.37	2.00	
2032	4.24	3.85	3.38	2.00	
2033	4.25	3.85	3.38	2.00	
2034	4.25	3.86	3.38	2.00	
2035	4.25	3.86	3.38	2.00	
2036	4.26	3.86	3.38	2.00	
2037	4.26	3.86	3.38	2.00	
2038	4.26	3.86	3.38	2.00	
2039	4.27	3.87	3.38	2.00	
2040	4.27	3.87	3.38	2.00	
2041	4.27	3.87	3.39	2.01	

TABLE A.8
Population in New Units

	Singles	Semis	Rows	Apts	Total Pop In New Units
2011					
2012					
2013					
2014	9,354	2,812	2,288	165	14,619
2015	9,756	2,546	3,075	657	16,034
2016	9,561	2,197	3,070	1,303	16,131
2017	10,821	2,351	3,092	1,017	17,281
2018	10,573	2,540	3,255	1,217	17,586
2019	10,327	2,534	3,246	1,417	17,523
2020	10,082	2,332	3,067	1,413	16,894
2021	9,545	2,289	2,862	1,439	16,135
2022	8,541	2,246	2,800	1,509	15,096
2023	8,528	2,165	2,796	1,607	15,097
2024	8,302	2,047	2,793	1,705	14,846
2025	8,289	2,044	2,789	1,803	14,925
2026	8,287	1,985	2,784	1,927	14,983
2027	8,062	1,964	2,785	2,000	14,812
2028	8,061	1,925	2,785	2,000	14,771
2029	8,059	1,925	2,531	1,999	14,515
2030	6,785	1,732	2,362	1,999	12,879
2031	2,068	1,530	1,644	2,034	7,275
2032	2,122	1,059	1,181	2,079	6,441
2033	955	578	1,182	2,089	4,804
2034	425	347	1,182	2,090	4,043
2035	383	347	1,182	2,080	3,992
2036	350	315	1,130	2,071	3,866
2037	341	290	1,014	2,042	3,686
2038	341	271	845	2,023	3,479
2039	341	271	846	2,003	3,461
2040	299	271	846	1,964	3,380
2041	291	259	667	1,893	3,111
2014-2023	97,088	24,013	29,551	11,744	162,396
2024-2031	57,914	15,152	20,473	15,467	109,006
2014-2031	155,002	39,165	50,024	27,211	271,403
2032-2041	5,847	4,007	10,075	20,334	40,263
2014-2041	160,849	43,172	60,099	47,545	311,666

TABLE A.9
Forecast Employment Growth

Year	Employment Land	Growth %	Major Office	Growth %	Population- Related	Growth %	Total	Growth %
2013	91,200	3.2%	13,590	7.5%	80,780	4.0%	185,570	3.8%
2014	94,400	3.5%	14,590	7.4%	83,380	3.2%	192,370	3.7%
2015	97,700	3.5%	15,590	6.9%	86,300	3.5%	199,590	3.8%
2016	100,850	3.2%	16,670	6.9%	89,280	3.5%	206,800	3.6%
2017	103,550	2.7%	17,870	7.2%	92,300	3.4%	213,720	3.3%
2018	106,050	2.4%	19,100	6.9%	95,370	3.3%	220,520	3.2%
2019	108,500	2.3%	20,300	6.3%	98,450	3.2%	227,250	3.1%
2020	110,930	2.2%	21,500	5.9%	101,400	3.0%	233,830	2.9%
2021	113,320	2.2%	22,700	5.6%	104,210	2.8%	240,230	2.7%
2022	115,720	2.1%	23,800	4.8%	106,300	2.0%	245,820	2.3%
2023	118,220	2.2%	24,850	4.4%	108,410	2.0%	251,480	2.3%
2024	120,820	2.2%	25,900	4.2%	110,460	1.9%	257,180	2.3%
2025	123,420	2.2%	26,950	4.1%	112,550	1.9%	262,920	2.2%
2026	125,880	2.0%	28,040	4.0%	114,640	1.9%	268,560	2.1%
2027	127,980	1.7%	29,140	3.9%	116,980	2.0%	274,100	2.1%
2028	129,880	1.5%	30,290	3.9%	119,340	2.0%	279,510	2.0%
2029	131,480	1.2%	31,440	3.8%	121,620	1.9%	284,540	1.8%
2030	132,880	1.1%	32,610	3.7%	123,680	1.7%	289,170	1.6%
2031	134,120	0.9%	33,810	3.7%	124,900	1.0%	292,830	1.3%
2032	135,320	0.9%	35,010	3.5%	125,930	0.8%	296,260	1.2%
2033	136,170	0.6%	36,210	3.4%	126,770	0.7%	299,150	1.0%
2034	136,770	0.4%	37,410	3.3%	127,480	0.6%	301,660	0.8%
2035	137,270	0.4%	38,610	3.2%	128,200	0.6%	304,080	0.8%
2036	137,760	0.4%	39,880	3.3%	128,900	0.5%	306,540	0.8%
2037	138,210	0.3%	41,180	3.3%	130,020	0.9%	309,410	0.9%
2038	138,660	0.3%	42,580	3.4%	131,070	0.8%	312,310	0.9%
2039	139,110	0.3%	44,180	3.8%	132,110	0.8%	315,400	1.0%
2040	139,540	0.3%	45,780	3.6%	133,160	0.8%	318,480	1.0%
2041	139,950	0.3%	47,290	3.3%	134,120	0.7%	321,360	0.9%
2014-2023	27,020	29.6%	11,260	82.9%	27,630	34.2%	65,910	35.5%
2024-2031	15,900	13.4%	8,960	36.1%	16,490	15.2%	41,350	16.4%
2014-2031	42,920	47.1%	20,220	148.8%	44,120	54.6%	107,260	57.8%
2032-2041	5,830	4.3%	13,480	39.9%	9,220	7.4%	28,530	9.7%
2014-2041	48,750	53.5%	33,700	248.0%	53,340	66.0%	135,790	73.2%

TABLE A.10
Non-Residential Space Forecast

Year	<u>Employment Land</u>		<u>Major Office</u>		<u>Population-Related</u>		<u>Total</u>	
	Empl Growth	Space (m ²)	Empl Growth	Space (m ²)	Empl Growth	Space (m ²)	Empl Growth	Space (m ²)
2013	-	-	-	-	-	-	-	-
2014	3,200	432,000	1,000	27,000	2,600	90,100	6,800	549,100
2015	3,300	445,500	1,000	27,000	2,920	114,600	7,220	587,100
2016	3,150	425,250	1,080	29,160	2,980	110,600	7,210	565,010
2017	2,700	364,500	1,200	32,400	3,020	98,400	6,920	495,300
2018	2,500	337,500	1,230	33,210	3,070	86,900	6,800	457,610
2019	2,450	330,750	1,200	32,400	3,080	121,700	6,730	484,850
2020	2,430	328,050	1,200	32,400	2,950	116,500	6,580	476,950
2021	2,390	322,650	1,200	32,400	2,810	111,000	6,400	466,050
2022	2,400	324,000	1,100	29,700	2,090	82,600	5,590	436,300
2023	2,500	337,500	1,050	28,350	2,110	83,000	5,660	448,850
2024	2,600	351,000	1,050	28,350	2,050	81,400	5,700	460,750
2025	2,600	351,000	1,050	28,350	2,090	82,600	5,740	461,950
2026	2,460	332,100	1,090	29,430	2,090	82,600	5,640	444,130
2027	2,100	283,500	1,100	29,700	2,340	92,400	5,540	405,600
2028	1,900	256,500	1,150	31,050	2,360	93,200	5,410	380,750
2029	1,600	216,000	1,150	31,050	2,280	90,500	5,030	337,550
2030	1,400	189,000	1,170	31,590	2,060	81,400	4,630	301,990
2031	1,240	167,400	1,200	32,400	1,220	48,200	3,660	248,000
2032	1,200	162,000	1,200	32,400	1,030	40,700	3,430	235,100
2033	850	114,750	1,200	32,400	840	32,800	2,890	179,950
2034	600	81,000	1,200	32,400	710	28,400	2,510	141,800
2035	500	67,500	1,200	32,400	720	28,400	2,420	128,300
2036	490	66,150	1,270	34,290	700	27,700	2,460	128,140
2037	450	60,750	1,300	35,100	1,120	44,200	2,870	140,050
2038	450	60,750	1,400	37,800	1,050	41,500	2,900	140,050
2039	450	60,750	1,600	43,200	1,040	41,500	3,090	145,450
2040	430	58,050	1,600	43,200	1,050	41,500	3,080	142,750
2041	410	55,350	1,510	40,770	960	37,900	2,880	134,020
2014 - 2023	27,020	3,647,700	11,260	304,020	27,630	1,015,400	65,910	4,967,120
2024 - 2031	15,900	2,146,500	8,960	241,920	16,490	652,300	41,350	3,040,720
2032 - 2041	5,830	787,050	13,480	363,960	9,220	364,600	28,530	1,515,610
2014 - 2041	48,750	6,581,250	33,700	909,900	53,340	2,032,300	135,790	9,523,450

APPENDIX B

GENERAL SERVICES TECHNICAL APPENDIX

GENERAL SERVICES TECHNICAL APPENDICES INTRODUCTION AND OVERVIEW

The following seven appendices provide the detailed analysis undertaken to establish the development charge rates for each of the general services in the City of Brampton:

Appendix B.1 General Government

Appendix B.2 Library Services

Appendix B.3 Fire Services

Appendix B.4 Recreation Services

Appendix B.5 Public Works: Buildings & Fleet

Appendix B.6 Parking

Appendix B.7 Transit

Every appendix contains a set of three tables. The tables provide the background data and analysis undertaken to arrive at the calculated development charge rates for that particular service. An overview of the content and purpose of each of the tables is given below.

TABLE 1 HISTORIC SERVICE LEVELS

Table 1 presents the data used to determine the 10-year historic service level. The *DCA* and *Ontario Regulation 82/98* require that development charges be set at a level no higher than the average service level provided in the municipality over the 10-year period immediately preceding the preparation of the background study, on a service by service basis. For the purpose of this study, the historic inventory period is defined as 2004–2013.

O. Reg. 82/98 requires that, when defining and determining historic service levels, both the quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet. The qualitative aspect is introduced

by considering the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of cost per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be funded by new growth reflect, not only the quantity (number and size), but also the quality (replacement value or cost) of service provided by the municipality in the past. Both the quantitative and qualitative aspects of service levels used in the current analysis are based on information provided by City staff in consultation with Hemson. This information is generally based on historical records and experience with costs to acquire or construct similar facilities, equipment and infrastructure.

Table 1 also shows the calculation of the “maximum allowable” funding envelope, net of uncommitted excess capacity and the legislated ten per cent reduction (for all applicable services). The maximum allowable is defined as the 10-year historic service level (expressed as either \$/capita, \$/household or \$/population & employment) multiplied by the forecast increase in net population growth, net household growth, or net population and employment growth, over the future planning period. The resulting figure is the value of capital infrastructure that would have to be constructed for that particular service so that the 10-year historic service level is maintained.

There is also a requirement in the *DCA* to consider “excess capacity” within the City’s existing infrastructure that may be available to partially meet the future servicing requirements. If Council has expressed its intent, before or at the time the capacity was created, to recoup the cost of providing the capacity from new development, it is considered “committed excess capacity” under the *DCA*, and the associated capital cost is eligible for recovery. Should notional “uncommitted excess capacity” exist, if it is determined to be available to service new development, appropriate adjustments are made to the calculations.

**TABLE 2 2014 – 2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL
BUDGET AND CALCULATION OF THE “UNADJUSTED”
DEVELOPMENT CHARGES**

In order to impose a development charge, it is not sufficient to merely base the charge on historic service levels. The *DCA* requires that Council express its intent to provide future capital facilities to support future growth. Based on the growth forecasts presented in Appendix A, City staff, in collaboration with consultants, have

developed a development-related capital forecast which sets out the projects required to service anticipated growth for the 10-year period from 2014–2023.

To determine the share of the program that is eligible for recovery through development charges, the project costs are reduced by any anticipated grants, subsidies or other recoveries, “replacement” shares and benefit to existing shares, and the legislated “10 per cent reduction” for any eligible service.

A replacement share occurs when a new facility will, at least in part, replace a facility that is demolished, redeployed or will otherwise not be available to serve its former function. The replacement share of the capital program is not deemed to be development-related and is therefore removed from the development charge calculation. The capital cost for replacement will require funding from non-development charge sources, typically property taxes.

When calculating development charges, the development-related net capital cost must be reduced by 10 per cent for all services except fire services and engineered services (*DCA s.5.(1)8.*). The 10 per cent discount is therefore applied to all general services considered in this appendix with the exception of Fire Services and Public Works: Buildings and Fleet. As with replacement shares, the 10 per cent mandatory reduction must be funded from non-development charge sources.

The capital program less any replacement shares or benefit to existing shares, 10 per cent discounts, yields the development-related costs. Although deemed development-related, not all of the net development-related capital program may be recoverable from development charges in the period from 2014–2023. For some services, reserve fund balances may be available to fund a share of the program. In addition, for some services, a portion of the capital program may service growth occurring after 2023. This portion of the capital program is deemed “pre-built” service capacity and is considered as committed excess capacity to be recovered under future development charges. The capital costs associated with pre-built service capacity are also removed from the development charge calculation.

The remaining portion of the net capital program represents the development-related cost that may be included in the development charge. In all cases, as required, this amount is equal to or less than the maximum allowable capital amount as calculated

at the end of Table 1. The result is the discounted development-related net capital costs eligible for recovery against growth over the forecast period from 2014–2023.

Calculation of the Unadjusted Development Charges Rates

The section below the capital program displays the calculation of the “unadjusted” development charge rates. The term “unadjusted” development charge is used to distinguish the charge that is calculated prior to cash flow financing considerations. The cash flow analysis is shown in Table 3.

The first step in determining the unadjusted development charge rate is to allocate the development-related net capital cost between the residential and non-residential sectors. For General Government, Fire Services, Public Works, Parking and Transit, the development-related costs have been apportioned as 71 per cent residential and 29 per cent non-residential. This apportionment is based on the anticipated shares of population in new units and employment growth over the 10-year forecast period.

The development-related costs associated with the Library Services and Recreation Services have been allocated 100 per cent to the residential sector, as the need for these services is generally driven by residential development.

The residential share of the 2014–2023 DC eligible costs are then divided by the forecast population growth in new units. This gives the unadjusted residential development charge per capita. The non-residential development-related net capital costs are divided by the forecast increase in non-residential gross floor area (GFA). This yields a charge per square metre of new non-residential development.

TABLE 3 CASH FLOW ANALYSIS

A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs, therefore, are accounted for in the calculation as allowed under the *DCA*. Based on the growth forecast, the analysis calculates the development charge rate required to finance the net development-related capital spending plan, including provisions for any borrowing costs or interest earnings on the reserve funds. The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible.

In order to determine appropriate development charge rates reflecting borrowing and earnings necessary to support the net development-related funding requirement, assumptions are used for the inflation rate and interest rate. An inflation rate of 2 per cent is used for the funding requirements, an interest rate of 5.5 per cent is used for borrowing on the funds, and an interest rate of 3.5 per cent is applied to positive balances.

Table 3 displays the results of the cash flow analysis and provides the adjusted or final per capita residential and per square metre (of GFA) non-residential development charges.

APPENDIX B.1

GENERAL GOVERNMENT

APPENDIX B.1

GENERAL GOVERNMENT

The *DCA* allows the cost of development-related studies and other general government functions to be included in the calculation of the development charges, as long as they are permitted under the legislation. Consistent with s. 5 (1) 7 of the *DCA*, the eligible development-related net capital cost for the provision of studies and permitted general government expenditures is reduced by 10 per cent in calculating the development charges.

TABLE 1 HISTORIC SERVICE LEVELS

General Government service consists of two components, general government services relating to buildings (e.g. animal control, courthouse) and fleet; and general government service for development-related studies.

General Government services for buildings in Brampton are currently provided out of two City owned facilities valued at \$19.91 million. The land associated with this space totals 4.16 acres and is valued at \$4.79 million. Materials and equipment are valued at \$529,100. Fleet and maintenance equipment add another \$2.34 million to the value of the inventory.

The replacement value of the 2013 inventory of capital assets for General Government is \$27.57 million and the average historic service level over 10 years is \$42.34 per population and employment. The historic service level, multiplied by the ten-year forecast of net population and employment growth, results in a ten-year maximum allowable funding envelope of \$8.89 million (210,010 net population and employment growth x historic service level of \$42.34/population and employment).

No uncommitted excess capacity has been identified in this service. The general government funding envelope must be reduced by ten per cent as required under the *DCA*. The resulting net maximum allowable funding envelope brought forward to the development charges calculation is reduced to \$8.00 million.

The historic service level cap does not apply to development-related studies.

TABLE 2 2014 – 2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL BUDGET AND CALCULATION OF THE “UNADJUSTED” DEVELOPMENT CHARGES

As shown on Table 2, the 2014-2023 development-related gross cost for general government is \$16.60 million. The most significant project in the capital program relates to the construction of a new Animal Shelter planned for 2015 for a total cost of \$10.00 million. The capital program also provides for various planning studies, including the completion of the 2014 Development Charges Background Study and two additional DC studies, annual funding for a Peel Climate Change Strategy, secondary plan reviews, growth management program support and enhancement studies, as well as other various development-related studies.

Recognizing that not all projects under this service are entirely a result of new growth in the City, “benefit to existing” shares have been netted off the total cost. These shares amount to \$1.61 million, which will not be recovered through development charges. The legislated ten per cent discount totals \$1.50 million. The funds that are available in the DC reserves amount to \$1.85 million, and are used to help offset the cost of the program. Post-period benefit shares in the amount of \$968,700 have been identified for this service and will be eligible for recovery in future development charge studies.

The remaining \$10.67 million is eligible for development charges funding in the 10-year forecast planning period. This amount is included in the development charge calculation and is allocated 71 per cent, or \$7.57 million to the residential sector and 29 per cent, or \$3.09 million to the non-residential sector based on shares of 10-year growth in population in new units and employment. The resulting unadjusted per capita residential charge is \$46.63 before cash flow adjustments. The non-residential unadjusted charge is \$0.62 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, the residential charge increases to \$50.95 per capita and the non-residential charge increases to \$0.68 per square metre.

GENERAL GOVERNMENT SUMMARY						
10-year Hist. Service Level \$/pop & emp	2014-2023 Development-Related Capital Program (\$000's)		Unadjusted Development Charge		Adjusted Development Charge	
	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$42.34	\$16,600	\$10,667	\$46.63	\$0.62	\$50.95	\$0.68

APPENDIX B.1
TABLE 1 - PAGE 1

GENERAL GOVERNMENT

INVENTORY OF CAPITAL ASSETS

BUILDINGS Facility Name	# of Square Feet										UNIT COST (\$/sq.ft)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Court House	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	\$300
Animal Shelter	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	\$2,361.0	
Total (#)	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	58,488	
Total (\$000)	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	

LAND Facility Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Court House	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93	\$1,500,000
Animal Shelter	2.23	2.23	2.23	2.23	2.23	2.23	2.23	2.23	2.23	2.23	2.23	\$850,000
Total (acres)	4.16	4.16	4.16	4.16	4.16	4.16	4.16	4.16	4.16	4.16	4.16	
Total (\$000)	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	

MATERIALS AND EQUIPMENT Description	Total Value of Materials and Equipment (\$000)										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Court House	\$497.5	\$497.5	\$497.5	\$497.5	\$497.5	\$497.5	\$497.5	\$497.5	\$497.5	\$497.5	\$497.5
Animal Shelter	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6	\$31.6
Total (\$000)	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1

APPENDIX B.1
TABLE 1 - PAGE 2

GENERAL GOVERNMENT

INVENTORY OF CAPITAL ASSETS

OTHER DEPT. FLEET & MAINTENANCE EQUIPMENT (#)	# of Vehicles or Pieces of Equipment										UNIT COST (\$/Item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
City-Owned Items											
CAR, STATION WAGONS	-	-	-	20	19	19	19	18	14	9	\$40,478
COMPACT PICKUPS	-	-	-	1	1	1	1	1	1	-	\$25,667
COMPACT 4X4	-	-	-	21	24	28	28	27	39	38	\$38,414
3/4 & 1 TON PICKUP	-	-	-	2	2	2	2	2	2	2	\$54,028
3/4 & 1 TON 4X4 PICKUPS	-	-	-	-	-	-	-	-	5	5	\$47,810
COMPACT VANS	-	-	-	1	1	2	2	2	2	2	\$26,150
3/4 & 1 TON VANS	-	-	-	1	1	1	2	2	2	1	\$50,700
TRAILER	1	1	1	1	2	2	2	2	3	3	\$19,048
SIDEWALK PLOWS AND SKID STEER LOADERS	3	2	2	1	1	1	-	-	-	-	\$99,143
TURF EQUIPMENT MOWERS, TRIMMERS, GATORS	1	1	2	2	2	2	-	-	-	-	\$36,446
SPECIALTY EQUIPMENT NOT CLASSIFIED	-	-	1	1	1	1	-	-	-	-	\$65,959
Sub-total (#)	5	4	6	51	54	59	56	55	69	61	
Sub-total (\$000)	\$352.9	\$253.8	\$356.2	\$2,083.9	\$2,177.7	\$2,357.5	\$2,170.2	\$2,091.3	\$2,648.5	\$2,331.3	

OTHER DEPT. FLEET & MAINTENANCE EQUIPMENT (#)	# of Vehicles or Pieces of Equipment										UNIT COST (\$/Item)	Percentage of Year Rented (%)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Rented Items												
CAR, STATION WAGONS	6	6	6	6	6	6	6	6	5	6	\$3,412	33%
COMPACT PICKUPS	5	5	5	5	5	5	-	-	-	1	\$5,124	54%
COMPACT 4X4	-	-	-	-	-	-	2	2	1	-	\$4,713	47%
Sub-total (#)	11	11	11	11	11	11	8	8	6	7		
Sub-total City's Share (\$000)	\$20.8	\$20.8	\$20.8	\$20.8	\$20.8	\$20.8	\$11.3	\$11.3	\$7.9	\$9.6		

Total General Government Fleet (#)	16	15	17	62	65	70	64	63	75	68		
Total General Government Fleet (\$000)	\$373.7	\$274.6	\$377.0	\$2,104.7	\$2,198.5	\$2,378.3	\$2,181.5	\$2,102.6	\$2,656.4	\$2,340.9		

APPENDIX B.1
TABLE 1 - PAGE 3

GENERAL GOVERNMENT

SERVICE LEVEL ANALYSIS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Population	386,670	409,558	433,800	450,486	467,814	485,808	504,495	523,900	541,300	557,800
Historic Employment	<u>146,577</u>	<u>151,162</u>	<u>155,890</u>	<u>159,009</u>	<u>162,190</u>	<u>165,435</u>	<u>168,744</u>	<u>172,120</u>	<u>178,730</u>	<u>185,570</u>
Total Historic Population & Employment	533,247	560,719	589,690	609,495	630,004	651,243	673,239	696,020	720,030	743,370

INVENTORY SUMMARY (\$000)

Buildings	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4	\$19,907.4
Land	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5	\$4,790.5
Materials	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1	\$529.1
General Government Fleet	\$373.7	\$274.6	\$377.0	\$2,104.7	\$2,198.5	\$2,378.3	\$2,181.5	\$2,102.6	\$2,656.4	\$2,340.9
Total (\$000)	\$25,600.8	\$25,501.6	\$25,604.0	\$27,331.7	\$27,425.5	\$27,605.3	\$27,408.5	\$27,329.6	\$27,883.4	\$27,568.0

Average
Service
Level

SERVICE LEVELS (\$/pop & employ)

Buildings	\$37.33	\$35.50	\$33.76	\$32.66	\$31.60	\$30.57	\$29.57	\$28.60	\$27.65	\$26.78	\$31.40
Land	\$8.98	\$8.54	\$8.12	\$7.86	\$7.60	\$7.36	\$7.12	\$6.88	\$6.65	\$6.44	\$7.56
Materials	\$0.99	\$0.94	\$0.90	\$0.87	\$0.84	\$0.81	\$0.79	\$0.76	\$0.73	\$0.71	\$0.83
General Government Fleet	\$0.70	\$0.49	\$0.64	\$3.45	\$3.49	\$3.65	\$3.24	\$3.02	\$3.69	\$3.15	\$2.55
Total (\$/pop & employ)	\$48.00	\$45.47	\$43.42	\$44.84	\$43.53	\$42.39	\$40.72	\$39.26	\$38.72	\$37.08	\$42.34

**CALCULATION OF MAXIMUM ALLOWABLE
GENERAL GOVERNMENT**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$42.34
Net Population & Employment Growth 2014 - 2023	210,010
Maximum Allowable Funding Envelope	8,891,823
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$889,182
Discounted Maximum Allowable Funding Envelope	\$8,002,641

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$27,567,963
Inventory Using Average Service Level	\$31,474,286
Excess Capacity	\$0
Excess Capacity:	Uncommitted

APPENDIX B-1
TABLE 2

CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	10% Reduction		Available DC Reserves	2014-2023	Post 2023
1.0 GENERAL GOVERNMENT											
1.1 Buildings and Fleet											
1.1.1	New Vehicles and Equipment	various	\$ 414,111	\$ -	\$ 414,111	\$ -	\$ 41,411	\$ 372,700	\$ 74,540	\$ 298,160	\$ -
1.1.2	Recovery of Oversized Courthouse 2014-2018 Share	2014	\$ 322,900	\$ -	\$ 322,900	\$ -	\$ 32,290	\$ 290,610	\$ 290,610	\$ -	\$ -
1.1.3	Recovery of Oversized Courthouse 2014-2018 Share	2015	\$ 322,900	\$ -	\$ 322,900	\$ -	\$ 32,290	\$ 290,610	\$ 290,610	\$ -	\$ -
1.1.4	Animal Shelter	2015	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -	\$ 1,000,000	\$ 9,000,000	\$ 1,198,648	\$ 7,704,481	\$ 96,871
1.1.5	Recovery of Oversized Courthouse 2014-2018 Share	2016	\$ 322,900	\$ -	\$ 322,900	\$ -	\$ 32,290	\$ 290,610	\$ -	\$ -	\$ 290,610
1.1.6	Recovery of Oversized Courthouse 2014-2018 Share	2017	\$ 322,900	\$ -	\$ 322,900	\$ -	\$ 32,290	\$ 290,610	\$ -	\$ -	\$ 290,610
1.1.7	Recovery of Oversized Courthouse 2014-2018 Share	2018	\$ 322,900	\$ -	\$ 322,900	\$ -	\$ 32,290	\$ 290,610	\$ -	\$ -	\$ 290,610
			\$ 12,028,611	\$ -	\$ 12,028,611	\$ -	\$ 1,202,861	\$ 10,825,750	\$ 1,854,408	\$ 8,002,641	\$ 968,701
1.2 Development-Related Studies											
1.2.1	Natural Heritage Inventory	2014	\$ 71,000	\$ -	\$ 71,000	\$ 36,000	\$ 3,500	\$ 31,500	\$ -	\$ 31,500	\$ -
1.2.2	Development Charges Study	2014	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.3	Central Area Study	2015	\$ 150,000	\$ -	\$ 150,000	\$ 75,000	\$ 7,500	\$ 67,500	\$ -	\$ 67,500	\$ -
1.2.4	Growth Management Program Support and Enhancement	2015	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.5	Miscellaneous Planning Studies	2015	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.6	Peel Climate Change Strategy	2015	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.7	Secondary Plan Reviews	2015	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.8	Growth Management Program Support and Enhancement	2016	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.9	Miscellaneous Planning Studies	2016	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.10	Peel Climate Change Strategy	2016	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.11	Secondary Plan Reviews	2016	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.12	Growth Management Program Support and Enhancement	2017	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.13	Miscellaneous Planning Studies	2017	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.14	Peel Climate Change Strategy	2017	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.15	Secondary Plan Reviews	2017	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.16	Growth Management Program Support and Enhancement	2018	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.17	Miscellaneous Planning Studies	2018	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.18	Peel Climate Change Strategy	2018	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.19	Secondary Plan Reviews	2018	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.20	Development Charges Study	2018	\$ 425,000	\$ -	\$ 425,000	\$ -	\$ 42,500	\$ 382,500	\$ -	\$ 382,500	\$ -
1.2.21	Miscellaneous Planning Studies	2019	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.22	Peel Climate Change Strategy	2019	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.23	Secondary Plan Reviews	2019	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.24	Growth Management Program Support and Enhancement	2019	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.25	Central Area Study	2020	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.26	Growth Management Program Support and Enhancement	2020	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.27	Miscellaneous Planning Studies	2020	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.28	Peel Climate Change Strategy	2020	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.29	Secondary Plan Reviews	2020	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.30	Central Area Study	2021	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.31	Growth Management Program Support and Enhancement	2021	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.32	Miscellaneous Planning Studies	2021	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.33	Peel Climate Change Strategy	2021	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.34	Secondary Plan Reviews	2021	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.35	Growth Management Program Support and Enhancement	2022	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ 2,500	\$ 22,500	\$ -	\$ 22,500	\$ -
1.2.36	Miscellaneous Planning Studies	2022	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
1.2.37	Peel Climate Change Strategy	2022	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.38	Secondary Plan Reviews	2022	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 5,000	\$ 45,000	\$ -	\$ 45,000	\$ -
1.2.39	Development Charges Study	2023	\$ 425,000	\$ -	\$ 425,000	\$ -	\$ 42,500	\$ 382,500	\$ -	\$ 382,500	\$ -
			\$ 4,571,000	\$ -	\$ 4,571,000	\$ 1,611,000	\$ 296,000	\$ 2,664,000	\$ -	\$ 2,664,000	\$ -
TOTAL GENERAL GOVERNMENT			\$ 16,599,611	\$ -	\$ 16,599,611	\$ 1,611,000	\$ 1,498,861	\$ 13,489,750	\$ 1,854,408	\$ 10,666,641	\$ 968,701

Residential Development Charge Calculation		
Residential Share of 2014-2023 DC Eligible Costs	71.0%	\$7,573,315
10 Year Growth in Population in New Units		162,396
Unadjusted Development Charge Per Capita (\$)		\$46.63
Non-Residential Development Charge Calculation		
Non-Residential Share of 2014-2023 DC Eligible Costs	29.0%	\$ 3,093,326
10 Year Growth in Square Meters		4,967,120
Unadjusted Development Charge Per Sq.M (\$)		\$0.62

2014 - 2023 Net Funding Envelope for Facilities	\$8,002,641
Reserve Fund Balance	\$1,854,408

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
GENERAL GOVERNMENT
RESIDENTIAL DEVELOPMENT CHARGE

1.00 GENERAL GOVERNMENT

OPENING CASH BALANCE FROM APPLICABLE RESERVES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE (\$000)	0.0	648.5	(4,428.7)	(3,976.8)	(3,422.9)	(3,105.0)	(2,458.2)	(1,832.6)	(1,202.7)	(548.5)	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS											
1.00 General Government : Non Inflated	\$107.43	\$5,683.05	\$164.94	\$164.94	\$436.52	\$164.94	\$196.89	\$196.89	\$164.94	\$292.74	\$7,573.32
1.00 General Government: Inflated	\$107.43	\$5,796.71	\$171.61	\$175.04	\$472.50	\$182.11	\$221.74	\$226.17	\$193.26	\$349.86	\$7,896.43
POPULATION GROWTH											
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	162,396
REVENUE - current (\$000)											
- Dev. Charge Receipts	744.8	833.3	855.1	934.4	969.9	985.7	969.4	944.3	901.2	919.2	\$9,057.30
- Interest on Opening Balance	0.0	22.7	(243.6)	(218.7)	(188.3)	(170.8)	(135.2)	(100.8)	(66.1)	(30.2)	(\$1,130.95)
- Interest on In-year Transactions (excl.int.)	11.2	(136.5)	12.0	13.3	8.7	14.1	13.1	12.6	12.4	10.0	(\$29.32)
TOTAL REVENUE	756.0	719.5	623.5	729.0	790.3	829.0	847.3	856.1	847.4	899.0	\$7,897.03
CLOSING CASH BALANCE	648.5	(4,428.7)	(3,976.8)	(3,422.9)	(3,105.0)	(2,458.2)	(1,832.6)	(1,202.7)	(548.5)	0.6	

2014 Adjusted Charge Per Capita	\$50.95
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Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
GENERAL GOVERNMENT
NON-RESIDENTIAL DEVELOPMENT CHARGE

1.00 GENERAL GOVERNMENT

OPENING CASH BALANCE FROM APPLICABLE RESERVES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE (\$000)	\$0.00	\$335.28	(\$1,667.36)	(\$1,423.69)	(\$1,211.09)	(\$1,131.38)	(\$898.92)	(\$668.92)	(\$429.34)	(\$179.59)	
2009-2018 NON-RESIDENTIAL FUNDING REQUIREMENTS											
1.00 General Government : Non Inflated	\$43.88	\$2,321.25	\$67.37	\$67.37	\$178.30	\$67.37	\$80.42	\$80.42	\$67.37	\$119.57	\$3,093.33
1.00 General Government: Inflated	\$43.88	\$2,367.67	\$70.09	\$71.50	\$192.99	\$74.38	\$90.57	\$92.38	\$78.94	\$142.90	\$3,225.30
NON-RESIDENTIAL GROWTH											
- Sq. Metres in New Buildings	549,100	587,100	565,010	495,300	457,610	484,850	476,950	466,050	436,300	448,850	4,967,120
REVENUE - current (\$000)											
- Dev. Charge Receipts	373.4	407.2	399.7	357.4	336.8	364.0	365.2	364.0	347.6	364.8	\$3,680.10
- Interest on Opening Balance	0.0	11.7	(91.7)	(78.3)	(66.6)	(62.2)	(49.4)	(36.8)	(23.6)	(9.9)	(\$406.83)
- Interest on In-year Transactions (excl.int.)	5.8	(53.9)	5.8	5.0	2.5	5.1	4.8	4.8	4.7	3.9	(\$11.65)
TOTAL REVENUE	379.2	365.0	313.8	284.1	272.7	306.8	320.6	332.0	328.7	358.8	\$3,261.62
CLOSING CASH BALANCE	335.3	(1,667.4)	(1,423.7)	(1,211.1)	(1,131.4)	(898.9)	(668.9)	(429.3)	(179.6)	36.3	

2014 Adjusted Charge Per Capita	\$0.68
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Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.2

LIBRARY SERVICES

APPENDIX B.2

LIBRARY SERVICES

The Brampton Public Library is responsible for the provision of library services in the City of Brampton. Brampton Library offers a variety of programming and servicing, including special programs for adults, seniors, teens and children. In 2013, the Library operated out of seven branches throughout the City and the Library expects to expand its service over the next 10 years.

TABLE 1 HISTORIC SERVICE LEVELS

The total space used to provide Library Services in Brampton totals 184,700 square feet in 2013 with a replacement value of \$69.69 million. The land associated with this space totals 10.79 acres and is valued at \$12.80 million. Materials total \$16.87 million and furniture and equipment add another \$7.79 million to the value of the inventory. Personal computer related equipment is excluded in this total as required by the *DCA*.

The replacement value of the 2013 inventory of capital assets for Library Services is \$107.15 million, and the average historic service level over 10 years is \$169.26 per capita. The historic service level multiplied by the ten-year forecast of net population growth results in a ten-year maximum allowable funding envelope of \$24.39 million (144,100 net population growth x historic service level of \$169.26/capita).

Finally, the Library Services funding envelope must be reduced by ten per cent as required under the *DCA*. The resulting net maximum allowable funding envelope brought forward to the development charges calculation is reduced to \$21.95 million.

TABLE 2 2014–2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL BUDGET & CALCULATION OF THE “UNADJUSTED” DEVELOPMENT CHARGES

The first project in Library Services capital program is for the recovery of the negative reserve fund balance. The negative reserve fund relates to the previously committed excess capacity. The negative DC reserve fund balance for library services amounts to \$18.02 million (after the 10 per cent statutory discount) and this full amount is brought forward for recovery through development charges.

The development-related capital program also includes the construction of a new District 3 library branch in 2020 for a cost of \$15.00 million. The Brampton Public Library also plans to expand its collections over the ten-year planning horizon. An amount of \$35.37 million has been included to reflect the acquisition of new collection materials. Recognizing that approximately 75 per cent of all collection material acquisitions are considered to be a replacement and provide a benefit to the existing community, \$26.50 million has been removed from the DC calculation.

The total gross cost of the library DC capital program is \$70.89 million. No grants, subsidies or other recoveries are anticipated to fund any shares of the above mentioned projects, and as such the net cost to the municipality remains at \$70.89 million. Benefit-to-existing and replacement shares in the amount of \$26.50 million related to the additional collection materials have been removed from the DC calculations.

The legislated 10 per cent discount totals \$4.44 million and is netted off of the net municipal costs, leaving \$39.95 million as the total development related costs. An amount of \$18.0 million, the amount by which the remaining DC eligible costs exceed the maximum allowable funding envelope, is deemed a post-period benefit, and will be considered for recovery in subsequent development charge by-laws.

The 2014–2023 DC costs eligible for recovery amount to \$21.95 million, which is allocated entirely against future residential development in the City of Brampton. This results in an unadjusted development charge of \$135.17 per capita.

TABLE 3 CASH FLOW ANALYSIS

The cash flow analysis is displayed in Table 3. It considers the timing of the projects against the timing of the development charge revenues to determine adjusted calculated rates. After cash flow analysis, the residential charge increases to \$155.97 per capita.

10-year Hist. Service Level \$/capita	LIBRARY SERVICES SUMMARY 2014-2023		Unadjusted		Adjusted	
	Development-Related Capital Program (\$000's) Total	Net DC Recoverable	Development Charge \$/capita	\$/sq.m	Development Charge \$/capita	\$/sq.m
\$169.26	\$70,887	\$21,951	\$135.17	\$0.00	\$155.97	\$0.00

APPENDIX B.2
TABLE 1 - PAGE 1

LIBRARY SERVICES

INVENTORY OF CAPITAL ASSETS

BUILDINGS Branch Name	# of Square Feet										UNIT COST (\$/sq.ft)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Four Corners	38,939	38,939	38,939	38,939	38,939	38,939	38,939	38,939	38,939	38,939	38,939	\$368
Chinguacousy	50,283	50,283	50,283	50,283	50,283	52,724	52,724	52,724	52,724	52,724	52,724	\$368
Cyril Clark	17,650	17,650	17,650	17,650	17,650	25,354	25,354	25,354	25,354	25,354	25,354	\$368
South Fletcher's Branch	12,754	12,754	12,754	12,754	12,754	12,754	12,754	12,754	12,754	12,754	12,754	\$368
Gore Meadows (formerly Springdale)	-	-	-	-	-	-	-	-	-	-	30,156	\$378
Mount Pleasant Village	-	-	-	-	-	-	-	22,112	22,112	22,112	22,112	\$450
Temporary Locations:												
North West Interim Branch (Creditview)	-	3,188	3,188	3,188	3,188	3,188	3,188	-	-	-	-	\$221
North East Interim Branch (Mountainash)	-	-	2,632	2,632	2,632	2,632	2,632	2,632	2,632	2,632	2,632	\$221
Total (sq.ft.)	119,626	122,814	125,446	125,446	125,446	135,591	135,591	154,515	154,515	184,671		
Total (\$000)	\$44,022.4	\$44,726.9	\$45,308.6	\$45,308.6	\$45,308.6	\$49,041.9	\$49,041.9	\$58,287.8	\$58,287.8	\$69,686.8		

LAND Branch Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Four Corners	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	\$2,000,000
Chinguacousy	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	\$2,000,000
Cyril Clark	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	\$700,000
South Fletcher's Branch	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	\$700,000
Gore Meadows (formerly Springdale)	-	-	-	-	-	-	-	-	-	-	4.80	\$700,000
Mount Pleasant Village	-	-	-	-	-	-	-	0.45	0.45	0.45	0.45	\$700,000
Temporary Locations:												
North West Interim Branch (Creditview)	-	1.26	1.26	1.26	1.26	1.26	1.26	-	-	-	-	\$700,000
North East Interim Branch (Mountainash)	-	-	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	\$1,500,000
Total (acres)	5.48	6.74	6.80	6.80	6.80	6.80	6.80	5.99	5.99	10.79		
Total (\$000)	\$9,036.0	\$9,918.0	\$10,008.0	\$10,008.0	\$10,008.0	\$10,008.00	\$10,008.00	\$9,441.00	\$9,441.00	\$12,801.00		

APPENDIX B.2
TABLE 1 - PAGE 2

LIBRARY SERVICES

INVENTORY OF CAPITAL ASSETS

MATERIALS Collection	# of Collection Materials										UNIT COST (\$/item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Material Inventory	607,094	577,094	581,608	585,343	554,354	543,955	599,061	636,630	679,818	720,897	\$23
Total All Materials (#)	607,094	577,094	581,608	585,343	554,354	543,955	599,061	636,630	679,818	720,897	
Total (\$000)	\$14,206.0	\$13,504.0	\$13,609.6	\$13,697.0	\$12,971.9	\$12,728.5	\$14,018.0	\$14,897.1	\$15,907.7	\$16,869.0	

FURNITURE AND EQUIPMENT Branch Name	Total Value of Furniture and Equipment (\$000)									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Four Corners	\$1,367.0	\$1,367.0	\$1,367.0	\$1,367.0	\$1,367.0	\$1,395.7	\$1,467.1	\$1,483.0	\$1,487.6	\$1,501.0
Chinguacousy	\$1,669.0	\$1,669.0	\$1,669.0	\$1,669.0	\$1,669.0	\$2,212.9	\$2,315.7	\$2,337.2	\$2,431.4	\$2,464.2
Cyril Clark	\$586.0	\$586.0	\$586.0	\$586.0	\$586.0	\$609.5	\$1,445.3	\$1,447.7	\$1,452.2	\$1,466.8
South Fletcher's Branch	\$428.0	\$428.0	\$428.0	\$428.0	\$428.0	\$538.9	\$898.2	\$899.8	\$917.7	\$922.8
Gore Meadows (formerly Springdale)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$129.5	\$806.1
Mount Pleasant Village	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$375.5	\$381.7	\$523.3
Temporary Locations:										
North West Interim Branch (Creditview)	\$0.0	\$109.0	\$109.0	\$109.0	\$109.0	\$130.9	\$135.1	\$0.0	\$0.0	\$0.0
North East Interim Branch (Mountainash)	\$0.0	\$0.0	\$84.0	\$84.0	\$84.0	\$99.5	\$103.7	\$104.7	\$104.7	\$104.7
Total (\$000)	\$4,050.0	\$4,159.0	\$4,243.0	\$4,243.0	\$4,243.0	\$4,987.4	\$6,365.1	\$6,647.8	\$6,904.6	\$7,788.9

APPENDIX B.2
TABLE 1 - PAGE 3

LIBRARY SERVICES

SERVICE LEVEL ANALYSIS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Population	386,670	409,558	433,800	450,486	467,814	485,808	504,495	523,900	541,300	557,800

INVENTORY SUMMARY (\$000)

Buildings	\$44,022.4	\$44,726.9	\$45,308.6	\$45,308.6	\$45,308.6	\$49,041.9	\$49,041.9	\$58,287.8	\$58,287.8	\$69,686.8
Land	\$9,036.0	\$9,918.0	\$10,008.0	\$10,008.0	\$10,008.0	\$10,008.0	\$10,008.0	\$9,441.0	\$9,441.0	\$12,801.0
Materials	\$14,206.0	\$13,504.0	\$13,609.6	\$13,697.0	\$12,971.9	\$12,728.5	\$14,018.0	\$14,897.1	\$15,907.7	\$16,869.0
Furniture and Equipment	\$4,050.0	\$4,159.0	\$4,243.0	\$4,243.0	\$4,243.0	\$4,987.4	\$6,365.1	\$6,647.8	\$6,904.6	\$7,788.9
Total (\$000)	\$71,314.4	\$72,307.9	\$73,169.2	\$73,256.6	\$72,531.5	\$76,765.9	\$79,433.1	\$89,273.8	\$90,541.2	\$107,145.7

SERVICE LEVEL (\$/capita)

											Average Service Level
Buildings	\$113.85	\$109.21	\$104.45	\$100.58	\$96.85	\$100.95	\$97.21	\$111.26	\$107.68	\$124.93	\$106.70
Land	\$23.37	\$24.22	\$23.07	\$22.22	\$21.39	\$20.60	\$19.84	\$18.02	\$17.44	\$22.95	\$21.31
Materials	\$36.74	\$32.97	\$31.37	\$30.40	\$27.73	\$26.20	\$27.79	\$28.44	\$29.39	\$30.24	\$30.13
Furniture and Equipment	\$10.47	\$10.15	\$9.78	\$9.42	\$9.07	\$10.27	\$12.62	\$12.69	\$12.76	\$13.96	\$11.12
Total (\$/capita)	\$184.43	\$176.55	\$168.67	\$162.62	\$155.04	\$158.02	\$157.46	\$170.41	\$167.27	\$192.08	\$169.26

**CALCULATION OF MAXIMUM ALLOWABLE
LIBRARY SERVICES**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$169.26
Net Population Growth 2014 - 2023	144,100
Maximum Allowable Funding Envelope	24,390,366
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$2,439,037
Discounted Maximum Allowable Funding Envelope	\$21,951,329

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$ 107,145,688
Inventory Using Average Service Level	\$ 94,413,228
Excess Capacity	\$12,732,460
Excess Capacity:	Committed

APPENDIX B-2
TABLE 2

CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	10% Reduction		Available DC Reserves	2014-2023	Post 2023
2.0 LIBRARY SERVICES											
	2.1 Recovery of Negative Reserve Fund Balance	2014	\$ 20,016,994	\$ -	\$ 20,016,994	\$ -	\$ 2,001,699	\$ 18,015,294	\$ -	\$ 18,015,294	\$ -
	2.2 Buildings, Land & Furnishings										
	2.2.1 Automation Software Upgrades	various	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 50,000	\$ 450,000	\$ -	\$ 450,000	\$ -
	2.2.2 District 3 Library	2020	\$ 15,000,000	\$ -	\$ 15,000,000	\$ -	\$ 1,500,000	\$ 13,500,000	\$ -	\$ -	\$ 13,500,000
	2.2.3		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ 15,500,000	\$ -	\$ 15,500,000	\$ -	\$ 1,550,000	\$ 13,950,000	\$ -	\$ 450,000	\$ 13,500,000
	2.3 Material Acquisitions										
	2.3.1 Additional Collection Materials	2014	\$ 2,627,000	\$ -	\$ 2,627,000	\$ 1,750,000	\$ 87,700	\$ 789,300	\$ -	\$ 789,300	\$ -
	2.3.2 Additional Collection Materials	2015	\$ 2,927,000	\$ -	\$ 2,927,000	\$ 1,950,000	\$ 97,700	\$ 879,300	\$ -	\$ 879,300	\$ -
	2.3.3 Additional Collection Materials	2016	\$ 3,027,000	\$ -	\$ 3,027,000	\$ 2,150,000	\$ 87,700	\$ 789,300	\$ -	\$ 789,300	\$ -
	2.3.4 Additional Collection Materials	2017	\$ 3,227,000	\$ -	\$ 3,227,000	\$ 2,350,000	\$ 87,700	\$ 789,300	\$ -	\$ 789,300	\$ -
	2.3.5 Additional Collection Materials	2018	\$ 3,427,000	\$ -	\$ 3,427,000	\$ 2,550,000	\$ 87,700	\$ 789,300	\$ -	\$ 238,835	\$ 550,465
	2.3.6 Additional Collection Materials	2019	\$ 3,627,000	\$ -	\$ 3,627,000	\$ 2,750,000	\$ 87,700	\$ 789,300	\$ -	\$ -	\$ 789,300
	2.3.7 Additional Collection Materials	2020	\$ 3,827,000	\$ -	\$ 3,827,000	\$ 2,950,000	\$ 87,700	\$ 789,300	\$ -	\$ -	\$ 789,300
	2.3.8 Additional Collection Materials	2021	\$ 4,027,000	\$ -	\$ 4,027,000	\$ 3,150,000	\$ 87,700	\$ 789,300	\$ -	\$ -	\$ 789,300
	2.3.9 Additional Collection Materials	2022	\$ 4,227,000	\$ -	\$ 4,227,000	\$ 3,350,000	\$ 87,700	\$ 789,300	\$ -	\$ -	\$ 789,300
	2.3.10 Additional Collection Materials	2023	\$ 4,427,000	\$ -	\$ 4,427,000	\$ 3,550,000	\$ 87,700	\$ 789,300	\$ -	\$ -	\$ 789,300
			\$ 35,370,000	\$ -	\$ 35,370,000	\$ 26,500,000	\$ 887,000	\$ 7,983,000	\$ -	\$ 3,486,035	\$ 4,496,965
	TOTAL LIBRARY SERVICES		\$ 70,886,994	\$ -	\$ 70,886,994	\$ 26,500,000	\$ 4,438,699	\$ 39,948,294	\$ -	\$ 21,951,329	\$ 17,996,965

Residential Development Charge Calculation		
Residential Share of 2014-2023 DC Eligible Costs	100%	\$21,951,329
10 Year Growth in Population in New Units		162,396
Unadjusted Development Charge Per Capita (\$)		\$135.17
Non-Residential Development Charge Calculation		
Non-Residential Share of 2014-2023 DC Eligible Costs	0%	\$ -
10 Year Growth in Square Meters		4,967,120
Unadjusted Development Charge Per Sq.M (\$)		\$0.00

2014 - 2023 Net Funding Envelope for Library	\$21,951,329
Reserve Fund Balance	(\$18,015,294)

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
LIBRARY BOARD
RESIDENTIAL DEVELOPMENT CHARGE

2.00 LIBRARY SERVICES

OPENING CASH BALANCE FROM APPLICABLE RESERVES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE (\$000)	0.0	(17,025.2)	(16,325.4)	(15,443.1)	(14,282.8)	(12,360.0)	(10,020.0)	(7,603.2)	(5,132.7)	(2,661.7)	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS											
2.00 Library Services : Non Inflated	\$18,849.59	\$924.30	\$834.30	\$834.30	\$283.84	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$21,951.33
2.00 Library Services: Inflated	\$18,849.59	\$942.79	\$868.01	\$885.37	\$307.23	\$49.68	\$50.68	\$51.69	\$52.72	\$53.78	\$22,111.54
POPULATION GROWTH											
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	162,396
REVENUE - current (\$000)											
- Dev. Charge Receipts	2,280.1	2,550.8	2,617.6	2,860.4	2,969.0	3,017.6	2,967.5	2,890.7	2,758.7	2,814.0	\$27,726.40
- Interest on Opening Balance	0.0	(936.4)	(897.9)	(849.4)	(785.6)	(679.8)	(551.1)	(418.2)	(282.3)	(146.4)	(\$5,546.98)
- Interest on In-year Transactions (excl.int.)	(455.7)	28.1	30.6	34.6	46.6	51.9	51.0	49.7	47.4	48.3	(\$67.43)
TOTAL REVENUE	1,824.4	1,642.6	1,750.3	2,045.6	2,230.0	2,389.7	2,467.4	2,522.2	2,523.8	2,715.9	\$22,111.99
CLOSING CASH BALANCE	(17,025.2)	(16,325.4)	(15,443.1)	(14,282.8)	(12,360.0)	(10,020.0)	(7,603.2)	(5,132.7)	(2,661.7)	0.4	

2014 Adjusted Charge Per Capita \$155.97

Allocation of Capital Program	
Residential Sector	100.0%
Non-Residential Sector	0.0%
Rates for 2014	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.3

FIRE SERVICES

APPENDIX B.3

FIRE SERVICES

Brampton's Fire and Emergency Services is responsible for the provision of fire protection and prevention services across the City. The *Fire Protection and Prevention Act* defines fire protection services as "...fire suppression, fire prevention, fire safety education, communication, training of persons involved in the provision of fire protection services, rescue and emergency services and the delivery of all those services." The City's Fire and Emergency Services has a full time equivalent staff complement of approximately 386 responding to fires, medical emergencies, transportation accidents, industrial accidents, rescues, and a wide range of other life-threatening emergencies.

TABLE 1 HISTORIC SERVICE LEVELS

Table 1 displays the ten year historic inventory for buildings, land, vehicles and equipment. Fire and Emergency Services currently operates out of sixteen stations plus a fire life safety centre. The total building area for all fire related buildings is 129,800 square feet with a replacement value of \$47.95 million.

The land associated with the fire stations totals 27.05 acres, worth \$22.09 million. The 2013 fleet totals 83 vehicles with a replacement value of \$24.48 million. Equipment in all stations is valued at approximately \$6.67 million.

The 2013 total replacement value of the inventory of capital assets for Fire and Emergency Services is \$101.18 million, resulting in a ten year historic average service level of \$674.67 per household. The historic service level, multiplied by the ten year forecast in household growth (43,165), results in a ten year maximum allowable funding envelope of \$29.12 million. No uncommitted excess capacity exists for this service; therefore, the full funding envelope is brought forward to the development charges calculation.

**TABLE 2 2014–2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL
BUDGET & CALCULATION OF THE “UNADJUSTED” DEVELOPMENT
CHARGES**

The first project in the Fire and Emergency Services capital program is for the recovery of the negative reserve fund balance. The negative reserve fund relates to the previously committed excess capacity. The negative DC reserve fund balance for fire services amounts to \$23.68 million and this full amount is brought forward for recovery through development charges.

Over the 10-year forecast period Fire and Emergency Services is expected to add two new stations, one training facility, an apparatus and maintenance facility and replace two stations (#201 and #203) with larger facilities as a result of growth. These new building projects combined amount to \$46.82 million. The City anticipates funding the remaining portion (\$3.53 million) of the new Apparatus and Maintenance Facility in 2014. The two new stations (station #14 and #15) are expected to be developed in 2018 and 2019 respectively, for a combined cost of \$9.38 million. The new training facility will be constructed for a total cost of \$19.96 million. A deduction of \$220,000 is made to the training facility amount to reflect a benefit to the existing community.

Stations 201 (Headquarters) and Station #203 are expected to be reconstructed and expanded for a total cost of \$13.95 million. A deduction of \$10.70 million is made to this amount to account for the replacement shares equivalent to the current stations.

The remainder (\$12.02 million) of the development-related capital program consists of new vehicles and equipment (e.g. opticom, dispatch and firefighting equipment).

Altogether, the ten year capital forecast for fire services amounts to \$82.52 million. A deduction of \$14.47 million is made to this amount to account for the replacement shares, which are largely associated with the replacement of stations 201 and 203, as well as annual equipment acquisitions. A significant portion of the capital program, \$38.93 million, is deemed to benefit development post 2023, and will be considered for recovery in subsequent development charge by-laws.

The remaining \$29.12 million is related to development in the 2014–2023 planning period and is eligible for DC recovery in this period. The DCA does not require a 10 per cent statutory discount for fire and protection services.

The development-related net capital cost of \$29.12 million is allocated 71 per cent to residential development (\$20.68 million) and 29 per cent to non-residential development (\$8.45 million). This apportionment is based on the anticipated shares of population in new units and employment growth over the ten-year forecast period. The residential share of the net development-related capital cost is divided by the 10-year forecast growth in population in new units to derive an unadjusted charge of \$127.32 per capita. The non-residential share of the net growth related capital cost is divided by the 10-year forecast growth in floor space, resulting in an unadjusted charge of \$1.70 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, the residential calculated charge increases to \$148.79 per capita and the non-residential charge increases to \$1.97 per square metre.

10-year Hist. Service Level \$/household	FIRE SERVICES SUMMARY				Adjusted	
	2014-2023		Unadjusted		Development Charge	
	Development-Related Total	Capital Program (\$000's) Net DC Recoverable	Development Charge \$/capita	Development Charge \$/sq.m	\$/capita	\$/sq.m
\$674.67	\$82,520	\$29,122	\$127.32	\$1.70	\$148.79	\$1.97

APPENDIX B.3
TABLE 1 - PAGE 1

FIRE SERVICES

INVENTORY OF CAPITAL ASSETS

BUILDINGS Station Name	# of Square Feet										UNIT COST (\$/sq.ft)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Station #201 Headquarters	13,544	13,544	13,544	13,544	13,544	13,544	13,544	13,544	13,544	13,544	13,544	\$366
Station #202	6,745	6,745	6,745	6,745	6,745	6,745	6,745	6,745	6,745	6,745	6,745	\$366
Station #203	17,981	17,981	17,981	17,981	17,981	17,981	17,981	17,981	21,694	21,694	21,694	\$366
Station #204	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	\$366
Station #205	5,900	5,900	5,900	5,900	5,900	5,900	8,239	8,239	8,239	8,239	8,239	\$366
Station #206	6,711	6,711	6,711	6,711	6,711	6,711	6,711	6,711	6,711	6,711	6,711	\$366
Station #207	7,194	7,194	7,194	7,194	7,194	7,194	7,194	7,194	7,194	7,194	7,194	\$366
Station #208	6,747	6,747	6,747	6,747	6,747	6,747	6,747	6,747	6,747	6,747	6,747	\$366
Station #209	9,608	9,608	9,608	9,608	9,608	9,608	9,608	9,608	9,608	9,608	9,608	\$366
Station #210	9,668	9,668	9,668	9,668	9,668	9,668	9,668	9,668	9,668	9,668	9,668	\$366
Station #212	-	-	-	-	-	-	-	-	11,068	11,068	11,068	\$412
Station #213	8,919	8,919	8,919	8,919	8,919	8,919	8,919	8,919	8,919	8,919	8,919	\$412
Churchville Station #217	962	962	962	962	962	962	962	962	-	-	-	\$200
Huttonville Station #218	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	1,269	\$200
Castlemore Station #219	1,626	1,626	1,626	1,626	1,626	1,626	1,626	1,626	1,626	1,626	1,626	\$217
Fire Life Safety Centre	10,847	10,847	10,847	10,847	10,847	10,847	10,847	10,847	10,847	10,847	10,847	\$366
Total (sq.ft.)	113,621	113,621	113,621	113,621	113,621	113,621	113,621	115,960	130,741	129,779	129,779	
Total (\$000)	\$41,374.7	\$41,374.7	\$41,374.7	\$41,374.7	\$41,374.7	\$41,374.7	\$41,374.7	\$42,230.6	\$48,145.9	\$47,953.5	\$47,953.5	

LAND Station Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
A&M Facility - 52 Rutherford Rd	-	-	-	-	-	-	-	-	-	2.5	2.5	\$700,000
Station #201 Headquarters	2.16	2.16	2.16	2.16	2.16	2.16	2.16	2.16	2.16	2.16	2.16	\$1,500,000
Station #202	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	\$700,000
Station #203	4.36	4.36	4.36	4.36	4.36	4.36	4.36	4.36	4.36	4.36	4.36	\$850,000
Station #204	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	\$700,000
Station #205	1.48	1.48	1.48	1.48	1.48	1.48	1.48	1.48	1.48	1.48	1.48	\$700,000
Station #206	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	\$1,500,000
Station #207	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	\$700,000
Station #208	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	\$700,000
Station #209	1.51	1.51	1.51	1.51	1.51	1.51	1.51	1.51	1.51	1.51	1.51	\$700,000
Station #210	1.50	1.50	1.50	1.50	1.50	1.50	1.5	1.5	1.5	1.5	1.5	\$700,000
Station #211	-	-	-	-	-	-	-	-	1.84	1.84	1.84	\$700,000
Station #212	-	-	-	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	\$700,000
Station #213	1.61	1.61	1.61	1.61	1.61	1.61	1.61	1.61	1.61	1.61	1.61	\$700,000
Churchville Station #217	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	-	-	-	\$700,000
Huttonville Station #218	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	\$700,000
Castlemore Station #219	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	\$700,000
Fire Life Safety Centre	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	\$700,000
Total (acres)	21.45	21.45	21.45	22.85	22.85	22.85	22.85	22.85	24.69	27.05	27.05	
Total (\$000)	\$18,163.8	\$18,163.8	\$18,163.8	\$19,143.8	\$19,143.8	\$19,145.0	\$19,145.0	\$20,433.0	\$22,085.0	\$22,085.0	\$22,085.0	

APPENDIX B.3
TABLE 1 - PAGE 2

FIRE SERVICES

INVENTORY OF CAPITAL ASSETS

VEHICLES Vehicle Type	# of Vehicles										UNIT COST (\$/vehicle)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Aerials/Towers	6	7	7	8	8	8	8	8	7	7	\$1,100,000
Air/Light Vehicle	1	1	1	1	1	1	1	1	1	1	\$400,000
Chief/Training Vehicle	11	13	16	18	18	18	18	20	20	21	\$35,000
Command Post	1	1	1	1	1	1	1	1	1	1	\$650,000
Fire Prevention cars	16	16	17	18	19	19	20	20	20	25	\$25,000
Flashover	1	1	1	1	1	1	1	1	1	1	\$87,000
Hazardous Materials Unit	0	0	1	1	1	1	1	1	1	1	\$650,000
Platoon Chiefs Vehicle	0	0	0	4	4	4	4	4	4	4	\$65,000
Pumper/ Rescue	4	4	4	4	5	6	6	6	6	7	\$700,000
Pumpers/Tankers	13	13	13	13	12	11	12	12	13	13	\$600,000
Rehabilitation unit	1	1	1	1	1	1	1	1	1	1	\$220,000
Technical rescue	1	1	1	1	1	1	1	1	1	1	\$450,000
Total (#)	55	58	63	71	72	72	74	76	76	83	
Total (\$000)	\$19,792.0	\$20,962.0	\$21,742.0	\$23,197.0	\$23,322.0	\$23,422.0	\$24,047.0	\$24,117.0	\$23,617.0	\$24,477.0	

FURNITURE & EQUIPMENT (excluding computers) Description	Total Value of Furniture & Equipment (\$)										UNIT COST \$/Unit
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
- Opticom Traffic Controller Pre-Emption Device (# intersections)	294	326	370	405	429	449	468	492	512	316	\$6,000
- Opticom Traffic Controller Pre-Emption Device (\$000)	\$1,764.0	\$1,956.0	\$2,220.0	\$2,430.0	\$2,574.0	\$2,694.0	\$2,808.0	\$2,952.0	\$3,072.0	\$1,896.0	
Emtrac Traffic Controller Pre-Emption Device (# of Intersections)	-	-	-	-	-	-	-	-	-	207	\$4,418
- Furniture & Equipment - all stations (\$000)	\$1,704.3	\$1,704.3	\$1,704.3	\$1,704.3	\$1,704.3	\$1,704.3	\$1,739.4	\$1,961.1	\$1,946.7	\$1,946.7	\$15
-# of Firefighters	324	334	334	360	361	370	370	361	361	382	\$5,000
Total (\$000)	\$5,088.3	\$5,330.3	\$5,594.3	\$5,934.3	\$6,083.3	\$6,248.3	\$6,397.4	\$6,718.1	\$6,823.7	\$6,667.2	

APPENDIX B.3
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FIRE SERVICES

SERVICE LEVEL ANALYSIS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Households	113,709	119,649	125,900	130,261	134,773	139,442	144,272	149,270	153,930	158,240

INVENTORY SUMMARY (\$000)

Buildings	\$41,375	\$41,375	\$41,375	\$41,375	\$41,375	\$41,375	\$42,231	\$48,146	\$47,953	\$47,953
Land	\$18,164	\$18,164	\$18,164	\$19,144	\$19,144	\$19,145	\$19,145	\$20,433	\$22,085	\$22,085
Vehicles	\$19,792	\$20,962	\$21,742	\$23,197	\$23,322	\$23,422	\$24,047	\$24,117	\$23,617	\$24,477
Equipment	\$5,088	\$5,330	\$5,594	\$5,934	\$6,083	\$6,248	\$6,397	\$6,718	\$6,824	\$6,667
Total (\$000)	\$84,419	\$85,831	\$86,875	\$89,650	\$89,924	\$90,190	\$91,820	\$99,414	\$100,479	\$101,183

SERVICE LEVEL (\$/household)

Average
Service
Level

Buildings	\$363.86	\$345.80	\$328.63	\$317.63	\$306.99	\$296.72	\$292.71	\$322.54	\$311.53	\$303.04	\$318.95
Land	\$159.74	\$151.81	\$144.27	\$146.96	\$142.04	\$137.30	\$132.70	\$136.89	\$143.47	\$139.57	\$143.48
Vehicles	\$174.06	\$175.20	\$172.69	\$178.08	\$173.05	\$167.97	\$166.68	\$161.57	\$153.43	\$154.68	\$167.74
Equipment	\$44.75	\$44.55	\$44.43	\$45.56	\$45.14	\$44.81	\$44.34	\$45.01	\$44.33	\$42.13	\$44.50
Total (\$/household)	\$742.41	\$717.35	\$690.03	\$688.23	\$667.22	\$646.79	\$636.44	\$666.00	\$652.76	\$639.43	\$674.67

CALCULATION OF MAXIMUM ALLOWABLE
FIRE SERVICES

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$674.67
Net Household Growth 2014 - 2023	43,165
Maximum Allowable Funding Envelope	29,122,244
Less: Uncommitted Excess Capacity	\$0
Discounted Maximum Allowable Funding Envelope	\$29,122,244

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$ 101,182,676
Inventory Using Average Service Level	\$ 106,759,646
Excess Capacity	\$ -
Excess Capacity:	Uncommitted

APPENDIX B-3
TABLE 2

CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	0% Reduction		Available DC Reserves	2014-2023	Post 2023
3.0 FIRE SERVICES											
	3.1 Recovery of Negative Reserve Fund Balance	2014	\$ 23,683,542	\$ -	\$ 23,683,542	\$ -	\$ -	\$ 23,683,542	\$ -	\$ 23,683,542	\$ -
	3.2 Buildings, Land & Furnishings										
	3.2.1 Apparatus and Maintenance Facility	2014	\$ 3,530,000	\$ -	\$ 3,530,000	\$ -	\$ -	\$ 3,530,000	\$ -	\$ 3,530,000	\$ -
	3.2.2 Station 201 Headquarter Replacement and Expansion	2014	\$ 250,000	\$ -	\$ 250,000	\$ 212,000	\$ -	\$ 38,000	\$ -	\$ 38,000	\$ -
	3.2.3 Station 203 Replacement and Expansion	2014	\$ 4,600,000	\$ -	\$ 4,600,000	\$ 2,773,000	\$ -	\$ 1,827,000	\$ -	\$ 1,675,701	\$ 151,299
	3.2.4 Training Facility	2014	\$ 12,600,000	\$ -	\$ 12,600,000	\$ -	\$ -	\$ 12,600,000	\$ -	\$ -	\$ 12,600,000
	3.2.5 Training Facility	2015	\$ 1,107,000	\$ -	\$ 1,107,000	\$ -	\$ -	\$ 1,107,000	\$ -	\$ -	\$ 1,107,000
	3.2.6 Station 201 Headquarter Replacement and Expansion	2015	\$ 9,096,000	\$ -	\$ 9,096,000	\$ 7,710,000	\$ -	\$ 1,386,000	\$ -	\$ -	\$ 1,386,000
	3.2.7 Training Facility	2016	\$ 6,253,000	\$ -	\$ 6,253,000	\$ 220,000	\$ -	\$ 6,033,000	\$ -	\$ -	\$ 6,033,000
	3.2.8 Station 215 - Design and Construction	2018	\$ 180,000	\$ -	\$ 180,000	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ 180,000
	3.2.9 Station 214 & Training - Construction	2018	\$ 4,600,000	\$ -	\$ 4,600,000	\$ -	\$ -	\$ 4,600,000	\$ -	\$ -	\$ 4,600,000
	3.2.10 Station 215 - Design and Construction	2019	\$ 4,600,000	\$ -	\$ 4,600,000	\$ -	\$ -	\$ 4,600,000	\$ -	\$ -	\$ 4,600,000
			\$ 46,816,000	\$ -	\$ 46,816,000	\$ 10,915,000	\$ -	\$ 35,901,000	\$ -	\$ 5,243,701	\$ 30,657,299
	3.3 Vehicles										
	3.3.1 New Vehicle	2014	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ -	\$ 120,000	\$ -	\$ 120,000	\$ -
	3.3.2 New Vehicle	2015	\$ 1,075,000	\$ -	\$ 1,075,000	\$ -	\$ -	\$ 1,075,000	\$ -	\$ -	\$ 1,075,000
	3.3.3 New Vehicle	2016	\$ 1,200,000	\$ -	\$ 1,200,000	\$ -	\$ -	\$ 1,200,000	\$ -	\$ -	\$ 1,200,000
	3.3.4 New Vehicle	2017	\$ 1,100,000	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000
	3.3.5 New Vehicle	2018	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000
	3.3.6 New Vehicle	2019	\$ 700,000	\$ -	\$ 700,000	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ 700,000
	3.3.7 New Vehicle	2020	\$ 1,100,000	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000
			\$ 6,045,000	\$ -	\$ 6,045,000	\$ -	\$ -	\$ 6,045,000	\$ -	\$ 120,000	\$ 5,925,000
	3.4 Equipment										
	3.4.1 Opticom	2014	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ -
	3.4.2 Opticom	2015	\$ 150,000	\$ -	\$ 150,000	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
	3.4.3 Opticom	2016	\$ 150,000	\$ -	\$ 150,000	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
	3.4.4 Dispatch Equipment	2016	\$ 350,000	\$ -	\$ 350,000	\$ 200,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	3.4.5 Fire Fighting Equipment	2016	\$ 350,000	\$ -	\$ 350,000	\$ 250,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.6 Opticom	2017	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.7 Dispatch Equipment	2017	\$ 350,000	\$ -	\$ 350,000	\$ 200,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	3.4.8 Fire Fighting Equipment	2017	\$ 350,000	\$ -	\$ 350,000	\$ 250,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.9 Opticom	2018	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.10 Dispatch Equipment	2018	\$ 350,000	\$ -	\$ 350,000	\$ 200,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	3.4.11 Fire Fighting Equipment	2018	\$ 350,000	\$ -	\$ 350,000	\$ 250,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.12 Opticom	2019	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.13 Dispatch Equipment	2019	\$ 350,000	\$ -	\$ 350,000	\$ 200,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	3.4.14 Fire Fighting Equipment	2019	\$ 350,000	\$ -	\$ 350,000	\$ 250,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.15 Opticom	2020	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.16 Dispatch Equipment	2020	\$ 350,000	\$ -	\$ 350,000	\$ 200,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	3.4.17 Fire Fighting Equipment	2020	\$ 350,000	\$ -	\$ 350,000	\$ 250,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.18 Opticom	2021	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.19 Dispatch Equipment	2021	\$ 350,000	\$ -	\$ 350,000	\$ 200,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	3.4.20 Fire Fighting Equipment	2021	\$ 350,000	\$ -	\$ 350,000	\$ 250,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.21 Opticom	2022	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	3.4.22 Opticom	2023	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
			\$ 5,975,000	\$ -	\$ 5,975,000	\$ 3,550,000	\$ -	\$ 2,425,000	\$ -	\$ 75,000	\$ 2,350,000
	TOTAL FIRE SERVICES		\$ 82,519,542	\$ -	\$ 82,519,542	\$ 14,465,000	\$ -	\$ 68,054,542	\$ -	\$ 29,122,244	\$ 38,932,299

Residential Development Charge Calculation		
Residential Share of 2014-2023 DC Eligible Costs	71%	\$20,676,793
10 Year Growth in Population in New Units		162,396
Unadjusted Development Charge Per Capita (\$)		\$127.32
Non-Residential Development Charge Calculation		
Non-Residential Share of 2014-2023 DC Eligible Costs	29%	\$ 8,445,451
10 Year Growth in Square Meters		4,967,120
Unadjusted Development Charge Per Sq.M (\$)		\$1.70

2014 - 2023 Net Funding Envelope for Fire	\$29,122,244
Reserve Fund Balance	(\$23,683,542)

APPENDIX B.3
TABLE 3 - PAGE 1

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
FIRE SERVICES
RESIDENTIAL DEVELOPMENT CHARGE

3.00 FIRE SERVICES

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES											
OPENING CASH BALANCE (\$000)	0.0	(19,010.5)	(17,580.1)	(16,006.2)	(14,110.1)	(12,004.3)	(9,735.4)	(7,390.4)	(4,991.0)	(2,587.8)	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS											
3.00 Fire Services : Non Inflated	\$20,676.79	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,676.8
3.00 Fire Services: Inflated	\$20,676.79	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,676.8
POPULATION GROWTH											
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	162,396
REVENUE - current (\$000)											
- Dev. Charge Receipts	2,175.1	2,433.4	2,497.1	2,728.7	2,832.3	2,878.7	2,830.9	2,757.6	2,631.7	2,684.5	\$26,450.0
- Interest on Opening Balance	0.0	(1,045.6)	(966.9)	(880.3)	(776.1)	(660.2)	(535.4)	(406.5)	(274.5)	(142.3)	(\$5,687.9)
- Interest on In-year Transactions (excl.int.)	(508.8)	42.6	43.7	47.8	49.6	50.4	49.5	48.3	46.1	47.0	(\$84.0)
TOTAL REVENUE	1,666.3	1,430.4	1,573.9	1,896.1	2,105.8	2,268.8	2,345.0	2,399.4	2,403.2	2,589.1	\$20,678.1
CLOSING CASH BALANCE	(19,010.5)	(17,580.1)	(16,006.2)	(14,110.1)	(12,004.3)	(9,735.4)	(7,390.4)	(4,991.0)	(2,587.8)	1.4	

2014 Adjusted Charge Per Capita \$148.79

Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

CITY OF BRAMPTON
 CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
 FIRE DEPARTMENT
 NON-RESIDENTIAL DEVELOPMENT CHARGE

3.00 FIRE DEPARTMENT

OPENING CASH BALANCE FROM APPLICABLE RESERVES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE (\$000)	\$0.00	(\$7,566.25)	(\$6,782.05)	(\$5,976.80)	(\$5,251.90)	(\$4,547.88)	(\$3,724.96)	(\$2,853.22)	(\$1,937.09)	(\$1,018.90)	
2009-2018 NON-RESIDENTIAL FUNDING REQUIREMENTS											
3.00 Fire Department : Non Inflated	\$8,445.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,445.45
3.00 Fire Department: Inflated	\$8,445.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,445.45
NON-RESIDENTIAL GROWTH											
- Sq. Metres in New Buildings	549,100	587,100	565,010	495,300	457,610	484,850	476,950	466,050	436,300	448,850	4,967,120
REVENUE - current (\$000)											
- Dev. Charge Receipts	1,081.7	1,179.7	1,158.0	1,035.5	975.8	1,054.6	1,058.1	1,054.6	1,007.1	1,056.7	\$10,661.80
- Interest on Opening Balance	0.0	(416.1)	(373.0)	(328.7)	(288.9)	(250.1)	(204.9)	(156.9)	(106.5)	(56.0)	(\$2,181.25)
- Interest on In-year Transactions (excl.int.)	(202.5)	20.6	20.3	18.1	17.1	18.5	18.5	18.5	17.6	18.5	(\$34.85)
TOTAL REVENUE	879.2	784.2	805.3	724.9	704.0	822.9	871.7	916.1	918.2	1,019.2	\$8,445.70
CLOSING CASH BALANCE	(7,566.3)	(6,782.1)	(5,976.8)	(5,251.9)	(4,547.9)	(3,725.0)	(2,853.2)	(1,937.1)	(1,018.9)	0.2	

2014 Adjusted Charge Per Capita	\$1.97
---------------------------------	--------

Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.4

RECREATION SERVICES

APPENDIX B.4

RECREATION SERVICES

The Public Services Department is responsible for the provision of Recreation services in the City of Brampton. Recreation services are delivered through a variety of indoor facilities including community centres, gymnasiums and arenas, as well as parkland and outdoor facilities. Cultural facilities are not eligible to be recovered through development charges and are excluded from this study.

TABLE 1 HISTORIC SERVICE LEVELS

The City operates 48 indoor recreation facilities of various types. The inventory includes 12 major community centres and 7 minor community centres. These centres total 1.11 million and 184,900 square feet, respectively, with a combined value of \$505.34 million. The 30,500 square feet of gymnasiums are valued at \$8.53 million and seniors centres, which occupy 39,900 square feet totalling \$11.93 million. There are two stand-alone arenas in the City of Brampton, which are valued at \$18.40 million. The remaining 141,300 square feet of indoor recreation space add \$49.33 million to the total value of the inventory.

The City owns a substantial amount of equipment used to provide recreation services. This includes fitness equipment, ice resurfacers, operations equipment, audio/video equipment, furniture and miscellaneous equipment. The total replacement value of all indoor recreation equipment in 2013 was \$41.34 million.

The land associated with these indoor facilities totals 140.88 acres, valued at \$99.49 million.

The City of Brampton also provides outdoor recreation facilities to the local population. In total, there are over 700 park facilities offered, including soccer fields, baseball diamonds, football fields, tennis courts, bocce courts, batting cages, cricket pitches, rugby fields, running tracks, splash pads, skateboard parks, lacrosse fields, and playgrounds. The total value of these facilities in 2013 was \$122.82 million.

Also included in the outdoor recreation inventory of capital assets are outdoor buildings, park equipment and special park facilities. In total, there are 132,000 square feet of outdoor building space occupying 17.79 acres of land in Brampton. The total

value of the buildings and land for these structures is valued at approximately \$37.88 million. Equipment associated with outdoor park buildings totals \$3.72 million. Outdoor maintenance equipment, which includes miscellaneous tools, mowers, forklifts, and generators totals \$2.11 million. The remaining special park facilities include various club houses and infrastructure, such as lawn bowling clubs, band shells, boathouses, mini-golf courses, greenhouses, outdoor swimming pools and rinks, and golf clubs. These facilities, as well as the 100.19 acres of land with which they are associated, are valued at \$89.04 million.

The City of Brampton's recreation inventory also includes tableland parkland, valleylands and other non-developable natural heritage lands. Together, these items amount to almost 3,700 acres of developed parkland, valued at \$462.89 million.

Finally, the parks and recreation fleet and maintenance equipment inventory includes both City-owned items and rented items that provide services to the residents of Brampton. The total recreation related fleet and equipment is valued at approximately \$24.18 million.

The combined value of capital assets for Recreation is valued at \$1.47 billion. The ten year historic average service level is \$2,669.46 per capita, and this, multiplied by the ten-year forecast of net population growth, results in a ten year maximum allowable funding envelope of \$384.67 million. No uncommitted excess capacity has been identified for this service.

Recreation is a service for which development-related capital costs must be reduced by ten per cent under the *DCA*. The resulting net maximum allowable funding envelope brought forward to the development charges calculation is reduced to \$346.20 million.

**TABLE 2 2014–2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL
BUDGET & CALCULATION OF THE “UNADJUSTED” DEVELOPMENT
CHARGES**

The largest project of the Major Facilities component of the Recreation capital program related to the construction of the new Mississauga/Embleton Community Recreation Centre. This is proposed as a four year phased development project to occur between 2014 and 2018 for a total gross project cost of \$51.21 million. No other recreation centres will be decommissioned as a result of the construction of this new centre, therefore, no replacement shares have been removed from the total project

cost. The remaining major facilities projects include the repurposing of the Old Flower City Community Campus Building for a total cost of \$11.80 million, and the modernization of existing facilities, for a total cost of \$41.10 million. Recognizing that a portion of the facility modernizations will benefit the existing community, approximately 40 per cent, or \$16.44 million, is considered to be the replacement and benefit to existing share, which will not be recovered through development charges.

The park facility and equipment/fleet amounts to a total gross cost of \$10.45 million. This provides for new indoor fields (FCCC Lawn Bowling) in 2016 for a total gross cost of \$4.00 million. The capital program also includes a provision of \$6.45 million to cover the cost of acquiring recreation related fleet and equipment over the ten-year planning period while maintaining the average historic level of service. All of these projects are deemed to be entirely development-related and neither replacement nor benefit to existing shares has been deducted.

The City also intends to continue the development of parkland. This program totals \$310.60 million and includes various developments such as Gore Meadows, Northwest Brampton Community Park, Eldorado Park, Loafers Lake, Torbram/Sandalwood, City valleylands and the Heritage/Bovaird City-wide Park. In addition, new community and neighbourhood parks are planned throughout the planning period. However, the City anticipates receiving about \$10.68 million in CIL to offset the cost of acquiring the North West Brampton Community Park in 2016. Additionally, \$5.93 million in replacement and benefit to existing shares have been identified, and therefore, this amount will not be recovered through development charges.

The ten year capital forecast for Recreation totals \$425.41 million, of which \$10.68 million is to be funded by CIL. \$22.37 million is identified as a replacement or benefit to existing share, and the legislated ten per cent discount totals \$39.24 million. These shares are netted off of the net municipal costs, leaving \$353.12 million as the total development related costs. \$3.21 million is available in the Recreation DC reserve fund balance to fund development-related projects. An amount of \$3.71 million represents the portion of the development-related cost which exceeds the maximum allowable funding envelope and is deemed to benefit growth beyond the 2014–2023 period. This share can be recovered through subsequent development charges studies.

The 2014–2023 DC costs eligible for recovery amount to \$346.20 million which is allocated entirely against future residential development in the City. This results in an unadjusted development charge of \$2,131.83 per capita.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, the residential calculated charge increases to \$2,153.53 per capita. The following table summarizes the calculation of the Recreation development charge.

10-year Hist. Service Level \$/capita	RECREATION SERVICES SUMMARY		Unadjusted		Adjusted	
	2014-2023 Development-Related Capital Program (\$000's) Total	Net DC Recoverable	Development Charge \$/capita	\$/sq.m	Development Charge \$/capita	\$/sq.m
\$2,669.46	\$425,411	\$346,202	\$2,131.83	\$0.00	\$2,153.53	\$0.00

APPENDIX B.4
TABLE 1 - PAGE 1

RECREATION

FACILITIES

INVENTORY OF CAPITAL ASSETS

MAJOR COMMUNITY CENTRES Facility Name	# of Square Feet										UNIT COST	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	(\$/sq.ft)	
Brampton Soccer Centre	-	-	-	134,309	134,309	134,309	134,309	134,309	134,309	134,309	134,309	\$346
Cassie Campell Community Centre	-	-	-	-	166,355	166,355	166,355	166,355	166,355	166,355	166,355	\$407
Century Gardens Recreation Complex	77,129	77,129	77,129	77,129	114,904	114,904	114,904	114,904	114,904	114,904	114,904	\$444
Chinguacousy Wellness Centre	43,188	43,188	43,188	43,188	43,188	43,188	43,188	43,188	43,188	43,188	43,188	\$444
Chris Gibson Recreation Centre	51,272	51,272	51,272	51,272	51,272	51,272	51,272	51,272	51,272	51,272	51,272	\$444
Earnscliffe Recreation Centre	47,699	47,699	47,699	90,493	90,493	90,493	90,493	90,493	90,493	90,493	90,493	\$444
Gore Meadows Community Centre	-	-	-	-	-	-	-	-	-	-	43,394	\$378
Greenbriar Recreation Centre	44,575	44,575	44,575	44,575	44,575	44,575	44,575	44,575	44,575	44,575	44,575	\$317
Jim Archdekin Recreation Centre	47,052	47,052	47,052	47,052	47,052	47,052	47,052	47,052	47,052	47,052	47,052	\$375
PowerAde Centre	152,040	152,040	152,040	152,040	152,040	152,040	152,040	152,040	152,040	152,040	152,040	\$375
South Fletcher's Sportsplex	159,642	159,642	159,642	159,642	159,642	159,642	159,642	159,642	159,642	159,642	159,642	\$359
Terry Miller Recreation Centre	60,344	60,344	60,344	60,344	60,344	60,344	60,344	60,344	60,344	60,344	60,344	\$317
Total (sq.ft.)	682,941	682,941	682,941	860,044	1,064,174	1,064,174	1,064,174	1,064,174	1,064,174	1,064,174	1,107,568	
Total (\$000)	\$262,562.4	\$262,562.4	\$262,562.4	\$328,049.7	\$412,569.0	\$412,569.0	\$412,569.0	\$412,569.0	\$412,569.0	\$412,569.0	\$428,972.0	

MINOR COMMUNITY CENTRES Facility Name	# of Square Feet										UNIT COST	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	(\$/sq.ft)	
Balmoral Recreation Centre	17,439	17,439	17,439	17,439	17,439	17,439	17,439	17,439	17,439	17,439	17,439	\$317
Brampton Curling Club	28,258	28,258	28,258	28,258	28,258	28,258	28,258	28,258	28,258	28,258	28,258	\$386
Centre for Sports Excellence (formerly McMurphy Pool)	38,527	38,527	38,527	38,527	38,527	38,527	38,527	38,527	38,527	38,527	38,527	\$444
Chinguacousy Curling Club	26,857	26,857	26,857	26,857	26,857	26,857	26,857	32,539	32,539	32,539	32,539	\$386
Ellen Mitchell Recreation Centre	14,178	14,178	14,178	14,178	14,178	14,178	14,178	14,178	14,178	14,178	14,178	\$444
Howden Recreation Centre	23,080	23,080	23,080	23,080	23,080	23,080	23,080	23,080	23,080	23,080	23,080	\$444
Loafer's Lake Recreation Centre	30,913	30,913	30,913	30,913	30,913	30,913	30,913	30,913	30,913	30,913	30,913	\$444
Total (sq.ft.)	179,252	179,252	179,252	179,252	179,252	179,252	179,252	184,934	184,934	184,934	184,934	
Total (\$000)	\$74,172.8	\$74,172.8	\$74,172.8	\$74,172.8	\$74,172.8	\$74,172.8	\$74,172.8	\$76,366.0	\$76,366.0	\$76,366.0	\$76,366.0	

APPENDIX B.4
TABLE 1 - PAGE 2

RECREATION

FACILITIES

INVENTORY OF CAPITAL ASSETS

SHARED GYMNASIUM FACILITIES Facility Name	# of Square Feet										UNIT COST (\$/sq.ft)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Century Gardens Rec Ctr / Gordon Graydon Senior Elem.	4,639	4,639	4,639	4,639	4,639	4,639	4,639	4,639	4,639	4,639	\$280
Huttonville Community Centre / Huttonville Elem. School	10,637	10,637	10,637	10,637	10,637	10,637	10,637	10,637	10,637	10,637	\$280
Jim Archdekin Rec Ctr / Heart Lake Secondary School	5,753	5,753	5,753	5,753	5,753	5,753	5,753	5,753	5,753	5,753	\$280
Ken Giles Community Ctr / Sir Wilfred Laurier Elem. School	2,666	2,666	2,666	2,666	2,666	2,666	2,666	2,666	2,666	2,666	\$280
Mount Pleasant Comm Ctr / MP Village Elementary School	-	-	-	-	-	-	-	2,543	2,543	2,543	\$280
Terry Miller Rec Ctr / Judith Nyman Secondary School	4,216	4,216	4,216	4,216	4,216	4,216	4,216	4,216	4,216	4,216	\$280
Total (sq.ft.)	27,911	27,911	27,911	27,911	27,911	27,911	27,911	30,454	30,454	30,454	
Total (\$000)	\$7,815.1	\$7,815.1	\$7,815.1	\$7,815.1	\$7,815.1	\$7,815.1	\$7,815.1	\$8,527.1	\$8,527.1	\$8,527.1	

SENIOR CENTRES Facility Name	# of Square Feet										UNIT COST (\$/sq.ft)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Centennial Recreation Centre	7,766	7,766	7,766	-	-	-	-	-	-	-	\$279
FCCC Seniors Centre	-	-	15,224	15,224	15,224	15,224	15,224	15,224	15,224	15,224	\$301
FCCC Seniors Centre Gymnasium							10,939	10,939	10,939	10,939	\$322
Knightbridge Community Centre	6,567	6,567	6,567	6,567	6,567	6,567	6,567	6,567	6,567	6,567	\$279
Snelgrove Community Centre	7,153	7,153	7,153	7,153	7,153	7,153	7,153	7,153	7,153	7,153	\$278
Total (sq.ft.)	21,486	21,486	36,710	28,944	28,944	28,944	39,883	39,883	39,883	39,883	
Total (\$000)	\$5,995.1	\$5,995.1	\$10,579.0	\$8,409.4	\$8,409.4	\$8,409.4	\$11,931.8	\$11,931.8	\$11,931.8	\$11,931.8	

ARENAS Facility Name	# of Square Feet										UNIT COST (\$/sq.ft)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Memorial Arena	33,128	33,128	33,128	33,128	33,128	33,128	33,128	33,128	33,128	33,128	\$265
Victoria Park Arena	35,379	35,379	35,379	35,379	35,379	35,379	35,379	35,379	35,379	35,379	\$272
Total (sq.ft.)	68,507	68,507	68,507	68,507	68,507	68,507	68,507	68,507	68,507	68,507	
Total (\$000)	\$18,402.5	\$18,402.5	\$18,402	\$18,402	\$18,402.5	\$18,402.5	\$18,402.5	\$18,402.5	\$18,402.5	\$18,402.5	

APPENDIX B.4
TABLE 1 - PAGE 3

RECREATION

FACILITIES

INVENTORY OF CAPITAL ASSETS

OTHER INDOOR FACILITIES Facility Name	# of Square Feet										UNIT COST
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	(\$/sq.ft)
Alderlea	-	-	-	-	-	-	-	-	-	10,153	\$741
Avondale Community Centre	6,928	6,928	6,928	6,928	6,928	6,928	6,928	6,928	6,928	6,928	\$350
Brampton Tennis Club	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	\$108
Castlemore Bocce Courts	5,647	5,647	5,647	5,647	5,647	5,647	5,647	5,647	5,647	5,647	\$167
Castlemore Community Centre (former Fire Station 217)	-	-	-	-	-	-	-	-	962	962	\$210
Central Public School Recreation Centre	25,930	25,930	25,930	25,930	25,930	25,930	25,930	25,930	25,930	25,930	\$352
Chinguacousy Park Optimist Club and Ski Chalet (New)	-	-	-	-	-	-	-	-	18,428	18,428	\$437
Ebenezer Hall	1,500	1,500	1,500	1,500	1,500	1,500	1,500	2,798	2,798	2,798	\$445
FCCC - Dorm Building "D"	8,045	8,045	8,045	8,045	8,045	8,045	8,045	8,045	8,045	8,045	\$286
FCCC - Dorm Building "E"	7,415	7,415	7,415	7,415	7,415	7,415	7,415	7,415	7,415	7,415	\$286
FCCC - Dorm Building "F"	8,045	8,045	8,045	8,045	8,045	8,045	8,045	8,045	8,045	8,045	\$286
FCCC - Gymnasium	21,538	21,538	21,538	21,538	-	-	-	-	-	-	\$267
Ken Giles Recreation Centre	28,907	28,907	28,907	28,907	28,907	28,907	28,907	28,907	28,907	28,907	\$267
Mount Pleasant Community Centre	-	-	-	-	-	-	-	2,523	2,523	2,523	\$450
Norton Place Recreation Centre	1,341	1,341	1,341	1,341	1,341	1,341	1,341	1,341	1,341	1,341	\$267
Old Optimist Community Centre (Chinguacousy)	6,985	6,985	6,985	6,985	6,985	6,985	6,985	-	-	-	\$276
Professor's Lake Recreation Centre	13,061	13,061	13,061	13,061	13,061	13,061	13,061	13,061	13,061	13,061	\$289
Total (sq.ft.)	136,460	136,460	136,460	136,460	114,922	114,922	114,922	111,758	131,148	141,301	
Total (\$000)	\$39,513.7	\$39,513.7	\$39,513.7	\$39,513.7	\$33,764.1	\$33,764.1	\$33,764.1	\$33,547.4	\$41,802.6	\$49,326.0	

APPENDIX B.4
TABLE 1 - PAGE 4

RECREATION

FACILITIES - EQUIPMENT

INVENTORY OF CAPITAL ASSETS

MAJOR COMMUNITY CENTRES (\$)	Value of Equipment (\$)										UNIT COST (\$/sq.ft)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Brampton Soccer Centre	\$0	\$0	\$0	\$3,224,405	\$3,224,405	\$3,224,405	\$3,224,405	\$3,224,405	\$3,224,405	\$3,224,405	\$3,224,405	\$24
Cassie Campell Community Centre	\$0	\$0	\$0	\$0	\$4,561,299	\$4,561,299	\$4,561,299	\$4,561,299	\$4,561,299	\$4,561,299	\$4,561,299	\$27
Century Gardens Recreation Complex	\$2,092,404	\$2,092,404	\$2,092,404	\$2,092,404	\$3,117,188	\$3,117,188	\$3,117,188	\$3,117,188	\$3,117,188	\$3,117,188	\$3,117,188	\$27
Chinguacousy Wellness Centre	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$1,177,206	\$27
Chris Gibson Recreation Centre	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$1,353,987	\$26
Earnscliffe Recreation Centre	\$1,298,113	\$1,298,113	\$1,298,113	\$2,462,739	\$2,462,739	\$2,462,739	\$2,462,739	\$2,462,739	\$2,462,739	\$2,462,739	\$2,462,739	\$27
Gore Meadows Community Centre	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$943,830	\$22
Greenbriar Recreation Centre	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$1,144,049	\$26
Jim Archdekin Recreation Centre	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$1,174,218	\$25
PowerAde Centre	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$3,972,539	\$26
South Fletcher's Sportsplex	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$4,430,469	\$28
Terry Miller Recreation Centre	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$1,654,576	\$27
Total (\$000)	\$18,297.6	\$18,297.6	\$18,297.6	\$22,686.6	\$28,272.7	\$28,272.7	\$28,272.7	\$28,272.7	\$28,272.7	\$28,272.7	\$29,216.5	

MINOR COMMUNITY CENTRES (\$)	Value of Equipment (\$)										UNIT COST (\$/sq.ft)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Balmoral Recreation Centre	\$618,102	\$618,102	\$618,102	\$618,102	\$618,102	\$618,102	\$618,102	\$618,102	\$618,102	\$618,102	\$618,102	\$35
Brampton Curling Club	\$615,185	\$615,185	\$615,185	\$615,185	\$615,185	\$615,185	\$615,185	\$615,185	\$615,185	\$615,185	\$615,185	\$22
Centre for Sports Excellence (formerly McMurchy Pool)	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$1,377,555	\$36
Chinguacousy Curling Club	\$584,684	\$584,684	\$584,684	\$584,684	\$584,684	\$584,684	\$584,684	\$584,684	\$708,383	\$708,383	\$708,383	\$22
Ellen Mitchell Recreation Centre	\$462,105	\$462,105	\$462,105	\$462,105	\$462,105	\$462,105	\$462,105	\$462,105	\$462,105	\$462,105	\$462,105	\$33
Howden Recreation Centre	\$740,580	\$740,580	\$740,580	\$740,580	\$740,580	\$740,580	\$740,580	\$740,580	\$740,580	\$740,580	\$740,580	\$32
Loafer's Lake Recreation Centre	\$925,749	\$925,749	\$925,749	\$925,749	\$925,749	\$925,749	\$925,749	\$925,749	\$925,749	\$925,749	\$925,749	\$30
Total (\$000)	\$5,324.0	\$5,324.0	\$5,324.0	\$5,324.0	\$5,324.0	\$5,324.0	\$5,324.0	\$5,324.0	\$5,447.7	\$5,447.7	\$5,447.7	

APPENDIX B.4
TABLE 1 - PAGE 5

RECREATION

FACILITIES - EQUIPMENT

INVENTORY OF CAPITAL ASSETS

SENIOR CENTRES (\$)	Value of Equipment (\$)										UNIT COST (\$/sq.ft)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Facility Name											
Centennial Recreation Centre	\$198,568	\$198,568	\$198,568	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26
FCCC Seniors Centre	\$0	\$0	\$389,261	\$389,261	\$389,261	\$389,261	389260.8806	\$389,261	\$389,261	\$389,261	\$26
FCCC Seniors Centre Gymnasium	\$0	\$0	\$0	\$0	\$0	\$0	\$279,580	\$279,580	\$279,580	\$279,580	\$26
Knightbridge Community Centre	\$182,321	\$182,321	\$182,321	\$182,321	\$182,321	\$182,321	\$182,321	\$182,321	\$182,321	\$182,321	\$28
Snelgrove Community Centre	\$198,591	\$198,591	\$198,591	\$198,591	\$198,591	\$198,591	\$198,591	\$198,591	\$198,591	\$198,591	\$28
Total (\$000)	\$579.5	\$579.5	\$968.7	\$770.2	\$770.2	\$770.2	\$1,049.8	\$1,049.8	\$1,049.8	\$1,049.8	

ARENAS (\$)	Value of Equipment (\$)										UNIT COST (\$/sq.ft)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Facility Name											
Memorial Arena	\$810,238	\$810,238	\$810,238	\$810,238	\$810,238	\$810,238	\$810,238	\$810,238	\$810,238	\$810,238	\$24
Victoria Park Arena	\$865,292	\$865,292	\$865,292	\$865,292	\$865,292	\$865,292	\$865,292	\$865,292	\$865,292	\$865,292	\$24
Total (\$000)	\$1,675.5	\$1,675.5	\$1,675.5	\$1,675.5	\$1,675.5	\$1,675.5	\$1,675.5	\$1,675.5	\$1,675.5	\$1,675.5	

OTHER INDOOR FACILITIES (\$)	Value of Equipment (\$)										UNIT COST (\$/sq.ft)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Facility Name											
Alderlea	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$304,590	\$30
Avondale Community Centre	\$145,469	\$145,469	\$145,469	\$145,469	\$145,469	\$145,469	\$145,469	\$145,469	\$145,469	\$145,469	\$21
Brampton Tennis Club	\$29,572	\$29,572	\$29,572	\$29,572	\$29,572	\$29,572	\$29,572	\$29,572	\$29,572	\$29,572	\$26
Castlemore Bocce Courts	\$110,796	\$110,796	\$110,796	\$110,796	\$110,796	\$110,796	\$110,796	\$110,796	\$110,796	\$110,796	\$20
Castlemore Community Centre (former Fire Station 217)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,635	\$23,635	\$25
Central Public School Recreation Centre	\$685,873	\$685,873	\$685,873	\$685,873	\$685,873	\$685,873	\$685,873	\$685,873	\$685,873	\$685,873	\$26
Chinguacousy Park Optimist Club and Ski Chalet (New)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$584,569	\$584,569	\$32
Ebenezer Hall	\$39,547	\$39,547	\$39,547	\$39,547	\$39,547	\$39,547	\$39,547	\$73,768	\$73,768	\$73,768	\$26
FCCC - Dorm Building "D"	\$205,097	\$205,097	\$205,097	\$205,097	\$205,097	\$205,097	\$205,097	\$205,097	\$205,097	\$205,097	\$25
FCCC - Dorm Building "E"	\$198,208	\$198,208	\$198,208	\$198,208	\$198,208	\$198,208	\$198,208	\$198,208	\$198,208	\$198,208	\$27
FCCC - Dorm Building "F"	\$157,846	\$157,846	\$157,846	\$157,846	\$157,846	\$157,846	\$157,846	\$157,846	\$157,846	\$157,846	\$20
FCCC - Gymnasium	\$575,724	\$575,724	\$575,724	\$575,724	\$0	\$0	\$0	\$0	\$0	\$0	\$27
Ken Giles Recreation Centre	\$916,982	\$916,982	\$916,982	\$916,982	\$916,982	\$916,982	\$916,982	\$916,982	\$916,982	\$916,982	\$32
Mount Pleasant Community Centre	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,518	\$66,518	\$66,518	\$26
Norton Place Recreation Centre	\$35,846	\$35,846	\$35,846	\$35,846	\$35,846	\$35,846	\$35,846	\$35,846	\$35,846	\$35,846	\$27
Old Optimist Community Centre (Chinguacousy)	\$186,713	\$186,713	\$186,713	\$186,713	\$186,713	\$186,713	\$186,713	\$0	\$0	\$0	\$27
Professor's Lake Recreation Centre	\$414,318	\$414,318	\$414,318	\$414,318	\$414,318	\$414,318	\$414,318	\$414,318	\$414,318	\$414,318	\$32
Total (\$000)	\$3,702.0	\$3,702.0	\$3,702.0	\$3,702.0	\$3,126.3	\$3,126.3	\$3,126.3	\$3,040.3	\$3,648.5	\$3,953.1	

APPENDIX B.4
TABLE 1 - PAGE 6

RECREATION

FACILITIES - LAND

INVENTORY OF CAPITAL ASSETS

MAJOR COMMUNITY CENTRES Facility Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Brampton Soccer Centre	-	-	-	9.97	9.97	9.97	9.97	9.97	9.97	9.97	9.97	\$700,000
Cassie Campell Community Centre	-	-	-	-	10.83	10.83	10.83	10.83	10.83	10.83	10.83	\$700,000
Century Gardens Recreation Complex	4.69	4.69	4.69	4.69	7.93	7.93	7.93	7.93	7.93	7.93	7.93	\$700,000
Chinguacousy Wellness Centre	6.06	6.06	6.06	6.06	6.06	6.06	6.06	6.06	6.06	6.06	6.06	\$700,000
Chris Gibson Recreation Centre	3.48	3.48	3.48	3.48	3.48	3.48	3.48	3.48	3.48	3.48	3.48	\$700,000
Earncliffe Recreation Centre	2.72	2.72	2.72	5.87	5.87	5.87	5.87	5.87	5.87	5.87	5.87	\$700,000
Gore Meadows Community Centre	-	-	-	-	-	-	-	-	-	-	5.20	\$700,000
Greenbriar Recreation Centre	2.57	2.57	2.57	2.57	2.57	2.57	2.57	2.57	2.57	2.57	2.57	\$700,000
Jim Archdekin Recreation Centre	4.89	4.89	4.89	4.89	4.89	4.89	4.89	4.89	4.89	4.89	4.89	\$700,000
PowerAde Centre	25.96	25.96	25.96	25.96	25.96	25.96	25.96	25.96	25.96	25.96	25.96	\$700,000
South Fletcher's Sportsplex	10.82	10.82	10.82	10.82	10.82	10.82	10.82	10.82	10.82	10.82	10.82	\$700,000
Terry Miller Recreation Centre	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	\$700,000
Total (acres)	63.70	63.70	63.70	76.82	90.89	90.88	90.88	90.88	90.88	90.88	96.08	
Total (\$000)	\$44,590.2	\$44,590.2	\$44,590.2	\$53,774.2	\$63,619.8	\$63,616.0	\$63,616.0	\$63,616.0	\$63,616.0	\$63,616.0	\$67,256.0	

MINOR COMMUNITY CENTRES (acres) Facility Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Balmoral Recreation Centre	1.68	1.68	1.68	1.68	1.68	1.68	1.68	1.68	1.68	1.68	1.68	\$700,000
Brampton Curling Club	2.54	2.54	2.54	2.54	2.54	2.54	2.54	2.54	2.54	2.54	2.54	\$700,000
Centre for Sports Excellence (formerly McMurchy Pool)	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64	\$700,000
Chinguacousy Curling Club	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	\$700,000
Ellen Mitchell Recreation Centre	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	\$700,000
Howden Recreation Centre	2.03	2.03	2.03	2.03	2.03	2.03	2.03	2.03	2.03	2.03	2.03	\$700,000
Loafer's Lake Recreation Centre	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	\$700,000
Total (acres)	15.30	15.30	15.30	15.30	15.30	15.30	15.30	15.30	15.30	15.30	15.30	
Total (\$000)	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	\$10,710.0	

APPENDIX B.4
TABLE 1 - PAGE 7

RECREATION

FACILITIES - LAND

INVENTORY OF CAPITAL ASSETS

OTHER INDOOR FACILITIES Facility Name	# of Acres										UNIT COST (\$/acre)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Alderlea	-	-	-	-	-	-	-	1.38	1.38	1.38	\$700,000
Avondale Community Centre	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	\$700,000
Brampton Tennis Club	2.01	2.01	2.01	2.01	2.01	2.01	2.91	2.91	2.91	2.91	\$1,000,000
Castlemore Bocce Courts	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	\$700,000
Castlemore Community Centre (former Fire Station 217)	-	-	-	-	-	-	-	-	0.14	0.14	\$700,000
Central Public School Recreation Centre	1.41	1.41	1.41	1.41	1.41	1.41	1.41	1.41	1.41	1.41	\$700,000
Ebenezer Hall	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	\$700,000
FCCC - Dorm Building "D"	0.69	0.69	0.69	0.69	0.69	0.69	0.69	0.69	0.69	0.69	\$700,000
FCCC - Dorm Building "E"	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	\$700,000
FCCC - Dorm Building "F"	0.77	0.77	0.77	0.77	0.77	0.77	0.77	0.77	0.77	0.77	\$700,000
FCCC - Gymnasium	1.98	1.98	1.98	1.98	-	-	-	-	-	-	\$700,000
Ken Giles Recreation Centre	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	\$700,000
Mount Pleasant Community Centre	-	-	-	-	-	-	-	0.36	0.36	0.36	\$700,000
Norton Place Recreation Centre	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	\$700,000
Optimist Community Centre	0.89	0.89	0.89	0.89	0.89	0.89	0.89	1.12	1.12	1.12	\$700,000
Professor's Lake Recreation Centre	1.77	1.77	1.77	1.77	1.77	1.77	1.77	1.77	1.77	1.77	\$700,000
Total (acres)	14.33	14.33	14.33	14.33	12.35	12.35	13.25	15.22	15.36	15.36	
Total (\$000)	\$10,634.0	\$10,634.0	\$10,634.0	\$10,634.0	\$9,248.0	\$9,248.0	\$10,148.0	\$11,527.0	\$11,625.0	\$11,625.0	

SHARED GYMNASIUM FACILITIES Facility Name	# of Acres										UNIT COST (\$/acre)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Century Gardens Rec Ctr / Gordon Graydon Senior Elem.	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	\$700,000
Huttonville Community Centre / Huttonville Elem. School	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.92	\$700,000
Jim Archdekin Rec Ctr / Heart Lake Secondary School	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	\$700,000
Ken Giles Community Ctr / Sir Wilfred Laurier Elem. School	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	\$700,000
Mount Pleasant Comm Ctr / MP Village Elementary School	-	-	-	-	-	-	-	0.22	0.22	0.22	\$700,000
Terry Miller Rec Ctr / Judith Nyman Secondary School	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	\$700,000
Total (acres)	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.62	2.62	2.62	
Total (\$000)	\$1,680.0	\$1,680.0	\$1,680.0	\$1,680.0	\$1,680.0	\$1,680.0	\$1,680.0	\$1,834.0	\$1,834.0	\$1,834.0	

APPENDIX B.4
TABLE 1 - PAGE 8

RECREATION

FACILITIES - LAND

INVENTORY OF CAPITAL ASSETS

SENIOR CENTRES Facility Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Centennial Recreation Centre	1.01	1.01	1.01	-	-	-	-	-	-	-	-	\$700,000
FCCC Seniors Centre Gymnasium	-	-	-	-	-	-	1.01	1.01	1.01	1.01	1.01	\$700,000
FCCC Seniors Centre	-	-	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	\$700,000
Knightbridge Community Centre	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	\$700,000
Snelgrove Community Centre	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	\$700,000
Total (acres)	3.31	3.31	5.56	4.55	4.55	4.55	5.56	5.56	5.56	5.56	5.56	
Total (\$000)	\$2,317.0	\$2,317.0	\$3,892.0	\$3,185.0	\$3,185.0	\$3,185.0	\$3,892.0	\$3,892.0	\$3,892.0	\$3,892.0	\$3,892.0	

ARENAS Facility Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Memorial Arena	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	\$700,000
Victoria Park Arena	3.34	3.34	3.34	3.34	3.34	3.34	3.34	3.34	3.34	3.34	3.34	\$700,000
Total (acres)	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	
Total (\$000)	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	\$4,172.0	

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Major Soccer - Lighted Park Name	# of Fields										UNIT COST (\$/Field)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Avondale (Stadium)	-	-	1	1	1	1	1	1	1	1	1	\$573,730
Century Gardens Park	1	1	1	1	1	1	1	1	1	1	1	\$466,585
Chinguacousy	2	2	2	2	2	2	-	-	-	-	-	\$395,300
Chris Gibson Park	1	1	1	1	1	1	1	1	1	1	1	\$300,600
Creditview Sandalwood	-	-	-	-	2	2	2	2	2	2	2	\$300,600
Morris Kerbel District Park	1	1	1	1	1	1	1	1	1	1	1	\$466,585
Norton Place	1	1	1	1	1	1	1	1	1	1	1	\$395,300
Victoria Park (Stadium)	1	1	1	1	1	1	1	1	1	1	1	\$627,860
Subtotal (#)	7	7	8	8	10	10	8	8	8	8	8	
Subtotal (\$)	\$3,047,530	\$3,047,530	\$3,621,260	\$3,621,260	\$4,222,460	\$4,222,460	\$3,431,860	\$3,431,860	\$3,431,860	\$3,431,860	\$3,431,860	

Major Diamond - Lighted Park Name	# of Fields										UNIT COST (\$/Diamond)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Blue Oak Park	1	1	1	1	1	1	1	1	1	1	1	\$710,520
Bramalea Community	2	2	2	2	2	2	2	2	2	2	2	\$710,520
Brampton Sports Park	5	5	5	5	5	5	5	5	5	5	5	\$710,520
Caterpillar Lands	2	2	-	-	-	-	-	-	-	-	-	\$465,565
Carabram Park	1	1	1	1	1	1	1	1	1	1	1	\$465,565
Century Gardens	1	1	1	1	-	-	-	-	-	-	-	\$465,565
Chinguacousy Park	2	2	2	2	2	2	-	-	-	-	-	\$465,565
Chris Gibson	2	2	2	2	2	2	2	2	2	2	2	\$465,565
Chris Gibson	1	1	1	1	1	1	1	1	1	1	1	\$974,465
Dave Dash (Fairgrounds)	1	1	1	1	1	1	1	1	1	1	1	\$974,465
Drinkwater Community Park	2	2	2	2	2	2	2	2	2	2	2	\$465,565
Duggan Park	2	2	2	2	2	2	2	2	2	2	2	\$465,565
Earncliffe	1	1	1	1	1	1	1	1	1	1	1	\$710,520
Fairgrounds Park	2	2	2	2	2	2	2	2	2	2	2	\$710,520
Fletchers Green Park	2	2	2	2	2	2	2	2	2	2	2	\$465,565
FCCC	-	-	-	-	1	1	1	1	1	1	1	\$974,465
Moorehead Park	1	1	1	1	1	1	1	1	1	1	1	\$465,565
Morris Kerbel District Park	1	1	1	1	1	1	1	1	1	1	1	\$465,565
Morris Kerbel District Park	1	1	1	1	1	1	1	1	1	1	1	\$974,465
Norton Place Park	1	1	1	1	1	1	1	1	1	1	-	\$710,520
Rosalea Park	1	1	1	1	1	1	1	1	1	1	1	\$465,565
Sesquicentennial Park	3	7	7	7	7	7	7	7	7	7	7	\$710,520
Teramoto Park	-	-	-	-	-	-	-	-	-	-	2	\$974,465
Victoria Park	2	2	-	-	-	-	-	-	-	-	-	\$465,565
Subtotal (#)	37	41	37	37	37	37	35	35	35	35	36	
Subtotal (\$)	\$22,426,930	\$25,269,010	\$23,406,750	\$23,406,750	\$23,915,650	\$23,915,650	\$22,984,520	\$22,984,520	\$22,984,520	\$22,984,520	\$24,222,930	

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Artificial Turf Fields Park Name	# of Fields										UNIT COST (\$/Field)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Creditview Sandalwood (Major Lit Soccer)	-	-	-	-	-	-	-	-	-	-	2	\$953,680
Chinguacousy Park (Terry Fox Stadium / Lit Football)	-	-	-	-	-	-	-	-	1	1	1	\$1,726,010
Teramoto Park (Lit Football / Soccer)	-	-	-	-	-	-	-	-	-	-	1	\$437,500
Subtotal (#)	-	0	0	0	0	-	0	-	1	1	4	
Subtotal (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,726,010	\$1,726,010	\$4,070,870	

Football Park Name	# of Fields										UNIT COST (\$/Field)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Lighted												
Chinguacousy Park	1	1	1	-	-	-	-	-	-	-	-	\$410,840
Creditview Sandalwood	-	-	-	-	2	2	2	2	2	2	2	\$371,770
Unlighted												
Chinguacousy Park	1	-	-	-	-	-	-	-	-	-	-	\$237,780
Creditview Sandalwood	-	-	2	2	-	-	-	-	-	-	-	\$198,710
Subtotal (#)	2	1	3	2	2	2	2	2	2	2	2	
Subtotal (\$)	\$648,620	\$410,840	\$808,260	\$397,420	\$743,540	\$743,540	\$743,540	\$743,540	\$743,540	\$743,540	\$743,540	

Major Soccer - Unlighted Park Name	# of Fields										UNIT COST (\$/Field)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Blue Oak Park	1	1	1	1	1	1	1	1	1	1	1	\$70,130
Bramalea Ltd. Community Park	2	2	2	2	2	2	2	2	2	2	2	\$287,085
Cherrytree Park	1	1	1	-	-	-	-	-	-	-	-	\$70,130
Ching Sandalwood (Cassie Campbell)	-	-	-	-	2	2	2	2	2	2	2	\$287,085
Chinguacousy Park	1	1	2	2	2	2	-	-	-	-	-	\$241,790
Chris Gibson Park	1	1	1	1	1	1	1	1	1	1	1	\$91,100
Creditview Sandalwood	-	-	8	8	6	6	6	6	6	6	4	\$241,790
Dixie HWY 407 park	-	7	7	7	7	7	7	7	7	7	7	\$185,800
Dixie/Sandalwood	4	4	4	4	4	4	4	4	4	4	4	\$241,790
Eldorado Park	1	1	1	1	1	1	-	-	-	-	-	\$241,790
FCCC	2	2	1	1	1	1	1	1	1	1	1	\$241,790
Greenbriar Park S	1	1	1	1	1	1	1	1	1	1	1	\$241,790
Homestead Park	1	1	1	1	1	1	1	1	1	1	1	\$70,130
Leander Park	1	1	1	1	1	1	1	1	1	1	1	\$70,130
Loafer's Lake Park	1	1	1	1	1	1	1	1	1	1	1	\$241,790
Major Oaks Park	1	1	1	1	1	1	1	1	1	1	1	\$185,800
Northampton Park	1	1	2	2	2	2	2	2	2	2	2	\$70,130
Richvale Park	2	2	2	2	2	2	2	2	2	2	2	\$70,130
Subtotal (#)	21	28	37	36	36	36	33	33	33	33	31	
Subtotal (\$)	\$3,759,880	\$5,060,480	\$7,064,930	\$6,994,800	\$7,085,390	\$7,085,390	\$6,360,020	\$6,360,020	\$6,360,020	\$6,360,020	\$5,876,440	

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Minor Soccer - Unlighted Park Name	# of Fields										UNIT COST (\$/Field)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Balmoral Park	1	1	1	1	1	1	1	1	1	1	1	\$157,425
Batsman Park	-	-	-	-	-	-	-	-	-	-	-	4 \$157,425
Carabram Park	2	2	2	2	2	2	2	2	2	2	2	\$96,320
Centennial Park	1	1	1	1	1	1	1	1	1	1	1	\$157,425
Earncliffe Park	2	2	1	1	1	1	1	1	1	1	1	\$157,425
FCCC	2	2	2	2	2	2	2	2	2	2	2	\$157,425
Fred Kline Park	1	1	1	1	1	1	1	1	1	1	1	\$157,425
Greenbriar Park S	1	1	1	1	1	1	1	1	1	1	1	\$157,425
Hilldale Park N	1	1	1	1	1	1	1	1	1	1	1	\$157,425
Jefferson park	2	2	2	2	2	2	2	2	2	2	2	\$16,990
Kingswood Park	1	1	1	1	1	1	1	1	1	1	1	\$96,320
Lafrance Park	1	1	1	1	1	1	1	1	1	1	1	\$16,990
Loafer's Lake Park	1	1	1	1	1	1	1	1	1	1	1	\$157,425
Mosswood Park	1	1	1	1	1	1	1	1	1	1	1	\$16,990
Sandalwood Park	1	1	1	1	1	1	1	1	1	1	1	\$96,320
Torbram Sandalwood Park	-	-	-	-	1	1	1	1	1	1	1	\$157,425
Valleybrook Park	1	1	1	1	1	1	1	1	1	1	1	\$96,320
Valleydown Park	1	1	1	1	1	1	1	1	1	1	1	\$16,990
Victoria Park	1	1	1	1	1	1	1	1	1	1	1	\$191,730
South Fletcher's	-	-	-	-	-	-	-	-	-	1	1	\$157,425
St. John Bosco	1	1	1	1	1	1	1	1	1	1	1	\$16,990
Grenoble	1	1	1	1	1	1	1	1	1	1	1	\$16,990
Subtotal (#)	23	23	22	22	23	23	23	23	23	24	28	
Subtotal (\$)	\$2,366,510	\$2,366,510	\$2,209,085	\$2,209,085	\$2,366,510	\$2,366,510	\$2,366,510	\$2,366,510	\$2,366,510	\$2,523,935	\$3,153,635	

Mini Soccer - Unlighted Park Name	# of Fields										UNIT COST (\$/Field)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Armbro Park	1	1	1	1	1	1	1	1	1	1	1	\$16,990
Ashurst Park	2	2	2	2	2	2	2	2	2	2	2	\$16,990
Centennial Park	1	1	1	1	1	1	1	1	1	1	1	\$157,245
Central Public	4	4	4	4	4	4	4	4	4	4	4	\$157,245
Century Gardens Park	2	2	2	2	2	2	2	2	2	2	2	\$191,730
Ching Sandalwood (Cassie Campbell)	-	-	-	-	2	2	2	2	2	2	-	\$191,730
Chris Gibson Park	2	2	2	2	2	2	2	2	2	2	2	\$101,565
Creditview Sandalwood	-	1	8	8	8	8	8	8	8	8	4	\$101,565
D.M.G Ching Park	2	2	2	2	2	2	2	-	-	-	-	\$157,245
Dearborne Park	6	6	6	6	6	6	6	6	6	6	6	\$16,990
Dixie HWY 407 Park	-	6	6	6	6	6	6	6	6	6	6	\$101,565
Earncliffe	4	4	3	3	3	3	3	3	3	3	3	\$157,245
FCCC	-	-	4	4	4	5	5	5	5	5	5	\$157,245
Fred Kee Park	2	2	2	2	2	2	2	2	2	2	2	\$157,245

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Mini Soccer - Unlighted CONT'D Park Name	# of Fields										UNIT COST (\$/Field)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Hilldale Park N	1	1	1	1	1	1	1	1	1	1	1	\$157,245
Meadowlands Park	2	2	2	2	2	2	2	2	2	2	2	\$101,565
Seaborn Park	2	2	2	2	2	2	2	2	2	2	2	\$16,990
Sheridan Woodlands	1	1	1	1	1	1	1	1	1	1	1	\$16,990
South Fletcher's	2	2	2	2	2	2	2	2	-	-	-	\$157,245
Tobram Sandalwood	-	-	-	-	12	12	12	12	12	12	12	\$157,245
Weybridge Park	2	2	2	2	2	2	2	2	2	2	2	\$16,990
Subtotal (#)	36	43	53	53	67	68	68	66	64	58		
Subtotal (\$)	\$3,543,500	\$4,254,455	\$5,437,145	\$5,437,145	\$7,707,545	\$7,864,790	\$7,864,790	\$7,550,300	\$7,235,810	\$6,446,090		

Major Diamond - Unlighted Park Name	# of Fields										UNIT COST (\$/Diamond)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Caterpillar Lands	1	1	-	-	-	-	-	-	-	-	-	\$196,715
Century Gardens Park	1	1	1	1	1	1	1	1	1	1	1	\$544,135
Conservation Drive Park	2	2	2	2	2	2	2	2	2	2	2	\$430,650
County Court Park	3	3	3	3	3	3	3	3	3	3	3	\$430,650
Duggan Park	1	1	1	1	1	1	1	1	1	1	1	\$430,650
Earncliffe Park	1	1	1	1	1	1	1	1	1	1	1	\$196,715
Fallen Oak Park	1	1	1	1	1	1	1	1	1	1	1	\$430,650
Fred Kline Park	1	1	1	1	1	1	1	1	1	1	1	\$430,650
Madoc Drive Park	1	1	1	1	1	1	1	1	1	1	1	\$196,715
Major William Sharpe	1	1	1	1	1	1	1	1	1	1	1	\$196,715
Moorehead Park	1	1	1	1	1	1	1	1	1	1	1	\$430,650
Ray Lawson	2	2	2	2	2	-	-	-	-	-	-	\$196,715
Richvale Park	2	2	2	2	2	2	2	2	2	2	2	\$196,715
Sesquicentennial Park	1	1	1	1	1	1	1	1	1	1	1	\$544,135
Subtotal (#)	19	19	18	18	18	16	16	16	16	16	16	
Subtotal (\$)	\$6,537,840	\$6,537,840	\$6,341,125	\$6,341,125	\$6,341,125	\$5,947,695	\$5,947,695	\$5,947,695	\$5,947,695	\$5,947,695	\$5,947,695	

Minor Diamond - Unlighted Park Name	# of Fields										UNIT COST (\$/Diamond)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Allan Kerbell Park	1	1	1	1	1	1	1	1	1	1	1	\$199,115
Armbro Park	1	1	1	1	1	1	-	-	-	-	-	\$96,705
Ashurst Park	1	1	1	1	1	1	1	1	1	1	1	\$96,705
Bach Park	1	1	1	1	1	1	1	1	1	1	1	\$96,705
Beatty -Fleming Park	1	1	1	1	1	1	1	1	1	1	1	\$96,705
Burton Park	2	2	2	2	2	2	2	2	2	2	2	\$199,115
Castlehill Park	1	1	1	1	1	1	1	1	1	1	1	\$96,705
Central Public	2	2	2	2	2	2	2	2	2	2	2	\$199,115
Cherrytree Park	1	1	1	1	1	1	1	1	1	1	1	\$96,705
Chris Gibson Park	1	1	1	1	1	1	1	1	1	1	1	\$168,880
Donnelly East Park	1	1	1	1	1	1	1	1	1	1	1	\$199,115
Earncliffe Park	2	2	2	2	2	2	2	2	2	2	2	\$220,085

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Minor Diamond - Unlighted CONT'D Park Name	# of Fields										UNIT COST (\$/Diamond)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Fred Kee Park	1	1	1	1	1	1	1	1	1	1	\$199,115
Fred Kline Park	3	3	3	3	3	3	3	3	3	3	\$199,115
Gatesgill	1	1	1	1	1	1	1	1	1	1	\$147,910
Greenbriar	1	1	1	1	1	1	1	1	1	1	\$220,085
Havelock Park	1	1	1	1	1	1	1	1	1	1	\$96,705
Hickory Wood Park	2	2	2	2	2	2	2	2	2	2	\$96,705
Jefferson Park	1	1	1	1	1	1	1	1	1	1	\$96,705
Kaneff Park	1	1	1	1	1	1	1	1	1	1	\$96,705
Kingswood Park	1	1	1	1	1	1	1	1	1	1	\$147,910
Knightsbridge Park	1	1	1	1	1	1	1	1	1	1	\$147,910
Loafer's Lake Park	1	1	1	1	1	1	1	1	1	1	\$199,115
Meadowlands Park	1	1	1	1	1	1	1	1	1	1	\$96,705
Nasmith Park	1	1	1	1	1	1	1	1	1	1	\$96,705
Notre Dame Park	1	1	1	1	1	1	1	1	1	1	\$96,705
Richvale Park	2	2	2	2	2	2	2	2	2	2	\$96,705
Sandalwood Park	1	1	1	1	1	1	1	1	1	1	\$147,910
Timberlane Park	1	1	1	-	-	-	-	-	-	-	\$96,705
White Spruce Park	1	1	1	1	1	1	1	1	1	1	\$147,910
Subtotal (#)	37	37	37	36	36	36	35	35	35	35	
Subtotal (\$)	\$5,402,935	\$5,402,935	\$5,402,935	\$5,306,230	\$5,306,230	\$5,306,230	\$5,209,525	\$5,209,525	\$5,209,525	\$5,209,525	

Lighted Tennis Park Name	# of Courts										UNIT COST (\$/Court)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Century Gardens Park	4	4	4	4	4	4	4	4	4	4	\$87,350
Chinguacousy Park	6	6	6	6	6	6	6	6	6	6	\$85,780
County Court Park	2	2	2	2	2	2	2	2	2	2	\$101,120
Drinkwater Community Park	3	3	3	3	3	3	3	3	3	3	\$81,235
Earncliffe Park	4	4	0	3	3	3	3	3	3	3	\$90,340
Greenbriar Park S.	3	3	3	1	1	1	1	1	1	1	\$109,640
Howden	1	1	1	1	1	-	-	-	-	-	\$109,640
Morris Kerbel District Park	4	4	4	4	4	4	4	4	4	4	\$87,350
Richvale	2	2	2	2	2	2	2	2	2	2	\$92,015
Sandalwood Park	2	2	2	2	2	2	2	2	2	2	\$101,120
Stacey Park	3	3	3	3	3	3	3	3	3	3	\$90,340
Valleybrook	2	2	2	2	2	2	2	2	2	2	\$101,120
White Spruce Park	2	2	2	2	2	2	2	2	2	2	\$94,745
Cassie Campell	0	0	0	0	4	4	4	4	4	4	\$87,350
Subtotal (#)	38	38	34	35	39	38	38	38	38	38	
Subtotal (\$)	\$3,508,365	\$3,508,365	\$3,147,005	\$3,198,745	\$3,548,145	\$3,438,505	\$3,438,505	\$3,438,505	\$3,438,505	\$3,438,505	

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Unlighted Tennis Park Name	# of Courts										UNIT COST (\$/Court)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Allen Kerbel Park	2	2	2	2	2	2	2	2	2	2	2	\$67,015
Centennial Park	3	3	3	3	3	3	3	3	3	3	3	\$67,015
Clark Park	2	2	2	2	2	2	2	2	2	2	2	\$57,910
English St.	2	2	2	2	2	2	2	2	2	2	2	\$57,910
Ken Park	2	2	2	2	2	2	2	2	2	2	2	\$57,910
Knightsbridge Park	2	2	2	2	2	2	2	2	2	2	2	\$57,910
Northwood Park	2	2	2	2	2	2	2	2	2	2	2	\$57,910
Peel Village Park	2	2	2	2	2	2	2	2	2	2	2	\$57,910
Vanier Park	2	2	2	2	2	2	2	2	2	2	2	\$57,910
Subtotal (#)	19	19	19	19	19	19	19	19	19	19	19	
Subtotal (\$)	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	\$1,145,815	

Bocce Park Name	# of Courts										UNIT COST (\$/Court)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Lighted												
Calvert	4	4	4	4	4	4	4	4	4	4	4	\$19,120
Castlemore	4	4	4	4	4	4	4	4	4	4	4	\$30,410
Flower City COM	-	-	-	-	1	1	1	1	1	1	1	\$41,970
Wildfield- St.Johns	1	1	1	1	1	1	1	1	1	1	1	\$26,450
Unlighted												
County Court Park	3	3	3	3	3	3	3	3	3	3	3	\$31,690
Subtotal (#)	12	12	12	12	13	13	13	13	13	13	13	
Subtotal (\$)	\$319,640	\$319,640	\$319,640	\$319,640	\$361,610	\$361,610	\$361,610	\$361,610	\$361,610	\$361,610	\$361,610	

Batting Cages Park Name	# of Facilities										UNIT COST (\$/Cage)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Century Gardens Park	1	1	1	-	-	-	-	-	-	-	-	\$63,445
Chinguacousy Park	2	2	1	1	1	1	1	-	-	-	-	\$63,445
Flower City Community Campus	-	-	-	-	1	1	1	1	1	1	1	\$63,445
Old Fair Grounds	1	1	1	1	1	1	1	1	1	1	1	\$63,445
Subtotal (#)	4	4	3	2	3	3	3	2	2	2	2	
Subtotal (\$)	\$253,780	\$253,780	\$190,335	\$126,890	\$190,335	\$190,335	\$190,335	\$126,890	\$126,890	\$126,890	\$126,890	

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Cricket Park Name	# of Facilities										UNIT COST (\$/Facility)		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013			
Brampton Sports Park	3	3	3	3	3	3	3	3	3	3	3	\$56,660	
Batsman Park	-	-	-	-	-	-	-	-	-	-	-	2	\$162,490
Camden Park	1	1	1	1	1	1	1	1	1	1	1	\$15,280	
Ching Sandalwood (Cassie Campbell)	-	-	-	-	1	1	1	1	1	1	1	\$162,490	
Creditview/Sandalwood	-	2	2	2	2	2	2	2	2	2	2	\$104,980	
Dixie/407	-	2	2	2	2	2	2	2	2	2	2	\$104,980	
Dixie/Sandalwood	2	2	2	2	2	2	2	2	2	2	2	\$162,490	
Earncliffe	-	-	2	2	2	2	2	2	2	2	2	\$104,980	
Flower City Community Campus	-	-	-	-	-	-	1	1	1	1	1	\$104,980	
Teramoto Park	-	-	-	-	-	-	-	-	-	-	-	1	\$104,980
Torbram/Sandalwood	-	-	-	-	1	1	1	1	1	1	1	\$162,490	
Subtotal (#)	6	10	12	12	14	14	15	15	15	15	17		
Subtotal (\$)	\$510,240	\$930,160	\$1,140,120	\$1,140,120	\$1,465,100	\$1,465,100	\$1,570,080	\$1,570,080	\$1,570,080	\$1,570,080	\$1,895,060		

Rugby Park Name	# of Facilities										UNIT COST (\$/Facility)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Brampton Sports Park	2	2	2	2	2	2	2	2	2	2	2	\$157,430
Subtotal (#)	2	2	2	2	2	2	2	2	2	2	2	
Subtotal (\$)	\$314,860	\$314,860	\$314,860	\$314,860	\$314,860	\$314,860	\$314,860	\$314,860	\$314,860	\$314,860	\$314,860	

Multi Purpose Courts Park Name	# of Courts										UNIT COST (\$/Court)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Allan Kerbel Park	1	1	1	1	1	1	1	1	1	1	1	\$29,605
Aloma Park	1	1	1	1	1	-	-	-	-	-	-	\$68,350
Blue Lake Parkette	1	1	1	1	1	1	1	1	1	1	1	\$68,350
Burnt Elm Park	1	1	1	1	1	1	1	1	1	1	1	\$68,350
Ching Sandalwood	0	0	0	0	1	1	1	1	1	1	1	\$68,350
Dearbourne Park	1	1	1	1	1	1	1	1	1	1	1	\$29,605
Dixie Sandalwood Park (west)	0	0	0	1	1	1	1	1	1	1	1	\$114,530
Dixie Sandalwood Park (east)	0	0	0	1	1	1	1	1	1	1	1	\$48,795
Earncliffe Park	1	1	1	1	1	1	1	1	1	1	1	\$29,605
McMicking Park	1	1	1	1	1	1	1	1	1	1	1	\$68,350
Fairlawn Park	0	0	0	1	1	1	1	1	1	1	1	\$68,350
Fiddlers Parkette	1	1	1	1	1	1	1	1	1	1	1	\$29,605
Flower City Community Campus	0	0	1	1	1	1	1	1	1	1	1	\$68,350
Gore Meadows East	0	0	0	0	0	-	-	-	-	-	2	\$48,795
Howden Park	1	1	1	1	1	1	1	1	1	1	1	\$90,120
Minaker Park	1	1	1	1	1	1	1	1	1	1	1	\$68,350
Morris Kerbel Park	1	1	1	1	1	1	1	1	1	1	1	\$29,605
Peelton Park	1	1	1	1	1	1	1	1	1	1	1	\$29,605
Teramoto Park	0	0	0	0	0	-	-	-	-	-	1	\$90,120

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Multi Purpose Courts CONT'D Park Name	# of Courts										UNIT COST (\$/Court)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Timberlane Park	0	0	0	1	1	1	1	1	1	1	1	\$29,605
Todd Edward Baylis Park	1	1	1	1	1	1	1	1	1	1	1	\$48,795
Treeline Park	1	1	1	1	1	1	1	1	1	1	1	\$68,350
Van Scott Parkette	1	1	1	1	1	1	1	1	1	1	1	\$68,350
Wiggins Park	1	1	1	1	1	1	1	1	1	1	1	\$68,350
Subtotal (#)	16	16	17	21	22	21	21	21	21	21	24	
Subtotal (\$)	\$863,345	\$863,345	\$931,695	\$1,192,975	\$1,261,325	\$1,192,975	\$1,192,975	\$1,192,975	\$1,192,975	\$1,192,975	\$1,380,685	

Track Location	# of Tracks										UNIT COST (\$/Track)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Chinguacousy Park	1	1	1	1	1	1	-	-	-	-	-	\$246,280
Chinguacousy Park (in Terry Fox Stadium)	-	-	-	-	-	-	-	1	1	1	1	\$1,106,040
Teramoto Park	-	-	-	-	-	-	-	-	-	-	1	\$437,500
Subtotal (#)	1	1	1	1	1	1	0	1	1	1	2	
Subtotal (\$)	\$246,280	\$246,280	\$246,280	\$246,280	\$246,280	\$246,280	\$0	\$1,106,040	\$1,106,040	\$1,106,040	\$1,543,540	

Wading Pools / Splashpads Location	# of Pools/Splashpads										UNIT COST (\$/Facility)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Batsman	-	-	-	-	-	-	-	-	-	-	1	\$160,700
Brampton Soccer Center	-	-	-	1	1	1	1	1	1	1	1	\$318,100
Cassie Campbell	-	-	-	-	1	1	1	1	1	1	1	\$318,100
Century Gardens	-	-	-	-	-	-	-	1	1	1	1	\$318,100
Chinguacousy Park	1	1	1	1	1	1	1	1	1	1	1	\$498,300
Ernest Majury Park	1	1	1	1	1	1	1	1	1	1	1	\$160,700
Gage Park	1	1	1	1	1	1	1	1	1	1	1	\$160,700
Peel Village Park	1	1	1	1	1	1	1	1	1	1	1	\$160,700
Subtotal (#)	4	4	4	5	6	6	6	7	7	7	8	
Subtotal (\$)	\$980,400	\$980,400	\$980,400	\$1,298,500	\$1,616,600	\$1,616,600	\$1,616,600	\$1,934,700	\$1,934,700	\$1,934,700	\$2,095,400	

Skateboard Parks Location	# of Skateboard Parks										UNIT COST (\$/Facility)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Ching Park E Skate Park	1	1	1	-	-	-	-	-	-	-	-	\$223,300
Ching Park E Skate Park	-	-	-	1	1	1	1	1	1	1	1	\$907,175
Gore Meadows Community Park - East	-	-	-	-	-	-	-	-	-	-	1	\$223,300
Jim Archdekin Recreation Ctr	1	1	1	1	1	1	1	1	1	1	1	\$109,300
Memorial Fairgrounds	1	1	1	1	1	1	1	1	1	1	1	\$223,300
South Fletchers Sports Complex	1	1	1	1	1	1	1	1	1	1	1	\$109,300
Worthington Park	1	1	1	1	1	1	1	1	1	1	1	\$109,300
Subtotal (#)	5	5	5	5	5	5	5	5	5	5	6	
Subtotal (\$)	\$774,500	\$774,500	\$774,500	\$1,458,375	\$1,458,375	\$1,458,375	\$1,458,375	\$1,458,375	\$1,458,375	\$1,458,375	\$1,681,675	

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

Lacrosse Park Name	# of Facilities										UNIT COST (\$/Facility)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Creditview Sandalwood	-	-	2	2	-	-	-	-	-	-	-	\$42,975
Creditview Sandalwood Lit	-	-	-	-	2	2	2	2	2	2	2	\$210,510
FCCC	2	2	2	-	-	-	-	-	-	-	-	\$42,975
FCCC - Box Lacrosse	-	-	-	-	1	1	1	1	1	1	1	\$656,000
Subtotal (#)	2	2	4	2	3	3	3	3	3	3	3	
Subtotal (\$)	\$85,950	\$85,950	\$171,900	\$85,950	\$1,077,020	\$1,077,020	\$1,077,020	\$1,077,020	\$1,077,020	\$1,077,020	\$1,077,020	

SHADE STRUCTURES Park Name	# of Facilities										UNIT COST (\$/Structure)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Albert Callaghan Memorial Park	-	1	1	1	1	1	1	1	1	1	1	\$59,000
Anne Nash Park	-	1	1	1	1	1	1	1	1	1	1	\$59,000
Barbreh Brown Park	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Bayridge Park	-	-	-	-	-	-	-	-	-	1	1	\$59,000
Black Forest Park N	1	1	1	1	1	1	1	1	1	1	1	\$59,000
Black Forest Park S	1	1	1	1	1	1	1	1	1	1	1	\$59,000
Blue Lake Parkette	1	1	1	1	1	1	1	1	1	1	1	\$52,000
Blue Oak Park	-	-	-	-	1	1	1	1	-	-	-	\$59,000
Blue Oak Park	-	-	-	-	-	-	-	-	-	1	1	\$107,000
Bottomwood Park	-	1	1	1	1	1	1	1	1	1	1	\$59,000
Bramalea Ltd Com Pk	1	1	1	1	1	1	1	1	1	1	1	\$52,000
Bramalea Ltd Com Pk	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Brampton-Marikina Friendship Park	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Brampton Sports Park	1	1	1	1	1	1	1	1	1	1	1	\$59,000
Burnt Elm Park	1	1	1	1	1	1	1	1	1	1	1	\$59,000
Calderstone Park	-	1	1	1	1	1	1	1	1	1	1	\$59,000
Carabram Park	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Castlehill Park	-	-	-	-	-	-	-	-	1	1	1	\$59,000
Centennial Park	-	-	2	2	2	2	2	3	3	3	3	\$59,000
Chris Gibson Park	1	1	1	1	1	1	1	1	1	1	1	\$59,000
Chudleigh Park	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Cobblehill Park	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Crystalview Park	-	-	-	-	1	1	1	1	1	1	1	\$59,000
Cunnington Parkette	1	1	1	1	1	1	1	1	1	1	1	\$59,000
D.M.G.Ching Pk	3	3	3	3	3	3	1	1	1	1	1	\$52,000
Damatta Park	-	-	-	-	-	-	-	-	-	1	1	\$59,000
Dixie / 407 City Park	-	-	-	1	1	1	1	1	1	1	1	\$79,000
Dixie Sandalwood Park	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Earl Cook Parkette	1	1	1	1	1	1	1	1	1	1	1	\$59,000
Eldorado Park	2	2	2	2	2	2	2	2	2	2	2	\$79,000
Evening Stars Park	-	-	1	1	1	1	1	1	1	1	1	\$59,000
Fairlawn Park	-	-	-	1	1	1	1	1	1	1	1	\$59,000
Fallen Oak Park	-	-	-	-	-	-	-	-	1	1	1	\$59,000

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

SHADE STRUCTURES CONT'D Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Fiddlers Parkette	1	1	1	1	1	1	1	1	1	1	\$59,000
Flower City Community Campus	-	-	-	-	-	-	-	1	1	1	\$59,000
Francis H. Taylor Pk	-	-	-	-	-	-	-	1	1	1	\$59,000
Gage Park (Bandshell)	1	1	1	1	1	1	1	1	1	1	\$107,000
George M. Lee Park	-	-	-	-	-	-	1	1	1	1	\$59,000
Giffen Family Park	-	1	1	1	1	1	1	1	1	1	\$59,000
Gladys And George Gray	-	-	-	-	-	1	1	1	1	1	\$59,000
Gold Parkette	-	-	-	-	-	-	-	1	1	1	\$59,000
Grey Whale Park	-	-	1	1	1	1	1	1	1	1	\$59,000
Halldorson Park	-	-	-	-	-	-	-	-	1	1	\$59,000
Harry A Sheids Pkt	1	1	1	1	1	1	1	1	1	1	\$59,000
Havelock Park	-	-	-	-	-	-	-	1	1	1	\$59,000
Heartview Marsh	-	-	-	1	1	1	1	1	1	1	\$59,000
Hedgeline Parkette	-	1	1	1	1	1	1	1	1	1	\$59,000
Hickory Wood Park	-	-	-	-	-	-	-	-	1	1	\$79,000
Homestead Park	1	1	1	1	1	1	1	1	1	1	\$59,000
Iceland Park	-	-	-	-	-	1	1	1	1	1	\$59,000
J. And M. Mcgie Pk.	-	1	1	1	1	1	1	1	1	1	\$59,000
James & Edna Davis Pk	-	-	-	-	1	1	1	1	1	1	\$59,000
James William Hewson	1	1	1	1	1	-	-	-	-	-	\$52,000
James William Hewson	-	-	1	1	1	2	2	2	2	2	\$59,000
Johnstone Park	-	-	-	-	-	-	-	-	1	1	\$59,000
Kanashiro Parkette	1	1	1	1	1	1	1	1	1	1	\$59,000
Kiwanis Memorial Park	1	1	1	1	1	1	1	1	1	1	\$79,000
Koretz Park	1	1	1	1	1	1	1	1	1	3	\$59,000
Lakelands Park	-	-	1	1	1	1	1	1	1	1	\$59,000
Lightcatcher Park	-	-	-	-	-	-	-	-	1	1	\$59,000
Lillie Roberts Park	-	-	-	1	1	1	1	1	1	1	\$79,000
Lloyd Sanderson Park	-	-	-	-	-	-	-	-	1	1	\$79,000
Lorenzo Park	-	-	-	-	-	-	-	-	-	1	\$59,000
Lougheed Park	-	1	1	1	1	1	1	1	1	1	\$59,000
Major William Sharpe	-	-	-	-	-	-	-	1	1	1	\$59,000
Matthew Cation Park	1	1	1	1	1	1	1	1	1	1	\$59,000
Mckinney Parkette	1	1	1	1	1	1	1	1	1	1	\$59,000
Mcmicking Park	1	1	1	1	1	1	1	1	1	1	\$59,000
Minaker Park	-	1	1	1	1	1	1	1	1	1	\$59,000
Morrow Park	-	-	-	-	1	1	1	1	1	1	\$59,000
Mountainash Park E	-	-	-	-	-	-	-	1	1	1	\$59,000
Northampton Park	-	-	-	-	-	-	-	1	1	1	\$59,000
Old Fairgrounds Park	1	1	1	1	1	1	1	1	1	1	\$59,000
RC Charlton Park	-	-	-	1	1	1	1	1	1	1	\$59,000
Riversedge Park	-	-	-	-	-	-	-	1	1	1	\$59,000

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

SHADE STRUCTURES CONT'D Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Sled Dog Park	-	-	-	-	-	-	-	1	1	1	\$59,000
Sleighholme Park	-	-	-	-	-	-	1	1	1	1	\$59,000
Smirle Lawson Park	-	-	-	1	1	1	1	1	1	1	\$59,000
Snowcap Park	-	-	-	-	-	-	-	1	1	1	\$59,000
Teramoto Park	-	-	-	-	-	-	-	-	-	1	\$107,000
Timberlane Park	-	-	-	1	1	1	1	1	1	1	\$59,000
Tony Rinomato Park	-	-	-	-	-	-	-	1	1	1	\$59,000
Torbram Sandalwood	-	-	-	-	-	-	-	1	1	1	\$59,000
Treeline Park	1	1	1	1	1	1	1	1	1	1	\$59,000
Trudelle Parkette	-	-	-	-	-	-	-	-	-	1	\$59,000
Twin Falls Park	-	-	-	-	-	-	-	-	-	1	\$59,000
Upperlinks Park	-	-	-	-	-	-	-	-	1	1	\$59,000
Via Romano Parkette	1	1	1	1	1	1	1	1	1	1	\$59,000
Wiggins Park	1	1	1	1	1	1	1	1	-	-	\$59,000
Wiggins Park	-	-	-	-	-	-	-	-	1	1	\$79,000
Worthington Park	1	1	1	1	1	1	1	1	1	1	\$59,000
Subtotal (#) Shade Structures	30	39	45	59	63	66	65	80	89	94	
Subtotal (\$)	\$1,836,000	\$2,367,000	\$2,721,000	\$3,587,000	\$3,823,000	\$4,007,000	\$3,962,000	\$4,847,000	\$5,486,000	\$5,829,000	

PLAY EQUIPMENT - JUNIOR Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Bloomingtondale Park	1	1	1	1	1	1	1	1	1	1	\$91,100
Bridekirk Park	1	1	1	1	1	1	1	1	1	1	\$91,100
Cantrill Park	1	1	1	1	1	1	1	1	1	1	\$91,100
Gladstone-Shaw Park	-	1	1	1	1	1	1	1	1	1	\$34,300
Hilldale Park North	1	1	1	1	1	1	1	1	1	1	\$34,300
Kindle Parkette	1	1	1	1	1	1	1	1	1	1	\$91,100
Richvale Park (South)	1	1	1	1	1	1	1	1	1	1	\$91,100
Southwell Parkette	1	1	1	1	1	1	1	1	1	1	\$34,300
Valleydown Park	1	1	1	1	1	1	1	1	1	1	\$91,100
Watchman Park	-	-	-	1	1	1	1	1	1	1	\$91,100
Subtotal (#) - Play Equipment - JUNIOR	8	9	9	10	10	10	10	10	10	10	
Subtotal (\$)	\$615,200	\$649,500	\$649,500	\$740,600	\$740,600	\$740,600	\$740,600	\$740,600	\$740,600	\$740,600	

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

PLAY EQUIPMENT - SENIOR Park Name	# of Facilities										UNIT COST (\$/Structure)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Anderson Family Park	-	-	-	-	1	1	1	1	1	1	1	\$139,400
Beatty Fleming Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Carleton Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Dafoe Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Donn Reynolds Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Dumfries Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Ezard Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Fairhill Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Francis H. Taylor Park	-	-	-	-	1	1	1	1	1	1	1	\$139,400
Gentry Park	-	-	-	-	-	-	-	-	-	-	1	\$139,400
Greenmount Park North	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Jacksonville Park	-	-	-	-	-	1	1	1	1	1	1	\$139,400
Ken Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Koretz Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Loafer's Lake Park Loop	-	-	-	-	-	-	-	-	-	-	1	\$59,200
Maplehurst Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Meadowlark Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Newton Road Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Notre Dame Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Rollingwood Park	-	1	1	1	1	1	1	1	1	1	1	\$139,400
Rosepac Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Scottsdale Parkette South	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Sheridan Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Softneedle Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Suncrest Parkette	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Thorndale Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Turtle Creek Park	1	1	1	1	1	1	1	1	1	1	1	\$139,400
Subtotal (#) Play Equipment - SENIOR	21	22	22	22	24	25	25	25	25	25	27	
Subtotal (\$)	\$2,927,400	\$3,066,800	\$3,066,800	\$3,066,800	\$3,345,600	\$3,485,000	\$3,485,000	\$3,485,000	\$3,485,000	\$3,485,000	\$3,683,600	

PLAY EQUIPMENT - COMBINED (JUNIOR / SENIOR) Park Name	# of Facilities										UNIT COST (\$/Structure)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Albert Callaghan Memorial Park	-	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Allan Kerbel Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Aloma Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Anne Nash Park	-	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Asa Hall Parkette	-	-	-	-	-	-	-	-	-	-	1	\$ 152,900
Bach Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Banting Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Barbreh Brown Park	-	-	-	1	1	1	1	1	1	1	1	\$ 152,900

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

PLAY EQUIPMENT - COMBINED (JUNIOR / SENIOR) CONT'D Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Bayridge Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Berisford Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Black Forest Park South	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Blackmere Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Blue Lake Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Blue Oak Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Boreham Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Bottomwood Park		1	1	1	1	1	1	1	1	1	\$ 152,900
Brighton Parkette	1	1	1	1	1	1	1	1	1	1	\$ 34,300
Brookbank Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Bruce Beer Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Buick Park	-	-	-	1	1	1	1	1	1	1	\$ 152,900
Burnt Elm Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Burton Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Calderstone Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Camden Park (East)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Camden Park (West)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Carabram Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Caruso Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Centennial Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Chamney Court Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Chinguacousy Lions Club Water Tower Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Chinguacousy Sandalwood Park	-	-	-	-	1	1	1	1	1	1	\$ 152,900
Chris Gibson Park (North)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Chris Gibson Park (South)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Churchville Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Clark Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Clover Bloom Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Cobblehill Park	-	-	-	1	1	1	1	1	1	1	\$ 152,900
Conservation Drive Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
County Court Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Crenshaw Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Crescent Hill Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Cresthaven park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Crown Victoria Parkette	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Gladys and George Gray Park	-	-	-	-	-	1	1	1	1	1	\$ 152,900
Crystalview Park	-	-	-	-	1	1	1	1	1	1	\$ 152,900
Cunnington Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Curtis Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Cutters Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Damatta Park	-	-	-	-	1	1	1	1	1	1	\$ 152,900
Dearbourne Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Dexfield Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Dixie Sandalwood Park	-	-	-	1	1	1	1	1	1	1	\$ 211,100

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

PLAY EQUIPMENT - COMBINED (JUNIOR / SENIOR) CONT'D Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Donnelly Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Donwoods Parkette	-	-	-	-	-	-	-	-	1	1	\$ 152,900
Dorchester Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Dorset Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Drinkwater Community Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Duggan Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Earl Cook Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Earncliffe Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Eastbourne Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Egerton Park	-	-	-	-	-	-	-	-	-	-	\$ 152,900
English Street Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Ernest and Edith Parr Parkette	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Ernest Majury Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Evening Stars Park	-	-	1	1	1	1	1	1	1	1	\$ 152,900
Fairgrounds Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fairlawn Park	-	-	-	1	1	1	1	1	1	1	\$ 152,900
Fallen Oak Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fallingdale Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fanshawe Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fern Valley Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fernforest Way West	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Ferri Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fiddlers Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fletcher's Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Frank Harkema Park	-	-	1	1	1	1	1	1	1	1	\$ 152,900
Fred Kee Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Fred Kline Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Gage Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Gatesgill Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
George M. Lee Park	-	-	-	-	-	1	1	1	1	1	\$ 152,900
George Ransier Park		1	1	1	1	1	1	1	1	1	\$ 152,900
Giffen Family Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Glenforest Park South	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Glenmanor Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Gold Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Greenbriar Park South	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Harry A. Shields Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Havelock Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Hazelwood Park South	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Heartview Marsh	-	-	-	1	1	1	1	1	1	1	\$ 152,900
Hedgeline Parkette	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Hickory Wood Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Hilldale Park South	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Homestead Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

PLAY EQUIPMENT - COMBINED (JUNIOR / SENIOR) CONT'D Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Howden Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Iceland Parkette	-	-	-	-	-	1	1	1	1	1	\$ 152,900
Inder Heights Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Ironblock Park	-	-	-	1	1	1	1	1	1	1	\$ 152,900
Ivy Bridge Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Jacob Shook Park	-	-	-	1	1	1	1	1	1	1	\$ 152,900
James and Edna Davis Park	-	-	-	-	1	1	1	1	1	1	\$ 152,900
James and Margaret McGie Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
James William Hewson Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Jefferson Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Jellicoe Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Johnstone Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Jordan Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
JP Hutton Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Kanashiro Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Keirstead Park	-	-	-	1	1	1	1	1	1	1	\$ 152,900
Kincaid Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Kingfisher Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Kingswood Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Knightsbridge Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
La France Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Lake Louise Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Larande Park	-	-	-	1	1	1	1	1	1	1	\$ 152,900
Lascelles Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Laurelcrest Park North	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Leander Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Lethbridge Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Lightcatcher Park	-	-	-	-	-	-	-	-	1	1	\$ 152,900
Lloyd Sanderson Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Loafer's Lake Park	-	-	-	-	-	-	-	-	-	1	\$ 152,900
Lorenzo Park	-	-	-	-	-	-	-	-	-	1	\$ 152,900
Lougheed Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Major William Sharpe Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Manitou Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Manorcrest Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Martindale Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Mary Goodwillie Young Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Matthew Cation Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Maxwell and Lois Rice Park	-	-	-	-	-	-	-	-	1	1	\$ 152,900
McKinney Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
McMicking Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Meadowland Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Millstone Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Minaker Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

PLAY EQUIPMENT - COMBINED (JUNIOR / SENIOR) CONT'D Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Morris Kerbel Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Morrow Park	-	-	-	-	1	1	1	1	1	1	\$ 152,900
Mosswood Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Mount Pleasant Square	-	-	-	-	-	-	-	1	1	1	\$ 152,900
Mountainash Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Murray Street Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Nancy McCredie Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Nasmith Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Native Landing Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Northampton Park (North)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Northampton Park (South)	1	1	1	1	1	1	1	1	-	-	\$ 152,900
Norton Place Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Omega Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Patrick O'Leary Park	-	-	-	-	-	-	1	1	1	1	\$ 152,900
Peddle Family Wood	-	-	1	1	1	1	1	1	1	1	\$ 152,900
Peel Village Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Piane Park	1	1	1	1	1	1	1	1	1	-	\$ 152,900
Picasso Park	-	-	-	-	-	-	-	-	1	1	\$ 152,900
Pickard Park	-	-	1	1	1	1	1	1	1	1	\$ 152,900
Professor's Lake Park (East)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Professor's Lake Park (West)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Professor's Lake Waterslide	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Ravenscliffe Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Reed Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Richvale Park (North)	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Ridgehill Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
River Heights Park	-	-	-	-	-	-	-	-	-	1	\$ 152,900
Robert Reid Park & Trail	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Roehampton Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Royal Salisbury Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
RM Wells Park	-	-	-	-	-	-	-	-	1	1	\$ 152,900
Rushmore Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Salisbury Circle Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Seaborn Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Sheridan Woodlands	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Sid Manser Park	-	1	1	1	1	1	1	1	1	1	\$ 152,900
Sled Dog Park	-	-	1	1	1	1	1	1	1	1	\$ 152,900
Sleightholme Park	-	-	-	-	-	-	1	1	1	1	\$ 152,900
Snowcap Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Sparrow Park	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Stillman Park	-	-	-	-	-	-	-	1	1	1	\$ 152,900
Summer Valley Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Sunforest Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Sunny Meadow Parkette	1	1	1	1	1	1	1	1	1	1	\$ 152,900

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

PLAY EQUIPMENT - COMBINED (JUNIOR / SENIOR) CONT'D Park Name	# of Facilities										UNIT COST (\$/Structure)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Talbot Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Tara Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Timberlane Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Todd Edward Baylis Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Tony Rinomato Park	-	-	-	-	-	-	-	-	1	1	1	\$ 152,900
Torbram Sandalwood Community Park	-	-	-	-	-	-	1	1	1	1	1	\$ 152,900
Trailside Park	-	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Treeline Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Treleaven Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Trudelle Parkette	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Tumbleweed Parkette	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Twin Falls Park	-	-	-	-	-	-	-	-	-	-	1	\$ 152,900
Upperlink Park	-	-	-	-	-	-	-	1	1	1	1	\$ 152,900
Upwood Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Valleybrook Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Van Scott Parkette	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Via Romano Parkette	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
W.A. Russell Parkette	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Watson Valley (East)	1	1	1	1	1	1	1	1	1	1	-	\$ 152,900
Watson Valley (West)	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Weybridge Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Whitewash Parkette	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Wiggins Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
William Porter Park	-	-	-	-	-	-	-	-	1	1	1	\$ 82,200
William Sheard Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Winterfold Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Woodview Park	1	1	1	1	1	1	1	1	1	1	1	\$ 152,900
Subtotal (#) Play Equipment - COMBINED (JUNIOR / SENIOR)	152	169	174	184	189	193	196	202	204	208		
Subtotal (\$)	\$23,122,200	\$25,721,500	\$26,486,000	\$28,073,200	\$28,837,700	\$29,449,300	\$29,908,000	\$30,754,700	\$31,060,500	\$31,672,100		

RECREATION

PARK FACILITIES

INVENTORY OF CAPITAL ASSETS

PLAY EQUIPMENT - BARRIER FREE Park Name	# of Facilities										UNIT COST (\$/Structure)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Armbro Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Batsman Park	-	-	-	-	-	-	-	-	-	1	\$ 236,200
Beaconsfield Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Bramalea Ltd. Community Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Brampton-Marikina Friendship Park	-	-	-	1	1	1	1	1	1	1	\$ 160,700
Castlehill Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Century Gardens Park	-	-	-	-	-	-	-	-	1	1	\$ 236,200
Chudleigh Park	-	-	-	1	1	1	1	1	1	1	\$ 160,700
Donald M. Gordon Chinguacousy Park (East)	1	1	1	1	1	1	1	1	1	1	\$ 236,200
Donald M. Gordon Chinguacousy Park (West)	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Durham Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Eldorado Park (East)	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Eldorado Park (West)	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Folkstone Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Goldcrest Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Gore Meadows Community Park - East	-	-	-	-	-	-	-	-	-	1	\$ 160,700
Great Lakes Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Grey Whale Park	-	-	1	1	1	1	1	1	1	1	\$ 160,700
Halderson Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Haverty Parkette	-	-	-	-	-	-	-	-	-	1	\$ 160,700
Henry Verschuren Park	-	-	-	-	-	-	-	-	-	1	\$ 160,700
Joseph Lawson Park	-	-	-	-	1	1	1	1	1	1	\$ 160,700
Kingknoll Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Lakelands Park	-	-	1	1	1	1	1	1	1	1	\$ 160,700
Lillie Roberts Park	-	-	-	1	1	1	1	1	1	1	\$ 160,700
Lorenville Park	-	-	-	-	-	-	-	-	-	1	\$ 160,700
Luongo Park	-	-	-	-	-	-	-	-	-	1	\$ 160,700
Massey Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Maybeck Park	-	-	-	-	-	-	-	-	-	1	\$ 160,700
Merganser Parkette	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Moorehead Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Northwood Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Purple Lilac Park	-	-	-	-	-	-	-	-	-	1	\$ 160,700
RC Charlton Park	-	-	-	1	1	1	1	1	1	1	\$ 160,700
Riversedge Park	-	-	-	-	-	-	-	1	1	1	\$ 160,700
Smirle 'Big Train' Lawson Park	-	-	-	-	1	1	1	1	1	1	\$ 160,700
Stemford Parkette	-	-	-	-	-	-	-	-	-	1	\$ 160,700
Teramoto Park	-	-	-	-	-	-	-	-	-	1	\$ 236,200
Vanier Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Worthington Park	1	1	1	1	1	1	1	1	1	1	\$ 160,700
Subtotal (#) Play Equipment - BARRIER FREE	20	20	22	26	28	28	28	30	36	40	
Subtotal (\$)	\$3,289,500	\$3,289,500	\$3,610,900	\$4,253,700	\$4,575,100	\$4,575,100	\$4,575,100	\$4,972,000	\$6,011,700	\$6,730,000	
Total All Facilities (#)	522	571	600	629	670	675	669	692	708	731	
Total All Facilities (\$)	\$88,527,220	\$96,866,995	\$100,188,240	\$103,963,265	\$111,695,915	\$112,216,740	\$109,945,335	\$114,846,150	\$116,673,585	\$122,818,945	

APPENDIX B.4
TABLE 1 - PAGE 27

RECREATION

OUTDOOR BUILDINGS

INVENTORY OF CAPITAL ASSETS

OUTDOOR BUILDINGS (sq.ft.)	# of Square Feet										UNIT COST (\$/sq.ft)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Batsman Park Comfort Station	-	-	-	-	-	-	-	-	-	-	2,142	\$320
Brampton Cemetery Mtce Bldg	950	950	950	950	950	950	950	950	950	950	2,470	\$360
Brampton Cemetery Office	762	762	762	762	762	762	762	762	762	762	762	\$248
Century Gardens Fieldhouse	4,141	4,141	4,141	4,141	330	330	330	330	-	-	-	\$247
Chinguacousy Park Parks building	3,502	3,502	3,502	3,502	3,502	3,502	3,502	3,502	3,502	3,502	3,502	\$186
Ching. Ski-hill Pump House	506	506	506	506	506	506	506	506	506	506	506	\$186
Ching. Ski-hill Rope-tow Hut	152	152	152	152	152	152	152	-	-	-	-	\$186
Ching. Ski-hill T-bar Line Hut	59	59	-	-	-	-	-	-	-	-	-	\$186
Chinguacousy Park Mini Golf / Snack Bar	3,385	3,385	3,385	3,385	3,385	3,385	3,385	3,385	3,385	3,385	3,385	\$186
Chinguacousy Park Garage	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	\$186
Chinguacousy Park Tennis & Baseball Storage	613	613	613	613	613	613	613	613	613	613	613	\$186
Chinguacousy Park Splash Pad Buildings	285	285	285	285	285	285	84	84	84	84	84	\$186
Chinguacousy Sports Box	450	450	450	450	450	450	450	-	-	-	-	\$186
Chinguacousy Park Track Building	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200				\$186
Chinguacousy Park Track and Field Bleachers / Scorebox	-	-	-	-	-	-	-	10,136	10,136	10,136	10,136	\$186
Chinguacousy Wellness Centre Fieldhouse	249	249	249	249	249	249	249	249	249	249	249	\$186
County Court Field House	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	\$296
Crescent Hill Storage Bldg	2,724	-	-	-	-	-	-	-	-	-	-	\$186
Duggan Park Field House	1,681	1,681	1,681	1,681	1,681	1,681	1,681	1,681	1,681	1,681	1,681	\$273
Earncliffe Storage Shed	931	931	931	-	-	-	-	-	-	-	-	\$186
Eldorado Parks Shed	921	921	921	921	921	921	921	921	921	921	921	\$186
Eldorado Storage Well Building	36	36	36	36	36	36	36	36	36	36	36	\$186
Ellen Street Parks Garage	898	898	898	898	898	898	898	898	898	898	898	\$186
Fairgrounds Park Indoor Batting Cages	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	\$186
Fairgrounds Park Scorebox / Snack Bar / Washrooms	681	681	681	681	681	681	681	681	681	681	681	\$309
FCCC ... Parks Warehouse	4,718	4,718	4,718	4,718	4,718	4,718	4,718	4,718	4,718	4,718	4,718	\$186
FCCC ... OPP - Greenhouse (Chapel Building)	4,162	4,162	4,162	4,162	4,162	-	-	-	-	-	-	\$186

APPENDIX B.4
TABLE 1 - PAGE 28

RECREATION

OUTDOOR BUILDINGS

INVENTORY OF CAPITAL ASSETS

OUTDOOR BUILDINGS (sq.ft.) CONT'D	# of Square Feet										UNIT COST (\$/sq.ft)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Fred Kline Field House	756	756	756	756	756	756	756	756	756	756	\$186
Glidden Parks Operation Centre	-	-	-	-	-	-	64,363	64,363	64,363	64,363	\$195
Loafer's Lake Sheds	194	194	194	194	194	194	194	194	194	194	\$186
Norton Park Shed	239	239	239	239	239	239	239	239	239	239	\$186
Orenda Road Parks Operation Centre	24,698	24,698	24,698	24,698	24,698	24,698	-	-	-	-	\$186
Orenda Parks West Building	7,115	7,115	7,115	7,115	7,115	7,115	7,115	7,115	7,115	7,115	\$186
Peel Village Pumphouse	98	98	98	98	98	98	98	98	98	98	\$186
Peel Village Golf Course Garage	1,809	1,809	1,809	1,809	1,809	1,809	1,809	1,809	1,809	1,809	\$186
Quonset Hut/Ogada Wilderness Centre	3,600	3,600	3,600	3,600	3,600	3,600	3,600	-	-	-	\$186
Roselea Tennis Clubhouse & Storage	900	900	900	900	900	900	900	900	900	900	\$186
Rotary Club House Sheds	529	529	529	529	529	529	529	529	529	529	\$186
Sesquicentennial Park Depot	7,265	7,265	7,265	7,265	7,265	7,265	7,265	7,265	7,265	7,265	\$186
Teramoto Parks Depot	-	-	-	-	-	-	-	-	9,063	9,063	\$176
Valleybrook Fieldhouse	582	582	582	582	582	582	582	582	582	582	\$186
Victoria Park Shed	108	108	108	108	108	108	108	108	108	108	\$186
Total (sq.ft.)	88,177	85,453	85,394	84,463	80,652	76,490	115,954	121,888	128,421	132,083	
Total (\$000)	\$17,258.2	\$16,750.8	\$16,739.8	\$16,566.4	\$15,625.1	\$14,850.0	\$22,763.5	\$23,868.7	\$24,972.1	\$26,204.1	

APPENDIX B.4
TABLE 1 - PAGE 29

RECREATION

OUTDOOR BUILDINGS

INVENTORY OF CAPITAL ASSETS

LAND FOR OUTDOOR BUILDINGS (acres)	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Batsman Park Comfort Station	-	-	-	-	-	-	-	-	-	-	0.20	700,000
Brampton Cemetery Mtce Bldg	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	700,000
Brampton Cemetery Office	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	700,000
Century Gardens Fieldhouse	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	-	-	-	700,000
Chinguacousy Park Parks building	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	700,000
Ching. Ski-hill Pump House	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	700,000
Ching. Ski-hill Rope-tow Hut	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	700,000
Ching. Ski-hill T-bar Line Hut	-	-	-	-	-	-	-	-	-	-	-	700,000
Chinguacousy Park Mini Golf / Snack Bar	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	700,000
Chinguacousy Park Garage	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	700,000
Chinguacousy Park Tennis & Baseball Storage	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	700,000
Chinguacousy Park Splash Pad Buildings	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	-	-	-	700,000
Chinguacousy Sports Box	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	-	-	-	700,000
Chinguacousy Park Track Building	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	700,000
Chinguacousy Park Track and Field Bleachers / Scorebox	-	-	-	-	-	-	-	-	0.35	0.35	0.35	700,000
Chinguacousy Wellness Centre Fieldhouse	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	700,000
County Court Field House	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	700,000
Crescent Hill Storage Bldg	0.54	-	-	-	-	-	-	-	-	-	-	700,000
Duggan Park Field House	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	700,000
Earncliffe Storage Shed	0.05	0.05	0.05	-	-	-	-	-	-	-	-	700,000
Eldorado Parks Shed	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	700,000
Eldorado Storage Well Building	-	-	-	-	-	-	-	-	-	-	-	700,000
Ellen Street Parks Garage	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13	700,000
Fairgrounds Park Indoor Batting Cages	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	700,000
Fairgrounds Scorebox / Snack Bar / Washrooms	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	700,000
FCCC ... Parks Warehouse	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	700,000
FCCC ... OPP - Greenhouse (Chapel Building)	0.27	0.27	0.27	0.27	0.27	-	-	-	-	-	-	700,000

APPENDIX B.4
TABLE 1 - PAGE 30

RECREATION

OUTDOOR BUILDINGS

INVENTORY OF CAPITAL ASSETS

LAND FOR OUTDOOR BUILDINGS (acres) CONT'D	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Fred Kline Field House	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	700,000
Glidden Parks Operations Centre	-	-	-	-	-	-	-	5.15	5.15	5.15	5.15	700,000
Loafer's Lake Sheds	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	700,000
Norton Park Shed	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	700,000
Orenda Road Parks Operation Centre	3.08	3.08	3.08	3.08	3.08	3.08	-	-	-	-	-	700,000
Orenda Parks West Building	1.76	1.76	1.76	1.76	1.76	1.76	1.76	1.76	1.76	1.76	1.76	700,000
Peel Village Pumphouse	-	-	-	-	-	-	-	-	-	-	-	700,000
Peel Village Golf Course Garage	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	700,000
Quonset Hut/Ogoda Wilderness Centre	0.33	0.33	0.33	0.33	0.33	0.33	0.33	-	-	-	-	700,000
Roselea Tennis Clubhouse & Storage	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	1,000,000
Rotary Club House Sheds	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	700,000
Sesquicentennial Park Depot	1.39	1.39	1.39	1.39	1.39	1.39	1.39	1.39	1.39	1.39	1.39	700,000
Teramoto Parks Depot	-	-	-	-	-	-	-	-	-	2.51	2.51	700,000
Valleybrook Field House	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	700,000
Victoria Park Shed	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	700,000
Total (acres)	12.00	11.46	11.46	11.41	11.41	11.14	13.21	13.20	15.59	15.79		
Total (\$000)	\$9,018.0	\$8,640.0	\$8,640.0	\$8,605.0	\$8,605.0	\$8,416.0	\$9,865.0	\$9,858.0	\$11,531.0	\$11,671.0		

RECREATION**OUTDOOR BUILDINGS****INVENTORY OF CAPITAL ASSETS**

EQUIPMENT FOR OUTDOOR BUILDINGS Description	Total Value of Equipment for Outdoor Buildings (\$000)									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Brampton Cemetery Mtce Bldg	\$13.1	\$13.1	\$13.1	\$13.1	\$13.1	\$13.1	\$13.1	\$13.1	\$13.1	\$13.1
Brampton Cemetery Office	\$21.5	\$21.5	\$21.5	\$21.5	\$21.5	\$21.5	\$21.5	\$21.5	\$21.5	\$21.5
Ellen Street Parks Garage	\$15.5	\$15.5	\$15.5	\$15.5	\$15.5	\$15.5	\$15.5	\$15.5	\$15.5	\$15.5
Century Gardens Fieldhouse	\$71.3	\$71.3	\$71.3	\$71.3	\$5.7	\$5.7	\$5.7	\$5.7	\$0.0	\$0.0
Chinguacousy Park Parks building	\$60.3	\$60.3	\$60.3	\$60.3	\$60.3	\$60.3	\$60.3	\$60.3	\$60.3	\$60.3
Ching. Ski-hill Pump House	\$8.7	\$8.7	\$8.7	\$8.7	\$8.7	\$8.7	\$8.7	\$8.7	\$8.7	\$8.7
Ching. Ski-hill Rope-tow Hut	\$2.6	\$2.6	\$2.6	\$2.6	\$2.6	\$2.6	\$2.6	\$0.0	\$0.0	\$0.0
Ching. Ski-hill T-bar Line Hut	\$1.0	\$1.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Chinguacousy Park Mini Golf / Snack Bar	\$58.3	\$58.3	\$58.3	\$58.3	\$58.3	\$58.3	\$58.3	\$58.3	\$58.3	\$58.3
Chinguacousy Park Garage	\$45.2	\$45.2	\$45.2	\$45.2	\$45.2	\$45.2	\$45.2	\$45.2	\$45.2	\$45.2
Chinguacousy Park Wading Pool Buildings	\$4.9	\$4.9	\$4.9	\$4.9	\$4.9	\$4.9	\$4.9	\$4.9	\$4.9	\$4.9
Chinguacousy Sports Box	\$7.7	\$7.7	\$7.7	\$7.7	\$7.7	\$7.7	\$7.7	\$0.0	\$0.0	\$0.0
Chinguacousy Park Track Building	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
County Court Field House	\$22.4	\$22.4	\$22.4	\$22.4	\$22.4	\$22.4	\$22.4	\$22.4	\$22.4	\$22.4
Crescent Hill Storage Bldg	\$46.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Duggan Park Fieldhouse	\$28.9	\$28.9	\$28.9	\$28.9	\$28.9	\$28.9	\$28.9	\$28.9	\$28.9	\$28.9
Earnsciffe Storage Shed	\$16.0	\$16.0	\$16.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Eldorado Parks Shed	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6
Eldorado Storage Well Building	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6
Eldorado Well Holding Tank Building	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Fred Kline Fieldhouse	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6
Glidden Parks Operations Centre	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$511.1	\$511.1	\$511.1	\$511.1
Loafer's Lake Sheds	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6
Northwood Park Wading Pool	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Norton Park Shed	\$27.2	\$27.2	\$27.2	\$27.2	\$27.2	\$27.2	\$27.2	\$27.2	\$27.2	\$27.2
Orenda Road Parks Operation Centre	\$511.1	\$511.1	\$511.1	\$511.1	\$511.1	\$511.1	\$0.0	\$0.0	\$0.0	\$0.0
OPP - Helicopter Hanger (Park Maintenance)	\$81.2	\$81.2	\$81.2	\$81.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
OPP - Greenhouse (Chapel Building)	\$71.6	\$71.6	\$71.6	\$71.6	\$71.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Peel Village Golf Course Garage	\$31.1	\$31.1	\$31.1	\$31.1	\$31.1	\$31.1	\$31.1	\$31.1	\$31.1	\$31.1
Rotary Club House & Shed	\$22.0	\$22.0	\$22.0	\$22.0	\$22.0	\$22.0	\$22.0	\$22.0	\$22.0	\$22.0
Valleybrook Field House	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6
Victoria Park Shed	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9
White Spruce Park Storage Bldg.	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Chinguacousy Wellness Centre Fieldhouse	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6
Memorial Snack Bar/Washrooms	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6	\$8.6
Quonset Hut/Ogada Wilderness Centre	\$62.0	\$62.0	\$62.0	\$62.0	\$62.0	\$62.0	\$62.0	\$0.0	\$0.0	\$0.0
Chinguacousy Park Tennis & Baseball Storage	\$10.6	\$10.6	\$10.6	\$10.6	\$10.6	\$10.6	\$10.6	\$10.6	\$10.6	\$10.6
Sesquicentennial Park Fieldhouse	\$0.0	\$0.0	\$0.0	\$0.0	\$80.9	\$80.9	\$80.9	\$80.9	\$80.9	\$80.9
Park Maintenance Equipment	\$1,728.1	\$2,009.8	\$2,228.6	\$2,499.0	\$2,708.4	\$2,708.4	\$2,708.4	\$2,708.4	\$2,708.4	\$2,708.4
Total (\$000)	\$3,018.2	\$3,253.1	\$3,470.9	\$3,725.3	\$3,868.7	\$3,797.1	\$3,797.1	\$3,724.8	\$3,719.1	\$3,719.1

APPENDIX B.4
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RECREATION

OUTDOOR MAINTENANCE EQUIPMENT

INVENTORY OF CAPITAL ASSETS

MAINTENANCE EQUIPMENT (#s)	# of Equipment										UNIT COST (\$/equip)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Aerator	7	7	8	8	11	11	11	11	12	12	\$4,400
Aerator (Verti Drain)	-	-	-	-	-	-	-	1	2	2	\$24,750
Air Compressor	1	1	1	1	1	1	3	3	3	3	\$810
Aquacide	-	-	-	1	1	2	5	5	5	5	\$20,100
Att - Aerator	3	5	5	5	6	6	6	6	4	4	\$6,300
Att - Blower	1	1	1	1	1	1	1	-	-	-	\$2,100
Att - Edger	2	2	2	2	2	2	2	2	2	2	\$1,530
Att - Mott	4	4	4	5	4	4	3	3	1	1	\$5,000
Att - Mower	1	1	1	1	2	1	1	1	1	1	\$2,000
Att - Overseeder	2	2	2	3	3	3	3	3	3	3	\$16,000
Att - Renovator	-	-	-	-	-	-	1	1	1	1	\$26,800
Att - Roller	2	2	2	2	2	2	2	2	2	2	\$3,600
Att - Trailer Roller	1	1	1	1	1	1	1	1	1	1	\$8,800
Att - Rotary Mower	-	-	-	-	1	1	1	1	1	1	\$2,200
Att - Spreader	4	4	4	5	5	7	7	7	5	5	\$5,700
Att - Tiller	1	1	1	1	1	1	1	1	1	1	\$7,200
Att - Topdresser	4	4	5	6	6	5	5	5	5	5	\$31,400
Att - Groomer	5	5	5	5	5	5	5	5	5	5	\$5,500
Auger	1	1	1	1	1	1	2	2	2	2	\$890
Auger - Power	-	-	-	-	1	1	1	1	1	1	\$5,400
Backpack Blower	13	14	14	24	31	31	31	30	30	34	\$410
Blower - Handheld	-	-	-	-	-	-	-	-	-	2	\$190
Blower - Little Wonder	1	1	1	1	1	1	1	-	-	2	\$1,300
Boat Motor	1	1	1	1	1	1	1	1	1	1	\$1,800
Box Blade	-	-	-	-	-	-	-	-	1	1	\$3,750
Brush Trimmer	1	1	1	1	1	2	3	4	4	4	\$1,200
Chainsaw - Regular	48	69	70	75	88	90	91	77	76	92	\$470
Concrete Saw	6	7	7	8	10	12	13	12	12	12	\$1,200

APPENDIX B.4
TABLE 1 - PAGE 33

RECREATION

OUTDOOR MAINTENANCE EQUIPMENT

INVENTORY OF CAPITAL ASSETS

MAINTENANCE EQUIPMENT (#'s) CONT'D	# of Equipment										UNIT COST (\$/equip)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Dethatcher	1	1	1	1	1	1	1	1	1	-	\$2,400
Drill	1	1	1	1	1	1	1	1	1	1	\$700
Edger	11	11	11	11	11	12	13	11	11	9	\$940
Forklift	-	-	-	-	-	-	1	1	1	1	\$16,700
Gator	4	4	4	4	5	6	6	6	6	4	\$14,200
Gator Pro	3	3	3	3	3	3	3	3	3	3	\$44,200
Generator	12	14	14	16	20	20	20	26	26	26	\$3,000
Gill	5	5	5	5	5	5	5	4	3	2	\$2,800
Golf Cart	7	7	7	7	7	7	7	7	4	3	\$4,900
Groomer	5	5	5	5	5	6	6	6	2	2	\$5,400
Handheld Blower	14	27	35	37	43	50	55	54	54	61	\$190
Hedge Trimmer	11	17	18	19	22	27	27	26	27	36	\$370
Ice Edger	9	11	11	14	16	17	14	14	14	14	\$5,800
Infielder	-	-	-	-	-	-	-	-	-	1	\$6,280
Lawn Mower	48	59	61	66	76	80	83	86	82	83	\$540
Lazer	-	-	-	-	1	1	1	1	1	1	\$2,800
Lely Spreader	-	-	-	-	-	1	1	1	1	1	\$5,400
Madvac	4	4	4	4	4	4	4	4	-	-	\$50,400
Mower - Walker	2	2	2	2	2	2	2	2	2	2	\$16,900
Painter	1	1	1	1	1	1	1	1	1	1	\$200
Polesaw	12	25	30	30	32	37	39	36	34	41	\$440
Post Pounder	2	2	2	2	2	2	2	2	2	2	\$1,500
Power Broom	3	4	5	5	5	5	5	4	4	9	\$530
Power Sweeper	4	4	8	8	8	8	8	6	6	5	\$690
Pressure Washer	5	5	8	9	10	11	11	8	8	10	\$870
Pump	9	9	9	9	9	9	9	9	9	9	\$1,640

APPENDIX B.4
TABLE 1 - PAGE 34

RECREATION

OUTDOOR MAINTENANCE EQUIPMENT

INVENTORY OF CAPITAL ASSETS

MAINTENANCE EQUIPMENT (#s) CONT'D	# of Equipment										UNIT COST (\$/equip)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Rainboy	5	5	5	5	5	5	5	5	5	4	\$6,650
Roller	8	8	8	8	8	8	8	7	7	9	\$6,290
Sandsifter	1	2	5	6	6	6	6	6	6	6	\$13,960
Seeder - walk behind	-	-	-	-	-	-	1	1	1	1	\$1,800
Snowblower	23	32	34	42	48	49	50	50	50	52	\$1,900
Snowmobile	1	1	1	1	-	-	-	-	-	-	\$2,400
Sod Cutter	6	7	10	11	11	14	16	13	13	11	\$4,900
Soil Pulverizer	-	-	-	-	-	-	-	-	-	2	\$2,300
Sprayer	14	15	15	15	15	16	16	20	16	16	\$7,500
Spreader - walk behind	1	1	2	3	3	3	3	2	1	1	\$240
Steamer	-	-	-	-	-	1	1	1	1	1	\$7,000
String Trimmer	111	128	133	144	160	169	174	163	166	182	\$310
Stump Grinder	2	2	2	2	2	2	3	3	3	3	\$5,900
Sweeper	-	-	-	1	1	1	1	1	1	1	\$43,300
Tamper	2	3	3	4	6	8	8	8	8	8	\$1,500
Tiller	15	27	31	35	39	43	42	40	40	41	\$1,710
Topdresser	2	2	2	2	2	2	2	2	2	2	\$12,850
Tractor	2	2	3	3	4	4	5	5	5	5	\$23,800
Trailer	1	1	1	1	1	1	1	1	1	1	\$11,600
Trencher	1	1	1	1	1	1	1	1	1	1	\$8,700
Verti Drain	-	-	-	-	-	-	-	-	-	2	\$23,900
Walk Behind Blower	4	5	8	9	9	10	10	9	9	8	\$1,420
Walk Behind Sweeper	-	1	1	1	1	1	1	1	1	1	\$3,880
Water Cart	-	-	-	-	1	1	2	2	3	3	\$1,380
Winch	-	-	-	1	1	1	1	1	1	1	\$1,700
Total (#)	481	598	647	712	799	854	883	847	825	894	
Total (\$000)	\$1,467.8	\$1,602.4	\$1,746.8	\$1,952.9	\$2,087.3	\$2,175.3	\$2,310.8	\$2,334.3	\$2,061.4	\$2,109.0	

APPENDIX B.4
TABLE 1 - PAGE 35

RECREATION

SPECIAL FACILITIES

INVENTORY OF CAPITAL ASSETS

Miscellaneous Special Facilities (\$000)	Total Value of Miscellaneous Special Facilities (\$000)									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Brampton Sports Park Box Ball Hockey	\$0.0	\$0.0	\$0.0	\$0.0	\$597.0	\$597.0	\$597.0	\$597.0	\$597.0	\$597.0
Century Gardens Lawn Bowling Club	\$1,274.0	\$1,274.0	\$1,274.0	\$1,274.0	\$1,274.0	\$1,274.0	\$1,274.0	\$1,274.0	\$1,274.0	\$1,274.0
Chinguacousy Bandshell	\$776.0	\$776.0	\$776.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Chinguacousy Boathouse	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2,316.0	\$2,316.0
Chinguacousy Formal Gardens	\$4,580.0	\$4,580.0	\$4,580.0	\$4,580.0	\$4,580.0	\$4,580.0	\$4,580.0	\$4,580.0	\$4,580.0	\$4,580.0
Chinguacousy Greenhouses/ Barns, Paddocks, Parks Ops	\$3,738.0	\$3,738.0	\$3,738.0	\$3,738.0	\$3,738.0	\$3,738.0	\$3,738.0	\$3,738.0	\$3,738.0	\$3,738.0
Chinguacousy Mini-Golf	\$326.0	\$326.0	\$326.0	\$326.0	\$326.0	\$326.0	\$585.0	\$585.0	\$585.0	\$585.0
Chinguacousy Winter Tennis Centre	\$3,590.0	\$3,590.0	\$3,590.0	\$3,590.0	\$3,590.0	\$3,590.0	\$3,590.0	\$4,265.0	\$4,265.0	\$4,265.0
Chinguacousy Sandalwood Wet Field Hockey	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1,631.4
Civic Centre Outdoor Rink	\$1,042.0	\$1,042.0	\$1,042.0	\$1,042.0	\$1,042.0	\$1,042.0	\$1,042.0	\$0.0	\$0.0	\$0.0
Creditview Sandalwood Field House					\$1,800.0	\$1,800.0	\$1,800.0	\$1,800.0	\$1,800.0	\$1,800.0
Eldorado Outdoor Pool	\$866.0	\$866.0	\$866.0	\$866.0	\$866.0	\$866.0	\$866.0	\$866.0	\$866.0	\$866.0
Eldorado Pavillion	\$954.5	\$954.5	\$954.5	\$954.5	\$954.5	\$954.5	\$954.5	\$954.5	\$954.5	\$954.5
Ezard Park Silo	\$173.1	\$173.1	\$173.1	\$173.1	\$173.1	\$173.1	\$173.1	\$173.1	\$173.1	\$173.1
FCCC Lawn Bowling	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$3,864.0	\$3,864.0	\$3,864.0
Gage Park Artif. Ice/Fieldhse	\$3,464.0	\$3,464.0	\$3,464.0	\$3,464.0	\$3,464.0	\$3,464.0	\$3,464.0	\$3,464.0	\$3,464.0	\$3,464.0
Mount Pleasant Ice Skating / Reflecting Pond	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$806.0	\$806.0	\$806.0
Peel Village Golf										
- Clubhouse	\$810.0	\$810.0	\$810.0	\$810.0	\$810.0	\$810.0	\$810.0	\$810.0	\$810.0	\$810.0
- Development (# holes)	\$2,673.0	\$2,673.0	\$2,673.0	\$2,673.0	\$2,673.0	\$2,673.0	\$2,673.0	\$2,673.0	\$2,673.0	\$2,673.0
Sesquicentennial Park Field House					\$2,902.5	\$2,902.5	\$2,902.5	\$2,902.5	\$2,902.5	\$2,902.5
Teramoto Comfort Station	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$684.3	\$684.3
Total (\$000)	\$24,266.6	\$24,266.6	\$24,266.6	\$23,490.6	\$28,790.1	\$28,790.1	\$29,049.1	\$33,352.1	\$36,352.3	\$37,983.7

APPENDIX B.4
TABLE 1 - PAGE 36

RECREATION

SPECIAL FACILITIES

INVENTORY OF CAPITAL ASSETS

Miscellaneous Special Facilities (acres)	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Brampton Sports Park Box Ball Hockey	0.00	0.00	0.00	0.00	1.26	1.26	1.26	1.26	1.26	1.26	1.26	\$700,000
Century Gardens Lawn Bowling Club	1.17	1.17	1.17	1.17	1.17	1.17	1.17	1.17	1.17	1.17	1.17	\$700,000
Chinguacousy Bandshell	4.87	4.87	4.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$700,000
Chinguacousy Boathouse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.16	1.16	\$700,000
Chinguacousy Formal Gardens	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	11.37	\$700,000
Chinguacousy Greenhouses/ Barns, Paddocks, Parking	5.71	5.71	5.71	5.71	5.71	5.71	5.71	5.71	5.71	5.71	5.71	\$700,000
Chinguacousy Mini-Golf	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	\$700,000
Chinguacousy Winter Tennis Centre	1.41	1.41	1.41	1.41	1.41	1.41			1.57	1.57	1.57	\$700,000
Chinguacousy Sandalwood Wet Field Hockey	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.99	\$700,000
Civic Centre Outdoor Rink	1.36	1.36	1.36	1.36	1.36	1.36	1.36	1.36	0.00	0.00	0.00	\$1,500,000
Creditview Sandalwood Field House	-	-	-	-	0.85	0.85	0.85	0.85	0.85	0.85	0.85	700,000
Eldorado Outdoor Pool	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	\$700,000
Eldorado Pavilion	1.56	1.56	1.56	1.56	1.56	1.56	1.56	1.56	1.56	1.56	1.56	\$700,000
Ezard Park Silo	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	\$700,000
FCCC Lawn Bowling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.77	1.77	1.77	\$700,000
Gage Park Artif. Ice/Fieldhse	2.69	2.69	2.69	2.69	2.69	2.69	2.69	2.69	2.69	2.69	2.69	\$2,500,000
Mount Pleasant Ice Skating / Reflecting Pond	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.31	0.31	0.31	\$700,000
Peel Village Golf Course - Clubhouse	3.83	3.83	3.83	3.83	3.83	3.83	3.83	3.83	3.83	3.83	3.83	\$700,000
Peel Village Golf Course - Development of Course	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	\$700,000
Peel Village Golf Course - Land	59.81	59.81	59.81	59.81	59.81	59.81	59.81	59.81	59.81	59.81	59.81	\$300,000
Sesquicentennial Park Field House	0.00	0.00	0.00	0.00	0.49	0.49	0.49	0.49	0.49	0.49	0.49	700,000
Teramoto Comfort Station	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.18	0.18	750,000
Total (#)	97.24	97.24	97.24	92.37	94.97	94.98	93.57	95.86	97.20	100.19		
Total (\$000)	\$50,080.5	\$50,080.5	\$50,080.5	\$46,673.0	\$48,493.0	\$48,492.0	\$47,505.0	\$48,020.0	\$48,967.0	\$51,060.0		

APPENDIX B.4
TABLE 1 - PAGE 37

RECREATION

PARK DEVELOPMENT

INVENTORY OF CAPITAL ASSETS

TABLELAND (acre)	# of acres										UNIT COST (\$/acre)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Active Tableland	1,596	1,662	1,670	1,700	1,775	1,876	1,954	1,954	1,992	2,048	\$164,746
Other Tableland	252	257	257	260	261	266	273	290	297	305	\$125,068
Cemeteries	27	27	28	28	28	29	29	29	29	29	\$82,534
Total (acre)	1,875	1,946	1,955	1,989	2,064	2,171	2,257	2,273	2,318	2,382	
Total (\$000)	\$296,725.5	\$308,224.0	\$309,622.1	\$314,945.9	\$327,365.4	\$344,690.3	\$358,524.3	\$360,546.7	\$367,730.9	\$377,995.2	

HAZARDLAND (acre)	# of acres										UNIT COST (\$/acre)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Various Hazardland	683	717	764	817	872	928	1,002	1,135	1,214	1,276	\$66,523
Total (acre)	683	717	764	817	872	928	1,002	1,135	1,214	1,276	
Total (\$000)	\$45,430.2	\$47,697.0	\$50,854.8	\$54,344.6	\$58,020.2	\$61,714.7	\$66,666.7	\$75,515.6	\$80,732.3	\$84,896.0	

APPENDIX B.4
TABLE 1 - PAGE 38

RECREATION

PARKS FLEET AND MAINTENANCE EQUIPMENT

INVENTORY OF CAPITAL ASSETS

PARKS FLEET & MAINTENANCE EQUIPMENT (#)	# of Vehicles or Pieces of Equipment										UNIT COST (\$/Item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
City-Owned Items											
COMPACT PICKUPS	-	-	-	4	4	3	3	3	3	3	\$25,667
COMPACT 4X4	-	-	-	26	30	35	35	31	31	30	\$38,414
3/4 & 1 TON PICKUP	-	-	-	34	32	33	32	32	32	32	\$54,028
3/4 & 1 TON 4X4 PICKUPS	-	-	-	30	30	32	41	39	47	46	\$47,810
COMPACT VANS	-	-	-	2	2	3	3	3	3	3	\$26,150
3/4 & 1 TON VANS	-	-	-	3	3	4	4	5	5	5	\$50,700
1 - 7.5 TON S AXLE, DUAL AXLE DUMP, FLAT BED	-	-	-	15	16	29	31	31	31	32	\$78,327
7.5 - 20 TON SAXLE, D WHEELDUMP, FLAT BED, TANKER	2	2	2	20	20	19	15	15	15	14	\$165,406
20 - 34 TON TANDEM AXLE DUMPS, FLUSHER, FLAT BED	6	6	7	3	3	3	3	3	3	3	\$286,308
7.5 - 20 TON SPECVEHICLE, BUCK, CRANE, BODYINTERCH	1	1	-	2	2	2	2	2	2	2	\$271,500
TRAILER	18	16	16	21	27	29	34	49	49	49	\$19,048
ICE RESURFACERS	18	19	22	19	19	20	19	20	20	20	\$102,000
LOADER BACKHOE COMBINATIONS AND EXCAVATORS	5	8	8	2	2	3	3	3	4	4	\$166,000
FRONT END LOADERS RUBBER TIRE AND CRAWLER	3	3	3	3	3	4	4	4	4	4	\$281,000
STREET SWEEPERS MECHANICAL AND VACUUM	-	-	1	1	1	1	1	1	1	1	\$250,800
TRACTORS FARM TYPE ALL SIZES	9	5	3	18	18	19	19	19	17	17	\$88,840
SIDEWALK PLOWS AND SKID STEER LOADERS	14	12	10	4	4	5	5	6	6	6	\$99,143
TURF EQUIPMENT MOWERS, TRIMMERS, GATORS	40	44	57	67	61	62	60	60	63	63	\$36,446
ASPHROLLERS, GRINDERS, HOTBX, CON/ASPHSAW, TAMPER	1	1	1	1	1	1	1	2	2	2	\$23,250
SPECIALTY EQUIPMENT NOT CLASSIFIED	9	11	15	26	27	29	30	42	42	43	\$65,959
Sub-total (#)	126	128	145	301	305	336	345	370	380	379	
Sub-total (\$000)	\$10,434.3	\$10,720.3	\$11,653.5	\$20,401.6	\$20,487.1	\$22,676.3	\$22,533.9	\$23,637.0	\$24,117.1	\$24,009.8	

PARKS FLEET & MAINTENANCE EQUIPMENT (#)	# of Vehicles or Pieces of Equipment										UNIT COST (\$/Item)	Percentage of Year Rented (%)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Rented Items												
COMPACT PICKUPS	59	59	59	59	59	59	22	44	30	16	\$5,442	52%
COMPACT 4X4	-	-	-	-	-	-	41	12	13	30	\$5,423	55%
3/4 & 1 TON PICKUP	-	-	-	-	-	-	-	2	27	-	\$5,332	43%
3/4 & 1 TON 4X4 PICKUPS	-	-	-	-	-	-	-	-	-	20	\$3,909	48%
LOADER BACKHOE COMBINATIONS AND EXCAVATORS	4	4	4	4	4	4	-	-	-	-	\$15,229	39%
Sub-total (#)	63	63	63	63	63	63	63	58	70	66		
Sub-total City's Share (\$000)	\$189.0	\$189.0	\$189.0	\$189.0	\$189.0	\$189.0	\$184.6	\$164.0	\$185.6	\$172.6		

Total Parks and Recreation Fleet (#)	\$189.0	\$191.0	\$208.0	\$364.0	\$368.0	\$399.0	\$408.0	\$428.0	\$450.0	\$445.0		
Total Parks and Recreation Fleet (\$000)	\$10,623.4	\$10,909.3	\$11,842.6	\$20,590.7	\$20,676.2	\$22,865.4	\$22,718.5	\$23,800.9	\$24,302.7	\$24,182.3		

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RECREATION

SUMMARY OF SERVICE LEVEL ANALYSIS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Population	386,670	409,558	433,800	450,486	467,814	485,808	504,495	523,900	541,300	557,800

INVENTORY SUMMARY (\$000)

Indoor Recreation - Major Facilities	\$408,461	\$408,461	\$413,045	\$476,363	\$555,133	\$555,133	\$558,655	\$561,344	\$569,599	\$593,525
Indoor Recreation - Equipment	\$29,579	\$29,579	\$29,968	\$34,158	\$39,169	\$39,169	\$39,448	\$39,486	\$40,094	\$41,343
Indoor Recreation - Land	\$74,103	\$74,103	\$75,678	\$84,155	\$92,615	\$92,611	\$94,218	\$95,751	\$95,849	\$99,489
Park Facilities	\$88,527	\$96,867	\$100,188	\$103,963	\$111,696	\$112,217	\$109,945	\$114,846	\$116,674	\$122,819
Outdoor Buildings	\$17,258	\$16,751	\$16,740	\$16,566	\$15,625	\$14,850	\$22,764	\$23,869	\$24,972	\$26,204
Land for Outdoor Buildings	\$9,018	\$8,640	\$8,640	\$8,605	\$8,605	\$8,416	\$9,865	\$9,858	\$11,531	\$11,671
Equipment for Outdoor Buildings	\$3,018	\$3,253	\$3,471	\$3,725	\$3,869	\$3,797	\$3,797	\$3,725	\$3,719	\$3,719
Parkland	\$342,156	\$355,921	\$360,477	\$369,290	\$385,386	\$406,405	\$425,191	\$436,062	\$448,463	\$462,891
Special Facilities Buildings	\$24,267	\$24,267	\$24,267	\$23,491	\$28,790	\$28,790	\$29,049	\$33,352	\$36,352	\$37,984
Special Facilities Land	\$50,080	\$50,080	\$50,080	\$46,673	\$48,493	\$48,492	\$47,505	\$48,020	\$48,967	\$51,060
Parks Fleet and Maintenance Equipment	\$10,623	\$10,909	\$11,843	\$20,591	\$20,676	\$22,865	\$22,718	\$23,801	\$24,303	\$24,182
Total (\$000)	\$1,057,091	\$1,078,831	\$1,094,397	\$1,187,581	\$1,310,056	\$1,332,745	\$1,363,156	\$1,390,114	\$1,420,523	\$1,474,887

Average
Service
Level

SERVICE LEVEL (\$/capita)

Indoor Recreation - Major Facilities	\$1,056.36	\$997.32	\$952.16	\$1,057.44	\$1,186.65	\$1,142.70	\$1,107.36	\$1,071.47	\$1,052.28	\$1,064.05	\$1,068.78
Indoor Recreation - Equipment	\$76.50	\$72.22	\$69.08	\$75.83	\$83.73	\$80.63	\$78.19	\$75.37	\$74.07	\$74.12	\$75.97
Indoor Recreation - Land	\$191.64	\$180.93	\$174.45	\$186.81	\$197.97	\$190.63	\$186.76	\$182.77	\$177.07	\$178.36	\$184.74
Park Facilities	\$228.95	\$236.52	\$230.95	\$230.78	\$238.76	\$230.99	\$217.93	\$219.21	\$215.54	\$220.18	\$226.98
Outdoor Buildings	\$44.63	\$40.90	\$38.59	\$36.77	\$33.40	\$30.57	\$45.12	\$45.56	\$46.13	\$46.98	\$40.87
Land for Outdoor Buildings	\$23.32	\$21.10	\$19.92	\$19.10	\$18.39	\$17.32	\$19.55	\$18.82	\$21.30	\$20.92	\$19.98
Equipment for Outdoor Buildings	\$7.81	\$7.94	\$8.00	\$8.27	\$8.27	\$7.82	\$7.53	\$7.11	\$6.87	\$6.67	\$7.63
Parkland	\$884.88	\$869.04	\$830.97	\$819.76	\$823.80	\$836.55	\$842.81	\$832.34	\$828.49	\$829.85	\$839.85
Special Facilities Buildings	\$62.76	\$59.25	\$55.94	\$52.15	\$61.54	\$59.26	\$57.58	\$63.66	\$67.16	\$68.10	\$60.74
Special Facilities Land	\$129.52	\$122.28	\$115.45	\$103.61	\$103.66	\$99.82	\$94.16	\$91.66	\$90.46	\$91.54	\$104.21
Fleet and Maintenance Equipment	\$27.47	\$26.64	\$27.30	\$45.71	\$44.20	\$47.07	\$45.03	\$45.43	\$44.90	\$43.35	\$39.71
Total (\$/capita)	\$2,733.83	\$2,634.14	\$2,522.81	\$2,636.22	\$2,800.38	\$2,743.36	\$2,702.02	\$2,653.39	\$2,624.28	\$2,644.11	\$2,669.46

CALCULATION OF MAXIMUM ALLOWABLE RECREATION

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$2,669.46
Net Population Growth 2014 - 2023	144,100
Maximum Allowable Funding Envelope	384,668,481
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$38,466,848
Discounted Maximum Allowable Funding Envelope	\$346,201,632

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$ 1,474,887,259
Inventory Using Average Service Level	\$ 1,489,022,057
Excess Capacity	\$0
Excess Capacity:	uncommitted

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CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	10% Reduction		Available DC Reserves	2014-2023	Post 2023
4.0 RECREATION AND PARKS											
4.1 Major Facilities											
4.1.1	Indoor Asset Replacement & Expansion (remaining cost)	2014	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 25,000	\$ 225,000	\$ 225,000	\$ -	\$ -
4.1.2	Mississauga/Embleton Facility	2014	\$ 780,000	\$ -	\$ 780,000	\$ -	\$ 78,000	\$ 702,000	\$ 702,000	\$ -	\$ -
4.1.3	Facility Repurposing (Old FCC - Admin Building)	2015	\$ 550,000	\$ -	\$ 550,000	\$ -	\$ 55,000	\$ 495,000	\$ -	\$ 495,000	\$ -
4.1.4	Mississauga/Embleton Facility	2015	\$ 5,330,000	\$ -	\$ 5,330,000	\$ -	\$ 533,000	\$ 4,797,000	\$ -	\$ 4,797,000	\$ -
4.1.5	Facility Repurposing (Old FCC - Admin Building)	2016	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 75,000	\$ 675,000	\$ -	\$ 675,000	\$ -
4.1.6	Mississauga/Embleton Facility	2016	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
4.1.7	Facility Repurposing (Old FCC - Admin Building)	2017	\$ 9,000,000	\$ -	\$ 9,000,000	\$ -	\$ 900,000	\$ 8,100,000	\$ -	\$ 8,100,000	\$ -
4.1.8	Mississauga/Embleton Facility	2017	\$ 4,500,000	\$ -	\$ 4,500,000	\$ -	\$ 450,000	\$ 4,050,000	\$ -	\$ 4,050,000	\$ -
4.1.9	Facility Repurposing (Old FCC - Admin Building)	2018	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ 150,000	\$ 1,350,000	\$ -	\$ 1,350,000	\$ -
4.1.10	Mississauga/Embleton Facility	2018	\$ 40,500,000	\$ -	\$ 40,500,000	\$ -	\$ 4,050,000	\$ 36,450,000	\$ -	\$ 36,450,000	\$ -
4.1.11	Recreation Facility Modernizations	2018	\$ 100,000	\$ -	\$ 100,000	\$ 40,000	\$ 6,000	\$ 54,000	\$ -	\$ 54,000	\$ -
4.1.12	Recreation Facility Modernizations	2019	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 600,000	\$ 90,000	\$ 810,000	\$ -	\$ 810,000	\$ -
4.1.13	Recreation Facility Modernizations	2020	\$ 20,500,000	\$ -	\$ 20,500,000	\$ 8,200,000	\$ 1,230,000	\$ 11,070,000	\$ -	\$ 11,070,000	\$ -
4.1.14	Recreation Facility Modernizations	2021	\$ 19,000,000	\$ -	\$ 19,000,000	\$ 7,600,000	\$ 1,140,000	\$ 10,260,000	\$ -	\$ 10,260,000	\$ -
	Subtotal Major Facilities		\$ 104,360,000	\$ -	\$ 104,360,000	\$ 16,440,000	\$ 8,792,000	\$ 79,128,000	\$ 927,000	\$ 78,201,000	\$ -
4.2 Park Facilities and Equipment/Fleet											
4.2.1	Indoor Fields - FCCC Lawn Bowling	2016	\$ 4,000,000	\$ -	\$ 4,000,000	\$ -	\$ 400,000	\$ 3,600,000	\$ -	\$ 3,600,000	\$ -
4.2.2	Addition of new fleet/equipment	Various	\$ 6,448,673	\$ -	\$ 6,448,673	\$ -	\$ 644,867	\$ 5,803,805	\$ -	\$ 2,089,490	\$ 3,714,316
	Subtotal Park Facilities and Equipment/Fleet		\$ 10,448,673	\$ -	\$ 10,448,673	\$ -	\$ 1,044,867	\$ 9,403,805	\$ -	\$ 5,689,490	\$ 3,714,316

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CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	10% Reduction		Available DC Reserves	2014-2023	Post 2023
4.3 Parkland Development											
4.3.1	Alderlea	2014	\$ 71,000	\$ -	\$ 71,000	\$ -	\$ 7,100	\$ 63,900	\$ 63,900	\$ -	\$ -
4.3.2	Chinguacousy Park Enhancements	2014	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ 35,000	\$ 315,000	\$ 315,000	\$ -	\$ -
4.3.3	Creditview/Sandalwood City wide Park	2014	\$ 3,908,000	\$ -	\$ 3,908,000	\$ -	\$ 390,800	\$ 3,517,200	\$ 1,899,157	\$ 1,618,043	\$ -
4.3.4	Gore Meadows	2014	\$ 7,500,000	\$ -	\$ 7,500,000	\$ -	\$ 750,000	\$ 6,750,000	\$ -	\$ 6,750,000	\$ -
4.3.5	Civic Design	2014	\$ 353,000	\$ -	\$ 353,000	\$ -	\$ 35,300	\$ 317,700	\$ -	\$ 317,700	\$ -
4.3.6	Heritage Program	2014	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ 225,000	\$ -
4.3.7	Mississauga / Bovaird Community Park	2014	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ 225,000	\$ -
4.3.8	Neighbourhood Parks	2014	\$ 2,149,000	\$ -	\$ 2,149,000	\$ -	\$ 214,900	\$ 1,934,100	\$ -	\$ 1,934,100	\$ -
4.3.9	Pathways Implementation Program	2014	\$ 195,000	\$ -	\$ 195,000	\$ -	\$ 19,500	\$ 175,500	\$ -	\$ 175,500	\$ -
4.3.10	Valleyland Development	2014	\$ 2,816,000	\$ -	\$ 2,816,000	\$ -	\$ 281,600	\$ 2,534,400	\$ -	\$ 2,534,400	\$ -
4.3.11	Alderlea	2015	\$ 175,000	\$ -	\$ 175,000	\$ -	\$ 17,500	\$ 157,500	\$ -	\$ 157,500	\$ -
4.3.12	Gore Meadows	2015	\$ 75,000,000	\$ -	\$ 75,000,000	\$ -	\$ 7,500,000	\$ 67,500,000	\$ -	\$ 67,500,000	\$ -
4.3.13	Civic Design	2015	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ 225,000	\$ -
4.3.14	Heritage Program	2015	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 50,000	\$ 450,000	\$ -	\$ 450,000	\$ -
4.3.15	Mississauga / Bovaird Community Park	2015	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 200,000	\$ 1,800,000	\$ -	\$ 1,800,000	\$ -
4.3.16	Neighbourhood Parks	2015	\$ 4,000,000	\$ -	\$ 4,000,000	\$ -	\$ 400,000	\$ 3,600,000	\$ -	\$ 3,600,000	\$ -
4.3.17	Torbram/Sandalwood Community Park	2015	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ 500,000	\$ 4,500,000	\$ -	\$ 4,500,000	\$ -
4.3.18	Pathways Implementation Program	2015	\$ 562,000	\$ -	\$ 562,000	\$ 10,000	\$ 55,200	\$ 496,800	\$ -	\$ 496,800	\$ -
4.3.19	Valleyland Development	2015	\$ 4,820,000	\$ -	\$ 4,820,000	\$ -	\$ 482,000	\$ 4,338,000	\$ -	\$ 4,338,000	\$ -
4.3.20	Wayfinding & Signage Program	2015	\$ 300,000	\$ -	\$ 300,000	\$ 150,000	\$ 15,000	\$ 135,000	\$ -	\$ 135,000	\$ -
4.3.21	Alderlea	2016	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 15,000	\$ 135,000	\$ -	\$ 135,000	\$ -
4.3.22	Eldorado Park Development	2016	\$ 3,000,000	\$ -	\$ 3,000,000	\$ 2,250,000	\$ 75,000	\$ 675,000	\$ -	\$ 675,000	\$ -
4.3.23	Civic Design	2016	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ 225,000	\$ -
4.3.24	Heritage Program	2016	\$ 3,996,000	\$ -	\$ 3,996,000	\$ -	\$ 399,600	\$ 3,596,400	\$ -	\$ 3,596,400	\$ -
4.3.25	Neighbourhood Parks	2016	\$ 4,250,000	\$ -	\$ 4,250,000	\$ -	\$ 425,000	\$ 3,825,000	\$ -	\$ 3,825,000	\$ -
4.3.26	NW Brampton Community Park	2016	\$ 14,280,000	\$ 10,680,000	\$ 3,600,000	\$ -	\$ 360,000	\$ 3,240,000	\$ -	\$ 3,240,000	\$ -
4.3.27	Pathways Implementation Program	2016	\$ 617,000	\$ -	\$ 617,000	\$ 5,000	\$ 61,200	\$ 550,800	\$ -	\$ 550,800	\$ -
4.3.28	Valleyland Development	2016	\$ 2,910,000	\$ -	\$ 2,910,000	\$ -	\$ 291,000	\$ 2,619,000	\$ -	\$ 2,619,000	\$ -
4.3.29	Wayfinding & Signage Program	2016	\$ 300,000	\$ -	\$ 300,000	\$ 150,000	\$ 15,000	\$ 135,000	\$ -	\$ 135,000	\$ -
4.3.30	Civic Design	2017	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ 225,000	\$ -
4.3.31	Loafers Lake Park Development	2017	\$ 3,500,000	\$ -	\$ 3,500,000	\$ 2,624,000	\$ 87,600	\$ 788,400	\$ -	\$ 788,400	\$ -
4.3.32	New Community Park 1	2017	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 50,000	\$ 450,000	\$ -	\$ 450,000	\$ -
4.3.33	Neighbourhood Parks	2017	\$ 4,500,000	\$ -	\$ 4,500,000	\$ -	\$ 450,000	\$ 4,050,000	\$ -	\$ 4,050,000	\$ -
4.3.34	Pathways Implementation Program	2017	\$ 500,000	\$ -	\$ 500,000	\$ 10,000	\$ 49,000	\$ 441,000	\$ -	\$ 441,000	\$ -
4.3.35	Valleyland Development	2017	\$ 2,640,000	\$ -	\$ 2,640,000	\$ -	\$ 264,000	\$ 2,376,000	\$ -	\$ 2,376,000	\$ -
4.3.36	Wayfinding & Signage Program	2017	\$ 250,000	\$ -	\$ 250,000	\$ 125,000	\$ 12,500	\$ 112,500	\$ -	\$ 112,500	\$ -
4.3.37	Civic Design	2018	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ 225,000	\$ -
4.3.38	Neighbourhood Parks	2018	\$ 4,750,000	\$ -	\$ 4,750,000	\$ -	\$ 475,000	\$ 4,275,000	\$ -	\$ 4,275,000	\$ -
4.3.39	New Community Park 1	2018	\$ 2,875,000	\$ -	\$ 2,875,000	\$ -	\$ 287,500	\$ 2,587,500	\$ -	\$ 2,587,500	\$ -
4.3.40	Pathways Implementation Program	2018	\$ 500,000	\$ -	\$ 500,000	\$ 10,000	\$ 49,000	\$ 441,000	\$ -	\$ 441,000	\$ -
4.3.41	Valleyland Development	2018	\$ 4,400,000	\$ -	\$ 4,400,000	\$ -	\$ 440,000	\$ 3,960,000	\$ -	\$ 3,960,000	\$ -
4.3.42	Wayfinding & Signage Program	2018	\$ 250,000	\$ -	\$ 250,000	\$ 125,000	\$ 12,500	\$ 112,500	\$ -	\$ 112,500	\$ -
4.3.43	Civic Design	2019	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.3.44	Gore / Castlemore Community Park	2019	\$ 675,000	\$ -	\$ 675,000	\$ -	\$ 67,500	\$ 607,500	\$ -	\$ 607,500	\$ -
4.3.45	Neighbourhood Parks	2019	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ 500,000	\$ 4,500,000	\$ -	\$ 4,500,000	\$ -
4.3.46	New Community Park 1	2019	\$ 21,888,000	\$ -	\$ 21,888,000	\$ -	\$ 2,188,800	\$ 19,699,200	\$ -	\$ 19,699,200	\$ -
4.3.47	Pathways Implementation Program	2019	\$ 500,000	\$ -	\$ 500,000	\$ 10,000	\$ 49,000	\$ 441,000	\$ -	\$ 441,000	\$ -
4.3.48	Valleyland Development	2019	\$ 2,330,000	\$ -	\$ 2,330,000	\$ -	\$ 233,000	\$ 2,097,000	\$ -	\$ 2,097,000	\$ -
4.3.49	Wayfinding & Signage Program	2019	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -

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CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	10% Reduction		Available DC Reserves	2014-2023	Post 2023
4.3 Parkland Development (Cont'd)											
4.3.50	Civic Design	2020	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.3.51	Gore Meadows	2020	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 100,000	\$ 900,000	\$ -	\$ 900,000	\$ -
4.3.52	Gore / Castlemore Community Park	2020	\$ 4,835,000	\$ -	\$ 4,835,000	\$ -	\$ 483,500	\$ 4,351,500	\$ -	\$ 4,351,500	\$ -
4.3.53	Neighbourhood Parks	2020	\$ 4,750,000	\$ -	\$ 4,750,000	\$ -	\$ 475,000	\$ 4,275,000	\$ -	\$ 4,275,000	\$ -
4.3.54	Pathways Implementation Program	2020	\$ 450,000	\$ -	\$ 450,000	\$ 10,000	\$ 44,000	\$ 396,000	\$ -	\$ 396,000	\$ -
4.3.55	Valleyland Development	2020	\$ 1,660,000	\$ -	\$ 1,660,000	\$ -	\$ 166,000	\$ 1,494,000	\$ -	\$ 1,494,000	\$ -
4.3.56	Wayfinding & Signage Program	2020	\$ 200,000	\$ -	\$ 200,000	\$ 100,000	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
4.3.57	Civic Design	2021	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.3.58	Gore Meadows	2021	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -	\$ 600,000	\$ 5,400,000	\$ -	\$ 5,400,000	\$ -
4.3.59	Heritage / Bovaird City Wide Park	2021	\$ 1,544,000	\$ -	\$ 1,544,000	\$ -	\$ 154,400	\$ 1,389,600	\$ -	\$ 1,389,600	\$ -
4.3.60	Neighbourhood Parks	2021	\$ 4,500,000	\$ -	\$ 4,500,000	\$ -	\$ 450,000	\$ 4,050,000	\$ -	\$ 4,050,000	\$ -
4.3.61	NW Brampton Community Park	2021	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.3.62	Pathways Implementation Program	2021	\$ 450,000	\$ -	\$ 450,000	\$ 10,000	\$ 44,000	\$ 396,000	\$ -	\$ 396,000	\$ -
4.3.63	Valleyland Development	2021	\$ 6,450,000	\$ -	\$ 6,450,000	\$ -	\$ 645,000	\$ 5,805,000	\$ -	\$ 5,805,000	\$ -
4.3.64	Wayfinding & Signage Program	2021	\$ 150,000	\$ -	\$ 150,000	\$ 75,000	\$ 7,500	\$ 67,500	\$ -	\$ 67,500	\$ -
4.3.65	Civic Design	2022	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.3.66	Heritage / Bovaird City Wide Park	2022	\$ 13,783,000	\$ -	\$ 13,783,000	\$ -	\$ 1,378,300	\$ 12,404,700	\$ -	\$ 12,404,700	\$ -
4.3.67	Neighbourhood Parks	2022	\$ 4,500,000	\$ -	\$ 4,500,000	\$ -	\$ 450,000	\$ 4,050,000	\$ -	\$ 4,050,000	\$ -
4.3.68	NW Brampton Community Park	2022	\$ 5,200,000	\$ -	\$ 5,200,000	\$ -	\$ 520,000	\$ 4,680,000	\$ -	\$ 4,680,000	\$ -
4.3.69	Pathways Implementation Program	2022	\$ 450,000	\$ -	\$ 450,000	\$ 10,000	\$ 44,000	\$ 396,000	\$ -	\$ 396,000	\$ -
4.3.70	Valleyland Development	2022	\$ 2,540,000	\$ -	\$ 2,540,000	\$ -	\$ 254,000	\$ 2,286,000	\$ -	\$ 2,286,000	\$ -
4.3.71	Wayfinding & Signage Program	2022	\$ 150,000	\$ -	\$ 150,000	\$ 75,000	\$ 7,500	\$ 67,500	\$ -	\$ 67,500	\$ -
4.3.72	Civic Design	2023	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.3.73	Neighbourhood Parks	2023	\$ 4,250,000	\$ -	\$ 4,250,000	\$ -	\$ 425,000	\$ 3,825,000	\$ -	\$ 3,825,000	\$ -
4.3.74	New Community Park 2	2023	\$ 2,300,000	\$ -	\$ 2,300,000	\$ -	\$ 230,000	\$ 2,070,000	\$ -	\$ 2,070,000	\$ -
4.3.75	NW Brampton Community Park	2023	\$ 45,830,000	\$ -	\$ 45,830,000	\$ -	\$ 4,583,000	\$ 41,247,000	\$ -	\$ 41,247,000	\$ -
4.3.76	Pathways Implementation Program	2023	\$ 300,000	\$ -	\$ 300,000	\$ 10,000	\$ 29,000	\$ 261,000	\$ -	\$ 261,000	\$ -
4.3.77	Valleyland Development	2023	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 200,000	\$ 1,800,000	\$ -	\$ 1,800,000	\$ -
4.3.78	Wayfinding & Signage Program	2023	\$ 150,000	\$ -	\$ 150,000	\$ 75,000	\$ 7,500	\$ 67,500	\$ -	\$ 67,500	\$ -
	Subtotal Parkland Development		\$ 310,602,000	\$ 10,680,000	\$ 299,922,000	\$ 5,934,000	\$ 29,398,800	\$ 264,589,200	\$ 2,278,057	\$ 262,311,143	\$ -
TOTAL RECREATION AND PARKS			\$ 425,410,673	\$ 10,680,000	\$ 414,730,673	\$ 22,374,000	\$ 39,235,667	\$ 353,121,005	\$ 3,205,057	\$ 346,201,632	\$ 3,714,316

Residential Development Charge Calculation		
Residential Share of 2014-2023 DC Eligible Costs	100%	\$346,201,632
10 Year Growth in Population in New Units		162,396
Unadjusted Development Charge Per Capita (\$)		\$2,131.83
Non-Residential Development Charge Calculation		
Non-Residential Share of 2014-2023 DC Eligible Costs	0%	\$ -
10 Year Growth in Square Meters		4,967,120
Unadjusted Development Charge Per Sq.M (\$)		\$0.00

2014 - 2023 Net Funding Envelope for Parks & Recre	\$346,201,632
Reserve Fund Balance	\$3,205,057

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
RECREATION SERVICES
RESIDENTIAL DEVELOPMENT CHARGE

4.00 RECREATION SERVICES

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES											
OPENING CASH BALANCE (\$000)	0.0	17,799.3	(38,354.5)	(24,411.5)	(8,030.5)	(21,587.1)	(12,547.6)	2,136.8	10,170.7	20,345.4	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS											
4.00 Recreation Services : Non Inflated	\$13,988.69	\$88,703.25	\$19,575.15	\$20,801.85	\$49,663.95	\$28,633.65	\$22,965.45	\$27,937.05	\$24,273.15	\$49,659.45	\$346,201.63
4.00 Recreation Services: Inflated	\$13,988.69	\$90,477.31	\$20,365.98	\$22,075.09	\$53,757.86	\$31,613.86	\$25,862.83	\$32,090.89	\$28,439.86	\$59,347.64	\$378,020.01
POPULATION GROWTH											
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	162,396
REVENUE - current (\$000)											
- Dev. Charge Receipts	31,481.9	35,220.1	36,142.4	39,493.9	40,993.9	41,664.8	40,972.9	39,913.1	38,089.7	38,854.3	\$382,827.00
- Interest on Opening Balance	0.0	623.0	(2,109.5)	(1,342.6)	(441.7)	(1,187.3)	(690.1)	74.8	356.0	712.1	(\$4,005.38)
- Interest on In-year Transactions (excl.int.)	306.1	(1,519.6)	276.1	304.8	(351.0)	175.9	264.4	136.9	168.9	(563.6)	(\$801.02)
TOTAL REVENUE	31,788.0	34,323.5	34,309.0	38,456.1	40,201.2	40,653.4	40,547.2	40,124.8	38,614.5	39,002.8	\$378,020.60
CLOSING CASH BALANCE	17,799.3	(38,354.5)	(24,411.5)	(8,030.5)	(21,587.1)	(12,547.6)	2,136.8	10,170.7	20,345.4	0.6	

2014 Adjusted Charge Per Capita	\$2,153.53
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Allocation of Capital Program	
Residential Sector	100.0%
Non-Residential Sector	0.0%
Rates for 2014	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.5

PUBLIC WORKS: BUILDINGS AND FLEET

APPENDIX B.5

PUBLIC WORKS: BUILDINGS AND FLEET

This appendix covers the yards and fleet components of the City's operations. The Public Works Department operates from several works facilities located throughout the City to provide repair and maintenance services for roads, sidewalks, streetlights and other infrastructure. Information regarding roads and related infrastructure can be found in Appendix C. Only engineering related fleet and equipment are included in this service.

TABLE 1 HISTORIC SERVICE LEVELS

The Public Works Department operates out of two primary locations: Williams Parkway Works Operation Centre and Sandalwood Yard. The current inventory of capital assets for Public Works includes building space, salt domes and sheds with a total replacement value of \$46.14 million. The 55.23 acres of land associated with the Public Works yards is valued at \$46.94 million. Furniture and equipment, excluding computers totals \$1.25 million. The 251 Public Works vehicles and related equipment add an additional \$18.86 million to the value of the capital assets.

The total value of the Public Works capital inventory is \$113.19 million. The ten year historic average service level is \$139.96 per population and employee, and this, multiplied by the ten year forecast growth in net population and employment, results in a ten year maximum allowable funding envelope of \$29.39 million. Under the *Development Charges Act, 1997*, services related to a highway as defined in subsection 1(1) of the *Municipal Act, 2001*, need not to be reduced by the legislated 10 per cent (as with other general services). The services and capital assets of Public Works: Buildings and Fleet are considered to be related to a highway, and as such, the maximum allowable of \$29.39 million is not required to be reduced by ten per cent and therefore the full amount is brought forward to the development charges calculation.

**TABLE 2 2014 – 2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL
BUDGET & CALCULATION OF THE “UNADJUSTED” DEVELOPMENT
CHARGES**

The first project in the Public Works capital program is for the recovery of the negative reserve fund balance. The negative reserve fund relates to the previously committed excess capacity. The negative DC reserve fund balance for public works services amounts to \$38.02 million and this full amount is brought forward for recovery through development charges.

The capital program also provides for the construction of two new works yards and “top ups” for previously budgeted projects over a seven year period from 2014 through to 2020 for a combined gross cost of \$68.48 million. Finally, a provision for additional fleet and equipment adds \$6.96 million to the gross program cost.

The ten year capital forecast for Public Works totals \$113.46 million. No provincial government grants or subsidies or replacement shares are anticipated to offset the cost of the program. \$84.07 million, the portion of the development-related cost which exceeds the maximum allowable funding envelope and this amount is deemed to benefit growth beyond 2023 and can be recovered through subsequent development charges studies.

The 2014–2023 DC costs eligible for recovery total to \$29.39 million. This development related cost is allocated 71 per cent, or \$20.87 million against new residential development, and 29 per cent, or \$8.52 million against non-residential development. This yields an unadjusted residential development charge of \$128.51 per capita and \$1.72 per square metre of new non-residential development.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, both the residential and non-residential calculated charges increase to \$150.17 per capita and \$1.99 per square metre, respectively.

The following table summarizes the calculation of the Public Works: Buildings and Fleet development charge.

10-year Hist. Service Level \$/pop & emp	PUBLIC WORKS: BUILDINGS AND FLEET SUMMARY 2014-2023 Development-Related Capital Program (\$000's)		Unadjusted Development Charge		Adjusted Development Charge	
	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$139.96	\$113,459	\$29,393	\$128.51	\$1.72	\$150.17	\$1.99

PUBLIC WORKS - BUILDINGS & FLEET

INVENTORY OF CAPITAL ASSETS

BUILDINGS (\$000) Facility Name	Total Value of Buildings (\$000)										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Williams Parkway East Storage Shed	\$151.0	\$151.0	\$151.0	\$151.0	\$151.0	\$151.0	\$151.0	\$151.0	\$151.0	\$0.0	\$0.0
Williams Parkway Salt Dome	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9
Williams Parkway Sand Dome	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9	\$619.9
Williams Parkway South Storage Shed	\$80.5	\$80.5	\$80.5	\$80.5	\$80.5	\$80.5	\$80.5	\$80.5	\$80.5	\$80.5	\$80.5
Williams Parkway Vehicle Wash	\$332.4	\$332.4	\$332.4	\$332.4	\$332.4	\$332.4	\$332.4	\$332.4	\$332.4	\$332.4	\$332.4
Williams Parkway Works Operation Centre	\$10,502.7	\$10,502.7	\$10,502.7	\$10,502.7	\$10,502.7	\$13,658.0	\$13,658.0	\$13,658.0	\$13,658.0	\$13,658.0	\$13,658.0
Sandalwood Yard	\$2,837.1	\$2,837.1	\$2,837.1	\$2,837.1	\$2,837.1	\$2,837.1	\$2,837.1	\$2,837.1	\$0.0	\$0.0	\$0.0
Sandalwood Salt Dome (old)	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$0.0	\$0.0	\$0.0
Sandalwood Sand Dome (old)	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$440.7	\$0.0	\$0.0	\$0.0
Sandalwood Yard Storage Bays Building (old)	\$126.0	\$126.0	\$126.0	\$126.0	\$126.0	\$126.0	\$126.0	\$126.0	\$0.0	\$0.0	\$0.0
Total (\$000)	\$16,150.7	\$16,150.7	\$16,150.7	\$16,150.7	\$16,150.7	\$19,306.00	\$19,306.00	\$46,287.15	\$46,136.15	\$46,136.15	

LAND Facility Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Sandalwood Fabric Building	1.28	1.28	1.28	1.28	1.28	1.28	1.28	1.28	1.28	1.28	1.28	\$850,000
Sandalwood Pole Barn- Phase 2	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	\$850,000
Sandalwood Yard	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72	\$850,000
Sandalwood Salt Dome	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	4.05	\$850,000
Williams Parkway East Storage Shed	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	\$850,000
Williams Parkway Salt Dome	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	\$850,000
Williams Parkway Sand Dome	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	4.62	\$850,000
Williams Parkway South Storage Shed	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	\$850,000
Williams Parkway Vehicle Wash	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	\$850,000
Williams Parkway Works Operation Centre	31.99	31.99	31.99	31.99	31.99	31.99	31.99	31.99	31.99	31.99	31.99	\$850,000
Total (acres)	55.23	55.23	55.23	55.23	55.23	55.23	55.23	55.23	55.23	55.23	55.23	
Total (\$000)	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	

PUBLIC WORKS - BUILDINGS & FLEET**INVENTORY OF CAPITAL ASSETS**

FURNITURE AND EQUIPMENT (excluding computers) Facility Name	Total Value of Furniture and Equipment (\$000)										UNIT COST (\$/item)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Williams Parkway East Storage Shed	\$100.57	\$100.57	\$100.57	\$100.57	\$100.57	\$100.57	\$100.57	\$100.57	\$100.57	\$100.57	\$100.57	\$25.14
Williams Parkway South Storage Shed	\$50.81	\$50.81	\$50.81	\$50.81	\$50.81	\$50.81	\$50.81	\$50.81	\$50.81	\$50.81	\$50.81	\$25.40
Williams Parkway Vehicle Wash	\$207.21	\$207.21	\$207.21	\$207.21	\$207.21	\$207.21	\$207.21	\$207.21	\$207.21	\$207.21	\$207.21	\$133.69
Williams Parkway Works Operation Centre	\$881.91	\$881.91	\$881.91	\$881.91	\$881.91	\$881.91	\$881.91	\$881.91	\$881.91	\$881.91	\$881.91	\$14.16
Sandalwood Yard	\$12.16	\$12.16	\$12.16	\$12.16	\$12.16	\$12.16	\$12.16	\$12.16	\$12.16	\$12.16	\$12.16	\$6.08
Sandalwood Yard - Storage Building	\$0.63	\$0.63	\$0.63	\$0.63	\$0.63	\$0.63	\$0.63	\$0.63	\$0.63	\$0.63	\$0.63	\$0.18
Total (\$000)	\$1,253	\$1,253	\$1,253	\$1,253	\$1,253	\$1,253	\$1,253	\$1,253	\$1,253	\$1,253	\$1,253	

APPENDIX B.5
TABLE 1 - PAGE 3

PUBLIC WORKS FLEET & MAINTENANCE EQUIPMENT

INVENTORY OF CAPITAL ASSETS

PUBLIC WORKS FLEET & MAINTENANCE EQUIPMENT (#) City-Owned Items	# of Vehicles or Pieces of Equipment										UNIT COST (\$/Item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
CAR, STATION WAGONS	-	-	-	11	11	11	12	13	14	14	\$40,478
COMPACT PICKUPS	-	-	-	2	2	2	1	1	-	-	\$25,667
COMPACT 4X4	-	-	-	21	24	28	28	26	55	55	\$38,414
3/4 & 1 TON PICKUP	-	-	-	3	3	3	2	2	2	2	\$54,028
3/4 & 1 TON 4X4 PICKUPS	-	-	-	17	17	18	19	19	27	25	\$47,810
COMPACT VANS	-	-	-	1	1	2	2	4	3	3	\$26,150
3/4 & 1 TON VANS	-	-	-	3	3	4	4	5	5	4	\$50,700
1 - 7.5 TON S AXLE, DUAL AXLE DUMP, FLAT BED	-	-	-	9	9	17	17	16	18	18	\$78,327
7.5 - 20 TON SAXLE, D WHEELDUMP, FLAT BED, TANKER	3	3	3	23	23	21	19	22	24	23	\$165,406
20 - 34 TON TANDEM AXLE DUMPS, FLUSHER, FLAT BED	26	25	30	14	13	12	12	11	11	11	\$286,308
7.5 - 20 TON SPECVEHICLE, BUCK, CRANE, BODYINTERCH	-	-	-	-	-	-	-	-	-	-	\$271,500
TRAILER	10	9	9	12	15	16	18	17	17	17	\$19,048
LOADER BACKHOE COMBINATIONS AND EXCAVATORS	3	5	6	1	1	2	2	2	2	2	\$166,000
FRONT END LOADERS RUBBER TIRE AND CRAWLER	3	3	3	3	3	4	4	4	4	4	\$281,000
GRADERS	1	1	1	1	1	1	-	-	-	-	\$256,000
STREET SWEEPERS MECHANICAL AND VACUUM	3	3	5	6	6	6	5	5	4	4	\$250,800
TRACTORS FARM TYPE ALL SIZES	3	2	1	6	6	6	6	6	6	9	\$88,840
SIDEWALK PLOWS AND SKID STEER LOADERS	3	2	2	1	1	1	1	1	1	1	\$99,143
TURF EQUIPMENT MOWERS, TRIMMERS, GATORS	3	3	4	4	4	4	5	5	5	5	\$36,446
ASPHROLLERS, GRINDERS, HOTBX, CON/ASPHSAW, TAMPER	10	8	10	9	8	7	8	9	10	10	\$23,250
RD MAINTEQP, SIGNBRDS, STMRS, LEAFLOADRS, COMPRES	4	3	2	12	12	13	8	8	10	11	\$17,667
SPECIALTY EQUIPMENT NOT CLASSIFIED	8	10	13	24	24	26	26	27	26	29	\$65,959
Sub-total (#)	80	77	89	183	187	204	199	203	244	247	
Sub-total (\$000)	\$11,984	\$11,891	\$14,164	\$16,755	\$16,617	\$17,498	\$16,678	\$16,946	\$18,661	\$18,831	

PUBLIC WORKS FLEET & MAINTENANCE EQUIPMENT (#) Rented Items	# of Vehicles or Pieces of Equipment										UNIT COST (\$/Item)	Percentage of Year Rented (%)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
COMPACT PICKUPS	4	4	4	4	4	4	-	3	-	-	\$3,120	29%
COMPACT 4X4	-	-	-	-	-	-	3	-	-	-	\$2,721	23%
LOADER BACKHOE COMBINATIONS AND EXCAVATORS	8	8	8	8	8	8	9	9	6	4	\$18,619	39%
Sub-total (#)	12	12	12	12	12	12	12	12	6	4		
Sub-total City's Share (\$000)	\$62.0	\$62.0	\$62.0	\$62.0	\$62.0	\$62.0	\$67.5	\$68.3	\$43.8	\$29.2		

Total Public Works Fleet (#)	92	89	101	195	199	216	211	215	250	251		
Total Public Works Fleet (\$000)	\$12,046.2	\$11,952.6	\$14,226.0	\$16,816.6	\$16,679.4	\$17,559.6	\$16,745.6	\$17,014.8	\$18,704.7	\$18,860.4		

APPENDIX B.5
TABLE 1 - PAGE 4

PUBLIC WORKS - BUILDINGS & FLEET

SUMMARY OF SERVICE LEVEL ANALYSIS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Population	386,670	409,558	433,800	450,486	467,814	485,808	504,495	523,900	541,300	557,800
Historic Employment	<u>146,577</u>	<u>151,162</u>	<u>155,890</u>	<u>159,009</u>	<u>162,190</u>	<u>165,435</u>	<u>168,744</u>	<u>172,120</u>	<u>178,730</u>	<u>185,570</u>
Total Historic Population & Employment	533,247	560,719	589,690	609,495	630,004	651,243	673,239	696,020	720,030	743,370

INVENTORY SUMMARY (\$000)

Buildings	\$16,150.7	\$16,150.7	\$16,150.7	\$16,150.7	\$16,150.7	\$19,306.0	\$19,306.0	\$46,287.2	\$46,136.2	\$46,136.2
Land	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0	\$46,943.0
Furniture	\$1,253.3	\$1,253.3	\$1,253.3	\$1,253.3	\$1,253.3	\$1,253.3	\$1,253.3	\$1,253.3	\$1,253.3	\$1,253.3
Fleet	\$12,046.2	\$11,952.6	\$14,226.0	\$16,816.6	\$16,679.4	\$17,559.6	\$16,745.6	\$17,014.8	\$18,704.7	\$18,860.4
Total (\$000)	\$76,393.2	\$76,299.6	\$78,573.0	\$81,163.6	\$81,026.4	\$85,061.9	\$84,247.9	\$111,498.3	\$113,037.2	\$113,192.9

Average
Service
Level

SERVICE LEVEL (\$/pop & employ)

Buildings	\$30.29	\$28.80	\$27.39	\$26.50	\$25.64	\$29.64	\$28.68	\$66.50	\$64.08	\$62.06	\$38.96
Land	\$88.03	\$83.72	\$79.61	\$77.02	\$74.51	\$72.08	\$69.73	\$67.44	\$65.20	\$63.15	\$74.05
Furniture	\$2.35	\$2.24	\$2.13	\$2.06	\$1.99	\$1.92	\$1.86	\$1.80	\$1.74	\$1.69	\$1.98
Fleet	\$22.59	\$21.32	\$24.12	\$27.59	\$26.48	\$26.96	\$24.87	\$24.45	\$25.98	\$25.37	\$24.97
Total (\$/pop & employ)	\$143.26	\$136.08	\$133.25	\$133.17	\$128.62	\$130.60	\$125.14	\$160.19	\$157.00	\$152.27	\$139.96

**CALCULATION OF MAXIMUM ALLOWABLE
PUBLIC WORKS - BUILDINGS & FLEET**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$139.96
Net Population & Employment Growth 2004 - 2013	210,010
Maximum Allowable Funding Envelope	\$29,393,000
Less: Uncommitted Excess Capacity	\$0
Discounted Maximum Allowable Funding Envelope	\$29,393,000

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$113,192,910
Inventory Using Average Service Level	\$104,042,065
Excess Capacity	\$9,150,845
Excess Capacity:	Committed

APPENDIX B-5
TABLE 2

CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	0% Reduction		Available DC Reserves	2014-2023	Post 2023
5.0 PUBLIC WORKS: BUILDINGS AND FLEET											
	5.1 Recovery of Negative Reserve Fund Balance	2014	\$ 38,016,181	\$ -	\$ 38,016,181	\$ -	\$ -	\$ 38,016,181	\$ -	\$ 29,393,000	\$ 8,623,181
	5.2 Buildings, Land & Equipment										
	5.1.1 New Works Yard	2014	\$ 3,150,000	\$ -	\$ 3,150,000	\$ -	\$ -	\$ 3,150,000	\$ -	\$ -	\$ 3,150,000
	5.1.2 New Works Yard	2015	\$ 8,303,000	\$ -	\$ 8,303,000	\$ -	\$ -	\$ 8,303,000	\$ -	\$ -	\$ 8,303,000
	5.1.3 New Works Yard	2016	\$ 7,624,000	\$ -	\$ 7,624,000	\$ -	\$ -	\$ 7,624,000	\$ -	\$ -	\$ 7,624,000
	5.1.4 New Works Yard	2017	\$ 18,609,000	\$ -	\$ 18,609,000	\$ -	\$ -	\$ 18,609,000	\$ -	\$ -	\$ 18,609,000
	5.1.5 New Works Yard	2018	\$ 3,227,000	\$ -	\$ 3,227,000	\$ -	\$ -	\$ 3,227,000	\$ -	\$ -	\$ 3,227,000
	5.1.6 New Works Yard	2019	\$ 8,435,000	\$ -	\$ 8,435,000	\$ -	\$ -	\$ 8,435,000	\$ -	\$ -	\$ 8,435,000
	5.1.7 New Works Yard	2020	\$ 19,134,000	\$ -	\$ 19,134,000	\$ -	\$ -	\$ 19,134,000	\$ -	\$ -	\$ 19,134,000
	Subtotal Buildings, Land & Equipment		\$ 68,482,000	\$ -	\$ 68,482,000	\$ -	\$ -	\$ 68,482,000	\$ -	\$ -	\$ 68,482,000
	5.2 Equipment										
	5.3.1 Additional Fleet and Equipment	Various	\$6,961,000	\$ -	\$ 6,961,000	\$ -	\$ -	\$ 6,961,000	\$ -	\$ -	\$ 6,961,000
	5.3.2		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Subtotal Equipment		\$ 6,961,000	\$ -	\$ 6,961,000	\$ -	\$ -	\$ 6,961,000	\$ -	\$ -	\$ 6,961,000
	TOTAL PUBLIC WORKS: BUILDINGS AND FLEET		\$ 113,459,181	\$ -	\$ 113,459,181	\$ -	\$ -	\$ 113,459,181	\$ -	\$ 29,393,000	\$ 84,066,181

Residential Development Charge Calculation		
Residential Share of 2014-2023 DC Eligible Costs	71%	\$20,869,030
10 Year Growth in Population in New Units		162,396
Unadjusted Development Charge Per Capita (\$)		\$128.51
Non-Residential Development Charge Calculation		
Non-Residential Share of 2014-2023 DC Eligible Costs	29%	\$ 8,523,970
10 Year Growth in Square Meters		4,967,120
Unadjusted Development Charge Per Sq.M (\$)		\$1.72

2014 - 2023 Net Funding Envelope for Public Works	\$29,393,000
Reserve Fund Balance	(\$38,016,181)

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PUBLIC WORKS: BUILDINGS AND FLEET
RESIDENTIAL DEVELOPMENT CHARGE

5.00 PUBLIC WORKS: BUILDINGS & FLEET

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES											
OPENING CASH BALANCE (\$000)	0.0	(19,187.3)	(17,743.6)	(16,155.1)	(14,241.4)	(12,116.1)	(9,826.2)	(7,459.5)	(5,037.9)	(2,612.4)	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS											
5.00 Public Works: Buildings & Fleet : Non Inflated	\$20,869.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,869.03
5.00 Public Works: Buildings & Fleet: Inflated	\$20,869.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,869.03
POPULATION GROWTH											
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	162,396
REVENUE - current (\$000)											
- Dev. Charge Receipts	2,195.3	2,456.0	2,520.3	2,754.0	2,858.6	2,905.4	2,857.1	2,783.2	2,656.1	2,709.4	\$26,695.40
- Interest on Opening Balance	0.0	(1,055.3)	(975.9)	(888.5)	(783.3)	(666.4)	(540.4)	(410.3)	(277.1)	(143.7)	(\$5,740.87)
- Interest on In-year Transactions (excl.int.)	(513.5)	43.0	44.1	48.2	50.0	50.8	50.0	48.7	46.5	47.4	(\$84.78)
TOTAL REVENUE	1,681.8	1,443.7	1,588.5	1,913.7	2,125.3	2,289.9	2,366.7	2,421.6	2,425.5	2,613.1	\$20,869.76
CLOSING CASH BALANCE	(19,187.3)	(17,743.6)	(16,155.1)	(14,241.4)	(12,116.1)	(9,826.2)	(7,459.5)	(5,037.9)	(2,612.4)	0.7	

2014 Adjusted Charge Per Capita \$150.17

Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

CITY OF BRAMPTON
 CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
 PUBLIC WORKS: BUILDINGS AND FLEET
 NON-RESIDENTIAL DEVELOPMENT CHARGE

5.00 PUBLIC WORKS: BUILDINGS AND FLEET

OPENING CASH BALANCE FROM APPLICABLE RESERVES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE (\$000)	\$0.00	(\$7,635.63)	(\$6,843.03)	(\$6,029.13)	(\$5,296.43)	(\$4,584.78)	(\$3,753.00)	(\$2,871.81)	(\$1,945.82)	(\$1,017.73)	
2009-2018 NON-RESIDENTIAL FUNDING REQUIREMENTS											
5.00 Public Works: Buildings And Fleet : Non Inflated	\$8,523.97	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,523.97
5.00 Public Works: Buildings And Fleet: Inflated	\$8,523.97	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,523.97
NON-RESIDENTIAL GROWTH											
- Sq. Metres in New Buildings	549,100	587,100	565,010	495,300	457,610	484,850	476,950	466,050	436,300	448,850	4,967,120
REVENUE - current (\$000)											
- Dev. Charge Receipts	1,092.7	1,191.7	1,169.8	1,046.0	985.7	1,065.3	1,068.9	1,065.3	1,017.3	1,067.5	\$10,770.20
- Interest on Opening Balance	0.0	(420.0)	(376.4)	(331.6)	(291.3)	(252.2)	(206.4)	(157.9)	(107.0)	(56.0)	(\$2,198.76)
- Interest on In-year Transactions (excl.int.)	(204.4)	20.9	20.5	18.3	17.2	18.6	18.7	18.6	17.8	18.7	(\$35.00)
TOTAL REVENUE	888.3	792.6	813.9	732.7	711.6	831.8	881.2	926.0	928.1	1,030.2	\$8,536.44
CLOSING CASH BALANCE	(7,635.6)	(6,843.0)	(6,029.1)	(5,296.4)	(4,584.8)	(3,753.0)	(2,871.8)	(1,945.8)	(1,017.7)	12.5	

2014 Adjusted Charge Per Capita	\$1.99
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Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.6

PARKING

APPENDIX B.6

PARKING

The City of Brampton currently owns and operates four structured lots and several outdoor surface parking lots. The benefits of the parking service are deemed to be City-wide for the purpose of calculating the development charge.

TABLE 1 HISTORIC SERVICE LEVELS

The current inventory of capital assets for parking includes 1,781 parking spaces, of which 1,410 are in structured lots and 371 are on surface lots. The total cost to develop the spaces amounts to \$63.23 million. Land associated with the spaces, totalling 6.67 acres, is valued at \$11.55 million. The equipment associated with municipal parking lots adds an additional \$993,600 to the value of the inventory.

The current total value of parking capital infrastructure is estimated to be \$75.76 million. This infrastructure has provided the City with a ten year average service level of \$111.81 per population and employment. The service level, when multiplied by the ten year net population and employment growth in the City, results in a ten year maximum allowable funding envelope of \$23.48 million. No uncommitted excess capacity is identified for this service. The resulting development charge eligible Parking capital costs must be reduced by ten per cent (\$2.35 million) under the *DCA*. The discounted maximum allowable funding envelope brought forward to the development charges calculation is \$21.13 million.

TABLE 2 2014 – 2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL BUDGET & CALCULATION OF THE “UNADJUSTED” DEVELOPMENT CHARGES

The ten-year development-related capital program for Parking includes the annual lease payments associated with the construction of a new building and parking lot in the South West Quadrant of the City. Over the ten-year period, the total lease payments, solely related to parking infrastructure, amount to \$23.55 million. No provincial government grants or subsidies are anticipated to offset the cost of the program. A benefit to existing share equivalent to the non-public parking spaces made available through the construction of the new lot is deducted from the net municipal cost. The replacement and benefit to existing share amounts to \$19.01 million, and

this amount will not be recovered from development charges. The ten per cent reduction required by the *DCA* amounts to \$454,100.

The remaining \$4.09 million development-related cost will be funded entirely by available Parking DC reserve funds. Therefore, no shares remain to be brought forward to the development charge calculation. The resulting unadjusted residential and non-residential charges are \$0 per capita and \$0.00 per square metre of new non-residential development.

TABLE 3 CASH FLOW ANALYSIS

After cash flow analysis, both the residential and non-residential charges remain unchanged at \$0.

The following table summarizes the calculation of the Parking development charge.

10-year Hist. Service Level \$/pop & emp	2014-2023		Unadjusted		Adjusted	
	Development-Related Capital Program (\$000's) Total	Net DC Recoverable	Development Charge \$/capita	Development Charge \$/sq.m	Development Charge \$/capita	Development Charge \$/sq.m
\$111.81	\$23,550	\$0	\$0.00	\$0.00	\$0.00	\$0.00

APPENDIX B.6
TABLE 1 - PAGE 1

PARKING

INVENTORY OF CAPITAL ASSETS

PARKING LOTS Lot Name	# of Parking Spaces										UNIT COST (\$/space)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Structured Lot											
City Hall	372	372	368	368	368	368	368	368	368	368	\$47,600
John Street	-	-	-	-	-	225	225	225	225	225	\$47,600
Market Square	586	586	542	542	542	542	542	542	542	542	\$47,600
Nelson Square	278	278	278	278	278	278	278	278	278	275	\$29,000
Outdoor Surface Parking Lots											
Alderlea Lot	60	60	60	60	60	60	60	60	-	-	\$3,300
Church Street Lot	136	136	136	136	136	136	136	136	136	136	\$3,300
Rosalea Upper Deck	43	43	43	43	43	43	43	43	43	43	\$3,300
Geroge Street Lot	38	38	38	38	38	38	38	38	-	-	\$3,300
YMCA Lot	192	192	192	192	192	192	192	192	192	192	\$3,300
Total # (spaces)	1,705	1,705	1,657	1,657	1,657	1,882	1,882	1,882	1,784	1,781	
Total (\$000)	\$55,211	\$55,211	\$52,926	\$52,926	\$52,926	\$63,636	\$63,636	\$63,636	\$63,312	\$63,225	

LAND Lot Name	# of Acres										UNIT COST (\$/acre)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Structured Lot											
City Hall	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	\$2,500,000
John Street	-	-	-	-	-	0.56	0.56	0.56	0.56	0.56	\$2,500,000
Market Square	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	\$2,500,000
Nelson Square	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	\$2,500,000
Outdoor Surface Parking Lots											
Alderlea Lot	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	-	-	\$1,000,000
Church Street Lot	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	\$1,000,000
Rosalea Upper Deck	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	\$700,000
Geroge Street Lot	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	-	-	\$2,500,000
YMCA Lot	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	\$1,000,000
Total # (acres)	7.39	7.39	7.39	7.39	7.39	7.95	7.95	7.95	6.67	6.67	
Total (\$000)	\$11,935	\$11,935	\$11,935	\$11,935	\$11,935	\$13,335	\$13,335	\$13,335	\$11,545	\$11,545	

APPENDIX B.6
TABLE 1 - PAGE 2

PARKING

INVENTORY OF CAPITAL ASSETS

EQUIPMENT Lot Name	Equipment Value (\$000)									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
City Hall Garage	\$33.3	\$33.3	\$33.3	\$33.3	\$33.3	\$33.3	\$33.3	\$33.3	\$235.0	\$235.0
John Street Garage	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$160.0	\$160.0	\$160.0	\$160.0	\$160.0
Market Square Garage	\$33.3	\$33.3	\$33.3	\$33.3	\$33.3	\$33.3	\$200.0	\$200.0	\$200.0	\$200.0
Nelson Square Garage	\$27.4	\$27.4	\$27.4	\$27.4	\$27.4	\$27.4	\$27.4	\$27.4	\$27.4	\$150.0
Pay on Display (On Street)	\$0.0	\$0.0	\$0.0	\$0.0	\$81.4	\$81.4	\$81.4	\$81.4	\$248.6	\$248.6
Total (\$000)	\$93.9	\$93.9	\$93.9	\$93.9	\$175.3	\$335.3	\$502.0	\$502.0	\$871.0	\$993.6

APPENDIX B.6
TABLE 1 - PAGE 3

PARKING

SERVICE LEVEL ANALYSIS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Population	386,670	409,558	433,800	450,486	467,814	485,808	504,495	523,900	541,300	557,800
Historic Employment	<u>146,577</u>	<u>151,162</u>	<u>155,890</u>	<u>159,009</u>	<u>162,190</u>	<u>165,435</u>	<u>168,744</u>	<u>172,120</u>	<u>178,730</u>	<u>185,570</u>
Total Historic Population & Employment	533,247	560,719	589,690	609,495	630,004	651,243	673,239	696,020	720,030	743,370

INVENTORY SUMMARY (\$000)

Parking Lots	\$55,211	\$55,211	\$52,926	\$52,926	\$52,926	\$63,636	\$63,636	\$63,636	\$63,312	\$63,225
Land	\$11,935	\$11,935	\$11,935	\$11,935	\$11,935	\$13,335	\$13,335	\$13,335	\$11,545	\$11,545
Equipment	\$94	\$94	\$94	\$94	\$175	\$335	\$502	\$502	\$871	\$994
Total (\$000)	\$67,239	\$67,239	\$64,955	\$64,955	\$65,036	\$77,306	\$77,473	\$77,473	\$75,728	\$75,764

SERVICE LEVEL (\$/pop & employ)											Average Service Level
Parking Lots	\$103.54	\$98.46	\$89.75	\$86.84	\$84.01	\$97.71	\$94.52	\$91.43	\$87.93	\$85.05	\$91.92
Land	\$22.38	\$21.29	\$20.24	\$19.58	\$18.94	\$20.48	\$19.81	\$19.16	\$16.03	\$15.53	\$19.34
Equipment	\$0.18	\$0.17	\$0.16	\$0.15	\$0.28	\$0.51	\$0.75	\$0.72	\$1.21	\$1.34	\$0.55
Total (\$/pop & employ)	\$126.10	\$119.92	\$110.15	\$106.57	\$103.23	\$118.70	\$115.08	\$111.31	\$105.17	\$101.92	\$111.81

**CALCULATION OF MAXIMUM ALLOWABLE
PARKING**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$111.81
Net Population & Employment Growth 2014 - 2023	210,010
Maximum Allowable Funding Envelope	\$23,481,218
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$2,348,122
Discounted Maximum Allowable Funding Envelope	\$21,133,096

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$75,763,900
Inventory Using Average Service Level	\$83,116,200
Excess Capacity	\$0
Excess Capacity:	Uncommitted

APPENDIX B-6
TABLE 2

CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	10% Reduction		Available DC Reserves	2014-2023	Post 2023
6.0 PARKING											
6.1 Parking Facilities											
6.1.1	Parking Garage - Lease Payments	2014	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.2	Parking Garage - Lease Payments	2015	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.3	Parking Garage - Lease Payments	2016	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.4	Parking Garage - Lease Payments	2017	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.5	Parking Garage - Lease Payments	2018	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.6	Parking Garage - Lease Payments	2019	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.7	Parking Garage - Lease Payments	2020	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.8	Parking Garage - Lease Payments	2021	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.9	Parking Garage - Lease Payments	2022	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
6.1.10	Parking Garage - Lease Payments	2023	\$ 2,355,019	\$ -	\$ 2,355,019	\$ 1,900,912	\$ 45,411	\$ 408,696	\$ 408,696	\$ -	\$ -
TOTAL PARKING			\$ 23,550,186	\$ -	\$ 23,550,186	\$ 19,009,119	\$ 454,107	\$ 4,086,961	\$ 4,086,961	\$ -	\$ -

Residential Development Charge Calculation		
Residential Share of 2014-2023 DC Eligible Costs	71%	\$0
10 Year Growth in Population in New Units		162,396
Unadjusted Development Charge Per Capita (\$)		\$0.00
Non-Residential Development Charge Calculation		
Non-Residential Share of 2014-2023 DC Eligible Costs	29%	\$ -
10 Year Growth in Square Meters		4,967,120
Unadjusted Development Charge Per Sq.M (\$)		\$0.00

2014 - 2023 Net Funding Envelope for Parking	\$21,133,096
Reserve Fund Balance	\$7,308,075

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PARKING
RESIDENTIAL DEVELOPMENT CHARGE

6.00 PARKING

OPENING CASH BALANCE FROM APPLICABLE RESERVES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE (\$000)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
2009-2018 RESIDENTIAL FUNDING REQUIREMENTS											
6.00 Parking : Non Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.00 Parking: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
POPULATION GROWTH											
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	162,396
REVENUE - current (\$000)											
- Dev. Charge Receipts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
- Interest on Opening Balance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
- Interest on In-year Transactions (excl.int.)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
TOTAL REVENUE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
CLOSING CASH BALANCE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

2014 Adjusted Charge Per Capita \$0.00

Allocation of Capital Program
Residential Sector 71.0%
Non-Residential Sector 29.0%

Rates for 2014
Inflation Rate 2.0%
Interest Rate on Positive Balances 3.5%
Interest Rate on Negative Balances 5.5%

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PARKING
NON-RESIDENTIAL DEVELOPMENT CHARGE

6.00 PARKING

OPENING CASH BALANCE FROM APPLICABLE RESERVES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE (\$000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
2009-2018 NON-RESIDENTIAL FUNDING REQUIREMENTS											
6.00 Parking : Non Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.00 Parking: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
NON-RESIDENTIAL GROWTH											
- Sq. Metres in New Buildings	549,100	587,100	565,010	495,300	457,610	484,850	476,950	466,050	436,300	448,850	4,967,120
REVENUE - current (\$000)											
- Dev. Charge Receipts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
- Interest on Opening Balance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
- Interest on In-year Transactions (excl.int.)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
TOTAL REVENUE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00
CLOSING CASH BALANCE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

2014 Adjusted Charge Per Capita	\$0.00
--	--------

Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.7

TRANSIT

APPENDIX B.7

TRANSIT

Brampton Transit is responsible for the provision of public transportation in the City of Brampton. Transit is provided through a surface route network that stretches across the City, with over 300 buses and a variety of associated equipment and infrastructure.

TABLE 1 HISTORIC SERVICE LEVELS

Brampton Transit operates out of 413,500 square feet of transit yards worth \$68.61 million. Service centres and terminals are valued at \$27.98 million. The 47.36 acres of land associated with Transit buildings and terminals are valued at \$51.42 million.

There are currently about 1,600 bus shelters and pads associated with Brampton Transit valued at \$21.35 million. Stops and bus loops total \$23.59 million. A variety of equipment, such as; radios, fare boxes, hoists and smartbus equipment adds another \$35.51 million to the inventory.

Finally, the 354 transit-related vehicles valued at \$168.82 million are included. The fleet and equipment includes conventional, Brampton Rapid Transit, and articulated busses, as well as trucks and maintenance vehicles.

The total inventory of capital assets associated with Brampton Transit amounts to \$397.30 million. This results in a ten-year average historic service level of \$362.86 per population and employee.

This service level, multiplied by the ten-year forecast of net population and employment growth results in a ten-year maximum allowable funding envelope of \$76.20 million (210,010 net population and employment growth x historic service level of \$362.86/population and employee).

Recent capital investments in transit, funded through a variety of sources including property taxes, have resulted in an excess capacity of service. In consultation with staff, it has been determined that the \$127.56 million in calculated excess capacity is deemed to be committed excess capacity and this amount is not deducted from the funding envelope calculation. Transit must be reduced by ten per cent as required

under the *DCA*. The resulting net maximum allowable funding envelope is reduced to \$68.58 million.

The second component of the service level is the calculated congestion adjustment. MMM Group in consultation with City staff have calculated the adjustment at 6 per cent and applied to the maximum allowable funding envelope. A supporting memorandum on the congestion adjustment, prepared by MMM Group, is appended (Note to Draft: need to attach). The resulting funding envelope carried forwards to the development charges calculation is increased, therefore by 6 per cent, to \$72.69 million.

TABLE 2 2014 – 2023 PROVISIONAL DEVELOPMENT-RELATED CAPITAL BUDGET & CALCULATION OF THE “UNADJUSTED” DEVELOPMENT CHARGES

The 2014–2023 gross development-related capital program for transit amounts to \$330.82 million and accounts for the recovery of a transit service negative reserve fund balance, two new minor terminals, the construction of a new maintenance and storage facility garage, additional vehicles and new bus shelters, pads and stops.

The first project in the transit services capital program is for the recovery of the negative reserve fund balance. The negative reserve fund relates to the previously committed excess capacity. The negative DC reserve fund balance for transit services amounts to \$40.44 million (after the 10 per cent statutory discount) and this full amount is brought forward for recovery through development charges.

The capital program includes two minor transit terminals in 2014 and 2015 located in the northeast and northwest end of the City respectively. The combined cost of both of these facilities totals \$1.50 million. In addition, the City anticipates constructing a new maintenance and storage facility garage in 2018 for a cost of \$75.00 million.

The most significant portion of the capital program is associated with the acquisition of new buses and rapid transit vehicles throughout the forecast period. Vehicle acquisitions amount to \$205.18 million. The City anticipates continuing utilizing dedicated gas tax revenue to offset the cost of acquiring new transit vehicles, and therefore, \$148.00 million in grants, subsidies and other recoveries has been identified to offset the cost of acquiring new vehicles.

Lastly, over the next ten-years the City expects to add bus shelters, pads and stops for a total cost of \$4.20 million. Similarly, the City anticipates continuing utilizing dedicated gas tax revenue to offset project cost, and therefore, \$1.08 million in grants, subsidies and other recoveries has been identified to offset the cost of acquiring new bus shelters, pads and stops.

The ten year capital forecast for Transit service totals \$330.82 million. Of the total \$330.82 million in gross project costs, \$149.09 million is to be funded by alternative sources. No replacement/benefit to existing shares are identified. The legislated ten per cent discount amounts to \$18.17 million and will be funded from non-development charge sources. An additional portion of the program (\$90.86 million) will be netted out as it is deemed to provide benefit beyond the planning period and will be eligible for funding under subsequent development charges.

The 2014–2023 DC costs eligible for recovery amounts to \$72.70 million. This amount is allocated 71 per cent against residential development, or \$51.62 million, and 29 per cent against non-residential development, or \$21.08 million, based on the ratio of forecast growth in population in new units and employment. This yields unadjusted development charge rates of \$317.84 per capita and \$4.24 per square metre, respectively.

TABLE 3 CASH FLOW ANALYSIS

After cash flow and reserve fund consideration, both the residential and non-residential calculated charges increase to \$361.67 per capita and \$4.79 per square metre, respectively. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the transit development charge:

10-year Hist. Service Level \$/pop & emp	TRANSIT SUMMARY				Adjusted	
	2014-2023		Unadjusted		Development Charge	
	Development-Related Total	Capital Program (\$000's) Net DC Recoverable	Development Charge \$/capita	Development Charge \$/sq.m	\$/capita	\$/sq.m
\$362.86	\$330,818,650	\$72,698,834	\$317.84	\$4.24	\$361.67	\$4.79

APPENDIX B.7
TABLE 1 - PAGE 1

TRANSIT

INVENTORY OF CAPITAL ASSETS

TRANSIT YARDS Description	# of Square Feet										UNIT COST (\$/sq.ft)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Transit Yard 185 Clark Blvd	149,197	149,197	149,197	149,197	149,197	149,197	149,197	149,197	149,197	149,197	149,197	\$180
Transit Yard Sandalwood Facility	-	-	-	-	264,289	264,289	264,289	264,289	264,289	264,289	264,289	\$158
Total (sq.ft.)	149,197	149,197	149,197	149,197	413,486	413,486	413,486	413,486	413,486	413,486	413,486	
Total (\$000)	\$26,855	\$26,855	\$26,855	\$26,855	\$68,613	\$68,613	\$68,613	\$68,613	\$68,613	\$68,613	\$68,613	

SERVICE CENTRES/TERMINALS Description	Total Value of Transit Service Centres/Terminals (\$000)									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Bramalea Transit Terminal	\$2,821.6	\$2,821.6	\$2,821.6	\$2,821.6	\$2,821.6	\$2,821.6	\$7,542.2	\$7,542.2	\$7,542.2	\$7,542.2
Downtown Terminal	\$2,069.1	\$2,069.1	\$2,069.1	\$2,069.1	\$2,069.1	\$2,069.1	\$2,069.1	\$2,069.1	\$2,069.1	\$2,069.1
Gateway Transit Terminal (A and B)	\$1,823.9	\$1,823.9	\$1,823.9	\$1,823.9	\$1,823.9	\$1,823.9	\$1,823.9	\$1,823.9	\$10,190.3	\$10,190.3
Heart Lake Terminal	\$141.1	\$141.1	\$141.1	\$141.1	\$141.1	\$141.1	\$141.1	\$141.1	\$1,034.6	\$1,034.6
Mount Pleasant GO Station Drivers Room	-	-	-	-	-	-	-	\$3,414	\$3,414	\$3,414
Mount Pleasant Village Terminal	-	-	-	-	-	-	-	\$3,326	\$3,326	\$3,326
Trinity Common Terminal	\$407.4	\$407.4	\$407.4	\$407.4	\$407.4	\$407.4	\$407.4	\$407.4	\$407.4	\$407.4
Total Terminals / Service Center (\$000)	7,263	7,263	7,263	7,263	7,263	7,263	11,984	18,723	27,983	27,983

LAND Facility Name	# of Acres										UNIT COST (\$/acre)	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Transit Yards												
Transit Yard 185 Clark Blvd	8.53	8.53	8.53	8.53	8.53	8.53	8.53	8.53	8.53	8.53	8.53	\$700,000
Transit Yard Sandalwood Facility	-	-	-	-	22.90	22.9	22.9	22.9	22.9	22.9	22.9	\$850,000
Terminals												
Bramalea Transit Terminal	1.55	1.55	1.55	1.55	1.55	1.55	8.07	8.07	8.07	8.07	8.07	\$2,000,000
Downtown Terminal	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	\$2,500,000
Gateway Transit Terminal (A and B)	1.20	1.20	1.20	1.20	1.20	1.2	1.2	1.2	1.57	1.57	1.57	\$2,000,000
Heart Lake Terminal	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	\$1,500,000
Mount Pleasant GO Station Drivers Room	-	-	-	-	-	0	0	2.1	2.1	2.1	2.1	\$700,000
Mount Pleasant Village Terminal	-	-	-	-	-	0	0	2.1	2.1	2.1	2.1	\$700,000
Trinity Common Terminal	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	\$1,500,000
Total (acres)	13.37	13.37	13.37	13.37	36.27	36.27	42.79	46.99	47.36	47.36	47.36	
Total (\$000)	\$15,236.0	\$15,236.0	\$15,236.0	\$15,236.0	\$34,701.0	\$34,701.0	\$47,741.0	\$50,681.0	\$51,421.0	\$51,421.0	\$51,421.0	

APPENDIX B.7
TABLE 1 - PAGE 2

TRANSIT

INVENTORY OF CAPITAL ASSETS

BUS SHELTERS/PADS Description	Shelters/Pads										UNIT COST (\$/Item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Zum Stations - Minor (with Pad)	-	-	-	-	-	-	10	18	25	25	\$174,300
Zum Stations - Major (with Pad)	-	-	-	-	-	-	19	32	42	42	\$257,900
Bike Shelters (4'x8')	-	-	-	-	-	-	-	-	2	8	\$10,300
Bike Shelters (8'x8')	-	-	-	-	-	-	-	-	7	2	\$13,600
Conventional Bus Shelters / Pads (#)	259	277	310	335	366	391	413	431	456	481	\$7,800
Pads Only (#)	383	445	541	645	767	817	877	932	982	1,047	\$2,200
Total (#)	642	722	851	980	1,133	1,208	1,319	1,413	1,514	1,605	
Total Shelters / Pads (\$000)	\$2,862.8	\$3,139.6	\$3,608.2	\$4,032.0	\$4,542.2	\$4,847.2	\$11,793.9	\$16,802.4	\$21,022.3	\$21,354.1	

STOPS/LOOPS	Stops/Loops										UNIT COST (\$/Item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Bus Stops (Signs)	1,530	1,709	1,812	1,889	1,958	2,021	2,095	2,165	2,235	2,299	\$172
Bus Bays	-	-	-	-	-	-	22	36	51	51	\$440,000
Bus Loops (#)	-	-	-	-	-	-	-	1	1	1	\$757,600
Total (#)	1,530	1,709	1,812	1,889	1,958	2,021	2,117	2,202	2,287	2,351	
Total Stops/Loops (\$000)	\$263.2	\$293.9	\$311.7	\$324.9	\$336.8	\$347.6	\$10,040.3	\$16,970.0	\$23,582.0	\$23,593.0	

APPENDIX B.7
TABLE 1 - PAGE 3

TRANSIT

INVENTORY OF CAPITAL ASSETS

EQUIPMENT Items	Total Equipment										UNIT COST (\$/Item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Presto Equipment											
MSP Bus Fare Transaction Processor	-	-	-	-	-	-	300	341	373	389	\$2,640
Driver Control Unit	-	-	-	-	-	-	300	341	373	389	\$9,410
Service Provider Audit Access Computer	-	-	-	-	-	-	-	-	2	2	\$10,160
Station Point of Sale Device - Cash Drawer Option	-	-	-	-	-	-	9	9	9	9	\$420
Card Query Device, Wall & Pole Mounted	-	-	-	-	-	-	4	4	5	5	\$3,940
Station Point of Sale Device	-	-	-	-	-	-	9	12		14	\$9,820
Third Party Terminal (TPT/TPI)	-	-	-	-	-	-	1	4	6	6	\$3,220
Depot Data Concentrator	-	-	-	-	-	-	2	2	2	2	\$10,160
Depot Shift Computer with Card Interface Device	-	-	-	-	-	-	4	4	4	4	\$10,880
Depot Wireless Data Transmission System (Clark)	-	-	-	-	-	1	1	1	1	1	\$15,770
Wireless Bus Depot Site (Sandalwood)	-	-	-	-	-	-	1	1	1	1	\$224,900
Fare boxes	167	185	204	216	222	250	276	314	343	358	\$13,400
Receiver	1	1	1	1	4	4	4	4	4	4	\$63,500
Coin Sorter	1	1	1	1	2	2	2	2	2	2	\$12,000
Wrapper	1	1	1	1	2	2	2	2	2	4	\$18,550
Other Equipment											
Scaffolding	1	1	1	1	2	2	2	2	2	2	\$8,990
40' Hoists	1	1	1	1	2	2	2	2	2	2	\$168,170
60' Hoists	-	-	-	-	1	1	1	1	1	1	\$258,000
Tire Balancer	-	-	-	-	1	1	1	1	1	1	\$11,000
Tire Machine	-	-	-	-	1	1	1	1	1	1	\$13,000
Smartbus Equipment (\$000)											
WiFi Switches and Equipment for all 3 Corridors	\$0	\$0	\$0	\$0	\$0	\$5	\$745	\$2,384	\$6,341	\$6,611	
Central System	\$0	\$0	\$0	\$0	\$0	\$2,822	\$2,822	\$2,822	\$2,822	\$2,822	
Other Smartbus Equipment	\$0	\$0	\$0	\$0	\$0	\$8,688	\$10,624	\$12,603	\$14,142	\$15,099	
Total (#)	172	190	209	221	237	266	922	1,048	1,134	1,197	
Sub-total (\$000)	\$2,509.0	\$2,750.2	\$3,004.8	\$3,165.6	\$3,926.2	\$15,831.3	\$22,871.3	\$27,532.1	\$33,715.0	\$35,510.0	

APPENDIX B.7
TABLE 1 - PAGE 4

TRANSIT

INVENTORY OF CAPITAL ASSETS

VEHICLES Type of Vehicle	# of Vehicles										UNIT COST (\$/Item)
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
40' Conventional Bus	159	176	194	206	211	238	238	258	266	278	\$427,000
40' BRT Bus							25	41	41	43	\$712,000
60' Articulated Bus									20	20	\$952,000
Mtce Trucks	4	4	4	4	5	2	2	2	2	2	\$49,000
Sander	1	1	1	1	2	2	2	2	2	3	\$8,325
Fork Lift	1	1	1	2	3	3	3	3	3	3	\$46,620
Trailer	1	1	1	1	1	1	1	1	1	1	\$7,500
Bobcat	1	1	1	1	1	1	1	1	1	1	\$29,400
Washer	1	1	1	1	1	1	1	1	1	1	\$12,000
Sweeper	1	1	1	1	2	2	2	2	2	2	\$75,000
Sub-total (#)	169	186	204	217	226	250	275	311	339	354	
Sub-total (\$000)	\$68,267.8	\$75,526.8	\$83,212.8	\$88,383.5	\$90,697.4	\$102,079.4	\$119,879.4	\$139,811.4	\$162,267.4	\$168,823.7	

APPENDIX B.7
TABLE 1 - PAGE 5

TRANSIT

SUMMARY OF SERVICE LEVEL ANALYSIS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Population	386,670	409,558	433,800	450,486	467,814	485,808	504,495	523,900	541,300	557,800
Historic Employment	<u>146,577</u>	<u>151,162</u>	<u>155,890</u>	<u>159,009</u>	<u>162,190</u>	<u>165,435</u>	<u>168,744</u>	<u>172,120</u>	<u>178,730</u>	<u>185,570</u>
Total Historic Population & Employment	533,247	560,719	589,690	609,495	630,004	651,243	673,239	696,020	720,030	743,370

INVENTORY SUMMARY (\$000)

Transit Facilities	\$26,855	\$26,855	\$26,855	\$26,855	\$68,613	\$68,613	\$68,613	\$68,613	\$68,613	\$68,613
Service Centres/Terminals	\$7,263	\$7,263	\$7,263	\$7,263	\$7,263	\$7,263	\$11,984	\$18,723	\$27,983	\$27,983
Land	\$15,236	\$15,236	\$15,236	\$15,236	\$34,701	\$34,701	\$47,741	\$50,681	\$51,421	\$51,421
Bus Shelters/Pads	\$2,863	\$3,140	\$3,608	\$4,032	\$4,542	\$4,847	\$11,794	\$16,802	\$21,022	\$21,354
Stops/Loops	\$263	\$294	\$312	\$325	\$337	\$348	\$10,040	\$16,970	\$23,582	\$23,593
Equipment	\$2,509	\$2,750	\$3,005	\$3,166	\$3,926	\$15,831	\$22,871	\$27,532	\$33,715	\$35,510
Vehicles	\$68,268	\$75,527	\$83,213	\$88,383	\$90,697	\$102,079	\$119,879	\$139,811	\$162,267	\$168,824
Total (\$000)	\$123,257	\$131,065	\$139,492	\$145,261	\$210,080	\$233,683	\$292,923	\$339,133	\$388,603	\$397,298

SERVICE LEVEL (\$/pop & employ)

Average
Service
Level

Transit Facilities	\$50.36	\$47.89	\$45.54	\$44.06	\$108.91	\$105.36	\$101.91	\$98.58	\$95.29	\$92.30	\$79.02
Service Centres/Terminals	\$13.62	\$12.95	\$12.32	\$11.92	\$11.53	\$11.15	\$17.80	\$26.90	\$38.86	\$37.64	\$19.47
Land	\$28.57	\$27.17	\$25.84	\$25.00	\$55.08	\$53.28	\$70.91	\$72.82	\$71.42	\$69.17	\$49.93
Bus Shelters/Pads	\$5.37	\$5.60	\$6.12	\$6.62	\$7.21	\$7.44	\$17.52	\$24.14	\$29.20	\$28.73	\$13.79
Stops/Loops	\$0.49	\$0.52	\$0.53	\$0.53	\$0.53	\$0.53	\$14.91	\$24.38	\$32.75	\$31.74	\$10.69
Equipment	\$4.71	\$4.90	\$5.10	\$5.19	\$6.23	\$24.31	\$33.97	\$39.56	\$46.82	\$47.77	\$21.86
Vehicles	\$128.02	\$134.70	\$141.11	\$145.01	\$143.96	\$156.75	\$178.06	\$200.87	\$225.36	\$227.11	\$168.10
Total (\$/pop & employ)	\$231.15	\$233.74	\$236.55	\$238.33	\$333.46	\$358.83	\$435.09	\$487.25	\$539.70	\$534.45	\$362.86

CALCULATION OF MAXIMUM ALLOWABLE

TRANSIT

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$362.86
Net Population & Employment Growth 2004 - 2013	210,010
Maximum Allowable Funding Envelope	76,204,229
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$7,620,423
Discounted Maximum Allowable Funding Envelope	\$68,583,806
Congestion factor @ 6%	\$4,115,028
REVISED MAXIMUM ALLOWABLE	\$72,698,834

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$ 397,297,573
Inventory Using Average Service Level	\$ 269,739,238
Excess Capacity	\$127,558,334
Excess Capacity:	Committed

APPENDIX B-7
TABLE 2

CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Cost		Total DC Eligible Costs	DC Eligible Costs		
						Replacement and BTE Share	10% Reduction		Available DC Reserves	2014-2023	Post 2023
7.0 TRANSIT											
	7.1 Recovery of Negative Reserve Fund Balance	2014	\$ 44,936,650	\$ -	\$ 44,936,650	\$ -	\$ 4,493,665	\$ 40,442,985	\$ -	\$ 40,442,985	\$ -
	7.2 Buildings, Land & Equipment										
	7.2.1 Minor Terminal in Northeast End	2015	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 75,000	\$ 675,000	\$ -	\$ 675,000	\$ -
	7.2.2 Minor Terminal in Northwest End	2014	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 75,000	\$ 675,000	\$ -	\$ 675,000	\$ -
	7.2.3 Maintenance and Storage Facility Garage	2018	\$ 75,000,000	\$ -	\$ 75,000,000	\$ -	\$ 7,500,000	\$ 67,500,000	\$ -	\$ -	\$ 67,500,000
			\$ 76,500,000	\$ -	\$ 76,500,000	\$ -	\$ 7,650,000	\$ 68,850,000	\$ -	\$ 1,350,000	\$ 67,500,000
	7.3 Vehicles										
	7.3.1 Bus Purchases	2014	\$ 4,725,000	\$ 3,150,000	\$ 1,575,000	\$ -	\$ 157,500	\$ 1,417,500	\$ -	\$ 1,417,500	\$ -
	7.3.2 Bus Purchases	2015	\$ 6,825,000	\$ 3,675,000	\$ 3,150,000	\$ -	\$ 315,000	\$ 2,835,000	\$ -	\$ 2,835,000	\$ -
	7.3.3 Bus Purchases	2016	\$ 6,825,000	\$ 4,725,000	\$ 2,100,000	\$ -	\$ 210,000	\$ 1,890,000	\$ -	\$ 1,890,000	\$ -
	7.3.4 Bus Purchases	2017	\$ 5,775,000	\$ 4,725,000	\$ 1,050,000	\$ -	\$ 105,000	\$ 945,000	\$ -	\$ 945,000	\$ -
	7.3.5 Bus Purchases	2018	\$ 5,775,000	\$ 4,725,000	\$ 1,050,000	\$ -	\$ 105,000	\$ 945,000	\$ -	\$ 945,000	\$ -
	7.3.6 Queen Street LRT	2014	\$ 1,200,000	\$ 660,000	\$ 540,000	\$ -	\$ 54,000	\$ 486,000	\$ -	\$ 486,000	\$ -
	7.3.7 Zum	2014	\$ 42,067,000	\$ 35,580,000	\$ 6,487,000	\$ -	\$ 648,700	\$ 5,838,300	\$ -	\$ 5,838,300	\$ -
	7.3.8 Zum	2015	\$ 23,628,000	\$ 16,041,000	\$ 7,587,000	\$ -	\$ 758,700	\$ 6,828,300	\$ -	\$ 6,828,300	\$ -
	7.3.9 Zum	2016	\$ 4,186,000	\$ 718,000	\$ 3,468,000	\$ -	\$ 346,800	\$ 3,121,200	\$ -	\$ 3,121,200	\$ -
	7.3.10 Zum	2017	\$ 1,573,000	\$ -	\$ 1,573,000	\$ -	\$ 157,300	\$ 1,415,700	\$ -	\$ 1,415,700	\$ -
	7.3.11 Provision for additional buses (post 2017)	Various	\$ 102,600,000	\$ 74,010,000	\$ 28,590,000	\$ -	\$ 2,859,000	\$ 25,731,000	\$ -	\$ 2,375,849	\$ 23,355,151
			\$ 205,179,000	\$ 148,009,000	\$ 57,170,000	\$ -	\$ 5,717,000	\$ 51,453,000	\$ -	\$ 28,097,849	\$ 23,355,151
	7.4 Other Transit										
	7.4.1 Bus Shelters/Pads/Stops	2014	\$ 459,000	\$ 147,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.2 Bus Shelters/Pads/Stops	2015	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.3 Bus Shelters/Pads/Stops	2016	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.4 Bus Shelters/Pads/Stops	2017	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.5 Bus Shelters/Pads/Stops	2018	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.6 Bus Shelters/Pads/Stops	2019	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.7 Bus Shelters/Pads/Stops	2020	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.8 Bus Shelters/Pads/Stops	2021	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.9 Bus Shelters/Pads/Stops	2022	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
	7.4.10 Bus Shelters/Pads/Stops	2023	\$ 416,000	\$ 104,000	\$ 312,000	\$ -	\$ 31,200	\$ 280,800	\$ -	\$ 280,800	\$ -
			\$ 4,203,000	\$ 1,083,000	\$ 3,120,000	\$ -	\$ 312,000	\$ 2,808,000	\$ -	\$ 2,808,000	\$ -
	TOTAL TRANSIT		\$ 330,818,650	\$ 149,092,000	\$ 181,726,650	\$ -	\$ 18,172,665	\$ 163,553,985	\$ -	\$ 72,698,834	\$ 90,855,151

Residential Development Charge Calculation		
Residential Share of 2014-2023 DC Eligible Costs	71%	\$51,616,172
10 Year Growth in Population in New Units		162,396
Unadjusted Development Charge Per Capita (\$)		\$317.84
Non-Residential Development Charge Calculation		
Non-Residential Share of 2014-2023 DC Eligible Costs	29%	\$ 21,082,662
10 Year Growth in Square Meters		4,967,120
Unadjusted Development Charge Per Sq.M (\$)		\$4.24

2014 - 2023 Net Funding Envelope for Transit	\$72,698,834
Reserve Fund Balance	(\$40,442,985)

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
TRANSIT
RESIDENTIAL DEVELOPMENT CHARGE

7.00 TRANSIT

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES											
OPENING CASH BALANCE (\$000)	0.0	(30,590.0)	(34,273.4)	(34,138.5)	(31,474.6)	(27,345.0)	(22,142.7)	(16,780.7)	(11,313.4)	(5,865.6)	
2009-2018 RESIDENTIAL FUNDING REQUIREMENTS											
7.00 TRANSIT - constant (\$000)	\$35,058.50	\$7,708.25	\$3,926.01	\$2,044.15	\$1,039.00	\$368.05	\$368.05	\$368.05	\$368.05	\$368.05	\$51,616.17
7.00 TRANSIT - current (\$000)	\$35,058.50	\$7,862.41	\$4,084.62	\$2,169.27	\$1,124.65	\$406.36	\$414.49	\$422.78	\$431.23	\$439.86	\$52,414.16
POPULATION GROWTH											
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	162,396
REVENUE - current (\$000)											
- Dev. Charge Receipts	5,287.2	5,915.0	6,069.8	6,632.7	6,884.6	6,997.3	6,881.1	6,703.1	6,396.9	6,525.3	\$64,293.00
- Interest on Opening Balance	0.0	(1,682.5)	(1,885.0)	(1,877.6)	(1,731.1)	(1,504.0)	(1,217.8)	(922.9)	(622.2)	(322.6)	(\$11,765.82)
- Interest on In-year Transactions (excl.int.)	(818.7)	(53.6)	34.7	78.1	100.8	115.3	113.2	109.9	104.4	106.5	(\$109.31)
TOTAL REVENUE	4,468.5	4,179.0	4,219.5	4,833.2	5,254.3	5,608.7	5,776.4	5,890.1	5,879.1	6,309.2	\$52,417.87
CLOSING CASH BALANCE	(30,590.0)	(34,273.4)	(34,138.5)	(31,474.6)	(27,345.0)	(22,142.7)	(16,780.7)	(11,313.4)	(5,865.6)	3.7	

2014 Adjusted Charge Per Capita	\$361.67
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Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
TRANSIT
NON-RESIDENTIAL DEVELOPMENT CHARGE

7.00 TRANSIT

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES											
OPENING CASH BALANCE (\$000)	\$0.00	(\$12,010.93)	(\$13,023.87)	(\$12,572.77)	(\$11,604.05)	(\$10,295.56)	(\$8,421.63)	(\$6,439.25)	(\$4,359.94)	(\$2,287.51)	
2009-2018 NON-RESIDENTIAL FUNDING REQUIREMENTS											
7.00 Transit : Non Inflated	\$14,319.67	\$3,148.44	\$1,603.58	\$834.93	\$424.38	\$150.33	\$150.33	\$150.33	\$150.33	\$150.33	\$21,082.66
7.00 Transit: Inflated	\$14,319.67	\$3,211.41	\$1,668.36	\$886.04	\$459.36	\$165.98	\$169.30	\$172.68	\$176.14	\$179.66	\$21,408.60
NON-RESIDENTIAL GROWTH											
- Sq. Metres in New Buildings	549,100	587,100	565,010	495,300	457,610	484,850	476,950	466,050	436,300	448,850	4,967,120
REVENUE - current (\$000)											
- Dev. Charge Receipts	2,630.2	2,868.5	2,815.7	2,517.7	2,372.6	2,564.2	2,572.8	2,564.3	2,448.6	2,569.4	\$25,924.00
- Interest on Opening Balance	0.0	(660.6)	(716.3)	(691.5)	(638.2)	(566.3)	(463.2)	(354.2)	(239.8)	(125.8)	(\$4,455.85)
- Interest on In-year Transactions (excl.int.)	(321.5)	(9.4)	20.1	28.6	33.5	42.0	42.1	41.9	39.8	41.8	(\$41.30)
TOTAL REVENUE	2,308.7	2,198.5	2,119.5	1,854.8	1,767.9	2,039.9	2,151.7	2,252.0	2,248.6	2,485.4	\$21,426.84
CLOSING CASH BALANCE	(12,010.9)	(13,023.9)	(12,572.8)	(11,604.1)	(10,295.6)	(8,421.6)	(6,439.3)	(4,359.9)	(2,287.5)	18.2	

2014 Adjusted Charge Per Capita	\$4.79
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Allocation of Capital Program	
Residential Sector	71.0%
Non-Residential Sector	29.0%
Rates for 2014	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



MEMO

To: John Spencer
 From: Mick Oliveira, P.Eng.
 Subject: Transit Congestion Factor Calculation

Date: May 1, 2014
 Job No.: Brampton 2014 DC Study
 CC:

Transit Congestion Factor Methodology

The transit Congestion factor that is being used in the City of Brampton Development Charges Study is intended to allow the City to maintain existing transit service levels over the next 10 years in order to counter the effects of increases in road congestion.

Buses are currently programmed to service specific routes based on a scheduled headway. The number of buses that are required to service a route is a function of the length of the route and the average speed of the bus in mixed traffic. The average operating speed includes the time it takes to pick up and drop of passengers and the necessary dwell time at the end of the route where the bus must wait in order to re-join the route on a predetermined schedule.

A comparison of the average operating speeds from the City's 2011 and 2041 travel demand model was carried out for all Arterials and Major Collectors that currently have existing transit service routes during the AM peak hour. The results of the analysis are as follows

2011 AM Peak Hour Modelled Average Operating Speed: 49.6 km/h

2041 AM Peak Hour Modelled Average Operating Speed: 44.6 km/h

Change in Modelled Average Speed from 2011 to 2041: Decrease of 5 km/hr

% Decrease in Average Speed from 2011 to 2041 = $(49.6-44.6)/49.6 = 10.5\%$

Estimated % Decrease in Average Speed from 2011 to 2024 = $10.5\% * 13/30 = 4.6\%$

A review of the impact of reducing the average operating speed on all bus routes by 4.6% was carried out to determine if any additional buses were required to maintain the existing transit route headway. The analysis showed that bus routes with high layby times could absorb the lower operating speeds without the need for additional buses; however, the existing routes that are operating on minimal lay by times needed one additional bus per route to maintain the existing headway.

In order to better explain the relationship between each of these variable as well as the calculation of the congestion factor, a sample bus route was selected to demonstrate the calculation.

Sample Route: Route 1 Queen Street

Peak Hour Buses: 7 buses

Peak Hour Headway: 20 Minutes

Round Trip Distance: 42.4 km

Round Trip Travel Time: 140 min

Average Speed: 18.2 km/h

Current Layover: 1.4%

Based on a 4.5% reduction in average speed, an additional bus is required in order to maintain the 30 minute headway. The additional bus will result in the route having an increased layover of 10% in 2024.

The analysis shown in the attached Transit Congestion Factor calculation table demonstrates that 6% additional buses are required in order to maintain the existing operational transit service level in 2024. Therefore, it is recommended that the future DC eligible transit program be augmented by 6% in order to maintain existing transit service levels.

CITY OF BRAMPTON 2014 DC STUDY
TRANSIT FACTOR CALCULATION

Bus Route Number	Route Name	Garage	PM Peak Buses	Highway	Total Round Trip Time (min)	Existing 2013 Conditions			Forecast 2024 Conditions				
						Trip Duration + Load Time (min)	Current % Layover	Average Speed (km/h)	2024 Avg Speed (km/h) ¹	2024 End Trip Time	Req'd Number of Buses (Rounded)	Rtd Trip Time	2024 % Layover
1	Queen	CLARK	7	20	140	138	1.4%	18.5	17.7	144	8.0	160	10%
1A	Queen - 1A	CLARK	6	20	120	118	1.7%	18.6	17.7	123	7.0	140	12%
2	Maln	SANDAL	5	20	100	92	8.0%	18.9	18.1	96	5.0	100	4%
3	McLaughlin	SANDAL	6	15	90	79	12.2%	24.5	23.5	82	6.0	90	9%
4	Chinguacousy	SANDAL	5	20	100	94	6.0%	23.4	22.5	98	5.0	100	2%
4A	Chinguacousy - 4A	SANDAL	5	20	100	93	7.0%	23.5	22.5	97	5.0	100	3%
5	Bovaird	SANDAL	7	20	140	131	6.4%	22.0	21.1	136	7.0	140	3%
5A	Bovaird - 5A	SANDAL	7	20	140	132	5.7%	22.1	21.2	138	7.0	140	2%
7A	Kennedy - 7A	SANDAL	6	15	90	82	8.9%	21.6	20.7	85	6.0	90	5%
8	Centre	SANDAL	5	20	120	106	13.0%	19.8	19.0	91	5.0	100	9%
9	Yvonne	SANDAL	4	30	120	120	0.0%	20.5	19.7	125	5.0	150	17%
10	South Industrial	CLARK	2	20	40	40	0.0%	24.6	23.6	42	3.0	60	31%
11	Steeles	CLARK	13	8	104	93	10.6%	22.3	21.6	97	13.0	104	7%
12	Granville	CLARK	2	30	75	72	4.0%	20.1	19.3	75	3.0	90	17%
13	Avondale	CLARK	1	30	45	36	20.0%	19.9	19.1	38	1.0	30	-25%
14	Torbram	CLARK	9	10	90	90	0.0%	23.2	22.3	94	10.0	100	6%
15	Bramalea	SANDAL	5	20	100	100	0.0%	20.0	19.2	104	6.0	120	13%
15A	Bramalea - 15A	SANDAL	3	20	60	60	0.0%	19.4	18.7	63	4.0	80	22%
16	Southgate	CLARK	2	30	50	37	26.0%	20.4	19.6	39	2.0	60	36%
17	Howden	CLARK	2	30	40	40	10.0%	17.8	17.1	38	2.0	40	6%
18	Dixie	CLARK	7.5	16	120	116	3.3%	23.3	21.4	121	8.5	136	11%
18A	Dixie - 18A	CLARK	6.5	16	104	107	-2.9%	20.9	20.1	111	7.5	120	7%
19	Perforest	CLARK	3	20	60	56	6.7%	20.9	20.1	58	3.0	60	3%
20	East Industrial	CLARK	2	20	40	38	5.0%	21.2	20.3	40	2.0	40	1%
21	Heart Lake	SANDAL	1	30	30	26	13.3%	23.7	22.8	27	1.0	30	10%
23	Sandalwood	SANDAL	10	15	150	150	0.0%	23.2	22.2	156	11.0	165	5%
24	Van Kirk	SANDAL	2	30	60	50	16.7%	24.5	23.6	52	2.0	60	13%
25	Edenbrook	SANDAL	2	30	60	51	15.0%	20.3	19.5	53	2.0	60	11%
29	Williams	SANDAL	7	15	105	90	14.3%	23.2	22.3	94	7.0	105	11%
30	Airport	CLARK	9	10	90	65	27.8%	27.8	26.7	68	9.0	90	25%
31	McVeen	SANDAL	2	30	60	56	6.7%	30.0	28.8	58	2.0	60	3%
32	Father Tobin	SANDAL	1.5	30	45	40	11.1%	24.2	23.2	42	1.5	45	7%
33	Peter Robertson	SANDAL	1.5	30	45	40	11.1%	23.4	22.4	42	1.5	45	7%
35	Clarkway	CLARK	2	40	80	73	8.8%	25.4	24.4	76	2.0	80	5%
40	Central Industrial	CLARK	2	30	45	36	20.0%	26.1	25.0	38	2.0	60	38%
50	Gore Road	CLARK	4	20	80	74	7.5%	22.7	21.8	77	4.0	80	4%
51	Steeles West	CLARK	4	15	60	45	25.0%	24.4	23.5	47	4.0	60	22%
51A	Steeles West - 51A	CLARK	1	60	60	46	23.3%	28.5	27.3	48	1.0	60	20%
52	McMurchy	CLARK	3	20	60	60	0.0%	16.3	15.6	63	4.0	80	22%
53	Ormeau	CLARK	2.25	20	45	35	22.2%	19.9	19.1	36	2.3	45	19%
54	James Potter	CLARK	1.75	20	35	35	0.0%	16.8	16.2	36	2.8	45	34%
56	Springbrook	SANDAL	2	30	60	46	23.3%	29.6	28.4	48	2.0	60	20%
58	Financial	SANDAL	1	30	30	29	3.3%	26.5	25.4	30	1.0	30	-1%
115	Airport Express	CLARK	2	30	60	52	13.3%	32.2	32.2	54	2.0	60	10%
501	Züm Queen	SANDAL	11	15	165	147	10.9%	23.8	22.9	153	11.0	165	7%
501A	Züm Queen - 501A	SANDAL	10	15	118	118	0.0%	30.9	29.7	123	10.0	150	18%
502	Züm Main	SANDAL	14	9	126	105	16.7%	23.9	23.0	109	14.0	126	13%
511	Züm Steeles	SANDAL	11	8	88	75	14.8%	25.2	24.2	78	11.0	88	11%
Total			235				9.8%				249		11.3%
% Additional Buses Required In 2024											6%		

Note: 1 Average Speed In 2024 was estimated by reducing 2013 Average Speed by 4% based on the 10.5% overall reduction in average Operating Speeds observed from the City's 2011 and 2041 Travel Demand Model

APPENDIX C

ROADS AND RELATED

APPENDIX C

ROADS AND RELATED TECHNICAL APPENDIX

The City of Brampton's Engineering & Construction division is responsible for the design and construction of City-owned roads, bridges, sidewalks and other related infrastructure.

This appendix provides a brief outline of the infrastructure included in the roads development charges. The development-related projects outlined in this appendix are required to service the demands of new development up to year 2041. The background information used to calculate the development charge was provided by the MMM Group in conjunction with City staff. The 2041 preferred road network was developed as part of the City's ongoing Transportation Master Plan Update and is current as of May 2014.

TABLE 1 2004-2013 HISTORIC SERVICE LEVELS

The roads and related inventory of capital assets is extensive at a total replacement cost of \$4.73 billion. This includes the roads themselves as well as traffic signals, bridges, culverts, noise barriers, sidewalks, streetlights, landscaping, grade separations, road right of ways and other related structures.

Table 1 identifies a ten-year average service level for the provision of roads of \$7,369.19 per capita and employment. Based on this average service level, the maximum allowable is \$3.19 billion (\$7,369.19 per capita and employment x 432,990 increase in net population and employment from 2014 to 2041).

No uncommitted excess capacity has been identified in this service, nor is this serviced required to be reduced by ten per cent. As such, the fully calculated maximum allowable funding envelope brought forward to the development charges calculation remains at \$3.19 billion.

**TABLE 2 2014 – 2041 DEVELOPMENT-RELATED CAPITAL PROGRAM AND
CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGES**

Roads Program Excluding Bramwest Parkway / NSTC

The cost, quantum and timing of the projects included in the roads capital program have been developed by City staff and MMM Group Limited, consulting engineers. The Transportation Master Plan, which is well underway but not completed, sets out what capital projects are required to service future population and employment growth to 2041. The benefit to existing development shares were also developed by MMM in consultation with City staff.

The net cost of the road component of the capital program is \$985.34 million and provides for the undertaking of various road widenings and new road segments on the arterial and major collection road system. Grants, subsidies and recoveries from other municipalities have already been removed from this amount.

The second component of the roads capital program, \$475.69 million, consists of standalone infrastructure, this includes:

Traffic Signal & Intersection work	\$88.50 million
Sidewalks	\$2.87 million
Gateways	\$5.57 million
Property Acquisition	\$210.00 million
Noise Wall Retrofit	\$35.63 million
Grade Separations	\$123.12 million
Hwy 410/Countryside Intersection	\$10.00 million

A portion of the roads capital program, \$82.24 million, will be funded through recoveries. For the upgrades to the arterial and collector roads systems, the recoveries are through developers' shares to be provided through the subdivision process.

The overall net cost of \$1.38 billion includes a portion that is considered to benefit the existing community. In totality, the benefit to existing share amounts to \$64.96 million and will be netted off of the development charges eligible costs. The benefiting to existing development shares are based on guidelines prepared by MMM.

Council is made aware that this share will need to be funded using non-development charges revenue sources. The costs related to this service are not required to be reduced by 10 per cent and as such, no reduction is made. Therefore, the DC eligible costs of the roads program are netted down to \$1.31 billion.

A negative development charges reserve balance of \$75.22 million exists for non-Bramwest Parkway/NSTC roads. Accordingly, no funds are available to offset the development charges eligible program and the cash flows begin with negative opening balances.

The development-related cost has been allocated 70 per cent (\$919.68 million) to new residential development and 30 per cent (\$394.15 million) to new non-residential development. The allocation of costs is based on shares of population in new units and employment growth over the planning period to 2041. An unadjusted development charge of \$2,950.86 per capita is derived when the residential costs are divided by the population in new units to 2041 (311,666).

The non-residential share of costs is split between the Industrial/Office (61%) and Non-Industrial/Office (39%) sectors based on employment. The Industrial and Major Office category has a higher floor space per worker value than the population-related category; therefore the development charge per square metre is lower.

Roads Program Excluding Bramwest Parkway / NSTC	Employment #	Employment %	Share of Costs (\$000)*	Floor Space Growth in Square Meters (2014-2041)	Unadjusted Development Charge Per Sq. m
Industrial and Major Office	82,450	61%	\$239,323.2	7,491,150	\$31.95
Non- Industrial and Major Office (Population-Related)	53,340	39%	\$154,827.2	2,032,300	\$76.18
Total Non-Residential	135,790	100%	\$394,150.3	9,523,450	

*Numbers may not add precisely due to rounding.

As shown in the summary table above the calculated unadjusted Industrial and Major Office development charge is \$31.95 per square metre and the Non- Industrial and Major Office charge is \$76.18 per square metre.

Roads Program Excluding Bramwest Parkway / NSTC

A separate development charge, reserve fund and by-law was established for the Bramwest Parkway / North-South Transportation Corridor in the City's 2009 development charges study. The dedicated reserve fund could be used by the City for the design and construction of a City facility or be transferred to the Region of Peel should a Regional facility be constructed. The estimated net cost of the Bramwest Parkway / North-South Transportation Corridor project is \$63.29 million. After deducting the available reserves of \$11.3 million, \$51.99 million is carried forward to the development charges calculation.

When the residential share of the Bramwest Parkway / North-South Transportation Corridor project (70%) is divided by population in new units growth to 2041 a charge of \$116.77 per capita is calculated.

Bramwest Parkway / NSTC	Employment #	Employment %	Share of Costs (\$000)*	Floor Space Growth in Square Meters (2014-2041)	Unadjusted Development Charge Per Sq. m
Industrial and Major Office	82,450	61%	\$9,470.7	7,491,150	\$1.26
Non- Industrial and Major Office (Population-Related)	53,340	39%	\$6,126.9	2,032,300	\$3.01
Total Non-Residential	135,790	100%	\$15,597.6	9,523,450	

*Numbers may not add precisely due to rounding.

As shown in the summary table above, the calculated unadjusted Industrial and Major Office development charge is \$1.26 per square metre and the Non- Industrial and Major Office charge is \$3.01 per square metre.

TABLE 3 CASH FLOW AND RESERVE FUND ANALYSIS

The long-term cash-flow analysis takes into consideration expenditure timing and revenue projections and the existing positive or negative reserve fund balances. The effect of the analysis for the Roads Service (excluding Bramwest/NSTC) is an increase in the residential development charge rates to \$3,201.00 per capita for residential development; \$34.46 per square metre for industrial and office uses; and \$83.82 per square metre for non-industrial non-residential uses (as shown in Table 3A).

10-year Hist. Service Level \$/pop & emp	ROADS SUMMARY - EXCLUDING BRAMWEST PARKWAY/NSTC					Adjusted Development Charge		
	2014-2023 Development-Related Capital Program (\$000's) Total	Net DC Recoverable	Unadjusted Development Charge \$/capita	Indus/office \$/sq.m	Non-ind \$/sq.m	\$/capita	Indus/office \$/sq.m	Non-ind \$/sq.m
\$7,369.19	\$1,378,793	\$1,313,834	\$2,950.86	\$31.95	\$76.18	\$3,201.00	\$34.46	\$83.82

The effect of the analysis for the Bramwest Parkway / NSTC Service is an increase in the residential development charge rates to \$130.71 per capita for residential development; \$1.42 per square metre for industrial and office uses; and \$3.45 per square metre for non-industrial non-residential uses (as shown in Table 3B).

10-year Hist. Service Level \$/pop & emp	ROADS SUMMARY - BRAMWEST PARKWAY					Adjusted Development Charge		
	2014-2023 Development-Related Capital Program (\$000's) Total	Net DC Recoverable	Unadjusted Development Charge \$/capita	Indus/office \$/sq.m	Non-ind \$/sq.m	\$/capita	Indus/office \$/sq.m	Non-ind \$/sq.m
n/a	\$63,288	\$51,992	\$116.77	\$1.26	\$3.01	\$130.71	\$1.42	\$3.45

**APPENDIX C
TABLE 1 - PAGE 1**

**CITY OF BRAMPTON
INVENTORY OF CAPITAL ASSETS
ROADS AND RELATED**

ROAD NETWORK Asset Type	Total Value of Road Infrastructure									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
1 - Road Network	\$777,179,161	\$795,240,493	\$785,243,917	\$796,449,043	\$809,746,137	\$817,504,835	\$818,961,075	\$822,750,494	\$822,750,494	\$823,874,196
2 - Traffic Signals	\$46,690,000	\$47,505,000	\$46,855,000	\$47,175,000	\$47,670,000	\$48,155,000	\$48,155,000	\$48,155,000	\$48,155,000	\$48,155,000
3a - Bridges	\$82,398,000	\$84,344,000	\$82,900,000	\$83,497,500	\$84,365,500	\$85,201,500	\$85,201,500	\$85,201,500	\$85,201,500	\$85,201,500
3b - Culverts	\$84,773,000	\$86,791,000	\$85,295,000	\$85,912,500	\$86,769,500	\$87,655,000	\$87,655,000	\$87,655,000	\$87,655,000	\$87,655,000
4 - Noise Barriers										
5 - Sidewalks										
6 - Illumination	\$88,694,595	\$91,007,565	\$89,195,975	\$89,888,920	\$91,026,485	\$91,681,590	\$91,681,590	\$91,681,590	\$91,681,590	\$91,643,750
7 - Landscaping/Tree Planting	\$35,627,850	\$36,556,950	\$35,829,250	\$36,107,600	\$36,564,550	\$36,827,700	\$36,827,700	\$36,827,700	\$36,827,700	\$36,812,500
8 - Rail Grade Separations	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000
9 - Special Items										
10 - Zebra Striped Crosswalks										
11 - Property ROW	\$3,368,261,952	\$3,456,099,258	\$3,387,304,245	\$3,413,618,567	\$3,456,817,032	\$3,481,630,835	\$3,481,630,835	\$3,481,630,835	\$3,481,630,835	\$3,481,630,835
Total (\$000)	\$4,558,624.6	\$4,672,544.3	\$4,587,623.4	\$4,627,649.1	\$4,687,959.2	\$4,723,656.5	\$4,725,112.7	\$4,728,902.1	\$4,728,902.1	\$4,729,972.8

APPENDIX C
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CITY OF BRAMPTON
INVENTORY OF CAPITAL ASSETS
PARKS & RECREATION DEPARTMENT
ROADS AND RELATED

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Historic Population	386,670	409,558	433,800	450,486	467,814	485,808	504,495	523,900	541,300	557,800
Historic Employment	146,577	151,162	155,890	159,009	162,190	165,435	168,744	172,120	178,730	185,570
Total Historic Population & Employment	533,247	560,719	589,690	609,495	630,004	651,243	673,239	696,020	720,030	743,370

INVENTORY SUMMARY (\$000)

Total (\$000)	\$4,558,624.6	\$4,672,544.3	\$4,587,623.4	\$4,627,649.1	\$4,687,959.2	\$4,723,656.5	\$4,725,112.7	\$4,728,902.1	\$4,728,902.1	\$4,729,972.8
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SERVICE LEVEL (\$/pop & employ)

Total (\$/pop & employ)	\$8,548.80	\$8,333.13	\$7,779.72	\$7,592.60	\$7,441.16	\$7,253.29	\$7,018.48	\$6,794.20	\$6,567.65	\$6,362.88	\$7,369.19
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Average
Service
Level

CALCULATION OF MAXIMUM ALLOWABLE
ROADS AND RELATED

2041 Funding Envelope Calculation	
10 Year Average Service Level 2004 - 2013	\$7,369.19
Net Population & Employment Growth 2014 - 2041	432,990
Maximum Allowable Funding Envelope	\$3,190,785,926
Less: Uncommitted Excess Capacity	\$0
Discounted Maximum Allowable Funding Envelope	\$3,190,785,926

Excess Capacity Calculation	
Total Value of Inventory in 2013	\$4,729,972,781
Inventory Using Average Service Level	\$5,478,035,368
Excess Capacity	\$0
Excess Capacity:	Uncommitted

APPENDIX C
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CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
ROADS DEVELOPMENT-RELATED CAPITAL PROGRAM

Project #	Road Name	Timing	Description		Net Cost (\$M)	Cost Shares (\$M)						
			From	To		%	Developer	%	DC 2014-2041	%	Non-Growth	
	City of Brampton Roads											
C.1	Bramalea Road	2020 - 2020	Southern Boundary	Queen Street	\$35.02			90	\$31.52	10	\$3.50	
C.2	Bramalea Road	2036 - 2036	Bovaird Drive	Queen Street	\$13.42			90	\$12.07	10	\$1.34	
C.3	Castlemore Road	2021 - 2021	Goreway Drive	McVean Drive	\$5.15			90	\$4.63	10	\$0.51	
C.4	Castlemore Road	2022 - 2022	McVean Drive	The Gore Road	\$12.53			90	\$11.27	10	\$1.25	
C.5	Castlemore Road	2021 - 2021	The Gore Road	Hwy 50	\$7.77			90	\$7.00	10	\$0.78	
C.6	Chinguacousy Road	2023 - 2023	Bovaird Drive	Wanless Drive	\$16.24			90	\$14.62	10	\$1.62	
C.7	Chinguacousy Road	2015 - 2015	Wanless Drive	Mayfield Road	\$6.53			95	\$6.20	5	\$0.33	
C.8	Clark Boulevard	2017 - 2017	Rutherford Road	Dixie Road	\$20.80			90	\$18.72	10	\$2.08	
C.9	Clark Boulevard Extension	2022 - 2022	Rutherford Road	Hansen Road	\$4.95	50	\$2.47	50	\$2.47			
C.10	Clarkway Drive	2017 - 2017	Castlemore Road	Countryside Drive	\$16.88			95	\$16.04	5	\$0.84	
C.11	Clarkway Drive	2036 - 2036	Countryside Drive	Mayfield Road	\$7.08			95	\$6.72	5	\$0.35	
C.12	Clarkway Drive	2014 - 2014	Countryside Drive	Mayfield Road	\$9.91			95	\$9.42	5	\$0.50	
C.13	Coleraine Drive	2021 - 2021	Highway 50	Mayfield Road	\$12.55			95	\$11.92	5	\$0.63	
C.14	Conservation Drive	2019 - 2019	Highway 10	Kennedy Road	\$10.83			90	\$9.74	10	\$1.08	
C.15	Cottrelle Parkway	2021 - 2021	Humberwest Parkway	Goreway Drive	\$14.70			100	\$14.70			
C.16	Countryside Drive	2018 - 2018	Goreway Drive	The Gore Road	\$22.94			95	\$21.80	5	\$1.15	
C.17	Countryside Drive	2016 - 2016	The Gore Road	Hwy 50	\$23.85			95	\$22.66	5	\$1.19	
C.18	Countryside collector	2015 - 2015	Bramalae Road	Countryside Drive	\$13.77	50	\$6.88	50	\$6.88			
C.19	Creditview Road	2018 - 2018	Bovaird Drive	Mt. Pleasant Transit Spine	\$6.89			90	\$6.20	10	\$0.69	
C.20	Creditview Road	2017 - 2017	Wanless Drive	Mayfield Road	\$6.51			95	\$6.19	5	\$0.33	
C.21	Denison St Extension	2021 - 2021	Park St	Mill St N	\$1.37	50	\$0.69	50	\$0.69			
C.22	Eastern Avenue	2021 - 2021	Kennedy Road	Truman St	\$1.95			95	\$1.86	5	\$0.10	
C.23	Eastern Avenue	2021 - 2021	Hansen Road	Kennedy Road	\$1.78			95	\$1.69	5	\$0.09	
C.24	East-West Spine Rd (Remembrance)	2019 - 2019	Creditview Road	McLaughlin Rd	\$13.26	50	\$6.63	50	\$6.63			
C.25	East-West Spine Rd (Remembrance Rd) NHS Structure	2022 - 2022	North Spine Road	Creditview Rd	\$0.63			100	\$0.63			
C.26	Financial Drive	2022 - 2022	Southern Boundary	Steeles Avenue	\$13.75			95	\$13.06	5	\$0.69	
C.27	Financial Drive	2023 - 2023	Heritage Rd	Winston Churchill Blvd	\$6.68	50	\$3.34	50	\$3.34			
C.28	Goreway Drive	2025 - 2025	Humberwest Parkway	Countryside Drive	\$36.53			95	\$34.70	5	\$1.83	
C.29	Goreway Drive	2024 - 2024	Countryside Drive	Mayfield Road	\$23.35			95	\$22.18	5	\$1.17	
C.30	Heritage Road	2036 - 2036	Steeles Avenue	New Road A	\$28.38			95	\$26.96	5	\$1.42	
C.31	Heritage Road	2014 - 2014	New Road A	Bovaird Drive	\$11.04			95	\$10.49	5	\$0.55	
C.32	Heritage Road	2017 - 2017	Hwy. #7	Wanless Drive	\$8.47			95	\$8.04	5	\$0.42	
C.33	Heritage Road	2023 - 2023	Steeles Avenue	Financial Drive	\$14.68			95	\$13.95	5	\$0.73	
C.34	Heritage Road	2016 - 2016	Financial Drive	New Road A	\$14.79			95	\$14.05	5	\$0.74	
C.35	Heritage Road	2017 - 2017	New Road A	Bovaird Drive	\$30.31			95	\$28.79	5	\$1.52	
C.36	Heritage Road	2022 - 2022	Hwy. #7/Bovaird Rd	Wanless Drive	\$14.59			95	\$13.86	5	\$0.73	
C.37	Heritage Road	2016 - 2016	Wanless Drive	Mayfield Road	\$2.76			95	\$2.62	5	\$0.14	
C.38	Heritage Road	2019 - 2019	Wanless Drive	Mayfield Road	\$6.50			95	\$6.18	5	\$0.33	

APPENDIX C
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CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
ROADS DEVELOPMENT-RELATED CAPITAL PROGRAM

Project #	Road Name	Timing	Description		Net Cost (\$M)	Cost Shares (\$M)					
			From	To		%	Developer	%	DC 2014-2041	%	Non-Growth
C.39	Humberwest Pkwy.	2017 - 2017	Airport Road	Williams Pkwy	\$10.21			90	\$9.19	10	\$1.02
C.40	Intermodal Drive	2018 - 2018	Airport Road	CNR Bridge	\$15.38			95	\$14.61	5	\$0.77
C.41	John Street	2016 - 2016	Truman St	Centre Street	\$1.50			95	\$1.43	5	\$0.08
C.42	Ken Whillans Drive	2020 - 2020	Church Street	Nelson Street	\$3.68	50	\$1.84	50	\$1.84		
C.43	McLaughlin Road	2026 - 2026	Wanless Drive	Mayfield Road	\$6.51			95	\$6.18	5	\$0.33
C.44	McVean Drive	2020 - 2020	Castlemore Road	Mayfield Road	\$38.44			95	\$36.52	5	\$1.92
C.45	Merging Lanes (Hwy 10 at Hwy 410)	2024 - 2024	-	-	\$1.43			100	\$1.43		
C.46	New East/West Road (Major MacKenzie extension)	2023 - 2023	New North/South Road (Major MacKenzie extension)	The Gore Road	\$11.33	50	\$5.66	50	\$5.66		
C.47	New North/South Road (Major MacKenzie extension)	2019 - 2019	Highway 50/Coleraine	Clarkway Dr	\$7.88	50	\$3.94	50	\$3.94		
C.48	New Road A	2015 - 2015	Steeles Avenue	Winston Churchill Blvd.	\$30.11	50	\$15.06	50	\$15.06		
C.49	North-South Spine Road (NHS Structure)	2019 - 2019	New Creditview Road	East-West Spine Rd (Rememberance	\$0.63			100	\$0.63		
C.50	Orenda Road	2019 - 2019	Dixie Road	Bramalea Road	\$9.75			95	\$9.26	5	\$0.49
C.51	Sandalwood Parkway	2021 - 2021	Mississauga Road	Heritage Rd	\$6.44	50	\$3.22	50	\$3.22		
C.52	Sandalwood Parkway	2017 - 2017	McLaughlin Road	Heart Lake Rd	\$39.45			90	\$35.51	10	\$3.95
C.53	Sandalwood Parkway	2022 - 2022	Dixie Road	Bramalea Road	\$4.88			90	\$4.39	10	\$0.49
C.54	Sandalwood Parkway	2021 - 2021	Bramalea Road	Torbram Road	\$7.27			90	\$6.54	10	\$0.73
C.55	Sandalwood Parkway	2026 - 2026	Torbram Road	Airport Road	\$6.55			90	\$5.90	10	\$0.66
C.56	Sandalwood Parkway (NHS Structure)	2015 - 2015	Creditview Road	Mississauga Road	\$0.63			100	\$0.63		
C.57	Torbram Road	2020 - 2020	Southern Boundary	Queen Street	\$24.61			90	\$22.15	10	\$2.46
C.58	Torbram Road	2018 - 2018	Queen Street	Bovaird Drive	\$16.71			90	\$15.04	10	\$1.67
C.59	Torbram Road	2020 - 2020	Bovaird Drive	Countryside Drive	\$13.23			90	\$11.90	10	\$1.32
C.60	Torbram Road	2022 - 2022	Countryside Drive	Mayfield Road	\$6.36			95	\$6.04	5	\$0.32
C.61	Urbanization of Highway 10	2032 - 2041	Bovaird Drive	Northern City boundary	\$19.64			95	\$18.65	5	\$0.98
C.62	Wanless Drive	2032 - 2041	Mississauga Road	Winston Churchill Blvd.	\$4.96			95	\$4.71	5	\$0.25
C.63	Wanless Drive	2032 - 2041	Mississauga Road	Winston Churchill Blvd.	\$15.41			95	\$14.64	5	\$0.77
C.64	Wanless Drive	2032 - 2041	Creditview Road	Mississauga Road	\$7.71			95	\$7.32	5	\$0.39
C.65	Williams Parkway	2032 - 2041	Mississauga Road	Heritage Rd	\$7.86	50	\$3.93	50	\$3.93		
C.66	Williams Parkway	2020 - 2020	McLaughlin Road	Kennedy Road	\$23.63			90	\$21.26	10	\$2.36
C.67	Williams Parkway	2032 - 2041	Kennedy Road	North Park	\$21.00			90	\$18.90	10	\$2.10
C.68	Williams Parkway	2032 - 2041	Torbram Road	Humberwest	\$12.81			90	\$11.52	10	\$1.28
C.69	Heritage Heights Connector Road	2032 - 2041	Bovaird Drive	Sandalwood Pkwy	\$13.49	50	\$6.75	50	\$6.75		
C.70	Heritage Heights Connector Road	2032 - 2041	Sandalwood Pkwy	Mayfield Road	\$11.97	50	\$5.99	50	\$5.99		
C.71	Sandalwood Parkway (new project)	2032 - 2041	Heritage Rd	Winston Churchill Blvd.	\$8.30	50	\$4.15	50	\$4.15		
C.72	Williams Parkway	2020 - 2020	North Park Drive	Torbram Road	\$12.78			90	\$11.50	10	\$1.28
C.73	Chinguacousy Road	2032 - 2041	Wanless Drive	Mayfield Road	\$5.21			90	\$4.69	10	\$0.52
C.74	Torbram Road	2032 - 2041	Countryside Drive	Mayfield Rd	\$5.06			90	\$4.56	10	\$0.51
C.75	Ebenezer Road	2032 - 2041	Queen Street	Highway 50	\$15.16			90	\$13.65	10	\$1.52
C.76	McLaughlin Road	2032 - 2041	Steeles Avenue	Queen Street	\$14.88			90	\$13.39	10	\$1.49
C.77	East West Connection	2032 - 2041	Mount Pleasant Go Station	Winston Churchill Blvd	\$23.40	50	\$11.70	50	\$11.70		
	Subtotal Road Projects				\$985.34		\$82.24		\$844.86		\$58.25

CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
ROADS DEVELOPMENT-RELATED CAPITAL PROGRAM

Project #	Road Name	Timing	Description		Net Cost (\$M)	Cost Shares (\$M)						
			From	To		%	Developer	%	DC 2014-2041	%	Non-Growth	
	Standalone Items											
C.78	- Traffic Signals and Intersection Improvements (Outside Roads Program)	2014 - 2041	- 10 per year including intersection improvements		\$88.50			100	\$88.50			
C.79	- Sidewalks	2014 - 2041	- assume 1500m per year (42,000 m)		\$2.87			100	\$2.87			
C.80	- Gateways	2014 - 2041	- Assume 21 over 28 years at \$265k per location		\$5.57			90	\$5.01	10	\$0.56	
C.81	- Property Acquisition	2014 - 2041	- assumes 210M to 2041 (\$11M/yr for the first 14 yrs)		\$210.00			100	\$210.00			
C.82	- Noise Wall Retrofit	2014 - 2041	- assumes 1000m per year		\$35.63			100	\$35.63			
C.83	- Grade Separations	2014 - 2041	- assumes 6 New Planned Rail Grade Separations		\$123.12			95	\$116.96	5	\$6.16	
C.84	- Completion of Hwy 410/Countryside Int	2014 - 2041			\$10.00			100	\$10.00			
	Subtotal - Standalone Improvements				\$475.69				\$468.98		\$6.71	
	GRAND TOTAL				\$1,461.04			\$82.24	\$1,313.8		\$64.96	

APPENDIX C
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CITY OF BRAMPTON
2014 DEVELOPMENT CHARGES BACKGROUND STUDY
ROADS DEVELOPMENT-RELATED CAPITAL PROGRAM

Project #	Road Name	Timing	Description		Net Cost (\$M)	Cost Shares (\$M)						
			From	To		%	Developer	%	DC 2014-2041	%	Non-Growth	
	Bramwest Parkway / NSTC											
C.88	Bramwest Parkway / NSTC	2018 - 2018	Heritage Rd	Steeles Avenue	\$33.10			100	\$33.10			
C.89	Bramwest Parkway / NSTC	2021 - 2021	Steeles Avenue	Financial Drive	\$13.28			100	\$13.28			
C.90	Bramwest Parkway / NSTC	2021 - 2021	Financial Drive	North of Embleton Road	\$7.72			100	\$7.72			
C.91	Bramwest Parkway / NSTC	2022 - 2022	Sandalwood Parkway	Mayfield Road	\$9.19			100	\$9.19			
	TOTAL				\$63.29				\$63.29			

APPENDIX C
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CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
ROADS - EXCLUDING BRAMWEST/NSTC
RESIDENTIAL DEVELOPMENT CHARGE

1.0 ROADS - EXCLUDING BRAMWEST/NSTC

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
OPENING CASH BALANCE FROM APPLICABLE RESERVES															
OPENING CASH BALANCE (\$000)	(52,652.8)	(36,537.8)	(20,892.4)	(12,585.0)	(61,897.5)	(63,361.5)	(48,358.8)	(115,557.6)	(120,853.0)	(129,981.5)	(127,579.9)	(113,738.3)	(108,214.6)	(81,474.3)	(42,206.9)
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS															
1.00 Roads - Excluding Bramwest/Nstc : Non Inflated	\$28,110.7	\$34,313.4	\$42,702.9	\$99,907.5	\$54,531.0	\$39,635.7	\$109,854.2	\$50,740.3	\$50,382.9	\$40,471.0	\$30,706.5	\$38,464.0	\$22,627.6	\$14,174.5	\$9,274.5
1.00 Roads - Excluding Bramwest/Nstc: Inflated	\$28,110.66	\$34,999.65	\$44,428.09	\$106,022.67	\$59,026.13	\$43,760.96	\$123,713.71	\$58,284.64	\$59,031.58	\$48,366.58	\$37,431.00	\$47,825.12	\$28,697.23	\$18,336.20	\$12,237.48
POPULATION GROWTH															
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	14,846	14,925	14,983	14,812	14,771
REVENUE - current (\$000)															
- Dev. Charge Receipts	46,794.6	52,351.0	53,721.9	58,703.6	60,933.2	61,930.5	60,902.0	59,326.7	56,616.4	57,752.9	57,930.7	59,401.9	60,827.1	61,332.2	62,385.7
- Interest on Opening Balance	(2,895.9)	(2,009.6)	(1,149.1)	(692.2)	(3,404.4)	(3,484.9)	(2,659.7)	(6,355.7)	(6,646.9)	(7,149.0)	(7,016.9)	(6,255.6)	(5,951.8)	(4,481.1)	(2,321.4)
- Interest on In-year Transactions (excl.int.)	327.0	303.6	162.6	(1,301.3)	33.4	318.0	(1,727.3)	18.2	(66.4)	164.3	358.7	202.6	562.3	752.4	877.6
TOTAL REVENUE	44,225.7	50,645.1	52,735.5	56,710.1	57,562.2	58,763.6	56,514.9	52,989.3	49,903.1	50,768.2	51,272.6	53,348.9	55,437.6	57,603.5	60,941.9
CLOSING CASH BALANCE	(36,537.8)	(20,892.4)	(12,585.0)	(61,897.5)	(63,361.5)	(48,358.8)	(115,557.6)	(120,853.0)	(129,981.5)	(127,579.9)	(113,738.3)	(108,214.6)	(81,474.3)	(42,206.9)	6,497.5

	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES														
OPENING CASH BALANCE (\$000)	6,497.5	57,650.8	104,298.3	127,915.5	134,170.5	132,855.9	127,657.0	121,823.3	64,055.7	53,991.4	42,236.4	29,699.1	15,997.1	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS														
1.0 Roads - Excluding Bramwest/Nstc : Non Inflated	9,274.5	9,274.5	9,274.5	19,393.3	19,393.3	19,393.3	19,393.3	51,424.1	19,393.3	19,393.3	19,393.3	19,393.3	19,393.3	919,684.1
1.0 Roads - Excluding Bramwest/Nstc: Inflated	12,482.2	12,731.9	12,986.5	27,698.5	28,252.4	28,817.5	29,393.8	79,500.6	30,581.3	31,193.0	31,816.8	32,453.2	33,102.2	1,141,281.7
POPULATION GROWTH														
- Population in New Units	14,515.0	12,879.0	7,275.5	6,440.7	4,804.1	4,043.3	3,992.0	3,865.6	3,685.7	3,479.3	3,461.1	3,380.2	3,111.3	311,666.2
REVENUE - current (\$000)														
- Dev. Charge Receipts	62,532.2	56,594.0	32,609.9	29,445.8	22,402.8	19,232.2	19,367.8	19,129.5	18,604.4	17,913.5	18,176.3	18,106.3	16,999.5	1,222,024.6
- Interest on Opening Balance	227.4	2,017.8	3,650.4	4,477.0	4,696.0	4,650.0	4,468.0	4,263.8	2,242.0	1,889.7	1,478.3	1,039.5	559.9	(26,814.4)
- Interest on In-year Transactions (excl.int.)	875.9	767.6	343.4	30.6	(160.9)	(263.6)	(275.7)	(1,660.2)	(329.4)	(365.2)	(375.1)	(394.5)	(442.8)	(1,264.2)
TOTAL REVENUE	63,635.5	59,379.4	36,603.7	33,953.4	26,937.9	23,618.6	23,560.1	21,733.1	20,517.0	19,438.0	19,279.5	18,751.2	17,116.6	1,193,946.0
CLOSING CASH BALANCE	57,650.8	104,298.3	127,915.5	134,170.5	132,855.9	127,657.0	121,823.3	64,055.7	53,991.4	42,236.4	29,699.1	15,997.1	11.5	

2014 Adjusted Charge Per Capita

\$3,201.00

Allocation of Capital Program

Residential Sector	70.0%
Non-Residential Sector	30.0%

Rates for 2014

Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C
TABLE 3A - PAGE 2

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
ROADS - EXCLUDING BRAMWEST/NSTC
INDUSTRIAL AND OFFICE DEVELOPMENT CHARGE

1.0 ROADS - EXCLUDING BRAMWEST/NSTC

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
OPENING CASH BALANCE FROM APPLICABLE RESERVES															
OPENING CASH BALANCE (\$000)	(13,701.5)	(5,804.2)	1,508.1	6,374.0	(6,837.7)	(8,788.2)	(6,800.1)	(25,879.7)	(28,446.5)	(31,121.4)	(30,308.9)	(25,672.7)	(23,209.4)	(16,007.6)	(7,537.0)
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS															
1.00 Roads - Excluding Bramwest/Nstc : Non Inflated	\$7,315.0	\$8,929.1	\$11,112.3	\$25,998.3	\$14,190.2	\$10,314.1	\$28,586.6	\$13,203.8	\$13,110.8	\$10,531.5	\$7,990.5	\$10,009.2	\$5,888.2	\$3,688.5	\$2,413.4
1.00 Roads - Excluding Bramwest/Nstc: Inflated	\$7,315.05	\$9,107.72	\$11,561.22	\$27,589.56	\$15,359.97	\$11,387.62	\$32,193.18	\$15,167.02	\$15,361.39	\$12,586.11	\$9,740.42	\$12,445.21	\$7,467.69	\$4,771.51	\$3,184.48
Growth in Sq.M	459,000	472,500	454,410	396,900	370,710	363,150	360,450	355,050	353,700	365,850	379,350	379,350	361,530	313,200	287,550
REVENUE - current (\$000)															
- Dev. Charge Receipts	15,817.1	16,608.0	16,291.6	14,514.3	13,827.7	13,816.6	13,988.2	14,054.2	14,280.8	15,066.8	15,935.2	16,253.9	15,800.2	13,961.7	13,074.7
- Interest on Opening Balance	(753.6)	(319.2)	52.8	223.1	(376.1)	(483.4)	(374.0)	(1,423.4)	(1,564.6)	(1,711.7)	(1,667.0)	(1,412.0)	(1,276.5)	(880.4)	(414.5)
- Interest on In-year Transactions (excl.int.)	148.8	131.3	82.8	(359.6)	(42.1)	42.5	(500.6)	(30.6)	(29.7)	43.4	108.4	66.7	145.8	160.8	173.1
TOTAL REVENUE	15,212.3	16,420.0	16,427.2	14,377.8	13,409.5	13,375.8	13,113.6	12,600.2	12,686.5	13,398.5	14,376.6	14,908.6	14,669.5	13,242.1	12,833.2
CLOSING CASH BALANCE	(5,804.2)	1,508.1	6,374.0	(6,837.7)	(8,788.2)	(6,800.1)	(25,879.7)	(28,446.5)	(31,121.4)	(30,308.9)	(25,672.7)	(23,209.4)	(16,007.6)	(7,537.0)	2,111.8

	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES														
OPENING CASH BALANCE (\$000)	2,111.8	10,539.0	18,154.7	25,161.1	28,443.1	29,474.5	28,767.3	27,276.1	12,472.0	10,083.5	7,708.5	5,509.6	3,024.4	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS														
1.0 Roads - Excluding Bramwest/Nstc : Non Inflated	2,413.4	2,413.4	2,413.4	5,046.6	5,046.6	5,046.6	5,046.6	13,381.7	5,046.6	5,046.6	5,046.6	5,046.6	5,046.6	239,323.2
1.0 Roads - Excluding Bramwest/Nstc: Inflated	3,248.2	3,313.1	3,379.4	7,207.8	7,351.9	7,499.0	7,649.0	20,687.9	7,958.0	8,117.1	8,279.5	8,445.1	8,614.0	296,988.0
Growth in Sq.M	247,050.0	220,590.0	199,800.0	194,400.0	147,150.0	113,400.0	99,900.0	100,440.0	95,850.0	98,550.0	103,950.0	101,250.0	96,120.0	7,491,150.0
REVENUE - current (\$000)														
- Dev. Charge Receipts	11,457.8	10,435.3	9,640.8	9,567.9	7,387.2	5,806.7	5,217.8	5,350.9	5,208.5	5,462.3	5,876.8	5,838.7	5,653.7	316,195.4
- Interest on Opening Balance	73.9	368.9	635.4	880.6	995.5	1,031.6	1,006.9	954.7	436.5	352.9	269.8	192.8	105.9	(5,075.1)
- Interest on In-year Transactions (excl.int.)	143.7	124.6	109.6	41.3	0.6	(46.5)	(66.9)	(421.8)	(75.6)	(73.0)	(66.1)	(71.7)	(81.4)	(342.3)
TOTAL REVENUE	11,675.4	10,928.8	10,385.8	10,489.8	8,383.3	6,791.8	6,157.8	5,883.8	5,569.4	5,742.2	6,080.5	5,959.9	5,678.1	310,778.1
CLOSING CASH BALANCE	10,539.0	18,154.7	25,161.1	28,443.1	29,474.5	28,767.3	27,276.1	12,472.0	10,083.5	7,708.5	5,509.6	3,024.4	88.6	

2014 Adjusted Charge Per Sq.M

\$34.46

Allocation of Capital Program

Residential Sector 70.0%
Non-Residential Sector 30.0%

Industrial and Major Office 61%
Non-Industrial and Non-Office 39%

Rates for 2014

Inflation Rate 2.0%
Interest Rate on Positive Balances 3.5%
Interest Rate on Negative Balances 5.5%

APPENDIX C
TABLE 3A - PAGE 3

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
ROADS - EXCLUDING BRAMWEST/NSTC
NON-INDUSTRIAL AND NON-OFFICE DEVELOPMENT CHARGE

1.0 ROADS - EXCLUDING BRAMWEST/NSTC

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
OPENING CASH BALANCE FROM APPLICABLE RESERVES															
OPENING CASH BALANCE (\$000)	(8,864.0)	(6,482.4)	(2,864.8)	(818.8)	(10,210.0)	(12,880.6)	(9,625.3)	(20,255.0)	(20,478.4)	(23,480.8)	(24,597.3)	(23,899.3)	(24,646.8)	(21,983.6)	(16,139.4)
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS															
1.00 Roads - Excluding Bramwest/Nstc : Non Inflated	\$4,732.4	\$5,776.6	\$7,189.0	\$16,819.3	\$9,180.2	\$6,672.6	\$18,493.8	\$8,542.0	\$8,481.9	\$6,813.2	\$5,169.4	\$6,475.3	\$3,809.3	\$2,386.2	\$1,561.3
1.00 Roads - Excluding Bramwest/Nstc: Inflated	\$4,732.38	\$5,892.13	\$7,479.39	\$17,848.72	\$9,936.94	\$7,367.08	\$20,826.98	\$9,812.11	\$9,937.86	\$8,142.43	\$6,301.44	\$8,051.27	\$4,831.13	\$3,086.87	\$2,060.16
Growth in Sq.M	90,100	114,600	110,600	98,400	86,900	121,700	116,500	111,000	82,600	83,000	81,400	82,600	82,600	92,400	93,200
REVENUE - current (\$000)															
- Dev. Charge Receipts	7,552.2	9,797.9	9,645.0	8,752.7	7,884.4	11,262.6	10,997.0	10,687.4	8,112.0	8,314.3	8,317.1	8,608.5	8,780.7	10,018.9	10,307.8
- Interest on Opening Balance	(487.5)	(356.5)	(157.6)	(45.0)	(561.6)	(708.4)	(529.4)	(1,114.0)	(1,126.3)	(1,291.4)	(1,352.9)	(1,314.5)	(1,355.6)	(1,209.1)	(887.7)
- Interest on In-year Transactions (excl.int.)	49.3	68.4	37.9	(250.1)	(56.4)	68.2	(270.3)	15.3	(50.2)	3.0	35.3	9.8	69.1	121.3	144.3
TOTAL REVENUE	7,114.0	9,509.7	9,525.3	8,457.5	7,266.4	10,622.3	10,197.3	9,588.7	6,935.5	7,025.9	6,999.5	7,303.8	7,494.2	8,931.1	9,564.5
CLOSING CASH BALANCE	(6,482.4)	(2,864.8)	(818.8)	(10,210.0)	(12,880.6)	(9,625.3)	(20,255.0)	(20,478.4)	(23,480.8)	(24,597.3)	(23,899.3)	(24,646.8)	(21,983.6)	(16,139.4)	(8,635.1)

	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES														
OPENING CASH BALANCE (\$000)	(8,635.1)	(860.1)	6,442.0	10,199.1	10,769.1	10,374.4	9,387.2	8,338.5	(1,433.2)	(806.0)	(500.6)	(171.4)	183.0	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS														
1.0 Roads - Excluding Bramwest/Nstc : Non Inflated	\$1,561.3	\$1,561.3	\$1,561.3	\$3,264.8	\$3,264.8	\$3,264.8	\$3,264.8	\$8,657.2	\$3,264.8	\$3,264.8	\$3,264.8	\$3,264.8	\$3,264.8	\$154,827.2
1.0 Roads - Excluding Bramwest/Nstc: Inflated	\$2,101.36	\$2,143.39	\$2,186.26	\$4,662.99	\$4,756.25	\$4,851.37	\$4,948.40	\$13,383.79	\$5,148.31	\$5,251.28	\$5,356.31	\$5,463.43	\$5,572.70	\$192,132.70
Growth in Sq.M	90,500	81,400	48,200	40,700	32,800	28,400	28,400	27,700	44,200	41,500	41,500	41,500	37,900	2,032,300
REVENUE - current (\$000)														
- Dev. Charge Receipts	10,209.4	9,366.4	5,657.1	4,872.4	4,005.2	3,537.3	3,608.0	3,589.5	5,842.2	5,595.0	5,706.9	5,821.0	5,422.4	212,271.3
- Interest on Opening Balance	(474.9)	(47.3)	225.5	357.0	376.9	363.1	328.6	291.8	(78.8)	(44.3)	(27.5)	(9.4)	6.4	(11,230.5)
- Interest on In-year Transactions (excl.int.)	141.9	126.4	60.7	3.7	(20.7)	(36.1)	(36.9)	(269.3)	12.1	6.0	6.1	6.3	(4.1)	(9.1)
TOTAL REVENUE	9,876.4	9,445.5	5,943.3	5,233.0	4,361.5	3,864.3	3,899.7	3,612.0	5,775.5	5,556.7	5,685.5	5,817.8	5,424.7	201,031.6
CLOSING CASH BALANCE	(860.1)	6,442.0	10,199.1	10,769.1	10,374.4	9,387.2	8,338.5	(1,433.2)	(806.0)	(500.6)	(171.4)	183.0	34.9	

2014 Adjusted Charge Per Sq.M

\$83.82

Allocation of Capital Program

Residential Sector	70.0%
Non-Residential Sector	30.0%
Industrial and Major Office	60.7%
Non-Industrial and Non-Office	39.3%

Rates for 2014

Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C
TABLE 3B - PAGE 1

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
BRAMWEST PARKWAY / NSTC
RESIDENTIAL DEVELOPMENT CHARGE

2.0 ROADS - BRAMWEST PARKWAY/NSTC

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
OPENING CASH BALANCE FROM APPLICABLE RESERVES															
OPENING CASH BALANCE (\$000)	7,907.1	10,128.1	12,657.7	15,332.8	18,308.5	(4,265.7)	(1,927.1)	497.3	(14,344.3)	(20,500.2)	(19,228.1)	(17,878.7)	(16,394.0)	(14,768.4)	(13,032.4)
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS															
2.00 Roads - Bramwest Parkway/Nstc : Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$23,171.8	\$0.0	\$0.0	\$14,698.4	\$6,431.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.00 Roads - Bramwest Parkway/Nstc: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$25,081.85	\$0.00	\$0.00	\$16,883.88	\$7,535.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
POPULATION GROWTH															
- Population in New Units	14,619	16,034	16,131	17,281	17,586	17,523	16,894	16,135	15,096	15,097	14,846	14,925	14,983	14,812	14,771
REVENUE - current (\$000)															
- Dev. Charge Receipts	1,910.8	2,137.7	2,193.7	2,397.1	2,488.2	2,528.9	2,486.9	2,422.6	2,311.9	2,358.3	2,365.6	2,425.6	2,483.8	2,504.4	2,547.5
- Interest on Opening Balance	276.7	354.5	443.0	536.6	640.8	(234.6)	(106.0)	17.4	(788.9)	(1,127.5)	(1,057.5)	(983.3)	(901.7)	(812.3)	(716.8)
- Interest on In-year Transactions (excl.int.)	33.4	37.4	38.4	41.9	(621.3)	44.3	43.5	(397.7)	(143.6)	41.3	41.4	42.4	43.5	43.8	44.6
TOTAL REVENUE	2,221.0	2,529.6	2,675.1	2,975.7	2,507.7	2,338.5	2,424.4	2,042.3	1,379.3	1,272.1	1,349.5	1,484.7	1,625.6	1,736.0	1,875.3
CLOSING CASH BALANCE	10,128.1	12,657.7	15,332.8	18,308.5	(4,265.7)	(1,927.1)	497.3	(14,344.3)	(20,500.2)	(19,228.1)	(17,878.7)	(16,394.0)	(14,768.4)	(13,032.4)	(11,157.1)

	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES														
OPENING CASH BALANCE (\$000)	(11,157.1)	(9,172.6)	(7,325.7)	(6,373.7)	(5,500.8)	(4,872.6)	(4,341.5)	(3,775.5)	(3,188.4)	(2,590.8)	(1,989.0)	(1,343.2)	(664.7)	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS														
2.0 Roads - Bramwest Parkway/Nstc : Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$44,301.4
2.0 Roads - Bramwest Parkway/Nstc: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$49,500.96
POPULATION GROWTH														
- Population in New Units	14,515	12,879	7,275	6,441	4,804	4,043	3,992	3,866	3,686	3,479	3,461	3,380	3,111	311,666
REVENUE - current (\$000)														
- Dev. Charge Receipts	2,553.4	2,311.0	1,331.6	1,202.4	914.8	785.3	790.9	781.1	759.7	731.5	742.2	739.4	694.2	49,900.5
- Interest on Opening Balance	(613.6)	(504.5)	(402.9)	(350.6)	(302.5)	(268.0)	(238.8)	(207.7)	(175.4)	(142.5)	(109.4)	(73.9)	(36.6)	(7,885.8)
- Interest on In-year Transactions (excl.int.)	44.7	40.4	23.3	21.0	16.0	13.7	13.8	13.7	13.3	12.8	13.0	12.9	12.1	(415.8)
TOTAL REVENUE	1,984.4	1,846.9	952.0	872.9	628.3	531.1	566.0	587.1	597.6	601.8	645.8	678.5	669.8	41,598.9
CLOSING CASH BALANCE	(9,172.6)	(7,325.7)	(6,373.7)	(5,500.8)	(4,872.6)	(4,341.5)	(3,775.5)	(3,188.4)	(2,590.8)	(1,989.0)	(1,343.2)	(664.7)	5.1	

2014 Adjusted Charge Per Capita

\$130.71

Allocation of Capital Program

Residential Sector 70.0%
Non-Residential Sector 30.0%

Rates for 2014

Inflation Rate 2.0%
Interest Rate on Positive Balances 3.5%
Interest Rate on Negative Balances 5.5%

APPENDIX C
TABLE 3B - PAGE 2

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
BRAMWEST PARKWAY / NSTC
INDUSTRIAL AND OFFICE DEVELOPMENT CHARGE

2.0 ROADS - BRAMWEST PARKWAY/NSTC

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
OPENING CASH BALANCE FROM APPLICABLE RESERVES															
OPENING CASH BALANCE (\$000)	2,057.6	2,792.8	3,587.0	4,395.6	5,158.0	(782.4)	(246.2)	326.8	(3,581.2)	(5,188.2)	(4,841.8)	(4,440.0)	(4,002.7)	(3,560.3)	(3,170.8)
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS															
2.00 Roads - Bramwest Parkway/Nstc : Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$6,029.8	\$0.0	\$0.0	\$3,824.9	\$1,673.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.00 Roads - Bramwest Parkway/Nstc: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$6,526.88	\$0.00	\$0.00	\$4,393.58	\$1,960.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Growth in Sq.M	459,000	472,500	454,410	396,900	370,710	363,150	360,450	355,050	353,700	365,850	379,350	379,350	361,530	313,200	287,550
REVENUE - current (\$000)															
- Dev. Charge Receipts	651.8	684.4	671.3	598.1	569.8	569.3	576.4	579.1	588.5	620.9	656.6	669.8	651.1	575.3	538.8
- Interest on Opening Balance	72.0	97.7	125.5	153.8	180.5	(43.0)	(13.5)	11.4	(197.0)	(285.4)	(266.3)	(244.2)	(220.1)	(195.8)	(174.4)
- Interest on In-year Transactions (excl.int.)	11.4	12.0	11.7	10.5	(163.8)	10.0	10.1	(104.9)	(37.7)	10.9	11.5	11.7	11.4	10.1	9.4
TOTAL REVENUE	735.2	794.1	808.6	762.4	586.5	536.2	572.9	485.6	353.8	346.4	401.8	437.3	442.3	389.5	373.8
CLOSING CASH BALANCE	2,792.8	3,587.0	4,395.6	5,158.0	(782.4)	(246.2)	326.8	(3,581.2)	(5,188.2)	(4,841.8)	(4,440.0)	(4,002.7)	(3,560.3)	(3,170.8)	(2,797.0)

	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES														
OPENING CASH BALANCE (\$000)	(2,797.0)	(2,470.4)	(2,168.8)	(1,883.8)	(1,586.2)	(1,363.7)	(1,195.2)	(1,042.2)	(875.2)	(705.0)	(514.7)	(296.6)	(68.1)	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS														
2 Roads - Bramwest Parkway/Nstc : Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$11,528.3
2 Roads - Bramwest Parkway/Nstc: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,881.30
0 Growth in Sq.M	247,050	220,590	199,800	194,400	147,150	113,400	99,900	100,440	95,850	98,550	103,950	101,250	96,120	7,491,150
REVENUE - current (\$000)														
- Dev. Charge Receipts	472.1	430.0	397.3	394.3	304.4	239.3	215.0	220.5	214.6	225.1	242.2	240.6	233.0	13,029.6
- Interest on Opening Balance	(153.8)	(135.9)	(119.3)	(103.6)	(87.2)	(75.0)	(65.7)	(57.3)	(48.1)	(38.8)	(28.3)	(16.3)	(3.7)	(1,931.8)
- Interest on In-year Transactions (excl.int.)	8.3	7.5	7.0	6.9	5.3	4.2	3.8	3.9	3.8	3.9	4.2	4.2	4.1	(108.8)
TOTAL REVENUE	326.5	301.7	285.0	297.6	222.5	168.5	153.0	167.0	170.2	190.3	218.1	228.5	233.3	10,988.9
CLOSING CASH BALANCE	(2,470.4)	(2,168.8)	(1,883.8)	(1,586.2)	(1,363.7)	(1,195.2)	(1,042.2)	(875.2)	(705.0)	(514.7)	(296.6)	(68.1)	165.3	

2014 Adjusted Charge Per Sq.M

\$1.42

Allocation of Capital Program

Residential Sector 70.0%
Non-Residential Sector 30.0%

Industrial and Major Office 61%
Non-Industrial and Non-Office 39%

Rates for 2014

Inflation Rate 2.0%
Interest Rate on Positive Balances 3.5%
Interest Rate on Negative Balances 5.5%

APPENDIX C
TABLE 3B - PAGE 3

CITY OF BRAMPTON
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
BRAMWEST PARKWAY / NSTC
NON-INDUSTRIAL AND NON-OFFICE DEVELOPMENT CHARGE

2.00 ROADS - BRAMWEST PARKWAY/NSTC

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
OPENING CASH BALANCE FROM APPLICABLE RESERVES															
OPENING CASH BALANCE (\$000)	1,331.1	1,694.0	2,163.6	2,643.3	3,102.4	(794.2)	(366.1)	74.2	(2,391.7)	(3,483.6)	(3,327.0)	(3,161.7)	(2,975.1)	(2,771.0)	(2,503.8)
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS															
2.00 Roads - Bramwest Parkway/Nstc : Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$3,900.9	\$0.0	\$0.0	\$2,474.5	\$1,082.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.00 Roads - Bramwest Parkway/Nstc: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$4,222.48	\$0.00	\$0.00	\$2,842.37	\$1,268.54	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Growth in Sq.M	90,100	114,600	110,600	98,400	86,900	121,700	116,500	111,000	82,600	83,000	81,400	82,600	82,600	92,400	93,200
REVENUE - current (\$000)															
- Dev. Charge Receipts	310.8	403.3	397.0	360.3	324.5	463.6	452.6	439.9	333.9	342.2	342.3	354.3	361.4	412.4	424.3
- Interest on Opening Balance	46.6	59.3	75.7	92.5	108.6	(43.7)	(20.1)	2.6	(131.5)	(191.6)	(183.0)	(173.9)	(163.6)	(152.4)	(137.7)
- Interest on In-year Transactions (excl.int.)	5.4	7.1	6.9	6.3	(107.2)	8.1	7.9	(66.1)	(25.7)	6.0	6.0	6.2	6.3	7.2	7.4
TOTAL REVENUE	362.8	469.6	479.7	459.1	325.9	428.0	440.4	376.4	176.7	156.6	165.3	186.6	204.1	267.2	294.0
CLOSING CASH BALANCE	1,694.0	2,163.6	2,643.3	3,102.4	(794.2)	(366.1)	74.2	(2,391.7)	(3,483.6)	(3,327.0)	(3,161.7)	(2,975.1)	(2,771.0)	(2,503.8)	(2,209.8)

	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE FROM APPLICABLE RESERVES														
OPENING CASH BALANCE (\$000)	(2,209.8)	(1,903.7)	(1,616.2)	(1,468.2)	(1,345.0)	(1,251.2)	(1,171.8)	(1,085.2)	(994.6)	(804.6)	(614.5)	(409.3)	(188.0)	
2014-2023 RESIDENTIAL FUNDING REQUIREMENTS														
2 Roads - Bramwest Parkway/Nstc : Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$7,458.1
2 Roads - Bramwest Parkway/Nstc: Inflated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,333.40
Growth in Sq.M	90,500	81,400	48,200	40,700	32,800	28,400	28,400	27,700	44,200	41,500	41,500	41,500	37,900	2,032,300
REVENUE - current (\$000)														
- Dev. Charge Receipts	420.2	385.5	232.8	200.5	164.9	145.6	148.5	147.7	240.5	230.3	234.9	239.6	223.2	8,737.0
- Interest on Opening Balance	(121.5)	(104.7)	(88.9)	(80.8)	(74.0)	(68.8)	(64.4)	(59.7)	(54.7)	(44.3)	(33.8)	(22.5)	(10.3)	(1,640.7)
- Interest on In-year Transactions (excl.int.)	7.4	6.7	4.1	3.5	2.9	2.5	2.6	2.6	4.2	4.0	4.1	4.2	3.9	(65.3)
TOTAL REVENUE	306.0	287.5	148.0	123.3	93.8	79.3	86.6	90.6	190.0	190.1	205.2	221.3	216.8	7,031.0
CLOSING CASH BALANCE	(1,903.7)	(1,616.2)	(1,468.2)	(1,345.0)	(1,251.2)	(1,171.8)	(1,085.2)	(994.6)	(804.6)	(614.5)	(409.3)	(188.0)	28.8	

2014 Adjusted Charge Per Sq.M

\$3.45

Allocation of Capital Program

Residential Sector 70.0%
Non-Residential Sector 30.0%

Industrial and Major Office 61%
Non-Industrial and Non-Office 39%

Rates for 2014

Inflation Rate 2.0%
Interest Rate on Positive Balances 3.5%
Interest Rate on Negative Balances 5.5%

APPENDIX D

RESERVE FUNDS

APPENDIX D

DEVELOPMENT CHARGES RESERVE FUNDS

The *Development Charges Act* requires that a reserve fund be established for each service for which development charges are collected. Table 1 presents the uncommitted reserve fund balances that are available to help fund the development-related net capital costs identified in this study. The opening balances of the development charges reserve funds as at December 31, 2013, have been adjusted to account for transitions, industrial discounts, Place of Worship discounts, and a potential for a return of funding.

Summary of Adjustments: DC Reserve Balance as of December 31st 2013	
Unadjusted DC Reserve Balance at 31 st December 2013	(\$239,387,286)
Transition	\$25,896,349
Place of Worship	\$1,739,298
Potential Return of Funding	\$35,154,630
Revised DC Reserve Balance at 31st December 2013	(\$171,712,905)

After accounting for the noted adjustments, the revised total DC reserve fund uncommitted balance was negative \$171.71 million for all services. Table 1 shows the reserve fund balance available for each service category.

The application of the available uncommitted balance in each of the reserve funds is discussed in the appendix section related to each service. These funds are assigned to projects in the initial years of the capital program for each service. This has the effect of reducing and deferring capital costs brought forward to the development charge calculation and the cash flow analysis.

**APPENDIX D
TABLE 1**

**CITY OF BRAMPTON
DEVELOPMENT CHARGE RESERVE FUND BALANCE BY ACCOUNT
YEAR ENDING DECEMBER 31, 2013
(\$000's)**

CATEGORY	Reserve Fund Balance At Dec 31, 2013	2014 Capital Budget Draws	Available Reserve Fund Balance
General Government	\$1,854,408		\$1,854,408
Library	(\$18,015,294)		(\$18,015,294)
Fire	(\$23,683,542)		(\$23,683,542)
Recreation & Parks	\$3,205,057		\$3,205,057
Public Works	(\$38,016,181)		(\$38,016,181)
Parking Lots	\$7,308,075		\$7,308,075
Transit	(\$40,442,985)		(\$40,442,985)
Roads	(\$75,218,307)		(\$75,218,307)
New Bramwest Pkwy (N/S Transportation Corridor)	\$11,295,864		\$11,295,864
Total Development Charge Reserves	(\$171,712,905)	\$0.0	(\$171,712,905)

APPENDIX E

LONG-TERM CAPITAL AND OPERATING IMPACTS

APPENDIX E

TABLE 1

CITY OF BRAMPTON
ESTIMATED NET OPERATING COST OF THE PROPOSED
DEVELOPMENT-RELATED CAPITAL PROGRAM
(in constant 2013 dollars)

	Estimated Annual Additional Operating Costs (\$000)									
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
General Government										
Animal Shelter	\$0.0	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8	\$1,883.8
Library Services										
Various Projects	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Fire Services										
Various Projects	\$15.0	\$60.0	\$2,780.0	\$5,460.0	\$10,870.0	\$10,920.0	\$13,336.0	\$13,336.0	\$13,336.0	\$13,336.0
Recreation										
Various Projects	\$644.7	\$3,594.8	\$5,036.7	\$6,243.9	\$6,827.2	\$7,410.6	\$8,235.6	\$8,485.6	\$9,060.6	\$9,560.6
Transit										
Various Projects	\$1,605.1	\$8,227.3	\$11,668.9	\$13,690.7	\$15,712.5	\$17,734.3	\$19,756.1	\$21,777.9	\$23,799.7	\$25,821.5
Public Works										
Various Projects	\$21.0	\$413.0	\$1,401.0	\$2,289.0	\$2,331.0	\$2,373.0	\$2,415.0	\$2,457.0	\$2,499.0	\$2,499.0
Subtotal General Services	\$2,285.8	\$14,179.0	\$22,770.4	\$29,567.4	\$37,624.6	\$40,321.7	\$45,626.5	\$47,940.3	\$50,579.1	\$53,100.9
Roads										
Various Projects	\$1,040.0	\$1,131.5	\$1,875.5	\$2,423.5	\$2,626.5	\$2,804.5	\$2,859.5	\$3,006.5	\$3,067.5	\$3,067.5
TOTAL ESTIMATED OPERATING COSTS (\$000)	\$3,325.8	\$15,310.5	\$24,645.9	\$31,990.9	\$40,251.1	\$43,126.2	\$48,486.0	\$50,946.8	\$53,646.6	\$56,168.4

Source: City of Brampton Finance

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APPENDIX E
TABLE 2 - PAGE 1

CITY OF BRAMPTON
SUMMARY OF TAX SUPPORTED FUNDING REQUIREMENTS

Net Capital Cost of Growth Related Projects	2014 (\$000)	2015 (\$000)	2016 (\$000)	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)	2022 (\$000)	2023 (\$000)	TOTAL (\$000)
General Government											
Total Net Cost (1)	535.3	10,914.3	764.3	764.3	1,189.3	441.4	541.4	541.4	441.4	466.4	16,599.6
Net Cost From Development Charges (2)	151.3	8,004.3	232.3	232.3	614.8	232.3	277.3	277.3	232.3	412.3	10,666.6
Net Cost From Non-DC Sources	384.0	2,910.0	532.0	532.0	574.5	209.1	264.1	264.1	209.1	54.1	5,933.0
- Discount Portion (3)	49.9	1,066.4	58.9	58.9	101.4	26.6	31.6	31.6	26.6	46.6	1,498.9
- Replacement/BTE	36.0	250.0	175.0	175.0	175.0	175.0	225.0	225.0	175.0	0.0	1,611.0
- Available DC Reserves (4)	298.1	1,496.7	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	1,854.4
- For Post 2023 Development (5)	0.0	96.9	290.6	290.6	290.6	0.0	0.0	0.0	0.0	0.0	968.7
Library Board											
Total Net Cost (1)	22,694.0	2,977.0	3,077.0	3,277.0	3,477.0	3,677.0	18,877.0	4,077.0	4,277.0	4,477.0	70,887.0
Net Cost From Development Charges (2)	18,849.6	924.3	834.3	834.3	283.8	45.0	45.0	45.0	45.0	45.0	21,951.3
Net Cost From Non-DC Sources	3,844.4	2,052.7	2,242.7	2,442.7	3,193.2	3,632.0	18,832.0	4,032.0	4,232.0	4,432.0	48,935.7
- Discount Portion (3)	2,094.4	102.7	92.7	92.7	92.7	92.7	1,592.7	92.7	92.7	92.7	4,438.7
- Replacement/BTE	1,750.0	1,950.0	2,150.0	2,350.0	2,550.0	2,750.0	2,950.0	3,150.0	3,350.0	3,550.0	26,500.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2023 Development (5)	0.0	0.0	0.0	0.0	550.5	789.3	14,289.3	789.3	789.3	789.3	17,997.0
Fire Services											
Total Net Cost (1)	44,858.5	11,428.0	8,303.0	2,000.0	6,430.0	6,200.0	2,000.0	900.0	200.0	200.0	82,519.5
Net Cost From Development Charges (2)	29,122.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	29,122.2
Net Cost From Non-DC Sources	15,736.3	11,428.0	8,303.0	2,000.0	6,430.0	6,200.0	2,000.0	900.0	200.0	200.0	53,397.3
- Discount Portion (3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Replacement/BTE	2,985.0	7,785.0	745.0	550.0	550.0	550.0	550.0	550.0	100.0	100.0	14,465.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2023 Development (5)	12,751.3	3,643.0	7,558.0	1,450.0	5,880.0	5,650.0	1,450.0	350.0	100.0	100.0	38,932.3
Recreation											
Total Net Cost (1)	19,516.9	99,131.9	24,567.9	26,284.9	55,769.9	32,937.9	34,239.9	39,138.9	27,467.9	55,674.9	414,730.7
Net Cost From Development Charges (2)	13,988.7	88,703.2	19,575.1	20,801.8	49,663.9	28,633.6	22,965.4	27,937.0	24,273.1	49,659.4	346,201.6
Net Cost From Non-DC Sources	5,528.2	10,428.6	4,992.7	5,483.0	6,105.9	4,304.2	11,274.4	11,201.8	3,194.7	6,015.4	68,529.0
- Discount Portion (3)	1,951.7	9,897.2	2,216.3	2,352.6	5,559.5	3,222.8	2,593.0	3,145.4	2,738.3	5,559.0	39,235.7
- Replacement/BTE	0.0	160.0	2,405.0	2,759.0	175.0	710.0	8,310.0	7,685.0	85.0	85.0	22,374.0
- Available DC Reserves (4)	3,205.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3,205.1
- For Post 2023 Development (5)	371.4	371.4	371.4	371.4	371.4	371.4	371.4	371.4	371.4	371.4	3,714.3
Transit											
Total Net Cost (1)	57,459.6	14,658.0	8,739.0	5,794.0	79,221.0	3,171.0	3,171.0	3,171.0	3,171.0	3,171.0	181,726.6
Net Cost From Development Charges (2)	49,378.2	10,856.7	5,529.6	2,879.1	1,463.4	518.4	518.4	518.4	518.4	518.4	72,698.8
Net Cost From Non-DC Sources	8,081.5	3,801.3	3,209.4	2,914.9	77,757.6	2,652.6	2,652.6	2,652.6	2,652.6	2,652.6	109,027.8
- Discount Portion (3)	5,746.0	1,465.8	873.9	579.4	7,922.1	317.1	317.1	317.1	317.1	317.1	18,172.7
- Replacement/BTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2023 Development (5)	2,335.5	2,335.5	2,335.5	2,335.5	69,835.5	2,335.5	2,335.5	2,335.5	2,335.5	2,335.5	90,855.2

Notes: (1) For total growth related capital forecast see Appendices B & C.

(2) Share of Capital program to be funded from development charges if calculated rates are fully implemented

(3) Mandatory 10% reduction for applicable services

(4) Portion of growth-related capital forecast identified as prior growth (to be funded from present Development Charge reserve fund balances).

(5) Post 2023 growth related net capital costs may be eligible for development charges in future DC by-laws, but interim financing of this share may be required

CITY OF BRAMPTON
SUMMARY OF TAX SUPPORTED FUNDING REQUIREMENTS

Net Capital Cost of Growth Related Projects	2014 (\$000)	2015 (\$000)	2016 (\$000)	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)	2022 (\$000)	2023 (\$000)	TOTAL (\$000)
Public Works											
Total Net Cost (1)	41,862.3	8,999.1	8,320.1	19,305.1	3,923.1	9,131.1	19,830.1	696.1	696.1	696.1	113,459.2
Net Cost From Development Charges (2)	29,393.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	29,393.0
Net Cost From Non-DC Sources	12,469.3	8,999.1	8,320.1	19,305.1	3,923.1	9,131.1	19,830.1	696.1	696.1	696.1	84,066.2
- Discount Portion (3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Replacement/BTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2023 Development (5)	12,469.3	8,999.1	8,320.1	19,305.1	3,923.1	9,131.1	19,830.1	696.1	696.1	696.1	84,066.2
Parking											
Total Net Cost (1)	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	23,550.2
Net Cost From Development Charges (2)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Net Cost From Non-DC Sources	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	2,355.0	23,550.2
- Discount Portion (3)	45.4	45.4	45.4	45.4	45.4	45.4	45.4	45.4	45.4	45.4	454.1
- Replacement/BTE	1,900.9	1,900.9	1,900.9	1,900.9	1,900.9	1,900.9	1,900.9	1,900.9	1,900.9	1,900.9	19,009.1
- Available DC Reserves (4)	408.7	408.7	408.7	408.7	408.7	408.7	408.7	408.7	408.7	408.7	4,087.0
- For Post 2023 Development (5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total General Services											
Total Net Cost (1)	189,281.7	150,463.3	56,126.3	59,780.3	152,365.3	57,913.4	81,014.4	50,879.4	38,608.4	67,040.4	903,472.8
Net Cost From Development Charges (2)	140,883.0	108,488.5	26,171.3	24,747.5	52,026.0	29,429.3	23,806.1	28,777.7	25,068.8	50,635.1	510,033.7
Net Cost From Non-DC Sources	48,398.6	41,974.8	29,954.9	35,032.7	100,339.3	28,484.0	57,208.2	22,101.6	13,539.5	16,405.2	393,439.2
- Discount Portion (3)	9,887.4	12,577.5	3,287.2	3,129.0	13,721.1	3,704.6	4,579.8	3,632.2	3,220.1	6,060.8	63,800.0
- Replacement/BTE	6,671.9	12,045.9	7,375.9	7,734.9	5,350.9	6,085.9	13,935.9	13,510.9	5,610.9	5,635.9	83,959.1
- Available DC Reserves (4)	3,911.8	1,905.4	416.2	416.2	416.2	416.2	416.2	416.2	416.2	416.2	9,146.4
- For Post 2023 Development (5)	27,927.5	15,445.9	18,875.7	23,752.7	80,851.1	18,277.3	38,276.3	4,542.3	4,292.3	4,292.3	236,533.6

Roads - Excluding Bramwest/NSTC	2014-2041
Total Net Cost (1)	1,385,118.5
Net Cost From Development Charges (2)	1,320,850.6
Net Cost From Non-DC Sources	64,268.0
- Discount Portion (3)	0.0
- Replacement/BTE	64,268.0
- Available DC Reserves (4)	0.0
- For Post 2041 Development (6)	0.0

Roads - Bramwest/NSTC	2014-2041
Total Net Cost (1)	62,875.0
Net Cost From Development Charges (2)	51,579.1
Net Cost From Non-DC Sources	11,295.9
- Discount Portion (3)	0.0
- Replacement/BTE	0.0
- Available DC Reserves (4)	11,295.9
- For Post 2041 Development (6)	0.0

Notes: (1) For total growth related capital forecast see Appendices B & C.

(2) Share of Capital program to be funded from development charges if calculated rates are fully implemented

(3) Mandatory 10% reduction for applicable services

(4) Portion of growth-related capital forecast identified as prior growth (to be funded from present Development Charge reserve fund balances).

(5) Post 2023 growth related net capital costs may be eligible for development charges in future DC by-laws, but interim financing of this share may be required

(6) Post 2041 growth related net capital costs may be eligible for development charges in future DC by-laws, but interim financing of this share may be required



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 167-2014

Development Charges
To establish development charges for the
City of Brampton pertaining to
GENERAL GOVERNMENT SERVICES
and to repeal By-law 222-2009

WHEREAS subsection 2(1) of the *Act* provides that the Council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from the development of the area to which the by-law applies;

AND WHEREAS the City has completed and has considered a study entitled, "City of Brampton, 2014 Development Charge Background Study", dated May 28, 2014 (the "Study"), as required by section 10 of the *Act*;

AND WHEREAS the Study was made available to the public, and Council gave notice to the public of a public meeting, pursuant to section 12 of the *Act*, which was held on June 11, 2014, and at which the Study was again provided to the public, along with the proposed development charge by-laws, and Council heard representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council approved the Study, as amended by the matters identified in the staff report dated June 13, 2014;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated that it intends to ensure that the increase in the need for services attributable to the anticipated development identified in the Study, as amended, will be met;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated its intent that future excess capacity identified in the Study shall be paid for by development charges or other similar charges;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council determined that no further public meetings were required, under section 12 of the Act.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BRAMPTON ENACTS AS FOLLOWS:

Definitions

1. In this by-law,

"accessory" means, where used to describe a use, building or structure, that the use, building or structure is naturally and normally incidental to and exclusively devoted to a principal use, building or structure;

"Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27;

"agricultural use" means a bona fide farming operation, including sod farms, the breeding and boarding of horses, and greenhouses;

"air-supported structure" means an air-supported structure as defined in the *Building Code Act*;

"apartment dwelling" means a building containing six or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements;

"apartment" means a dwelling unit in a duplex, triplex, double duplex or in a mixed use building not exceeding three stories in height and a dwelling unit in a building where such dwelling unit is served by a principal entrance from the street level common to three or more other dwelling units, despite the forgoing, an apartment dwelling includes those stacked townhouse dwellings or back-to-back townhouse dwellings that are developed on a block approved for development at a minimum density of sixty (60) units per hectare pursuant to plans and drawings approved under section 41 of the *Planning Act*;

"back-to-back townhouse dwelling" means a building containing four or more dwelling units separated vertically by a common wall, including a rear common wall, that do not have rear yards;

"board of education" has the same meaning as "board" under the *Education Act*, R.S.O. 1990, ch. E.2;

"building or structure" means a structure occupying an area greater than 10 square metres consisting of a wall, roof, and floor or any of them or a structural system serving the function thereof, and includes an air-supported structure, mezzanine, and an exterior storage tank, but does not include: a farm building, or a canopy, or an exterior storage tank where such exterior storage tank constitutes an accessory use;

"*Building Code Act*" means the *Building Code Act*, S.O. 1992, chapter 23, as amended, and all Regulations thereto including the Ontario Building Code, 2006, as amended;

"canopy" means a canopy as defined in the *Building Code Act* and includes a free-standing roof-like structure constructed on lands used for a gas bar or service station;

"City" means The Corporation of the City of Brampton;

"college" has the same meaning as in section 171.1 of the *Education Act*, R.S.O. 1990, ch. E.2;

"Council" means the Council of the Corporation of the City of Brampton;

"development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the total floor area, and includes redevelopment;

"development charge" means a charge imposed pursuant to this by-law;

"distribution centre" means a building or structure primarily used for the storage and distribution of goods, wares, merchandise, substances, articles or things;

"double duplex" means a separate building that consists of two duplexes attached to each other;

"duplex" means a separate building that is divided horizontally into two separate dwelling units, each of which has a separate entrance either directly or through a common vestibule;

"dwelling unit" means one or more habitable rooms designed or intended to be used together as a single and separate house-keeping unit by one person or jointly by two or more persons, containing its own kitchen and sanitary facilities;

"farm building" means a farm building as defined in the *Building Code Act*;

"floor" includes a paved, concrete, wooden, gravel, or dirt floor;

"grade" means the average level of proposed or finished ground adjoining a building or structure at all exterior walls;

"industrial use" means land, buildings or structures used or designed or intended for use for or in connection with manufacturing, producing, or processing of raw goods, warehousing or bulk storage of goods, distribution centre, truck terminal, research or development in connection with manufacturing, producing, or processing of raw goods, storage, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include a building used exclusively for office or

administrative purposes unless it is attached to an industrial building or structure as defined above, and does not include a retail warehouse;

“land” includes buildings or structures;

“large apartment” means, for the purposes of the Schedules attached: an apartment unit having a floor area of more than 750 square feet;

“live-work” means a unit defined as a single unit consisting of both a residential dwelling unit and a commercial/office component, designed or intended for occupation by the same resident;

“local board” means a public utility commission, transportation commission, public library board, board of park management, local board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special act with respect to any of the affairs or purposes of the City or the Region; but does not include a conservation authority established under the *Conservation Authorities Act*, R.S.O. 1990, c.C.27;

“mezzanine” means a mezzanine as defined in the *Building Code Act*;

“mixed use” means a use or intended use of the same land, building or structure for any two or more uses defined in this by-law;

“mobile temporary sales trailer” means a trailer that is designed to be made mobile, is placed without a foundation on land and is used exclusively for new residential sales, and concrete piers or sono tubes are deemed not to be foundations for the purposes of this definition;

“multiple dwelling” means all dwellings other than single-family detached dwellings, semi-detached dwellings, and apartment dwellings;

“non-industrial use” means the use of land, buildings or structures or parts thereof, used, designed or intended to be used for any use other than for residential use or for industrial use, or for office use, as those terms are defined in this section, and a non-industrial use includes a retail warehouse;

“non-residential use” means the use of land, buildings or structures or portions thereof used, designed or intended to be used for any use other than for residential use as that term is defined in this section;

“office use” means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with office or administrative purposes, provided that the building or structure has an office or administrative component equal to or greater than 50 percent of the total gross floor area of the building or structure. For the purposes of this by-law office use excludes office or administrative uses located in a shopping centre, except where the building or structure has an office or administrative component equal to or greater than 75 percent and is equal to or

greater than 3 storeys in height, and excludes office or administrative uses where such uses are accessory to an industrial use;

“owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“Place of Worship” means a place or building or part thereof including accessory buildings or structures that are used for the regular assembly of persons for the practice of religious worship, services or rites. It may include accessory uses such as classrooms for religious instruction, including programs of community social benefit, assembly areas, kitchens, offices of the administration of the place of worship, a single residence for the faith group leader, and a small scale day nursery, but shall not include a cemetery or more than one dwelling unit;

“planned seniors retirement community” means a housing project consisting of ground-related dwelling units in single family, semi-detached, or multiple dwellings and other amenities, all of which are designed, marketed, developed, and constructed to provide living accommodation for and to meet the needs of senior citizens or older or retired persons on land designated by a resolution of the City Council as a planned seniors retirement community;

“protracted” means in relation to a temporary building or structure, the continuation of its construction, erection, placement on land, alteration or of an addition to it for a continuous period exceeding eight months;

“public hospital” means a hospital as defined in the *Public Hospitals Act*, R.S.O. 1990, ch. P.40;

“redevelopment” means the construction, erection or placing of one or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure for any of the following:

- i) from residential to non-residential,
- ii) from non-residential to residential,
- iii) from industrial to non-industrial and,
- iv) from office to non-office;

“Region” means The Regional Municipality of Peel;

“Regulation” means Ontario Reg.82/98, under the *Act*;

“residential use” means land, buildings or structures or portions thereof used, designed, or intended to be used as living accommodation within a dwelling unit, for one or more individuals;

“row house” means a building other than an apartment building, that is vertically divided into a minimum of three dwelling units, each of which has independent entrances at grade to the front and the rear of the building, and each of which shares a common wall adjoining dwelling units above grade;

“semi-detached dwelling” means a building divided vertically, into two

separate dwelling units, with at least 50 per cent of the above-grade area of a main wall on one side of each dwelling unit attached to or the same as a main wall on one side of the other dwelling unit;

“services” means services designated in this by-law or in an agreement under section 44 of the *Act*, or both;

“shelf and rack storage system” means a shelf and rack storage system as defined in the *Building Code Act*;

“shopping centre” means the premises upon which a group of at least five separate commercial uses have been developed and are managed as a unit by a single owner or tenant, or by a group of owners or tenants;

“single detached dwelling” means a completely detached residential building containing only one dwelling unit;

“small apartment”, notwithstanding the definition of an “apartment”, means any residential unit having a total floor area equal to or less than 750 square Feet;

“stacked townhouse dwelling” means a building containing two or more dwelling units where each dwelling unit is separated horizontally from another dwelling unit by a common wall;

“temporary building or structure” means a building or structure constructed or erected or placed on land for a continuous period not exceeding eight months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period not exceeding eight months;

“total floor area” means the sum total of the total areas of the floors in a building or structure, whether at, above, or below-grade, measured between the exterior faces of the exterior walls of the building or structure or from the centre line of a common wall separating two uses, or from the outside edge of a floor where the outside edge of the floor does not meet an exterior or common wall, and:

- (a) includes the floor area of a mezzanine and air-supported structure and the space occupied by interior walls and partitions; and
- (b) excludes any parts of the building or structure used for mechanical equipment related to the operation or maintenance of the building or structure, stairwells, elevators and washrooms; and
- (c) excludes any part of a building or structure above or below grade, used exclusively for the temporary parking of a motor vehicle or used for the provision of loading spaces; and
- (d) includes any part of a building or structure above or below grade used as a commercial parking garage; and

- (e) where a building or structure does not have any walls, the total floor area shall be the sum total of the area of land directly beneath the roof of the building and the total areas of the floors in the building or structure; and
- (f) excludes the area of any self-contained structural shelf and rack storage system as defined in the *Building Code Act*;

“triplex” means a building or structure that is divided horizontally into three separate dwelling units, each of which has a separate entrance through a common vestibule;

“truck terminal” means a building, structure or place where, for the purpose of a common carrier, trucks or transports are rented, leased, kept for hire, or stored, or parked for remuneration or from which trucks or transports are dispatched.

“university” has the same meaning as is set out in section 171.1 of the *Education Act*;

“use” means the use of land, a building or a structure.

Rules

2. For the purpose of complying with section 6 of the *Act*:
 - (a) the area to which this by-law applies shall be the area described in section 3 of this by-law;
 - (b) the rules developed under paragraph 9 of subsection 5(1) of the *Act* for determining if a development charge is payable in any particular case and for determining the amount of the charge are set forth in sections 4 through 17 inclusive;
 - (c) the exemptions provided for by such rules shall be the exemptions set forth in sections 18 through 22 inclusive, of this by-law, the indexing of charges shall be in accordance with section 15 of this by-law, and there shall be no phasing in as provided in subsection 16(1) of this by-law; and
 - (d) the calculation of development charges payable with respect to redevelopment of land shall be in accordance with the rules set forth in section 23 of this by-law.

Lands Affected

3. This by-law applies to all lands in the geographic area of the City.

Designation of Services

4. It is hereby declared by Council that all development of land within the area to which this by-law applies will increase the need for services.
5. The development charge applicable to a development as determined under this by-law shall apply without regard to the services required or used by an individual development.

6. Development charges shall be imposed under this by-law, for the following categories of services to pay for the increased capital costs required because of increased needs for services arising from development: GENERAL GOVERNMENT SERVICES

Approvals for Development

7. Development charges shall be imposed against all lands, buildings or structures within the area to which this by-law applies, if the development of such lands, buildings or structures requires any of the following approvals:
 - (a) the passing of a zoning by-law or of an amendment thereto under section 34 of the *Planning Act*;
 - (b) the approval of a minor variance under section 45 of the *Planning Act*;
 - (c) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (e) a consent under section 53 of the *Planning Act*;
 - (f) the approval of a description under section 9 of the *Condominium Act*; or
 - (g) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
8. No more than one development charge for each service designated in section 6 of this by-law shall be imposed upon any lands, buildings or structures to which this by-law applies even though two or more of the actions described in section 7 are required before the lands, buildings or structures can be developed.
9. Notwithstanding section 8, if two or more of the actions described in section 7 occur at different times, additional development charges shall be imposed in respect of any increased or additional development permitted by that action.
10. Where a development requires an approval described in section 7 after the issuance of a building permit and no development charge has been paid, then the development charge shall be paid prior to the granting of the approval required under section 7.
11. If a development does not require a building permit but does require one or more of the approvals described in section 7, then the development charge shall nonetheless be payable in respect of any increased or additional development permitted by such approval required for the increased or additional development being granted, and such development charge shall be paid prior to the granting of the approval required.

Calculation of Development Charges

12. The development charge with respect to the use of any land, buildings or structures shall be calculated as follows:
- (a) in the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units; and
 - (b) in the case of a live-work development, based upon the number and type of dwelling units, only; and
 - (c) in the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development.

Amount of Charge – Residential

13. (1) The development charges described in Schedule A to this by-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or structure, on the residential component of the mixed use building or structure, according to the type of residential use.
- (2) Despite subsection 13(1), the development charges described in Schedule A to this by-law for dwelling units larger than 750 square feet in apartment dwellings shall be imposed on all dwelling units in single detached dwellings, semi-detached dwellings and multiple-dwellings constructed in a planned seniors retirement community, provided that the zoning by-law in force for the planned seniors retirement community limits the number of bedrooms in any dwelling unit to 2 bedrooms, and the number of dwelling units in the community and the maximum floor area of the dwelling units to amounts determined by Council in the zoning by-law.
- (3) Where the application for a site plan application, if applicable, or for a building permit application, is for the development of row houses as defined in this by-law, the development charge payable shall be the amounts set out in Schedule A for row houses and shall be effective as of the date of this by-law.
- (4) If the development charges required to be paid by subsections 13(1), 13(2) or 13(3) or any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Amount of Charge – Non-Residential

14. (1) The development charges described in Schedule B to this by-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed use building or structure, on the non-residential component of the mixed use building or

structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.

- (2) Despite clause (1), development charges shall not be imposed on the mechanical portions of buildings that service residential units and which are situated on the same land as all of the residential units that they service.
- (3) If the development charges required to be paid by subsection 14(1) or 14(2) or if any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Indexing of Development Charges

15. The development charges set out in Schedules A and B shall be adjusted, without amendment to this by-law, semi-annually on February 1st and August 1st in each year, commencing February 1st, 2015 in accordance with the Statistics Canada Quarterly, Construction Price Statistics (catalogue number 62-007) with the base index value being that in effect on August 1, 2014.

Phasing, Timing of Calculation and Payment

16. (1) The development charges set out in this by-law are not subject to phasing in and are payable in full from the effective date of this by-law, subject to applicable exemptions, credits, and discounts;
- (2) Subject to section 23 of this by-law (with respect to redevelopment) and subsection 16(3) below, the development charge shall be calculated as of, and shall be payable, on the date the first building permit is issued in relation to a building or structure on the land to which the development charge applies;
- (3) Where a development charge applies to land in relation to which a building permit is required, no building permit shall be issued until the development charge has been paid in full;
- (4) Notwithstanding subsection 16(3), the City may, in its sole discretion, require an owner to enter into an agreement, including the provision of security for the owner's obligations under agreement, pursuant to section 27 of the *Act*, providing for all or part of a development charge to be paid before or after it otherwise would be payable. In that event, the terms of such agreement shall then prevail over the provision of this by-law.

Payment By Money or the Provision of Services

17. (1) Payment of development charges shall be by cash or by certified cheque.
- (2) In the alternative to payment by the means provided in subsection (1), the City may, by an agreement entered into with the owner, accept the provision of services in full or partial satisfaction of the development charge otherwise payable,

provided that:

- (a) if the City and the owner cannot agree as to the reasonable cost of doing the work under subsection (2), the dispute shall be referred to Council, whose decision shall be final and binding;
 - (b) if the credit exceeds the amount of the charge for the service to which the work relates,
 - (i) the excess amount shall not be credited against the charge for any other service, unless the City has so agreed in an agreement entered into under section 38 of the *Act*; and
 - (ii) in no event shall the City be required to make a cash payment to the credit holder.
 - (g) notwithstanding the repeal of By-Law 222-2009, any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, prior to the enactment of this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*; or
 - (h) any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, either prior to, or after, the enactment of this by-law, which credits do not relate to the category of services covered by this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*.
- (3) Nothing in this by-law prevents Council from requiring, as a condition of an agreement under sections 51 or 53 of the *Planning Act*, that the owner, at his or her own expense, install such local services related to a plan of subdivision or within the area to which the plan relates, as Council may require, and/or that the owner pay for local connections to storm drainage facilities installed at the owner's expense, and/or administrative, processing, or inspection fees.

Rules with Respect to Exemptions for Intensification of Existing Housing

18. (1) This by-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the effect only,
- (a) of permitting the enlargement of an existing dwelling unit;
 - (b) of creating one or two additional dwelling units in an existing single detached dwelling unit;
 - (c) of creating one additional dwelling unit in an existing semi-detached dwelling unit; or

- (d) of creating one additional dwelling unit for any other existing residential building.
- (2) Notwithstanding clauses (1)(b) to (d), a development charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the total floor area of the additional one or two dwelling units exceeds the total floor area of the existing dwelling unit in clause (1)(b) and (1)(c), and the smallest existing dwelling unit in clause (1)(d).

Rules with Respect to Industrial Expansion Exemption

- 19. (1) If a development includes the enlargement of the gross floor area of an existing industrial building, the amount of the development charge that is payable under this by-law, is the following:
 - (a) if the gross floor area is enlarged by 50 per cent or less, the amount of the development charge in respect of the enlargement is zero; and
 - (b) if the gross floor area is enlarged by more than 50 per cent, development charges are payable on the amount by which the enlargement exceeds 50 per cent of the gross floor area before the enlargement
- (2) For the purpose of this section, the terms "gross floor area" and "existing industrial building" shall have the same meaning as those terms have in the Regulation made under the *Act*.
- (3) For the purpose of interpreting the definition of "existing industrial building" contained in the Regulation, regard shall be had for the classification of the lands in question pursuant to the *Assessment Act*, R.S.O. 1990, c.A.31, and in particular:
 - (a) whether the lands fall within a tax class such that taxes on the lands are payable at the industrial tax rate; and
 - (b) whether more than fifty per cent (50%) of the gross floor area of the building or structure has an industrial property code for assessment purposes;
- (4) Despite subsection (3), distribution centres, warehousing, the bulk storage of goods and truck terminals shall be considered industrial uses.
- (5) For the purpose of the application of section 4 of the *Act* to the operation of this by-law:
 - (a) the gross floor area of an existing industrial building shall be calculated as it existed prior to the first enlargement in respect of that building for which an exemption under section 4 of the *Act* is sought; and
 - (b) the enlargement of the gross floor area of the existing building must:

- (i) be attached to the existing industrial building
- (ii) not be attached to the existing industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, shared below-grade connection, foundation, footing, parking facility, service tunnel or service pipe;
- (iii) be for use or in connection with an industrial purpose as set out in this by-law; and
- (iv) constitute a bone fide increase in the size of the existing building.

Categories of Exempt Institutions

20. (1) The following categories of institutions are hereby designated as being exempt from the payment of development charges:
- (a) land, buildings or structures used as hospitals governed by the *Public Hospitals Act*, R.S.O. 1990, c. P. 40;
 - (b) land, buildings or structures owned by and used for the purposes of the City, the Region, or their local boards as required by the *Act*;
 - (c) land, buildings or structures owned by a board of education and used only for school purposes as required by the *Act*;
 - (d) land, buildings or structures owned by and used for the purposes of a college or university;
 - (e) land, building or structures used for the purposes of a Place of Worship, excluding that portion of the land, building or structure used for the purposes of:
 - i) private schools
 - ii) banquet halls
 - iii) supportive housing
 - iv) major daycare facilities
 - v) retail or commercial
 - (f) land, buildings or structures used only for the purpose of a temporary office for new residential sales.
- (2) The exemption referred to in this paragraph 20(1)(b) does not apply to the development for residential uses of lands owned by:
- (a) the Region or any local board thereof, including the Peel Children's Aid Society; or
 - (b) any corporation owned, controlled, or operated by the Region, including Peel Non-Profit Housing Corporation.

Agricultural Uses

21. Agricultural uses, as well as farm buildings and other ancillary development to an agricultural use, excluding any residential or commercial uses, shall be exempt from the provisions of this by-law.

Temporary Buildings or Structures

22. (1) Temporary buildings or structures shall be exempt from the provisions of this by-law, so long as the status as a temporary building or structure is maintained in accordance with the provisions of this by-law;
- (2) In the event that a temporary building or structure becomes protracted, it shall be deemed not to be, or ever to have been a temporary building or structure, and the development charges required to be paid under this by-law shall become payable on the date the temporary building or structure becomes protracted; and
- (3) Prior to the City issuing a building permit for a temporary building or structure, the City may require an owner to enter into an agreement, including the provision of security for the owner's obligation under the agreement, pursuant to section 27 of the *Act*, providing for all or part of the development charge required by subsection 22(2) to be paid after it would otherwise be payable. The terms of such agreement shall then prevail over the provisions of this by-law.

Rules with Respect to the Redevelopment of Land

23. (1) Where there is a redevelopment of land on which there is a conversion of space proposed, or on which there was formerly erected a building or structure that has been demolished or will be demolished within a period no longer than 4 months from the date of issuance of a building permit, a credit shall be allowed against the development charge otherwise payable by the owner pursuant to this by-law, for the portion of the previous building or structure still in existence that is being converted or for the portion of the building or structure that has or will be demolished, as the case may be, calculated by multiplying the number and type of dwelling units being converted or demolished or the non-residential total floor area being converted or demolished by the relevant development charge in effect on the date when the development charge is payable in accordance with this by-law.
- (2) If a credit has been allowed against the development charge otherwise payable and a building permit for the redevelopment has been issued, in advance of the occurrence of the demolition, the owner must complete and provide proof of the demolition no later than 4 months after the issuance of the building permit or the amount for which the development charge credit was provided shall become fully payable.
- (3) A credit in respect of any demolition under this section shall not be given unless the demolition permit was issued on or after October 28, 1991.

- (4) The amount of any credit hereunder shall not exceed, in total, the amount of the development charges otherwise payable under this by-law with respect to the redevelopment.
- (5) For the purposes of this section, dwelling units or total floor area accidentally destroyed by fire shall be deemed to have been demolished under a demolition permit issued on the date of the fire.

Interest

24. The City shall pay interest on a refund under subsections 17(3), (5) and 24(2) of the *Act* at a rate equal to the Bank of Canada rate on the date this by-law comes into effect.

Front Ending Agreements

25. The City may enter into agreements under section 44 of the *Act*.

Schedules

26. The following Schedules to this by-law form an integral part of this by-law:

Schedule 'A' Residential Development Charges

Schedule 'B' Non-residential Development Charges

By-law Registration

27. A certified copy of this by-law may be registered in the by-law register in the Land Registry Office against all lands in the City and may be registered against title to any land to which this by-law applies.

Date By-law Effective

28. This by-law comes into force and effect on August 1, 2014.

Date By-law Expires

29. This by-law expires five years after the date on which it comes into force and effect.

Repeal

30. By-law No. 222-2009 is hereby repealed, effective on the date this by-law comes into force and effect.

Headings for Reference Only

31. The headings inserted in this by-law are for convenience and reference only, and shall not affect the construction or interpretation of this by-law.

Interpretation

- 32. All words defined in the *Act* or the Regulation have the same meaning in this by-law as they have in the *Act* or the Regulation, unless they are defined differently in this by-law.
- 33. All references to the provisions of any statute or regulation or to the Ontario Building Code contained in this by-law shall also refer to the same or similar provision in the statute or regulation or code as amended, replaced, revised or consolidated from time to time.

Severability

- 34. If, for any reason, any provision, section, subsection or paragraph of this by-law is held invalid, it is hereby declared to be the intention of Council that all the remainder of this by-law shall continue in full force and effect until repealed, re-enacted or amended, in whole or in part or dealt with in any other way.

Short Title

- 35. This by-law may be referred to as the City of Brampton Development Charges By-law for GENERAL GOVERNMENT SERVICES, 2014.

READ A FIRST, SECOND and THIRD TIME and PASSED in Open Council this 18th day of June 2014.

Approved as to
form
18/06/14
J.Z.
Legal Services

Approved as to
content.
2014/06/18
[Signature]

[Signature]
Susan Fennell, Mayor

[Signature]
Peter Fay, City Clerk

Schedule 'A'

Schedule A to xxx-By-Law Residential Development Charge				
SERVICE CATEGORY	Charge Per Unit Type			
	Singles/ Semis	Rows / Other Multiples	Large Apartment > 750 sq.ft	Small Apartment < = 750 sq.ft
GENERAL GOVERNMENT	\$216	\$174	\$122	\$76
PUBLIC WORKS	\$637	\$514	\$360	\$225
PARKING	\$0	\$0	\$0	\$0
Total	\$853	\$688	\$482	\$301

Schedule 'B'

Schedule B to XXX-By-Law Non-Residential Development Charge Industrial/ Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
GENERAL GOVERNMENT	\$0.68
PUBLIC WORKS	\$1.99
PARKING	\$0.00
Total	\$2.67

Schedule B to XXX-By-Law Non-Residential Development Charge Non-Industrial/ Non-Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
GENERAL GOVERNMENT	\$0.68
PUBLIC WORKS	\$1.99
PARKING	\$0.00
Total	\$2.67



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 168-2014

Development Charges

**To establish development charges for
the City of Brampton pertaining to
RECREATION SERVICES
and to repeal By-law 223-2009**

WHEREAS subsection 2(1) of the *Act* provides that the Council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from the development of the area to which the by-law applies;

AND WHEREAS the City has completed and has considered a study entitled, "City of Brampton, 2014 Development Charge Background Study", dated May 28, 2014 (the "Study"), as required by section 10 of the *Act*;

AND WHEREAS the Study was made available to the public, and Council gave notice to the public of a public meeting, pursuant to section 12 of the *Act*, which was held on June 11, 2014, and at which the Study was again provided to the public, along with the proposed development charge by-laws, and Council heard representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council approved the Study, as amended by the matters identified in the staff report dated June 13, 2014;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated that it intends to ensure that the increase in the need for services attributable to the anticipated development identified in the Study, as amended, will be met;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated its intent that future excess capacity identified in the Study shall be paid for by development charges or other similar charges;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council determined that no further public meetings were required, under section 12 of the *Act*.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BRAMPTON ENACTS AS FOLLOWS:

Definitions

1. In this by-law,

"accessory" means, where used to describe a use, building or structure, that the use, building or structure is naturally and normally incidental to and exclusively devoted to a principal use, building or structure;

"Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27;

"agricultural use" means a bona fide farming operation, including sod farms, the breeding and boarding of horses, and greenhouses;

"air-supported structure" means an air-supported structure as defined in the *Building Code Act*;

"apartment dwelling" means a building containing six or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements;

"apartment" means a dwelling unit in a duplex, triplex, double duplex or in a mixed use building not exceeding three stories in height and a dwelling unit in a building where such dwelling unit is served by a principal entrance from the street level common to three or more other dwelling units, despite the forgoing, an apartment dwelling includes those stacked townhouse dwellings or back-to-back townhouse dwellings that are developed on a block approved for development at a minimum density of sixty (60) units per hectare pursuant to plans and drawings approved under section 41 of the *Planning Act*;

"back-to-back townhouse dwelling" means a building containing four or more dwelling units separated vertically by a common wall, including a rear common wall, that do not have rear yards;

"board of education" has the same meaning as "board" under the *Education Act*, R.S.O. 1990, ch. E.2;

"building or structure" means a structure occupying an area greater than 10 square metres consisting of a wall, roof, and floor or any of them or a structural system serving the function thereof, and includes an air-supported structure, mezzanine, and an exterior storage tank, but does not include: a farm building, or a canopy, or an exterior storage tank where such exterior storage tank constitutes an accessory use;

"*Building Code Act*" means the *Building Code Act*, S.O. 1992, chapter 23, as amended, and all Regulations thereto including the Ontario Building Code, 2006, as amended;

"canopy" means a canopy as defined in the *Building Code Act* and includes a free-standing roof-like structure constructed on lands used for a gas bar or service station;

"City" means The Corporation of the City of Brampton;

"college" has the same meaning as in section 171.1 of the *Education Act*, R.S.O. 1990, ch. E.2;

"Council" means the Council of the Corporation of the City of Brampton;

"development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the total floor area, and includes redevelopment;

"development charge" means a charge imposed pursuant to this by-law;

"distribution centre" means a building or structure primarily used for the storage and distribution of goods, wares, merchandise, substances, articles or things;

"double duplex" means a separate building that consists of two duplexes attached to each other;

"duplex" means a separate building that is divided horizontally into two separate dwelling units, each of which has a separate entrance either directly or through a common vestibule;

"dwelling unit" means one or more habitable rooms designed or intended to be used together as a single and separate house-keeping unit by one person or jointly by two or more persons, containing its own kitchen and sanitary facilities;

"farm building" means a farm building as defined in the *Building Code Act*;

"floor" includes a paved, concrete, wooden, gravel, or dirt floor;

"grade" means the average level of proposed or finished ground adjoining a building or structure at all exterior walls;

"industrial use" means land, buildings or structures used or designed or intended for use for or in connection with manufacturing, producing, or processing of raw goods, warehousing or bulk storage of goods, distribution centre, truck terminal, research or development in connection with manufacturing, producing, or processing of raw goods, storage, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include a building used exclusively for office or administrative purposes unless it is attached to an industrial building or structure as defined above, and does not include a retail warehouse;

"land" includes buildings or structures;

"large apartment" means, for the purposes of the Schedules attached: an apartment unit having a floor area of more than 750 square feet;

“live-work” means a unit defined as a single unit consisting of both a residential dwelling unit and a commercial/office component, designed or intended for occupation by the same resident;

“local board” means a public utility commission, transportation commission, public library board, board of park management, local board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special act with respect to any of the affairs or purposes of the City or the Region; but does not include a conservation authority established under the *Conservation Authorities Act*, R.S.O. 1990, c.C.27;

“mezzanine” means a mezzanine as defined in the *Building Code Act*;

“mixed use” means a use or intended use of the same land, building or structure for any two or more uses defined in this by-law;

“mobile temporary sales trailer” means a trailer that is designed to be made mobile, is placed without a foundation on land and is used exclusively for new residential sales, and concrete piers or sono tubes are deemed not to be foundations for the purposes of this definition;

“multiple dwelling” means all dwellings other than single-family detached dwellings, semi-detached dwellings, and apartment dwellings;

“non-industrial use” means the use of land, buildings or structures or parts thereof, used, designed or intended to be used for any use other than for residential use or for industrial use, or for office use, as those terms are defined in this section, and a non-industrial use includes a retail warehouse;

“non-residential use” means the use of land, buildings or structures or portions thereof used, designed or intended to be used for any use other than for residential use as that term is defined in this section;

“office use” means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with office or administrative purposes, provided that the building or structure has an office or administrative component equal to or greater than 50 percent of the total gross floor area of the building or structure. For the purposes of this by-law office use excludes office or administrative uses located in a shopping centre, except where the building or structure has an office or administrative component equal to or greater than 75 percent and is equal to or greater than 3 storeys in height, and excludes office or administrative uses where such uses are accessory to an industrial use;

“owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“Place of Worship” means a place or building or part thereof including accessory buildings or structures that are used for the regular assembly of persons for the practice of religious worship, services or rites. It may include accessory uses such as classrooms for religious

instruction, including programs of community social benefit, assembly areas, kitchens, offices of the administration of the place of worship, a single residence for the faith group leader, and a small scale day nursery, but shall not include a cemetery or more than one dwelling unit;

“planned seniors retirement community” means a housing project consisting of ground-related dwelling units in single family, semi-detached, or multiple dwellings and other amenities, all of which are designed, marketed, developed, and constructed to provide living accommodation for and to meet the needs of senior citizens or older or retired persons on land designated by a resolution of the City Council as a planned seniors retirement community;

“protracted” means in relation to a temporary building or structure, the continuation of its construction, erection, placement on land, alteration or of an addition to it for a continuous period exceeding eight months;

“public hospital” means a hospital as defined in the *Public Hospitals Act*, R.S.O. 1990, ch. P.40;

“redevelopment” means the construction, erection or placing of one or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure for any of the following:

- i) from residential to non-residential,
- ii) from non-residential to residential,
- iii) from industrial to non-industrial and,
- iv) from office to non-office;

“Region” means The Regional Municipality of Peel;

“Regulation” means Ontario Reg.82/98, under the *Act*;

“residential use” means land, buildings or structures or portions thereof used, designed, or intended to be used as living accommodation within a dwelling unit, for one or more individuals;

“row house” means a building other than an apartment building, that is vertically divided into a minimum of three dwelling units, each of which has independent entrances at grade to the front and the rear of the building, and each of which shares a common wall adjoining dwelling units above grade;

“semi-detached dwelling” means a building divided vertically, into two separate dwelling units, with at least 50 per cent of the above-grade area of a main wall on one side of each dwelling unit attached to or the same as a main wall on one side of the other dwelling unit;

“services” means services designated in this by-law or in an agreement under section 44 of the *Act*, or both;

“shelf and rack storage system” means a shelf and rack storage system as defined in the *Building Code Act*;

“shopping centre” means the premises upon which a group of at least five separate commercial uses have been developed and are

managed as a unit by a single owner or tenant, or by a group of owners or tenants;

“single detached dwelling” means a completely detached residential building containing only one dwelling unit;

“small apartment”, notwithstanding the definition of an “apartment”, means any residential unit having a total floor area equal to or less than 750 square Feet;

“stacked townhouse dwelling” means a building containing two or more dwelling units where each dwelling unit is separated horizontally from another dwelling unit by a common wall;

“temporary building or structure” means a building or structure constructed or erected or placed on land for a continuous period not exceeding eight months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period not exceeding eight months;

“total floor area” means the sum total of the total areas of the floors in a building or structure, whether at, above, or below-grade, measured between the exterior faces of the exterior walls of the building or structure or from the centre line of a common wall separating two uses, or from the outside edge of a floor where the outside edge of the floor does not meet an exterior or common wall, and:

- (a) includes the floor area of a mezzanine and air-supported structure and the space occupied by interior walls and partitions; and
- (b) excludes any parts of the building or structure used for mechanical equipment related to the operation or maintenance of the building or structure, stairwells, elevators and washrooms; and
- (c) excludes any part of a building or structure above or below grade, used exclusively for the temporary parking of a motor vehicle or used for the provision of loading spaces; and
- (d) includes any part of a building or structure above or below grade used as a commercial parking garage; and
- (e) where a building or structure does not have any walls, the total floor area shall be the sum total of the area of land directly beneath the roof of the building and the total areas of the floors in the building or structure; and
- (f) excludes the area of any self-contained structural shelf and rack storage system as defined in the *Building Code Act*;

“triplex” means a building or structure that is divided horizontally into three separate dwelling units, each of which has a separate entrance through a common vestibule;

“truck terminal” means a building, structure or place where, for the purpose of a common carrier, trucks or transports are rented, leased,

kept for hire, or stored, or parked for remuneration or from which trucks or transports are dispatched.

“university” has the same meaning as is set out in section 171.1 of the *Education Act*;

“use” means the use of land, a building or a structure.

Rules

2. For the purpose of complying with section 6 of the *Act*:
 - (a) the area to which this by-law applies shall be the area described in section 3 of this by-law;
 - (b) the rules developed under paragraph 9 of subsection 5(1) of the *Act* for determining if a development charge is payable in any particular case and for determining the amount of the charge are set forth in sections 4 through 17 inclusive;
 - (c) the exemptions provided for by such rules shall be the exemptions set forth in sections 18 through 22 inclusive, of this by-law, the indexing of charges shall be in accordance with section 15 of this by-law, and there shall be no phasing in as provided in subsection 16(1) of this by-law; and
 - (d) the calculation of development charges payable with respect to redevelopment of land shall be in accordance with the rules set forth in section 23 of this by-law.

Lands Affected

3. This by-law applies to all lands in the geographic area of the City.

Designation of Services

4. It is hereby declared by Council that all development of land within the area to which this by-law applies will increase the need for services.
5. The development charge applicable to a development as determined under this by-law shall apply without regard to the services required or used by an individual development.
6. Development charges shall be imposed under this by-law, for the following categories of services to pay for the increased capital costs required because of increased needs for services arising from development: RECREATION SERVICES

Approvals for Development

7. Development charges shall be imposed against all lands, buildings or structures within the area to which this by-law applies, if the development of such lands, buildings or structures requires any of the following approvals:
 - (a) the passing of a zoning by-law or of an amendment thereto under section 34 of the *Planning Act*;

- (b) the approval of a minor variance under section 45 of the *Planning Act*;
 - (c) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (e) a consent under section 53 of the *Planning Act*;
 - (f) the approval of a description under section 9 of the *Condominium Act*; or
 - (g) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
8. No more than one development charge for each service designated in section 6 of this by-law shall be imposed upon any lands, buildings or structures to which this by-law applies even though two or more of the actions described in section 7 are required before the lands, buildings or structures can be developed.
9. Notwithstanding section 8, if two or more of the actions described in section 7 occur at different times, additional development charges shall be imposed in respect of any increased or additional development permitted by that action.
10. Where a development requires an approval described in section 7 after the issuance of a building permit and no development charge has been paid, then the development charge shall be paid prior to the granting of the approval required under section 7.
11. If a development does not require a building permit but does require one or more of the approvals described in section 7, then the development charge shall nonetheless be payable in respect of any increased or additional development permitted by such approval required for the increased or additional development being granted, and such development charge shall be paid prior to the granting of the approval required.

Calculation of Development Charges

12. The development charge with respect to the use of any land, buildings or structures shall be calculated as follows:
- (a) in the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units; and
 - (b) in the case of a live-work development, based upon the number and type of dwelling units, only; and
 - (c) in the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development.

Amount of Charge – Residential

13. (1) The development charges described in Schedule A to this by-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or structure, on the residential component of the mixed use building or structure, according to the type of residential use.
- (2) Despite subsection 13(1), the development charges described in Schedule A to this by-law for dwelling units larger than 750 square feet in apartment dwellings shall be imposed on all dwelling units in single detached dwellings, semi-detached dwellings and multiple-dwellings constructed in a planned seniors retirement community, provided that the zoning by-law in force for the planned seniors retirement community limits the number of bedrooms in any dwelling unit to 2 bedrooms, and the number of dwelling units in the community and the maximum floor area of the dwelling units to amounts determined by Council in the zoning by-law.
- (3) Where the application for a site plan application, if applicable, or for a building permit application, is for the development of row houses as defined in this by-law, the development charge payable shall be the amounts set out in Schedule A for row houses and shall be effective as of the date of this by-law.
- (4) If the development charges required to be paid by subsections 13(1), 13(2) or 13(3) or any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Amount of Charge – Non-Residential

14. (1) The development charges described in Schedule B to this by-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed use building or structure, on the non-residential component of the mixed use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.
- (2) Despite clause (1), development charges shall not be imposed on the mechanical portions of buildings that service residential units and which are situated on the same land as all of the residential units that they service.
- (3) If the development charges required to be paid by subsection 14(1) or 14(2) or if any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Indexing of Development Charges

15. The development charges set out in Schedules A and B shall be adjusted, without amendment to this by-law, semi-annually on February 1st and August 1st in each year, commencing February 1st, 2015 in accordance with the Statistics Canada Quarterly, Construction Price Statistics (catalogue number 62-007) with the base index value being that in effect on August 1, 2014.

Phasing, Timing of Calculation and Payment

16. (1) The development charges set out in this by-law are not subject to phasing in and are payable in full from the effective date of this by-law, subject to applicable exemptions, credits, and discounts;
- (2) Subject to section 23 of this by-law (with respect to redevelopment) and subsection 16(3) below, the development charge shall be calculated as of, and shall be payable, on the date the first building permit is issued in relation to a building or structure on the land to which the development charge applies;
- (3) Where a development charge applies to land in relation to which a building permit is required, no building permit shall be issued until the development charge has been paid in full;
- (4) Notwithstanding subsection 16(3), the City may, in its sole discretion, require an owner to enter into an agreement, including the provision of security for the owner's obligations under agreement, pursuant to section 27 of the *Act*, providing for all or part of a development charge to be paid before or after it otherwise would be payable. In that event, the terms of such agreement shall then prevail over the provision of this by-law.

Payment By Money or the Provision of Services

17. (1) Payment of development charges shall be by cash or by certified cheque.
- (2) In the alternative to payment by the means provided in subsection (1), the City may, by an agreement entered into with the owner, accept the provision of services in full or partial satisfaction of the development charge otherwise payable, provided that:
- (a) if the City and the owner cannot agree as to the reasonable cost of doing the work under subsection (2), the dispute shall be referred to Council, whose decision shall be final and binding;
- (b) if the credit exceeds the amount of the charge for the service to which the work relates,
- (i) the excess amount shall not be credited against the charge for any other service, unless the City has so agreed in an agreement entered into under section 38 of the *Act*; and
- (ii) in no event shall the City be required to make a cash payment to the credit holder.

- (c) notwithstanding the repeal of By-Law 223-2009, any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, prior to the enactment of this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*; or
 - (d) any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, either prior to, or after, the enactment of this by-law, which credits do not relate to the category of services covered by this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*.
- (3) Nothing in this by-law prevents Council from requiring, as a condition of an agreement under sections 51 or 53 of the *Planning Act*, that the owner, at his or her own expense, install such local services related to a plan of subdivision or within the area to which the plan relates, as Council may require, and/or that the owner pay for local connections to storm drainage facilities installed at the owner's expense, and/or administrative, processing, or inspection fees.

Rules with Respect to Exemptions for Intensification of Existing Housing

18. (1) This by-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the effect only,
- (a) of permitting the enlargement of an existing dwelling unit;
 - (b) of creating one or two additional dwelling units in an existing single detached dwelling unit;
 - (c) of creating one additional dwelling unit in an existing semi-detached dwelling unit; or
 - (d) of creating one additional dwelling unit for any other existing residential building.
- (2) Notwithstanding clauses (1)(b) to (d), a development charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the total floor area of the additional one or two dwelling units exceeds the total floor area of the existing dwelling unit in clause (1)(b) and (1)(c), and the smallest existing dwelling unit in clause (1)(d).

Rules with Respect to Industrial Expansion Exemption

19. (1) If a development includes the enlargement of the gross floor area of an existing industrial building, the amount of the development charge that is payable under this by-law, is the following:

- (a) if the gross floor area is enlarged by 50 per cent or less, the amount of the development charge in respect of the enlargement is zero; and
 - (b) if the gross floor area is enlarged by more than 50 per cent, development charges are payable on the amount by which the enlargement exceeds 50 per cent of the gross floor area before the enlargement
- (2) For the purpose of this section, the terms "gross floor area" and "existing industrial building" shall have the same meaning as those terms have in the Regulation made under the *Act*.
- (3) For the purpose of interpreting the definition of "existing industrial building" contained in the Regulation, regard shall be had for the classification of the lands in question pursuant to the *Assessment Act*, R.S.O. 1990, c.A.31, and in particular:
- (a) whether the lands fall within a tax class such that taxes on the lands are payable at the industrial tax rate; and
 - (b) whether more than fifty per cent (50%) of the gross floor area of the building or structure has an industrial property code for assessment purposes;
- (4) Despite subsection (3), distribution centres, warehousing, the bulk storage of goods and truck terminals shall be considered industrial uses.
- (5) For the purpose of the application of section 4 of the *Act* to the operation of this by-law:
- (a) the gross floor area of an existing industrial building shall be calculated as it existed prior to the first enlargement in respect of that building for which an exemption under section 4 of the *Act* is sought; and
 - (b) the enlargement of the gross floor area of the existing building must:
 - (i) be attached to the existing industrial building
 - (ii) not be attached to the existing industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, shared below-grade connection, foundation, footing, parking facility, service tunnel or service pipe;
 - (iii) be for use or in connection with an industrial purpose as set out in this by-law; and
 - (iv) constitute a bone fide increase in the size of the existing building.

Categories of Exempt Institutions

20. (1) The following categories of institutions are hereby designated as

being exempt from the payment of development charges:

- (a) land, buildings or structures used as hospitals governed by the *Public Hospitals Act*, R.S.O. 1990, c. P. 40;
 - (b) land, buildings or structures owned by and used for the purposes of the City, the Region, or their local boards as required by the *Act*;
 - (c) land, buildings or structures owned by a board of education and used only for school purposes as required by the *Act*;
 - (d) land, buildings or structures owned by and used for the purposes of a college or university;
 - (e) land, building or structures used for the purposes of a Place of Worship, excluding that portion of the land, building or structure used for the purposes of:
 - i) private schools
 - ii) banquet halls
 - iii) supportive housing
 - iv) major daycare facilities
 - v) retail or commercial
 - (f) land, buildings or structures used only for the purpose of a temporary office for new residential sales.
- (2) The exemption referred to in this paragraph 20(1)(b) does not apply to the development for residential uses of lands owned by:
- (a) the Region or any local board thereof, including the Peel Children's Aid Society; or
 - (b) any corporation owned, controlled, or operated by the Region, including Peel Non-Profit Housing Corporation.

Agricultural Uses

21. Agricultural uses, as well as farm buildings and other ancillary development to an agricultural use, excluding any residential or commercial uses, shall be exempt from the provisions of this by-law.

Temporary Buildings or Structures

22. (1) Temporary buildings or structures shall be exempt from the provisions of this by-law, so long as the status as a temporary building or structure is maintained in accordance with the provisions of this by-law;
- (2) In the event that a temporary building or structure becomes protracted, it shall be deemed not to be, or ever to have been a temporary building or structure, and the development charges required to be paid under this by-law shall become payable on the date the temporary building or structure becomes protracted; and

- (3) Prior to the City issuing a building permit for a temporary building or structure, the City may require an owner to enter into an agreement, including the provision of security for the owner's obligation under the agreement, pursuant to section 27 of the *Act*, providing for all or part of the development charge required by subsection 22(2) to be paid after it would otherwise be payable. The terms of such agreement shall then prevail over the provisions of this by-law.

Rules with Respect to the Redevelopment of Land

23. (1) Where there is a redevelopment of land on which there is a conversion of space proposed, or on which there was formerly erected a building or structure that has been demolished or will be demolished within a period no longer than 4 months from the date of issuance of a building permit, a credit shall be allowed against the development charge otherwise payable by the owner pursuant to this by-law, for the portion of the previous building or structure still in existence that is being converted or for the portion of the building or structure that has or will be demolished, as the case may be, calculated by multiplying the number and type of dwelling units being converted or demolished or the non-residential total floor area being converted or demolished by the relevant development charge in effect on the date when the development charge is payable in accordance with this by-law.
- (2) If a credit has been allowed against the development charge otherwise payable and a building permit for the redevelopment has been issued, in advance of the occurrence of the demolition, the owner must complete and provide proof of the demolition no later than 4 months after the issuance of the building permit or the amount for which the development charge credit was provided shall become fully payable.
- (3) A credit in respect of any demolition under this section shall not be given unless the demolition permit was issued on or after October 28, 1991.
- (4) The amount of any credit hereunder shall not exceed, in total, the amount of the development charges otherwise payable under this by-law with respect to the redevelopment.
- (5) For the purposes of this section, dwelling units or total floor area accidentally destroyed by fire shall be deemed to have been demolished under a demolition permit issued on the date of the fire.

Interest

24. The City shall pay interest on a refund under subsections 17(3), (5) and 24(2) of the *Act* at a rate equal to the Bank of Canada rate on the date this by-law comes into effect.

Front Ending Agreements

25. The City may enter into agreements under section 44 of the *Act*.

Schedules

26. The following Schedules to this by-law form an integral part of this by-law:

Schedule 'A' Residential Development Charges

Schedule 'B' Non-residential Development Charges

By-law Registration

27. A certified copy of this by-law may be registered in the by-law register in the Land Registry Office against all lands in the City and may be registered against title to any land to which this by-law applies.

Date By-law Effective

28. This by-law comes into force and effect on August 1, 2014.

Date By-law Expires

29. This by-law expires five years after the date on which it comes into force and effect.

Repeal

30. By-law No. 223-2009 is hereby repealed, effective on the date this by-law comes into force and effect.

Headings for Reference Only

31. The headings inserted in this by-law are for convenience and reference only, and shall not affect the construction or interpretation of this by-law.

Interpretation

32. All words defined in the *Act* or the Regulation have the same meaning in this by-law as they have in the *Act* or the Regulation, unless they are defined differently in this by-law.

33. All references to the provisions of any statute or regulation or to the Ontario Building Code contained in this by-law shall also refer to the same or similar provision in the statute or regulation or code as amended, replaced, revised or consolidated from time to time.

Severability

34. If, for any reason, any provision, section, subsection or paragraph of this by-law is held invalid, it is hereby declared to be the intention of Council that all the remainder of this by-law shall continue in full force and effect until repealed, re-enacted or amended, in whole or in part or dealt with in any other way.

Short Title

35. This by-law may be referred to as the City of Brampton Development Charges By-law for RECREATION SERVICES, 2014.

READ A FIRST, SECOND and THIRD TIME and PASSED in Open Council this 18th day of June 2014.

Approved as to form
18/06/14
S.F.
Legal Services

Approved as to content.
2014/06/18
P. Fay


Susan Fennell, Mayor


Peter Fay, City Clerk

Schedule 'A'

Schedule A to xxx-By-Law Residential Development Charge				
SERVICE CATEGORY	Charge Per Unit Type			
	Singles/ Semis	Rows / Other Multiples	Large Apartment > 750 sq.ft	Small Apartment < = 750 sq.ft
RECREATION SERVICES	\$9,131	\$7,365	\$5,161	\$3,230
Total	\$9,131	\$7,365	\$5,161	\$3,230

Schedule 'B'

Non-Residential Development Charge

(Not Required)



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 169-2014

Development Charges

**To establish development charges for the
City of Brampton pertaining to
FIRE SERVICES and to repeal By-law 224-2009**

WHEREAS subsection 2(1) of the *Act* provides that the Council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from the development of the area to which the by-law applies;

AND WHEREAS the City has completed and has considered a study entitled, "City of Brampton, 2014 Development Charge Background Study", dated May 28, 2014 (the "Study"), as required by section 10 of the *Act*;

AND WHEREAS the Study was made available to the public, and Council gave notice to the public of a public meeting, pursuant to section 12 of the *Act*, which was held on June 11, 2014, and at which the Study was again provided to the public, along with the proposed development charge by-laws, and Council heard representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council approved the Study, as amended by the matters identified in the staff report dated June 13, 2014;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated that it intends to ensure that the increase in the need for services attributable to the anticipated development identified in the Study, as amended, will be met;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated its intent that future excess capacity identified in the Study shall be paid for by development charges or other similar charges;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council determined that no further public meetings were required, under section 12 of the *Act*.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BRAMPTON ENACTS AS FOLLOWS:

Definitions

1. In this by-law,

"accessory" means, where used to describe a use, building or structure, that the use, building or structure is naturally and normally incidental to and exclusively devoted to a principal use, building or structure;

"Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27;

"agricultural use" means a bona fide farming operation, including sod farms, the breeding and boarding of horses, and greenhouses;

"air-supported structure" means an air-supported structure as defined in the *Building Code Act*;

"apartment dwelling" means a building containing six or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements;

"apartment" means a dwelling unit in a duplex, triplex, double duplex or in a mixed use building not exceeding three stories in height and a dwelling unit in a building where such dwelling unit is served by a principal entrance from the street level common to three or more other dwelling units, despite the forgoing, an apartment dwelling includes those stacked townhouse dwellings or back-to-back townhouse dwellings that are developed on a block approved for development at a minimum density of sixty (60) units per hectare pursuant to plans and drawings approved under section 41 of the *Planning Act*;

"back-to-back townhouse dwelling" means a building containing four or more dwelling units separated vertically by a common wall, including a rear common wall, that do not have rear yards;

"board of education" has the same meaning as "board" under the *Education Act*, R.S.O. 1990, ch. E.2;

"building or structure" means a structure occupying an area greater than 10 square metres consisting of a wall, roof, and floor or any of them or a structural system serving the function thereof, and includes an air-supported structure, mezzanine, and an exterior storage tank, but does not include: a farm building, or a canopy, or an exterior storage tank where such exterior storage tank constitutes an accessory use;

"*Building Code Act*" means the *Building Code Act*, S.O. 1992, chapter 23, as amended, and all Regulations thereto including the Ontario Building Code, 2006, as amended;

"canopy" means a canopy as defined in the *Building Code Act* and includes a free-standing roof-like structure constructed on lands used for a gas bar or service station;

"City" means The Corporation of the City of Brampton;

"college" has the same meaning as in section 171.1 of the *Education Act*, R.S.O. 1990, ch. E.2;

"Council" means the Council of the Corporation of the City of Brampton;

"development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the total floor area, and includes redevelopment;

"development charge" means a charge imposed pursuant to this by-law;

"distribution centre" means a building or structure primarily used for the storage and distribution of goods, wares, merchandise, substances, articles or things;

"double duplex" means a separate building that consists of two duplexes attached to each other;

"duplex" means a separate building that is divided horizontally into two separate dwelling units, each of which has a separate entrance either directly or through a common vestibule;

"dwelling unit" means one or more habitable rooms designed or intended to be used together as a single and separate house-keeping unit by one person or jointly by two or more persons, containing its own kitchen and sanitary facilities;

"farm building" means a farm building as defined in the *Building Code Act*;

"floor" includes a paved, concrete, wooden, gravel, or dirt floor;

"grade" means the average level of proposed or finished ground adjoining a building or structure at all exterior walls;

"industrial use" means land, buildings or structures used or designed or intended for use for or in connection with manufacturing, producing, or processing of raw goods, warehousing or bulk storage of goods, distribution centre, truck terminal, research or development in connection with manufacturing, producing, or processing of raw goods, storage, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include a building used exclusively for office or administrative purposes unless it is attached to an industrial building or structure as defined above, and does not include a retail warehouse;

"land" includes buildings or structures;

"large apartment" means, for the purposes of the Schedules attached: an apartment unit having a floor area of more than 750 square feet;

"live-work" means a unit defined as a single unit consisting of both a residential dwelling unit and a commercial/office component, designed or intended for occupation by the same resident;

"local board" means a public utility commission, transportation commission, public library board, board of park management, local board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special act with respect to any of the affairs or purposes of the City or the Region; but does not include a conservation authority established under the *Conservation Authorities Act*, R.S.O. 1990, c.C.27;

"mezzanine" means a mezzanine as defined in the *Building Code Act*;

"mixed use" means a use or intended use of the same land, building or structure for any two or more uses defined in this by-law;

"mobile temporary sales trailer" means a trailer that is designed to be made mobile, is placed without a foundation on land and is used exclusively for new residential sales, and concrete piers or sono tubes are deemed not to be foundations for the purposes of this definition;

"multiple dwelling" means all dwellings other than single-family detached dwellings, semi-detached dwellings, and apartment dwellings;

"non-industrial use" means the use of land, buildings or structures or parts thereof, used, designed or intended to be used for any use other than for residential use or for industrial use, or for office use, as those terms are defined in this section, and a non-industrial use includes a retail warehouse;

"non-residential use" means the use of land, buildings or structures or portions thereof used, designed or intended to be used for any use other than for residential use as that term is defined in this section;

"office use" means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with office or administrative purposes, provided that the building or structure has an office or administrative component equal to or greater than 50 percent of the total gross floor area of the building or structure. For the purposes of this by-law office use excludes office or administrative uses located in a shopping centre, except where the building or structure has an office or administrative component equal to or greater than 75 percent and is equal to or greater than 3 storeys in height, and excludes office or administrative uses where such uses are accessory to an industrial use;

"owner" means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“Place of Worship” means a place or building or part thereof including accessory buildings or structures that are used for the regular assembly of persons for the practice of religious worship, services or rites. It may include accessory uses such as classrooms for religious instruction, including programs of community social benefit, assembly areas, kitchens, offices of the administration of the place of worship, a single residence for the faith group leader, and a small scale day nursery, but shall not include a cemetery or more than one dwelling unit;

“planned seniors retirement community” means a housing project consisting of ground-related dwelling units in single family, semi-detached, or multiple dwellings and other amenities, all of which are designed, marketed, developed, and constructed to provide living accommodation for and to meet the needs of senior citizens or older or retired persons on land designated by a resolution of the City Council as a planned seniors retirement community;

“protracted” means in relation to a temporary building or structure, the continuation of its construction, erection, placement on land, alteration or of an addition to it for a continuous period exceeding eight months;

“public hospital” means a hospital as defined in the *Public Hospitals Act*, R.S.O. 1990, ch. P.40;

“redevelopment” means the construction, erection or placing of one or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure for any of the following:

- i) from residential to non-residential,
- ii) from non-residential to residential,
- iii) from industrial to non-industrial and,
- iv) from office to non-office;

“Region” means The Regional Municipality of Peel;

“Regulation” means Ontario Reg.82/98, under the *Act*;

“residential use” means land, buildings or structures or portions thereof used, designed, or intended to be used as living accommodation within a dwelling unit, for one or more individuals;

“row house” means a building other than an apartment building, that is vertically divided into a minimum of three dwelling units, each of which has independent entrances at grade to the front and the rear of the building, and each of which shares a common wall adjoining dwelling units above grade;

“semi-detached dwelling” means a building divided vertically, into two separate dwelling units, with at least 50 per cent of the above-grade area of a main wall on one side of each dwelling unit attached to or the same as a main wall on one side of the other dwelling unit;

“services” means services designated in this by-law or in an agreement under section 44 of the *Act*, or both;

“shelf and rack storage system” means a shelf and rack storage system as defined in the *Building Code Act*;

“shopping centre” means the premises upon which a group of at least five separate commercial uses have been developed and are managed as a unit by a single owner or tenant, or by a group of owners or tenants;

“single detached dwelling” means a completely detached residential building containing only one dwelling unit;

“small apartment”, notwithstanding the definition of an “apartment”, means any residential unit having a total floor area equal to or less than 750 square Feet;

“stacked townhouse dwelling” means a building containing two or more dwelling units where each dwelling unit is separated horizontally from another dwelling unit by a common wall;

“temporary building or structure” means a building or structure constructed or erected or placed on land for a continuous period not exceeding eight months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period not exceeding eight months;

“total floor area” means the sum total of the total areas of the floors in a building or structure, whether at, above, or below-grade, measured between the exterior faces of the exterior walls of the building or structure or from the centre line of a common wall separating two uses, or from the outside edge of a floor where the outside edge of the floor does not meet an exterior or common wall, and:

- (a) includes the floor area of a mezzanine and air-supported structure and the space occupied by interior walls and partitions; and
- (b) excludes any parts of the building or structure used for mechanical equipment related to the operation or maintenance of the building or structure, stairwells, elevators and washrooms; and
- (c) excludes any part of a building or structure above or below grade, used exclusively for the temporary parking of a motor vehicle or used for the provision of loading spaces; and
- (d) includes any part of a building or structure above or below grade used as a commercial parking garage; and
- (e) where a building or structure does not have any walls, the total floor area shall be the sum total of the area of land directly beneath the roof of the building and the total areas of the floors in the building or structure; and
- (f) excludes the area of any self-contained structural shelf and rack storage system as defined in the *Building Code Act*;

"triplex" means a building or structure that is divided horizontally into three separate dwelling units, each of which has a separate entrance through a common vestibule;

"truck terminal" means a building, structure or place where, for the purpose of a common carrier, trucks or transports are rented, leased, kept for hire, or stored, or parked for remuneration or from which trucks or transports are dispatched.

"university" has the same meaning as is set out in section 171.1 of the *Education Act*,

"use" means the use of land, a building or a structure.

Rules

2. For the purpose of complying with section 6 of the *Act*:
 - (a) the area to which this by-law applies shall be the area described in section 3 of this by-law;
 - (b) the rules developed under paragraph 9 of subsection 5(1) of the *Act* for determining if a development charge is payable in any particular case and for determining the amount of the charge are set forth in sections 4 through 17 inclusive;
 - (c) the exemptions provided for by such rules shall be the exemptions set forth in sections 18 through 22 inclusive, of this by-law, the indexing of charges shall be in accordance with section 15 of this by-law, and there shall be no phasing in as provided in subsection 16(1) of this by-law; and
 - (d) the calculation of development charges payable with respect to redevelopment of land shall be in accordance with the rules set forth in section 23 of this by-law.

Lands Affected

3. This by-law applies to all lands in the geographic area of the City.

Designation of Services

4. It is hereby declared by Council that all development of land within the area to which this by-law applies will increase the need for services.
5. The development charge applicable to a development as determined under this by-law shall apply without regard to the services required or used by an individual development.
6. Development charges shall be imposed under this by-law, for the following categories of services to pay for the increased capital costs required because of increased needs for services arising from development: FIRE SERVICES

Approvals for Development

7. Development charges shall be imposed against all lands, buildings or

structures within the area to which this by-law applies, if the development of such lands, buildings or structures requires any of the following approvals:

- (a) the passing of a zoning by-law or of an amendment thereto under section 34 of the *Planning Act*;
 - (b) the approval of a minor variance under section 45 of the *Planning Act*;
 - (c) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (e) a consent under section 53 of the *Planning Act*;
 - (f) the approval of a description under section 9 of the *Condominium Act*; or
 - (g) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
8. No more than one development charge for each service designated in section 6 of this by-law shall be imposed upon any lands, buildings or structures to which this by-law applies even though two or more of the actions described in section 7 are required before the lands, buildings or structures can be developed.
9. Notwithstanding section 8, if two or more of the actions described in section 7 occur at different times, additional development charges shall be imposed in respect of any increased or additional development permitted by that action.
10. Where a development requires an approval described in section 7 after the issuance of a building permit and no development charge has been paid, then the development charge shall be paid prior to the granting of the approval required under section 7.
11. If a development does not require a building permit but does require one or more of the approvals described in section 7, then the development charge shall nonetheless be payable in respect of any increased or additional development permitted by such approval required for the increased or additional development being granted, and such development charge shall be paid prior to the granting of the approval required.

Calculation of Development Charges

12. The development charge with respect to the use of any land, buildings or structures shall be calculated as follows:
- (a) in the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units; and

- (b) in the case of a live-work development, based upon the number and type of dwelling units, only; and
- (c) in the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development.

Amount of Charge – Residential

13. (1) The development charges described in Schedule A to this by-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or structure, on the residential component of the mixed use building or structure, according to the type of residential use.
- (2) Despite subsection 13(1), the development charges described in Schedule A to this by-law for dwelling units larger than 750 square feet in apartment dwellings shall be imposed on all dwelling units in single detached dwellings, semi-detached dwellings and multiple-dwellings constructed in a planned seniors retirement community, provided that the zoning by-law in force for the planned seniors retirement community limits the number of bedrooms in any dwelling unit to 2 bedrooms, and the number of dwelling units in the community and the maximum floor area of the dwelling units to amounts determined by Council in the zoning by-law.
- (3) Where the application for a site plan application, if applicable, or for a building permit application, is for the development of row houses as defined in this bylaw, the development charge payable shall be the amounts set out in Schedule A for row houses and shall be effective as of the date of this bylaw.
- (4) If the development charges required to be paid by subsections 13(1), 13(2) or 13(3) or any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the Act.

Amount of Charge – Non-Residential

14. (1) The development charges described in Schedule B to this by-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed use building or structure, on the non-residential component of the mixed use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.
- (2) Despite clause (1), development charges shall not be imposed on the mechanical portions of buildings that service residential units and which are situated on the same land as all of the residential units that they service.
- (3) If the development charges required to be paid by subsection 14(1) or 14(2) or if any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and

shall be collected in the same manner as taxes in accordance with subsection 32(1) of the Act.

Indexing of Development Charges

15. The development charges set out in Schedules A and B shall be adjusted, without amendment to this by-law, semi-annually on February 1st and August 1st in each year, commencing February 1st, 2015 in accordance with the Statistics Canada Quarterly, Construction Price Statistics (catalogue number 62-007) with the base index value being that in effect on August 1, 2014.

Phasing, Timing of Calculation and Payment

16. (1) The development charges set out in this by-law are not subject to phasing in and are payable in full from the effective date of this by-law, subject to applicable exemptions, credits, and discounts;
- (2) Subject to section 23 of this by-law (with respect to redevelopment) and subsection 16(3) below, the development charge shall be calculated as of, and shall be payable, on the date the first building permit is issued in relation to a building or structure on the land to which the development charge applies;
- (3) Where a development charge applies to land in relation to which a building permit is required, no building permit shall be issued until the development charge has been paid in full;
- (4) Notwithstanding subsection 16(3), the City may, in its sole discretion, require an owner to enter into an agreement, including the provision of security for the owner's obligations under agreement, pursuant to section 27 of the Act, providing for all or part of a development charge to be paid before or after it otherwise would be payable. In that event, the terms of such agreement shall then prevail over the provision of this by-law.

Payment By Money or the Provision of Services

17. (1) Payment of development charges shall be by cash or by certified cheque.
- (2) In the alternative to payment by the means provided in subsection (1), the City may, by an agreement entered into with the owner, accept the provision of services in full or partial satisfaction of the development charge otherwise payable, provided that:
- (a) if the City and the owner cannot agree as to the reasonable cost of doing the work under subsection (2), the dispute shall be referred to Council, whose decision shall be final and binding;
- (b) if the credit exceeds the amount of the charge for the service to which the work relates,
- (i) the excess amount shall not be credited against the charge for any other service, unless the City has so

agreed in an agreement entered into under section 38 of the *Act*; and

- (ii) in no event shall the City be required to make a cash payment to the credit holder.
 - (g) notwithstanding the repeal of By-Law 224-2009, any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, prior to the enactment of this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*; or
 - (h) any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, either prior to, or after, the enactment of this by-law, which credits do not relate to the category of services covered by this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*.
- (3) Nothing in this by-law prevents Council from requiring, as a condition of an agreement under sections 51 or 53 of the *Planning Act*, that the owner, at his or her own expense, install such local services related to a plan of subdivision or within the area to which the plan relates, as Council may require, and/or that the owner pay for local connections to storm drainage facilities installed at the owner's expense, and/or administrative, processing, or inspection fees.

Rules with Respect to Exemptions for Intensification of Existing Housing

18. (1) This by-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the effect only,
- (a) of permitting the enlargement of an existing dwelling unit;
 - (b) of creating one or two additional dwelling units in an existing single detached dwelling unit;
 - (c) of creating one additional dwelling unit in an existing semi detached dwelling unit; or
 - (d) of creating one additional dwelling unit for any other existing residential building.
- (2) Notwithstanding clauses (1)(b) to (d), a development charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the total floor area of the additional one or two dwelling units exceeds the total floor area of the existing dwelling unit in clause (1)(b) and (1)(c), and the smallest existing dwelling unit in clause (1)(d).

Rules with Respect to Industrial Expansion Exemption

19. (1) If a development includes the enlargement of the gross floor

area of an existing industrial building, the amount of the development charge that is payable under this by-law, is the following:

- (a) if the gross floor area is enlarged by 50 per cent or less, the amount of the development charge in respect of the enlargement is zero; and
 - (b) if the gross floor area is enlarged by more than 50 per cent, development charges are payable on the amount by which the enlargement exceeds 50 per cent of the gross floor area before the enlargement
- (2) For the purpose of this section, the terms "gross floor area" and "existing industrial building" shall have the same meaning as those terms have in the Regulation made under the *Act*.
- (3) For the purpose of interpreting the definition of "existing industrial building" contained in the Regulation, regard shall be had for the classification of the lands in question pursuant to the *Assessment Act*, R.S.O. 1990, c.A.31, and in particular:
- (a) whether the lands fall within a tax class such that taxes on the lands are payable at the industrial tax rate; and
 - (b) whether more than fifty per cent (50%) of the gross floor area of the building or structure has an industrial property code for assessment purposes;
- (4) Despite subsection (3), distribution centres, warehousing, the bulk storage of goods and truck terminals shall be considered industrial uses.
- (5) For the purpose of the application of section 4 of the *Act* to the operation of this by-law:
- (a) the gross floor area of an existing industrial building shall be calculated as it existed prior to the first enlargement in respect of that building for which an exemption under section 4 of the *Act* is sought; and
 - (b) the enlargement of the gross floor area of the existing building must:
 - (i) be attached to the existing industrial building
 - (ii) not be attached to the existing industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, shared below-grade connection, foundation, footing, parking facility, service tunnel or service pipe;
 - (iii) be for use or in connection with an industrial purpose as set out in this by-law; and
 - (iv) constitute a bone fide increase in the size of the existing building.

Categories of Exempt Institutions

20. (1) The following categories of institutions are hereby designated as being exempt from the payment of development charges:
- (a) land, buildings or structures used as hospitals governed by the *Public Hospitals Act*, R.S.O. 1990, c. P. 40;
 - (b) land, buildings or structures owned by and used for the purposes of the City, the Region, or their local boards as required by the *Act*;
 - (c) land, buildings or structures owned by a board of education and used only for school purposes as required by the *Act*;
 - (d) land, buildings or structures owned by and used for the purposes of a college or university;
 - (i) land, building or structures used for the purposes of a Place of Worship, excluding that portion of the land, building or structure used for the purposes of:
 - i) private schools
 - ii) banquet halls
 - iii) supportive housing
 - iv) major daycare facilities
 - v) retail or commercial
 - (f) land, buildings or structures used only for the purpose of a temporary office for new residential sales.
- (2) The exemption referred to in this paragraph 20(1)(b) does not apply to the development for residential uses of lands owned by:
- (a) the Region or any local board thereof, including the Peel Children's Aid Society; or
 - (b) any corporation owned, controlled, or operated by the Region, including Peel Non-Profit Housing Corporation.

Agricultural Uses

21. Agricultural uses, as well as farm buildings and other ancillary development to an agricultural use, excluding any residential or commercial uses, shall be exempt from the provisions of this by-law.

Temporary Buildings or Structures

22. (1) Temporary buildings or structures shall be exempt from the provisions of this by-law, so long as the status as a temporary building or structure is maintained in accordance with the provisions of this by-law;
- (2) In the event that a temporary building or structure becomes protracted, it shall be deemed not to be, or ever to have been a temporary building or structure, and the development charges

required to be paid under this by-law shall become payable on the date the temporary building or structure becomes protracted; and

- (3) Prior to the City issuing a building permit for a temporary building or structure, the City may require an owner to enter into an agreement, including the provision of security for the owner's obligation under the agreement, pursuant to section 27 of the *Act*, providing for all or part of the development charge required by subsection 22(2) to be paid after it would otherwise be payable. The terms of such agreement shall then prevail over the provisions of this by-law.

Rules with Respect to the Redevelopment of Land

23. (1) Where there is a redevelopment of land on which there is a conversion of space proposed, or on which there was formerly erected a building or structure that has been demolished or will be demolished within a period no longer than 4 months from the date of issuance of a building permit, a credit shall be allowed against the development charge otherwise payable by the owner pursuant to this by-law, for the portion of the previous building or structure still in existence that is being converted or for the portion of the building or structure that has or will be demolished, as the case may be, calculated by multiplying the number and type of dwelling units being converted or demolished or the non-residential total floor area being converted or demolished by the relevant development charge in effect on the date when the development charge is payable in accordance with this by-law.
- (2) If a credit has been allowed against the development charge otherwise payable and a building permit for the redevelopment has been issued, in advance of the occurrence of the demolition, the owner must complete and provide proof of the demolition no later than 4 months after the issuance of the building permit or the amount for which the development charge credit was provided shall become fully payable.
- (3) A credit in respect of any demolition under this section shall not be given unless the demolition permit was issued on or after October 28, 1991.
- (4) The amount of any credit hereunder shall not exceed, in total, the amount of the development charges otherwise payable under this by-law with respect to the redevelopment.
- (5) For the purposes of this section, dwelling units or total floor area accidentally destroyed by fire shall be deemed to have been demolished under a demolition permit issued on the date of the fire.

Interest

24. The City shall pay interest on a refund under subsections 17(3), (5) and 24(2) of the *Act* at a rate equal to the Bank of Canada rate on the date this by-law comes into effect.

Front Ending Agreements

25. The City may enter into agreements under section 44 of the *Act*.

Schedules

26. The following Schedules to this by-law form an integral part of this by-law:

Schedule 'A' Residential Development Charges

Schedule 'B' Non-residential Development Charges

By-law Registration

27. A certified copy of this by-law may be registered in the by-law register in the Land Registry Office against all lands in the City and may be registered against title to any land to which this by-law applies.

Date By-law Effective

28. This by-law comes into force and effect on August 1, 2014.

Date By-law Expires

29. This by-law expires five years after the date on which it comes into force and effect.

Repeal

30. By-law No. 224-2009 is hereby repealed, effective on the date this by-law comes into force and effect.

Headings for Reference Only

31. The headings inserted in this by-law are for convenience and reference only, and shall not affect the construction or interpretation of this by-law.

Interpretation

32. All words defined in the *Act* or the Regulation have the same meaning in this by-law as they have in the *Act* or the Regulation, unless they are defined differently in this by-law.

33. All references to the provisions of any statute or regulation or to the Ontario Building Code contained in this by-law shall also refer to the same or similar provision in the statute or regulation or code as amended, replaced, revised or consolidated from time to time.

Severability

34. If, for any reason, any provision, section, subsection or paragraph of this by-law is held invalid, it is hereby declared to be the intention of Council that all the remainder of this by-law shall continue in full force and effect until repealed, re-enacted or amended, in whole or in part or dealt with in any other way.

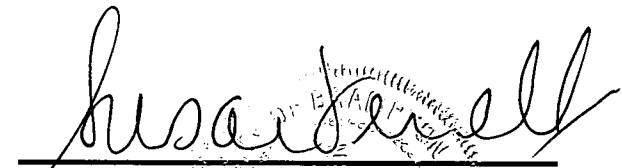
Short Title

35. This by-law may be referred to as the City of Brampton Development charges By-law for FIRE SERVICES, 2014.

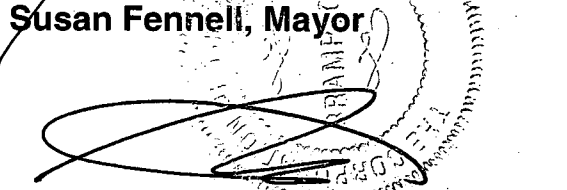
READ A FIRST, SECOND and THIRD TIME and PASSED in Open Council this 18th day of June 2014.

Approved as to form 18/06/14 Tiz legal services
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Approved as to content. 2014/06/18 Peter Fay
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Susan Fennell, Mayor



Peter Fay, City Clerk

Schedule 'A'

Schedule A to xxx-By-Law Residential Development Charge				
SERVICE CATEGORY	Charge Per Unit Type			
	Singles/ Semis	Rows / Other Multiples	Large Apartment > 750 sq.ft	Small Apartment <= 750 sq.ft
FIRE SERVICES	\$631	\$509	\$357	\$223
Total	\$631	\$509	\$357	\$223

Schedule 'B'

Schedule B to XXX-By-Law Non-Residential Development Charge Industrial/ Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
FIRE SERVICES	\$1.97
Total	\$1.97

Schedule B to XXX-By-Law Non-Residential Development Charge Non-Industrial/ Non-Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
FIRE SERVICES	\$1.97
Total	\$1.97



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 170-2014

Development Charges
To establish development charges for the
City of Brampton pertaining to
LIBRARY SERVICES
and to repeal By-law 225-2009

WHEREAS subsection 2(1) of the *Act* provides that the Council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from the development of the area to which the by-law applies;

AND WHEREAS the City has completed and has considered a study entitled, "City of Brampton, 2014 Development Charge Background Study", dated May 28, 2014 (the "Study"), as required by section 10 of the *Act*;

AND WHEREAS the Study was made available to the public, and Council gave notice to the public of a public meeting, pursuant to section 12 of the *Act*, which was held on June 11, 2014, and at which the Study was again provided to the public, along with the proposed development charge by-laws, and Council heard representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council approved the Study, as amended by the matters identified in the staff report dated June 13, 2014;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated that it intends to ensure that the increase in the need for services attributable to the anticipated development identified in the Study, as amended, will be met;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated its intent that future excess capacity identified in the Study shall be paid for by development charges or other similar charges;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council determined that no further public meetings were required, under section 12 of the *Act*.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BRAMPTON ENACTS AS FOLLOWS:

Definitions

1. In this by-law,

"accessory" means, where used to describe a use, building or structure, that the use, building or structure is naturally and normally incidental to and exclusively devoted to a principal use, building or structure;

"Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27;

"agricultural use" means a bona fide farming operation, including sod farms, the breeding and boarding of horses, and greenhouses;

"air-supported structure" means an air-supported structure as defined in the *Building Code Act*;

"apartment dwelling" means a building containing six or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements;

"apartment" means a dwelling unit in a duplex, triplex, double duplex or in a mixed use building not exceeding three stories in height and a dwelling unit in a building where such dwelling unit is served by a principal entrance from the street level common to three or more other dwelling units, despite the forgoing, an apartment dwelling includes those stacked townhouse dwellings or back-to-back townhouse dwellings that are developed on a block approved for development at a minimum density of sixty (60) units per hectare pursuant to plans and drawings approved under section 41 of the *Planning Act*;

"back-to-back townhouse dwelling" means a building containing four or more dwelling units separated vertically by a common wall, including a rear common wall, that do not have rear yards;

"board of education" has the same meaning as "board" under the *Education Act*, R.S.O. 1990, ch. E.2;

"building or structure" means a structure occupying an area greater than 10 square metres consisting of a wall, roof, and floor or any of them or a structural system serving the function thereof, and includes an air-supported structure, mezzanine, and an exterior storage tank, but does not include: a farm building, or a canopy, or an exterior storage tank where such exterior storage tank constitutes an accessory use;

"*Building Code Act*" means the *Building Code Act*, S.O. 1992, chapter 23, as amended, and all Regulations thereto including the Ontario Building Code, 2006, as amended;

"canopy" means a canopy as defined in the *Building Code Act* and includes a free-standing roof-like structure constructed on lands used for a gas bar or service station;

"City" means The Corporation of the City of Brampton;

"college" has the same meaning as in section 171.1 of the *Education Act*, R.S.O. 1990, ch. E.2;

"Council" means the Council of the Corporation of the City of Brampton;

"development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the total floor area, and includes redevelopment;

"development charge" means a charge imposed pursuant to this by-law;

"distribution centre" means a building or structure primarily used for the storage and distribution of goods, wares, merchandise, substances, articles or things;

"double duplex" means a separate building that consists of two duplexes attached to each other;

"duplex" means a separate building that is divided horizontally into two separate dwelling units, each of which has a separate entrance either directly or through a common vestibule;

"dwelling unit" means one or more habitable rooms designed or intended to be used together as a single and separate house-keeping unit by one person or jointly by two or more persons, containing its own kitchen and sanitary facilities;

"farm building" means a farm building as defined in the *Building Code Act*;

"floor" includes a paved, concrete, wooden, gravel, or dirt floor;

"grade" means the average level of proposed or finished ground adjoining a building or structure at all exterior walls;

"industrial use" means land, buildings or structures used or designed or intended for use for or in connection with manufacturing, producing, or processing of raw goods, warehousing or bulk storage of goods, distribution centre, truck terminal, research or development in connection with manufacturing, producing, or processing of raw goods, storage, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include a building used exclusively for office or administrative purposes unless it is attached to an industrial building or structure as defined above, and does not include a retail warehouse;

"land" includes buildings or structures;

“large apartment” means, for the purposes of the Schedules attached: an apartment unit having a floor area of more than 750 square feet;

“live-work” means a unit defined as a single unit consisting of both a residential dwelling unit and a commercial/office component, designed or intended for occupation by the same resident;

“local board” means a public utility commission, transportation commission, public library board, board of park management, local board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special act with respect to any of the affairs or purposes of the City or the Region; but does not include a conservation authority established under the *Conservation Authorities Act*, R.S.O. 1990, c.C.27;

“mezzanine” means a mezzanine as defined in the *Building Code Act*;

“mixed use” means a use or intended use of the same land, building or structure for any two or more uses defined in this by-law;

“mobile temporary sales trailer” means a trailer that is designed to be made mobile, is placed without a foundation on land and is used exclusively for new residential sales, and concrete piers or sono tubes are deemed not to be foundations for the purposes of this definition;

“multiple dwelling” means all dwellings other than single-family detached dwellings, semi-detached dwellings, and apartment dwellings;

“non-industrial use” means the use of land, buildings or structures or parts thereof, used, designed or intended to be used for any use other than for residential use or for industrial use, or for office use, as those terms are defined in this section, and a non-industrial use includes a retail warehouse;

“non-residential use” means the use of land, buildings or structures or portions thereof used, designed or intended to be used for any use other than for residential use as that term is defined in this section;

“office use” means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with office or administrative purposes, provided that the building or structure has an office or administrative component equal to or greater than 50 percent of the total gross floor area of the building or structure. For the purposes of this by-law office use excludes office or administrative uses located in a shopping centre, except where the building or structure has an office or administrative component equal to or greater than 75 percent and is equal to or greater than 3 storeys in height, and excludes office or administrative uses where such uses are accessory to an industrial use;

“owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“Place of Worship” means a place or building or part thereof including accessory buildings or structures that are used for the regular assembly of persons for the practice of religious worship, services or rites. It may include accessory uses such as classrooms for religious instruction, including programs of community social benefit, assembly areas, kitchens, offices of the administration of the place of worship, a single residence for the faith group leader, and a small scale day nursery, but shall not include a cemetery or more than one dwelling unit;

“planned seniors retirement community” means a housing project consisting of ground-related dwelling units in single family, semi-detached, or multiple dwellings and other amenities, all of which are designed, marketed, developed, and constructed to provide living accommodation for and to meet the needs of senior citizens or older or retired persons on land designated by a resolution of the City Council as a planned seniors retirement community;

“protracted” means in relation to a temporary building or structure, the continuation of its construction, erection, placement on land, alteration or of an addition to it for a continuous period exceeding eight months;

“public hospital” means a hospital as defined in the *Public Hospitals Act*, R.S.O. 1990, ch. P.40;

“redevelopment” means the construction, erection or placing of one or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure for any of the following:

- i) from residential to non-residential,
- ii) from non-residential to residential,
- iii) from industrial to non-industrial and,
- iv) from office to non-office;

“Region” means The Regional Municipality of Peel;

“Regulation” means Ontario Reg.82/98, under the *Act*;

“residential use” means land, buildings or structures or portions thereof used, designed, or intended to be used as living accommodation within a dwelling unit, for one or more individuals;

“row house” means a building other than an apartment building, that is vertically divided into a minimum of three dwelling units, each of which has independent entrances at grade to the front and the rear of the building, and each of which shares a common wall adjoining dwelling units above grade;

“semi-detached dwelling” means a building divided vertically, into two separate dwelling units, with at least 50 per cent of the above-grade area of a main wall on one side of each dwelling unit attached to or the same as a main wall on one side of the other dwelling unit;

“services” means services designated in this by-law or in an agreement under section 44 of the *Act*, or both;

“shelf and rack storage system” means a shelf and rack storage system as defined in the *Building Code Act*;

“shopping centre” means the premises upon which a group of at least five separate commercial uses have been developed and are managed as a unit by a single owner or tenant, or by a group of owners or tenants;

“single detached dwelling” means a completely detached residential building containing only one dwelling unit;

“small apartment”, notwithstanding the definition of an “apartment”, means any residential unit having a total floor area equal to or less than 750 square Feet;

“stacked townhouse dwelling” means a building containing two or more dwelling units where each dwelling unit is separated horizontally from another dwelling unit by a common wall;

“temporary building or structure” means a building or structure constructed or erected or placed on land for a continuous period not exceeding eight months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period not exceeding eight months;

“total floor area” means the sum total of the total areas of the floors in a building or structure, whether at, above, or below-grade, measured between the exterior faces of the exterior walls of the building or structure or from the centre line of a common wall separating two uses, or from the outside edge of a floor where the outside edge of the floor does not meet an exterior or common wall, and:

- (a) includes the floor area of a mezzanine and air-supported structure and the space occupied by interior walls and partitions; and
- (b) excludes any parts of the building or structure used for mechanical equipment related to the operation or maintenance of the building or structure, stairwells, elevators and washrooms; and
- (c) excludes any part of a building or structure above or below grade, used exclusively for the temporary parking of a motor vehicle or used for the provision of loading spaces; and
- (d) includes any part of a building or structure above or below grade used as a commercial parking garage; and
- (e) where a building or structure does not have any walls, the total floor area shall be the sum total of the area of land directly beneath the roof of the building and the total areas of the floors in the building or structure; and
- (f) excludes the area of any self-contained structural shelf and rack storage system as defined in the *Building Code Act*;

“triplex” means a building or structure that is divided horizontally into three separate dwelling units, each of which has a separate entrance through a common vestibule;

“truck terminal” means a building, structure or place where, for the purpose of a common carrier, trucks or transports are rented, leased, kept for hire, or stored, or parked for remuneration or from which trucks or transports are dispatched.

“university” has the same meaning as is set out in section 171.1 of the *Education Act*;

“use” means the use of land, a building or a structure.

Rules

2. For the purpose of complying with section 6 of the *Act*:
 - (a) the area to which this by-law applies shall be the area described in section 3 of this by-law;
 - (b) the rules developed under paragraph 9 of subsection 5(1) of the *Act* for determining if a development charge is payable in any particular case and for determining the amount of the charge are set forth in sections 4 through 17 inclusive;
 - (c) the exemptions provided for by such rules shall be the exemptions set forth in sections 18 through 22 inclusive, of this by-law, the indexing of charges shall be in accordance with section 15 of this by-law, and there shall be no phasing in as provided in subsection 16(1) of this by-law; and
 - (d) the calculation of development charges payable with respect to redevelopment of land shall be in accordance with the rules set forth in section 23 of this by-law.

Lands Affected

3. This by-law applies to all lands in the geographic area of the City.

Designation of Services

4. It is hereby declared by Council that all development of land within the area to which this by-law applies will increase the need for services.
5. The development charge applicable to a development as determined under this by-law shall apply without regard to the services required or used by an individual development.
6. Development charges shall be imposed under this by-law, for the following categories of services to pay for the increased capital costs required because of increased needs for services arising from development: LIBRARY SERVICES

Approvals for Development

7. Development charges shall be imposed against all lands, buildings or

structures within the area to which this by-law applies, if the development of such lands, buildings or structures requires any of the following approvals:

- (a) the passing of a zoning by-law or of an amendment thereto under section 34 of the *Planning Act*;
 - (b) the approval of a minor variance under section 45 of the *Planning Act*;
 - (c) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (e) a consent under section 53 of the *Planning Act*;
 - (f) the approval of a description under section 9 of the *Condominium Act*; or
 - (g) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
8. No more than one development charge for each service designated in section 6 of this by-law shall be imposed upon any lands, buildings or structures to which this by-law applies even though two or more of the actions described in section 7 are required before the lands, buildings or structures can be developed.
9. Notwithstanding section 8, if two or more of the actions described in section 7 occur at different times, additional development charges shall be imposed in respect of any increased or additional development permitted by that action.
10. Where a development requires an approval described in section 7 after the issuance of a building permit and no development charge as been paid, then the development charge shall be paid prior to the granting of the approval required under section 7.
11. If a development does not require a building permit but does require one or more of the approvals described in section 7, then the development charge shall nonetheless be payable in respect of any increased or additional development permitted by such approval required for the increased or additional development being granted, and such development charge shall be paid prior to the granting of the approval required.

Calculation of Development Charges

12. The development charge with respect to the use of any land, buildings or structures shall be calculated as follows:
- (a) in the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units; and

- (b) in the case of a live-work development, based upon the number and type of dwelling units, only; and
- (c) in the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development.

Amount of Charge – Residential

13. (1) The development charges described in Schedule A to this by-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or structure, on the residential component of the mixed use building or structure, according to the type of residential use.
- (2) Despite subsection 13(1), the development charges described in Schedule A to this by-law for dwelling units larger than 750 square feet in apartment dwellings shall be imposed on all dwelling units in single detached dwellings, semi-detached dwellings and multiple-dwellings constructed in a planned seniors retirement community, provided that the zoning by-law in force for the planned seniors retirement community limits the number of bedrooms in any dwelling unit to 2 bedrooms, and the number of dwelling units in the community and the maximum floor area of the dwelling units to amounts determined by Council in the zoning by-law.
- (3) Where the application for a site plan application, if applicable, or for a building permit application, is for the development of row houses as defined in this by-law, the development charge payable shall be the amounts set out in Schedule A for row houses and shall be effective as of the date of this by-law.
- (4) If the development charges required to be paid by subsections 13(1), 13(2) or 13(3) or any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Amount of Charge – Non-Residential

14. (1) The development charges described in Schedule B to this by-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed use building or structure, on the non-residential component of the mixed use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.
- (2) Despite clause (1), development charges shall not be imposed on the mechanical portions of buildings that service residential units and which are situated on the same land as all of the residential units that they service.
- (3) If the development charges required to be paid by subsection 14(1) or 14(2) or if any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and

shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Indexing of Development Charges

15. The development charges set out in Schedules A and B shall be adjusted, without amendment to this by-law, semi-annually on February 1st and August 1st in each year, commencing February 1st, 2015 in accordance with the Statistics Canada Quarterly, Construction Price Statistics (catalogue number 62-007) with the base index value being that in effect on August 1, 2014.

Phasing, Timing of Calculation and Payment

16. (1) The development charges set out in this by-law are not subject to phasing in and are payable in full from the effective date of this by-law, subject to applicable exemptions, credits, and discounts;
- (2) Subject to section 23 of this by-law (with respect to redevelopment) and subsection 16(3) below, the development charge shall be calculated as of, and shall be payable, on the date the first building permit is issued in relation to a building or structure on the land to which the development charge applies;
- (3) Where a development charge applies to land in relation to which a building permit is required, no building permit shall be issued until the development charge has been paid in full;
- (4) Notwithstanding subsection 16(3), the City may, in its sole discretion, require an owner to enter into an agreement, including the provision of security for the owner's obligations under agreement, pursuant to section 27 of the *Act*, providing for all or part of a development charge to be paid before or after it otherwise would be payable. In that event, the terms of such agreement shall then prevail over the provision of this by-law.

Payment By Money or the Provision of Services

17. (1) Payment of development charges shall be by cash or by certified cheque.
- (2) In the alternative to payment by the means provided in subsection (1), the City may, by an agreement entered into with the owner, accept the provision of services in full or partial satisfaction of the development charge otherwise payable, provided that:
- (a) if the City and the owner cannot agree as to the reasonable cost of doing the work under subsection (2), the dispute shall be referred to Council, whose decision shall be final and binding;
- (b) if the credit exceeds the amount of the charge for the service to which the work relates,
- (i) the excess amount shall not be credited against the charge for any other service, unless the City has so

agreed in an agreement entered into under section 38 of the *Act*, and

- (ii) in no event shall the City be required to make a cash payment to the credit holder.
 - (g) notwithstanding the repeal of By-Law 225-2009, any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, prior to the enactment of this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*; or
 - (h) any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, either prior to, or after, the enactment of this by-law, which credits do not relate to the category of services covered by this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*.
- (3) Nothing in this by-law prevents Council from requiring, as a condition of an agreement under sections 51 or 53 of the *Planning Act*, that the owner, at his or her own expense, install such local services related to a plan of subdivision or within the area to which the plan relates, as Council may require, and/or that the owner pay for local connections to storm drainage facilities installed at the owner's expense, and/or administrative, processing, or inspection fees.

Rules with Respect to Exemptions for Intensification of Existing Housing

18. (1) This by-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the effect only,
- (a) of permitting the enlargement of an existing dwelling unit;
 - (b) of creating one or two additional dwelling units in an existing single detached dwelling unit;
 - (c) of creating one additional dwelling unit in an existing semi-detached dwelling unit; or
 - (d) of creating one additional dwelling unit for any other existing residential building.
- (2) Notwithstanding clauses (1)(b) to (d), a development charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the total floor area of the additional one or two dwelling units exceeds the total floor area of the existing dwelling unit in clause (1)(b) and (1)(c), and the smallest existing dwelling unit in clause (1)(d).

Rules with Respect to Industrial Expansion Exemption

19. (1) If a development includes the enlargement of the gross floor

area of an existing industrial building, the amount of the development charge that is payable under this by-law, is the following:

- (a) if the gross floor area is enlarged by 50 per cent or less, the amount of the development charge in respect of the enlargement is zero; and
 - (b) if the gross floor area is enlarged by more than 50 per cent, development charges are payable on the amount by which the enlargement exceeds 50 per cent of the gross floor area before the enlargement
- (2) For the purpose of this section, the terms "gross floor area" and "existing industrial building" shall have the same meaning as those terms have in the Regulation made under the *Act*.
- (3) For the purpose of interpreting the definition of "existing industrial building" contained in the Regulation, regard shall be had for the classification of the lands in question pursuant to the *Assessment Act*, R.S.O. 1990, c.A.31, and in particular:
- (a) whether the lands fall within a tax class such that taxes on the lands are payable at the industrial tax rate; and
 - (b) whether more than fifty per cent (50%) of the gross floor area of the building or structure has an industrial property code for assessment purposes;
- (4) Despite subsection (3), distribution centres, warehousing, the bulk storage of goods and truck terminals shall be considered industrial uses.
- (5) For the purpose of the application of section 4 of the *Act* to the operation of this by-law:
- (a) the gross floor area of an existing industrial building shall be calculated as it existed prior to the first enlargement in respect of that building for which an exemption under section 4 of the *Act* is sought; and
 - (b) the enlargement of the gross floor area of the existing building must:
 - (i) be attached to the existing industrial building
 - (ii) not be attached to the existing industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, shared below-grade connection, foundation, footing, parking facility, service tunnel or service pipe;
 - (iii) be for use or in connection with an industrial purpose as set out in this by-law; and
 - (iv) constitute a bone fide increase in the size of the existing building.

Categories of Exempt Institutions

20. (1) The following categories of institutions are hereby designated as being exempt from the payment of development charges:
- (a) land, buildings or structures used as hospitals governed by the *Public Hospitals Act*, R.S.O. 1990, c. P. 40;
 - (b) land, buildings or structures owned by and used for the purposes of the City, the Region, or their local boards as required by the *Act*;
 - (c) land, buildings or structures owned by a board of education and used only for school purposes as required by the *Act*;
 - (d) land, buildings or structures owned by and used for the purposes of a college or university;
 - (e) land, building or structures used for the purposes of a Place of Worship, excluding that portion of the land, building or structure used for the purposes of:
 - i) private schools
 - ii) banquet halls
 - iii) supportive housing
 - iv) major daycare facilities
 - v) retail or commercial
 - (f) land, buildings or structures used only for the purpose of a temporary office for new residential sales.
- (2) The exemption referred to in this paragraph 20(1)(b) does not apply to the development for residential uses of lands owned by:
- (a) the Region or any local board thereof, including the Peel Children's Aid Society; or
 - (b) any corporation owned, controlled, or operated by the Region, including Peel Non-Profit Housing Corporation.

Agricultural Uses

21. Agricultural uses, as well as farm buildings and other ancillary development to an agricultural use, excluding any residential or commercial uses, shall be exempt from the provisions of this by-law.

Temporary Buildings or Structures

22. (1) Temporary buildings or structures shall be exempt from the provisions of this by-law, so long as the status as a temporary building or structure is maintained in accordance with the provisions of this by-law;
- (2) In the event that a temporary building or structure becomes protracted, it shall be deemed not to be, or ever to have been a temporary building or structure, and the development charges

required to be paid under this by-law shall become payable on the date the temporary building or structure becomes protracted; and

- (3) Prior to the City issuing a building permit for a temporary building or structure, the City may require an owner to enter into an agreement, including the provision of security for the owner's obligation under the agreement, pursuant to section 27 of the *Act*, providing for all or part of the development charge required by subsection 22(2) to be paid after it would otherwise be payable. The terms of such agreement shall then prevail over the provisions of this by-law.

Rules with Respect to the Redevelopment of Land

23. (1) Where there is a redevelopment of land on which there is a conversion of space proposed, or on which there was formerly erected a building or structure that has been demolished or will be demolished within a period no longer than 4 months from the date of issuance of a building permit, a credit shall be allowed against the development charge otherwise payable by the owner pursuant to this by-law, for the portion of the previous building or structure still in existence that is being converted or for the portion of the building or structure that has or will be demolished, as the case may be, calculated by multiplying the number and type of dwelling units being converted or demolished or the non-residential total floor area being converted or demolished by the relevant development charge in effect on the date when the development charge is payable in accordance with this by-law.
- (2) If a credit has been allowed against the development charge otherwise payable and a building permit for the redevelopment has been issued, in advance of the occurrence of the demolition, the owner must complete and provide proof of the demolition no later than 4 months after the issuance of the building permit or the amount for which the development charge credit was provided shall become fully payable.
- (3) A credit in respect of any demolition under this section shall not be given unless the demolition permit was issued on or after October 28, 1991.
- (4) The amount of any credit hereunder shall not exceed, in total, the amount of the development charges otherwise payable under this by-law with respect to the redevelopment.
- (5) For the purposes of this section, dwelling units or total floor area accidentally destroyed by fire shall be deemed to have been demolished under a demolition permit issued on the date of the fire.

Interest

24. The City shall pay interest on a refund under subsections 17(3), (5) and 24(2) of the *Act* at a rate equal to the Bank of Canada rate on the date this by-law comes into effect.

Front Ending Agreements

25. The City may enter into agreements under section 44 of the *Act*.

Schedules

26. The following Schedules to this by-law form an integral part of this by-law:

Schedule 'A' Residential Development Charges

Schedule 'B' Non-residential Development Charges

By-law Registration

27. A certified copy of this by-law may be registered in the by-law register in the Land Registry Office against all lands in the City and may be registered against title to any land to which this by-law applies.

Date By-law Effective

28. This by-law comes into force and effect on August 1, 2014.

Date By-law Expires

29. This by-law expires five years after the date on which it comes into force and effect.

Repeal

30. By-law No. 225-2009 is hereby repealed, effective on the date this by-law comes into force and effect.

Headings for Reference Only

31. The headings inserted in this by-law are for convenience and reference only, and shall not affect the construction or interpretation of this by-law.

Interpretation

32. All words defined in the *Act* or the Regulation have the same meaning in this by-law as they have in the *Act* or the Regulation, unless they are defined differently in this by-law.

33. All references to the provisions of any statute or regulation or to the Ontario Building Code contained in this by-law shall also refer to the same or similar provision in the statute or regulation or code as amended, replaced, revised or consolidated from time to time.

Severability

34. If, for any reason, any provision, section, subsection or paragraph of this by-law is held invalid, it is hereby declared to be the intention of Council that all the remainder of this by-law shall continue in full force

and effect until repealed, re-enacted or amended, in whole or in part or dealt with in any other way.

Short Title

35. This by-law may be referred to as the City of Brampton Development Charges By-law for LIBRARY SERVICES, 2014.

READ A FIRST, SECOND and THIRD TIME and PASSED in Open Council this 18th day of June 2014.

Approved as to form 18/06/14 T.F. Legal Services

Approved as to content. 2014/06/18 <i>[Signature]</i>

[Signature]

Susan Fennell, Mayor

[Signature]

Peter Fay, City Clerk

Schedule 'A'

Schedule A to xxx-By-Law Residential Development Charge				
SERVICE CATEGORY	Charge Per Unit Type			
	Singles/ Semis	Rows / Other Multiples	Large Apartment > 750 sq.ft	Small Apartment < = 750 sq.ft
LIBRARY SERVICES	\$661	\$533	\$374	\$234
Total	\$661	\$533	\$374	\$234

Schedule 'B'

Non-Residential Charge Not Required



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 171-2014

Development Charges

**To establish development charges for the
City of Brampton pertaining to
TRANSIT SERVICES and
to repeal By-law 226-2009**

WHEREAS subsection 2(1) of the *Act* provides that the Council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from the development of the area to which the by-law applies;

AND WHEREAS the City has completed and has considered a study entitled, "City of Brampton, 2014 Development Charge Background Study", dated May 28, 2014 (the "Study"), as required by section 10 of the *Act*;

AND WHEREAS the Study was made available to the public, and Council gave notice to the public of a public meeting, pursuant to section 12 of the *Act*, which was held on June 11, 2014, and at which the Study was again provided to the public, along with the proposed development charge by-laws, and Council heard representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council approved the Study, as amended by the matters identified in the staff report dated June 13, 2014;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated that it intends to ensure that the increase in the need for services attributable to the anticipated development identified in the Study, as amended, will be met;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated its intent that future excess capacity identified in the Study shall be paid for by development charges or other similar charges;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council determined that no further public meetings were required, under section 12 of the *Act*.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BRAMPTON ENACTS AS FOLLOWS:

Definitions

1. In this by-law,

"accessory" means, where used to describe a use, building or structure, that the use, building or structure is naturally and normally incidental to and exclusively devoted to a principal use, building or structure;

"Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27;

"agricultural use" means a bona fide farming operation, including sod farms, the breeding and boarding of horses, and greenhouses;

"air-supported structure" means an air-supported structure as defined in the *Building Code Act*;

"apartment dwelling" means a building containing six or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements;

"apartment" means a dwelling unit in a duplex, triplex, double duplex or in a mixed use building not exceeding three stories in height and a dwelling unit in a building where such dwelling unit is served by a principal entrance from the street level common to three or more other dwelling units, despite the forgoing, an apartment dwelling includes those stacked townhouse dwellings or back-to-back townhouse dwellings that are developed on a block approved for development at a minimum density of sixty (60) units per hectare pursuant to plans and drawings approved under section 41 of the *Planning Act*;

"back-to-back townhouse dwelling" means a building containing four or more dwelling units separated vertically by a common wall, including a rear common wall, that do not have rear yards;

"board of education" has the same meaning as "board" under the *Education Act*, R.S.O. 1990, ch. E.2;

"building or structure" means a structure occupying an area greater than 10 square metres consisting of a wall, roof, and floor or any of them or a structural system serving the function thereof, and includes an air-supported structure, mezzanine, and an exterior storage tank, but does not include: a farm building, or a canopy, or an exterior storage tank where such exterior storage tank constitutes an accessory use;

"*Building Code Act*" means the *Building Code Act*, S.O. 1992, chapter 23, as amended, and all Regulations thereto including the Ontario Building Code, 2006, as amended;

"canopy" means a canopy as defined in the *Building Code Act* and includes a free-standing roof-like structure constructed on lands used for a gas bar or service station;

"City" means The Corporation of the City of Brampton;

"college" has the same meaning as in section 171.1 of the *Education Act*, R.S.O. 1990, ch. E.2;

"Council" means the Council of the Corporation of the City of Brampton;

"development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the total floor area, and includes redevelopment;

"development charge" means a charge imposed pursuant to this by-law;

"distribution centre" means a building or structure primarily used for the storage and distribution of goods, wares, merchandise, substances, articles or things;

"double duplex" means a separate building that consists of two duplexes attached to each other;

"duplex" means a separate building that is divided horizontally into two separate dwelling units, each of which has a separate entrance either directly or through a common vestibule;

"dwelling unit" means one or more habitable rooms designed or intended to be used together as a single and separate house-keeping unit by one person or jointly by two or more persons, containing its own kitchen and sanitary facilities;

"farm building" means a farm building as defined in the *Building Code Act*;

"floor" includes a paved, concrete, wooden, gravel, or dirt floor;

"grade" means the average level of proposed or finished ground adjoining a building or structure at all exterior walls;

"industrial use" means land, buildings or structures used or designed or intended for use for or in connection with manufacturing, producing, or processing of raw goods, warehousing or bulk storage of goods, distribution centre, truck terminal, research or development in connection with manufacturing, producing, or processing of raw goods, storage, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include a building used exclusively for office or administrative purposes unless it is attached to an industrial building or structure as defined above, and does not include a retail warehouse;

"land" includes buildings or structures;

"large apartment" means, for the purposes of the Schedules attached: an apartment unit having a floor area of more than 750 square feet;

“live-work” means a unit defined as a single unit consisting of both a residential dwelling unit and a commercial/office component, designed or intended for occupation by the same resident;

“local board” means a public utility commission, transportation commission, public library board, board of park management, local board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special act with respect to any of the affairs or purposes of the City or the Region; but does not include a conservation authority established under the *Conservation Authorities Act*, R.S.O. 1990, c.C.27;

“mezzanine” means a mezzanine as defined in the *Building Code Act*;

“mixed use” means a use or intended use of the same land, building or structure for any two or more uses defined in this by-law;

“mobile temporary sales trailer” means a trailer that is designed to be made mobile, is placed without a foundation on land and is used exclusively for new residential sales, and concrete piers or sono tubes are deemed not to be foundations for the purposes of this definition;

“multiple dwelling” means all dwellings other than single-family detached dwellings, semi-detached dwellings, and apartment dwellings;

“non-industrial use” means the use of land, buildings or structures or parts thereof, used, designed or intended to be used for any use other than for residential use or for industrial use, or for office use, as those terms are defined in this section, and a non-industrial use includes a retail warehouse;

“non-residential use” means the use of land, buildings or structures or portions thereof used, designed or intended to be used for any use other than for residential use as that term is defined in this section;

“office use” means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with office or administrative purposes, provided that the building or structure has an office or administrative component equal to or greater than 50 percent of the total gross floor area of the building or structure. For the purposes of this by-law office use excludes office or administrative uses located in a shopping centre, except where the building or structure has an office or administrative component equal to or greater than 75 percent and is equal to or greater than 3 storeys in height, and excludes office or administrative uses where such uses are accessory to an industrial use;

“owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“Place of Worship” means a place or building or part thereof including accessory buildings or structures that are used for the regular assembly of persons for the practice of religious worship, services or rites. It may include accessory uses such as classrooms for religious

instruction, including programs of community social benefit, assembly areas, kitchens, offices of the administration of the place of worship, a single residence for the faith group leader, and a small scale day nursery, but shall not include a cemetery or more than one dwelling unit;

“planned seniors retirement community” means a housing project consisting of ground-related dwelling units in single family, semi-detached, or multiple dwellings and other amenities, all of which are designed, marketed, developed, and constructed to provide living accommodation for and to meet the needs of senior citizens or older or retired persons on land designated by a resolution of the City Council as a planned seniors retirement community;

“protracted” means in relation to a temporary building or structure, the continuation of its construction, erection, placement on land, alteration or of an addition to it for a continuous period exceeding eight months;

“public hospital” means a hospital as defined in the *Public Hospitals Act*, R.S.O. 1990, ch. P.40;

“redevelopment” means the construction, erection or placing of one or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure for any of the following:

- i) from residential to non-residential,
- ii) from non-residential to residential,
- iii) from industrial to non-industrial and,
- iv) from office to non-office;

“Region” means The Regional Municipality of Peel;

“Regulation” means Ontario Reg.82/98, under the *Act*;

“residential use” means land, buildings or structures or portions thereof used, designed, or intended to be used as living accommodation within a dwelling unit, for one or more individuals;

“row house” means a building other than an apartment building, that is vertically divided into a minimum of three dwelling units, each of which has independent entrances at grade to the front and the rear of the building, and each of which shares a common wall adjoining dwelling units above grade;

“semi-detached dwelling” means a building divided vertically, into two separate dwelling units, with at least 50 per cent of the above-grade area of a main wall on one side of each dwelling unit attached to or the same as a main wall on one side of the other dwelling unit;

“services” means services designated in this by-law or in an agreement under section 44 of the *Act*, or both;

“shelf and rack storage system” means a shelf and rack storage system as defined in the *Building Code Act*;

“shopping centre” means the premises upon which a group of at least

five separate commercial uses have been developed and are managed as a unit by a single owner or tenant, or by a group of owners or tenants;

“single detached dwelling” means a completely detached residential building containing only one dwelling unit;

“small apartment”, notwithstanding the definition of an “apartment”, means any residential unit having a total floor area equal to or less than 750 square Feet;

“stacked townhouse dwelling” means a building containing two or more dwelling units where each dwelling unit is separated horizontally from another dwelling unit by a common wall;

“temporary building or structure” means a building or structure constructed or erected or placed on land for a continuous period not exceeding eight months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period not exceeding eight months;

“total floor area” means the sum total of the total areas of the floors in a building or structure, whether at, above, or below-grade, measured between the exterior faces of the exterior walls of the building or structure or from the centre line of a common wall separating two uses, or from the outside edge of a floor where the outside edge of the floor does not meet an exterior or common wall, and:

- (a) includes the floor area of a mezzanine and air-supported structure and the space occupied by interior walls and partitions; and
- (b) excludes any parts of the building or structure used for mechanical equipment related to the operation or maintenance of the building or structure, stairwells, elevators and washrooms; and
- (c) excludes any part of a building or structure above or below grade, used exclusively for the temporary parking of a motor vehicle or used for the provision of loading spaces; and
- (d) includes any part of a building or structure above or below grade used as a commercial parking garage; and
- (e) where a building or structure does not have any walls, the total floor area shall be the sum total of the area of land directly beneath the roof of the building and the total areas of the floors in the building or structure; and
- (f) excludes the area of any self-contained structural shelf and rack storage system as defined in the *Building Code Act*;

“triplex” means a building or structure that is divided horizontally into three separate dwelling units, each of which has a separate entrance through a common vestibule;

“truck terminal” means a building, structure or place where, for the purpose of a common carrier, trucks or transports are rented, leased, kept for hire, or stored, or parked for remuneration or from which trucks or transports are dispatched.

“university” has the same meaning as is set out in section 171.1 of the *Education Act*;

“use” means the use of land, a building or a structure.

Rules

2. For the purpose of complying with section 6 of the *Act*:
 - (a) the area to which this by-law applies shall be the area described in section 3 of this by-law;
 - (b) the rules developed under paragraph 9 of subsection 5(1) of the *Act* for determining if a development charge is payable in any particular case and for determining the amount of the charge are set forth in sections 4 through 17 inclusive;
 - (c) the exemptions provided for by such rules shall be the exemptions set forth in sections 18 through 22 inclusive, of this by-law, the indexing of charges shall be in accordance with section 15 of this by-law, and there shall be no phasing in as provided in subsection 16(1) of this by-law; and
 - (d) the calculation of development charges payable with respect to redevelopment of land shall be in accordance with the rules set forth in section 23 of this by-law.

Lands Affected

3. This by-law applies to all lands in the geographic area of the City.

Designation of Services

4. It is hereby declared by Council that all development of land within the area to which this by-law applies will increase the need for services.
5. The development charge applicable to a development as determined under this by-law shall apply without regard to the services required or used by an individual development.
6. Development charges shall be imposed under this by-law, for the following categories of services to pay for the increased capital costs required because of increased needs for services arising from development: TRANSIT SERVICES

Approvals for Development

7. Development charges shall be imposed against all lands, buildings or

structures within the area to which this by-law applies, if the development of such lands, buildings or structures requires any of the following approvals:

- (a) the passing of a zoning by-law or of an amendment thereto under section 34 of the *Planning Act*;
 - (b) the approval of a minor variance under section 45 of the *Planning Act*;
 - (c) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (e) a consent under section 53 of the *Planning Act*;
 - (f) the approval of a description under section 9 of the *Condominium Act*; or
 - (g) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
8. No more than one development charge for each service designated in section 6 of this by-law shall be imposed upon any lands, buildings or structures to which this by-law applies even though two or more of the actions described in section 7 are required before the lands, buildings or structures can be developed.
9. Notwithstanding section 8, if two or more of the actions described in section 7 occur at different times, additional development charges shall be imposed in respect of any increased or additional development permitted by that action.
10. Where a development requires an approval described in section 7 after the issuance of a building permit and no development charge has been paid, then the development charge shall be paid prior to the granting of the approval required under section 7.
11. If a development does not require a building permit but does require one or more of the approvals described in section 7, then the development charge shall nonetheless be payable in respect of any increased or additional development permitted by such approval required for the increased or additional development being granted, and such development charge shall be paid prior to the granting of the approval required.

Calculation of Development Charges

12. The development charge with respect to the use of any land, buildings or structures shall be calculated as follows:
- (a) in the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units; and

- (b) in the case of a live-work development, based upon the number and type of dwelling units, only; and
- (c) in the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development.

Amount of Charge – Residential

13. (1) The development charges described in Schedule A to this by-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or structure, on the residential component of the mixed use building or structure, according to the type of residential use.
- (2) Despite subsection 13(1), the development charges described in Schedule A to this by-law for dwelling units larger than 750 square feet in apartment dwellings shall be imposed on all dwelling units in single detached dwellings, semi-detached dwellings and multiple-dwellings constructed in a planned seniors retirement community, provided that the zoning by-law in force for the planned seniors retirement community limits the number of bedrooms in any dwelling unit to 2 bedrooms, and the number of dwelling units in the community and the maximum floor area of the dwelling units to amounts determined by Council in the zoning by-law.
- (3) Where the application for a site plan application, if applicable, or for a building permit application, is for the development of row houses as defined in this bylaw, the development charge payable shall be the amounts set out in Schedule A for row houses and shall be effective as of the date of this bylaw.
- (4) If the development charges required to be paid by subsections 13(1), 13(2) or 13(3) or any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Amount of Charge – Non-Residential

14. (1) The development charges described in Schedule B to this by-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed use building or structure, on the non-residential component of the mixed use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.
- (2) Despite clause (1), development charges shall not be imposed on the mechanical portions of buildings that service residential units and which are situated on the same land as all of the residential units that they service.

- (3) If the development charges required to be paid by subsection 14(1) or 14(2) or if any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Indexing of Development Charges

15. The development charges set out in Schedules A and B shall be adjusted, without amendment to this by-law, semi-annually on February 1st and August 1st in each year, commencing February 1st, 2015 in accordance with the Statistics Canada Quarterly, Construction Price Statistics (catalogue number 62-007) with the base index value being that in effect on August 1, 2014.

Phasing, Timing of Calculation and Payment

16. (1) The development charges set out in this by-law are not subject to phasing in and are payable in full from the effective date of this by-law, subject to applicable exemptions, credits, and discounts;
- (2) Subject to section 23 of this by-law (with respect to redevelopment) and subsection 16(3) below, the development charge shall be calculated as of, and shall be payable, on the date the first building permit is issued in relation to a building or structure on the land to which the development charge applies;
- (3) Where a development charge applies to land in relation to which a building permit is required, no building permit shall be issued until the development charge has been paid in full;
- (4) Notwithstanding subsection 16(3), the City may, in its sole discretion, require an owner to enter into an agreement, including the provision of security for the owner's obligations under agreement, pursuant to section 27 of the *Act*, providing for all or part of a development charge to be paid before or after it otherwise would be payable. In that event, the terms of such agreement shall then prevail over the provision of this by-law.

Payment By Money or the Provision of Services

17. (1) Payment of development charges shall be by cash or by certified cheque.
- (2) In the alternative to payment by the means provided in subsection (1), the City may, by an agreement entered into with the owner, accept the provision of services in full or partial satisfaction of the development charge otherwise payable, provided that:
 - (a) if the City and the owner cannot agree as to the reasonable cost of doing the work under subsection (2), the dispute shall be referred to Council, whose decision shall be final and binding;

- (b) if the credit exceeds the amount of the charge for the service to which the work relates,
 - (i) the excess amount shall not be credited against the charge for any other service, unless the City has so agreed in an agreement entered into under section 38 of the *Act*; and
 - (ii) in no event shall the City be required to make a cash payment to the credit holder.
 - (g) notwithstanding the repeal of By-Law 226-2009, any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, prior to the enactment of this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*; or
 - (h) any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, either prior to, or after, the enactment of this by-law, which credits do not relate to the category of services covered by this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*.
- (3) Nothing in this by-law prevents Council from requiring, as a condition of an agreement under sections 51 or 53 of the *Planning Act*, that the owner, at his or her own expense, install such local services related to a plan of subdivision or within the area to which the plan relates, as Council may require, and/or that the owner pay for local connections to storm drainage facilities installed at the owner's expense, and/or administrative, processing, or inspection fees.

Rules with Respect to Exemptions for Intensification of Existing Housing

18. (1) This by-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the effect only,
- (a) of permitting the enlargement of an existing dwelling unit;
 - (b) of creating one or two additional dwelling units in an existing single detached dwelling unit;
 - (c) of creating one additional dwelling unit in an existing semi-detached dwelling unit; or
 - (d) of creating one additional dwelling unit for any other existing residential building.
- (2) Notwithstanding clauses (1)(b) to (d), a development charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the total floor area of the additional one or two dwelling units exceeds the total floor area.

of the existing dwelling unit in clause (1)(b) and (1)(c), and the smallest existing dwelling unit in clause (1)(d).

Rules with Respect to Industrial Expansion Exemption

19. (1) If a development includes the enlargement of the gross floor area of an existing industrial building, the amount of the development charge that is payable under this by-law, is the following:
- (a) if the gross floor area is enlarged by 50 per cent or less, the amount of the development charge in respect of the enlargement is zero; and
 - (b) if the gross floor area is enlarged by more than 50 per cent, development charges are payable on the amount by which the enlargement exceeds 50 per cent of the gross floor area before the enlargement
- (2) For the purpose of this section, the terms "gross floor area" and "existing industrial building" shall have the same meaning as those terms have in the Regulation made under the Act.
- (3) For the purpose of interpreting the definition of "existing industrial building" contained in the Regulation, regard shall be had for the classification of the lands in question pursuant to the *Assessment Act*, R.S.O. 1990, c.A.31, and in particular:
- (a) whether the lands fall within a tax class such that taxes on the lands are payable at the industrial tax rate; and
 - (b) whether more than fifty per cent (50%) of the gross floor area of the building or structure has an industrial property code for assessment purposes;
- (4) Despite subsection (3), distribution centres, warehousing, the bulk storage of goods and truck terminals shall be considered industrial uses.
- (5) For the purpose of the application of section 4 of the Act to the operation of this by-law:
- (a) the gross floor area of an existing industrial building shall be calculated as it existed prior to the first enlargement in respect of that building for which an exemption under section 4 of the Act is sought; and
 - (b) the enlargement of the gross floor area of the existing building must:
 - (i) be attached to the existing industrial building
 - (ii) not be attached to the existing industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, shared below-grade connection,

foundation, footing, parking facility, service tunnel or service pipe;

- (iii) be for use or in connection with an industrial purpose as set out in this by-law; and
- (iv) constitute a bone fide increase in the size of the existing building.

Categories of Exempt Institutions

20. (1) The following categories of institutions are hereby designated as being exempt from the payment of development charges:

- (a) land, buildings or structures used as hospitals governed by the *Public Hospitals Act*, R.S.O. 1990, c. P. 40;
- (b) land, buildings or structures owned by and used for the purposes of the City, the Region, or their local boards as required by the *Act*;
- (c) land, buildings or structures owned by a board of education and used only for school purposes as required by the *Act*;
- (d) land, buildings or structures owned by and used for the purposes of a college or university;
- (i) land, building or structures used for the purposes of a Place of Worship, excluding that portion of the land, building or structure used for the purposes of:
 - i) private schools
 - ii) banquet halls
 - iii) supportive housing
 - iv) major daycare facilities
 - v) retail or commercial
- (f) land, buildings or structures used only for the purpose of a temporary office for new residential sales.

(2) The exemption referred to in this paragraph 20(1)(b) does not apply to the development for residential uses of lands owned by:

- (a) the Region or any local board thereof, including the Peel Children's Aid Society; or
- (b) any corporation owned, controlled, or operated by the Region, including Peel Non-Profit Housing Corporation.

Agricultural Uses

21. Agricultural uses, as well as farm buildings and other ancillary development to an agricultural use, excluding any residential or commercial uses, shall be exempt from the provisions of this by-law.

Temporary Buildings or Structures

22. (1) Temporary buildings or structures shall be exempt from the provisions of this by-law, so long as the status as a temporary building or structure is maintained in accordance with the provisions of this by-law;
- (2) In the event that a temporary building or structure becomes protracted, it shall be deemed not to be, or ever to have been a temporary building or structure, and the development charges required to be paid under this by-law shall become payable on the date the temporary building or structure becomes protracted; and
- (3) Prior to the City issuing a building permit for a temporary building or structure, the City may require an owner to enter into an agreement, including the provision of security for the owner's obligation under the agreement, pursuant to section 27 of the Act, providing for all or part of the development charge required by subsection 22(2) to be paid after it would otherwise be payable. The terms of such agreement shall then prevail over the provisions of this by-law.

Rules with Respect to the Redevelopment of Land

23. (1) Where there is a redevelopment of land on which there is a conversion of space proposed, or on which there was formerly erected a building or structure that has been demolished or will be demolished within a period no longer than 4 months from the date of issuance of a building permit, a credit shall be allowed against the development charge otherwise payable by the owner pursuant to this by-law, for the portion of the previous building or structure still in existence that is being converted or for the portion of the building or structure that has or will be demolished, as the case may be, calculated by multiplying the number and type of dwelling units being converted or demolished or the non-residential total floor area being converted or demolished by the relevant development charge in effect on the date when the development charge is payable in accordance with this by-law.
- (2) If a credit has been allowed against the development charge otherwise payable and a building permit for the redevelopment has been issued, in advance of the occurrence of the demolition, the owner must complete and provide proof of the demolition no later than 4 months after the issuance of the building permit or the amount for which the development charge credit was provided shall become fully payable.
- (3) A credit in respect of any demolition under this section shall not be given unless the demolition permit was issued on or after October 28, 1991.
- (4) The amount of any credit hereunder shall not exceed, in total, the amount of the development charges otherwise payable under this by-law with respect to the redevelopment.

- (5) For the purposes of this section, dwelling units or total floor area accidentally destroyed by fire shall be deemed to have been demolished under a demolition permit issued on the date of the fire.

Interest

24. The City shall pay interest on a refund under subsections 17(3), (5) and 24(2) of the *Act* at a rate equal to the Bank of Canada rate on the date this by-law comes into effect.

Front Ending Agreements

25. The City may enter into agreements under section 44 of the *Act*.

Schedules

26. The following Schedules to this by-law form an integral part of this by-law:

Schedule 'A'	Residential Development Charges
Schedule 'B'	Non-residential Development Charges

By-law Registration

27. A certified copy of this by-law may be registered in the by-law register in the Land Registry Office against all lands in the City and may be registered against title to any land to which this by-law applies.

Date By-law Effective

28. This by-law comes into force and effect on August 1, 2014.

Date By-law Expires

29. This by-law expires five years after the date on which it comes into force and effect.

Repeal

30. By-law No. 226-2009 is hereby repealed, effective on the date this by-law comes into force and effect.

Headings for Reference Only

31. The headings inserted in this by-law are for convenience and reference only, and shall not affect the construction or interpretation of this by-law.

Interpretation

- 32. All words defined in the *Act* or the Regulation have the same meaning in this by-law as they have in the *Act* or the Regulation, unless they are defined differently in this by-law.
- 33. All references to the provisions of any statute or regulation or to the Ontario Building Code contained in this by-law shall also refer to the same or similar provision in the statute or regulation or code as amended, replaced, revised or consolidated from time to time.

Severability

- 34. If, for any reason, any provision, section, subsection or paragraph of this by-law is held invalid, it is hereby declared to be the intention of Council that all the remainder of this by-law shall continue in full force and effect until repealed, re-enacted or amended, in whole or in part or dealt with in any other way.

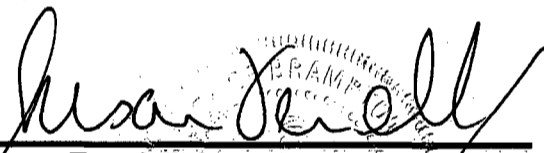
Short Title

- 35. This by-law may be referred to as the City of Brampton Development Charges By-law for TRANSIT SERVICES, 2014.

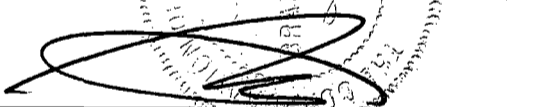
READ A FIRST, SECOND and THIRD TIME and PASSED in Open Council this 18th day of June 2014.

Approved as to form 18/06/14 DZ <hr/> Legal Services

Approved as to content. 2014/06/18 P. Fay <hr/>
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Susan Fennell, Mayor



Peter Fay, City Clerk

Schedule 'A'

Schedule A to xxx-By-Law Residential Development Charge				
SERVICE CATEGORY	Charge Per Unit Type			
	Singles/ Semis	Rows / Other Multiples	Large Apartment > 750 sq.ft	Small Apartment <= 750 sq.ft
TRANSIT	\$1,533	\$1,237	\$867	\$543
Total	\$1,533	\$1,237	\$867	\$543

Schedule 'B'

Schedule B to XXX-By-Law Non-Residential Development Charge Industrial/ Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
TRANSIT	\$4.79
Total	\$4.79

Schedule B to XXX-By-Law Non-Residential Development Charge Non-Industrial/ Non-Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
TRANSIT	\$4.79
Total	\$4.79



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 172-2014

Development Charges

To establish development charges for the
City of Brampton pertaining to
ROADS and to repeal By-law 227-2009

WHEREAS subsection 2(1) of the *Act* provides that the Council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from the development of the area to which the by-law applies;

AND WHEREAS the City has completed and has considered a study entitled, "City of Brampton, 2014 Development Charge Background Study", dated May 28, 2014 (the "Study"), as required by section 10 of the *Act*;

AND WHEREAS the Study was made available to the public, and Council gave notice to the public of a public meeting, pursuant to section 12 of the *Act*, which was held on June 11, 2014, and at which the Study was again provided to the public, along with the proposed development charge by-laws, and Council heard representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council approved the Study, as amended by the matters identified in the staff report dated June 13, 2014;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated that it intends to ensure that the increase in the need for services attributable to the anticipated development identified in the Study, as amended, will be met;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated its intent that future excess capacity identified in the Study shall be paid for by development charges or other similar charges;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council determined that no further public meetings were required, under section 12 of the *Act*.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BRAMPTON ENACTS AS FOLLOWS:

Definitions

1. In this by-law,

"accessory" means, where used to describe a use, building or structure, that the use, building or structure is naturally and normally incidental to and exclusively devoted to a principal use, building or structure;

"Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27;

"agricultural use" means a bona fide farming operation, including sod farms, the breeding and boarding of horses, and greenhouses;

"air-supported structure" means an air-supported structure as defined in the *Building Code Act*;

"apartment dwelling" means a building containing six or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements;

"apartment" means a dwelling unit in a duplex, triplex, double duplex or in a mixed use building not exceeding three stories in height and a dwelling unit in a building where such dwelling unit is served by a principal entrance from the street level common to three or more other dwelling units, despite the forgoing, an apartment dwelling includes those stacked townhouse dwellings or back-to-back townhouse dwellings that are developed on a block approved for development at a minimum density of sixty (60) units per hectare pursuant to plans and drawings approved under section 41 of the *Planning Act*;

"back-to-back townhouse dwelling" means a building containing four or more dwelling units separated vertically by a common wall, including a rear common wall, that do not have rear yards;

"board of education" has the same meaning as "board" under the *Education Act*, R.S.O. 1990, ch. E.2;

"building or structure" means a structure occupying an area greater than 10 square metres consisting of a wall, roof, and floor or any of them or a structural system serving the function thereof, and includes an air-supported structure, mezzanine, and an exterior storage tank, but does not include: a farm building, or a canopy, or an exterior storage tank where such exterior storage tank constitutes an accessory use;

"*Building Code Act*" means the *Building Code Act*, S.O. 1992, chapter 23, as amended, and all Regulations thereto including the Ontario Building Code, 2006, as amended;

"canopy" means a canopy as defined in the *Building Code Act* and includes a free-standing roof-like structure constructed on lands used for a gas bar or service station;

"City" means The Corporation of the City of Brampton;

"college" has the same meaning as in section 171.1 of the *Education Act*, R.S.O. 1990, ch. E.2;

"Council" means the Council of the Corporation of the City of Brampton;

"development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the total floor area, and includes redevelopment;

"development charge" means a charge imposed pursuant to this by-law;

"distribution centre" means a building or structure primarily used for the storage and distribution of goods, wares, merchandise, substances, articles or things;

"double duplex" means a separate building that consists of two duplexes attached to each other;

"duplex" means a separate building that is divided horizontally into two separate dwelling units, each of which has a separate entrance either directly or through a common vestibule;

"dwelling unit" means one or more habitable rooms designed or intended to be used together as a single and separate house-keeping unit by one person or jointly by two or more persons, containing its own kitchen and sanitary facilities;

"farm building" means a farm building as defined in the *Building Code Act*;

"floor" includes a paved, concrete, wooden, gravel, or dirt floor;

"Full Service Hotel" means a building that meets the definition of "hotel" under the City's Zoning By-law (270-2004 as amended) and includes at least the following midscale hotel attributes: a minimum of two meeting rooms or small ball room totalling a minimum of 140 square metres, a restaurant and bar open for use by the public, a pool, a fitness centre and well-appointed bedrooms with full amenities;

"grade" means the average level of proposed or finished ground adjoining a building or structure at all exterior walls;

"industrial use" means land, buildings or structures used or designed or intended for use for or in connection with manufacturing, producing, or processing of raw goods, warehousing or bulk storage of goods, distribution centre, truck terminal, research or development in connection with manufacturing, producing, or processing of raw goods, storage, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include a building used exclusively for office or administrative purposes unless it is attached to an industrial building

or structure as defined above, and does not include a retail warehouse;

“land” includes buildings or structures;

“large apartment” means, for the purposes of the Schedules attached: an apartment unit having a floor area of more than 750 square feet;

“live-work” means a unit defined as a single unit consisting of both a residential dwelling unit and a commercial/office component, designed or intended for occupation by the same resident;

“local board” means a public utility commission, transportation commission, public library board, board of park management, local board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special act with respect to any of the affairs or purposes of the City or the Region; but does not include a conservation authority established under the Conservation Authorities Act, R.S.O. 1990, c.C.27;

“mezzanine” means a mezzanine as defined in the *Building Code Act*;

“mixed use” means a use or intended use of the same land, building or structure for any two or more uses defined in this by-law;

“mobile temporary sales trailer” means a trailer that is designed to be made mobile, is placed without a foundation on land and is used exclusively for new residential sales, and concrete piers or sono tubes are deemed not to be foundations for the purposes of this definition;

“multiple dwelling” means all dwellings other than single-family detached dwellings, semi-detached dwellings, and apartment dwellings;

“non-industrial use” means the use of land, buildings or structures or parts thereof, used, designed or intended to be used for any use other than for residential use or for industrial use, or for office use, as those terms are defined in this section, and a non-industrial use includes a retail warehouse;

“non-residential use” means the use of land, buildings or structures or portions thereof used, designed or intended to be used for any use other than for residential use as that term is defined in this section;

“office use” means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with office or administrative purposes, provided that the building or structure has an office or administrative component equal to or greater than 50 percent of the total gross floor area of the building or structure. For the purposes of this by-law office use excludes office or administrative uses located in a shopping centre, except where the building or structure has an office or administrative component equal to or greater than 75 percent and is equal to or greater than 3 storeys in height, and excludes office or administrative uses where such uses are accessory to an industrial use;

“owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“Place of Worship” means a place or building or part thereof including accessory buildings or structures that are used for the regular assembly of persons for the practice of religious worship, services or rites. It may include accessory uses such as classrooms for religious instruction, including programs of community social benefit, assembly areas, kitchens, offices of the administration of the place of worship, a single residence for the faith group leader, and a small scale day nursery, but shall not include a cemetery or more than one dwelling unit;

“planned seniors retirement community” means a housing project consisting of ground-related dwelling units in single family, semi-detached, or multiple dwellings and other amenities, all of which are designed, marketed, developed, and constructed to provide living accommodation for and to meet the needs of senior citizens or older or retired persons on land designated by a resolution of the City Council as a planned seniors retirement community;

“protracted” means in relation to a temporary building or structure, the continuation of its construction, erection, placement on land, alteration or of an addition to it for a continuous period exceeding eight months;

“public hospital” means a hospital as defined in the *Public Hospitals Act*, R.S.O. 1990, ch. P.40;

“redevelopment” means the construction, erection or placing of one or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure for any of the following:

- i) from residential to non-residential,
- ii) from non-residential to residential,
- iii) from industrial to non-industrial and,
- iv) from office to non-office;

“Region” means The Regional Municipality of Peel;

“Regulation” means Ontario Reg.82/98, under the *Act*;

“residential use” means land, buildings or structures or portions thereof used, designed, or intended to be used as living accommodation within a dwelling unit, for one or more individuals;

“row house” means a building other than an apartment building, that is vertically divided into a minimum of three dwelling units, each of which has independent entrances at grade to the front and the rear of the building, and each of which shares a common wall adjoining dwelling units above grade;

“semi-detached dwelling” means a building divided vertically, into two separate dwelling units, with at least 50 per cent of the above-grade area of a main wall on one side of each dwelling unit attached to or the same as a main wall on one side of the other dwelling unit;

“services” means services designated in this by-law or in an agreement under section 44 of the *Act*, or both;

“shelf and rack storage system” means a shelf and rack storage system as defined in the *Building Code Act*;

“shopping centre” means the premises upon which a group of at least five separate commercial uses have been developed and are managed as a unit by a single owner or tenant, or by a group of owners or tenants;

“single detached dwelling” means a completely detached residential building containing only one dwelling unit;

“small apartment”, notwithstanding the definition of an “apartment”, means any residential unit having a total floor area equal to or less than 750 square feet;

“stacked townhouse dwelling” means a building containing two or more dwelling units where each dwelling unit is separated horizontally from another dwelling unit by a common wall;

“temporary building or structure” means a building or structure constructed or erected or placed on land for a continuous period not exceeding eight months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period not exceeding eight months;

“total floor area” means the sum total of the total areas of the floors in a building or structure, whether at, above, or below-grade, measured between the exterior faces of the exterior walls of the building or structure or from the centre line of a common wall separating two uses, or from the outside edge of a floor where the outside edge of the floor does not meet an exterior or common wall, and:

- (a) includes the floor area of a mezzanine and air-supported structure and the space occupied by interior walls and partitions; and
- (b) excludes any parts of the building or structure used for mechanical equipment related to the operation or maintenance of the building or structure, stairwells, elevators and washrooms; and
- (c) excludes any part of a building or structure above or below grade, used exclusively for the temporary parking of a motor vehicle or used for the provision of loading spaces; and
- (d) includes any part of a building or structure above or below grade used as a commercial parking garage; and
- (e) where a building or structure does not have any walls, the total floor area shall be the sum total of the area of land directly beneath the roof of the building and the total areas of the floors in the building or structure; and

(f) excludes the area of any self contained structural shelf and rack storage system as defined in the *Building Code Act*;

“triplex” means a building or structure that is divided horizontally into three separate dwelling units, each of which has a separate entrance through a common vestibule;

“truck terminal” means a building, structure or place where, for the purpose of a common carrier, trucks or transports are rented, leased, kept for hire, or stored, or parked for remuneration or from which trucks or transports are dispatched.

“university” has the same meaning as is set out in section 171.1 of the *Education Act*;

“use” means the use of land, a building or a structure.

Rules

2. For the purpose of complying with section 6 of the *Act*:
 - (a) the area to which this by-law applies shall be the area described in section 3 of this by-law;
 - (b) the rules developed under paragraph 9 of subsection 5(1) of the *Act* for determining if a development charge is payable in any particular case and for determining the amount of the charge are set forth in sections 4 through 17 inclusive;
 - (c) the exemptions provided for by such rules shall be the exemptions set forth in sections 18 through 22 inclusive and in section 25, of this by-law, the indexing of charges shall be in accordance with section 15 of this by-law, and there shall be no phasing in as provided in subsection 16(1) of this by-law; and
 - (d) the calculation of development charges payable with respect to redevelopment of land shall be in accordance with the rules set forth in section 23 of this by-law.

Lands Affected

3. This by-law applies to all lands in the geographic area of the City.

Designation of Services

4. It is hereby declared by Council that all development of land within the area to which this by-law applies will increase the need for services.
5. The development charge applicable to a development as determined under this by-law shall apply without regard to the services required or used by an individual development.
6. Development charges shall be imposed under this by-law, for the following categories of services to pay for the increased capital costs required because of increased needs for services arising from development: ROADS' SERVICES.

Approvals for Development

7. Development charges shall be imposed against all lands, buildings or structures within the area to which this by-law applies, if the development of such lands, buildings or structures requires any of the following approvals:
 - (a) the passing of a zoning by-law or of an amendment thereto under section 34 of the *Planning Act*;
 - (b) the approval of a minor variance under section 45 of the *Planning Act*;
 - (c) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (e) a consent under section 53 of the *Planning Act*;
 - (f) the approval of a description under section 9 of the *Condominium Act*; or
 - (g) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
8. No more than one development charge for each service designated in section 6 of this by-law shall be imposed upon any lands, buildings or structures to which this by-law applies even though two or more of the actions described in section 7 are required before the lands, buildings or structures can be developed.
9. Notwithstanding section 8, if two or more of the actions described in section 7 occur at different times, additional development charges shall be imposed in respect of any increased or additional development permitted by that action.
10. Where a development requires an approval described in section 7 after the issuance of a building permit and no development charge has been paid, then the development charge shall be paid prior to the granting of the approval required under section 7.
11. If a development does not require a building permit but does require one or more of the approvals described in section 7, then the development charge shall nonetheless be payable in respect of any increased or additional development permitted by such approval required for the increased or additional development being granted, and such development charge shall be paid prior to the granting of the approval required.

Calculation of Development Charges

12. The development charge with respect to the use of any land, buildings or structures shall be calculated as follows:

- (a) in the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units;
- (b) in the case of a live-work development, based upon the number and type of dwelling units, only; and
- (c) in the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development; and

Amount of Charge – Residential

13. (1) The development charges described in Schedule A to this by-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or structure, on the residential component of the mixed use building or structure, according to the type of residential use.
- (2) Despite subsection 13(1), the development charges described in Schedule A to this by-law for dwelling units larger than 750 square feet in apartment dwellings shall be imposed on all dwelling units in single detached dwellings, semi-detached dwellings and multiple-dwellings constructed in a planned seniors retirement community, provided that the zoning by-law in force for the planned seniors retirement community limits the number of bedrooms in any dwelling unit to 2 bedrooms, and the number of dwelling units in the community and the maximum floor area of the dwelling units to amounts determined by Council in the zoning by-law.
- (3) Where the application for a site plan application, if applicable, or for a building permit application, is for the development of row houses as defined in this bylaw, the development charge payable shall be the amounts set out in Schedule A for row houses and shall be effective as of the date of this bylaw.
- (4) If the development charges required to be paid by subsections 13(1), 13(2) or 13(3) or any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the Act.

Amount of Charge – Non-Residential

14. (1) The development charges described in Schedule B to this by-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed use building or structure, on the non-residential component of the mixed use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.
- (2) Despite clause (1), development charges shall not be imposed on the mechanical portions of buildings that service residential units and which are situated on the same land as all of the residential units that they service.

- (3) Despite subsection 14(1), the development charge rate described in Schedule B to this by-law applicable to non-residential Full Service Hotel uses of lands, buildings or structures shall be discounted to the rates identified in Schedule C to this by-law (the "discounted Hotel rates"). The discounted Hotel rates shall be applied for the purpose of calculating the development charges owing on non-residential Full Service Hotel uses, subject to applicable indexing and subject to applicable exemptions.
- (4) If the development charges required to be paid pursuant to subsections 14(1), 14(2), or 14(3), or if any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Indexing of Development Charges

15. The development charges set out in Schedules A, B and C hereto shall be adjusted, without amendment to this by-law, semi-annually on February 1st and August 1st in each year, commencing February 1st, 2015 in accordance with the Statistics Canada Quarterly, Construction Price Statistics (catalogue number 62-007) with the base index value being that in effect on August 1, 2014.

Phasing, Timing of Calculation and Payment

16. (1) The development charges set out in this by-law are not subject to phasing in and are payable in full from the effective date of this by-law, subject to applicable exemptions, credits, and discounts;
- (2) Subject to section 23 of this by-law (with respect to redevelopment) and subsection 16(3) below, the development charge shall be calculated as of, and shall be payable, on the date the first building permit is issued in relation to a building or structure on the land to which the development charge applies;
- (3) Where a development charge applies to land in relation to which a building permit is required, no building permit shall be issued until the development charge has been paid in full;
- (4) Notwithstanding subsection 16(3), the City may, in its sole discretion, require an owner to enter into an agreement, including the provision of security for the owner's obligations under agreement, pursuant to section 27 of the *Act*, providing for all or part of a development charge to be paid before or after it otherwise would be payable. In that event, the terms of such agreement shall then prevail over the provision of this by-law.

Payment By Money or the Provision of Services

17. (1) Payment of development charges shall be by cash or by certified cheque.
- (2) In the alternative to payment by the means provided in subsection (1), the City may, by an agreement entered into with the owner, accept the provision of services in full or partial

satisfaction of the development charge otherwise payable, provided that:

- (a) if the City and the owner cannot agree as to the reasonable cost of doing the work under subsection (2), the dispute shall be referred to Council, whose decision shall be final and binding;
 - (b) if the credit exceeds the amount of the charge for the service to which the work relates,
 - (i) the excess amount shall not be credited against the charge for any other service, unless the City has so agreed in an agreement entered into under section 38 of the *Act*; and
 - (ii) in no event shall the City be required to make a cash payment to the credit holder.
 - (c) notwithstanding the repeal of By-law 227-2009, any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, prior to the enactment of this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*; or
 - (d) any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, either prior to, or after, the enactment of this by-law, which credits do not relate to the category of services covered by this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*.
- (3) Nothing in this by-law prevents Council from requiring, as a condition of an agreement under sections 51 or 53 of the *Planning Act*, that the owner, at his or her own expense, install such local services related to a plan of subdivision or within the area to which the plan relates, as Council may require, and/or that the owner pay for local connections to storm drainage facilities installed at the owner's expense, and/or administrative, processing, or inspection fees.

Rules with Respect to Exemptions for Intensification of Existing Housing

18. (1) This by-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the effect only,
- (a) of permitting the enlargement of an existing dwelling unit;
 - (b) of creating one or two additional dwelling units in an existing single detached dwelling unit;
 - (c) of creating one additional dwelling unit in an existing semi-detached dwelling unit; or

- (d) of creating one additional dwelling unit for any other existing residential building.
- (2) Notwithstanding clauses (1) (b) to (d), a development charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the total floor area of the additional one or two dwelling units exceeds the total floor area of the existing dwelling unit in clause (1) (b) and (1) (c), and the smallest existing dwelling unit in clause (1) (d).

Rules with Respect to Industrial Expansion Exemption

- 19. (1) If a development includes the enlargement of the gross floor area of an existing industrial building, the amount of the development charge that is payable under this by-law, is the following:
 - (a) if the gross floor area is enlarged by 50 per cent or less, the amount of the development charge in respect of the enlargement is zero; and
 - (b) if the gross floor area is enlarged by more than 50 per cent, development charges are payable on the amount by which the enlargement exceeds 50 per cent of the gross floor area before the enlargement.
- (2) For the purpose of this section, the terms "gross floor area" and "existing industrial building" shall have the same meaning as those terms have in the Regulation made under the *Act*.
- (3) For the purpose of interpreting the definition of "existing industrial building" contained in the Regulation, regard shall be had for the classification of the lands in question pursuant to the *Assessment Act*, R.S.O. 1990, c.A.31, and in particular:
 - (a) whether the lands fall within a tax class such that taxes on the lands are payable at the industrial tax rate; and
 - (b) whether more than fifty per cent (50%) of the gross floor area of the building or structure has an industrial property code for assessment purposes;
- (4) Despite subsection (3), distribution centres, warehousing, the bulk storage of goods and truck terminals shall be considered industrial uses.
- (5) For the purpose of the application of section 4 of the *Act* to the operation of this by-law:
 - (a) the gross floor area of an existing industrial building shall be calculated as it existed prior to the first enlargement in respect of that building for which an exemption under section 4 of the *Act* is sought; and
 - (b) the enlargement of the gross floor area of the existing building must:

- (i) be attached to the existing industrial building;
- (ii) not be attached to the existing industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, shared below-grade connection, foundation, footing, parking facility, service tunnel or service pipe;
- (iii) be for use or in connection with an industrial purpose as set out in this by-law; and
- (iv) constitute a bone fide increase in the size of the existing building.

Categories of Exempt Institutions

20. (1) The following categories of institutions are hereby designated as being exempt from the payment of development charges:

- (a) land, buildings or structures used as hospitals governed by the *Public Hospitals Act*, R.S.O. 1990, c. P. 40;
- (b) land, buildings or structures owned by and used for the purposes of the City, the Region, or their local boards, as required by the *Act*;
- (c) land, buildings or structures owned by a board of education and used only for school purposes, as required by the *Act*;
- (d) land, buildings or structures owned by and used for the purposes of a college or university;
- (e) land, building or structures used for the purposes of a Place of Worship, excluding that portion of the land, building or structure used for the purposes of:
 - i) private schools
 - ii) banquet halls
 - iii) supportive housing
 - iv) major daycare facilities
 - v) retail or commercial
- (f) land, buildings or structures used only for the purpose of a temporary office for new residential sales.

(2) The exemption referred to in this paragraph 20(1) (b) does not apply to the development for residential uses of lands owned by:

- (a) the Region or any local board thereof, including the Peel Children's Aid Society; or
- (b) any corporation owned, controlled, or operated by the Region, including Peel Non-Profit Housing Corporation.

Agricultural Uses

21. Agricultural uses, as well as farm buildings and other ancillary development to an agricultural use, excluding any residential or commercial uses, shall be exempt from the provisions of this by-law.

Temporary Buildings or Structures

22. (1) Temporary buildings or structures shall be exempt from the provisions of this by-law, so long as the status as a temporary building or structure is maintained in accordance with the provisions of this by-law;
- (2) In the event that a temporary building or structure becomes protracted, it shall be deemed not to be, or ever to have been a temporary building or structure, and the development charges required to be paid under this by-law shall become payable on the date the temporary building or structure becomes protracted; and
- (3) Prior to the City issuing a building permit for a temporary building or structure, the City may require an owner to enter into an agreement, including the provision of security for the owner's obligation under the agreement, pursuant to section 27 of the *Act*, providing for all or part of the development charge required by subsection 22(2) to be paid after it would otherwise be payable. The terms of such agreement shall then prevail over the provisions of this by-law.

Rules with Respect to the Redevelopment of Land

23. (1) Where there is a redevelopment of land on which there is a conversion of space proposed, or on which there was formerly erected a building or structure that will be demolished within a period no longer than 4 months from the date of issuance of a building permit, has been demolished, a credit shall be allowed against the development charge otherwise payable by the owner pursuant to this by-law, for the portion of the previous building or structure still in existence that is being converted or for the portion of the building or structure that has or will be demolished, as the case may be, calculated by multiplying the number and type of dwelling units being converted or demolished or the non-residential total floor area being converted or demolished by the relevant development charge in effect on the date when the development charge is payable in accordance with this by-law.
- (2) If a credit has been allowed against the development charge otherwise payable and a building permit for the redevelopment has been issued, in advance of the occurrence of the demolition, the owner must complete and provide proof of the demolition no later than 4 months after the issuance of the building permit or the amount for which the development charge credit was provided shall become fully payable.
- (3) A credit in respect of any demolition under this section shall not be given unless the demolition permit was issued on or after October 28, 1991.

- (4) The amount of any credit hereunder shall not exceed, in total, the amount of the development charges otherwise payable under this by-law with respect to the redevelopment.
- (5) For the purposes of this section, dwelling units or total floor area accidentally destroyed by fire shall be deemed to have been demolished under a demolition permit issued on the date of the fire.

Interest

24. The City shall pay interest on a refund under subsections 17(3), (5) and 24(2) of the *Act* at a rate equal to the Bank of Canada rate on the date this by-law comes into effect.

Front Ending Agreements

25. The City may enter into agreements under section 44 of the *Act*.

Schedules

26. The following Schedules to this by-law form an integral part of this by-law:

Schedule 'A'	Residential Development Charges
Schedule 'B'	Non-residential Development Charges
Schedule "C"	Hotel Rates

By-law Registration

27. A certified copy of this by-law may be registered in the by-law register in the Land Registry Office against all lands in the City and may be registered against title to any land to which this by-law applies.

Date By-law Effective

28. This by-law comes into force and effect on August 1, 2014

Date By-law Expires

29. This by-law expires five years after the date on which it comes into force and effect.

Repeal

30. By-law No. 227-2009 is hereby repealed, effective on the date this by-law comes into force and effect.

Headings for Reference Only

31. The headings inserted in this by-law are for convenience and reference only, and shall not affect the construction or interpretation of this by-law.

Interpretation

- 32. All words defined in the Act or the Regulation have the same meaning in this by-law as they have in the Act or the Regulation, unless they are defined differently in this by-law.
- 33. All references to the provisions of any statute or regulation or to the Ontario Building Code contained in this by-law shall also refer to the same or similar provision in the statute or regulation or code as amended, replaced, revised or consolidated from time to time.

Severability

- 34. If, for any reason, any provision, section, subsection or paragraph of this by-law is held invalid, it is hereby declared to be the intention of Council that all the remainder of this by-law shall continue in full force and effect until repealed, re-enacted or amended, in whole or in part or dealt with in any other way.

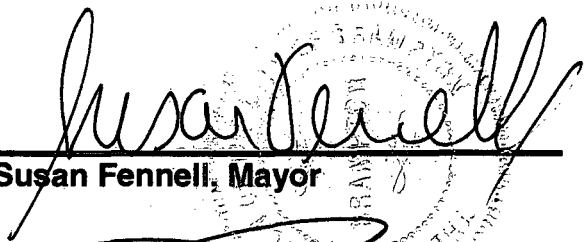
Short Title

- 35. This by-law may be referred to as the City of Brampton Development Charges By-law for ROADS' SERVICES, 2014.

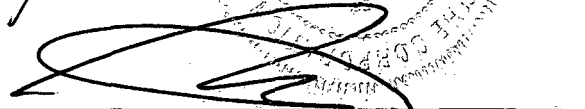
READ A FIRST, SECOND and THIRD TIME and PASSED in Open Council this 18th day of June 2014.

Approved as to form <u>18/06/14</u> Tiz. <u>Legal Services</u>

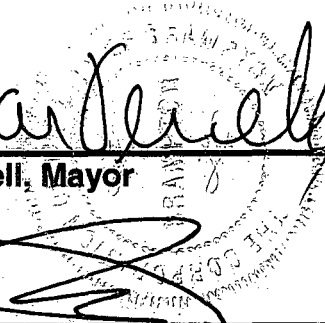
Approved as to content. <u>20/06/18</u> <u>P. Fay</u>



Susan Fennell, Mayor



Peter Fay, City Clerk



Schedule 'A'
Residential Development Charges

Schedule A to xxx-By-Law Residential Development Charge				
SERVICE CATEGORY	Charge Per Unit Type			
	Singles/ Semis	Rows / Other Multiples	Large Apartment > 750 sq.ft	Small Apartment <= 750 sq.ft
ROADS - EXCLUDING BRAMWEST/NSTC	\$13,572	\$10,947	\$7,671	\$4,802
Total	\$13,572	\$10,947	\$7,671	\$4,802

Schedule 'B'
 Non-Residential Development Charges

Schedule B to XXX-By-Law Non-Residential Development Charge Industrial/ Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
ROADS - EXCLUDING BRAMWEST/NSTC	\$34.46
Total	\$34.46

Schedule B to XXX-By-Law Non-Residential Development Charge Non-Industrial/ Non-Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
ROADS - EXCLUDING BRAMWEST/NSTC	\$83.82
Total	\$83.82

Schedule 'C'
Hotel Rates

Schedule C to XXX-By-Law Non-Residential Development Charge Discounted Industrial/Office/Full-Service Hotel Use Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
ROADS - EXCLUDING BRAMWEST/NSTC	\$76.88
Total	\$76.88



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 173-2014

Development Charges

To establish development charges for the
City of Brampton pertaining to
BRAM WEST/NORTH-SOUTH TRANSPORTATION CORRIDOR
and to repeal By-law 228-2009

WHEREAS subsection 2(1) of the *Act* provides that the Council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from the development of the area to which the by-law applies;

AND WHEREAS the City has completed and has considered a study entitled, "City of Brampton, 2014 Development Charge Background Study", dated May 28, 2014 (the "Study"), as required by section 10 of the *Act*;

AND WHEREAS the Study was made available to the public, and Council gave notice to the public of a public meeting, pursuant to section 12 of the *Act*, which was held on June 11, 2014, and at which the Study was again provided to the public, along with the proposed development charge by-laws, and Council heard representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council approved the Study, as amended by the matters identified in the staff report dated June 13, 2014;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated that it intends to ensure that the increase in the need for services attributable to the anticipated development identified in the Study, as amended, will be met;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council indicated its intent that future excess capacity identified in the Study shall be paid for by development charges or other similar charges;

AND WHEREAS by Resolution adopted by Council on June 18, 2014, Council determined that no further public meetings were required, under section 12 of the *Act*.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF BRAMPTON ENACTS AS FOLLOWS:

Definitions

1. In this by-law,

"accessory" means, where used to describe a use, building or structure, that the use, building or structure is naturally and normally incidental to and exclusively devoted to a principal use, building or structure;

"Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27;

"agricultural use" means a bona fide farming operation, including sod farms, the breeding and boarding of horses, and greenhouses;

"air-supported structure" means an air-supported structure as defined in the *Building Code Act*;

"apartment dwelling" means a building containing six or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements;

"apartment" means a dwelling unit in a duplex, triplex, double duplex or in a mixed use building not exceeding three stories in height and a dwelling unit in a building where such dwelling unit is served by a principal entrance from the street level common to three or more other dwelling units, despite the forgoing, an apartment dwelling includes those stacked townhouse dwellings or back-to-back townhouse dwellings that are developed on a block approved for development at a minimum density of sixty (60) units per hectare pursuant to plans and drawings approved under section 41 of the *Planning Act*;

"back-to-back townhouse dwelling" means a building containing four or more dwelling units separated vertically by a common wall, including a rear common wall, that do not have rear yards;

"board of education" has the same meaning as "board" under the *Education Act*, R.S.O. 1990, ch. E.2;

"building or structure" means a structure occupying an area greater than 10 square metres consisting of a wall, roof, and floor or any of them or a structural system serving the function thereof, and includes an air-supported structure, mezzanine, and an exterior storage tank, but does not include: a farm building, or a canopy, or an exterior storage tank where such exterior storage tank constitutes an accessory use;

"*Building Code Act*" means the *Building Code Act*, S.O. 1992, chapter 23, as amended, and all Regulations thereto including the Ontario Building Code, 2006, as amended;

"canopy" means a canopy as defined in the *Building Code Act* and includes a free-standing roof-like structure constructed on lands used for a gas bar or service station;

"City" means The Corporation of the City of Brampton;

"college" has the same meaning as in section 171.1 of the *Education Act*, R.S.O. 1990, ch. E.2;

"Council" means the Council of the Corporation of the City of Brampton;

"development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the total floor area, and includes redevelopment;

"development charge" means a charge imposed pursuant to this by-law;

"distribution centre" means a building or structure primarily used for the storage and distribution of goods, wares, merchandise, substances, articles or things;

"double duplex" means a separate building that consists of two duplexes attached to each other;

"duplex" means a separate building that is divided horizontally into two separate dwelling units, each of which has a separate entrance either directly or through a common vestibule;

"dwelling unit" means one or more habitable rooms designed or intended to be used together as a single and separate house-keeping unit by one person or jointly by two or more persons, containing its own kitchen and sanitary facilities;

"farm building" means a farm building as defined in the *Building Code Act*;

"floor" includes a paved, concrete, wooden, gravel, or dirt floor;

"grade" means the average level of proposed or finished ground adjoining a building or structure at all exterior walls;

"industrial use" means land, buildings or structures used or designed or intended for use for or in connection with manufacturing, producing, or processing of raw goods, warehousing or bulk storage of goods, distribution centre, truck terminal, research or development in connection with manufacturing, producing, or processing of raw goods, storage, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include a building used exclusively for office or administrative purposes unless it is attached to an industrial building or structure as defined above, and does not include a retail warehouse;

"land" includes buildings or structures;

“large apartment” means, for the purposes of the Schedules attached: an apartment unit having a floor area of more than 750 square feet;

“live-work” means a unit defined as a single unit consisting of both a residential dwelling unit and a commercial/office component, designed or intended for occupation by the same resident;

“local board” means a public utility commission, transportation commission, public library board, board of park management, local board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special act with respect to any of the affairs or purposes of the City or the Region; but does not include a conservation authority established under the *Conservation Authorities Act*, R.S.O. 1990, c.C.27;

“mezzanine” means a mezzanine as defined in the *Building Code Act*;

“mixed use” means a use or intended use of the same land, building or structure for any two or more uses defined in this by-law;

“mobile temporary sales trailer” means a trailer that is designed to be made mobile, is placed without a foundation on land and is used exclusively for new residential sales, and concrete piers or sono tubes are deemed not to be foundations for the purposes of this definition;

“multiple dwelling” means all dwellings other than single-family detached dwellings, semi-detached dwellings, and apartment dwellings;

“non-industrial use” means the use of land, buildings or structures or parts thereof, used, designed or intended to be used for any use other than for residential use or for industrial use, or for office use, as those terms are defined in this section, and a non-industrial use includes a retail warehouse;

“non-residential use” means the use of land, buildings or structures or portions thereof used, designed or intended to be used for any use other than for residential use as that term is defined in this section;

“office use” means the use of land, buildings or structures used primarily for, or designed or intended for use primarily for or in connection with office or administrative purposes, provided that the building or structure has an office or administrative component equal to or greater than 50 percent of the total gross floor area of the building or structure. For the purposes of this by-law office use excludes office or administrative uses located in a shopping centre, except where the building or structure has an office or administrative component equal to or greater than 75 percent and is equal to or greater than 3 storeys in height, and excludes office or administrative uses where such uses are accessory to an industrial use;

“owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“Place of Worship” means a place or building or part thereof including accessory buildings or structures that are used for the regular assembly of persons for the practice of religious worship, services or rites. It may include accessory uses such as classrooms for religious instruction, including programs of community social benefit, assembly areas, kitchens, offices of the administration of the place of worship, a single residence for the faith group leader, and a small scale day nursery, but shall not include a cemetery or more than one dwelling unit;

“planned seniors retirement community” means a housing project consisting of ground-related dwelling units in single family, semi-detached, or multiple dwellings and other amenities, all of which are designed, marketed, developed, and constructed to provide living accommodation for and to meet the needs of senior citizens or older or retired persons on land designated by a resolution of the City Council as a planned seniors retirement community;

“protracted” means in relation to a temporary building or structure, the continuation of its construction, erection, placement on land, alteration or of an addition to it for a continuous period exceeding eight months;

“public hospital” means a hospital as defined in the *Public Hospitals Act*, R.S.O. 1990, ch. P.40;

“redevelopment” means the construction, erection or placing of one or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure for any of the following:

- i) from residential to non-residential,
- ii) from non-residential to residential,
- iii) from industrial to non-industrial and,
- iv) from office to non-office;

“Region” means The Regional Municipality of Peel;

“Regulation” means Ontario Reg.82/98, under the *Act*;

“residential use” means land, buildings or structures or portions thereof used, designed, or intended to be used as living accommodation within a dwelling unit, for one or more individuals;

“row house” means a building other than an apartment building, that is vertically divided into a minimum of three dwelling units, each of which has independent entrances at grade to the front and the rear of the building, and each of which shares a common wall adjoining dwelling units above grade;

“semi-detached dwelling” means a building divided vertically, into two separate dwelling units, with at least 50 per cent of the above-grade area of a main wall on one side of each dwelling unit attached to or the same as a main wall on one side of the other dwelling unit;

“services” means services designated in this by-law or in an agreement under section 44 of the *Act*, or both;

“shelf and rack storage system” means a shelf and rack storage system as defined in the *Building Code Act*;

“shopping centre” means the premises upon which a group of at least five separate commercial uses have been developed and are managed as a unit by a single owner or tenant, or by a group of owners or tenants;

“single detached dwelling” means a completely detached residential building containing only one dwelling unit;

“small apartment”, notwithstanding the definition of an “apartment”, means any residential unit having a total floor area equal to or less than 750 square Feet;

“stacked townhouse dwelling” means a building containing two or more dwelling units where each dwelling unit is separated horizontally from another dwelling unit by a common wall;

“temporary building or structure” means a building or structure constructed or erected or placed on land for a continuous period not exceeding eight months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period not exceeding eight months;

“total floor area” means the sum total of the total areas of the floors in a building or structure, whether at, above, or below-grade, measured between the exterior faces of the exterior walls of the building or structure or from the centre line of a common wall separating two uses, or from the outside edge of a floor where the outside edge of the floor does not meet an exterior or common wall, and:

- (a) includes the floor area of a mezzanine and air-supported structure and the space occupied by interior walls and partitions; and
- (b) excludes any parts of the building or structure used for mechanical equipment related to the operation or maintenance of the building or structure, stairwells, elevators and washrooms; and
- (c) excludes any part of a building or structure above or below grade, used exclusively for the temporary parking of a motor vehicle or used for the provision of loading spaces; and
- (d) includes any part of a building or structure above or below grade used as a commercial parking garage; and
- (e) where a building or structure does not have any walls, the total floor area shall be the sum total of the area of land directly beneath the roof of the building and the total areas of the floors in the building or structure; and
- (f) excludes the area of any self-contained structural shelf and rack storage system as defined in the *Building Code Act*;

“triplex” means a building or structure that is divided horizontally into three separate dwelling units, each of which has a separate entrance through a common vestibule;

“truck terminal” means a building, structure or place where, for the purpose of a common carrier, trucks or transports are rented, leased, kept for hire, or stored, or parked for remuneration or from which trucks or transports are dispatched.

“university” has the same meaning as is set out in section 171.1 of the *Education Act*;

“use” means the use of land, a building or a structure.

Rules

2. For the purpose of complying with section 6 of the *Act*:
 - (a) the area to which this by-law applies shall be the area described in section 3 of this by-law;
 - (b) the rules developed under paragraph 9 of subsection 5(1) of the *Act* for determining if a development charge is payable in any particular case and for determining the amount of the charge are set forth in sections 4 through 17 inclusive;
 - (c) the exemptions provided for by such rules shall be the exemptions set forth in sections 18 through 22 inclusive, of this by-law, the indexing of charges shall be in accordance with section 15 of this by-law, and there shall be no phasing in as provided in subsection 16(1) of this by-law; and
 - (d) the calculation of development charges payable with respect to redevelopment of land shall be in accordance with the rules set forth in section 23 of this by-law.

Lands Affected

3. This by-law applies to all lands in the geographic area of the City.

Designation of Services

4. It is hereby declared by Council that all development of land within the area to which this by-law applies will increase the need for services.
5. The development charge applicable to a development as determined under this by-law shall apply without regard to the services required or used by an individual development.
6. Development charges shall be imposed under this by-law, for the following categories of services to pay for the increased capital costs required because of increased needs for services arising from development: BRAM WEST/NORTH-SOUTH TRANSPORTATION CORRIDOR.

Approvals for Development

7. Development charges shall be imposed against all lands, buildings or structures within the area to which this by-law applies, if the development of such lands, buildings or structures requires any of the following approvals:
- (a) the passing of a zoning by-law or of an amendment thereto under section 34 of the *Planning Act*;
 - (b) the approval of a minor variance under section 45 of the *Planning Act*;
 - (c) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (e) a consent under section 53 of the *Planning Act*;
 - (f) the approval of a description under section 9 of the *Condominium Act*; or
 - (g) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
8. No more than one development charge for each service designated in section 6 of this by-law shall be imposed upon any lands, buildings or structures to which this by-law applies even though two or more of the actions described in section 7 are required before the lands, buildings or structures can be developed.
9. Notwithstanding section 8, if two or more of the actions described in section 7 occur at different times, additional development charges shall be imposed in respect of any increased or additional development permitted by that action.
10. Where a development requires an approval described in section 7 after the issuance of a building permit and no development charge has been paid, then the development charge shall be paid prior to the granting of the approval required under section 7.
11. If a development does not require a building permit but does require one or more of the approvals described in section 7, then the development charge shall nonetheless be payable in respect of any increased or additional development permitted by such approval required for the increased or additional development being granted, and such development charge shall be paid prior to the granting of the approval required.

Calculation of Development Charges

12. The development charge with respect to the use of any land, buildings or structures shall be calculated as follows:

- (a) in the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units; and
- (b) in the case of a live-work development, based upon the number and type of dwelling units, only; and
- (c) in the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development.

Amount of Charge – Residential

13. (1) The development charges described in Schedule A to this by-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or structure, on the residential component of the mixed use building or structure, according to the type of residential use.
- (2) Despite subsection 13(1), the development charges described in Schedule A to this by-law for dwelling units larger than 750 square feet in apartment dwellings shall be imposed on all dwelling units in single detached dwellings, semi-detached dwellings and multiple-dwellings constructed in a planned seniors retirement community, provided that the zoning by-law in force for the planned seniors retirement community limits the number of bedrooms in any dwelling unit to 2 bedrooms, and the number of dwelling units in the community and the maximum floor area of the dwelling units to amounts determined by Council in the zoning by-law.
- (3) Where the application for a site plan application, if applicable, or for a building permit application, is for the development of row houses as defined in this bylaw, the development charge payable shall be the amounts set out in Schedule A for row houses and shall be effective as of the date of this bylaw.
- (4) If the development charges required to be paid by subsections 13(1), 13(2) or 13(3) or any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Amount of Charge – Non-Residential

14. (1) The development charges described in Schedule B to this by-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed use building or structure, on the non-residential component of the mixed use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.
- (2) Despite clause (1), development charges shall not be imposed on the mechanical portions of buildings that service residential units

and which are situated on the same land as all of the residential units that they service.

- (3) If the development charges required to be paid by subsection 14(1) or 14(2) or if any part of them remains unpaid after they are payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes in accordance with subsection 32(1) of the *Act*.

Indexing of Development Charges

15. The development charges set out in Schedules A and B shall be adjusted, without amendment to this by-law, semi-annually on February 1st and August 1st in each year, commencing February 1st, 2015 in accordance with the Statistics Canada Quarterly, Construction Price Statistics (catalogue number 62-007) with the base index value being that in effect on August 1, 2014.

Phasing, Timing of Calculation and Payment

16. (1) The development charges set out in this by-law are not subject to phasing in and are payable in full from the effective date of this by-law, subject to applicable exemptions, credits, and discounts;
- (2) Subject to section 23 of this by-law (with respect to redevelopment) and subsection 16(3) below, the development charge shall be calculated as of, and shall be payable, on the date the first building permit is issued in relation to a building or structure on the land to which the development charge applies;
- (3) Where a development charge applies to land in relation to which a building permit is required, no building permit shall be issued until the development charge has been paid in full;
- (4) Notwithstanding subsection 16(3), the City may, in its sole discretion, require an owner to enter into an agreement, including the provision of security for the owner's obligations under agreement, pursuant to section 27 of the *Act*, providing for all or part of a development charge to be paid before or after it otherwise would be payable. In that event, the terms of such agreement shall then prevail over the provision of this by-law.

Payment By Money or the Provision of Services

17. (1) Payment of development charges shall be by cash or by certified cheque.
- (2) In the alternative to payment by the means provided in subsection (1), the City may, by an agreement entered into with the owner, accept the provision of services in full or partial satisfaction of the development charge otherwise payable, provided that:
 - (a) if the City and the owner cannot agree as to the reasonable cost of doing the work under subsection (2), the dispute shall be referred to Council, whose decision shall be final and binding;

- (b) if the credit exceeds the amount of the charge for the service to which the work relates,
 - (i) the excess amount shall not be credited against the charge for any other service, unless the City has so agreed in an agreement entered into under section 38 of the *Act*; and
 - (ii) in no event shall the City be required to make a cash payment to the credit holder.
 - (c) notwithstanding the repeal of By-Law 228-2009, any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, prior to the enactment of this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*; or
 - (d) any credits owing to a landowner, or previous landowner, pursuant to an agreement entered into under section 38 of the *Act*, either prior to, or after, the enactment of this by-law, which credits do not relate to the category of services covered by this by-law, may, at the City's sole discretion, be recognized and used as a credit under this by-law, pursuant to section 41 of the *Act*.
- (3) Nothing in this by-law prevents Council from requiring, as a condition of an agreement under sections 51 or 53 of the *Planning Act*, that the owner, at his or her own expense, install such local services related to a plan of subdivision or within the area to which the plan relates, as Council may require, and/or that the owner pay for local connections to storm drainage facilities installed at the owner's expense, and/or administrative, processing, or inspection fees.

Rules with Respect to Exemptions for Intensification of Existing Housing

18. (1) This by-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the effect only,
- (a) of permitting the enlargement of an existing dwelling unit;
 - (b) of creating one or two additional dwelling units in an existing single detached dwelling unit;
 - (c) of creating one additional dwelling unit in an existing semi detached dwelling unit; or
 - (d) of creating one additional dwelling unit for any other existing residential building.
- (2) Notwithstanding clauses (1)(b) to (d), a development charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the total floor area of the additional one or two dwelling units exceeds the total floor area of the existing dwelling unit in clause (1)(b) and (1)(c), and the

smallest existing dwelling unit in clause (1)(d).

Rules with Respect to Industrial Expansion Exemption

19. (1) If a development includes the enlargement of the gross floor area of an existing industrial building, the amount of the development charge that is payable under this by-law, is the following:
- (a) if the gross floor area is enlarged by 50 per cent or less, the amount of the development charge in respect of the enlargement is zero; and
 - (b) if the gross floor area is enlarged by more than 50 per cent, development charges are payable on the amount by which the enlargement exceeds 50 per cent of the gross floor area before the enlargement
- (2) For the purpose of this section, the terms "gross floor area" and "existing industrial building" shall have the same meaning as those terms have in the Regulation made under the Act.
- (3) For the purpose of interpreting the definition of "existing industrial building" contained in the Regulation, regard shall be had for the classification of the lands in question pursuant to the *Assessment Act*, R.S.O. 1990, c.A.31, and in particular:
- (a) whether the lands fall within a tax class such that taxes on the lands are payable at the industrial tax rate; and
 - (b) whether more than fifty per cent (50%) of the gross floor area of the building or structure has an industrial property code for assessment purposes;
- (4) Despite subsection (3), distribution centres, warehousing, the bulk storage of goods and truck terminals shall be considered industrial uses.
- (5) For the purpose of the application of section 4 of the Act to the operation of this by-law:
- (a) the gross floor area of an existing industrial building shall be calculated as it existed prior to the first enlargement in respect of that building for which an exemption under section 4 of the Act is sought; and
 - (b) the enlargement of the gross floor area of the existing building must:
 - (i) be attached to the existing industrial building
 - (ii) not be attached to the existing industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, shared below-grade connection, foundation, footing, parking facility, service tunnel or service pipe;

- (iii) be for use or in connection with an industrial purpose as set out in this by-law; and
- (iv) constitute a bone fide increase in the size of the existing building.

Categories of Exempt Institutions

20. (1) The following categories of institutions are hereby designated as being exempt from the payment of development charges:
- (a) land, buildings or structures used as hospitals governed by the *Public Hospitals Act*, R.S.O. 1990, c. P. 40;
 - (b) land, buildings or structures owned by and used for the purposes of the City, the Region, or their local boards as required by the *Act*;
 - (c) land, buildings or structures owned by a board of education and used only for school purposes as required by the *Act*;
 - (d) land, buildings or structures owned by and used for the purposes of a college or university;
 - (e) land, building or structures used for the purposes of a Place of Worship, excluding that portion of the land, building or structure used for the purposes of:
 - i) private schools
 - ii) banquet halls
 - iii) supportive housing
 - iv) major daycare facilities
 - v) retail or commercial
 - (f) land, buildings or structures used only for the purpose of a temporary office for new residential sales.
- (2) The exemption referred to in this paragraph 20(1) (b) does not apply to the development for residential uses of lands owned by:
- (a) the Region or any local board thereof, including the Peel Children's Aid Society; or
 - (b) any corporation owned, controlled, or operated by the Region, including Peel Non-Profit Housing Corporation.

Agricultural Uses

21. Agricultural uses, as well as farm buildings and other ancillary development to an agricultural use, excluding any residential or commercial uses, shall be exempt from the provisions of this by-law.

Temporary Buildings or Structures

22. (1) Temporary buildings or structures shall be exempt from the provisions of this by-law, so long as the status as a temporary

building or structure is maintained in accordance with the provisions of this by-law;

- (2) In the event that a temporary building or structure becomes protracted, it shall be deemed not to be, or ever to have been a temporary building or structure, and the development charges required to be paid under this by-law shall become payable on the date the temporary building or structure becomes protracted; and
- (3) Prior to the City issuing a building permit for a temporary building or structure, the City may require an owner to enter into an agreement, including the provision of security for the owner's obligation under the agreement, pursuant to section 27 of the *Act*, providing for all or part of the development charge required by subsection 22(2) to be paid after it would otherwise be payable. The terms of such agreement shall then prevail over the provisions of this by-law.

Rules with Respect to the Redevelopment of Land

23. (1) Where there is a redevelopment of land on which there is a conversion of space proposed, or on which there was formerly erected a building or structure that has been demolished or will be demolished within a period no longer than 4 months from the date of issuance of a building permit, a credit shall be allowed against the development charge otherwise payable by the owner pursuant to this by-law, for the portion of the previous building or structure still in existence that is being converted or for the portion of the building or structure that has or will be demolished, as the case may be, calculated by multiplying the number and type of dwelling units being converted or demolished or the non-residential total floor area being converted or demolished by the relevant development charge in effect on the date when the development charge is payable in accordance with this by-law.
- (2) If a credit has been allowed against the development charge otherwise payable and a building permit for the redevelopment has been issued, in advance of the occurrence of the demolition, the owner must complete and provide proof of the demolition no later than 4 months after the issuance of the building permit or the amount for which the development charge credit was provided shall become fully payable.
 - (3) A credit in respect of any demolition under this section shall not be given unless the demolition permit was issued on or after October 28, 1991.
 - (4) The amount of any credit hereunder shall not exceed, in total, the amount of the development charges otherwise payable under this by-law with respect to the redevelopment.
 - (5) For the purposes of this section, dwelling units or total floor area accidentally destroyed by fire shall be deemed to have been demolished under a demolition permit issued on the date of the fire.

Interest

24. The City shall pay interest on a refund under subsections 17(3), (5) and 24(2) of the *Act* at a rate equal to the Bank of Canada rate on the date this by-law comes into effect.

Front Ending Agreements

25. The City may enter into agreements under section 44 of the *Act*.

Schedules

26. The following Schedules to this by-law form an integral part of this by-law:

Schedule 'A' Residential Development Charges

Schedule 'B' Non-residential Development Charges

By-law Registration

27. A certified copy of this by-law may be registered in the by-law register in the Land Registry Office against all lands in the City and may be registered against title to any land to which this by-law applies.

Date By-law Effective

28. This by-law comes into force and effect on August 1, 2014.

Date By-law Expires

29. This by-law expires five years after the date on which it comes into force and effect.

Repeal

30. By-law No. 228-2009 is hereby repealed, effective on the date this by-law comes into force and effect.

Headings for Reference Only

31. The headings inserted in this by-law are for convenience and reference only, and shall not affect the construction or interpretation of this by-law.

Interpretation

32. All words defined in the *Act* or the *Regulation* have the same meaning in this by-law as they have in the *Act* or the *Regulation*, unless they are defined differently in this by-law.

33. All references to the provisions of any statute or regulation or to the Ontario Building Code contained in this by-law shall also refer to the same or similar provision in the statute or regulation or code as amended, replaced, revised or consolidated from time to time.

Severability

34. If, for any reason, any provision, section, subsection or paragraph of this by-law is held invalid, it is hereby declared to be the intention of Council that all the remainder of this by-law shall continue in full force and effect until repealed, re-enacted or amended, in whole or in part or dealt with in any other way.

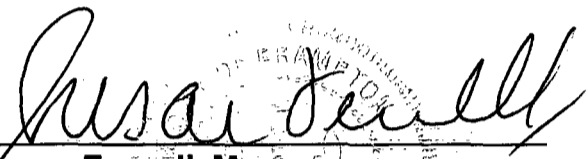

Short Title

35. This by-law may be referred to as the City of Brampton Development Charges By-law for the BRAM WEST/NORTH-SOUTH TRANSPORTATION CORRIDOR, 2014.

READ A FIRST, SECOND and THIRD TIME and PASSED in Open Council this 18th day of June 2014.

Approved as to form
18 06/14
JTB
Legal Services

Approved as to content.
2014 06/18
Peter Fay


Susan Fennell, Mayor

Peter Fay, City Clerk

Schedule 'A'

Schedule A to xxx-By-Law Residential Development Charge				
SERVICE CATEGORY	Charge Per Unit Type			
	Singles/ Semis	Rows / Other Multiples	Large Apartment > 750 sq.ft	Small Apartment < = 750 sq.ft
ROADS - BRAMWEST/NSTC	\$554	\$447	\$313	\$196
Total	\$554	\$447	\$313	\$196

Schedule 'B'

Schedule B to XXX-By-Law Non-Residential Development Charge Industrial/ Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
ROADS - BRAMWEST/NSTC	\$1.42
Total	\$1.42

Schedule B to XXX-By-Law Non-Residential Development Charge Non-Industrial/ Non-Office Development Charge	
SERVICE	Non-Residential Charge (\$/sq.m.)
ROADS - BRAMWEST/NSTC	\$3.45
Total	\$3.45

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POLICY STATEMENT:

The City recognizes that the prudent issuance of Debt within the context of a long term plan can be an efficient use of available financial resources. Decisions to issue external debt must be made in the context of the optimum utilization of all available financial resources within statutory limitations, and recognizing the basic need to protect and preserve capital while maintaining solvency and liquidity to meet ongoing financial requirements.

PURPOSE:

The purpose of this policy is to outline the methods and principles that the City will use to manage its Debt in accordance with best practices of sound financial management

SCOPE:

This policy applies to all future external debt financing that may be issued by the City of Brampton.

Internal borrowing from the City's working funds, reserves and reserve funds is governed by Corporate Policy – Finance – Internal Financing (13.2.3)

Investment management of Debt issuance proceeds is restricted by the City's Corporate Policy – Finance & Insurance – Investments (13.6.0).

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DEFINITIONS:

For the purpose of this policy:

“Annual Debt Financing Charges” means the estimated amount of operating budget funds, in a respective year’s Approved Annual Budget, required to meet that year’s share of mandatory payments in respect of outstanding Debentures, i.e. principal and interest payments, or payments of interest and contributions into Sinking or Retirement Funds.

“Approved Annual Budget” means the annual Current (Operating) budget adopted by Council, and which is the basis for any tax-rate change in a single fiscal year.

“Approved Capital Budget” means the budget estimate for capital project(s) and/or capital program(s) that has been adopted by Council, and is the level at which Council approves funding and fund controls.

“Bank Loan” means a loan between the City and a bank listed in Schedule I, II or III of the *Bank Act (Canada)*, a loan corporation registered under the *Loan and Trust Corporations Act* or a credit union to which the *Credit Unions and Liaison Populaires Act, 1994* applies.

“Bankers Acceptance” means a Short-Term credit obligation created by a non-financial firm, such as a corporation, which is endorsed by a bank, effectively making the obligation that of the bank.

“Capital Reserve Fund” means the monies set aside for the repair, major maintenance, rehabilitation and replacement of capital infrastructure and for other large approved tax funded capital expenditures, including principally but not limited to Reserve Fund #4, Asset Repair and Replacement.

“Debenture” means a formal written obligation to repay specific sums on certain dates. Debentures issued by a municipality are typically unsecured and are backed by the good faith and credit of the municipality. Municipalities are authorized to issue Debentures for long-term financing of capital projects. Authorized types of debentures include: sinking funds, installment (serial); term; amortizing; retirement funds; construction financing and variable interest rate.

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“Debt” means any obligation for the repayment of money. For Ontario municipalities, Long-Term Debt would normally consist of debentures, capital or financing leases, as well as notes or cash loans from financial institutions, but could also include loans from Reserves and Reserve Funds, Sinking Funds or an Endowment Fund. Debentures issued to Infrastructure Ontario are also considered a Debt.

“Debt and Financial Obligation Limit” means the limit or amount determined annually for a municipality by the Ministry of Municipal Affairs and Housing (MMAH) that constitutes the maximum amount of new annual debt servicing costs that a municipality can undertake, or guarantee, without seeking prior approval of the Ontario Municipal Board (OMB), as prescribed by Ontario Regulation 403/02 (Debt and Financial Obligation Limits). MMAH calculates and report annually to the Treasurer the Annual (Debt) Repayment Limit (ARL), as required by the legislation and related regulations. The Treasurer shall recalculate an updated limit using the most recent ARL and provide this to Council before Council authorizes any specific work or class of work or any increase in expenditure for a previously authorized specific work or class of work that requires issuance of long-term debt.

“Development Charges” means those charges imposed under the City of Brampton Development Charges By-Laws, as prescribed by the Ontario Development Charges Act, 1997, to fund new infrastructure and capital facilities required due to growth of the City.

“Infrastructure Ontario” means the entity established by the Province of Ontario to provide eligible public organizations such as Ontario municipalities, universities and hospitals access to alternative financing service for longer-term fixed rate loans for the building and renewal of public infrastructure.

“Lease Financing Agreement” means a lease allowing for the provision of Municipal Capital Facilities, if the lease may, or will require payment by the Corporation beyond the current term of Council.

“Long Term Bank Loan” means Long-Term Debt provided by a bank or syndicate (group) of banks.

“Long Term Debt” means any Debt for which the repayment of any portion of the principal is due beyond one year.

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“Municipal Capital Facilities” includes land, as defined in the Assessment Act, works, equipment, machinery and related systems and infrastructures.

“Operating (Current) Budget Forecast” means that projection of expenditures, revenues and staffing levels beyond the Approved Annual Budget year in which the forecast is made.

“Own-Source Revenue” means revenue for a fiscal year, excluding:

- a) Grants from the Government of Ontario or Canada or from other government type bodies such as Conservation Authorities, Commissions, Crown Corporations and Agencies, or from another municipality
- b) Proceeds from the sale of real property
- c) Contributions or net transfers from a reserve or Reserve Fund
- d) Government of Ontario revenues received for the purpose of repaying the principal and interest of Long-Term Debt, toward meeting financial obligations of the municipality.

“Reserve Fund” means a fund that is segregated and restricted to meet a specific purpose. Monies set aside for a Reserve Fund must be deposited into a separate bank account and the interest earned on those investments must be added to the Reserve Fund.

“Short-Term Debt” means any debt obligation for which the repayment of the entire principal is due within one year.

“Sinking Fund” means a segregated pool of funds managed by the Region of Peel for which an estimated amount contributed in each year, with interest compounded annually, will be sufficient to pay the principal of the related Sinking Fund Debentures at maturity.

“Retirement Fund” means a segregated pool of funds managed by the Region of Peel for a class of Debentures other than a sinking fund or term Debenture. In each year the fund must contain an amount equal to or greater than the amount required for the repayment of the principal of specific Debentures in that year, if the principal had been payable in equal annual installments and the Debentures had been issued for the maximum period authorized by the municipality for the repayment of the debt for which the Debentures were issued.

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“Variable Interest Rate Debentures” means Debentures that provide for one or more variations in the rate of interest payable on the principal during the term of the Debentures.

GUIDING PRINCIPLES

The following principles will govern the management of the City’s debt obligations, which will help to protect the City’s credit rating and its long-standing financial reputation:

- Adherence to Legislative Requirements
- Long-Term Debt Financing for Eligible Capital Works
- Long-Term Financial Sustainability and Flexibility
- Long-Term Debt Financing Cost Minimization
- Long-Term Debt Financing Cost Certainty

ADHERENCE TO LEGISLATIVE REQUIREMENTS

The City will only undertake issuance of Debt in compliance with the provisions of the Municipal Act 2001 (the Act), specifically Part XIII – Debt and Investment, as well as Ontario Regulation 403/02 (Debt and Financial Obligation Limits); Ontario Regulation 438/97 (Eligible Investments and Related Financial Agreements); Ontario Regulation 247/01 (Variable Interest Rate Debentures and Foreign Currency); and Ontario Regulation 276/02 (Bank Loans), as amended.

Debentures cannot be issued to finance current operations. The use of money received will be applied only for the purposes which the debentures were issued or for repayment of outstanding temporary borrowing. The City is permitted under Section 407 of the Act to draw on temporary borrowing facilities, in a tax year, pending receipt of tax revenues and passes a Temporary Borrowing By-law annually to provide the necessary authority.

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Regional Debt Administration

Under Section 401 of the Act the Region of Peel issues Debentures for the City. This includes arranging Debenture financing; compliance with the Act; collection of interest and principal; and administration of Sinking Funds and Retirement Funds.

Under Section 401 (3.1) of the Act, Debentures constitute direct, joint and several obligations of the Region of Peel and its lower-tier Municipalities.

Authority to Manage Debt Proceeds

The Treasurer is responsible for management of the proceeds of debt issued.

LONG-TERM DEBT FINANCING FOR ELIGIBLE CAPITAL WORKS

The following types of capital works are eligible for Long-Term Debt financing:

- 1) Development Charge funded capital facilities, infrastructure and equipment required to be replaced before revenues are received
- 2) Non-growth share and 10% mandatory co-funding portion of the cost of Development Charge funded capital projects
- 3) New growth-related municipal capital facilities and infrastructure not eligible for funding from Development Charges, or other public capital facilities determined to be required for the well-being of the residents of Brampton
- 4) Major replacement, reconstruction, rehabilitation and retrofit projects

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While the amortization of Debenture financing will essentially match the useful life of the Debentured asset, the term of any particular Debenture may be shorter than the useful life of the capital asset and, in any case, will not exceed the lesser of 30 years or the estimated useful life of the underlying asset. In no case will the term of financing exceed the maximum term of 40 years, in accordance with the Act.

LONG-TERM FINANCIAL SUSTAINABILITY AND FLEXIBILITY

The City's credit rating agency provides City staff with guidance on financial metrics to measure the financial health of a corporation. Some key indicators which will influence the approved Capital Budget and associated financing plans, and which the City will monitor to ensure long-term financial sustainability include:

- Debt per capita
- Debt charges per capita
- Debt charges, as a percentage of Own-Source Revenue
- Debt charges, as a percentage of the municipal levy
- Debt to operating revenues
- Debt to Reserves and Reserve Funds
- Cash and liquid assets to operating expenditures
- Reserve fund balances in relation to minimum liquidity thresholds

Debt will be managed in a manner consistent with the City's long-term planning and financial and management objectives as follows:

- 1) Total Debt Repayment Limit for all City long term debt, inclusive of any budgeted or proposed Debt issue, and which is comprised of the principal and interest component (or of the interest and Sinking or retirement Fund contribution component) for the related Debentures, is set at 12.5% of City Own-Source Revenues, comprised of:

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- a. Annual Debt Financing Charges for Development Charges supported Debentures, i.e. Debentures that are funded by Development Charge revenues, will not exceed the lesser of 7.5% of the City's Own-Source Revenues, or 20% of the 5 year average annual Development Charges revenues.
 - b. Annual Debt Financing Charges excluding Debt financing for Development Charges debentured projects and any Debt financing for projects supported by non-tax revenues, will not exceed 5% of the City Own-Source Revenues, unless otherwise approved by Council.
- 2) To monitor and control the impact of Debt servicing costs on the Approved Annual Budget of any given year, and in consideration of the impact on future ratepayers, the annual Approved Capital Budget will demonstrate a balanced approach amongst all forms of funding including external Debt financing, over a 10 year horizon. Annual debt charges will be the first priority draw on available capital funding (development charge or tax funding as appropriate) each year.
 - 3) Sufficient Development Charge revenue shall be held in reserve each year to fund the following year's DC funded debt repayment obligation, to minimize risk to the tax funded budget of any downturn in revenue.
 - 4) Issuance of Development Charge funded debt shall be accompanied by implementation of a plan to eliminate any existing deficit or over-commitment of the City's DC funds over the forecast years remaining to build-out of the City.

LONG-TERM DEBT FINANCING COST MINIMIZATION

Timing, type and term of Debt financing for the Approved Capital Budget will be determined in order to minimize the City's overall long-term cost of financing.

In order to minimize interest costs over time:

- a. Banker's Acceptance and short term bank loans, which may be issued to bridge finance pending issuance of a Debenture, will reduce up-front interest costs on an ongoing basis.

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- a. In accordance with Ontario Regulation 247/01, the City may issue Variable Interest Rate Debentures, wherein the interest rate is typically lower than a fixed rate Debenture.
- b. Long-Term Bank Loans with a variable interest rate and Variable Interest Rate Debentures can be left variable if prevailing market conditions are favourable, as approved by the Treasurer.
- c. Construction financing methods will be considered in accordance with Section 405 of the Act. In advance of the issuance of Debentures, shorter term temporary borrowing for capital projects is allowed. The use of rolling Short-Term financing may be used for a Debenture approved capital project. A Construction Financing Debenture may be issued pursuant to which principal and/or interest may be deferred for up to five years as the project is being completed.
- d. Cost reduction factors which influence the timing and type of Debt to be considered by the Treasurer include:
 - i. Timing of costs and revenues related to a project and any offsetting cost savings attributable to a project,
 - ii. The optimal usage of overall City cash,
 - iii. Capital Reserve Fund levels, over minimum balances and the availability of surplus Reserve Fund monies.

LONG-TERM DEBT FINANCING COST CERTAINTY

Debt financing will be managed in a manner to limit, where practicable, variations in costs. As a result, it will be the City's normal practice to require that the Region of Peel issue Debentures with a fixed interest rate over the issuance term which eliminates increases in interest cost for the respective Debentures issue) and that is only denominated in Canadian dollars (which eliminates exchange rate risk)

Where variable rate Debt exists in conjunction with any other outstanding Variable Interest Rate

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Debentures or loans, the total outstanding variable interest rate Debt of the City will not exceed 15% of all outstanding Debt.

Through the Region of Peel, bond forward agreements may be entered, subject to requirements of Ontario Regulation 653/05 (Debt-Related Financial Instruments and Financial Agreements). A bond forward agreement, which is similar to purchasing a forward diesel fuel contract, can lock-in a forward interest rate, with an “insurance premium”. For up to six months in advance. While this instrument provides cost certainty, the price to lock-in a future interest rate may not be cost effective.

The City will reserve the right to not participate in any bond forward agreement that the Region enters into.

NOTICE PERIOD

The City recognizes that, in order to ensure orderly placement of a Debenture issue within capital markets, the Region of Peel requires a lengthy notice period (18 months in advance of when the funds are required, within a range of plus or minus \$25 million variance; to be further confirmed six months in advance, within plus or minus \$5 million) for the issuance of Debentures.

The Treasurer will provide no less than 75 days of official notice, in writing, to the Region of Peel regarding City participation in the issuance of Debentures.

ACCOUNTABILITY:

The Financial and Information Services Department is responsible for developing recommendations and appropriate advice to Council on debt financing decisions and for administering any approved debt financing in conjunction with the Region of Peel.

SECTION: Finance SUBJECT: Debt Management		POLICY 13.2.5
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APPROVED BY: CW224-2013/C183-2013	PROCEDURAL UPDATES: n/a	

ADMINISTRATION:

Financial Planning & Budgets Division is responsible for maintaining and updating this policy.

CONTACT:

David Sutton, Acting Director of Financial Planning & Budgets, Financial & Information Services Department, 905-874-2257

RELATED DOCUMENTS:

- City of Brampton, Corporate Policy 13.2.3 (Finance – Internal Financing)
- City of Brampton, Corporate Policy 13.6.0 (Finance & Insurance – Investments)
- Ontario Municipal Act 2001 (the Act), as amended, specifically Part XIII – Debt and Investment
- Ontario Regulation 247/01 (Variable Interest Rate Debentures and Foreign Currency)
- Ontario Regulation 276/02 (Bank Loans)
- Ontario Regulation 403/02 (Debt and Financial Obligation Limits)
- Ontario Regulation 438/97 (Eligible Investments and Related Financial Agreements)
- Ontario Regulation 653/05 (Debt-Related Financial Instruments and Financial Agreements)

RatingsDirect®

City of Brampton

Primary Credit Analyst:

Nineta Zetea, Toronto (416) 507-2508; nineta.zetea@spglobal.com

Secondary Contact:

Adam J Gillespie, Toronto (1) 416-507-2565; adam.gillespie@spglobal.com

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City of Brampton

This report supplements our research update "City of Brampton 'AAA' Rating Affirmed; Outlook Is Stable," published on Oct. 24, 2016. To provide the most current information, we may cite more recent data than that stated in the previous publication. These differences have been determined not to be sufficiently significant to affect the rating and our main conclusions.

Rationale

The rating reflects S&P Global Ratings' assessment of the city's very strong and well-diversified economy, exceptional liquidity, very strong budgetary performance, and strong revenue-side budgetary flexibility. The rating also reflects our view of the very predictable and well-balanced local government framework, our opinion of the positive impact of Brampton's strong financial management on its credit profile, and the city's very low debt and contingent liabilities. We believe that restricted expenditure flexibility mitigates these strengths somewhat.

Issuer Credit Rating

AAA/Stable/--

We estimate that Brampton's economy is very strong, and that it generated GDP per capita close to the provincial average of about US\$45,500 for 2013-2015. We view the city's economy as dynamic and well-diversified, which robust population growth supports. Main economic sectors include manufacturing, transportation and warehousing, and retail, with no significant concentration in any sector. We believe that Brampton's competitive tax rates, proximity to major markets, and extensive transportation network will continue to support the expanding local economy to sustain any reasonably foreseeable economic shocks.

Brampton demonstrates strong financial management, in our view. The city's strategic action plan guides its budgets, which we view as detailed and realistic. It has a robust set of financial policies and annual financial statements are audited and unqualified. It provides transparent, easy-to-access disclosure to pertinent information and prepares detailed operating and capital budgets. The city has strengthened its long-term capital and financial planning, in our view, by transitioning to contract-based capital budgets and full-accrual operating budgets. We believe that substantial changes to the city's senior management level in the past year could slow down the administration's decision-making process as the new team takes over their duties. Nevertheless, there have been no notable disruptions to the city's activities and, given the new management's extensive municipal experience, we believe business continuity and financial accountability should be maintained.

In our view, the city's strong revenue-side budgetary flexibility supports the rating. Brampton relies very little on transfers from senior levels of governments and has significant revenue-raising tools such as property taxes and user fees. Modifiable revenues accounted for 97.6% of operating revenues in 2015 (all figures S&P Global Ratings-adjusted). Nevertheless, like most Canadian municipalities, Brampton's budgetary flexibility is somewhat constrained on the expenditure side, given provincially mandated service levels, labor contracts, and inflation. Also adding to the city's budgetary flexibility is its high level of capital spending, which suggests some ability to defer unessential capital spending to preserve budgetary balance. Capital expenditures accounted for 27.7% of total expenditures in 2015. This is higher than the previous year's 23.1%, as Brampton is working toward eliminating the backlog of previously

approved projects. To achieve this, the city expects to see its capital expenditures exceeding its annual budgeted capital plan for the next several years. We forecast them to average about 24% of total spending in 2014-2018 under our base-case scenario; and we believe that modifiable revenues as a share of adjusted operating revenues will stay at current levels.

In our opinion, Brampton's budgetary performance has been very strong in the past five years, although operating surpluses have been somewhat below those of similarly rated Canadian peers. The city's operating balance rose to 11.7% of adjusted operating revenues in 2015, from 9.6% in 2014, largely due to an increase in property tax revenues. The city's balance after accounting for capital revenues and spending in 2015 was a surplus of 6.7% of total revenues, superior to the previous year's modest deficit of 0.6%. This was the result of significantly higher recognition of deferred revenues, which covered most of the capital expenditures (part of which were related to previously approved projects). In our base-case forecast, we expect that continued economic growth will help to maintain both operating and after-capital surpluses, on average, in 2014-2018.

Brampton has no external debt other than the capital lease obligations related to the Southwest Quadrant Renewal Plan. For our calculation of tax-supported debt, we include the fair market value of the lease as reported in Brampton's 2015 financial statements (C\$91.6 million at the end of 2015) as well as an C\$8.9 million guaranteed loan for the Powerade Centre. Under the lease obligation, the city is responsible for annual payments of C\$8.4 million starting in 2014, for 25 years. These items totaled about 17.5% of consolidated operating revenues in 2015, a level we consider very low. We don't expect this to increase because Brampton has no plans to issue debt in the next several years. In addition, interest costs are forecast to consume an average of 1% of operating revenues in 2015-2017, which we consider very low.

Brampton's strategy to fund about half of its capital program with internal resources, primarily development charges (DCs), led to the accumulation of a large deficit in its DC reserve in the past several years. However, through the review of all current capital projects in the past two years and the switch to capital contract budgeting, city managed to eliminate its DC reserve deficit in 2016. As of June 30, the city's DC reserve was in surplus of C\$34 million and the city expects it will continue to grow in the near term. We believe the demand for growth-related infrastructure spending ahead of development introduces a level of development risk that could require the city to either scale back the rate of growth spending or to start using debt as a source of long-term funding for its capital plan.

The city's contingent liabilities are what we consider very low, totaling 8.5% of 2015 adjusted operating revenues. They mainly relate to vacation pay, sick leave, workplace safety and insurance board claims, and self-insurance and legal liability. Brampton is currently involved in two lawsuits that have been brought against it by developers related to the Southwest Quadrant project. Damages totaling C\$48.5 million are being sought from the city. The city estimates that legal fees related to these litigations and any potential settlement costs will have no impact on the city's revenues, because they will be entirely covered by Brampton's insurance and its third-party liability self-insurance reserve.

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive.

Liquidity

In our view, Brampton continues to benefit from exceptional internal liquidity support and satisfactory access to external liquidity for refinancing needs, given its proven ability to issue debt through the Regional Municipality of Peel, and the presence of a secondary market for Canadian municipal debt instruments. In addition, we believe the city's strong operating balances point to robust cash flow generation capability and boost its liquidity profile. We estimate that, on an adjusted basis, Brampton's next 12 months' cash and liquid assets total about C\$984.1 million, which are sufficient to cover about 118x debt service charges.

Outlook

The stable outlook reflects our expectation that, in the next two years, Brampton's very strong economy will continue to expand, liquidity will remain exceptional, and financial management will remain strong. We could take a negative rating action if the city's operating performance were to fall below 5% of operating revenues or slight after-capital deficits were to occur, on an average basis; or if Brampton were to issue external debt such that we expect total tax-supported debt to be greater than 30% of consolidated operating revenues. We could also lower the ratings if we note erosion in managerial strength as result of a weaker financial management accountability potentially caused by continuous turnover at senior levels of the administration.

Canadian Municipalities Benefit From A "Very Predictable And Well-Balanced" Institutional Framework

We view the Canadian provincial-municipal intergovernmental system as being "very predictable and well-balanced" because of its maturity and stability, low-to-moderate degree of mismatching of revenues and expenditures, moderate levels of transparency and accountability, and strong likelihood of extraordinary support from provincial governments.

Provincial-municipal relationships have proven to be more dynamic than the federal-provincial one, largely because the municipal governments are established through provincial statute and not the constitution. Historically, the provinces have taken a more active role in municipal affairs than the federal government in provincial matters. Although there have been long periods of relative stability, provincially imposed large-scale changes to municipal revenue powers and expenditure responsibilities have occurred.

Provinces mandate a significant proportion of municipal spending and, through legislation, require municipalities to pass balanced operating budgets (although they also provide operating fund transfers). Nevertheless, municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive for some. Many have been limited in their ability to renew their infrastructure, roads, water, and wastewater, due to constraints on fee and property tax increases. Property taxes are the primary source of own-source revenues for Canadian municipalities, followed by fees and transfers from both the provincial and federal governments. Chief expenditure categories of Canadian municipalities are transportation services, which include roads and transit; environmental services, which include water distribution and treatment and wastewater collection; protection services, such as fire and police; and recreation and cultural services. Small and rural municipalities generally receive higher provincial transfers, for both operating and capital programs, compared with those of their more urban counterparts,

but there are no formal equalization schemes.

We believe financial information is quite timely. National accounting standards are strong and improving, in our view, although adoption can vary somewhat. Statutes require audited statements. While there are no national standards that apply to budgeting practices, a five-year capital budgeting process is usually the minimum. In addition, only current-year budgeting is required generally for operations.

The provinces have an established history assisting their distressed municipalities through grants.

A Very Strong And Well-Diversified Economy

We view Brampton's economy as very strong, given its diversification and track record of strong growth. The city is one of three lower-tier municipalities of Peel. It is a high-growth municipality, with a population of more than 520,000 according to the 2011 Census, up 21% from 2006; the city estimates the local population at 607,500 at year-end 2015. We believe that Brampton generated GDP per capita comparable with the provincial average of about US\$45,500 in 2013-2015, with an average household income estimated at more than C\$94,000 in 2014, which was close to the provincial average. In addition, the presence of high valued-added sectors and very healthy population growth also support economic growth.

We believe that Brampton benefits from an advantageous location, on the west side of Toronto's Census metropolitan area, providing it access to major markets and an extensive transportation network. The city's main economic sectors include manufacturing, transportation and warehousing, and retail trade. In our opinion, Brampton's competitive tax rates and proximity to Toronto will continue to attract new businesses and employment opportunities to the area. FCA Canada Inc. (formerly Chrysler Canada Inc.) continues to be the city's largest manufacturer and its second-largest private employer. Other major employers include a large telecommunications company, the head office of a major grocery chain, a food processor, warehousing and distribution centers, and many smaller manufacturers.

Although data are not available for Brampton, the unemployment rate for Peel improved to 6.8% in 2015 from 8.5% in 2014, in line with the provincial level. Building activity in Brampton remained very healthy in 2015, with the value of building permits increasing about 21% to C\$2.7 billion. This was primarily driven by significant growth in residential and industrial construction value, which more than offset the decrease experienced by the commercial and institutional sectors. Building permit values through August 2016 indicated a 37% decline primarily driven by a slowdown in residential construction, as reflected by housing unit permits which were also 37% lower. We believe that the city's integration in the Greater Toronto Area and its focus on attracting and supporting new and existing businesses and residents will result in relatively stable economic growth.

Strong Financial Management

In our view, Brampton demonstrates strong financial management practices. The city has what we view as prudent financial policies, including a debt policy approved in June 2013. Financial statements have a high level of transparency and disclosure and are independently audited with no qualifications. The budgets are consolidated and

use realistic assumptions. Brampton prepares an operating budget annually, as well as a detailed capital budget, including a 10-year capital plan. It has started preparing its capital budget on a capital-contract basis with the aim of improving the year-to-year visibility of capital expenditure plans and reducing the amount of approved-but-unspent funds for these projects. At the same time, Brampton has transitioned its operating budget to full-accrual accounting to better align with the financial statements and more accurately reflect all of the expenses that it incurs. In our view, this has strengthened the city's long-term capital and financial planning.

In 2016, Brampton appointed a new chief administrative officer and implemented significant structural changes that resulted in the reduction of 25 management positions throughout the organization, 20 of which will not be replaced. Brampton estimates that the elimination of these positions will flatten its hierarchy, consolidate business service units, and build greater cooperation across all departments. In addition, it will generate cost savings of about C\$2 million per year. Although we believe that substantial changes to the city's senior management level could slow the administration's decision-making process as the new team takes over their duties, there have been no notable disruptions to the city's activities. Moreover, given the new management's extensive municipal experience, we believe business continuity and financial accountability should continue.

Council is composed of the mayor and 10 councilors and serves a four-year term; the current one has been in place since November 2014. The mayor and six of the councilors also represent the city as members of the Region of Peel Council. Unlike Canada's members of federal or provincial parliaments, municipal councilors do not operate under a political party system.

Strong Budgetary Flexibility

In our view, Brampton's budgetary flexibility is mainly on the revenue side given the high modifiable revenues, which represented 97.6% of adjusted operating revenues in 2015. The city relies very little on transfers from senior levels of governments. Instead, it derives the vast majority of its operating revenues from sources under its control, such as property taxes (69% in 2015), user fees and service charges (24% in 2015, with the majority coming from transit fares), and other nontax revenues (7%). Also strengthening Brampton's budgetary flexibility is its high level of capital spending, which suggests some ability to defer unessential capital spending to preserve budgetary balance. Capital expenditures accounted for 27.7% of total expenditures in 2015. This is higher than the previous year's 23.1%, because the city is working toward eliminating the backlog of previously approved projects. To achieve this, it expects to see its capital spending exceeding its annual budgeted expenditure for the next several years. We expect capital expenditures will average about 24% of total spending in 2014-2018 under our base-case scenario and that own-source revenues as a share of adjusted operating revenues will stay at current levels.

Similar to that of many Canadian peers, Brampton's budgetary flexibility is somewhat constrained on the expense side because the province mandates a majority of its services. The city's largest operating expenses relate to transportation, administration, and recreational and cultural services. Combined, they consumed about 80% of all 2014 adjusted operating expenses. Wages and benefits typically make up close to 68% of operating expenditures (net of amortization) and can exert significant pressure on operating budgets because they are mostly subject to collective agreements, which can further limit budgetary flexibility.

Nevertheless, in our opinion, Brampton's tax rates remain competitive compared with those of peers, granting it some flexibility to generate more property tax revenue to ensure that operating pressures remain contained (assuming the political will and ability to exercise this flexibility are present).

Very Strong Budgetary Performance

To improve comparability across local and regional governments globally, S&P Global Ratings adjusts the published figures of all municipalities to reflect their budgetary balances on a cash basis. This includes adjusting for major accruals; restating capital spending to a cash basis by removing the influence of capital amortization and net income of certain government business enterprises; and adjusting for one-time revenues.

Brampton's rapidly growing population has required a commensurate increase in municipal services and infrastructure, and the associated operating and capital costs have pressured operating balances. However, in the past several years, healthy revenue growth from property tax and user fees has offset sizable increases in employee-related costs and expenses for materials and contracted services. In 2015, the city recorded an adjusted operating surplus of 11.7% of adjusted operating revenues. This is up from 9.6% in 2014, largely due to an increase in property tax revenues. Brampton's balance after accounting for capital revenues and spending in 2015 was a surplus of 6.7% of total revenues, superior to the previous year's modest deficit of 0.6%. This followed significantly higher recognition of deferred revenues that covered most of the capital expenditures (part of which were related to previously approved projects).

In our base-case scenario, we expect that continued economic growth will help maintain both operating and after-capital surpluses, averaging 11.6% of operating revenues and 2.8% of total revenues, respectively, in 2014-2014.

The 2016 capital budget consists of about C\$113.6 million of project funding. However, the city expects that actual cash capital expenditures during the year will be about C\$168 million, as it focuses on the completion of its DC-financed capital projects. Brampton, similar to many Canadian municipalities, used to approve its capital budgets by project, which can result in large approved plans that can take many years to work through, especially for cities experiencing significant growth pressures, such as Brampton. With the move to capital contract budgeting starting in 2015, the city hopes to more accurately reflect both the magnitude and timing of capital expenditures. Through the review of all current capital projects in the past two years and the switch to capital contract budgeting, Brampton managed to eliminate its DC reserve deficit in 2016. As of June 30, the city's DC reserve held a C\$34 million surplus and management expects it will continue to grow in the near term.

Exceptional Liquidity Balances

In our view, Brampton continues to benefit from an exceptional liquidity position, which we expect will easily exceed 100% of debt service during our outlook horizon. At year-end 2015, the city had total cash and investments of C\$969.4 million, up from C\$881.7 million at the end of the previous fiscal year. It holds cash equivalents and marketable securities in government bonds and money market instruments, and manages them internally.

We estimate that, on an adjusted basis, Brampton's next 12 months' cash and liquid assets total about C\$984.1 million,

which are sufficient to cover about 118x debt service charges. In addition, we believe the city's strong operating balances point to robust cash flow generation capability and bolster its liquidity profile. We continue to believe that the C\$100 million Legacy Fund dedicated to capital preservation remains Brampton's implicit liquidity floor, because a change in its purpose requires a majority vote by council. We expect that liquidity will remain exceptional and sufficient to largely cover all debt service requirements during our outlook horizon.

In our view, the city has satisfactory access to external markets given its ability to issue debt through the Regional Municipality of Peel and the presence of a secondary market for Canadian municipal debt instruments.

Very Low Debt Burden

Brampton has no external debt other than the capital lease obligations related to the Southwest Quadrant Renewal Plan, under which it is responsible for annual payments of C\$8.4 million starting in 2014, for 25 years. For our calculation of tax-supported debt, we include the fair market value of the lease as reported in Brampton's 2015 financial statements as well as an C\$8.9 million guaranteed loan for the Powerade Centre. These items totaled about C\$100.5 million at the end of 2015, or 17.5% of consolidated operating revenues, a level we consider very low. In addition, we forecast interest costs to average 1% of operating revenues in 2015-2017, which we view as very low. We understand that the city has no current plans to issue debt in the next several years. Accordingly, we expect that the tax-supported debt ratio will remain less than 30% in the next two years.

Contingent Liabilities

Brampton contingent liabilities are what we consider very low, totaling 8.5% of 2015 adjusted operating revenues. They mainly relate to vacation pay, sick leave, workplace safety and insurance board claims, and self-insurance and legal liability. The city faces two main claims related to the Southwest Quadrant building, for which damages sought total C\$48.5 million. It estimates that related legal fees and any potential settlement costs will have no impact on revenues, because its insurance and third-party liability self-insurance reserve will cover them entirely.

Ratings Score Snapshot

Table 1

City of Brampton -- Rating Score Snapshot	
Key Rating Factors	Assessment
Institutional Framework	Very predictable and well-balanced
Economy	Very strong
Financial Management	Strong
Budgetary Flexibility	Strong
Budgetary Performance	Very strong
Liquidity	Exceptional
Debt Burden	Very low

Table 1**City of Brampton -- Rating Score Snapshot (cont.)**

Key Rating Factors	Assessment
Contingent Liabilities	Very low

*S&P Global Ratings' ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of S&P Global Ratings' "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the government's foreign currency rating.

Key Statistics**Table 2****City of Brampton -- Economic Statistics**

(%)	--Fiscal year ended Dec. 31--				
	2011	2012	2013	2014	2015
Population	523,911	540,145	557,800	586,600	607,500
Population growth	0.99	1.19	1.16	1.10	0.87
Unemployment rate	8.50	9.00	9.10	8.50	6.80

The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include national statistical offices.

Table 3**City of Brampton -- Financial Statistics**

Mil. C\$	--Fiscal year ended Dec. 31--					
	2013	2014	2015	2016bc	2017bc	2018bc
Operating revenues	489	550	576	615	650	689
Operating expenditures	457	497	509	541	577	615
Operating balance	31	53	68	74	72	75
Operating balance (% of operating revenues)	6.4	9.6	11.7	12.0	11.1	10.9
Capital revenues	105	93	178	117	136	117
Capital expenditures	117	149	195	168	194	168
Balance after capital accounts	19	(4)	51	23	14	24
Balance after capital accounts (% of total revenues)	3.3	(0.6)	6.7	3.1	1.8	3.0
Debt repaid	0	1	1	1	2	2
Balance after debt repayment and onlending	19	(4)	49	22	12	22
Balance after debt repayment and onlending (% of total revenues)	3.3	(0.7)	6.5	2.9	1.6	2.8
Gross borrowings	0	0	0	0	0	0
Balance after borrowings	19	(4)	49	22	12	22
Operating revenue growth (%)	7.5	12.7	4.7	6.7	5.6	6.1
Operating expenditure growth (%)	7.2	8.8	2.3	6.4	6.6	6.5
Modifiable revenues (% of operating revenues)	97.6	94.5	97.6	97.7	97.7	97.8
Capital expenditures (% of total expenditures)	20.4	23.1	27.7	23.7	25.2	21.5
Direct debt (outstanding at year-end)	0	93	92	90	89	87
Direct debt (% of operating revenues)	0.0	16.9	15.9	14.7	13.6	12.6

Table 3

City of Brampton -- Financial Statistics (cont.)						
Mil. C\$	--Fiscal year ended Dec. 31--					
	2013	2014	2015	2016bc	2017bc	2018bc
Tax-supported debt (% of consolidated operating revenues)	2.0	18.6	17.4	16.1	14.9	13.8
Interest (% of operating revenues)	0.0	0.5	1.2	1.1	1.0	1.0
Debt service (% of operating revenues)	0.0	0.6	1.4	1.4	1.3	1.2

The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects S&P Global Ratings' expectations of the most likely scenario. Downside case represents some but not all aspects of S&P Global Ratings' scenarios that could be consistent with a downgrade. Upside case represents some but not all aspects of S&P Global Ratings' scenarios that could be consistent with an upgrade.

Key Sovereign Statistics

- Sovereign Risk Indicators, Oct. 13, 2016. Interactive version available at www.spratings.com/SRI.

Related Criteria And Research

Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014
- Methodology And Assumptions For Analyzing The Liquidity Of Non-U.S. Local And Regional Governments And Related Entities And For Rating Their Commercial Paper Programs, Oct. 15, 2009
- Use Of CreditWatch And Outlooks, Sept. 14, 2009

Related Research

- Institutional Framework Assessments For Non-U.S. Local And Regional Governments, April 21, 2016
- Public Finance System Overview: Canadian Municipalities, Dec. 10, 2015
- Global Credit Conditions Weaken Broadly Amid Increasing Market Volatility, April 19, 2016

Ratings Detail (As Of November 1, 2016)

Brampton (City of)

Issuer Credit Rating AAA/Stable/--

Issuer Credit Ratings History

26-Nov-2015 AAA/Stable/--

29-Nov-2013 AAA/Negative/-

04-Dec-2006 AAA/Stable/-

*Unless otherwise noted, all ratings in this report are global scale ratings. S&P Global Ratings' credit ratings on the global scale are comparable across countries. S&P Global Ratings' credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.

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Corporate Policies

SECTION: FINANCE		DEPT: Finance Department
SUBJECT: Internal Financing		
POLICY NO. 13.2.3	SUPERCEDES POLICY DATED: N/A	PAGE: 1 OF 3
EFFECTIVE DATE: Sep. 13, 2004	APPROVED BY: AF040-2002 / C207-2002 AF021-2003 / C081-2003 CW444-2004 / C252-2004	APPROVAL May 27, 2002 Amended: Feb. 24, 2003 Amended: Sep 13, 2004

POLICY STATEMENT:

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.

Term - The term of the loan should not exceed 50% of the expected useful life of the equipment or project being financed, unless specifically approved by Council.

Interest Rate for an Internal Loan - The interest rate will be based on the yield available for an investment security of a comparable time period. It is necessary that the rate reflect the investment opportunities available for a comparable term investment available to the City.

The interest rate will be set by the Finance Department within 90 days after the project has been approved by Council for internal financing.

Minimum Size of Loan - Internal financing must be for no less than \$100,000.

Repayment Schedule - The repayment schedule will be based on semi-annual payments including interest. Semi-annual payments will be made on June 30 and Dec 31 of each year until the loan is repaid.

Start Date for Repayment of Loan – The first semi-annual payment will be June 30 of the following year in which the internal loan was approved. There will be no semi-annual payment required in the year the loan is approved, unless requested by the borrowing Department.

The start date for the repayment of the loan is subject to any subsequent Council decisions that may affect the start of the approved capital project. The start date for the



Corporate Policies

SECTION: FINANCE		DEPT: Finance Department
SUBJECT: Internal Financing		
POLICY NO. 13.2.3	SUPERCEDES POLICY DATED: N/A	PAGE: 2 OF 3
EFFECTIVE DATE: Sep. 13, 2004	APPROVED AF040-2002 / C207-2002 BY: AF021-2003 / C081-2003 CW444-2004 / C252-2004	APPROVAL May 27, 2002 Amended: Feb. 24, 2003 Amended: Sep 13, 2004

repayment of the loan is also subject to circumstances beyond the Department's control that would delay and/or postpone the start of the capital project.

Reduction of the Principal Amount – During the repayment period and only once a year, departments have an option to return a portion of the principal amount owing if it is deemed that there will be surplus financing of the acquisition or capital project. This option to request a reduction must be exercised by September 30. A new repayment schedule, based on the original interest rate and the remaining term, will then be effective as of January 1 of the following year. The request to return a portion of the principal is to be sent to the Accounting Section, Finance Department.

Total Amount of the Annual Repayments of the Outstanding Internal Loans – The total amount of the annual repayments of the outstanding internal loans may not exceed 10% of the annual total current budgeted expenditures.

Hierarchy of Funding Sources - Internal loans will be advanced from the following sources of available funds and in the following priority sequence:

- 1) Non-Statutory Reserve Funds;
- 2) Community Investment Fund (only for the specified uses in keeping with the Community Investment Fund polices);
- 3) Statutory Reserve Funds (only for inter-fund related projects that are specific to Development Contributions – new DC's.).

Procedures: The Finance Department will review all the financing alternatives. If internal financing is determined to be the best choice, a report recommending the internal financing will be brought to Council for approval. All selected acquisitions or capital projects for internal financing must supply the following information:

- Amount of funds being requested;
- Purpose of loan;
- Funding source for internal financing;
- Term of the loan and when the funds are needed;
- Cash flow analysis reflecting the length of time for repayment of the loan.



Corporate Policies

SECTION: FINANCE		DEPT: Finance Department
SUBJECT: Internal Financing		
POLICY NO. 13.2.3	SUPERCEDES POLICY DATED: N/A	PAGE: 3 OF 3
EFFECTIVE DATE: Sep. 13, 2004	APPROVED AF040-2002 / C207-2002 BY: AF021-2003 / C081-2003 CW444-2004 / C252-2004	APPROVAL May 27, 2002 Amended: Feb. 24, 2003 Amended: Sep 13, 2004

ACCOUNTABILITY:

The Finance Department will review the request and prepare the loan terms and repayment schedule based on the specifications of the request and the guidelines in this policy.

ADMINISTRATION:

Treasury Services will be responsible for keeping this policy up to date.

CONTACT:

Peter Honeyborne, Director of Treasury Services & Deputy Treasurer, 905-874-2221.



The Corporation of the City of Brampton
Capital Project Spending \$(000)

Department	2011	2012	2013	2014	2015
LIBRARY	2,382	11,131	2,774	1,605	2,245
CORPORATE SERVICES	4,642	6,371	8,778	5,630	6,331
MAYOR AND MEMBERS OF COUNCIL	2	4	1	25	5
OFFICE OF THE CAO	1	-	-	1	-
OFFICE OF THE COO	1	4	5	3	3
PLANNING AND INFRASTRUCTURE SERVICES	97,210	80,033	79,736	95,494	122,389
PUBLIC SERVICES	88,385	95,377	44,172	72,094	87,068
	192,623	192,920	135,467	174,852	218,042

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
111040	Envelope Stuffing-Sealing Mach	Corporate Services	35
111197	Minor Capital Economic Dev-Com	Office of the COO	3
111198	Minor Capital Corp. Services	Corporate Services	23
111199	Minor Capital City Manager	Office of the CAO	3
111210	Printing Production Equipment	Corporate Services	35
111299	Minor Capital Council Members	Mayor & Members of Council	13
111398	Minor Capital Human Resources	Corporate Services	14
111420	SftwreLicensing-WindowsUpgrde	Corporate Services	726
111423	PSN Development	Corporate Services	1,000
111425	Desktop Technology Acq-Refresh	Corporate Services	1,219
111427	Technology Repair-Replacement	Corporate Services	3,195
111430	Councillors Tech. Acquisition	Mayor & Members of Council	35
111439	Insurance Claims Mgmt Systems	Corporate Services	50
111457	Customer Serv. Business Sys.	Corporate Services	236
111486	Parking Tag-Refresh-Enhancemnt	Corporate Services	200
111496	Infrastructure Appl. Upgrades	Corporate Services	200
111499	Minor Capital ITC	Corporate Services	489
111500	Corp. Indoor Asset Replacement	Public Services	993
111520	Energy Programs	Public Services	805
111530	Accessibility Program	Public Services	563
111599	Minor Capital Indoor Assets	Public Services	257
111760	Portfolio Management	Public Services	340
111799	Minor Capital BusinessServices	Public Services	37
111830	Portable Generators	Public Services	20
111850	Corporate Security Systems	Public Services	390
111899	Minor Capital Corp. Security	Public Services	30
111900	Corporate Churn - Corp. Bldgs.	Public Services	333
111910	Strategic Acc.Plan.Initiatives	Public Services	926
112110	Fire Misc. Initiatives	Public Services	365
112125	52 Rutherford Road	Public Services	750
112200	Fire Station Repairs	Public Services	200
112300	Fire Additional Vehicles	Public Services	80
112310	Fire Vehicle Replacement	Public Services	1,935
112460	Fire Fighting Equipment	Public Services	100
112501	Fire Stn Renovations-Additions	Public Services	300
112551	Station 201 Renovation	Public Services	75
112710	Traffic Signalization	Planning & Infrastructure	1,050
112750	LED Retrofit Program	Planning & Infrastructure	402
112760	Pedestrian Countdown Signals	Planning & Infrastructure	150
112770	Traffic Signal Modern. Program	Planning & Infrastructure	625
112790	Traffic Signal Comm. Pilot	Planning & Infrastructure	30
112899	Minor Capital BusinessServices	Planning & Infrastructure	25
112910	New Equipment	Planning & Infrastructure	1,024
112930	Special Tools	Planning & Infrastructure	25
112940	Hardware	Planning & Infrastructure	65
112950	Replacement Equipment	Planning & Infrastructure	5,177
113010	Traffic Calming Measures	Planning & Infrastructure	100
113200	Intersection Improvements	Planning & Infrastructure	1,300
113412	Creditview Road CN Underpass	Planning & Infrastructure	1,552

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
113413	Creditview Rd Reconstruction	Planning & Infrastructure	3,920
113550	Mayfield Road - Region	Planning & Infrastructure	1,410
113610	Project Design	Planning & Infrastructure	5,146
113620	Pre-Engineering	Planning & Infrastructure	750
113625	Utility Relocation	Planning & Infrastructure	3,515
113750	Chinguacousy Rd Widening	Planning & Infrastructure	17,399
113751	Chinguacousy Rd Widening	Planning & Infrastructure	7,717
113820	Road Resurfacing Program	Planning & Infrastructure	11,600
113951	Wanless Dr Widening-Recon.	Planning & Infrastructure	6,648
113980	Cottrelle Blvd	Planning & Infrastructure	4,670
114020	Land Acquisitions	Planning & Infrastructure	6,500
114160	Road Network Survey	Planning & Infrastructure	70
114230	Bridge Repairs	Planning & Infrastructure	448
114300	Noise Walls	Planning & Infrastructure	920
114410	Sidewalks	Planning & Infrastructure	620
114411	Sidewalks-Region of Peel	Planning & Infrastructure	481
114500	Environmental Assessments	Planning & Infrastructure	1,493
114530	Streetlighting	Planning & Infrastructure	1,000
114561	Civic Design - Region of Peel	Planning & Infrastructure	170
114680	Bus Refurbishments	Public Services	720
114690	Bus Purchases	Public Services	6,175
114700	Vehicle Maint. System Pilot	Public Services	250
114710	Wireless Commun. Initiatives	Public Services	500
114770	Bus Shelters-Pads-Stops	Public Services	440
114799	Minor Capital Transit	Public Services	187
114940	Storm Water Mgmt - Restoration	Planning & Infrastructure	3,279
114950	Storm Water Management Study	Planning & Infrastructure	200
115370	FCCC - Site Servicing	Public Services	350
115400	Outdoor Asset Replacement	Planning & Infrastructure	3,400
115510	Asset Replacement-Energy Sys.	Public Services	2,663
115550	Indoor Asset Replacement	Public Services	2,142
115610	Heritage Program	Public Services	700
115680	Balmoral Recreation Centre	Public Services	480
115690	South Fletchers Sportsplex	Public Services	561
115730	Gore-Castlemore Community Park	Public Services	10,400
115780	Powerade Centre	Public Services	90
115860	Neighbourhood Parks	Planning & Infrastructure	4,025
115940	Pathways Implementation Prgrm	Planning & Infrastructure	294
115950	Chinguacousy Park	Public Services	500
116000	Valleyland Development	Planning & Infrastructure	1,876
116900	Collection Development	Brampton Public Library	877
116910	Automation Software Upgrades	Brampton Public Library	50
117175	Prov. Growth Plan Conformity	Planning & Infrastructure	110
117199	Minor Capital Community Design	Planning & Infrastructure	20
117230	Environmental Stdy Peer Review	Planning & Infrastructure	250
117299	Minor Capital Development Eng.	Planning & Infrastructure	11
117360	Trans Transit Master Plan TTMP	Planning & Infrastructure	80
117370	TTMP Implementation	Planning & Infrastructure	80
117399	Minor Capital BusinessServices	Planning & Infrastructure	20

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
117480	Environmental Master Plan Study	Planning & Infrastructure	250
117499	Minor Capital Building	Planning & Infrastructure	30
117815	Sustainable Design Guidelines	Planning & Infrastructure	100
117822	Mobility Hub Study-Guidelines	Planning & Infrastructure	100
117835	Townhouses-Design Guidelines	Planning & Infrastructure	50
117836	Midrise-Design Guidelines	Planning & Infrastructure	50
117837	3D Model-Main St Transit Corr.	Planning & Infrastructure	150
117852	Queen St W DPS Implementation	Planning & Infrastructure	100
117853	3D Model - Queen Street	Planning & Infrastructure	100
117860	Heritage Heights Community Study	Planning & Infrastructure	1,789
117865	Natural Heritage Inventory	Planning & Infrastructure	80
		Total for 2011	145,505
121070	Capital Program - Purchasing	Corporate Services	171
121099	Minor Capital Treasury Service	Corporate Services	214
121120	Election Tabulation Equipment	Corporate Services	750
121197	Minor Capital Economic Dev-Com	Office of the COO	6
121198	Minor Capital Corp. Services	Corporate Services	25
121199	Minor Capital City Manager	Office of the CAO	3
121299	Minor Capital Council Members	Mayor & Members of Council	13
121398	Minor Capital Human Resources	Corporate Services	14
121399	Minor Capital Internal Audit	Office of the CAO	2
121401	Management of Data Centre	Corporate Services	2,000
121406	CSP Portal Online Services	Corporate Services	350
121407	CSP Portal System Upgrade	Corporate Services	410
121409	POS Peripheral Replacement	Public Services	81
121411	Mobile Device Management	Corporate Services	-
121415	Corp Radio Upgrade-Replacement	Corporate Services	2,302
121417	Enterprise Arch-Tech Planning	Corporate Services	93
121425	Desktop Technology Acq-Refresh	Corporate Services	132
121427	Technology Repair-Replacement	Corporate Services	2,285
121430	Councillors Tech Acquisition	Mayor & Members of Council	35
121436	Health-Safety Mgmt Sys Enhance	Corporate Services	12
121441	Corp Learning-Talent Mgmt Sys	Corporate Services	360
121443	Financial-Human Capital Upgrade	Corporate Services	1,540
121451	IT Service Mgmt Enhancement	Corporate Services	75
121471	GIS Integration Planning	Corporate Services	175
121495	Scheduling System-Parks Ops	Corporate Services	-
121498	2014 Municipal Election Tech	Corporate Services	150
121499	Minor Capital IT	Corporate Services	506
121500	Corp. Indoor Asset Replacement	Public Services	1,256
121520	Energy Management Programs	Public Services	700
121530	Accessibility Program	Public Services	100
121599	Minor Capital Indoor Assets	Public Services	307
121799	Minor Capital Business Service	Public Services	35
121850	Corporate Security Systems	Public Services	75
121899	Minor Capital Corp. Security	Public Services	30
121900	Corporate Churn-Corp Buildings	Public Services	350
121910	Strategic Acc.Plan.Initiatives	Public Services	1,822

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
122110	Fire Miscellaneous Initiatives	Public Services	271
122170	Opticom	Public Services	150
122200	Fire Station Repairs	Public Services	550
122310	Fire Vehicle Replacement	Public Services	1,210
122420	MDU-Mobile Command Post Tech.	Public Services	225
122430	Fire Dispatch Equipment	Public Services	200
122460	Fire Fighting Equipment	Public Services	225
122501	Fire Stn Renovations-Additions	Public Services	3,750
122710	Traffic Signalization	Planning & Infrastructure	720
122731	Flashing 40km/hr Beacon System	Planning & Infrastructure	125
122770	Traffic Signal Modern. Program	Planning & Infrastructure	190
122870	W&T Facility Refurbishment	Planning & Infrastructure	150
122899	Minor Capital Business Service	Planning & Infrastructure	15
122930	Special Tools	Planning & Infrastructure	50
122940	IT Hardware	Planning & Infrastructure	56
122950	Replacement Equipment	Planning & Infrastructure	4,474
122980	Software	Planning & Infrastructure	133
123010	Traffic Calming Measures	Planning & Infrastructure	100
123030	SafetyPerformnce-Netrwk Screen	Planning & Infrastructure	65
123200	Intersection Improvements	Planning & Infrastructure	100
123412	Creditview Road Reconstruction	Planning & Infrastructure	31,640
123610	Project Design	Planning & Infrastructure	3,399
123620	Pre-Engineering	Planning & Infrastructure	750
123625	Utility Relocation	Planning & Infrastructure	2,610
123811	Financial Drive	Planning & Infrastructure	2,205
123820	Road Resurfacing Program	Planning & Infrastructure	10,500
123870	James Potter Road	Planning & Infrastructure	3,902
123941	Countryside Drive Widening	Planning & Infrastructure	7,971
124020	Land Acquisitions	Planning & Infrastructure	6,518
124230	Bridge Repairs	Planning & Infrastructure	747
124270	Bridge Condition Surveys	Planning & Infrastructure	70
124300	Noise Walls	Planning & Infrastructure	920
124410	Sidewalks	Planning & Infrastructure	144
124500	Environmental Assessments	Planning & Infrastructure	2,687
124530	Streetlighting	Planning & Infrastructure	1,550
124680	Bus Refurbishments	Public Services	788
124690	Bus Purchases	Public Services	6,860
124702	Fencing	Public Services	30
124770	Bus Shelters-Pads-Stops	Public Services	416
124780	Shelter Electrification	Public Services	250
124799	Minor Capital Transit	Public Services	187
124800	Acceleride - Zum	Public Services	125,246
124850	Existing Facility Refurbishmnt	Public Services	200
124940	Storm Water Mgmt-Restoration	Planning & Infrastructure	3,293
124950	Storm Water Management Study	Planning & Infrastructure	200
125110	SWQ Transition and Fit-up	Public Services	8,199
125180	Animal Shelter	Planning & Infrastructure	100
125400	Outdoor Asset Replacement	Planning & Infrastructure	7,017
125430	Wayfinding & Signage Program	Planning & Infrastructure	215

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
125550	Indoor Asset Replacement	Public Services	4,766
125610	Heritage Program	Public Services	415
125860	Neighbourhood Parks	Planning & Infrastructure	1,807
125891	Softball Field Improvements	Planning & Infrastructure	402
125892	Shared Use-Turf Sports Fields	Public Services	875
125950	Chinguacousy Park Enhancements	Public Services	10,270
126000	Valleyland Development	Planning & Infrastructure	2,775
126600	Emerald Ash Borer Program	Planning & Infrastructure	4,942
126900	Collection Development	Brampton Public Library	877
126910	Automation Software Upgrades	Brampton Public Library	50
127199	Minor Capital Community Design	Planning & Infrastructure	20
127299	Minor Capital Development Eng.	Planning & Infrastructure	11
127399	Minor Capital Business Services	Planning & Infrastructure	20
127499	Minor Capital Building	Planning & Infrastructure	30
127790	Fleet Vehicles-Bldg Inspectors	Planning & Infrastructure	928
		Total for 2012	285,939
131000	Development Charges Study	Corporate Services	425
131190	Admin. Monetary Penalty System	Corporate Services	50
131197	Minor Capital EDC	Office of the COO	6
131198	Minor Capital Corp. Services	Corporate Services	25
131199	Minor Capital Off. of the CAO	Office of the CAO	3
131299	Minor Capital Council Members	Mayor & Members of Council	13
131398	Minor Capital Human Resources	Corporate Services	14
131399	Minor Capital Internal Audit	Office of the CAO	2
131414	Frontline Bus.Tech Peripherals	Corporate Services	28
131418	Open Gov 2.0 Public Info. Site	Corporate Services	49
131419	Council Meeting - Agenda Mgmt.	Corporate Services	200
131421	Case Assessment Litigation Sys	Corporate Services	15
131425	Desktop Technology Acq-Refresh	Corporate Services	1,588
131427	Technology Repair & Replacemnt	Corporate Services	2,830
131430	Councillors Tech Acq.-Refresh	Mayor & Members of Council	35
131432	Asset Management System	Planning & Infrastructure	3,503
131443	Purchasing Process Automation	Corporate Services	238
131451	IT Service Management Upgrade	Corporate Services	120
131459	Mobile Printing Productivity	Corporate Services	99
131460	Human Capital Data Security	Corporate Services	240
131470	PlanTrak Enterprise System	Planning & Infrastructure	855
131499	Minor Capital IT	Corporate Services	533
131500	Corp. Indoor Asset Replacement	Public Services	1,407
131520	Energy Programs	Public Services	750
131599	Minor Capital Indoor Assets	Public Services	257
131760	Portfolio Management	Public Services	200
131799	Minor Capital Business Service	Public Services	85
131850	Corporate Security Systems	Public Services	200
131899	Minor Capital Corp. Security	Public Services	30
131900	Corporate Churn-Corp Buildings	Public Services	290
131910	Strategic Acc.Plan.Initiatives	Public Services	4,585
132110	Fire Miscellaneous Initiatives	Public Services	201

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
132200	Fire Station Repairs	Public Services	550
132300	Fire Additional Vehicles	Public Services	814
132310	Fire Vehicle Replacement	Public Services	846
132430	Fire Dispatch Equipment	Public Services	3,610
132460	Fire Fighting Equipment	Public Services	325
132506	Stn 204 Relocation & Expansion	Public Services	4,600
132710	Traffic Signalization	Planning & Infrastructure	780
132760	Pedestrian Countdown Signals	Planning & Infrastructure	175
132790	Traffic Signal Communications	Planning & Infrastructure	1,137
132799	Minor Capital Traffic	Planning & Infrastructure	10
132801	Nelson Sq.Garage Access Modif.	Planning & Infrastructure	30
132899	Minor Capital Business Service	Planning & Infrastructure	41
132910	New Equipment	Planning & Infrastructure	184
132930	Special Tools	Planning & Infrastructure	35
132950	Replacement Equipment	Planning & Infrastructure	1,703
132961	Sign Shop Material Roller	Planning & Infrastructure	28
132999	Minor Capital Equipment	Planning & Infrastructure	70
133010	Traffic Calming Measures	Planning & Infrastructure	140
133099	Minor Capital Operations	Planning & Infrastructure	10
133410	Creditview Rd Reconstruction	Planning & Infrastructure	2,711
133411	Creditview Rd Reconstruction	Planning & Infrastructure	5,090
133500	North-South Spine Road	Planning & Infrastructure	2,870
133610	Project Design	Planning & Infrastructure	2,352
133620	Pre-Engineering	Planning & Infrastructure	150
133625	Utility Relocation	Planning & Infrastructure	3,229
133790	Linkdale-Skegby Drainage Impr.	Planning & Infrastructure	1,140
133820	Road Resurfacing Program	Planning & Infrastructure	9,000
133880	Bramalea Road Widening	Planning & Infrastructure	8,450
133940	Countryside Dr Widening-Recon.	Planning & Infrastructure	5,257
134020	Land Acquisitions	Planning & Infrastructure	2,969
134040	Easement Locations for Infra.	Planning & Infrastructure	250
134230	Bridge Repairs	Planning & Infrastructure	1,470
134270	Bridge Condition Surveys	Planning & Infrastructure	70
134300	Noise Walls	Planning & Infrastructure	400
134411	Sidewalks-Region of Peel	Planning & Infrastructure	400
134500	Environmental Assessments	Planning & Infrastructure	250
134502	Environmental Assessment	Planning & Infrastructure	617
134530	Streetlighting	Planning & Infrastructure	1,580
134561	Civic Design - Region of Peel	Planning & Infrastructure	375
134570	Pond Fountain Replacement	Planning & Infrastructure	80
134680	Bus Refurbishments	Public Services	1,275
134690	Bus Purchases	Public Services	7,375
134770	Bus Shelters-Pads-Stops	Public Services	430
134799	Minor Capital Transit	Public Services	187
134940	Storm Water Mgmnt-Restoration	Planning & Infrastructure	2,408
134950	Storm Water Management Study	Planning & Infrastructure	200
135400	Outdoor Asset Replacement	Planning & Infrastructure	4,244
135550	Indoor Asset Replacement	Public Services	6,089
135700	Mississauga-Embleton Facility	Planning & Infrastructure	16,980

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
135760	Fac. Repurposing-FCCC Hanger	Public Services	260
135780	Powerade Centre	Public Services	250
135781	Powerade Centre Scoreboard	Public Services	1,488
135860	Neighbourhood Parks	Planning & Infrastructure	4,894
135940	Pathways Implementation Prgm.	Planning & Infrastructure	965
136000	Valleyland Development	Planning & Infrastructure	1,248
136900	Collection Development	Brampton Public Library	877
136910	Automation Software Upgrades	Brampton Public Library	50
136961	Springdale Library & Park	Brampton Public Library	21,750
137030	Downtown Flood Risk Mitigation	Planning & Infrastructure	267
137199	Minor Capital Community Design	Planning & Infrastructure	16
137299	Minor Capital Development Eng.	Planning & Infrastructure	11
137360	Trans Transit Master Plan-TTMP	Planning & Infrastructure	300
137399	Minor Capital Business Service	Planning & Infrastructure	20
137420	Official Plan Review Studies	Planning & Infrastructure	800
137499	Minor Capital Building	Planning & Infrastructure	30
137740	Building Permit On-Line	Planning & Infrastructure	1,105
137814	Central Area Study	Planning & Infrastructure	20
137821	City Wide Urban Design	Planning & Infrastructure	30
137827	Community Improvement Plan Pgm	Planning & Infrastructure	571
137866	Heritage Studies	Planning & Infrastructure	30
	Total for 2013		156,843
141061	Financial Master Plan	Corporate Services	300
141097	Minor Capital Rev. & Risk Mgmt	Corporate Services	2
141098	Minor Capital Financial Plan'g	Corporate Services	2
141099	Minor Capital Treasury	Corporate Services	2
141110	Corporate Facility Equipment	Corporate Services	40
141197	Minor Capital EDC	Office of the COO	6
141198	Minor Capital Corp. Services	Corporate Services	25
141199	Minor Capital Off. of the CAO	Office of the CAO	3
141299	Minor Capital Council Members	Mayor & Members of Council	13
141398	Minor Capital Human Resources	Corporate Services	14
141399	Minor Capital Internal Audit	Office of the CAO	2
141425	Desktop Technology Acq-Refresh	Corporate Services	1,032
141427	Technology Infrastructure Mgmt	Corporate Services	2,600
141429	Dsktp Strategy-User Prodctvity	Corporate Services	150
141430	Technology Acquisition-Refresh	Mayor & Members of Council	35
141437	Corp. Scheduling Sys. Strategy	Corporate Services	100
141438	Corp. Budget System Strategy	Corporate Services	33
141442	TaxMgr GL Interface-Financials	Corporate Services	27
141463	Corp.Digital Signage Solutions	Public Services	57
141466	Prosecution Tracking-Migration	Corporate Services	217
141467	Mobility-Field Workforce Prod.	Corporate Services	115
141468	Service Brampton-Enhancements	Public Services	180
141475	Building Div-Compliance Letter	Planning & Infrastructure	50
141476	Human Res. Process Automation	Corporate Services	130
141485	Records-Info Mgmt System-BRIMS	Corporate Services	971
141499	Minor Capital IT	Corporate Services	500

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
141500	Corp. Indoor Asset Replacement	Public Services	874
141520	Energy Programs	Public Services	800
141530	Accessibility Program	Public Services	85
141581	Acquisition of 20 George St.	Public Services	2,480
141599	Minor Capital Indoor Assets	Public Services	257
141731	Corp Customer Service Strategy	Public Services	1,370
141760	Facility Assets Management	Public Services	70
141799	Minor Capital Business Serv-PS	Public Services	85
141850	Corporate Security Systems	Public Services	170
141899	Minor Capital Corp. Security	Public Services	30
141900	Corporate Churn-Corp.Buildings	Public Services	200
141910	Strategic Acc.Plan.Initiatives	Public Services	1,454
142110	Fire Miscellaneous Initiatives	Public Services	276
142170	Opticom	Public Services	75
142200	Station Repairs	Public Services	450
142300	Fire Additional Vehicles	Public Services	120
142310	Fire Vehicle Replacement	Public Services	700
142460	Fire Fighting Equipment	Public Services	125
142480	SCBA Replacements-Upgrades	Public Services	1,200
142555	Station 201-HQ Replacement	Public Services	250
142610	Emergency Measures Initiatives	Public Services	100
142710	Traffic Signalization	Planning & Infrastructure	360
142741	Overhead Vehicle Detection	Planning & Infrastructure	70
142770	Traffic Signal Modern. Program	Planning & Infrastructure	200
142799	Minor Capital Traffic	Planning & Infrastructure	32
142855	Indoor Asset Replacement-PIS	Planning & Infrastructure	236
142870	Facility Refurbishment	Planning & Infrastructure	25
142899	Minor Capital BusinessServ-PIS	Planning & Infrastructure	25
142930	Special Tools	Planning & Infrastructure	35
142950	Replacement Equipment	Planning & Infrastructure	2,500
143010	Traffic Calming Measures	Planning & Infrastructure	150
143099	Minor Capital Operations	Planning & Infrastructure	10
143140	Railway Reconstruction	Planning & Infrastructure	250
143200	Intersection Improvements	Planning & Infrastructure	180
143380	Humberwest Parkway Widening	Planning & Infrastructure	4,900
143411	Creditview Road Reconstruction	Planning & Infrastructure	11,567
143413	Creditview Road Reconstruction	Planning & Infrastructure	1,065
143450	New Road A-Steeles-Financial	Planning & Infrastructure	3,176
143451	New Road A-Financial-Embleton	Planning & Infrastructure	2,673
143580	Goreway Drive Widening	Planning & Infrastructure	3,200
143610	Project Design	Planning & Infrastructure	2,400
143620	Pre-Engineering	Planning & Infrastructure	750
143625	Utility Relocation	Planning & Infrastructure	100
143770	Castlemore Road Widening	Planning & Infrastructure	4,000
143780	Sandalwood Parkway Widening	Planning & Infrastructure	2,971
143811	Financial Drive	Planning & Infrastructure	3,127
143820	Road Resurfacing Program	Planning & Infrastructure	10,000
143840	Williams Parkway	Planning & Infrastructure	5,540
143870	James Potter Road	Planning & Infrastructure	1,530

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
143871	James Potter Road	Planning & Infrastructure	1,949
143940	Countryside Dr Widening-Recon.	Planning & Infrastructure	25,488
143941	Countryside Dr Widening-Recon.	Planning & Infrastructure	-
143950	Wanless Dr Widening-Reconstrn.	Planning & Infrastructure	9,700
144020	Land Acquisitions	Planning & Infrastructure	11,616
144160	Road Network Survey	Planning & Infrastructure	75
144230	Bridge Repairs	Planning & Infrastructure	3,573
144270	Bridge Condition Surveys	Planning & Infrastructure	100
144300	Noise Walls	Planning & Infrastructure	920
144410	Sidewalks	Planning & Infrastructure	532
144411	Sidewalks-Region of Peel	Planning & Infrastructure	1,238
144500	Environmental Assessments	Planning & Infrastructure	1,850
144530	Streetlighting	Planning & Infrastructure	1,187
144561	Civic Design – Region of Peel	Planning & Infrastructure	1,118
144610	Smart Bus	Public Services	1,000
144671	Presto Central Sys.Enhancement	Public Services	500
144672	Smartbus Interface - Expansion	Public Services	250
144680	Bus Refurbishments	Public Services	3,134
144690	Bus Purchases	Public Services	9,475
144703	Queen Street LRT	Public Services	1,200
144770	Bus Shelters-Pads-Stops	Public Services	459
144799	Minor Capital Transit	Public Services	187
144801	Zum Project Office	Public Services	2,879
144850	Existing Facility Refurbishmnt	Public Services	100
144881	Terminal in Northwest End	Public Services	750
144940	Storm Water Mgmt-Restoration	Planning & Infrastructure	979
144954	Outdoor Asset Replacement-PIS	Planning & Infrastructure	3,821
145400	Outdoor Asset Replacement	Planning & Infrastructure	779
145550	Indoor Asset Replacement-PS	Public Services	3,134
145610	Heritage Program	Public Services	250
145620	Chinguacousy Wellness Centre	Public Services	130
145621	Chinguacousy Wellness Centre	Public Services	340
145630	Memorial Arena	Public Services	454
145860	Neighbourhood Parks	Planning & Infrastructure	2,149
145940	Pathways Implementation Prgm	Planning & Infrastructure	195
146000	Valleyland Development	Planning & Infrastructure	2,726
146210	Civic Design	Planning & Infrastructure	353
146900	Collection Development	Brampton Public Library	1,077
146910	Automation Software Upgrades	Brampton Public Library	50
147199	Minor Capital Development Serv	Planning & Infrastructure	16
147299	Minor Capital Development Eng.	Planning & Infrastructure	11
147399	Minor Capital Bus. Serv.-Bldg	Planning & Infrastructure	20
147499	Minor Capital Building	Planning & Infrastructure	30
147741	Amanda Bldg Permit Sys Upgrade	Planning & Infrastructure	250
		Total for 2014	174,892
151034	CorpTime-Attendance-Scheduling	Corporate Services	123
151043	Finance Sys-Mtnce-Enhancement	Corporate Services	119
151075	Corporate Asset Managemnt Plan	Corporate Services	980

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
151098	Minor Capital Financial Plan'g	Corporate Services	4
151099	Minor Capital Treasury	Corporate Services	2
151131	Central Area Model	Office of the COO	60
151132	Hospital Area Econ. Dev. Plan	Office of the COO	200
151197	Minor Capital Off. of the COO	Office of the COO	9
151198	Minor Capital Corp. Services	Corporate Services	25
151199	Minor Capital Off. of the CAO	Office of the CAO	2
151201	Performance Measurement Dashbd	Office of the COO	100
151299	Minor Capital Council Members	Mayor & Members of Council	13
151341	Talent Management	Corporate Services	621
151398	Minor Capital Human Resources	Corporate Services	14
151399	Minor Capital Internal Audit	Office of the CAO	2
151401	Data Centre-Infrastructure Mgmt	Corporate Services	900
151425	Desktop Technology Acq-Refresh	Corporate Services	235
151427	Technology Infrastructure Mgmt	Corporate Services	2,070
151436	Health & Safety Mgmt System	Corporate Services	16
151470	PlanTrak Ent.Sys. Enhancements	Planning & Infrastructure	350
151477	Corp. Reporting- BI Platform	Corporate Services	165
151478	Citizen Self-Serv.Online Tools	Corporate Services	395
151479	IT Service Management Phase II	Corporate Services	120
151499	Minor Capital IT	Corporate Services	400
151599	Minor Capital Facil. Ops-Mtce.	Public Services	307
151650	Facilities Repair-Replacement	Public Services	14,465
151760	Facility Inspections-Audits	Public Services	1,550
151790	Business Systems Initiatives	Public Services	1,515
151799	Minor Capital Facility Service	Public Services	35
151850	Corporate Security Systems	Public Services	100
151899	Minor Capital Corp. Security	Public Services	60
151900	Interior Design-Corp. Churn	Public Services	400
151910	Reno-Reconfiguration-Furniture	Public Services	2,274
151931	Reno-Recon-City Hall 4th Floor	Public Services	2,500
152110	Fire Miscellaneous Initiatives	Public Services	161
152170	Traff.Signal Pre-emption Equip	Public Services	162
152300	Fire Growth Vehicles	Public Services	150
152310	Fire Vehicle Replacement	Public Services	775
152430	Dispatch Equipment	Public Services	820
152710	Traffic Signalization	Planning & Infrastructure	300
152742	Video Detection Replacement	Planning & Infrastructure	710
152743	Pay-Display Screen Replacement	Planning & Infrastructure	15
152744	Traffic Monitoring Cameras	Planning & Infrastructure	100
152799	Minor Capital Traffic	Planning & Infrastructure	50
152870	Facility Refurbishment	Planning & Infrastructure	25
152899	Minor Capital BusinessServ-PIS	Planning & Infrastructure	95
152910	New Equipment	Planning & Infrastructure	669
152930	Special Tools	Planning & Infrastructure	35
152950	Replacement Equipment	Planning & Infrastructure	2,200
152999	Minor Capital Engineering	Planning & Infrastructure	45
153099	Minor Capital Operations	Planning & Infrastructure	10
153201	Intersection Improvemnt-Region	Planning & Infrastructure	191

**The Corporation of the City of Brampton
Capital Project Listing 2011-2015**

Project	Project Name	Department	Total Budget \$(000)
153610	Project Design	Planning & Infrastructure	1,495
153620	Pre-Engineering	Planning & Infrastructure	750
153625	Utility Relocation	Planning & Infrastructure	1,600
153760	Torbram Rd Widening-Reconstrct	Planning & Infrastructure	11,960
153811	Financial Dr. Widening-Recnstr	Planning & Infrastructure	14,300
153820	Road Resurfacing Program	Planning & Infrastructure	11,180
154230	Bridge Repairs	Planning & Infrastructure	700
154410	Sidewalks	Planning & Infrastructure	940
154411	Misc Sidewalks–Region of Peel	Planning & Infrastructure	144
154485	Parking Garage System Upgrade	Planning & Infrastructure	30
154680	Bus Refurbishments	Public Services	500
154690	Bus Purchases	Public Services	12,445
154714	Transit IT Initiatives	Public Services	550
154770	Bus Shelters-Pads-Stops	Public Services	470
154799	Minor Capital Transit	Public Services	187
154850	Existing Facility Refurbishmnt	Public Services	1,200
154860	Bus Storage-Repair Facility	Public Services	2,000
154950	Storm Water Management Study	Planning & Infrastructure	300
154954	Outdoor Asset Replacement-PIS	Planning & Infrastructure	4,605
154960	Canada 150 Community Infr.Prg.	Planning & Infrastructure	2,793
155180	Animal Shelter	Planning & Infrastructure	100
155560	Recreation - Misc Initiatives	Public Services	360
155780	Powerade Centre	Public Services	100
155860	Neighbourhood Parks	Planning & Infrastructure	125
155945	Pathways Implementation Prgrm	Planning & Infrastructure	394
156000	Valleyland Development	Planning & Infrastructure	610
156600	Emerald Ash Borer	Planning & Infrastructure	2,000
156770	Natural Heritage Land Acquisitn	Planning & Infrastructure	900
156810	Arts-Culture Misc Initiatives	Public Services	135
156900	Collection Development	Brampton Public Library	1,377
156910	Automation Software Upgrades	Brampton Public Library	50
157199	Minor Capital Development Serv	Planning & Infrastructure	16
157201	Official Plan Review Studies	Planning & Infrastructure	250
157240	Parks-Recreation Plan-Studies	Planning & Infrastructure	300
157299	Minor Capital Development Eng.	Planning & Infrastructure	11
157341	Heart Lake Rd Improvement Stdy	Planning & Infrastructure	150
157355	Active Transportatn Plans-Stdy	Planning & Infrastructure	150
157399	Minor Capital Bus. Serv.-P&B	Planning & Infrastructure	20
157420	Official Plan Review Studies	Planning & Infrastructure	500
157721	Downtown Central Area Strategy	Planning & Infrastructure	300
157827	Community Improvement Program	Planning & Infrastructure	300
157854	Minor Capital Bus. Serv.-MIP	Planning & Infrastructure	50
157855	Minor Capital Bus. Serv.-OI	Planning & Infrastructure	80
		Total for 2015	113,071

The Corporation of the City of Brampton
Operating Summary by Department

	2011	2012	2013	2014	2015
MAYOR AND MEMBERS OF COUNCIL					
Labour Expenses	2,193,660	2,887,731	2,389,057	3,186,961	2,640,177
Other Expenses	512,794	476,294	502,855	139,743	379,491
Total Expenses	2,706,454	3,364,025	2,891,912	3,326,704	3,019,668
Revenues				0	0
Total Revenues	0	0	0	0	0
MAYOR AND MEMBERS OF COUNCIL	2,706,454	3,364,025	2,891,912	3,326,704	3,019,668
OFFICE OF THE CAO					
Labour Expenses	1,823,001	2,119,960	2,221,890	1,959,473	2,443,470
Other Expenses	114,408	90,062	164,985	56,863	287,329
Total Expenses	1,937,409	2,210,022	2,386,875	2,016,336	2,730,799
Revenues					0
Total Revenues	0	0	0	0	0
OFFICE OF THE CAO	1,937,409	2,210,022	2,386,875	2,016,336	2,730,799
NON-DEPARTMENTALIZED					
Labour Expenses	2,039,880	117,404	827,609	1,981,429	679,012
Other Expenses	47,479,385	59,264,613	80,648,506	78,807,740	84,816,594
Total Expenses	49,519,265	59,382,017	81,476,115	80,789,169	85,495,606
Revenues	(325,766,737)	(348,087,049)	(394,074,174)	(404,294,483)	(428,243,150)
Total Revenues	(325,766,737)	(348,087,049)	(394,074,174)	(404,294,483)	(428,243,150)
NON-DEPARTMENTALIZED	(276,247,472)	(288,705,032)	(312,598,059)	(323,505,314)	(342,747,544)
OFFICE OF THE COO					
Labour Expenses	4,683,295	4,928,958	5,007,856	6,504,665	7,366,191
Other Expenses	1,335,016	1,437,945	1,638,460	2,162,668	2,432,900
Total Expenses	6,018,311	6,366,903	6,646,316	8,667,333	9,799,091
Revenues	(246,213)	(224,425)	(237,941)	(453,333)	(618,572)
Total Revenues	(246,213)	(224,425)	(237,941)	(453,333)	(618,572)
OFFICE OF THE COO	5,772,098	6,142,478	6,408,375	8,214,000	9,180,519
CORPORATE SERVICES					
Labour Expenses	36,284,307	38,865,187	40,611,675	41,979,075	41,422,561
Other Expenses	14,452,120	15,879,446	16,610,179	16,049,192	18,472,066
Total Expenses	50,736,427	54,744,633	57,221,854	58,028,267	59,894,627
Revenues	(8,302,388)	(9,659,395)	(10,014,061)	(10,669,423)	(9,928,791)
Total Revenues	(8,302,388)	(9,659,395)	(10,014,061)	(10,669,423)	(9,928,791)
CORPORATE SERVICES	42,434,039	45,085,238	47,207,793	47,358,844	49,965,836
PLANNING AND INFRASTRUCTURE SERVICES					
Labour Expenses	57,790,136	60,098,905	62,402,565	62,610,643	66,575,240
Other Expenses	39,618,217	45,383,568	43,298,093	48,559,936	53,795,696
Total Expenses	97,408,353	105,482,473	105,700,658	111,170,579	120,370,936
Revenues	(21,285,781)	(30,648,041)	(20,659,323)	(25,024,105)	(28,180,896)
Total Revenues	(21,285,781)	(30,648,041)	(20,659,323)	(25,024,105)	(28,180,896)
PLANNING AND INFRASTRUCTURE SERVICES	76,122,572	74,834,432	85,041,335	86,146,474	92,190,040

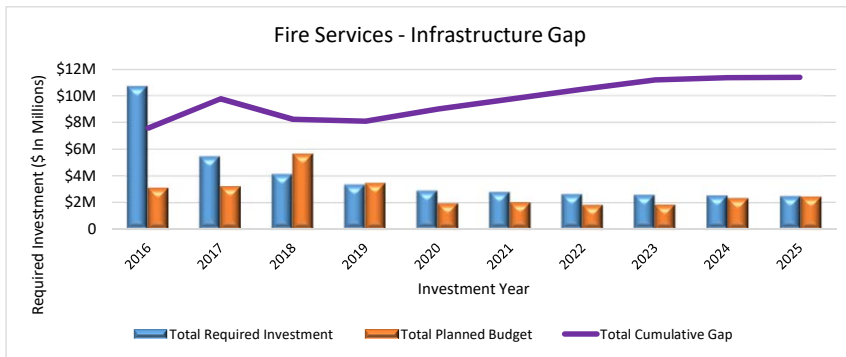
The Corporation of the City of Brampton
Operating Summary by Department

	2011	2012	2013	2014	2015
PUBLIC SERVICES					
Labour Expenses	157,754,104	171,579,429	184,920,182	198,369,494	205,279,707
Other Expenses	50,820,221	53,717,586	57,246,321	73,762,647	62,837,963
Total Expenses	208,574,325	225,297,015	242,166,503	272,132,141	268,117,670
Revenues	(73,769,436)	(81,263,292)	(87,108,949)	(109,429,441)	(96,645,539)
Total Revenues	(73,769,436)	(81,263,292)	(87,108,949)	(109,429,441)	(96,645,539)
PUBLIC SERVICES	134,804,889	144,033,723	155,057,554	162,702,700	171,472,131
LIBRARY					
Labour Expenses					0
Other Expenses	12,470,011	13,035,114	13,604,215	13,740,256	14,188,551
Total Expenses	12,470,011	13,035,114	13,604,215	13,740,256	14,188,551
Revenues					0
Total Revenues	0	0	0	0	0
LIBRARY	12,470,011	13,035,114	13,604,215	13,740,256	14,188,551
REPORT FINAL TOTALS	0	0	0	0	(0)
Labour Expenditures	262,568,383	280,597,574	298,380,834	316,591,740	326,406,358
Other Expenditures	166,802,172	189,284,628	213,713,614	233,279,045	237,210,590
Revenues	(429,370,555)	(469,882,202)	(512,094,448)	(549,870,785)	(563,616,948)
Total	0	0	0	0	(0)

Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Licensed Vehicles	\$9,727,268	\$5,033,102	\$3,843,102	\$3,066,518	\$2,620,268	\$2,508,143	\$2,340,227	\$2,294,245	\$2,262,995	\$2,216,189	\$35,912,058
Fire Equipment	\$971,321	\$399,821	\$262,678	\$255,250	\$253,000	\$246,828	\$246,078	\$246,078	\$246,078	\$246,078	\$3,373,210
Total Need	\$10,698,589	\$5,432,923	\$4,105,780	\$3,321,768	\$2,873,268	\$2,754,972	\$2,586,305	\$2,540,323	\$2,509,073	\$2,462,267	\$39,285,267

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Vehicles & Apparatus	\$500,000	\$550,000	\$3,004,000	\$650,000							
Vehicle Replacement	\$2,600,000	\$2,680,000	\$2,650,000	\$2,810,000							
Total	\$3,100,000	\$3,230,000	\$5,654,000	\$3,460,000	\$1,956,344	\$2,030,153	\$1,823,486	\$1,858,987	\$2,324,086	\$2,442,028	\$27,879,085

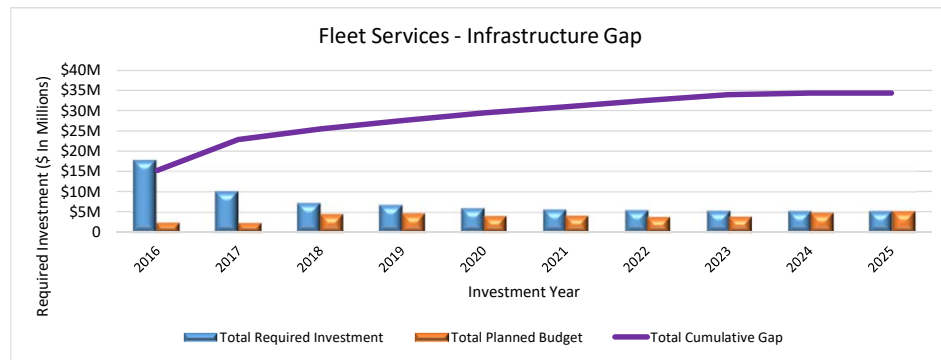
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$10,698,589	\$5,432,923	\$4,105,780	\$3,321,768	\$2,873,268	\$2,754,972	\$2,586,305	\$2,540,323	\$2,509,073	\$2,462,267	\$39,285,267
Total Planned Budget	\$3,100,000	\$3,230,000	\$5,654,000	\$3,460,000	\$1,956,344	\$2,030,153	\$1,823,486	\$1,858,987	\$2,324,086	\$2,442,028	\$27,879,085
In-Year Gap	\$7,598,589	\$2,202,923	(\$1,548,220)	(\$138,232)	\$916,924	\$724,819	\$762,818	\$681,336	\$184,986	\$20,239	\$11,406,182
Total Cumulative Gap	\$ 7,598,589	\$ 9,801,512	\$ 8,253,292	\$ 8,115,060	\$ 9,031,984	\$ 9,756,803	\$ 10,519,621	\$ 11,200,957	\$ 11,385,943	\$ 11,406,182	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Licensed Vehicles	\$10,212,325	\$5,917,699	\$4,421,245	\$4,087,532	\$3,781,490	\$3,531,865	\$3,412,069	\$3,343,097	\$3,317,115	\$3,290,738	\$45,315,175
Off Road Vehicles	\$5,139,442	\$2,683,423	\$1,862,640	\$1,828,798	\$1,420,761	\$1,409,868	\$1,358,238	\$1,325,158	\$1,308,311	\$1,299,932	\$19,636,571
Equipment	\$2,364,650	\$1,457,908	\$895,710	\$856,855	\$726,819	\$687,339	\$667,112	\$648,721	\$636,962	\$633,403	\$9,575,479
Total Need	\$17,716,417	\$10,059,030	\$7,179,594	\$6,773,186	\$5,929,070	\$5,629,072	\$5,437,419	\$5,316,976	\$5,262,388	\$5,224,073	\$74,527,226

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Replacement Equipment	\$2,424,000	\$2,385,000	\$4,520,000	\$4,650,000							
Special Tools	\$35,000	\$35,000	\$35,000	\$35,000							
Total	\$2,459,000	\$2,420,000	\$4,555,000	\$4,685,000	\$4,036,972	\$4,148,093	\$3,833,678	\$3,890,918	\$4,874,408	\$5,224,073	\$40,127,142

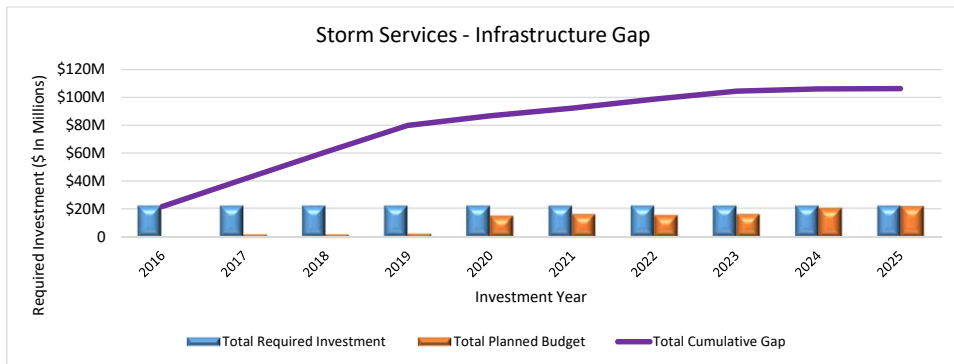
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$17,716,417	\$10,059,030	\$7,179,594	\$6,773,186	\$5,929,070	\$5,629,072	\$5,437,419	\$5,316,976	\$5,262,388	\$5,224,073	\$9,575,479
Total Planned Budget	\$2,459,000	\$2,420,000	\$4,555,000	\$4,685,000	\$4,036,972	\$4,148,093	\$3,833,678	\$3,890,918	\$4,874,408	\$5,224,073	\$40,127,142
In-Year Gap	\$15,257,417	\$7,639,030	\$2,624,594	\$2,088,186	\$1,892,099	\$1,480,980	\$1,603,741	\$1,426,057	\$387,980	\$0	(\$30,551,662)
Total Cumulative Gap	\$15,257,417	\$22,896,447	\$25,521,041	\$27,609,227	\$29,501,325	\$30,982,305	\$32,586,046	\$34,012,104	\$34,400,084	\$34,400,084	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
SWM Facilities	\$6,250,000	\$6,250,000	\$6,250,000	\$6,250,000	\$6,250,000	\$6,250,000	\$6,250,000	\$6,250,000	\$6,250,000	\$6,250,000	\$62,500,000
Storm Sewers	\$15,441,130	\$15,304,008	\$15,304,008	\$15,304,008	\$15,304,008	\$15,304,008	\$15,304,008	\$15,304,008	\$15,304,008	\$15,304,008	\$153,177,202
Total Need	\$21,691,130	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$215,677,202

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
All Storm	\$0	\$2,000,000	\$2,000,000	\$2,500,000							
Total	\$0	\$2,000,000	\$2,000,000	\$2,500,000	\$14,675,643	\$15,883,260	\$15,196,755	\$15,773,043	\$19,964,895	\$21,376,843	\$109,370,439

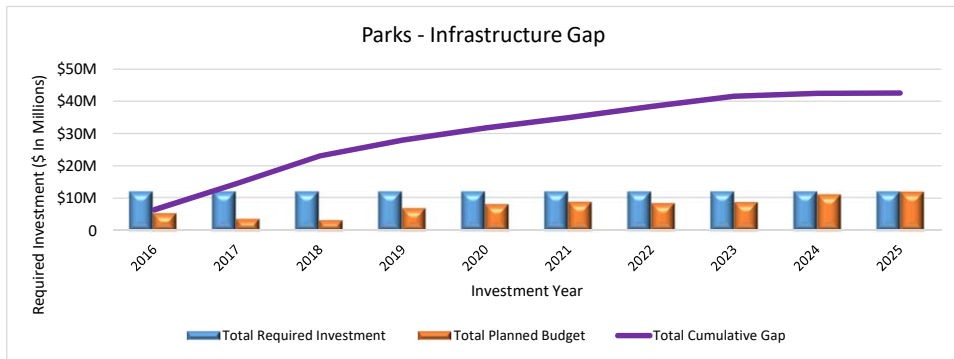
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$21,691,130	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$215,677,202
Total Planned Budget	\$0	\$2,000,000	\$2,000,000	\$2,500,000	\$14,675,643	\$15,883,260	\$15,196,755	\$15,773,043	\$19,964,895	\$21,376,843	\$0
In-Year Gap	\$21,691,130	\$19,554,008	\$19,554,008	\$19,054,008	\$6,878,365	\$5,670,748	\$6,357,253	\$5,780,965	\$1,589,113	\$177,165	\$215,677,202
Total Cumulative Gap	\$21,691,130	\$41,245,138	\$60,799,146	\$79,853,154	\$86,731,519	\$92,402,266	\$98,759,520	\$104,540,485	\$106,129,598	\$106,306,763	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Parks Assets	\$11,315,111	\$11,315,111	\$11,315,111	\$11,315,111	\$11,315,111	\$11,315,111	\$11,315,111	\$11,315,111	\$11,315,111	\$11,315,111	\$113,151,108
Open Space Assets	\$490,095	\$490,095	\$490,095	\$490,095	\$490,095	\$490,095	\$490,095	\$490,095	\$490,095	\$490,095	\$4,900,945
Cemeteries Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Need	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$118,052,053

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Outdoor Asset Replacement	\$5,375,000	\$3,659,000	\$3,240,000	\$6,850,000							
Wayfinding & Signage Program (Outdoors)	\$0	\$0	\$0	\$0							
Total	\$5,375,000	\$3,659,000	\$3,240,000	\$6,850,000	\$8,037,901	\$8,699,317	\$8,323,316	\$8,638,951	\$10,934,843	\$11,708,171	\$75,466,498

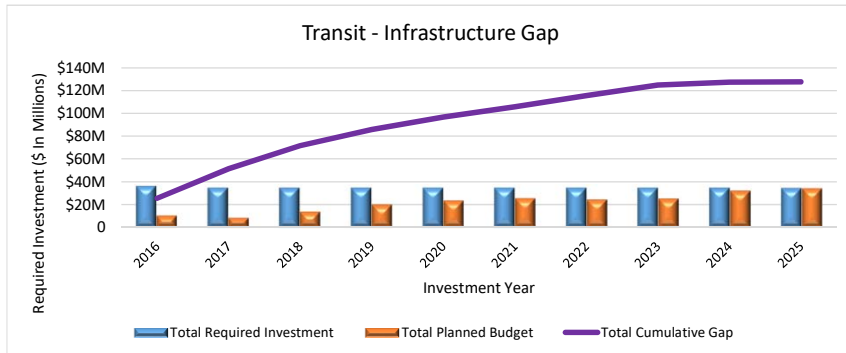
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$118,052,053
Total Planned Budget	\$5,375,000	\$3,659,000	\$3,240,000	\$6,850,000	\$8,037,901	\$8,699,317	\$8,323,316	\$8,638,951	\$10,934,843	\$11,708,171	\$75,466,498
In-Year Gap	\$6,430,205	\$8,146,205	\$8,565,205	\$4,955,205	\$3,767,304	\$3,105,888	\$3,481,890	\$3,166,255	\$870,363	\$97,034	\$42,585,555
Total Cumulative Gap	\$6,430,205	\$14,576,411	\$23,141,616	\$28,096,821	\$31,864,126	\$34,970,014	\$38,451,904	\$41,618,159	\$42,488,521	\$42,585,555	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Shelters	\$3,817,638	\$2,054,404	\$2,054,404	\$1,993,314	\$1,993,314	\$1,959,830	\$1,959,830	\$1,950,599	\$1,950,599	\$1,741,869	\$21,475,802
Licensed Vehicles (excl. Shelters)	\$31,974,612	\$31,974,612	\$31,974,612	\$31,974,612	\$31,974,612	\$31,974,612	\$31,974,612	\$31,974,612	\$31,974,612	\$31,974,612	\$319,746,116
Total Need	\$35,792,249	\$34,029,016	\$34,029,016	\$33,967,925	\$33,967,925	\$33,934,442	\$33,934,442	\$33,925,211	\$33,925,211	\$33,716,481	\$341,221,918

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Bus Purchases	\$4,635,000	\$7,040,000	\$9,690,000	\$16,800,000							
Bus Refurbishments	\$4,375,000	\$960,000	\$3,260,000	\$2,250,000							
Bus Shelters/Pads/Stops	\$104,000	\$0	\$416,000	\$416,000							
Minor Capital	\$187,000	\$207,000	\$207,000	\$207,000							
Terminal Improvements	\$1,000,000	\$0	\$0	\$0							
Total	\$10,301,000	\$8,207,000	\$13,573,000	\$19,673,000	\$23,128,003	\$25,006,466	\$23,925,638	\$24,826,186	\$31,424,006	\$33,439,345	\$213,503,643

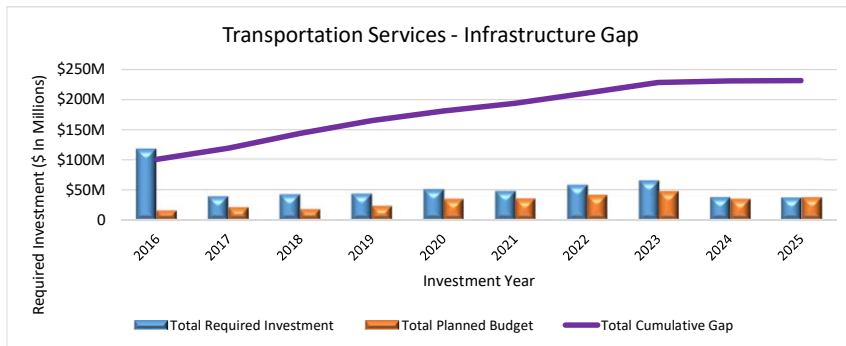
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$35,792,249	\$34,029,016	\$34,029,016	\$33,967,925	\$33,967,925	\$33,934,442	\$33,934,442	\$33,925,211	\$33,925,211	\$33,716,481	\$341,221,918
Total Planned Budget	\$10,301,000	\$8,207,000	\$13,573,000	\$19,673,000	\$23,128,003	\$25,006,466	\$23,925,638	\$24,826,186	\$31,424,006	\$33,439,345	\$213,503,643
In-Year Gap	\$25,491,249	\$25,822,016	\$20,456,016	\$14,294,925	\$10,839,922	\$8,927,976	\$10,008,804	\$9,099,025	\$2,501,205	\$277,136	\$127,718,275
Total Cumulative Gap	\$25,491,249	\$51,313,265	\$71,769,281	\$86,064,207	\$96,904,129	\$105,832,105	\$115,840,909	\$124,939,934	\$127,441,139	\$127,718,275	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Structures	\$6,884,337	\$4,717,761	\$4,710,273	\$4,708,866	\$4,310,947	\$4,306,646	\$4,138,381	\$4,120,384	\$4,117,870	\$4,070,819	\$46,086,284
Roadway Network	\$68,670,161	\$21,150,428	\$24,400,875	\$25,756,817	\$33,094,273	\$30,395,774	\$41,030,429	\$48,157,694	\$20,676,703	\$20,676,703	\$334,009,856
Traffic	\$34,705,608	\$7,045,332	\$6,868,632	\$6,833,482	\$6,820,828	\$6,622,411	\$6,529,830	\$6,453,734	\$6,409,198	\$6,347,700	\$94,636,752
Walkways and Pathways	\$6,398,555	\$6,398,555	\$6,398,555	\$6,398,555	\$6,398,555	\$6,398,555	\$6,398,555	\$6,398,555	\$6,398,555	\$6,398,555	\$63,985,547
Total Need	\$116,658,660	\$39,312,076	\$42,378,334	\$43,697,720	\$50,624,602	\$47,723,385	\$58,097,194	\$65,130,366	\$37,602,325	\$37,493,776	\$538,718,439

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Bridge Repairs	\$2,413,000	\$5,900,000	\$2,000,000	\$5,000,000							
Road Infrastructure Miscellaneous	\$52,000	\$0	\$0	\$0							
Utility Relocation	\$62,000	\$50,000	\$0	\$0							
Roads - Resurfacing Program	\$11,000,000	\$12,540,000	\$13,220,000	\$15,500,000							
Traffic - Electronic Speed Advisory Signs	\$225,000	\$125,000	\$0	\$0							
Traffic - Minor Capital	\$10,000	\$30,000	\$10,000	\$0							
Traffic - Streetlighting	\$1,405,000	\$1,560,000	\$1,632,000	\$1,795,000							
Traffic - Signal Replacements/Upgrades	\$600,000	\$600,000	\$600,000	\$600,000							
Total	\$15,767,000	\$20,805,000	\$17,462,000	\$22,895,000	\$34,469,163	\$35,167,610	\$40,961,700	\$47,661,858	\$34,830,017	\$37,185,592	\$307,204,939

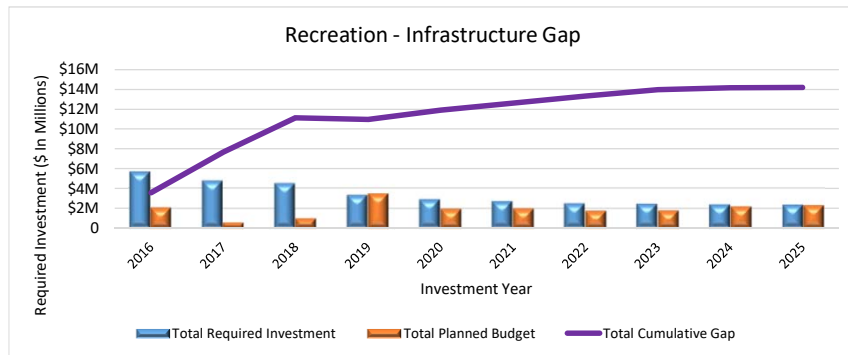
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$116,658,660	\$39,312,076	\$42,378,334	\$43,697,720	\$50,624,602	\$47,723,385	\$58,097,194	\$65,130,366	\$37,602,325	\$37,493,776	\$538,718,439
Total Planned Budget	\$15,767,000	\$20,805,000	\$17,462,000	\$22,895,000	\$34,469,163	\$35,167,610	\$40,961,700	\$47,661,858	\$34,830,017	\$37,185,592	\$307,204,939
In-Year Gap	\$100,891,660	\$18,507,076	\$24,916,334	\$20,802,720	\$16,155,439	\$12,555,775	\$17,135,494	\$17,468,509	\$2,772,308	\$308,184	\$231,513,500
Total Cumulative Gap	\$100,891,660	\$119,398,736	\$144,315,071	\$165,117,791	\$181,273,230	\$193,829,005	\$210,964,499	\$228,433,008	\$231,205,316	\$231,513,500	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Recreation Equipment	\$ 5,641,587	\$ 4,721,776	\$ 4,457,190	\$ 3,297,668	\$ 2,870,722	\$ 2,698,122	\$ 2,471,420	\$ 2,420,999	\$ 2,351,374	\$ 2,326,247	\$ 33,257,104
Total Need	\$ 5,641,587	\$ 4,721,776	\$ 4,457,190	\$ 3,297,668	\$ 2,870,722	\$ 2,698,122	\$ 2,471,420	\$ 2,420,999	\$ 2,351,374	\$ 2,326,247	\$ 33,257,104

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Equipment	\$2,067,000	\$598,000	\$998,000	\$3,467,000							
Total	\$2,067,000	\$598,000	\$998,000	\$3,467,000	\$1,954,611	\$1,988,260	\$1,742,486	\$1,771,667	\$2,178,014	\$2,307,127	\$19,072,164

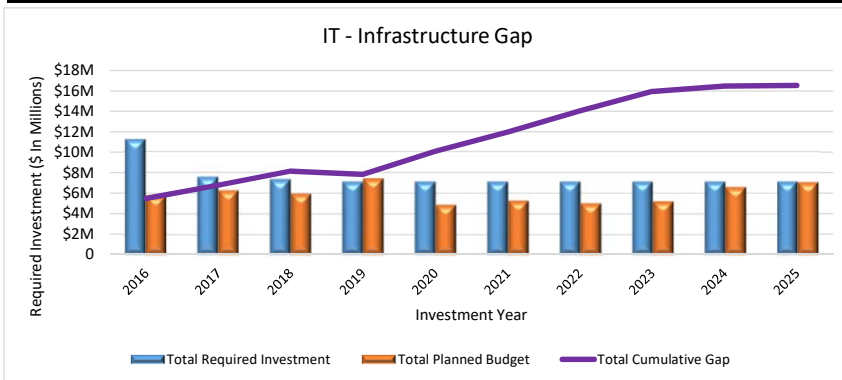
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$5,641,587	\$4,721,776	\$4,457,190	\$3,297,668	\$2,870,722	\$2,698,122	\$2,471,420	\$2,420,999	\$2,351,374	\$2,326,247	\$33,257,104
Total Planned Budget	\$2,067,000	\$598,000	\$998,000	\$3,467,000	\$1,954,611	\$1,988,260	\$1,742,486	\$1,771,667	\$2,178,014	\$2,307,127	\$19,072,164
In-Year Gap	\$3,574,587	\$4,123,776	\$3,459,190	(\$169,332)	\$916,111	\$709,862	\$728,934	\$649,332	\$173,360	\$19,121	\$14,184,940
Total Cumulative Gap	\$3,574,587	\$7,698,363	\$11,157,553	\$10,988,221	\$11,904,332	\$12,614,194	\$13,343,128	\$13,992,460	\$14,165,819	\$14,184,940	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
End User It Assets	\$1,129,858	\$1,070,258	\$930,211	\$754,202	\$745,067	\$754,844	\$754,936	\$755,810	\$755,953	\$755,953	\$8,407,092
It Infrastructure Assets	\$4,054,943	\$483,293	\$368,768	\$341,685	\$341,685	\$340,835	\$340,835	\$336,892	\$336,892	\$336,125	\$7,281,950
Business Systems Assets (Preliminary)	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$60,000,000
Total Need	\$11,184,800	\$7,553,551	\$7,298,979	\$7,095,887	\$7,086,752	\$7,095,678	\$7,095,771	\$7,092,702	\$7,092,845	\$7,092,078	\$75,689,042

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
2017 Budget Based R&R IT	\$5,708,000	\$6,245,000	\$5,934,000	\$7,411,000							
Total	\$5,708,000	\$6,245,000	\$5,934,000	\$7,411,000	\$4,825,211	\$5,228,842	\$5,002,907	\$5,190,380	\$6,569,910	\$7,033,784	\$59,149,034

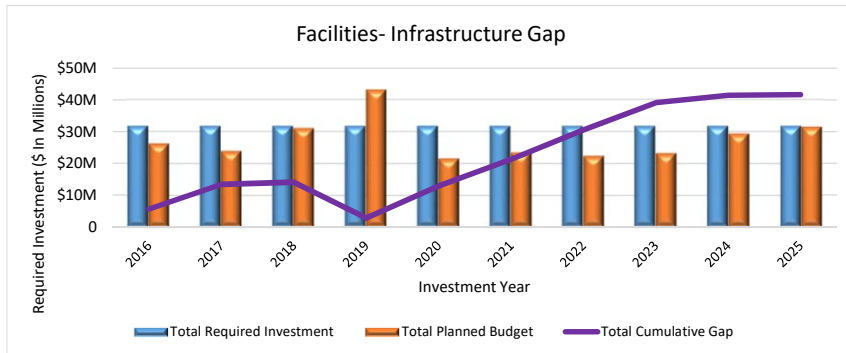
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$11,184,800	\$7,553,551	\$7,298,979	\$7,095,887	\$7,086,752	\$7,095,678	\$7,095,771	\$7,092,702	\$7,092,845	\$7,092,078	\$75,689,042
Total Planned Budget	\$5,708,000	\$6,245,000	\$5,934,000	\$7,411,000	\$4,825,211	\$5,228,842	\$5,002,907	\$5,190,380	\$6,569,910	\$7,033,784	\$59,149,034
In-Year Gap	\$5,476,800	\$1,308,551	\$1,364,979	(\$315,113)	\$2,261,540	\$1,866,836	\$2,092,864	\$1,902,322	\$522,934	\$58,294	\$16,540,008
Total Cumulative Gap	\$5,476,800	\$6,785,351	\$8,150,330	\$7,835,217	\$10,096,757	\$11,963,593	\$14,056,458	\$15,958,780	\$16,481,714	\$16,540,008	



Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Corporate	\$5,715,260	\$5,715,260	\$5,715,260	\$5,715,260	\$5,715,260	\$5,715,260	\$5,715,260	\$5,715,260	\$5,715,260	\$5,715,260	\$57,152,600
Fire	\$1,599,932	\$1,599,932	\$1,599,932	\$1,599,932	\$1,599,932	\$1,599,932	\$1,599,932	\$1,599,932	\$1,599,932	\$1,599,932	\$15,999,320
Library	\$606,125	\$606,125	\$606,125	\$606,125	\$606,125	\$606,125	\$606,125	\$606,125	\$606,125	\$606,125	\$6,061,250
Parks	\$877,672	\$877,672	\$877,672	\$877,672	\$877,672	\$877,672	\$877,672	\$877,672	\$877,672	\$877,672	\$8,776,720
Recreation	\$18,463,499	\$18,463,499	\$18,463,499	\$18,463,499	\$18,463,499	\$18,463,499	\$18,463,499	\$18,463,499	\$18,463,499	\$18,463,499	\$184,634,990
Transit	\$3,238,580	\$3,238,580	\$3,238,580	\$3,238,580	\$3,238,580	\$3,238,580	\$3,238,580	\$3,238,580	\$3,238,580	\$3,238,580	\$32,385,800
Works Operations	\$1,177,088	\$1,177,088	\$1,177,088	\$1,177,088	\$1,177,088	\$1,177,088	\$1,177,088	\$1,177,088	\$1,177,088	\$1,177,088	\$11,770,880
Total Need	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$316,781,560

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Facilities Repair & Replacement	\$26,131,000	\$23,827,000	\$30,994,000	\$43,008,000							
Total	\$26,131,000	\$23,827,000	\$30,994,000	\$43,008,000	\$21,568,950	\$23,343,797	\$22,334,833	\$23,181,810	\$29,342,620	\$31,417,774	\$275,149,784

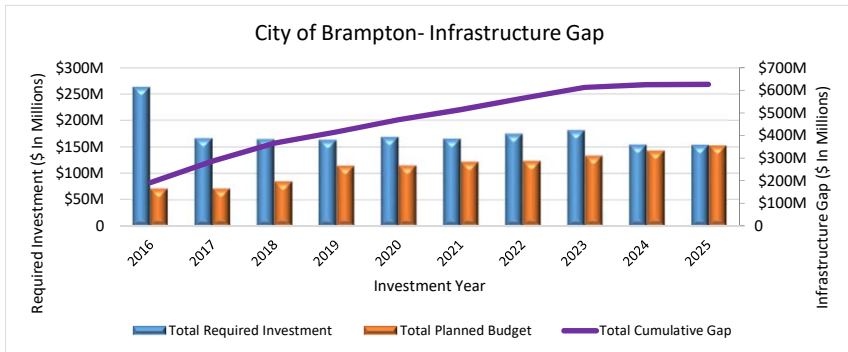
GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$316,781,560
Total Planned Budget	\$26,131,000	\$23,827,000	\$30,994,000	\$43,008,000	\$21,568,950	\$23,343,797	\$22,334,833	\$23,181,810	\$29,342,620	\$31,417,774	\$275,149,784
In-Year Gap	\$5,547,156	\$7,851,156	\$684,156	(\$11,329,844)	\$10,109,206	\$8,334,359	\$9,343,323	\$8,496,346	\$2,335,536	\$260,382	\$41,631,776
Total Cumulative Gap	\$5,547,156	\$13,398,312	\$14,082,468	\$2,752,624	\$12,861,830	\$21,196,189	\$30,539,512	\$39,035,858	\$41,371,394	\$41,631,776	



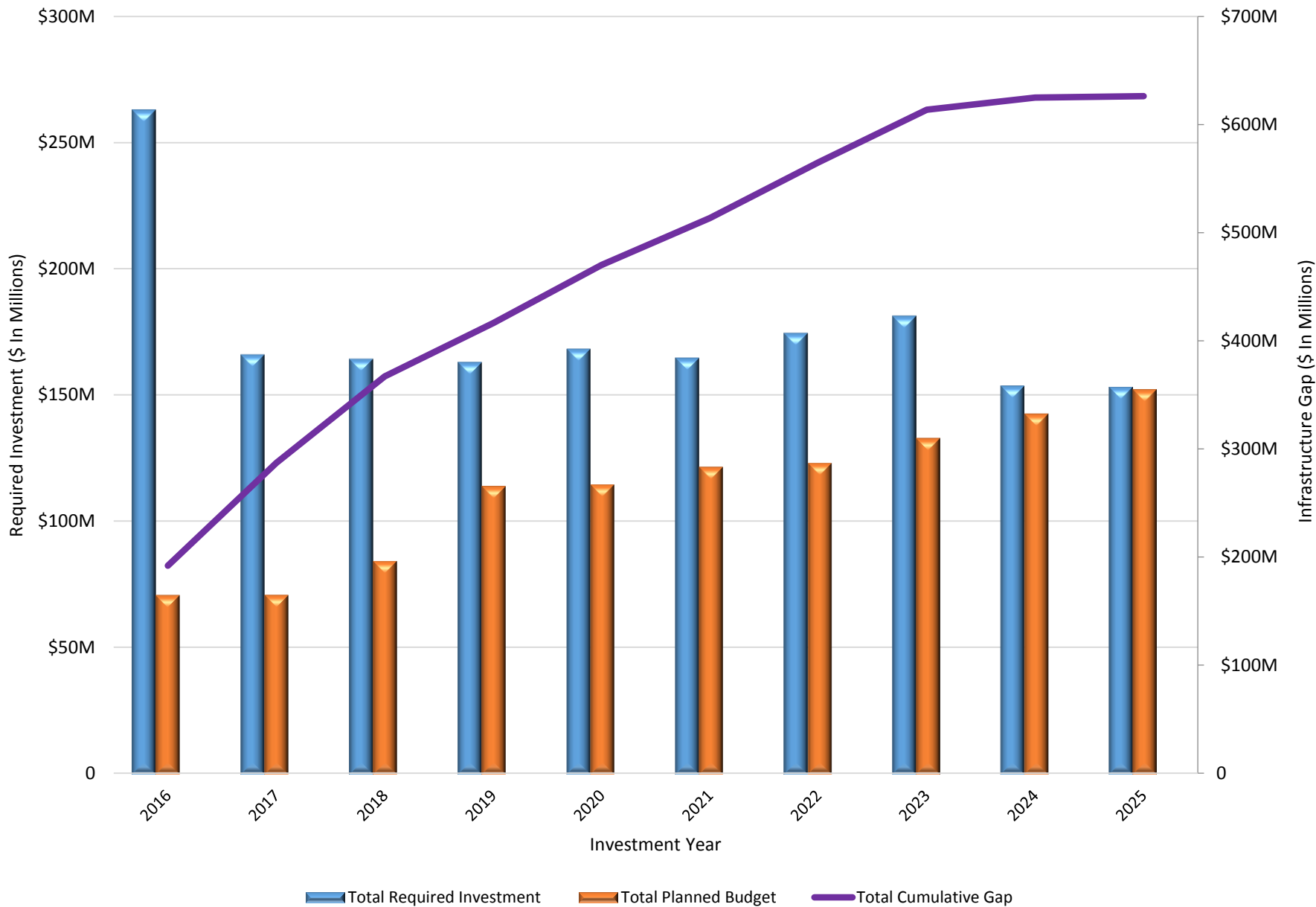
Calc. Annual Need	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
FIRE SERVICES	\$10,698,589	\$5,432,923	\$4,105,780	\$3,321,768	\$2,873,268	\$2,754,972	\$2,586,305	\$2,540,323	\$2,509,073	\$2,462,267	\$39,285,267
FLEET SERVICES	\$17,716,417	\$10,059,030	\$7,179,594	\$6,773,186	\$5,929,070	\$5,629,072	\$5,437,419	\$5,316,976	\$5,262,388	\$5,224,073	\$74,527,226
STORMWATER SERVICES	\$21,691,130	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$21,554,008	\$215,677,202
PARKS	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$11,805,205	\$118,052,053
TRANSIT	\$35,792,249	\$34,029,016	\$34,029,016	\$33,967,925	\$33,967,925	\$33,934,442	\$33,934,442	\$33,925,211	\$33,925,211	\$33,716,481	\$341,221,918
TRANSPORTATION SERVICES	\$116,658,660	\$39,312,076	\$42,378,334	\$43,697,720	\$50,624,602	\$47,723,385	\$58,097,194	\$65,130,366	\$37,602,325	\$37,493,776	\$538,718,439
RECREATION	\$5,641,587	\$4,721,776	\$4,457,190	\$3,297,668	\$2,870,722	\$2,698,122	\$2,471,420	\$2,420,999	\$2,351,374	\$2,326,247	\$33,257,104
IT	\$11,184,800	\$7,553,551	\$7,298,979	\$7,095,887	\$7,086,752	\$7,095,678	\$7,095,771	\$7,092,702	\$7,092,845	\$7,092,078	\$75,689,042
FACILITIES	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$31,678,156	\$316,781,560
Total Need	\$262,866,795	\$166,145,741	\$164,486,263	\$163,191,522	\$168,389,709	\$164,873,040	\$174,659,920	\$181,463,946	\$153,780,584	\$153,352,292	\$1,753,209,812

Budget Average	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
FIRE SERVICES	\$3,100,000	\$3,230,000	\$5,654,000	\$3,460,000	\$1,956,344	\$2,030,153	\$1,823,486	\$1,858,987	\$2,324,086	\$2,442,028	\$27,879,085
FLEET SERVICES	\$2,459,000	\$2,420,000	\$4,555,000	\$4,685,000	\$4,036,972	\$4,148,093	\$3,833,678	\$3,890,918	\$4,874,408	\$5,181,134	\$40,084,202
STORMWATER SERVICES	\$0	\$2,000,000	\$2,000,000	\$2,500,000	\$14,675,643	\$15,883,260	\$15,196,755	\$15,773,043	\$19,964,895	\$21,376,843	\$109,370,439
PARKS	\$5,375,000	\$3,659,000	\$3,240,000	\$6,850,000	\$8,037,901	\$8,699,317	\$8,323,316	\$8,638,951	\$10,934,843	\$11,708,171	\$75,466,498
TRANSIT	\$10,301,000	\$8,207,000	\$13,573,000	\$19,673,000	\$23,128,003	\$25,006,466	\$23,925,638	\$24,826,186	\$31,424,006	\$33,439,345	\$213,503,643
TRANSPORTATION SERVICES	\$15,767,000	\$20,805,000	\$17,462,000	\$22,895,000	\$34,469,163	\$35,167,610	\$40,961,700	\$47,661,858	\$34,830,017	\$37,185,592	\$307,204,939
RECREATION	\$2,067,000	\$598,000	\$998,000	\$3,467,000	\$1,954,611	\$1,988,260	\$1,742,486	\$1,771,667	\$2,178,014	\$2,307,127	\$19,072,164
IT	\$5,708,000	\$6,245,000	\$5,934,000	\$7,411,000	\$4,825,211	\$5,228,842	\$5,002,907	\$5,190,380	\$6,569,910	\$7,033,784	\$59,149,034
FACILITIES	\$26,131,000	\$23,827,000	\$30,994,000	\$43,008,000	\$21,568,950	\$23,343,797	\$22,334,833	\$23,181,810	\$29,342,620	\$31,417,774	\$275,149,784
Total	\$70,908,000	\$70,991,000	\$84,410,000	\$113,949,000	\$114,652,798	\$121,495,798	\$123,144,798	\$132,793,798	\$142,442,798	\$152,091,798	\$1,126,879,788

GAP ANALYSIS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	SUM
Total Required Investment	\$262,866,795	\$166,145,741	\$164,486,263	\$163,191,522	\$168,389,709	\$164,873,040	\$174,659,920	\$181,463,946	\$153,780,584	\$153,352,292	\$1,753,209,812
Total Planned Budget	\$70,908,000	\$70,991,000	\$84,410,000	\$113,949,000	\$114,652,798	\$121,495,798	\$123,144,798	\$132,793,798	\$142,442,798	\$152,091,798	\$1,126,879,788
In-Year Gap	\$191,958,795	\$95,154,741	\$80,076,263	\$49,242,522	\$53,736,911	\$43,377,242	\$51,515,122	\$48,670,148	\$11,337,786	\$1,260,494	\$626,330,024
Total Cumulative Gap	\$191,958,795	\$287,113,536	\$367,189,799	\$416,432,321	\$470,169,232	\$513,546,474	\$565,061,595	\$613,731,743	\$625,069,529	\$626,330,024	



City of Brampton - Overall Infrastructure Gap



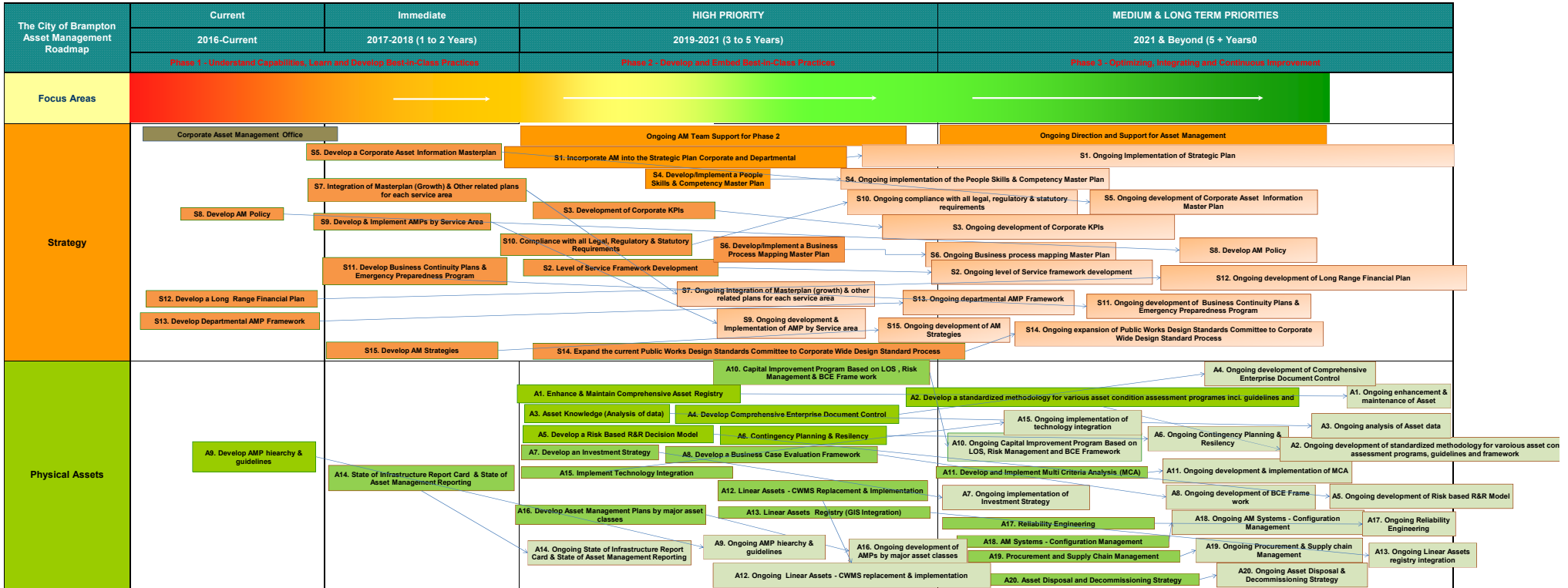
- 701A – CAM Roadmap
- 701B – CAM Plan Improvement and Monitoring
- 702 – State of Asset Management Score Cards
- 703 – Grading System – Data Quality and Process Effectiveness
- 704 – System Review Tool
- 705 – Service Area DAMP Development Schedule

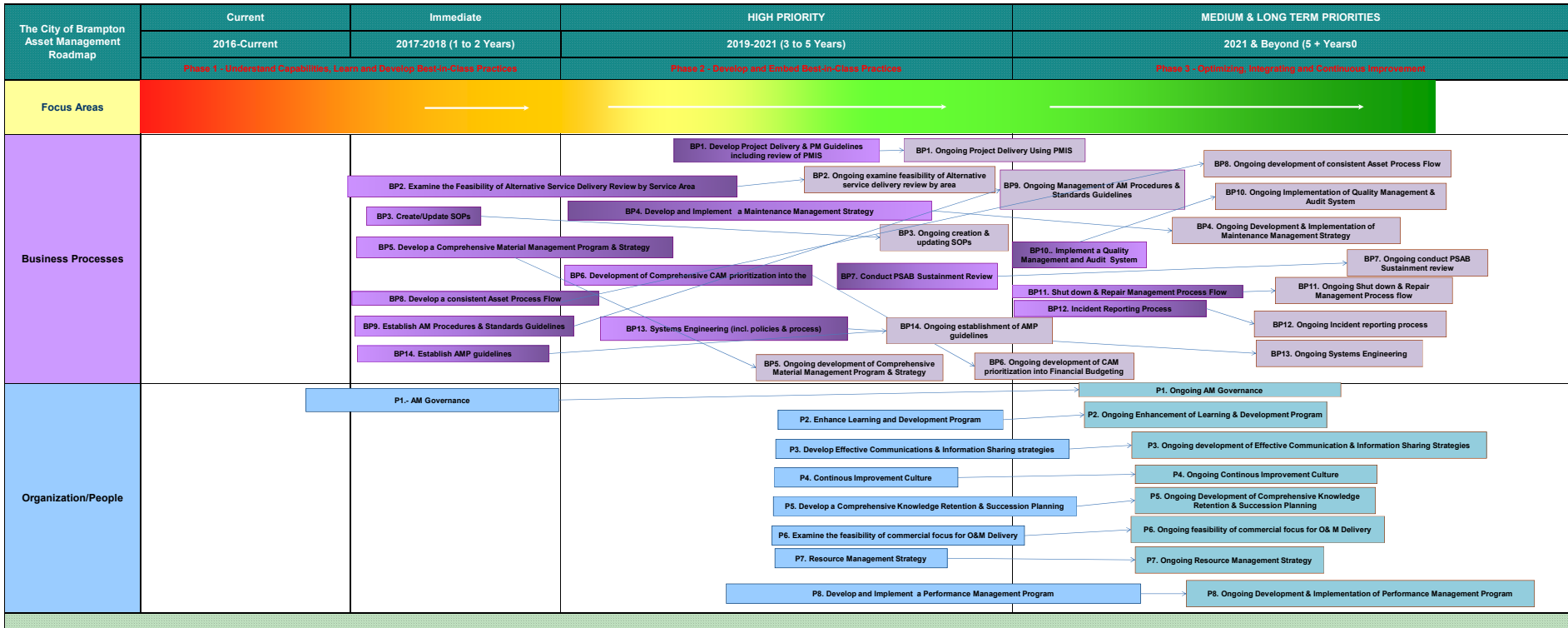


Appendix 700 Plan Improvement & Monitoring

ADVANCED ASSET MANAGEMENT

AM ROADMAP





CAMP- SECTION 7- PLAN IMPROVEMENT & MONITORING

Version 5 November 8th, 2016
 Top priority= average red- improvement initiative (key)
 Developed by : Edward LeBar and Arun Chulliyil

P= primary responsibility
 S= secondary responsibility
 L= Lead

Focus Area	priority	Initiative No.	Initiative Description	Services (Departmental/Branches/Unit)																Comments			
				Transit	Recreation & Culture	Stormwater	Fleet	Transportation	Facilities	Forestry & Horticulture	Parks	Fire & Emergency	IT Services	Corporate Asset Management/ Finance	Human Resources	Innovation & Performance Mgmt	Min Resource Costs (Internal)	Max Resource Costs (Internal)	Min Resource Costs (External) '000s		Max Resource Costs (External) '000s		
Strategy & Planning	High	S1	Incorporate AM into the Strategic Plan - Corporate and Departmental	S		S									L		P	1.0 FTE	1.5 FTEs	\$ 25.00	\$ 75.00	Highest score 2.0 and Lowest score 1.0	
	High	S2	Level of Service Framework Development		S						S	P			L			1.0 FTE	2.0 FTEs	\$ 50.00	\$ 200.00		
	Med	S3	Development of Corporate KPIs	S					P						L		S	1.0 FTE	1.5 FTEs			Highest score 3.0 and Lowest score 2.0	
	Low	S4	Develop and Implement a People Skills & Competency Master Plan			S	S						S		L	P		1.0 FTE	1.5 FTEs	\$ 50.00	\$ 200.00	Highest score 3.0 and Lowest score 1.0	
	Low	S5	Develop a Corporate Asset Information Masterplan										P		L		S	1.0 FTE	1.5 FTEs				
	Med	S6	Develop a Business Process Mapping and Procedure Master Plan		S						S	S		S	L		P	1.0 FTE	1.5 FTEs	\$ 30.00	\$ 200.00		
	Med	S7	Integration of Masterplans (Growth) and Other related plans for each service area		S			P			S	S			L				1.5 FTEs				Highest Score 4.0 and Lowest score 1.0
	High	S8	Develop AM Policy	S					P		S				L				1.5 FTEs				Highest score 2.0 and Lowest score 1.0
	High	S9	Develop & Implement AMPs by Service Area	P	S	P	S	S	P	P	S	S	S		L				1.5 FTEs				Highest score 2.0 and Lowest score 1.0
	Med	S10	Compliance with all Legal, Regulatory and Statutory Requirements		S							P			L				1.5 FTEs				
	Med	S11	Develop Business Continuity Plans and Emergency Preparedness Program	S		P									L				1.5 FTEs				Highest score 3.0 and Lowest score 2.0
	High	S12	Develop Long Range Financial Plan	P		S		S	P	S					L/P				1.5 FTEs				Highest Score 4.0 and Lowest score 1.0
	High	S13	Develop Departmental AMP Framework	S	P		P	P	P	P					L				1.5 FTEs				Highest score 2.0 and Lowest score 1.0
	High	S14	Expand the current Public Works Design Standards Committee to Corporate Wide Design Standard Process	S					P						L		S		1.5 FTEs				
	Med	S15	Develop AM Strategies (Asset lifecycle mgmt, Data Governance, Risk, LOS, Demand Analysis, Lifecycle Value Realization, Resourcing Strategy, Shutdown & Outage Strategy)	S		P									L			1.0 FTE	1.5 FTEs	\$ 100.00	\$ 200.00	Highest score 2.0 and Lowest score 1.0	
Assets	High	A1	Enhance & Maintain Comprehensive Asset Registry		S				S	S		P		L/P				1.5 FTEs				Highest score 3.0 and Lowest score 0.0	
	High	A2	Develop a standardized methodology for the various asset condition assessment programs incl. guidelines and framework.	S				P		S				L			2.0 FTEs	2.5 FTEs	tbd	tbd		All have highest score 2.0	
	Low	A3	Asset Knowledge (Analysis of Data)					S	S					L/P				1.5 FTEs				All have highest score 2.0	
	Low	A4	Develop Comprehensive Enterprise Document Control Management Program				P		S					L				1.5 FTEs				Highest score 4.0 and Lowest score 1.0	
	Med	A5	Develop a Risk-based Decision Model for Rehabilitation, Replacement, Operation & Maintenance of Assets	P		S	P	P	S	S				L			2.0 FTEs	3.0 FTEs	\$ 50.00	\$ 300.00		Highest score 3.0 and Lowest score 2.0	
	Low	A6	Contingency Planning & Resiliency	S		P						P		L			1.0 FTE	1.5 FTEs	\$ 50.00	\$ 150.00		Highest score 3.0 and Lowest score 2.0	
	Med	A7	Develop an Investment Strategy	S				S						L/P			1.0 FTE	1.5 FTEs	\$ 100.00	\$ 200.00			
	High	A8	Develop a Business Case Evaluation (BCE) Framework				S	S					P		L			1.0 FTE	2.0 FTEs	\$ 50.00	\$ 100.00	Highest Score 3.0 and Lowest score 2.0	
	High	A9	Develop AMP hierarchy & guidelines	S				P						L		P		1.5 FTEs				Highest Score 2.0 and Lowest score 1.0	
	Med	A10	Capital Improvement Program based on LOS, Risk Management & BCE Framework	P	S						S			L				1.5 FTEs					
	Med	A11	Develop and Implement Multi Criteria Analysis (MCA)			P					S			L				1.0 FTE	1.5 FTEs	\$ 50.00	\$ 150.00		

Focus Area	priority	Initiative No.	Initiative Description	Services (Departmental/Branches/Unit)																Comments	
				Transit	Recreation & Culture	Stormwater	Fleet	Transportation	Facilities	Forestry & Horticulture	Parks	Fire & Emergency	IT Services	Corporate Asset Management/ Finance	Human Resources	Innovation & Performance Mgmt	Min Resource Costs (Internal)	Max Resource Costs (Internal)	Min Resource Costs (External) '000s		Max Resource Costs (External) '000s
Asset Management	High	A12	Linear Assets - CWMS Replacement & Implementation			S	S	P		S	S			L			1.5 FTEs			Highest Score 2.0 and Lowest score 1.0	
	Med	A13	Linear Asset Registry (GIS Integration)					S					L	P			1.5 FTEs				
	Med	A14	State of Infrastructure Report Card and State of Asset Management Reporting							S				L		P	2.0 FTEs	2.5 FTEs	td	td	All have highest score 2.0
	Low	A15	Implement Technology integration					S					L	P			1.5 FTEs				
	Low	A16	Asset Disposal and Decommissioning Strategy				P					P	S	L			1.0 FTE	1.5 FTEs	\$ 50.00	\$ 150.00	Highest score 3.0 and Lowest score 1.0
	Low	A17	Reliability Engineering	P			S		S				P	L			1.0 FTE	1.5 FTEs	\$ 50.00	\$ 150.00	
	Low	A18	AM Systems- Configuration Management					S						L/P			1.0 FTE	1.5 FTEs	\$ 50.00	\$ 150.00	Highest Score 2.0 and Lowest score 1.0
	Low	A19	Procurement & Supply Chain Management	P			S							L				1.5 FTEs		\$ 200.00	Highest Score 4.0 and Lowest score 1.0
Business Process	Low	BP1	Examine the Feasibility of Alternative Service Delivery Review by Service area					S					L		P		1.5 FTE				
	Med	BP2	Develop Project Delivery & Project Management Guidelines including review of PMIS (Project Management Information System)									P	L		S	3.0 FTEs	3.5 FTEs	\$ 200.00	\$ 300.00		
	Low	BP3	Create /Update SOPs	S			P						L				1.5 FTE		\$ 200.00	Highest Score 4.0 and Lowest score 1.0	
	Med	BP4	Develop and Implement a Maintenance Management Program	S						P			L				4.0 FTEs	4.5 FTEs	\$ 100.00	\$ 250.00	
	Low	BP5	Develop a Comprehensive Materials management Program & Strategy	S							P		L				1.5 FTE				
	High	BP6	Development of a Comprehensive CAM prioritization into the Financial Budgeting Process					S					L/P				1.5 FTE				
	Low	BP7	Conduct PSAB Sustainment Review (incl. development of operational policies and business process mapping)				P		S				L				1.0 FTE	1.5 FTE	\$ 100.00	\$ 250.00	Highest Score 2.0 and Lowest score 1.0
	Med	BP8	Develop a consistent Asset Process Flow				P		S				L				1.5 FTE				Highest Score 4.0 and Lowest score 1.0
	Med	BP9	Establish AM Procedures & Standard guidelines				P		S				L		P		1.5 FTE				Highest Score 4.0 and Lowest score 1.0
	Low	BP10	Implement a Quality Management and Audit System	S							P		L				1.0 FTE	1.5 FTE	td	td	Highest Score 2.0 and Lowest score 1.0
	Med	BP11	Shutdown & Repair Management Process & Strategy	S							P		L				1.5 FTE	\$ 50.00	\$ 100.00	Highest Score 2.0 and Lowest score 1.0	
	High	BP12	Incident Reporting process	S							P		L				1.5 FTE	\$ 100.00	\$ 200.00	Highest Score 2.0 and Lowest score 1.0	
	Low	BP13	Systems Engineering (incl. Policies and processes)					P		S			L		P	1.0 FTE	1.5 FTE	\$ 100.00	\$ 250.00	Highest Score 2.0 and Lowest score 1.0	
	High	BP14	Establish AMP Guidelines	S				P					L				1.5 FTE				Highest Score 2.0 and Lowest score 1.0
People	High	P1	Implement AM Governance Strategy				P		P	S			L/P			1.0 FTE	1.5 FTE	n/a	n/a	Highest Score 2.5 and Lowest score 1.0	
	Low	P2	Enhance Learning & Development Program					S					L	P			1.5 FTE				Highest Score 2.0 and Lowest score 1.0
	Med	P3	Develop Effective Communications & Information Sharing Strategies	S				P					L				1.5 FTE				Highest Score 3.0 and Lowest score 2.0
	Med	P4	Develop and Implement a Performance Management Program				P			S			L				1.0 FTE	1.5 FTE	n/a	n/a	Highest Score 2.5 and Lowest score 1.0
	Low	P5	Develop a Comprehensive Knowledge Retention & Succession Planning Program					S					L	P			1.0 FTE	1.5 FTE			Highest Score 2.0 and Lowest score 1.0
	Low	P6	Examine the Feasibility of Commercial Focus for O&M Delivery				P	S					L/P				1.0 FTE	1.5 FTE			
	Low	P7	Resource Management Strategy					S					L	P			1.0 FTE	1.5 FTE			Highest Score 2.0 and Lowest score 1.0
																35.0 FTE	92.0 FTE				

**Costs are for preliminary budget purposes only (+/- 50%)

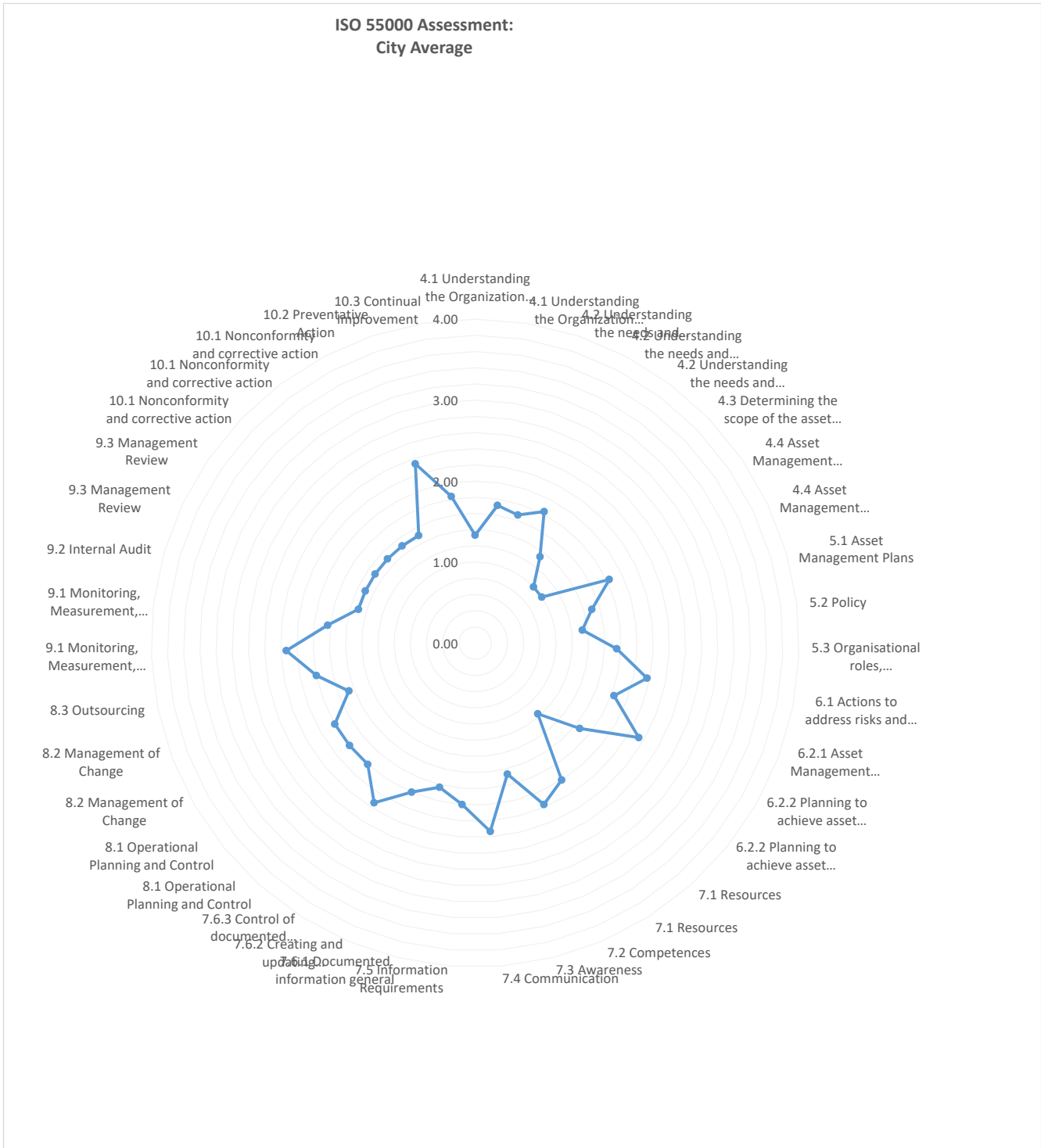
**CAMP- SECTION 7- PLAN IMPROVEMENT & MONITORING
STATE OF ASSET MANAGEMENT**

Question	Question Reference	Clause	ISO Category
1	How does the organization determine external and internal issues relevant to its purpose that impact on its ability to achieve the intended outcomes of its asset management system?	4.1	Understanding the Organization and its context
2	How does the organization ensure that asset management objectives are aligned with organizational objectives?	4.1	Understanding the Organization and its context
3	How does the organization identify and determine the needs and expectations of stakeholders	4.2	Understanding the needs and expectations of stakeholders
4	How are stakeholder requirements determined for recording of financial and non-financial information relevant to asset management and reporting on this information internally and externally?	4.2	Understanding the needs and expectations of stakeholders
5	How does the organisation determine the criteria for asset management decision making?	4.2	Understanding the needs and expectations of stakeholders
6	How has the organisation determined the boundaries and applicability of the asset management system in order to establish and document its scope?	4.3	Determining the scope of the asset management system
7	What has the organisation done to establish, implement, maintain and continually improve an asset management system?	4.4	Asset Management Objectives
8	How does the organization develop, update and document its SAMP?	4.4	Asset Management Objectives
9	How has top management demonstrated leadership and commitment in relation to the asset management system?	5.1	Asset Management Plans
10	What has top management done to establish, communicate, implement, periodically review and, if required, update an asset management policy.	5.2	Policy
11	How has top management ensured that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.	5.3	Organisational roles, responsibilities and authorities
12	How does the organization demonstrate that risks and opportunities that could affect the ability of the asset management system to achieve its intended outcomes are adequately considered and processes put in place to assure that the desired outcomes are achieved and undesired effects are mitigated?	6.1	Actions to address risks and opportunities for the asset management system
13	How has the organization established and documented asset management objectives, at relevant functions and levels, to align with and enable the achievement of the organizational objectives and asset management policy.	6.2.1	Asset Management Objectives
14	How does the organization determine and document its planning processes, methods and decision criteria for developing the asset management plan(s) to achieve its asset management objectives?	6.2.2	Planning to achieve asset management objectives
15	How does the organisation establish, document and maintain asset management plans to achieve the asset management objectives ensuring alignment with the asset management policy and the SAMP?	6.2.2	Planning to achieve asset management objectives
16	How does the organization ensure that resources required to establish, implement maintain and improve the asset management system are determined and provided?	7.1	Resources
17	How can the organization demonstrate that the resources required to meet the asset management objectives and to implement activities specified in the asset management plans will be provided?	7.1	Resources
18	To what extent has the organization determined the necessary competence of persons doing work under its control that affects performance of assets, asset management or asset management systems.	7.2	Competences
19	How does the organization ensure that persons doing work under the organizations control are aware of the how they impact on the achievement of the asset management objectives	7.3	Awareness
20	How has the organization determined internal and external communication requirements related to assets and asset management system?	7.4	Communication
21	What has the organisation done to determine what asset management information is required to support its management of assets, the AM System and organizational objectives.	7.5	Information Requirements
22	To what extent has the organization documented information determined as being necessary for the effectiveness of their asset management system?	7.6.1	Documented information general
23	When creating and updating documented information, how does the organization ensure that information is appropriately identified, formatted, reviewed and approved, and appropriate media is used?	7.6.2	Creating and updating documented information

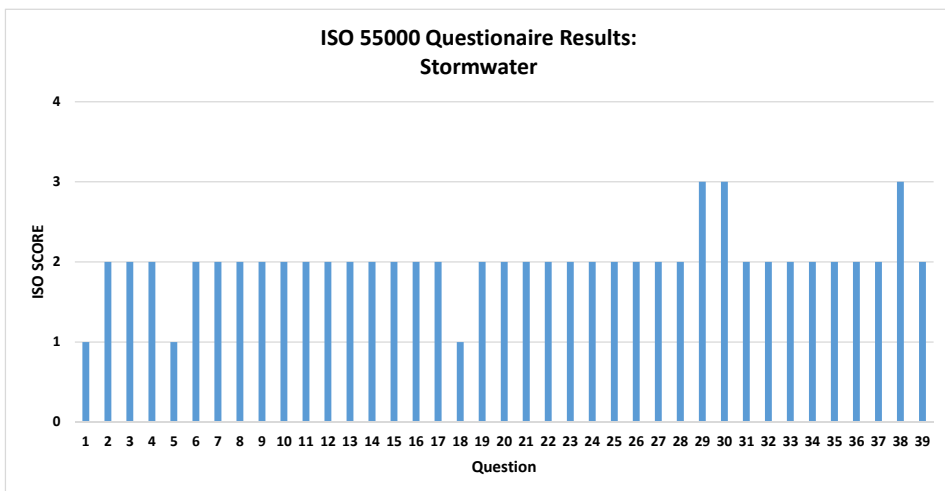
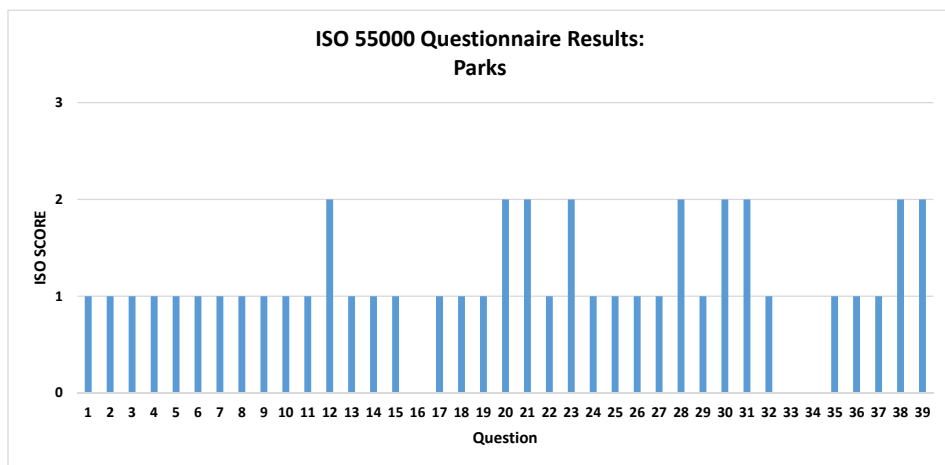
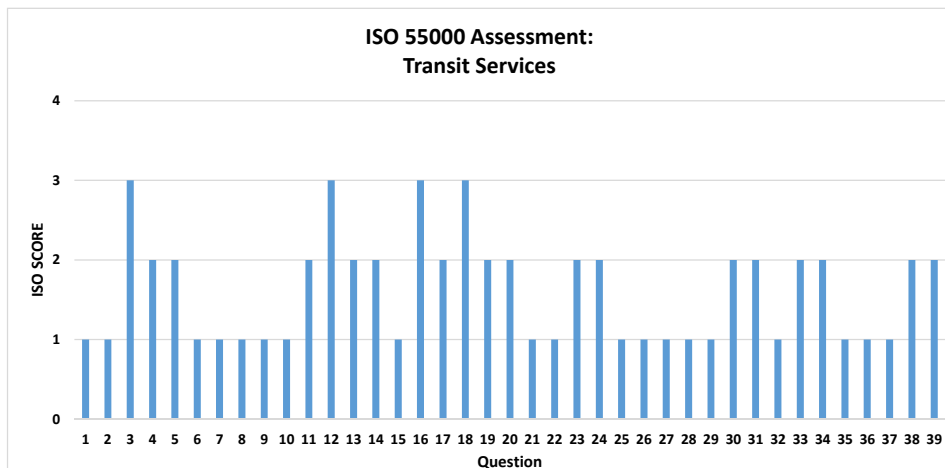
**CAMP- SECTION 7- PLAN IMPROVEMENT & MONITORING
STATE OF ASSET MANAGEMENT**

Question	Question Reference	Clause	ISO Category
24	Is documented information required by the asset management system controlled, available and suitable for use where and when it is needed.	7.6.3	Control of documented information
25	What processes has the organisation developed to control the implementation of asset management plans?	8.1	Operational Planning and Control
26	Can the organization demonstrate it is controlling the processes for implementing its asset management plans, in accordance with the criteria it has established for them?	8.1	Operational Planning and Control
27	How does the organization ensure that risks associated with any planned change that can have an impact on achieving asset management objectives are assessed and managed before the change is implemented?	8.2	Management of Change
28	How does the organization control planned changes, which can have an impact on achieving the organization's asset management objectives, and mitigate any adverse effects?	8.2	Management of Change
29	How does the organization assess risks associated with outsourcing of asset management activities, determine and document how the activities and processes will be controlled and integrated into the AM system, and ensure the performance of the outsourced activities is monitored?	8.3	Outsourcing
30	How has the organization determined what needs to be monitored and measured?	9.1	Monitoring, Measurement, Analysis and Evaluation
31	How has the organization determined what information generated via its monitoring and measurement processes needs to be analysed, evaluated and reported?	9.1	Monitoring, Measurement, Analysis and Evaluation
32	How does the organization ensure that internal audits are carried out which objectively evaluate whether its AM system conforms to its own requirements and the requirements of ISO 55001, and that the system is effectively implemented and maintained?	9.2	Internal Audit
33	What has the organisation's top management done to demonstrate that it reviews the asset management system?	9.3	Management Review
34	How does the organisation's top management ensure that its reviews of the asset management system consider the relevant inputs and record the results and outputs?	9.3	Management Review
35	When a nonconformity or incident occurs in its assets or AM system, how does the organization respond and (as applicable) take action to control and correct it and deal with the consequences?	10.1	Nonconformity and corrective action
36	Following the occurrence of a nonconformity or incident, how does the organization evaluate and document whether there is a need for action(s), appropriate to the effects, to ensure that it does not occur or recur elsewhere?	10.1	Nonconformity and corrective action
37	Following evaluations which have determined there is a need for corrective or preventive actions, how does the organization implement and document the identified actions (including changes to the AM system), record their results and review their effectiveness?	10.1	Nonconformity and corrective action
38	How does the organisation proactively monitor potential failures in asset performance and evaluate the need for preventive action	10.2	Preventative Action
39	How does the organization demonstrate that it continuously improves the suitability, adequacy and effectiveness of its asset management and asset management system?	10.3	Continual Improvement

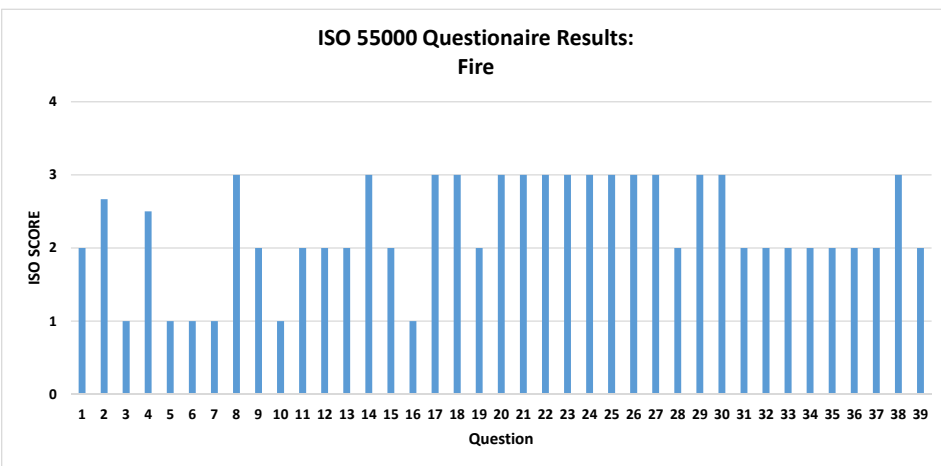
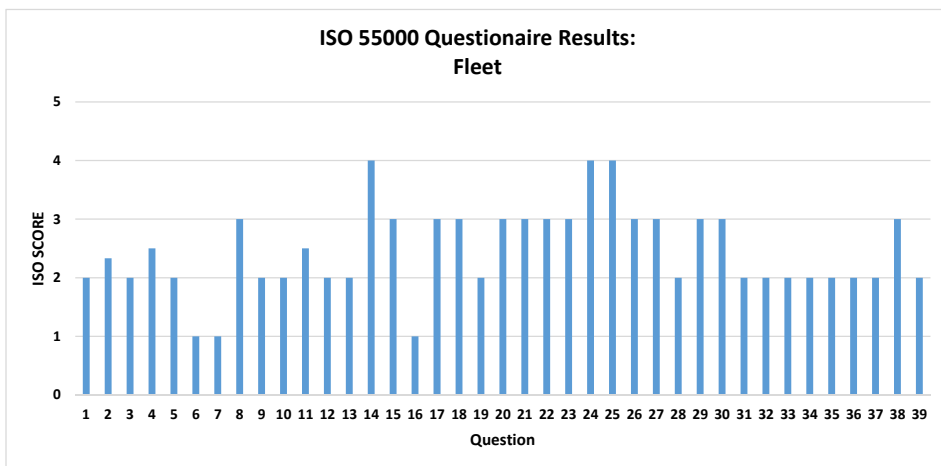
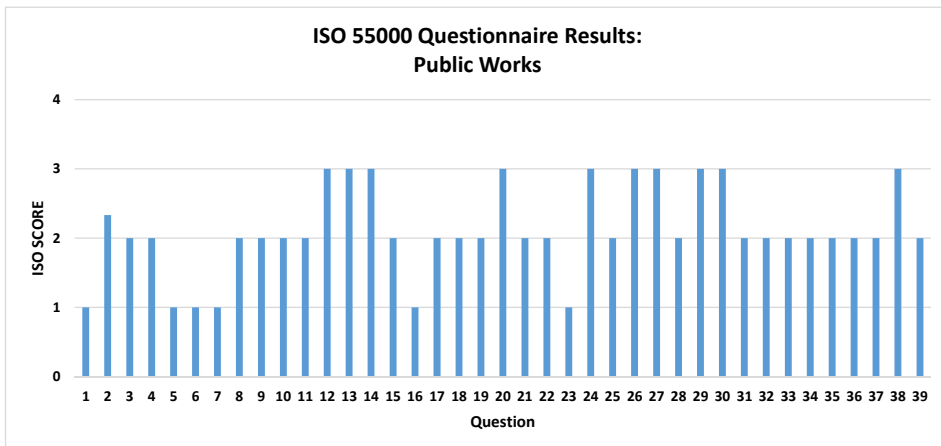
**CAMP- SECTION 7- PLAN IMPROVEMENT & MONITORING
STATE OF ASSET MANAGEMENT**



**CAMP- SECTION 7- PLAN IMPROVEMENT & MONITORING
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**CAMP- SECTION 7- PLAN IMPROVEMENT & MONITORING
STATE OF ASSET MANAGEMENT**



Data Quality Confidence Grading System

Confidence Grade		Description
5	Highly Reliable	Data based on sound records, procedure, investigations and analysis, documented properly and recognized as the best method of assessment. Dataset is complete and estimated to be accurate +/- 2%.
4	Reliable Data	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate +/- 10%.
3	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade 5 or 4 data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated +/- 25%.
2	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy +/- 40%.
1	Unknown	None or very little data held

Process Effectiveness Confidence Grading System

Confidence Grade		Description
5	Highly Effective	The organization's AM activities are fully integrated and are being continuously improved to deliver optimal whole life value. AM best practice concepts are fully rolled out, and being practiced by all staff.
4	Effective	The organization's AM activities are fully effective and are being integrated throughout the business. AM best practice concepts are fully rolled out, and being practiced by most staff.
3	Somewhat Effective	The organization's AM activities are developed, embedded and are becoming effective. Many AM best practice concepts are rolled out, and being practiced by many staff.
2	Ineffective	The organization is developing its AM activities and establishing them as Business As Usual. Some best practice concepts are rolled out, and being practiced to a limited extent.
1	Unknown	1 Unknown The organization is aware of the importance of AM and is starting to apply this knowledge. Few best practice concepts are rolled out, and to a limited extent



City of Brampton - Corporate AM Program

Systems Review Workshop

Date: _____

City of Brampton- AM Assessment- Systems Review Tool










Category	Qu Nos	Technology Focus Area	Score Descriptions					Corporate IT			Fleet		
			Innocence	Awareness	Development	Competence	Excellence	C	M	L	C	M	L
			1	2	3	4	5						
Strategy	Q1	Overall Strategic Planning	The Branch has had no involvement or input into the development of Corporate Strategic Plans related to Technology Assets (Software, hardware and Connectivity)	The Branch Management Team provides limited input relevant to Technology to the production of Corporate Strategic Plans and the reactive workload takes precedence over any longer term strategic planning within the Branch, although the need to think more strategically is understood but not resourced. Little involvement of the staff in the process.	The Branch Mgt Team provides input relevant to technology to the production of Corporate Strategic Plans and some effort is being made towards implementation of a more longer term strategic approach within the Branch. Some involvement from staff other than the managers.	The Branch Mgt Team provides technology related input to the production of Corporate Strategic Plans and the Plans reflect this. Longer term strategies are in place and are being implemented, progress is tracked regularly. There has been opportunity for staff representation from different levels in the Branch to be involved in the process and the resultant corporate plans are communicated to all levels of the Branch.	The Branch Mgt Team provides technology related input to the production of Corporate Strategic Plans. Longer term strategies within the BU are in place and progress is tracked on a regular basis, along with periodic updates. Everyone understands how they contribute to both the Branch's strategic plans and Corporate Strategic Plans and how they are able to influence the content of Branch and ultimately Corporate Strategic Plans.	2.0	3.0	5.0			
	Q2	Levels of Service for Technology Assets (Customer as well as Assets)	No documentation of either Customer levels of service (internal as well as external) or asset levels of service related to technology exists and therefore there is no understanding of any gap in required level of service and provided level of service	Customer levels of service (internal as well as external) understood but not well documented. LOS have not been taken for comment/agreement to the BUs. Technology Asset Levels of Service have not been defined.	Customer LOS (internal as well as external) have been established and are well documented and are described in business plans approved by Senior Management, but true costs (people and assets) of maintaining or improving LOS is not understood. The linkage between Asset LOS, Performance Indicators, Key Performance indicators and customer LOS is not understood for technology asset.	Customer LOS (internal as well as external) has been approved by Senior Management and is fully documented and publicly available. The AMP indicates trend in change of level of service for technology assets required along with the resources required to attain changed LOS. Technology Asset LOS and Performance indicators are documented for internal use and the link to Customer LOS is largely understood, but still requires further data.	Periodic willingness to conduct surveys are used to obtain customer and stakeholder involvement in the setting of the customer LOS. Historic cost and LOS data is available to demonstrate the true cost of maintaining LOS and or improving LOS and this information is used as a basis for the development of strategic plans and justification of funding. The Branch can demonstrate that they are managing the asset LOS with the optimum mix of CAPEX and OPEX interventions and Performance Indicators to meet customer LOS.	2.0	3.0	5.0			
	Q3	Corporate LOS & Targets	The BU has not considered the need to link its Technology Asset Mgt objectives & targets to the City's Strategic Goals & Objectives - Council Priorities, or longer term strategies	The BU is in the process of developing technology asset objectives, goals and KPIs that are derived from and are consistent with the City's Strategic Goals & objectives	The BU's objectives and goals for technology are derived from, and are consistent with the City's strategic goals & aims, but there remain gaps.	The BU's objectives and goals for technology assets are derived from, and are consistent with the City's strategic goals & aims. These are cascaded down from Council, to the Corporation, the BU Business Plan and form part of team and personal objectives. Clear targets are set for KPIs and reports show progress on a monthly basis, with results being communicated to all levels.	The Branch regularly reviews its goals & objectives for technology assets to ensure alignment with the City's strategic direction and where necessary aims to proactively influence corporate and other statutory requirements with a view to resetting targets.	2.0	3.0	5.0			
	Q4	Technology Assets Planning	No documented IT Master Plan (for an Integrated Technology Solution - ITS) in place (either for all Enterprise solutions or AM) - reactive approach to hardware and software needs.	IT Master Plan (for an Integrated Technology Solution - ITS) is under development, but is not widely publicized and does not have input from end users.	Documented IT Master Plan (for an Integrated Technology Solution - ITS) in place, but has not been communicated widely and is only available to a limited number of staff.	IT Master Plan (for an Integrated Technology Solution - ITS) in place for asset mgt. Plan has involved a wide range of staff in its development and has been communicated to end users. Processes are in place for review of the plan, both on a periodic basis and based on feedback from end users.	Well documented and understood IT Master Plan (for an Integrated Technology Solution - ITS) for asset mgt in place. This is integrated into an overall IT master plan covering all business activities. This is updated annually, or as required and ensures the most appropriate mix of Technology assets, with appropriate interfaces, is in place to enable optimized AM Practices. End users are actively engaged in managing technology assets and feedback enables system to be optimized.	1.0	3.0	5.0			

City of Brampton - AM Assessment - Systems Review Tool													
Category	Qu Nos	Technology Focus Area	Score Descriptions					Corporate IT			Fleet		
			Innocence	Awareness	Development	Competence	Excellence	C	M	L	C	M	L
			1	2	3	4	5						
Rational for Systems	Q5	Business Case to Support Technology Assets	The Branch has not considered the need for a business case to support acquisition of new technology assets or upgrade to existing assets	The Branch has developed informal rationale to support acquisition of new technology assets or upgrade to existing assets	The Branch develops business cases for technology assets management - clear economic indicators are developed (e.g. NPV, ROI and Payback Period)	The Branch develops business cases for technology assets management on a regular basis - clear economic indicators are developed (e.g. NPV, ROI and Payback Period). In addition, Intangible benefits are identified based on expected impact of the various technologies on the operations	The Branch develops a business case for the Integrated Technology Solution (ITS) - clear economic indicators are developed (e.g. NPV, ROI and Payback Period). In addition, Intangible benefits are identified based on expected impact of the various technologies on the operations	3.0	4.0	5.0			
	Q6	Benefits Tracking	The Branch has not considered the need to track any benefits (tangible or intangible) associated with technology assets	The Branch has captured information on benefits from technology assets or upgrade to existing assets	The Branch has developed a framework for tracking Tangible Benefits from Technology Solutions.	The Branch has developed a framework for tracking both Tangible and Intangible Benefits from Technology Solutions.	The Benefits Tracking framework provides an overall view of both Tangible and Intangible Benefits for the ITS as well as the major technology systems. This is updated when new technologies are added to the ITS or existing systems are upgraded. Reports on Benefits Tracking are prepared and circulated on an annual basis.	2.0	3.0	5.0			
Technology Assets	Q7	Business applications	Few or limited technology solutions are available for use by staff	Staff are evaluating systems and are experimenting, but are operating in separate groups and dealing with various vendors on a silo basis.	Staff have identified necessary systems and they working with IT to implement and integrate them	All key business applications (e.g. CVMS, AMS, FIS, GIS, SCADA etc) are in place to support and optimize business processes	IT and representative Branch Staff actively seek out, evaluate and pilot new technology solutions that could enhance productivity and effectiveness	4.0	4.0	5.0			
	Q8	Asset Registry	No documented common registry or asset database. Not sure what assets are owned by the Branch.	50% of Assets are accurately captured in separate registries by Branches	All assets are accurately captured in separate registries by Branch	Integration is underway for a City wide Registry all City Assets. Information in the Branch asset registry is easily accessible to those requiring access.	One Registry is in place for all City Assets that includes all pertinent information on asset. Process in place for review of data	2.0	3.0	5.0			
	Q9	Hardware and Networking	Technology Hardware and Networking is acquired on an adhoc basis, end users have limited access and experience regular performance issues. No plan in place to ensure that hardware meets asset management needs	Core hardware and networking is in place but there are issues with user access and system performance. No plan in place to ensure that hardware meets asset management needs	Hardware and networking requirements from a key part of the IT Master Plan, there is adequate access for end users, acceptable system performance, however, upgrades and replacements do not keep pace with technology advances	Hardware and Networking specifications are designed to match overall technology needs. All end users have full access and are satisfied with overall performance. Upgrades and replacements are done based are carried out but tends to lag behind industry changes.	Hardware and Networking specifications are designed to match overall technology needs. All end users have full access and are very satisfied with overall performance. Projects are carried out on a regular basis to keep current and meet end user needs as identified in the IT Master Plan. There is close coordination between Technology providers and End Users to ensure	4.0	4.0	5.0			
	Q10	Technology Asset Investment Plans (AIP)	Reactive approach to developing input for the Technology Investment projects are not ranked. Time frame is 1-2 years	Business Unit staff provide input on an annual basis to the AIP based on subjective judgments of technology needs. No cost allocation for projects.	Risk workshops carried out for technology asset groups, is used to develop input to the AIP. Time frame is up to 5 years.	A consistent risk based approach is applied and all critical technology assets have been identified. Governance procedure in place for the progress of projects from needs identification to commissioning and costs are allocated to the correct purpose categories.	Well documented full risk based approach is applied to the AIP program for technology assets, using a standard risk model. Projects are continually assessed and whole life costs reviewed to assess continued viability.	2.0	3.0	5.0			

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			1	2	3	4	5									
Selection and Implementation	Q11	Selection Process	No clear or standard selection processes in place for Technology assets, very little or no end-user involvement in the process.	Selection of Technology assets is driven primarily by the IT BU with very little or no end-user involvement in the process. Systems are selected based on a Corporate view only.	BU's follow a selection process for Technology Assets but this process is not standard across BU's. The selection team is limited to BU staff.	A standard selection for acquiring technology assets (including: Team Selection, Functional/Technical Requirements, Market Survey, RFI & RFP, Demos, Reference Checks, Site Visits and Vendor Negotiations). Selection Teams have representatives from all key interest groups (including end users).	A standard selection process is used by all BUs for acquiring technology assets. Selection Teams have representatives from all key interest groups (including end users). The focus is development of a long term partnership with the selected vendor.	4.0	4.0	5.0						
	Q12	Implementation Process	No clear or standard Implementation processes in place for Technology assets, very little or no end-user involvement in the process.	Implementation of Technology assets is driven primarily by the IT Branch with very little or no end-user involvement in the process. Systems are implemented without a clear understanding of the business processes to be enabled.	Branch's follow an Implementation process for Technology Assets but this process is not standard across Branches. The Implementation Team is limited to Branch staff.	A standard Implementation Process is in place for acquiring technology assets (including: Pre-planning, Conference Room Pilot, Field Trial, Rollout). Implementation Teams have representatives from all key interest groups (including end users).	A standard implementation process is used by all Branches for implementing technology asset solution. Implementation Teams have representatives from all key interest groups (including end users and vendor resources). The focus is ensuring that the solutions implemented truly enables AM and there is Buy In from end-users.	3.0	4.0	5.0						
	Q13	Post Implementation Review	There is no process in place to check that Technology Implementations have been successful and meet the goals and objectives for the project as well as the end-user needs	Informal process in place to check on status and level of success of Technology Implementations. No formal action planning is in place to correct any deficiencies identified.	Branches have a process in place to check on status and level of success of Technology Implementations. There is no standardization of the process across Branches. There is informal action planning in place to correct any deficiencies identified.	All Technology Asset implementations are subjected to a standard formal review using a multi-disciplinary team (including a vendor rep) focusing on performance, end-user access, ease of use and buy-in, data quality and quantity, data use to drive decision making. Immediate action is taken to improve the system.	All Technology Asset implementations are subjected to a standard formal review focusing on performance, end-user access, ease of use and buy-in, data quality and quantity, data use to drive decision making. Action is taken to immediately improve overall results. Medium and longer term projects go into the Capital Planning process for Technology assets	2.0	3.0	5.0						
	Q14	Technology Systems Integration	Limited technology and no integration - extensive use of paper or manual systems	Use of stand alone spreadsheet tools and databases and any systems in use are unsupported or obsolete.	Stand alone Commercial Off The Shelf (COTTS) systems are in place to support business processes, but are not integrated.	Systems integration is in place for key systems e.g. the finance information system and the CWMS, but there are still areas where the optimum value is not being extracted from the data in the systems, or where the same data is input into several different systems.	A full Integrated Technology Solution in place using modern integration techniques (Data warehouse, Middleware etc.) and is under regular review - the concept of "data entered once and used many times" is in place.	4.0	4.0	5.0						
and System Support	Q15	Technology Asset Governance/Management	A short term approach to managing the assets takes precedence to a longer term sustainable approach. Resources not made available to progress an asset mgt approach.	The need to move towards a more planned environment is understood but resource or time limitations are restricting progress. No formal governance procedures in place with regard to managing technology assets.	The management team are agreed on a move towards adopting asset management approach to technology assets. IT staff still own and manage technology assets. There continues to be an adversarial relationship between IT and Branch staff.	Branch Senior management actively encourage and support partnership with IT and BU staff for technology assets. Funding and resources are made available for the adoption of new processes and systems. The Organization design provides for AM Roles related to managing technology assets (e.g. a CMMS coordinator) however the design is not fully implemented.	A mix of Centralized (IT Staff) /Decentralized (Branch Staff) organization design is in place for managing technology assets. BUs have clearly defined roles for managing technology assets. There is an active Technology Steering Committee (with cross Branch representation) for managing technology assets in the short, medium and long term. Governance procedures are in place and	3.0	4.0	5.0						
	Q16	System Support	All system support is provided through the IT Group for Software, Hardware and Connectively issues. There is no formal Help Desk process in place. Service is considered to be poor.	All system support is provided through the IT Group for Software, Hardware and Connectively issues. There is no formal Help Desk process in place and BUs have developed informal support systems to ensure continuity of operations.	Post Implementation Reviews of Technology Asset Implementation have identified significant gaps in system support. There is overall BU, IT and Senior Management agreement of solutions to improve service levels and overall performance.	The BUs have partnered with IT to develop clear levels of service for Technology Assets. The Help Desk has been implemented and service levels have improved from a joint effort between IT and BU Staff.	There is an effective Help Desk (with issue tracking and management capability) together with remote desktop control in place. The organization design provides for advanced users providing the first line of support with back up from the Help Desk. The vendor partnerships are very effective and leads to effective resolution of issues.	4.0	5.0	5.0						

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Governance ar	Q17	Learning and Development	Training and development is prescribed (both for IT support and use of technology systems) and available courses are part of the standard corporate program - no skills analysis has been done	Skills gap is developed based on desired AM Job Descriptions and Technology Support needs. Less than 50% of Skills gap analysis complete and no training plans in place.	50% of staff skills gap analysis complete and 50% of staff IT training plans implemented. Short term training needs identified, but no longer term development plans in place.	100% of staff's (AM) training needs assessment done and training under way for all staff. There is a high degree of confidence that all staff have the right skills to use and support Technology Assets. Competency based role profiles exist for all staff. Development plans, aimed at the medium to long term are also in place.	AM Skills development is a continuous process with regular supervisor and subordinate development sessions that provide input to the training program ensuring skills gaps are filled. Skills are periodically assessed against external benchmarks.	1.0	2.0	4.0			
	Q18	Knowledge retention & Succession planning	Branch Management has not considered the need for a formal approach to knowledge management with respect to Technology Assets and takes a reactive approach.	Succession planning is carried out for a limited number of staff, however, no strategies are in place to manage knowledge. Knowledge management is carried out at a local level.	Potential retirees are identified and Branch Staff work with HR to fill vacancies as they arise. A knowledge management system is under development	Knowledge management strategies are documented and are in use by Branch Management in partnership with HR. There is continuity of people resources for managing assets. Succession planning in place for all key technical staff	Knowledge management strategies are documented and incorporated into an appropriate technological solution and are practiced by Branch Management in partnership with HR. There is continuity of people resources for managing technology assets. Succession plans in place for all critical staff.	1.0	2.0	4.0			
System Lifecycle Management	Q19	Data Maintenance	Data is not maintained and cannot be relied on. Databases are incomplete (<50%) of key records. No program or processes in place for reviewing or updating data	Processes for data maintenance are being developed. Databases are still incomplete (<75%) of key records. Data maintenance is ongoing in certain areas of the Branch.	Databases are >90%. Data for critical assets is maintained and kept relevant. Process for database record maintenance has been developed, but is only being applied to certain asset groups, or certain parts of the Branch	Program in place across all database records for all systems for periodic re-surveying and updating of data. Databases are close to 100%. Timetable is based on fixed period surveying. Process is in place for the maintenance of data. Confidence grades to be either A3, B2 or better. Action Plans for data improvement are in place and being implemented.	Records (e.g. asset records) are resurveyed and data updated on periodic basis, with the time interval based on a robust statistical analysis. Action plans for continuous data improvements are well established and are being tracked.	3.0	4.0	5.0			
	Q20	Lifecycle Management Strategies	Technology is not considered to be an asset and there is no process in place to manage lifecycles.	There is general recognition of the investment in Technology, but management of these assets continues to be reactive and is left to the IT Group.	IT and Branches work independently to keep the various technology solutions current. The process is still reactive and usually driven by market changes.	IT and Branches work together to keep the various technology solutions current. There is active scanning for technology related business drivers as well ongoing research into new ways technology assets can enable asset management. Both IT and BUs implement Vendor Management concepts to ensure that vendor related issues are actively resolved or managed.	A System Development Life Cycle (SDLC) approach is in place for managing the ITS on a release basis. This falls under the responsibility of the Technology Steering Committee and the IT Group. These teams ensure that overall goals and objectives for technology are met and the ITS is always current and supports end-user needs.	3.0	4.0	5.0			

Appendix 705 - CAMP ROADMAP - SERVICE AREA DAMP DEVELOPMENT SCHEDULE

Priority	Services	Service Area Departmental Asset Management Plan	Asset Hierarchy covered in 1st CAM (2016)	Level 4- Types of Services	Level 6- Asset Classes	Level 7- Asset Sub Classes	Target Date for DAM Plan	Primary Responsibility
				Asset Hierarchy to be covered in 2nd CAM				
1	FACILITIES	Facilities	 Corporate Facilities; Fire Facilities; Library Facilities; Parks & Recreation Facilities; Transit Facilities; Works Facilities		Building Components & Furniture & Small Equipment	A-Structure; B-Shell; C-Interiors; D-Services; G-Site; Furniture; Small Equipment	2017	Corporate Facilities
2	TRANSIT	Transit	 Licensed Vehicles (Everything except Trailers); Shelters (Conventional, Zum & Bike) Parks; Open spaces, City, Community, Neighbourhood park; Parklands; Play Equipment	Specialty Equipments	Trailers; Stops;		2017+	Transit
3	PARKS & RECREATION	Parks & Recreation			Neighbourhood Park	Town Square, Parkette, Vest Pocket Parks	2017	Recreation
4	PARKS & RECREATION	Forestry & Horticulture , Cemeteries		Forestry & Horticulture ; Cemeteries; Maintenance	Right of Ways, Others; Small Parts Stormsewer System conveyance;		2017	Parks
5	STORMWATER	Stormwater DAMP & Financing Review	 Stormwater Management Ponds; Stormsewer System collection Laterals	Storm Sewer systems ; Low Impact Development	Outfalls; WQ Pretreatment; LID Conveyance; LID Retention; LID		2018 (Q1)	Stormwater
6	FLEET	Corporate Fleet	 All Fleet covered		Equipment ; Survey Monuments; Pathway lighting; Tunnel lighting; Trailers; Plotters; Specialty Equipment; Park signage; Pavement		2017	Fleet
7	TRANSPORTATION	Transportation, Capital Works, Developmental Engineering, Transportation Planning	 Road Network; Structures (except Steps) ; Traffic Services; Walkways/Pathways	Specialty Equipments Minor Equipment (Non-vehicle); Communication & Control Systems			2018 (Q2)	Transportation
8	FIRE	Emergency Measures	 Licensed Vehicles; Non-Vehicle Equipment; Personal Firefighter Equipment; Major (SCBA) Equipment				2018 (Q1)	Fire
9	INFORMATION TECHNOLOGY	Corporate Information Technology	 End user IT; IT Infrastructure; Business Systems	Other IT Services	End User Hardware	Tablets & Laptops; Plotters; Printers; Mobile Phones;	2019	Information Technology
10	COMMUNITY SERVICES	Brampton Library					2018 (Q3)	CAMO
11	COMMUNITY SERVICES	Animal Services					2018 (Q4)	CAMO
12	COMMUNITY SERVICES	New Construction (CS) , Service Brampton, Building Design & Construction, Enforcement & Bylaw Services, Realty Services, Economic Development, Art & Heritage Properties, Sports Tourism					2017+	CAMO
13	CORPORATE SERVICES	Finance, Office of CAO, Internal Audit, Service Innovation & Performance, City Clerk, Human Resources, Strategic Communications, Council Members, Policy Planning, Planning & Building					2019	CAMO
							2019	CAMO