

# City of Mississauga

# Corporate Report



Date: May 8, 2025

To: Chair and Members of General Committee

From: Marisa Chu, CPA, CA Commissioner of Corporate Services, Chief Financial Officer and Treasurer

Originator's files:

Meeting date:  
May 21, 2025

## Subject

**2025 Corporate Asset Management (CAM) Plan**

## Recommendation

That the 2025 Corporate Asset Management Plan, including the proposed levels of service attached as Appendix 1 to the Corporate Report dated May 8, 2025, from the Commissioner of Corporate Services, Chief Financial Officer and Treasurer, entitled 2025 Corporate Asset Management Plan, be approved and posted on the City's website to comply with O.Reg. 588/17, and submitted to the Ministry of Infrastructure (MOI).

## Executive Summary

- Council approved the last Corporate Asset Management (CAM) Plan in June 2024 pertaining to all City-owned assets and current levels of service as required under the Infrastructure for Jobs and Prosperity Act, 2015 and Ontario Regulation 588/17
- The 2025 CAM Plan builds upon the 2024 iteration by incorporating proposed levels of service (LOS) and their associated budget implications. For some Service Areas, proposed levels of service are a continuous improvement item as staff enhance their asset data quality and analyze scenarios for service level targets. Other service levels have been determined based on legislative requirements, pre-established targets (e.g. Future Directions, Climate Change Action Plan), or best industry practice
- Overall, the City's infrastructure is in Fair to Good condition with a current replacement value of \$18.8 billion
- Similar to other municipalities, the City has identified in the 2025 CAM Plan a current average annual infrastructure gap of \$123.1 million based on the 2024-2033 Capital Budget. As of the 2025-2034 Capital Budget, \$32.7 million of additional funding has been approved, thanks in part to the three per cent capital tax levy, thus reducing the average annual gap to \$90.4 million

## Background

The Province enacted the *Infrastructure for Jobs and Prosperity Act (IIPA), 2015* and its accompanying O. Reg. 588/17 – Asset Management Planning for Municipal Infrastructure. One of the requirements of the regulation is for the City to develop a comprehensive asset management plan for all the assets it owns and manages, and identify, where possible, proposed levels of service and the City's ability to achieve and afford those proposed levels. Complying with O.Reg. 588/17 also allows the City to continue to be eligible for infrastructure funding and grants from senior levels of government.

The 2025 CAM Plan is reporting approximately \$18.8 billion for the current replacement value of its asset infrastructure, with an average overall condition of Fair to Good. As the City continues to grow and mature, active existing infrastructure will age and deteriorate. Maintaining local infrastructure in a state of good repair (SoGR) is a fundamental principle of the City's business planning and budget process.

Similar to many Ontario municipalities, the City faces financial and resource challenges in order to maintain its infrastructure in a state of good repair (SoGR). Utilizing the 2024-2033 Capital Budget and 2024-2027 Operating Budget for the 2025 CAM Plan, a current average annual SoGR infrastructure gap of \$123.1 million was identified for the 10-year period of 2024 to 2033. In the 2025-2034 Capital Budget, \$32.7 million of additional funding has been approved, thanks in part to the three per cent tax levy, thus reducing the average annual SoGR infrastructure gap to \$90.4 million.

To determine the potential additional budget pressures as a result of proposed levels of service being defined in the 2025 CAM Plan, the CAM Office conducted workshops with all Service Areas to better understand proposed service level options. For most Service Areas, determining proposed service levels is a continuous improvement item that will continue to be expanded upon in future plan iterations. Certain Service Areas were able to identify proposed service level options, whether it be to maintain status quo or to increase or decrease service levels. For those proposed service level options, staff identified budget implications which would need to be approved through the Business Planning and Budget process in order for the service level to be achieved.






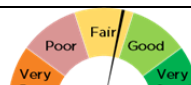

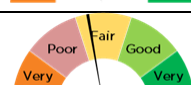

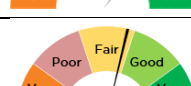
By approving the 2025 CAM Plan, Council is approving the use of these asset management plans as supporting documentation during budget deliberations

## Comments

The following sections provide highlights of the 2025 CAM Plan as detailed in Appendix 1 of this report.

### **State of Infrastructure**

As with every asset management plan, it is a snapshot in time, based on the most accurate and reliable information available, meant to support budget deliberations and decision-making. The 2025 CAM Plan is based on 2023 year-end data, budget and forecast information from the 2024-2033 Capital Budget, and 2024-2027 Operating Budget, as shown in the table below.

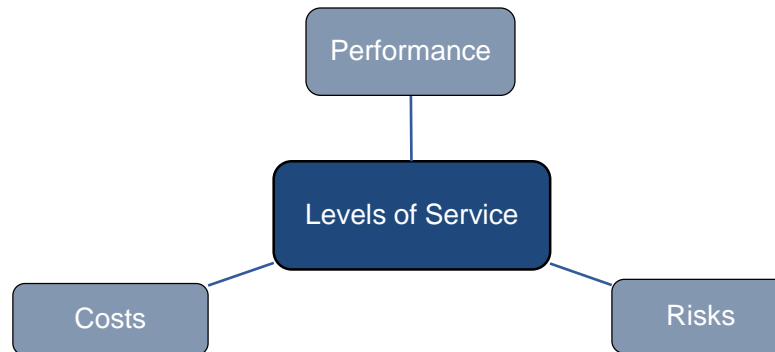
<b>Asset Management Plan</b>	<b>Current Replacement Value (000s)<sup>1</sup></b>	<b>Average Condition<sup>2</sup></b>	<b>10-Year Average Annual Funding Gap (000s)<sup>3</sup></b>
Stormwater	\$7,700,000		\$0
Roads	\$5,800,000		\$80,600
Facilities Planning & Development	\$2,800,000		\$26,000
Parks, Forestry & Environment	\$1,400,000		\$10,400
Transit (MiWay)	\$830,000		\$3,500
Fire & Emergency Services	\$120,200		\$300
Information Technology	\$73,200		\$0
Corporate Fleet	\$69,500		\$2,300
Recreation & Culture	\$29,200		\$0
General Government (Print & Mail Services)	\$1,000		\$0
<b>Total</b>	<b>\$18,800,000</b>	<b>-</b>	<b>\$123,100</b>

Since the development of this plan, recent budget approvals have further reduced the infrastructure funding gap, from \$123.1 million to \$90.4 million, for key Service Areas such as Roads, Facilities, Parks, Forestry & Environment, and Corporate Fleet.

### **Proposed Levels of Service**

Mississauga delivers over 200 services which include public transit, libraries, recreation programs, snow clearing, parks, street tree maintenance, fire and emergency services, and much more. One of the fundamental priorities for City business planning is to “deliver the right

services” to residents, businesses, and visitors. This involves maximizing asset performance to achieve service levels that reflect a balance between stakeholder expectations, risks and fiscal responsibility (as shown in the figure below).



In compliance with O.Reg. 588/17 for the July 1, 2025, requirements, the City has expanded upon its established levels of service from the last plan in 2024, by identifying proposed or target service levels, where possible. Staff determined proposed levels of service by leveraging existing or forthcoming legislative requirements (e.g., Minimum Maintenance Standards, Ministry of Transportation, Building Code Act), and internal plans (e.g. Future Directions, Climate Change Action Plan), and best industry practice in alignment with the City’s strategic goals.

Along with determining proposed levels of service, staff identified the associated lifecycle activities and costs to achieve those targets, the risks, and any funding shortfalls based on projected available funding.

Based on this analysis, proposed levels of service could be categorized into the following:

- Proposed levels of service that pose a budget implication require consideration by Council during Business Planning and Budget process
- Proposed levels of service that are achievable with current funding and resources requires no actions required by Council
- Proposed levels of service that are “to be determined (TBD)” are continuous improvement for staff

### **Financing Strategy**

As part of the 2025 requirements of O. Reg. 588/17, municipalities are required to determine proposed levels of service and evaluate the City’s ability to achieve and afford those service levels.

### **Continuous Improvement**

Asset management is an evolution of learning and adopting better practices to optimize the delivery of City services. Generally, the City is at an intermediate level of maturity in its asset management journey with many continuous improvement items to improve its AM program and future plan iterations. Some of the advancements made to date include:

- Establishment of the City's Strategic AM Policy
- Establishment of an AM governance structure and core working team
- Establishment of an AM reporting framework
- Expansion of overall awareness and knowledge about AM
- Development of levels of service (LOS) metrics for all asset classes and evaluating proposed/target LOS for all asset classes

Performing regular asset management maturity assessments is used to demonstrate continuous improvement of an organization's asset management business practices. Standardized maturity assessments have been conducted for all assets, establishing a base-line measurement for comparison against future maturity assessments. Implementation of AM improvement activities identified in the 2025 CAM Plan will improve the overall AM maturity level at the City.

### **Financial Impact**

There are no immediate financial impacts as a result of the recommendations in this report. As asset management plans are further developed and funding gaps are quantified, these pressures will be brought forward through the annual budgeting process for Budget Committee to consider.

### **Conclusion**

In accordance with O.Reg. 588/17, the 2025 Corporate Asset Management Plan summarizes the state of all City-owned infrastructure, which is valued at \$18.8 billion and in Fair to Good condition. The plan includes proposed levels of service for each Service Area, and identifies the lifecycle activities, costs, risks, and budget implications associated with achieving those targets.

The plan also details continuous improvement items that staff will undertake to continue to advance their asset management maturity and improve decision-making at the City.

## Attachments

Appendix 1: 2025 Corporate Asset Management Plan



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Marisa Chiu, CPA, CA Commissioner of Corporate Services, Chief Financial Officer and Treasurer

Prepared by: Peter Amaral, BBA, CPA, CGA, Manager Corporate Asset Management