



**Report**  
**Staff Report**  
 The Corporation of the City of Brampton  
 6/4/2025

**Date:** 2025-05-14

**Subject:** **2025 Transportation Asset Management Plan**

**Contact:** Nash Damer, Treasurer, Finance  
 Pankaj Sallh, Advisor, Corporate Asset Management, Finance

**Report number:** Corporate Support Services-2025-428

**RECOMMENDATIONS:**

1. That the report from Pankaj Sallh, Advisor, Corporate Asset Management, Finance to the Committee of Council Meeting of June 4<sup>th</sup> 2025, re: **2025 Transportation Asset Management Plan**, be received;
2. That Council approve the “2025 Transportation Asset Management Plan” attached as Appendix A; and
3. That the “2025 Transportation Area Asset Management Plan” be posted on the City’s website to comply with O. Reg. 588/17.

**OVERVIEW:**

- The Province of Ontario’s O.Reg. 588/17: Asset Management Planning for Municipal Infrastructure requires all municipalities to develop comprehensive Asset Management Plans in multiple phases (2022-2025).
- The City has met all previous legislated requirements, which is essential for eligibility for funding from other levels of government and for supporting City projects and initiatives. In 2019, Council approved the “Strategic Asset Management Policy,” reaffirming its commitment to sound asset management practices. In 2022, the City developed Asset Management Plans for Transportation and Stormwater, focusing on service area-level analysis and practices. The 2024 Service Area Asset Management Plan subsequently fulfilled the O. Reg. 588/17 requirements for all City assets, except for Transportation and Stormwater. The 2025 Transportation Asset Management Plan updates the 2022 AMP and meets the regulatory requirements.

- **Based on the 2023 State of Local Infrastructure (SOLI) report, which was approved by Council in October 2024, the total replacement cost of the City's Transportation assets is valued at approximately \$4.4 billion (2024 dollars). The overall condition of these assets is deemed 'Good,' primarily due to the relatively new age of the infrastructure and the effective asset management practices implemented by the City.**
- **Asset Management Plans and the annual SOLI updates are critical inputs into the City's budgeting process.**
- **The report assesses the condition of the assets and the risks associated with not fully meeting the current levels of service, along with strategies to mitigate those risks. Importantly, it affirms that assets deemed unsafe will never be put into service, prioritizing public safety.**
- **City staff conducted a thorough analysis of the financial needs required to sustain and achieve current service levels, identifying a gap between current financial allocations and projected capital investment needs for the next decade. This analysis identifies a \$180 million gap when factoring in additional revenues from new growth. The report also proposes strategies to address this gap.**
- **Asset Management Planning is a comprehensive, multi-year process that involves improving data, processes, systems, staff resources, capacity building, and organizational culture over time. Recognizing the complexities of this journey, the Province established a multi-phase timeline for municipalities to comply with the legislation. The current maturity score across the Transportation service area indicates a "Core" maturity level. We are committed to advancing to an "Intermediate" stage on average within the next five years, in line with the phased approach outlined in O.Reg. 588/17.**
- **Staff will continue to engage and inform Council as part of the legislated requirements, providing SOLI reports and progress updates on the Asset Management Plans annually.**

## **BACKGROUND:**

Situated in Canada's largest urban region, the City of Brampton—Canada's ninth-largest municipality—has experienced rapid growth in recent years, significantly expanding its already extensive asset inventory.

In 2015, Ontario enacted the Infrastructure for Jobs and Prosperity Act to promote principled, evidence-based, and strategic long-term infrastructure planning. Subsequently, Ontario Regulation 588/17 (O. Reg. 588/17) was introduced in 2017, mandating municipalities to develop a Strategic Asset Management Policy. This policy

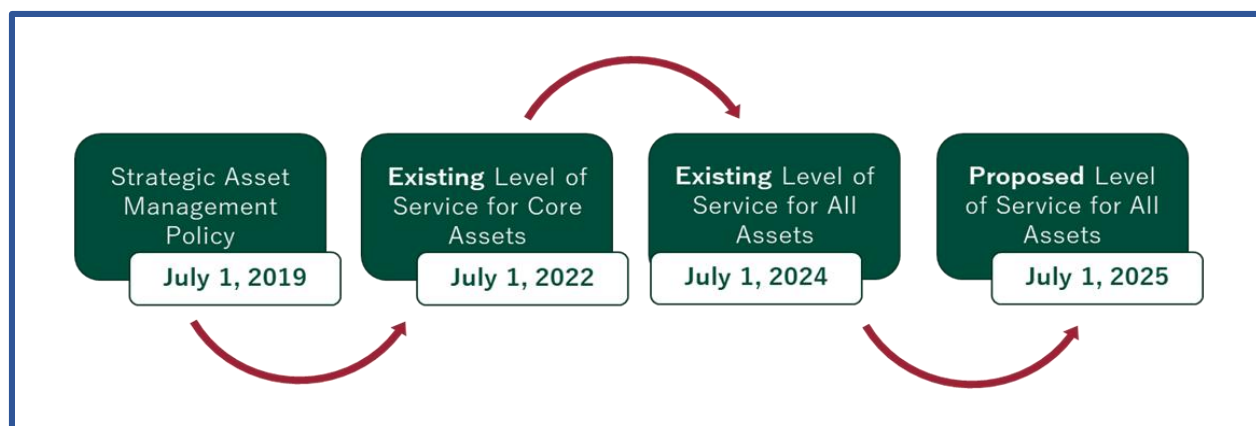
outlines the relationship between Asset Management Plans (AMPs) and existing policies, guiding future capital investment decisions.

The City of Brampton developed its first Corporate Asset Management Plan (Corporate AMP) in 2016 and updated it in 2021. As the City's primary strategic planning document, the 2021 Corporate AMP guides asset management practices citywide in alignment with the Strategic Asset Management Policy.

Under O. Reg. 588/17, municipalities were required to prepare comprehensive AMPs for core assets by July 1, 2022, and for all other assets by July 1, 2024. The City developed departmental Transportation and Stormwater AMPs in 2022, focusing on service area–level analysis and implementation. Building on the Corporate AMP, the 2024 Service Area AMP provided detailed assessments for the remaining 10 service areas.

This report updates the 2022 Transportation AMP to reflect current conditions and fulfill regulatory requirements through July 1, 2025. It supports and advances the City's asset management practices, promoting financial sustainability while maintaining expected Levels of Service. The Transportation AMP will continue to evolve alongside the Service Area and Stormwater AMPs. A summary of the regulatory timeline is shown in Figure 1.

*Figure 1: Regulatory O.Reg 588/17 Requirements*



## **CURRENT SITUATION:**

The Transportation AMP aims to enhance the City's asset management practices by tailoring strategies for the Transportation service area, aligning with Corporate AMP objectives and complying with O. Reg. 588/17. The detailed 2025 Transportation AMP report is attached in Appendix A, encompassing all key Transportation services (Roadway Network (including Bike Lanes and VTCD), Structures (Bridges and Culverts), Structures (Others), Walkways, Trails & Paths, and Traffic Services) and recognizing interdependencies among asset classes and other corporate functions.

The Transportation AMP meets the legislative requirement and comprises the following components:

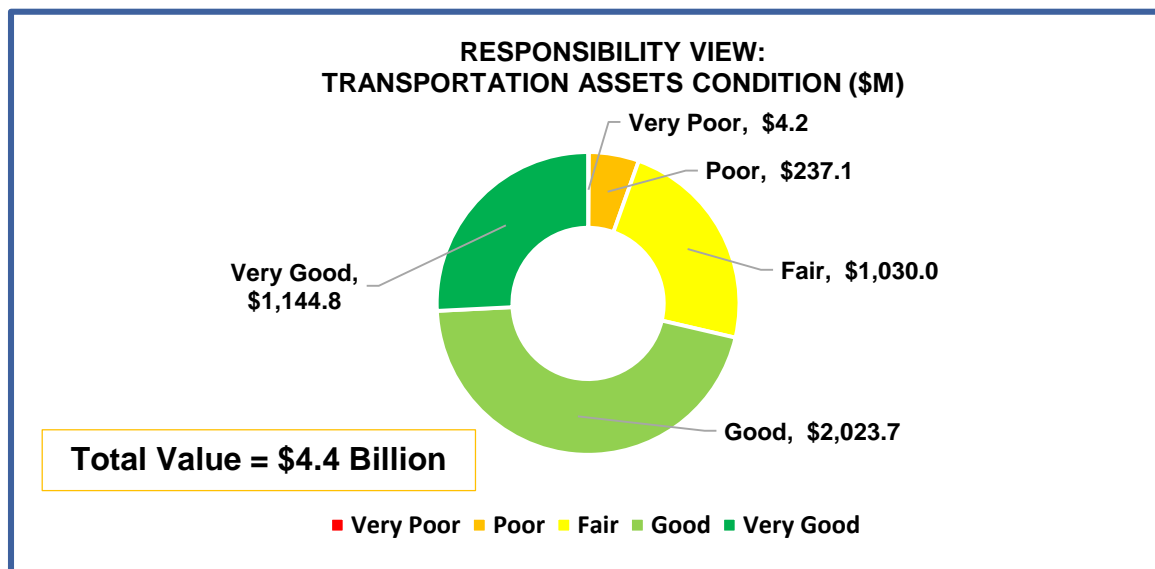
## State of the Local Infrastructure (SOLI)

The City's portfolio of transportation assets has a total replacement value estimated at \$4.4 billion. The assets included in this AMP predominantly consist of road pavement, bridges and culverts, walkways and pathways, and traffic assets. The valuation is based on an inventory of capital assets as of year-end 2023.

The AMP indicates that the overall condition of the City's Transportation assets is deemed '**GOOD**', with over 95% rated as 'fair' or better, indicating a "**state of good repair**." This positive rating is largely attributed to the relatively new age of the infrastructure and the effective asset management practices implemented by the City.

Figure 2 provides an overview of the overall asset condition of Transportation assets owned by the City. In most cases, very poor assets are either being renewed or will be addressed through the upcoming budget. The report affirms that assets deemed unsafe will never be put into service under any circumstances, thereby prioritizing public safety.

*Figure 2 – Asset Condition Grade Profile by Replacement Value*



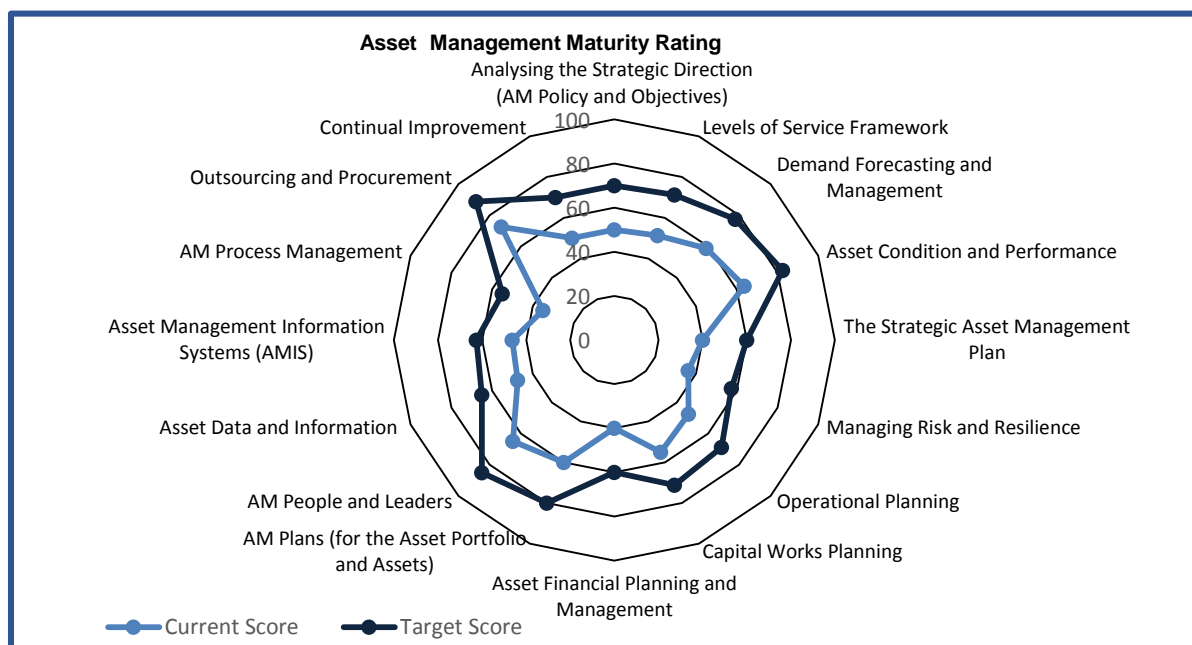
## Maturity Assessment

As part of this Transportation Asset Management Plan, individual asset management maturity assessments were conducted for each transportation asset class. These assessments were informed by dedicated workshops, which facilitated the collection of data related to asset information, current practices, and management approaches within each service area.

Radar graphs illustrating the current and target maturity levels for each asset class are provided in the appendix of the report. These visuals also outline the key activities required to progress toward the desired maturity.

As shown in Figure 3, the City’s overall current maturity score across all transportation asset classes is 51, which corresponds to a “Core” maturity level. The City has established a strategic objective to advance to an “Intermediate” maturity level, on average, over the next five years.

*Figure 1 – Overall Asset Management Maturity Score by Category (Across all Service Areas)*



## Levels of Service

O. Reg. 588/17 mandates municipalities to establish and document their levels of service (LOS). Specifically, for core assets, the regulation sets clear customer and technical metrics for LOS. The Asset Management Plan includes detailed Levels of Service (LOS) tables for each transportation asset class, presented in Section 3.4 of the report. These tables establish a clear link between the current levels of service and the proposed or targeted levels, and identify the associated costs required to achieve those targets. This approach provides a foundation for more informed decision-making and supports the City’s commitment to balancing service excellence with fiscal responsibility. In compliance with O. Reg. 588/17, municipalities are required to define proposed levels of service (PLOS) by July 1, 2025. These PLOS will establish measurable future targets for service delivery.

The current LOS—originally developed in the 2022 Transportation AMP and updated in this Plan—serves as a baseline for these proposed targets.

At this time, the City has assessed that evaluations indicate most services are already meeting or exceeding established performance targets and community expectations. Maintaining these levels ensures efficient use of resources while continuing to provide consistent, reliable service across infrastructure and transportation systems.

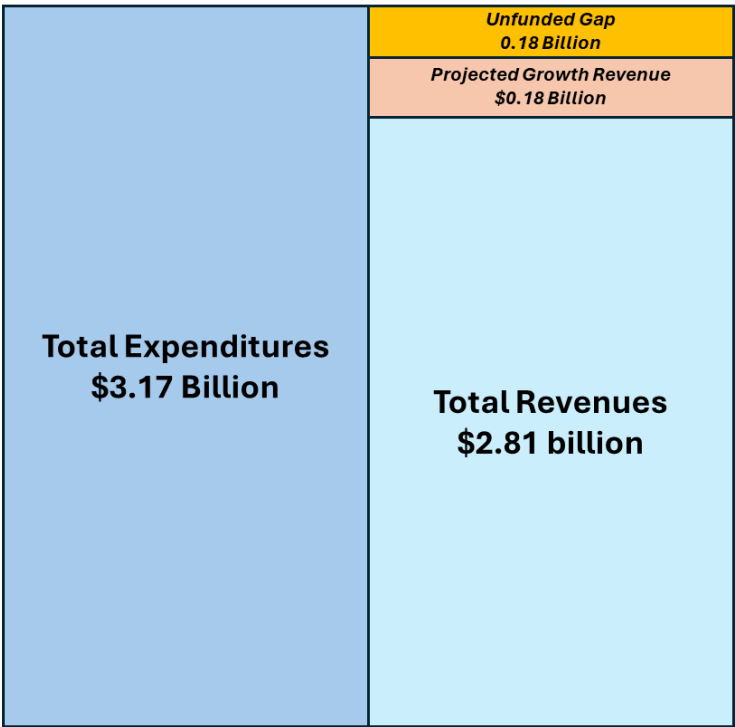
**Financing Strategy**

As per O. Reg. 588/17, municipalities are required to develop a financial plan to sustain their levels of service. This section details the anticipated funding needs for asset management from 2024 to 2034 and suggests opportunities to bridge the gap between current financial allocations and projected capital investment needs efficiently. The concern over an infrastructure gap is not so much its existence, but how this gap changes over the long term and whether the change affects levels of service, asset conditions, and the delivery of services.

A thorough analysis of the financial requirements for maintaining the levels of service was conducted, emphasizing the financial commitments needed to optimize asset value and support the community's evolving needs through strategic financial planning.

Based on this analysis, and as illustrated in Figure 4, the infrastructure gap is estimated at approximately \$180 million, considering projected growth revenue. This gap represents the portion of lifecycle needs that remain unfunded. The additional revenues anticipated from new growth are assumed—within this analysis—to be prioritized toward the renewal and rehabilitation of existing assets. However, the specific allocation of these revenues will ultimately be determined through future municipal budget processes as growth materializes.

*Figure 4 – Projected Infrastructure Gap to Maintain Current Levels of Service (10-Year Total)*



This section also proposes strategies to address the funding gap. The following approaches outline a comprehensive plan to support financial sustainability while maintaining and optimizing infrastructure assets:

1. Reducing expenditures and improving cost efficiency through enhanced data quality, continued project coordination with the Region of Peel and utility companies, deferring renewals based on risk exposure, exploring cost-effective service delivery options, adjusting service levels where appropriate, implementing non-infrastructure solutions, and minimizing the size of the asset portfolio.
2. Increasing revenues through funding support from upper levels of government, exploring public-private partnership (P3) opportunities, and implementing incremental increases to the infrastructure levy.
3. Optimizing debt capacity and reserve management through effective debt financing strategies and improved reserve planning and utilization.

### **Monitoring & Improvement Plan**

The development of Asset Management Plans is an ongoing, iterative process that involves enhancing data quality, improving processes and systems, strengthening staff resources and capacity, and fostering a supportive organizational culture. Continuous improvement is a core principle of municipal asset management, demonstrating the City's commitment to optimizing the performance, efficiency, and sustainability of its infrastructure assets over time. Ontario Regulation 588/17 encourages municipalities to progressively maximize benefits, manage risks, and deliver acceptable levels of service to the public in a cost-effective manner.

This plan builds upon the City's previous efforts to improve the availability, completeness, and accuracy of asset data. These advancements will lead to increased confidence in the data used to develop future iterations of the plan and will support future updates to asset management reporting.

Service area-specific improvements are detailed in the report and are grouped into the following categories: Data Enhancement & Governance, Process Optimization, and Technology & Tools.

### **Next Steps**

Staff will continue to engage and inform Council as part of the legislated requirements and will provide SOLI reports and progress updates to the Asset Management Plans annually.

### **CORPORATE IMPLICATIONS:**

#### **Financial Implications:**

The 2025 Transportation AMP further develops and documents Asset Management practices the City employs to prioritize investments and manage its asset portfolio at the lowest cost while balancing risk. Various funding options and strategies have been

proposed which will be further addressed through other future studies and proposals to Council.

Current legislation requires municipalities to develop and implement an asset management plan to ensure the City's eligibility and demonstrate its strength in competing for future funding support from other levels of governments. Furthermore, the Asset Management Plans and the annual SOLI updates are important inputs into the City's budgeting process.

### **Other Implications:**

The Province of Ontario's O.Reg. 588/17: Asset Management Planning for Municipal Infrastructure mandates all municipalities to develop comprehensive Asset Management Plans for all City assets by July 1st, 2025. Council approval of this plan enables the City to fulfill the regulatory requirements for its assets.

### **STRATEGIC FOCUS AREA:**

This report fulfills the Council Priority of a Well-Run City by adhering strictly to effective financial management policies and supports the Brampton 2040 Vision by ensuring sustainable financial operations.

### **CONCLUSION:**

City staff are seeking approval for the 2025 Transportation Asset Management Plan, prepared in accordance with O.Reg. 588/17, and will post the plan on the City's website.

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### **Attachments:**



- Attachment 1 – Appendix A: 2025 Transportation Asset Management Plan