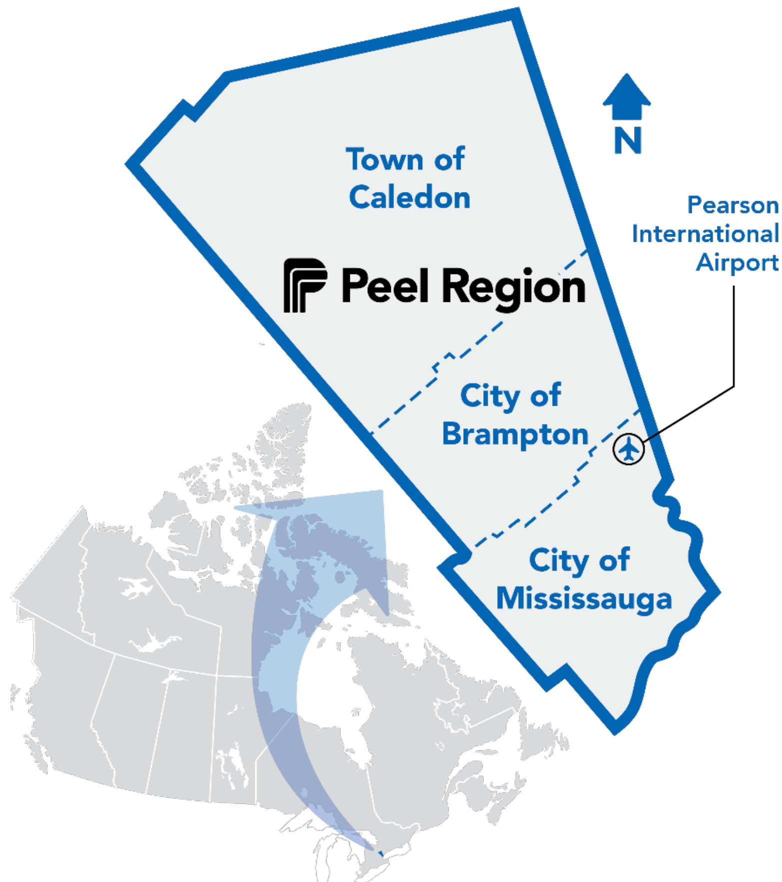
Peel Region's Asset Management Reinvestment Plan

Peel's Infrastructure

What Infrastructure Does Peel Own?

Peel Region is the second largest municipality in the Province of Ontario.



Peel owns and operates infrastructure assets including:

- Roads
- Bridges
- Pipes
- Pumping stations
- Reservoirs
- Treatment plants
- Waste management facilities
- Buildings
- Fleet
- Equipment
- Green infrastructure

These assets support Peel in providing a variety of services to the community.

This plan breaks down the asset portfolio according to the service that is responsible for managing the assets.

The replacement, rehabilitation, and enhancement of assets is primarily funded through either property taxes or the utility rate.

The asset managing services supported by the **Utility rate** are:

- Wastewater
- Water Supply

The asset managing services supported by the **Property taxes** are:

- Waste
- Roads and Transportation (including Stormwater)
- TransHelp
- Paramedics
- Long Term Care
- Peel Region Housing Support
- Police
- Heritage, Arts and Culture
- Early Years and Child Care

In addition to these services, this plan also includes three internal service providers that manage assets on behalf of many other services. They are:

- Operations Yards, Fleet and Equipment
- Peel Office Buildings
- Information Technology

Value of the infrastructure

What would the infrastructure cost to replace?

The chart represents the Peel's portfolio of directly owned infrastructure, which has an estimated replacement value of **$51.5 billion** (2024 values, excluding land), with utility funded assets making up the majority (80%) at $41.1 billion, primarily for water and wastewater systems, and tax funded assets covering the remaining (20%) at $10.4 billion, allocated to essential public services like roads, housing, and emergency services.

Table 1. Utility funded asset replacement value breakdown

Service	Asset replacement value (millions)
Water supply	$20,831.0
Wastewater	$19,903.5
Operations Yards, Fleet and Equipment	$336.6

Table 2. Tax funded asset replacement value breakdown

Service	Asset replacement value (millions)
PHC Housing Support	$3,392.3
Police	$501.1
TransHelp	$13.0
Paramedics	$245.4
Long Term Care	$408.2
Peel Region Housing Support	$639.2
Child Care	$16.0
Peel Office Buildings	$381.8
Heritage, Arts, and Culture	$49.0
Waste	$268.0
Roads and Transportation	$4,457.0
Information Technology	$20.2

Table 3. Total asset replacement values

Funding Source	Asset replacement value (billions)
Utility funded	$41.1
Tax funded	$10.4
Overall	$51.5

Peel owned assets **covered under the Enterprise Asset Management Strategy** have an estimated replacement value of **$51.5 Billion** (2024 values excluding land).

The Enterprise Asset Management Strategy currently covers most of the Peel's infrastructure supporting the services listed above. As part of ongoing efforts to improve asset management and incorporate new asset information, the strategy will be expanded to include more infrastructure.

State of the infrastructure

How is the condition graded?

The condition of individual assets is assessed using a range of techniques, including evaluating asset age compared to expected lifespan, visual asset inspections, and detailed condition assessments as appropriate for each type of infrastructure. Peel's standardized condition grades offer a method to compare the condition of the Peel's diverse assets on a common scale, regardless of how the condition is assessed. Below are the asset condition grading criteria (A F).

Table 4. Condition Grade and Descriptions

A	New or like new condition
B	In a good state of repair
C	Some non critical defects; some critical repairs in the near term
D	Some critical defects; many critical repairs in the near term
F	Many critical defects; immediate repair or replacement required

What is the condition of the infrastructure?

Peel aims to maintain most of its infrastructure in a good state of repair (Condition Grade B) or better. As infrastructure ages its condition grade naturally decline. In some cases, certain assets may be allowed to deteriorate beyond a good state of repair without significantly increasing service risk, enabling Peel to achieve cost savings for taxpayers. Asset condition grades are improved through reinvestment activities, including the rehabilitation or replacement of degraded assets. Figure 1 shows the current condition ratings of Peel's assets.

Figure 1. Overall condition ratings of Peel assets

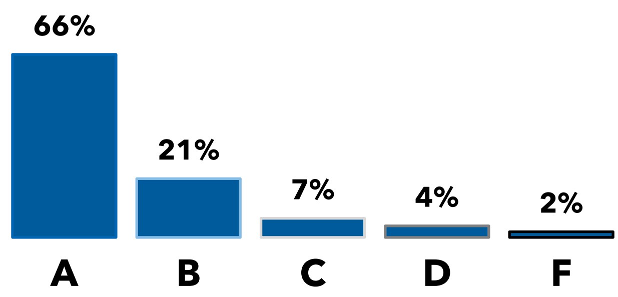


Figure 1 shows:

- 66% of assets are rated Grade A, representing new or like new condition.
- 21% are rated Grade B, representing in a state of good repair.
- 7% are rated Grade C, indicating non critical defects and some critical repairs expected soon.
- 4% are rated Grade D, indicating some critical defects and many critical repairs expected soon.
- 2% are rated Grade F, indicating many critical defects requiring immediate repairs and replacements.

How well is the infrastructure being managed?

Asset Management goes beyond maintaining infrastructure in good condition. Peel evaluates how well its infrastructure is managed using both Condition and Performance Levels of Service. Condition Levels of Service reflect the physical state of assets and the extent to which they are maintained in a good state of repair. Performance Levels of Service consider whether infrastructure is delivering the intended service outcomes. This includes whether assets provide sufficient capacity, have appropriate redundancy, meet regulatory requirements, and align with community expectations, including aesthetics.

The goal for Peel is to have most of the assets adequately funded to meet both condition and performance targets. This ensures the delivery of efficient and reliable services at rates that remain affordable for taxpayers, while maintaining an acceptable level of risk. Achieving this balance supports Peel's overall Risk Management Rating objective of a "**Good**". As shown in Table 5, Peel is currently achieving this target.

Table 5. Peel's current and target Risk Management Ratings

Currently achieving	Target
Good	Good

This indicator is used to measure and report the progress towards the **Asset Management** service outcomes, in **the Strategic Plan**, the **Financial Sustainability** pillar of the **Long Term Financial Planning Strategy** and as the primary measure in the Infrastructure Status and Outlook Report.

What do Risk Management Rating mean?

The Risk Management Rating considers the Condition Levels of Service, the Performance Levels of Service and the level of funding that is dedicated or planned for the infrastructure. Table 6 describes the Risk Management Ratings, ranging from Very Good to Very Poor.

Table 6. Risk Management Rating and descriptions.

Very Good	Almost all assets in the portfolio are achieving the desired targets
Good	Most assets in the portfolio are achieving the desired targets
Fair	Many assets in the portfolio are not achieving the desired targets
Poor	Most assets in the portfolio are not achieving the desired targets
Very Poor	Almost all assets in the portfolio are not achieving the desired targets

Peel's current infrastructure Risk Management Rating

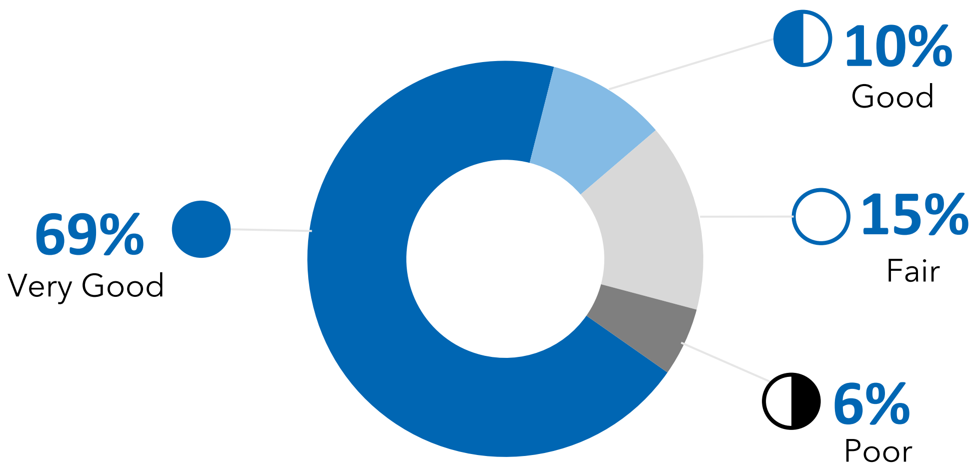
The current overall 2026 infrastructure Risk Management Rating for Peel is 'Good'.

Figure 2 illustrates that within the portfolio:

- 69% of asset classes are in Very Good state, indicating that almost all assets are achieving the desired targets.

- 10% of asset classes are in Good state, indicating that most assets are achieving the desired targets.
- 15% of asset classes are in Fair state, indicating that many assets are not achieving the desired targets.
- 6% of asset classes are in Poor state, indicating that most assets are not achieving the desired targets.
- No asset classes are in Very Poor state.

Figure 2. Peel's breakdown of Risk Management Ratings



How do the services contribute to the overall rating?

Tables 7 and 8 summarize the Risk Management Rating for each service. The tables group services by funding source, Utility Rates and Property Taxes.

Table 7. Utility rate current Risk Management Rating by service

Area	Rating
Overall	**Good**
Water Supply	Good
Wastewater	Good
Operations Yards, Fleet and Equipment	Very Good

Table 8. Tax rate current Risk Management Rating by service

Area	Rating
Overall	Good
Heritage, Arts and Culture	Very Good
Waste	Very Good
Roads and Transportation	Good
TransHelp	Very Good
Paramedics	Very Good
Long Term Care	Very Good
Peel Region Housing Support	Very Good
Peel Housing Corporation	Good
Early Years and Child Care	Poor
Peel Office Buildings	Fair
Police	Very Good
Information Technology	Good

10 year infrastructure reinvestment plan

What is the plan?

Table 9. 10 year plan with values in 2026 dollars

	Total (SoGR)
Forecasted 10 Year Reinvestment Needs	$6,077.5 million
Reinvestments in the 10 Year Capital Plan	$6,152.5 million

Over the next 10 years, **$6,077.5 million** is forecasted for reinvestment to maintain infrastructure in a state of good repair. Of this, **$3,169.7 million** is required to be funded through Utility Rates, and **$2,907.8 million** through Property Taxes, unless alternative funding sources are identified and confirmed.

Peel's 10 Year Capital Plan allocates **$6,152.5 million** for asset reinvestments, aligning with forecasted needs within acceptable tolerances to support service delivery effectively.

Why is there a difference between the forecasted needs and the plan?

There are many reasons why the 10 year plan does not match exactly with the 10 year reinvestment needs forecast. The reasons can be broken into three broad categories:

Strategic Planning

Peel is always trying to find efficiencies and make the best long term decisions. Infrastructure reinvestments may need to be delayed or advanced to align the timing of projects, complete studies or be eligible for provincial or federal funding opportunities.

External Pressures

Peel strives to align infrastructure replacement projects with those of local municipalities and other agencies, to achieve efficiencies and minimize the impact to the public during construction. Other factors such as economic conditions and the need to meet regulatory requirements may also impact which projects are included within the Capital Plan.

Updated Information

Peel is continually trying to improve the accuracy of the asset information. There can be significant updates and changes in the time between when the infrastructure needs forecasts are prepared and when the Capital Plan is developed. These changes can be due to updated condition assessments, asset replacement values and lifecycle strategies.

What is the plan for Utility Rate supported infrastructure?

Table 10. Utility rate 10 year plan with values in 2026 dollars

	Total (SoGR)
Forecasted 10 Year Reinvestment Needs	$3,169.7 million
Reinvestments in the 10 Year Capital Plan	$3,245.0 million

What is the plan for Tax Supported infrastructure?

Table 11. Tax supported 10 year plan with values in 2026 dollars

	Total (SoGR)
Forecasted 10 Year Reinvestment Needs	$2,907.8 million
Reinvestments in the 10 Year Capital Plan	$2,613.6 million

Forecasted state of the infrastructure in 2035

With the Reinvestments in the 10 year Capital Plan, Peel will achieve an overall Risk Management Rating of **Very Good**.

Table 12. Peel's forecasted 10 year overall Risk Management Rating

Rating
Very Good

How services contribute to the overall forecasted Risk Management Rating?

Tables 13 and 14 show the forecasted Risk Management Rating for each service over a 10 year period, based on the reinvestments identified in the 10 year capital plan. The tables group services by funding source, utility rates and property taxes.

Table 13. Utility rate forecasted Risk Management Rating by service

Area	Rating
Overall	**Very Good**
Water Supply	Very Good
Wastewater	Good
Operations Yards, Fleet and Equipment	Very Good

Table 14. Tax rate forecasted Risk Management Rating by service

Area	Rating
Overall	**Very Good**
Heritage, Arts and Culture	Very Good
Waste	Very Good
Roads and Transportation	Good
TransHelp	Very Good
Paramedics	Very Good

Area	Rating
Long Term Care	Very Good
Peel Region Housing Support	Very Good
Peel Housing Corporation	Good
Early Years and Child Care	Good
Peel Office Buildings	Very Good
Police	Good
Information Technology	Very Good

Summary of the 10 Year Plan

Tables 15 and 16 summarizes the 10 year reinvestment plan for Utility Rate funded and Tax Rate funded infrastructure.

Table 15. Utility funded 10 year plan summary

Service	Current State		10 Year Reinvestment Plan		
	Current Rating (2026)	Replacement Value (2024 $ millions)	Forecasted Reinvestment Needs (2026 $ millions)	Reinvestments in the 10 Year Capital Plan (2026 $ millions)	Forecasted Rating (2035)
Water Supply	Good	20,831.0	1,411.7	1,468.9	Very Good
Wastewater	Good	19,903.5	1,624.3	1,649.7	Good
Operations. Yards, Fleet and Equipment	Very Good	336.6	133.7	126.5	Very Good
Total Utility Rate Supported Services	**Good**	**41,071.1**	**3,169.7**	**3,245.0**	**Very Good**

Table 16. Tax funded 10 year plan summary

Service	Current State		10 Year Reinvestment Plan		
	Current Rating (2026)	Replacement Value (2024 $ millions)	Forecasted Reinvestment Needs (2026 $ millions)	Reinvestments in the 10 Year Capital Plan (2026 $ millions)	Forecasted Rating (2035)
Heritage, Arts and Culture	Very Good	49.0	18.0	21.1	Very Good
Waste	Very Good	268.0	60.1	59.4	Very Good
Roads and Transportation	Good	4,457.0	1,228.5	1,199.8	Good
TransHelp	Very Good	13.0	20.9	20.6	Very Good
Paramedics	Very Good	245.4	110.9	110.1	Very Good
Long Term Care	Very Good	408.2	117.1	108.1	Very Good
Peel Region Housing Support	Very Good	639.2	48.5	52.8	Very Good
Peel Housing Corporation	Good	3,392.3	874.2	945.9	Good
Early Years and Child Care	Poor	16.0	9.6	8.9	Good
Peel Office Buildings	Fair	381.8	93.3	91.6	Very Good
Police	Very Good	501.1	294.2	258.6	Very Good
Information Technology	Good	20.2	32.5	30.5	Very Good

Service	Current State		10 Year Reinvestment Plan		
	Current Rating (2026)	Replacement Value (2024 $ millions)	Forecasted Reinvestment Needs (2026 $ millions)	Reinvestments in the 10 Year Capital Plan (2026 $ millions)	Forecasted Rating (2035)
Total Tax Supported Services	**Very Good**	**$10,391.3**	**$2,907.8**	**$2,907.4**	**Very Good**

Table 17. Peel Region 10 year plan summary

Service	Current State		10 Year Reinvestment Plan		
	Current Rating (2026)	Replacement Value (2024 $ millions)	Forecasted Reinvestment Needs (2026 $ millions)	Reinvestments in the 10 Year Capital Plan (2026 $ millions)	Forecasted Rating (2035)
Total Peel Region	**Good**	**51,462.4**	**6,077.5**	**6,152.5**	**Very Good**

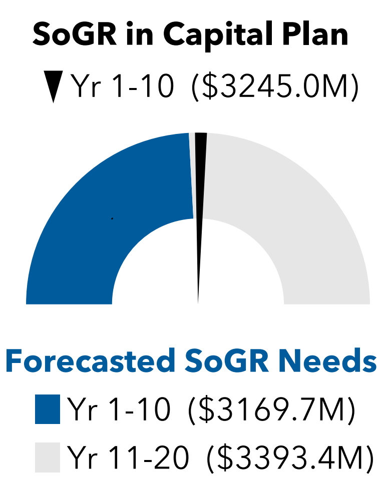
20 Year State of Good Repair (SoGR) Forecast

The 20 year State of Good Repair forecast provides decision makers with a long term perspective on upcoming asset reinvestment needs. Given the long lifecycles of many assets critical to the Peel's services, there will be periods when multiple high cost assets require replacement within a short timeframe. This forecast helps anticipate fluctuations in reinvestment needs, enabling proactive planning to avoid sudden and significant changes in Tax and Utility rates.

Utility Rate Supported Infrastructure 20 Year SoGR Forecast

Figure 3 below compares the State of Good Repair (SoGR) funding in the Peel’s Capital Plan for Years 1–10 with the forecasted needs over two decades. For Years 1–10, the forecasted SoGR needs total $3,169.7 million, closely aligned with the $3,245.0 million allocated in the Capital Plan. Over years 11–20, the forecasted SoGR needs are $3,393.4 million, reflecting a consistent reinvestment requirement over time. Uninflated SoGR reinvestment needs for utility rate supported infrastructure are forecasted to remain comparable over the next 20 years, demonstrating the Peel's commitment to proactive planning and alignment with long term infrastructure needs.

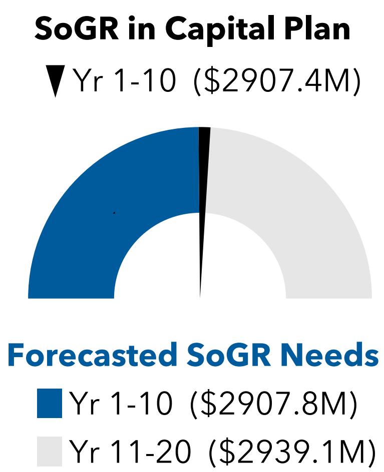
Figure 3. State of Good Repair in Capital Plan



Tax Supported Infrastructure 20 Year SoGR Forecast

Figure 4 below compares the SoGR funding in the Peel's Capital Plan for Years 1–10 with the forecasted needs over two decades. For Years 1–10, the forecasted SoGR needs total $2,907.8 million, closely aligned with the $2,907.4 million allocated in the Capital Plan. Over years 11–20, the forecasted SoGR needs are $2,939.1 million, reflecting a consistent reinvestment requirement over time. Uninflated SoGR reinvestment needs for the tax levy supported infrastructure portfolio are forecasted to remain comparable over the next 20 years, demonstrating the Peel's commitment to proactive planning and alignment with long term infrastructure needs.

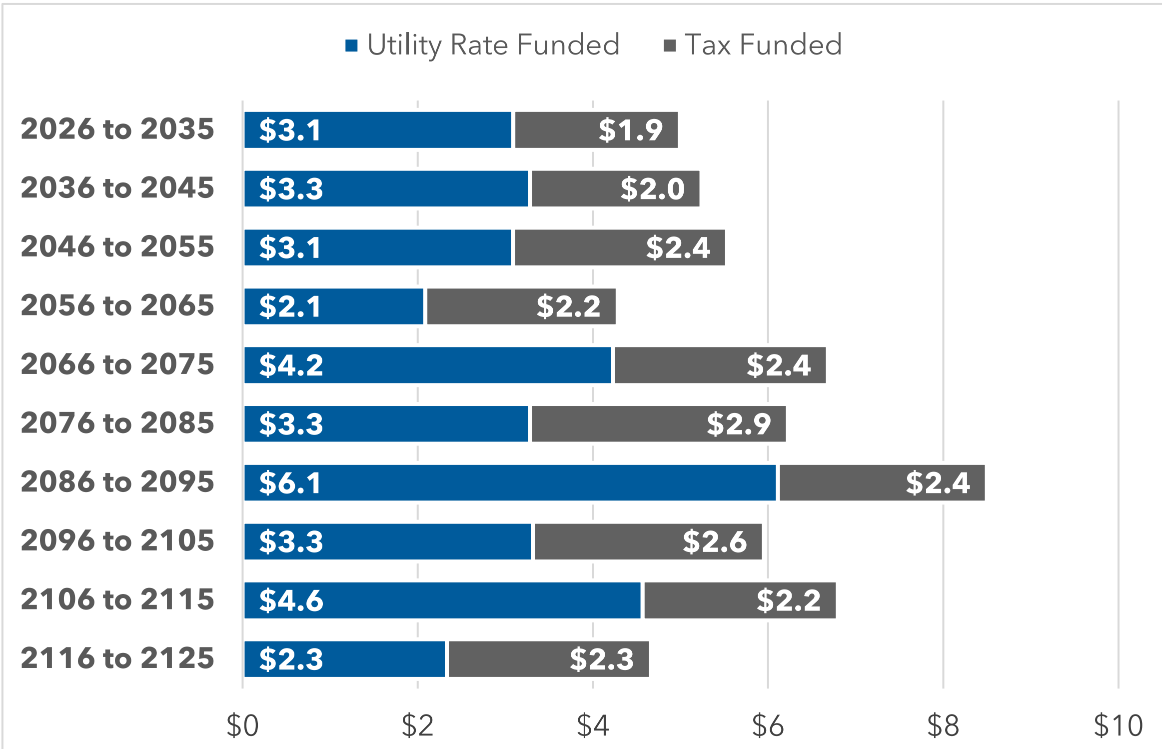
Figure 4. State of Good Repair in Capital Plan



100 Year State of Good Repair Forecast

Long term infrastructure investment forecasts allow decision makers to anticipate major trends in Peel infrastructure needs and make proactive financing and asset management decisions. Long term SoGR projections include the estimated rehabilitation and replacement costs of existing assets as well as the estimated rehabilitation and replacement cost of planned asset growth.

Figure 5. 100 Year SoGR Forecast (Uninflated) in millions



As shown in Figure 5, Peel's infrastructure reinvestment needs are projected to increase over the next 70 years. Reinvestment needs are relatively steady in the earlier decades but become more variable and higher in the later decades of the forecast.

Both utility rate-funded and tax-funded infrastructure follow a similar pattern, with reinvestment needs increasing over time, reaching peak levels in roughly 60 to 70 years, and then declining in the later periods. Utility-funded infrastructure shows greater variability and higher peaks, while tax-funded infrastructure increases more gradually and then stabilizes.

This is largely because most of the water and wastewater systems, which make up about 80% of Peel's asset replacement value, are still relatively new. As these systems age, they will require increasingly frequent and significant reinvestments to maintain and upgrade them.

Because the 100 Year forecast is shown without forecasted inflation; the dollars can be roughly translated into the volume of work required.

Financing Plan

Infrastructure Reinvestment Financing Strategy

State of Good Repair capital works are financed through the **Tax supported Capital Reserve** and **Utility Rate supported Capital Reserve**. The Enterprise Asset Management Plan proposes and prioritizes Peel's infrastructure investment requirements according to their respective reserve financing sources.

> *"**Borrow when appropriate for capital infrastructure** – Maintain an affordable level of debt required to achieve desired service levels while minimizing the impact of borrowing to the taxpayer and ensuring intergenerational equity"*
>
> *– 2019 Long Term Financial Planning Strategy*

Peel's Debt Management Policy promotes a "**Pay as You Go**" philosophy to state of good repair financing and generally discourages the use of debt to fund state of good repair work.

Peel Region Council has generally supported this approach through infrastructure levy increases that fund state of good repair capital reserves. Levy decisions are made in consideration of broader cost pressures and affordability impacts to residents and may vary by budget cycle. Sustained contributions are critical, as funding shortfalls can result in deferred work, higher lifecycle costs, and impacts to service levels.

The infrastructure reinvestment strategy supports the three objectives of Peel's Long Term Financial Planning Strategy:

1. Ensure financial sustainability.
2. Minimize financial vulnerability.
3. Manage financial flexibility.

Financial Modeling

Peel's Financing Strategy utilizes financial modelling to determine revenue requirements to finance Peel's annual budget and forecast. The inputs for the Financial Model include, but are not limited to:

- Tax and Utility Rates
- Forecasted growth
- Employment and demographics
- Capital plans
- Operational plans and projections, and
- 20 year Enterprise Asset Management reinvestment forecasts

The Model is updated on an annual basis to reflect changes in policy and strategy and informs the capital planning process. The Financial Model is used in part to determine the adequacy of the tax and utility rate supported reserves and to calculate an appropriate adjustment in rates if required.

Utility rate supported infrastructure financing plan

Figure 6. Utility Rate Supported Infrastructure Levy (in $ billions)

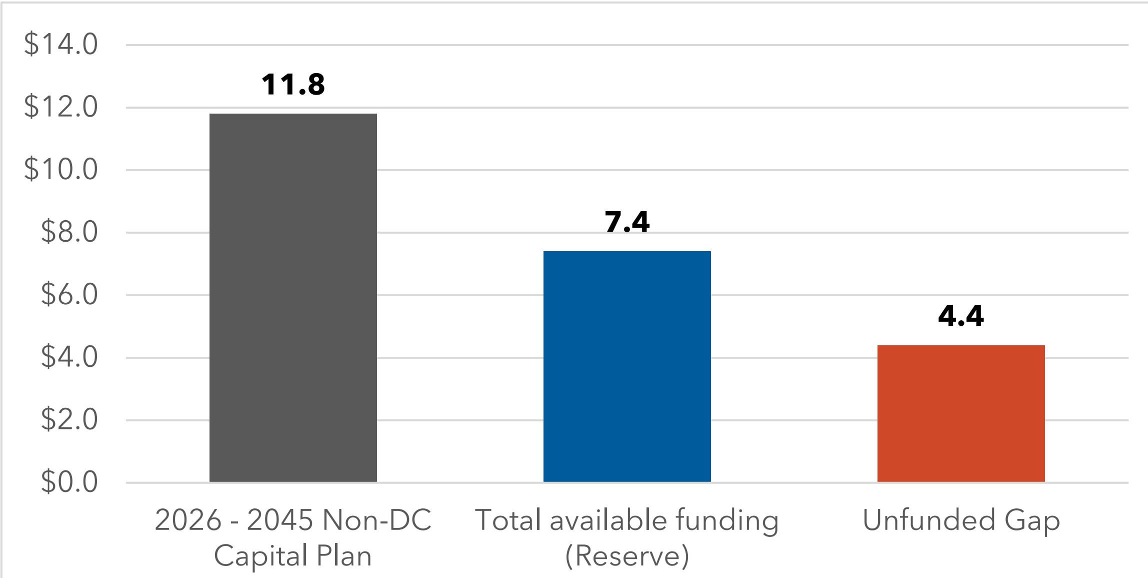


Figure 6 above presents a 20 year outlook (2026 to 2045) for utility rate supported infrastructure, indicating that approximately $11.8 billion is needed to maintain water and wastewater infrastructure and current service levels. With $7.4 billion available in reserves, this leaves a funding gap of $4.4 billion due to infrastructure growth and aging systems. To close this gap, a 6.0% infrastructure levy is proposed in the 2026 utility rate supported capital budget, followed by annual increases of 5.5% through 2029, 4% in 2030, and 3% annually for the remaining years to 2035. These increases ensure adequate funding to maintain Peel's infrastructure in a state of good repair.

Tax Rate Supported Infrastructure Financing Plan

Figure 7. Tax Supported Infrastructure Levy (in $ billions)

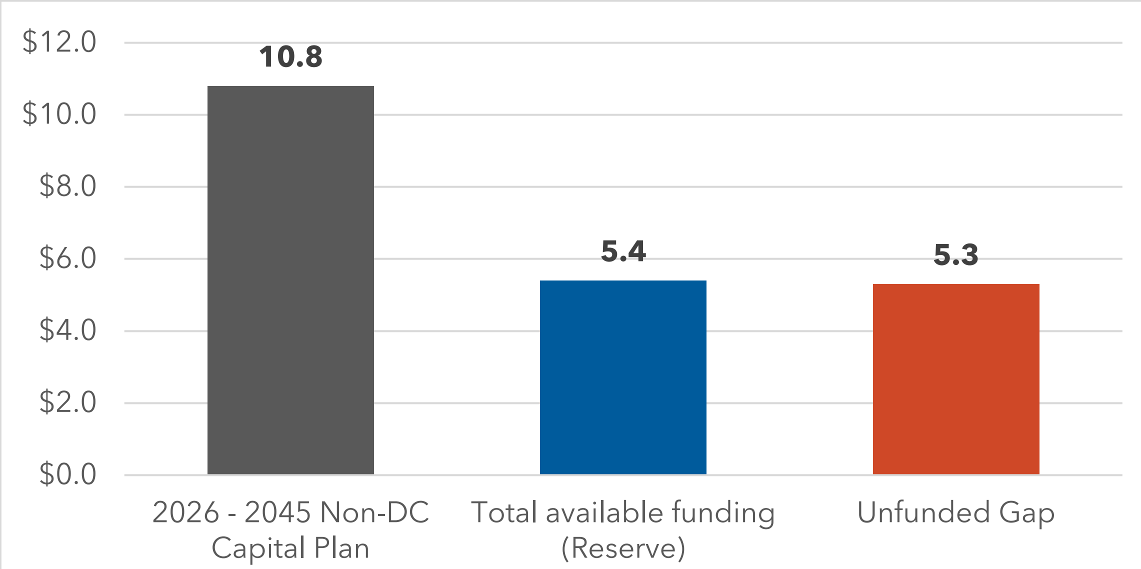


Figure 7 above presents a 20 year outlook (2026 to 2045) for tax supported infrastructure, indicating that approximately $10.8 billion is needed to maintain tax supported infrastructure and current service levels. With $5.4 billion available in reserves, this leaves a funding gap of $5.3 billion. To close this gap, a 1% infrastructure levy is proposed in the 2026 tax supported budget, and beyond to sustain the capital plan and ensure adequate funding to maintain Peel's infrastructure in a state of good repair.

The Long Term Forecast indicates that Peel's infrastructure reinvestment needs are expected to steadily rise over the next 70 years. Peel will explore options and opportunities to further reduce the unfunded infrastructure investment gap in collaboration with Council and incorporate these solutions into future plans.

Risks to the financing plan

Servicing Peel's population growth

Intensification of populated areas – In order to promote better use of land and services, preserve green space and satisfy the Province's "*Places to Grow*" requirements, there is greater emphasis on intensifying the use of populated lands. Although this is a prudent method to better utilize lands and services, the construction of infrastructure to accommodate growth in such areas can lead to higher initial capital costs and the need to prematurely replace infrastructure which may not have reached its full life span.

Expanding into un serviced "greenfield" lands – Peel's growth also requires the urbanization of rural lands. Such expansions require the extension of water, wastewater, roads, solid waste, health, and social services to accommodate the added population. The expansion of infrastructure to accommodate these services as well as the increase in Peel fleet and distances to provide services will create added pressures in terms of operating and maintaining the Peel's expanded network.

Ongoing condition assessment program

Detailed asset condition assessments are carried out across the organization. The results of these assessments will improve the SoGR analysis and more accurately identify capital needs.

Weather and climate change impacts

Weather impacts several service areas differently: it drives higher water consumption in the summer, leads to rainwater and groundwater surcharges in wastewater sewers in the spring, and influences TransHelp and road maintenance programs in the winter. Efforts are made to mitigate this risk using trend analysis and the Stabilization Reserves.

Additionally, the risk of damage to assets from significant weather events is increasing. Future increased capital reinvestment to mitigate this damage will be required.

Economic Conditions

Changes to economic conditions can impact the Financing Plan. Specific risks to the plan include:

- Increases in labour costs
- Decreases in revenue for recycled materials
- Increases in energy costs
- Increases in debt servicing costs
- Decreases in grants and subsidies
- Changes in exchange rates
- Changes in economic growth

Significant change to the broader economic conditions may also impact service delivery and demand.

Regulatory impacts

Changes to regulations in Peel's operational environment have significant impact on financial plans and may change:

- What services are provided by Peel
- The content of Peel's capital asset portfolio
- The availability of funding sources
- Design and construction
- Technology requirements
- Operational practices

Changes to level of service targets

Level of Service Targets drive the reinvestment forecasts in the Asset Management Reinvestment Plan. Levels of Service are based on regulations, standards, and council approved service levels. Increased regulations and standards will require changes to the level of service targets. Council approved levels of service may also change to better align with the priorities of the community.

Impacts from and alignment with infrastructure plans of other governments and agencies

Where Peel owns or manages infrastructure in proximity to that of other levels of government or external agencies, reinvestment plans may need to be adjusted to align infrastructure planning between organizations. These adjustments have the potential to significantly increase the Peel's infrastructure financing requirements if a high value piece of infrastructure is required to be relocated or enhanced prior to the asset's normal end of life. Alternatively, there are opportunities for cost sharing between organizations when co located assets require replacement or rehabilitation within a similar time frame.

Enterprise Asset Management road map

Peel's Enterprise Asset Management program plays a critical role in shaping its strategic and long term planning. Launched in 2007, the program is dedicated to creating sustainable strategies for maintaining infrastructure over a planning period that may extend up to 100 years. Driven by the principle of continuous improvement, these strategies align with Council's service level goals and long term financial plans. Peel's Asset Management program adheres to industry best practices and regulatory standards, and it continually evolves to seize new opportunities and tackle emerging challenges.

2007

- Introduced Asset Management practices

2008

- Established Asset Management Team
- Council endorsed Tax and Utility Rate infrastructure levies

2011

- Developed Enterprise Asset Management Strategy
- First Asset Management Update presented to Audit and Risk Committee

2014

- First Infrastructure Status and Outlook Report published on Peel Region's website as a public facing report

2017

- First Enterprise Asset Management Plan published on Peel Region's website as a public facing report

- Initiated a comprehensive third party asset management maturity assessment.

2018

- Ontario Regulation 588/17 (Asset Management Planning for Municipal Infrastructure) introduced
- Formerly launched Enterprise Asset Management Program

2019

- Updated Enterprise Asset Management Policy in accordance with Ontario Regulation 588/17

2020

- Selected Enterprise Asset Management technology platform

2021

- Developed Asset Management Maturity[1] Improvement Roadmap

2022

- Initiated implementation of the EAM technology rollout across service areas
- Incorporated Operations and Maintenance costs into EAMP to support full lifecycle costing
- Compliance achieved with Ontario Regulation 588/17 for Phase 1 requirements

[1] In accordance with **ISO** (International Organization for Standardization) **55000**

2024

- Compliance achieved with Ontario Regulation 588/17 for Phase 2 requirements

2025

- Initiated internal Asset Management Maturity Assessment across service areas
- Compliance achieved with Ontario Regulation 588/17 with Phase 3 requirements

Continuous Improvements

Improvements for the Future

- Staff is undertaking many **technical studies** and **condition assessments** to improve knowledge of the Peel's infrastructure conditions.
- **Asset Management planning process improvements** are being made across several services to improve investment forecasting and to manage risks to Peel services.
- An **Enterprise Asset Management System** will be introduced to support asset management functions across the organization.
- Assets supporting **Peel Information Technology Infrastructure** and additional **Green Infrastructure** will be incorporated into the Enterprise Asset Management Plan in the future reporting cycle.
- The Asset Management roadmap will be updated to align with evolving asset management needs, organizational priorities, and funding considerations.
- The rollout of the Maximo Enterprise Asset Management technology platform will continue across the organization to support data integration and asset lifecycle management.
- The Asset Management Policy will be reviewed and updated to reflect evolving requirements and best practices.
- The corporate risk framework will be reviewed with Audit to strengthen risk informed decision making.

- Service based tactical Asset Management Plans will be developed to align program level planning with the corporate EAMP.
- Climate change considerations will be integrated into asset management planning to enhance resilience and sustainability.