

A photograph of a young man and woman walking away from the camera on a paved path. The woman is on the left, wearing a light blue t-shirt and bright blue jeans, holding a pink leash for a small black and white dog. The man is on the right, wearing a light grey t-shirt and dark pants. They are surrounded by dense green foliage and trees. The image has a semi-transparent dark green overlay on the left side.

**Town of East Gwillimbury**

# **2026 Asset Management Progress Update**

**June 2026**

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The Asset Management Team would like to sincerely thank the Steering Committee, Town staff, and the Council for their continued support, guidance, and contributions throughout the development of this update.

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## Key Definitions

| Term                        | Description  |
|-----------------------------|--|
| Asset                       | A physical resource with economic value that a municipality controls with the expectation that it will provide a public service. An asset may include infrastructure, equipment, vehicles, or other resources with a purchase value at or above the Town's capitalization threshold. An asset can also include natural and green assets such as trees and natural areas that are measurable.         |
| Asset Condition Assessment  | The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for some preventative or remedial action. It is a crucial part of asset management to determine remaining useful life and an assets capability to meet performance requirements.                              |
| Asset Management            | The coordinated activity to realize value of assets.   |
| Asset Management Governance | Asset Management governance refers to the framework that links functions, assigns accountabilities and responsibilities, and supports consistent, coordinated decision-making.   |
| Asset Management Maturity   | Asset Management maturity refers to the extent to which an organization's asset management capabilities, performance, assurance processes, and embedded behaviours meet the needs of current and future parties of interest, while responding to its operating context.  |
| Asset Management Plan       | A plan developed for the management of infrastructure assets, in compliance with Ontario Regulation 588/17 (O. Reg. 588/17), that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide a specific level of service.  |
| Asset Management Program    | The term used to describe the activities, people, and processes that make up Asset Management at the Town.   |
| Asset Management Roadmap    | An Asset Management roadmap is multi-year plan to improve AM processes and address practice gaps.  |
| Citywide                    | A municipal asset management and financial planning software platform developed by PSD Citywide used to support the inventory, valuation, lifecycle planning, risk assessment, and reporting of municipal infrastructure assets. It enables integration of asset data to support capital planning, budgeting, and regulatory reporting requirements, including Ontario Regulation 588/17 compliance. |
| Current Replacement Value   | The cost, in today's dollars, to replace an existing asset with another like asset that performs the same function and purpose.  |
| Estimated Service Life      | The estimated amount of time that an asset is expected to maintain its performance or function.  |
| Levels of Service           | Levels of service is a qualitative or quantitative description of a service that is being provided. The Town evaluates two types of Levels of Service: Community Levels of Service and Technical Levels of Service.  |
| Parties of Interest         | Individuals, groups, organizations, agencies, or communities that have an interest in, may influence, or may be impacted by the Town's asset management decisions, services, programs, or operations.  |
| Risk                        | In an asset management context, risk refers to the probability and consequence (outcome) of potential events that could negatively affect the Town's ability to meet its defined levels of service.  |

## Acronyms and Abbreviations

| Acronyms / Abbreviation | Description   |
|-------------------------|---|
| AC                      | Asbestos Cement   |
| AM                      | Asset Management  |
| AMP                     | Asset Management Plan                                     |
| B                       | Billion   |
| BCA                     | Building Condition Assessment                             |
| BCI                     | Bridge Condition Index                                    |
| CAO                     | Chief Administrative Officer                              |
| CCTV                    | Closed-circuit Television                                 |
| CMMS                    | Computerized Maintenance Management System                |
| CoF                     | Consequence of Failure                                    |
| CSA                     | Canadian Standards Association                            |
| DI                      | Ductile Iron  |
| DWQMS                   | Drinking Water Quality Management System                  |
| EPW                     | Engineering and Public Works                              |
| ESL                     | Estimated Service Life / Expected Service Life            |
| FES                     | Fire and Emergency Service                                |
| FOTL                    | Friends of the Library                                    |
| GHG                     | Greenhouse Gas  |
| GIS                     | Geographic Information System                             |
| HDPE                    | High-Density Polyethylene                                 |
| IAM                     | The Institute of Asset Management                         |
| IAP2                    | The International Association for Public Participation    |
| ISO                     | The International Organization for Standardization        |
| IT                      | Information Technology                                    |
| KPI                     | Key Performance Indicator                                 |
| LMS                     | Learning Management System- A Training Portal at the Town |
| LOS                     | Levels of Service   |
| M                       | Million   |
| MMS                     | Minimum Maintenance Standards                             |
| O and M                 | Operations and Maintenance                                |
| O. Reg.                 | Ontario Regulation  |
| OSIM                    | Ontario Structure Inspection Manual                       |
| PACP                    | Pipeline Assessment and Certification Program             |
| PCI                     | Pavement Condition Index                                  |
| PE                      | Polyethylene  |
| PMS                     | Pavement Management System                                |
| PoF                     | Probability of Failure                                    |
| PRC                     | Parks, Recreation and Culture                             |
| PSD                     | Public Sector Digest                                      |
| PVC                     | Polyvinyl chloride  |

| <b>Acronyms / Abbreviation</b> | <b>Description</b>                                     |
|--------------------------------|--|
| P/VP                           | Poor and Very Poor                                     |
| RACI                           | Responsible; Accountable; Consulted; Informed          |
| RASCI                          | Responsible; Accountable; Support; Consulted; Informed |
| SAMP                           | Strategic Asset Management Plan                        |
| SIPOC                          | Suppliers; Inputs; Process; Outputs; Customers         |
| SMT                            | Senior Management Team                                 |
| SWM                            | Stormwater Management                                  |
| TCA                            | Tangible Capital Assets                                |



# Executive Summary

The Town of East Gwillimbury (“the Town”) infrastructure assets represent a significant community investment and support safe, reliable service delivery. The 2026 Asset Management Progress Update documents the Town’s progress in implementing its Asset Management Plan (AMP) since the completion of the 2025 AMP. The update consolidates work undertaken across all asset classes and summarizes progress achieved, improvement areas identified, and planned actions to continue advancing AM practices.

The purpose of this 2026 Progress Update is to:

- Summarize the progress in implementing the Town’s Asset Management (AM) program and Asset Management Plans.
- Highlight key constraints affecting implementation.
- Identify practical next steps for continuous improvement, aligned with Ontario Regulation 588/17 (O. Reg. 588/17).

## Key Updates and Progress Summary

The 2026 Asset Management Planning Progress Update documents the Town of East Gwillimbury’s progress in implementing its AMP since the 2025 AMP was completed. The update consolidates work undertaken across all asset classes and summarizes progress achieved, improvement areas identified, and planned actions to continue advancing AM practices.

The update has been prepared in alignment with Ontario Regulation (O. Reg.) 588/17, Asset Management Planning for Municipal Infrastructure. The regulation requires municipalities to maintain AMPs and complete annual reviews of AM planning progress.

The Town’s AM program continues to support informed infrastructure and service delivery decision making. The program is guided by Council approved policies, frameworks, and AMPs prepared for ten service areas, including Transportation, Stormwater, Water, Wastewater, Facilities, Fleet, Parks and Land Improvements, Fire and Emergency Services, IT, and Library. The Town has continued to develop State of Infrastructure reporting, asset inventories, condition information, lifecycle planning, risk considerations, governance practices, and Levels of Service monitoring.

As shown in **Table ES-1**, key updates completed through the 2026 AM Progress Update include:

**Table ES- 1: Key Updates and Progress in this AM Progress Update**

| Update Area                  | Progress Summary  |
|------------------------------|---|
| Regulatory alignment         | The update supports the Town’s annual review requirements under O. Reg. 588/17 and documents progress, implementation considerations, and planned actions.  |
| AM maturity assessment       | A corporate and portfolio level maturity assessment was completed using the Institute of Asset Management (IAM) maturity scale. The Town’s average determined maturity score is 2.64, which is Developing and approaching Competent, with a target score of 3.50.                     |
| State of Infrastructure      | The Town’s asset inventory was updated to 96,894 asset records with a total replacement value of approximately \$3.1 B. This represents an increase of approximately 7.9% compared to the 2025 valuation of \$2.9 B.  |
| Asset condition              | Approximately 84% of the Town’s assets are rated in a condition of Good or Very Good, and approximately 7% in Poor or Very Poor.  |
| Risk and criticality         | The risk framework was updated to support Town-wide standardization, including updated Probability of Failure and Consequence of Failure criteria, a risk evaluation matrix, risk management strategy and a high-level risk-based prioritization framework. Risk scores were updated. |
| Levels of Service            | The Town reviewed the 2025 Levels of Service (LOS) framework, and updated monitoring and reporting practices to support more practical and transparent performance monitoring.  |
| Governance                   | The Town updated its governance framework, including proposed governance roles, RASCI (Responsible; Accountable; Support; Consulted; Informed) refinements, communication approaches, and asset interdependency considerations.   |
| Improvement Plan and Roadmap | An improvement plan for Service Areas and a structured improvement roadmap has been prepared to guide continued advancement of the Town’s AM maturity and support future annual reviews   |

This update provides a clear and accessible summary of progress for Council, staff, and the public. It also strengthens the connection between asset management, financial planning, capital budgeting, risk-based decision making, service delivery objectives, and long-term sustainability.

## State of Infrastructure Update

The Town’s asset inventory includes 96,894 asset records with a total replacement value of approximately \$3.1 B. Compared to the 2025 valuation of approximately \$2.9 B, this represents an increase of approximately \$200 M. Approximately \$90 M of this increase is attributable to the application of a 3% inflation rate to replacement costs, while approximately \$110 M reflects changes in the asset base, including newly added assets, capital improvements, and continued refinements to inventory completeness and data quality.

**Table ES-2** summarizes the Town’s asset inventory records and replacement costs by asset class. Transportation assets continue to represent the largest asset class by replacement value, followed by Stormwater, Water, and Wastewater Network assets. No direct comparison is available for FES, Fleet, Library, and IT assets, as these assets were recategorized according to the updated asset hierarchy.

**Table ES- 2: Summary of Inventory and Replacement Cost by Asset Class**

| Asset Class                 | 2026 Count of Records in Inventory * | 2025 Total Replacement Cost | 2026 Total Replacement Cost |
|-----------------------------|--------------------------------------|-----------------------------|-----------------------------|
| Transportation              | 12,540                               | \$924,332,000               | \$990,390,000               |
| Stormwater Network          | 22,669                               | \$757,321,000               | \$803,961,000               |
| Water Network               | 32,280                               | \$628,742,000               | \$667,462,000               |
| Wastewater Network          | 9,391                                | \$365,035,000               | \$385,058,000               |
| Facilities **               | 2,073                                | \$171,019,000               | \$186,373,000               |
| Parks and Land Improvements | 15,377                               | \$53,454,000                | \$60,532,000                |
| FES                         | 633                                  | –                           | \$20,567,000                |
| Fleet                       | 105                                  | –                           | \$13,345,000                |
| Library                     | 740                                  | –                           | \$3,210,000                 |
| IT                          | 1,086                                | –                           | \$1,466,000                 |
| <b>Total</b>                | <b>96,894</b>                        | <b>\$2,927,128,000</b>      | <b>\$3,132,365,000</b>      |

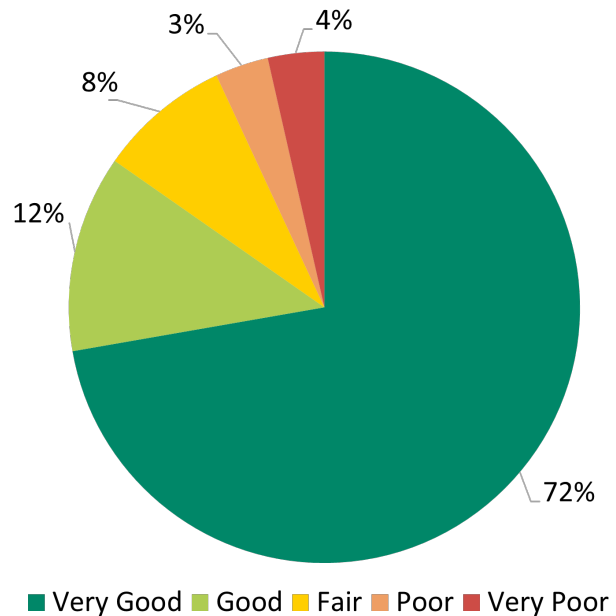
\* *Count of Asset Records represents the number of inventory records and may differ from the physical quantity of assets.*

\*\* *The Health and Active Living Plaza (HALP), with an estimated replacement value of approximately \$98M, was brought into service in October 2025. However, its asset data was not included in this analysis and will be incorporated in future updates. The Service Area is currently developing and refining a detailed asset inventory to support future reporting and analysis.*



Overall, the Town’s assets are in a relatively good condition, with approximately 84%\* of the total replacement value rated Good or Better (**Figure ES-1**). Asset condition was determined using condition assessment data where available and age-based estimation for assets without recent condition assessment data.

*\* Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.*



**Figure ES-1: Overall Asset Condition Ratings by Replacement Value**

## Levels of Service and Performance Monitoring Trend

The 2026 Levels of Service (LOS) update builds directly on the framework established in the Town’s 2025 AMP. The update reviews existing LOS targets and performance measures, assesses progress made since the 2025 plan, and identifies refinements to support clearer, more practical, and more transparent performance monitoring. The updated framework remains aligned with the requirements of Ontario Regulation 588/17.

Since the 2025 AMP, progress has been made in asset data, lifecycle planning, and internal coordination. Progress varies by asset category and reflects differences in data maturity, inspection practices, and established monitoring processes. The asset categories, including roads, bridges and culverts, water, wastewater, and stormwater, generally have more established condition and performance data. Other asset categories continue to mature, with several service areas still developing practical indicators that align with available data and operational practices.

As part of the 2026 update, the Town reviewed existing LOS measures to determine whether they should be retained, refined, removed, or supplemented. The review focused on relevance, practicality, and alignment with service delivery objectives, with particular attention to measures that may be duplicative, difficult to calculate consistently, or descriptive of asset scale.

### Key observations from the LoS review include:

- Continued improvement in asset data and monitoring practices for asset categories such as transportation, water, and wastewater.
- Ongoing refinement of LOS measures for other asset categories.
- Challenges related to data standardization and differences in data maturity across service areas.
- The need to clarify data sources and calculation methods for certain performance measures.

For each service area, the LOS framework identifies LOS type, service attribute, unit of measure, proposed LOS targets, current performance, data source, and important feedback received. This structure supports improved transparency and clearer links between service objectives, asset performance, lifecycle planning, and future reporting.

The 2026 AM Progress Update also documents a LOS monitoring and reporting framework that identifies data ownership and reporting frequency for each service area. This framework is intended to support consistent monitoring and clarify departmental responsibilities. Where thresholds and triggered actions have not yet been defined, trends will continue to be monitored as reporting practices mature.

The updated LOS provides a structured basis for monitoring asset performance, tracking progress, and supporting future AM Progress Updates through the Town’s annual review process.

## Risk Profile Update

The Risk Update builds on the framework established in the Town’s 2025 AMP. It reviews the existing risk approach and introduces a standardized, corporate-wide framework tailored to each asset portfolio. The criteria and risk factors have been refined and customized by asset class to reflect portfolio-specific context, consequence drivers, and service expectations. A complementary risk evaluation and mitigation framework has also been developed to integrate risk and criticality results with lifecycle strategies and LOS indicators. In addition, a high-level risk-based prioritization framework is generated to support evidence-informed capital planning.

Table **ES-3** summarizes the overall risk profile for 2026, with most assets remaining in the very low to low-risk categories (95%). Compared to 2025, the distribution of risk remains broadly consistent, with minor shifts toward lower-risk categories and a small proportion of assets continuing to be classified as moderate to very high risk.

**Table ES-3: Overall Risk Rating**

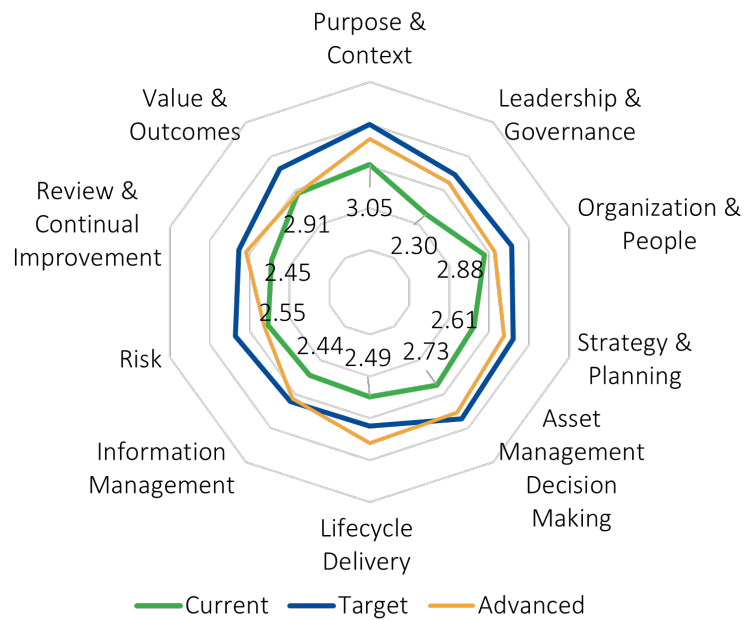
|   |  |  |   |   |
|---|--|--|---|---|
| <b>1 – 4</b><br><b>Very Low</b><br><b>\$2,051,159,000</b><br><b>(65%)</b> | <b>5 – 7</b><br><b>Low</b><br><b>\$926,773,000</b><br><b>(30%)</b> | <b>8 – 9</b><br><b>Moderate</b><br><b>\$106,472,000</b><br><b>(3%)</b> | <b>10 – 14</b><br><b>High</b><br><b>\$38,608,000</b><br><b>(1%)</b> | <b>15 – 25</b><br><b>Very High</b><br><b>\$9,353,000</b><br><b>(&lt;1%)</b> |
|---|--|--|---|---|

# AM Maturity Assessment

A maturity assessment was completed by asset category and service area using the Institute of Asset Management (IAM) maturity scale. The assessment included AM 101, which evaluates foundational AM elements, and AM 201, which assesses the level of implementation and effectiveness of supporting systems and practices.

The Town’s average determined maturity score is 2.64, which is Developing and approaching Competent. The target maturity score is 3.50. The results show that the Town has higher maturity in Purpose and Context, while continued improvement in Risk, Review and Continual Improvement, Lifecycle Delivery, and Information Management will support progression toward overall competence.

**Figure ES-2** shows the summary of AM maturity assessment results, indicating the Town’s AM maturity position in various areas. The maturity assessment identifies actions to advance consistency, standardization, and cross departmental alignment. Key areas of focus include clarifying AM ownership and accountability, strengthening AM policy communication, formalizing demand management, implementing a Town wide capital prioritization framework, improving data and information management, and further integrating risk into capital planning and decision making.



**Figure ES-2: Summary of Maturity Results**



# Asset Management Improvement Plan and Roadmap

The AM Improvement Roadmap ([Table 7-3](#)) translates the findings of the 2026 AM Progress Review and the identified improvement areas into a phased and practical implementation plan. The roadmap organizes improvement actions from 2026 to 2031 and recognizes that many actions are interdependent and must be implemented in a logical sequence.

The roadmap is structured around AM capability areas and is intended to support coordinated implementation across departments. Sequencing of actions reflects the dependencies identified during the review. For example, improvements to system integration and use of Citywide depend on defined data standards, clear ownership, and agreed business processes. Similarly, stronger use of risk in capital prioritization depends on consistent condition data, updated asset information, and clarity on how risk results are to be applied.

The roadmap identifies actions to be completed in the short, medium, and long term, recognizing current resource availability and organizational capacity. The roadmap is intended to be used as a living implementation and tracking tool. It should be reviewed and updated regularly to reflect changes in priorities, resources, systems, and organizational capacity. It is also intended to support the Town's annual AMP progress review by tracking completed actions, identifying barriers to implementation, and documenting strategies to address those barriers over time.

Service area specific improvement plans are provided in [Appendix A](#). These plans identify actions for individual service areas and support phased implementation of the Town's AM improvement roadm



# 1. Introduction

## 1.1 Purpose of the Update

The Town of East Gwillimbury (“the Town”) infrastructure assets represent a significant community investment and support safe, reliable service delivery. This Progress Update provides an annual review of the Town’s progress in implementing the 2025 Asset Management Plan (AMP), including advancements in asset condition assessment, performance monitoring, risk/criticality evaluation, lifecycle planning, and governance to support capital planning, budgeting, and Council decision-making.

The update serves to:

- Report on progress in implementing approved AM policies, frameworks, and plans.
- Identify factors that have affected implementation and document actions being taken to address them.
- Perform a corporate and portfolio-level Maturity Assessment and identify improvement areas.
- Present a structured improvement roadmap to guide continued advancement of the Town’s AM maturity.
- Provide a clear and accessible summary of progress for Council, staff, and other parties of interest.

### WHY THIS UPDATE MATTERS

*This 2026 Progress Update reports on the Town’s progress in implementing the AMPs and advancing compliance with O. Reg. 588/17. It summarizes the latest maturity assessment results and updates the State of Infrastructure, Levels of Service, risk and criticality, governance, and describes an improvement roadmap to support Council and capital planning decisions.*

## 1.2 Regulatory Context (O. Reg. 588/17)

Ontario Regulation 588/17 (O. Reg. 588/17), AM Planning for Municipal Infrastructure, requires municipalities to maintain AMPs and conduct annual reviews of AM planning progress. The regulation outlines specific reporting obligations, including documentation of implementation progress, identified impediments, and proposed actions.

The 2026 AM Progress Update has been prepared in alignment with the regulation, with content structured to address:

- Annual review requirements on or before July 1 in each year, under Section 9 of O. Reg. 588/17.
  - Progress toward implementing previously approved AMPs.
  - Integration of levels of service (LOS), risk considerations, lifecycle management, governance, and financial planning.
  - Identification of actions to support continuous improvement and future compliance milestones.

### 1.3 Overview of the Town's AM program

The Town has established a corporate AM Program that supports informed infrastructure and service delivery decision making. The program is guided by Council approved policies, frameworks, and a series of AMPs prepared for ten service areas. The asset hierarchy can be found in [Appendix C](#).

Key elements of the Town's AM Program include:

- Coverage of diverse municipal asset service areas, including Transportation, Stormwater, Water, Wastewater, Facilities, Feet, Parks and Land Improvements, Fire and Emergency Services (FES), IT, and Library.
- Adoption of a structured AM framework, supported by defined governance roles and an AM Steering Committee.
- Review of progress to date and identification of targeted actions to further embed AM practices across the organization. Progressive development of State of Infrastructure (SOI) reporting, asset inventories, condition information, and lifecycle considerations.
- Ongoing efforts to strengthen alignment between AM, financial planning, capital budgeting, and service delivery objectives.

## 2. AM Maturity Assessment

A maturity assessment of The Town was conducted by asset category and service area in accordance with the Institute of Asset Management (IAM) maturity scale. The assessment was completed using a survey consisting of two components: AM 101, which evaluates the Town's performance against the foundational elements of asset management, and AM 201, which builds on these fundamentals by assessing the level of implementation and effectiveness of supporting systems and practices to identify areas that exceed ISO 55000 competence. The IAM Maturity scale is provided in [Table 2-1](#). The detailed assessment framework is provided in [Appendix B](#). The results of the maturity assessment are summarized and discussed below.

## 2.1 Assessment Framework

The IAM has identified ten key AM capabilities that organizations should develop to manage assets effectively. Each capability focuses on a specific domain, collectively covering a broad range of disciplines essential for maximizing value, performance, and asset longevity. These capabilities serve as a strategic framework, guiding asset managers in aligning resources, managing risk, and making informed decisions to achieve both organizational and sustainability objectives.

Each of the ten capabilities is further broken down into specific subjects, offering detailed guidance and deeper insight into the practical aspects of AM. These subjects provide a granular view of what each capability entails, helping organizations understand and implement best practices in asset management.



**Figure 2-1: The IAM’s 40 AM Subject Areas<sup>1</sup>**

IAM has developed a six-point AM maturity scale, which was utilized to assess the capabilities and maturity of the Town. A set of 40 targeted assessment questions was aligned to this scale to evaluate current practices. [Table 2-1](#) below presents the maturity scale definitions alongside the corresponding survey responses. To enable as many responses as possible the IAM definition was converted into a corresponding survey response.

<sup>1</sup> IAM (2025) The IAM 10-box model

**Table 2-1: The IAM Six-point AM Maturity Scale**

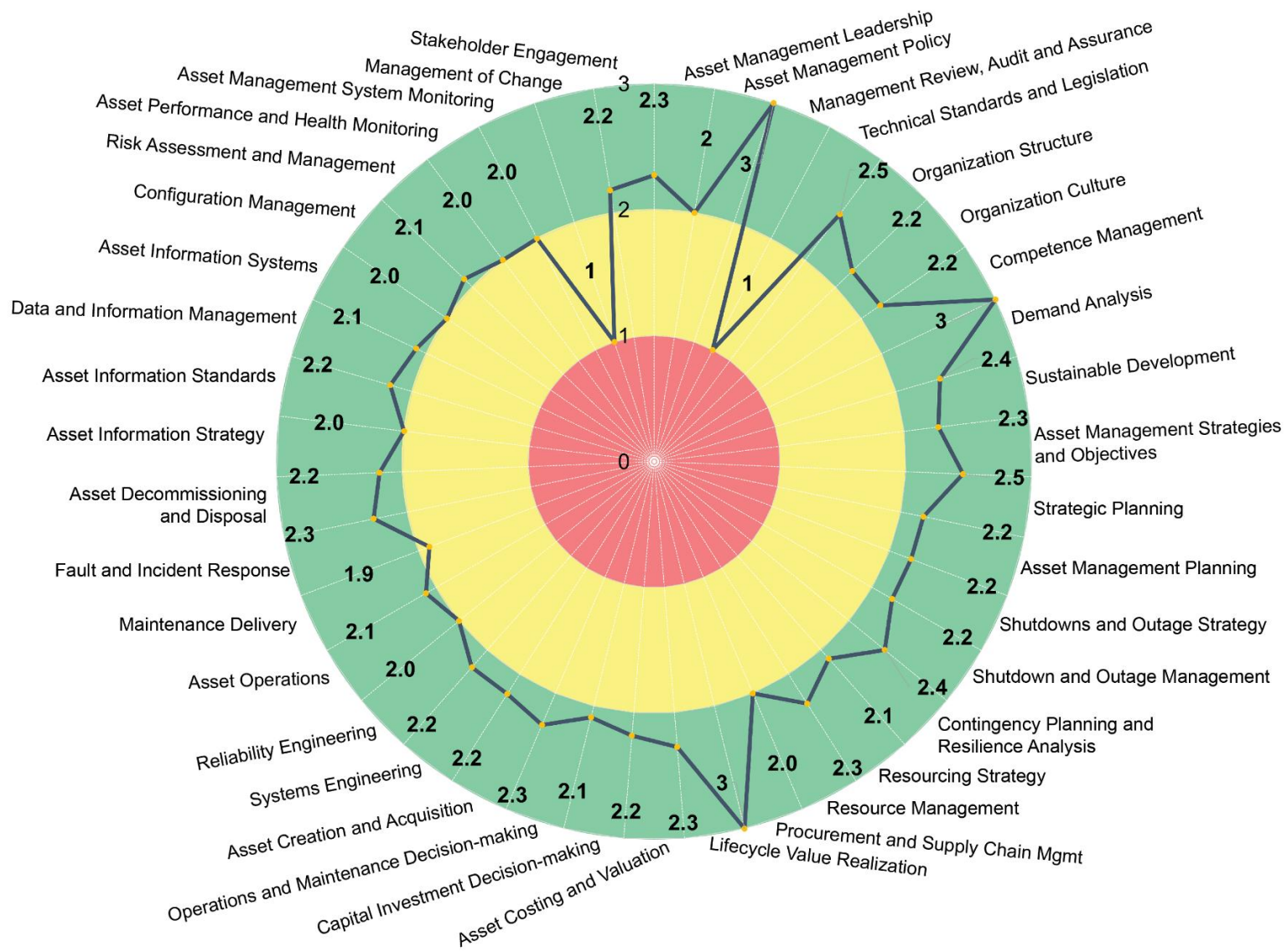
| Scale          | Definition  |
|----------------|---|
| 0 – Innocent   | The organisation has not recognised the need for this requirement and/or there is no evidence of commitment to put it in place.   |
| 1 – Aware      | The organisation has identified the need for this requirement, and there is evidence of intent to progress it.  |
| 2 – Developing | The organisation has identified the means of systematically and consistently achieving the requirements and can demonstrate that these are being progressed with credible and resourced plans in place. |
| 3 – Competent  | The organisation can demonstrate that it systematically and consistently achieves relevant requirements set out in ISO 55001.   |
| 4 – Optimizing | The organisation can demonstrate that it is systematically and consistently optimizing its Asset Management practice, in line with the organisation’s objectives and operating context.                 |
| 5- Excellent   | The organisation can demonstrate that it employs the leading practices and achieves maximum value from the management of its assets, in line with the organisation’s objectives and operating context.  |
| N/A            | N/A (not included in the IAM model)   |

A survey was developed based on the IAM’s subject areas and maturity scale, with a tailored framework specifically for the Town to accurately determine where service areas meet the requirements of ISO 55000 (referred to here as AM 101- basic) and where areas of higher performance may exist (referred to as AM 201 – advanced). This customization ensures that the results are both relevant and easily interpretable by technical staff and allow prioritisation to meet ISO requirements.

This targeted approach provides actionable insights that support informed decision-making, effective resource allocation, and the development of focused improvement strategies. The survey was distributed across departments and divisions within the Town. The following sections present the survey results in detail and outline the next steps for continuous improvement.

## 2.2 AM 101 – Basic Results Overview

This section forms the basis of the Town’s maturity score and assesses how well The Town performs the basic elements of AM. The Towns performance against ISO 55000 compliance is provided in [Figure 2-2](#).



**Figure 2-2: Summary of Results Against ISO Compliance**

This figure shows the average level of AM maturity for each of the 40 subject areas reported during discussions with the Town. Levels 1, 2, and 3 correspond to the scoring shown in [Table 2-1](#) where level 3 demonstrates that the current AM system meets the requirements of ISO 55001. Only 2 areas are determined to meet this level across all service areas at The Town.

The average score for the ISO competency results (not considering is **2.4 (Developing)**, with some areas like AM Policy, Competence Management, and Procurement and Supply Chain Management reaching Competent and meeting ISO 55001 standards. Areas that need improvement include Management Review, Audit and Assurance, and Asset Costing and Valuation. Scores are polarized across departments, with EPW assets consistently scoring high across all areas, while other asset groups are at earlier stages of AM maturity. This suggests opportunities to further enhance consistency, standardization, and cross-departmental alignment in the implementation of AM practices.

The Town has identified the following priority actions to advance the Town's maturity from Developing towards Competent:

- **Create an alignment diagram (demonstrating objectives, strategies, capital plan and AM):** Although the Strategic Asset Management Plan (SAMP), financial strategy, and Town objectives are generally aligned, the Town will further communicate this alignment across departments. The absence of a simple visual "line of sight" showing how objectives translate into asset strategies and actions limits understanding of AM priorities.
- **Provide clear AM requirements and create a SIPOC (Suppliers; Inputs; Process; Outputs; Customers) for financial planning process:** Finance heavily relies on departmental input rather than system-driven AM outputs. AMPs do not yet consistently generate clear, actionable data that can directly inform long-term financial planning and capital forecasts. Improved clarity and consistency in the AM requirements would strengthen financial planning and support more evidence-based investment decisions.
- **Investigate data requirements and potential integration to PSD Citywide:** Asset data requirements are not yet standardized across asset classes. Service Areas, in particular, face challenges integrating maintenance and work-order data into PSD Citywide, therefore limiting real-time condition updates. There is an opportunity to define minimum required data fields and better integrate Town systems to enable automated Citywide asset updates.

The Town has also identified the following supporting actions to improve maturity levels:

- **Remove PSD Citywide usage constraints (time and data quality):** PSD Citywide is primarily used to meet provincial obligations rather than for day-to-day decision-making. Time constraints, competing systems, and inconsistent data quality limit broader adoption. Improved data standards, streamlined workflows, and clearer value propositions are necessary before Citywide can be embedded consistently across the organization.
- **Optimize benchmarking approach (based on area/responsibility and not people):** Benchmarking practices exist informally, particularly within EPW, using asset metrics (e.g., lane-km, watermain length). However, there is limited use of external or corporate-wide benchmarks, and difficulties comparing "like-for-like" assets reduce its

near-term value. Benchmarking is viewed as useful but not essential at the current maturity stage.

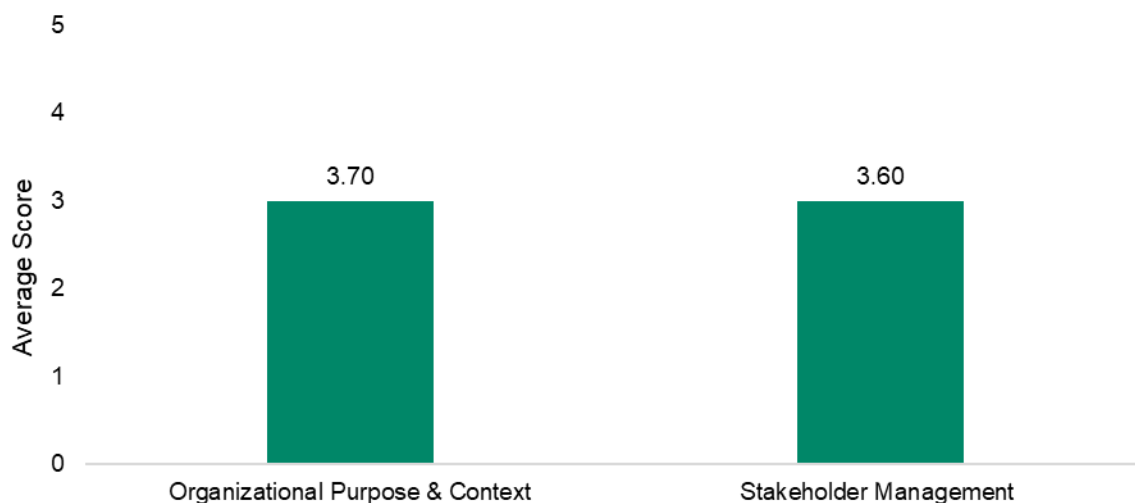
## 2.3 AM 201 – Moving To Excellence

Questions to investigate potential areas of advanced performance across the Town were also asked to gauge how far is practical as a target level of maturity currently.

### 2.3.1 Purpose and Context

The Purpose and Context capability supports AM activities being aligned with the Town’s strategic direction, operational realities, and service quality. For the Town, this capability is critical in maintaining a clear connection between its mission to building a sustainable future, while supporting evolving needs of the community.

Figure 2-3 illustrates the Purpose and Context scores across the two subject areas: Organizational Purpose and Context (scored a 3.70, Competent) and Stakeholder Management (scored a 3.60, Competent). The results show that both are meeting ISO 55001 standards but can be further refined.



**Figure 2-3: Purpose and Context Subject Area Scores**

The Town demonstrates a relatively high level of maturity in the “Organizational Purpose and Context” capability, with many responses scoring at 4. However, a key theme is a lack of clear AM ownership within departments. AM responsibilities are distributed informally, leading to inconsistent accountability, knowledge loss, and reliance on individual capacity. While not an immediate operational blocker, this creates long-term risks for continuity and maturity progression. Improved communication and clearer lines of sight will help elevate overall performance. In contrast, the “Stakeholder Management” capability scores are more spread out with many departments still developing. There is a need for more clearly defined, and improved awareness across the departments.

Table 2-2 summarizes the current ISO 55001 compliance status for the Purpose and Context capability across asset portfolios.

**Table 2-2: Purpose and Context ISO 55001 Compliance Status.**

| Subject Area                              | 0 – 2: Development Required                       | 3 – 5: Compliant and Beyond ISO 55001   |
|---|---|---|
| <b>Organizational Purpose and Context</b> | FES, and Library                                  | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, Parks and Land Improvements, and IT |
| <b>Stakeholder Management</b>             | Parks and Land Improvements, FES, IT, and Library | Transportation, Stormwater, Water, Wastewater, Fleet, and Facilities                                  |

The high-priority action identified below is required to support developing portfolios in progressing toward ISO 55001 compliance:

- Clarify AM ownership and accountability in the RASCI.
- Formalize stakeholder management by developing a parties of interest register and communication plan outlining needs and expectations of the parties of interest.

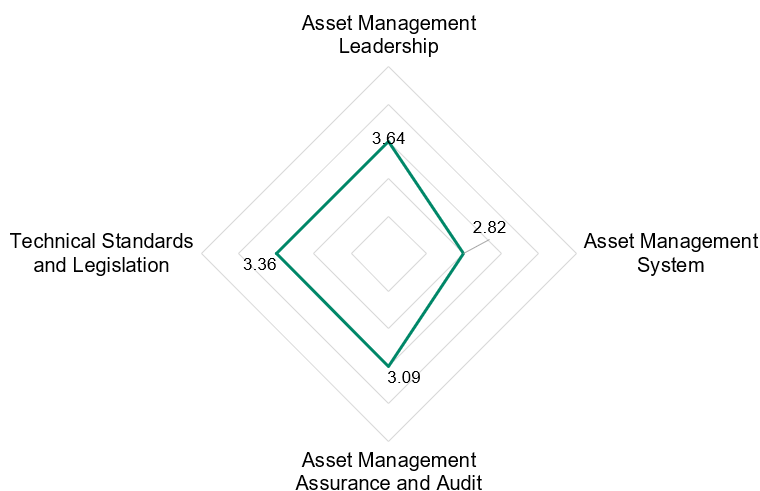
The following medium and low-priority actions will further support improvements in the Town’s overall AM maturity:

- Demonstrate AM’s role in capital planning and decision-making by developing an alignment diagram.

### 2.3.2 Leadership and Governance

Leadership and Governance establish the organizational structures and processes required to effectively guide AM activities, including clearly defined roles, responsibilities, and senior-level oversight. For the Town, this capability is critical to ensuring clear and consistent communication of AM policies and objectives across all levels of the organization.

Figure 2-4 illustrates the Leadership and Governance scores across four subject areas: Asset Management Leadership (scored a 3.64, Competent), Asset Management System (scored a 2.82, Developing), Asset Management Assurance and Audit (scored a 3.09, Competent), and Technical Standards and Legislation (scored a 3.36, Competent).



**Figure 2-4: Leadership and Governance Subject Area Scores**

The Town is generally Competent across Leadership and Governance subject areas, except for “Asset Management System”. A key theme identified is a gap in communication and engagement related to the AM Policy. While the policy and plan have been updated and meet regulatory requirements, staff awareness and understanding remain limited, with some staff unaware of the updates and others unclear on their implications for day-to-day operations. The AM Policy appears to have been developed primarily to meet compliance requirements, with minimal engagement during its development and limited follow-up communication, onboarding, or reinforcement.

In addition, although departments report annually on performance against the Strategic Plan, there is limited line of sight demonstrating how departmental objectives align with and support the Town’s overall AM objectives. Addressing these communication and alignment gaps are a high-impact and relatively low-effort improvement opportunity. [Table 2-3](#) summarizes the current ISO 55001 compliance status for the Leadership and Governance capability across asset portfolios.

**Table 2-3: Leadership and Governance ISO 55001 Compliance Status**

| <b>Subject Area</b>                         | <b>0 – 2: Development Required</b>                | <b>3 – 5: Compliant and Beyond ISO 55001</b>                                  |
|---|---|---|
| <b>Asset Management Leadership</b>          | Parks and Land Improvements, and Library          | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, FES, and IT |
| <b>Asset Management System</b>              | Parks and Land Improvements, Library, and FES     | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and IT      |
| <b>Asset Management Assurance and Audit</b> | Parks and Land Improvements, Library, IT, and FES | Transportation, Stormwater, Water, Wastewater, Fleet, and Facilities          |
| <b>Technical Standards and Legislation</b>  | Parks and Land Improvements, Library, and IT      | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and FES.    |

The high-priority action identified below is required to support developing portfolios in progressing toward ISO 55001 compliance:

- Develop a communication and implementation plan for the AM Policy.
- Establish a line of sight between corporate AM objectives and departmental plans through mapped alignment.
- Undertake an internal review to confirm that activities are compliant with relevant technical standards, regulations, and legislation (Specific to Libraries, IT, and Parks and Land Improvements).

The following medium and low-priority actions will further support improvements in the Town’s overall AM maturity:

- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce AM Policy understanding and application.

### 2.3.3 Organization and People

Organization and People focus on the people, roles, capabilities, and culture required to effectively support AM across the organization. For the Town, this capability highlights variability in how AM is understood and supported, with strong practices present in some areas but inconsistent application across others. Key challenges relate to clearly defined roles, resourcing, and the integration of AM responsibilities into job functions, as well as fostering a consistent organizational culture that actively supports AM beyond policy-level endorsement.

Figure 2-5 illustrates the Organization and People scores across four subject areas: Organizational Arrangements, (scored a 3.24, Competent), Organizational Culture (scored a 3.45, Competent), Competence Management (scored a 2.95, Developing), and Organizational Change Management (scored a 3.09, Competent).



**Figure 2-5: Organization and People Subject Area Scores**

The Town is generally Competent across Organization and People subject areas, except for “Competence Management”. Council and senior management demonstrate support for asset management; however, awareness, role clarity, and accountability vary across departments. AM responsibilities are not consistently embedded in job descriptions, and the absence of formal AM Leads within departments has led to informal and reactive resourcing approaches. While departments report annually on activities, there is limited visibility into how departmental objectives collectively support Town-wide strategic objectives through asset management, resulting in high-level performance reporting with unclear AM outcomes. In addition, the lack of a formal change management framework has led to inconsistent implementation of AM-related changes, highlighting the need for clearer processes to support alignment, accountability, and maturity advancement.

Table 2-4 summarizes the current ISO 55001 compliance status for the Organization and People capability across asset portfolios.

**Table 2-4: Organization and People ISO 55001 Compliance Status**

| Subject Area                            | 0 – 2: Development Required   | 3 – 5: Compliant and Beyond ISO 55001   |
|---|---|---|
| <b>Organizational Arrangements</b>      | Parks and Land Improvements, and FES                                      | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, Library, and IT |
| <b>Organizational Culture</b>           | Parks and Land Improvements, IT, and FES                                  | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and Library     |
| <b>Competence Management</b>            | Parks and Land Improvements, Facilities, Library, IT, Stormwater, and FES | Transportation, Water, Wastewater, and Fleet                                      |
| <b>Organizational Change Management</b> | Parks and Land Improvements, Library, and IT                              | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and FES.        |

The high-priority action identified below is required to support developing portfolios in progressing toward ISO 55001 compliance:

- Establish clear AM ownership by designating formal AM leads within each department and embedding AM responsibilities into relevant job descriptions.
- Create a ground-up plan for necessary activity and AM resourcing to identify required staffing and required skill sets (Parks and Land Improvements).

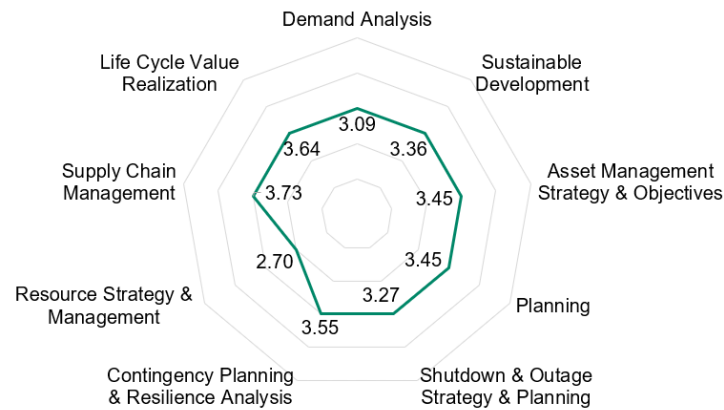
The following medium and low-priority actions will further support improvements in the Town’s overall AM maturity:

- Introduce a consistent change management framework to guide the implementation of AM-related changes across departments.
- Reinforce an AM-supportive culture by emphasizing outcome-based AM practices through targeted communication and training.

### 2.3.4 Strategy and Planning

Strategy and Planning focuses on the processes and direction needed to anticipate future needs, align AM with broader organizational objectives, and guide decision-making. Key considerations include how the Town plans for future demand, integrates sustainability goals, and responds to service interruptions.

**Figure 2-6** illustrates the Strategy and Planning scores across nine subject areas: Demand Analysis (scored a 3.09, Competent), Sustainable Development (scored a 3.36, Competent), Asset Management Strategy and Objectives (scored a 3.45, Competent), Planning (scored a 3.45, Competent), Shutdown and Outage Strategy and Planning (scored a 3.27, Competent), Contingency Planning and Resilience Analysis (scored a 3.55, Competent), Resource Strategy and Management (scored a 2.70, Developing), Supply Chain Management (scored a 3.73, Competent), Life Cycle Value Realization (scored a 3.64, Competent).



**Figure 2-6: Strategy and Planning Subject Area Scores**

The Town is generally competent across Strategy and Planning subject areas, except for “Resource Strategy and Management”. An overarching strategy is in place; however, awareness and understanding are uneven, with some only slightly aware of the strategy and associated planning processes. Demand management activities are occurring in several departments (e.g., EPW, Parks and Land Improvements, Library), but these practices are not consistently documented in the AMP. Improved articulation of demand drivers (growth, service expectations, regulatory change) would strengthen planning consistency and cross-departmental understanding.

**Table 2-5** summarizes the current ISO 55001 compliance status for the Strategy and Planning capability across asset portfolios.

**Table 2-5: Strategy and Planning ISO 55001 Compliance Status**

| Subject Area  | 0 – 2: Development Required                       | 3 – 5: Compliant and Beyond ISO 55001  |
|---|---|--|
| <b>Demand Analysis</b>                              | Parks and Land Improvements, Library, IT, and FES | Transportation, Stormwater, Water, Wastewater, Fleet, and Facilities                                   |
| <b>Sustainable Development</b>                      | Parks and Land Improvements, Library, and IT      | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and FES                              |
| <b>Asset Management Strategy and Objectives</b>     | Parks and Land Improvements, and Library          | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, IT, and FES                          |
| <b>Planning</b>                                     | Parks and Land Improvements, Library, and FES     | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and IT                               |
| <b>Shutdown and Outage Strategy and Planning</b>    | Library   | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, Parks/ Land Improvement, FES, and IT |
| <b>Contingency Planning and Resilience Analysis</b> | Library, and IT                                   | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, Parks/ Land Improvements, and FES.   |
| <b>Resource Strategy and Management</b>             | Parks and Land Improvements, Library, IT, and FES | Transportation, Stormwater, Water, Wastewater, Fleet, and Facilities                                   |
| <b>Supply Chain Management</b>                      | Parks and Land Improvements, and Library          | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, FES, and IT                          |
| <b>Life Cycle Value Realization</b>                 | Parks and Land Improvements, and Library          | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, FES, and IT                          |

The high-priority action identified below is required to support developing portfolios in progressing toward ISO 55001 compliance:

- Formalize demand management within AMPs by adding a consistent AMP section that documents demand drivers, assumptions, and resulting impacts on service levels and investment needs for each portfolio.
- Creation of a Parks and Land Improvement AM guide to record current processes, identify gaps, and outline Parks and Land Improvements specific actions to maximize asset value.

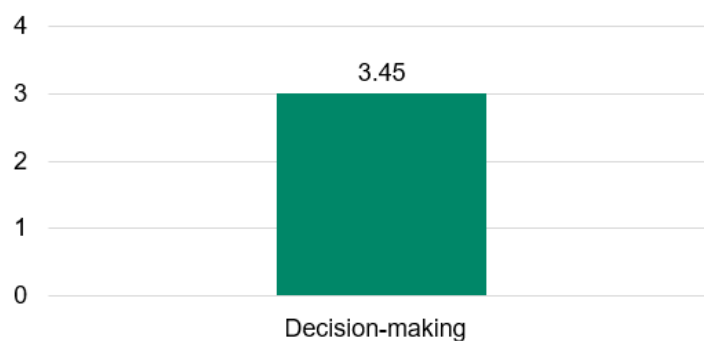
The following medium and low-priority actions will further support improvements in the Town's overall AM maturity:

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town's AM strategy, planning cycle, and decision pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for renewal and service continuity.

### 2.3.5 Asset Management Decision Making

AM Decision Making oversees that the Town has the tools, information, criteria, and processes needed to make consistent, evidence-based asset decisions that align day-to-day choices with longer-term plans. For the Town, this capability would be strengthened by targeted training and shared understanding, particularly in lifecycle management and risk management, to support more consistent decision-making across different perspectives, teams, and asset areas.

Figure 2-7 illustrates that the Town is competent for AM Decision Making, scoring at 3.45.



**Figure 2-7: AM Decision Making Subject Area Scores**

Although the Town is assessed as competent for AM Decision Making, capital planning lacks a Town-wide, formal scoring or prioritization framework. Capital requests are developed by departments in collaboration with the Finance department and then reviewed by senior management and Council, with prioritization influenced primarily by departmental input and affordability rather than consistent, risk-based AM criteria. Finance applies affordability and funding capacity screens and categorizes projects (e.g., growth, repair/replacement, transformation, service level increase). The capital planning process is also widely viewed as

time-intensive, with process clarity, data quality improvements, and the adoption of a transparent prioritization method identified as key opportunities to reduce manual effort and strengthen justification of trade-offs between competing investments.

**Table 2-6** summarizes the current ISO 55001 compliance status for the AM Decision Making capability across asset portfolios.

**Table 2-6: AM Decision Making ISO 55001 Compliance Status**

| Subject Area           | 0 – 2: Development Required              | 3 – 5: Compliant and Beyond ISO 55001   |
|------------------------|--|---|
| <b>Decision Making</b> | Parks and Land Improvements, and Library | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, FES, and IT |

The high-priority action identified below is required to support developing portfolios in progressing toward ISO 55001 compliance:

- Implement a Town-wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, sustainability) to improve transparency and defensibility of investment decisions.

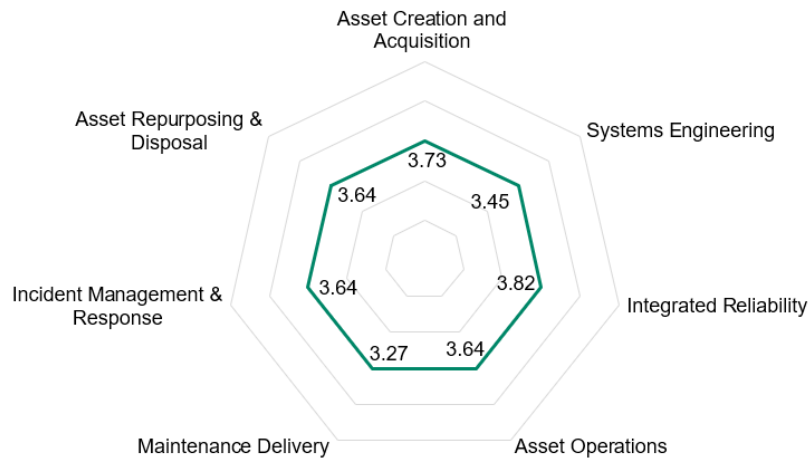
The following medium and low-priority actions will further support improvements in the Town’s overall AM maturity:

- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

### 2.3.6 Lifecycle Delivery

Lifecycle Delivery supports the Town to deliver, operate, maintain, and ultimately retire assets in a way that sustains service levels and lifecycle value. Overall, the results suggest lifecycle plans are largely defined but practices may vary across different portfolios.

**Figure 2-8** illustrates the Lifecycle Delivery scores across six subject areas: Asset Creation and Acquisition (scored a 3.73, Competent), Systems Engineering (scored a 3.45, Competent), Integrated Reliability (scored a 3.82, Competent), Asset Operations (scored a 3.64, Competent), Maintenance Delivery (scored a 3.27, Competent), Incident Management and Response (scored a 3.64, Competent), and Asset Repurposing and Disposal (scored a 3.64, Competent).



**Figure 2-8: Lifecycle Delivery Subject Area Scores**

Lifecycle delivery practices are well established across several departments, with structured inspection, renewal planning, and replacement approaches. However, lifecycle thinking is not consistently understood across all departments, and cross department collaboration on asset interdependencies is informal. Sharing of good practices and improved cross-department collaboration would improve coordination and help establish a consistent baseline.

**Table 2-7** summarizes the current ISO 55001 compliance status for the Lifecycle Delivery capability across asset portfolios.

**Table 2-7: Lifecycle Delivery ISO 55001 Compliance Status**

| Subject Area                            | 0 – 2: Development Required                       | 3 – 5: Compliant and Beyond ISO 55001   |
|---|---|---|
| <b>Asset Creation and Acquisition</b>   | IT  | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, FES, Parks and Land Improvements, and Library |
| <b>Systems Engineering</b>              | Parks and Land Improvements, Library, IT, and FES | Transportation, Stormwater, Water, Wastewater, Fleet, and Facilities  |
| <b>Integrated Reliability</b>           | Library   | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, Parks and Land Improvement, FES, and IT       |
| <b>Asset Operations</b>                 | Library, and FES                                  | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, Parks and Land Improvements, and IT           |
| <b>Maintenance Delivery</b>             | Parks and Land Improvements, Library, and FES     | Transportation, Stormwater, Water, Wastewater, Fleet, IT, and Facilities  |
| <b>Incident Management and Response</b> | Library   | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, Parks and Land Improvement, FES, and IT       |
| <b>Asset Repurposing and Disposal</b>   | Parks and Land Improvements, Library, and IT      | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and FES                                       |

The high-priority action identified below is required to support developing portfolios in progressing toward ISO 55001 compliance:

- Increase lifecycle consistency by sharing department “good practices” through short showcases and a simple lifecycle delivery checklist for all departments.

The following medium and low-priority actions will further support improvements in the Town’s overall AM maturity:

- Standardize lifecycle planning in AMPs by adding a common template section for inspection/ renewal triggers, risk/ criticality, and replacement assumptions, including for minor assets that are currently managed reactively.
- Strengthen incident and end-of-life processes by documenting consistent approaches for incident response, decommissioning, and disposal, including required records and approvals.

### 2.3.7 Information Management

Information Management supports the Town with consistent approaches to define, collect, maintain, and structure asset data, retain organizational knowledge, and use information systems to support asset-related decisions. For the Town, this capability shows a wide range of maturity with strong practices in some areas, while others are still developing.

Figure 2-9 illustrates the Information Management scores across four subject areas: Asset Management Data and Information Strategy (scored a 2.91, Developing), Knowledge Management (scored a 3.40, Competent), Asset Data and Information Standards (scored a 3.27, Competent), and Asset Management Data and Information Systems (scored a 3.09, Competent).

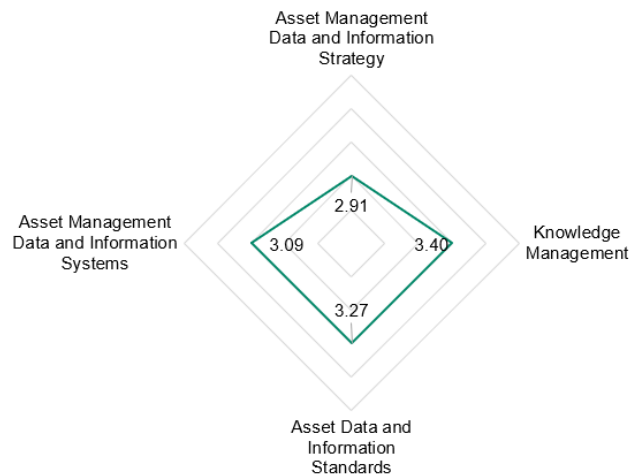


Figure 2-9: Information Management Subject Area Scores

The Town is generally Competent across Information Management subject areas, except for “Asset Management Data and Information Strategy”. While asset data collection is improving, Town-wide data standards and defined “critical data fields” (particularly in Citywide) are still under development, contributing to data quality issues. System integration is also limited, specialized asset systems (e.g., Road Matrix, OSIM reports, library systems, potential facilities CMMS) are not consistently connected to Citywide, resulting in manual and ad hoc updates. Although corporate data retention policies exist, AM-specific standards (field definitions, validation rules, and update frequencies) are not yet documented, leading departments to develop independent approaches. A key gap is the absence of a consistent Town-wide AM information and data strategy that defines required data fields, validates sources, and clarifies

which systems remain the “system of record” while providing summarized data for decision-making.

**Table 2-8** summarizes the current ISO 55001 compliance status for the Information Management capability across asset portfolios.

**Table 2-8: Information Management ISO 55001 Compliance Status**

| Subject Area  | 0 – 2: Development Required                  | 3 – 5: Compliant and Beyond ISO 55001  |
|---|--|--|
| <b>Asset Management Data and Information Strategy</b> | Library, IT, and FES                         | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and Parks and Land Improvement |
| <b>Knowledge Management</b>                           | Library, IT, and FES                         | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and Parks and Land Improvement |
| <b>Asset Data and Information Standards</b>           | Parks and Land Improvements, Library, and IT | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and FES                        |
| <b>Asset Management Data and Information Systems</b>  | Parks and Land Improvements, Library, and IT | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and FES                        |

The high-priority action identified below is required to support developing portfolios in progressing toward ISO 55001 compliance:

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.

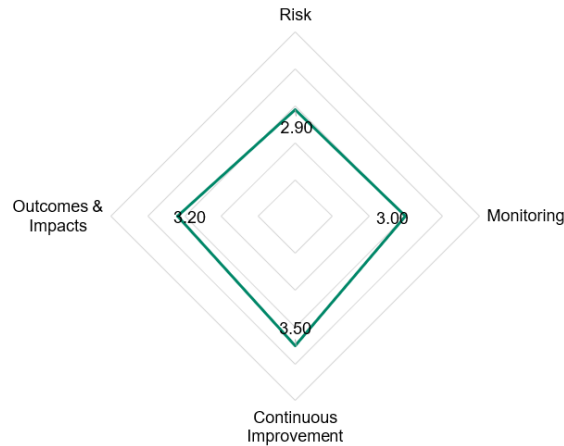
The following medium and low-priority actions will further support improvements in the Town’s overall AM maturity:

- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and what summarized data must feed into Citywide via interfaces or scheduled uploads.
- Standardize data maintenance processes by establishing routine update cycles, audit trails, and responsibilities for data entry, review, and approval.
- Create a practical data dictionary and user guidance for Citywide to support consistent use across departments and reduce ad hoc interpretations of fields and reporting.

### 2.3.8 Risk, Improvement, and Outcomes

Risk, Improvement, and Outcomes supports the Town in identifying, assessing, and mitigating asset-related risks, supported by monitoring, performance metrics, and continuous improvement to demonstrate results. For the Town, respondents generally indicated that risk processes exist; however, maturity is uneven, particularly in the availability and use of supporting data and metrics.

**Figure 2-10** illustrates the Risk, Improvement, and Outcomes scores across four subject areas: Risk (scored a 2.90, Competent), Monitoring (scored a 3.08, Competent), Continuous Improvement (scored a 3.50, Competent), and Outcomes and Impacts (scored a 3.20, Competent).



**Figure 2-10: Risk, Improvement, and Outcomes Subject Area Scores**

The Town is generally Competent across Risk, Improvement, and Outcomes subject areas, except for “Risk”. While the Town has a SAMP in place, performance measures and outcome-based metrics are not consistently defined, tracked, or used, limiting the ability to demonstrate progress and drive continuous improvement. Risk is considered across departments, but approaches are informal and inconsistent, and the absence of a Town-wide risk matrix reduces comparability and weakens capital prioritization. Risk is also not formally integrated into decision-making, and there is no corporate-wide risk management policy or consistent monitoring plan for AM strategy performance. More mature departments consider criticality and risk factors in practice, but these methods are not consistently formalized or applied across all portfolios, reinforcing the need for a shared risk framework and structured performance monitoring.

Table 2-9 summarizes the current ISO 55001 compliance status for the Risk, Improvement, and Outcomes capability across asset portfolios.

**Table 2-9: Risk, Improvement, and Outcomes ISO 55001 Compliance Status**

| Subject Area                  | 0 – 2: Development Required                       | 3 – 5: Compliant and Beyond ISO 55001                                     |
|-------------------------------|---|---|
| <b>Risk</b>                   | Parks and Land Improvements, Library, IT, and FES | Transportation, Stormwater, Water, Wastewater, Fleet, and Facilities      |
| <b>Monitoring</b>             | Parks and Land Improvements, Library, IT, and FES | Transportation, Stormwater, Water, Wastewater, Fleet, and Facilities      |
| <b>Continuous Improvement</b> | Parks and Land Improvements, Library, and IT      | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and FES |
| <b>Outcomes and Impacts</b>   | Parks and Land Improvements, Library, and FES     | Transportation, Stormwater, Water, Wastewater, Fleet, Facilities, and IT  |

The high-priority actions identified below are required to support developing portfolios in progressing toward ISO 55001 compliance:

- Create and implement a Town-wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impacts in capital business cases and project submissions.

- Create a process to identify risks and their impact to services (Library).

The following medium and low-priority actions will further support improvements in the Town's overall AM maturity:

- Formalize review by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## 2.4 Maturity Summary

**Figure 2-11** shows the summary of AM maturity assessment results, indicating the Town's AM maturity position in various areas. The Town has greater maturity in Purpose and Context, however, to successfully reach overall competence, notable improvement in Risk, Continuous Review, Lifecycle Delivery and Information Management is essential. Other areas also require improvement but not to the same extent to achieve ISO competence. On average the Town is performing at a Developing level but is approaching Competent.

The advanced questions gave the Town the opportunity to demonstrate its areas of high performance so that these can be considered in future maturity targets and to highlight areas of maturity that can be shared across the Town. Several service areas demonstrated elements of mature AM but are continuing to advance toward all components of the Competent maturity level.

Therefore, the determined performance scores consider the performance against the basic results (and if ISO 55000 competence has been achieved) and the performance against the advanced criteria. They follow the philosophy outlined below:

- If ISO competence is reached, the determined score is the advanced score.
- If ISO competence is not reached, then the basic score is used.

The target has been determined by considering the basic score (meeting ISO competence) and the degree to which the advanced score exceeds competence (identifying key strengths and how small areas may be holding the Town back from achieving competence). The official scores based on the maturity framework are listed in **Table 2-10** along with the appropriate target determined following the maturity assessment.

The differing data sets shown in **Figure 2-11** are the advanced score (the AM 201 score demonstrating the areas of advanced AM performance across the town), the overall current score (the score determined by review of the AM 101 scores against ISO 55001 competence and the advanced performance), and a realistic target for the Town based upon their current and advanced performance.



**Figure 2-11: Summary of Maturity Results**

**Table 2-10: IAM Maturity Summary**

| Capability Area                  | Advanced Questions | Determined Performance | Target      |
|----------------------------------|--------------------|------------------------|-------------|
| Purpose and Context              | 3.65               | 3.05                   | 4.00        |
| Leadership and Governance        | 3.23               | 2.30                   | 3.45        |
| Organization and People          | 3.14               | 2.88                   | 3.56        |
| Strategy and Planning            | 3.37               | 2.61                   | 3.60        |
| Asset Management Decision Making | 3.55               | 2.73                   | 3.73        |
| Lifecycle Delivery               | 3.60               | 2.49                   | 3.18        |
| Information Management           | 3.13               | 2.44                   | 3.22        |
| Risk                             | 2.64               | 2.55                   | 3.36        |
| Review and Continual Improvement | 3.09               | 2.45                   | 3.27        |
| Values and Outcomes              | 2.91               | 2.91                   | 3.64        |
| <b>AVERAGE</b>                   | <b>3.23</b>        | <b>2.64</b>            | <b>3.50</b> |

## 3. State of Infrastructure and Lifecycle Outlook

### 3.1 State of Infrastructure

The Town’s asset inventory includes **96,894** asset records with a total replacement value of about **\$3.1 B**. Compared to 2025, this represents an **increase** of approximately \$200 M from the previous valuation of \$2.9 B. Out of this increase, \$90 M is attributable to the application of a 3% inflation rate to replacement costs. The remaining \$110 M reflects change in the asset base, including newly added assets, capital improvements, and ongoing refinements to inventory completeness and data quality.

**Table 3-1** summarizes the Town’s asset inventory records and replacement costs by asset class. Transportation assets continue to represent the largest asset class by replacement value, followed by Stormwater, Water, and Wastewater Network assets. No direct comparison is available for FES, Fleet, Library, and IT assets, as these assets were recategorized according to the updated asset hierarchy. Overall, the table highlights both the scale of the Town’s infrastructure portfolio and the continued evolution of the Town’s AM data and inventory practices.

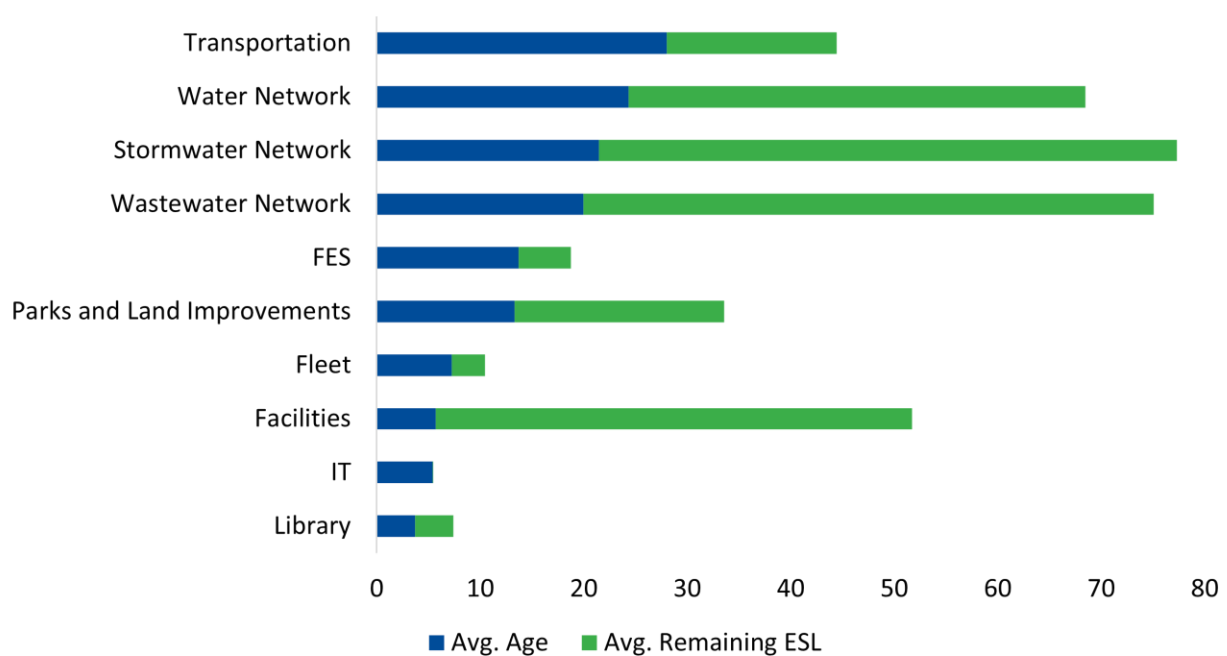
**Table 3-1: Summary of Inventory and Replacement Cost by Asset Class**

| Asset Class                 | 2026 Count of Records in Inventory | 2025 Total Replacement Cost | 2026 Total Replacement Cost |
|-----------------------------|------------------------------------|-----------------------------|-----------------------------|
| Transportation              | 12,540                             | \$924,332,000               | \$990,390,000               |
| Stormwater Network          | 22,669                             | \$757,321,000               | \$803,961,000               |
| Water Network               | 32,280                             | \$628,742,000               | \$667,462,000               |
| Wastewater Network          | 9,391                              | \$365,035,000               | \$385,058,000               |
| Facilities *                | 2,073                              | \$171,019,000               | \$186,373,000               |
| Parks and Land Improvements | 15,377                             | \$53,454,000                | \$60,532,000                |
| FES                         | 633                                | —                           | \$20,567,000                |
| Fleet                       | 105                                | —                           | \$13,345,000                |
| Library                     | 740                                | —                           | \$3,210,000                 |
| IT                          | 1,086                              | —                           | \$1,466,000                 |
| <b>Total</b>                | <b>96,894</b>                      | <b>\$2,927,128,000</b>      | <b>\$3,132,365,000</b>      |

\* *The Health and Active Living Plaza (HALP), with an estimated replacement value of approximately \$98M, was brought into service in October 2025. However, its asset data was not included in this analysis and will be incorporated in future updates. The Service Area is currently developing and refining a detailed asset inventory to support future reporting and analysis.*

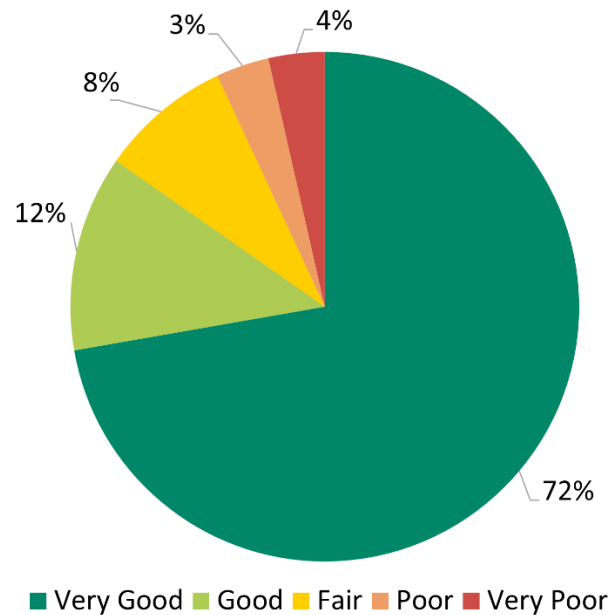
**Figure 3-1** illustrates the average age and average remaining expected service life (ESL) of the Town’s assets by asset class. The asset classes on the y-axis are arranged from the oldest average age to the youngest average age to highlight the relative maturity of each asset group. Transportation assets have the highest average age among the Town’s asset classes and show a more balanced relationship between average age and remaining ESL, indicating a mature asset

base that will require ongoing rehabilitation and replacement investment. Water, Stormwater, and Wastewater networks also have relatively high average ages; however, they retain substantial remaining service life due to the long design life of underground linear infrastructure assets. FES, and Parks and Land Improvements assets fall within the mid-range of the portfolio in terms of average age and remaining ESL. Fleet assets are comparatively younger and have shorter service lives associated with vehicles and mobile equipment. Facilities show a relatively lower average age but significant remaining service life, reflecting the long lifecycle of building assets. IT and Library assets have the youngest average ages and shortest remaining service lives due to the rapid replacement cycle associated with technology and equipment assets. Overall, the figure provides a high-level indication of asset maturity across the portfolio and supports long-term lifecycle planning and capital forecasting.



**Figure 3-1: Asset Average Age and Remaining ESL**

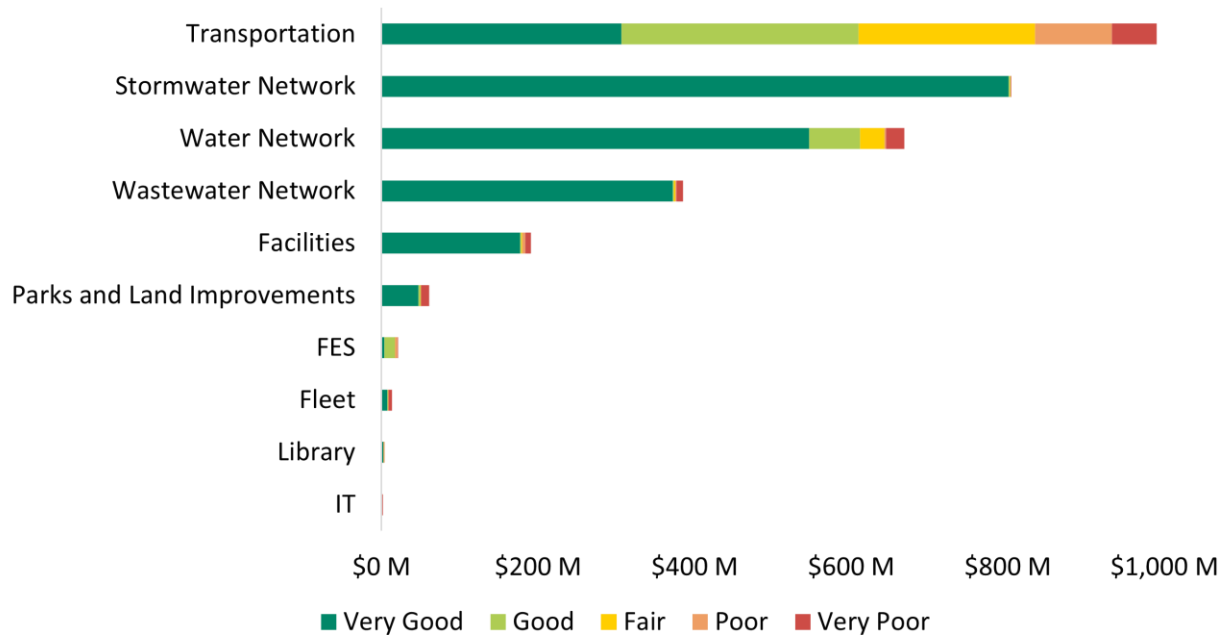
Overall, as shown in [Figure 3-2](#), the Town’s assets are in relatively good condition, with approximately of 84% of the total replacement value rated in Good or Better condition. Specifically, 72% of the assets are rated as “Very Good” and an additional 12% rated as “Good.” About 8% of assets are in “Fair” condition, while only a small proportion are rated as “Poor” or “Very Poor.” Asset condition was determined using a combination of available condition assessment data and age-based estimation. For roads and bridges, the provided condition assessment values were used wherever available. For all other assets, condition assessment values collected in 2025 or later were used. These values were translated into condition ratings using the Town’s asset-specific rating systems. For assets without recent condition assessment data, condition was projected based on asset age and expected service life.



**Figure 3-2: Overall Asset Condition Ratings by Replacement Value\***

Figure 3-3 and Table 3-2 summarize the distribution of asset condition ratings by asset class and replacement value. Overall, the Town’s infrastructure portfolio is predominantly in “Very Good” condition, with approximately \$2.3 B of assets falling within this category. Stormwater, Water, and Wastewater network assets are largely concentrated in the “Very Good” category, reflecting the relatively newer age profile and long service life of many underground linear assets. Transportation assets show a broader distribution across all condition categories, including the largest proportion of assets rated “Fair,” “Poor,” and “Very Poor,” which is typical for mature road and bridge networks that require ongoing rehabilitation and renewal investment. Facilities are also primarily rated “Very Good,” with a smaller portion rated “Very Poor,” while Parks and Land Improvements, Fleet, Library, and IT assets represent comparatively smaller portions of the Town’s overall replacement value. The results provide a high-level indication of asset condition across the portfolio and help support lifecycle planning, rehabilitation prioritization, and long-term capital investment forecasting.

\* Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.



**Figure 3-3: Distribution of Condition Ratings by Asset Class and Replacement Value**

**Table 3-2: Distribution of Condition Ratings by Asset Class and Replacement Value (In \$M)**

| Asset Class                 | Very Good | Good  | Fair  | Poor  | Very Poor |
|-----------------------------|-----------|-------|-------|-------|-----------|
| Transportation              | \$306     | \$303 | \$226 | \$98  | \$57      |
| Stormwater Network          | \$801     | \$2   | < \$1 | < \$1 | < \$1     |
| Water Network               | \$546     | \$65  | \$31  | \$2   | \$23      |
| Wastewater Network          | \$372     | \$1   | \$2   | \$2   | \$8       |
| Facilities                  | \$177     | \$1   | \$1   | \$4   | \$7       |
| Parks and Land Improvements | \$47      | \$3   | < \$1 | \$1   | \$10      |
| FES                         | \$3       | \$14  | < \$1 | \$3   | < \$1     |
| Fleet                       | \$7       | \$1   | \$1   | < \$1 | \$5       |
| Library                     | \$2       | \$1   | < \$1 | < \$1 | < \$1     |
| IT                          | < \$1     | < \$1 | < \$1 | < \$1 | < \$1     |
| Total                       | \$2,263   | \$390 | \$262 | \$110 | \$112     |

## 3.2 Lifecycle Outlook

As part of this update, a capital plan list has been generated to support lifecycle and long-term financial planning. The capital list presents the projected timing and estimated costs of AM funding needs across the Town’s asset portfolio, providing a financial outlook to support AM decision-making and funding strategy development.

### 3.3 Planned Improvements

Accurate, complete, and up-to-date asset data is essential for effective reporting, as it supports reliable condition assessment, risk evaluation, lifecycle forecasting, and long-term financial planning. Several opportunities were identified in [Table 3-3](#) to further improve the Town’s asset data quality and consistency.

**Table 3-3: Summary of Improvement Areas and Planned Improvements**

| Opportunity Area             | Improvement Areas   | Planned Improvements   |
|------------------------------|---|--|
| Asset Inventory Completeness | Not all Town assets are currently captured within Citywide.                             | Continue updating, adding, and refining asset records within Citywide to improve inventory completeness.     |
| Asset Identification (ID)    | Some asset records contain missing Asset IDs or inconsistent ID formatting.             | Standardize and refine Asset IDs across the inventory to improve consistency and traceability.               |
| Replacement Cost Data        | Replacement cost information is currently unavailable for some assets.                  | Refine and update asset unit cost information to improve replacement cost accuracy and completeness.         |
| In-Service Date Data         | Some asset in-service dates may contain inaccuracies, affecting asset age calculations. | Review and validate in-service dates across the asset inventory to improve lifecycle and age-based analysis. |

## 4. Risk Management and Criticality Assessment

### 4.1 Risk Annual Progress Summary

The Town’s risk framework combines quantitative and qualitative approaches to support AM decisions and is intended to be applied consistently on a Town-wide basis. Quantitatively, risk is defined as **Probability of Failure (PoF) × Consequence of Failure (CoF)**. Probability of Failure reflects the likelihood that an asset will fail and is driven primarily by structural and functional considerations, with climate change included as a future risk factor.

Consequence of Failure represents the impact of asset failure on AM objectives and is assessed across financial, operational, and service delivery dimensions, with criteria varying by asset class. Probability and consequence scores are combined to produce overall risk ratings, which are summarized into five risk bands ranging from very low to very high.

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**Impediments and challenges to the Town’s existing risk framework include:**

- *The risk framework is not consistently used to inform capital planning or asset-related decision-making.*
  - *There is no formal risk register in place to document, monitor, and track risks over time.*
  - *The standard framework and associated criteria may not be suitable for all asset classes, indicating a need for greater customization.*
  - *Capacity constraints, including human and financial resources, limit the ability to fully operationalize and embed risk results into ongoing planning and decision-making processes.*
- 

This AM Progress Update includes both the PoF and CoF frameworks to support Town-wide standardization. The detailed PoF and CoF definitions and scoring criteria are provided in [Appendix A](#). Qualitatively, the framework also considers data confidence and corporate-level service risks to support the identification of critical assets and move beyond a condition-based, worst-first approach to prioritization.

## 4.2 Risk Assessment Framework

The updated risk assessment framework will guide consistent application across portfolios. The PoF and CoF scales, based on best practices, are summarized in [Table 4-1](#) and [Table 4-2](#). Detailed risk frameworks by asset class are provided in [Appendix D](#). The recommended Town wide CoF rating is shown in [Table 4-2](#).

**Table 4-1: PoF Assessment Framework**

| Probability of Failure Score | PoF Description | For activity/ service risks, the probability that the event will occur within a year             |
|------------------------------|-----------------|--|
| 1                            | Rare            | A rare event: 1–2% chance in any given year (≈ once in 50 years)                                 |
| 2                            | Unlikely        | Unlikely event: A 5% chance in any given year (≈ once in 20 years).                              |
| 3                            | Possible        | Low-probability event: A 10% chance in any given year (≈ once in 10 years).                      |
| 4                            | Likely          | Occasional event: A 25% chance in any given year (≈ once in 4 years).                            |
| 5                            | Almost Certain  | Highly likely event: An 80% or greater chance in any given year (expected within the next year). |

**Table 4-2: CoF Assessment Framework**

| Criticality Score | Financial             | Operational (Service Impact)   | Health and Safety  | Regulatory   | Reputational  | Environmental   |
|-------------------|-----------------------|--|--|--|---|---|
| 1                 | <\$25,000             | No service disruption, response can be handled through routine operations/ standard work order.  | No expected injury or illness to workers or the public.                            | No non-compliance with applicable permits, approvals, standards, or requirements.                                  | Little to no public awareness of the issue.                                       | No release, spill, exceedance, or measurable environmental effect.  |
| 2                 | \$25,000-\$150,000    | Short-duration disruption or localized operational impact, can be resolved with in-house crews using common equipment/ materials.                  | Minor injury (e.g., first-aid level) or minor short-term health effects.           | Minor non-compliance of an administrative nature (e.g., documentation, minor procedural deviation).                | Localized or low-level public concern; a small number of complaints or inquiries. | Minor release or disturbance with localized effects and short duration.   |
| 3                 | \$150,000-\$500,000   | Service disruption beyond a small, localized area, requires coordinated response across teams.   | Injury requiring medical treatment or other recordable health/safety impact.       | Non-compliance triggers required reporting/ notification to a regulator and/ or a formal internal incident report. | Clear public visibility and increased community concern.                          | Measurable environmental impact and/or release that requires organized response and remediation.                    |
| 4                 | \$500,000-\$1,000,000 | Major service disruption, requires multi-day response, traffic management, multiple crews, and/ or subcontractor involvement.                      | Serious injury (e.g., hospitalization, permanent impairment) or multiple injuries. | Significant non-compliance with permit/ approval conditions or regulatory requirements.                            | Widespread public concern and strong dissatisfaction; sustained complaint volume. | Significant release or disturbance causing substantial impact to the receiving environment and/ or sensitive areas. |
| 5                 | >1,000,000            | Widespread system-level disruption requires emergency response, continuous staffing, and external contractors. Restoration is uncertain/ extended. | Fatality or multiple serious injuries/ fatalities.                                 | Serious or repeated non-compliance with major regulatory consequences.   | Community-wide loss of confidence and high-profile public scrutiny.               | Extensive release or disturbance with widespread impact and/ or long-term environmental damage.                     |

Comparing to current state, Regulatory, Health and Safety, Reputational, and Environmental factors are newly added to the CoF framework. Use and Functionality and Capacity factors are newly added to the PoF framework.

**Table 4-3** documents the changes applied to the risk framework by asset class in this AM Progress Update, informed by feedback received during the risk and criticality workshop and additional review of the risk frameworks from the Town’s team.

**Table 4-3: Summary of Risk Framework Changes by Portfolio**

| Portfolio                 | PoF Changes since 2025  | CoF Changes since 2025   |
|---------------------------|---|--|
| <b>Transportation</b>     | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> <li>Climate Change factors for Roadside Safety, Sidewalks, and Streetlights are adjusted.</li> </ul>  | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> <li>Roadside Safety, Sidewalks, and Streetlights use adjacent Roads CoF.</li> </ul>  |
| <b>Stormwater Network</b> | <ul style="list-style-type: none"> <li>Separate frameworks are proposed for stormwater main and other assets.</li> <li>Overall criteria weightings adjusted due to new criteria added for stormwater mains.</li> <li>Materials are removed from all other assets causing Condition weighting to be adjusted to 100%.</li> </ul>   | <ul style="list-style-type: none"> <li>New CoF criteria are added causing weightings to be adjusted.</li> <li>Removed separate CoF framework for Storm Ponds.</li> <li>CoF for all other assets excluding Storm Sewers will adopt the CoF of adjacent sewers, noting that Financial CoF is not appropriate for all asset classes.</li> </ul>                           |
| <b>Water Network</b>      | <ul style="list-style-type: none"> <li>Separate frameworks are proposed for watermain and other assets.</li> <li>Overall criteria weightings adjusted due to new criteria added for water mains.</li> <li>Materials are removed from all other assets causing Condition weighting to be adjusted to 100%.</li> </ul>              | <ul style="list-style-type: none"> <li>New CoF criteria are added causing weightings to be adjusted.</li> <li>CoF for all other assets excluding watermains will adopt the CoF of adjacent watermains, noting that Financial CoF is not appropriate for all asset classes.</li> </ul>  |
| <b>Wastewater Network</b> | <ul style="list-style-type: none"> <li>Separate frameworks are proposed for wastewater sewers and other assets.</li> <li>Overall criteria weightings adjusted due to new criteria added for wastewater mains.</li> <li>Materials are removed from all other assets causing Condition weighting to be adjusted to 100%.</li> </ul> | <ul style="list-style-type: none"> <li>New CoF criteria are added causing weightings to be adjusted.</li> <li>CoF for all other assets excluding wastewater sewers will adopt the CoF of the adjacent sewer, noting that Financial CoF is not appropriate for all asset classes.</li> </ul>  |
| <b>Fleet</b>              | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> </ul>   | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> <li>Value/ Range for replacement cost are adjusted to more accurately reflect Fleet asset values.</li> <li>Value/ Rang for Operational revised to match sub-asset classes.</li> <li>Service Delivery criteria removed to avoid double counting.</li> </ul> |
| <b>Facilities</b>         | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> </ul>   | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> </ul>  |

| Portfolio                                | PoF Changes since 2025  | CoF Changes since 2025  |
|--|---|---|
|  |   | <ul style="list-style-type: none"> <li>Value / Range for Operational criteria have been adjusted to reflect updated asset subclasses</li> </ul>   |
| <b>Parks and Land Improvements</b>       | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> </ul>   | <ul style="list-style-type: none"> <li>Overall criteria weightings adjusted due to new criteria added.</li> <li>Value/ Range for replacement cost have been adjusted.</li> <li>Value/ Range for other criteria have been adjusted to reflect updated asset classes</li> <li>GIS – Asset Type factor removed.</li> </ul> |
| <b>Fire and Emergency Services (FES)</b> | <ul style="list-style-type: none"> <li>Developed a standalone PoF framework for FES, separating it from Vehicles and closing the 2025 gap.</li> </ul>                           | <ul style="list-style-type: none"> <li>Developed a standalone CoF framework for FES, introducing a distinct FES-specific consequence approach.</li> </ul>   |
| <b>IT</b>                                | <ul style="list-style-type: none"> <li>Developed a standalone PoF framework for IT assets, separating it from Machinery and Equipment and closing the 2025 gap.</li> </ul>      | <ul style="list-style-type: none"> <li>Developed a standalone CoF framework for IT assets, introducing a distinct IT-specific consequence approach.</li> </ul>  |
| <b>Library</b>                           | <ul style="list-style-type: none"> <li>Developed a standalone PoF framework for Library assets, separating it from Machinery and Equipment and closing the 2025 gap.</li> </ul> | <ul style="list-style-type: none"> <li>Developed a standalone CoF framework for Library assets, introducing Library-specific consequence assessment as a distinct approach.</li> </ul>  |

### 4.3 Risk Evaluation Matrix

Risk is evaluated using a 5x5 matrix (Table 4-4) that combines PoF and CoF into a single score ranging from 1 to 25, which is then grouped into five risk levels from Very Low to Very High. This structure supports clear interpretation of risk exposure and provides a consistent basis for ranking assets and informing intervention timing. The assigned risk level can inform renewal decisions, lifecycle planning, inspection frequency, and emergency response measures.

While the 2025 AMP included an appropriate assessment of PoF and CoF, a formal risk matrix was not applied. The use of the risk matrix moving forward will improve transparency and consistency in interpreting risk scores and support more risk informed decision making. The scoring approach used within the matrix are aligned with the Town’s previous risk assessment methodology to maintain continuity and comparability over time.

**Table 4-4: Risk Evaluation Matrix**

|                              |               |                              |            |            |          |                   |
|------------------------------|---------------|------------------------------|------------|------------|----------|-------------------|
| Consequence of Failure (CoF) | 5-Severe      | 5                            | 10         | 15         | 20       | 25                |
|                              | 4-Significant | 4                            | 8          | 12         | 16       | 20                |
|                              | 3-Moderate    | 3                            | 6          | 9          | 12       | 15                |
|                              | 2-Limited     | 2                            | 4          | 6          | 8        | 10                |
|                              | 1-Negligible  | 1                            | 2          | 3          | 4        | 5                 |
|                              |               | 1-Rare                       | 2-Unlikely | 3-Possible | 4-Likely | 5- Almost Certain |
|                              |               | Probability of Failure (PoF) |            |            |          |                   |

In this update, risk scores have been revised to reflect the current age of assets using a Weibull based condition assessment approach. To support this analysis, a three parameter Weibull distribution to evaluate asset condition was applied. This method is widely used in reliability and lifecycle modelling and provides a practical way to estimate probability of failure over time.

The deterioration curve recognizes that some assets may fail earlier due to operating conditions or installation issues, while others may continue to perform beyond their expected service life. The distribution parameters allow the model to capture this variability and produce a probability based condition profile for the overall asset portfolio. The Town will continue to refine risk scores in future AMP updates by incorporating additional criteria.

The risk matrix presented in this update was developed by combining the Town’s existing consequence of failure categories from the 2025 iteration with updated probability of failure values derived in this cycle. While the Town previously defined consequence categories, a formal 5 by 5 risk matrix framework had not been applied.

To maintain continuity with prior assessments, the existing consequence of failure ratings were retained without modification. Probability of failure was updated using the current condition assessment approach, incorporating Weibull-based modelling to reflect asset age and condition. This allows the updated risk scores to better represent the likelihood of failure while preserving the established understanding of consequence.

Using these inputs, a standardized 5 by 5 matrix was constructed to produce risk scores ranging from 1 to 25, grouped into five risk levels. This provides a consistent and transparent basis for comparing assets across the portfolio.

The resulting risk outputs were visualized and analyzed in relation to asset replacement value to support capital planning and prioritization. This approach enables the identification of high-risk, high-value assets where investment decisions may have the greatest impact.

It is noted that newer risk evaluation frameworks were not applied in this update. The approach was selected to align with the Town’s previous methodology while introducing improvements in probability estimation and overall consistency in risk interpretation.

**Table 4-5** summarizes the overall risk profile for 2026, with most assets remaining in the very low to low-risk categories (95%). Compared to 2025, the distribution of risk remains broadly consistent, with minor shifts toward lower-risk categories and a small proportion of assets continuing to be classified as moderate to very high risk. **Table 4-6** summarizes the risk of assets in poor and very poor condition based on the 2026 risk analysis.

**Table 4-5: Overall Risk Rating**

|   |  |  |   |  |
|---|--|--|---|--|
| 1 – 4<br>Very Low<br>\$2,051,159,000<br>(65%) | 5 – 7<br>Low<br>\$926,773,000<br>(30%) | 8 – 9<br>Moderate<br>\$106,472,000<br>(3%) | 10 – 14<br>High<br>\$38,608,000<br>(1%) | 15 – 25<br>Very High<br>\$9,353,000<br>(<1%) |
|---|--|--|---|--|

**Table 4-6: Risks of Assets in Poor (P) and Very Poor (VP) Conditions**

| Asset Class                 | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|-----------------------------|--|--|---|---|---|
| Transportation              | \$155 M                                | 16%  | \$72 M  | \$72 M  | \$11 M  |
| Water Network               | \$25 M                                 | 4%   | \$24 M  | \$1 M   | < \$1 M   |
| Parks and Land Improvements | \$10 M                                 | 17%  | \$1 M   | \$2 M   | \$8 M   |
| Wastewater Network          | \$10 M                                 | 3%   | \$10 M  | –   | < \$1 M   |
| Facilities                  | \$7 M                                  | 4%   | \$1 M   | \$1 M   | \$5 M   |
| Fleet                       | \$5 M                                  | 35%  | \$1 M   | \$1 M   | \$3 M   |
| FES                         | \$3 M                                  | 17%  | < \$1 M   | –   | \$3 M   |
| IT                          | \$1 M                                  | 69%  | \$1 M   | –   | –   |
| Stormwater Network          | < \$1 M                                | < 1%   | < \$1 M   | –   | < \$1 M   |
| Library                     | < \$1 M                                | 7%   | < \$1 M   | –   | –   |
| <b>Total</b>                | <b>\$217 M</b>                         | <b>7%</b>                                    | <b>\$109 M</b>  | <b>\$76 M</b>   | <b>\$32 M</b>   |

*Note: Where CoF is unavailable, an average value for the corresponding asset class has been applied. This should be refined in the next iteration using the proposed CoF frameworks. Minor discrepancies between reported totals and the sum of individual values are attributable to rounding.*

## 4.4 Risk Mitigation Framework

Across departments, risk mitigation is handled inconsistently and is often informal. Water maintains a risk register focused on water quality rather than AM, highlighting a gap between operational response and long-term renewal planning. Facilities and Parks and Land Improvements do not maintain formal risk registers, instead relying on condition assessments, inspections, inventory updates, and maintenance programs, with risk-based prioritization limited by unclear consequence criteria and funding constraints. IT manages risk through age-based

replacement cycles, recognizing high service consequences despite relatively low asset values, while Library assets are generally low risk, Library IT components are managed similarly to corporate IT through standard service-life schedules. **Table 4-7** presents a standard risk mitigation framework that the Town could apply consistently across all departments.

**Table 4-7: Risk Mitigation Framework**

| Risk Category | Asset Renewal Strategy   | Capital Investment Requirements | System Redundancy Provisions         | Inspection and Maintenance Schedule                 | Spare Parts Availability and Supply Chain Considerations | Operational Utilization               | Emergency Preparedness and Response      |
|---------------|--------------------------|---------------------------------|--------------------------------------|---|--|---------------------------------------|--|
| Very High     | Immediate replace/rehab  | Fund now (urgent)               | Full redundancy / backup unit        | Continuous / weekly condition monitoring            | Critical spares on-site; dual suppliers                  | Restrict use; conservative operations | 24/7 response; drills; stocked kits      |
| High          | Replace soon; prioritize | Budget in current cycle         | Partial redundancy; temporary bypass | Monthly/quarterly inspections and maintenance       | Key spares stocked; expedite contracts                   | Reduce load; optimize duty cycles     | On call; clear playbooks; test quarterly |
| Moderate      | Plan renewal in 1–3 yrs  | Include in mid-term plan        | Limited redundancy; contingency plan | Semi-annual inspections and maintenance             | Order as needed; confirm lead times                      | Normal use; track trends              | Defined contacts; tabletop annually      |
| Low           | Maintain; renew later    | Routine allowance               | Minimal redundancy needed            | Annual inspections and maintenance                  | Standard inventory; normal ordering                      | Normal use                            | Basic procedures; annual review          |
| Very Low      | Run-to-failure           | Minimal                         | None required                        | Periodic/biannual inspections and basic maintenance | No stocking; order when required                         | Normal use                            | Standard awareness; update as needed     |

## 4.5 Risk-Based Prioritization

The Town is developing a risk-based prioritization framework to support evidence-based capital planning by linking asset needs to risk, project timing, and funding decisions. As an asset owner, the Town aims to preserve the condition and performance of its infrastructure for as long as possible by maintaining and extending asset lifecycles through preventive maintenance and timely renewal before full replacement is required. At the same time, the Town continues to acquire new infrastructure, which increases long-term operating, maintenance, and renewal obligations as assets age.

The AM planning process is intended to support cost-effective planning and resource management by improving understanding of the Town’s overall infrastructure needs. Lifecycle analysis is used to estimate renewal and replacement requirements across the asset portfolio and to inform long-term capital planning decisions.

Within this context, the risk-based prioritization framework focuses limited capital budgets on the most critical and higher-risk assets, reducing the likelihood of unexpected failures and service disruptions while providing a transparent and defensible rationale for why some projects advance and others are deferred. High- and very high-risk needs are ranked first for funding consideration within each budget cycle. Projects that fit within available funding become funded actions for that cycle, while unfunded needs remain visible, tracked, and carried forward into future budget cycles where priorities can be reassessed as conditions, risks, or information change.

Figure 4-1 outlines a simplified decision logic for prioritizing asset replacement using risk scores when funding is limited. Proposed actions are ranked based on risk, with funding applied sequentially until budget limits are reached. Needs that are not funded remain in the program and are rolled forward into subsequent budget cycles.

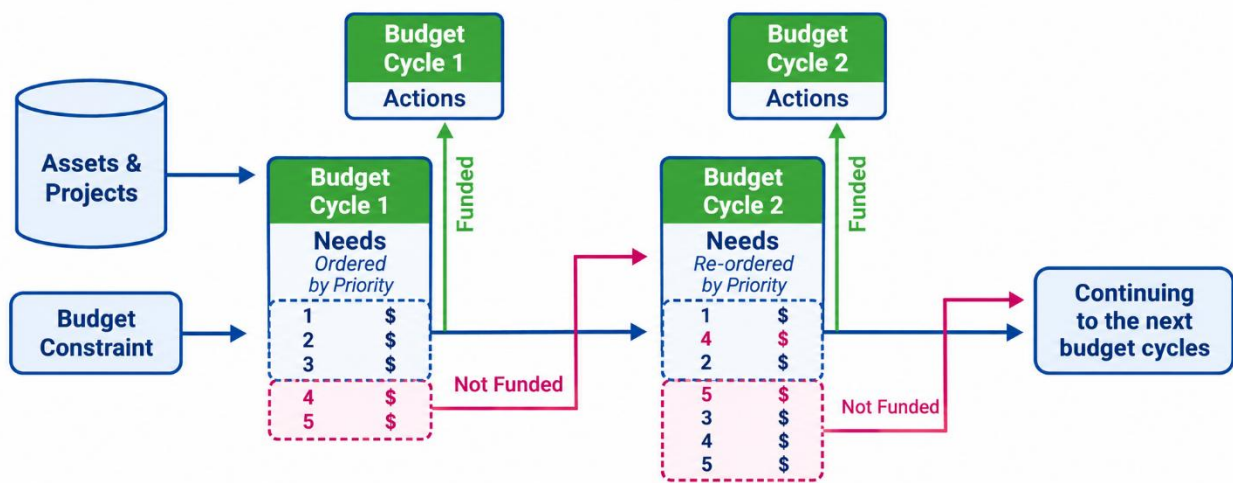


Figure 4-1: Risk-Based Prioritization Framework

As the Town’s AM program continues to evolve, the Town will develop a risk-based coordination framework for capital projects by considering asset interdependencies and opportunities to align interventions across asset classes within the same corridor or service area, helping reduce rework, minimize service disruptions, and improve overall program efficiency.

## 4.6 Planned Improvements

Table 4-8 present recommended action items to help the Town improve its risk framework.

Table 4-8: Summary of Improvement Areas and Planned Improvements

| Opportunity Area                  | Improvement Areas   | Planned Improvements  |
|-----------------------------------|---|---|
| Root-cause analysis of risk score | The underlying PoF and CoF drivers contributing to risk scores are not yet visually illustrated | Develop a clear visual summary that shows the main factors contributing to risk scores, making it easier to understand how different drivers influence overall results. |
| Risk roles and accountability     | Responsibilities for managing risks not clearly defined across teams                            | Create a RASCI table to clarify responsibilities for managing risks.  |

| Opportunity Area                              | Improvement Areas   | Planned Improvements  |
|---|---|---|
| Customizable risk framework                   | Current framework does not reflect asset specific characteristics (i.e. Tree Risk Assessment not reflected for Parks and Land Improvements) | Create customized risk frameworks to accommodate for portfolio specific requirements.                       |
| Condition data integration                    | Real-time condition data not incorporated in AMP  | Incorporate condition data when available   |
| Condition scale mapping (linear vs nonlinear) | Condition deterioration requires review and refinement; need to clarify external scales (PACP/FCI)  | Town to verify mapping formulas and link updated condition data to asset inventories.                       |
| Corporate risk governance                     | No corporate-wide risk register for tracking risks  | Establish corporate-wide risk register to track risks   |
| Risk framework used in decision-making        | 2025 AMP risk framework was not used to support funding decisions   | Use risk framework to inform prioritization for the 10-year capital project list.                           |
| Risk mitigation strategies                    | The Town does not have a consistent, documented approach for identifying and applying risk mitigation actions across asset classes.         | Implement standardized risk mitigation strategies to guide preventive, corrective, and contingency actions. |

## 5. Governance

The following section updates and strengthens the Town’s governance framework and includes structure ([Section 5.1](#)), an updated Responsible, Accountable, Supportive, Consulted, and Informed (RASCI) ([Section 5.2](#)), and documentation of asset class interdependencies ([Section 5.3](#)). Also discussed are communication approaches to the parties of interest across AM as the triggers initiating those communications.

### 5.1 Governance Framework

In alignment with ISO 55001, the AM governance framework supports effective, timely, and informed decision-making across the organization. Governance plays a key role in enabling appropriate decision-making structures and accountabilities to support AM objectives.

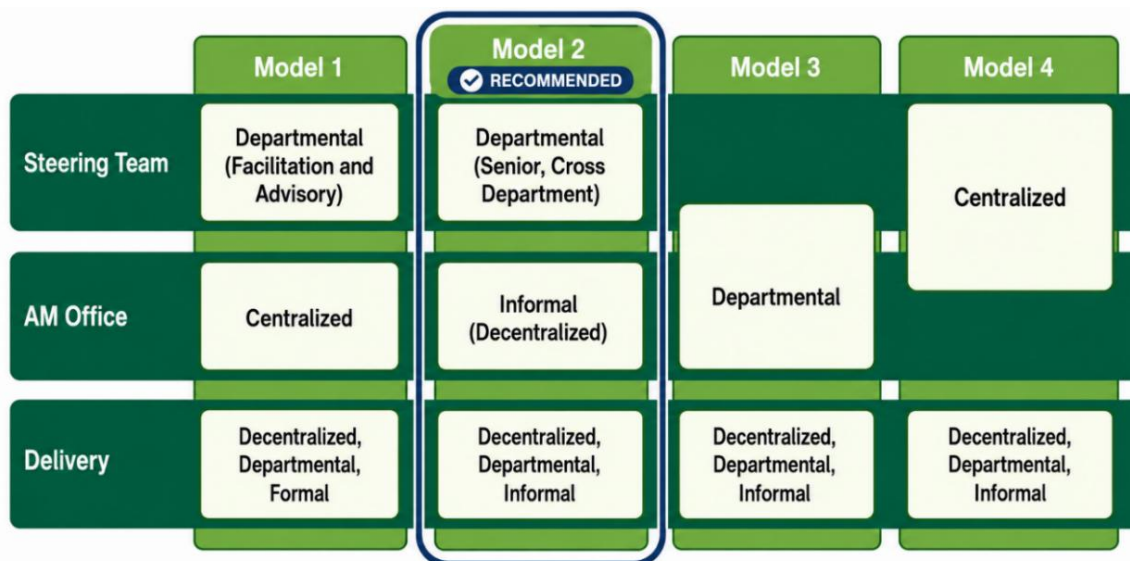
This approach summarized in this section is informed by the workshop outcomes and aligned with the ISO 55000 series, which emphasizes the importance of understanding the organization’s internal context as a foundation for effective governance. This includes consideration of governance requirements, policies, objectives, organizational structure, roles and accountabilities, decision-making processes, and the systems and information flows that support asset-related decisions.

It also reflects broader contextual factors such as organizational culture and values, risk management approach and tolerance, availability of resources and capabilities, contractual relationships, and the size, complexity, and criticality of assets. In addition, it recognizes the importance of learning from past performance, including incidents, audits, and reviews, to continuously improve AM practices.

### 5.1.1 Governance Models

In aligning AM governance with ISO 55001 and O. Reg. 588/17, municipalities typically assess governance options that best support consistent decision-making, accountability, and delivery of AM outcomes. A review of models that can be applied within AM<sup>2</sup> identified four potential governance models commonly used by government organizations to structure AM oversight and delivery. **Figure 5-1** summarizes the four typical AM governance models which are:

- Model 1: A steering committee advises and coordinates alongside departmental leadership, a centralized AM Office supports implementation and standardization, and decentralized departments execute AM activities (e.g., plans, risk assessments, prioritization) through formal, documented, and consistent processes.
- Model 2: A steering committee provides clear, consistent direction (typically positioned below departmental leadership), while AM capability is distributed across departments rather than housed in a central AM office. As a result, AM activities are decentralized and more informal, often completed within existing roles instead of through a dedicated, fully resourced AM Office.
- Model 3: The steering committee and AM Office operate as an integrated central function that sets standards and governance requirements and actively enforces consistent adoption, while departments carry out the day-to-day AM activities within that centrally controlled framework.
- Model 4: A central steering team provides strategic direction and oversight with limited involvement in execution, while departments and operations lead delivery of day-to-day AM activities, with the central function focused primarily on governance, coordination, and guidance.



**Figure 5-1: Governance Models**

Overall, the Town’s current governance approach aligns most closely with Model 2. The Town’s Asset Management (AM) Office is currently delivered through a single dedicated role, while AM

<sup>2</sup> GHD (2018) Governance Models for Successful Asset Management Development and Sustainance

coordination and delivery are distributed across departments through designated AM Liaisons who support day-to-day implementation within their respective service areas. This model leverages departmental expertise and fosters cross-functional collaboration, which is particularly beneficial in a smaller organizational context.

While Model 1 could also meet the Town's needs, it would require additional resources to establish and maintain a more centralized AM Office. It would also not provide the same level of direct departmental representation and service-area knowledge within the governance structure.

The Steering Committee, comprised of General Managers and department heads, provides oversight, direction, and facilitation, including guidance on matters advancing to Council, rather than functioning as a centralized delivery body.

This distributed approach is well suited to a smaller organization, as it keeps responsibilities close to operations while supporting practical, day-to-day asset management activities. As AM practices mature, the AM Office can expand as needed. The Town will continue to reinforce this governance approach through its AM system and align future governance activities with the roles defined in the updated RASCI. This will support consistent delivery of future work and provide a clear framework for continuous improvement.

### **5.1.2 Proposed EG Governance Model**

It is noted that the current governance model is informal and reflects the roles outlined in the current RASCI. As a result, the Town will simplify the structure to improve clarity in decision-making and accountability.

The proposed governance model therefore simplifies the existing structure from eight positions into five governance tiers, as shown in [Figure 5-2](#). At the top, Council provides the highest level of authority and approves the AM Policy, LOS, and funding. Below this, the Senior Management Team provides corporate oversight and are accountable for the Strategic Asset Management Plan, ensuring that AM initiatives are advanced across the organization.

The Steering Committee and Departmental AM Liaisons support coordination and consistency, while departments remain accountable for delivering the commitments outlined in the AM Plan. The AM Lead/Team group is responsible for developing corporate frameworks and monitoring and reporting on progress, whereas Operations and Maintenance staff, Finance, and other internal and external parties of interest primarily support implementation.

Overall, the proposed model is designed to maintain decision-making authority at the top of the hierarchy while cascading implementation and day-to-day responsibilities throughout the organization.

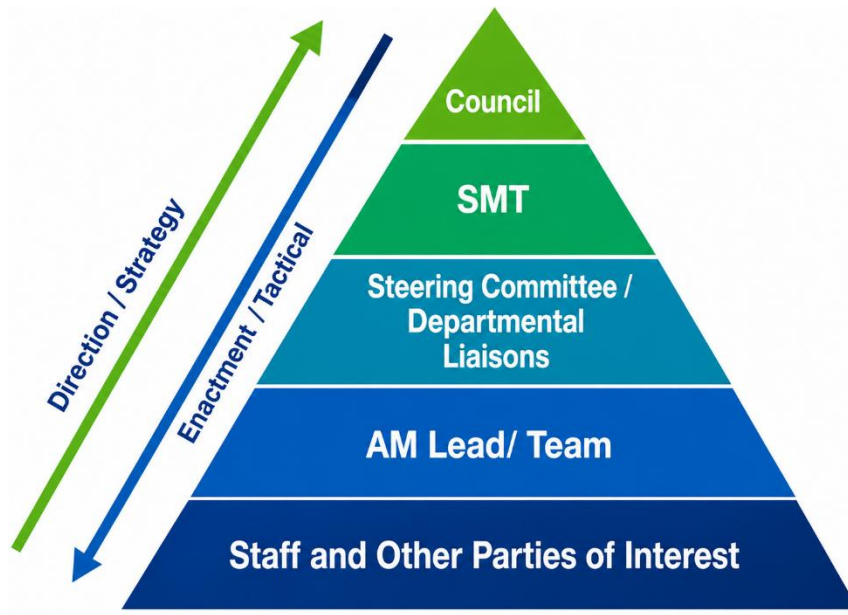


Figure 5-2: Proposed Governance Model

## 5.2 RASCI Update

To support effective AM delivery, the Town uses a RASCI (previously RACI) matrix to clearly define who does the work, who owns the decision, and who needs to be involved across key AM activities. A RASCI is a practical governance tool that reduces ambiguity, strengthens accountability, and improves coordination, especially where work crosses multiple departments and approval levels.

The RASCI model assigns one of five role types to each activity:

- R — Responsible: The individual(s) who perform the work to complete the task or deliverable.
- A — Accountable: The individual who is ultimately answerable for the successful completion of the deliverable or task. This person approves the work to check that it meets expectations.
- S — Support: Those assigned a supporting role are key to assisting the Responsible party (provide resources, inputs, execution help). They are more than just consulted and form part of the delivery team for an activity.
- C — Consulted: Individuals or groups whose expertise, opinions, or input are sought to complete the task or deliverable effectively. Consultation involves a two-way exchange of information and collaboration.
- I — Informed: Individuals or groups who are kept updated on progress or completion of the task. They are not directly involved in performing or approving the work and typically receive information after decisions or deliverables are finalized.

## 5.2.1 Governance Improvement Areas

This section summarizes the key gaps identified in the Town’s current RASCI during the workshop, organized by task area. The observations in [Table 5-1](#) reflect where roles, decision-rights, and accountability are unclear, over-assigned, or bundled in ways that could slow decision-making and dilute ownership. These gaps highlight opportunities to better separate governance from delivery, clarify strategic versus operational responsibilities, and strengthen enabling functions to support consistent AM execution.

**Table 5-1: Summary of Gaps by Task**

| Task                         | Improvement Area   | Description   |
|------------------------------|--|---|
| <b>Defining Requirements</b> | Decision-rights and accountability are too high and bundled                        | <ul style="list-style-type: none"> <li>• Council is positioned as accountable for multiple defining requirements activities, which risks pushing operational/ technical governance upward by default causing slower decisions, and heavier escalation.</li> <li>• Council vs. SMT roles are blended in several areas, making it harder to determine who owns drafting, endorsement, and approval.</li> </ul>        |
|                              | Steering Committee is over-assigned as Accountable                                 | <ul style="list-style-type: none"> <li>• The Steering Committee is described as best suited to enable consistency, not to own delivery work such as demand forecasting or condition/ performance program implementation.</li> <li>• Assigning accountability to a committee creates ambiguity because a committee cannot practically be the single accountable owner in day-to-day execution.</li> </ul>            |
|                              | Customer LOS vs. Technical LOS governance is not cleanly separated                 | <ul style="list-style-type: none"> <li>• Council must approve customer LOS</li> <li>• Technical LOS is more appropriately defined/ managed within the departments, supported by consultation and standards.</li> </ul>  |
|                              | Condition and performance roles blur between “strategic process owner” and “doers” | <ul style="list-style-type: none"> <li>• There’s a recognized gap in distinguishing who sets the condition/performance framework requirements (standards, strategy, cadence) and who follows and executes the process (O and M doing inspections, day-to-day tasks, monitoring).</li> <li>• Combining roles (O and M + strategic AM ownership) without a clear split may risk confusion and duplication.</li> </ul> |
|                              | SAMP ownership: “approval” vs “accountability” is not clearly split                | <ul style="list-style-type: none"> <li>• The SAMP needs Council approval to be meaningful (funding, LOS, risk) but also suggests that SMT is typically accountable for producing the SAMP. Council may be more appropriately positioned as informed.</li> </ul>   |
| <b>Developing Strategies</b> | Risk management activities are bundled into one step                               | <ul style="list-style-type: none"> <li>• The current approach treats risk identification/ assessment and risk mitigation planning as a same task which can blur ownership and make it harder to assign the right level of accountability.</li> </ul>  |
|                              | O and M involvement is not consistently positioned for mitigation and delivery     | <ul style="list-style-type: none"> <li>• O and M is flagged as having a major role in maintaining condition/ performance and implementing mitigations, but the RASCI positioning can leave them too passive for activities where their input is essential.</li> </ul>   |
|                              | Finance involvement varies by department and maturity                              | <ul style="list-style-type: none"> <li>• Finance is centralized and closely engaged with EPW capital planning, but other departments are less mature, and finance engagement is less consistent.</li> <li>• This inconsistency can lead to uneven forecasting quality and uneven integration of AM strategy into the 10-year plan.</li> </ul>   |

| Task        | Improvement Area  | Description   |
|-------------|---|---|
|             | The funding gap is not documented or reported as a governance output                  | <ul style="list-style-type: none"> <li>The gap between requested vs. approved capital list is not currently reported, creating an opportunity to track the infrastructure funding gap.</li> </ul>   |
| AM Enablers | AM People and Leadership: training capacity exists, but AM training is not formalized | <ul style="list-style-type: none"> <li>The Town has a training portal (Learning Management System (LMS)), but there is no dedicated AM learning module, and AM training is not mandatory for new staff.</li> <li>AM Training currently relies on informal coaching from prior consultants or internal leads, which creates uneven knowledge transfer across departments.</li> </ul> |
|             | Asset data quality and consistency are recognized as a major gap                      | <ul style="list-style-type: none"> <li>The Town is actively refining reporting scope, but currently data quality is not high and attributes are inconsistent.</li> <li>Departments vary widely in maturity, making consistency harder.</li> </ul>   |
|             | Project delivery handover requirements for AM data are unclear                        | <ul style="list-style-type: none"> <li>There is a wide gap in shared understanding of what data needs to be handed over into GIS/ CMMS/ Citywide PSD to support AM planning.</li> <li>Less mature departments have wider data gaps.</li> </ul>  |
|             | Outsourcing and Procurement roles need to be reassigned                               | <ul style="list-style-type: none"> <li>Procurement accountability depends on what’s being procured and the current RASCI doesn’t reflect that split, assigning the Steering Committee to be accountable for all procurement.</li> </ul>   |

### 5.2.1.1 Recommendations

Building on the gaps identified, this section outlines targeted recommendations to refine the Town’s RASCI by task area. The recommendations in [Table 5-2](#) focus on improving clarity of decision-rights and ownership, reducing over-reliance on committees as “Accountable,” and better distinguishing governance responsibilities from day-to-day delivery. Collectively, these changes are intended to streamline approvals, strengthen operational accountability, and establish more consistent enabling practices to support reliable AM outcomes.

**Table 5-2: Summary of Recommendations for the RASCI by Task**

| Task                  | Recommendation   | Description  |
|-----------------------|--|--|
| Defining Requirements | Keep Policy and Objectives largely as-is                                       | <ul style="list-style-type: none"> <li>No major efficiency or governance issues are identified for the AM policy and objectives; roles are seen as broadly aligned.</li> </ul>   |
|                       | Refine LOS governance by separating Customer vs. Technical LOS                 | <ul style="list-style-type: none"> <li>Consider splitting LOS into Customer LOS and Technical LOS; however, maintain a combined approach in the near term (2-4 years) given the Town’s size and the shared responsibility across the same team.</li> </ul>   |
|                       | Reassign “Accountable” from Steering Committee to specific senior roles        | <ul style="list-style-type: none"> <li>Demand forecasting: move “A” from Steering Committee to SMT/Department Heads (with departments + AM lead responsible/supporting for inputs and analysis).</li> <li>Condition and performance programs: assign “A” to Directors/Department leadership, who then cascade “R” to teams.</li> </ul> |
|                       | Clarify the “process owner vs process executor” split (especially for O and M) | <ul style="list-style-type: none"> <li>For condition/performance: Leadership sets the framework requirements (what must be done, minimum standards, cadence).</li> <li>O and M teams are responsible for executing day-to-day tasks, inspections, monitoring, and feeding information back.</li> </ul>                                 |

| Task                  | Recommendation   | Description   |
|-----------------------|--|---|
| Developing Strategies | Clarify SAMP governance  | <ul style="list-style-type: none"> <li>Align SAMP refresh timing with the Council objective cycle (e.g., post-election priorities).</li> <li>Executive leadership accountable for developing and updating the SAMP.</li> <li>AM Lead responsible for drafting/ coordinating the document.</li> <li>Council approves key commitments embedded within.</li> </ul>   |
|                       | Risk Management: clarify ownership and elevate O and M contribution                    | <ul style="list-style-type: none"> <li>Consider splitting risk identification/assessment from mitigation strategy development for clarity, acknowledging that some teams may perform both.</li> <li>O and M is Consulted for mitigation feasibility.</li> </ul>   |
|                       | Capital Works Planning: Clarify Finance vs Department roles                            | <ul style="list-style-type: none"> <li>Clarify that Finance supports alignment of 10-year forecasts to annual budgets, but departments/O and M manage within approved envelopes.</li> </ul>   |
|                       | Create a standard governance deliverable to track funding gaps                         | <ul style="list-style-type: none"> <li>Implement a Financial Gap Analysis as a recurring AM governance output tracking constraints, proposed plan, Council-approved plan, and deferrals.</li> </ul>   |
|                       | AMPs: move accountability from committee to an exact role, keep committee as oversight | <ul style="list-style-type: none"> <li>Shift AMP accountability away from the Steering Committee, instead assign it to an Executive/Director-level role.</li> <li>AM Lead/ Team is responsible for producing and updating the AMPs.</li> <li>Continue Council’s role as formal approval and ratification, per current practice.</li> </ul>  |
| AM Enablers           | Split governance and make training repeatable  | <ul style="list-style-type: none"> <li>Consider separating the enabler into two activities: define AM roles and responsibilities and build AM capacity (training and onboarding).</li> <li>Create a baseline AM onboarding package that is mandatory and add role-based modules.</li> </ul>   |
|                       | Define data standards to improve handovers   | <ul style="list-style-type: none"> <li>Define minimum viable AM data standards by asset class (the small set of fields required to make decisions), rather than aiming for all perfect data.</li> <li>Standardize core attributes where gaps are flagged (e.g., asset ID, location, replacement value, condition inputs, service life assumptions, criticality where relevant).</li> <li>Introduce asset reporting thresholds that vary by department/ asset class, so effort is proportional to value/ risk.</li> </ul>            |
|                       | Build a simple AM process playbook for departments to follow                           | <ul style="list-style-type: none"> <li>This can include procedures and templates for departments to use and provides structure on required input/ outputs, where things live, and who produces what.</li> </ul>   |
|                       | Correct accountability by procurement type   | <ul style="list-style-type: none"> <li>Remove Steering Committee as “Accountable” for procurement execution.</li> <li>Split procurement governance into two:</li> <li>Corporate AM work (e.g., AM program support, AMPs, progress updates): accountability with AM Lead/ Team, with procurement support as needed.</li> <li>Project/ Asset-level procurement (capital projects, departmental initiatives): accountability with the relevant department/ project owner, with Finance and Procurement in supporting roles.</li> </ul> |

Based on the gaps and recommendations, an updated RASCI Matrix is provided below with activities defined in [Table 5-3](#).




| Roles   |  | Council           | SMT                                    | AM Steering Committee/ Department                           | AM Lead/ Team                   | Staff and Other Parties of Interest |
|---|--|-------------------|--|---|---------------------------------|-------------------------------------|
|   |  | Activity          |  |   |                                 |                                     |
| <br>Understanding and Defining Requirements          | Analysis of the Strategic Direction (AM Policy and Objectives) | A                 | C                                      | C   | R                               | C/I                                 |
|   | Levels of Service Framework                                    | A                 | C                                      | C (Steering Co.)<br>R (Department)                          | S                               | C/I                                 |
|   | Demand Forecasting and Management                              | I                 | A                                      | C (Steering Co.)<br>R (Department)                          | S                               | C/I                                 |
|   | Asset Condition and Performance                                | I                 | I                                      | A (Department)  | R                               | S (O&M)                             |
|   | Strategic Asset Management Plan                                | A (for approving) | A (for developing)                     | C   | R                               | S                                   |
| <br>Developing Asset Management Lifecycle Strategies | Risk Management and Resilience                                 | I                 | A                                      | I   | R                               | C/S (O&M)                           |
|   | Operational Planning   | I                 | C                                      | A (Department)  | R                               | C/I                                 |
|   | Capital Works Planning   | I                 | C                                      | A (Department)  | R                               | S (Finance)                         |
|   | Asset Financial Planning and Management                        | I                 | C                                      | A (Department)  | R                               | S (Finance)                         |
|   | Asset Management Plans (AMPs)                                  | I                 | C                                      | A   | R                               | C/I                                 |
| <br>Asset Management Enablers                      | AM People and Leadership                                       | I                 | A (Define AM roles & responsibilities) | I   | R (AM training)                 | I                                   |
|   | Asset Data and Information                                     | I                 | C                                      | A (Department)  | R                               | S                                   |
|   | Asset Management Information Systems                           | I                 | I                                      | A (Department)  | R                               | I                                   |
|   | AM Process Management  | I                 | C                                      | A   | R                               | I                                   |
|   | Outsourcing and Procurement                                    | I                 | C                                      | A (Department for capital project outsourcing/ procurement) | A (for corporate level work) /R | C                                   |
|   | Continuous Improvement   | I                 | A                                      | C   | R                               | I                                   |

Figure 5-3: Updated RASCI Matrix

**Table 5-3: RASCI Activity Description**

| Activity  | Definition  |
|---|---|
| <b>Analysis of the Strategic Direction (AM Policy and Objectives)</b> | Review and refine the Asset Management (AM) policy to ensure alignment with the corporate vision and legislative requirements. Define clear objectives and prioritize initiatives.  |
| <b>Levels of Service Framework</b>                                    | Define and document customer and technical service levels. Establish measurable performance metrics and targets to track service delivery.  |
| <b>Demand Forecasting and Management</b>                              | Analyse population growth, land use patterns, and service trends. Identify key demand drivers and evaluate their impact on existing and future assets.  |
| <b>Asset Condition and Performance</b>                                | Develop and implement programs to assess asset condition and monitor performance. Analyze deterioration trends to inform maintenance and renewal strategies.  |
| <b>Strategic Asset Management Plan (SAMP)</b>                         | Develop and periodically update the SAMP, ensuring alignment with AM policy and corporate strategy.   |
| <b>Risk Management and Resilience</b>                                 | Identify risks related to assets, assess their likelihood and potential consequences, and develop strategies to mitigate and manage these risks.  |
| <b>Operational Planning</b>   | Develop maintenance strategies and optimize operations and maintenance (O and M) activities. Ensure coordination and integration with capital planning efforts.   |
| <b>Capital Works Planning</b>   | Identify capital asset renewal and upgrade needs. Prioritize capital projects based on asset condition, risk, and organizational priorities.  |
| <b>Asset Financial Planning and Management</b>                        | Align lifecycle costs with budget forecasts. Evaluate funding strategies and investment scenarios to support sustainable asset management.<br>Note: Council formally approves the 10-year capital plan. This activity refers to the financial analysis and planning work that supports that approval. |
| <b>Asset Management Plans (AMPs)</b>                                  | Develop and maintain AMPs for all major asset classes, integrating lifecycle strategies, risk management, and service level objectives.   |
| <b>AM People and Leadership</b>                                       | Define AM roles and responsibilities. Build organizational capacity through training and development programs.  |
| <b>Asset Data and Information</b>                                     | Establish data standards and protocols for collection, validation, and storage. Ensure high-quality, accessible data to support decision-making.  |
| <b>Asset Management Information Systems</b>                           | Select, implement, and manage AM systems. Ensure seamless integration with other corporate systems.   |
| <b>AM Process Management</b>  | Develop and maintain standardized AM processes to promote consistency, efficiency, and proper documentation.  |
| <b>Outsourcing and Procurement</b>                                    | Manage contracts and procurement activities related to asset services, ensuring alignment with AM objectives and strategic priorities.  |

### 5.3 Service Interdependency

Service interdependency describes the extent to which one service area’s ability to meet its LOS depends on the assets, activities, and decisions of other departments. In practice, these dependencies show up in three main ways:

1. Time and coordination effort spent on forward planning, routine liaison, and aligning work programs (e.g., coordinating roads and stormwater works).

2. Operational interoperability and failure impacts during operations, maintenance, and unplanned events (e.g., fleet enabling road clearance for emergency response, or downstream impacts from a water main failure or stormwater overflow)
3. Alignment during renewal and acquisition, where capital timing, corridor planning, and shared construction windows require cross-department collaboration (e.g., roads, water, wastewater, parks and land improvements, and public works).

For this update, interdependency is assessed in a way that fits the Town’s current maturity, focusing on working relationships and resilience rather than a fully detailed service-objective-to-asset mapping.

**Table 5-4** presents the interdependency framework used by departments to score dependencies across two dimensions: **Time and Effort × Asset Impact** to assess how frequently teams interact and how strongly one service relies on another to deliver outcomes. This provides a clear, comparable snapshot of where coordination is routine versus reactive, and where dependencies create the greatest risk or the greatest opportunity for integrated planning and reliable service delivery.

**Table 5-4: Service Interdependency Framework**

| Score | Time and Effort                                | Asset Impact                                   |
|-------|--|--|
| 1     | Never  | No relationship                                |
| 2     | Only when issue arise (informal)               | Ad-hoc reliance                                |
| 3     | Regular (formal) meetings                      | Scenario specific reliance                     |
| 4     | Frequent (weekly, formal) meetings/ discussion | Reliance most of the time                      |
| 5     | Constant (almost daily)                        | Consistent, direct reliance to deliver service |

The scores are converted to a 5x5 matrix that combines Time and Effort and Asset Impact into a single score ranging from 1 to 25, which is then grouped into five interdependency levels from Very Weak to Very Strong according to the scoring breakdown shown in **Table 5-5**. Based on the findings, the Interdependency Matrix is provided below.

**Table 5-5: Interdependency Score Breakdown**

| Very Weak | Weak   | Medium  | Strong  | Very Strong |
|-----------|--------|---------|---------|-------------|
| 1 – 5     | 6 – 10 | 11 – 15 | 16 – 20 | 21 – 25     |

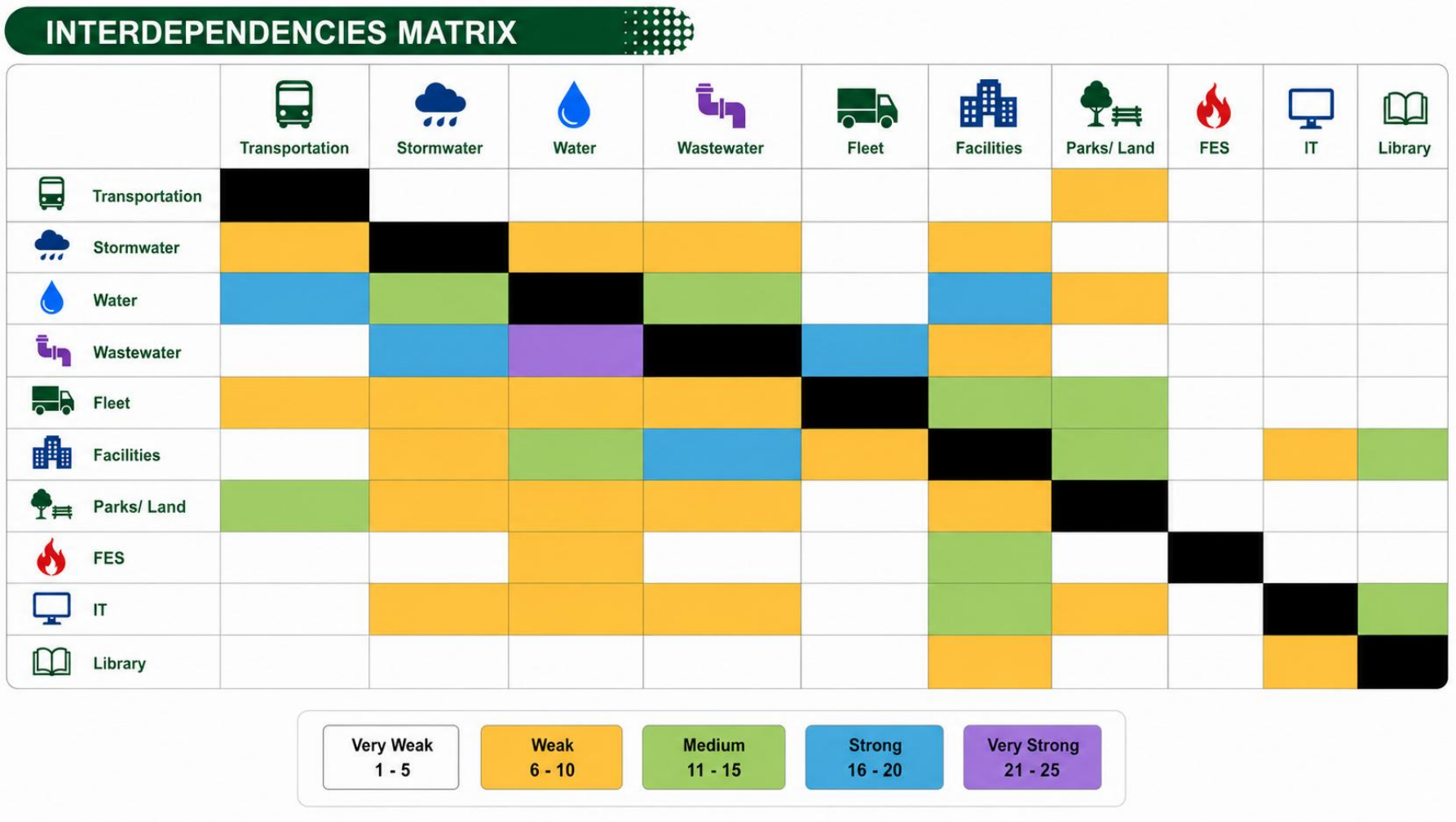


Figure 5-4: Interdependencies Matrix

The matrix shows most interdependencies to be Weak to Very Weak, indicating coordination is often ad-hoc or issue-driven, while a smaller set of portfolio pairs from core assets demonstrate higher dependency, most notably between Water and Wastewater (Very Strong), with additional Strong linkages among Stormwater, Wastewater, Transportation, Fleet, and Facilities that reflect shared corridors, operational interoperability, and cascading failure impacts. Overall, the results highlight where coordination is already routine and critical for resilience, and where there is the greatest opportunity to strengthen integrated planning and improve reliable service delivery through more structured cross-department collaboration.

## 5.4 Change Management and Communications

The change management and communications approach identifies the key internal and external parties of interest who influence or are affected by AM and establishes a structured engagement approach to allow the parties of interest to receive timely information, have meaningful opportunities to provide input, and are engaged at an appropriate level as AM activities progress through the asset lifecycle.

East Gwillimbury is developing a Community Engagement Strategy (CES) as part of the planned actions identified in the Town’s Service Experience Strategy (2025) and the 2024–2027 Indigeneity, Inclusion, Diversity, Equity, and Accessibility (IIDEA) Action Plan. The Town is also developing an Indigenous Consultation Framework identified within the IIDEA Action Plan.

As the CES and Indigenous Consultation Framework are developed, the AM team will use the following toolkit to align with the Town’s recommended engagement and consultation practices and protocols. The CES will align with the International Association for Public Participation (IAP2) Spectrum of Public Participation<sup>3</sup>, which will assist in determining the appropriate level of participation for each party of interest and their potential role in engagement activities.

### 5.4.1 Parties of Interest

Education and engagement of the parties of interest are critical to the success of any communication plan. This approach has been determined so that key parties of interest have multiple opportunities to learn about and/or broaden their understanding of AM while providing feedback that will be used to refine future AM education tactics, as well as internal AM delivery processes.

**Table 5-6** is a list of the parties of interest engaged in the internal AM communications process. These key parties of interest were identified for engagement due to their impact and influence within AM for the Town. The list below may change over time due to shifting AM needs and internal employee structuring.

**Table 5-6: Summary Table of Key Parties of Interest**

| Parties of Interest              | Description   |
|----------------------------------|---|
| Council and Executive Leadership | Includes elected Council members and the Executive Leadership team (General Managers and SMT). This group provides overall governance, strategic direction, and oversight of organizational assets. They set policies, approve major initiatives, and oversee departmental goals align with corporate objectives. |

| Parties of Interest                              | Description   |
|--|---|
| AM Steering Committee                            | Provides strategic guidance and oversight specifically for AM activities. Reviews and monitors AM plans, prioritizes initiatives, and alignment with corporate strategy.  |
| Departmental AM Liaison                          | A designated individual within each department who serves as the primary point of contact for the AM Lead. They act as the Asset Management Champion, coordinating planning, reporting, and departmental input into corporate AM initiatives. This role is often fulfilled by the same individual who manages operations and maintenance.                                   |
| Operations and Maintenance Staff                 | Responsible for the day-to-day operation and upkeep of departmental assets, ensuring optimal performance, reliability, and service delivery. Implements preventive and corrective maintenance programs, monitors condition, and manages lifecycle activities. In most cases, this is the same individual as the Departmental AM Liaison, performing both functions.         |
| AM Lead / Team                                   | Develop long-term AM strategies and plans. Align asset lifecycle planning with corporate objectives, risk management, and service level targets. This refers to the corporate AM function responsible for developing and guiding the overall AM framework, policies, and plans. This is distinct from departmental AM liaisons, who represent their respective departments. |
| Finance Department                               | Provides financial oversight for asset management, including budgeting, cost analysis, funding strategies, and financial reporting. Supports lifecycle costs to align with available resources and corporate priorities and is responsible for reporting on AM activities and tangible capital assets (TCA) to support transparency and decision-making.                    |
| Internal Parties of Interest (Other Departments) | Staff from other departments who collaborate on AM initiatives where service area interdependencies exist. Provide input, share information, and coordinate resources.  |
| External Parties of Interest                     | Includes residents, vendors, regulatory agencies, and other external parties with interest or influence over the organization’s assets. Engaged for consultation, compliance, and transparency purposes.  |

## 5.4.2 Identification and Assessment of Parties of Interest and Potential Tactics

The International Association for Public Participation (IAP2) designed a Spectrum of Public Participation<sup>3</sup> to assist with the selection of the level of participation that defines the public’s or in this case, a party of interest’s role in any participation or engagement process. Five levels of engagement are identified: inform, consult, involve, collaborate, and empower. These are summarized in [Table 5-7](#) below with potential tactics identified in [Table 5-8](#) based upon feedback from the Town regarding their experience communicating with the parties of interest.

**Table 5-7: Participation Engagement Levels**

| Inform   | Consult  | Involve   | Collaborate  | Empower                                     |
|--|--|---|--|---|
| Providing balanced and objective information in a timely manner. | Obtaining feedback in the development and assessment of options. | Integrating ideas, concerns, and aspirations of the parties of interest to the maximum extent possible. | Engaging in co-creation and problem-solving at multiple points in the process. | Giving some level of decision-making power. |

<sup>3</sup> IAP2 (accessed May 13, 2026) <https://www.iap2.org/page/SpectrumEvolution>

As the life cycle of an asset progresses and parties of interest become more engaged, it is likely they may move from one level of participation to another. Parties of Interest within each level will be provided with various and differing opportunities to engage in the project. Potential issues, interests, or opportunities identified below have been informed by and reflect the findings from the AM Governance and Communications.

**Table 5-8: Parties of Interest Analysis and Engagement Plan**

| Parties of Interest              | Engagement Needs and Plan   | Communication Triggers   |
|----------------------------------|---|--|
| Council and Executive Leadership | Inform the Council and Executive Leadership, with a focus on awareness of key AM activities, risks, and performance. Main needs also include approvals, strategic direction, and advocacy, particularly through Council, SMT, and Board reporting processes. Engagement may increase to consultation for some portfolios where decisions, resourcing, or policy direction are required. | Communicate when items require senior leadership awareness or direction, including public inquiries, departmental needs, resourcing or approval requests, and significant issues escalated through SMT or Council reporting. This is also triggered during formal governance cycles, such as Council agendas, reporting, and budget development updates. |
| AM Steering Committee            | Collaborate and consult the Steering Committee, with an emphasis on gathering data, sharing information, supporting AMP updates, and contributing to reporting processes.   | Communicate during governance touchpoints, AM updates, annual reporting, AMP reporting, and when AM project plans or the annual AMP process are being developed or progressed.   |
| Departmental AM Liaison          | Collaborate with AM Liaison, particularly in planning and approval processes, and data management.  | Communicate to support coordination of departmental AM initiatives, including ongoing AM Progress Updates and lifecycle and budget planning.   |
| Operations and Maintenance Staff | Collaborate with O and M staff, particularly in relation to operational and compliance requirements, deficiency reporting, and data input. O and M contribute operational data, vendor information, and insights into maintenance needs to support AM activities.   | Communication is primarily triggered when work it anticipated to impact routine processes and planned work. Communication is also triggered to seek feedback on workflows and completed activities.  |
| AM Lead /Team                    | Collaborate with the AM Lead/ Team, supported by information sharing and data coordination. The team is involved in awareness-building, information gathering, and reporting, including use of data and software to support AM activities.  | Communicate when AM deliverables are being produced, such as annual reporting, AMP reporting, technical program support needs, and preparation of budget materials and formal reporting packages (e.g., Council reports) to check alignment with previously shared information.  |
| Finance Department               | Involve and collaborate with Finance. Finance provides and coordinates data and financial inputs, including through systems and software, to support financial management. Engagement is ongoing across budget planning and procurement activities, with Finance playing a key role in supporting and informing these processes.  | Communication is triggered during budget development cycles and capital project update reporting. Transactional communication during budget and/or invoice processing, procurement and budget coordination, and purchase decisions that require Finance involvement.   |

| Parties of Interest                              | Engagement Needs and Plan   | Communication Triggers  |
|--|---|---|
| Internal Parties of Interest (Other Departments) | Collaborate with Internal Parties, particularly around shared asset responsibilities. Internal parties are engaged to support awareness, data sharing, and use of systems or software, with coordination also involving many departments, and Corporate Services where relevant. In some cases, engagement may extend to empowerment to support operational use of data and tools.  | Communicate when interdepartmental coordination is required, especially procurement that impacts multiple teams, shared asset responsibilities, and cross-service lifecycle planning items (e.g., end-of-life schedules, growth projects on interacting asset types). |
| External Parties of Interest                     | Inform External Parties, particularly in relation to shared asset responsibilities. External Parties are engaged to support awareness of activities, provide relevant updates, and incorporate external input where needed. In some cases, data is shared to support external understanding and advocacy needs (e.g., Friends of the Library). Overall, engagement is intended to maintain transparency and coordination with external parties of interest rather than operational involvement. | Communicate to give awareness of impending service changes to customers and planning intention to parties of interest (such as the York Region). Also trigger when gathering external inputs such as wish lists (e.g., Library's FOTL Wish List).                     |

## 6. Levels of Service and Performance Monitoring

The 2025 AMP established the Town’s current and proposed Levels of Service (LOS) framework, including both community and technical LOS measures required under O. Reg. 588/17 and additional measures selected by the Town. The 2026 update builds on this foundation by reviewing the existing LOS target and performance measures, assessing progress made since the 2025 AMP, and identifying refinements to support more practical and transparent performance monitoring.

### 6.1 Review of Existing Levels of Service Targets and Performance Measures

As part of the 2026 AM Progress Update, the Town’s existing LOS framework was reviewed to confirm whether the 2025 AMP measures remain relevant, practical, and aligned with current service delivery objectives. The review considered both community and technical LOS across the Town’s service areas.

The review focused on whether each existing performance measure should be retained, refined, removed, or supplemented. Attention was given to measures that may duplicate other measures, measures that are difficult to calculate consistently, and measures that may describe asset scale rather than service performance. During the workshop, the Town also noted broader challenges related to data standardization and differences in data maturity among asset categories.

## 6.2 Progress Toward Levels of Service Outcomes

The review identified several areas where progress has been made since the 2025 AMP, as well as areas where further work is required to improve confidence in LOS reporting. Overall, the Town continues to improve its asset data, lifecycle planning, and internal coordination. Progress varies by asset category depending on the maturity of available data, inspection practices, and whether formal monitoring processes are already in place. For the asset categories, including roads, bridges and culverts, water, wastewater, and stormwater, the Town generally has more established condition and performance data. For example, roads rely on road condition survey data and pavement management system modelling, bridges and culverts are supported by OSIM inspections, and water, wastewater, and stormwater systems have a mix of Citywide, GIS, inspection, CCTV, and operational data. For other asset categories, the LOS framework is continuing to mature, with some service areas still developing practical indicators that align with available data and day-to-day operations.

Table 6-1 summarized the progress made by service areas since the 2025 AMP.

**Table 6-1: Summary of Progress Since the 2025 AMP**

| Service Area                        | Progress Identified   | Consideration Captured in the 2026 Update   |
|-------------------------------------|---|---|
| Transportation-Roads                | <ul style="list-style-type: none"> <li>• PCI and modelling practices are in place</li> <li>• Town is keen in benchmarking PCI and other transportation KPIs</li> </ul>  | <ul style="list-style-type: none"> <li>• Replacement cost and average condition measures may need to be consolidated or removed where they duplicate other measures</li> </ul>  |
| Transportation-Bridges and Culverts | <ul style="list-style-type: none"> <li>• 2025 OSIM inspections and bridge and culvert AMP work are underway</li> <li>• Three bridges are being replaced</li> </ul>  | <ul style="list-style-type: none"> <li>• Confirm whether some condition measures duplicate BCI based measures</li> </ul>  |
| Stormwater                          | <ul style="list-style-type: none"> <li>• Strong CCTV program for storm mains</li> <li>• Collaboration on pond inspections and sediment planning</li> <li>• Increased attention to stormwater funding needs</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Ponds, culverts, and headwalls may require separate condition reporting</li> <li>• Resilience measures require confirmation of data sources and calculation methods</li> </ul> |
| Water                               | <ul style="list-style-type: none"> <li>• Updated useful life assumptions for pipe materials</li> <li>• Proactive replacement of asbestos cement pipes and problematic ductile iron</li> <li>• Ongoing valve and hydrant inspection practices</li> </ul> | <ul style="list-style-type: none"> <li>• Field inspection results are not yet consistently translated into AMP condition updates</li> <li>• Service interruption calculation methods require clarification</li> </ul>   |
| Wastewater                          | <ul style="list-style-type: none"> <li>• Overall system condition remains strong</li> <li>• CCTV inspections cover a portion of the network annually</li> <li>• PACP data is available</li> </ul>   | <ul style="list-style-type: none"> <li>• PACP data is not yet integrated into AMP condition scoring</li> <li>• Condition figures may need to be presented more clearly</li> </ul>                                       |
| Fleet                               | <ul style="list-style-type: none"> <li>• Earlier lifecycle planning and budgeting for high value fleet assets has been implemented due to long procurement timelines</li> </ul>   | <ul style="list-style-type: none"> <li>• Potential new lifecycle and maintenance indicators require further review</li> </ul>   |
| Facilities                          | <ul style="list-style-type: none"> <li>• New facility added to the portfolio</li> </ul>   | <ul style="list-style-type: none"> <li>• Work order, downtime, health and safety, and deferred maintenance measures may be useful additions</li> </ul>  |

| Service Area                | Progress Identified  | Consideration Captured in the 2026 Update   |
|-----------------------------|--|---|
|                             | <ul style="list-style-type: none"> <li>Replacement cost, square footage, reinvestment, and condition assessment practices are being tracked</li> </ul> |   |
| Parks and Land Improvements | <ul style="list-style-type: none"> <li>Existing AMP measures provide a solid baseline</li> </ul>   | <ul style="list-style-type: none"> <li>None</li> </ul>  |
| Fire and Emergency Services | <ul style="list-style-type: none"> <li>More proactive budgeting for large assets such as fire trucks has been adopted</li> </ul>                       | <ul style="list-style-type: none"> <li>Data consistency and a single source of truth remain key constraints</li> </ul>      |
| IT                          | <ul style="list-style-type: none"> <li>IT is developing an IT AM procedure to formalize roles, responsibilities, and data flow</li> </ul>              | <ul style="list-style-type: none"> <li>Future IT LOS measures should align with the procedure and available data</li> </ul> |
| Library                     | <ul style="list-style-type: none"> <li>New branch and expanded services have created a stronger need for usage and lifecycle tracking</li> </ul>       | <ul style="list-style-type: none"> <li>A focused set of priority LOS measures should be selected</li> </ul>                 |

### 6.3 Updated Levels of Service Framework

The updated LOS framework builds on the 2025 AMP framework and incorporate refinements identified through the 2026 review process. The framework maintains alignment with O. Reg. 588/17 requirements while improving the usefulness of LOS measures for internal decision-making, budget planning, and Council reporting.

The updated LOS framework for each service area can be found in [Appendix A](#). They identify LOS performance measures, type, unit of measure, current performance, proposed LOS targets, and data source. It is noted that the methodology used to calculate the capital reinvestment metric has been updated from the approach used in the 2025 AMP. It is noted that the methodology used to calculate the capital reinvestment metric has been updated from the approach used in the 2025 AMP. Previously, the metric included a broader range of funding sources, including one-time grants, reserves, debt financing, taxes, rates, OCIF, and CCBF. Under that approach, reserve contributions were recognized when funds were contributed rather than when they were spent, and grant funding was included regardless of whether funds were fully expended within the reporting year. As a result, reinvestment levels may have been overstated relative to actual annual capital delivery. The updated approach reflects actual capital expenditures to provide a more accurate representation of annual reinvestment activity across each service area. Under this methodology, all funding sources contributing to actual capital delivery are included in the calculation (e.g., grants, reserves, taxes, rates, and debt); and only expenditures that have been realized within the reporting year are counted toward the reinvestment metric. Levels of Service Monitoring and Reporting

The LOS monitoring and reporting framework has been updated to document how each LOS measure will be tracked over time, as shown in [Table 6-2](#). The framework identifies the data owner and reporting frequency for each service area, and captures available notes related to early warning thresholds and actions if triggered.

This framework supports consistent performance monitoring and helps clarify departmental responsibilities for maintaining LOS information. Where thresholds and actions have not yet been

defined, the Town will continue to monitor trends and confirm appropriate triggers as reporting practices mature.

**Table 6-2: LOS Monitoring and Reporting Framework**

| Service Area                         | Data Owner  | Reporting Frequency                                     | Notes  |
|--------------------------------------|---|---|--|
| Transportation- Roads                | EPW   | Once a year   | Average pavement condition index relies on decision trees in RoadMatrix.   |
| Transportation- Bridges and Culverts | EPW   | Once every two years                                    | Two-year reporting frequency is considered appropriate for structures with long service lives. Road staff regularly inspect structures for safety issues.                              |
| Transportation- Roadside Safety      | EPW   | Once a year / Other depending on the LOS                | -  |
| Stormwater                           | EPW   | Once a year   | -  |
| Water                                | EPW   | Once a year   | -  |
| Wastewater                           | EPW   | Once a year   | -  |
| Fleet                                | EPW, Fleet Services   | Once a year / Other depending on the LOS                | Lifecycle tracking is used to identify when assets approach end-of-life and budget approvals are initiated early to avoid service gaps.  |
| Facilities                           | Office of the CAO, PRC, Finance, IT                                 | Twice a year / Once a year / Other depending on the LOS | No early warning threshold or triggered action identified.   |
| Parks and Land Improvements          | Parks and Land Improvements, AM team, GIS team, landscape architect | Once a year   | Assets are replaced at end of life or rely on operations team for the inspection reports on what is to be put into the budget for next budget cycle.                                   |
| FES                                  | Fire Chief and General Manager and Deputy Chief of Operations       | Once a year   | Begin planning for replacement once assets approach end of life. Action is triggered when an asset reaches the end of usable life, becomes damaged, or the cost to repair is too high. |
| IT                                   | Finance and IT  | Once a year   | -  |
| Library                              | Library Team  | Once a year   | -  |

## 6.4 Planned Improvements

The updated LOS framework provides a more structured basis for monitoring asset performance, tracking progress, and supporting future AM decisions. As the framework is implemented, the Town will continue to refine the measures, data sources, reporting progresses, and performance thresholds to reflect available data, operational needs, and Council priorities.

The LOS continuous improvement considerations are summarized in [Table 6-3](#).

**Table 6-3: Summary of Improvement Areas and Planned Improvements**

| Improvement Area               | Improvement Areas  | Planned Improvements   |
|--------------------------------|--|--|
| Data governance                | Minimum data standards are not consistently defined  | Confirm data sources, data owners, and calculation methods for each measure                  |
| Performance monitoring         | AM improvement activities and LOS performance are not formally tracked through a consistent monitoring process | Track LOS results through the agreed reporting frequency                                     |
| Thresholds and triggers        | Early warning thresholds and triggered actions are not yet consistently defined                                | Develop early warning thresholds and actions as data maturity improves                       |
| Asset class detail             | Portfolio-level measures do not always provide enough detail for service area decision-making                  | Add more detailed reporting where portfolio-level measures do not provide enough insight     |
| Lifecycle and risk integration | Risk models exist, but risk results are not consistently used in capital planning                              | Use LOS results to inform lifecycle strategies, risk review, and capital planning            |
| Annual review                  | AM improvement activities are not formally tracked   | Revisit measures, targets, and monitoring requirements through the annual AMP review process |

A key focus of continuous improvement will be improving the consistency and reliability of LOS data. This includes documenting calculation methods, confirming data ownership, and aligning performance reporting with existing systems such as Citywide, GIS, inspection records, condition assessment programs, work order systems, and departmental tracking tools. Clearer data governance will support more consistent year-over-year reporting and improve confidence in future AM updates.

The Town will continue to assess whether the updated measures remain meaningful for decision-making. Some measures may need to be refined over time as asset data improves, service priorities evolve, or new monitoring capabilities become available. Where broad portfolio-level measures do not fully capture asset-specific needs, the Town will consider more detailed reporting by asset class or other priority asset groups.

The updated framework is also intended to strengthen the connection between LOS, lifecycle planning, risk, and financial decision-making. As performance results are monitored, they should be used to identify emerging service risks, inform capital and operating budget needs, support business cases for funding or staffing, and guide future updates to lifecycle strategies.

Continuous improvement will be completed through the Town’s annual AMP progress review process. This will allow the Town to assess whether LOS targets are being achieved, identify factors that may be affecting implementation, and confirm any actions required to maintain or improve service outcomes over time.

## 7. Asset Management Progress Summary, Improvement Plan, and Roadmap

### 7.1 Asset Management Progress Review







The 2026 AM Progress Update reviewed the Town’s progress in implementing the 2025 AMP and advancing AM practices across key service areas, which is summarized in [Table 7-1](#).





Overall, the Town has continued to build its AM program, with progress noted in areas such as departmental engagement, risk framework review, LOS refinement, condition and inspection practices, asset hierarchy confirmation, governance review, and system/process improvement discussions. The review also confirmed that progress varies by service area, with some portfolios, such as Transportation, Water and Wastewater, having more mature data, inspection, and planning practices than others.

The progress review indicates that the Town has made meaningful progress since the 2025 AMP.

- At the corporate level, the Town confirmed the need to continue building alignment between the AMP, departmental practices, financial planning, governance, and reporting.
- At the service area level, progress is strongest where existing inspection programs, lifecycle practices, data systems, or regulatory requirements are already in place.

**Table 7-1: Summary of AM Progress by Service Area**

| Service Area   | AM Component   |  |   |  |  |
|--|--|--|---|--|--|
|  | Asset Maturity   | State of Infrastructure  | Risk Assessment   | Governance   | Levels of Service  |
| <br><b>Transportation</b> | <ul style="list-style-type: none"> <li>EPW was identified as a relatively mature area, with inspection, assessment, prioritization, and 10-year capital delivery planning practices.</li> </ul>                                | <ul style="list-style-type: none"> <li>Road Network and Bridges and Culverts, which were treated as individual portfolios before, are now combined under the Transportation portfolio, resulting in different replacement value breakdowns.</li> <li>A LED replacement program is under development to replace all streetlights.</li> </ul>  | <ul style="list-style-type: none"> <li>Transportation conducts regular inspections and maintains a traffic sign database.</li> <li>Roadside safety assets use condition assessments that prompt replacement strategies.</li> <li>Further PoF/CoF input is to be reviewed.</li> </ul>                                      | <ul style="list-style-type: none"> <li>Strong integration between capital planning and O and M teams was noted.</li> <li>Transportation also has important interdependencies with stormwater.</li> </ul>   | <ul style="list-style-type: none"> <li>Road and structure LOS measures were reviewed.</li> <li>Road condition survey data and RoadMatrix modelling support pavement condition and capital planning.</li> <li>OSIM inspections support bridge and culvert reporting.</li> </ul>   |
| <br><b>Stormwater</b>     | <ul style="list-style-type: none"> <li>Stormwater has strong CCTV and Citywide data, with ongoing discussion about more detailed reporting for ponds, culverts, and headwalls.</li> </ul>                                      | <ul style="list-style-type: none"> <li>Stormwater asset replacement cost changes mainly include inflation and addition of new assets. Storm ponds were flagged to revise ESL to better reflect rehabilitation needs.</li> <li>Future opportunities have been identified to incorporate PACP scores into condition rating assessments, as well as to utilize pond inspection data to further enhance condition evaluation methodologies.</li> </ul> | <ul style="list-style-type: none"> <li>The stormwater CoF framework is being kept simple for now until the data set is stronger.</li> <li>Storm assets considered include mains, manholes, dry/wet ponds, catch basins, culverts, services, and headwalls.</li> </ul>   | <ul style="list-style-type: none"> <li>Stormwater interdependencies were identified with Transportation, Water/Wastewater, and Parks and Land Improvements.</li> <li>Stormwater is closely tied to roads, water, wastewater and parks services.</li> </ul> | <ul style="list-style-type: none"> <li>The service area confirmed stormwater assets are generally young and in good condition overall.</li> <li>CCTV is completed for approximately 20% of storm mains annually on a five-year cycle.</li> <li>The service area is collaborating on pond inspections and sediment management planning.</li> </ul>                |
| <br><b>Water</b>        | <ul style="list-style-type: none"> <li>AM practices are supported by operational tracking and existing DWQMS processes.</li> <li>Progress is being made between bridging operational information and AMP reporting.</li> </ul> | <ul style="list-style-type: none"> <li>As recommended by the consultant, water main and hydrants ESL is viewed as likely to being too high and should be shortened depending on material lifespan assumptions.</li> </ul>  | <ul style="list-style-type: none"> <li>DWQMS risk register exists but is focused on water quality rather than asset management.</li> <li>Redundancy, and potential additional CoF factors are recommended.</li> </ul>   | <ul style="list-style-type: none"> <li>Water is included in the broader departmental governance and RASCI review.</li> <li>Roles for condition and performance programs are to be clarified through the governance update.</li> </ul>                      | <ul style="list-style-type: none"> <li>Age-based condition assumptions were reviewed.</li> <li>AC pipe is being replaced and PVC useful life assumptions were updated.</li> </ul>  |
| <br><b>Wastewater</b>   | <ul style="list-style-type: none"> <li>CCTV and PACP data are available and provide a basis for improving AM maturity in the future.</li> </ul>  | <ul style="list-style-type: none"> <li>Wastewater CCTV data is available but not mapped into the AMP.</li> <li>It is recommended to have a component breakdown for Pump station replacement costs.</li> </ul>  | <ul style="list-style-type: none"> <li>PACP data exists and is being incorporated.</li> <li>A consultant is working on translating PACP into a format usable for asset management.</li> </ul>   | <ul style="list-style-type: none"> <li>Wastewater is included in the broader departmental governance and RASCI review.</li> <li>Asset interdependencies with Facilities were noted through wells and pool systems.</li> </ul>                              | <ul style="list-style-type: none"> <li>Wastewater condition and service measures were reviewed.</li> <li>The system is generally newer, with no combined sewers or combined sewer overflows.</li> <li>CCTV inspections cover approximately 20% to 30% of the network annually.</li> </ul>  |
| <br><b>Fleet</b>        | <ul style="list-style-type: none"> <li>Fleet replacement decisions are supported by inspections, reliability, service impact, availability, and operational judgment, rather than age alone.</li> </ul>                        | <ul style="list-style-type: none"> <li>Fleet's asset replacement value breakdown is revised to reflect more detailed sub-asset classes and confirmed that condition will remain to be age-based.</li> </ul>  | <ul style="list-style-type: none"> <li>A comprehensive risk assessment for municipal assets, including fleet, was completed approximately one year prior.</li> <li>Risk considerations are already incorporated into vehicle replacement and end-of-life decisions, although not through a rigid scoring rule.</li> </ul> | <ul style="list-style-type: none"> <li>Fleet is included in the broader governance and RASCI review.</li> <li>Fleet and FES interdependency was noted, for example snow clearance affecting fire response capability.</li> </ul>                           | <ul style="list-style-type: none"> <li>Fleet has advanced earlier lifecycle planning and budgeting for high-value assets with long procurement timelines.</li> <li>Potential additional measures include average fleet age versus useful life, assets beyond lifecycle, preventative maintenance indicators, GHG emissions, and inspection frequency.</li> </ul> |
| <br><b>Facilities</b>   | <ul style="list-style-type: none"> <li>Facilities track replacement cost quarterly, total square footage, and capital reinvestment through long-range planning.</li> </ul>   | <ul style="list-style-type: none"> <li>Facilities reported a new facility brought online last October 2025. The new facility was not included in the analysis for this</li> </ul>  | <ul style="list-style-type: none"> <li>Facilities use five-year Building Condition Assessments, Facility Condition Index,</li> </ul>  | <ul style="list-style-type: none"> <li>Facilities noted that work is often team-based and clear ownership remains important. Facilities has strong reliance on</li> </ul>  | <ul style="list-style-type: none"> <li>Facilities reviewed potential new KPIs, including health and safety/risk indicators, work order response time, system</li> </ul>  |

| Service Area  | AM Component  |  |   |   |  |
|---|---|--|---|---|--|
|   | Asset Maturity  | State of Infrastructure  | Risk Assessment   | Governance  | Levels of Service  |
|   | <ul style="list-style-type: none"> <li>Condition assessments are completed on a five-year cycle through BCAs, and monthly building/equipment inspections are completed.</li> </ul>  | <ul style="list-style-type: none"> <li>update and would be included in future updates.</li> <li>Installation years need to be revised to accurately reflect ESL.</li> <li>Facilities noted forecasts can extend 20–40 years for some components and recommended reassessments about every five years due to non-linear deterioration.</li> </ul>                               | <ul style="list-style-type: none"> <li>preventative maintenance, lifecycle planning, and work order tracking.</li> <li>BCAs from 2021 to 2022 are planned for renewal in 2027.</li> </ul>   | <ul style="list-style-type: none"> <li>Water/Wastewater and coordinates with Parks and Land Improvements for indoor/outdoor boundary responsibilities.</li> </ul>   | <ul style="list-style-type: none"> <li>downtime, preventative versus reactive maintenance, deferred maintenance, and planned BCA cycles.</li> </ul>  |
| <br><b>Parks and Land Improvements</b>       | <ul style="list-style-type: none"> <li>Parks and Land Improvements uses planning processes and the 10-year capital plan to anticipate new parks and trails.</li> <li>Frequent inspections are completed for higher-risk assets, such as playgrounds.</li> </ul>               | <ul style="list-style-type: none"> <li>A new park coming online this year would be reflected future updates.</li> <li>A 2025 tree inventory exists but has not yet been incorporated in the data.</li> <li>Parks and Land Improvements completes a 10-year capital plan annually with Finance.</li> </ul>  | <ul style="list-style-type: none"> <li>Parks and Land Improvements has no formal risk register but uses formal inspections for higher-risk assets, including Tree Risk Assessment qualifications and CSA-based playground inspections.</li> <li>Higher-risk assets are inspected more frequently than low risk assets.</li> </ul> | <ul style="list-style-type: none"> <li>Parks and Land Improvements noted unclear AM expectations beyond inventory updates and a learning curve.</li> <li>Facilities and Parks and Land Improvements coordination was noted for indoor/outdoor boundary responsibilities.</li> </ul> | <ul style="list-style-type: none"> <li>Parks and Land Improvements reviewed the LOS framework..</li> <li>Potential measures include parks, urban forestry, tree canopy, playground compliance, and O and M related indicators.</li> </ul>  |
| <br><b>Fire and Emergency Services (FES)</b> | <ul style="list-style-type: none"> <li>FES uses lifecycle requirements governed by NFPA standards for major assets.</li> <li>The department has adopted proactive budgeting for large assets such as fire trucks.</li> </ul>  | <ul style="list-style-type: none"> <li>FES agreed to use the Weibull curve for forward forecasting and capital planning.</li> </ul>  | <ul style="list-style-type: none"> <li>FES lifecycle is governed by NFPA standards, including maximum in-service life, limited spare service life, and mandatory retirement.</li> <li>FES and Fleet are considered critical assets with high CoF.</li> </ul>  | <ul style="list-style-type: none"> <li>FES is included in the broader governance and RASCI review.</li> <li>Emergency response planning was identified as relevant to the risk framework review.</li> </ul>   | <ul style="list-style-type: none"> <li>FES has adopted proactive budgeting for large assets, placing orders approximately two years before end-of-life and phasing capital allocations to avoid service disruptions.</li> </ul>  |
| <br><b>IT</b>                              | <ul style="list-style-type: none"> <li>IT is refining internal processes and developing a dedicated IT Asset Management Procedure, with a target completion of summer 2026.</li> <li>IT tracks asset changes on a daily/weekly basis and exports data to Citywide.</li> </ul> | <ul style="list-style-type: none"> <li>IT noticed hardware prices spiking due to broader hardware demand constraints. IT replaces on a regular cycle and can provide recent costs.</li> <li>IT aim to increase their inventory completeness to 99% next year.</li> <li>IT also plans to include the Software inventory in future updates.</li> </ul>                           | <ul style="list-style-type: none"> <li>IT redid the 10-year capital forecast based on actual end-of-life dates for core IT infrastructure.</li> <li>Cybersecurity risk is escalating, and mitigation plans now exist that did not exist in the past.</li> </ul>   | <ul style="list-style-type: none"> <li>IT is included in system integration and governance discussions.</li> <li>IT strength was noted as an enabler for defining system integration responsibilities.</li> </ul>   | <ul style="list-style-type: none"> <li>No new metrics are required for this AM Progress Update.</li> <li>Future tracking of server downtime/uptime may be considered.</li> </ul>   |
| <br><b>Library</b>                         | <ul style="list-style-type: none"> <li>Library has internal policies and regular service and usage data to support collection renewal, IT replacement, and service planning.</li> </ul>   | <ul style="list-style-type: none"> <li>Library replacement value increased significantly due to efforts to capture missing materials and properly account for the collection.</li> <li>Library reported a new branch opened; the inventory will be documented in future updates.</li> <li>Library has a 10-capital project list, aligned with finance requirements.</li> </ul> | <ul style="list-style-type: none"> <li>Library collections are generally low risk and are assessed as a whole rather than item by item.</li> <li>Core Library IT assets follow service-life schedules like corporate IT.</li> </ul>   | <ul style="list-style-type: none"> <li>Library has a distinct governance structure through the Library Board.</li> <li>The governance discussion noted strong participation and culture, with processes requiring formalization.</li> </ul>   | <ul style="list-style-type: none"> <li>Library tracks circulation, e-resource usage, customer service interactions, active cardholders, Wi-Fi use, program sessions and attendance, makerspace usage, physical visits, and website visits.</li> <li>Long-term forecasting for these measures has not yet been developed. Incorporating long-term KPI forecasting would enhance future Levels of Service (LOS) reporting and support more informed asset management decision-making.</li> </ul> |

## 7.2 Identified Improvement Areas and Actions

The 2026 AM Progress Update identified several improvement areas that affect the Town’s ability to continue advancing AM maturity and fully implement the AMP. These improvement areas were generalized from the findings discussed in the previous sections and are organized by AM capability area, consistent with the structure used in the AM maturity assessment.

This summary is intended to provide a clear link between the maturity assessment findings and the resulting improvement actions. The identified improvement areas were used to develop corresponding actions, which will support the preparation of the AM Improvement Plan and Roadmap. The improvement areas and actions are summarized in [Table 7-2](#).

**Table 7-2: Identified Improvement Areas and Actions**

| AM Capability Area               | Improvement Area  | Improvement Action  | Intended Outcome   |
|----------------------------------|---|---|--|
| <b>Purpose and Context</b>       | Limited visibility of how AM supports strategic outcomes                          | Define and communicate the contribution of AM to corporate objectives         | Improve organization-wide understanding, buy-in, and support for AM implementation |
| <b>Leadership and Governance</b> | AM policy exists, but awareness and implementation are not consistent             | Develop a communication and onboarding plan for the AM Policy                 | Improve awareness of AM responsibilities and expectations                          |
| <b>Organization and People</b>   | No formal AM ownership structure within all departments                           | Define AM leads or liaisons for each department                               | Improve departmental accountability and coordination                               |
|                                  | Limited structured change management approach                                     | Develop and implement change management framework                             | Support consistent adoption of AM changes across departments                       |
| <b>Strategy and Planning</b>     | Demand drivers are identified, but require ongoing refinement                     | Define and document demand drivers in future AMPs                             | Improve alignment between growth, service demand, and asset planning               |
|                                  | AMP outputs are not always standardized or easy for departments to use            | Define standard AM planning outputs, such as needs, risks, and forecasts      | Support business cases, budget requests, and consistent reporting                  |
|                                  | Resource and supply constraints are not consistently captured in planning         | Integrate resource and supply constraints into planning                       | Improve realism of capital plans and implementation schedules                      |
| <b>Decision-Making</b>           | Capital decisions based on departmental input and affordability                   | Develop formal capital prioritization framework (risk, LOS, cost)             | Support transparent and consistent capital decision-making                         |
|                                  | Capital planning and prioritization can be time-intensive and department-specific | Streamline and automate prioritization and planning processes where practical | Improve consistency and reduce effort in capital planning                          |
| <b>Lifecycle Delivery</b>        | Lifecycle practices vary across departments                                       | Document and share leading lifecycle practices                                | Improve consistency in lifecycle planning and treatment selection                  |

| AM Capability Area                      | Improvement Area   | Improvement Action  | Intended Outcome  |
|---|--|---|---|
| <b>Information Management</b>           | Minimum data standards are not consistently defined                                  | Define minimum data requirements and standards                                    | Improve data quality, completeness, and consistency                         |
|   | Citywide is not yet used consistently as a central source of truth                   | Remove PSD Citywide usage constraints related to time and data quality            | Improve system use and reduce repeated data collection exercises            |
|   | Systems are not fully integrated across GIS, Citywide, spreadsheets, and other tools | Define system integration approach and responsibilities                           | Improve data flow, reduce duplication, and clarify ownership                |
| <b>Risk Management</b>                  | Risk models exist, but risk results are not consistently used in capital planning    | Continue refining risk models and use risk results to prioritize capital projects | Strengthen risk-based decision-making                                       |
| <b>Review and Continual Improvement</b> | AM improvement activities are not formally tracked                                   | Establish AM improvement roadmap tracking   | Monitor implementation progress and support annual reporting                |
|   | Benchmarking used informally   | Develop structured benchmarking approach (where useful)                           | Identify improvement opportunities and inform service and resource planning |
| <b>Value and Outcomes</b>               | Limited visibility of requested versus approved funding and funding gaps             | Strengthen long-term financial planning and capital forecasting                   | Improve transparency of funding needs and support budget decisions          |

### 7.3 Asset Management Improvement Plan and Roadmap

The improvement actions are interdependent and should be sequenced carefully. For example, system integration and Citywide improvements depend on having strong data standards, clear ownership, and defined business processes. Similarly, stronger risk-based prioritization depends on consistent condition data, updated asset information, and agreement on how risk results should be used in capital planning.

The improvement actions are organized into the AM roadmap (Table 7-3), i.e., a phased implementation plan from 2026 to 2031. The roadmap is intended to provide a realistic sequence for implementation, recognizing that some actions must be completed before others can proceed.

In the immediate and short term, the Town will focus on strengthening communication, confirming ownership, and establishing the foundations required for implementation. This includes communicating the role of AM in supporting corporate objectives, confirming departmental AM leads or liaisons, and developing a practical approach to tracking roadmap actions.

In the medium term, the Town will focus on standardizing AM processes and improving the consistency of data, planning outputs, and system use. This includes defining minimum data requirements, documenting demand drivers, standardizing AMP outputs, improving Citywide usage, and clarifying how GIS, Citywide, and departmental tools should be integrated.

In the longer term, the Town will continue maturing its decision-support processes. This includes improving automation where practical, further integrating risk results into capital prioritization, strengthening long-term financial planning, and continuing to refine lifecycle practices across departments.

The roadmap should be treated as a living implementation tool. It should be reviewed regularly and updated as priorities, resources, systems, and organizational capacity change. The roadmap is also intended to support the Town's annual AMP progress review by tracking completed actions, identifying barriers to implementation, and documenting strategies to address those barriers.

The service area specific AM improvement plans are documented in [Appendix A](#).

**Table 7-3: AM Improvement Roadmap**

|    | AM Capability Area               | Actions  | Priority* | Short Term (Year 1) | Medium Term (Year 2-4) | Long Term (Year 5+) |
|----|----------------------------------|--|-----------|---------------------|------------------------|---------------------|
| 1  | Purpose and Context              | Define and communicate AM contribution to corporate objectives                               | ★★        | ●                   |                        |                     |
| 2  | Leadership and Governance        | Develop communication and onboarding plan for the AM Policy                                  | ★★★       | ●                   |                        |                     |
| 3  | Organization and People          | Define AM leads or liaisons per department   | ★★★       |                     | ●                      |                     |
|    |                                  | Develop and implement change management framework  | ★         |                     |                        | ●                   |
| 4  | Strategy and Planning            | Define and document demand drivers in AMPs   | ★★★       |                     | ●                      |                     |
|    |                                  | Define standard AM planning outputs (e.g., needs, risks, forecasts)                          | ★★★       |                     | ●                      |                     |
|    |                                  | Integrate resource and supply constraints into planning                                      | ★★★       |                     | ●                      |                     |
| 5  | Decision-Making                  | Develop formal prioritization framework (risk, LOS, cost)                                    | ★★★       |                     | ●                      |                     |
|    |                                  | Streamline and automate prioritization and planning process                                  | ★★★       |                     |                        | ●                   |
| 6  | Lifecycle Delivery               | Document and share leading practices (e.g., EPW)   | ★★        |                     | ●                      |                     |
| 7  | Information Management           | Define minimum data requirements and standards   | ★★★       |                     | ●                      |                     |
|    |                                  | Remove Citywide Usage Constraints (Time and Data Quality)                                    | ★         |                     |                        | ●                   |
|    |                                  | Define system integration approach and responsibilities                                      | ★         |                     |                        | ●                   |
| 8  | Risk Management                  | Continue refining Risk Models and use Risk assessment results to prioritize capital projects | ★★        |                     | ●                      |                     |
| 9  | Review and Continual Improvement | Establish AM improvement roadmap tracking  | ★★★★/★★   |                     | ●                      |                     |
|    |                                  | Develop structured benchmarking approach (where useful)                                      | ★         |                     |                        | ●                   |
| 10 | Value and Outcomes               | Enhance long-term financial planning and capital forecasting                                 | ★★★       |                     | ●                      |                     |

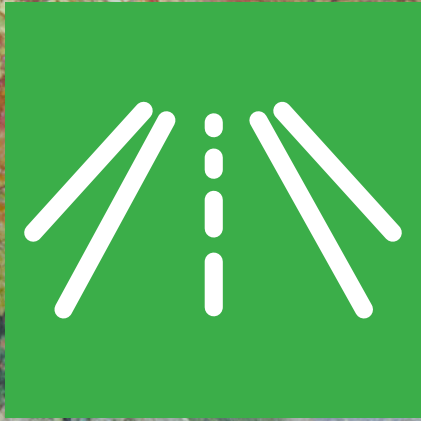
\* High- ★★★, Medium- ★★, Low- ★



# Appendix

## Service Area Report Cards





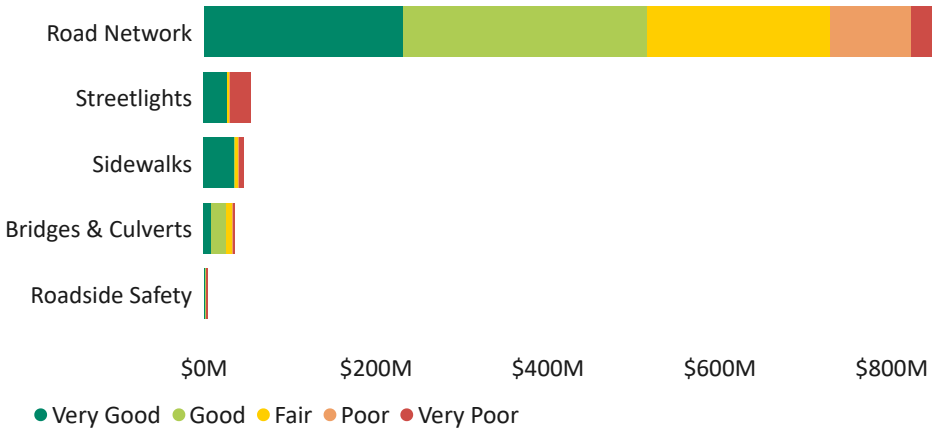
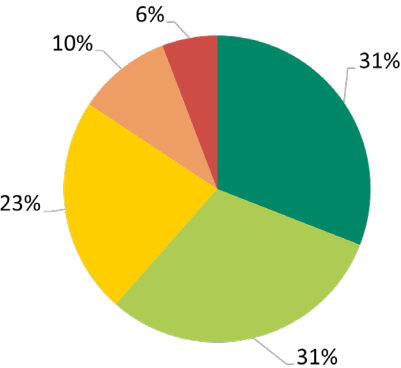
# Transportation

# State of Infrastructure

| Total Replacement Value<br>\$990 M  |  | Asset Category     | Quantity | Unit       | Replacement Value                |
|---|--|--------------------|----------|------------|----------------------------------|
| Assets in Good or Better Condition<br>61%   |  | Road Network       | 244,827  | Length (m) | \$848 M                          |
|   |  | Streetlights       | 7,037    | Each       | \$55 M                           |
| Asset Portfolio Highlights:<br>Transportation assets have a total replacement value of \$990 million, an increase of \$66 million from the previous AMP. Approximately 61% of the portfolio is rated in Good or Better condition. While transportation assets are generally older than other asset classes, most retain significant remaining useful life, supporting continued service delivery with ongoing rehabilitation and renewal investments. |  | Sidewalks          | 139,227  | Length (m) | \$46 M                           |
|   |  | Bridges & Culverts | 48       | Each       | \$36 M                           |
|   |  | Roadside Safety    | 8,964    | Length (m) | \$4 M                            |
| <b>2026 Total Replacement Value</b>   |  |                    |          |            | <b>\$990 M (\$66 M Increase)</b> |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

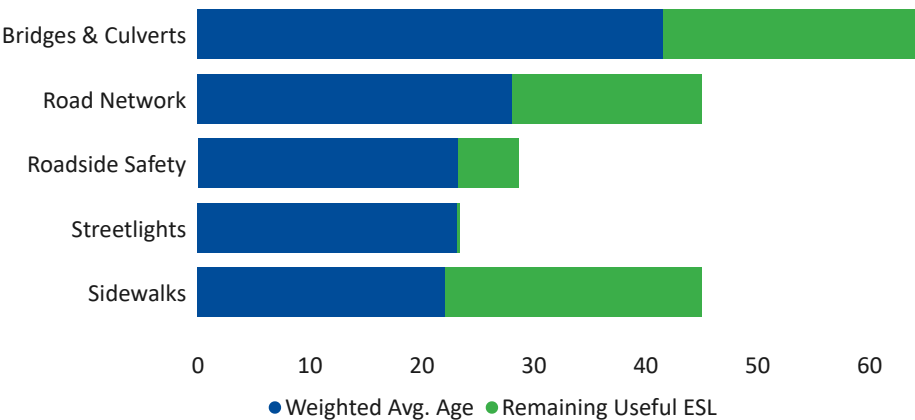
## Asset Condition



## Portfolio Insights

- Transportation uses of Stan-tec RoadMatrix for pavement modelling and project prioritization.
- Bridges and culverts are inspected biannually in accordance with regulatory requirements, while roads are assessed regularly through the Town’s pavement management program.

## Average Age and Useful Life Expectancy (Years)



## Maturity Assessment

**Current Maturity Score**  
3.9

**Target Maturity Score**  
4.7

### Key Observations:

Transportation is approaching an Optimizing level of AM maturity. The service area consistently achieved the highest scores across all assessment categories; however, minor gaps remain in meeting certain basic competency requirements. The areas where maximum scores were not achieved relate to asset management leadership, staffing levels, and incident management.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM’s role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability in the RSACI.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce understanding and application of the AM Policy.

#### Organization and People

- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

#### Strategy and Planning

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town’s AM strategy, planning cycle, and decision-making pathways..
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for asset renewal and service continuity.

#### Asset Management Decision Making

- Implement a Town wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental “best practices” through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.

#### Risk and Continual Improvement

- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| Asset Category | No. | LOS Type  | Service Attribute | LOS Performance Measure   | Unit               | Proposed LOS Target | LOS Performance (2025)                          | LOS Performance (2026)   |
|----------------|-----|-----------|-------------------|---|--------------------|---------------------|---|--|
| Roads          | 1   | Community | -                 | Description, which may include maps of the road network in the municipality and its level of connectivity | Text / Map         | -                   | See Figure 31 in the 2025 Asset Management Plan | See Figure A1 for the map  |
| Roads          | 2   | Community | -                 | Description or images that illustrate the different levels of road class pavement condition               | Text / Image       | -                   | See Figure 32 in the 2025 Asset Management Plan | See Figure A2 for images that illustrate the different levels of road class pavement condition   |
| Roads          | 3   | Technical | Scope             | Replacement Cost  | \$                 | -                   | \$890,767,250                                   | \$847,977,000  |
| Roads          | 4   | Technical | Scope             | Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )                       | km/km <sup>2</sup> | -                   | 0   | 0  |
| Roads          | 5   | Technical | Scope             | Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km <sup>2</sup> )                      | km/km <sup>2</sup> | -                   | 0.472   | 0.028; Note: The significant change in the metric likely reflects the Town's 2025 update of MMS road classifications based on new traffic count data, the first update since 2019. |
| Roads          | 6   | Technical | Scope             | Lane-km of local roads (MMS classes 5 and 6) per land area (km/km <sup>2</sup> )                          | km/km <sup>2</sup> | -                   | 1.488   | 0.99; Note: The significant change in the metric likely reflects the Town's 2025 update of MMS road classifications based on new traffic count data, the first update since 2019.  |
| Roads          | 7   | Technical | Reliable          | Average pavement condition index for paved roads  | #                  | -                   | 71  | 70   |

## Levels of Service Framework (Continued)

| Asset Category       | No. | LOS Type  | Service Attribute | LOS Performance Measure  | Unit       | Proposed LOS Target | LOS Performance (2025)  | LOS Performance (2026)  |
|----------------------|-----|-----------|-------------------|--|------------|---------------------|---|---|
| Roads                | 8   | Technical | Reliable          | Average surface condition for unpaved roads (e.g. excellent, good, fair, poor)   | #          | -                   | N/A   | N/A   |
| Roads                | 9   | Technical | Reliable          | Average condition  | Text       | Good                | Good  | Good  |
| Roads                | 10  | Technical | Reliable          | % Condition Good and Very Good   | %          | -                   | -   | 61%   |
| Roads                | 11  | Technical | Reliable          | % Condition Poor and Very Poor   | %          | -                   | 17%   | 14%   |
| Roads                | 12  | Technical | Sustainable       | % Risk that is High and Very High  | %          | -                   | <1%   | 1%  |
| Roads                | 13  | Technical | Affordable        | Capital reinvestment   | \$         | -                   | \$3,360,542   | \$6,996,531   |
| Roads                | 14  | Technical | Affordable        | Capital reinvestment rate  | %          | -                   | 0.38%   | 0.83%   |
| Bridges and Culverts | 1   | Community | -                 | Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists) | Text / Map | -                   | The Town's bridges support a range of traffic types, including heavy and light vehicles, pedestrians and cyclists. They are used as part of major transportation routes that accommodate all types of travel including emergency response, transportation of goods/services, and personal travel. | The Town's bridges support a range of traffic types, including heavy and light vehicles, pedestrians and cyclists. They are used as part of major transportation routes that accommodate all types of travel including emergency response, transportation of goods/services, and personal travel. |

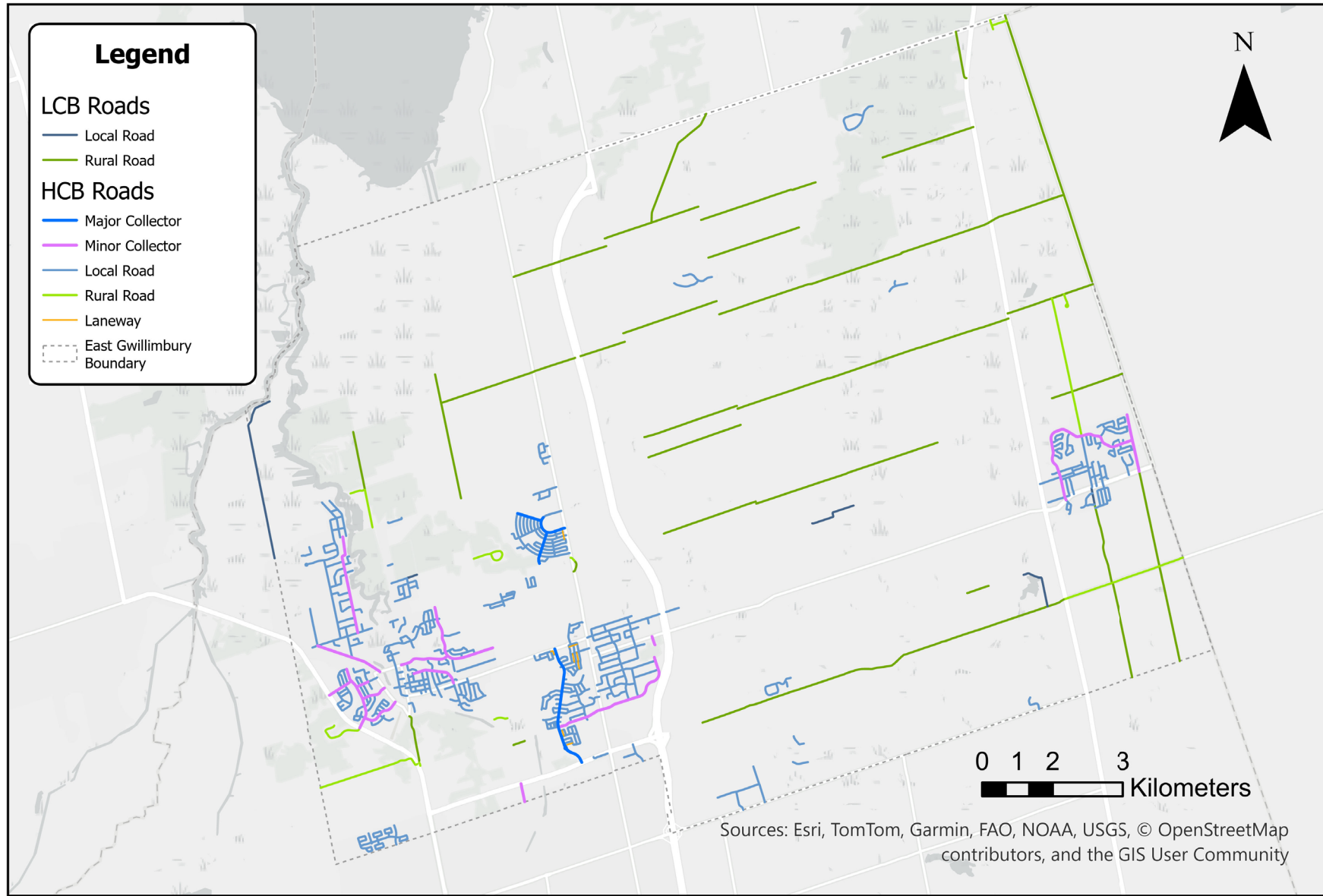
## Levels of Service Framework (Continued)

| Asset Category       | No. | LOS Type  | Service Attribute | LOS Performance Measure  | Unit         | Proposed LOS Target | LOS Performance (2025)  | LOS Performance (2026)  |
|----------------------|-----|-----------|-------------------|--|--------------|---------------------|---|---|
| Bridges and Culverts | 2   | Community | -                 | Description or images of the condition of culverts and how this would affect use of the bridges  | Text / Image | -                   | See Figure 38 in the 2025 Asset Management Plan   | See Figure A3 for images that illustrate the different levels of bridge or culvert condition                            |
| Bridges and Culverts | 3   | Community | -                 | Description or images of the condition of culverts and how this would affect use of the culverts | Text / Image | -                   | See Figure 38 in the 2025 Asset Management Plan   | See Figure A3 for images that illustrate the different levels of bridge or culvert condition                            |
| Bridges and Culverts | 4   | Community | -                 | Description of the services being provided   | Text         | -                   | The Town's bridges and culverts provide quality services that are reliable and sustainable while ensuring affordability | The Town's bridges and culverts provide quality services that are reliable and sustainable while ensuring affordability |
| Bridges and Culverts | 5   | Technical | Scope             | Replacement Cost   | \$           | -                   | \$33,564,215  | \$36,321,000  |
| Bridges and Culverts | 6   | Technical | Scope             | % of bridges in the Town with loading or dimensional restrictions                                | %            | -                   | 17%   | 18% by structure; 17% by replacement value  |
| Bridges and Culverts | 7   | Technical | Reliable          | Average bridge condition index value for bridges in the Town                                     | #            | -                   | 67  | 65 by structure; 67 by replacement value  |
| Bridges and Culverts | 8   | Technical | Reliable          | Average bridge condition index value for structural culverts in the Town                         | #            | -                   | 83  | 73 by structure; 72 by replacement value  |
| Bridges and Culverts | 9   | Technical | Reliable          | Average condition  | Text         | Good                | Good  | Good  |
| Bridges and Culverts | 10  | Technical | Reliable          | % Condition Good and Very Good   | %            | -                   | -   | 72%   |
| Bridges and Culverts | 11  | Technical | Reliable          | % Condition Poor and Very Poor   | %            | -                   | 9%  | 9%  |

## Levels of Service Framework (Continued)

| Asset Category       | No. | LOS Type  | Service Attribute | LOS Performance Measure           | Unit | Proposed LOS Target | LOS Performance (2025) | LOS Performance (2026) |
|----------------------|-----|-----------|-------------------|-----------------------------------|------|---------------------|------------------------|------------------------|
| Bridges and Culverts | 12  | Technical | Sustainable       | % Risk that is High and Very High | %    | -                   | 24%                    | 19%                    |
| Bridges and Culverts | 13  | Technical | Affordable        | Capital reinvestment              | \$   | -                   | \$111,489              | \$2,836,021            |
| Bridges and Culverts | 14  | Technical | Affordable        | Capital reinvestment rate         | %    | -                   | 0.33%                  | 7.81%                  |
| Roadside Safety      | 1   | Technical | Scope             | Replacement Cost                  | \$   | -                   | -                      | \$4,497,000            |
| Roadside Safety      | 2   | Technical | Scope             | Quantity                          | #    | -                   | -                      | 8,964                  |
| Roadside Safety      | 3   | Technical | Reliable          | Average condition                 | Text | -                   | -                      | Fair                   |
| Roadside Safety      | 4   | Technical | Reliable          | % Condition Good and Very Good    | %    | -                   | -                      | 63%                    |
| Roadside Safety      | 5   | Technical | Reliable          | % Condition Poor and Very Poor    | %    | -                   | -                      | 32%                    |
| Roadside Safety      | 6   | Technical | Sustainable       | % Risk that is High and Very High | %    | -                   | -                      | <1%                    |
| Roadside Safety      | 7   | Technical | Affordable        | Capital reinvestment              | \$   | -                   | -                      | \$816,592              |
| Roadside Safety      | 8   | Technical | Affordable        | Capital reinvestment rate         | %    | -                   | -                      | 18.16%                 |

## Levels of Service Framework (Continued)



**Figure A1: Road Network Map**

# Levels of Service Framework (Continued)

## Very Good



## Good



## Fair



## Poor



## Very Poor



Figure A2 Pavement Condition

# Levels of Service Framework (Continued)

## Very Good



## Good



## Fair



## Poor



Figure A3 Bridge and Culvert Condition

## Risk Summary

| Risk | Consequence of Failure (CoF) |         |         |        |        |
|------|------------------------------|---------|---------|--------|--------|
|      | C1                           | C2      | C3      | C4     | C5     |
| P1   | \$35 M                       | \$55 M  | \$191 M | \$14 M | \$5 M  |
| P2   | \$10 M                       | \$149 M | \$347 M | \$17 M | \$10 M |
| P3   | \$3 M                        | \$55 M  | \$59 M  | \$1 M  | \$2 M  |
| P4   | \$25 M                       | \$12 M  | \$1 M   | –      | –      |
| P5   | –                            | –       | –       | –      | –      |

### Key Highlights:

Risk is concentrated in C3 (Moderate consequence), driven primarily by P2 (Unlikely) at \$347 M and P1 (Rare) at \$191 M. The remaining consequence categories represent comparatively smaller portions of the overall risk profile. Assets in Poor and Very Poor condition total \$155 M, representing approximately 16% of the portfolio. The replacement value falls in the High and Very High Risk is limited to \$11 M, primarily associated with the Road Network at \$8 M and Bridges and Culverts at \$3 M.

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category       | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|----------------------|--|--|---|---|---|
| Road Network         | \$119 M                                | 14%  | \$43 M  | \$68 M  | \$8 M   |
| Streetlights         | \$25 M                                 | 46%  | \$25 M  | –   | –   |
| Sidewalks            | \$6 M                                  | 13%  | \$2 M   | \$4 M   | < \$1 M   |
| Bridges and Culverts | \$3 M                                  | 8%   | < \$1 M   | –   | \$3 M   |
| Roadside Safety      | \$1 M                                  | 32%  | \$1 M   | < \$1 M   | –   |
| <b>Total</b>         | <b>\$155 M</b>                         | <b>16%</b>                                   | <b>\$72 M</b>   | <b>\$72 M</b>   | <b>\$11 M</b>   |

Note: Minor discrepancies between reported totals and the sum of individual values are attributable to rounding.

## AM Improvement Plan

| AM Component            | Improvements  |
|-------------------------|---|
| State of Infrastructure | <ul style="list-style-type: none"> <li>– For road network, York Region currently collects Pavement Condition Index (PCI) data on behalf of the Town. At the time of this update, portions of the PCI data had not yet been fully integrated into the current AM dataset. Future integration of PCI data with the Town’s GIS and AM systems may further enhance data accessibility and decision-making as data management practices continue to evolve.</li> <li>– For streetlights, pole and support infrastructure represent a significant portion of replacement costs and should be considered separately from luminaires. The Town currently undertakes third-party pole condition assessments, targeted replacements, and rehabilitation activities, including an ongoing recoating program. From an AM perspective, assets reaching end-of-life do not necessarily indicate functional failure. While certain streetlight components may be considered at end-of-life based on lifecycle modelling, related pole and support infrastructure may continue to remain in serviceable condition. The Town is also progressing LED conversion initiatives across the network.</li> </ul> |
| Risk Assessment         | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores should be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where data is not available, factors should either be removed or retained with adjusted weighting redistributed across the remaining factors until sufficient data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high-level and should be reviewed with asset class owners to confirm alignment with strategic objectives and be refined where necessary.</li> <li>– Separate risk frameworks developed for specific asset classes have been recently populated and should be reviewed in detail with asset owners to confirm alignment with strategic objectives and ensure they are tailored as needed.</li> </ul>        |
| Governance              | <ul style="list-style-type: none"> <li>– Establishing a clearer AM liaison role would provide a single point of contact for AM coordination, capital planning input, and reporting.</li> <li>– Formal documentation of Transportation and Stormwater interdependencies would support coordinated road renewal, drainage planning, and project delivery activities.</li> <li>– Clearer separation between condition and performance program ownership and O&amp;M delivery responsibilities would improve accountability for inspection, monitoring, and renewal planning.</li> </ul>  |
| Levels of Service       | <ul style="list-style-type: none"> <li>– Developing new LOS measures for sidewalks, streetlights, and roadside safety would address areas where measures have not yet been established.</li> </ul>  |



# Stormwater Network

## State of Infrastructure

**Total Replacement Value**  
**\$804 M**

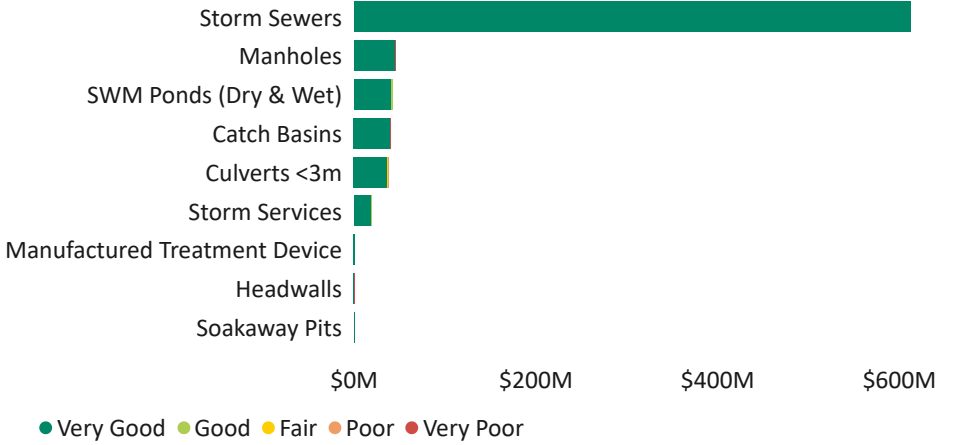
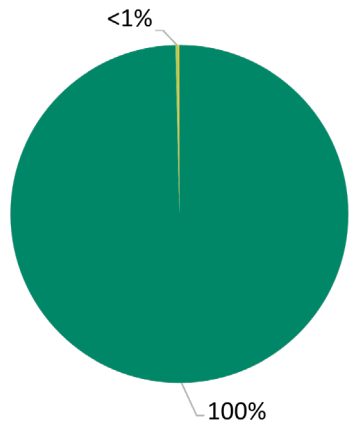
**Assets in Good or Better Condition**  
**100%**

**Asset Portfolio Highlights:**  
Stormwater Network has a total replacement value of \$804 M, representing an increase of \$47 M from the previous AMP. Overall, the portfolio is in excellent condition, with almost 100% of assets rated in Good or Better condition. The network also maintains a favourable age profile, with most asset classes having substantial remaining useful life relative to their current age.

| Asset Category                      | Quantity | Unit       | Replacement Value                |
|-------------------------------------|----------|------------|----------------------------------|
| Storm Sewers                        | 179,384  | Length (m) | \$613 M                          |
| Manholes                            | 2,322    | Each       | \$46 M                           |
| SWM Ponds (Dry & Wet)               | 62       | Each       | \$43 M                           |
| Catch Basins                        | 3,976    | Each       | \$41 M                           |
| Culverts <3m                        | 16,176   | Length (m) | \$38 M                           |
| Storm Services                      | 73,641   | Length (m) | \$20 M                           |
| Manufactured Treatment Device       | 19       | Each       | \$1 M                            |
| Headwalls                           | 242      | Each       | \$1 M                            |
| Soakaway Pits                       | 49       | Each       | \$1 M                            |
| <b>2026 Total Replacement Value</b> |          |            | <b>\$804 M (\$47 M Increase)</b> |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

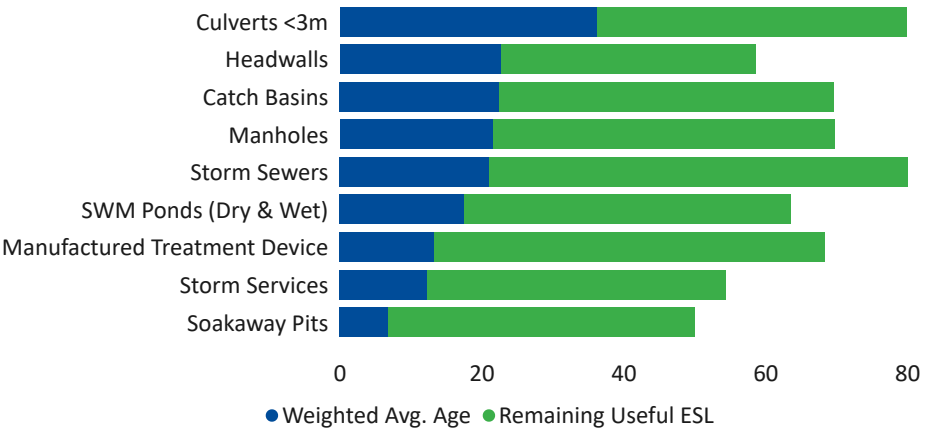
### Asset Condition



**Portfolio Insights**

- Several stormwater management ponds require future maintenance and sediment cleanouts, with some rehabilitation projects potentially exceeding \$1 million.
- The Town works with LSRCA and specialized consultants to monitor stormwater assets and support maintenance and rehabilitation prioritization.

### Average Age and Useful Life Expectancy (Years)



## Maturity Assessment

**Current Maturity Score**  
**3.8**

**Target Maturity Score**  
**4.7**

### Key Observations:

Stormwater is in the Competent to Optimizing stage of AM maturity. The service area consistently achieved the highest scores across all assessment categories; however, minor gaps remain in meeting certain basic competency requirements. The areas where maximum scores were not achieved relate to management of change and asset management leadership.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM’s role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RSACI.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce AM Policy understanding and application of the AM Policy.

#### Organization and People

- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

#### Strategy and Planning

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town’s AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for asset renewal and service continuity.

#### Asset Management Decision Making

- Implement a Town wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental “best practices” through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.

#### Risk and Continual Improvement

- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure   | Unit       | Proposed LOS Target | LOS Performance (2025)   | LOS Performance (2026)   |
|-----|-----------|-------------------|---|------------|---------------------|--|--|
| 1   | Community | -                 | Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater management system | Text / Map | -                   | See Figure 44 in the 2025 Asset Management Plan  | See Figure A4 for the map  |
| 2   | Community | -                 | Description of the services being provided  | Text       | -                   | The Town's stormwater network is providing service that is reliable and sustainable while ensuring affordability | The Town's stormwater network is providing service that is reliable and sustainable while ensuring affordability |
| 3   | Technical | Scope             | Replacement Cost  | \$         | -                   | \$757,320,680  | \$803,961,000  |
| 4   | Technical | Scope             | Quantity of mains (meters)  | m          | -                   | 179,861  | 275,871  |
| 5   | Technical | Scope             | % of properties in the municipality that are resilient to a 100-year storm  | %          | -                   | 99.35%   | 99.35%   |
| 6   | Technical | Scope             | % of the municipal stormwater management system resilient to a 5-year storm   | %          | -                   | 100%   | 100%   |
| 7   | Technical | Reliable          | Average condition   | Text       | Good                | Very Good  | Very Good  |
| 8   | Technical | Reliable          | % Condition > Fair  | %          | -                   | -  | 100%   |
| 9   | Technical | Reliable          | % Condition poor and very poor  | %          | -                   | 1%   | 0%   |
| 10  | Technical | Sustainable       | % Risk that is High and Very High   | %          | -                   | 1%   | 0.1%   |
| 11  | Technical | Affordable        | Capital reinvestment  | \$         | -                   | \$0  | \$135,376  |
| 12  | Technical | Affordable        | Capital reinvestment rate   | %          | -                   | 0.0%   | 0.02%  |

# Levels of Service Framework (Continued)

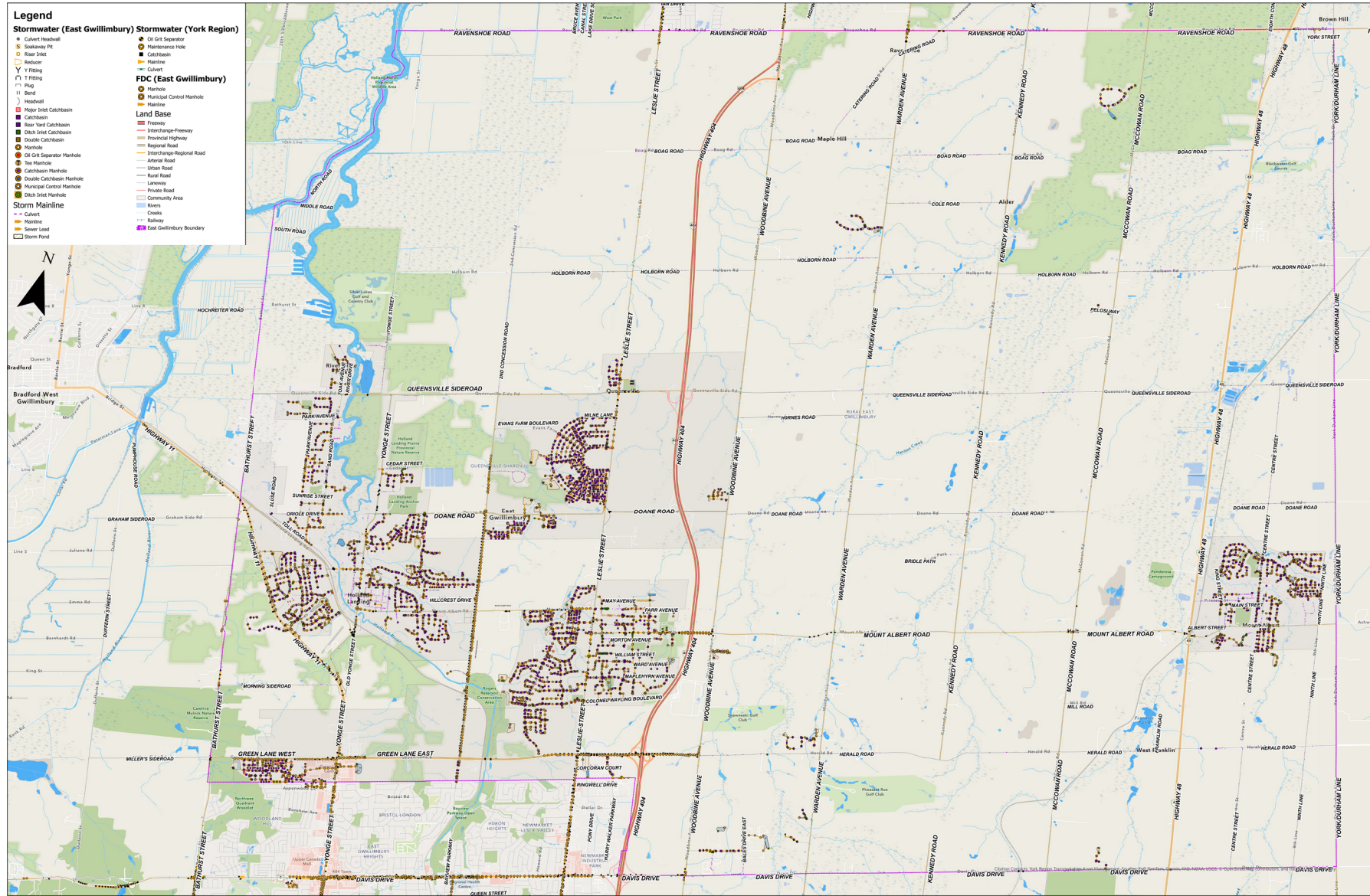


Figure A4 Stormwater Network Map

## Risk Summary

| Risk | Consequence of Failure (CoF) |         |         |         |        |   |
|------|------------------------------|---------|---------|---------|--------|---|
|      | C1                           | C2      | C3      | C4      | C5     |   |
| P1   | \$130 M                      | \$205 M | \$321 M | \$91 M  | \$52 M | <b>Key Highlights:</b><br>Risk is driven by P1, with the largest concentrations in C3 (\$321 M), C2 (\$205 M), and C1 (\$130 M), while P2–P4 are generally around \$1M or less per cell. Assets in Poor and Very Poor condition are minimal (less than 1% of the portfolio), with only less than \$1 M classified as High/Very High risk and the remainder largely Low/Very Low risk. These risks are distributed across small drainage-related asset classes, including culverts, catch basins, headwalls, and manholes. |
| P2   | \$1 M                        | \$1 M   | \$1 M   | < \$1 M | \$1 M  |   |
| P3   | < \$1 M                      | < \$1 M | –       | < \$1 M | –      |   |
| P4   | < \$1 M                      | –       | –       | –       | –      |   |
| P5   | –                            | –       | –       | –       | –      |   |

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category                | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|-------------------------------|--|--|---|---|---|
| Storm Sewers                  | < \$1 M                                | < 1%   | < \$1 M   | –   | < \$1 M   |
| Manholes                      | < \$1 M                                | < 1%   | < \$1 M   | –   | –   |
| SWM Ponds (Dry & Wet)         | < \$1 M                                | 9 %  | < \$1 M   | –   | –   |
| Catch Basins                  | < \$1 M                                | < 1%   | < \$1 M   | –   | –   |
| Culverts <3m                  | –                                      | –  | –   | –   | –   |
| Storm Services                | –                                      | –  | –   | –   | –   |
| Manufactured Treatment Device | –                                      | –  | –   | –   | –   |
| Headwalls                     | –                                      | –  | –   | –   | –   |
| Soakaway Pits                 | –                                      | –  | –   | –   | –   |
| <b>Total</b>                  | <b>&lt; \$1 M</b>                      | <b>&lt; 1%</b>                               | <b>&lt; \$1 M</b>   | <b>–</b>  | <b>&lt; \$1 M</b>   |

## AM Improvement Plan

| AM Component            | Improvements  |
|-------------------------|---|
| State of Infrastructure | <ul style="list-style-type: none"> <li>– The Town has identified stormwater management ponds as an area for ongoing monitoring and continuous improvement, noting that several ponds are approaching rehabilitation thresholds due to sediment accumulation levels exceeding 50% capacity.</li> <li>– Future rehabilitation needs for ponds are anticipated within approximately 5–10 years, subject to funding availability. As part of this update, it was suggested that the Estimated Service Lives of ponds be reduced to approximately 20–25 years to better reflect observed lifecycle performance.</li> <li>– No significant issues (“red flags”) have been identified through current storm sewer CCTV inspections; however, recent CCTV results may not yet be fully reflected within the current asset management update dataset.</li> </ul>   |
| Risk Assessment         | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where data is not available, factors should either be removed or retained with adjusted weighting redistributed to other factors until data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm that weightings reflect strategic objectives and should be refined where necessary.</li> </ul> |
| Governance              | <ul style="list-style-type: none"> <li>– Formal documentation of Stormwater interdependencies with Water, Wastewater, and Parks and Land Improvements would support more coordinated planning and renewal decisions. A clearer process for stormwater data updates between GIS, Citywide, CCTV inspections, and AM reporting would improve data consistency.</li> <li>– Separate tracking of ponds, culverts, and headwalls would improve visibility of priority stormwater needs and support future funding discussions.</li> </ul>  |
| Levels of Service       | <ul style="list-style-type: none"> <li>– Separate condition reporting for ponds, culverts, and headwalls would improve visibility of asset specific needs.</li> <li>– Integration of CCTV, PACP, and MACP information into AMP reporting would improve condition assessment and prioritization.</li> <li>– Confirmed data sources and calculation methods for stormwater resilience KPIs would improve confidence in 100-year and 5-year storm reporting.</li> </ul>  |



Town of  
**East Gwill**



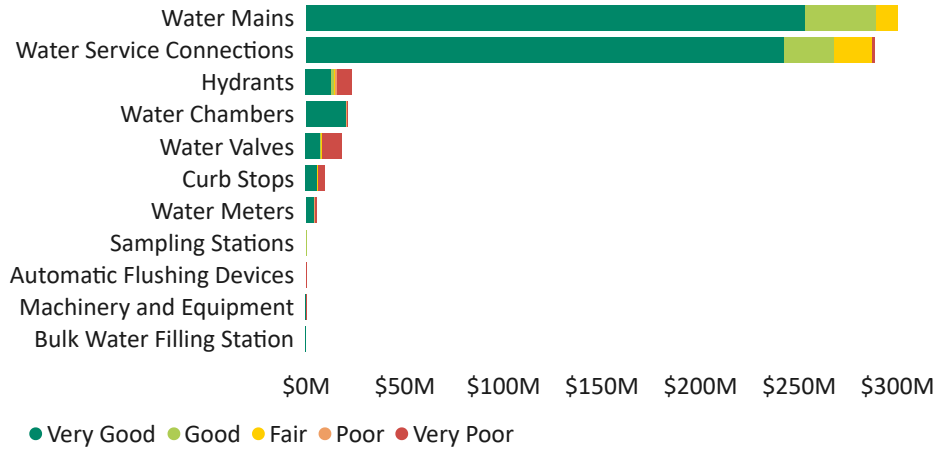
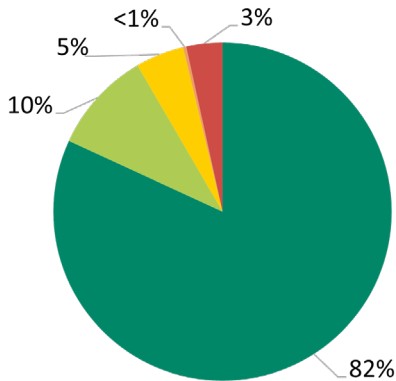
# Water Network

## State of Infrastructure

| Total Replacement Value<br>\$667 M  |  | Asset Category             | Quantity | Unit                                | Replacement Value                |
|---|--|----------------------------|----------|-------------------------------------|----------------------------------|
| <b>Assets in Good or Better Condition<br/>92%</b>   |  | Water Mains                | 165,968  | Length (m)                          | \$300 M                          |
|   |  | Water Service Connections  | 106,810  | Length (m)                          | \$288 M                          |
| <b>Asset Portfolio Highlights:</b><br>Water Network has a total replacement value of approximately \$667 M, representing an increase of \$39 M from the previous AMP. Overall, the portfolio is in excellent condition, with approximately 92% of assets rated in Good or Better condition. Most water assets have substantial remaining useful life relative to their average age, indicating a generally healthy and well-maintained asset portfolio. |  | Hydrants                   | 4,405    | Each                                | \$23 M                           |
|   |  | Water Chambers             | 1,738    | Each                                | \$21 M                           |
|   |  | Water Valves               | 1,896    | Each                                | \$18 M                           |
|   |  | Curb Stops                 | 11,405   | Each                                | \$10 M                           |
|   |  | Water Meters               | 11,775   | Each                                | \$5 M                            |
|   |  | Sampling Stations          | 36       | Each                                | < \$1 M                          |
|   |  | Automatic Flushing Devices | 24       | Each                                | < \$1 M                          |
|   |  | Machinery and Equipment    | 19       | Each                                | < \$1 M                          |
|   |  | Bulk Water Filling Station | 1        | Each                                | < \$1 M                          |
|   |  |                            |          | <b>2026 Total Replacement Value</b> | <b>\$667 M (\$39 M Increase)</b> |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

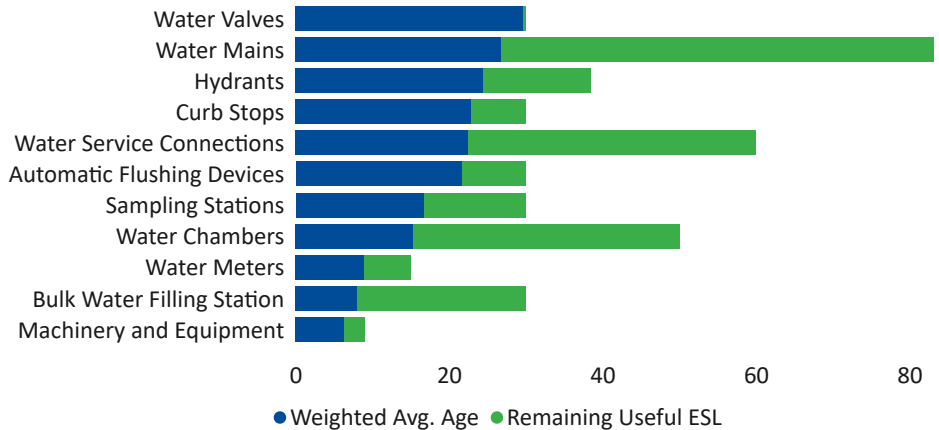
### Asset Condition



### Portfolio Insights

- Water Network conducts operational inspections.
- Many valve and hydrant replacements are coordinated with road reconstruction capital projects, allowing underground infrastructure upgrades to be completed efficiently alongside roadway rehabilitation rather than solely based on expected service life timing.

### Average Age and Useful Life Expectancy (Years)



## Maturity Assessment

**Current Maturity Score**  
3.7

**Target Maturity Score**  
4.7

### Key Observations:

Water Network is in the Competent to Optimizing stage of AM maturity. The service area consistently achieved the highest scores across all assessment categories; however, minor gaps remain in meeting certain basic competency requirements. The areas where maximum scores were not achieved relate to Technical Standards and Legislation and AM Delivery.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM's role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RSACI.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce AM Policy understanding and application of the AM Policy.

#### Organization and People

- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

#### Strategy and Planning

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town's AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for asset renewal and service continuity.

#### Asset Management Decision Making

- Implement a Town wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental “best practices” through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.

#### Risk and Continual Improvement

- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure  | Unit       | Proposed LOS Target | LOS Performance (2025)                           | LOS Performance (2026)                           |
|-----|-----------|-------------------|--|------------|---------------------|--|--|
| 1   | Community | -                 | Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system                              | Text / Map | -                   | See Figure 50 in the 2025 Asset Management Plan  | See Figure A5 for the map                        |
| 2   | Community | -                 | Description, which may include maps, of the user groups or areas of the municipality that have fire flow   | Text / Map | -                   | Fire flow is available where water system exists | Fire flow is available where water system exists |
| 3   | Community | -                 | Description of boil water advisories and service interruptions   | Text       | -                   | N/A  | 0  |
| 4   | Technical | Scope             | Replacement Cost   | \$         | -                   | \$628,741,977                                    | \$667,462,000                                    |
| 5   | Technical | Scope             | Quantity of mains (meters)   | m          | -                   | 165,957  | 171,560  |
| 6   | Technical | Scope             | % of properties connected to the municipal water system  | %          | -                   | 71%  | 73.4%  |
| 7   | Technical | Scope             | % of properties where fire flow is available   | %          | -                   | 100%   | 100%   |
| 8   | Technical | Reliable          | # of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system    | #          | -                   | 0  | 0  |
| 9   | Technical | Reliable          | # of connection-days per year where water is not available to water main breaks compared to the total number of properties connected to the municipal water system | #          | -                   | 2  | 2  |

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure           | Unit | Proposed LOS Target | LOS Performance (2025) | LOS Performance (2026) |
|-----|-----------|-------------------|-----------------------------------|------|---------------------|------------------------|------------------------|
| 10  | Technical | Reliable          | Average condition                 | Text | Good                | Very Good              | Very Good              |
| 11  | Technical | Reliable          | % Condition Good and Very Good    | %    | -                   | -                      | 92%                    |
| 12  | Technical | Reliable          | % Condition Poor and Very Poor    | %    | -                   | 4%                     | 3%*                    |
| 13  | Technical | Sustainable       | % Risk that is High and Very High | %    | -                   | 0%                     | <1%                    |
| 14  | Technical | Affordable        | Capital reinvestment              | \$   | -                   | \$987,425              | \$334,013              |
| 15  | Technical | Affordable        | Capital reinvestment rate         | %    | -                   | 0.16%                  | 0.05%                  |

\*Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

# Levels of Service Framework (Continued)

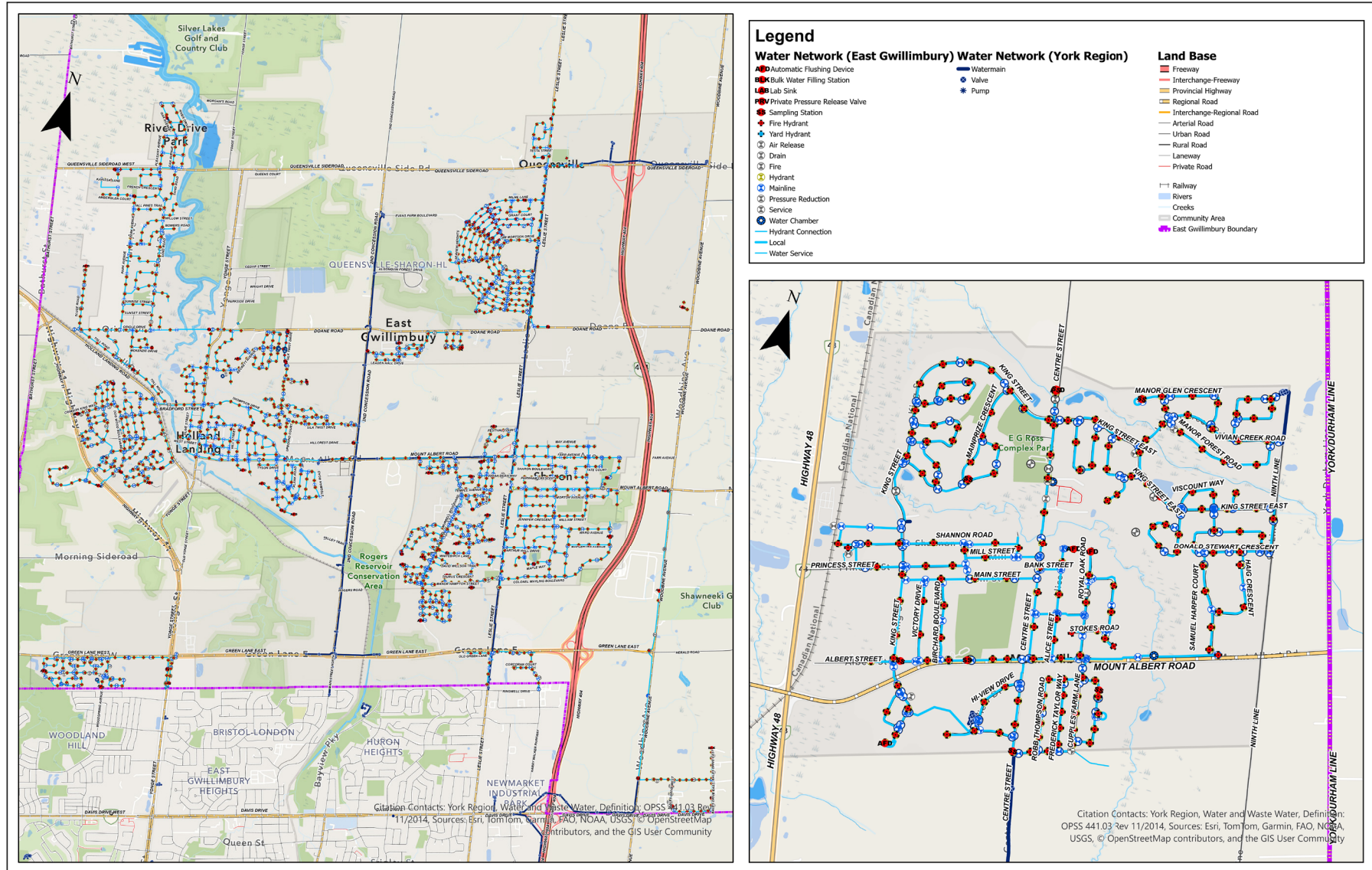


Figure A5 Water Network Map

## Risk Summary

| Risk | Consequence of Failure (CoF) |         |         |       |    |  |
|------|------------------------------|---------|---------|-------|----|--|
|      | C1                           | C2      | C3      | C4    | C5 |  |
| P1   | \$293 M                      | \$247 M | \$9 M   | \$1 M | –  | <b>Key Highlights:</b><br>Risk is concentrated in P1 for C1 and C2, with \$293 M in C1 and \$247 M in C2 driving the risk profile. All other risk-matrix cells are comparatively small, generally \$47 M or less per cell, with many below \$1 M. Assets in Poor and Very Poor condition total \$25 M, representing approximately 4% of the portfolio. The majority of these assets are classified as Low and Very Low risk at \$24 M, with less than \$1 M in Moderate risk and less than \$1 M in High and Very High risk. |
| P2   | \$46 M                       | \$47 M  | < \$1 M | –     | –  |  |
| P3   | \$3 M                        | < \$1 M | < \$1 M | –     | –  |  |
| P4   | \$21 M                       | \$1 M   | –       | –     | –  |  |
| P5   | –                            | –       | –       | –     | –  |  |

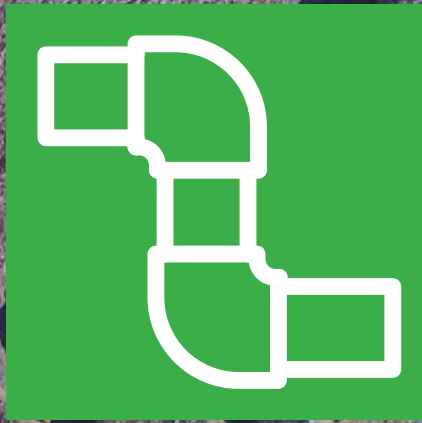
| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category             | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|----------------------------|--|--|---|---|---|
| Water Valves               | \$10 M                                 | 56%  | \$10 M  | –   | –   |
| Hydrants                   | \$8 M                                  | 36%  | \$8 M   | –   | –   |
| Curb Stops                 | \$4 M                                  | 37%  | \$4 M   | –   | –   |
| Water Service Connections  | \$1 M                                  | < 1%   | \$1 M   | –   | –   |
| Water Meters               | \$1 M                                  | 16%  | < \$1 M   | < \$1 M   | –   |
| Water Chambers             | \$1 M                                  | 3%   | \$1 M   | –   | –   |
| Automatic Flushing Devices | < \$1 M                                | 33%  | < \$1 M   | –   | –   |
| Machinery and Equipment    | < \$1 M                                | 44%  | < \$1 M   | –   | < \$1 M   |
| Bulk Water Filling Station | –                                      | –  | –   | –   | –   |
| Sampling Stations          | –                                      | –  | –   | –   | –   |
| Water Mains                | –                                      | –  | –   | –   | –   |
| <b>Total</b>               | <b>\$25 M</b>                          | <b>4%</b>                                    | <b>\$24 M</b>   | <b>&lt; \$1 M</b>   | <b>&lt; \$1 M</b>   |

## AM Improvement Plan

| AM Component            | Improvements   |
|-------------------------|--|
| State of Infrastructure | <ul style="list-style-type: none"> <li>– The Town has identified opportunities to further refine Estimated Service Lives (ESLs) for water infrastructure assets, particularly for water mains, hydrants, and valves. Current ESL assumptions are considered optimistic for certain pipe materials, and future updates may incorporate more detailed pipe material-based lifecycle assumptions to better reflect observed asset performance.</li> <li>– The Town has identified opportunities to further refine unit cost assumptions, particularly for larger water meters and other assets where replacement costs may not fully reflect current construction and procurement costs. The Town also noted that replacement values may not currently include all project-related costs such as design, contract administration, inspection, and contingencies.</li> <li>– Future updates may include maintaining a more detailed and regularly updated unit cost database, including contingency and markup considerations, to support more accurate long-term financial forecasting.</li> <li>– For hydrants, the internal components can often be renewed through operations and maintenance activities without requiring full asset replacement.</li> <li>– A formal process to translate valve, hydrant, watermain break, and field inspection information into AMP condition and performance reporting would improve the use of operational data.</li> </ul> |
| Risk Assessment         | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where data is not available, factors should either be removed or retained with adjusted weighting redistributed to other factors until data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm that weightings reflect strategic objectives and should be refined where necessary.</li> </ul>  |
| Governance              | <ul style="list-style-type: none"> <li>– Formal documentation of water interdependencies with Stormwater, Wastewater, and Parks and Land Improvements would support more coordinated planning and renewal decisions.</li> <li>– A clearer process for water data updates between GIS, Citywide, inspections, and AM reporting would improve data consistency.</li> </ul>   |
| Levels of Service       | <ul style="list-style-type: none"> <li>– Separate condition reporting for priority water asset classes would improve visibility of asset specific condition needs.</li> </ul>  |



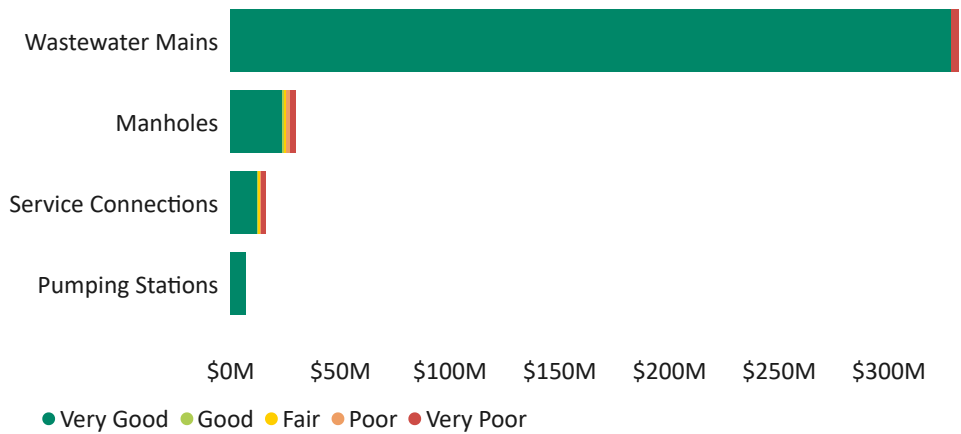
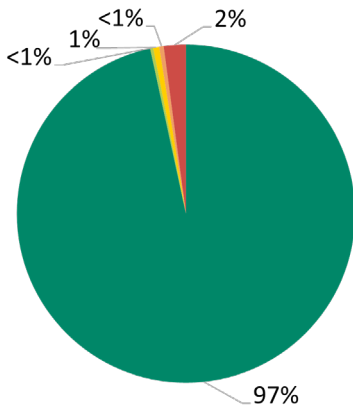
# Wastewater Network

## State of Infrastructure

|  | Asset Category                      | Quantity | Unit       | Replacement Value                |
|--|-------------------------------------|----------|------------|----------------------------------|
| <b>Total Replacement Value</b><br><b>\$385 M</b>   |                                     |          |            |                                  |
| <b>Assets in Good or Better Condition</b><br><b>97%</b>  |                                     |          |            |                                  |
| <b>Asset Portfolio Highlights:</b><br>Wastewater Network has a total replacement value of approximately \$385 M, representing an increase of \$20 M from the previous AMP. The portfolio is in excellent condition, with 97% of assets rated in Good or Better condition. Wastewater assets have substantial remaining useful life relative to their average age, indicating a well-maintained network with limited near-term renewal pressures. | Wastewater Mains                    | 106,312  | Length (m) | \$332 M                          |
|  | Manholes                            | 1,669    | Each       | \$30 M                           |
|  | Service Connections                 | 59,578   | Length (m) | \$16 M                           |
|  | Pumping Stations                    | 4        | Each       | \$7 M                            |
|  | <b>2026 Total Replacement Value</b> |          |            | <b>\$385 M (\$20 M Increase)</b> |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

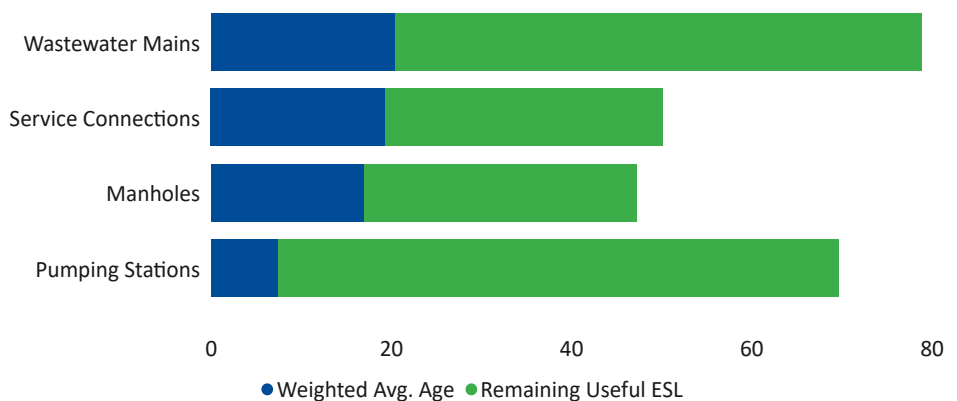
### Asset Condition



### Portfolio Insights

- Wastewater Network uses internal project prioritization processes based on CCTV inspection results and operational data.
- Most pump stations, remain in very good condition due to completed rehabilitation and renewal programs.

### Average Age and Useful Life Expectancy (Years)



## Maturity Assessment

**Current Maturity Score**  
**3.7**

**Target Maturity Score**  
**4.7**

### Key Observations:

Wastewater Network is in the Competent to Optimizing stage of AM maturity. The service area consistently achieved the highest scores across all assessment categories; however, minor gaps remain in meeting certain basic competency requirements. The areas where maximum scores were not achieved relate to Technical Standards and Legislation (relating to the wider impact of legislation driving wastewater service performance and not the meeting of legislation governing wastewater collection) and AM Delivery.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM's role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RSACI.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce AM Policy understanding and application of the AM Policy.

#### Organization and People

- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

#### Strategy and Planning

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town's AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for asset renewal and service continuity.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

#### Asset Management Decision Making

- Implement a Town wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.
- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental “best practices” through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.

#### Risk and Continual Improvement

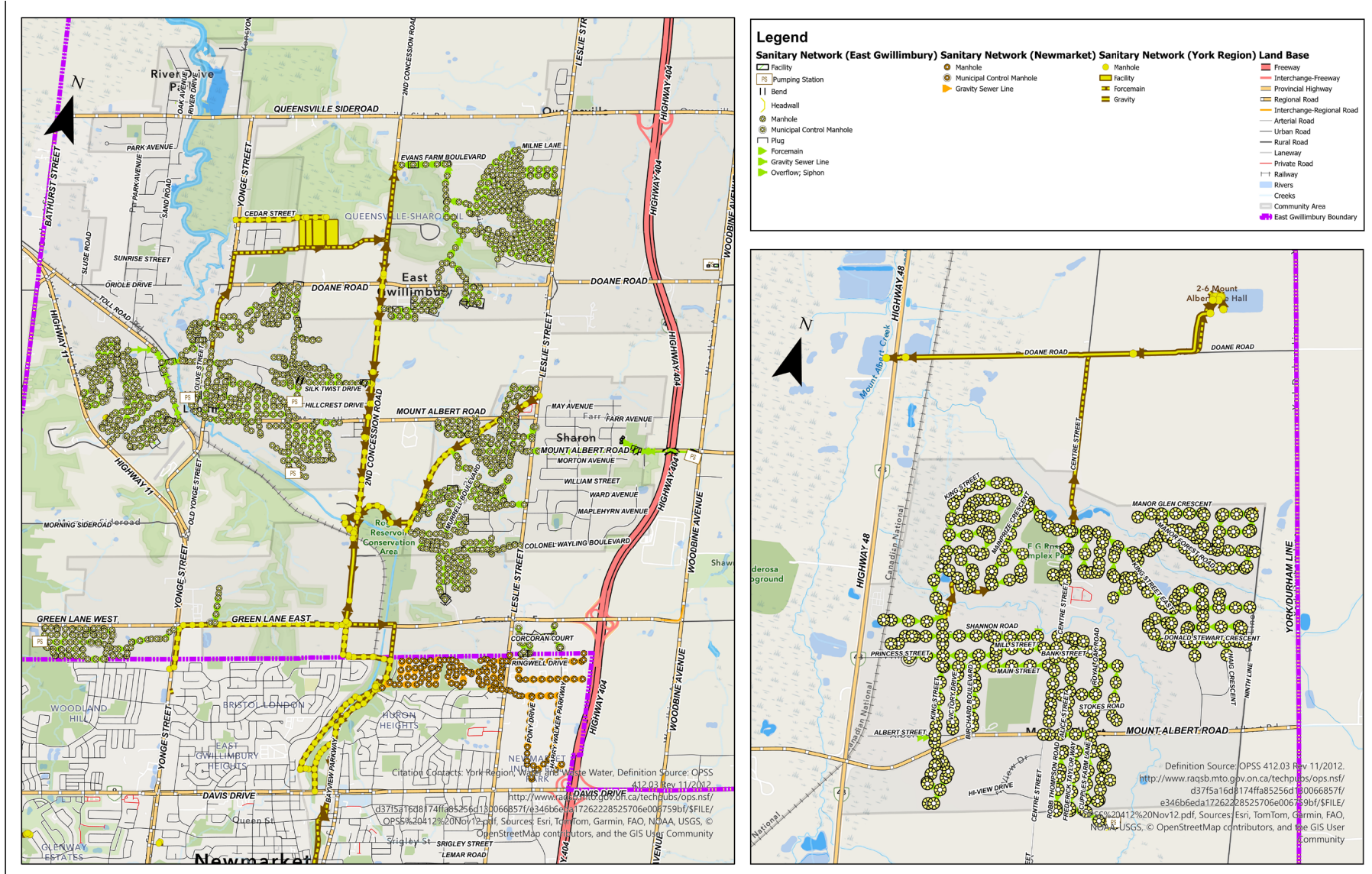
- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure  | Unit       | Proposed LOS Target | LOS Performance (2025)   | LOS Performance (2026)   |
|-----|-----------|-------------------|--|------------|---------------------|--|--|
| 1   | Community | -                 | Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system | Text / Map | -                   | See Figure 55 in the 2025 Asset Management Plan  | See Figure A6 for the map  |
| 2   | Community | -                 | Description of how wastewater mains in the municipal wastewater system are designed to be resilient to storm-water infiltration            | Text       | -                   | Modern wastewater system is built to seal it from infiltration. landl is not present in new areas, and mostly an issue with older areas. | Modern wastewater system is built to seal it from infiltration. landl is not present in new areas, and mostly an issue with older areas. |
| 3   | Community | -                 | Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system                             | Text       | -                   | Sewage Treatment is managed by York Region   | Sewage Treatment is managed by York Region   |
| 4   | Community | -                 | Description of the services being provided   | Text       | -                   | The Town's facilities are providing service that is reliable and sustainable while ensuring affordability                                | The Town's facilities are providing service that is reliable and sustainable while ensuring affordability                                |
| 5   | Technical | Scope             | Replacement Cost   | \$         | -                   | \$365,034,868  | \$385,058,000  |
| 6   | Technical | Scope             | Quantity of mains (meters)   | m          | -                   | 104,847  | 113,336  |
| 7   | Technical | Scope             | % of properties connected to the municipal wastewater system   | %          | -                   | 54%  | 54%  |
| 8   | Technical | Reliable          | Average condition  | Text       | Good                | Very Good  | Very Good  |
| 9   | Technical | Reliable          | % Condition Good and Very Good   | %          | -                   | -  | 97%*   |
| 10  | Technical | Reliable          | % Condition Poor and Very Poor   | %          | -                   | 2%   | 3%   |
| 11  | Technical | Sustainable       | % Risk that is High and very High  | %          | -                   | 0%   | <1%  |
| 12  | Technical | Affordable        | Capital reinvestment   | \$         | -                   | \$1,596,170  | \$26,982   |
| 13  | Technical | Affordable        | Capital reinvestment rate  | %          | -                   | 0.44%  | 0.01%  |

\* Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

# Levels of Service Framework (Continued)



## Risk Summary

| Risk | Consequence of Failure (CoF) |         |         |       |       |
|------|------------------------------|---------|---------|-------|-------|
|      | C1                           | C2      | C3      | C4    | C5    |
| P1   | \$166 M                      | \$188 M | \$9 M   | \$2 M | \$7 M |
| P2   | \$3 M                        | –       | < \$1 M | –     | –     |
| P3   | \$4 M                        | –       | –       | –     | –     |
| P4   | \$3 M                        | \$3 M   | < \$1 M | –     | –     |
| P5   | –                            | –       | –       | –     | –     |

**Key Highlights:**  
 Risk is concentrated in P1, primarily within C2 at \$188 M and C1 at \$166 M. All other risk matrix cells are comparatively small, generally approximately \$4 M or less, with many below \$1 M. Assets in Poor and Very Poor condition total \$10 M, representing approximately 3% of the portfolio. The majority of these assets are classified as Low and Very Low risk. Assets categorized as High and Very High risk total are below \$1 M, while no assets were identified within the Moderate risk category.

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category      | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|---------------------|--|--|---|---|---|
| Manholes            | \$4 M                                  | 14%  | \$4 M   | –   | –   |
| Wastewater Mains    | \$3 M                                  | 1%   | \$3 M   | –   | < \$1 M   |
| Service Connections | \$2 M                                  | 14%  | \$2 M   | –   | –   |
| Pumping Stations    | –                                      | –  | –   | –   | –   |
| <b>Total</b>        | <b>\$10 M</b>                          | <b>3%</b>                                    | <b>\$10 M</b>   | <b>–</b>  | <b>&lt; \$1 M</b>   |

## AM Improvement Plan

| AM Component            | Improvements   |
|-------------------------|--|
| State of Infrastructure | <ul style="list-style-type: none"> <li>- The Town has identified opportunities to further refine wastewater pump station asset data by breaking facilities into component-level assets (e.g., structural, mechanical, electrical, and instrumentation components) to support more accurate condition assessment, lifecycle modeling, and replacement forecasting.</li> <li>- Future updates may include refining Estimated Service Life (ESL) assumptions for wastewater assets based on pipe material type, as different materials may exhibit significantly different performance characteristics and deterioration rates.</li> <li>- The Town has also identified an opportunity to improve the integration of inspection data into the AM framework by developing approaches to translate CCTV and inspection ratings (such as NASCO ratings) into standardized AMP condition-scoring methodologies.</li> <li>- Integration of CCTV and PACP data into AMP condition scoring would improve wastewater condition reporting and lifecycle planning.</li> </ul> |
| Risk Assessment         | <ul style="list-style-type: none"> <li>- Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>- The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where supporting data is unavailable, factors should either be removed or retained with adjusted weightings redistributed across the remaining factors until sufficient data becomes available.</li> <li>- Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm alignment with strategic objectives and refined where required.</li> </ul>   |
| Governance              | <ul style="list-style-type: none"> <li>- A defined process to integrate CCTV and PACP results into AMP condition scoring would improve wastewater lifecycle planning.</li> <li>- Formal documentation of wastewater interdependencies with Stormwater, Water, and Parks and Land Improvements would support more coordinated planning and renewal decisions.</li> <li>- A clearer process for wastewater data updates between GIS, Citywide, inspections, and AM reporting would improve data consistency.</li> </ul>  |
| Levels of Service       | <ul style="list-style-type: none"> <li>- Separate condition reporting for priority wastewater asset classes would improve visibility of asset specific condition needs.</li> </ul>   |



**Fleet**



## State of Infrastructure

**Total Replacement Value**  
**\$13 M**

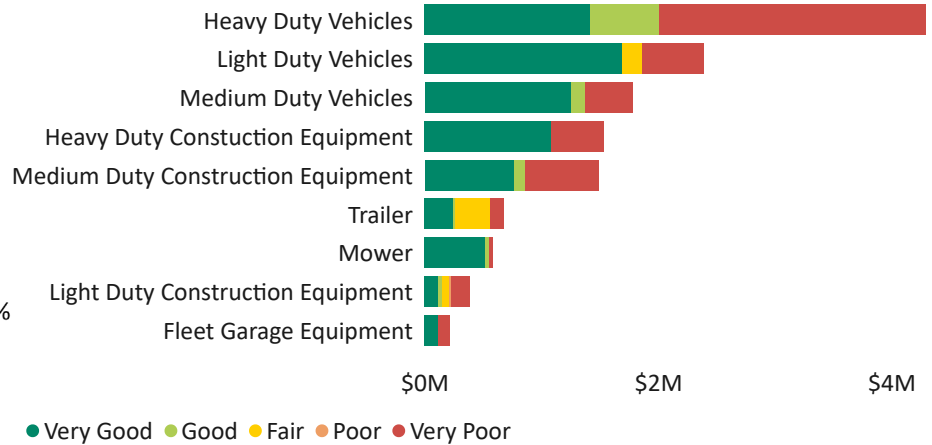
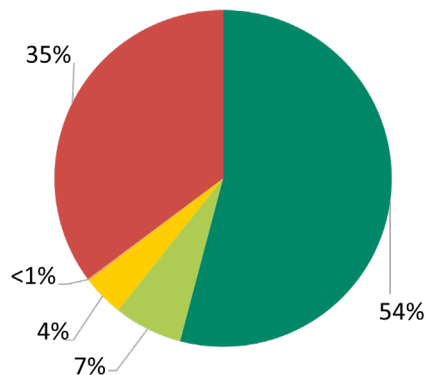
**Assets in Good or Better Condition**  
**61%**

**Asset Portfolio Highlights:**  
Fleet has a total replacement value of approximately \$13 M. Overall, 61% of fleet assets are rated in Good or Better condition, while a significant portion of the portfolio is approaching end-of-life. Fleet assets generally have shorter service lives than other asset classes, with several vehicle and equipment categories exhibiting relatively high average ages compared to their remaining useful life.

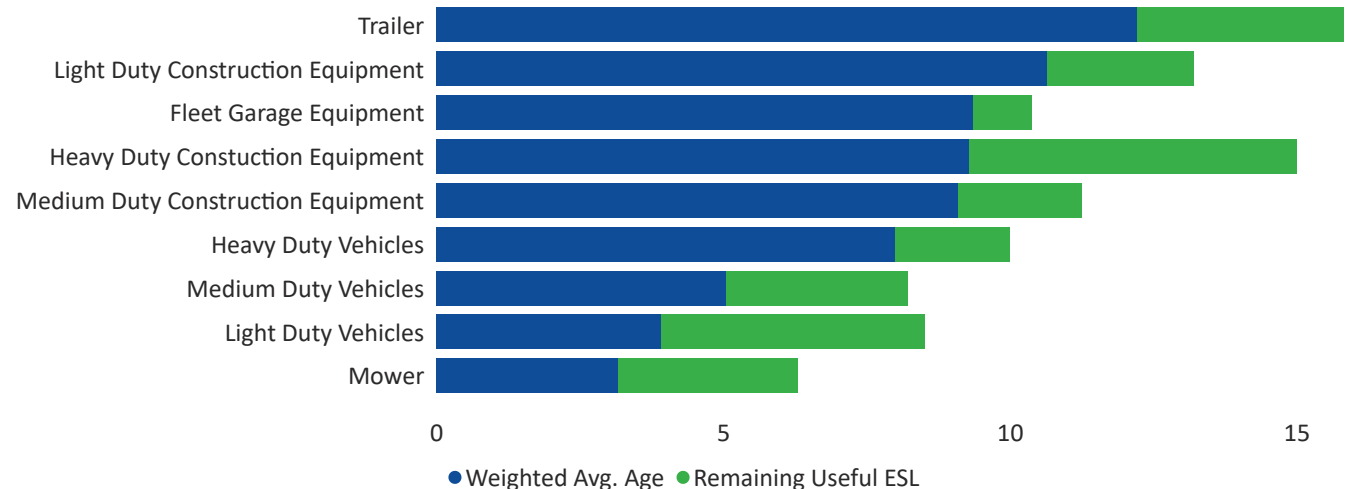
| Asset Category                      | Quantity | Unit | Replacement Value |
|-------------------------------------|----------|------|-------------------|
| Heavy Duty Vehicles                 | 9        | Each | \$4 M             |
| Light Duty Vehicles                 | 26       | Each | \$2 M             |
| Medium Duty Vehicles                | 12       | Each | \$2 M             |
| Heavy Duty Construction Equipment   | 5        | Each | \$2 M             |
| Medium Duty Construction Equipment  | 8        | Each | \$1 M             |
| Trailer                             | 20       | Each | \$1 M             |
| Mower                               | 8        | Each | \$1 M             |
| Light Duty Construction Equipment   | 13       | Each | < \$1 M           |
| Fleet Garage Equipment              | 4        | Each | < \$1 M           |
| <b>2026 Total Replacement Value</b> |          |      | <b>\$13 M</b>     |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

### Asset Condition



### Average Age and Useful Life Expectancy (Years)



## Maturity Assessment

**Current Maturity Score**  
3.4

**Target Maturity Score**  
4.2

### Key Observations:

Fleet is in the Competent to Optimizing stage of AM maturity. The service area consistently achieved the highest scores across all assessment categories; however, minor gaps remain in meeting certain basic competency requirements. The areas where maximum scores were not achieved relate to Maintenance Delivery and Management of Change.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM’s role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RSACI.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce AM Policy understanding and application of the AM Policy.

#### Organization and People

- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

#### Strategy and Planning

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town’s AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for asset renewal and service continuity.

#### Asset Management Decision Making

- Implement a Town wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental “best practices” through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.

#### Risk and Continual Improvement

- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure                                  | Unit | Proposed LOS Target | LOS Performance (2025)  | LOS Performance (2026)   |
|-----|-----------|-------------------|--|------|---------------------|---|--|
| 1   | Community | -                 | Description of the municipal services supported by Fleet | Text | -                   | <p>To maintain the quality stewardship of East Gwillimbury’s infrastructure and the delivery of municipal services, staff operate and maintain a diverse fleet of vehicles and equipment. This includes Engineering and Public Works equipment used to support roadway maintenance and other operational activities.</p> <p>Vehicles support the delivery of municipal services across several service areas. This includes plow vehicles for winter maintenance operations, vehicles and specialized equipment for park maintenance activities, and administrative vehicles used for by-law enforcement, inspections, and other municipal functions.</p> | <p>To support effective stewardship of East Gwillimbury’s infrastructure and the delivery of municipal services, staff operate and maintain a diverse fleet of vehicles and equipment. This includes Engineering and Public Works equipment used to support roadway maintenance and other operational activities.</p> <p>Vehicles support the delivery of municipal services across several service areas. This includes plow vehicles for winter maintenance operations, vehicles and specialized equipment for park maintenance activities, and administrative vehicles used for by-law enforcement, inspections, and other municipal functions.</p> |
| 2   | Community | -                 | Description of the services being provided               | Text | -                   | <p>The Town’s vehicles provide services that are reliable and sustainable while ensuring affordability. The Town’s machinery and equipment also provide services that are reliable and sustainable while maintaining affordability.</p>   | <p>The Town’s vehicles provide services that are reliable and sustainable while ensuring affordability. The Town’s machinery and equipment also provide services that are reliable and sustainable while maintaining affordability.</p>  |
| 3   | Technical | Scope             | Replacement Cost   | \$   | -                   | -   | \$13,345,000   |
| 4   | Technical | Scope             | Quantity   | #    | -                   | -   | 105  |

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure                              | Unit | Proposed LOS Target | LOS Performance (2025) | LOS Performance (2026) |
|-----|-----------|-------------------|--|------|---------------------|------------------------|------------------------|
| 5   | Technical | Reliable          | Average condition                                    | Text | Good                | -                      | Fair                   |
| 6   | Technical | Reliable          | % Condition Good and Very Good                       | %    | -                   | -                      | 60%                    |
| 7   | Technical | Reliable          | % Condition Poor and Very Poor                       | %    | -                   | -                      | 35%*                   |
| 8   | Technical | Sustainable       | % Risk that is High and Very High                    | %    | -                   | -                      | 25%                    |
| 9   | Technical | Affordable        | Capital reinvestment                                 | \$   | -                   | -                      | \$967,989              |
| 10  | Technical | Affordable        | Capital reinvestment rate                            | %    | -                   | -                      | 7.25%                  |
| 11  | Technical | Reliable          | % of regulated MTO maintenance inspections completed | %    | 100%                | -                      | 100%                   |

*Note: No direct comparison is available for Fleet; Fleet, Library, and IT assets, as these asset classes were recategorized under the updated asset hierarchy. In the 2025 Asset Management Plan, Fleet levels of service were included within the Vehicles, Machinery, and Equipment asset category.*

*\* Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.*

## Risk Summary

| Risk | Consequence of Failure (CoF) |         |         |       |    |
|------|------------------------------|---------|---------|-------|----|
|      | C1                           | C2      | C3      | C4    | C5 |
| P1   | \$1 M                        | \$5 M   | < \$1 M | \$1 M | –  |
| P2   | < \$1 M                      | \$1 M   | –       | \$1 M | –  |
| P3   | < \$1 M                      | < \$1 M | \$1 M   | –     | –  |
| P4   | < \$1 M                      | \$2 M   | \$1 M   | \$1 M | –  |
| P5   | –                            | < \$1 M | –       | –     | –  |

**Key Highlights:**

Overall risk is low and concentrated within a limited number of risk matrix cells, primarily P1, C2 at \$5 M and P4, C2 at \$2 M. The remaining cells are generally \$1 M or less. Assets in Poor and Very Poor total \$5 M, representing approximately 35% of the fleet portfolio. The majority of this replacement value is classified as High and Very High risk at \$3 M, driven primarily by Heavy Duty Vehicles at \$2 M. Moderate Risk assets total approximately \$1 M, with Low and Very Low Risk assets accounting for a further \$1 M.

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category                     | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|------------------------------------|--|--|---|---|---|
| Heavy Duty Vehicles                | \$2 M                                  | 53%  | –   | –   | \$2 M   |
| Medium Duty Construction Equipment | \$1 M                                  | 42%  | < \$1 M   | –   | < \$1 M   |
| Light Duty Vehicles                | \$1 M                                  | 22%  | < \$1 M   | < \$1 M   | –   |
| Heavy Duty Construction Equipment  | < \$1 M                                | 29%  | –   | –   | < \$1 M   |
| Medium Duty Vehicles               | < \$1 M                                | 23%  | < \$1 M   | < \$1 M   | –   |
| Light Duty Construction Equipment  | < \$1 M                                | 46%  | < \$1 M   | < \$1 M   | < \$1 M   |
| Trailer                            | < \$1 M                                | 17%  | < \$1 M   | < \$1 M   | < \$1 M   |
| Fleet Garage Equipment             | < \$1 M                                | 45%  | < \$1 M   | –   | –   |
| Mower                              | < \$1 M                                | 6%   | –   | < \$1 M   | –   |
| <b>Total</b>                       | <b>\$5 M</b>                           | <b>35%</b>                                   | <b>\$1 M</b>  | <b>\$1 M</b>  | <b>\$3 M</b>  |

## AM Improvement Plan

| AM Component      | Improvements  |
|-------------------|---|
| Risk Assessment   | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where supporting data is unavailable, factors should either be removed or retained with adjusted weightings redistributed across the remaining factors until sufficient data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm alignment with strategic objectives and refined where necessary.</li> <li>– Separate risk frameworks developed for specific asset classes have recently been populated and should be reviewed in detail with asset owners to confirm alignment with strategic objectives and ensure they are appropriately tailored.</li> </ul> |
| Governance        | <ul style="list-style-type: none"> <li>– More formal documentation of Fleet lifecycle planning would improve traceability between condition, reliability, service impact, availability, and replacement timing.</li> <li>– Lifecycle tracking linked to procurement lead times would improve visibility of assets approaching end-of-life.</li> </ul>   |
| Levels of Service | <ul style="list-style-type: none"> <li>– New lifecycle and maintenance indicators, such as average fleet age relative to useful life, percentage of assets beyond lifecycle, preventative maintenance completion rates, greenhouse gas (GHG) emissions, and inspection frequency, would improve Fleet performance reporting.</li> </ul>   |



# Facilities

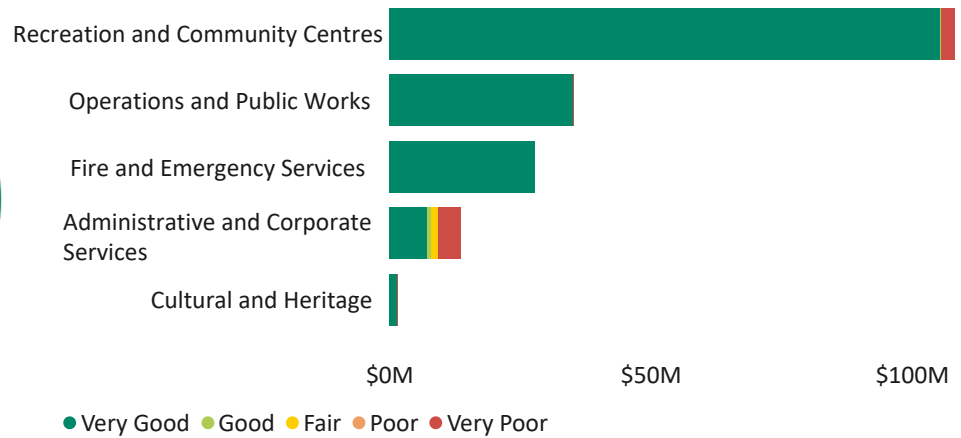
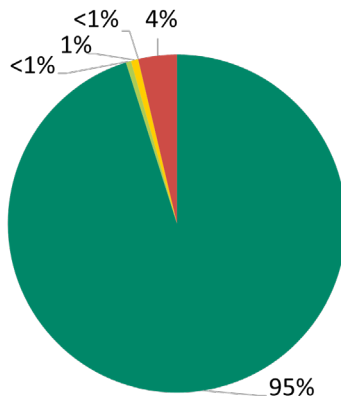


## State of Infrastructure

| Total Replacement Value<br>\$186 M   |  | Asset Category                        | Quantity  | Unit                             | Replacement Value |
|--|--|---------------------------------------|-----------|----------------------------------|-------------------|
| Assets in Good or Better Condition<br>96%  |  | Recreation and Community Centres      | 1,036,022 | Area (ft <sup>2</sup> )          | \$108 M           |
| Asset Portfolio Highlights:<br>Facilities has a total replacement value of approximately \$186 M and is in excellent condition, with approximately 96% of assets rated in Good or Better condition. Recreation and Community Centres represent the largest component of the portfolio. Overall, facilities have relatively low average ages compared to their remaining useful life, indicating a generally modern and well-maintained asset base. |  | Operations and Public Works           | 448,709   | Area (ft <sup>2</sup> )          | \$35 M            |
|  |  | Fire and Emergency Services           | 273,817   | Area (ft <sup>2</sup> )          | \$28 M            |
|  |  | Administrative and Corporate Services | 235,528   | Area (ft <sup>2</sup> )          | \$14 M            |
|  |  | Cultural and Heritage                 | 16,948    | Area (ft <sup>2</sup> )          | \$2 M             |
|  |  | <b>2026 Total Replacement Value</b>   |           | <b>\$186 M (\$15 M Increase)</b> |                   |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

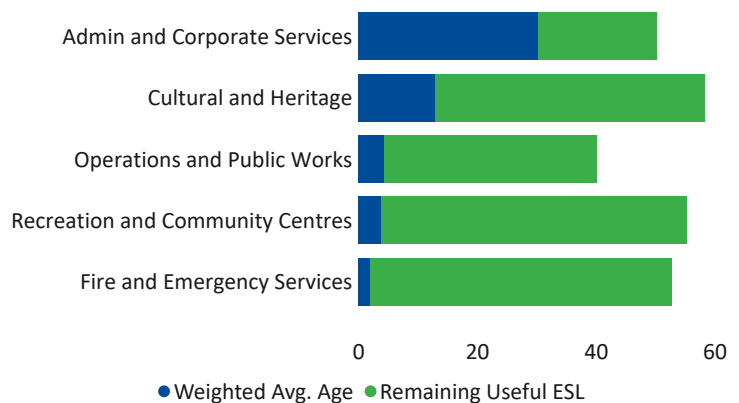
### Asset Condition



### Portfolio Insights

- Facilities' capital planning is informed by Building Condition Assessments (BCAs), which are typically completed on an approximately five-year cycle to support asset renewal prioritization and long-term capital forecasting.
- The Health and Active Living Plaza (HALP), with an estimated replacement value of approximately \$98 M, was brought into service in October 2025. However, its asset data was not included in this analysis and will be incorporated in future updates. The Service Area is currently developing and refining a detailed asset inventory to support future reporting and analysis.

### Average Age and Useful Life Expectancy (Years)



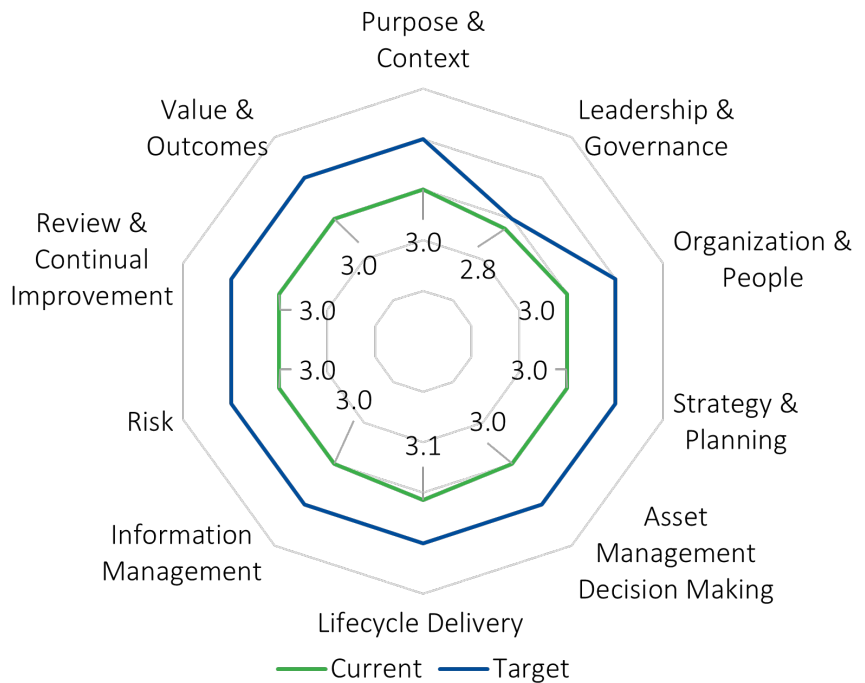
## Maturity Assessment

**Current Maturity Score**  
3.0

**Target Maturity Score**  
3.9

### Key Observations:

Facilities have consistently achieved competence across all areas of assessment and are now focused on advancing asset management maturity beyond ISO 55000 requirements.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM’s role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RSACI.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce AM Policy understanding and application of the AM Policy.

#### Organization and People

- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

#### Strategy and Planning

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town’s AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for asset renewal and service continuity.

#### Asset Management Decision Making

- Implement a Town wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental “best practices” through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.

#### Risk and Continual Improvement

- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure                                       | Unit   | Proposed LOS Target | LOS Performance (2025)   | LOS Performance (2026)   |
|-----|-----------|-------------------|---|--------|---------------------|--|--|
| 1   | Community | -                 | Description of the municipal services supported by facilities | Text   | -                   | Facilities support the delivery of municipal services through the support of several service areas, including Administrative offices – general government services, Public works garages and storage sheds – roadway and winter control services, Fire – emergency services, and Community centers – recreation and cultural service | Facilities support the delivery of municipal services through the support of several service areas, including Administrative offices – general government services, Public works garages and storage sheds – roadway and winter control services, Fire – emergency services, and Community centers – recreation and cultural service |
| 2   | Community | -                 | Description of the services being provided                    | Text   | -                   | The Town’s facilities are providing service that is reliable and sustainable while ensuring affordability  | The Town’s facilities are providing service that is reliable and sustainable while ensuring affordability  |
| 3   | Technical | Scope             | Replacement Cost  | \$     | -                   | \$171,018,557  | \$186,373,000  |
| 4   | Technical | Scope             | Quantity  | Varies | -                   | 18 #   | 1,036,022 ft <sup>2</sup>  |
| 5   | Technical | Reliable          | Average condition (of all facilities)                         | Text   | Good                | Good   | Very Good  |
| 6   | Technical | Reliable          | % Condition Good and Very Good                                | %      | -                   | -  | 96%  |

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure           | Unit | Proposed LOS Target | LOS Performance (2025) | LOS Performance (2026) |
|-----|-----------|-------------------|-----------------------------------|------|---------------------|------------------------|------------------------|
| 7   | Technical | Reliable          | % Condition Poor and Very Poor    | %    | -                   | 6%                     | 4%*                    |
| 8   | Technical | Sustainable       | % Risk that is High and Very High | %    | -                   | 22%                    | 3%                     |
| 9   | Technical | Affordable        | Capital reinvestment              | \$   | -                   | \$2,644,445            | \$28,064,197           |
| 10  | Technical | Affordable        | Capital reinvestment rate         | %    | -                   | 1.55%                  | 15.06%                 |
| 11  | Technical | Reliable          | Average FCI of facilities         | #    | -                   | -                      | 72                     |

\* Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

## Risk Summary

| Risk | Consequence of Failure (CoF) |         |         |        |        | Key Highlights:  |
|------|------------------------------|---------|---------|--------|--------|--|
|      | C1                           | C2      | C3      | C4     | C5     |  |
| P1   | \$1 M                        | \$19 M  | \$27 M  | \$93 M | \$36 M | <p>Risk is dominated by P1, with the largest concentration in C4 at \$93 M, followed by C5 at \$36 M and C3 at \$27 M. All other risk matrix cells are comparatively small, generally below \$1 M each. Assets in Poor and Very Poor condition total \$7 M, representing approximately 4% of the portfolio. The majority of this replacement value is classified as High and Very High risk at \$5 M, driven primarily by Administrative and Corporate Services Facilities at \$4 M and Recreation and Community Centres at \$2 M.</p> |
| P2   | < \$1 M                      | < \$1 M | < \$1 M | –      | \$1 M  |  |
| P3   | < \$1 M                      | \$1 M   | \$1 M   | \$1 M  | –      |  |
| P4   | \$1 M                        | \$1 M   | \$2 M   | \$1 M  | –      |  |
| P5   | –                            | –       | –       | –      | –      |  |

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category                        | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|---------------------------------------|--|--|---|---|---|
| Administrative and Corporate Services | \$4 M                                  | 31%  | < \$1 M   | < \$1 M   | \$4 M   |
| Recreation and Community Centres      | \$3 M                                  | 2%   | \$1 M   | < \$1 M   | \$2 M   |
| Cultural and Heritage                 | < \$1 M                                | 3%   | < \$1 M   | < \$1 M   | < \$1 M   |
| Operations and Public Works           | < \$1 M                                | < 1%   | –   | –   | < \$1 M   |
| Fire and Emergency Services           | –                                      | < 1%   | –   | –   | –   |
| <b>Total</b>                          | <b>\$7 M</b>                           | <b>4%</b>                                    | <b>\$1 M</b>  | <b>\$1 M</b>  | <b>\$5 M</b>  |

Note: Minor discrepancies between reported totals and the sum of individual values are attributable to rounding.

## AM Improvement Plan

| AM Component            | Improvements  |
|-------------------------|---|
| State of Infrastructure | <ul style="list-style-type: none"> <li>– The newly added facility may not yet be fully reflected within the current dataset or Building Condition Assessment (BCA) program.</li> <li>– The Town has identified opportunities to further improve facility asset data by refining component-level asset breakdowns, recognizing that individual building components may have significantly different expected service lives, deterioration patterns, and replacement timelines.</li> <li>– Opportunities have also been identified to improve the accuracy of facility installation year data, as some records may currently reflect data-entry dates rather than original construction or rehabilitation years, which may affect lifecycle forecasting and replacement modelling.</li> <li>– Some building components may have forecast horizons extending 20–40 years, highlighting the importance of updating BCAs approximately every five years to reflect changing conditions and non-linear deterioration patterns.</li> <li>– The Town has also identified approaches for addressing assets with zero replacement values, including the use of reasonable budget-based estimates where detailed replacement cost information is not yet available.</li> <li>– Improved linkage between monthly inspections, BCA results, and risk indicators would strengthen Facilities condition and risk reporting.</li> </ul> |
| Risk Assessment         | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where supporting data is unavailable, factors should either be removed or retained with adjusted weightings redistributed across the remaining factors until sufficient data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm alignment with strategic objectives and refined where required.</li> <li>– Separate risk frameworks developed for specific asset classes have recently been populated and should be reviewed in detail with asset owners to confirm alignment with strategic objectives and ensure they are appropriately tailored.</li> </ul>  |
| Governance              | <ul style="list-style-type: none"> <li>– More formal alignment between Facilities processes and the updated RASCI would improve consistency and visibility of AM responsibilities.</li> <li>– Improved integration of Facilities work order data with Citywide would support more consistent asset updates and condition reporting.</li> </ul>  |
| Levels of Service       | <ul style="list-style-type: none"> <li>– Additional measures related to health and safety, work order response times, system downtime, preventative versus reactive maintenance, deferred maintenance, and BCA cycles would strengthen performance monitoring.</li> </ul>   |

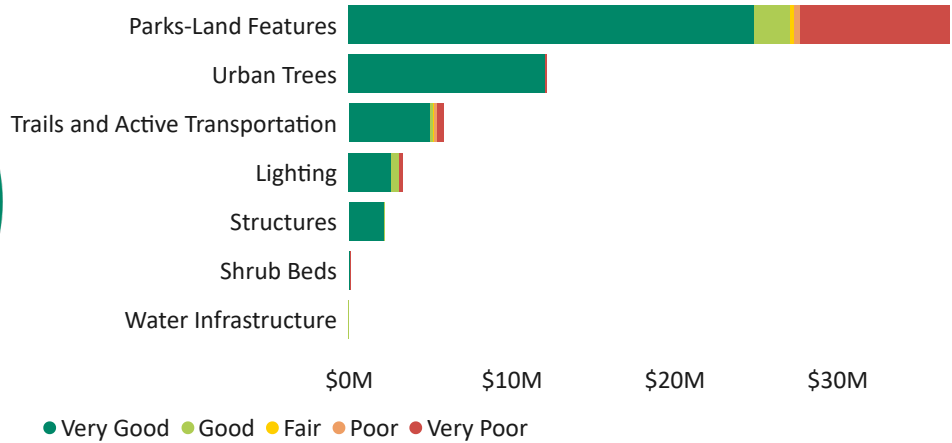
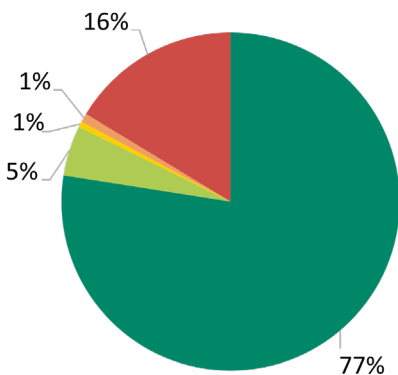


# Parks and Land Improvements

## State of Infrastructure

| Total Replacement Value<br>\$61 M  |  | Asset Category                   | Quantity | Unit                           | Replacement Value |
|--|--|----------------------------------|----------|--------------------------------|-------------------|
| Assets in Good or Better Condition<br>82%  |  | Parks-Land Features              | 587,722  | Area (m <sup>2</sup> )         | \$37 M            |
| Asset Portfolio Highlights:<br>Parks and Land Improvements has a total replacement value of approximately \$61 M. Overall, 82% of assets are rated in Good or Better condition, with most assets concentrated in the Very Good category. The portfolio generally exhibits a favourable age profile, with most asset classes having substantial remaining useful life relative to their average age, supporting continued service delivery. |  | Urban Trees                      | 11,868   | Each                           | \$12 M            |
|  |  | Trails and Active Transportation | 45,478   | Length (m)                     | \$6 M             |
|  |  | Lighting                         | 299      | Each                           | \$3 M             |
|  |  | Structures                       | 89       | Each                           | \$2 M             |
|  |  | Shrub Beds                       | 330      | Each                           | < \$1 M           |
|  |  | Water Infrastructure             | 84       | Each                           | < \$1 M           |
| <b>2026 Total Replacement Value</b>  |  |                                  |          | <b>\$61 M (\$7 M Increase)</b> |                   |

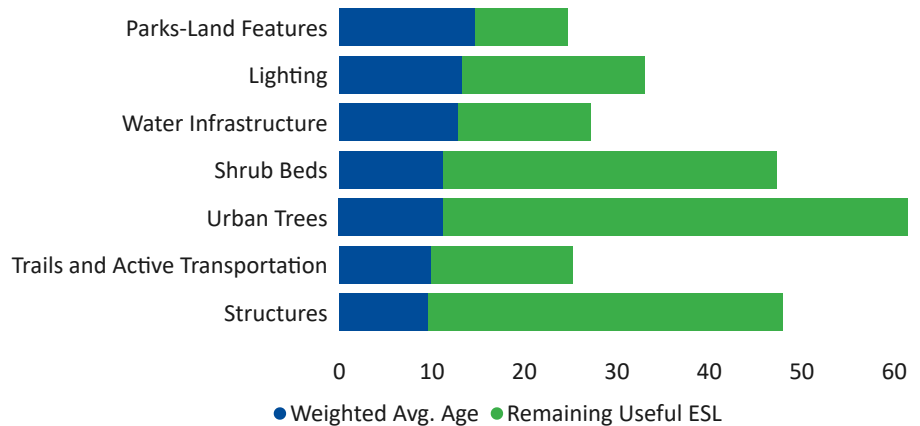
### Asset Condition



### Portfolio Insights

- Parks and Land Improvements completes a 10-year capital plan annually in coordination with Finance, incorporating both asset replacement needs and planned new capital investments to support long-term service delivery and financial planning.

### Average Age and Useful Life Expectancy (Years)



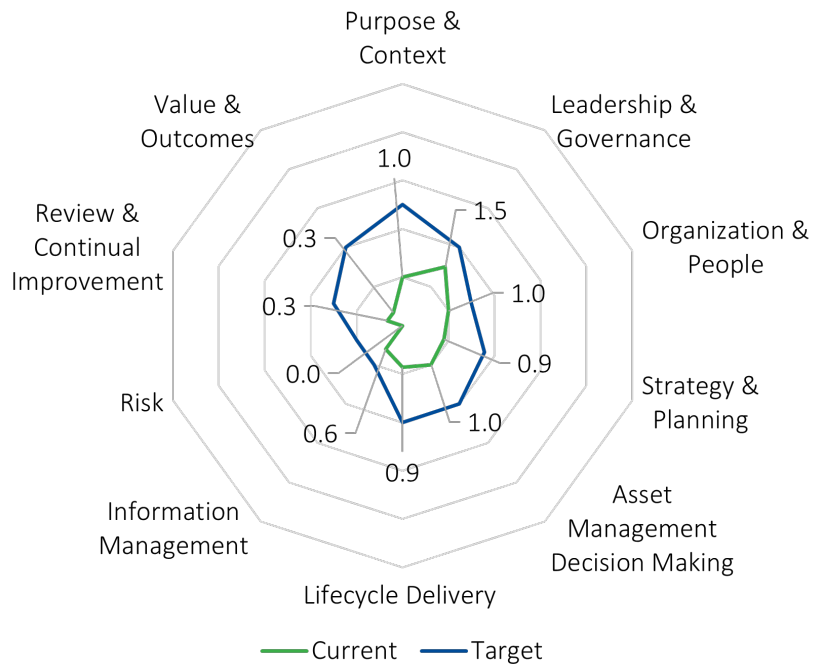
## Maturity Assessment

**Current Maturity Score**  
**0.8**

**Target Maturity Score**  
**1.7**

### Key Observations:

Parks and Land Improvements are in the Innocent to Aware stage of AM maturity and have significant opportunities to advance AM maturity across all assessment areas.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM’s role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability in the RASCI matrix.
- Formalize stakeholder management by developing a stakeholder register and communication plan outlining stakeholder needs and expectations.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Establish a clear line of sight between corporate AM objectives and departmental plans through mapped alignment.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce AM Policy understanding and application of the AM Policy.
- Undertake an internal review to confirm compliance with relevant technical standards, regulations, and legislation.

#### Organization and People

- Establish clear AM ownership by designating formal AM leads within each department and embedding AM responsibilities into relevant job descriptions.
- Introduce a consistent change management framework to guide the implementation of AM related changes across departments.
- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.
- Develop a workforce planning approach to identify required activities, resourcing needs, and skill sets.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

#### Strategy and Planning

- Formalize demand management within AMPs by adding a consistent AMP section that documents demand drivers, assumptions, and resulting impacts on service levels and investment needs for each portfolio.
- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town's AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for renewal and service continuity.
- Develop a Parks and Land Improvement AM guide to document current processes, identify gaps, and outline Parks and Land Improvements specific actions to maximize asset value.

#### Asset Management Decision Making

- Implement a Town wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, sustainability) to improve transparency and defensibility of investment decisions.
- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental best practices through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.
- Standardize data maintenance processes by establishing routine update cycles, audit trails, and clear responsibilities for data entry, review, and approval.

#### Risk and Continual Improvement

- Create and implement a Town-wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure                    | Unit | Proposed LOS Target | LOS Performance (2025)  | LOS Performance (2026)   |
|-----|-----------|-------------------|--|------|---------------------|---|--|
| 1   | Community | -                 | Description of the services being provided | Text | -                   | The Town's land improvements are providing service that is reliable and sustainable while ensuring affordable park services | The Town's land improvements are providing service that is reliable and sustainable while ensuring affordable park services  |
| 2   | Technical | Scope             | Replacement Cost                           | \$   | -                   | \$53,453,630  | \$60,532,000   |
| 3   | Technical | Scope             | Quantity                                   | #    | -                   | 27,478  | Parks-Land Features: 587,722 m <sup>2</sup><br>Urban Trees: 11,868<br>Trails and Active Transportation: 45,478 m<br>Lighting: 299<br>Structures: 89<br>Shrub Beds: 330<br>Water Infrastructure: 84 |
| 4   | Technical | Reliable          | Average condition                          | Text | Good                | Very Good   | Good   |
| 5   | Technical | Reliable          | % Condition Good and Very Good             | %    | -                   | -   | 82%  |
| 6   | Technical | Reliable          | % Condition Poor and Very Poor             | %    | -                   | 6%  | 17%  |
| 7   | Technical | Sustainable       | % Risk that is High and Very High          | %    | -                   | 2%  | 13%  |
| 8   | Technical | Affordable        | Capital reinvestment                       | \$   | -                   | \$295,000   | \$3,145,293  |
| 9   | Technical | Affordable        | Capital reinvestment rate                  | %    | -                   | 0.55%   | 5.20%  |

## Risk Summary

| Risk      | Consequence of Failure (CoF) |        |         |         |    | <b>Key Highlights:</b><br>Risk is concentrated in P1, led by C1 at \$16 M and C2 at \$15 M, with secondary contributions in C3 and C4 at \$8M each. Outside of P1, the largest remaining cell is P4, C2 at \$3 M, with all others at \$2 M or less. Assets in Poor and Very Poor condition total \$10 M, representing approximately 17% of the portfolio. The majority of this replacement value is classified as High and Very High risk at \$8 M, driven primarily by Parks–Land Features is split between Moderate risk at \$1 M and Low and Very Low risk at \$1 M. |
|-----------|------------------------------|--------|---------|---------|----|---|
|           | C1                           | C2     | C3      | C4      | C5 |   |
| <b>P1</b> | \$16 M                       | \$15 M | \$8 M   | \$8 M   | –  |   |
| <b>P2</b> | < \$1 M                      | \$2 M  | \$2 M   | < \$1 M | –  |   |
| <b>P3</b> | < \$1 M                      | \$1 M  | < \$1 M | \$2 M   | –  |   |
| <b>P4</b> | < \$1 M                      | \$3 M  | \$2 M   | \$2 M   | –  |   |
| <b>P5</b> | < \$1 M                      | –      | –       | –       | –  |   |

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category                   | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|----------------------------------|--|--|---|---|---|
| Parks-Land Features              | \$10 M                                 | 26%  | \$1 M   | \$1 M   | \$8 M   |
| Trails and Active Transportation | \$1 M                                  | 10%  | –   | < \$1 M   | < \$1 M   |
| Lighting                         | < \$1 M                                | 7%   | < \$1 M   | < \$1 M   | –   |
| Urban Trees                      | < \$1 M                                | 1%   | < \$1 M   | –   | –   |
| Shrub Beds                       | < \$1 M                                | 1%   | < \$1 M   | –   | –   |
| Structures                       | –                                      | –  | –   | –   | –   |
| Water Infrastructure             | –                                      | –  | –   | –   | –   |
| <b>Total</b>                     | <b>\$10 M</b>                          | <b>17%</b>                                   | <b>\$1 M</b>  | <b>\$1 M</b>  | <b>\$8 M</b>  |

Note: Minor discrepancies between reported totals and the sum of individual values are attributable to rounding.

## AM Improvement Plan

| AM Component            | Improvements   |
|-------------------------|--|
| State of Infrastructure | <ul style="list-style-type: none"> <li>– The Parks and Land Improvements service area has identified opportunities to further refine and validate parks and land improvements inventory data, including reviewing recent increases in replacement value that may be associated with updated on-the-ground inventory collection and asset record enhancements completed around 2024.</li> <li>– The service area notes that a 2025 tree inventory has been completed but has not yet been fully incorporated into the broader AM dataset, representing an opportunity to improve the completeness of urban forestry asset data.</li> <li>– Playgrounds are identified as a key priority asset class due to regulatory requirements, and regular monthly inspections.</li> </ul>   |
| Risk Assessment         | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where supporting data is unavailable, factors should either be removed or retained with adjusted weightings redistributed across the remaining factors until sufficient data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm alignment with strategic objectives and refined where required.</li> <li>– Separate risk frameworks developed for specific asset classes have recently been populated and should be reviewed in detail with asset owners to confirm alignment with strategic objectives and ensure they are appropriately tailored.</li> </ul> |
| Governance              | <ul style="list-style-type: none"> <li>– The Town has identified opportunities to improve governance and integration of parks and land improvements asset data by clarifying responsibilities for data management and strengthening connections between inspection records, GIS systems, and PSD Citywide.</li> <li>– Develop a Parks and Land Improvements AM guide would document current processes, portfolio-specific actions, and AM responsibilities beyond inventory updates.</li> <li>– A documented resourcing and skills plan would identify the capacity required to support Parks and Land Improvements AM activities.</li> </ul>  |
| Levels of Service       | <ul style="list-style-type: none"> <li>– Incorporation of new parks assets, including the tree inventory into asset data would improve future LOS reporting.</li> <li>– Increased frequency of inspection reporting for higher-risk assets, such as playgrounds, would improve risk-based performance monitoring.</li> </ul>   |



# Fire and Emergency Services

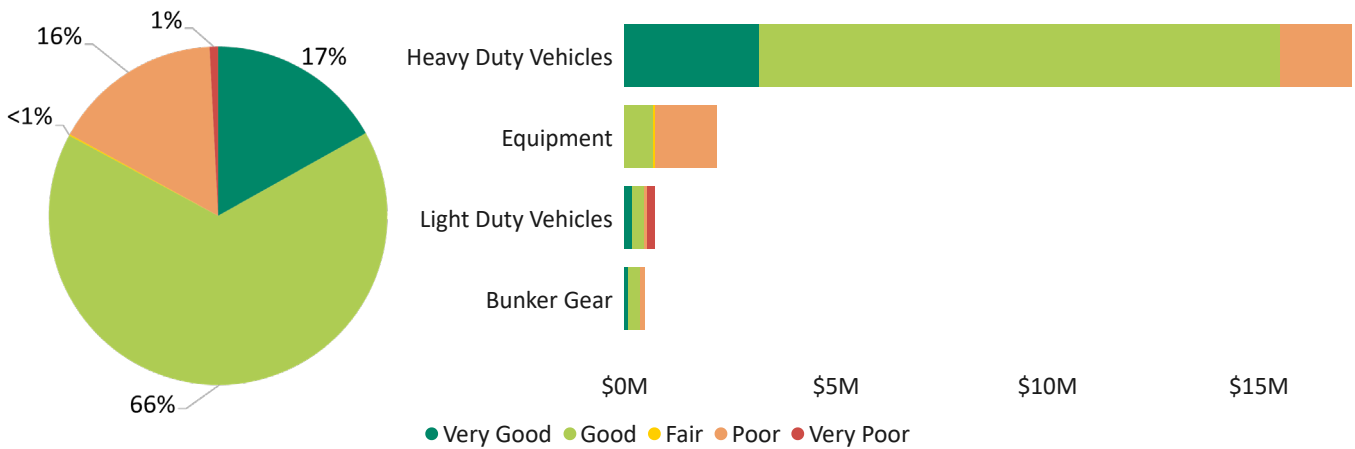


## State of Infrastructure

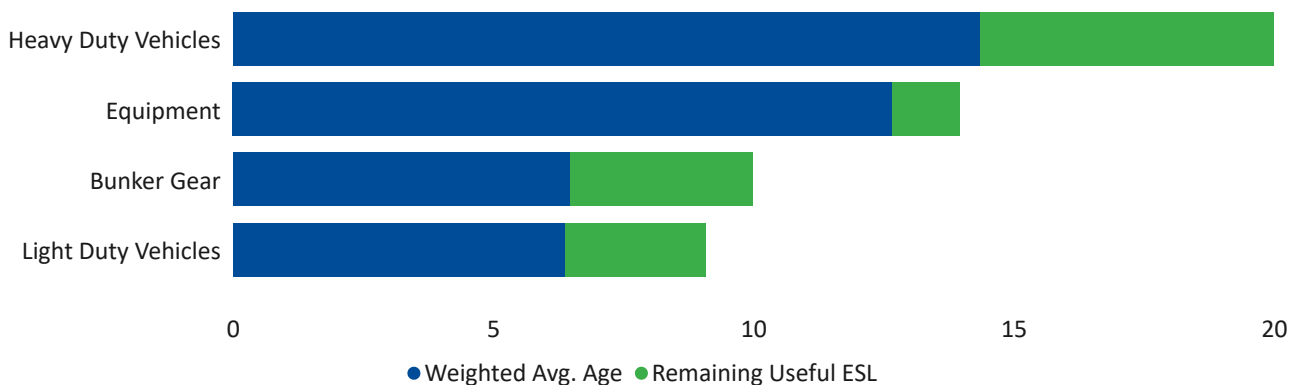
| Total Replacement Value<br>\$21 M  | Asset Category                      | Quantity | Unit | Replacement Value |
|--|-------------------------------------|----------|------|-------------------|
| Assets in Good or Better Condition<br>83%  | Heavy Duty Vehicles                 | 10       | Each | \$17 M            |
|  | Equipment                           | 372      | Each | \$2 M             |
| <b>Asset Portfolio Highlights:</b><br>Fire and Emergency Services has a total replacement value of approximately \$21 M, with heavy-duty vehicles representing the majority of the portfolio value. Overall, 83% of assets are rated in Good or Better condition. Due to the relatively short service lives, many assets are approaching or have surpassed the midpoint of their lifecycle, highlighting the importance of ongoing replacement planning. | Light Duty Vehicles                 | 9        | Each | \$1 M             |
|  | Bunker Gear                         | 242      | Each | < \$1 M           |
|  | <b>2026 Total Replacement Value</b> |          |      |                   |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

### Asset Condition



### Average Age and Useful Life Expectancy (Years)



## Maturity Assessment

**Current Maturity Score**  
1.7

**Target Maturity Score**  
2.7

### Key Observations:

Fire and Emergency Services (FES) is currently in the Aware to Developing stage of AM maturity. The common activities identified across service areas are expected to have a significant impact on FES and support improvements in its overall maturity level.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM's role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RASCI matrix.
- Formalize stakeholder management by developing a stakeholder register and communication plan outlining stakeholder needs and expectations.

#### Leadership and Governance

- Develop a communication and implementation plan for the AM Policy.
- Establish a clear line of sight between corporate AM objectives and departmental plans through mapped alignment.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce understanding and application of the AM Policy.

#### Organization and People

- Establish clear AM ownership by designating formal AM leads within each department and embedding AM responsibilities into relevant job descriptions.
- Reinforce an AM-supportive culture by emphasizing outcome-based AM practices through targeted communication and training.

#### Strategy and Planning

- Formalize demand management within AMPs by adding a consistent AMP section that documents demand drivers, assumptions, and resulting impacts on service levels and investment needs for each portfolio.
- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town's AM strategy, planning cycle, and decision-making pathways.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for renewal and service continuity.

#### Asset Management Decision Making

- Implement a Town-wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.
- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental best practices through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.

#### Risk and Continual Improvement

- Create and implement a Town-wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure                                | Unit | Proposed LOS Target | LOS Performance (2025)  | LOS Performance (2026)  |
|-----|-----------|-------------------|--|------|---------------------|---|---|
| 1   | Community | -                 | Description of the municipal services supported by FES | Text | -                   | To maintain the quality stewardship of East Gwillimbury’s infrastructure and the delivery of municipal services, staff own and operate a variety of equipment. This includes fire equipment used to support emergency response services. Municipal vehicles support service delivery across several areas, including fire trucks used for emergency response and protective services. | To maintain the quality stewardship of East Gwillimbury’s infrastructure and the delivery of municipal services, staff own and operate a variety of equipment. This includes fire equipment used to support emergency response services. Municipal vehicles support service delivery across several areas, including fire trucks used for emergency response and protective services. |
| 2   | Community | -                 | Description of the services being provided             | Text | Text                | The Town’s vehicles provide services that are reliable and sustainable while ensuring affordability. The Town’s machinery and equipment also provide services that are reliable and sustainable while maintaining affordability.  | East Gwillimbury Fire & Emergency Service (EGFES) provides reliable emergency response services to the Town of East Gwillimbury while ensuring affordability. EGFES responds to fires, motor vehicle collisions, medicals, alarm activations, and other calls for service.  |
| 2   | Technical | Scope             | Replacement Cost                                       | \$   | -                   | -   | \$20,567,000  |
| 3   | Technical | Scope             | Quantity   | #    | -                   | -   | 633   |
| 4   | Technical | Reliable          | Average condition                                      | Text | Good                | -   | Good  |

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure           | Unit | Proposed LOS Target | LOS Performance (2025) | LOS Performance (2026) |
|-----|-----------|-------------------|-----------------------------------|------|---------------------|------------------------|------------------------|
| 5   | Technical | Reliable          | % Condition Good and Very Good    | %    | -                   | -                      | 83%                    |
| 6   | Technical | Reliable          | % Condition Poor and Very Poor    | %    | -                   | -                      | 17%                    |
| 7   | Technical | Sustainable       | % Risk that is High and Very High | %    | -                   | -                      | 59%                    |
| 8   | Technical | Affordable        | Capital reinvestment              | \$   | -                   | -                      | \$270,039              |
| 9   | Technical | Affordable        | Capital reinvestment rate         | %    | -                   | -                      | 1.31%                  |

*Note: No direct comparison is available for Fire and Emergency Services (FES); Fleet, Library, and IT assets, as these asset classes were recategorized under the updated asset hierarchy. In the 2025 Asset Management Plan, Fire and Emergency Services levels of service were included within the Vehicles, Machinery, and Equipment asset category.*

## Risk Summary

| Risk | Consequence of Failure (CoF) |         |    |    |        |  |
|------|------------------------------|---------|----|----|--------|--|
|      | C1                           | C2      | C3 | C4 | C5     |  |
| P1   | –                            | –       | –  | –  | \$3 M  | <b>Key Highlights:</b><br>Risk is minimal outside of C5 and is dominated by one cell: P2, C5 at \$13 M. The next largest are P1, C5 at \$3 M. and P3, C5 at \$3 M. All other risk matrix cells are less than \$1 M. Assets in Poor and Very Poor condition total \$3 M, representing approximately 17% of the portfolio. These assets are concentrated in Heavy Duty Vehicles (\$2 M) and Equipment (\$1 M), both of which are classified as high or very high risk. |
| P2   | < \$1 M                      | < \$1 M | –  | –  | \$13 M |  |
| P3   | –                            | < \$1 M | –  | –  | \$3 M  |  |
| P4   | –                            | –       | –  | –  | –      |  |
| P5   | –                            | –       | –  | –  | –      |  |

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category      | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|---------------------|--|--|---|---|---|
| Heavy Duty Vehicles | \$2 M                                  | 10%  | –   | –   | \$2 M   |
| Equipment           | \$1 M                                  | 67%  | –   | –   | \$1 M   |
| Light Duty Vehicles | < \$1 M                                | 32%  | < \$1 M   | –   | –   |
| Bunker Gear         | < \$1 M                                | 24%  | –   | –   | < \$1 M   |
| <b>Total</b>        | <b>\$3 M</b>                           | <b>17%</b>                                   | < \$1 M   | –   | <b>\$3 M</b>  |

## AM Improvement Plan

| AM Component      | Improvements   |
|-------------------|--|
| Risk Assessment   | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where supporting data is unavailable, factors should either be removed or retained with adjusted weightings redistributed across the remaining factors until sufficient data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm alignment with strategic objectives and refined where required.</li> <li>– Separate risk frameworks developed for specific asset classes have recently been populated and should be reviewed in detail with asset owners to confirm alignment with strategic objectives and ensure they are appropriately tailored.</li> </ul> |
| Governance        | <ul style="list-style-type: none"> <li>– Develop a consistent FES asset data structure would support Citywide as the central repository for FES asset information.</li> <li>– The Town has identified that more consistent thresholds for FES asset inventory inclusion would improve replacement planning and reporting.</li> </ul>   |
| Levels of Service | <ul style="list-style-type: none"> <li>– Community LOS measures, such as response times and percentage of calls answered within target thresholds, would support reporting where publicly committed and approved by Council.</li> <li>– Clearer links between FES asset availability and emergency response standards would improve service-based asset planning.</li> </ul>   |



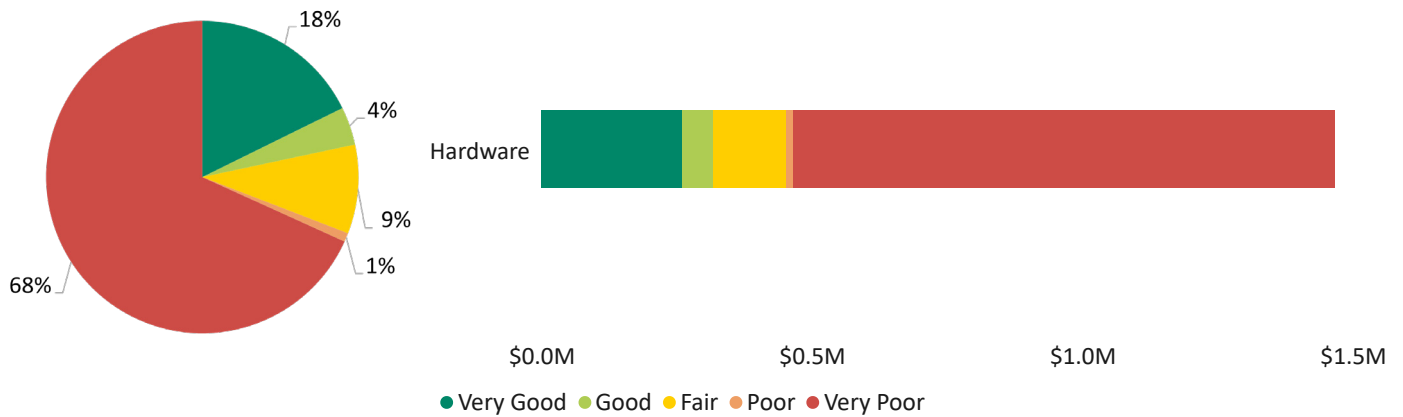
IT



## State of Infrastructure

| Total Replacement Value<br>\$1 M   | Asset Category                      | Quantity | Unit | Replacement Value |
|--|-------------------------------------|----------|------|-------------------|
| <b>Assets in Good or Better Condition<br/>22%</b>  | Hardware                            | 1,090    | Each | \$1 M             |
| <b>Asset Portfolio Highlights:</b><br>IT has a total replacement value of approximately \$1 M. Overall, only 22% of assets are rated in Good or Better condition, with a significant portion of the portfolio classified as Very Poor, reflecting the relatively short lifecycle of technology assets. | <b>2026 Total Replacement Value</b> |          |      | <b>\$1 M</b>      |

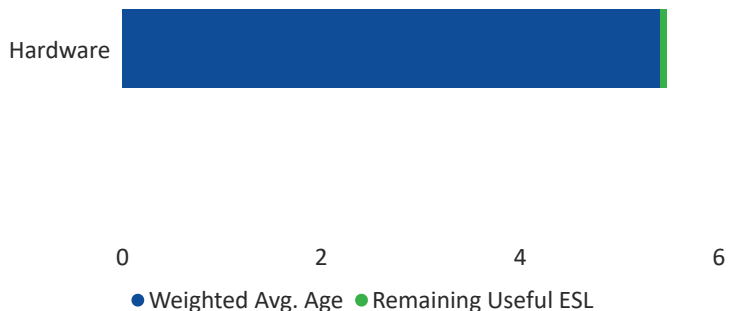
### Asset Condition



### Portfolio Insights

- A significant portion of the Town’s laptop inventory was acquired within a short timeframe, resulting in assets reaching end-of-life concurrently and a higher proportion in poor condition. Due to budgetary and operational constraints, replacements are being implemented on a phased basis. Accordingly, the overall condition profile is expected to improve gradually as planned replacement cycles are completed.
- The service area also manages Software assets which will be included in future updates.

### Average Age and Useful Life Expectancy (Years)



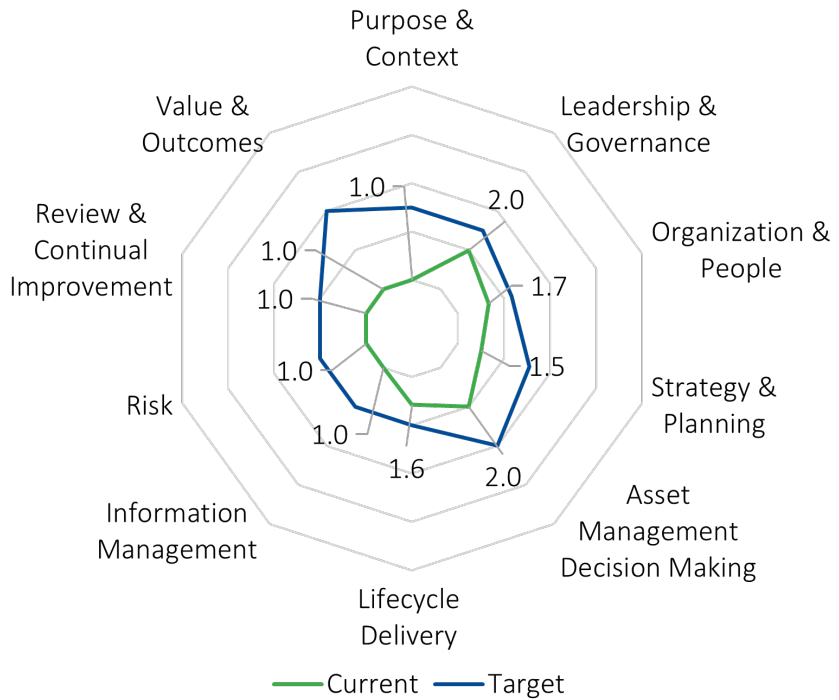
## Maturity Assessment

**Current Maturity Score**  
**1.4**

**Target Maturity Score**  
**2.4**

### Key Observations:

IT are currently in the Aware to Developing stage of AM maturity. The common activities identified across service areas are expected to have a significant impact on IT and support improvements in its overall maturity level.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM's role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RASCI matrix.
- Formalize stakeholder management by developing a stakeholder register and communication plan outlining stakeholder needs and expectations.

#### Leadership and Governance

- Develop a communication and implementation plan for AM Policy.
- Establish a clear line of sight between corporate AM objectives and departmental plans through mapped alignment.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce understanding and application of the AM Policy.
- Undertake an internal review to confirm compliance with relevant technical standards, regulations, and legislation.

#### Organization and People

- Establish clear AM ownership by designating formal AM leads within each department and embedding AM responsibilities into relevant job descriptions.
- Introduce a consistent change management framework to guide the implementation of AM related changes across departments.
- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

#### Strategy and Planning

- Formalize demand management within AMPs by adding a consistent AMP section that documents demand drivers,

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

assumptions, and resulting impacts on service levels and investment needs for each portfolio.

- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town’s AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for renewal and service continuity.

### Asset Management Decision Making

- Implement a Town-wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.
- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental “best practices” through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.

### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.
- Standardize data maintenance processes by establishing routine update cycles, audit trails, and responsibilities for data entry, review, and approval.

### Risk and Continual Improvement

- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure                               | Unit | Proposed LOS Target | LOS Performance (2025)  | LOS Performance (2026)  |
|-----|-----------|-------------------|---|------|---------------------|---|---|
| 1   | Community | -                 | Description of the municipal services supported by IT | Text | -                   | To maintain the quality stewardship of East Gwillimbury's infrastructure and support the delivery of services, municipal staff own and employ various types of equipment. This includes Computers, and phone systems to support all municipal service | To maintain the quality stewardship of East Gwillimbury's infrastructure and support the delivery of services, municipal staff own and employ various types of equipment. This includes Hardware and software to support all municipal services |
| 2   | Community | -                 | Description of the services being provided            | Text | -                   | The Town's machinery and equipment are providing service that is reliable and sustainable while ensuring affordability  | The Town's machinery and equipment are providing service that is reliable and sustainable while ensuring affordability  |
| 3   | Technical | Scope             | Replacement Cost                                      | \$   | -                   | -   | \$1,466,000   |
| 4   | Technical | Scope             | Quantity  | #    | -                   | -   | 1,090   |
| 5   | Technical | Reliable          | Average condition                                     | Text | Good                | -   | Very Poor   |
| 6   | Technical | Reliable          | % Condition Good and Very Good                        | %    | -                   | -   | 22%   |
| 7   | Technical | Reliable          | % Condition Poor and Very Poor                        | %    | -                   | -   | 69%   |
| 8   | Technical | Sustainable       | % Risk that is High and Very High                     | %    | -                   | -   | <1%   |
| 9   | Technical | Affordable        | Capital reinvestment                                  | \$   | -                   | -   | \$147,178   |
| 10  | Technical | Affordable        | Capital reinvestment rate                             | %    | -                   | -   | 10.04%  |

*Note: No direct comparison is available for IT; Fleet, Library, and IT assets, as these asset classes were recategorized under the updated asset hierarchy. In the 2025 Asset Management Plan, IT levels of service were included within the Machinery, and Equipment asset category.*

## Risk Summary

| Risk | Consequence of Failure (CoF) |        |    |    |    |
|------|------------------------------|--------|----|----|----|
|      | C1                           | C2     | C3 | C4 | C5 |
| P1   | <\$1 M                       | –      | –  | –  | –  |
| P2   | <\$1 M                       | –      | –  | –  | –  |
| P3   | <\$1 M                       | <\$1 M | –  | –  | –  |
| P4   | \$1 M                        | <\$1 M | –  | –  | –  |
| P5   | –                            | –      | –  | –  | –  |

### Key Highlights:

Overall risk is very low and concentrated almost entirely in C1, led by P4, C1 at \$1 M. Only minor amounts appear in other cells. Assets in Poor and Very Poor condition total \$1 M, or 69% of the hardware asset class. All of this is classified as Low and Very Low risk at \$1 M, with no Moderate or High and Very High replacement cost identified.

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|----------------|--|--|---|---|---|
| Hardware       | \$1 M                                  | 69%  | \$1 M   | –   | –   |
| <b>Total</b>   | <b>\$1 M</b>                           | <b>69%</b>                                   | <b>\$1 M</b>  | <b>–</b>  | <b>–</b>  |

## AM Improvement Plan

| AM Component            | Improvements   |
|-------------------------|--|
| State of Infrastructure | <ul style="list-style-type: none"> <li>– The Town has identified ongoing efforts to improve the completeness and quality control of the IT asset inventory within PSD Citywide, with the objective of achieving a more comprehensive and accurate inventory in future AMP updates.</li> <li>– Future improvements will focus on refining inventory validation processes and increasing IT asset inventory completeness to support more reliable lifecycle planning, replacement forecasting, and asset management reporting.</li> </ul>  |
| Risk Assessment         | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where supporting data is unavailable, factors should either be removed or retained with adjusted weightings redistributed across the remaining factors until sufficient data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm alignment with strategic objectives and refined where required.</li> <li>– Separate risk frameworks developed for specific asset classes have recently been populated and should be reviewed in detail with asset owners to confirm alignment with strategic objectives and ensure they are appropriately tailored.</li> </ul> |
| Governance              | <ul style="list-style-type: none"> <li>– The development of an IT Asset Management Procedure would formalize IT roles, responsibilities, data flows, and reporting expectations.</li> <li>– Clearer alignment between IT asset data and Citywide would support improved inventory completeness and capital forecast updates.</li> <li>– Use of actual end-of-life dates for core IT infrastructure would improve the accuracy of the 10-year capital forecast. Improved IT involvement in system integration discussions would support alignment between Citywide, GIS, work order systems, and department-specific asset systems.</li> </ul>  |
| Levels of Service       | <ul style="list-style-type: none"> <li>– Alignment of IT LOS measures with the IT Asset Management Procedure would support practical performance reporting based on available data. Future server uptime or downtime measures would require confirmed internal processes and data availability prior to inclusion.</li> </ul>  |



# Library



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Name:

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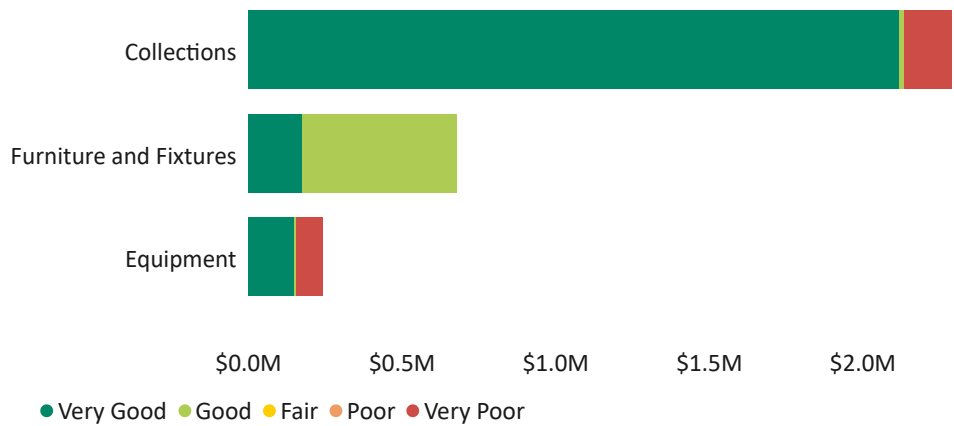
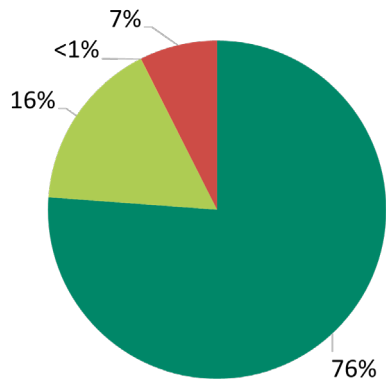
BOEL

## State of Infrastructure

| Total Replacement Value<br>\$3 M   |  | Asset Category                      | Quantity | Unit | Replacement Value |
|--|--|-------------------------------------|----------|------|-------------------|
| Assets in Good or Better Condition<br>93%  |  | Collections                         | 95,411   | Each | \$2 M             |
| Asset Portfolio Highlights:  |  | Furniture and Fixtures              | 539      | Each | \$1 M             |
| Library has a total replacement value of approximately \$3 M and is in good overall condition, with approximately 93% of assets rated in Good or Better condition. Collections represent the majority of the portfolio value. Library assets generally have low average ages relative to their remaining useful life, indicating a well-maintained portfolio with limited near-term renewal pressures. |  | Equipment                           | 271      | Each | <\$1 M            |
|  |  | <b>2026 Total Replacement Value</b> |          |      |                   |

Note: Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.

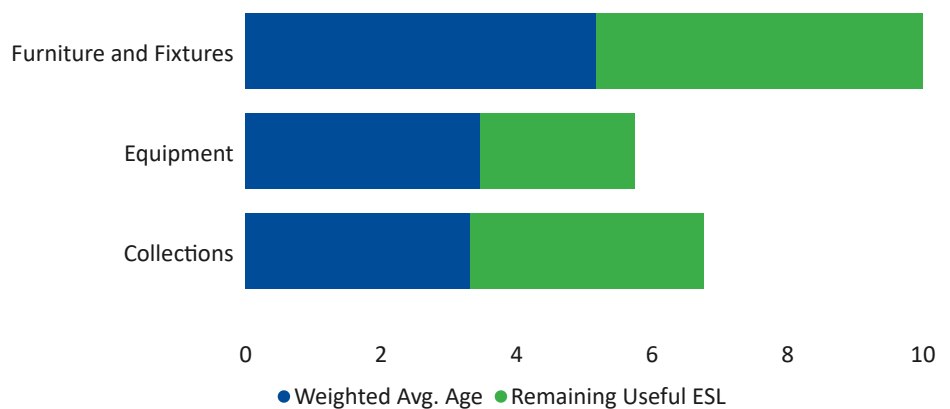
### Asset Condition



### Portfolio Insights

- Library has a 10-year capital plan maintained in alignment with Finance to support long-term asset planning.

### Average Age and Useful Life Expectancy (Years)



## Maturity Assessment

**Current Maturity Score**  
**1.6**

**Target Maturity Score**  
**2.4**

### Key Observations:

Library services are currently in the Aware to Developing stage of AM maturity. They already demonstrate a number of more mature practices, particularly in relation to inventory and demand management. Efforts should be focused on completing outstanding foundational maturity components, as relatively small improvements are expected to result in significant increases in the overall maturity score.



### Key Activities Required:

#### Purpose and Context

- Demonstrate AM's role in capital planning and decision-making by developing an alignment diagram.
- Clarify AM ownership and accountability within the RASCI matrix.
- Formalize stakeholder management by developing a stakeholder register and communication plan outlining stakeholder needs and expectations.

#### Leadership and Governance

- Develop a Library-specific Asset Management policy aligned with the Town's Asset Management Policy, along with associated processes that reflect its operational context. A communication and implementation plan will also be developed to support adoption of the AM Policy and related activities.
- Establish a clear line of sight between corporate AM objectives and departmental plans through mapped alignment.
- Enhance engagement in AM Policy updates through structured cross-departmental input and review.
- Introduce periodic refreshers or check-ins to reinforce understanding and application of the AM Policy.
- Undertake an internal review to confirm compliance with relevant technical standards, regulations, and legislation.

#### Organization and People

- Introduce a consistent change management framework to guide the implementation of AM related changes across departments.
- Reinforce an AM supportive culture by emphasizing outcome based AM practices through targeted communication and training.

## Maturity Assessment (Continued)

### Key Activities Required (Continued):

#### Strategy and Planning

- Formalize demand management within AMPs by adding a consistent AMP section that documents demand drivers, assumptions, and resulting impacts on service levels and investment needs for each portfolio.
- Improve strategy awareness and consistency by implementing a standardized internal communication and onboarding approach that clearly explains the Town's AM strategy, planning cycle, and decision-making pathways.
- Standardize demand forecasting outputs by using a simple, shared template for departments to summarize key demand trends, risks, and implications for renewal and service continuity.

#### Asset Management Decision Making

- Implement a Town-wide capital prioritization framework using clear scoring criteria (e.g., risk, service impact, regulatory compliance, lifecycle cost, growth, and sustainability) to improve transparency and defensibility of investment decisions.
- Reduce administrative burden through automation and data improvements by leveraging standardized capital budget submission forms, including pre-populating known data fields and enhancing data quality to support recurring decision-making processes.

#### Lifecycle Delivery

- Increase lifecycle consistency by sharing departmental "best practices" through short showcases and a simple lifecycle delivery checklist for all departments.
- Standardize lifecycle planning in AMPs by adding a common template section for inspection and renewal triggers, risk/criticality, and replacement assumptions, including for minor assets that are currently managed reactively.
- Strengthen incident and end of life processes by documenting consistent approaches for incident response, decommissioning, and disposal, including required records and approvals.

#### Information Management

- Develop a Town-wide AM Data and Information Strategy in collaboration with other departments that defines governance, roles, standards, and how corporate (Citywide) and specialized systems will work together.
- Clarify systems of record and integration pathways by documenting which specialized systems remain authoritative and identifying what summarized data must feed into Citywide through interfaces or scheduled uploads.
- Standardize data maintenance processes by establishing routine update cycles, audit trails, and responsibilities for data entry, review, and approval.

#### Risk and Continual Improvement

- Create and implement a Town wide risk matrix with standard definitions, scoring guidance, and minimum documentation requirements to enable consistent risk assessments across departments.
- Embed risk into capital prioritization and decision-making by requiring risk/criticality scores and service impact considerations in capital business cases and project submissions.
- Formalize review processes by introducing annual or biannual reviews of AM decisions and KPI results to identify lessons learned and update priorities, assumptions, and practices.

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure                                    | Unit | Proposed LOS Target | LOS Performance (2025)  | LOS Performance (2026)  |
|-----|-----------|-------------------|--|------|---------------------|---|---|
| 1   | Community | -                 | Description of the municipal services supported by Library | Text | -                   | To maintain the quality stewardship of East Gwillimbury's infrastructure and support the delivery of services, municipal staff own and employ various types of equipment. This includes computers, furniture and Library equipment to support all municipal services. | The Library provides support to the public through its people, collections, technology, programs, connections and spaces. |
| 2   | Community | -                 | Description of the services being provided                 | Text | -                   | The Town's machinery and equipment are providing service that is reliable and sustainable while ensuring affordability.   | The Library provides service that is reliable and sustainable while ensuring affordability.                               |
| 3   | Technical | Scope             | Replacement Cost   | \$   | -                   | -   | \$3,210,000   |
| 4   | Technical | Scope             | Quantity   | #    | -                   | -   | 96,221  |
| 5   | Technical | Reliable          | Average condition  | Text | -                   | -   | Very Good   |
| 6   | Technical | Reliable          | % Condition Good and Very Good                             | %    | -                   | -   | 93%*  |
| 7   | Technical | Reliable          | % Condition Poor and Very Poor                             | %    | -                   | -   | 7%*   |
| 8   | Technical | Sustainable       | % Risk that is High and Very High                          | %    | -                   | -   | <1%   |

## Levels of Service Framework

| No. | LOS Type  | Service Attribute | LOS Performance Measure             | Unit                 | Proposed LOS Target | LOS Performance (2025) | LOS Performance (2026) |
|-----|-----------|-------------------|-------------------------------------|----------------------|---------------------|------------------------|------------------------|
| 9   | Technical | Affordable        | Capital reinvestment                | \$                   | -                   | -                      | \$797,079              |
| 10  | Technical | Affordable        | Capital reinvestment rate           | %                    | -                   | -                      | 24.83%                 |
| 11  | Technical | Reliable          | Circulations                        | Circulations / year  | -                   | 72,898                 | 80,000                 |
| 12  | Technical | Reliable          | Electronic circulations             | Digital loans / year | -                   | 14,817                 | 15,500                 |
| 13  | Technical | Reliable          | Library visits                      | Visits / Year        | -                   | 49,383                 | 55,000                 |
| 14  | Technical | Reliable          | Number of service points (branches) | Count of branches    | -                   | 3                      | 3                      |
| 15  | Technical | Reliable          | Opening hours                       | Hours / year         | -                   | 5,442                  | 7,604                  |
| 16  | Technical | Affordable        | Operating expenditures              | Annual \$            | -                   | 2,446,406              | 3,170,922              |
| 17  | Technical | Reliable          | Program attendance                  | Participants / year  | -                   | 3,379                  | 3,7001                 |

*Note: No direct comparison is available for Library; Fleet, Library, and IT assets, as these asset classes were recategorized under the updated asset hierarchy. In the 2025 Asset Management Plan, Library levels of service were included within the Machinery, and Equipment asset category.*

*\* Minor discrepancies between reported totals and the sum of individual values or percentages are attributable to rounding.*

## Risk Summary

| Risk | Consequence of Failure (CoF) |    |    |    |    |
|------|------------------------------|----|----|----|----|
|      | C1                           | C2 | C3 | C4 | C5 |
| P1   | \$2 M                        | –  | –  | –  | –  |
| P2   | \$1 M                        | –  | –  | –  | –  |
| P3   | <\$1 M                       | –  | –  | –  | –  |
| P4   | <\$1 M                       | –  | –  | –  | –  |
| P5   | <\$1 M                       | –  | –  | –  | –  |

### Key Highlights:

Overall risk is negligible and concentrated in C1, with P1, C1 at \$2 M and P2, C1 at \$1 M. Assets in Poor and Very Poor condition is less than \$1 M, representing approximately 7% of the portfolio. All of this is classified as Low and Very Low risk, concentrated in Collections and Equipment. No asset is identified in the Moderate, High, or Very High risk categories.

| PoF and CoF Scale | 1          | 2        | 3        | 4           | 5              |
|-------------------|------------|----------|----------|-------------|----------------|
| PoF (P)           | Rare       | Unlikely | Possible | Likely      | Almost Certain |
| CoF (C)           | Negligible | Limited  | Moderate | Significant | Severe         |

### Risk of Assets in Poor and Very Poor Condition

| Asset Category         | Total Replacement Cost for P/VP Assets | % of P/VP Assets Relative to Asset Portfolio | Total Replacement Cost of P/VP Assets Classified as Low and Very Low Risk | Total Replacement Cost of P/VP Assets Classified as Moderate Risk | Total Replacement Cost of P/VP Assets Classified as High and Very High Risk |
|------------------------|--|--|---|---|---|
| Collections            | < \$1 M                                | 7%   | < \$1 M   | –   | –   |
| Equipment              | < \$1 M                                | 35%  | < \$1 M   | –   | –   |
| Furniture and Fixtures | –                                      | –  | –   | –   | –   |
| <b>Total</b>           | <b>&lt; \$1 M</b>                      | <b>7%</b>                                    | <b>&lt; \$1 M</b>   | <b>–</b>  | <b>–</b>  |

## AM Improvement Plan

| AM Component            | Improvements   |
|-------------------------|--|
| State of Infrastructure | <ul style="list-style-type: none"> <li>– The Library completed a significant inventory refinement exercise to better capture library collections and previously missing assets, resulting in an increase in the reported replacement value of the library portfolio compared to previous AMP updates.</li> <li>– Opportunities were identified to document the inventory of the Queensville branch in future updates.</li> <li>– Collection assets are currently grouped at a higher level due to the complexity of tracking and categorizing individual acquisition records, representing an opportunity for future refinement as asset management practices continue to evolve.</li> </ul>   |
| Risk Assessment         | <ul style="list-style-type: none"> <li>– Risk results are based on the updated Probability of Failure (PoF) framework, while the Consequence of Failure (CoF) assessment continues to rely on the previous framework. In the next iteration of the AMP, CoF scores will be updated to align with the revised risk framework developed through this update.</li> <li>– The PoF and CoF frameworks should be reviewed with asset class owners to confirm the availability of data for newly introduced factors. Where supporting data is unavailable, factors should either be removed or retained with adjusted weightings redistributed across the remaining factors until sufficient data becomes available.</li> <li>– Weightings assigned to newly introduced factors are currently high level and should be reviewed with asset class owners to confirm alignment with strategic objectives and refined where required.</li> <li>– Separate risk frameworks developed for specific asset classes have recently been populated and should be reviewed in detail with asset owners to confirm alignment with strategic objectives and ensure they are appropriately tailored.</li> </ul> |
| Governance              | <ul style="list-style-type: none"> <li>– The development of formal Library asset management processes would reflect the Library's distinct governance structure, including the Library Board, Senior Management Team (SMT) engagement, and internal asset management leads.</li> <li>– Clearer Library asset data processes would support branch changes, collection renewal, IT replacement, and service planning.</li> </ul>   |
| Levels of Service       | <ul style="list-style-type: none"> <li>– The Library has established a set of KPIs; however, long-term forecasting for these measures has not yet been developed. Incorporating long-term KPI forecasting would enhance future Levels of Service (LOS) reporting and support more informed asset management decision-making.</li> </ul>  |



# Appendix

## AM Maturity Framework



The Institute of Asset Management (IAM) defines ten core AM capabilities that organizations should apply to manage their assets effectively. Each capability addresses a distinct area of practice, and together they span the full range of disciplines required to optimize value, performance, and asset lifecycle outcomes. Collectively, these capabilities provide a strategic framework that supports asset managers in aligning resources, managing risk, and making well-informed decisions that advance both organizational goals and sustainability ambitions.

Each capability is further developed through a set of defined subjects that offer detailed, practical guidance. These subjects break down the capabilities into actionable components, giving organizations clearer insight into what effective AM looks like in practice and how best practices can be implemented.



**Figure B-1: IAM's 40 AM Subject Areas<sup>4</sup>**

IAM has established a six-level AM maturity scale, which was applied to assess the capability and maturity of the Town. A set of 40 targeted assessment questions was aligned to this scale to evaluate current AM practices. [Table B-1](#) below outlines the maturity scale definitions alongside the corresponding survey responses. To maximize participation, the IAM maturity definitions were translated into equivalent survey response options.

<sup>4</sup> IAM (2025) The IAM 10-box model

**Table B-1: AM Maturity Scale**

| Scale          | Definition  | Corresponding Town Survey Response   |
|----------------|---|--|
| 0 – Innocent   | The organization has not recognised the need for this requirement and / or there is no evidence of commitment put into place.   | We don't have this or don't recognize the need to have it.                           |
| 1 – Aware      | The organization has identified the need for this requirement, and there is evidence of intent to progress it.  | We are aware of the need but don't have it.  |
| 2 – Developing | The organization has identified the means of systematically and consistently achieving the requirements and can demonstrate that these are being progressed with credible and resourced plans in place.   | We've started this but it is very basic/immature.                                    |
| 3 – Competent  | The organization can demonstrate that it systematically and consistently achieves relevant requirements set out in ISO 55001.   | We have this or do this. It works but can be improved.                               |
| 4 – Optimizing | The organization can demonstrate that it is systematically and consistently optimising its AM practices, in line with the organization's objectives and operating context.                                | We're doing it well. The system works and improvements are carried out as necessary. |
| 5- Excellent   | The organization can demonstrate that it employs the leadership practices and achieves maximum value from the management of its assets, in line with the organization's objectives and operating context. | We're excelling. We are proud of this and would share and present if asked.          |
| ??             | ?? (not included in the IAM model, used in AM 201 Questions Only)   | I don't know / can't answer.   |
| N/A            | N/A (not included in the IAM model, used in AM 101 Questions Only)  | The assets I am responsible for does not require actions in this subject area.       |

A survey was developed based on the IAM's subject areas and maturity scale, tailoring the framework specifically for the Town's AM. This customization allows results to be both relevant and easily interpretable by technical staff. The survey is divided into two sections:

- AM 101 – Core Maturity Assessment: uses IAM maturity characteristics with clearly defined response options. It establishes the Town's basic maturity score by assessing performance against fundamental AM practices. Where full compliance is not met, respondents can identify gaps through a brief follow-up comment.
- AM 201 – Implementation and Effectiveness: builds on AM 101 to evaluate how effectively systems and processes are implemented. For each subject area, respondents provide a 0–5 rating (or "Don't Know") and may add optional free-text feedback on what is working well, what could be improved, and what should be discontinued. This section also helps validate and refine findings from AM 101.

This targeted approach provides actionable insights that support informed decision-making, effective resource allocation, and the development of focused improvement strategies. The survey was distributed across departments within the Town involved in asset management. The

results serve as a foundation to develop a list of recommendations aimed at advancing AM maturity and enhancing the management of assets at the Town.

**Table B-2** and **Table B-3** present the survey questions participants answered for AM 101 and AM 201 and their corresponding subject areas.

**Table B-2: Summary of AM 101 Questions**

| #  | Corresponding Subject Area                 | Question  |
|----|--|---|
| 1  | Asset Management Strategy and Objectives   | The strategic approach or plan for the management of the assets of an organization that will be used to achieve the organizational strategic plan. The Asset Management strategy is also known as the SAMP. Have you seen evidence relating to your assets?   |
| 2  | Demand Analysis                            | The processes The Town uses to both assess and influence the demand for, and level of service from, the Town's assets. Do you consider demand in planning for your assets?  |
| 3  | Strategic Planning                         | The processes The Town uses to undertake strategic Asset Management planning. How integrated are your plans to others and across supporting departments?  |
| 4  | Asset Management Planning                  | The activities to develop the AMPs that specify the detailed activities and resources, responsibilities and timescales and risks for the achievement of the Asset Management objectives. How well developed are your AMPs?  |
| 5  | Capital Investment Decision-making         | The processes and decisions to evaluate and analyze scenarios for decisions related to capital investments of The Town into your assets. These processes and decisions may relate to new assets for the Town (e.g. Greenfield projects) and/or replacements of assets at end of life (Capex sustaining programs). Do clear capital investment decision processes exist?               |
| 6  | Operations and Maintenance Decision-making | The management activities and processes involved in determining the Operations and Maintenance requirements in support of the Asset Management objectives and goals. How do you approach decision making when it comes to O and M?  |
| 7  | Life Cycle Value Realization               | The activities undertaken by The Town to optimize the costs and benefits of different renewal, maintenance, overhaul and disposal interventions. How effectively do you plan and optimize the life of your assets?  |
| 8  | Resourcing Strategy                        | Determining and documenting the activities and processes to be undertaken by The Town in order to procure and optimize the use of people, plant, tools and materials to deliver the Asset Management objectives and AMPs.   |
| 9  | Shutdowns and Outage Strategy              | The activities taken by The Town to develop an optimized strategy for shutdown and outages. Note that this may not apply to your assets.  |
| 10 | Shutdown and Outage Management             | The Town's processes for identification, planning, scheduling, execution and control of work related to shutdowns or outages.   |
| 11 | Technical Standards and Legislation        | The processes used by The Town to check that its Asset Management activities are compliant with the relevant technical standards and legislation.   |
| 12 | Asset Creation and Acquisition             | The Town's processes for the selection, construction or acquisition, installation and commissioning of assets. Do you have a clear process or standard to follow for your assets?   |
| 13 | Systems Engineering                        | An interdisciplinary, collaborative approach to derive, evolve and verify a life-cycle balanced system solution. which satisfies customer expectations and meets public acceptability. Typically applied during the acquisition phase it takes an overall view of how assets (people, products, services, information) work together to deliver the right solution at the right time. |

| #  | Corresponding Subject Area                   | Question   |
|----|--|--|
| 14 | Configuration Management                     | A management process for establishing and maintaining consistency of a product's physical and functional attributes with its design and operational information throughout its life. Configuration management applies a system and control to variables in an assets performance. Typically this is related to software and IT hardware but due to increasing digitization many additional assets now require configuration. Non digital assets can also be configured, for example the modification of a fleet vehicle to meet specific service requirements. |
| 15 | Maintenance Delivery                         | The management of maintenance activities including both preventive and corrective maintenance. How effective is your process and application of a CMMS for your assets?  |
| 16 | Reliability Engineering                      | The processes for ensuring that an asset shall be able to operate to a defined standard for a defined period of time in a defined environment. How much does the Town look for "bad actors"?   |
| 17 | Asset Operations                             | The processes used by The Town to operate its assets to achieve the business goals.  |
| 18 | Resource Management                          | Implementing the Resourcing Strategy to manage the use of funds, people, plant, tools and materials in delivering Asset Management activities. Do we take a holistic view of everything we need to provide the service.  |
| 19 | Fault and Incident Response                  | Responding to failures and incidents in a systematic manner, including incident detection and identification, fault analysis, use of standard responses, temporary and permanent repairs as well as taking over and handing back of sites/assets/processes.  |
| 20 | Asset Decommissioning and Disposal           | The processes used by The Town to decommission and dispose of assets due to ageing or changes in performance and capacity requirements. Does the Town wait until failure or are you more proactive?  |
| 21 | Asset Information Strategy                   | The strategic approach to the definition, collection, management, reporting and overall governance of asset information necessary to support the implementation of The Town's Asset Management strategy and objectives.  |
| 22 | Asset Information Standards                  | The specification of a consistent structure and format for collecting and storing asset information and for reporting on the quality and accuracy of asset information   |
| 23 | Asset Information Systems                    | The asset information systems The Town has in place to support the Asset Management activities and decision-making processes in accordance with the Asset Information Strategy.  |
| 24 | Data and Information Management              | The data and information held within The Town's asset information systems and the processes for the management and governance of that data and information.  |
| 25 | Organizational Structure                     | The structure of The Town in terms of its ability to deliver the Town and Asset Management objectives. Look across and above the area of your assets.  |
| 26 | Organizational Culture                       | The culture of The Town in terms of its ability to deliver the Town and Asset Management objectives.   |
| 27 | Risk Assessment and Management               | The policies and processes for identifying, quantifying and mitigating risk and enhancing opportunities.   |
| 28 | Contingency Planning and Resilience Analysis | The processes and systems put in place by The Town to ensure it is able to continue to either operate its assets to deliver the required level of service in the event of an adverse impact and maintain the safety and integrity of the assets.   |
| 29 | Management of Change                         | The Town's processes for the identification, assessment, implementation and communication of changes to people, processes and assets. Look at your area and assets specifically.   |

| #  | Corresponding Subject Area              | Question  |
|----|---|---|
| 30 | Sustainable Development                 | The interdisciplinary, collaborative processes used by The Town to ensure an enduring, balanced approach to economic activity, environmental responsibility and social progress to ensure all activities are sustainable in perpetuity. |
| 31 | Asset Performance and Health Monitoring | The processes and measures used by The Town to assess the performance and health of its assets using performance indicators.  |
| 32 | Asset Management System Monitoring      | The processes and measures used by The Town to assess the performance and health of its Asset Management System.  |
| 33 | Management Review, Audit and Assurance  | The Town's processes for reviewing and auditing the effectiveness of its Asset Management processes and Asset Management system.  |
| 34 | Asset Costing and Valuation             | The Town's processes for defining and capturing maintenance and renewal unit costs and the methods used by The Town for the valuation and depreciation of its assets.   |
| 35 | Stakeholder Engagement                  | The methods The Town uses to engage with the parties of interest.   |

**Table B-3: Summary of AM 201 Questions**

| #  | Corresponding Subject Area           | AM 201 Question  |
|----|--------------------------------------|--|
| 1  | Organizational Purpose and Context   | Do you think the Town manages its assets to achieve its overall purpose and goals?   |
| 2  | Stakeholder Management               | Do you think the Town has a structured approach for managing internal and external parties of interest?                                      |
| 3  | Asset Management Leadership          | Does leadership promote a whole life cycle asset management approach for all assets?   |
| 4  | Asset Management Policy              | No Question  |
| 5  | Asset Management System              | Do you have processes and schedules in place to review and update asset management policies, strategies and objectives?                      |
| 6  | Asset Management Assurance and Audit | Do you have processes to review and confirm that all assets are meeting their objectives?  |
| 7  | Technical Standards and Legislation  | Do you have a process to confirm that activities are compliant with relevant technical standards, regulations, and legislation?              |
| 8  | Organizational Arrangements          | How well are resources managed across multiple teams involved in asset management?   |
| 9  | Organizational Arrangements          | Are the roles and responsibilities for the management of assets clearly defined across the Town?   |
| 10 | Organizational Culture               | Is there a culture that supports asset management within the Town?   |
| 11 | Competence Management                | Is there sufficient staffing for managing assets?  |
| 12 | Competence Management                | Do staffing have sufficient knowledge and skills for managing assets?  |
| 13 | Organizational Change Management     | Are changes formally and consistently managed at the Town (e.g., changes in organization, technology and following a common review process)? |
| 14 | Demand Analysis                      | Are there processes in place for projecting future demands on assets (e.g. climate change, development etc.)?                                |

| #  | Corresponding Subject Area                       | AM 201 Question   |
|----|--|---|
| 15 | Sustainable Development                          | Are economic, environmental, and social goals considered in asset management?   |
| 16 | Asset Management Strategy and Objectives         | Is there an overarching asset management strategy? Either for your assets or for the Town in general.                             |
| 17 | Planning   | Is there a plan that identifies asset needs (e.g., maintenance and renewal) over time?  |
| 18 | Shutdown and Outage Strategy and Planning        | Do you have plans for managing outages that may impact service delivery?  |
| 19 | Contingency Planning and Resilience Analysis     | Is there a plan for preparing for, responding to, and recovering from hazardous events (e.g., storms, fires, earthquakes etc.)?   |
| 20 | Resource Strategy and Management                 | Do you have a strategy for getting enough staff to deliver services?  |
| 21 | Supply Chain Management                          | Do you have a procurement strategy for acquiring the necessary equipment and materials to deliver services?                       |
| 22 | Life Cycle Value Realization                     | Are decisions made to maximize the full value of assets over their whole life cycle (e.g., beyond purchase/construction cost)?    |
| 23 | Decision-making                                  | Does the Town have the tools, information, criteria and processes needed to make good asset related decisions?                    |
| 24 | Asset Creation and Acquisition                   | Do you have the processes for choosing, creating, acquiring, installing, and commissioning new assets?                            |
| 25 | Systems Engineering                              | Do you use an interdisciplinary and collaborative approach to managing assets?  |
| 26 | Integrated Reliability                           | Do you conduct activities (e.g., inspections) to confirm the reliability of assets (e.g., prevent failures) over their lifecycle? |
| 27 | Asset Operations                                 | Are assets operated in a manner that considers the overall asset objectives?  |
| 28 | Maintenance Delivery                             | Are asset maintenance plans based on data (e.g., asset condition)?  |
| 29 | Incident Management and Response                 | Do you have a structured approach to addressing incidents (e.g., spills, outages, etc.)?  |
| 30 | Asset Repurposing and Disposal                   | Do you have processes in place for the decommissioning and disposal of assets?  |
| 31 | Asset Management Data and Information Strategy   | Do you have a strategic approach to defining, collecting, maintaining, and reporting asset data?                                  |
| 32 | Knowledge Management                             | Are there processes in place for retaining organizational knowledge of assets?  |
| 33 | Asset Data and Information Standards             | Do you have a consistent structure for asset data?  |
| 34 | Asset Management Data and Information Management | No question   |
| 35 | Asset Management Data and Information Systems    | Do asset data and information systems sufficiently support asset management related decisions?                                    |
| 36 | Configuration Management                         | No question   |
| 37 | Risk   | Do you have a documented approach for identifying, quantifying and mitigating risks related to asset management?                  |

| #  | Corresponding Subject Area | AM 201 Question   |
|----|----------------------------|---|
| 38 | Monitoring                 | Do you use data and metrics to evaluate the value realized from assets to help inform future asset decisions? |
| 39 | Continuous Improvement     | Do you review asset performance to identify opportunities for service improvement?                            |
| 40 | Outcomes and Impacts       | Do you assess the effectiveness of your Asset Management activities?  |



# Appendix

## Asset Hierarchies



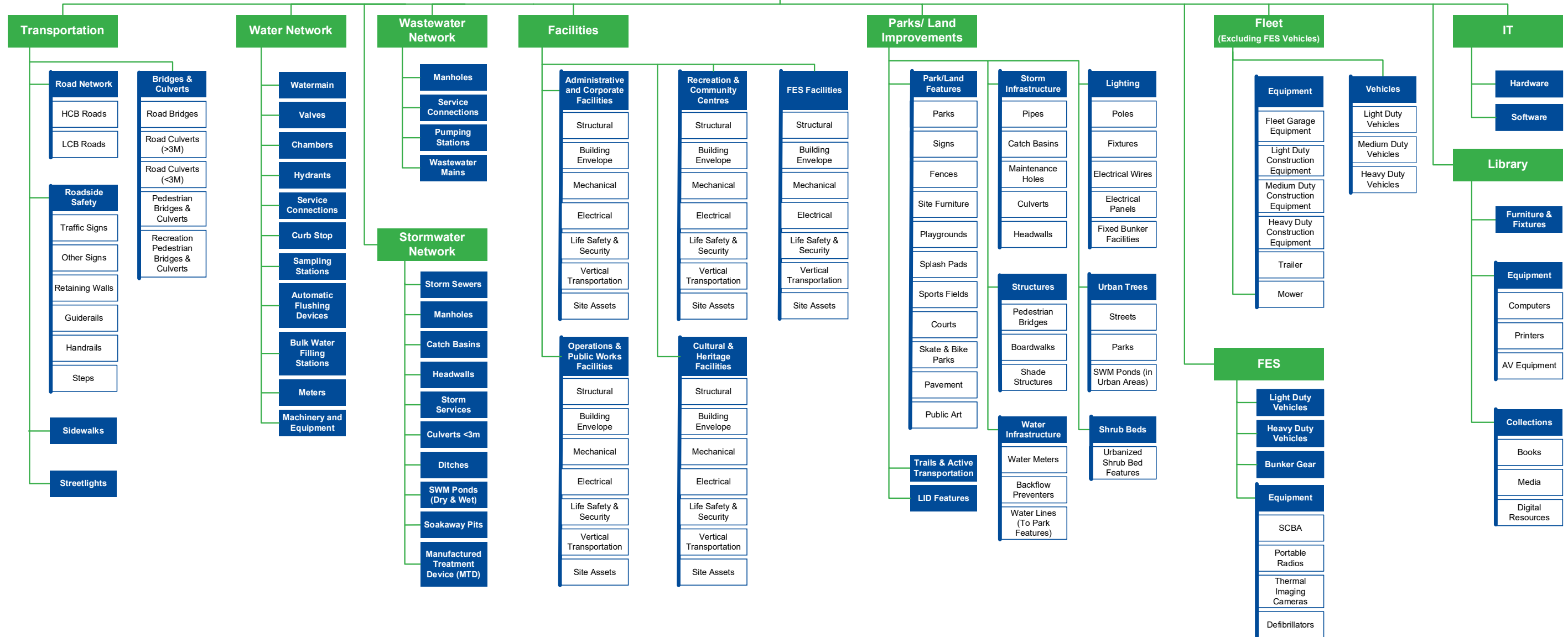


Figure C-1: Town of East Gwillimbury Asset Hierarchy



# Appendix

## Risk Framework



## D.1 Transportation

### Road Network PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score          |
|-----------------------|--------------------|------------------|------------------|---------------|----------------|
| Structural            | 60%                | Condition        | 100%             | 85-100        | 1              |
|                       |                    |                  |                  | 70-84         | 2              |
|                       |                    |                  |                  | 55-69         | 3              |
|                       |                    |                  |                  | 40-54         | 4              |
|                       |                    |                  |                  | 0-39          | 5              |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5            |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5            |
|                       |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5            |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5            |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5            |
| Capacity              | 10%                | MMS Class        | 100%             | 6             | 1              |
|                       |                    |                  |                  | 5             | 2              |
|                       |                    |                  |                  | 4             | 3              |
|                       |                    |                  |                  | 3             | 4              |
|                       |                    |                  |                  | 1, 2          | 5              |
| Use and Functionality | 10%                | Failure History  | 100%             | Yes / No      | 1=No,<br>5=Yes |

### Road Network CoF Framework

| Criteria  | Criteria Weighting | Factor                     | Factor Weighting | Value / Range      | Score |                              |     |           |     |   |   |
|-----------|--------------------|----------------------------|------------------|--------------------|-------|------------------------------|-----|-----------|-----|---|---|
| Financial | 20%                | GIS – Roadside Environment | 50%              | Rural Section      | 1     |                              |     |           |     |   |   |
|           |                    |                            |                  | Semi Urban Section | 3     |                              |     |           |     |   |   |
|           |                    |                            |                  | Urban Section      | 5     |                              |     |           |     |   |   |
|           |                    | MMS Class                  | 50%              |                    |       | 6                            | 1   |           |     |   |   |
|           |                    |                            |                  |                    |       | 5                            | 2   |           |     |   |   |
|           |                    |                            |                  |                    |       | 4                            | 3   |           |     |   |   |
|           |                    |                            |                  |                    |       | 3                            | 4   |           |     |   |   |
|           |                    |                            |                  |                    |       | 1, 2                         | 5   |           |     |   |   |
|           |                    |                            |                  |                    |       | Operational (Service Impact) | 40% | MMS Class | 40% | 6 | 1 |
|           |                    |                            |                  |                    |       |                              |     |           |     | 5 | 2 |
| 4         | 3                  |                            |                  |                    |       |                              |     |           |     |   |   |
| 3         | 4                  |                            |                  |                    |       |                              |     |           |     |   |   |
| 1, 2      | 5                  |                            |                  |                    |       |                              |     |           |     |   |   |

| Criteria      | Criteria Weighting | Factor                          | Factor Weighting | Value / Range            | Score       |                |     |
|---------------|--------------------|---------------------------------|------------------|--------------------------|-------------|----------------|-----|
|               |                    | Population Density              | 10%              | Population*              | 1- 5        |                |     |
|               |                    | Land Use                        | 10%              | Land Use Type*           | 1- 5        |                |     |
|               |                    | GIS – Roadside Class            | 40%              | 6                        | 1           |                |     |
|               |                    |                                 |                  | 5                        | 2           |                |     |
|               |                    |                                 |                  | 4                        | 3           |                |     |
|               |                    |                                 |                  | 3                        | 4           |                |     |
|               |                    |                                 |                  | 1, 2                     | 5           |                |     |
|               |                    | Health and Safety               | 10%              | Land Use                 | 50%         | Land Use Type* | 1-5 |
|               |                    |                                 |                  | MMS Class                | 50%         | 6              | 1   |
|               |                    |                                 |                  |                          |             | 5              | 2   |
| 4             | 3                  |                                 |                  |                          |             |                |     |
| 3             | 4                  |                                 |                  |                          |             |                |     |
| 1, 2          | 5                  |                                 |                  |                          |             |                |     |
| Regulatory    | 10%                | Environmental Compliance Impact | 100%             | In Regulated Area        | 1=No, 5=Yes |                |     |
| Reputational  | 10%                | Equity Concern**                | 100%             | High Equity Concern      | 5           |                |     |
|               |                    |                                 |                  | Moderate Equity Concern  | 4           |                |     |
|               |                    |                                 |                  | Potential Equity Concern | 3           |                |     |
|               |                    |                                 |                  | No Equity Concern        | 2           |                |     |
|               |                    |                                 |                  | No Information Available | 1           |                |     |
| Environmental | 10%                | Proximity to ESAs               | 100%             | Yes / No                 | 1=No, 5=Yes |                |     |

*\* The values and ranges should be defined based on the availability of the zoning and population layers and incorporated in the next iteration of the AMP update. \*\* This is the recommended factor; if data is unavailable, it should be removed and the weighting redistributed.*

### Bridges and Culverts PoF Framework

| Criteria       | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score |
|----------------|--------------------|------------------|------------------|---------------|-------|
| Structural     | 60%                | Condition        | 100%             | 85-100        | 1     |
|                |                    |                  |                  | 70-84         | 2     |
|                |                    |                  |                  | 55-69         | 3     |
|                |                    |                  |                  | 40-54         | 4     |
|                |                    |                  |                  | 0-39          | 5     |
| Climate Change | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5   |
|                |                    | Extreme Snow     | 20%              | 1-5           | 1-5   |
|                |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5   |
|                |                    | Extreme Wind     | 20%              | 1-5           | 1-5   |
|                |                    | Extreme Heat     | 20%              | 1-5           | 1-5   |
| Capacity       | 10%                | MMS Class        | 100%             | 6             | 1     |
|                |                    |                  |                  | 5             | 2     |

| Criteria              | Criteria Weighting | Factor          | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|-----------------|------------------|---------------|-------------|
|                       |                    |                 |                  | 4             | 3           |
|                       |                    |                 |                  | 3             | 4           |
|                       |                    |                 |                  | 1, 2          | 5           |
| Use and Functionality | 10%                | Failure History | 100%             | Yes / No      | 1=No, 5=Yes |

### Bridges and Culverts CoF Framework

| Criteria                     | Criteria Weighting | Factor                          | Factor Weighting | Value / Range            | Score       |                |     |
|------------------------------|--------------------|---------------------------------|------------------|--------------------------|-------------|----------------|-----|
|                              |                    |                                 |                  | Rural Section            | 1           |                |     |
|                              |                    |                                 |                  | Semi Urban Section       | 3           |                |     |
|                              |                    |                                 |                  | Urban Section            | 5           |                |     |
| Financial                    | 20%                | GIS – Roadside Environment      | 50%              | 6                        | 1           |                |     |
|                              |                    |                                 |                  | 5                        | 2           |                |     |
|                              |                    |                                 |                  | 4                        | 3           |                |     |
|                              |                    | MMS Class                       | 50%              | 3                        | 4           |                |     |
|                              |                    |                                 |                  | 1, 2                     | 5           |                |     |
|                              |                    |                                 |                  | 6                        | 1           |                |     |
| Operational (Service Impact) | 40%                | MMS Class                       | 40%              | 5                        | 2           |                |     |
|                              |                    |                                 |                  | 4                        | 3           |                |     |
|                              |                    |                                 |                  | 3                        | 4           |                |     |
|                              |                    |                                 |                  | 1, 2                     | 5           |                |     |
|                              |                    |                                 |                  | 6                        | 1           |                |     |
|                              |                    | Population Density              | 10%              | 10%                      | Population* | 1-5            |     |
|                              |                    |                                 |                  |                          |             | Land Use Type* | 1-5 |
|                              |                    | GIS – Roadside Class            | 40%              |                          | 40%         | 6              | 1   |
|                              |                    |                                 |                  |                          |             | 5              | 2   |
|                              |                    |                                 |                  |                          |             | 4              | 3   |
| 3                            | 4                  |                                 |                  |                          |             |                |     |
| 1, 2                         | 5                  |                                 |                  |                          |             |                |     |
| Health and Safety            | 10%                | Land Use                        | 50%              | Land Use Type*           | 1-5         |                |     |
|                              |                    |                                 |                  | 6                        | 1           |                |     |
|                              |                    |                                 |                  | 5                        | 2           |                |     |
|                              |                    | MMS Class                       | 50%              | 4                        | 3           |                |     |
|                              |                    |                                 |                  | 3                        | 4           |                |     |
|                              |                    |                                 |                  | 1, 2                     | 5           |                |     |
| Regulatory                   | 10%                | Environmental Compliance Impact | 100%             | In the Regulated Area    | 1=No, 5=Yes |                |     |
| Reputational                 | 10%                | Equity Concern**                | 100%             | High Equity Concern      | 5           |                |     |
|                              |                    |                                 |                  | Moderate Equity Concern  | 4           |                |     |
|                              |                    |                                 |                  | Potential Equity Concern | 3           |                |     |

| Criteria      | Criteria Weighting | Factor            | Factor Weighting | Value / Range            | Score       |
|---------------|--------------------|-------------------|------------------|--------------------------|-------------|
|               |                    |                   |                  | No Equity Concern        | 2           |
|               |                    |                   |                  | No Information Available | 1           |
| Environmental | 10%                | Proximity to ESAs | 100%             | Yes / No                 | 1=No, 5=Yes |

*\* The values and ranges should be defined based on the availability of the zoning and population layers and incorporated in the next iteration of the AMP update. \*\* This is the recommended factor; if data is unavailable, it should be removed and the weighting redistributed.*

### Roadside Safety, Sidewalks, and Streetlights PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|------------------|------------------|---------------|-------------|
|                       |                    |                  |                  | 85-100        | 1           |
|                       |                    |                  |                  | 70-84         | 2           |
| Structural            | 60%                | Condition        | 100%             | 55-69         | 3           |
|                       |                    |                  |                  | 40-54         | 4           |
|                       |                    |                  |                  | 0-39          | 5           |
|                       |                    | Extreme Rainfall | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5         |
| Climate Change        | 20%                | Freeze / Thaw    | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5         |
| Use and Functionality | 20%                | Failure History  | 100%             | Yes / No      | 1=No, 5=Yes |

*For Roadside Safety, Sidewalks, and Streetlights CoF: use the adjacent Road Network CoF*

## D.2 Stormwater Network

### Storm Sewers PoF Framework

| Criteria              | Criteria Weighting | Factor                           | Factor Weighting | Value / Range  | Score       |
|-----------------------|--------------------|----------------------------------|------------------|--|-------------|
| Structural            | 60%                | Condition                        | 75%              | 80-100   | 1           |
|                       |                    |                                  |                  | 60-79  | 2           |
|                       |                    |                                  |                  | 40-59  | 3           |
|                       |                    |                                  |                  | 20-39  | 4           |
|                       |                    |                                  |                  | 0-19   | 5           |
|                       |                    | GIS-Material                     | 25%              | Steel, Galvanized Steel, Perforated Steel            | 5           |
|                       |                    |                                  |                  | Concrete, Polybutylene, Perforated Plastics, Unknown | 3           |
|                       |                    | HDPE, PE, PP, PVC                | 1                |  |             |
| Climate Change        | 20%                | Extreme Rainfall                 | 20%              | 1-5  | 1-5         |
|                       |                    | Extreme Snow                     | 20%              | 1-5  | 1-5         |
|                       |                    | Freeze / Thaw                    | 20%              | 1-5  | 1-5         |
|                       |                    | Extreme Wind                     | 20%              | 1-5  | 1-5         |
|                       |                    | Extreme Heat                     | 20%              | 1-5  | 1-5         |
| Capacity              | 10%                | Demand (Demand/Design Ratio (%)) | 100%             | ≤ 50%  | 1           |
|                       |                    |                                  |                  | 50%-70%  | 2           |
|                       |                    |                                  |                  | 70%-90%  | 3           |
|                       |                    |                                  |                  | 90%-100%   | 4           |
|                       |                    |                                  |                  | 100% ≤   | 5           |
| Use and Functionality | 10%                | Failure History                  | 100%             | Yes / No   | 1=No, 5=Yes |

### Stormwater – All Other Assets PoF Framework

| Criteria       | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score |
|----------------|--------------------|------------------|------------------|---------------|-------|
| Structural     | 80%                | Condition        | 100%             | 80-100        | 1     |
|                |                    |                  |                  | 60-79         | 2     |
|                |                    |                  |                  | 40-59         | 3     |
|                |                    |                  |                  | 20-39         | 4     |
|                |                    |                  |                  | 0-19          | 5     |
| Climate Change | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5   |

| Criteria | Criteria Weighting | Factor        | Factor Weighting | Value / Range | Score |
|----------|--------------------|---------------|------------------|---------------|-------|
|          |                    | Extreme Snow  | 20%              | 1-5           | 1-5   |
|          |                    | Freeze / Thaw | 20%              | 1-5           | 1-5   |
|          |                    | Extreme Wind  | 20%              | 1-5           | 1-5   |
|          |                    | Extreme Heat  | 20%              | 1-5           | 1-5   |

### Storm Sewers CoF Framework

| Criteria          | Criteria Weighting | Factor                       | Factor Weighting | Value / Range        | Score |   |   |
|-------------------|--------------------|------------------------------|------------------|----------------------|-------|---|---|
| Financial         | 35%                | GIS – Size (mm)              | 50%              | < 200                | 1     |   |   |
|                   |                    |                              |                  | 200-400              | 2     |   |   |
|                   |                    |                              |                  | 400-600              | 3     |   |   |
|                   |                    |                              |                  | 600-1000             | 4     |   |   |
|                   |                    |                              |                  | > 1000               | 5     |   |   |
|                   |                    | MMS Class                    | 25%              | 6                    | 1     |   |   |
|                   |                    |                              |                  | 5                    | 2     |   |   |
|                   |                    |                              |                  | 4                    | 3     |   |   |
|                   |                    |                              |                  | 3                    | 4     |   |   |
|                   |                    |                              |                  | 1, 2                 | 5     |   |   |
|                   |                    | Depth                        | 25%              | <1.5 m               | 1     |   |   |
|                   |                    |                              |                  | 1.5 < m < 3          | 3     |   |   |
|                   |                    |                              |                  | > 3 m                | 5     |   |   |
|                   |                    | Operational (Service Impact) | 25%              | GIS – Material       | 50%   | Concrete, Steel, Galvanized Steel, Perforated Steel | 5 |
|                   |                    |                              |                  |                      |       | PB, PE, PP, PVC, Perforated Plastic, Unknown        | 3 |
| HDPE              | 1                  |                              |                  |                      |       |   |   |
| GIS – Easement    | 20%                |                              |                  | No                   | 1     |   |   |
|                   |                    |                              |                  | Yes                  | 5     |   |   |
| Land Use          | 10%                |                              |                  | Land Use Categories* | 1-5   |   |   |
| Pressure          | 10%                |                              |                  | Pressure Range*      | 1-5   |   |   |
| MMS Class         | 10%                |                              |                  | 6                    | 1     |   |   |
|                   |                    |                              |                  | 5                    | 2     |   |   |
|                   |                    |                              |                  | 4                    | 3     |   |   |
|                   |                    | 3                            | 4                |                      |       |   |   |
|                   |                    | 1, 2                         | 5                |                      |       |   |   |
| Health and Safety | 10%                | MMS Class                    | 50%              | 6                    | 1     |   |   |
|                   |                    |                              |                  | 5                    | 2     |   |   |
|                   |                    |                              |                  | 4                    | 3     |   |   |
|                   |                    |                              |                  | 3                    | 4     |   |   |

| Criteria      | Criteria Weighting | Factor            | Factor Weighting | Value / Range                   | Score       |
|---------------|--------------------|-------------------|------------------|---------------------------------|-------------|
|               |                    |                   |                  | 1, 2                            | 5           |
|               |                    | Depth             | 50%              | <1.5 m                          | 1           |
|               |                    |                   |                  | 1.5 < m < 3                     | 3           |
|               |                    |                   |                  | > 3 m                           | 5           |
| Regulatory    | 10%                |                   |                  | Environmental Compliance Impact | 100%        |
|               |                    | MMS Class         | 50%              | 6                               | 1           |
|               |                    |                   |                  | 5                               | 2           |
| Reputational  | 10%                |                   |                  | 4                               | 3           |
|               |                    |                   |                  | 3                               | 4           |
|               |                    |                   |                  | 1, 2                            | 5           |
|               |                    | Land Use          | 50%              | Land Use Categories*            | 1-5         |
| Environmental | 10%                | Proximity to ESAs | 100%             | Yes / No                        | 1=No, 5=Yes |

*For other Stormwater Assets CoF: Use the adjacent Storm Sewer CoF*

*\* The values and ranges should be defined based on the availability of the zoning and pressure layers and incorporated in the next iteration of the AMP update.*

## D.3 Water Network

### Watermains PoF Framework

| Criteria                              | Criteria Weighting | Factor                           | Factor Weighting | Value / Range | Score       |
|---------------------------------------|--------------------|----------------------------------|------------------|---------------|-------------|
| Structural                            | 60%                | Condition                        | 75%              | 80-100        | 1           |
|                                       |                    |                                  |                  | 60-79         | 2           |
|                                       |                    |                                  |                  | 40-59         | 3           |
|                                       |                    |                                  |                  | 20-39         | 4           |
|                                       |                    |                                  |                  | 0-19          | 5           |
|                                       |                    | GIS-Material                     | 25%              |               |             |
| Asbestos Cement, Copper, Ductile Iron | 3                  |                                  |                  |               |             |
| Thin Wall PVC                         | 5                  |                                  |                  |               |             |
| Climate Change                        | 20%                | Extreme Rainfall                 | 20%              | 1-5           | 1-5         |
|                                       |                    | Extreme Snow                     | 20%              | 1-5           | 1-5         |
|                                       |                    | Freeze / Thaw                    | 20%              | 1-5           | 1-5         |
|                                       |                    | Extreme Wind                     | 20%              | 1-5           | 1-5         |
|                                       |                    | Extreme Heat                     | 20%              | 1-5           | 1-5         |
| Capacity                              | 10%                | Demand (Demand/Design Ratio (%)) | 100%             | ≤ 50%         | 1           |
|                                       |                    |                                  |                  | 50%-70%       | 2           |
|                                       |                    |                                  |                  | 70%-90%       | 3           |
|                                       |                    |                                  |                  | 90%-100%      | 4           |
|                                       |                    |                                  |                  | 100% ≤        | 5           |
| Use and Functionality                 | 10%                | Failure History                  | 100%             | Yes / No      | 1=No, 5=Yes |

### Water – All Other Assets PoF Framework

| Criteria       | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score |
|----------------|--------------------|------------------|------------------|---------------|-------|
| Structural     | 80%                | Condition        | 100%             | 80-100        | 1     |
|                |                    |                  |                  | 60-79         | 2     |
|                |                    |                  |                  | 40-59         | 3     |
|                |                    |                  |                  | 20-39         | 4     |
|                |                    |                  |                  | 0-19          | 5     |
| Climate Change | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5   |

|               |     |     |     |
|---------------|-----|-----|-----|
| Extreme Snow  | 20% | 1-5 | 1-5 |
| Freeze / Thaw | 20% | 1-5 | 1-5 |
| Extreme Wind  | 20% | 1-5 | 1-5 |
| Extreme Heat  | 20% | 1-5 | 1-5 |

### Watermains CoF Framework

| Criteria                        | Criteria Weighting | Factor          | Factor Weighting | Value / Range                                      | Score |
|---------------------------------|--------------------|-----------------|------------------|--|-------|
| Financial                       | 35%                | Gis – Size (mm) | 50%              | < 50   | 1     |
|                                 |                    |                 |                  | 50-150   | 2     |
|                                 |                    |                 |                  | 150-300  | 3     |
|                                 |                    |                 |                  | 300-450  | 4     |
|                                 |                    |                 |                  | > 450  | 5     |
|                                 |                    | MMS Class       | 25%              | 6  | 1     |
|                                 |                    |                 |                  | 5  | 2     |
|                                 |                    |                 |                  | 4  | 3     |
|                                 |                    |                 |                  | 3  | 4     |
|                                 |                    |                 |                  | 1, 2   | 5     |
|                                 |                    | Depth           | 25%              | <1.5 m   | 1     |
| 1.5 < m < 3                     | 3                  |                 |                  |  |       |
| > 3 m                           | 5                  |                 |                  |  |       |
| Operational<br>(Service Impact) | 25%                | GIS – Material  | 40%              | Copper, Ductile Iron, HDPE, PE, PVC, Thin Wall PVC | 1     |
|                                 |                    |                 |                  | Asbestos Cement                                    | 5     |
|                                 |                    | GIS- Easement   | 20%              | No   | 1     |
|                                 |                    |                 |                  | Yes  | 5     |
|                                 |                    | Land Use        | 10%              | Land Use Categories*                               | 1-5   |
|                                 |                    | Pressure        | 10%              | Pressure Range*                                    | 1-5   |
|                                 |                    | MMS Class       | 10%              | 6  | 1     |
|                                 |                    |                 |                  | 5  | 2     |
|                                 |                    |                 |                  | 4  | 3     |
|                                 |                    |                 |                  | 3  | 4     |
|                                 |                    |                 |                  | 1, 2   | 5     |
| Redundancy                      | 10%                | Yes / No        | 1=Yes, 5=No      |  |       |
| Health and Safety               | 10%                | MMS Class       | 50%              | 6  | 1     |
|                                 |                    |                 |                  | 5  | 2     |
|                                 |                    |                 |                  | 4  | 3     |
|                                 |                    |                 |                  | 3  | 4     |
|                                 |                    |                 |                  | 1, 2   | 5     |
|                                 |                    | Depth           | 50%              | <1.5 m   | 1     |
|                                 |                    |                 |                  | 1.5 < m < 3  | 3     |
|                                 |                    | > 3 m           | 5                |  |       |

| Criteria      | Criteria Weighting | Factor                          | Factor Weighting | Value / Range        | Score       |
|---------------|--------------------|---------------------------------|------------------|----------------------|-------------|
| Regulatory    | 10%                | Environmental Compliance Impact | 100%             | In Regulated Area    | 1=No, 5=Yes |
|               |                    |                                 |                  | 6                    | 1           |
|               |                    |                                 |                  | 5                    | 2           |
| Reputational  | 10%                | MMS Class                       | 50%              | 4                    | 3           |
|               |                    |                                 |                  | 3                    | 4           |
|               |                    |                                 |                  | 1, 2                 | 5           |
|               |                    | Land Use                        | 50%              | Land Use Categories* | 1-5         |
| Environmental | 10%                | Proximity to ESAs               | 100%             | Yes / No             | 1=No, 5=Yes |

*For all other Water assets: the CoF of adjacent mains will be used.*

*\* The values and ranges should be defined based on the availability of the zoning and pressure layers and incorporated in the next iteration of the AMP update.*

## D.4 Wastewater Network

### Wastewater sewers PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|------------------|------------------|---------------|-------------|
| Structural            | 60%                | Condition        | 75%              | 80-100        | 1           |
|                       |                    |                  |                  | 60-79         | 2           |
|                       |                    |                  |                  | 40-59         | 3           |
|                       |                    |                  |                  | 20-39         | 4           |
|                       |                    |                  |                  | 0-19          | 5           |
|                       |                    | GIS-Material     | 25%              | AC, Concrete  | 5           |
|                       |                    |                  |                  | Ductile Iron  | 3           |
|                       |                    |                  |                  | HDPE, PVC     | 1           |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5         |
|                       |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5         |
| Capacity              | 10%                | Demand           | 100%             | ≤ 50%         | 1           |
|                       |                    |                  |                  | 50%-70%       | 2           |
|                       |                    |                  |                  | 70%-90%       | 3           |
|                       |                    |                  |                  | 90%-100%      | 4           |
|                       |                    |                  |                  | 100% ≤        | 5           |
| Use and Functionality | 10%                | Failure History  | 100%             | Yes / No      | 1=No, 5=Yes |

### Wastewater – All Other Assets PoF Framework

| Criteria       | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score |
|----------------|--------------------|------------------|------------------|---------------|-------|
| Structural     | 80%                | Condition        | 100%             | 80-100        | 1     |
|                |                    |                  |                  | 60-79         | 2     |
|                |                    |                  |                  | 40-59         | 3     |
|                |                    |                  |                  | 20-39         | 4     |
|                |                    |                  |                  | 0-19          | 5     |
| Climate Change | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5   |
|                |                    | Extreme Snow     | 20%              | 1-5           | 1-5   |

| Criteria | Criteria Weighting | Factor        | Factor Weighting | Value / Range | Score |
|----------|--------------------|---------------|------------------|---------------|-------|
|          |                    | Freeze / Thaw | 20%              | 1-5           | 1-5   |
|          |                    | Extreme Wind  | 20%              | 1-5           | 1-5   |
|          |                    | Extreme Heat  | 20%              | 1-5           | 1-5   |

### Wastewater Sewers CoF Framework

| Criteria                     | Criteria Weighting | Factor          | Factor Weighting | Value / Range             | Score |
|------------------------------|--------------------|-----------------|------------------|---------------------------|-------|
|                              |                    |                 |                  | < 200                     | 1     |
|                              |                    |                 |                  | 200-400                   | 2     |
|                              |                    | GIS – Size (mm) | 50%              | 400-600                   | 3     |
|                              |                    |                 |                  | 600-1000                  | 4     |
|                              |                    |                 |                  | > 1000                    | 5     |
|                              |                    |                 |                  | 6                         | 1     |
|                              |                    |                 |                  | 5                         | 2     |
| Financial                    | 35%                | MMS Class       | 25%              | 4                         | 3     |
|                              |                    |                 |                  | 3                         | 4     |
|                              |                    |                 |                  | 1, 2                      | 5     |
|                              |                    | Depth           | 25%              | <1.5 m                    | 1     |
|                              |                    |                 |                  | 1.5 < m < 3               | 3     |
|                              |                    |                 |                  | > 3 m                     | 5     |
|                              |                    | GIS – Material  | 40%              | PVC, DI, HDPE             | 1     |
|                              |                    |                 |                  | Asbestos Cement, Concrete | 5     |
|                              |                    | GIS – Easement  | 20%              | No                        | 1     |
|                              |                    |                 |                  | Yes                       | 5     |
|                              |                    | GIS – SL Type   | 10%              | Gravity Sewer             | 1     |
|                              |                    |                 |                  | Overflow, Siphon          | 3     |
|                              |                    |                 |                  | Force main                | 5     |
| Operational (Service Impact) | 25%                | Land Use        | 10%              | Land Use Categories*      | 1-5   |
|                              |                    | Pressure        | 10%              | Pressure Range*           | 1-5   |
|                              |                    |                 |                  | 6                         | 1     |
|                              |                    |                 |                  | 5                         | 2     |
|                              |                    | MMS Class       | 10%              | 4                         | 3     |
|                              |                    |                 |                  | 3                         | 4     |
|                              |                    |                 |                  | 1, 2                      | 5     |
|                              |                    |                 |                  | 6                         | 1     |
|                              |                    |                 |                  | 5                         | 2     |
| Health and Safety            | 10%                | MMS Class       | 50%              | 4                         | 3     |
|                              |                    |                 |                  | 3                         | 4     |
|                              |                    |                 |                  | 1, 2                      | 5     |
|                              |                    | Depth           | 50%              | <1.5 m                    | 1     |

| Criteria      | Criteria Weighting | Factor                          | Factor Weighting | Value / Range         | Score       |
|---------------|--------------------|---------------------------------|------------------|-----------------------|-------------|
|               |                    |                                 |                  | 1.5 < m < 3           | 3           |
|               |                    |                                 |                  | > 3 m                 | 5           |
| Regulatory    | 10%                | Environmental Compliance Impact | 100%             | In the Regulated Area | 1=No, 5=Yes |
|               |                    |                                 |                  | 6                     | 1           |
|               |                    |                                 |                  | 5                     | 2           |
| Reputational  | 10%                | MMS Class                       | 50%              | 4                     | 3           |
|               |                    |                                 |                  | 3                     | 4           |
|               |                    |                                 |                  | 1, 2                  | 5           |
|               |                    | Land Use                        | 50%              | Land Use Categories*  | 1-5         |
| Environmental | 10%                | Proximity to ESAs               | 100%             | Yes / No              | 1=No, 5=Yes |

*For all other Wastewater assets, the CoF of the adjacent sewer will be used.*

*\* The values and ranges should be defined based on the availability of the zoning and pressure layers and incorporated in the next iteration of the AMP update.*

## D.5 Fleet

### Fleet PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|------------------|------------------|---------------|-------------|
| Structural            | 60%                | Condition        | 100%             | 80-100        | 1           |
|                       |                    |                  |                  | 60-79         | 2           |
|                       |                    |                  |                  | 40-59         | 3           |
|                       |                    |                  |                  | 20-39         | 4           |
|                       |                    |                  |                  | 0-19          | 5           |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5         |
|                       |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5         |
| Use and Functionality | 20%                | Failure History  | 100%             | Yes / No      | 1=No, 5=Yes |

### Fleet CoF Framework

| Criteria                     | Criteria Weighting | Factor                     | Factor Weighting | Value / Range   | Score |
|------------------------------|--------------------|----------------------------|------------------|---|-------|
| Financial                    | 40%                | Replacement Cost           | 100%             | <100,000  | 1     |
|                              |                    |                            |                  | 100,000- 250,000  | 2     |
|                              |                    |                            |                  | 250,000- 500,000  | 3     |
|                              |                    |                            |                  | 500,000- 1,000,000  | 4     |
|                              |                    |                            |                  | >1,000,000  | 5     |
| Health and Safety            | 10%                | Injury Severity Potential* | 100%             | Minor injury  | 1     |
|                              |                    |                            |                  | Moderate injury   | 3     |
|                              |                    |                            |                  | Severe / fatal injury   | 5     |
| Operational (Service Impact) | 35%                | AMP Segment                | 100%             | Mover, Fleet Garage Equipment                                     | 1     |
|                              |                    |                            |                  | Light-Duty, Light-Duty Pick-up, Light-Duty Construction Equipment | 2     |
|                              |                    |                            |                  | Medium Duty, Medium-Duty Construction Equipment                   | 3     |
|                              |                    |                            |                  | Heavy-Duty, Heavy-Duty Construction Equipment                     | 4     |

| Criteria      | Criteria Weighting | Factor  | Factor Weighting | Value / Range | Score       |
|---------------|--------------------|---|------------------|---------------|-------------|
|               |                    |   |                  | Trailer       | 5           |
| Regulatory    | 5%                 | Does failure of this asset create a regulatory breach or compliance risk?           | 100%             | Yes / No*     | 1=No, 5=Yes |
| Reputational  | 5%                 | Would failure be visible to the public or significantly impact customer perception? | 100%             | Yes / No*     | 1=No, 5=Yes |
| Environmental | 5%                 | Could failure result in environmental harm or regulatory risk?                      | 100%             | Yes / No*     | 1=No, 5=Yes |

*\* The applicability of these factors is dependent on data availability. In the absence of data, the factor may be excluded, and its weighting reallocated to other factors.*

## D.6 Facilities

### Facilities PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range  | Score       |
|-----------------------|--------------------|------------------|------------------|--|-------------|
| Structural            | 60%                | Condition        | 100%             | 80-100   | 1           |
|                       |                    |                  |                  | 60-79  | 2           |
|                       |                    |                  |                  | 40-59  | 3           |
|                       |                    |                  |                  | 20-39  | 4           |
|                       |                    |                  |                  | 0-19   | 5           |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5  | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5  | 1-5         |
|                       |                    | Freeze / Thaw    | 20%              | 1-5  | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5  | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5  | 1-5         |
| Capacity              | 10%                | Demand*          | 100%             | Is the facility component operating near or beyond capacity or without redundancy? | 1=No, 5=Yes |
| Use and Functionality | 10%                | Failure History  | 100%             | Yes / No   | 1=No, 5=Yes |

*\* The applicability of this factor is dependent on data availability. In the absence of data, the factor may be excluded, and its weighting reallocated to other factors.*

### Facilities CoF Framework

| Criteria                     | Criteria Weighting | Factor  | Factor Weighting | Value / Range   | Score       |
|------------------------------|--------------------|---|------------------|---|-------------|
| Financial                    | 30%                | Replacement Cost                                    | 80%              | <250,000  | 1           |
|                              |                    |   |                  | 250,000- 500,000  | 2           |
|                              |                    |   |                  | 500,000- 750,000  | 3           |
|                              |                    |   |                  | 750,000- 1,500,000  | 4           |
|                              |                    |   |                  | >1,500,000  | 5           |
|                              |                    | Deferred Maintenance                                | 20%              | Yes/No  | No=1, Yes=5 |
| Operational (Service Impact) | 30%                | Level 2 – Component Group                           | 100%             | Site Assets   | 1           |
|                              |                    |   |                  | Building Envelope   | 2           |
|                              |                    |   |                  | Mechanical Systems  | 3           |
|                              |                    |   |                  | Electrical Systems  | 4           |
|                              |                    |   |                  | Structural, Life Safety and Security, Vertical Transportation                       | 5           |
| Health and Safety            | 10%                | Facility Capacity *                                 | 100%             | Does insufficient capacity pose a health and safety risk?                           | No=1, Yes=5 |
| Regulatory                   | 10%                | Code/ accessibility gaps, permits, audit findings * | 100%             | Would failure of this component result in a regulatory violation or non-compliance? | No=1, Yes=5 |

| Criteria      | Criteria Weighting | Factor               | Factor Weighting | Value / Range  | Score       |
|---------------|--------------------|----------------------|------------------|--|-------------|
| Reputational  | 10%                | Community Reliance * | 100%             | Yes/No   | No=1, Yes=5 |
|               |                    |                      |                  | Recreation and Community Centres   | 5           |
|               |                    |                      |                  | Administrative and Corporate Facilities  | 3           |
|               |                    |                      |                  | Fire and Emergency Services Facilities   | 4           |
| Functionality | 10%                | AMP Segment          | 100%             | Cultural and Heritage Facilities (partially applicable for the Town) and Operations and Public Works Facilities (under the PW portfolio in the Town) | 2           |

*\* The applicability of this factor is dependent on data availability. In the absence of data, the factor may be excluded, and its weighting reallocated to other factors.*

## D.7 Parks and Land Improvements

### Parks and Land Improvements PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|------------------|------------------|---------------|-------------|
| Structural            | 60%                | Condition        | 100%             | 80-100        | 1           |
|                       |                    |                  |                  | 60-79         | 2           |
|                       |                    |                  |                  | 40-59         | 3           |
|                       |                    |                  |                  | 20-39         | 4           |
|                       |                    |                  |                  | 0-19          | 5           |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5         |
|                       |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5         |
| Use and Functionality | 20%                | Failure History  | 100%             | Yes / No      | 1=No, 5=Yes |

### Parks and Land Improvements CoF

| Criteria      | Criteria Weighting | Factor                           | Factor Weighting | Value / Range   | Score |
|---------------|--------------------|----------------------------------|------------------|---|-------|
| Financial     | 30%                | Replacement Cost                 | 100%             | <100,000  | 1     |
|               |                    |                                  |                  | 100,000- 250,000  | 2     |
|               |                    |                                  |                  | 250,000- 500,000  | 3     |
|               |                    |                                  |                  | 500,000- 750,000  | 4     |
|               |                    |                                  |                  | >750,000  | 5     |
| Reputational  | 20%                | Community Reliance, Land Use*    | 100%             | Shrub Beds  | 1     |
|               |                    |                                  |                  | Parks / Land Features except playgrounds                | 2     |
|               |                    |                                  |                  | Playgrounds   | 4     |
|               |                    |                                  |                  | Urban Trees   | 4     |
|               |                    |                                  |                  | Water Infrastructure                                    | 2- 3  |
|               |                    |                                  |                  | Lighting  | 2- 3  |
|               |                    |                                  |                  | Structures  | 3- 4  |
|               |                    |                                  |                  | Trails and Active Transportation                        | 2- 3  |
|               |                    |                                  |                  | Storm Infrastructure                                    | 3- 4  |
|               |                    |                                  |                  | LID Features – Constructed within parks and open spaces | 2     |
| Environmental | 10%                | Proximity to ESAs, Canopy Value* | 100%             | Shrub Beds  | 3     |
|               |                    |                                  |                  | Parks / Land Features                                   | 2     |
|               |                    |                                  |                  | Urban Trees   | 5     |
|               |                    |                                  |                  | Water Infrastructure                                    | 3     |
|               |                    |                                  |                  | Lighting  | 1     |

| Criteria                     | Criteria Weighting | Factor  | Factor Weighting | Value / Range   | Score |
|------------------------------|--------------------|---|------------------|---|-------|
|                              |                    |   |                  | Structures  | 1     |
|                              |                    |   |                  | Trails and Active Transportation                        | 3     |
|                              |                    |   |                  | Storm Infrastructure                                    | 4     |
|                              |                    |   |                  | LID Features – Constructed within parks and open spaces | 4     |
|                              |                    |   |                  | Shrub Beds  | 1     |
|                              |                    |   |                  | Parks / Land Features except playgrounds                | 1     |
|                              |                    |   |                  | Playgrounds   | 4     |
|                              |                    |   |                  | Urban Trees   | 5     |
|                              |                    |   |                  | Water Infrastructure                                    | 2     |
|                              |                    |   |                  | Lighting  | 2     |
| Health and Safety            | 10%                | Inspection findings, incidents, hazard severity, and child-focused use* | 100%             | Structures  | 3- 4  |
|                              |                    |   |                  | Trails and Active Transportation                        | 3- 4  |
|                              |                    |   |                  | Storm Infrastructure                                    | 3     |
|                              |                    |   |                  | LID Features – Constructed within parks and open spaces | 2     |
|                              |                    |   |                  | Shrub Beds  | 1     |
|                              |                    |   |                  | Parks / Land Features except playgrounds                | 1     |
|                              |                    |   |                  | Playgrounds   | 4     |
|                              |                    |   |                  | Urban Trees   | 4     |
|                              |                    |   |                  | Water Infrastructure                                    | 2     |
|                              |                    |   |                  | Lighting  | 4     |
| Regulatory                   | 10%                | Accessibility, Playground/ Sport Compliance*                            | 100%             | Structures  | 4     |
|                              |                    |   |                  | Trails and Active Transportation                        | 2     |
|                              |                    |   |                  | Storm Infrastructure                                    | 3     |
|                              |                    |   |                  | LID Features – Constructed within parks and open spaces | 1     |
|                              |                    |   |                  | Shrub Beds  | 2     |
|                              |                    |   |                  | Parks / Land Features                                   | 3     |
|                              |                    |   |                  | Urban Trees   | 3     |
|                              |                    |   |                  | Water Infrastructure                                    | 3     |
|                              |                    |   |                  | Lighting  | 3     |
|                              |                    |   |                  | Structures  | 4     |
| Operational (Service Impact) | 20%                | Ops Segment   | 100%             | Trails and Active Transportation                        | 4     |
|                              |                    |   |                  | Storm Infrastructure                                    | 4     |
|                              |                    |   |                  | LID Features – Constructed within parks and open spaces | 4     |
|                              |                    |   |                  | Shrub Beds  | 2     |
|                              |                    |   |                  | Parks / Land Features                                   | 3     |
|                              |                    |   |                  | Urban Trees   | 3     |
|                              |                    |   |                  | Water Infrastructure                                    | 3     |
|                              |                    |   |                  | Lighting  | 3     |
|                              |                    |   |                  | Structures  | 4     |

*\* The applicability of this factor is dependent on data availability. In the absence of data, the factor may be excluded, and its weighting reallocated to other factors.*

## D.8 Fire and Emergency Services

### Fire and Emergency Services PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|------------------|------------------|---------------|-------------|
| Structural            | 60%                | Condition        | 100%             | 80-100        | 1           |
|                       |                    |                  |                  | 60-79         | 2           |
|                       |                    |                  |                  | 40-59         | 3           |
|                       |                    |                  |                  | 20-39         | 4           |
|                       |                    |                  |                  | 0-19          | 5           |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5         |
|                       |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5         |
| Use and Functionality | 20%                | Failure History  | 100%             | Yes / No      | 1=No, 5=Yes |

### Fire and Emergency Services CoF Framework

| Criteria                     | Criteria Weighting | Factor   | Factor Weighting | Value / Range      | Score |
|------------------------------|--------------------|--|------------------|--------------------|-------|
| Financial                    | 30%                | Replacement Cost   | 100%             | <100,000           | 1     |
|                              |                    |  |                  | 100,000- 250,000   | 2     |
|                              |                    |  |                  | 250,000- 500,000   | 3     |
|                              |                    |  |                  | 500,000- 1,000,000 | 4     |
|                              |                    |  |                  | >1,000,000         | 5     |
| Health and Safety            | 10%                | Injury Severity Potential (Use the Ops Segment and Category within the Data) | 100%             | Light Duty Pick-up | 2     |
|                              |                    |  |                  | Fire Truck         | 5     |
|                              |                    |  |                  | Bunker gear        | 5     |
|                              |                    |  |                  | Equipment          | 3     |
| Operational (Service Impact) | 30%                | AMP Segment (Use the Ops Segment and Category within the Data)               | 100%             | Light Duty Pick-up | 1     |
|                              |                    |  |                  | Fire Truck         | 5     |
|                              |                    |  |                  | Bunker gear        | 3     |
|                              |                    |  |                  | Equipment          | 4     |
| Regulatory                   | 10%                | AMP Segment (Use the Ops Segment and Category within the Data)               | 100%             | Light Duty Pick-up | 1     |
|                              |                    |  |                  | Fire Truck         | 5     |
|                              |                    |  |                  | Bunker gear        | 5     |
|                              |                    |  |                  | Equipment          | 3     |
| Reputational                 | 10%                | AMP Segment (Use the Ops Segment and Category within the Data)               | 100%             | Light Duty Pick-up | 2     |
|                              |                    |  |                  | Fire Truck         | 5     |
|                              |                    |  |                  | Bunker gear        | 4     |
|                              |                    |  |                  | Equipment          | 3     |

| Criteria      | Criteria Weighting | Factor   | Factor Weighting | Value / Range      | Score |
|---------------|--------------------|--|------------------|--------------------|-------|
|               |                    | Category within the Data)                                      |                  |                    |       |
| Environmental | 10%                | AMP Segment (Use the Ops Segment and Category within the Data) | 100%             | Light Duty Pick-up | 2     |
|               |                    |  |                  | Fire Truck         | 4     |
|               |                    |  |                  | Bunker gear        | 3     |
|               |                    |  |                  | Equipment          | 5     |

*\* The applicability of this factor is dependent on data availability. In the absence of data, the factor may be excluded, and its weighting reallocated to other factors.*

## D.9 IT

### IT PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|------------------|------------------|---------------|-------------|
| Structural            | 60%                | Condition        | 100%             | 80-100        | 1           |
|                       |                    |                  |                  | 60-79         | 2           |
|                       |                    |                  |                  | 40-59         | 3           |
|                       |                    |                  |                  | 20-39         | 4           |
|                       |                    |                  |                  | 0-19          | 5           |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5         |
|                       |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5         |
| Use and Functionality | 20%                | Failure History  | 100%             | Yes / No      | 1=No, 5=Yes |

### IT CoF Framework

| Criteria                     | Criteria Weighting | Factor   | Factor Weighting | Value / Range   | Score |
|------------------------------|--------------------|--|------------------|-----------------|-------|
| Financial                    | 30%                | Replacement Cost   | 100%             | <25,000         | 1     |
|                              |                    |  |                  | 25,000- 50,000  | 2     |
|                              |                    |  |                  | 50,000- 75,000  | 3     |
|                              |                    |  |                  | 75,000- 150,000 | 4     |
|                              |                    |  |                  | >150,000        | 5     |
| Regulatory                   | 10%                | Privacy, cyber, accessibility, and audit requirements*   | 100%             | Software        | 2     |
|                              |                    |  |                  | Hardware        | 2     |
| Health and Safety            | 10%                | Support for alarms, emergency, traffic, security, control systems or critical public safety functions* | 100%             | Software        | 2     |
|                              |                    |  |                  | Hardware        | 2     |
| Reputational                 | 10%                | Public outage impact, if any*  | 100%             | Software        | 4     |
|                              |                    |  |                  | Hardware        | 4     |
| Environmental                | 10%                | Energy use, e-waste/ disposal implications*  | 100%             | Software        | 1     |
|                              |                    |  |                  | Hardware        | 1     |
| Operational (Service Impact) | 30%                | Ops Segment  | 100%             | Software        | 3     |
|                              |                    |  |                  | Hardware        | 5     |

*\* The applicability of this factor is dependent on data availability. In the absence of data, the factor may be excluded, and its weighting reallocated to other factors.*

## D.10 Library

### Library PoF Framework

| Criteria              | Criteria Weighting | Factor           | Factor Weighting | Value / Range | Score       |
|-----------------------|--------------------|------------------|------------------|---------------|-------------|
| Structural            | 60%                | Condition        | 100%             | 80-100        | 1           |
|                       |                    |                  |                  | 60-79         | 2           |
|                       |                    |                  |                  | 40-59         | 3           |
|                       |                    |                  |                  | 20-39         | 4           |
|                       |                    |                  |                  | 0-19          | 5           |
| Climate Change        | 20%                | Extreme Rainfall | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Snow     | 20%              | 1-5           | 1-5         |
|                       |                    | Freeze / Thaw    | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Wind     | 20%              | 1-5           | 1-5         |
|                       |                    | Extreme Heat     | 20%              | 1-5           | 1-5         |
| Use and Functionality | 20%                | Failure History  | 100%             | Yes / No      | 1=No, 5=Yes |

### Library CoF Framework

| Criteria                     | Criteria Weighting | Factor   | Factor Weighting | Value / Range                     | Score |
|------------------------------|--------------------|--|------------------|-----------------------------------|-------|
| Financial                    | 30%                | Replacement Cost   | 100%             | <250,000                          | 2     |
|                              |                    |  |                  | 250,000- 500,000                  | 3     |
|                              |                    |  |                  | 500,000- 750,000                  | 4     |
|                              |                    |  |                  | 750,000- 1,500,000                | 4     |
|                              |                    |  |                  | >1,500,000                        | 4     |
| Operational (Service Impact) | 30%                | Ops Segment  | 50%              | Computers, printers, AV equipment | 1     |
|                              |                    |  |                  | Furniture and fixtures            | 3     |
|                              |                    |  |                  | Books, media, digital resources   | 5     |
| Regulatory                   | 10%                | Archival retention obligations, accessibility format requirements, copyright/licensing restrictions* | 100%             | Computers, printers, AV equipment | 1     |
|                              |                    |  |                  | Furniture and fixtures            | 4     |
|                              |                    |  |                  | Books, media, digital resources   | 1     |
| Health and Safety            | 10%                | Damaged/ hazardous material, mould, handling concerns*   | 100%             | Computers, printers, AV equipment | 1     |
|                              |                    |  |                  | Furniture and fixtures            | 3     |
|                              |                    |  |                  | Books, media, digital resources   | 2     |
| Reputational                 | 10%                | Public demand, cultural significance, and complaints*  | 100%             | Computers, printers, AV equipment | 2     |
|                              |                    |  |                  | Furniture and fixtures            | 1     |

| Criteria      | Criteria Weighting | Factor   | Factor Weighting | Value / Range                     | Score |
|---------------|--------------------|--|------------------|-----------------------------------|-------|
|               |                    |  |                  | Books, media, digital resources   | 2     |
| Environmental | 10%                | Vulnerability to fire, water, mould, humidity; impact of environmental conditions* | 100%             | Computers, printers, AV equipment | 1     |
|               |                    |  |                  | Furniture and fixtures            | 1     |
|               |                    |  |                  | Books, media, digital resources   | 1     |

*\* The applicability of this factor is dependent on data availability. In the absence of data, the factor may be excluded, and its weighting reallocated to other factors.*



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