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Town of Aurora

Information Report

No. PDS25-096

Subject: 2025 Asset Management Progress Report

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Department: Planning and Development Services

Date: October 14, 2025

In accordance with the Procedure By-law, any Member of Council may request that this Information Report be placed on an upcoming Committee of the Whole or Council meeting agenda for discussion.

Executive Summary

As required by Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, this report presents to Council the annual progress achieved by the Town in implementing the approved 2024 Asset Management Plan (AMP) and Natural Capital Asset Management Plan (NCAMP).

- Ontario Regulation 588/17 mandates that municipalities develop and implement an asset management plan for all Town infrastructure
- Asset Management Plans are regularly updated to enhance the Town's asset management practices and procedures
- Levels of Service (LOS) have been established through the 2024 AMP and NCAMP
- The Town strategically implements the recommendations and targets of the 2024 AMP and NCAMP

Background

Ontario Regulation 588/17 mandates that municipalities develop and implement an Asset Management Plan for all Town infrastructure

In 2017, the Province of Ontario enacted Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure under the *Infrastructure for Jobs and Prosperity Act, 2015*, (O. Reg. 588/17) to promote standardized asset management practices and support informed infrastructure investment decisions.

On July 9, 2024, Town Council approved Report No. FIN24-034: *Updated Corporate Asset Management Plan* (AMP), covering Town owned infrastructure assets such as stormwater, water, wastewater, roads, parks, facilities, fleet, and IT systems. On the same date, Council approved Report No. PDS24-079: *Natural Capital Asset Management Plan* (NCAMP), addressing natural assets including trees, forests, open spaces, and watercourses. The AMP and the NCAMP provided levels of service (LOS) for the Town to benchmark performance and establish trends of Town assets and services to end users.

Asset Management Plans are regularly updated to enhance the Town's asset management practices and procedures

The plans align with the Town's Strategic Asset Management Policy (SAMP) and are guided by the Town's strategic goals and priorities. The AMP is a living document, updated regularly as new data becomes available, with formal updates every five years in accordance with O. Reg. 588/17. These updates will enhance reporting on service levels, performance metrics, and targets, while also incorporating evolving factors such as regulatory changes, population growth, demographic shifts, and climate change.

Ongoing program enhancement and continuous improvement recommendations are outlined in Section 9 of the 2024 AMP and Section 6.1 of the 2024 NCAMP.

Analysis

Levels of Service (LOS) have been established through the 2024 AMP and NCAMP

Proposed LOS within the AMP and NCAMP were developed based on community needs, technical performance metrics, regulatory requirement and financial feasibility.

LOS establish trends and targets related to capital planning, service quality, population growth, and overall end user satisfaction. These indicators help identify necessary adjustments to existing thresholds to enhance community services. Attachment #1 summarizes key trends and targets based on current performance. Attachment #2 presents established LOS the Town is actively tracking, including current performance and trends.

The Town strategically implements the recommendations and targets of the 2024 AMP and NCAMP

A key element of the Town's approved AMP and NCAMP is the set of asset management recommendations designed to advance the Town's asset management maturity. Attachment #3 summarizes the latest AMP and NCAMP recommendations, detailing current implementation status and anticipated completion timelines where applicable.

Advisory Committee Review

Not Applicable.

Legal Considerations

In accordance with O. Reg. 588/17, all municipalities must annually review the implementation progress of these plans and report on current strategies and timelines for identified recommendations.

Financial Implications

There are no direct financial implications as a result of this result.

Like most other Ontario municipalities, the Town is experiencing a significant infrastructure deficit. In September 2024 Council approved a short-term funding strategy that has begun to address this funding gap. It is staff's intention to present a long-term funding strategy in this regard to Council for its consideration prior to 2027.

Communications Considerations

This report will be posted on the Town's website to inform the public.

Climate Change Considerations

The Town's Asset Management Progress Report covers the advancements of the Council-approved 2024 Asset Management Plan and 2024 Natural Capital Asset Management Plan having both included climate risk and mitigation considerations for managing the Town's assets. Sustainability metrics are tracked under this progress report.

Link to Strategic Plan

This report supports the Strategic Plan objective #2: Invest in sustainable infrastructure by maintaining and expand infrastructure to support forecasted population growth through technology, waste management, roads, emergency services and accessibility.

Alternative(s) to the Recommendation

Not Applicable.

Conclusions

Council has approved the Town's current AMP and NCAMP, including all established LOS. Staff regularly review LOS and recommendations to ensure departmental targets are met. Both LOS and recommendations will be updated in the future AMP as the Town continues to advance its asset management program.

Attachments

- Attachment #1 – Asset Management Plan Highlights
- Attachment #2 – Asset Management Plan LOS Trends
- Attachment #3 – Asset Management Plan Recommendations

Previous Reports

- FIN24-034: Updated Corporate Asset Management Plan (AMP) - July 9, 2024
- PDS24-079: Natural Capital Asset Management Plan (NCAMP) - July 9, 2024

Pre-submission Review

Agenda Management Team review on September 25, 2025

Approvals

Approved by Marco Ramunno, Director, Planning and Development Services

Approved by Doug Nadorozny, Chief Administrative Officer

Planning for People, Preparing for the Future

The Town of Aurora continues to make strides in implementing the 2024 Asset Management Plan (AMP) and Natural Capital Asset Management Plan (NCAMP). This snapshot showcases key service levels for Town infrastructure.

Buildings More Space for Growing Needs



Each community centre now serves **13,000** residents

↓ An improvement from 16,000 in 2023 enhancing access to programs and services.

Fleet Maintaining Mobility & Reducing Emissions



Vehicle Condition Index:
Average fleet condition rated at **34%**

↓ Down slightly from 38% in 2023, indicating aging assets and a need for prioritizing renewal.



Sustainability:

3% of fleet vehicles are EV or hybrid;
36% run on biodiesel

A fleet electrification study will be undertaken in 2026.

Information Technology and Operational Equipment



18.3
Average number of IT support tickets submitted per Town staff member

↑ Up from 2024



5.4
Full time IT employees that respond to IT tickets per 100 staff

↑ Up from 2024

Parks Green Spaces



100% of all park and trail safety inspections were completed

46 km of trails, **43** total number of park playgrounds

3.5 hectares of parkland maintained per 1,000 residents



Equal to about three full-size rugby fields

Natural Assets Enhancing Our Urban Environment



0.7 km of trails per 1,000 residents through natural areas

↑ Up from 0.6 km in 2023

253 urban trees replaced annually to maintain canopy health.

↑ Increased from 240 trees in 2023

Sanitary & Stormwater Protecting Public Health & Waterways



Full compliance with regulatory standards



4 full-time staff for every 100 km of sanitary sewer main



Stormwater infrastructure condition rated at **59%**

↓ A 1% decline.

10 ponds now exceed 50% sediment capacity

↓ Down from 11 last year, reflecting increased rehabilitation

Water Delivering Clean, Reliable Service



Watermain condition rated at **60%**

↓ Slightly down from 62%



3,007 water quality samples tested in 2025

↑ An increase of over 15% from the previous year.

Transportation Reliable Roads & Active Transportation Options

Paved roads condition rated at **70%**

↓ A 1% decline from 2023

474 lane-km of roads maintained by the Town

↑ Up from 472 lane-km in 2023.

4.1 full-time staff for every 100 km of road



7.5% of roads have dedicated bike lanes



Attachment #2 – Asset Management Plan LOS Trends

As part of the Town’s 2024 Asset Management Plan (AMP) and Natural Capital Asset Management Plan (NCAMP), we set clear Technical Levels of Service (LOS) to track how our assets are performing each year. These measures help us understand what’s working well and where improvements are needed, ensuring we maintain quality services for our community.

Asset Class	Performance Measure	2020	2021	2022	2023	2024	Trend
Buildings	Number of residents per community centre	12100	12400	12600	12800	10800	
Fleet	Average condition of fleet vehicles	45%	44%	41%	38%	34%	
	Percentage of fleet vehicles that are classified as EV or hybrid	0%	3%	3%	3%	3%	
Information Technology & Operational Equipment	Average number of IT support tickets submitted per staff member to IT	14.1	13.0	15.1	12.7	18.3	
	# of IT FTEs that respond to tickets per 100 staff	3.9	3.7	4.5	4.9	5.4	
Natural Assets	# of km of trails through natural area assets and natural enhanced assets per 1000 people	0.7	0.7	0.6	0.6	0.7	
	# of urban tree replacements per year	240	240	240	240	253	
Parks	Hectares of parkland per 1,000 people	3.7	3.6	3.5	3.5	3.5	
Sanitary	Avg. Condition of sewer mains	63%	61%	60%	59%	58%	
	Total number of Operations FTEs / 100km of sewer mains	4.1	4.1	4.1	4.0	4.0	
Stormwater	Avg. Condition of stormwater mains and culverts	64%	63%	62%	60%	59%	
	Number of stormwater ponds with a sediment fill more than 50% of total storage volume	11	11	11	11	10	
	Total number of Operations FTEs / 100km of storm mains	8.3	8.2	8.7	9.2	9.7	
Transportation	Average Condition of paved roads	70%	70%	70%	71%	70%	
	Total number of Operations FTEs per 100km roads	3.6	3.5	3.7	3.9	4.1	
	Lane-km of arterial roads	13	13	13	13	13	
	Lane-km of collector roads	129	135	136	136	136	
	Lane-km of local roads	323	323	323	323	325	
	% of roads equipped with bike lanes	7.3%	7.9%	7.9%	7.9%	7.9%	
Water	Avg. Condition of watermains	65%	64%	63%	62%	60%	
	Total number of FTEs / 100km of water mains	3.6	3.6	3.6	3.5	3.5	
	Number of water quality samples taken	2145	2190	2114	2602	3007	

Attachment #3 – Asset Management Plan Recommendations

The Town's 2024 Asset Management Plan (AMP) and Natural Capital Asset Management Plan (NCAMP) outline clear, actionable recommendations to strengthen and advance our corporate asset management program. These steps provide a roadmap for smarter planning, better performance, and sustainable services that are financially viable.

Category	Recommendation	Status	Reference No.
AMP Update	1. Update the Asset Management Plan every five years, and review trends and goals annually to keep improving the Town's asset management practices.	- AMP adopted by Council in 2024. - Consultant to be procured in 2027. - Updated AMP to be prepared for Council in 2028.	2024 AMP - Item #06
Condition Assessment	1. Develop a formal program to assess the condition of all Town assets, to improve decisions, prioritize maintenance, and support long-term resilience.	- First phase of draft strategy to focus on core assets. - Guide to be expanded to include all core and non-core assets. - Condition assessments and to include capital rehab recommendations prioritized by risk.	2024 AMP - Item #07, 2024 NCAMP - Item #01
	2. Undertake a condition assessment of the road network every three years.	- Assessments conducted every 3 years (last in 2023, next in 2026). - Budgeted on a 3-year cycle.	2024 AMP - Item #08
	3. Schedule regular condition assessments for all Town facilities to guide short- and long-term capital planning.	- BCAs conducted every 5 years (last in 2022, next in 2027).	2024 AMP - Item #09

Attachment #3 – Asset Management Plan Recommendations

Category	Recommendation	Status	Reference No.
Condition Assessment	4. Review and update sanitary, storm, and water asset data to ensure all infrastructure has been captured.	- Asset network data for all water and sewer systems collected in GIS and the asset management system.	2024 AMP - Item #10
	5. Inspect all storm and sanitary sewer pipes using CCTV technology.	- 50% of all Town sewers have been surveyed. - 10% of the sewer network inspected annually. - All sewer areas to be assessed by 2029.	2024 AMP - Item #10
	6. Estimate future repair and renewal costs for bridges and culverts and include them in long-term planning.	- Bridges and culverts over 3m reviewed in 2024 condition assessment. - Next OSIM assessment scheduled for 2026.	2024 AMP - Item #12
	7. Before starting assessments, develop scoring criteria for asset types to ensure consistent data collection.	- Scoring criteria are developed in alignment with ongoing condition assessments.	2024 NCAMP - Item #02
	8. Complete site-specific condition assessments, studies, and master plans to identify and prioritize rehabilitation and capacity needs.	- Water/Wastewater Master Plan in active development. - Drafting of Stormwater Master Plan to commence in 2025. - Parks & Recreation Master Plan updated in 2023.	2024 NCAMP - Item #16

Attachment #3 – Asset Management Plan Recommendations

Category	Recommendation	Status	Reference No.
Data Validation	1. After each study or inspection, update and verify inventory data, condition data, and replacement costs.	- Core/non-core inventories enhanced across departments. - Condition assessments are programs are formally being put in place. - 6 core asset condition assessments and studies scheduled for 2026: - Bridge and culvert condition assessment - Town parking lots condition assessment - Pavement condition assessment - Streetlight condition assessment - Streetlight photometric analysis - Sidewalk condition assessment	2024 AMP - Item #01
	2. Create a standard template for collecting and updating data on new or repaired assets.	- Template developed for core and non-core assets. - Includes instructions/examples for integration into asset registry.	2024 AMP - Item #04
	3. Improve GIS data accuracy for better understanding of natural assets.	- Natural capital assets (parks, trees, watercourses, etc.) are being built into GIS. - Inventories are evolving to meet risk model and the asset management plan needs.	2024 NCAMP - Item #03

Attachment #3 – Asset Management Plan Recommendations

Category	Recommendation	Status	Reference No.
Data Validation	4. Define land types consistently across the NCAMP and Parks & Recreation Master Plan.	- Inconsistencies identified (e.g., parks vs. forests). - Will be addressed in 2028 AMP.	2024 NCAMP - Item #04
	5. Add recently purchased properties to the next NCAMP.	- New acquisitions to be incorporated into 2028 AMP.	2024 NCAMP - Item #05
	6. Put procedures in place to keep the Town's land inventory current, with updates on new parks or asset acquisitions.	- New Town lands are routinely updated in GIS. - Land acquisitions and disposals are reported to Finance for audit compliance. - Further land inventory procedure to be further developed for long-term forecasting.	2024 NCAMP - Item #06
	7. Continue updating and improving the street tree inventory.	- 15% of tree inventory catalogued annually. - Includes existing and new street trees.	2024 NCAMP - Item #07
Levels of Service	1. Review service levels (LOS) regularly to keep them relevant and aligned with Town goals.	- LOS consolidated in AMP/NCAMP. - Required LOS revisions to be incorporated into 2028 AMP update and presented to Council.	2024 AMP - Item #18
	2. Schedule regular performance reviews of service level tracking to identify improvements and opportunities.	- LOS performance is reviewed annually with historical data collected. - Potential LOS changes are tracked for future consideration. - Trends will inform 2028 AMP.	2024 AMP - Item #19, 2024 NCAMP - Item #10

Attachment #3 – Asset Management Plan Recommendations

Category	Recommendation	Status	Reference No.
Levels of Service	3. Develop contingency plans to handle unexpected challenges while maintaining service quality.	- Financial reserve health reviewed annually during budgeting. - Target is 2 times the average annual spend for adequate financial reserve health.	2024 AMP - Item #20
	4. Monitor service level performance against customer satisfaction and costs to set better targets.	- Trends tracked to assess customer satisfaction and condition-based financial adjustments.	2024 NCAMP - Item #11
	5. Use Town-wide tree canopy targets (e.g., 40%) to guide targets for Town-owned trees and future investments.	- 40% canopy target assessed every 5 years by TRCA. - Public/private trees included. - Town utilizes a specialized software suite for data consistency.	2024 NCAMP - Item #12
	6. Decide if diversity targets apply to Town-owned trees or if a different mix should balance overall tree diversity.	- No species should exceed 5% of total tree inventory. - Diversity considered in planting/replacement.	2024 NCAMP - Item #13
Lifecycle Management	1. Regularly review asset management strategies to minimize long-term costs while maintaining service.	- Condition assessments with rehab recommendations are completed to inform planning. - Refining lifecycle strategy and climate impacts to optimize rehabilitation and maintenance works.	2024 AMP - Item #02

Attachment #3 – Asset Management Plan Recommendations

Category	Recommendation	Status	Reference No.
Lifecycle Management	2. Evaluate asset lifecycle strategies to measure impacts on cost, condition, and risk.	- Asset management system implementation in development to calculate cost/condition/risk scenarios.	2024 AMP - Item #11
	3. Review assets past their expected lifespan to determine if replacement is required.	- Strategies in development for core/non-core assets. - Routine condition assessments included in 10-year capital budget.	2024 AMP - Item #13
	4. Update replacement cost estimates using current data when available.	- Unit costs based on recent Town and other municipal projects. - Costs used to build latest 10-year capital plan.	2024 AMP - Item #14
	5. Rehabilitate all existing metallic watermain, prioritized by risk.	- Existing metallic watermain identified and assigned risk scores. - Highest risk watermain have been included in the capital plan for rehabilitation.	-
	6. Strengthen risk-based decision-making by configuring the asset management system to calculate and track risk.	- Risk models used for assessments and project prioritization. - Asset management system has been configured with risk scoring as part of the 2024 AMP. - Data gaps identified and populated for risk scoring.	2024 AMP - Item #16

Attachment #3 – Asset Management Plan Recommendations

Category	Recommendation	Status	Reference No.
Lifecycle Management	7. Review and update risk models regularly based on evolving failure risks and impacts.	- Risk models reviewed and refined at the start of each condition assessment. - Best practices and environment variables incorporated.	2024 AMP - Item #17
	8. Study what types of waterbody restoration will be needed and estimate their costs.	- 2025 stream and stormwater master plan is being undertaken. - The plan will include rehabilitation needs and estimated costs.	2024 NCAMP - Item #09
	9. Build on natural asset risk assessments to better prioritize risk reduction actions.	- Risk models for core natural assets developed. - Non-core assets to follow with the development of the condition strategy guide.	2024 NCAMP - Item #14
	10. Include carbon storage benefits of natural assets in Town climate and energy plans.	- Staff working with LSRCA to quantify carbon sequestration.	2024 NCAMP - Item #15
	11. Track trends in urban tree replacement to improve forecasting and planning.	- Trends analyzed through 5-year Urban Tree Study. - Ongoing monitoring via annual tree inventory.	2024 NCAMP - Item #17
	12. Better understand maintenance needs for natural assets, shifting some costs from capital to operating budgets as management practices mature.	- Condition assessment strategy guide to specify capital vs. operational works and budget responsibilities.	2024 NCAMP - Item #18

Attachment #3 – Asset Management Plan Recommendations

Category	Recommendation	Status	Reference No.
System Development	1. Improve efficiency by merging the Tangible Capital Asset (TCA) registry with the Asset Management registry and other GIS-based systems.	- Asset inventories and data gaps identified. - Integration technologies will synchronize systems for reporting.	2024 AMP - Item #03
	2. Implement a computerized maintenance management system (CMMS) to track asset changes, maintenance, repairs, and costs.	- CMMS project approved by Council. - Tentative launch scheduled for 2026.	2024 AMP - Item #05, 2024 NCAMP - Item #19
	3. Keep the tree inventory current by updating data when trees are maintained or replaced and require updates from developers and contractors.	- Required data and processes, including trees, to be identified as part of CMMS implementation.	2024 NCAMP - Item #08