

Annual Asset Management Plan Progress Report

June 2026

BRAMPTON

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Acknowledgements



Land Acknowledgement

The City of Brampton is located on the traditional territories of the Mississaugas of the Credit, Haudenosaunee, and Wendat Nations who have called this land home since time immemorial. We acknowledge the agreements made in Treaty 19—the Ajetance Purchase of 1818—and are committed to our ongoing role in reconciliation through meaningful action rooted in truth, justice, and respect. We are grateful to the original caretakers of this land who have ensured we are able to work, play, and live in Brampton now and in the future.

The City of Brampton has formally adopted the Truth and Reconciliation Commission's Calls to Action; the United Nations Declaration on the Rights of Indigenous Peoples; the National Inquiry into Missing and Murdered Indigenous Women and Girls, and 2SLGBTQIA+ Peoples' Calls to Justice. Through a nation-to-nation approach with our host

Nations and urban Indigenous community, the City will utilize the recommendations for municipalities within these reports and frameworks to guide its work of increasing awareness, building capacity, and collaborating on solutions.

The City's relationships with the Indigenous community contribute to the continuing creation of processes for reconciliation that drive economic recovery, social development, and cultural inclusion of the Indigenous community. The City honours the uniqueness of Indigenous knowledge, histories, and traditions, and recognizes their importance in building and supporting an inclusive, successful, innovative, and brighter future for Brampton.

Staff Acknowledgement

The development of the 2026 Annual Report was a significant undertaking with contributions from staff across the organization. The Corporate Asset Management Office would like to acknowledge the efforts of the City of Brampton staff and sincerely thank everyone, including the Subject Matter Experts from the City's service areas, for their continued support and guidance throughout the development of this report.

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Key Acronyms & Abbreviations

AM	Asset Management
AMP	Asset Management Plan
CAM	Corporate Asset Management
CAMS	Computerized Asset Management System
City	The City of Brampton
CLOS	Current Levels of Service
CMMS	Computerized Maintenance Management System
CRV	Current Replacement Value
DC	Development Charges
DSS	Decision Support Solution
EUL	Expected Useful Life
FIR	Financial Information Return
IIMM	International Infrastructure Management Manual
LC	Lifecycle
LOS	Levels of Service
LTFMP	Long-Term Financial Master Plan
OPEX	Operating Expenditures
O&M	Operations and Maintenance
PLOS	Proposed Levels of Service
PM	Project Management
PMIS	Project Management Information System
QA	Quality Assurances
QC	Quality Control
RFP	Request for Proposal
SA	Service Area
SLA	Service Level Agreement
SOP	Standard Operating Procedure
SOLI	State of Local Infrastructure
SW	Stormwater
UL	Useful Life

Introduction

As the fourth largest City in the province, and one of the fastest growing communities in Ontario, the City of Brampton owns and operates a substantial portfolio of assets across different service areas. These assets are essential to the well-being of the community and form an integral part of the City's long-term financial and service delivery planning.

In recent years, the City has adopted a Corporate Asset Management Plan (2021) and Service Area Asset Management Plan (2024). Most recently, the City approved the asset management plan for its Transportation and Stormwater infrastructure in 2025. These documents form the foundation of asset management planning in the City. This Annual Progress Report maintains assumptions and methodologies developed through the Corporate and Service Area plans.

The 2024 Service Area Asset Management Plan¹ (SA AMP) and subsequent Transportation² and Stormwater³ AMP's included an in depth look at lifecycle activities to determine the true cost of an asset over its useful life. The SA AMP was approved by Council in June 2024 with the Transportation and Stormwater AMP receiving approval in June 2025. Each year the City prepares annual State of the Local Infrastructure Reports (SOLI) which acts as a supporting document to the City's budgeting process and provides an overview of the following:

- **Asset Management Maturity Assessment:** The overall maturity of the City's asset management data and program.
- **State of the Local Infrastructure:** Estimated age,

value and condition of the City's infrastructure.

- **Future Improvements:** An overview of the future improvements and initiatives that will improve data quality and confidence while driving corporate change.

The estimated total current replacement value (CRV) of the City's assets is \$11.6 billion (\$2025) outlined in the latest 2024 SOLI report approved by City Council in November 2025. This value is comprised of infrastructure assets managed by the following twelve (12) Service Areas: Transportation, Stormwater, Transit, Parks, Recreation, Cultural Services, Facilities, Information Technology, Fire Services, Library, Animal Services and City Support Fleet. Transportation and Stormwater represent the largest share at 66%, or \$7.7 billion of the total \$11.6 billion replacement value. The City proactively manages its infrastructure through Infrastructure and Transit levies, as well as a dedicated stormwater levy ensuring the long-term sustainability of City assets. Additionally, the City continues to seek support for grant funding from upper levels of government to support the long-term infrastructure needs of Brampton.

The majority of the \$11.6 billion in assets currently owned and operated by the City are in Good condition. The overall "Good" condition rating is attributed to the City's infrastructure being relatively new in age combined with the sound asset management practices the City has employed to date. The current City-wide confidence for the information presented in this report for investment related decision-making is assessed as **Medium (Inspection Based)**. It is an overall goal to improve the reliability and accuracy of all information

¹ [2024 Service Area Asset Management Plan](#)

² [2025 Transportation Asset Management Plan](#)

³ [2025 Stormwater Asset Management Plan](#)

moving forward.

As per *O. Reg. 588/17*, every municipality shall conduct an annual review of its asset management progress on or before July 1 each year. This report aims to meet these requirements by reporting on progress made to improvement initiatives, providing an evaluation of data and process improvements over time and the proposed strategies to address any gaps in implementing the asset management plan initiatives. While 2024 SOLI report is used as a base for analysis in this progress report, City is currently in process of developing 2025 SOLI report, which will be brought forward to City Council at a later date.

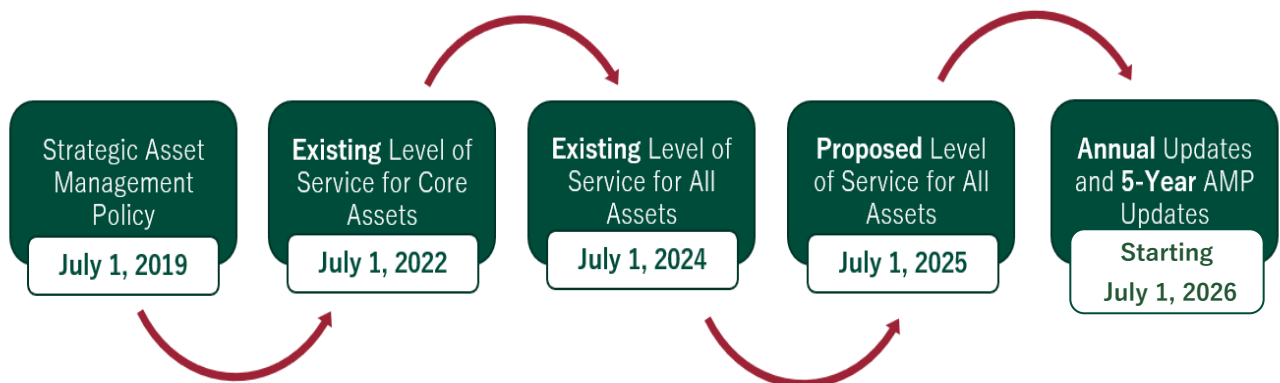
Regulatory Requirements

Asset management planning is an essential framework for municipalities to ensure proper infrastructure management in the most sustainable way over the long term. The proclamation of *The Infrastructure for Jobs and Prosperity Act, 2015* on May 1, 2016 includes an authority for the province to regulate municipal asset management planning. Municipal asset management planning Regulation O. Reg. 588/17 under the *Infrastructure for Jobs and Prosperity Act, 2015* came into effect on January 1, 2018. Building on Ontario's 2012 Building Together: Guide for Municipal Asset Management Plans, the Regulation sets out new requirements for undertaking asset

management planning. The regulation supports continuous improvement in infrastructure asset management planning.

The City of Brampton has developed comprehensive Asset Management Plans in multiple phases (2022-2025) that include an inventory of all assets it owns, incorporates the current and proposed levels of service, identifies investment activities and costs to maintain current service levels and to provide proposed Levels of Service, and a supporting financial strategy. Figure 1 presents the milestones the City has achieved as prescribed in the regulation:

Figure 1 –Ontario Regulation 588/17 Requirements



The annual SOLI report has been an integral part of informing the asset management plans the City has undertaken in recent years (including the 2021 Corporate AMP, 2024 Service Area AMP, and the 2025 Transportation and Stormwater AMPs).

As per *O. Reg. 588/17*, every municipality shall conduct an annual review of its asset management progress on or before July 1 each year. This annual review must examine the following:

- The municipality's progress in implementing its asset management plan;
- Any factors impeding the municipality's ability to implement its asset management plan; and
- A strategy to address these factors. This report is intended to support the City's continued progress in implementing the recommendations and objectives of its Asset Management Plan (AMP) through the application of a standardized framework, while ensuring compliance with all applicable regulatory requirements. This is the City's first AM progress report prepared under the regulation; this is an evolving document which the City will continue to improve upon annually.

Asset Management Maturity Assessment

Maturity Assessment Methodology

The 2024 SA AMP provided an in-depth analysis of the City's asset management maturity on a service area basis using the commonly used IIMM Maturity Assessment Framework. The results of this assessment are to further inform the Asset Management Roadmap and guide the City towards best practices in asset management. The assessment considered the following categories:

- a) Understanding and Defining the Requirements
- b) Developing Asset Management Lifecycle Strategies
- c) Asset Management Enablers

Each of these categories is further broken down into specific elements (16 total across all 3 categories) that make up the overall maturity assessment.

Overall City Asset Management Programs Maturity

Figure 2 below provides a snapshot of the progress and overall maturity of the City's asset management program as included in the 2024 SA AMP (post completion). The assessment was completed through the 2024 AMP and shows the City's post-AMP maturity assessment. This exercise was done on a service area

basis, however, several of the elements apply at a corporate level and were scored as such.

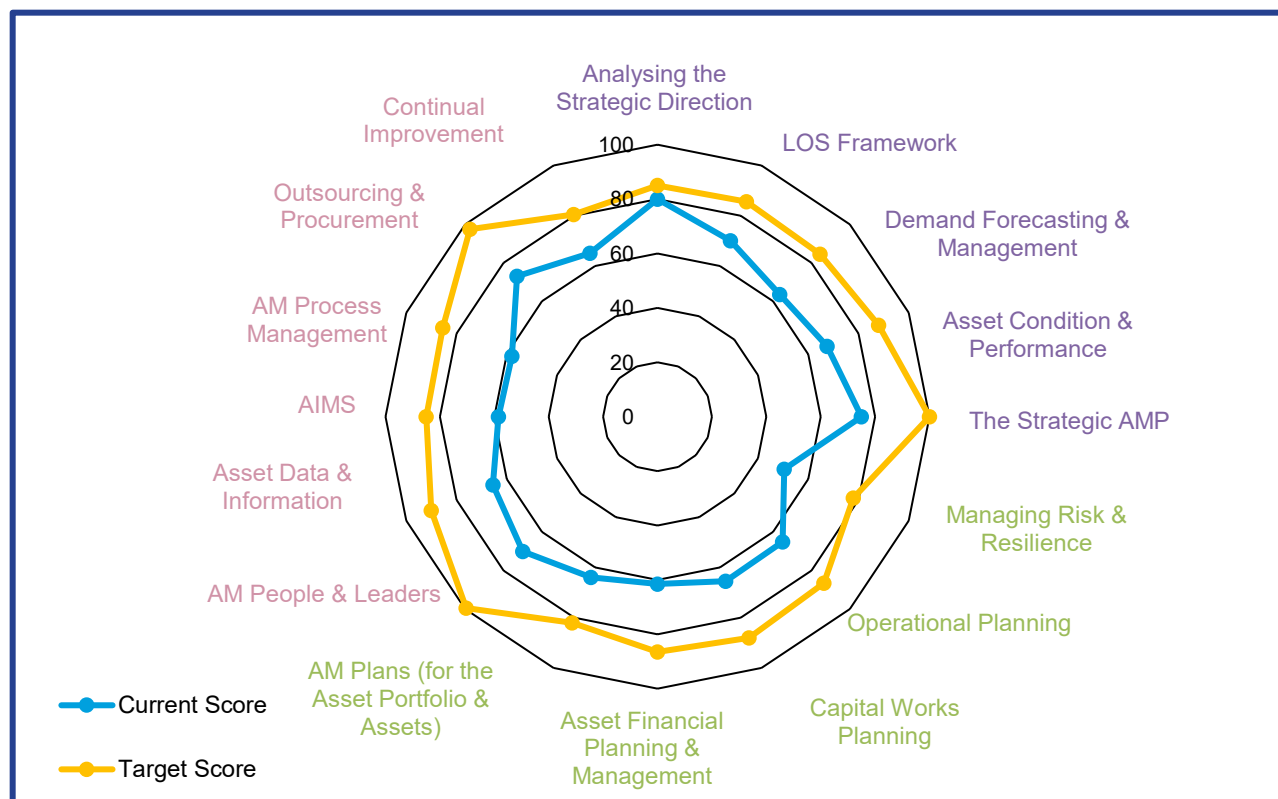
Transportation and Stormwater were not included as part of this analysis and their independent maturity assessments are provided in their respective 2025 Asset Management plans.

The radar graph below provides two maturity assessment scorings:

- a) **Current Score** – Several activities undertaken as part of the SA AMP further elevated the maturity of some elements. The score reflects those advancements achieved during the report update.
- b) **Target Score** – Target scores are generally set two maturity levels above the current score to be achieved in the next 5 years. Further adjustments were made to account for the reasonability of meeting these scores.

On an aggregate level, the overall current maturity score is at an "Intermediate" level. The target score across all service areas is to achieve an "Advanced" stage on average in the next 5 years. It is recognized that the organization will seldom have perfect processes and data with which to manage the asset portfolio. The underlying concept of continuous improvement and reliability is key, and the basis in setting out target scores to strive for in the near future.

Figure 2 – Asset Management Maturity Radar Graph by Element



Key Achievements of City's Asset Management Program

The City has made substantial progress in building a mature, data-driven asset management program despite a rapidly evolving municipal environment. The City's completion of comprehensive service area AMPs across all 12 service areas places Brampton among leading municipalities in Ontario in terms of regulatory compliance and integrated asset management planning.

As reflected in the maturity assessment, the City is continuing to make progress on achieving the corporation's long-term strategic asset management objectives. While it is acknowledged that the City has significantly improved its asset management program since the creation of the Corporate Asset Management Office (CAMO) in 2016, this report aims to help City staff and Council navigate through its asset management journey. Brampton, like all municipalities, continues to strive to fully incorporate asset management plan and principles into everyday practices and there have been a series of key improvements over the last several years which brings the City closer to this overarching goal:

- Completion of Asset Management Policies and required Asset Management Plans to comply with the regulatory requirements of the Province.
- Line of sight established through strategic corporate AMP to interconnect LOS, Risk and LC frameworks with the City's strategic objectives

- Completion of Service Area AMPs for all 12 City Service Areas.
 - Improved confidence in State of Local Infrastructure (SOLI) reporting.
 - City advanced the asset hierarchy and governance structure, including for interdependent assets
 - A better understanding of the long-term financial needs based on a more robust financial model reflecting full asset LC needs, which includes planning for requirements associated with future assets;
 - Proposed Level of Services identified for each service area.
 - Risk to providing LOS is identified at asset class level.
- The 10-year Investment needs and corresponding infrastructure gap have been calculated and refined to consider alternative funding arrangements and financial strategies
- AM Systems have been standardized and implemented for most asset classes (e.g. Asset Works M5 for Mobile Assets, GIS and CityWorks for spatial assets, VFA for Facilities, etc.)

Asset Management Annual Progress

Monitoring Advancement of Asset Management Initiatives

The City strives to continuously improve asset management practices through collaboration between Corporate Asset Management Office (CAMO), Service Areas, Enterprise Business Systems Team and other stakeholders. Furthermore, these initiatives will improve data quality and confidence while driving corporate change and general practice. This progress report builds on the 2024 SA AMP and 2025 Transportation and Stormwater AMPs, providing a structured improvement plan to support annual progress and reporting. These initiatives are structured using AM Maturity Assessment categories as follows:

Table 1 - Asset Management Progress Reporting Elements

Category	AM Element
Understanding and Defining the Requirements	Analysing the Strategic Initiatives (AM Policy and Objectives)
	Levels of Service Framework
	Demand Forecasting and Management
	Asset Condition and Performance
	The Strategic Asset Management Plan
Developing Asset Management Lifecycle Strategies	Managing Risk and Resilience
	Operational Planning
	Capital Works Planning
	Asset Financial Planning and Management
	AM Plans (for the Asset Portfolio Assets)

Category	AM Element
Asset Management Enablers	AM People and Leaders
	Asset Data and Information
	Asset Information Management Systems (AIMS)
	AM Process Management
	Outsourcing and Procurement
	Continual Improvement

Appendix A outlines the specific improvement plan initiatives at the corporate level, which outlines the progress of corporate initiatives and the consolidated progress of SA level initiatives. This table maps the City's asset management progress using the maturity assessment framework employed under the 2024 SA AMP. The table includes information on the specific actions by category, as well as details on the outcomes, status, next steps, timing and the impeding factors and strategies to address them.

Progress Towards Improved Data Confidence

To achieve the objectives of asset management planning, the City utilizes various types of assessments to optimize resource allocation, reduce risks and ensure the efficient and effective management of their diverse portfolio of assets. The data confidence scale outlined in Table 2 defines the various measures used to qualify the accuracy and reliability of the information used to develop City reports and is indicative of the current state today. The assessment of conditions is a key component in determining actual State of Good Repair and the projection of investment needs for asset repair and replacement.

Table 2 – Data Confidence Rating Scale

Scale	Confidence rating	Assessment Approach	Data Quality Description
	High Confidence	Risk based assessment based on comprehensive data including inspection-based condition where feasible and risk assessment	Robust data, extensive analysis, and rigorous validation. There is a high degree of certainty in the results, and they are considered highly reliable.
	Medium Confidence	Inspection-based assessments	Reasonably strong data and analysis but may have some limitations or uncertainties. The results are credible but not without some degree of risk or uncertainty.
	Low Confidence	Age based assessment not accounting for variations in asset performance.	The assessment has significant limitations or uncertainties, and there may be gaps in data or methodology. The results are less reliable and should be interpreted with caution.
	Very Low Confidence	Age based assessment without sufficient records and requiring validation	The assessment is highly unreliable, lacks sufficient data or analysis, or is subject to significant flaws or biases. The results should be viewed skeptically and may not be suitable for decision-making

Note: Slider indicates the City of Brampton's position on the confidence rating scale (Medium)

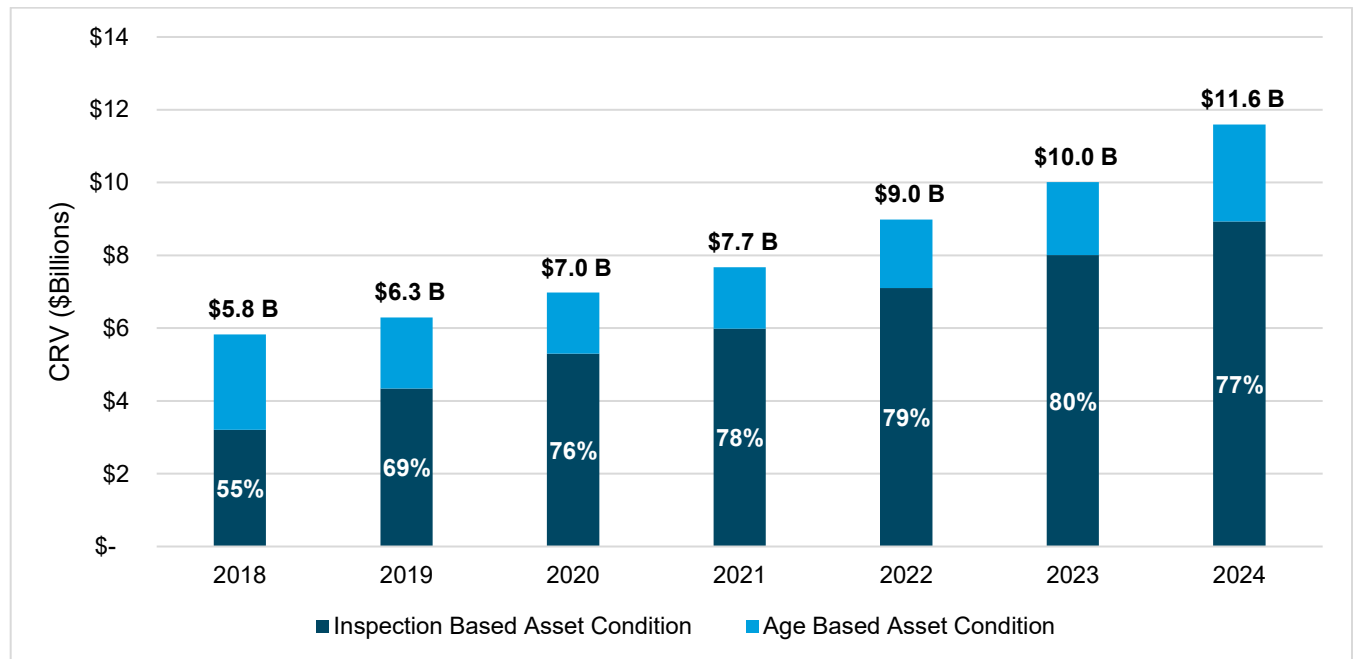
The current City-wide data confidence to use the information presented in this report for investment-related decision-making is assessed as **Medium (Inspection Based)**, as indicated on the scale in Table 2. Based on the weighted replacement value of all services and their condition assessments, 77% of assets have utilized inspection-based assessments. For certain asset classes, inspection programs with full condition assessments are not feasible and these assets will continue to use an age-based approach. Therefore, the City is currently targeting a maturity rating where the condition rating of 95% of assets are based on inspection assessments. Over the long term,

the City will move towards the use of risk-based assessments to prioritize resources and efforts toward assets with the greatest potential impact on safety, service delivery and financial sustainability.

Asset Inspections

As outlined in previous sections of this report, the City is currently targeting a maturity rating where the condition rating of 95% of assets are based on inspection assessments. Figure 3 below provides a snapshot of the City's progress over the years in reaching this target.

Figure 3 – Inspection Based Data Improvements



Note: The dollar values atop the bars represent the total replacement value of assets, with the percentages reflecting the share of inspection-based data.

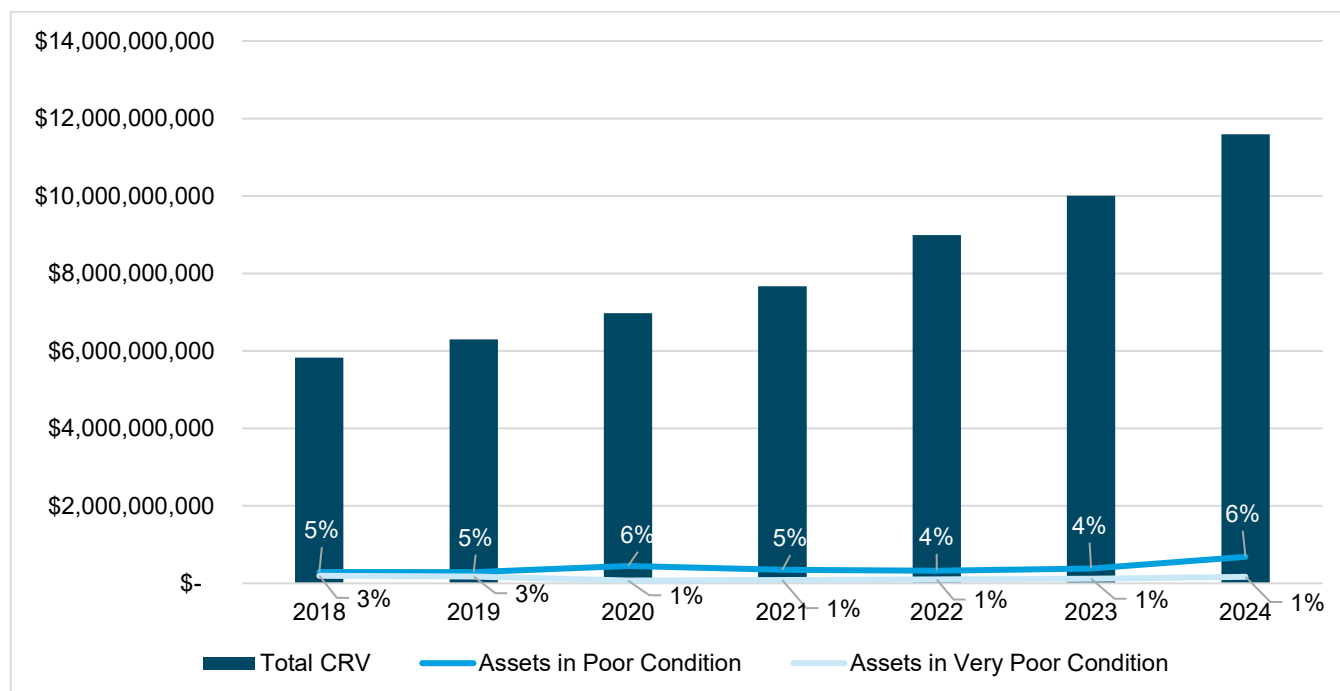
Since tracking this metric in 2018, the City has continuously improved upon its inspection-based data (weighted by current replacement value). The slight decrease in 2024 in percentage of inspected assets is due to the addition of **new assets that were previously not included in the SOLI and updated replacement values** (largely around Stormwater assets). Implementation of additional inspection programs and initiatives will further move the City towards the target of 95%.

Asset Condition

Asset condition is one of the primary reporting outcomes of the annual SOLI and previous AMP reports. The intention is to better understand asset conditions and to identify those that should be

prioritized for repair and replacement to make better investment decisions City-wide. Figure 4 below provides a summary of the reported Poor and Very Poor assets relative to the total replacement value on an annual basis. The proportion of Poor and Very Poor assets has remained constantly low since 2018. As the City continues to improve on inspection-based condition assessments, it is anticipated that this share of assets may decrease relative to total CRV in the future. However, this measure is a good indicator for municipal staff and council to track - if the number of assets in poor and very poor (as a relative %) begins to trend upward, it could be an indication that the asset reinvestment rate is insufficient to manage services and the city could begin to see a decline in service levels.

Figure 4 – Assets in Poor & Very Poor Condition Relative to Total Replacement Value (In Constant Dollars)



Asset Valuations in Current Dollars

Over the past three SOLI cycles, the City has tracked the total replacement value collected in current dollars versus using inflation-adjusted data from previous years. Since 2022, the City has made considerable progress in improving the asset valuations for each service area - the increased confidence in the asset values improves the accuracy of the financing strategy.

The City's Financial Commitment to Asset Management

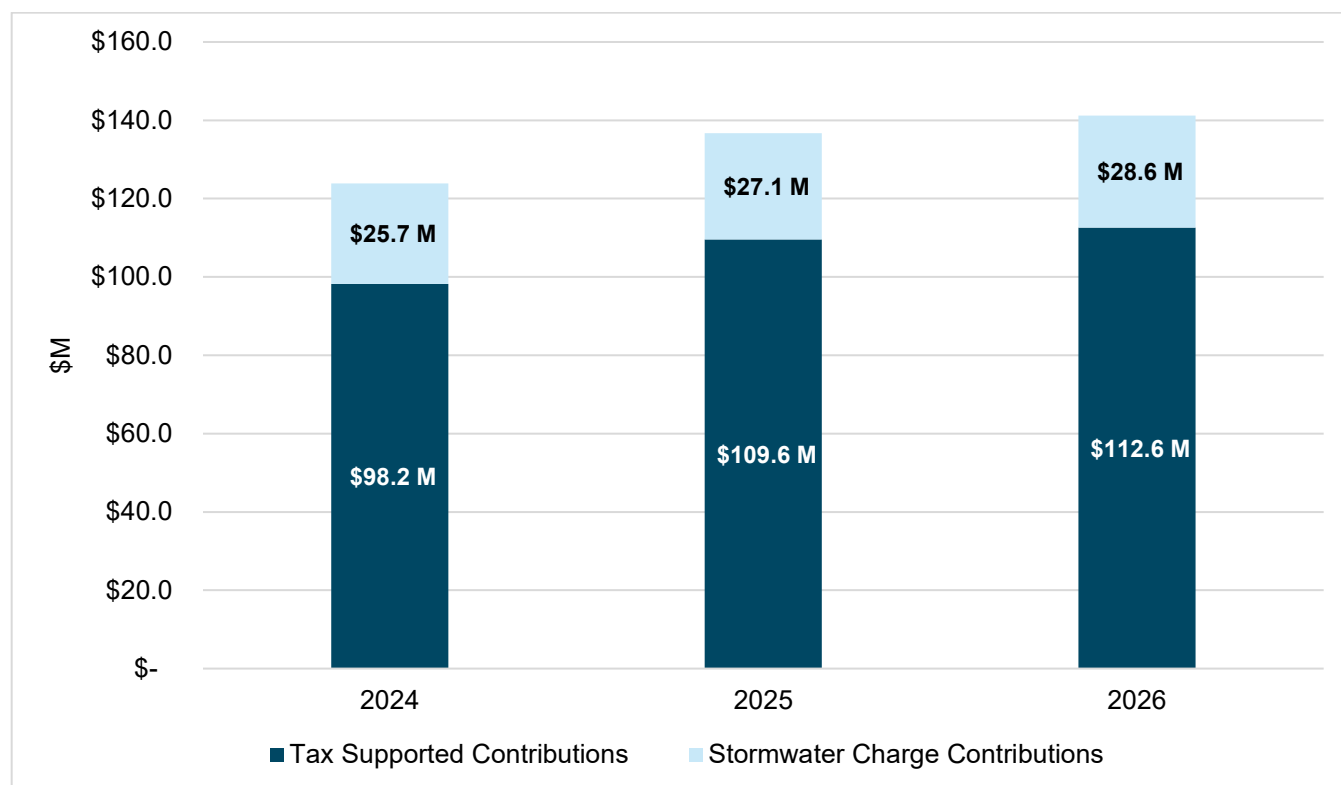
Investing in state of good repair continues to be a priority in the City. The Special Purpose Levy (SPL) for asset infrastructure was introduced in 2015 and has been integral in growing the City's asset management-specific funding to ensure repair and replacement needs are addressed. In addition, in 2019 and 2020, both a Transit and Stormwater Fund were established to manage the dedicated transit levy introduced to support transit investments and the dedicated Stormwater Charge imposed to manage these critical

stormwater assets. One of the key outcomes of the 2024/25 Service Area AMPs was to examine the financial requirements needed to achieve the service level requirements. Figure 5 below provides a summary of the asset management contributions in the most recent municipal budgets. The tax supported contributions are traditionally transferred to City Reserves (#4 for asset replacement and #19 related to the transit levy) - these funds are then used to carry out the necessary in-year capital requirements. In addition to the tax supported contributions, the figure includes contributions for Stormwater Services through a dedicated charge. This service is fully funded for the next 10 years, which is crucial for long-term sustainable Stormwater asset management and flood mitigation. Despite the general instability of our economic environment the last few years, the City has continued to increase the investments in City infrastructure. The City recognizes the importance of maintaining assets in a state of good repair, and the continued investment in municipal infrastructure is in

keeping with the broad initiatives outlined in the City's various AMPs. It is imperative that the City continues

to monitor the level of contributions moving forward while balancing service levels and affordability.

Figure 5 – AM City Budget Contributions for Infrastructure Asset Management in Millions



Asset Management Funding Considerations

The City continues to evaluate sustainable funding approaches that balance affordability, growth, and long-term service reliability. The City manages its lifecycle needs through the annual budget process and the Long-term Financial Master Plan. The asset management plan identifies two key financial strategies to keep up with the growing infrastructure needs. The first and primary strategy being the continued contribution to reserves from the dedicated levies and stormwater user charges over the planning period. This would be the most secure and stable funding stream to allocate funding to asset repair and replacement activities. The second financial solution is

tied to continue seeking upper-level government funding to carry out necessary work. While the City has seen some success in securing upper-level government funding for capital, it's imperative that this solution be done as a supplement to the primary solution; maintain the dedicated levies.

Notwithstanding the primary approaches, the City will continue to explore other avenues to deliver infrastructure, which can include strategic partnerships (such as P3) and arrangements with other public or private enterprises.

There are several factors that can impede the broader municipal objectives to increasing the level of own-source contributions in municipal infrastructure, including:

Growth Needs	The City has been balancing the requirement to increase service capacity and address growth needs in a fiscally challenging environment. Development activity has fallen sharply in late 2024 and anticipated it to remain weak through the early part of 2026. As a result, many of the City's existing growth-related reserve funds remain in a deficit position which continues to put upward pressure on non-DC sources which may be needed to help interim fund necessary capital expansion and upgrades. DCs would ultimately still pay for the growth-related works.
Legislative Changes	There have been several legislative changes which have been put pressure on City finances and resources to address the implementation of the Asset Management Program. Firstly, Bill 17 recently passed continues to expand the list of development exempt from the payment of DCs with further legislative changes on the horizon. Second, and of critical importance to Brampton, the imminent download of regional services of Roads and Waste Collection has required significant staff resources to prepare for the transition.
Inflation and Affordability Considerations	In general, the City has seen the Municipal Price Index increase sharply over the last few years, with recent figures only starting to retreat to more normalized levels (an increase of 4.1% in the 2024 budget, 2.8% in the 2025 budget and down to about 2.5% in the most recent 2026 budget). Furthermore, capital costs have remained elevated since the pandemic which continues to put pressure on the city's ability to deliver capital. While the recent NRCPI annual change is closer to 3% and more in line with historic trends, the index shows an increase of about 50% since 2020 - this elevated level of inflation continues to hamper the overall capital asset investment framework.
Macro Environment	There are external pressures that may contribute to impeding the AMP's financial recommendations. These include, but are not limited to: • Tariffs – Recently imposed tariffs are driving further cost escalations above and beyond the already rising costs of materials and infrastructure assets. There remains a considerable amount of uncertainty around trade relations with the United States, the CUSMA trade agreements and future tariffs that can continue to disrupt local costs and service delivery. • Fuel Prices – In general, a recent rise in oil prices is putting added pressure on the economy as the market continues to react to geopolitical risks and navigating a time of heightened uncertainty. While oil prices are expected to remain volatile over the short-term, should prices remain elevated it will have the impact of increasing inflation leading to higher prices which will impact city finances over the long-term.

Strategies to Addressing Impeding Factors

External macroeconomic and legislative factors requiring adaptive financial strategies. The City will continue to prioritize the exploration of other potential funding sources, such as grants, subsidies and developer support, to reduce costs for its own service

users. A few targeted strategies which could be explored to mitigate the key factors impeding the City ability to implement the financial recommendations of the AMP.

Growth Needs	• Work with local developers and landowner groups to understand priority areas and assess alternative funding arrangements (e.g. uptown Steeles Avenue Urban Streetscape Improvements, Heritage Heights landowners' group for new growth infrastructure) • City is targeting a full-scale DC review in 2027 • City is targeting an updated LTFMP in 2026. • Assess financial impacts of DC incentive programs and determine a targeted strategy for repayment which does not impact the annual asset management contributions
Legislative Changes	• Quantify impacts through regular city budget process or alternative financial strategies • Initiate DC Review upon understanding of downloaded assets. LTFMP should also be reviewed and in sync with these legislative changes.
Inflation and Affordability Considerations	• Departmental workshops to assess areas of efficiencies to offset cost increases • Review service levels annually with department heads (budgets process, annual SOLI and AM Progress report process, etc.) • Coordinated procurement process to maximize efficiencies
Macro Environment	• Increasing resources/ capacity where possible and feasible • Purchasing of local/Canadian goods where possible

Conclusion

The City of Brampton continues to demonstrate significant advancement in corporate asset management practices through the completion of comprehensive asset management plans, improved lifecycle planning methodologies, enhanced condition assessment programs, and increased integration of data-driven decision-making tools.

The City has established a strong foundation for long-term infrastructure stewardship through coordinated planning across all service areas, continued investment in state-of-

good-repair funding strategies, and the implementation of standardized asset management systems and governance frameworks.

As Brampton continues to grow, the Corporation remains committed to continuously improving asset management maturity, strengthening organizational resilience, and ensuring sustainable service delivery for residents through evidence-based infrastructure planning and investment.

Appendix A - Corporate AM Initiatives Progress

Category	Improvement Plan/Actions	Outcome	Status	Description and Next Steps	Impeding Factors	Strategies/Action	Timing
							Short (1-3 years) Medium (4-5 years) Long term(6+ years)
1: Analyzing the Strategic Direction (AM Policy and Objectives)	1.1: Communicating AM improvement roadmap with leadership at corporate and service area level.	Strengthen AM adoption and executive sponsorship in terms of resource allocation in a competing budgetary environment.	On Track - Continuous	Annual AMP progress report (including SOLI). Periodically update AM Policy (as per Policy Guidelines). AM Progress update to Leadership, Departmental updates on the AMP progress.	N/A	N/A	Continuous
	1.2: Ongoing review and alignment of AM policy with corporate strategic goals.	AM practices are geared towards achieving corporate strategic goals.	On Track - Continuous	First AM Policy was established in 2019 and updated in 2025, reviewed to reflect corporate strategic goals. AM Policy continues to be updated in accordance to corporate policy, as well as adhering to O.Reg 588/17.	Changing regulatory requirements, Policy objectives differ between SAs.	Regular policy review to align with provincial requirements, interdepartmental workshops.	Continuous
2: Levels of Service Framework	2.1: Establish clear and measurable LOS for all asset categories.	Established LOS and performance measures enable the City to assess the affordability of the services it delivers.	Completed	City will continue to review and update LOS and performance measures. This involves defining performance metrics and targets considering three customer levels of service categories: capacity & use, functionality and quality.	N/A	N/A	
	2.2: Formalize a structured approach for collecting, analyzing and socializing LOS data including reporting through the City's dashboard.	Strengthens transparency and accountability related to LOS.	On Track	Identify data attributes and repository for LOS.	Multiple data systems/sources.	Formalize data into system of choice.	Short (1-3 Years)
	2.3: Identify and quantify costs associated with providing service levels.	Costs related to achieving LOS are delineated to facilitate affordability analysis.	On Track	SA AMPs roughly identified costs through discussion with subject matter experts based on budgets and master plans. Going forward, the goal is to quantify asset-related costs and costs to achieve LOS, through using the data provided by AM systems and budget classified by LC categories including growth, upgrade, renewal, rehabilitation and O&M.	Lack of information on LC activities required to achieve LOS, including cost, Lack of alignment of budget structure with LOS categories and LC activities.	Identify LC activities required to achieve LOS, Implement CMMS systems to track LC activities cost. For budget alignment strategy, Refer to item 14.1	Short (1-3 Years)

Category	Improvement Plan/Actions	Outcome	Status	Description and Next Steps	Impeding Factors	Strategies/Action	Timing
							Short (1-3 years) Medium (4-5 years) Long term(6+ years)
3: Demand Forecasting and Management	3.1: Assess climate change impact on City assets and services.	Improved understanding of how climate change is currently impacting City services and will impact in the future (In qualitative and or quantitative manner).	On Track - Continuous	Through Climate Change Adaptation Plan (CCAP) the overall community Risk and Vulnerability assessment was completed. This includes financial impact evaluations. Some Vulnerability studies for specific Service Areas are underway.	Lack of Funding and budget constraints.	Continue climate change vulnerability assessments, Pursuing funding opportunities, Collaboration with environmental agencies.	Long (6+ Years)
	3.2: Integration of climate change mitigation and adaptation strategies into AM.	Addressing climate change impact at the lowest cost through AM practices.	On Track - Continuous	Climate Change Mitigation: Mobile assets and facilities are currently building AM strategies around new electrified assets based on completed green initiative studies such as Brampton Sustainable Fleet Strategy, The Corporate Energy Conservation and Demand Management Plan (CECDMP). Climate Change Adaptation: Currently climate change integration is happening on intuitive level and reactively. Next Steps: Expand integration to remaining Service Areas. For adaptation, vulnerability assessments need to be completed for city assets. Develop LC activities which will address climate change impact, this includes evaluation of few options, preventative and reactive measures.	Budget limitation, Dependency on climate adaptation plans/studies & vulnerability studies.	Effectively show leadership Return on Investment for climate ready assets. Pursuing funding opportunities. Climate Change Adaptation: Completion of Item 3.1.	Long (6+ Years)
	3.3: Track how various demand drivers affect assets and services and integrate demand drivers into demand forecasting and master planning.	Demand drivers are systematically identified, monitored, and analyzed to support comprehensive demand planning.	On Track - Continuous	Formalizing incorporation of various demand drivers into demand planning. Demand studies are being completed for various assets throughout the City (Fire Station Location Study, Parks & Rec Masterplans, Brampton Mobility Plan, Transportation Masterplan). Demand studies take into account these demand drivers: urbanization, climate change, population growth, legislative changes, net migration, age structure and customer preference.	N/A	N/A	Continuous
4: Asset Condition and Performance	4.1: Evaluate where condition inspections are feasible and establish protocols. Expand asset condition attributes to align with corporate standards.	Condition assessment adoption is established. Condition attributes and protocols are developed for consistent condition data collection.	On Track	Protocols include intervals, processes, etc. Protocols (intervals, processes, etc.) are established for most of the city assets. Adoption target is currently evaluated at 95% (77% actual): refer to Figure 3 in report body.	N/A	Socializing importance of said action with SAs, Run Cost/Benefit Analysis.	Short (1-3 Years)
	4.2: Develop and formalize condition and performance thresholds to activate LC interventions.	Lowest cost of ownership to provide agreed upon LOS.	On Track	Formalize LC thresholds, including run-to-failure assets, useful life, and optimal rehabilitation and renewal frequencies. SAs are applying this approach in their planning; however, additional work is required to fully formalize it across all sub-asset levels.	Lack of staff, Data Gaps, Lack of historic information.	Implementation of CMMS (and other AM systems) to provide historic and operational information.	Medium (4-5 Years)
	4.3: Collect condition data through inspections at established intervals in system of choice.	Condition data is of high confidence level to inform LC activities. Improved confidence in condition data, resulting in stronger LC analysis and decision-making.	On Track	Condition collected for most asset classes throughout the city through CityWorks, M5, etc., at standard intervals (standard for each SA).	AM systems are not fully implemented.	Implementation of AM systems and change management to utilize systems to full capacity.	Short (1-3 Years)

Category	Improvement Plan/Actions	Outcome	Status	Description and Next Steps	Impeding Factors	Strategies/Action	Timing
							Short (1-3 years) Medium (4-5 years) Long term(6+ years)
5: The Strategic Asset Management Plan	5.1: Update AMP to meet regulatory requirements and improve decision making.	To ensure City meets O.Reg 588/17 while enabling the long term sustainability of city services through infrastructure assets.	On Track - Continuous	City met regulatory requirements by completing first round of AMPs by July, 2025. City plans to update AMPs in 5 year intervals as per regulations. AMPs are socialized to provide insight for decision makers. Implement DSS as an evidence data driven tool to complement AMPs.	Data gaps, evolving LOS framework, limited staff time.	AMP updates completed in phases, improving data collection and methodology, leveraging external consultants and technology to support the program. Interdepartmental workshops to track LOS measures.	Continuous
6: Managing Risk and Resilience	6.1: Establish standardized risk assessment framework and evaluate risk for each SA.	Enable risk based prioritization across the City's infrastructure asset portfolio.	Completed	Completed through first round of SA AMPs, Risk scores were developed for each SA at the asset class level, including climate change risk. This item encompasses risk to LOS.	N/A	N/A	
	6.2: Define and implement data attributes to enable consistent assessment of likelihood and consequence of failure.	Efficient risk tracking to support the development of a comprehensive risk register.	On Track	Track attributes in system of record for likelihood and consequence in alignment with the risk framework in SA AMP (A: Metrics informing likelihood and consequence of failure, B: recording scores for likelihood and consequence). Incorporate capacity in the next step of the risk assessments for assets. Incorporate climate change risk and resilience attributes.	N/A	N/A	Medium (4-5 Years)
	6.3: Implement prioritization of risk treatment efforts based on asset risk assessments.	Minimized overall corporate asset risk within a constrained funding environment.	On Track	While some SAs inherently apply risk into decision making, formalized risk assessment and prioritization to be utilized.	AM systems are not fully implemented.	Implementation of AM systems and change management to utilize systems to full capacity.	Long (6+ Years)
7: Operational Planning	7.1: Mature O&M planning by analyzing asset data collected, among other information sources.	O&M planning is informed by Brampton's historical costs, supported by benchmarking data and manufacturer guidance.	On Track	Traditional data sources include: manufacturer recommendations, benchmarking with other municipalities, etc. This includes optimizing preventative and demand maintenance. Aiming to use CMMS and other AM systems to full capacity to record O&M attributes/data.	Phased CMMS & AM Systems integration, staffing.	Improve O&M historical data through complete CMMS implementation.	Medium (4-5 Years)
	7.2: Complete review and update O&M requirements.	Enhanced understanding of O&M requirements of both existing and new assets, independent of budget limitations.	Not Started - New Item	This includes new assets that are onboarded to the City. O&M projects were roughly identified in AMPs (2024-25), SA to review and confirm needs identified at asset class level based on actual O&M data at a more detailed level.	N/A	N/A	Medium (4-5 Years)

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							Short (1-3 years) Medium (4-5 years) Long term(6+ years)
8: Capital Works Planning	8.1: Integrate LC analysis tools and methodologies into the capital planning.	1. Capital planning is based on actual Brampton specific LC information. 2. LC activities are balanced based on lowest LC cost principle.	On Track	Many SAs incorporate LC analysis in capital planning. Capital planning and Procurement to incorporate overall cost of ownership approach. Incorporate the long-term impact and value analysis of potential capital investments. Aiming to use CMMS and other AM systems to full capacity to record Capital planning attributes/data and utilizing this information for capital planning (such as mid life refurbishments and right time for intervention).	Phased CMMS & AM systems integration.	Improve Capital historical data through complete CMMS implementation.	Medium (4-5 Years)
9: Asset Financial Planning and Management	9.1: Continue to monitor and benchmark infrastructure gap with other municipalities.	To enable Council and leaderships understanding in how the City's infrastructure gap compares to similar municipalities and adjust acceptable gap levels accordingly.	On Track - Continuous	Since infrastructure gap information was only recently updated by other municipalities as part of O. Reg. 588/17 requirements, benchmarking was not possible during the SA AMP. As municipalities vary by age, size, service levels, etc., a comprehensive approach should be taken when approaching benchmarking exercises to determine an acceptable infrastructure gap tolerance.	Lack of standardized methodologies for infrastructure gap evaluation.	Participation in municipal benchmarking networks, coordination with Peel Region communities.	Continuous
	9.2: Alignment of LC Management planning with the Risk Management and LOS frameworks.	Clear line of sight in AM planning.	Completed	LC Categories: Non Infrastructure Solutions, Operations & Maintenance, Renewal & Rehabilitation, Replacement, Disposal/Removal, Expansion/Upgrade. Refer to Pages 97-105 in SA AMP (2024)	N/A	N/A	
	9.3: Incorporate data from risk assessments, work management activities & costs, and LOS to inform LC strategy development.	LC Strategy incorporates lowest LC cost principle to deliver agreed LOS while minimizing risk. Advancing toward structured data-driven decision-making to deliver services at lowest cost, minimizing risk and strengthen confidence in infrastructure gap analysis.	On Track	Given the varying maturity levels across SAs, full completion of this action is only feasible when all SAs reach a certain level of maturity through multiple SA specific initiatives. LC strategy will be operationalized through capital and O&M planning.	Data gaps, Staff training needs, AM systems limitation (implementation and or functionality of system).	Complete data sets, Capacity building.	Long (6+ Years)
	9.4: Utilize LC strategy to inform overall infrastructure needs.	A comprehensive, informed assessment of infrastructure needs.	On Track - Continuous	Needs scenarios incorporate constrained budget environment, Completed through AMP, however mainly based on subject matter expert opinions. LC strategy is based on lowest LC principle incorporating risk and LOS, LC strategy informs infrastructure needs.	Data maturity	Formalize processes of needs assessment based on LC activity cost, risk and LOS.	Continuous

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10: AM Plans (for the Asset Portfolio and Assets)	10.1: Develop AMPs for all Service Areas.	Enables the City to meet regulatory requirements, assess AM practices across all SAs, develop AM strategies, and estimate the citywide infrastructure gap.	Completed	AMPs were developed for all 12 SAs, in 2024/2025, they are presented to council and uploaded to City website for transparency. This was requirement of O.Reg 588/17 and City has successfully complied. Next round of AMPs is currently planned for around 2029.	N/A	N/A	
	10.2: Integrate AM Planning with long-term strategic and financial planning.	Long term plans and AMPs are fully aligned, AM considerations have been incorporated in long term planning.	On Track	Recently completed City's Long-term Financial Master Plan is based on similar revenue scenarios as the AMP. Latest AMPs incorporated information developed in long term plans in terms of expansion/growth and upgrades. For some SAs, Long term strategic financial plans are fully aligned with AMPs. For some service areas long term plans require further incorporation of AM practices/considerations. Integration will include: further incorporation of AM considerations into long-term plans including refined future lifecycle needs for existing and new assets. To allow integration, City will consider long term and asset management planning to be undertaken at the same intervals.	Requires alignment across several departments and methodologies, data gaps.	SAs, CAMO and Finance to work together to create alignment between masterplans and AMPs.	Medium (4-5 Years)
	10.3: Operationalize AMP.	AMPs are an integral part of how SAs operate.	On Track - Continuous	Review, acknowledge and act on additional resources required for implementation of strategies identified in AMPs. AM practices are continually matured and monitored through SA improvement plan.	Lack of resources, training	Improve stakeholder engagement, sharing AM success stories.	Continuous

Category	Improvement Plan/Actions	Outcome	Status	Description and Next Steps	Impeding Factors	Strategies/Action	Timing
							Short (1-3 years) Medium (4-5 years) Long term(6+ years)
11: AM People and Leaders	11.1: Assign specific individuals (Position/Role/Team) to be responsible for collecting, managing, and ensuring the quality of asset information.	Progressive advancement of AM practices supported by clear accountability and Capacity building.	On Track	This includes collaborating with other relevant departments for information transfer on assets used by SA but managed or provided by others.	Budget constraints, staffing (including staff turnover), lack of AM network and frequent training.	Cross training between different roles, Assigning AM duties to other adjacent positions, Developing SOPs for AM practices.	Medium (4-5 Years)
	11.2: AM Capacity Building.		On Track - Continuous	Build capacity of staff through hiring practices and training so Staff is more knowledgeable throughout on existing and future AM practices – will create efficiencies and limit knowledge gap.			Continuous
	11.3: Formalize data governance and asset LC responsibilities for all interdependent asset classes and establish SLAs where LC activities are delegated to other SAs.	Clear understanding of AM responsibilities and formalized SLAs.	On Track	Historically data governance and LC responsibilities are mainly based on non formal agreements. Formalization is required for more efficiency. Actions include establishing interdependent asset information flow from asset emplacement to responsible party for LC activities to support the asset hierarchy for corporate reporting. Clear understanding of responsibilities avoids duplications and supports accountability. Asset Interdependency Matrix in SA AMP presents major interdependencies between SAs. Refer to Page 87, Figure 29 in SA AMP (2024).	Works at non formal agreements.	Build detailed asset interdependency matrix to be used at SA level.	Medium (4-5 Years)
	11.4: Formally document Responsible, Accountable, Consulted and Informed (RACI) assignment for AM roles and responsibilities at the departmental level.	Increased accountability for AM Practices.	On Track	RACI matrix has been formally established for Transportation in Transportation AMP.	N/A	Initiate exercise, extend RACI matrix to all SAs.	Short (1-3 Years)

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							Short (1-3 years) Medium (4-5 years) Long term(6+ years)
12: Asset Data and Information	12.1: Improve/advance SA and overall corporate understanding of the asset data and data requirements.	Evidence based decisions are made based on information with a high degree of confidence.	Completed	Review of the data requirements are complete. Includes co-ordination with SA representatives to understand their data and data management needs.	N/A	N/A	
	12.2: Continue regular data collection and updating.		On Track - Continuous	Use asset criticality and risk to prioritize data collection.	While the corporation is significantly advancing asset information, resources and budget constraints remain.	Demonstrating Return on Investment of high confidence data, Continue to standardize data requirements for simplicity across operations and reporting.	Continuous
	12.3: Continue to identify and close data gaps, and improve data quality.			Improving data maturity on: SOLI, Financial data, Risk attributes/metrics, LOS attributes, Capital and O&M data. Assets are effectively tracked for most of the City's assets. Complete inventory tracking for the remaining asset classes.			
	12.4: Add new asset information attributes required for maturing AM practices. Fill data for new asset data attributes.			Maintain consistency across all SAs, where feasible.			
	12.5: Develop analytical procedures to utilize LC CMMS data for LC prediction.			Updating useful life periodically based on asset information collected (CMMS, Manufacture information, etc.).			
	12.6: Develop a standardized procedure and frequency for updating the CRV of assets in system of use.			Refined replacement valuations through desegregation of larger complex assets to increase granularity of inventories and costing, benchmarking against local price indices.			

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13: Asset Information Management Systems (AIMS)	13.1: Review business needs for Asset Information Management System implementation.	AM Systems are fully implemented and integrated, leveraging the data within the systems, to facilitate timely and efficient evidence based decision making and reporting.	Completed	S1: Completed through collaboration between CAMO and IT, with all SAs. S2: Overarching city level requirements were formalized through DSS Project Phase 1.	N/A	N/A	
	13.2: Improve capturing LC data in system of choice/use.		On Track - Continuous	Technology is in place for most SAs, implementation is in progress, integration between systems continues to be developed. This includes assigning LC activity category in AM systems. All items, including this one proceeding this item are continuously furthering the objectives of the Asset Information Management System.	While City significantly advancing asset information systems, integration and implementation face resources and budget constraints. Complexity to integrate aged systems.	Continue to onboard service areas/mature service area practices on the standardized AM systems. Strengthen digitization/modernization strategies for SAs where required. Create KPIs for measuring and maintaining digitized work processes pertaining to system adoption.	Continuous
	13.3: Fully implement CMMS system of choice for LC management.		On Track	Technology is in place, implementation is in progress, integration between systems continues to be developed.			Medium (4-5 Years)
	13.4: Integrate AM systems to facilitate incorporating data from risk assessments, LOS and work management history to inform LC strategy development.		Not Started - New Item	Process are in place for some SAs, however integration of the systems required for efficient LC strategy development.			Long (6+ Years)
	13.5: Incorporate data from advanced technologies (mobile applications, telematic systems) into LC decision making process.		On Track - Continuous	Various advanced technologies, such as mobile applications, telematic systems, etc., are used across many SAs for tracking asset attributes. Technologies allow for improved data capabilities for decision making, tracking strategy outcomes and compliance.			Continuous
	13.6: SOLI Data Collection Automation Project.		On Track	Working with IT to identify required data fields, data gaps, and filtering rules to create data inquiries for pulling data from the Asset Information systems for the annual SOLI report. This work will contribute to establishing DSS (in the future). Pull the SOLI information, from the enterprise system directly and on demand, in a consistent manner.			Short (1-3 Years)

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13: Asset Information Management Systems (AIMS)	13.7: Implementation of shared AM Systems for interdependent SAs to increase collaboration and information flow.	AM Systems are fully implemented and integrated, leveraging the data within the systems, to facilitate timely and efficient evidence based decision making and reporting.	On Track	City is implementing cross departmental use of AM systems for better collaboration and information flow between departments.	While City significantly advancing asset information systems, integration and implementation face resources and budget constraints. Complexity to integrate aged systems.	Continue to onboard service areas/mature service area practices on the standardized AM systems. Strengthen digitization/modernization strategies for SAs where required.	Medium (4-5 Years)
	13.8: Implementing existing AM Systems to the full capacity.		On Track - Continuous	Includes implementing for more asset class and utilization of full functionalities of systems.		Create KPIs for measuring and maintaining digitized work processes pertaining to system adoption.	Continuous
	13.9: Overall City level implementation of DSS.	DSS to facilitate advanced analytics and scenario analysis to support renewal and capital planning.	On Track	Currently underway - on track. City in Process of creating RFP for selection of DSS. City Wide and SA decision support will be taken into account. (In Phase 2 of DSS Project, Phase 1 Complete, refer to 13.1 description). Finalize data flows, process flows and detailed requirements prior to final implementation.	N/A	Investment in integrated software platforms, staff training, phased implementation.	Long (6+ Years)
14: AM Process Management	14.1: Map budget to LC activity type.	To enable efficient and effective capturing of LC costs related to meeting LOS requirements.	Not Started - New Item	Mapping budget to LC activity type is one of the initiatives related to Asset Management and Budgeting processes alignment. For each project/budget line identify LC activity type. Ensuring the costing centers in the budget have LC activity type attributes that support AMP practices (Replacement, Renewal/Rehabilitation, Upgrade, Expansion, Operations, Maintenance, Non-Infrastructure Solution) at asset/asset class level. 6 Lifecycle Activities Types adopted in AMP framework include Non Infrastructure Solutions, Operations & Maintenance, Renewal & Rehabilitation, Replacement, Disposal/Removal, Expansion/Upgrade. Consider establishing LC activities type as an attribute to the budget lines as the first step.	N/A	N/A	Short (1-3 Years)

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							Short (1-3 years) Medium (4-5 years) Long term(6+ years)
15: Outsourcing and Procurement	15.1: Integration of procurement system and AM systems (CMMS and CAM) for efficiencies and data sharing.	Integration of procurement systems and AM Systems (CMMS, CAM) for efficiency and data sharing.	Not Started - New Item	Procurement and AM systems are in place however integration between the systems should be considered.	N/A	Implement procurement modules of AM systems where available.	Long (6+ Years)
	15.2: Review and complete formal SLAs for external contractors in regards to AM.	Enhanced governance and oversight of contractor-managed assets through formalized SLAs aligned to asset management standards.	Not Started - New Item	Asset Interdependency Matrix presents major interdependencies between SAs. Refer to Page 87, Figure 29 in SA AMP (2024).	N/A	N/A	Medium (4-5 Years)
16: Continual Improvement	16.1. Annual AM practice review and reporting framework for improving AM practices.	AM Practices are continuously improved.	On Track - Continuous	City has integrated continuous improvement into AM reporting by monitoring and reporting on individual improvement initiatives. Annual Progress Report is established for AM Practices progress review as well as for AM roadmap update. Report includes the audit of the progress in implementation of improvement actions.	N/A	N/A	Continuous