



Asset Management Plan Maturity in Ontario

Canada Community-Building Fund

Asset management under the CCBF

Municipalities must continue to develop and implement their asset management systems by:

- **Meeting provincial targets**

e.g., as set out in O. Reg. 588/17 ([s. 7.1](#)).

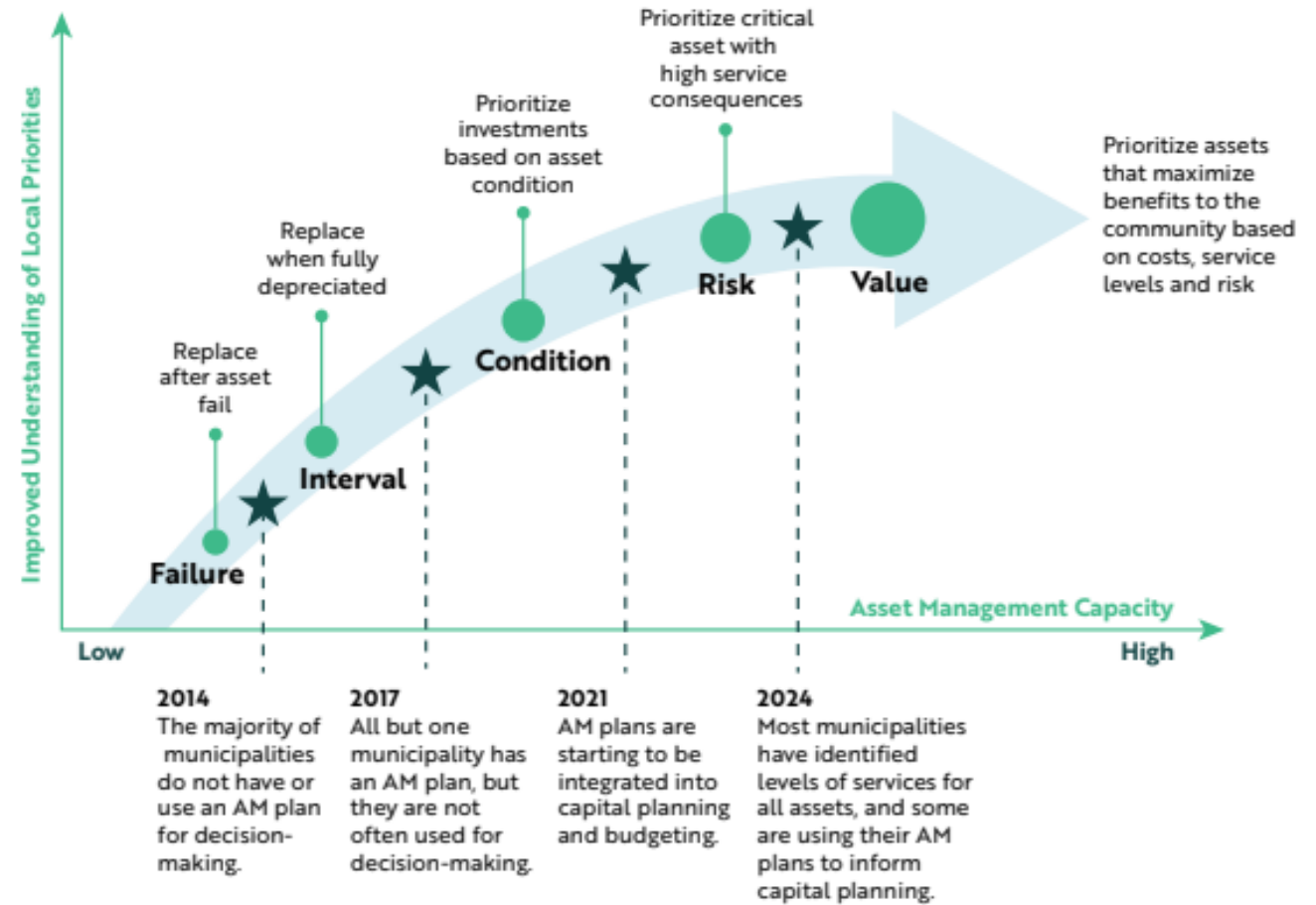
- **Improving asset data**

Particularly data describing asset conditions, costs, levels of service, and risks ([s. 7.2](#)).

AMO's asset management initiatives

Asset management is a valuable tool to target growth and housing needs.

- Continuous support for elected officials (and staff) through research, webinars, and facilitated discussions
- Asset management maturity assessment
- [Webinar series](#) on 2025 O. Reg. 588/17 requirements
- Asset management and growth: [primer and case study series](#)
- [AMP Map](#) to consolidate Ontario AMPs



Historical Asset Management Progress

2009-2013 PSAB 3150

- All municipalities are reporting their tangible capital assets.
- Over 50% of municipalities had an asset management plan (AMP) by 2013.

2014-2017 Grant Compliance (Gas Tax Fund)

- All municipalities (except for one) had an AMP in place by 2017.

2018-2022 Ontario Regulation 588/17

- 80% of municipalities improved their AMPs.
- Most municipalities began collecting condition inspection data for roads, bridges and culverts; around half also began collecting condition inspection data for below ground assets including water, wastewater, and stormwater.

2025 Assessment Methodology

AMP Collection between March and August 2025

- Reference O. Reg. 588/17 for compliance
- Assess inclusion of asset categories, considerations of growth, housing, climate, green infrastructure
- Financial information is collected: current replacement value (CRV), annual capital requirements, data year, forecasting horizon

2025 Mandatory CCBF Reporting Survey (Complete in June)

- Self-report on AMP use, staffing, and data confidence

Limitations

- AMP collection date
- Moderate data confidence
- Inflated financial data

AM maturity assessment

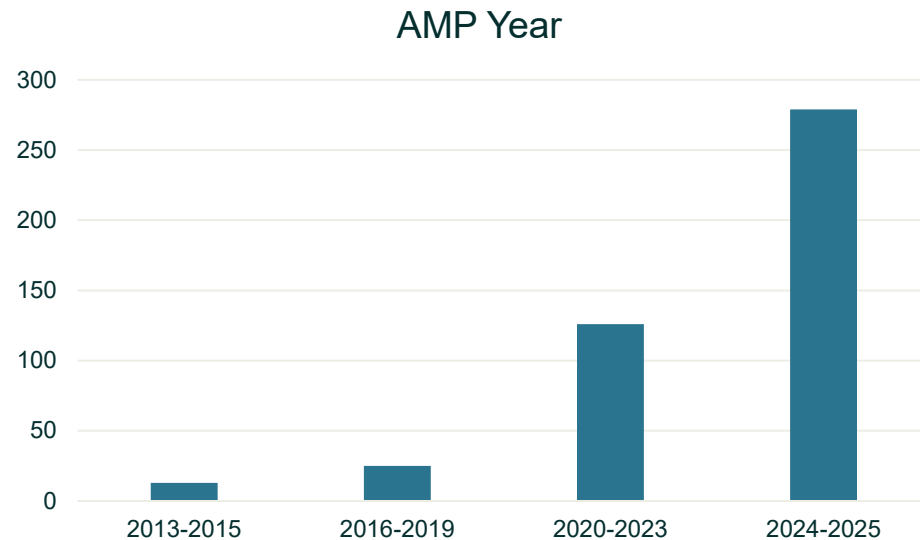
Asset Management Plans (AMPs) review

89% of municipalities have an AMP that was implemented within the last 5 years (2021-2025)

98% of municipalities have core and non-core assets included in their AMPs

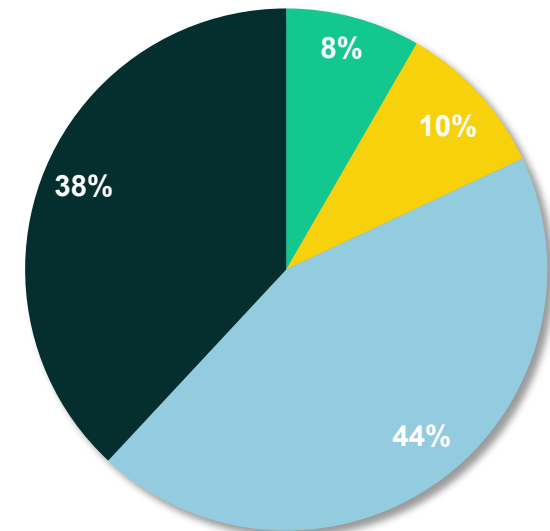
92% of municipalities have an AMP in accordance with one of the three phases defined in O. Reg. 588/17

84% of AMPs include growth analysis, while **56%** include climate change considerations and **11%** include green infrastructure



O. Reg. 588/17 Compliance

- Not compliant
- 2022 Compliant
- 2024 Compliant
- 2025 Compliant

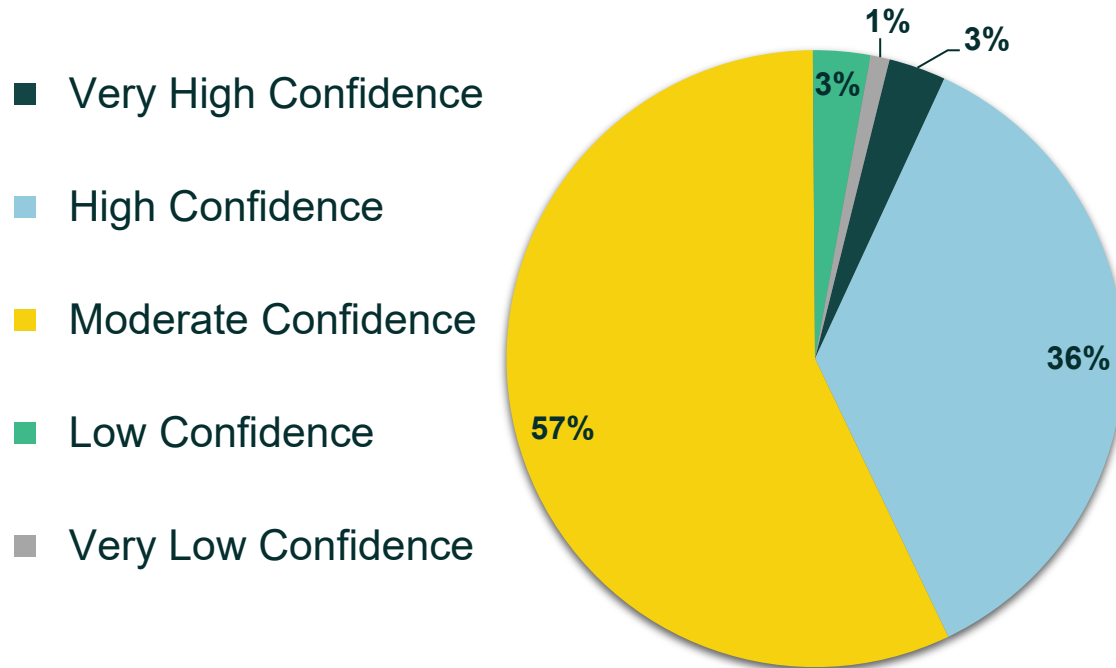


AM maturity assessment

Mandatory [questionnaire](#)

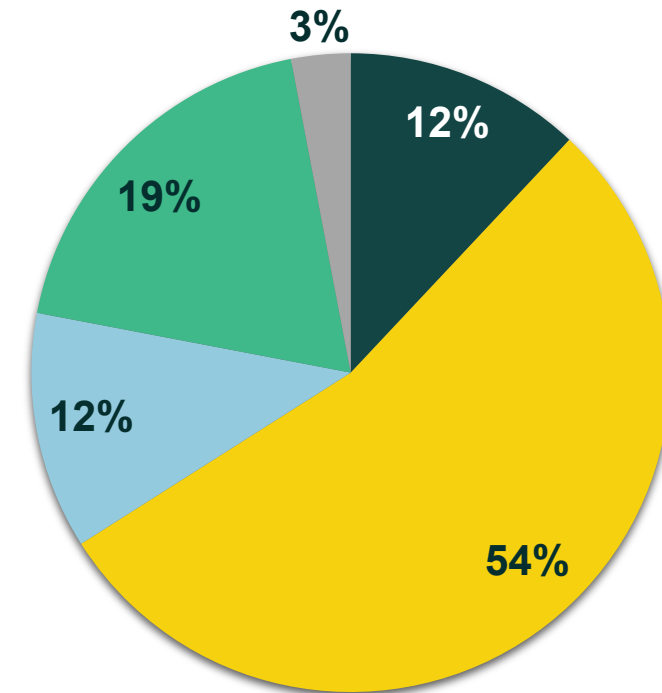
2017 and 2021 survey results highlighted a broad lack of data confidence among municipalities.

Data Confidence



Staffing

- A team dedicated full-time to asset management.
- It is the responsibility of another staff member (e.g. the treasurer, clerk, CAO, etc.)
- No one has been identified as the lead on asset management.
- One staff member dedicated full-time to asset management
- Shared staff resource(s) with another municipality or municipalities.



AM Maturity Assessment

Mandatory [questionnaire](#)

Operationalizing

Use of AMP in Capital Planning

89%	Project Prioritization (asset condition, risk, current levels of service)
16%	Long-Term Financial Planning (target annual requirements and reserve contributions)
11%	Growth Projections
7%	The AMP is Not Considered

Municipalities that use their AMP for Capital Planning:

- 2016: 16%
- 2021: 76%
- 2025: 93%

2025 Replacement Cost Analysis

- ❖ Approximately one third of AMPs reported maintenance costs in addition to capital
- ❖ Nearly a third of municipalities have completed a renewed AMP in 2025
- ❖ In 2022 Canada’s Core Public Infrastructure Survey found that Ontario municipalities owned \$689 billion of infrastructure

Current Replacement Value

Total CRV of **\$978 billion** (2025 CAD)

Population Range	Average CRV (\$)
0-10,000	171.1 million
10,000-50,000	895.2 million
50,000-100,000	2.8 billion
100,000-250,000	6.4 billion
250,000-500,000	14.9 billion
500,000+	51.5 billion

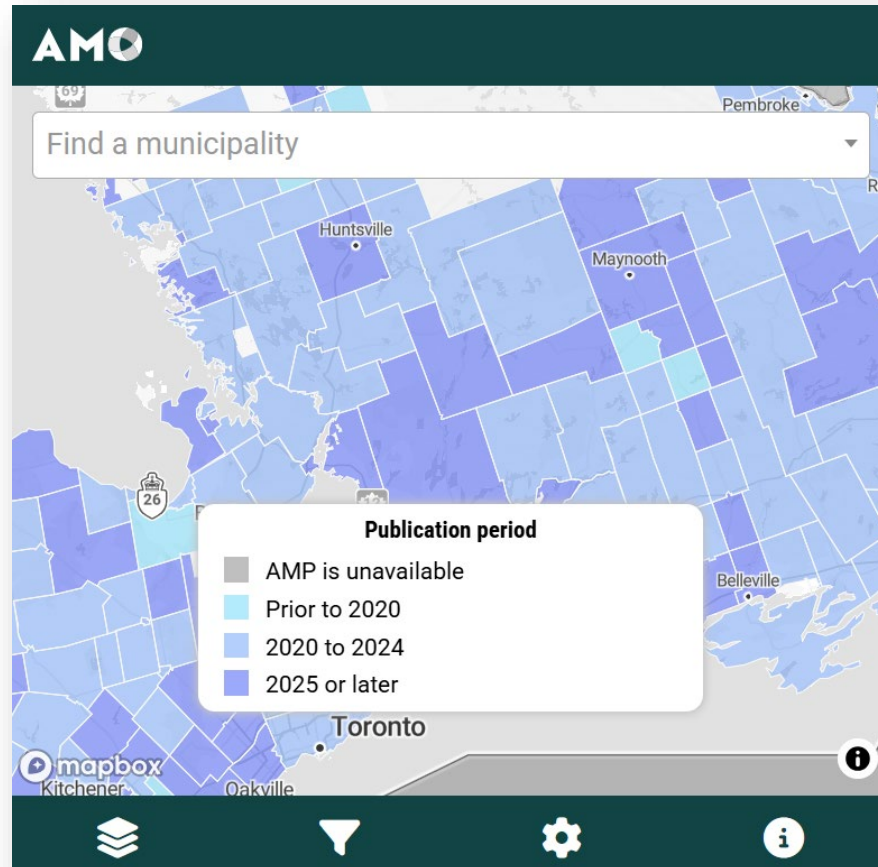
Current Replacement Value Per Household)

Total CRV Per HH **\$178,000** (2025 CAD)

Population Range	Average CRV Per HH (\$)
0-10,000	140,000
10,000-50,000	102,000
50,000-100,000	101,000
100,000-250,000	112,000
250,000-500,000	112,000
500,000+	115,000

Asset Management Plan

Let's look at our updated Asset Management Plan map



Ajax, Town of
Reported CRV: \$69,266 per household

Year Published
2025

Reported CRV
\$2,735,173,000

2021 Census Demographics
Population: 126,666
Households: 39,488

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