CITY OF BRANTFORD

2025 Asset Management Plan

Overview
City of Brantford, Ontario



Prepared by: Infrastructure Planning Asset Management, Public Works
Corporation of the City of Brantford, June 2025

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2025 Asset Management Plan	**Publishing Date June 30, 2025**
Council Review	June 3, 2025
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Asset Management Document Set	Asset Group	First Issuance	Current Issuance
Strategic Asset Management Policy	All	May 2019	May 2019
Asset Management Plan Overview	All Assets	June 2024	This Document
Asset Management Plan Core Assets	Transportation Environmental Services	September 2021	June 2025
Asset Management Plan Non-Core Assets	IT Services Ec Dev, Tourism & Cultural Initiatives Parking Airport Cemeteries Golf Forestry & Horticulture Facilities Fleet & Transit Parks & Recreation Solid Waste Fire Clerks Services Human Resources Brantford Public Library Brantford Police Services Housing	June 2024	June 2025
Asset Management Plan Non-Core Assets	John Noble Home	TBD	TBD

TABLE OF CONTENTS

RECORD SHEET 1
TABLE OF CONTENTS 4
ABBREVIATIONS 7
KEY DEFINITIONS 7
1. INTRODUCTION 9
2. ASSET MANAGEMENT PLANNING 9
2.1. O.REG. 588/17 OVERVIEW AND SUMMARY 10
2.1.1 2019 STRATEGIC ASSET MANAGEMENT (SAM) POLICY 12
2.1.2 ASSET MANAGEMENT PLANNING 14
2.2. FEDERATION OF CANADIAN MUNICIPALITES (FCM) READINESS SCALE 15
3. READING THE 2025 ASSET MANAGEMENT PLAN 17
4. ASSET INVENTORY AND CONDITION 20
4.1. DATA INVENTORY SOURCES AND CONFIDENCE 20
4.1.1. DATA INVENTORY SOURCES 20
4.1.2. DATA CONFIDENCE LEVELS 23
4.2. KEY DATABASES AND APPLICATIONS 24
4.3. CONDITION ASSESSMENT AND INSPECTION SUMMARY 26
4.3.1. CONDITION SCORING 29
4.4. OVERALL SUMMARY OF ASSETS 30
5. LIFECYCLE APPROACH 32
5.1. PLANNING 32
5.1.1. LINEAR CORE ASSET CORRIDOR PLANNING FOR STATE OF GOOD REPAIR 32
5.1.2. VERTICAL CORE AND NON-CORE ASSET PLANNING FOR STATE OF GOOD REPAIR 35
5.2. CREATION AND ACQUISITION 35
5.3. OPERATION & MAINTENANCE 36
5.4. RENEWAL/DISPOSAL 36
6. LEVEL OF SERVICE & PERFORMANCE APPROACH 37
6.1. PUBLIC ENGAGEMENT 37
6.1.1. LEVEL OF SERVICE SURVEY CORE ASSETS 37
6.1.2. 2021 BUDGET PRIORITIES SURVEY – CORE ASSETS 38
6.1.3. LEVEL OF SERVICE SURVEY NON-CORE ASSETS - EXTERNAL 38
6.1.4. LEVEL OF SERVICE SURVEY NON-CORE ASSETS - INTERNAL 39
6.2. SURVEY CONCLUSIONS 39
6.3. CUSTOMER LEVELS OF SERVICE (QUALITATIVE) 40
6.4. TECHNICAL LEVELS OF SERVICE (QUANTITATIVE) & ASSET PERFORMANCE 41
6.5. PROPOSED FUTURE LEVEL OF SERVICE TARGETS 42
6.6. LEVEL OF SERVICE COST CONSIDERATIONS 43
7. WORK ORDER MANAGEMENT APPROACH 45
7.1. CURRENT APPROACH 45
7.2. PROPOSED ASSET INFORMATION MANAGEMENT (AIM) PROJECT 45
7.3. IMPLICATIONS FOR LIFECYCLE ACTIVITIES AND LEVELS OF SERVICE 46

8. FINANCIAL PLANNING APPROACH 47
8.1. BUDGET PROCESS 47
8.1.1. CAPITAL PROCESS 48
8.1.2. OPERATING PROCESS 49
8.2. FUNDING STRATEGY 50
8.3. RISK MITIGATION STRATEGY FOR FUNDING SHORTFALLS 51
8.4. STATE OF GOOD REPAIR PROJECTS FUNDING 52
8.4.1. SOGR PROJECT EXPENDITURE FUNDING SOURCES 53
8.5. GROWTH PROJECTS FUNDING 54
8.5.1. CITY OF BRANTFORD GREATER GOLDEN HORSESHOE GROWTH FORECAST 54
8.5.2. STRATEGIC PLANNING DOCUMENTS 58
8.5.3. GROWTH PROJECT EXPENDITURE FUNDING SOURCES 59
8.6. CURRENT LEVELS OF SERVICE 60
8.6.1. ESTIMATED 10 YEAR REQUIRED CAPITAL EXPENDITURE FOR CURRENT LEVELS OF SERVICE 60
8.6.2. CURRENT 10 YEAR CAPITAL BUDGET FOR CURRENT LEVELS OF SERVICE 62
8.7. PROPOSED LEVELS OF SERVICE 64
8.7.1. ESTIMATED 10 YEAR REQUIRED CAPITAL EXPENDITURE FOR PROPOSED LEVELS OF SERVICE 64
8.7.2. CURRENT 10 YEAR CAPITAL BUDGET FOR PROPOSED LEVELS OF SERVICE 66
8.8. OPERATING PROJECTS BUDGET 68
8.8.1. ESTIMATED 10 YEAR O&M EXPENDITURE FOR CURRENT & PROPOSED LOS 68
8.9. ASSET SUSTAINABILITY INDEX 70
9. PROJECT PRIORITIZATION APPROACH 74
9.1. PROPOSED PRIORITIZATION MATRIX CRITERIA AND WEIGHTING 75
10. CLIMATE CHANGE MITIGATION 77
10.1. CLIMATE LENS ASSESSMENT TOOL 77
10.2. CLIMATE CHANGE FRAMEWORK 78
10.2.1. IDENTIFICATION AND ASSESSMENT 78
10.2.2. PRIORITIZATION 79
10.2.3. MANAGEMENT 79
11. NATURAL ASSET MANAGEMENT 80
12. CONCLUSIONS & NEXT STEPS 81
13. WORKS CITED 83

TABLE OF FIGURES

Figure 1: O.Reg. 588/17 Asset Management Plan Timelines 10
Figure 2: Asset Management Plan Navigation 11
Figure 3: Life Cycle Approach 32
Figure 4: Linear Core Asset Project Selection Process 33
Figure 5: Corridor Planning Process Flow Chart 34
Figure 6: SOGR Project Budgeted Expenditure based on Funding Source 53
Figure 7: Greater Golden Horseshoe Area (Province of Ontario, 2019) 54
Figure 8: City of Brantford, Greater Golden Horseshoe Population Distribution (Hemson Consulting Ltd., 2020) 55
Figure 9: City of Brantford, Greater Golden Horseshoe Employment Distribution (Hemson Consulting Ltd., 2020) 56
Figure 10: Growth Project Budgeted Expenditure based on Funding Source 59
Figure 11: Estimated 10-year Required Capital Expenditure to Maintain Current Levels of Service 61
Figure 12: Capital Budget Allocation from 2025 – 2034 for Current LOS 63
Figure 13: Estimated 10-year Required Capital Expenditure for the Proposed Levels of Service 65
Figure 14: Capital Budget Allocation from 2025 – 2034 for Proposed LOS 67
Figure 15: Estimated 10-Year O&M Expenditure For Current & Proposed Levels of Service 69
Figure 17: Climate Change Framework (Federation of Canadian Municipalities, 2020) 78
Figure 18 Examples of Municipal Natural Assets 80

TABLE OF TABLES

Table 1: 2019 Strategic Asset Management Policy Action Items Addressed 13
Table 2: O.Reg. 588/17 AMP Requirements Summary 14
Table 3: FCM Readiness Scale Levels 16
Table 4 Document Information Summary 18
Table 5: Data Confidence Levels and Descriptions 23
Table 6: Key Databases and Applications 24
Table 7: Condition Assessment and Inspection Summary Assets 26
Table 8: Condition Scoring Summary 29
Table 9: Overall Asset Summary 30
Table 10: Construction Cost Estimate Classes 35
Table 11: Customer Level of Service Descriptions 40
Table 12 Proposed Future Level of Service Development Options 42
Table 13 Lifecycle Options and Associated Risks 43
Table 14: Strategic Planning Documents 58
Table 15 Asset Sustainability Index for Capital LOS 71
Table 16: Prioritization Matrix Criteria and Weightings 75

ABBREVIATIONS

The following abbreviations may be used throughout the report and are located here for reference:

AED Automated External Defibrillator
AIM Asset Information Management System
AM Asset Management
AMP Asset Management Plan
CMMS Computerized Maintenance Management System
ESL Estimated Service Life
FCM Federation of Canadian Municipalities
GIS Geographic Information System
IT Information Technology
KPI Key Performance Indicator
LiDAR Light Detection and Ranging
LOS Level of Service
O&M Operations & Maintenance
OSIM Ontario Structure Inspection Manual
SAM Strategic Asset Management
SOGR State of Good Repair

KEY DEFINITIONS

The following terms are used throughout the report and are defined below:

Asset:	An item, thing or entity that has potential or actual value to an organization. A further definition is contained in Section 5 of the 2019 Strategic Asset Management Policy (CORPORATE-045) referring to an item, thing or entity that has high individual value (minimum $5,000) or high group value; high operation, maintenance, or energy consumption cost; or is low value but critical to the safe and reliable operation of another asset or City service.
Asset Class:	Assets that are grouped together because they work together to deliver a service.
Asset Management:	A series of coordinated activities by an organization to realize value from assets.

Funding Gap:	The difference between the amount of money required to operate, maintain, repair, replace or upgrade assets and the amount of money available to operate, maintain, repair, replace or upgrade assets. A funding gap typically describes a shortfall rather than a surplus in money.
Key Performance Indicator:	A metric which provides objective, quantifiable evidence to the degree of which a performance result is occurring over time.
Levels of Service – Current	Based on data from previous years, current levels of service reflect the actual performance of assets and the services they provide.
Levels of Service - Proposed	Target performance goals for the next 10 years which outline the desired future state of asset performance and the services they provide.
Lifecycle Costs:	Considers the overall cost the asset will have to the organization over its lifetime including: initial costs to obtain the asset, routine maintenance, scheduled replacement of components, and operating costs etc.
Operations and Maintenance (O&M) Costs:	Expenses incurred in the day-to-day management and upkeep of assets to maintain their functionality and service levels. Includes: labour, materials, equipment, and other resources required for routine maintenance, repairs, and inspections.
Risk:	Considers the probability of an asset failure and the consequence to the City and community if that asset failed.

2025 ASSET MANAGEMENT PLAN (AMP) OVERVIEW

1. INTRODUCTION

The City of Brantford is a progressive city located along the picturesque Grand River with a population of approximately 114,500 residents.

The 2025 Asset Management Plan (AMP) is a continuation of the process set out in accordance with O.Reg. 588/17, which began with the 2019 Strategic Asset Management Policy, and will be referenced throughout this report.

This plan will assist our City with achieving our vision of being a contemporary community, thriving in a modern economy. A place that respects its past and embraces its future.

2. ASSET MANAGEMENT PLANNING

Asset Management at its core is making decisions about City assets in a way that balances level of service, risk, and lifecycle costs, while also working towards City priorities to support our vision. In simpler terms, it is about ***doing the right work, at the right time, for the right cost***. This ensures the City is realizing the most value from our assets and making sure taxpayer money goes to good use.

This report is intended to present information related to City assets as well as act as a tool to identify gaps and help build on current asset management policies and procedures. This report also brings our City's Asset Management Plan into compliance with current provincial regulations.

In addition, this report answers the following questions posed in the 2019 Strategic Asset Management Policy about our core infrastructure assets:

- What are our assets?
- Where are our assets?
- What condition are our assets in?
- How much would it cost to replace our assets?
- What level of service are our assets expected to provide and at what cost?
- How are our assets performing in service delivery?
- When will our assets need to be replaced/repaired/upgraded?
- What will our cost be to replace/repair/upgrade the assets?
- Are there any growth or expansion requirements to meet future demand?
- What work has been planned and what will it cost?

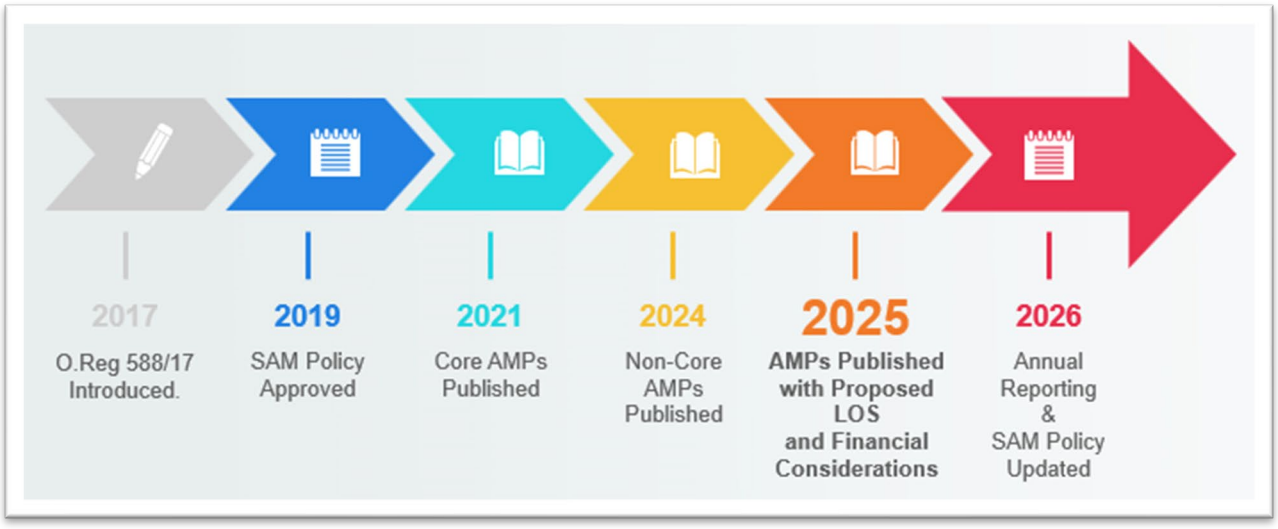
2.1. O.REG. 588/17 OVERVIEW AND SUMMARY

O.Reg. 588/17, Asset Management Planning for Municipal Infrastructure, was enacted in January 2018. The Province created this regulation in response to the Federal Infrastructure for Jobs and Prosperity Act, 2015. These regulations were created because it was recognized that, in many parts of Canada and Ontario, existing infrastructure was degrading faster than it was being repaired or replaced.

The goal of the regulation is to:

- Standardize asset management plans;
- Spread best practices to enable the comparison of data among municipalities; and
- Improve the way municipalities plan for their infrastructure.

The 2025 Asset Management Plan is set to be completed by July 1st, 2025 per O.Reg 588/17. The timeline for O.Reg. 588/17, with a brief snapshot of what is required for each iteration of the Asset Management Plan, is shown in **Figure 1** below. A more detailed description of what is required for each iteration can be found in **Table 2**.



*Core Municipal Assets include: Roads, Bridges & Culverts, Water, Wastewater, and Stormwater.
** Non-Core Municipal Assets include: Fleet, Transit, Facilities, IT, Local Boards***,
***Local Boards include: Police, Library, Housing, and John Noble Home.

Figure 1: O.Reg. 588/17 Asset Management Plan Timelines

To facilitate easy navigation of the AMP, the AMP report currently contains 19 reports written by the city staff, which includes this Overview document. Two additional plans, one for John Noble Home and one for Housing are anticipated to be completed in 2025 by third parties. In addition, the City's Natural Asset Roadmap is included in this overview document. The overview is in the process of being implemented and will be

used to improve the City's asset management planning decisions in future iterations of the Asset Management Plans. The **AMP Overview** contains general information related to asset management as well as information which applies across asset classes and will be modified when non-core assets are included in the plan. Currently, there are eighteen (18) individual AMP reports: **Environmental Services**, **Transportation**, **Airport**, **Cemeteries**, **Clerks**, **Human Resources**, **Parking Services**, **Economic Development**, **Facilities**, **Fire**, **Fleet & Transit**, **Forestry & Horticulture**, **Golf**, **IT Services**, **Brantford Public Library**, **Parks**, **Brantford Police** and **Solid Waste** which contain asset specific information. Two additional reports are anticipated in 2025 for three of the City's Local Boards: John Noble Home and the two Housing boards.

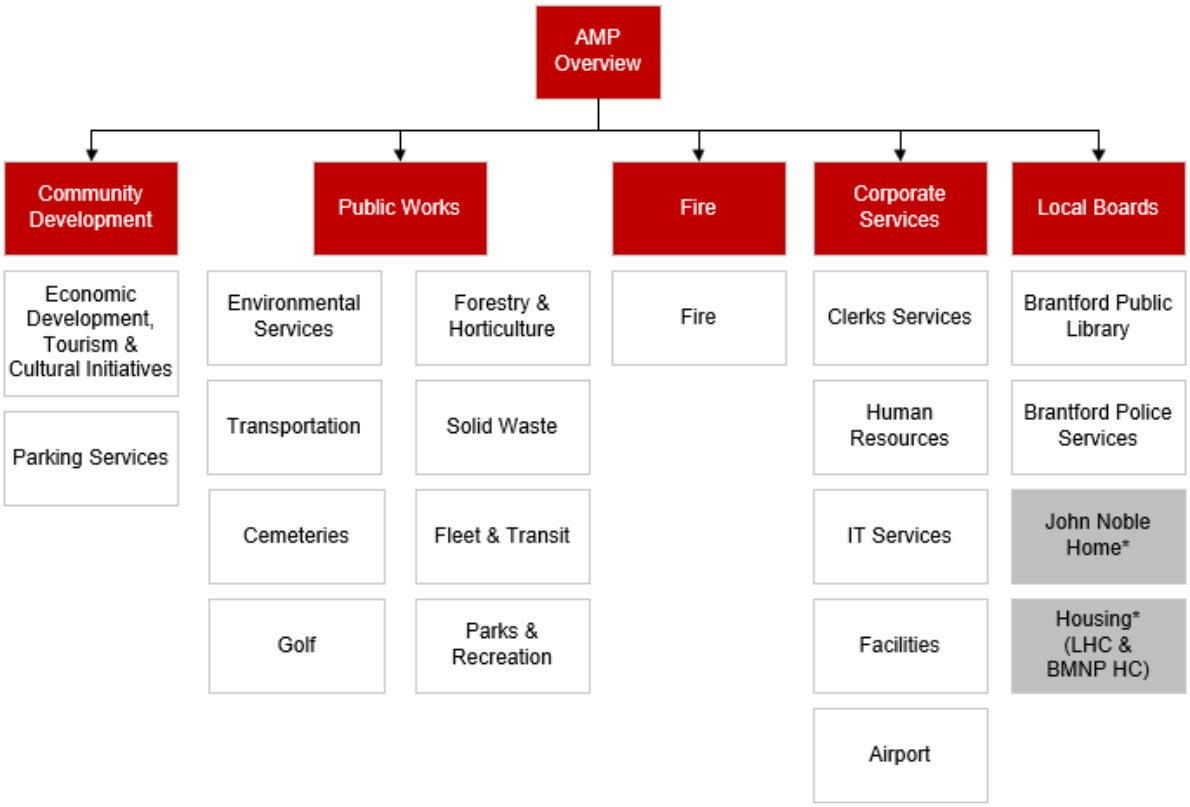


Figure 2: Asset Management Plan Navigation

*Plans under development by respective Department/Board expected in 2025.

2.1.1 2019 STRATEGIC ASSET MANAGEMENT (SAM) POLICY

The Strategic Asset Management (SAM) Policy for City of Brantford was created in 2019 and is referenced throughout this document. The intent of the SAM Policy was to provide a consistent approach to asset management planning across all City commissions. The policy was also created to ensure compliance with O.Reg. 588/17 while supporting the City in making evidence based, cost-effective, decisions for infrastructure assets through the planning, acquisition, operation, maintenance, rehabilitation, replacement, and disposal phases of the asset lifecycle.

The guiding principles for this Asset Management Plan as identified in the SAM Policy are as follows:

1. Be Consistent and Clear
2. Minimize Service Disruption
3. Support Reasonable Expectations
4. Support Innovation and Development
5. Support the Environment
6. Seek and Incorporate Feedback from the Community and other governments and agencies

The Council Report for the SAM identified twenty (20) Action Items with deliverables and expected timelines for the City to complete and achieve our Asset Management goals. The seven (7) Action Items identified in the SAM which are addressed in this report are included in Table 1.

Table 1: 2019 Strategic Asset Management Policy Action Items Addressed

Item No.	SAM Policy Section	Deliverable	Description	Status
10	Stakeholder Engagement	Citizen Surveys and Public Information Centre(s) Feedback	The City and its applicable Local Boards will consult with the public and other stakeholders to determine the desired levels of service for all City commissions and Local Board assets. This information will be incorporated into the creation of the Asset Management Plans.	Included in this document.
11	Guiding Principles	Prioritization Criteria	Criteria for how infrastructure assets will be prioritized for repair, replacement, or creation (new assets) across all commissions and Local Board assets. These criteria will be used to prioritize projects submitted during the budgets process.	Included in this document.
16	Entire Policy	Condition Information and Inventory of Infrastructure Assets	The City Commissions, and Local Board assets, currently have varying degrees of maturity for asset condition information and asset inventories. Filling data gaps in asset inventory and condition information will allow for more accurate asset management planning.	Included in this document.
17	Entire Policy	Asset Management Plans – Public Works	The completion, approval, and publication of an updated Asset Management Plan for Public Works assets.	Included in this document.
18	Entire Policy	Asset Management Plans – Other City Commissions	The completion, approval, and publication of an updated Asset Management Plan for all other City commissions.	Included in this document.
19	Entire Policy	Asset Management Plans – Local Boards	The completion, approval, and publication of updated Asset Management Plans for assets of the City's Local Boards.	Partially included in this document. John Noble Home only summary included, complete plan is being developed by the board. Housing boards' asset management plan is under development.
20	Entire Policy	Asset Management Plan – Overview	The creation, approval and publication of an Asset Management Plan Overview document which summarizes the results of the multiple detailed Asset Management Plans created for City Commissions and Local Board assets.	Included in this document.

2.1.2 ASSET MANAGEMENT PLANNING

Table 2 below describes what is required for each AMP in detail per the timeline described in **Figure 1**.

It is a requirement that the municipality update its asset management plan at least five (5) years after the plan is completed and every five (5) years thereafter. In addition, the City is required to review its progress on an annual basis starting the year after the plan is completed. This review includes: the AMPs implementation progress, identifying factors impeding the AMPs implementation, and any strategies to improve the AMP implementation progress.

Table 2: O. Reg. 588/17 AMP Requirements Summary

2022 Asset Management Plan (Completed July 1st, 2022)	**2024 Asset Management Plan (Completed July 1st, 2024)**	**2025 Asset Management Plan (due July 1st, 2025)**
Assets Included:	**Assets Included:**	**Assets Included:**
Core Assets: • Water Distribution/ Treatment • Wastewater Collection/ Treatment • Stormwater Collection/ Management • Roads • Bridges & Culverts	**Non-Core Assets:** • Airport • Cemeteries • Golf • Forestry & Horticulture • Facilities • Fleet & Transit • Parks & Recreation • Solid Waste • Fire • Clerks Services • Human Resources • IT Services • Economic Development and Tourism • Parking Services • IT Services • Local Boards (Police, Library, John Noble Home*, Housing*) *Plan under development by Local Board.	**All Assets:** **Core Assets** 2 Plans **Non-Core Assets** 16 Plans 4 Local Board Plans (Police, Library, John Noble Home*, Housing*) *Plan under development by Local Board.
Information Included:	**Information Included:**	**Information Included:**

• Summary of Assets (incl. total number, replacement costs, age, and available condition information)
• Lifecycle Activities for Assets
• Current Levels of Service (incl. required O. Reg. 588/17 and municipally defined)
• Current Performance (incl. energy and operating performance)
• 10 Year Capital & Operating Expenditure related to lifecycle activities
	• Summary of Assets (incl. total number, replacement costs, age, and available condition information)
	• Lifecycle Activities for Assets
	• Current Levels of Service (incl. required O. Reg. 588/17 and municipally defined)
	• Current Performance (incl. energy and operating performance)
	• 10 Year Capital & Operating Expenditure related to lifecycle activities
		• Proposed Levels of Service (including required O. Reg. 588/17 and municipally defined)
		• Proposed Performance (including energy and operating performance) and
		• Lifecycle Management and Financial Strategy Consisting of:
		  • List of Lifecycle Activities and associated costs
		  • Options to achieve the Proposed LOS and associated risks
		  • Projected annual funding and managing risks associated with funding shortfalls

2.2. FEDERATION OF CANADIAN MUNICIPALITES (FCM) READINESS SCALE

The FCM Readiness Scale was created as a self-assessment tool for cities to complete to assess their current asset management practices. The readiness scale is intended to:

- Assess current asset management practices;
- Identify opportunities to adopt new practices, or formalize existing asset management activities into documented business practices; and
- Measure and track the progress of asset management practices and activities (FCM, 2021).

In the past, many grant applications have required that this tool be used to assess how a project would contribute to improving the City's asset management planning.

After the 2025 AMP document was completed, the City filled out a new FCM Readiness Scale to update the City-wide score.

The tool assesses the City based on five (5) categories, each with five (5) levels (Level 1 – least mature, Level 5 – most mature). The categories and City's achieved level upon the completion of this plan are described below in **Table 3**. The completed tool can be found in **Appendix A**.

Based on the information below, the City typically scores a 2 or 3 on the FCM readiness scale, with an average score of Level 3. Most of these categories will develop as the City continues achieving the deliverables set out in O.Reg. 588/17, and as the Asset Management team continues to grow.

Table 3: FCM Readiness Scale Levels

Category	Description	City of Brantford Level
Policy and Governance	By developing this competency, the organization is putting in place policies and objectives related to asset management, bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.	3
People and Leadership	By developing this competency, the organization is setting up cross-functional teams with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.	3
Data and Information	By developing this competency, the organization is collecting and using asset data, performance data, and financial information to support effective asset management planning and decision-making.	2
Planning and Decision-making	By developing this competency, the organization is documenting and standardizing how the organization sets asset management priorities, conducts capital and operations and maintenance (O&M) planning, and decides on budgets	3
Contribution to Asset Management Practice	By developing this competency, the organization is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.	2

3. READING THE 2025 ASSET MANAGEMENT PLAN

The 2025 Asset Management Plan (AMP) has been designed to facilitate navigation as well as to minimize duplicated information. It is recommended that the individual navigating the 2025 AMP review the information provided in the following order:

1. This Asset Management Plan Overview Document as it contains an overview of how the City typically manages its assets as well as asset summary information compiled in 2025.
2. The appropriate Asset Management Plan for the assets of interest. The separate Asset Management Plans function as their own summary reports and reference information in the AMP Overview.

A summary of the information provided in each document can be found in **Table 4**.

Table 4 Document Information Summary

Document	Asset Classes	Information Provided
Overview Document	All	1. Introduction 2. Asset Management Planning 3. Reading the 2025 AMP 4. Asset Inventory and Condition 5. Lifecycle Approach 6. Levels of Service and Performance Approach 7. Work Order Management Approach 8. Financial Planning Approach 9. Project Prioritization Approach 10. Climate Change Mitigation 11. Natural Asset Management 12. Conclusions & Next Steps
Transportation	Bridges & Structures Roadways	1. Introduction; 2. Assets' Data Inventory and Condition Approach; 3. Summary of Assets; 4. Lifecycle Activities and Costs of Assets; 5. Current & Proposed Assets' Levels of Service; 6. Current & Proposed Asset Performance; and 7. Conclusion
Environmental Services	Water Wastewater Stormwater	
Brantford Municipal Airport	Airport	
Economic Development, Tourism & Cultural Initiatives	Public Art Sanderson Centre	
Parking	Municipal Parking Lots	
Cemeteries	Cemeteries	
Golf	Golf	
Forestry & Horticulture	Trees Greenhouses Gardens	
Facilities	Administrative Community Centres Public Works Yards	
Fleet & Transit	Vehicles Buses Transit Stops	
Parks & Recreation	Bell Homestead Parks Recreation	
Solid Waste	Landfill Collection	
Fire	Vehicles	

Document	Asset Classes	Information Provided
	Buildings PPE	
Clerks Services	Election Records	
Human Resources	AEDs	
IT Services	Devices Applications	
Brantford Public Library	Buildings Reading Materials Media Materials	
Brantford Police Services	Vehicles Buildings PPE	

4. ASSET INVENTORY AND CONDITION

The purpose of this section is to explain where the City typically obtains inventory, condition, cost and levels of service data for reporting purposes, how that data is collected, and to define data confidence.

Currently, many data sources and background reports used to obtain inventory, condition, age, and replacement cost data for this report have not been made available to the public. To access any reports not readily available on the City website, a member of the public can submit a Freedom of Information (FOI) request which is privy to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) by following the process on the City website. As data sources are refined more information may be able to be made available to the public in the future, subject to MFIPPA, security and/or regulatory restrictions.

4.1. DATA INVENTORY SOURCES AND CONFIDENCE

To include an asset summary in the 2025 AMP, existing asset data was collected from various sources. It is important to consider where asset data has originated from, and the data confidence associated with those data sources so that the City can pinpoint where to focus to improve data integrity for future plans.

4.1.1. DATA INVENTORY SOURCES

Brantford maintains a variety of software programs which host the City's asset data. The data entered is obtained from a variety of sources for the respective programs.

4.1.1.1 Historic Information

Information contained within City records about assets which was previously entered into software program(s) but has not been recently verified. Verification could include comparison to field conditions or to as-built drawings or documentation.

4.1.1.2 Assumptions based on Known Asset Information

Where an asset attribute is unknown, but the same attribute is known for surrounding assets, assumptions may be made that the data for the unknown attribute is the same as the surrounding attributes. An example is if a pipe is of unknown material and the pipes on either side are known, an assumption may be made that the pipe of unknown material is the same materials as the adjacent pipes.

4.1.1.3 As-Built Drawings or Documentation

Information provided after a construction job is complete showing the location that underground or aboveground assets have been placed along with attribute data such as material used and size.

4.1.1.4 Repair/Operation Information

Information provided by staff who have recently worked on or directly observed the asset can include a history of work activities completed on the asset. This can include sketches and service sheets created by operators, repairs to computer hardware or photos taken by field staff.

4.1.1.5 Acquisition/Disposal Information

Data entered upon acquisition of the asset or updated upon removal/disposal of the asset. Typically includes details such as year built/acquired, make, model, manufacturer, and size.

4.1.1.6 GIS

Geographic Information Systems (GIS) is a technology that is used to create, manage, analyze and map all types of data. Its value is in showing where assets are located along with key descriptive information such as age, material and dimensions. It is used to store information acquired through other means in a centralized location to allow for easy retrieval of data for future use.

4.1.1.7 Replacement Cost Values

Data entered upon acquisition of the asset, based on industry estimates, based on fair market value or based on staff knowledge. Replacement cost values are forecast to increase as additional assets are added into service. As projections improve, with the implementation of the Cartegraph work management software and validation through market pricing, the valuations are expected to increase in accuracy and confidence in future iterations of the Asset Management Plan.

4.1.1.8 Condition Assessments

The assessments could be completed by internal staff or external consultants depending on the assets involved and regulatory requirements. Generally daily, weekly, monthly, or quarterly inspections are completed by internal staff or 3rd party contractors which are operating an asset on the City's behalf. Annual or less frequent inspections are generally conducted by external consultants and include inspections of bridges, roads, buildings, and trees.

4.1.1.9 LiDAR

Light Detection and Ranging (LiDAR) is a method of determining distances to a location by targeting it with a laser and measuring the time it takes for the reflected light to return to a receiver. LiDAR is most frequently used for aboveground assets such as trees and buildings and to review the impacts of land topography on asset systems such as the stormwater network.

4.1.1.10 Artificial Intelligence Defect Detection

Cameras on board select City vehicles capture images which artificial intelligence software reviews for defects within the roadway, then identifies and displays them on a map for staff to action.

4.1.1.11 Automatic Vehicle Location

Devices installed on City vehicles which permit the collection of key information on City vehicles including engine hours, odometer readings and fuel usage.

4.1.1.12 Master Plans

Completed on key asset networks and typically spanning a minimum of ten (10) years, master plans are used as a reference during forecasting to determine extent and timing of recommended capital work, and as potential sources of Key Performance Indicators (KPIs).

4.1.1.13 Public Data Sources

Some assets require access to public data sources available on the internet to confirm asset location or other attribute information. Public data sources used to develop the Asset Management Plan inventories can include: Google Maps Streetview, provincial open data, federal open data, and conservation authority open data.

4.1.2. DATA CONFIDENCE LEVELS

Some data sources are more reliable than others. Data Confidence is referenced throughout the report and indicates how confident the City is in the data source. If the data was obtained using reliable methodology and/or reference documentation, then the data has higher confidence than if it was estimated. Data Confidence levels are described in more detail in **Table 5** using the ArcGIS software as an example.

Table 5: Data Confidence Levels and Descriptions

Data Confidence Level	Description	Examples
High	Inventory or condition data is accurate and complete with few, if any, unknowns, a formal condition assessment or inspection program is available for the asset. Replacement cost data is based on reputable and recent data sources.	Consultant completed; As-Built drawings input into GIS; Field inventory or condition confirmations; and LiDAR data (inventory).
Medium	Inventory or condition data is mostly complete with some unknowns. The condition information is estimated based on available asset specific information. Replacement cost data is based on internal estimated unit costs.	Historically input GIS data; and Sketches and service sheets created by operators.
Low	Inventory or condition data is incomplete and there are many unknowns, the condition information is difficult to estimate due to missing asset specific information. Replacement costs are high level or may be based on internal estimated unit costs, but due to missing information cannot be confirmed.	Data contains many assumptions

4.2. KEY DATABASES AND APPLICATIONS

The City maintains several databases and applications to track asset data and support asset management strategies for core assets, a list of these applications is shown and described in **Table 6**.

Table 6: Key Databases and Applications

Database or Application	Description
ArcGIS System (Esri Canada)	ArcGIS is a geographic information system (GIS) consisting of desktop, server and mobile applications used for storing, mapping, and analyzing the City's infrastructure and geographic data. ArcGIS is developed and maintained by the Environmental Systems Research Institute (ESRI). GIS spatially stores the location of assets as well as relevant asset information in an asset's attribute table. The City provides most internal staff with access to GIS information through web-based mapping. Various map views have been established to allow the end user to select the type of mapping / query. A similar portal and web map have been established for select external users (utility locaters and contractors carrying out City projects). For ongoing internal inspections programs, where live updates to the geodatabase are required (e.g. fire hydrants inspections), GIS Services staff has allowed users to modify fields within select layers using the web-based mapping application or the work order management system. This process is carried out in the field using laptop computers, which use hotspot connections on cellular devices for data connection or on mobile devices. These platforms derive their information from a centralized enterprise geodatabase that is administered by GIS Services and Planning staff. This geodatabase serves as the authoritative source for not only Public Works assets, but also parcel fabric, addressing and several other municipal datasets.
ArcGIS Collector	ArcGIS Collector is a mobile GIS data collection app available on Apple or Android devices and is part of the ArcGIS platform. This app can be customized by GIS Services staff to collect spatial and attribute asset data from the field during inventory and condition assessment projects. This information is uploaded into the enterprise geodatabase after the field data has been reviewed and confirmed.
Cartegraph	Cartegraph is the Public Works work management system which is in the process of being implemented. Once implementation is complete across the commission, more accurate activity-based costing will be available for assets tracked within the system. This information will allow for better forecasting of O&M budget needs in future years as well as better inform current Level of Service and asset performance assessments. It will also aid in capital budget creation in the long term.
Excel	Data in many areas of the City, in particular O&M data, is frequently tracked in a variety of Excel sheets. While the data is accurate it lacks centralization and in Public Works groups are in the process of migrating to the Cartegraph system.
JD Edwards	This application, based on an Oracle database, is the City's core financial system, which stores all project-related financial information as well as the Tangible Capital Asset register.
Lagan CRM	This application is used to track customer concerns identified for a variety of asset classes and locations across the City. Its' information can provide guidance on where issues are concentrated in the City and the asset classes most frequently the subject of customer concerns.
Landfill Contractors' Software	The City currently employees three contractors to provide services for the landfill, gas plant and solid waste curbside collection. Each contractor uses a variety of software to complete the terms of their contract(s). At this time the City obtains periodic updates which are used to update inventory information such as run time for compressors and motors and other condition and performance information.
Library Catalogue System	This system maintains the inventory of all reading and media materials which can be borrowed or referenced by patrons of the Brantford Public Library.
Linear Asset Data Repository (LADR)	This is the current repository for most linear infrastructure assets cared for by the Environmental Services Department within Public Works. The City plans to phase out this program over the next 3-5 years with the implementation of the Cartegraph work order system.
Manifold Corridor Rating Tool	The Manifold Corridor Rating Tool is used to facilitate the optimization of individual asset intervention and the timing of intervention between the underground utilities and roadway. Developed within a GIS environment to assist with the development of the City's capital program, the corridor tool allows users to assign weights to individual asset groups based on defined criteria for an asset's likelihood and consequence of failure. The geographical location of assets is also

	incorporated into the final risk/corridor score. This tool is used as a starting point by staff for further review for planning corridor replacements.
Questica Budgeting Software	Questica is a formalized budgeting tool that is used for both operating and capital budget preparation and analysis.
SignData	Software used by Traffic Services to track the deployment date, location and condition of warning and regulatory signs throughout the City. Sign supports are also tracked in this software.
Snipe IT	Asset Management Software used by IT to track their assets.
Supervisory Control and Data Acquisition (SCADA)	SCADA systems are used for Water & Wastewater operations and planning. In early 2016 the City completed its first SCADA Master Plan, which addressed the following key objectives: - Supports the vision for integrating other business applications with SCADA - Provides the City with a plan for immediate deliverables - Builds a foundation for growth - Provides a roadmap on effectively utilizing additional resources - Addresses required infrastructure upgrades & technology enhancements - 10-year plan for Capital and Operating Requirements Staff has incorporated the recommendations from the SCADA Master Plan into both operating and capital forecasts to ensure that the City is able to keep the SCADA systems functional, and current and compatible with other software platforms for future integration requirements.
Traffic Engineering Software	Utilized in Traffic Services for the storage of traffic volumes, count data, accident statistics, and collision information. Currently, some of the GIS layers being utilized by Traffic Engineering Software (TES) are edited directly within the TES environment.
TreePlotter	Software used by 3rd party consultant to track tree condition assessments and identify required work. Used by staff to track work completion for items identified by the consultant.

4.3. CONDITION ASSESSMENT AND INSPECTION SUMMARY

A summary of the condition assessments for core and non-core assets that have been completed, are currently being completed, or are proposed to be completed in future are found in **Table 7** below.

Table 7: Condition Assessment and Inspection Summary Assets

Condition Assessment or Inspection	Status	Internal Department Responsible for Completion	Last Completion Year	Frequency
Water				
Water Treatment Plant Condition Assessment, Inventory Verification and Capital Plan	Complete	Infrastructure Planning	2018	One time
Water Pump and Booster Station Condition Assessments	Complete	Infrastructure Planning	2016	One time
Fire Hydrant Inspection and Preventative Maintenance Program	Ongoing	Operational Services	Annual Program	Annual Inspection Program
Water Valves Inspection and Preventative Maintenance Program	Ongoing	Operational Services	Annual Program	Annual Inspection Program
Reservoir Inspections	Complete	Environmental Services	2020	Every 5 years
Wastewater				
Wastewater Treatment Plant Strategic Plan	Complete	Environmental Services	2016	One time
Wastewater Pump Station Condition Assessment	Complete	Infrastructure Planning	2015	One time
Wastewater Collection System Flow Monitoring	Ongoing	Infrastructure Planning	Annual Program	Reoccurring Program
Wastewater Collection System Trunkline Condition Assessment	Complete	Infrastructure Planning	2023	One time
Wastewater Pumping Station Wetwell Inspection Program	Complete	Infrastructure Planning	2023	One time
Inflow and Infiltration Source Investigation	Ongoing	Infrastructure Planning	Annual Program	Reoccurring Program
Wastewater Pumping Station Flow Monitoring – Feasibility Study	Complete	Infrastructure Planning	2023	One time
Wastewater Forcemain Assessment Program	Complete	Infrastructure Planning	2023	One time
Manhole Condition Assessment Program	On Hold	Infrastructure Planning	2023	Reoccurring Program
Gilkison Siphon Inspection	Complete	Environmental Services	2019	One time
Siphon Inspection	Ongoing	Environmental Services	2024	Reoccurring Program
Stormwater Pond Maintenance Inspections	Ongoing	Operational Services	2024	Reoccurring Program
Stormwater				
Stormwater Flow Monitoring Program	Ongoing	Infrastructure Planning	2024	Reoccurring Program
Stormwater Retention Pond Condition Assessment	Complete	Infrastructure Planning	2024	Reoccurring Program
Storm Pond Safety Assessment	Complete	Infrastructure Planning	2024	Reoccurring Program
City Wide LiDAR Asset Management Survey	Ongoing	Infrastructure Planning	2021	Every 3 years
Storm Collection Network - Ditch and Overland Flow Assessment	Complete	Infrastructure Planning	2024	Every 5-10 years
Manhole Condition Inspection Program	On Hold	Infrastructure Planning	2023	Reoccurring Program
Flood Control Gate Condition Assessment	Complete	Infrastructure Planning	2021	One time
Roads				
Detailed Roadway Surface Condition Assessment	Complete	Infrastructure Planning	2024	Every 3 years

Condition Assessment or Inspection	Status	Internal Department Responsible for Completion	Last Completion Year	Frequency
Streetlight and Pole Condition Assessment	Ongoing	Infrastructure Planning	2023	Every 5-10 years
Sidewalk Condition Assessment	Ongoing	Infrastructure Planning	2024	Annual Inspection Program
Transit Stop Survey and Condition Assessment Study	Complete	Infrastructure Planning	2017	One time
Guide Rail Inventory and Condition Assessment	Complete	Infrastructure Planning	2020	Every 5-10 years
Traffic Sign Inventory and Condition Assessment	Complete	Infrastructure Planning	2019	Retro reflectivity every 16 months
Pavement Marking Inventory and Assessment	Future	Operational Services	N/A	One time
Information Sign Inventory and Assessment	Future	Operational Services	N/A	One time
Signalized Intersection Assessment	Complete	Infrastructure Planning	2024	One time
Fencing	Planned	Infrastructure Planning	2025	One time LiDAR survey to obtain inventory for use in future condition assessment.
Bridges & Culverts				
Bridge and Culvert Structural Condition Assessment (OSIM)	Complete	Infrastructure Planning	2023/2024	Every 2 years
Inventory and Condition Assessment of Bridges and Culverts under 3m	Complete	Infrastructure Planning	2022	One time
Retaining Wall Inventory and Condition Assessment	Complete	Infrastructure Planning	2023/2024	Every 5-10 years
IT Services				
Internal Assessments based on performance and age	Ongoing	IT Services	2024	Reoccurring Program
Clerks Services				
Internal Assessments based on performance and age	Ongoing	Records Services	2024	Reoccurring during normal course of operations.
Internal Assessments based on performance and age	Complete	Elections Services	2022	Every 4 years
HR Services				
Internal Assessments based on performance and age	Ongoing	JHSC members	2024	Monthly
Parking Services				
Parking Lot Assets Formal Condition Assessment	Complete	Infrastructure Planning	2023	Every 5-10 years
Internal Assessments based on performance and age	Ongoing	Parking Services	2023	Reoccurring during normal course of operations.
Economic Development, Tourism & Cultural Initiatives				
Public Art Conservation Assessment	Complete	Tourism & Cultural Initiatives	2022	Every 5 years
Internal Assessments based on performance and age	Ongoing	Sanderson Centre	2024	Reoccurring during normal course of operations.
Building Condition Assessment	Complete/ Ongoing	Facilities Operations/ Sanderson Centre	2015	Every 10 years
Airport				
Airport Master Plan	Complete	Facilities Operations	2015	Every 10 years
Building Condition Assessment	Complete	Facilities Operations	2019	Every 10 years
Forestry & Horticulture				
LiDAR Tree Inventory Analysis	Complete	Infrastructure Planning	2024	Every 5-10 years
Tree Condition Assessment	Underway	Forestry	2024	Every 5-10 years
Internal Assessments based on performance and age	Ongoing	Forestry & Horticulture	2024	Reoccurring during normal course of operations.
Cemeteries				
Building Condition Assessments	Complete	Facilities Operations	2018 & 2019	Every 10 years

Condition Assessment or Inspection	Status	Internal Department Responsible for Completion	Last Completion Year	Frequency
Cemetery Master Plan	Complete	Cemetery Services	2025	Every 10 Years
Internal Assessments based on performance and age	Ongoing	Cemetery Services	2024	Reoccurring during normal course of operations.
Golf Services				
Internal Assessments based on performance and age	Ongoing	Golf Services	2024	Reoccurring during normal course of operations.
Facilities				
Building & Site Condition Assessments	Ongoing	Facilities Operations	2013 to present	Every 10 years
Internal Assessments based on performance and age	Ongoing	Facilities Operations	2024	Reoccurring during normal course of operations.
Fleet & Transit				
MTO Inspections	Ongoing	Fleet & Transit	2024	Varies - as outlined in legislation
Transit Optimization Plan	Complete	Fleet & Transit	2024	Every 10 years
Transit Stop Condition Inspection	Complete	Infrastructure Planning	2018	One time.
Parks & Recreation				
Building & Site Condition Assessments	Ongoing	Facilities Operations	2013 to present	Every 10 years
Internal Assessments based on performance and age	Ongoing	Facilities Operations Parks Services	2024	Reoccurring during normal course of operations.
Play Equipment Safety Inspections	Ongoing	Parks Services	2023/2024	Daily to Yearly
Solid Waste				
Landfill Master Plan	Complete	Solid Waste	2015	Every 10 years
Regulatory Compliance Inspections	Ongoing	Solid Waste	2024	Varies - as outlined in legislation
Fire				
Building & Site Condition Assessments	Complete	Facilities Operations	2022	Every 10 years
MTO Inspections	Ongoing	Fire	2024	Varies - as outlined in legislation
PPE Internal Inspections	Ongoing	Fire	2024	Daily
Library				
Building & Site Condition Assessments	Complete	Facilities Operations	2022	Every 10 years
Reading Materials Internal Weeding Process	Ongoing	Library	2024	Monthly
Police Services				
Building & Site Condition Assessments	Complete	Facilities Operations	2021	Every 10 years
MTO Inspections	Ongoing	Police	2024	Varies - as outlined in legislation
PPE Internal Inspections	Ongoing	Police	2024	Daily

4.3.1. CONDITION SCORING

For the purposes of the AMP reports, assets were scored from 1 (Good) to 3 (Poor) as indicated in **Table 8** below. This differs from previous AMP scoring which was scored from 1 (Very Good) to 5 (Very Poor). The scores were simplified because it was recognized that often a score of Very Good to Good or Very Poor to Poor were not distinguishably different especially when considering the purpose of this report which is to present an overall summary of the condition of a collection of assets. For assets where a 1 to 5 scale of condition was reported or if there was a unique condition index used (i.e. Bridge Condition Index, Pavement Condition Index), they were modified to fit this 1 to 3 scale.

Each individual AMP section has a modified Description to fit the asset class being presented. This is because assets may have different timelines for repairs for different asset classes which dictates the score, and so the table below is modified to be general to all core assets. The timelines for repair associated with the condition score are presented in the individual AMPs.

Table 8: Condition Scoring Summary

Condition Score	Condition Rating	Description
1 – 1.4	Good	Assets in the system or network are in working order, have no or minor deficiencies. Where condition data is not available, this category applies to assets which are within the first 40% of their estimated service life.
1.5 – 2.4	Fair	Assets in the system or network show general signs of deterioration, some elements may have significant deficiencies. Where condition data is not available, this category applies to assets which are within 41% - 80% of their estimated service life.
2.5 - 3	Poor	Asset is below standard showing signs of significant deterioration, are in danger of imminent failure, and will require repair or replacement. Where condition data is not available, this category applies to assets which have exceeded 80% of their estimated service life.

4.4. OVERALL SUMMARY OF ASSETS

An overall summary of the assets identified in each AMP can be found below in **Table 9.** The total replacement cost for all assets is approximately $4.1B in 2025 CAD$. Overall assets are an average of Good condition and have expended an average of 60% of their estimated service lives. For a detailed summary of each asset class, please refer to the summary section in the associated AMP. In addition, summary sheets for each asset class have been provided in **Appendix B**.

Table 9: Overall Asset Summary

Asset Class	Replacement Cost	Average Age (years)*	Average Estimated Service Life*	Average % Estimated Service Life*	Average Condition Score*	Average Condition Description*
TOTAL	**$4.1B**	**38**	**63**	**60%**	**1.4**	**GOOD**
Transportation	$879.7M	36	45	80%	1.6	FAIR
Environmental Services	$2.1B	39	78	50%	1.2	GOOD
IT Services	$42.9M	6	10	58%	1.2	GOOD
Economic Development	$42.2M	94	41	100%	1.4	GOOD
Parking	$1.9M	5	23	22%	1.2	GOOD
Airport	$82.3M	56	48	100%	1.2	GOOD
Cemeteries	$14.3M	65	49	100%	1.4	GOOD
Golf	$12.7M	10	33	30%	1.3	GOOD
Forestry & Horticulture	$44.9M	33	56	60%	1.4	GOOD

Asset Class	Replacement Cost	Average Age (years)*	Average Estimated Service Life*	Average % Estimated Service Life*	Average Condition Score*	Average Condition Description*
Facilities	$180.7M	56	51	100%	2.1	FAIR
Fleet & Transit	$74.8M	10	12	81%	2.3	FAIR
Parks & Recreation	$402.6M	30	53	57%	1.5	FAIR
Solid Waste	$75.4M	19	50	38%	1.2	GOOD
Fire	$55.8M	16	51	32%	1.6	FAIR
Clerks	$3.3M	26	196	13%	1.1	GOOD
Human Resources	$0.2M	13	25	52%	1.6	FAIR
Library	$47.7M	60	44	100%	1.2	GOOD
Police	$46.4M	28	62	45%	1.7	FAIR

*Denotes Weighted Average using replacement cost as weighting.

5. LIFECYCLE APPROACH

The lifecycle of an asset refers to the following stages: Planning, Creation/Acquisition, Operations and Maintenance, Renewal/Disposal, which is shown in **Figure 3** and defined in the following sections. For individual assets, please refer to each Asset Management Plan.

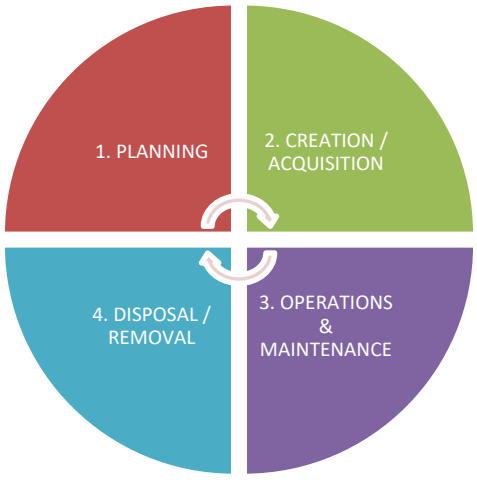


Figure 3: Life Cycle Approach

5.1. PLANNING

For the state of good repair planning the assets have been separated into linear core assets (i.e. collection, distribution, and road assets) and all other core and non-core assets including core vertical assets (i.e. treatment and storage facilities assets). For planning related to growth, please refer to **Section 8.5**.

5.1.1. LINEAR CORE ASSET CORRIDOR PLANNING FOR STATE OF GOOD REPAIR

In general, linear core assets are contained within the right of way (ROW) of a road segment. A typical road segment ROW contains: roadway, roads assets (incl. sidewalks, streetlights, retaining walls, guide rails, traffic signs, intersections etc.), water distribution assets, wastewater and stormwater collection assets, culverts, ditching, and may contain bridge assets. A ROW containing multiple assets is commonly referred to as a “corridor”. With assets grouped into corridors based on location, each asset can be assessed alongside each other to diagnose the optimal treatment method. Typically, a corridor will range along a road from one intersection to the next, and in easements from one end to the next.

The project planning process identifies which individual assets may be required to be replaced or rehabilitated. In any given ROW, there may be multiple assets of varying

asset types that have been identified as replacement or rehabilitation candidates. Moreover, there may be assets within that same right of way that have recently been repaired, are in excellent condition, and may last for a number of years. Where an individual asset is in poor condition and a full corridor replacement is not necessary, individual assets may be replaced or rehabilitated on a case-by-case basis (e.g. hydrants, guide rails, culverts etc.). Therefore, the process of corridor planning aims to identify and evaluate these scenarios and develop the appropriate strategy that will both extend the life of the corridor and harmonize the replacement of all assets within the corridor, while maintaining the required levels of service and minimizing risk exposure.

To ensure that these decisions are being made consistently across the entire infrastructure network, the City has developed a formalized decision-making process for the selection of the project type. Mapping decision criteria in this way helps ensure a consistent, defensible, and transparent approach to decision making. In addition, it allows the visualization of areas for improvement from previous stakeholder input and peer review**.** This allows the City to prioritize corridor projects internally to be included as the department priority score in the Prioritization Matrix described in **Section 9**. The Infrastructure Planning business process is comprised of three (3) core steps which are founded on data analytics and collaboration of previous capital budget stakeholder working groups. The three steps are as shown in **Figure 4**.

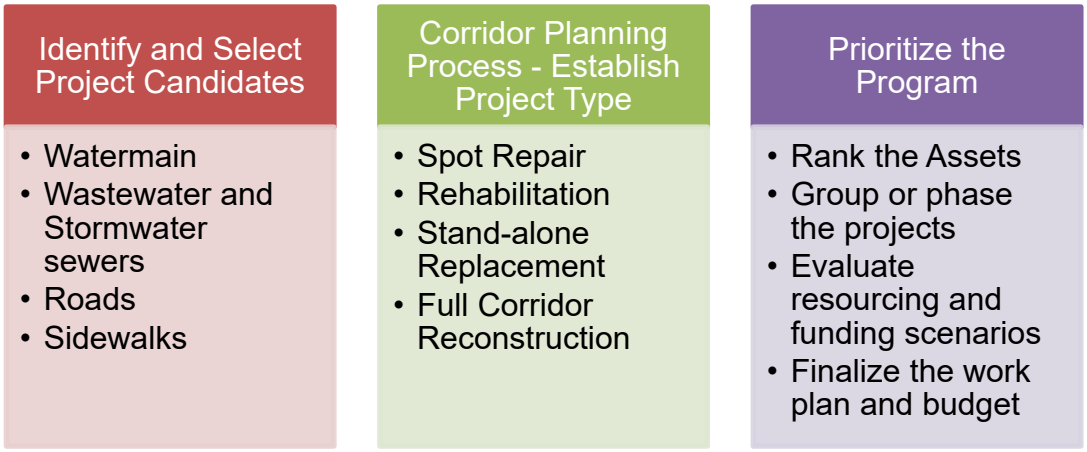


Figure 4: Linear Core Asset Project Selection Process

Figure 5 depicts the decision criteria that are used for selecting the project type of a corridor. Following the corridor coordination process, corridors are grouped together and phased through consultation with each of the stakeholder working groups with the goal of achieving efficiencies in economies of scale.

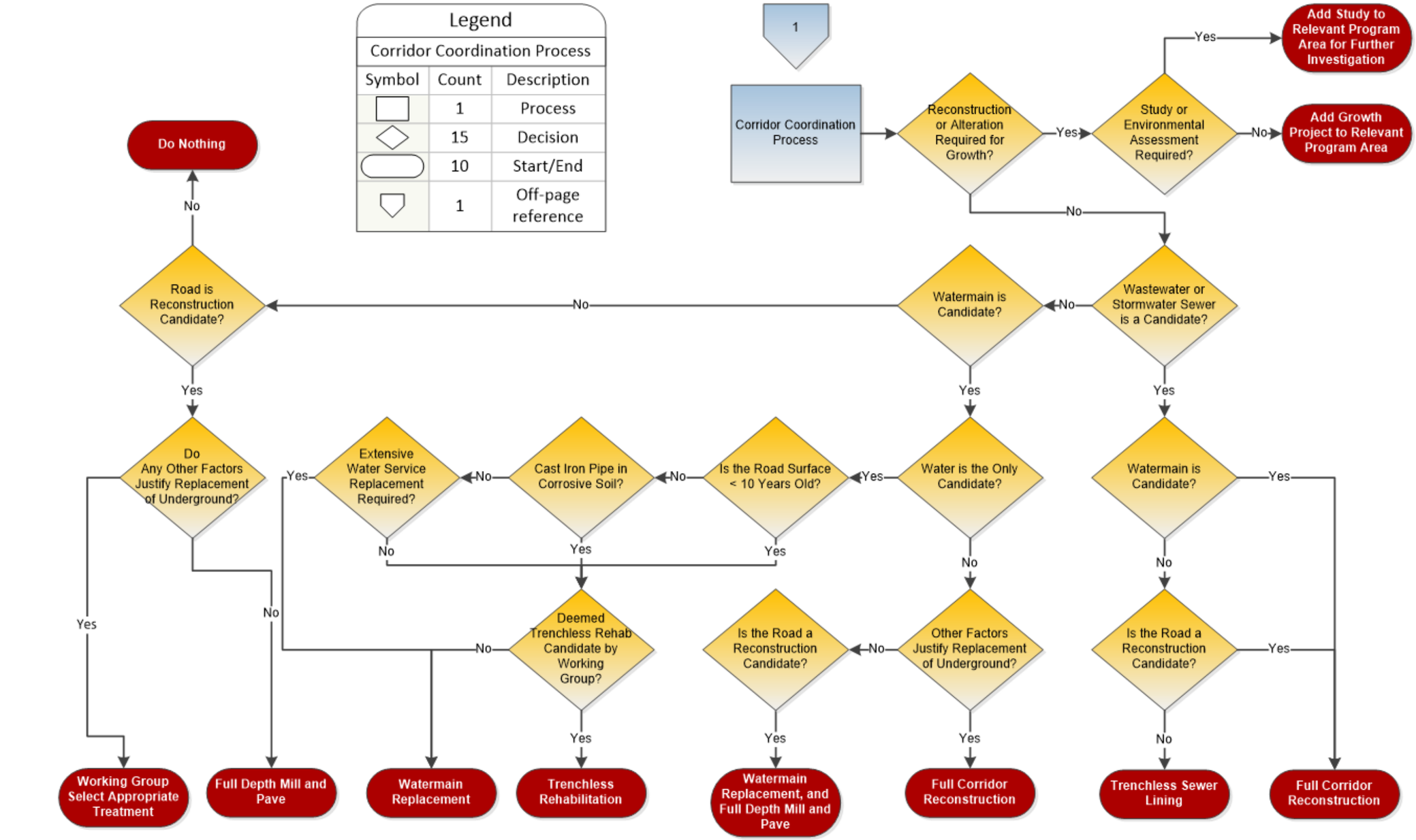


Figure 5: Corridor Planning Process Flow Chart

5.1.2. VERTICAL CORE AND NON-CORE ASSET PLANNING FOR STATE OF GOOD REPAIR

For vertical core assets and all non-core assets, work is typically planned within each department based on a series of criteria including risk, critical asset identification, condition, regulatory compliance, health and safety, operational impacts, and return on investment. This allows each department to prioritize their projects internally to be included as the department priority score in the Prioritization Matrix described in **Section 9.1**. Work is also assessed based on industry best practices and condition assessment results or forecasts.

For bridge assets, work is typically planned based on the results and provided forecast from the most recent OSIM condition assessments.

5.2. CREATION AND ACQUISITION

The cost and requirements for the new or replacement asset are defined at a Class D level through internal estimates, the project will be assigned a priority number through the Prioritization Matrix described in **Section 9**, and is presented during the City budget process. If approved, the City allocates funds from the appropriate reserve and initiates the design phase of the project using appropriate design standards and guidelines and continues to refine costs to a Class C and then B level. At that time, the City also looks for opportunities to improve the level of service requirements for that asset (e.g. upsizing a pipe, increasing number of driving lanes, traffic calming techniques etc.). Cost Estimate Class definitions are shown in **Table 10**.

Table 10: Construction Cost Estimate Classes

Cost Estimate Class	Definition
Class D	Costs prepared at the conceptual design phase. This pricing is based on conceptual design specifications and/or drawings, and typically takes place at 30% design completion.
Class C	Costs prepared at the preliminary design phase. This pricing is based on preliminary design drawings, and typically takes place at 70% design completion.
Class B	Costs prepared during the detailed design phase. This pricing is based on detailed drawings and specifications before the project has been Issued for Tender.
Class A	Costs attained when the bids for a project have been received, verified, and awarded by the contractor.

For larger projects, the project is sent out for tender to be bid on by contractors to construct the asset, and once awarded, represents a Class A estimate level. For smaller projects on individual assets, the City may only require a Request for Quotation or may complete the work internally. The asset is then purchased, constructed and/or installed to specification with a warranty period to follow.

The City has inspectors on site to ensure the asset is constructed to City standards. Extra care is taken at this stage to ensure the asset is constructed properly to avoid any premature repairs or replacements due to installation errors.

5.3. OPERATION & MAINTENANCE

The asset is operating and delivering services to customers. Throughout the life of an asset, corrective and preventative maintenance may be performed on each asset. These lifecycle activities are described in each AMP. For vertical assets, operational activities are recorded in the Avantis Computerized Maintenance Management System (CMMS) or the Cartegraph work management software, and for linear assets, activities are typically recorded in ArcGIS, Excel, on paper or in the Cartegraph work management system. Core and Non-Core assets in Public Works will be transitioning to the Cartegraph system described in **Section 7** from 2021 to 2026. As well as undertaking regular maintenance studies to identify and implement best management practices for multiple asset classes, the City benchmarks operations and maintenance activities and costs on an ongoing basis through the National Water and Wastewater Benchmarking initiative (NWWBI) metrics presented in the Environmental Services AMP. Additional monitoring and potential improvements are evaluated during this process.

5.4. RENEWAL/DISPOSAL

When the benefits of rehabilitating and replacing the asset exceed the operational costs of maintaining the asset, typically the City investigates disposing or replacing that asset.

The asset has reached the end of its useful life, is in poor condition, and/or is underperforming, and requires disposal. The disposal considers the effect on customers such as required detouring or service disruptions which are considered in the Planning stage thereby restarting the cycle. The City follows industry standards when disposing of these assets which may involve capping pipes or demolishing facilities.

6. LEVEL OF SERVICE & PERFORMANCE APPROACH

When considering the level of service of an asset, the City is looking at how well the asset is performing to meet the needs of our customers.

6.1. PUBLIC ENGAGEMENT

To ensure feedback from the public was incorporated into the AMP, information from three (3) public survey campaigns and one (1) internal survey campaign were incorporated into the report and used to develop the customer levels of service for core assets. Three surveys were created specifically for the AMP and were related to the public and staff's opinion on the current levels of service for core and non-core assets. The fourth survey was a 2021 budget priorities survey for the public's opinion on how to best allocate City budget.

The information from these surveys has been used to inform the current levels of service for the 2025 AMP. The City is grateful to all those who completed a survey and provided feedback. However, as the total number of participants in the public surveys for the AMP is less than 1% of the overall population of Brantford the confidence level in the overall applicability of the survey results to the wider population is Low. Due to resourcing constraints and the tight spacing of the 2024 and 2025 AMP in the regulation, the surveys were not re-issued for the 2025 AMP. For future iterations the City will strive to improve participation rates in the surveys.

6.1.1. LEVEL OF SERVICE SURVEY CORE ASSETS

The Core Assets' Level of Service survey was released using the Let's Talk Brantford platform on January 13th, 2021, and was available for a total of three (3) weeks before closing on February 4th, 2021.

The survey received a total of 109 responses and included questions related to the service delivery of our core assets and allowed opportunities for customers to comment and inform the City of any improvements that could be made. The survey questions and available responses are included in **Appendix C**.

Overall, based on the survey results, most customers were generally satisfied with the current level of service provided for our core assets, but some suggestions for improvements to the current level of service included:

- Improve/Inform on protections that are in place for flooding;
- Improve/Inform customers on climate change goals/targets;
- Improve state of our infrastructure related to water/wastewater/stormwater to reduce service disruptions;
- Improve response times for clearing any road hazards;
- Increase cycling lanes connectivity and improve safety amenities for cyclists; and

- Allocate more tax dollars to storm/flooding protection.

6.1.2. 2021 BUDGET PRIORITIES SURVEY – CORE ASSETS

The Budget Priorities survey was released on January 12th, 2021, also using the Let's Talk Brantford platform for a total of eight (8) weeks before closing on March 8th, 2021. This survey was not released as part of the Asset Management Plan. However, results of the survey were used to inform components of the AMP. The highlights of the survey results related to core assets are below:

- Over half the respondents rated their satisfaction with all City programs and services as 6 or higher out of 10.
- Over half the respondents thought that they got fairly good value for programs and services for the taxes they paid.
- For Public Works and Stormwater Management budgets, the majority thought that the service levels should be maintained.
- To come up with costs to maintain service levels, the majority (70%) was split between: introducing cost recovery through user paid fees, cutting additional programs and services to reduce taxes, and cutting services to maintain current tax level. Only 30% of respondents were in favour of raising property taxes to maintain or increase service levels.
- To increase revenue to maintain levels of service, the most popular methods were to increase development application fees and to increase fees for the use of City roads.

Therefore, based on this information, it is important to customers at the City of Brantford that services are delivered with particular attention to cost efficiency to avoid raising taxes in the City as much as possible while maintaining desired service levels.

6.1.3. LEVEL OF SERVICE SURVEY NON-CORE ASSETS - EXTERNAL

The Non-Core Assets' Level of Service survey was released in 12 parts using the Let's Talk Brantford platform from September 14, 2023 to February 21, 2024. The parts were available for a minimum of three (3) weeks, with some open for more than three (3) months. The final surveys closed on March 11th, 2024.

The survey received a total of 268 participants and included questions related to the service delivery of our core assets and allowed opportunities for customers to comment and inform the City of any improvements that could be made. The survey questions and available responses are included in **Appendix D**.

Overall, based on the survey results, most customers were generally satisfied with the current level of service provided for our non-core assets, but some suggestions for improvements to the current level of service were included.

6.1.4. LEVEL OF SERVICE SURVEY NON-CORE ASSETS - INTERNAL

The Non-Core Assets' Level of Service internal survey was released using Survey Monkey from February 21, 2024 to March 11th, 2024.

The survey received a total of 260 responses and included questions related to the service delivery of our non-core assets in the following areas: Facilities, Fleet Services, IT Services, Human Resources and Records Services. The surveys also allowed opportunities for staff to comment and inform the City of any improvements that could be made. The survey questions and available responses are included in **Appendix E**.

Overall, based on the survey results, most staff were generally satisfied with the current level of service provided for our non-core assets, but some suggestions for improvements were provided.

6.2. SURVEY CONCLUSIONS

Based on the results of the surveys, when looking at levels of service for core and non-core assets, the City needs to ensure that quality services are delivered affordably, and are both accessible and reliable, while also emphasizing public safety and environmental sustainability. In addition, the City needs to ensure there are proper resources to respond to any unpredicted events. This information was used to develop the qualitative criteria for the City's Customer Levels of Service (LOS).

6.3. CUSTOMER LEVELS OF SERVICE (QUALITATIVE)

The qualitative criteria that will be used to evaluate City of Brantford's customer levels of service and to formulate technical levels of service are listed and interpreted below in **Table 11**.

Table 11: Customer Level of Service Descriptions

Customer Level of Service	Interpretation
Accessibility	Customers must have unrestricted access to these services without barriers in place.
Reliability	Customers must be able to use these services whenever they require them.
Quality	The services provided must be of a certain quality as defined by regulations and legislation as well as customer expectations.
Safety	Customers must feel safe when using these assets, workers must feel safe performing work on these assets, and customers must believe the product of these services is safe to use or consume.
Responsiveness	The City must be reasonably responsive if any service disruptions occur to restore the service in a timely manner.
Environmental Sustainability	The services must consider environmental impact and sustainability when being implemented as well as support sustainable lifestyles.
Cost Efficiency	The services provided should demonstrate value for taxpayer money and be as cost effective as possible while supporting the expected level of service.

6.4. TECHNICAL LEVELS OF SERVICE (QUANTITATIVE) & ASSET PERFORMANCE

The technical level of service for an asset is typically defined using the customer levels of service combined with measurable Key Performance Indicators (KPIs). KPIs are defined as objective, quantifiable evidence to the degree of which a performance result is occurring over time (Barr, 2013). In simpler terms, the City uses KPIs to measure the current performance, and to set measurable goals and targets for how services can be improved or maintained for our customers. Measuring KPIs also supports the City by providing metrics for how effectively the City is achieving our vision for the Asset Class.

For the AMP, the City has used the customer levels of service to inform the technical levels of service to ensure the City is providing the required level of service to meet the needs of our community.

The five (5) measuring methods to measure performance include:

1. Counts - Can be used when population size does not change;
2. Percentages - Can be used to measure a dynamic population;
3. Sums & Totals - Can be used for continuous measures;
4. Averages - Can be used to understand to what degree a result is occurring; and
5. Ratios - Measures rate of productivity (Barr, 2013).

When developing KPIs it is important to consider if the measurement is:

- Practical and functional for the asset group so that information can be collected and maintained;
- Using the measuring method best suited to the asset to ensure the measurement is measuring the attribute in a useful way; and
- Effectively quantifying the measures that the asset group needs to evaluate.

The KPIs for each asset group are provided in their respective AMP Volume.

It is important to note that since the City is in the process of implementing a new work order system (i.e. AIM/Cartegraph), there are KPIs for Asset Classes that are proposed to be tracked in this iteration of the AMP, but currently there is no system to track them. In some cases, these KPIs have been estimated based on available information and do not necessarily have a high confidence level. Therefore, the various AMPs include a proposed levels of service section for KPIs that will be tracked once the new work order system (AIM/Cartegraph) has been implemented. Information related to AIM/Cartegraph can be found in **Section 7**.

6.5. PROPOSED FUTURE LEVEL OF SERVICE TARGETS

There are three (3) possible options for approaches which can be taken to determine the proposed future level of service targets used in the City's AMP. The options are defined in **Table 12** along with the risks associated with each option to the long-term sustainability of the municipality.

Table 12 Proposed Future Level of Service Development Options

Level of Service Development Options	Description	Risk Associated with Options
Decrease Level of Service	Decreasing the level of service should result in cost savings in the short term. E.g. Roads are planned for reconstruction when their PCI falls below 10.	In some circumstances, decreasing the level of service may have little impact to the overall customer experience. In others, decreasing the level of service may result in decreased level of customer satisfaction and could lead to safety concerns and possible damage to the City's reputation. Decreasing the level of service too much for an extended period of time may result in higher costs for repairs or closure of certain assets over the long-term.
Maintain Level of Service	Maintaining the level of service should maintain costs with increases anticipated to reflect inflation or growth. Customer experience would also be anticipated to remain the same as well as the City's reputation. E.g. Roads are planned for reconstruction when their PCI falls below 20.	If the current levels of service match customer expectation and regulatory requirement, maintaining them would typically be the recommended approach. However if the current levels of service do not match customer expectations or regulatory requirements, then maintaining them may not be the recommended approach. Similarly, City reputation may not match with what the City would prefer. If a low level of service is maintained for too long it may lead to health and safety concerns.
Increase Level of Service	Increasing the level of service should result in enhanced customer experience and City reputation. E.g. Roads are planned for reconstruction when their PCI falls below 50.	Increasing service would involve increased costs. Increasing the level of service too much, for an extended period of time, may become financially unsustainable for the City.

6.6. LEVEL OF SERVICE COST CONSIDERATIONS

Proper considerations should be made for the most cost-effective methods that can be undertaken to achieve the lowest cost possible with a chosen level of service. **Table 13** below includes the lifecycle options available and the associated risks with the chosen options.

Table 13 Lifecycle Options and Associated Risks

Lifecycle Options	Description	Risks Associated if Undertaken	Risks Associated if Not Undertaken
Planning	Consideration is made regarding the asset involving City Master plans and the needs of internal and/or external customers.	Planning activities may extend project timeline.	If planning activities were not undertaken there is a risk missing something that we needed
Operation & Maintenance	The asset is providing benefits to the community and operation and maintenance activities (see **Table 6**) are completed on the asset at specific time intervals to prevent premature failures of the asset.	Completing operation & maintenance activities may mean that there is limited or no access to the asset for a period of time.	If O&M activities were not undertaken the asset would have premature failures, become unsafe and would cost the City more to repair or would have to be closed/removed.
Repair	The asset or a portion of the asset is no longer functioning appropriately, and a repair is needed.	Completing repair activities may mean that there is limited or no access to the asset for a period of time.	If repair activities were not undertaken the asset would no longer function as it should and would affect service levels. The asset would eventually deteriorate and need to be closed.
Replace	The asset has reached the end of its useful life and needs to be replaced to maintain service levels.	Replacing the asset may mean limited or no access to the asset during a period of time.	If replacement activities were not undertaken the asset would no longer function as it should and would affect service levels. The asset would need to be closed and eventually removed.

Lifecycle Options	Description	Risks Associated if Undertaken	Risks Associated if Not Undertaken
Remove	The asset has reached the end of its useful life or is no longer required to meet the appropriate service level and is removed.	Removing the asset may lead to a reduction in service levels.	The asset may be unsafe and could lead to health and safety concerns if not removed.
Install New/Expand	A new asset or extension to an existing asset is purchased and installed.	Installing a new asset may lead to increased costs which could lower service levels.	If a new asset is not installed this may lead to an eventual reduction in service levels.

Depending on the level of service being considered, the most cost-effective method that should be undertaken to achieve the lowest cost associated with the specific level of service may actually be a combination of lifecycle activities. The combination selected will be based on that specific asset and the activities that are likely to give the lowest cost while maintaining the chosen service level.

7. WORK ORDER MANAGEMENT APPROACH

The City currently has an inconsistent approach to how work orders are tracked. However, a centralized work order computer maintenance management system (CMMS) is being implemented.

7.1. CURRENT APPROACH

Historically, processes and information systems were implemented on an as-needed basis to address specific department requirements. The work order information system related to our core and non-core assets currently includes:

- **Avantis Computerized Maintenance Management System (CMMS):** Utilized for maintenance management and work order purposes to varying extents within the Public Works Department usually related to vertical assets.
- **ArcGIS System & ArcGIS Collector:** Explained in **Section 6** Key Databases and Applications **Table 6;**
- **Paper records:** Which are internally filed activity notes and either not digitized or not entered into a database;
- **Excel records:** Which are saved in independent folders for group reference, but may not be easily found for all who may require that data.

7.2. PROPOSED ASSET INFORMATION MANAGEMENT (AIM) PROJECT

In 2015, the City of Brantford identified a need for improvements to its work order management system. Several technologies were identified that could improve the City's operation and information efficiencies. These identified efficiencies included: improved information flow, improved capital and maintenance planning, and reduced time and difficulties associated with extracting information from various data locations.

Since these efficiencies would be of great benefit to the organization, the City decided to move forward with the Asset Information Management (AIM) project, with the goal of achieving the following:

- Centralized access to core asset inventory, location, and work information for all levels within Public Works;
- Development and monitoring of Levels of Service and Key Performance Indicators;
- Tracking of asset, activity, and cost centre costs;
- Development of optimized maintenance programs and budgets through cost benefit analyses;
- Recognizing balance between reactive and planned maintenance;
- Documentation of asset failure and development of inspection and monitoring programs to prevent failures;

- Documentation of the City's Corporate Maintenance Memory; and
- Permit and issue tracking and management.

At the time of writing this report, the AIM project is more than four years into its implementation. The selected software is Cartegraph by OpenGov. Integration with other City systems such as JD Edwards and ArcGIS are substantially complete and the Water Distribution and Wastewater Collection, Operational Services, Water Treatment Plant, Fleet and Traffic departments have begun using the system in the field. Data from AIM is not yet consistently available for assets and has been included where available. This project will greatly influence the other sections in this report, especially as related to the Levels of Service metrics and Lifecycle (O&M) Costs and Activities, and so it is anticipated that in future iterations of the AMP, more Level of Service metrics and KPIs will be available to present as well as improved accuracy related to the Lifecycle Activities and Costing.

7.3. IMPLICATIONS FOR LIFECYCLE ACTIVITIES AND LEVELS OF SERVICE

The ability to be able to accurately track the work and associated costs to individual activities and/or assets is critical for effective asset management as it is the piece that provides key information on the connection between the lifecycle activities, level of service and O&M costs.

An asset typically spends most of its life in the Operations & Maintenance stage of the City's lifecycle approach. Proper lifecycle activities in this stage help sustain the desired level of service. Neglecting maintenance can lead to asset deterioration, decreased reliability and if left uncorrected, a decline in service quality. If O&M costs cannot be accurately linked to specific lifecycle activities, it becomes challenging to assess the cost effectiveness of different maintenance strategies which may result in less effective strategies being pursued.

Currently some individual Asset Management Plans have a wider connection gap then others between lifecycle activities, LOS, and O&M costs. This is typically visible as a gap in the totals from the lifecycle activities table amounts and the O&M graphs for the asset category. The City is working towards closing these gaps for future plans.

Reducing the gap in connection between lifecycle activities, costs and results is essential for informed decision-making, resource optimization and ensuring that there is adequate funding and resources to maintain the City's complete asset network at the desired level of service over its lifecycle.

8. FINANCIAL PLANNING APPROACH

Effective financial management in conjunction with proper asset management will enable the City to ensure its assets provide the appropriate level of service for the City to achieve its goals and objectives. Reporting to stakeholders on service as well as financial performance ensures the City is transparently fulfilling its stewardship accountabilities.

Without funding lifecycle activities properly for City assets, the City will have difficult choices in the future including higher reactive maintenance and operational costs, reduction of services and potential reputational damage.

In order to spend taxpayer money effectively, the City has both a capital and operating budget. This section outlines the budget process for capital and operating, proposed and actual costs for 10-year capital spending, the sources of funding for the capital budget and estimated 10-year operating costs for assets.

Capital and O&M budgets determine funding that will be provided, whereas the AMP and any additional City Masterplans typically communicates how and when this will need to be spent to maintain levels of service, along with the service and risk consequences of under spending or spending on a different timeframe. Aligning City budgets and long-term plans with the AMP is critical to ensure all service needs will be met while the City is finalizing a clear financial strategy with measurable financial targets.

Financial projections will be improved as the discussion on desired proposed levels of service and asset performance matures. As the City improves its asset data, it is highly likely that valuations and work required will fluctuate

8.1. BUDGET PROCESS

The budget process consists of two (2) separate budget processes: capital and operating.

The City of Brantford follows structured Budget and Forecast Guidelines centered around a four-year Multi-Year Budget, initiated in the second year of a new Council term. During the first year of the term, Council receives the Budget Confirmation for the fourth year of the plan. Early in its term, Council establishes its priorities, which guide City staff in preparing an Operating and Capital Budget aligned with these goals and required funding. The initial year of the Multi-Year Budget must include detailed departmental business plans, highlighting past achievements and future needs, along with a summary of key budget pressures.

In subsequent years (two through four), Council will review and confirm or amend the budget as necessary, especially if there are Material Changes. Each Department is expected to manage its operations within the approved budget for that specific year, with no allowance for spending future-year funds early. Additionally, user fees will be reviewed and approved by By-law as part of the budget process, with adjustments reflecting market conditions and operational demands, and a four-year Fees & Charges By-law will be sought.

8.1.1. CAPITAL PROCESS

Capital items consist of work related to items considered to be infrastructure assets, and items having a useful life exceeding one year. This can include construction and/or improvements to bridges, roads, buildings, water, sewer, and splash pads and results in the acquisition of, or extends the life of a fixed asset. Capital budget requests are also submitted for projects requiring one-time funding, for example technical studies and building condition assessments that do not require annual funding.

Typically, capital projects are categorized as State of Good Repair or Growth as defined below:

- State of Good Repair/Non-Growth Related (SOGR) Projects – capital work that relates to repairs/ maintenance of existing assets, such as annual road resurfacing work; Projects which support the Current Levels of Service (LOS) tend to be SOGR projects.
- Growth Related Projects – significant capital projects that are new, such as a new recreation facility, new elevated water tank and major renovations/reconstruction projects that have been identified in a growth related study; Projects which support the Proposed Levels of Service (LOS) tend to be growth related projects.

The capital budget process for Year 1 occurs on a four year basis and includes the following steps:

1. Departments identify capital needs for the next 10 years as well as the funding source (e.g. reserve) and enter these projects into the Questica budgeting software which is defined in **Table 6**.
2. Departments also enter projects into the Prioritization Matrix explained in **Section 9** which assigns projects a priority score and assists with developing the capital plans in the following steps.
3. Finance reviews submitted projects including their reserve funding amounts, and priority scores and develops a preliminary capital plan for review by the Senior Leadership Team (SLT). SLT is a team which includes senior and top

management, as well as quality management system representatives. SLT reviews and provides feedback to Finance.
4. Finance prepares a fully funded 4-year capital plan with SLT feedback and presents the revised capital plan to the Estimates committee.
5. The first four years of the budget is then reviewed in detail by the Estimates committee.
6. Capital budget is approved by the Estimates committee and presented to Council for approval.
7. Projects are entered into JD Edwards defined in **Table 6**.
8. Departments initiate projects.

The capital budget process for Years 2 to 4 occurs on an annual basis with the exception of the Year 1 year which reoccurs every four years. It includes the following steps:

1. Capital budget established in Year 1 for the current year is reviewed.
2. If material changes, changes which impact the overall budget cost, are discovered to be required, a change request is submitted through Questica.
3. If administrative changes, changes which have an overall zero impact on the cost of the multi-year budget, are identified, a change request is submitted through Questica.
4. The Internal Budget Committee reviews all requested material and administrative changes.
5. Approved material and administrative changes are presented to Council for final approval.
6. Budgets are entered into JD Edwards defined in **Table 6**.
7. Departments initiate projects.

8.1.2. OPERATING PROCESS

Operating items are costs that reoccur annually which are related to the required operations and maintenance necessary to keep the organization functioning, match inflation, and maintain assets. For assets, operating costs typically refers to the operating costs associated with keeping assets in service as well as to mitigate risk, maintain levels of service, and to achieve regulatory requirements.

The operating budget process for Year 1 occurs on a four year basis and includes the following steps:

1. Operating budgets from previous cycle is used as a starting point.
2. Staff review the previous cycle’s operating budget and evaluate unavoidable budget increases as well as allowable budget decreases and submits proposed budget into Questica.

3. Senior staff review proposed operating budget with Finance and provide feedback.
4. Finance incorporates feedback into operating budget.
5. Operating budget is reviewed and approved by Estimates committee and presented to Council for approval.
6. Budgets are entered into JD Edwards defined in **Table 6.**
7. Departments move forward with lifecycle activities using approved operating budget.

The operating budget process for Years 2 to 4 occurs on an annual basis with the exception of the Year 1 year which reoccurs every four years. It includes the following steps:

1. Operating budget established in Year 1 for the current year is reviewed.
2. If material changes are discovered to be required, a change request is submitted through Questica.
3. The Internal Budget Committee reviews all requested material changes.
4. Approved material changes are presented to Council for approval.
5. Budgets are entered into JD Edwards defined in **Table 6**.
6. Departments move forward with lifecycle activities using approved operating budget.

8.2. FUNDING STRATEGY

Funding for Operating budgets is provided principally by Rate and Taxes collected. A small percentage may be supported by user fees. A portion of the Rate and Taxes collected is allocated to the Rate Reserves and Tax Reserves which are then used to fund capital projects.

Funding for Capital budgets is provided by a variety of fund sources including: 3rd party funding, County funding (for jointly owned assets), Development Charges, Debt, Gas Tax, Other Developer Funding, Rate Reserves and Tax Reserves. Some projects may be entered without a funding source and a funding source is assigned in future budget years prior to the project being started.

Projects are assigned a funding source based on the purpose of the project. Any projects which are identified in the Development Charges study or that have been identified as eligible to be funded by Development Charges will be given appropriate funding from the service specific Development Charges reserve. Next funding would be allocated from service specific reserves (e.g. Roads projects from road reserve, water projects from water reserves). If the projects do not have an applicable service specific reserve, or there is insufficient funding in a reserve and the projects are not restricted to be funded from that reserve, then those projects will go to the Capital Envelope request

pool. Projects which are restricted to certain reserves include rate funded areas such as water and wastewater, and discrete service areas such as the Airport.

Projects in the Capital Envelope request pool are reviewed to determine if they are eligible to be funded from the corporate reserve pool which includes funding received from various recurring grant programs from the Provincial and/or Federal government. If they are eligible, and funds are available, they may be funded from the corporate reserve pool.

The Capital Envelope projects are reviewed based on the prioritization matrix to determine which projects should be funded. Funding for the envelope comes from the Capital Levy which is an amount set aside by Council gathered from Tax Rates with a focus on funding neighbourhood renewal projects to maintain the state of good repair of the City's existing assets.

The remaining funding tool for the City is debt. This is used when a project needs to go ahead but funding is not available. This can include projects required for growth which are eligible for Development Charges, as frequently the Development Charges funding will not be collected until after the key infrastructure has been built. Projects are typically selected for debt financing using a combination of the prioritization matrix and Council priorities.

The funding strategy is presented to the Internal Budget Committee for review and approval before moving to Council and the Mayor for final review and approval.

8.3. RISK MITIGATION STRATEGY FOR FUNDING SHORTFALLS

Funding shortfalls can occur for a variety of reasons, including: lower tax or rate revenues than estimated, lower investment returns than anticipated, changes to regular government funding programs, unexpected emergency work, changes to regulations, tariffs resulting in higher project costs, and unanticipated fluctuations to interest rates on debt payments. Another risk that currently exists for the City is possible changes to the Development Charges legislation that is a key source of funding for planned growth projects. In addition the provincial government has recently identified decreases to the gas tax, a portion of which was returned to municipalities to fund infrastructure projects. The impacts of the decisions of other levels of government on City budgets will be monitored and mitigated where possible.

Should funding shortfalls occur than the City will assess projects, using the prioritization matrix, to determine whether projects can be safely deferred. For priority items which cannot be safely deferred, the City would review its debt capacity and determine if the project would fit within the current debt room set by Council. Remaining shortfalls would

be presented to the Internal Budget Committee for review. The Committee will then follow a similar procedure of determining which projects can be safely deferred.

To minimize the likelihood of funding shortfalls for emergency work, over and above the approved capital budget, the City maintains a Corporate Contingency Reserve. Other mitigation strategies include maintaining a tax stabilization reserve, diversifying City investments to decrease the likelihood of uncertain investment returns; and including contingency allowances in individual capital projects to limit the risk of unexpected cost overruns impacting the overall capital budget.

8.4. STATE OF GOOD REPAIR PROJECTS FUNDING

The City requires funding to maintain the current state of good repair (SOGR) for assets in existing neighbourhoods. Currently, this report outlines the costs required for the next ten (10) years, but future iterations of the AMP may extend to more years (e.g. 25 years, 50 years) as the City continues to identify its needs and gaps.

8.4.1. SOGR PROJECT EXPENDITURE FUNDING SOURCES

Figure 6 shows that from 2025 – 2034 the City has identified approximately $816M in required capital expenditure for SOGR projects. While almost half of the required capital expenditure is expected to be covered by Tax Reserves collected on existing properties the remaining funding comes principally from a combination of Gas Tax, County, 3rd Party, Rate Reserves, Development Charges and Debt financing. The majority in the first four years consists of Tax Reserves, Rate Reserves and Debt financing. In addition, there are currently a few years with capital projects which currently have no funding source identified. It is anticipated that a funding source will be identified in future years as part of the capital budget process or the projects will need to be deferred.

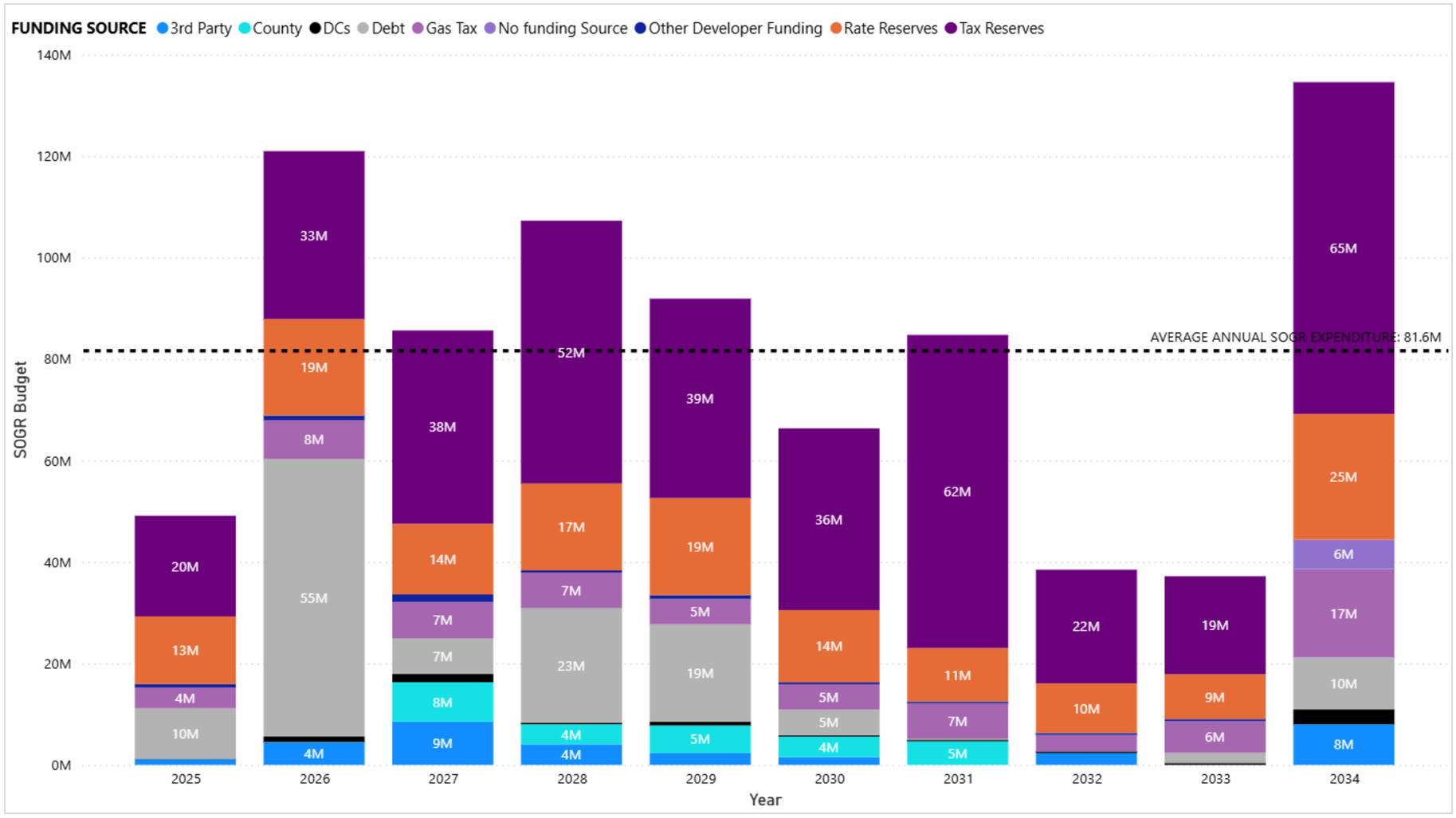


Figure 6: SOGR Project Budgeted Expenditure based on Funding Source

8.5. GROWTH PROJECTS FUNDING

The City also requires funding to plan for new growth for core assets in development areas. As explained below, the City is anticipating substantial growth over the next 30 years. Currently, this report outlines the costs required for the next ten (10) years, but future iterations of the AMP may extend to more years (e.g. 25 years, 50 years) as the City continues to identify its needs and gaps.

8.5.1. CITY OF BRANTFORD GREATER GOLDEN HORSESHOE GROWTH FORECAST

The Greater Golden Horseshoe (GGH) is one of the fastest growing regions in North America. The GGH generates upwards of 25% of Canada's Gross Domestic Product and is considered the economic engine of Ontario. The City of Brantford is located in the Outer Ring of the GGH Growth Plan Area as shown in **Figure 7** below.

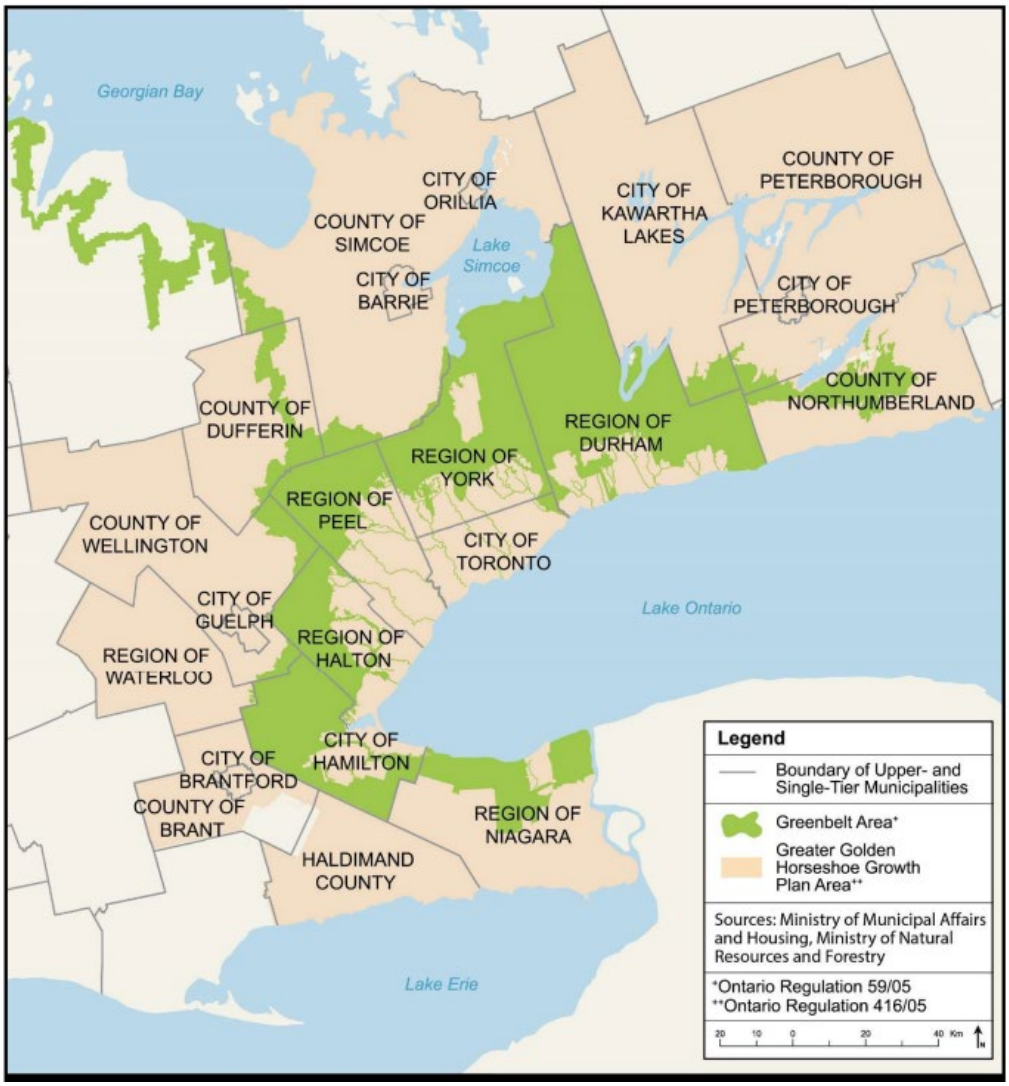


Figure 7: Greater Golden Horseshoe Area (Province of Ontario, 2019)

The GGH Growth Plan indicates that it is anticipated that the City is primed for growth in both residential and non-residential development. Therefore, the 2020 forecasts presented in **Figure 8** below assumed more rapid growth for the City moving forward. Population growth will be fueled by in-migration from the GTAH (Greater Toronto and Hamilton Area) including those intending to commute to the City of Hamilton and the Region of Waterloo.

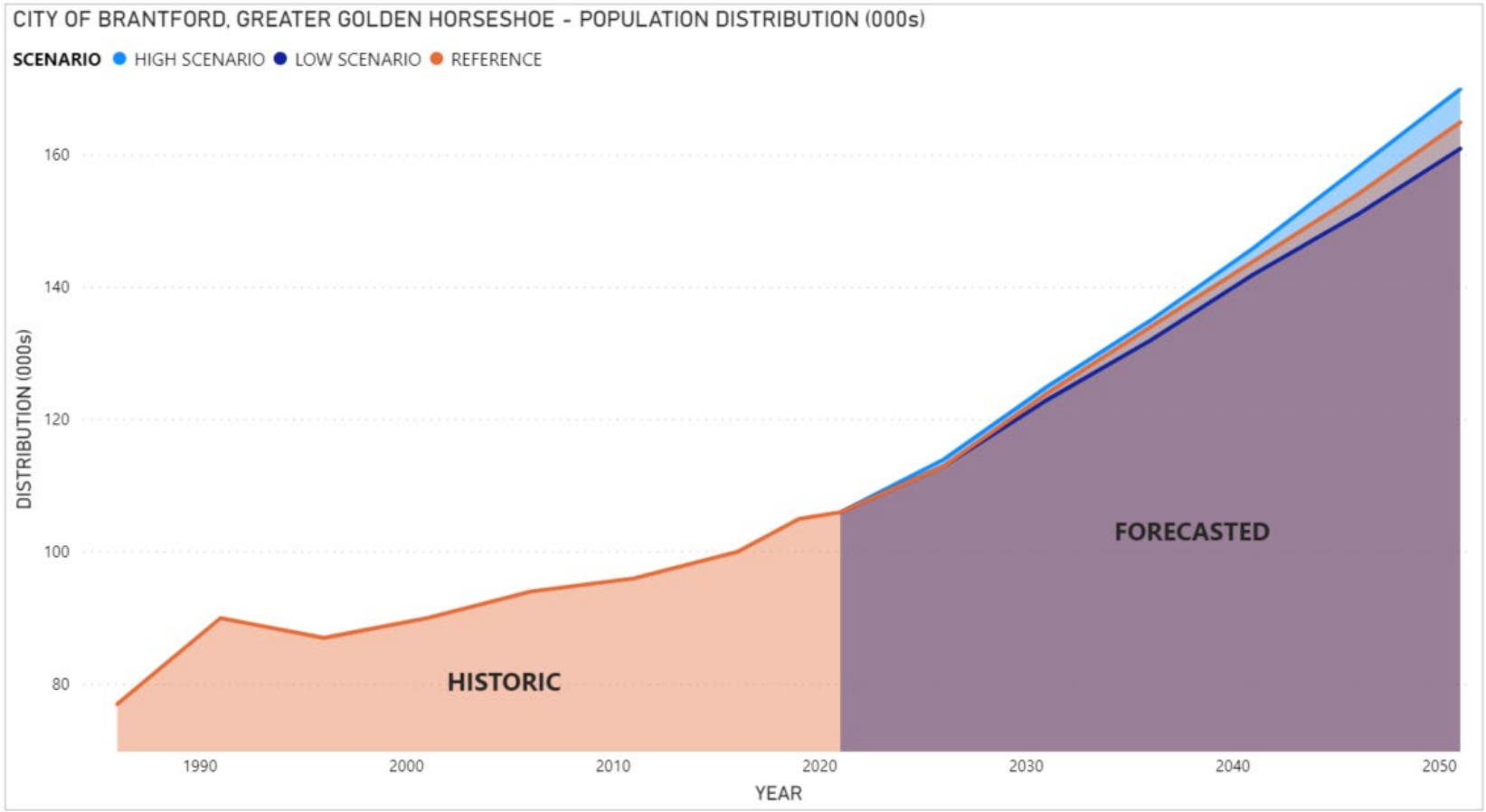


Figure 8: City of Brantford, Greater Golden Horseshoe Population Distribution (Hemson Consulting Ltd., 2020)

The GGH Growth Plan also forecasts that since the City is positioned along Highway 403, which is connected to the City of Hamilton and the GTAH, this will result in employment population growth from commuters as shown in **Figure 9** below.

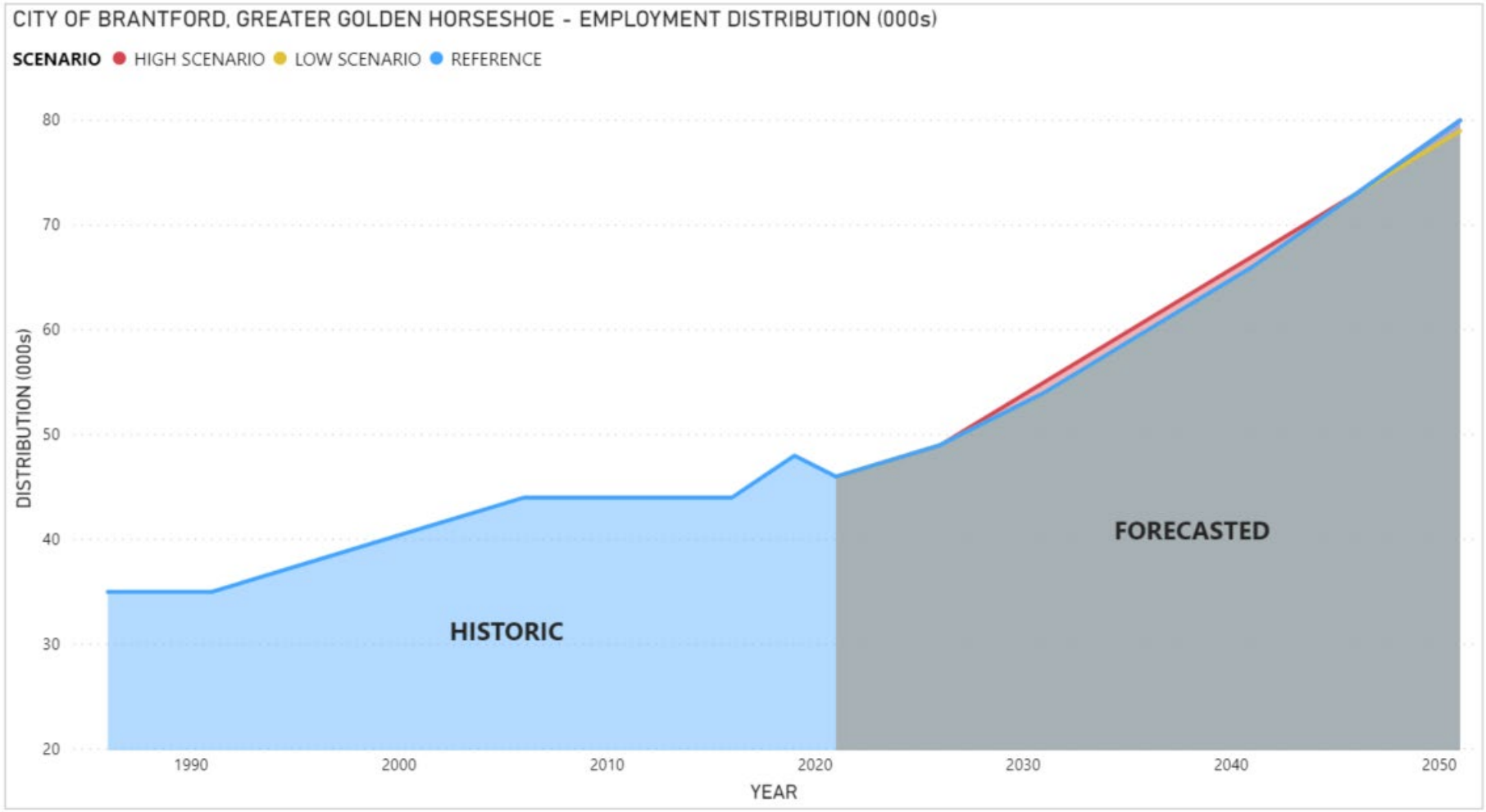


Figure 9: City of Brantford, Greater Golden Horseshoe Employment Distribution (Hemson Consulting Ltd., 2020)

Both figures show significant growth projections for the City of Brantford . This growth will be accomodated by the development projects identified in the City's Official and Master Plans and are explained in **Section 8.5.2**.

O. Reg. 588/17 stated that the 2025 AMPs must include forecasted numbers contained in the 2017 GGH Growth plan, but the most recent GGH Growth Plan was published in May 2019 and amended in August 2020. Therefore, the forecast numbers for City of Brantford are from the August 2020 amendment and are included for both population and employment in **Figure 8** and **Figure 9**.

8.5.2. STRATEGIC PLANNING DOCUMENTS

The following documents in **Table 14** were developed by the City to plan projects in anticipation of the future growth. These documents were used to develop the projected 10-year funding expenditures for growth presented in **Section 8.5.3**.

Table 14: Strategic Planning Documents

Document Name	Description	Year Completed
Official Plan	Contains policies about how land within the municipality may develop and be used in the future.	2021
Transportation Master Plan	Contains strategies for the management of transportation demand, truck route management, transit improvements and the active transportation network, including walking and cycling networks, up to 2051. The Study also identifies the individual projects required to complement these strategies, and prioritize these projects based on need and required timing.	2021
Master Servicing Plan	Contains a comprehensive plan to incorporate all facets of management, expansion and funding of the water, wastewater, and stormwater systems for the entire City, including the Boundary Expansion Lands. The study reviews in detail plans to 2051 and more broad implications beyond 2051	2021
Capital Forecast	A planning document developed internally by the City which forecasts projects to be completed and identifies the cost and timeline for when they should be completed.	2024
Preliminary Operating Budget	A document developed internally by the City which includes actual costs associated with operating assets and the budget allocated for 2025-2028.	2024

8.5.3. GROWTH PROJECT EXPENDITURE FUNDING SOURCES

To accommodate the increased population resulting from the GGH Growth Plan forecast, which is explained in **Section 8.5.1,**, the City is expected to need to invest a significant proportion of budget over the next thirty (30) years to accommodate the expected growth presented in the strategic planning documents identified in **Table 14**. **Figure 10** shows that from 2025 – 2034 the City has identified approximately $751M in required capital expenditure. While almost half of the required capital expenditure is expected to be covered by Development Charges collected on new developments the remaining funding comes principally from a combination of Gas Tax, Rate Reserves, Tax Reserves and Debt financing. The majority in the first four years consists of Development Charges and debt financing. In addition, there are currently a few years with capital projects which currently have no funding source identified. It is anticipated that a funding source will be identified in future years as part of the capital budget process. Two large projects which have been proposed through Council but are not yet included in the Capital Budget are a new indoor soccer complex and a new Sports & Entertainment Complex. The Sports & Entertainment Complex in particular has an initial estimated construction value which will significantly impact the funding sources in the year(s) in which it is constructed.

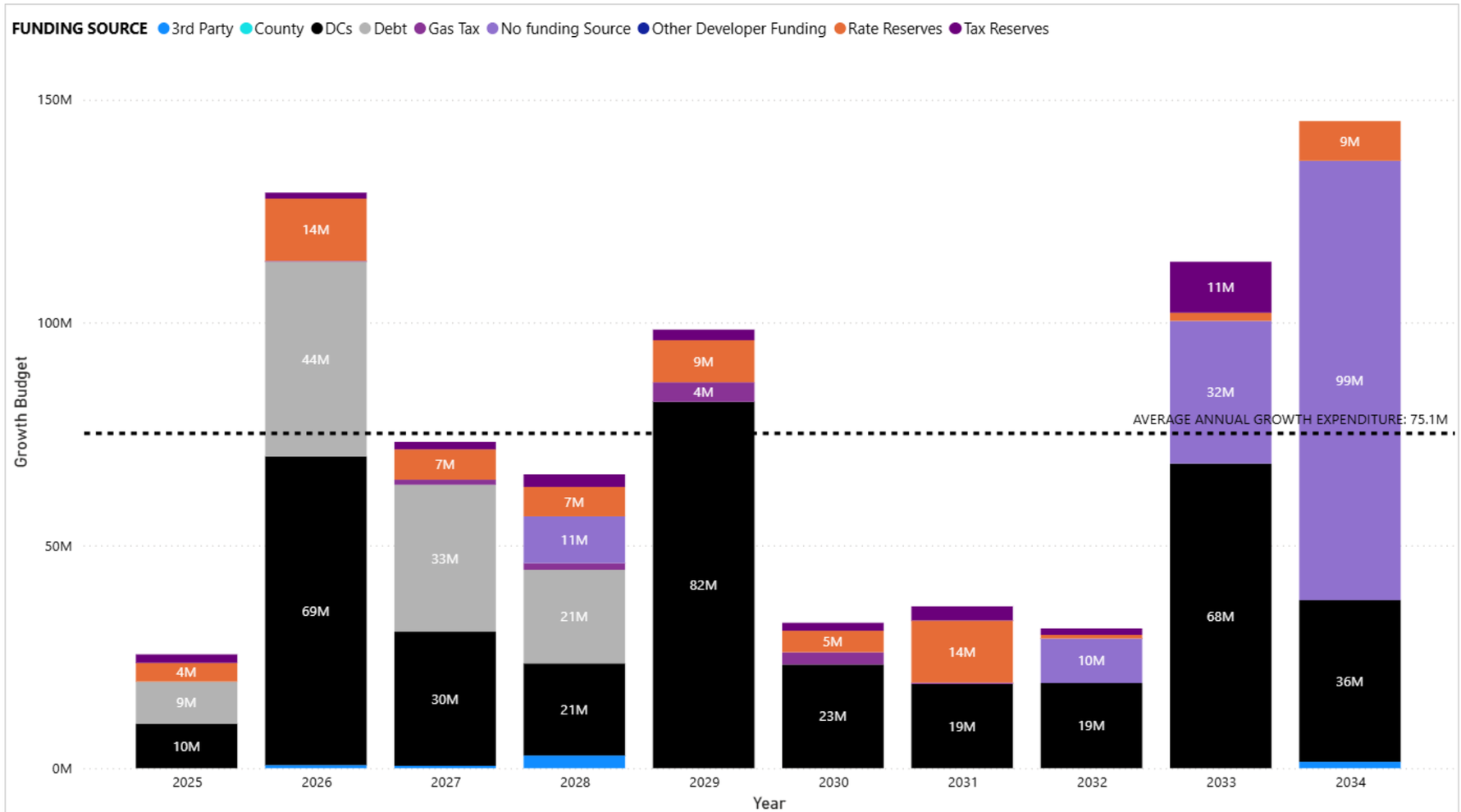


Figure 10: Growth Project Budgeted Expenditure based on Funding Source

8.6. CURRENT LEVELS OF SERVICE

The Current Levels of Service (LOS) typically consist mostly of State of Good Repair (SOGR) capital projects but can also include growth projects when the growth projects are required to be completed in order to continue providing the current levels of service in a larger area.

8.6.1. ESTIMATED 10 YEAR REQUIRED CAPITAL EXPENDITURE FOR CURRENT LEVELS OF SERVICE

Per **Figure 11,** after compiling all costs from the eighteen (18) Asset Management Plans, the City would need to spend an average of approximately $85.5M (2025 CAD$) annually to maintain the current levels of service with regards to the City's existing assets. As shown in the figure, there is typically a spike in the first year (2025) of estimated costing to accommodate assets whose replacement year has been surpassed based on estimated service life.

The largest inconsistent contributors to the overall costs are assets from the Facilities, Parks & Recreation, Fleet & Transit, and the Airport. These are generally contributions from building assets which have either reached the end of their estimated service life and/or had a recent condition assessment completed which identified major rehabilitation work. The largest consistent contributors to the overall costs are assets from Environmental Services and Transportation. The relative consistent amount year over year reflects the consistency of past installation and repair programs.

It is important to note that this graphic was assembled considering assets individually and not combining them into projects such as Full Corridor Projects which is a process outlined in **Figure 5**.

The largest spikes in expenditure are for assets in 2025 due to a significant number of assets being assessed as past their estimated service lives.

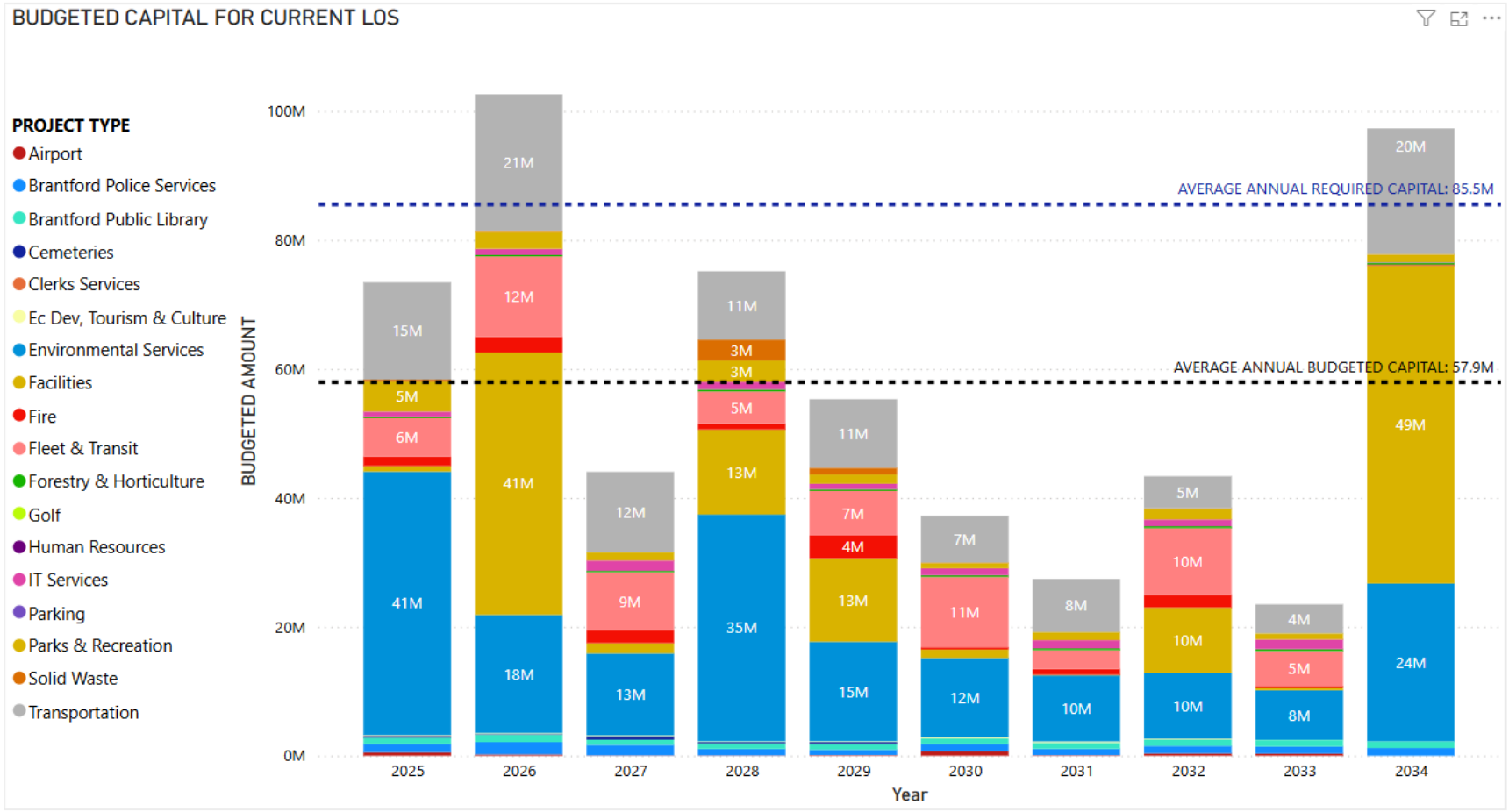


Figure 11: Estimated 10-year Required Capital Expenditure to Maintain Current Levels of Service

8.6.2. CURRENT 10 YEAR CAPITAL BUDGET FOR CURRENT LEVELS OF SERVICE

Although there are spikes and dips in **Figure 11** above, the budget created by the City distributes these costs to ensure affordability by creating annual budgets as shown in **Figure 12** below and allocating funding using reserve funds. The average amount the City is planning to expend to maintain the Current Levels of Service (LOS) in the planned 10-year capital budget from 2025 – 2034 (including 2025) is approximately $57.9M (2025 CAD$). Therefore, comparing **Figure 11** to **Figure 12**, the City has a 10-year funding gap of approximately $27.6M annually to adequately maintain the Current LOS for the City's asset groups.

The term "funding gap" refers the different between the costs forecasted as required to sustain municipal infrastructure assets at a desired level of service and the available or projected funding to meet those costs. The funding gap should not be interpreted as a budget deficit, but as a strategic planning figure representing future investment needs.

The impacts resulting from these funding gaps will be monitored and reported as appropriate. Although this funding gap exists, in 2026 and 2034, the City is proposing to spend over the required average. These spikes are mostly due to large investments in projects related to buildings in the Facilities areas and higher than typical investments in Transportation projects. From 2029 to 2033 in the 10-year forecast, less budget is expected to be expended on Current LOS for assets than is for the years from 2025 to 2029. This, and the spike in 2034, indicate that funding for some projects may be being delayed outside of the 10-year forecast and should be reallocated to a more equal distribution, where possible within the 10-year forecast.

Since the budget is reviewed annually, it is anticipated that this forecast will change as City priorities shift. In addition, the 2025 budget cycle only included four (4) budget years, and so the forecast beyond 2027 below was not Council endorsed, however, staff created the budget below within the identified budget parameters.

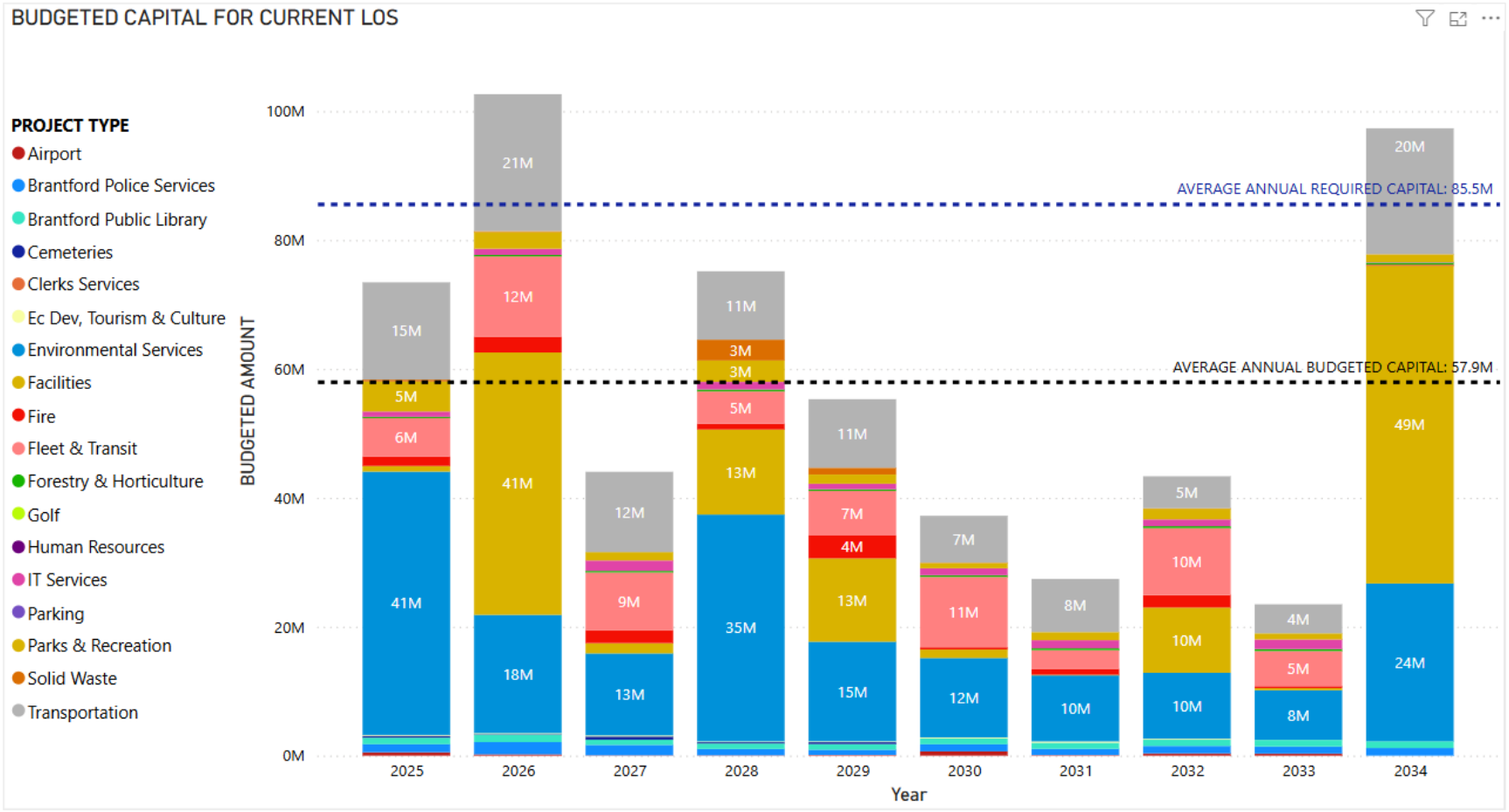


Figure 12: Capital Budget Allocation from 2025 – 2034 for Current LOS

8.7. PROPOSED LEVELS OF SERVICE

The Proposed Levels of Service (LOS) typically consist mostly of growth capital projects but can also include state of good repair (SOGR) projects when the SOGR projects are required to be completed to support the proposed levels of service in a new area. The total level of service is the combination of current levels of service added to the proposed levels of service.

8.7.1. ESTIMATED 10 YEAR REQUIRED CAPITAL EXPENDITURE FOR PROPOSED LEVELS OF SERVICE

Per **Figure 13** after compiling all costs from the eighteen (18) Asset Management Plans, the City would need to spend an average of approximately $154.0M (2025 CAD$) annually to achieve the proposed levels of service with regards to the City's new and existing assets.

The three largest contributing asset areas are Transportation, Environmental Services and Facilities. The Transportation and Environmental Services proposed LOS changes are primarily due to the need to service the expansion lands in the north and in the Tutela Heights area. It is important to note that this graphic was assembled considering assets individually and not combining them into projects such as Full Corridor Projects which is a process outlined in **Figure 5**.

It is important to note that two large projects which have been proposed through Council but are not yet included in the Proposed LOS are a new indoor soccer complex and a new Sports & Entertainment Complex. The Sports & Entertainment Complex has an initial estimated construction value which will significantly impact the annual average expenditure over the 10 year time period.

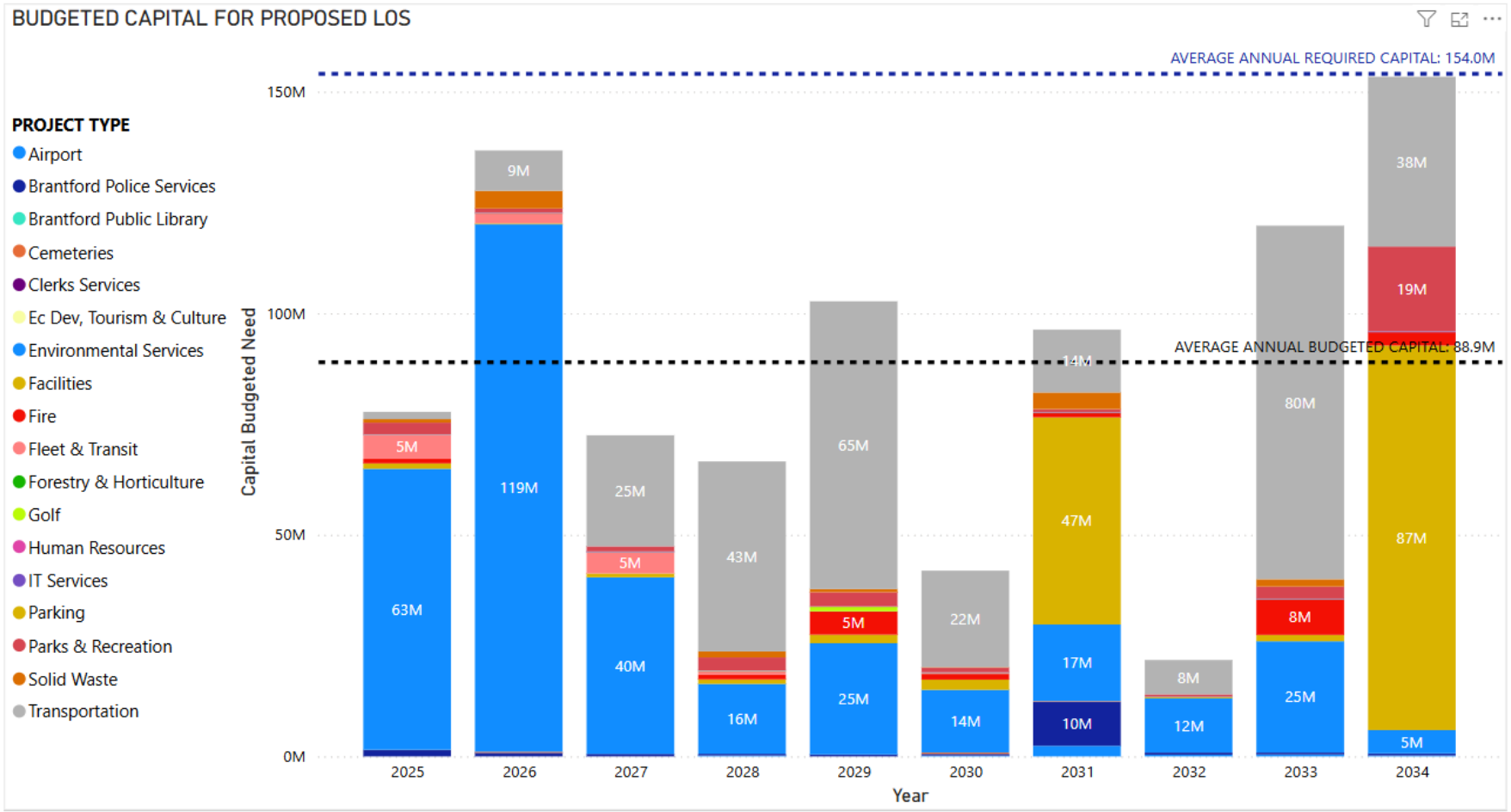


Figure 13: Estimated 10-year Required Capital Expenditure for the Proposed Levels of Service

8.7.2. CURRENT 10 YEAR CAPITAL BUDGET FOR PROPOSED LEVELS OF SERVICE

Although there are spikes and dips in **Figure 13** above, the budget created by the City distributes these costs to ensure affordability by creating annual budgets as shown in **Figure 14** below and allocating funding using reserve funds. The average amount the City is planning to expend to maintain the Current Levels of Service (LOS) in the planned 10-year capital budget from 2025 – 2034 (including 2025) is approximately $88.9M (2025 CAD$). Therefore, comparing **Figure 13** to **Figure 14**, the City has a 10-year funding gap of approximately $65.1M annually to achieve the Proposed LOS for the City's asset groups.

The term "funding gap" refers the different between the costs forecasted as required to provide municipal infrastructure assets at a desired level of service and the available or projected funding to meet those costs. The funding gap should not be interpreted as a budget deficit, but as a strategic planning figure representing future investment needs.

The impacts resulting from these funding gaps will be monitored and reported as appropriate. Since the budget is reviewed annually, it is anticipated that this forecast will change as City priorities shift. In addition, the 2025 budget cycle only included four (4) budget years, and so the forecast beyond 2027 below was not Council endorsed, however, staff created the budget below within the identified budget parameters.

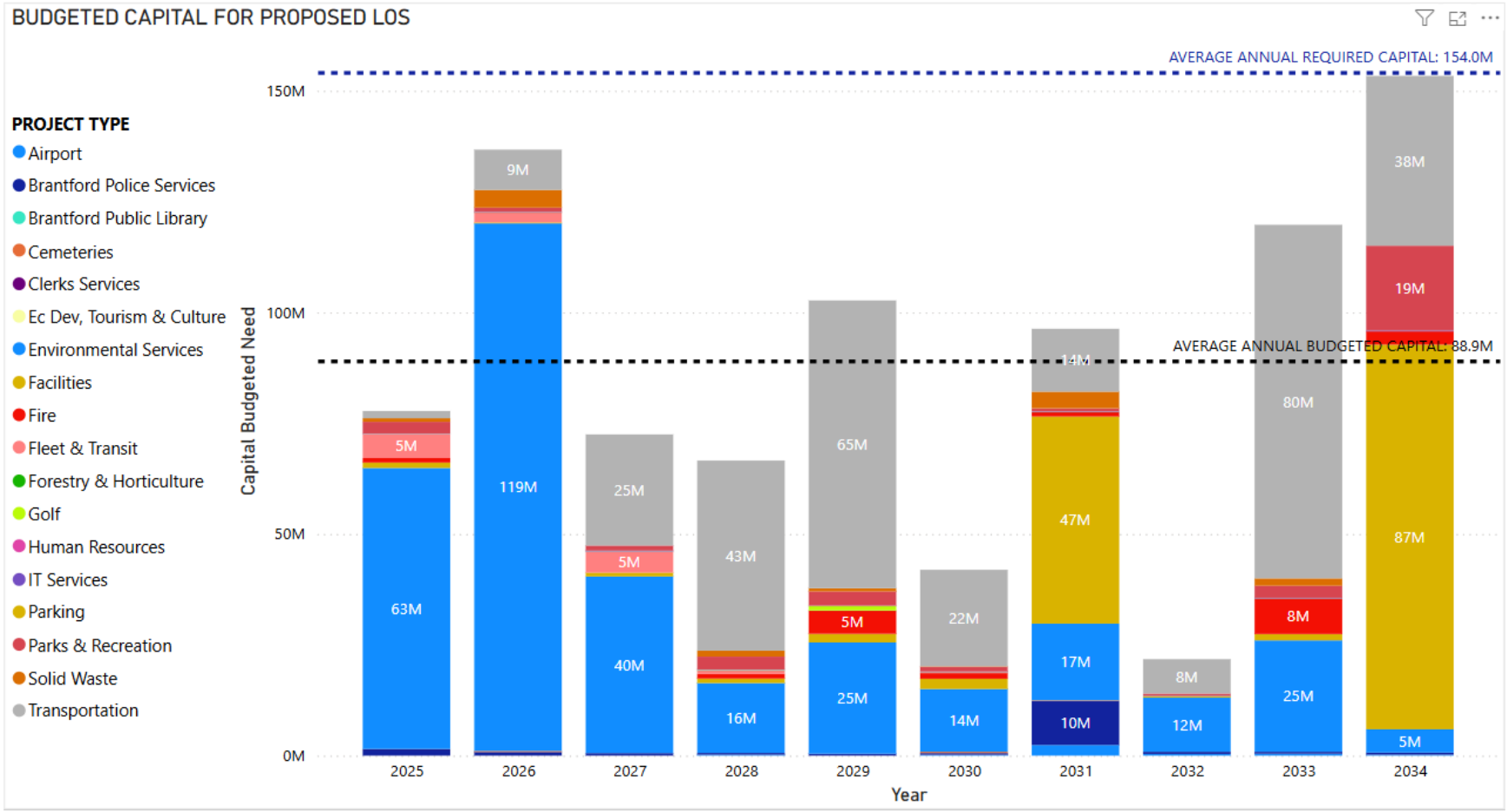


Figure 14: Capital Budget Allocation from 2025 – 2034 for Proposed LOS

8.8. OPERATING PROJECTS BUDGET

The City also requires budget for maintaining assets through the lifecycle activities broken down in the Lifecycle Activities sections of each AMP.

8.8.1. ESTIMATED 10 YEAR O&M EXPENDITURE FOR CURRENT & PROPOSED LOS

Per **Figure 15** below, it is estimated that the City will be spending an average of approximately $113.1M on O&M to maintain the Current Levels of Service (LOS) of the City's assets. With the absence of activity specific O&M costs normally obtained through a centralized work order system, this figure was assembled using the 2025 Preliminary Operating Budget which was created based on actual total O&M expenditures for assets inflated forward to 2034. From 2025 – 2034 it has been estimated that an additional $12.4M per year will be required to operate and maintain the assets built or acquired to meet the Proposed Levels of Services (LOS) in this time. Currently, the O&M unit costing information is at a low confidence level and based on a percentage of the estimated replacement value of the additional assets. The percentage is based on the existing O&M cost as a percentage of the existing replacement value for those assets with an inflation factor of 3.8% per year. When the AIM project, explained in **Section 7**, has been fully implemented, the City will be able to compare estimated operating budgets to actual activity specific operating expenditures.

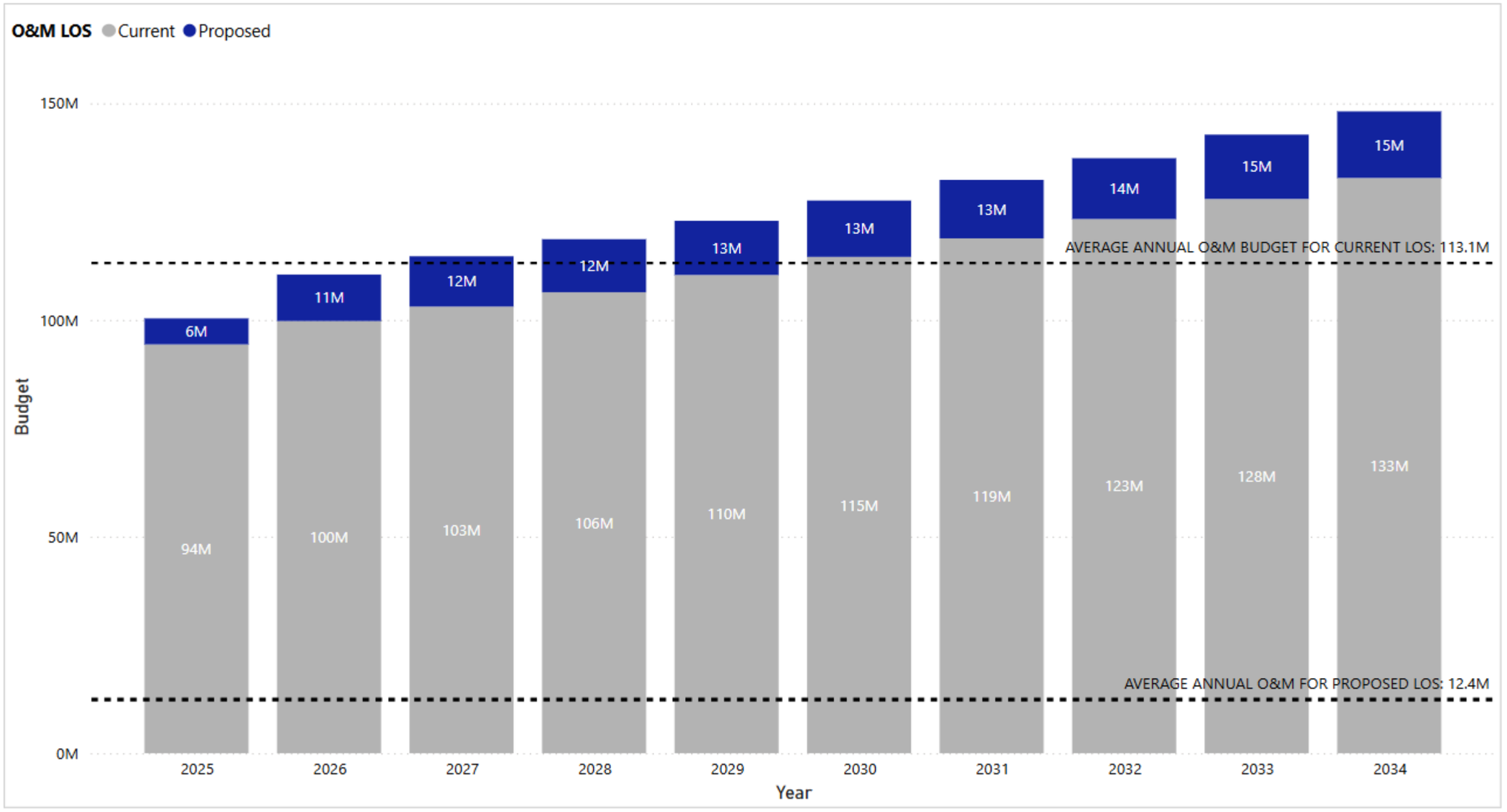


Figure 15: Estimated 10-Year O&M Expenditure For Current & Proposed Levels of Service

Notes:

1. O&M stands for Operations & Maintenance.
2. 10-year operational and maintenance forecasts for Current LOS are based on current budget allocations
3. 10-year operational and maintenance forecasts for Proposed LOS are based on the proportional increase in assets estimated as required.
4. 10-year operational and maintenance forecast overall budget for a single year is Current LOS + Proposed LOS

8.9. ASSET SUSTAINABILITY INDEX

To determine if the City is able to provide sustainable service delivery for the Levels of Service for all asset classes, the **Asset Sustainability Index** (ASI) is utilized. It is calculated by taking the amount the City is proposing to spend on Levels of Service (LOS) and dividing it by the amount the City is projected as needing to spend to maintain the LOS.

The ASI is another way to present the funding gap shown in **Sections 8.6.2** and **8.7.2** which allows for a more straightforward performance comparison across asset classes. The ASI is used as a high-level assessment of whether the City is accommodating asset renewals in an optimal and cost-effective manner based on timing and relative to financial constraints. It is also an indicator of the risk the City is accepting and targeted service levels it wishes to maintain.

To ease understanding the ASI is reported as a percentage:

- An ASI of 100% is considered to be the best as it indicates that expenditures match what is needed to sustain levels of service. This is more efficient as it preserves infrastructure for the lowest cost over time.
- Above 100% funding should be reviewed as it suggests that the City is spending more than necessary, which may be an inefficient distribution of resources. In some circumstances this may be appropriate on a temporary basis to reduce backlogs of overdue repairs and/or replacements.
- Below 100% indicates a funding shortfall, meaning the City is not investing enough to maintain levels of service. If not addressed, this gap can lead to declines in levels of service over time.

Table 15 shows the Combined Capital ASI's for Current LOS, Proposed LOS and the Combination for the asset classes in each AMP. Due to the way the O&M costs are derived at this time, as outlined in **Section 8.8.1** the ASI for the Current and Proposed LOS for O&M has not been included in this iteration of the AMP. It is expected to be included in future iterations as the O&M data tracking on an asset class specific basis improves.

Table 15 Asset Sustainability Index for Capital LOS

AMP	Current LOS Capital	Proposed LOS Capital	Combined Capital LOS
TOTAL	**68%**	**58%**	**61%**
Transportation	46%	64%	58%
Environmental Services	91%	42%	52%
IT Services	23%	33%	24%
Economic Development	29%	NA*	29%
Parking	0%	NA*	0%
Airport	16%	100%	33%
Cemeteries	33%	100%	78%
Golf	0%	100%	54%
Forestry & Horticulture	37%	65%	39%
Facilities	123%	100%	110%
Fleet & Transit	96%	97%	97%
Parks & Recreation	23%	65%	40%
Solid Waste	32%	100%	62%
Fire	75%	93%	85%
Clerks Services	NA	NA	NA
Human Resources	0%	NA	0%
Library	82%	NA	82%
Police	72%	100%	86%

*NA stands for not applicable. It indicates that there are no identified LOS needs for that asset class at this time for whichever columns it appears in.

The overall Combine LOS Asset Sustainability Index for all assets reported in the City's Asset Management Plans is 61%. This is lower than the target ASI of 100%.

As shown in **Table 15** the Proposed LOS generally has a higher ASI than the Current LOS for most asset classes. This is likely to result in higher capital replacement and rehabilitation costs in future years as it indicates a larger funding gap for the City's existing assets versus the new or expanded assets.

The combined value of the Transportation and Environmental Services LOS are substantially higher than for the other asset classes which is why the overall ASI is closer to the Proposed LOS for those two areas.

The Facilities asset class for Current LOS is the only asset class exceeding 100% this is suspected to be due to two main reasons. First the estimated capital need is based on a combination of age and condition assessments and typically does not group projects. This means that while the electrical system may be predicted for an upgrade in 2027 the mechanical may not be predicted for an upgrade until 2036. In order to reduce overall project costs, the budgeted capital work may group these two projects together to avoid

having to re-open walls in 2036 to complete work that could have been done at the same time as work in 2027. Second, the level of estimating for construction cost for the capital budget may be more detailed than the estimation completed for the AMP forecasted capital need. This may result in higher costs being identified for the capital budget. As budgeting approaches and data for the AMP improve, the amount of variance between the forecast and budget for facilities is expected to decrease.

By only having sufficient funding to renew assets at the ASI's shown in **Table 15**, the City will be required to accept tradeoffs which could include:

- Reduced Operating & Maintenance activities resulting in a shorter interval between major rehabilitations, increasing the asset's lifecycle cost;
- Reduced Levels of Service and availability of assets;
- Complaints and reduced customer satisfaction; and
- Impacts to City reputation.

In order to reach an overall ASI of 100% budgets would need to be increased. It is unrealistic to immediately increase the capital budget by $92.7M annually and the operating budget by $12.4M annually. Therefore, it is recommended that moving forward the City undertake the following.

For Capital:

- Re-establish an annual incremental Capital Levy;
- Steadily increase annual contributions to other capital funding envelope reserves beginning in 2026 until the funding gap is significantly minimized;
- Continued funding of condition assessment projects and monitoring studies as well as investigating new inspection methodologies to accurately prioritize asset replacements;
- Continued updates to the City's Master Planning Documents (Master Servicing Plan, Transportation Master Plan, Official Plan, etc.) that will feed into the Water/Wastewater Rate Study and the Development Charges Study to assist in replenishing the City's Rate Funded Reserves;
- Continue to pursue and apply to grant opportunities and/or lobby for additional funding from upper levels of government to help mitigate the funding gaps and support essential infrastructure; and
- Initiate and continue preventative maintenance measures and internal inspections to extend the life of assets.

For Public Works Commission Operations & Maintenance:

- Clearly define all lifecycle activities occurring in each group during the AIM work order software implementation in order to adequately track work orders including resources, time, and material cost.
- Ensure defined KPIs attributes are tracked within AIM where possible for easy extraction to evaluate asset performance and identify operating inefficiencies.
- Instruct staff to use AIM whenever possible after implementation.

For other Commissions and Local Boards Operations & Maintenance:

- Clearly define all lifecycle activities occurring in each group and determine associated costs on average.
- Ensure defined KPIs attributes are tracked for easy extraction to evaluate asset performance and identify operating inefficiencies.
- Instruct staff to follow the same procedure/process to track information year over year.

Other options to manage the gap include reduction and closure of low-use assets, reductions to the current and proposed levels of service, utilize debt-based funding over the long term, adjustments to lifecycle activities, improved renewals and multiple other options or combinations of options.

9. PROJECT PRIORITIZATION APPROACH

Per the 2019 Strategic Asset Management Policy, it was identified that the City's Asset Management Plans must include sufficient information to allow for the prioritization of capital needs as well as operating budgets across the organization.

Corporately, before the proposed implementation of the Prioritization Matrix the City did not have a formal system for prioritizing projects. Projects were typically prioritized based on information provided by individual groups.

Prioritization is important because reactive work often costs three (3) times the amount of planned work due to the emergency ordering of equipment, parts, and labour (including potential overtime) (Reyes-Picknell, 2018). This prioritization is necessary because it will allow the City to do the **right work, at the right time, so that it can be done for the right cost,** which is at the core of good asset management planning.

Therefore, the organization set out to design a decision matrix, which would assist the process for prioritizing projects by standardizing what criteria and weighting the City uses corporate-wide to prioritize the importance and urgency of projects. This decision matrix has been called the **Prioritization Matrix** and was approved by Council for a full implementation as part of the 2023 budget process.

It is important to note that the Matrix is intended to supplement the existing budget process by providing a prioritized list of capital projects as a starting point to best assist staff and Council with decision making. It is not intended to replace the existing budget process. It is anticipated that the current budget reserves and approval process will remain unchanged at this time, but reserves may be adjusted in future.

9.1. PROPOSED PRIORITIZATION MATRIX CRITERIA AND WEIGHTING

The final criteria and weightings shown in **Table 15** were used in the finalized Prioritization Matrix presented in **Appendix F** and were used for the first phase of implementation. Each criterion in the finalized matrix has a descriptive urgency score typically from 0 to 3 (some can have a -1 score), and all criteria require referenced background documentation or informed assumptions for why that project was given a particular score.

It is important to note that these weightings, urgency scores & descriptions, definitions, and criteria are subject to change and revisions if it is found that the output priority list does not adequately reflect City priorities or if other criteria are found to better represent a currently missing need.

To mitigate urgent projects receiving a low score a “Flagged” list has been created. If projects receive a high score in Risk Mitigation, Regulatory Requirement, or the Availability of External Funding criteria, and fall to the bottom of the priority list, they will be put on a Flagged list for a second review. Additionally, if a project continues to fall to the bottom of the list, it may require a Service Review to determine if the project should continue to be considered.

Table 16: Prioritization Matrix Criteria and Weightings

Criteria	Definition	Weighting
Risk Mitigation	The project is being completed to avoid or minimize risk to the public, environment, or organization. Risk may refer to: Health and Safety, Financial, Environmental, Service Disruption, or Reputation. Score based on probability of failure (condition) and consequence of failure (extent).	20%
Regulatory Requirement	The project is driven by legal or legislative requirements dictated by federal, provincial, or other governing jurisdiction.	15%
Department Priority	The identified priority the department has place on the project with respect to its other projects, considering timing and coordination of other projects.	8%
Availability of External Funding	External Funding (e.g. grants, dedicated funding source) is available for this project.	5%
Level of Service / Fit for Purpose	The project is driven by service requirements the public expects from the asset, including the effectiveness of the asset's performance, and considers the extent of the service.	10%
Operations Cost Efficiency	Refers to if the project will affect existing operations' budget.	5%
Operations Resource Efficiency	Refers to if the project will affect existing operations' staff and time.	5%
Political Interest	Council or Local Board has clearly identified this project as a priority in a Council or Local Board report (separate from Master Plan and Corporate Climate Change Action Plan).	6%
Other Supporting Documentation	The project and timeline are supported by referable documentation (e.g. Condition Assessment, Feasibility Study), which has not been encompassed in other sections. This section excludes Council or Local Board Reports, Corporate Climate Change Action Plan and Master Plans.	2%
Environmental Initiative	Project has been identified in the Corporate Climate Change Action Plan.	4%
Community Need	Community need identified by the public and supported by evidence.	6%
Value of Built Heritage	Preservation of a heritage building, or asset has been identified.	2%
Project Simplicity	Refers to whether the project can be completed internally with few resources and small budget and the extent of the benefit.	2%
Strategic Plan	This project is a strategic objective identified in a Master Planning document or in the Official Plan.	10%
Total		**100%**

For the initial implementation of the Prioritization Matrix, only Capital Projects have been assessed. This has allowed the prioritization of higher cost projects first to best utilize the City's budget. However, the intent is for future implementations of the matrix to be extended to include the prioritization of Operations & Maintenance (O&M) projects, which may include modifications or additions to the criteria and weightings to best prioritize O&M projects as well.

The prioritized list of projects output by the matrix can be found in **Appendix G** and will be updated on an annual basis.

10. CLIMATE CHANGE MITIGATION

In December 2019, the City of Brantford Council declared a Climate Emergency. They acknowledged that urgent action is required to reduce carbon emissions produced within the City. Furthermore, the City agreed, in principle, to become a net-zero carbon community by 2050.

Climate change is an important, often overlooked, component of asset management. Since asset management is about making the best possible decisions about our assets, climate change is an important factor to consider as our historic conditions may change, and new hazards may arise. Some examples of these changes include: higher water levels, extreme temperatures, high winds etc. These new conditions may increase the rate at which our assets degrade and may also put some of our assets into new design categories (e.g. if 100-year storm frequencies change due to climate change, our bridge infrastructure may not be designed for it), and so these changes are looked at through the lenses of Risk Management and Changing Levels of Service.

10.1. CLIMATE LENS ASSESSMENT TOOL

As part of the Climate Emergency Declaration, a process to evaluate the climate impacts from all City decisions was developed by City staff. The strategy involves an internal online tool, the Climate Lens Assessment Tool, that guides staff through the considerations and calculations to add a climate change lens in reports to Council. This tool provides quantitative and qualitative information to Council to aid the decision-making process regarding the impacts of their decisions on the climate and the environment.

The Climate Lens Assessment Tool was implemented on November 23, 2021. This component of the staff report was completed by staff from Public Works and Housing for the first year and optional for the remainder of staff during this time. After one year of use, an evaluation process was undertaken and determined that the tool was providing the appropriate data and a discussion on expanding the requirements for the Climate Lens Assessment Tool to other City departments was undertaken. All Staff are now required to complete the Climate Lens Tool to assess climate and environmental impacts for each of their projects and the results are included in the prioritization matrix “Environmental Initiative” section.

10.2. CLIMATE CHANGE FRAMEWORK

The City of Brantford is working on our resiliency to climate change by following the Federation of Canadian Municipalities (FCM) four (4) step framework, which includes the following:

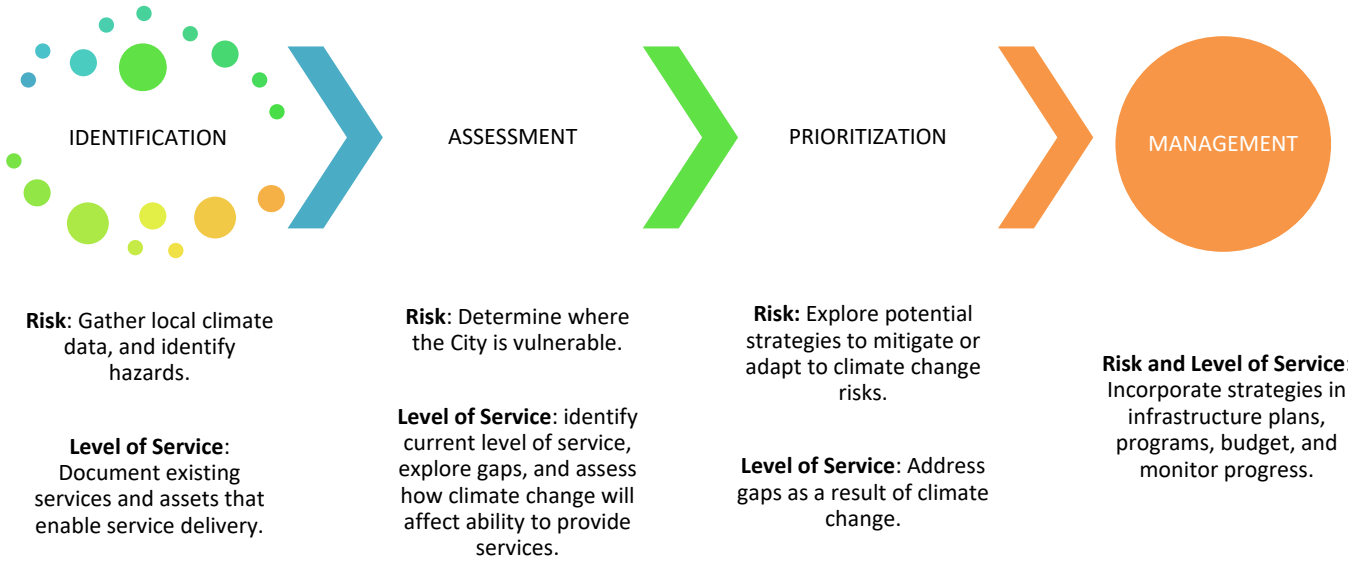


Figure 16: Climate Change Framework (Federation of Canadian Municipalities, 2020)

10.2.1. IDENTIFICATION AND ASSESSMENT

These two (2) steps have been combined because typically these activities are done in tandem at the City. Asset Management and Emergency Planning staff identify hazards and assess vulnerabilities through the following:

- **Hazard Identification and Risk Assessment Ranking -** This ranking identifies: potential hazards (e.g. critical infrastructure failure, tornado, blizzard, extreme temperatures etc.), the likelihood of those hazards occurring, the consequence if those hazards occurred, and the changing risk, which may occur as a result of Climate Change, so that risks associated with each hazard can be identified and a plan devised to deliver critical services during these emergencies;
- **Completing Inventory and Condition Assessments** – Complete inventory and assess condition of infrastructure assets so that the City knows what assets are owned and the condition of those assets, while also considering the likelihood and consequence of failure (risk) to identify which areas of the City are the most vulnerable and require work to continue to provide services;
- **Proactive Maintenance and Replacements** – Complete preventative maintenance activities and proactively replace high risk assets that are identified as poor condition

infrastructure to reduce the likelihood of failure of infrastructure assets to prevent service disruptions; and
- **Monitoring Projects** – Conducting wastewater and stormwater flow monitoring programs and rain monitoring projects so that the City can monitor any changing conditions within the City to include in our future planning.

10.2.2. PRIORITIZATION

The City also considers climate change effects and reduction strategies during prioritization through:

- **Climate Change Action Plan** - Outlines the City's baseline greenhouse gas (GHG) emissions and targets, action items described as Short (1-5 years), Medium (6-10 years), and Long Term (10+ years) that will be completed to reduce emissions, and implementation strategies for these Action Items;
- **Completing Master Planning** – Master Planning includes projected capacity reviews based on monitoring projects and modeling, which considers future growth and climate conditions so that the City can identify any gaps in our network and necessary infrastructure upgrades; and
- **Prioritization Matrix** – Explained in **Section 9**. Includes weights for projects, which are identified as high risk considering the likelihood and consequence of failure, and projects that are in the City's Climate Change Action Plan based on when project is identified to occur.

10.2.3. MANAGEMENT

Finally, City Staff incorporates climate change strategies during the following activities:

- **10-Year Capital Budget** – The 10-Year Capital budget contains projects that have been identified through Master Plans, Condition Assessments, and Climate Change Action Plans to reduce risk and maintain levels of service. The budget is created using the Prioritization Matrix, which includes criteria such as Risk Mitigation, Level of Service, Master Planning, and Environmental Initiatives to ensure all of the above are included in its creation.
- **Climate Change Impact Reporting** – In future, all staff reports to Council must include identified qualitative and quantitative metrics related to the environmental effects of a project or initiative, which will assist us in considering climate change effects when completing a project.

11. NATURAL ASSET MANAGEMENT

Staff and senior management participated in the Municipal Natural Assets Initiative (MNAI) which focused on developing an approach by which the value of natural asset-based solution to municipal service delivery can be understood, measured, and managed within asset management frameworks increasingly used by local governments.

Staff completed the City's first Natural Asset Management Roadmap, available in **Appendix H**, that will provide a guide for the recognition and management of the City's natural assets, referring to natural resources and/or ecosystems that contribute to the provision of one or more services required for the health, well-being and long-term sustainability of a community and its residents. The City's inventory and evaluation of natural assets will be part of future iterations of the City's AMP. City Council has approved funding to support the inventory and evaluation of the City's natural assets. This work is currently underway and is anticipated to be completed by Spring of 2026. The findings will be integrated into future updates of the City's AMP. A list of green infrastructure items is provided in **Figure 18** below.

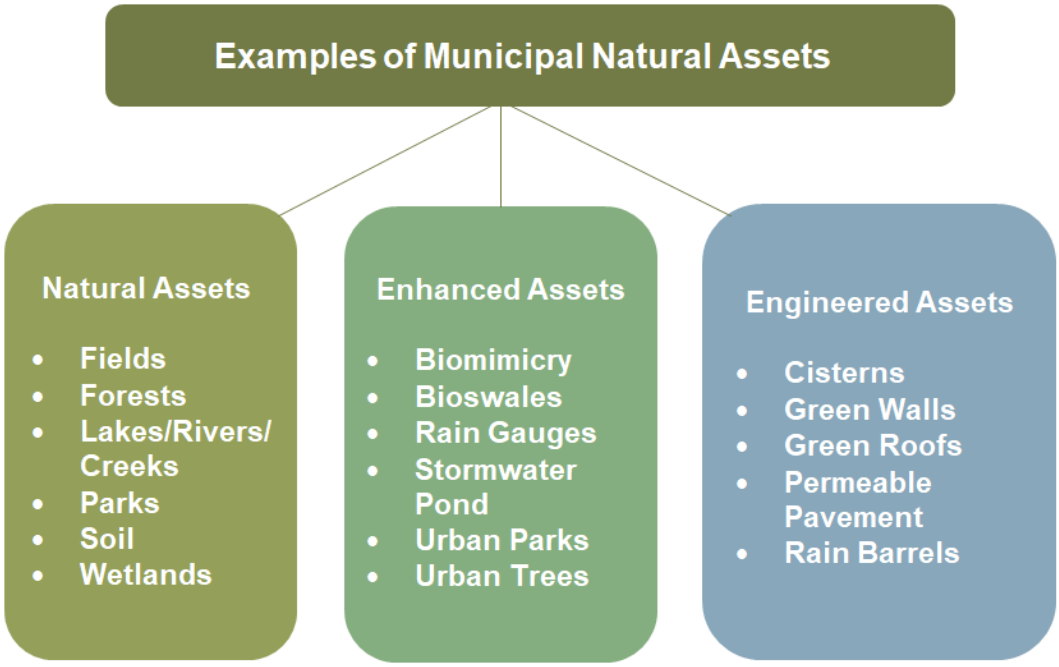


Figure 17 Examples of Municipal Natural Assets

12. CONCLUSIONS & NEXT STEPS

In conclusion, this iteration of the AMP Overview presents overall information about the City of Brantford's asset management approach as related to the City's core and non-core assets. In separate AMPs, the City has presented detailed information related to these asset groups in accordance with O.Reg. 588/17.

This iteration of the AMP addresses seven (7) action items from the 2019 Strategic Asset Management Policy, which is in line with the City's asset management goals. In addition, per the FCM readiness scale, Brantford is generally a Level 2 or 3, and this level is expected to increase as the City moves through creating the subsequent iterations of the Asset Management Plan.

The City collects inventories and conducts condition assessments, inspection programs, and condition desktop analyses on assets, and is continuously investigating ways to improve inventories and conditions that have low data confidence.

This document also outlines the City's general lifecycle approach with respect to core and non-core assets and includes the following stages: Planning, Creation/Acquisition, Operations and Maintenance, Renewal/Disposal.

The City has refined its Level of Service and Performance Approach by conducting multiple surveys with the public to establish Customer Levels of Service which were formulated into Technical Levels of Service which are described in each AMP asset group section.

The City currently documents work orders using Avantis CMMS, ArcGIS, and paper management systems. However, the City is currently working on a centralized CMMS project which has been referred to as the Asset Information Management (AIM) project. At this time, the AIM project is in the implementation phase. It is anticipated that O&M cost breakdowns will improve and become more asset and activity specific, and so O&M costs related to core and non-core assets in the next Overview document may change significantly.

To maintain the current levels of service for assets, the City is currently planning to spend $57.9M per year on average over the next ten (10) years on City assets. Based on calculated information in this report, the City should be raising this amount to a 10-year average of $85.5M per year, which is a difference of $27.6M annually. To achieve the proposed levels of service for assets, the City is currently planning to spend $88.9M per year on average over the next ten (10) years. However, based on calculated information in this report, the City should be raising this amount to a 10-year average of $154.0M per year, which is a difference of $65.1M annually.

Combined this represents an annual funding gap of $92.7M.

The City's current Proposed Levels of Service are expected to result in the need for $12.4M per year in additional O&M costs.

The Asset Sustainability Index of the City's overall asset portfolio is 61% for the Capital Combined LOS. Increased funding or a change to levels of service will be required to achieve the target of 100%.

It is important to note that due to timing constraints, the proposed Sports & Entertainment Complex is not included in this iteration of the City's AMP.

The City has introduced a new method for capital projects prioritization by introducing a Prioritization Matrix tool. The tool is currently only applicable to capital projects, but the City intends to encompass operation and maintenance projects in the long term.

Finally, the City has been investigating ways to mitigate climate change effects. Currently, documentation and tools are being created to address this global issue at the City in the form of the Climate Lens Tool and Climate Change Action Plan. The City has also developed a Natural Assets Roadmap to assist with incorporating natural assets in a more complete manner in future iterations of the AMP.

The next iteration of this AMP Overview document, due in 2030, will be revised to include updated and new information obtained over the next five years.

13. WORKS CITED

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Appendix A

Federation of Canadian Municipalities Asset Management Readiness Scale Assessment Tool

Asset Management Readiness Scale Assessment Tool

FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Introduction and Instructions

FCM's Asset Management Readiness Scale (AMRS) helps municipalities measure progress on asset management in five competency areas. It can also be used to identify priority areas for a community when it comes to its asset management practices. Each of the five competencies is a building block, composed of three outcome areas. Together, the five building blocks form the practice of asset management. The AMRS is also a key tool that is used to track progress by FCM and is central to demonstrating results and successes of the Municipal Asset Management Program (MAMP).

Please note that the AMRS is meant to measure the readiness of your community by competency across all asset classes (e.g. water, wastewater, buildings, roads, bridges, storm water, etc.). It is possible that your asset management practices are very advanced in one asset class and less so in another. The overall rating should reflect the less advanced asset classes.

These instructions focus on how to use this Excel Asset Management Readiness Assessment Tool (Tool). **We strongly encourage you to read the AMRS (see link below) prior to completing this assessment and keep the document on hand as you work through this Tool, which can be found at the following link.**

Asset Management Readiness Scale

You may also find it helpful to watch the following webinar which provides additional guidance on how to use the AMRS.

Assessing your community using FCM's Asset Management Readiness Scale

The Tool is organized as follows:

1. Introduction and Instructions
2. Organization Information (OrgInfo)
3. Readiness Assessments (1 tab for each of the 5 competencies)
    a. Policy and governance (Policy-gov)
    b. People and leadership (People-lead)
    c. Data and information (Data-info)
    d. Planning and decision-making (Plan-decision)
    e. Contribution to asset management practice (Contrib-AM)

Note that the competency tabs can be completed in any order.

Organization Information

Before starting your assessment, ensure that the Organization Information tab is complete.

Competencies

Note that the following instructions apply to each of the five competency tabs. Each competency is separate from the others and can be completed in any order.

Outcome areas – current level of achievement

Each of the competencies has three outcome areas and each outcome area has five levels. First, select the outcomes your organization has already achieved starting at level 1, by clicking on the checkboxes to the left of each statement. You must meet all the requirements of each outcome area level in order for the Tool to reflect that level of competency. It is possible that you have not met some or any of the outcome area levels - in these cases, do not click on any of the checkboxes.

Once you have completed the checkboxes for an outcome area, use the text box to provide information on current actions your organization is taking or has taken in this specific outcome area to achieve your stated level. Please note that including information in this section is required as it will provide FCM more detail on your organization's current state of asset management maturity, and better understand your project and how it is intended to help you progress along the scale.

Note: To make multiple bullet points or separate paragraphs in an Excel comment box, press Alt+Enter while typing in the comment box to start a new line.

Once you have completed the current state for an outcome area of a competency, the Tool will automatically calculate the readiness level for that outcome. Once the current states for all three outcome areas of a competency are completed, the Tool will automatically calculate an overall readiness level for the competency.

Outcome areas – future level of achievement

After you have completed the current state for all three outcome areas, you can then proceed to the expected future state assessment. For each outcome area, please select the level you expect your organization will achieve at project completion by using the dropdown box. Please only consider the change that would be a direct result of your project at the time the project is completed.

Below the dropdown box is a text box for you to provide information on how your project activities will result in your expected future level. Please note that this section is required - the information you provide is critical for FCM to fully understand your proposed project. Please make a direct link between the project activities to be undertaken and the expected future state. For those outcomes that are not affected by your project activities, please enter: "no anticipated impact".

Once you have completed the expected future state for all three outcome areas, the scale will automatically calculate the future state overall rating for the competency.

This process must be repeated for each competency.

Once you have completed the form, please save and include in your application.

This Excel AMRS Tool was developed with support from the Canadian Network of Asset Managers (CNAM).

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Asset Management Readiness Scale Assessment Tool

Organization Information

Name of Lead Applicant	City of Brantford
Province/Territory (select form dropdown)	Ontario
Project Title	2025 Asset Management Plan
Project Number (for FCM use only)	for FCM use only

Asset Management Readiness Scale Assessment Tool

Policy and governance

Policy and governance: By developing this competency, your organization is putting in place policies and objectives related to asset management (AM), bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State

	Outcomes: Select the outcomes that your organization has achieved.									
Outcome areas		**Level 1**		**Level 2**		**Level 3**		**Level 4**		**Level 5**
A: Policy and Objectives	☑	Senior management is committed to formalizing an **AM program**.	☑	We have drafted an **AM policy**.	☑	We are starting to use our **AM policy** to guide our actions.	☐	We manage assets and services in accordance with our **AM policy** and organizational objectives.	☐	We continue to validate and refine our corporate, service and AM objectives based on the evolving needs of our community.
			☑	Senior management and council have endorsed the **AM policy**.						
Please provide notes that describe how you have achieved your current level	Council adopted Corporate Policy 045 - Strategic Asset Management Policy in May 2019. The City has completed iterations of Asset Management Plan in 2021, 2024 and 2025 for City assets which has incorporated information and guiding principles from the 2019 Strategic Asset Management Policy.									

Expected Future State

Current (from left)		**Expected**
3	**1**	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

Policy and governance

Current State

	Outcomes: Select the outcomes that your organization has achieved.									
Outcome areas		**Level 1**		**Level 2**		**Level 3**		**Level 4**		**Level 5**
B: Strategy and Roadmap	☑	We have identified the benefits that we want AM to deliver, and the benefits support organizational objectives.	☑	We have a strategy for our **AM program**.	☑	We have a **roadmap** that details the actions for implementing our **AM strategy** over the next 3 to 5 years.	☐	We are achieving our **AM policy** objectives. The necessary workflows, documents, and reporting tools are in place.	☐	We follow our **roadmap** and continually improve our AM practices.
			☑	We have a draft **roadmap** that outlines our approach for the next 1 to 3 years.			☐	We update our **roadmap** to address evolving needs.	☐	We document improvements to our AM practices.
Please provide notes that describe how you have achieved your current level	As part of the development process for the Strategic Asset Management Policy, Council approved 20 Action Items to be completed in order to implement the Strategic Asset Management Policy. The 2021, 2024 and 2025 AMP versions have assisted the City with achieving many of the AMP policy objectives. The City is still in the process of ensuring the necessary workflows and documents are in place to achieve all AM policy objectives.									

Expected Future State

Current (from left)		**Expected**
3	**1**	**Select the level you expect to achieve at the end of this project**
Please provide information about how your project activities will help you achieve your expected future state		

Asset Management Readiness Scale Assessment Tool

Policy and governance

FCM FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Current State

	Outcomes: Select the outcomes that your organization has achieved.									
Outcome areas		**Level 1**		**Level 2**		**Level 3**		**Level 4**		**Level 5**
C: Measurement and Monitoring	☑	We have identified short-term actions that will demonstrate early progress on AM.	☑	We are collecting baseline data on our current AM practices.	☑	We have established performance measures to monitor our asset management progress, outcomes, and the benefits to our community.	☐	We use performance measures to monitor AM progress, outcomes, and benefits.	☐	We monitor performance and use the feedback to prioritize and make ongoing refinements and improvements to AM practices.
Please provide notes that describe how you have achieved your current level	The City has completed their requirements under O. Reg 588/17 for the 2021, 2024 and 2025 Asset Management Plan iterations. In addition, the City has initiated a number of projects over the past 8 years to improve our data collection to determine the effectiveness of our current AM practices for all assets including implementing new computerized maintenance management system, Cartegraph, in 2021 and a LIDAR survey in 2022 and 2025.									

Readiness level (automatic)	**Working on Level 1**	**Completed Level 1**	**Completed Level 2**	**Completed Level 3**	**Completed Level 4**	**Completed Level 5**
		☑	☑	☑		

Expected Future State

Current (from left)		**Expected**
3	**1**	**Select the level you expect to achieve at the end of this project.**

Please provide information about how your project activities will help you achieve your expected future state

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

People and leadership

People and leadership: By developing this competency, your organization is setting up cross-functional teams with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State

Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
	Outcomes: Select the outcomes that your organization has achieved.									
A: Cross-functional Teams	☑	We have identified the representation we need on our cross-functional **AM team.**	☑	We have a cross-functional **AM team*** that guides the planning and implementation of our **AM program.**	☑	Our **AM team*** works within our organization to lead, communicate, and support AM improvements and organizational changes.	☐	Our **AM team*** is permanent and tasked with guiding and supporting AM across the organization on an ongoing basis.	☐	Our **AM team*** guides and supports the ongoing improvement of AM within the organization
Please provide notes that describe how you have achieved your current level	The City assembled a cross-departmental AM team to create and test a tool called the Prioritization Matrix which is used to prioritize projects corporately, and was approved by Council in April 2021. Members of staff were also selected for each asset class to review and comment on the draft versions of each specific 2025 AM Plan prior to it's completion.									

***Note: Larger organizations may have both an AM team responsible for implementation and an AM steering committee to provide direction and oversee the work. Smaller organizations may group these functions together. This outcome may be better suited to an AM team or an AM steering committee, depending on the organization. In some small communities the AM team may be as few as two people.**

Expected Future State

Current (from left)		Expected
3	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

People and leadership

Current State

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.									
		Level 1		Level 2		Level 3		Level 4		Level 5
B: Accountability	☑	We have a champion who has been tasked with planning for our **AM program.**	☑	Our **AM team*** has a documented mandate to develop our **AM program**, which is outlined in a terms of reference and a one- to three-year **roadmap.**	☑	Our **AM team*** is accountable for implementing our **AM program.**	☐	We have operationalized AM roles and responsibilities across our organization.	☐	We document changes to AM roles and responsibilities as needed to support our evolving requirements.
			☑	Our **AM team** is accountable to senior management and council.	☑	AM roles and responsibilities are included in staff job descriptions.				
Please provide notes that describe how you have achieved your current level	The City has an Asset Management Specialist (a full-time permanent position) to help implement AM as a core business function across all Commissions including completing the City's Asset Management Plans in accordance with O.Reg 588/17 as well as assisting the organization with prioritization. The Asset Management Specialist developed the Prioritization Matrix, 2021 AMP, 2024 AMP and 2025 AMP iterations which were all approved by Council. Currently, the AM Specialist is working to update the Strategic Asset Management Policy and continue to meet the goals outlined in the City's Natural Asset Management									

Expected Future State

Current (from left)		Expected
3	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

People and leadership

Current State

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.									
		Level 1		Level 2		Level 3		Level 4		Level 5
C: Resourcing and Commitment	☑	Council knows that resources must be dedicated to exploring the requirements for **AM** and for drafting an **AM roadmap.**	☑	Council demonstrates buy-in and support for AM and allocates resources (funding or staff time) to further develop the **AM program.**	☐	Council champions AM as a core business function and has approved funding to continue **AM roadmap** activities.	☐	Council funds ongoing AM monitoring and enhancement.	☐	The **AM team** measures and monitors progress.
									☐	Council demonstrates commitment to ongoing improvement of AM practices.
Please provide notes that describe how you have achieved your current level	Council approved the Prioritization Matrix in April 2021 and Natural Asset Management Roadmap in 2024 along with the 2021, 2024 and 2025 AMP iterations which requires staff time to implement and will further assist in developing the AM program. All of these inititivees illustrates Council commitment for futher development of the AM program. The AM Sepcialist will continue to implement initiatives, including meeting again with the AM team and further developing our AM Plans and completing the goals laid out in the Strategic AM Policy to continue to raise Council awareness of Asset Management and how it can better inform									

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
		☑	☑			

Expected Future State

Current (from left)		Expected
2	1	Select the level you expect to achieve at the end of this project

Please provide information about how your project activities will help you achieve your expected future state

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Data and information

Data and information: By developing this competency, your organization is collecting and using asset data, performance data and financial information to support effective asset management planning and decision-making.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.									
		Level 1		Level 2		Level 3		Level 4		Level 5
A: Asset Data	☑	We have **asset inventory data,** including approximate quantities of assets within most asset groups.	☑	We have a **basic inventory** of most **critical assets**, including information on general asset properties such as size, material, location and installation date.	☐	We have a consolidated, **basic inventory** of all assets.	☐	We have expanded **inventory** data for some assets.	☐	We have expanded **inventory data** for most assets.
					☑	We have defined life cycle investment requirements for **critical assets**.				
	☑	We have some anecdotal information on asset condition. Some age information exists.	☑	We are moving our data to a centralized location for use by the **AM team** (note: this does not require AM software).	☐	We have standardized condition rating systems defined for most asset groups.	☐	We have evaluated the life cycle investment requirements associated with **critical assets.**	☐	We have evaluated the life cycle investment requirements associated with most assets.
			☑	We have defined **critical assets** and have some information on asset condition for these assets.	☐	We have asset condition information on all **critical assets.**	☐	We update data according to cycles defined in our **AM plans** or **strategy.**		
Please provide notes that describe how you have achieved your current level	The City has been actively obtaining Condition Assessments for various asset groups over the past eight years, or longer, where required by regulation. However, some critical asset groups have not traditionally obtained the funding for condition assessments. These have historically been in areas which did not have strict regulatory requirements around condition assessment work. The City's Public Works department has been actively working to identify gaps in the inventory information for asset classes and close the gaps over time.									

Expected Future State

Current (from left)		Expected
2	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

Data and information

FCM FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Current State

Outcomes: Select the outcomes that your organization has achieved.

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
B: Performance Data	☑ We have informal or anecdotal approaches for measuring asset or service performance.	☑ We have some information on performance of **critical assets**, collected from a variety of sources.	☑ We have defined **level of service** measurements for some service areas. ☑ We have captured data on current **level of service** performance for some service areas. ☑ We have reviewed service levels and asset performance with council.	☑ We have defined **level of service** measurements for critical service areas. ☐ We communicate the results from our **level of service** measurement program to staff and council regularly.	☐ We have defined **level of service** measurements for most or all service areas. ☐ We continually improve how we collect data on **level of service** performance.
Please provide notes that describe how you have achieved your current level	The City has completed the 2021, 2024 and 2025 Asset Management Plan iterations which includes summary of assets, current and proposed level of service measurements, current and proposed performance and financial considerations for the City's assets. The overall performance for some asset classes is currently not known, not measured, or difficult to obtain from the data currently at the City's disposal. However, data will continue to be improved with each iteration of the Asset Management Plan which are proposed to be reissued every five (5) years.				

Expected Future State

Current (from left)		Expected
3	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

Data and information

FCM FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Current State

Outcomes: Select the outcomes that your organization has achieved.

Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
C: Financial Information	☑	We have **financial information** on our assets, supporting minimum PS-3150 reporting requirements.*	☑	We have major capital renewal and operating & maintenance (O&M) expenditure data for some assets.	☑	We have capital (new and renewal) and O&M expenditure data for most assets.	☐	We understand the cost of sustaining current **levels of service** for all **critical assets**	☐	We understand the trade-offs between investment and the **level of service** we deliver and use this to optimize our financial plans.
			☑	We have a strategy to link AM and **financial information**.	☐	We have linked AM and **financial information** for all **critical assets**.				
					☑	We can demonstrate the gaps between forecasted infrastructure needs and current spending levels.				
Please provide notes that describe how you have achieved your current level	The City has a four (4) year budget and forecasted renewal needs for most asset classes. While O&M expenditure data is collected on asset groups as a whole, it's difficult to dispurse O&M information down to the individual asset level in some areas. The Strategic Asset Managment Policy Action Items 1 through 4 relate to developing stronger links between AM and financial planning. The Asset Management Plans developed by the City have identified data gaps between forecasted infrastructure needs and current spending levels for assets. Staff are actively working to close these data gaps.									

***PS-3150 is the Public Sector Accounting Board's standard guiding the treatment of tangible capital assets.**

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
		☑	☑			

Expected Future State

Current (from left)		Expected
2	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Planning and decision-making

FCM FEDERATION OF CANADIAN MUNICIPALITIES FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Planning and decision-making: By developing this competency, your organization is documenting and standardizing how the organization sets asset management priorities, conducts capital and operations and maintenance (O&M) planning, and decides on budgets.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State

	Outcomes: Select the outcomes that your organization has achieved.									
Outcome areas		**Level 1**		**Level 2**		**Level 3**		**Level 4**		**Level 5**
A: Documentation and Standardization	☑	Our asset planning approaches vary across the orgnization.	☑	Our departments follow a similar but informal asset planning approach.	☑	We have a structured asset planning approach, but application is inconsistent.	☐	We employ a consistent structured asset planning approach for each of our **critical services.**	☐	We employ a consistent structured asset planning approach for all services.
			☑	We evaluate investment needs and priorities based on a mix of structured and ad-hoc practices and criteria.	☑	We set priorities using criteria based on organizational goals and objectives.	☐	We set priorities using criteria that are fully aligned with our organizational goals and objectives.	☐	We adapt our planning approach and criteria to align with evolving organizational goals and objectives.
Please provide notes that describe how you have achieved your current level	A Prioritization Matrix approved by Council in 2021 allows the City to prioritize capital projects using criteria developed based on organizational goals and objectives. Currently, O&M needs are done based on past performance, with little inclusion of asset performance information. The City hopes to extend the matrix to include O&M projects in future iterations. Considerations are also included in the Prioritization Matrix for Climate Impacts through the use of the City's Climate Lens Tool.									

Expected Future State

Current (from left)		**Expected**
3	**1**	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

Planning and decision-making

FCM FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Current State

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.									
		Level 1		Level 2		Level 3		Level 4		Level 5
B: Asset Management Plans	☑	Our approach to asset renewal focuses on reacting to basic needs (e.g. growth, regulation and known problems).	☑	We have draft **AM plans** for some asset classes, with forecasted financial needs based on estimated data.	☑	We have **AM plans** for **critical services**, based on a mix of estimated and actual data.	☑	We have **AM plans** for most services based on actual data.	☐	We have **AM plans** for all services based on actual data.
					☑	Our **AM plans** include available information about **level of service** (current and target) and **risk** management.	☐	Our **AM plans** include basic needs forecasting and **risk** management strategies for **critical assets.**	☐	Our individual **AM plans** are integrated across services.
	☑	We evaluate priorities based on available information, staff experience, and input from council and management.			☑	Our **AM plans** identify short-term issues and priorities.	☐	Our **AM plans** are based on both short- and long-term issues and priorities. They balance short-term service objectives with longer-term goals and **risks**.	☐	Our **AM plans** include needs forecasts and **risk** management strategies for most assets. Plans address **risks** to both service and business goals
							☐	We keep our **AM plans** up to date through normal business.		
Please provide notes that describe how you have achieved your current level	The City has completed the 2021, 2024 and 2025 Asset Management Plan iterations which includes a summary of assets, current and proposed level of service measurements, current and proposed performance and financial considerations for the City's assets. Most asset inventory data is substantially complete, however, some inventory data remains unknown and data gaps have been identified. Condition Assessment data has varying levels of completeness depending on the asset group. Staff are actively working to close these data gaps.									

Expected Future State

Current (from left)		Expected
3	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

Planning and decision-making

FCM FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Current State

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.									
		Level 1		Level 2		Level 3		Level 4		Level 5
C: Budgets and Financial Planning	☑	We prepare annual capital and operating budgets based on historical values	☑	We prepare annual capital and operating budgets based on a mix of historical values and new priorities.	☑	We prepare an annual capital budget based on an annual assessment of current needs.	☑	We prepare annual needs-based capital and operating budgets that are based on an annual assessment of **risks** and current needs.	☐	We prepare multi-year needs-based capital and operating budgets that are based on our short- and mid-term needs.
	☑	We deal with new needs reactively, as they occur.			☑	We have a 3-year **capital plan** that addresses short-term issues and priorities.	☐	We have a 5-year **capital plan*** and update it annually.	☐	We take a structured approach to address in-cycle changes.
							☐	We update our **long-term financial plan** (at least 10-year) annually and understand the risks associated with our investment gap.		
Please provide notes that describe how you have achieved your current level	The City currently prepares a four year capital budget and reviews this budget on an annual basis. This budget is prepared based on projects identified in the previous year, historical values for annual programs (adjusted to reflect perceived trends) and new priorities identified in the current year. The Prioritization Matrix allows the City to prioritize capital projects using criteria developed based on organizational goals and objectives. The O&M budget is a four year budget based primarily on historical trends for each budget item, with some requests for new budget items to reflect anticipated changes.									

***Communities may benefit from long-term capital plans that extend beyond five years to ten years or more.**

Expected Future State

Current (from left)		Expected
3	1	Select the level you expect to achieve at the end of this project

Please provide information about how your project activities will help you achieve your expected future state

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
		☑	☑	☑		

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice

Contribution to asset management practice: By developing this competency, your organization is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State

	Outcomes: Select the outcomes that your organization has achieved.									
Outcome areas		**Level 1**		**Level 2**		**Level 3**		**Level 4**		**Level 5**
A: Training and Development	☑	Our AM training and development approach is informal and largely driven by the personal initiative of staff.	☑	Our AM training and development requirements are defined by management based on short-term needs.	☐	We provide all staff with basic AM awareness training.	☐	We define AM knowledge and skill requirements. A training plan is in place for all positions.	☐	We train select staff members as internal experts to support the ongoing development of organizational capacity.
	☑	Some staff conduct targeted research, seeking out basic information on AM concepts and techniques.	☑	Selected staff are trained on basic AM concepts.	☑	Some staff undergo training on advanced AM concepts specific to their roles and responsibilities.	☐	Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization	☐	Proactive, role-based training serves as a support for career development and succession planning.
			☑	Council has opportunities to increase their understanding of AM concepts.	☐	Staff and council are able to communicate the value of AM in their own words.				
Please provide notes that describe how you have achieved your current level	Advanced knowledge on the management of assets is present throughout the various commissions of the City. Knowledge of Asset Management is more sporadic, there is a basic awareness in most areas however articulation of what the City is actively doing as AM concepts and techniques is not consistent. Advanced knowledge of AM concepts is limited to certain individuals in various Commissions. Council has a basic awareness of Asset Management and has the ability to identify when lifecycle costing is not being adequately included in decision making.									

Expected Future State

Current (from left)		**Expected**
2	**1**	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice

FCM FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Current State

Outcomes: Select the outcomes that your organization has achieved.

Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
B: Internal Communication and Knowledge Sharing	☑	We are aware of the need to mitigate the risk of losing information held in the minds of long-term staff.	☑	We mitigate the risk of losing information held in the minds of long-term staff, through improved record keeping.	☐	A culture of knowledge sharing is emerging internally, supported by official initiatives.	☐	A culture of knowledge sharing exists and is supported by a mix of formal and informal initiatives.	☐	We capture AM knowledge and it flows freely throughout the organization.
					☑	We collect and maintain AM knowledge resources.	☐	We disseminate AM knowledge resources within the organization.	☐	Staff leverage internal and industry knowledge and leading practice resources.
					☑	We communicate the benefits of AM internally to staff and council.				
Please provide notes that describe how you have achieved your current level	The City has been working on various initiatives to improve record keeping and the documentation of Standard Operating Procedures. In some areas, information has been lost as long term staff have been retiring at an increasing rate and initiatives are unable to keep up. In some areas increased turn over has resulted in no long term staff remaining in the area and a gap in the organization's knowledge of its assets. During the development of the Prioritization Matrix, AM staff presented on AM and the benefits to staff and Council, which has increased awareness across the organization.									

Expected Future State

Current (from left)		Expected
2	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice

FCM FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Current State

Outcomes: Select the outcomes that your organization has achieved.

Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
C: External Communication and Knowledge Sharing	☑	We are investigating AM-related organizations and resources.	☑	Staff or elected officials attend AM-related events.	☐	We are members of one or more AM organizations and actively share our AM experience.	☐	We are actively involved in AM organizations and present at AM events.	☐	We are a thought leader on AM within the municipal sector.
							☐	We share information with our peers on our experience, innovations and lessons learned.	☐	We are active in coaching other organizations to improve the overall body of AM knowledge.
			☑	We share basic information on current capital projects with the public.	☑	We share basic information on our assets, the services we provide, and future needs with the public.	☐	We rely on the data from our **AM program** to explain decisions to the public.	☐	We communicate the benefits of AM to the public.
Please provide notes that describe how you have achieved your current level	City staff consistently seek out resources, events and courses from external organizations, such as AMOntario, IPWEA, CNAM or MNAI, to help improve staff knowledge and decision making. The most current Asset Management Plans are made available on the City's website. While City staff participate in events put on by AM Organizations as budgets and schedules permit, funding and schedule availability is limited.									

Readiness level (automatic)	Working on Level 1		Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
			☑	☑			

Expected Future State

Current (from left)		Expected
2	1	**Select the level you expect to achieve at the end of this project**

Please provide information about how your project activities will help you achieve your expected future state

Expected State
Working on Level 1

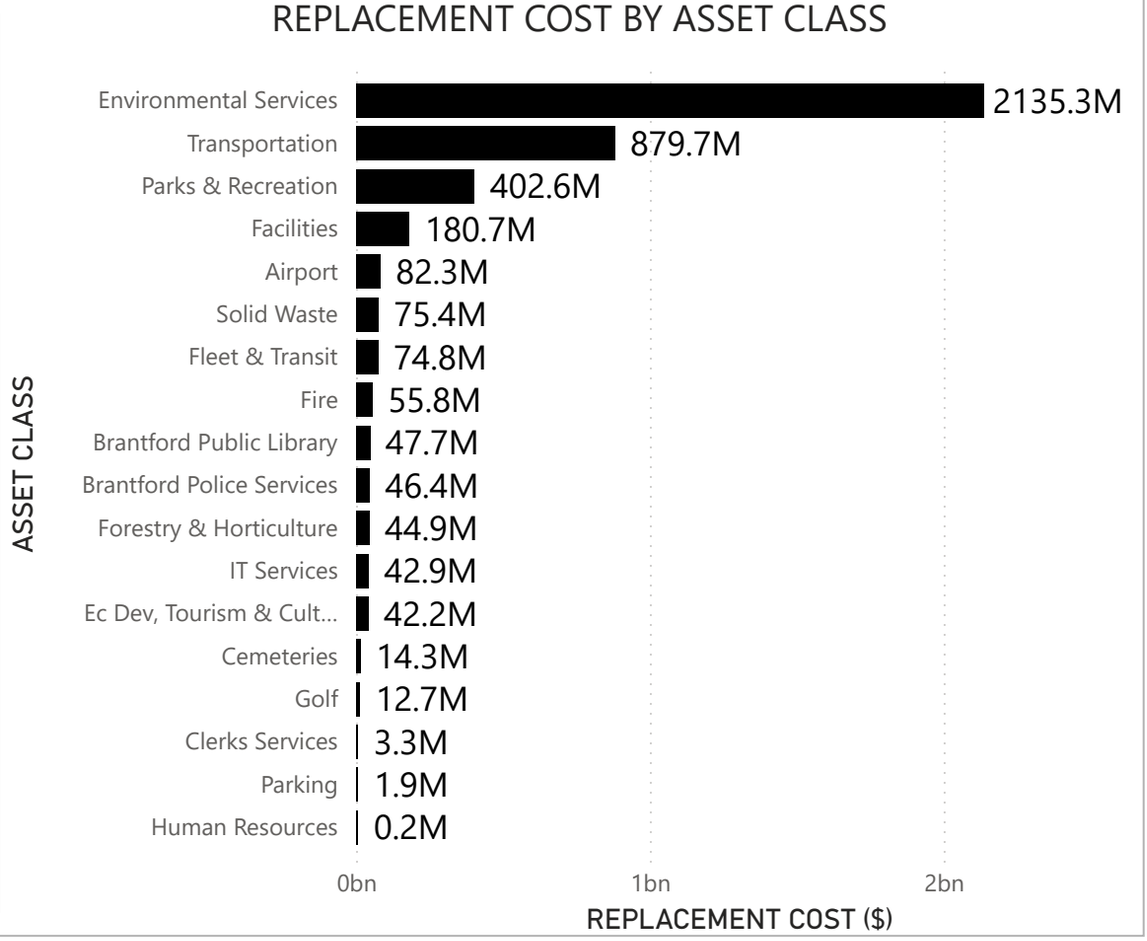
Appendix B

Asset Summary Sheets

TOTAL ASSET SUMMARY 2025

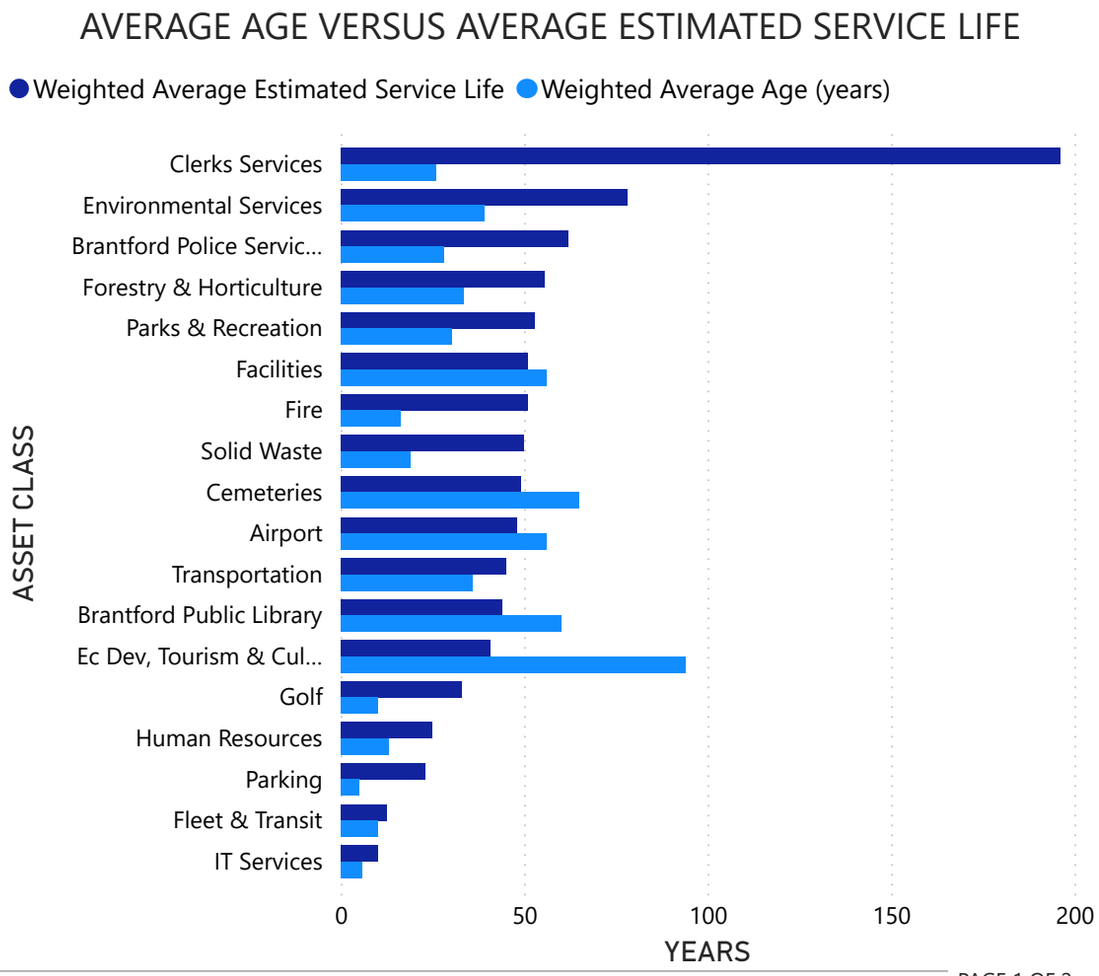
TOTAL REPLACEMENT COST

$4.1B



AVERAGE AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)

38 YEARS (60%)



TOTAL ASSET SUMMARY 2025

AVERAGE CONDITION

GOOD

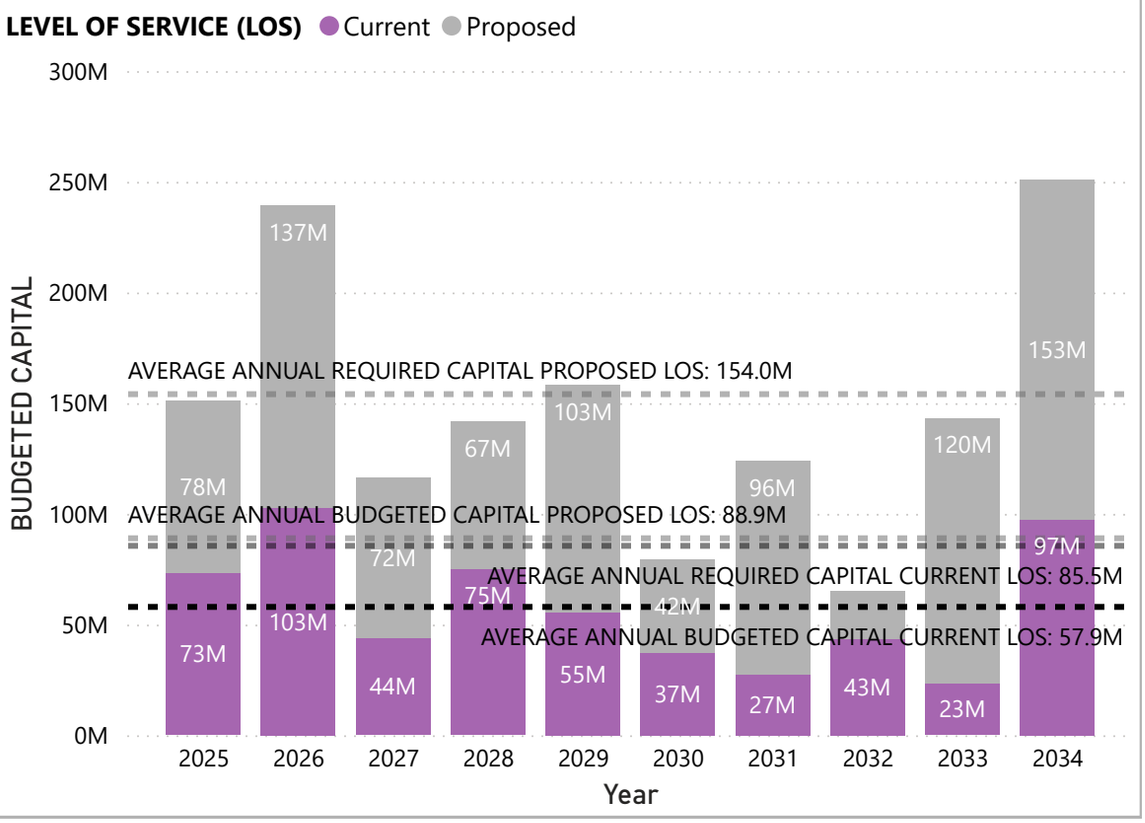
1.4

Asset Class	Weighted Average Condition Description	Data Confidence
Airport	GOOD	MEDIUM
Brantford Police Services	FAIR	HIGH
Brantford Public Library	GOOD	MEDIUM
Cemeteries	GOOD	MEDIUM
Clerks Services	GOOD	MEDIUM
Ec Dev, Tourism & Culture	GOOD	HIGH
Environmental Services	GOOD	MEDIUM
Facilities	FAIR	MEDIUM
Fire	FAIR	MEDIUM
Fleet & Transit	FAIR	MEDIUM
Forestry & Horticulture	GOOD	MEDIUM
Golf	GOOD	MEDIUM
Human Resources	FAIR	HIGH
IT Services	GOOD	LOW
Parking	GOOD	MEDIUM
Parks & Recreation	FAIR	MEDIUM
Solid Waste	GOOD	MEDIUM
Transportation	FAIR	HIGH

ASSET SUSTAINABILITY INDEX (CAPITAL LOS)

61%

BUDGETED CAPITAL FOR CURRENT AND PROPOSED LOS



ENVIRONMENTAL SERVICES
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$2,135.3B	39 YEARS (50%)	GOOD	52%

NUMBER OF WATER TREATMENT BUILDINGS	NUMBER OF DISTRIBUTION BUILDINGS	LENGTH OF WATERMAIN (kms)	NUMBER OF VALVES	NUMBER OF VALVE CHAMBERS	NUMBER OF SERVICES	NUMBER OF HYDRANTS
32	7	515.2	9163	257	44942	3015

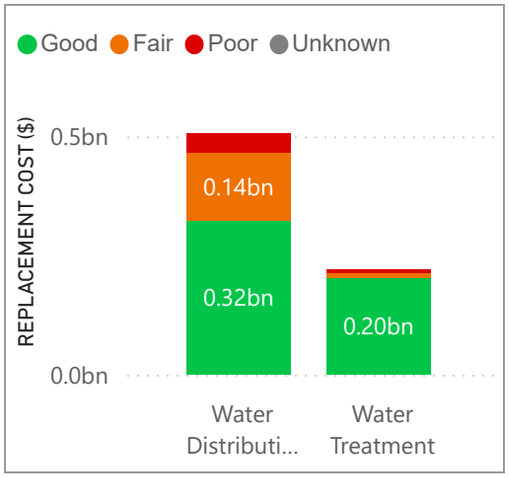
NUMBER OF WW TREATMENT BUILDINGS	NUMBER OF PUMP STATIONS	LENGTH OF FORCEMAIN (kms)	LENGTH OF WW GRAVITY MAIN (kms)	NUMBER OF WW MANHOLES	NUMBER OF WW LATERALS	LENGTH OF SIPHONS (kms)
26	10	5.0	444.7	6464	32609	2.8

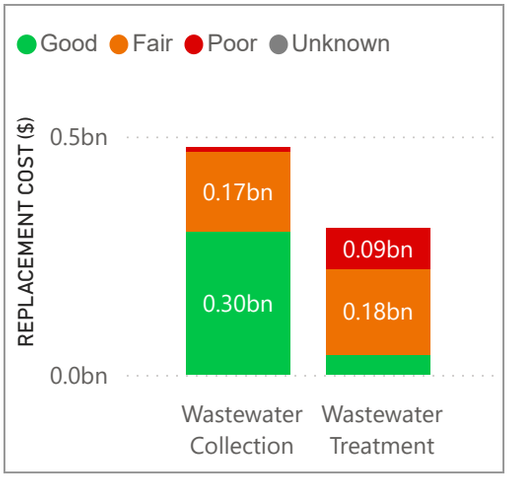
NUMBER OF STORM DETENTION FACILITIES	NUMBER OF STORM PUMP STATIONS	LENGTH OF STORM MAINS (kms)	NUMBER OF INLETS	NUMBER OF STORM MANHOLES	LENGTH OF DITCHES (kms)	LENGTH OF MUNICIPAL DRAINS (kms)
26	1	468.2	13114	6726	93.5	3.6

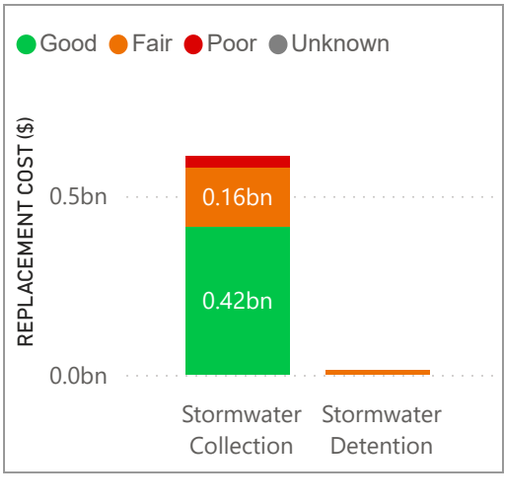
ENVIRONMENTAL SERVICES ASSET ANALYSIS (2025 AMP) DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	HIGH	MEDIUM	MEDIUM

CONDITION DISTRIBUTION







10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$20.6M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$18.8M
AVG. ANTICIPATED ANNUAL O&M COST:	$24.3M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$79.6M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$33.7M
AVG. ANTICIPATED ANNUAL O&M COST*:	$7.7M

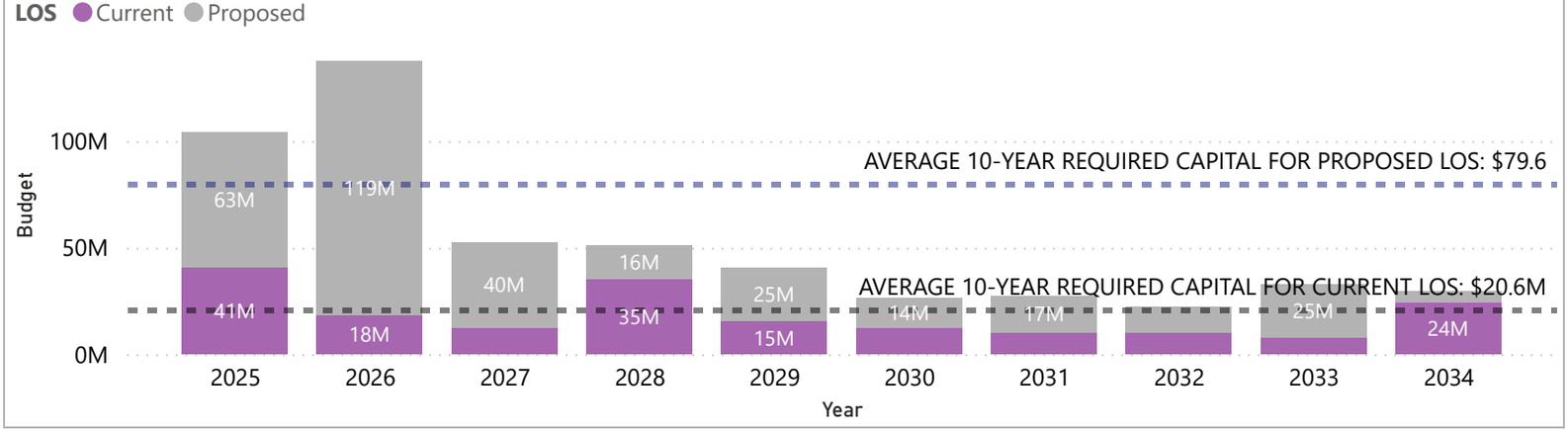
KEY TECHNICAL LOS

% OF PROPERTIES CONNECTED TO THE WATER SYSTEM
2025 97.6%
2034 98.0%

% OF PROPERTIES CONNECTED TO THE WW SYSTEM
2025 88.7%
2034 91.0%

% OF SW SYSTEM RESILIENT TO A 5-YEAR STORM:
2025 56.3%
2034 61.2%

10-YEAR ENVIRONMENTAL SERVICES CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

TRANSPORTATION
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$879.7M	36 YEARS (80%)	FAIR	58%

NUMBER OF VEHICLE BRIDGES	NUMBER OF PEDESTRIAN BRIDGES	NUMBER OF CULVERTS >= 3m	NUMBER OF CULVERTS < 3m	NUMBER OF LOOKOUTS & BOARDWALKS	NUMBER OF STAIRWAYS
13	33	49	232	15	36

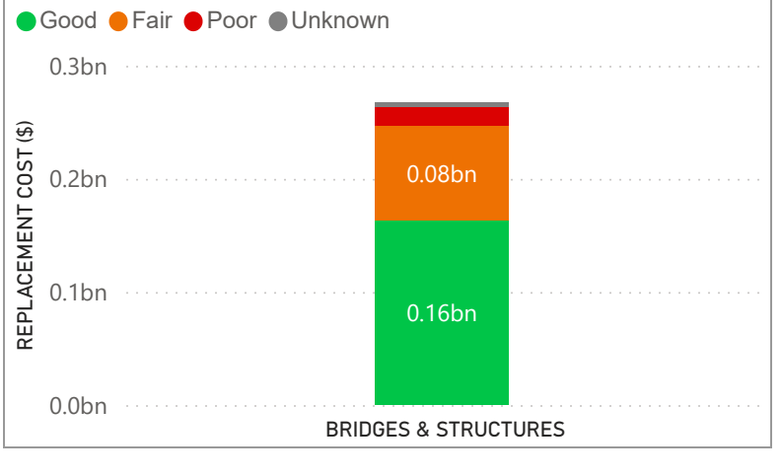
NUMBER OF RETAINING WALLS >= 0.7m	NUMBER OF RETAINING WALLS < 0.7m	LENGTH OF SOUNDWALL (kms)	LANE KMS OF ROADS	LENGTH OF SIDEWALK (kms)	LENGTH OF GUIDE RAILS (kms)
33	516	2.1	1,206.6	618.2	28.7

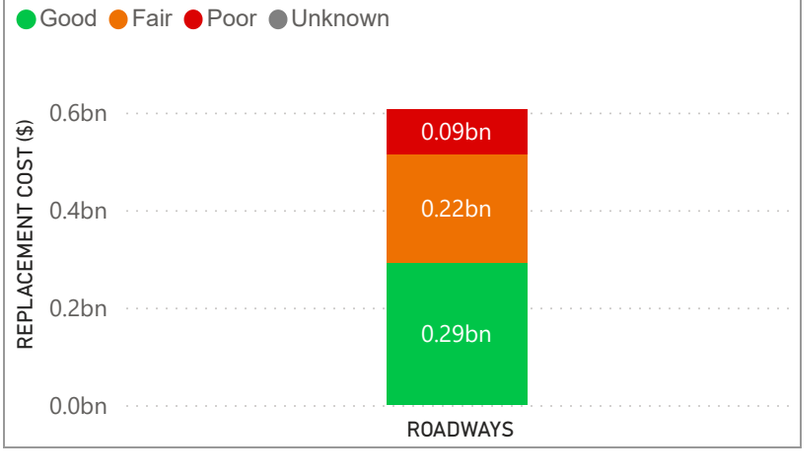
NUMBER OF SIGNALIZED INTERSECTIONS	NUMBER OF STREET LIGHTS	NUMBER OF STREET LIGHT POLES	NUMBER OF TRAFFIC SIGNS & SUPPORTS	NUMBER OF TRAFFIC CALMING DEVICES	LENGTH OF ON-ROAD ACTIVE TRANSPORTATION (kms)
147	11026	5221	32937	117	15.4

TRANSPORTATION ASSET ANALYSIS (2025 AMP) DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
HIGH	HIGH	HIGH	MEDIUM

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$24.9M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$11.5M
AVG. ANTICIPATED ANNUAL O&M COST:	$19.0M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$47.4M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$30.5M
AVG. ANTICIPATED ANNUAL O&M COST*:	$1.9M

KEY TECHNICAL LOS

AVG. PAVEMENT CONDITION INDEX (PCI) OF PAVED ROADS

2025 66.8

2034 68.6

AVG. BRIDGE CONDITION INDEX (BCI) FOR BRIDGES

2025 68.7

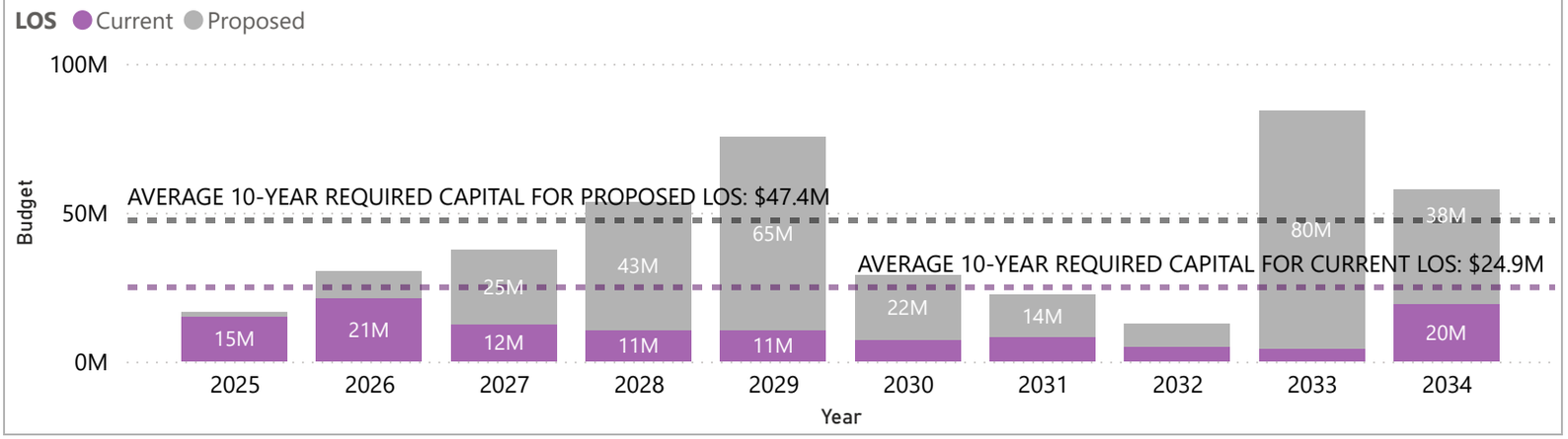
2034 76.8

AVG. BCI FOR CULVERTS WITH SPANS >= 3M

2025 67.7

2034 72.0

10-YEAR TRANSPORTATION CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

PARKS & RECREATION
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$402.6M	30 YEARS (57%)	FAIR	40%






AREA OF BUILDINGS (sq m)	AREA OF PARKING LOTS (sq m)	AREA OF SHELTERS & STORAGE (sq m)	NUMBER OF OUTDOOR LIGHTS	NATURAL AREAS (sq m)
42.8K	38.2K	3.2K	538	1.9M



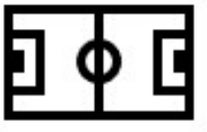




TRAILS & PATHS (m)	LENGTH OF FENCING (m)	COUNT OF SEATING	COUNT OF PLAY EQUIPMENT	AREA OF SPORTS FIELDS (sq m)
223.6K	94.97K	889	231	395.4K



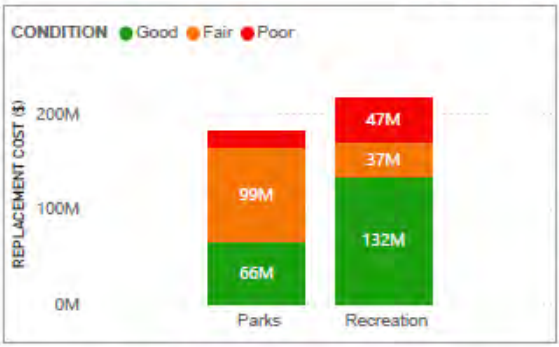


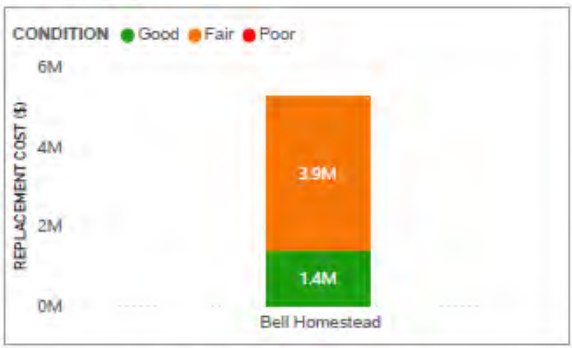


PARKS & RECREATION ASSET ANALYSIS (2025 AMP) DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	MEDIUM	MEDIUM	LOW

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$8.2M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.9M
AVG. ANTICIPATED ANNUAL O&M COST*:	$13.9M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$5.4M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$3.5M
AVG. ANTICIPATED ANNUAL O&M COST*:	$1.7M

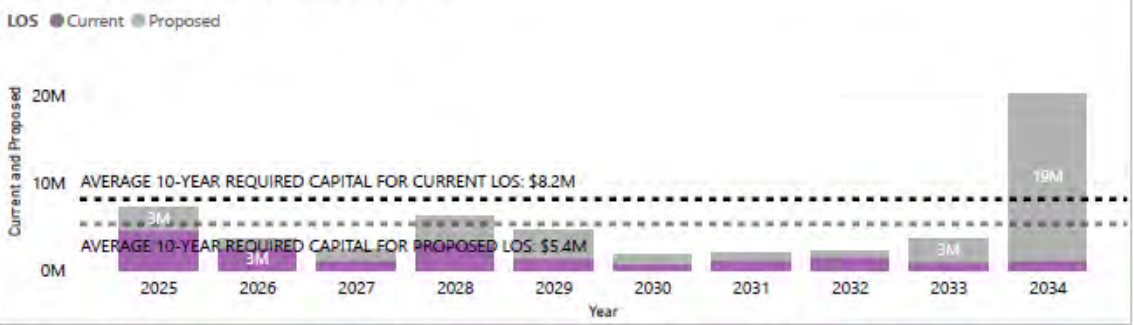
KEY TECHNICAL LOS

% OF RESPONSES INDICATING A VALUE FOR MONEY ASSESSMENT OF AVERAGE OR HIGHER:
2025 - 81% 2034 - 81%

ANNUAL COST PER RESIDENT:
2025 - $193.48/resident 2034 - $218.00/resident

NOTE: ADDITIONAL KPIs AND TARGETS TO BE COMPLETED IN FUTURE AMP ITERATIONS.

10-YEAR PARKS CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

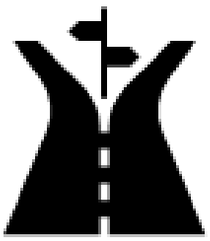
FACILITY
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$180.7M	56 YEARS (100%)	FAIR	110%






AREA OF BUILDINGS (sq m)	AREA OF ACCESS PATHS & PARKING LOTS	AREA OF SHELTERS & STORAGE	NUMBER OF OUTDOOR LIGHTS
59.2K	24.3K	4.9K	116

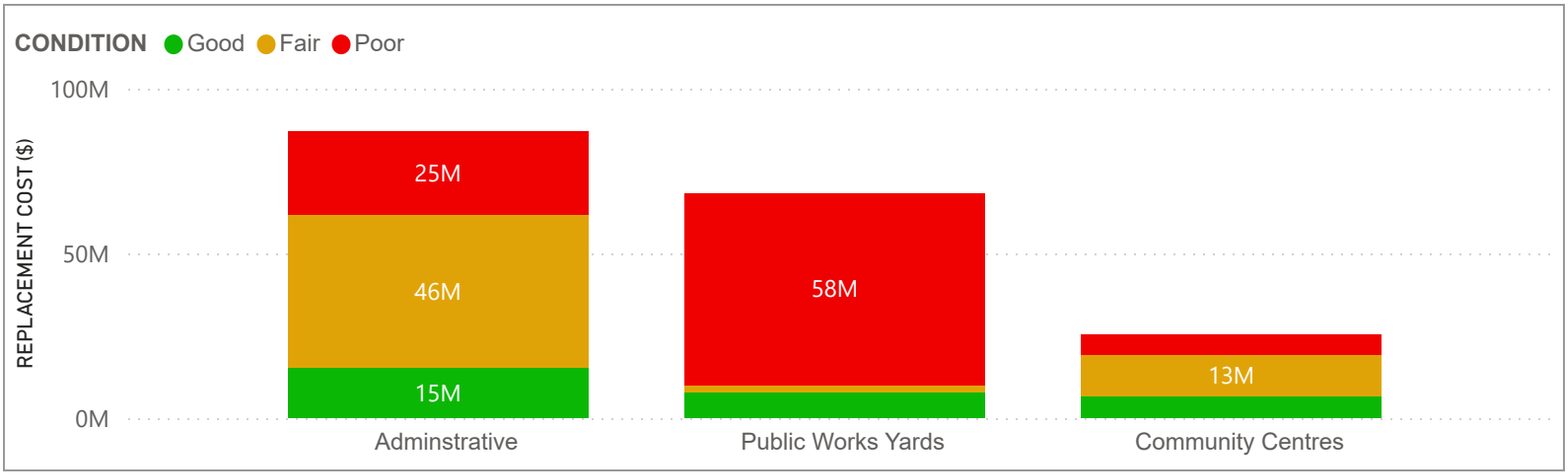


FACILITY ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	MEDIUM	LOW	MEDIUM

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$10.6M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$13.0M
AVG. ANTICIPATED ANNUAL O&M COST*:	$6.8M

PROPOSED LEVELS OF SERVICE

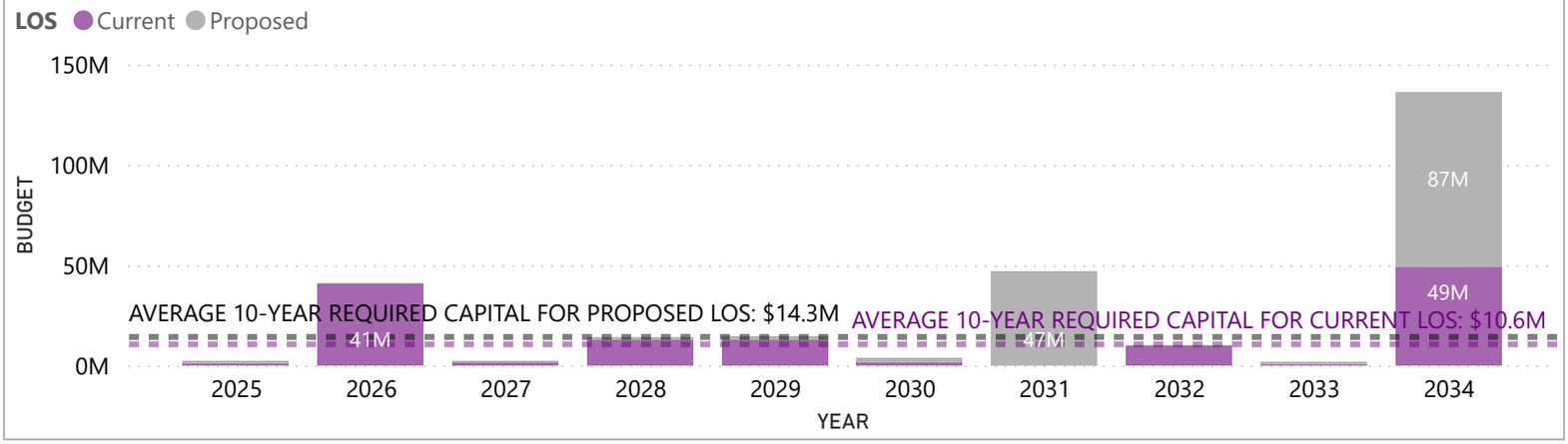
AVG. 10-YEAR REQUIRED CAPITAL COST:	$14.3M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$14.3M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.01M

KEY TECHNICAL LOS

EMPLOYEES WHO AGREE THAT FACILITIES ARE CLEAN AND SAFE TO ACCESS:
2025 - 80% 2034 - 80%
EMPLOYEES WHO AGREE THAT FACILITIES ARE AVAILABLE WHEN NEEDED:
2025 - 80% 2034 - 80%
ANNUAL COST PER AREA OF BUILDING:
2025 - $117.93/sq m 2034 - $233.05/sq m

NOTE: ADDITIONAL KPIs AND TARGETS TO BE COMPLETED IN FUTURE AMP ITERATIONS.

10-YEAR FACILITIES CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

AIRPORT
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$82.3M	56 YEARS (100%)	GOOD	33%





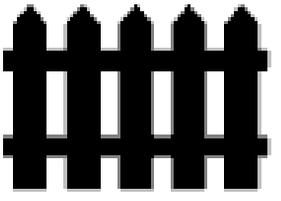

NUMBER OF BUILDINGS	AIRSIDE PAVEMENT (sq m)	NUMBER OF TIE DOWNS
10	218K	40





NUMBER OF AIRSIDE LIGHTS	NUMBER OF AIRSIDE INSTRUMENTS	GROUNDSIDE PAVEMENT (sq m)	LENGTH OF FENCE (m)
228	14	7.1K	7.1K



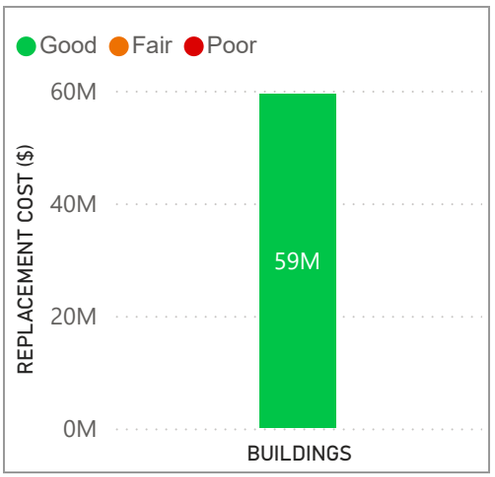



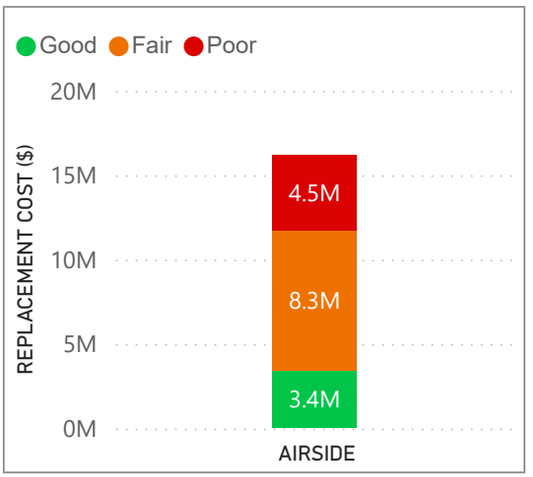
AIRPORT ASSET ANALYSIS (2025 AMP)

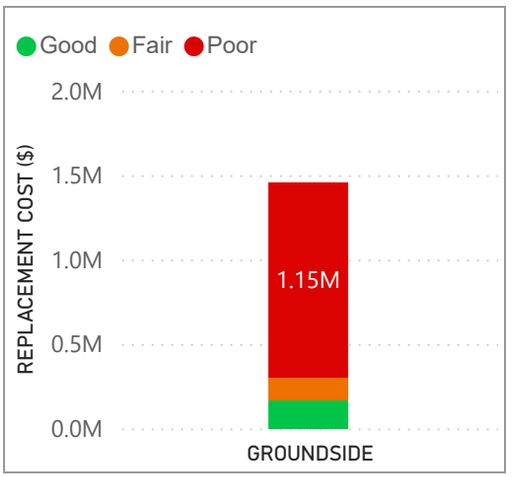
DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	MEDIUM	LOW	MEDIUM

CONDITION DISTRIBUTION







10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.5M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.2M
AVG. ANTICIPATED ANNUAL O&M COST*:	$1.8M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.4M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.4M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.0M

KEY TECHNICAL LOS

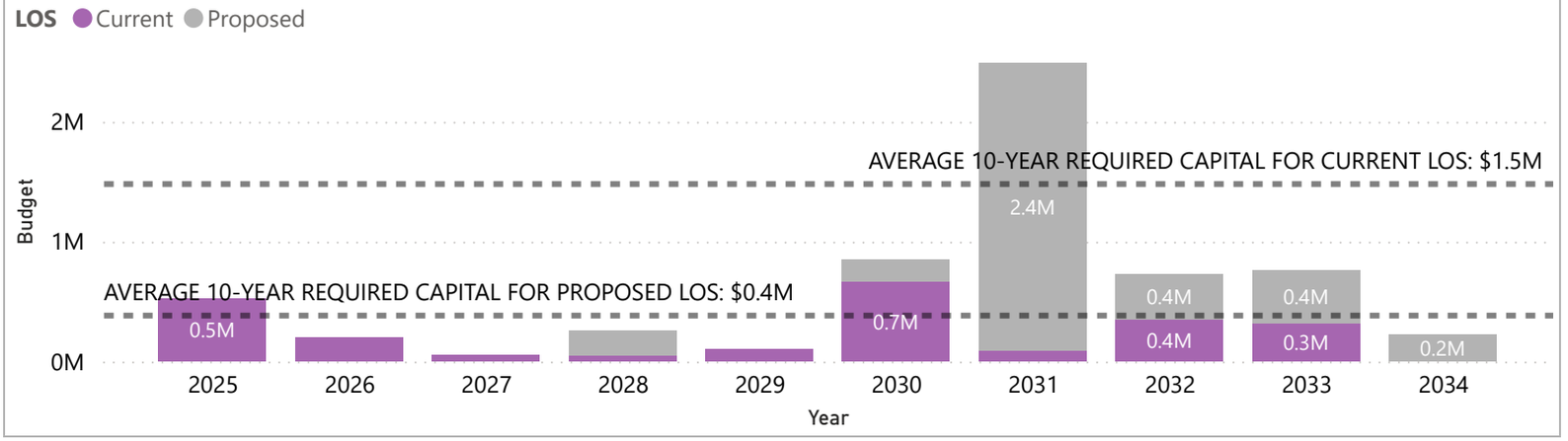
ANNUAL COST PER SQ. M OF ACTIVE RUNWAY
2025 - $21.24 2034 - $25.89

MARKET DEMAND/CAPACITY OF T HANGERS
2025 - 84 2034 - 96

MARKET DEMAND/CAPACITY OF COMMERCIAL HANGER SPACES
2025 - 6 2034 - 14

NOTE: ADDITIONAL KPIs AND TARGETS TO BE COMPLETED IN FUTURE AMP ITERATIONS

10-YEAR AIRPORT CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

SOLID WASTE
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$75.4M	19 YEARS (38%)	GOOD	62%

NUMBER OF BUILDINGS	AREA OF ACCESS ROADS AND PARKING LOTS (sq m)	LENGTH OF FENCE (m)	NUMBER OF SOFTWARE & CONTROL SYSTEMS	NUMBER OF LIGHTS
10	69.7K	3.7K	2	12

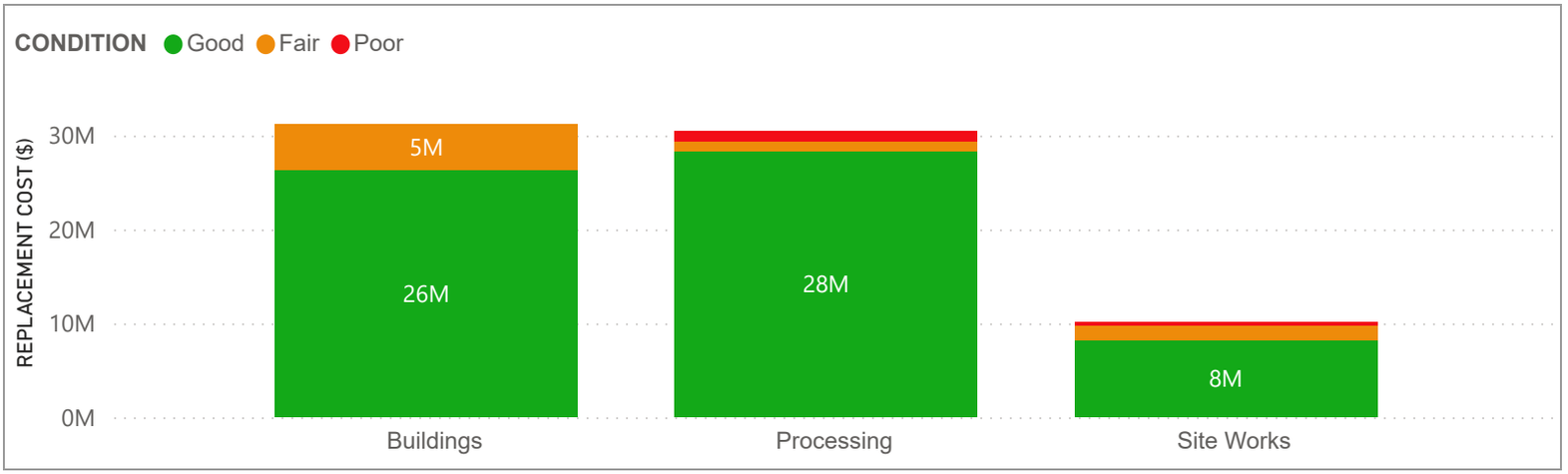
NUMBER OF ROLL-OFF CONTAINERS	LENGTH OF LEACHATE COLLECTION PIPE (m)	NUMBER OF MONITORING WELLS	NUMBER OF GAS WELLS	LENGTH OF GAS PIPE (m)
19	5.4K	48	76	6.0K

SOLID WASTE ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	HIGH	MEDIUM	MEDIUM

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.5M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.5M
AVG. ANTICIPATED ANNUAL O&M COST:	$14.0M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.2M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.2M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.02M

KEY TECHNICAL LOS

ANNUAL GROUNDWATER TRIGGER LEVEL EXCEEDANCES:

2025 1 2034 0

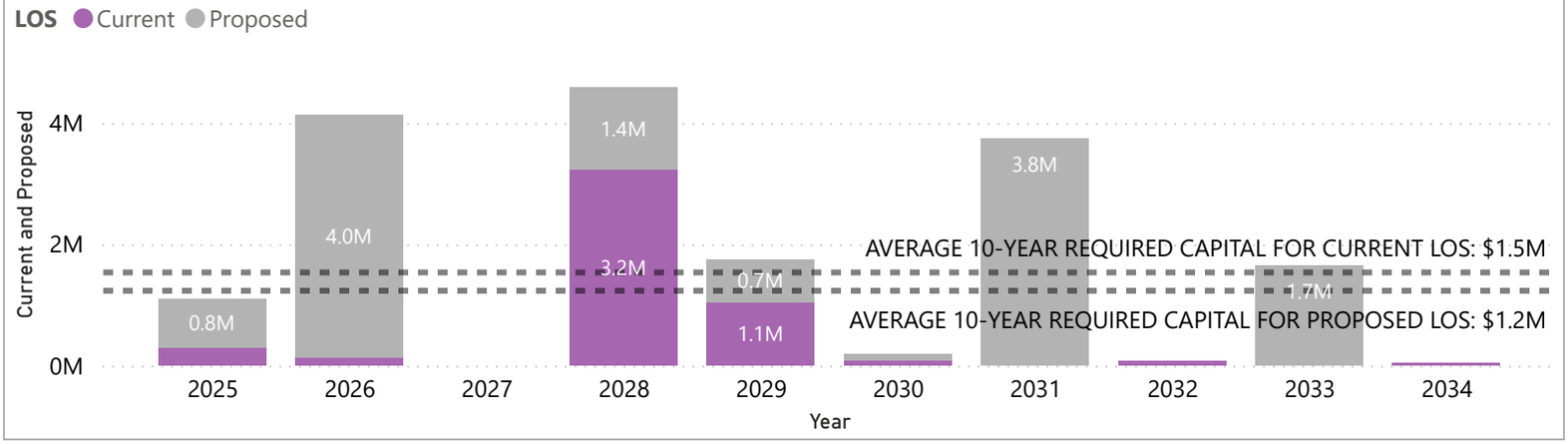
ANNUAL OPERATING COST PER HOUSEHOLD

2025 $115.00/household 2034 $137.44/household

NUMBER OF DAYS THERE WAS GARBAGE COLLECTION AFTER 5PM

2024 0 DAY 2034 3 DAYS OR FEWER

10-YEAR SOLID WASTE CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

FLEET
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
71.8M	10 YEARS (83%)	FAIR	86%






NUMBER OF LIGHT-DUTY VEHICLES	NUMBER OF HEAVY-DUTY VEHICLES	NUMBER OF TRANSIT VEHICLES	NUMBER OF OFF-ROAD VEHICLES	NUMBER OF ACCESSORIES & PERIPHERALS
127	51	48	96	80





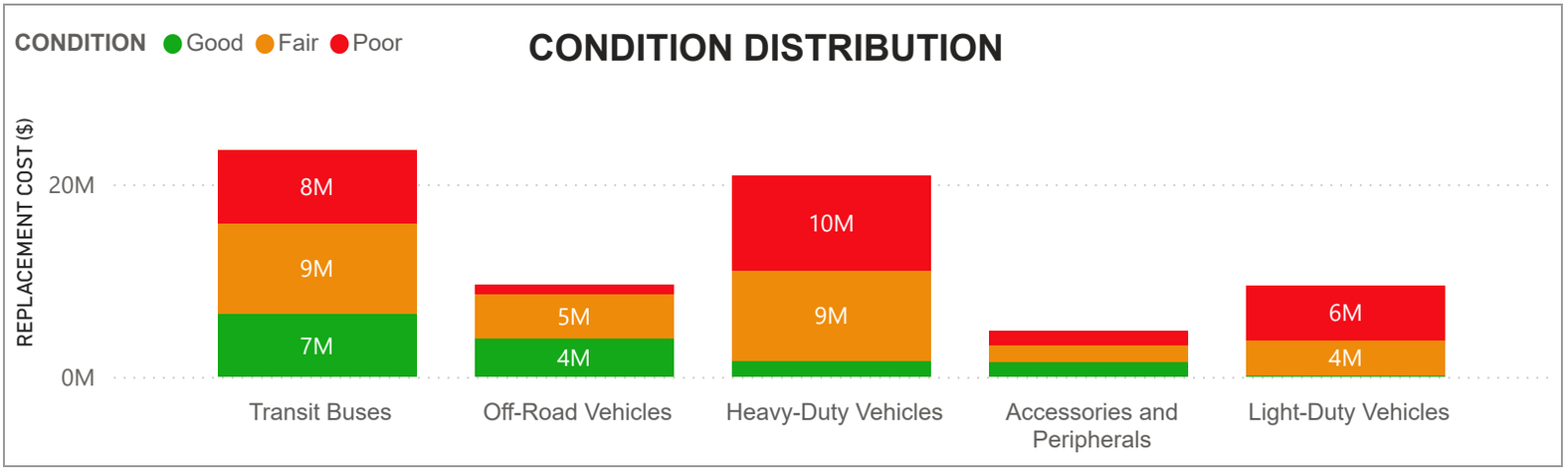


FLEET
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	HIGH	MEDIUM	MEDIUM

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$8.2M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$6.9M
AVG. ANTICIPATED ANNUAL O&M COST*:	$7.3M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.3M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.3M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.0M

KEY TECHNICAL LOS

% OF EMPLOYEES WHO FEEL COMFORTABLE ACCESSING FLEET VEHICLES AT VARIOUS LOCATIONS:

2024 87% 2034 85%

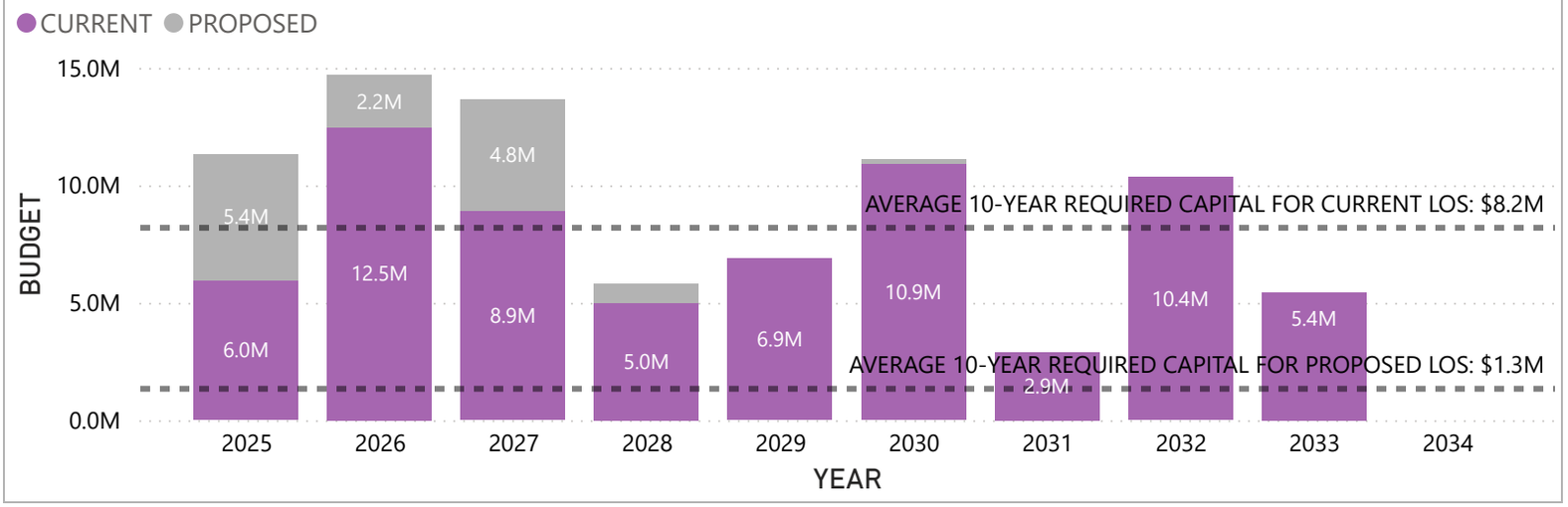
% OF EMPLOYEES WHO AGREE FLEET VEHICLES ARE CLEAN AND SAFE TO OPERATE:

2024 76% 2034 90%

% OF EMPLOYEES WHO AGREE FLEET VEHICLES ARE REPAIRED IN A TIMELY MANNER

2024 75% 2034 90%

10-YEAR TRANSIT CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

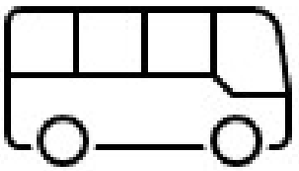
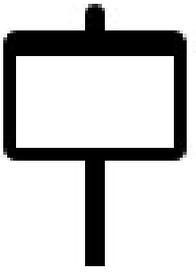
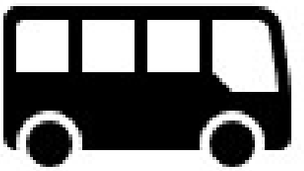
TRANSIT SERVICES
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
3.0M	12 (55%)	FAIR	14%






NUMBER OF BUS PADS	NUMBER OF BUS SIGNS	NUMBER OF BUS SHELTERS
470	485	67

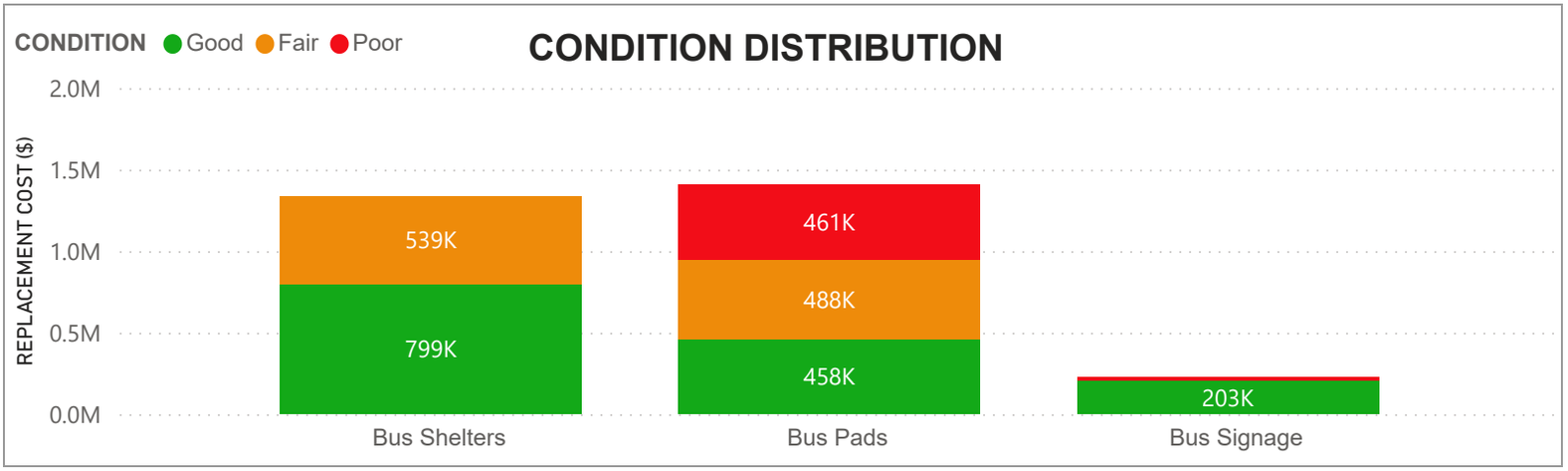




TRANSIT SERVICES
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	HIGH	HIGH	LOW

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$150.2K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$22.1K
AVG. ANTICIPATED ANNUAL O&M COST*:	$187.2K

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$44.4K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$4.4K
AVG. ANTICIPATED ANNUAL O&M COST*:	$4.0K

KEY TECHNICAL LOS

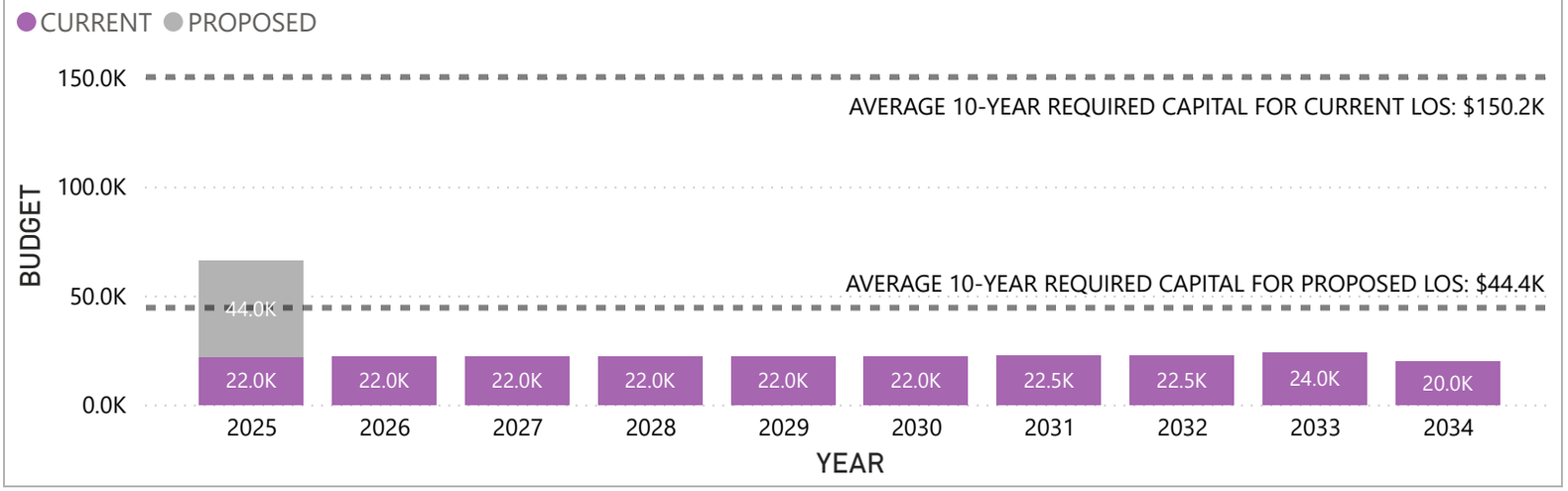
NUMBER OF BUS SHELTERS INSTALLED/ REPLACED EACH YEAR

2025 5 2034 5

% OF CUSTOMERS WHO RATE OVERALL BRANTFORD TRANSIT PERFORMANCE AS AVERAGE OR ABOVE

2024 78% 2034 75%

10-YEAR TRANSIT CAPITAL BUDGET BY LOS

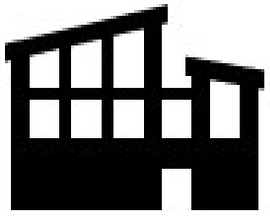


*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

FIRE SERVICES
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$55.8M	16 YEARS (32%)	FAIR	85%

NUMBER OF FACILITIES ASSETS	NUMBER OF FLEET ASSETS	NUMBER OF MACHINERY & EQUIPMENT ASSET GROUPS
19	32	37





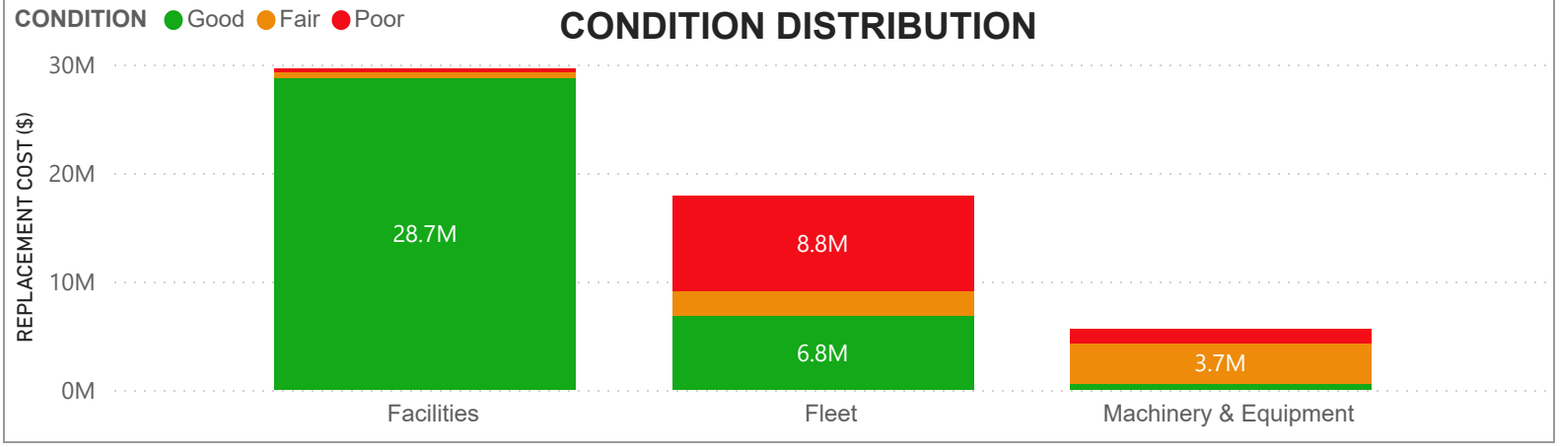


FIRE SERVICES
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
HIGH	MEDIUM	MEDIUM	MEDIUM

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.9M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.4M
AVG. ANTICIPATED ANNUAL O&M COST*:	$1.0M

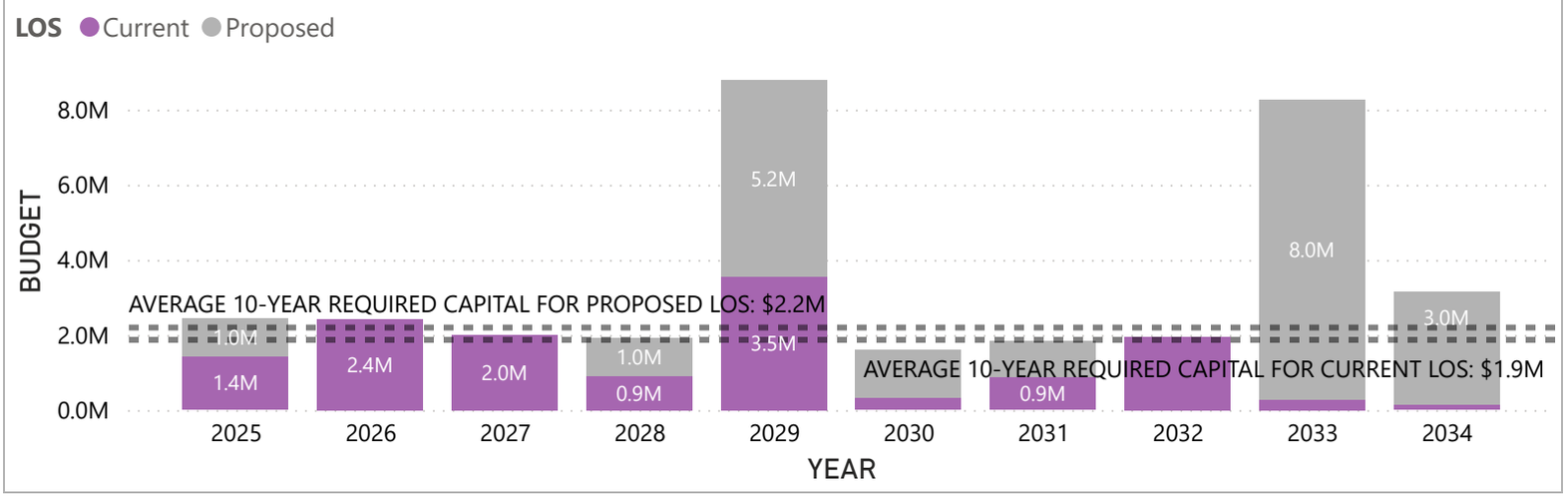
PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$2.2M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$2.0M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.06M

KEY TECHNICAL LOS

KPIs AND TARGETS CURRENTLY UNDER DEVELOPMENT

10-YEAR FIRE CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

BRANTFORD PUBLIC LIBRARY
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$47.7M	60 YEARS (100%)	GOOD	82%






NUMBER OF BUILDINGS	NUMBER OF FURNITURE & AMENITIES ASSETS	NUMBER OF HARDWARE ASSETS	NUMBER OF SOFTWARE ASSETS	NUMBER OF LOCAL HISTORY RECORDS
2	191	165	4	6.4K







NUMBER OF BOOKS AND EBOOKS	NUMBER OF AUDIOBOOKS	NUMBER OF MAGAZINES	NUMBER OF MEDIA ASSETS	NUMBER OF SPECIALTY COLLECTION ASSETS
126.6K	3.9K	1.4K	12.9K	238





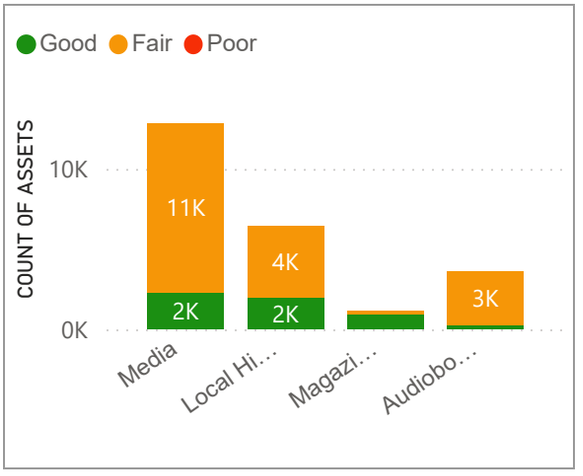


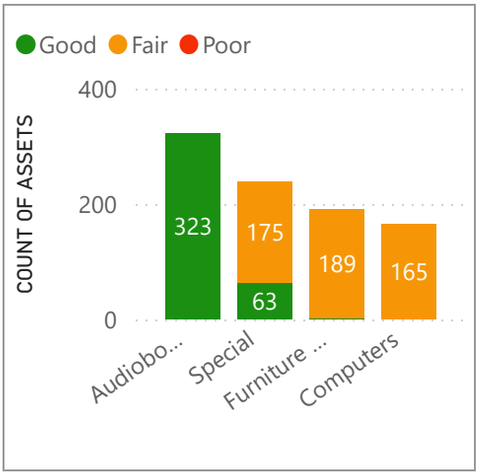
BRANTFORD PUBLIC LIBRARY
ASSET ANALYSIS (2025 AMP)
DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	HIGH	MEDIUM	MEDIUM

CONDITION DISTRIBUTION







10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.2M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.0M
AVG. ANTICIPATED ANNUAL O&M COST*:	$3.4M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.6M

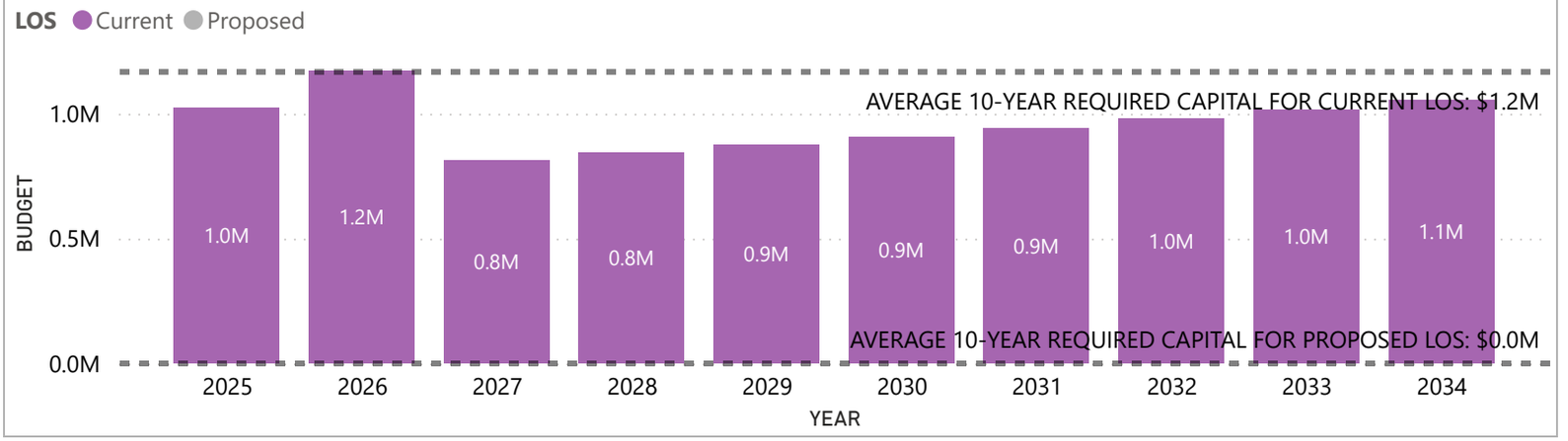
*NOTE: SW LIBRARY CAPITAL BUDGET FUNDS RECEIVED PRIOR TO 2025.

KEY TECHNICAL LOS

IN PERSON VISITS TO LIBRARY BRANCHES:
2023 404,568 2034 623,035
CIRCULATIONS OF PHYSICAL & ELECTRONIC ITEMS:
2023 709,056 2034 1,091,946
AVERAGE WAIT TIMES FOR HOLDS (ADULT FICTION):
2025 47 DAYS 2034 47 DAYS
NUMBER OF PHYSICAL HOLDINGS PER RESIDENT
2025 1.31 2034 1.83

NOTE: TARGETS TO BE COMPLETED IN FUTURE AMP ITERATIONS.

10-YEAR LIBRARY CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

POLICE SERVICES
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT VALUE	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
46.4M	28 YEARS (45%)	FAIR	86%






REPLACEMENT COST OF FACILITIES ASSETS	REPLACEMENT COST OF FLEET ASSETS
34.1M	4.5M




REPLACEMENT COST OF PERSONAL PROTECTIVE EQUIPMENT ASSETS	REPLACEMENT COST OF TECHNOLOGY & COMMUNICATIONS ASSETS
1.6M	3.9M

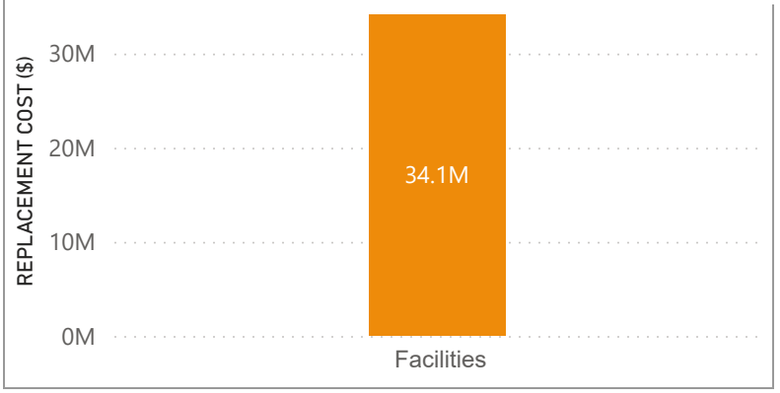


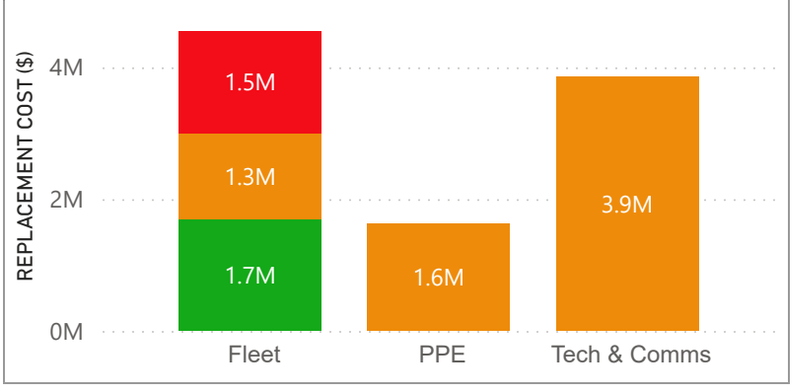

POLICE SERVICES
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVEL OF SERVICE
HIGH	HIGH	MEDIUM	MEDIUM

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.7M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.2M
AVG. ANTICIPATED ANNUAL O&M COST*:	$4.9M

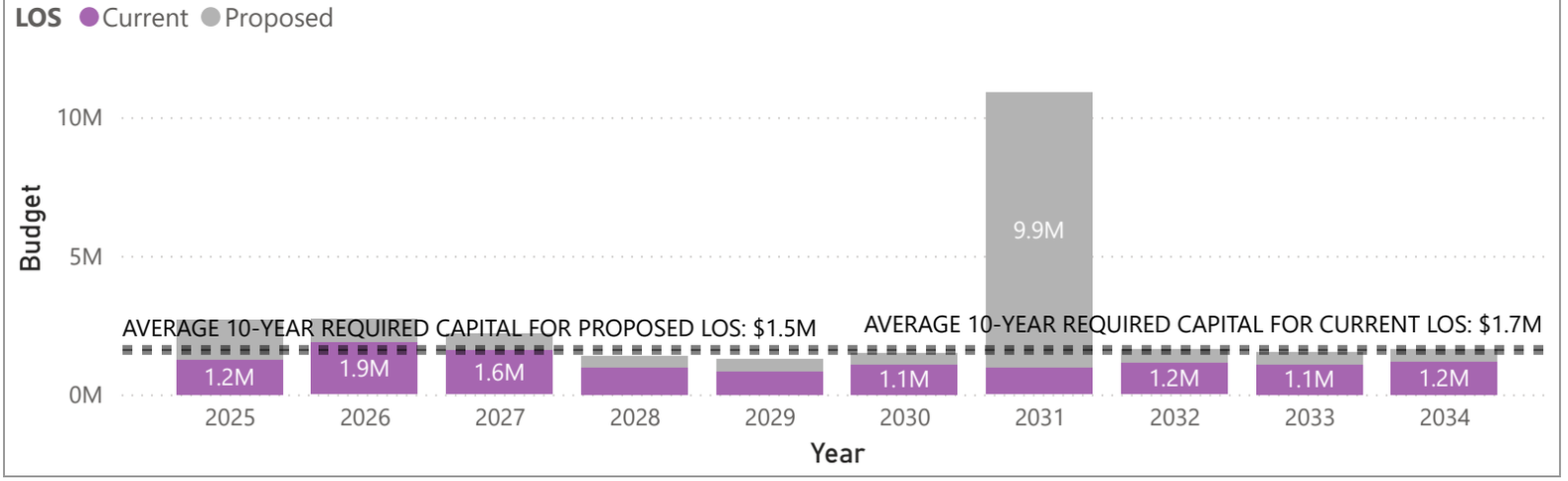
PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.5M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.5M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.02M

KEY TECHNICAL LOS

KPIs AND TARGETS CURRENTLY UNDER DEVELOPMENT.

10-YEAR POLICE CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

FORESTRY
ASSET SUMMARY (2025 AMP)

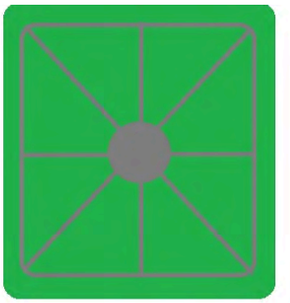
TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$37.7M	33 YEARS (54%)	GOOD	73%






NUMBER OF RIGHT-OF-WAY TREES	NUMBER OF TREES ON CITY PARCELS	NUMBER OF TREE SUPPORT & PROTECTION ASSETS
56K	118K	0.2K



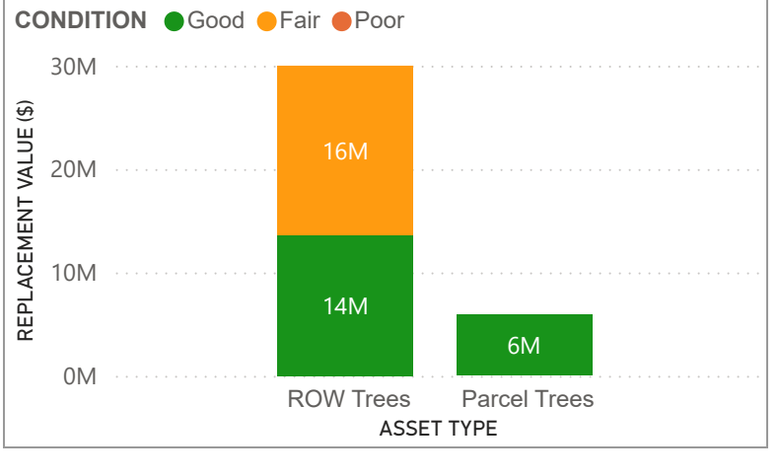


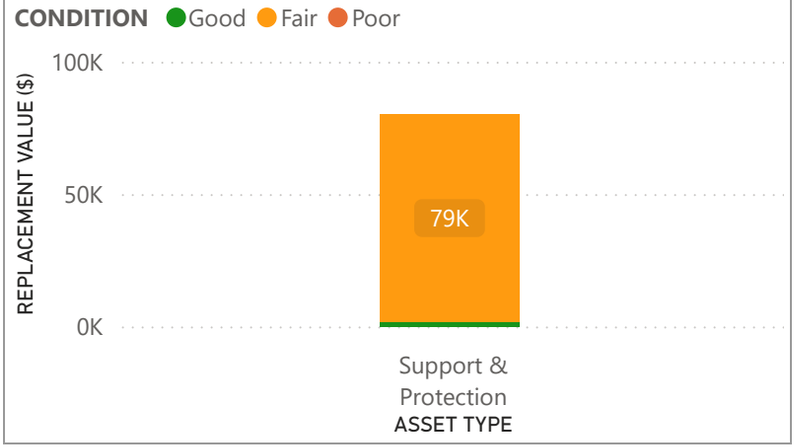
FORESTRY ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	MEDIUM	LOW	LOW

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$384.1K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$268.8K
AVG. ANTICIPATED ANNUAL O&M COST*:	$2,555.4K

PROPOSED LEVELS OF SERVICE

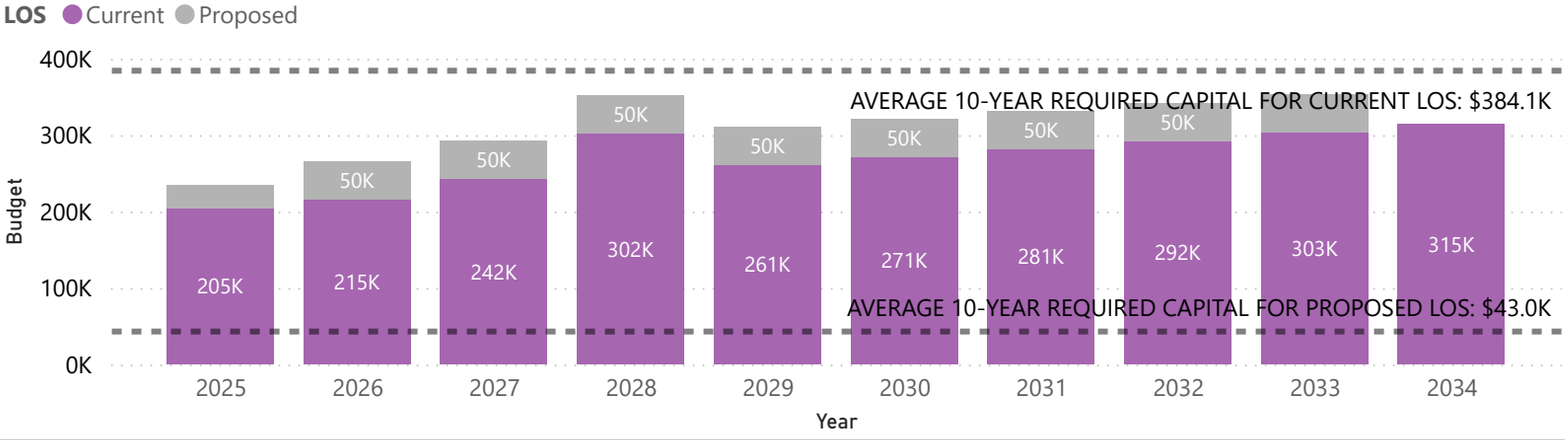
AVG. 10-YEAR REQUIRED CAPITAL COST:	$43.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$43.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.0K

KEY TECHNICAL LOS

TOTAL NUMBER OF TREES PLANTED WITHIN THE RIGHT-OF-WAY
2025 - 423 2034 - 675
TOTAL NUMBER OF TREES PLANTED WITHIN CITY PARCELS
2025 - 4,250 2034 - 4,700
NUMBER OF TREES GIVEN IN RESIDENTIAL TREE GIVEWAYS
2025 - 740 2034 - 1200

NOTE: ADDITIONAL KPIs AND TARGETS TO BE COMPLETED IN FUTURE AMP ITERATIONS.

10-YEAR FORESTRY CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

HORTICULTURE ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$7.2M	34 YEARS (100%)	GOOD	0%






AREA OF GARDENS (sq m)	NUMBER OF IRRIGATION SYSTEMS	NUMBER OF SHEDS & GREENHOUSES
22124	24	15



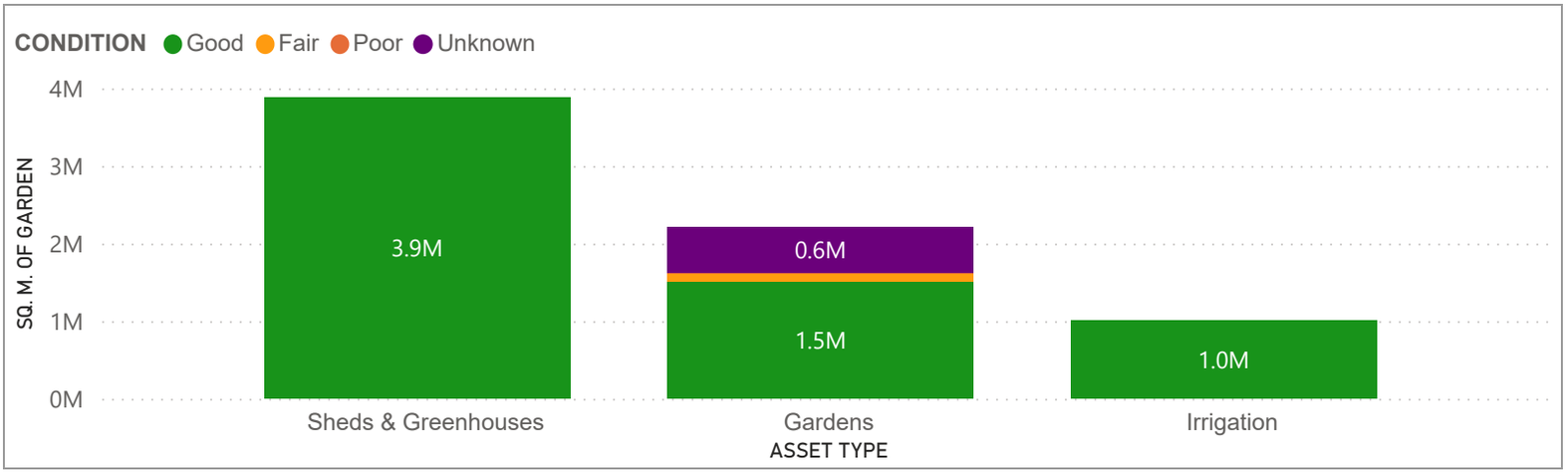


HORTICULTURE ASSET ANALYSIS (2024 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
LOW	MEDIUM	MEDIUM	LOW

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$443.2K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$1,688.5K

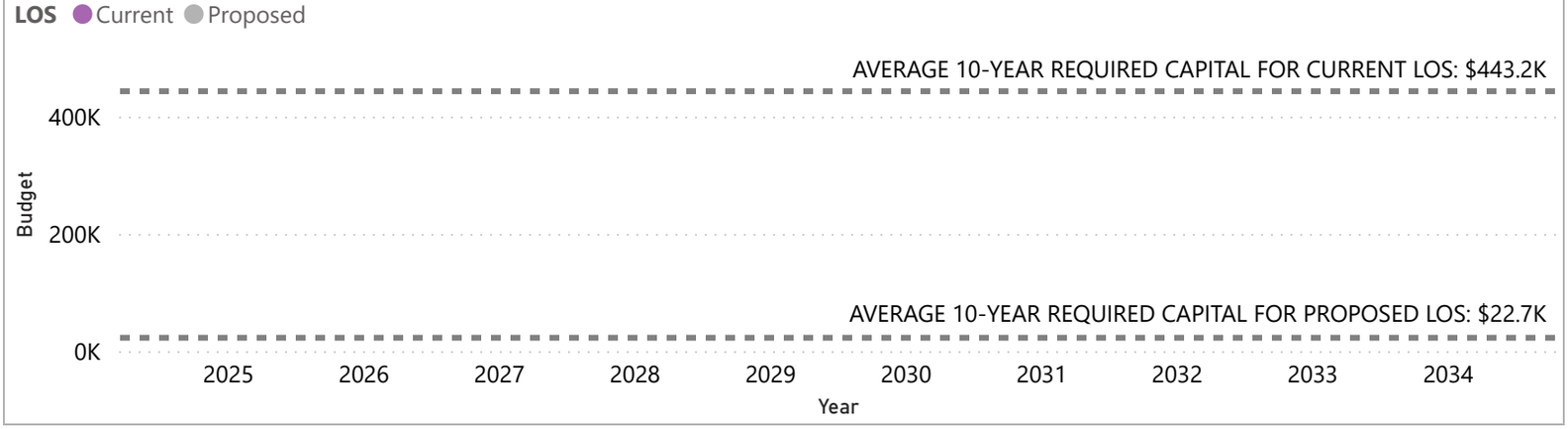
PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$22.7K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$13.7K

KEY TECHNICAL LOS

NOTE: KPIs AND TARGETS TO BE COMPLETED IN FUTURE ITERATIONS OF THE AMP.

10-YEAR HORTICULTURE CAPITAL BUDGET BY LOS

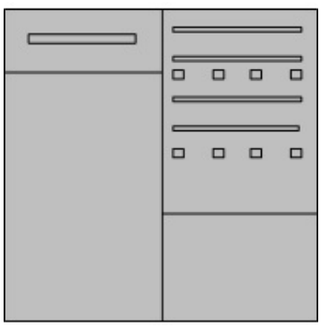


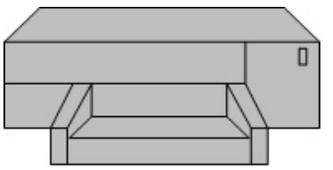
*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

INFRASTRUCTURE SERVICES & SUPPORT
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$14.9M	4 YEARS (40%)	GOOD	50%

NUMBER OF INFRASTRUCTURE ASSETS	NUMBER OF SHARED DEVICES & PERIPHERALS	NUMBER OF STAFF SPECIFIC DEVICES & PERIPHERALS
2	1514	3701





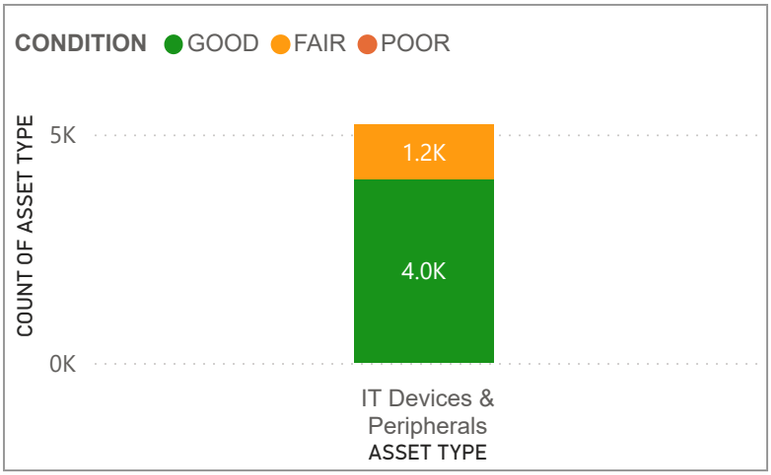


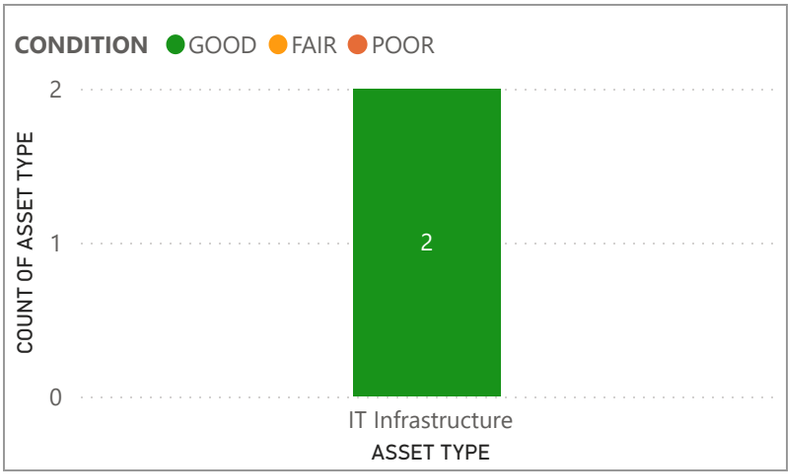
INFRASTRUCTURE SERVICES & SUPPORT ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
LOW	MEDIUM	MEDIUM	LOW

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$1.9M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$1.0M
AVG. ANTICIPATED ANNUAL O&M COST*:	$3.7M

PROPOSED LEVELS OF SERVICE

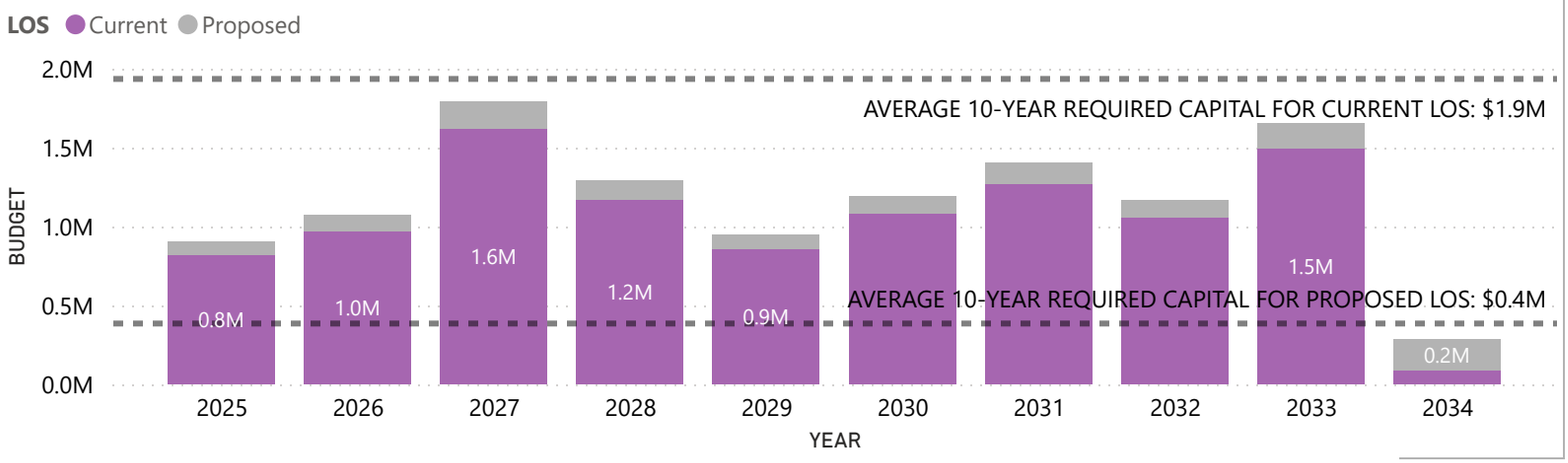
AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.4M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.1M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.1M

KEY TECHNICAL LOS

% OF EMPLOYEES WHOSE NEEDS ARE MET OR EXCEEDED BY DEVICES & PERIPHERALS:

2024 73% 2034 90%

10-YEAR INFRASTRUCTURE SERVICES AND SUPPORT CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

CORPORATE INFORMATION AND BUSINESS SOLUTIONS
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$27.9M	7 (67%)	GOOD	0%

NUMBER OF ENTERPRISE APPLICATIONS	NUMBER OF LARGE APPLICATIONS	NUMBER OF MEDIUM APPLICATIONS
6	14	27







NUMBER OF SMALL APPLICATIONS

69

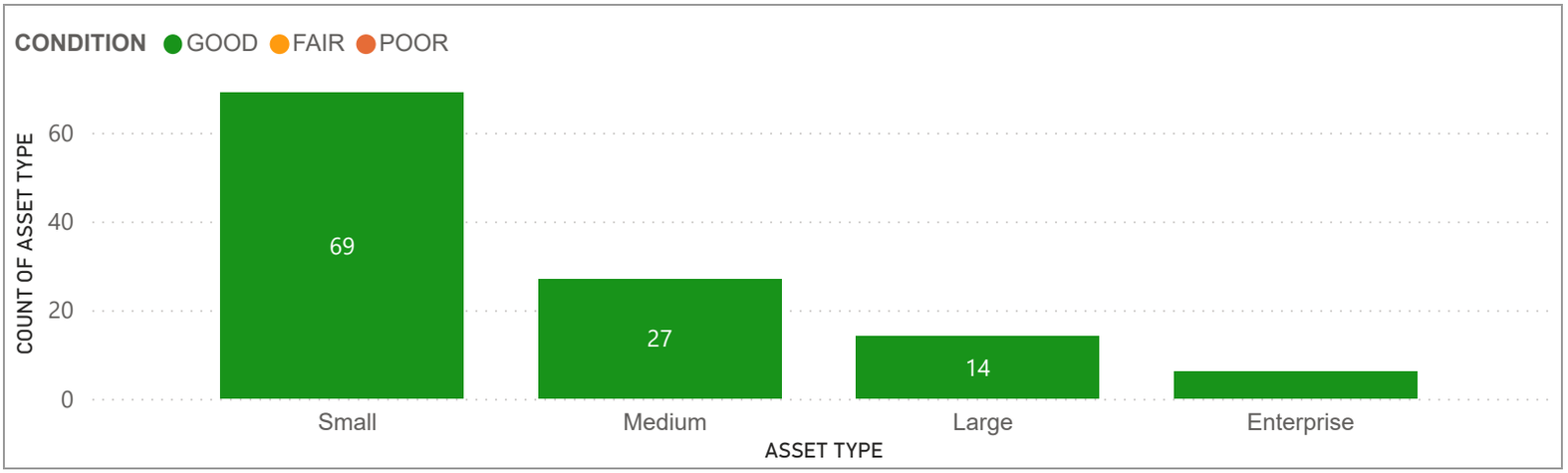


CORPORATE INFORMATION AND BUSINESS SOLUTIONS
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
LOW	MEDIUM	LOW	MEDIUM

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$2.6M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0M
AVG. ANTICIPATED ANNUAL O&M COST:	$6.2M

PROPOSED LEVELS OF SERVICE

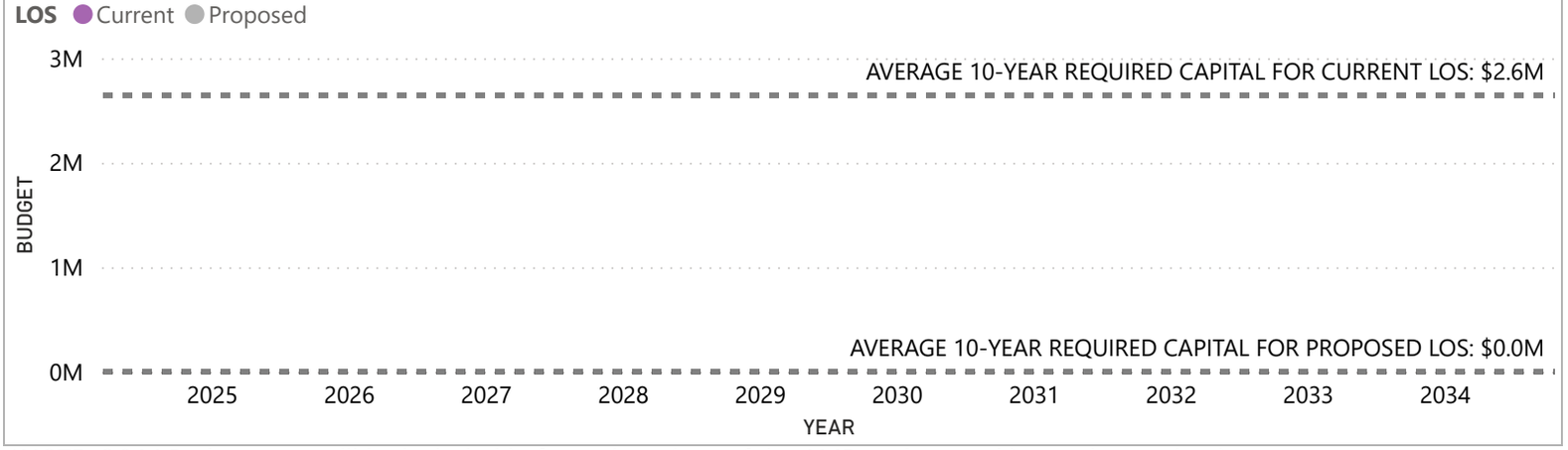
AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.2M

KEY TECHNICAL LOS

% OF EMPLOYEES WHOSE NEEDS ARE MET OR EXCEEDED BY APPLICATION SOFTWARE:

2024 69% 2034 90%

10-YEAR CORPORATE INFORMATION AND BUSINESS SOLUTIONS CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

TOURISM
ASSET SUMMARY (2025 AMP)

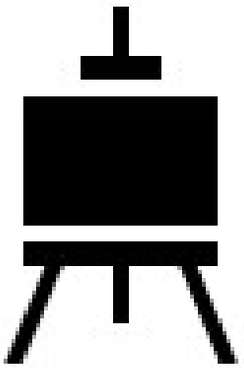
TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
10.0M	84 YEARS (100%)	FAIR	0%






NUMBER OF MONUMENTS & PAINTINGS

42

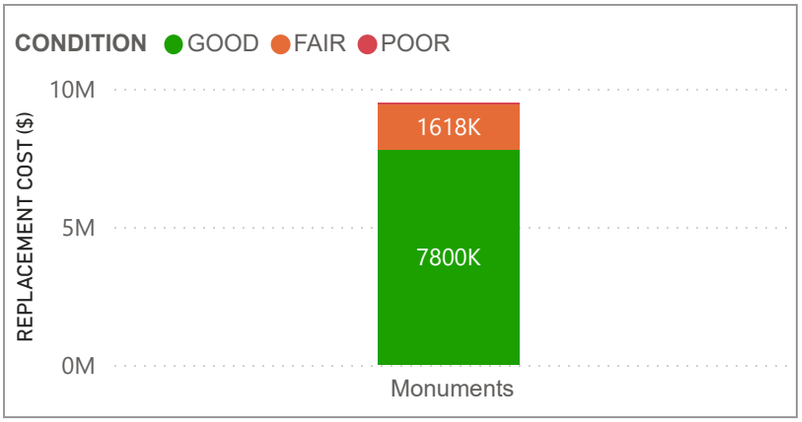


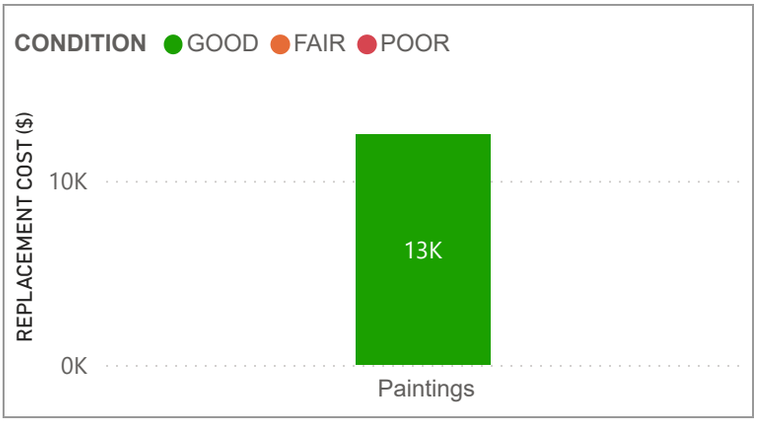
TOURISM
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT	LEVELS OF SERVICE
HIGH	HIGH	HIGH	LOW

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$19.8K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$50.0K

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$20.8K

KEY TECHNICAL LOS

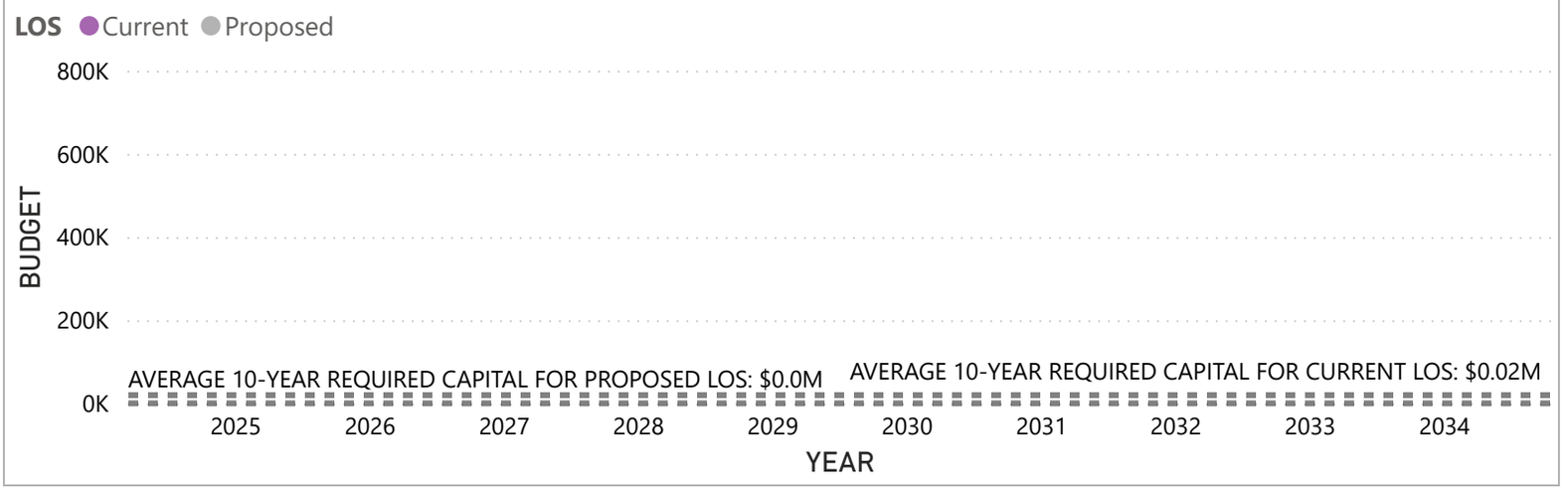
OF ART PIECES ADDED TO THE COLLECTION EACH YEAR

2025 2 PIECES 2034 2 PIECES

OF PUBLIC ART PIECES CLEANED EACH YEAR

2025 3 PIECES 2034 3 PIECES

10-YEAR PUBLIC ART CAPITAL BUDEGT BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

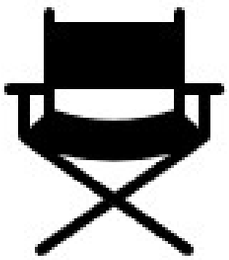
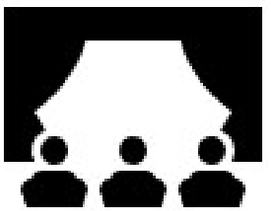
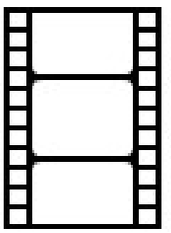
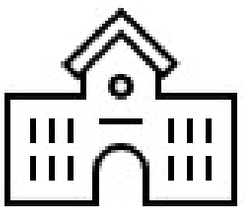
SANDERSON CENTRE
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG. AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	COMBINED LOS ASSET SUSTAINABILITY INDEX
32.3M	97 YEARS (100%)	GOOD	30%






NUMBER OF FURNITURE & PERIPHERALS	NUMBER OF SOFT GOODS	NUMBER OF THEATRE EQUIPMENT	NUMBER OF BUILDINGS
1447	53	47	1

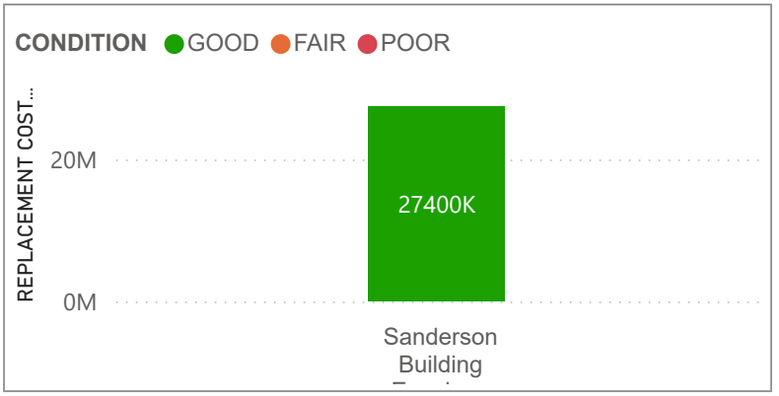





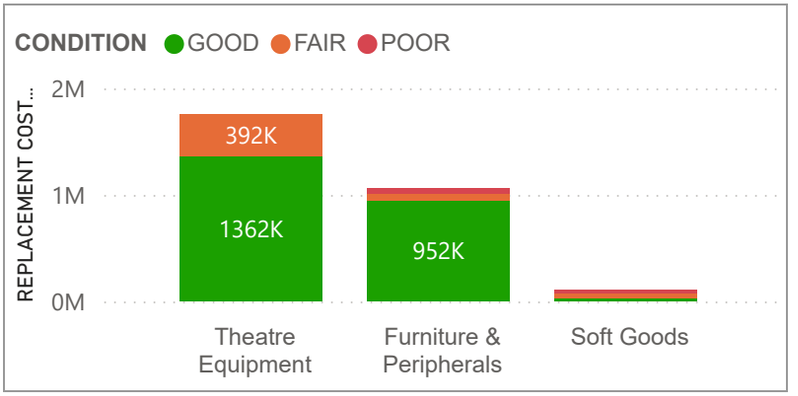
SANDERSON CENTRE
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT	LEVELS OF SERVICE
HIGH	HIGH	HIGH	MEDIUM

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.4M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.1M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.4M

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$3.9M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.0M

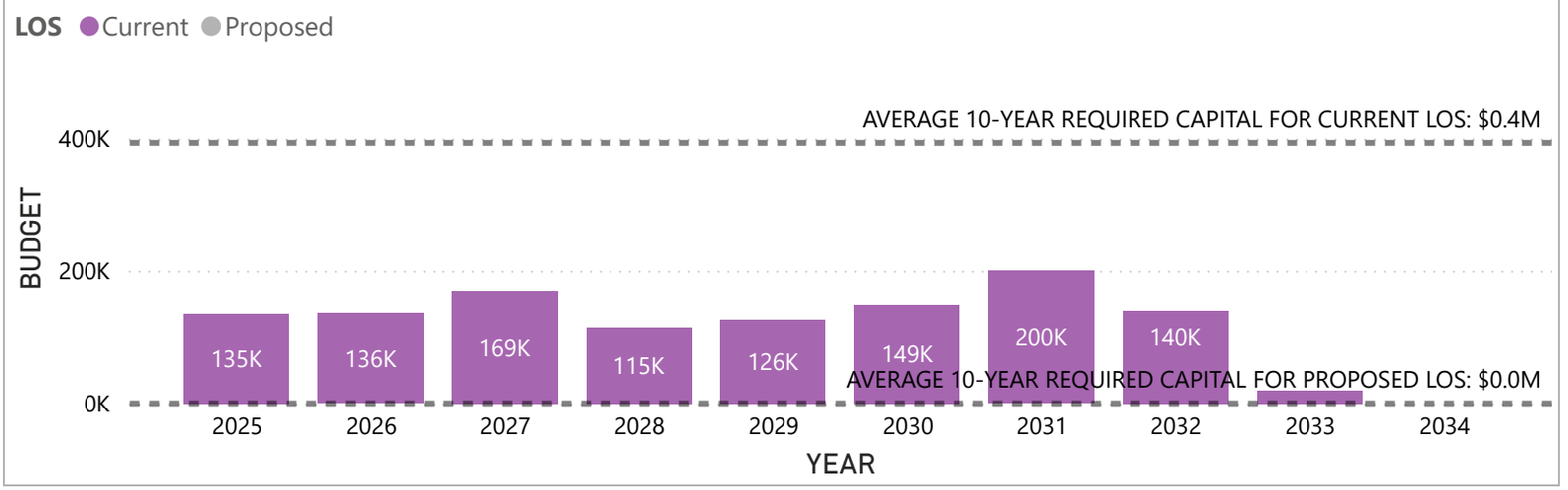
KEY TECHNICAL LOS

% OF DAYS BOOKED FOR PERFORMANCES OR OTHER
2025 - 56% 2034 - 60%

% OF BOOKINGS THAT ARE COMMERCIAL
2025 - 17% 2034 - 20%

NOTE: ADDITIONAL KPIs AND TARGETS TO BE COMPLETED IN FUTURE AMP ITERATIONS.

10-YEAR SANDERSON CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

CEMETERY
ASSET SUMMARY (2025 AMP)

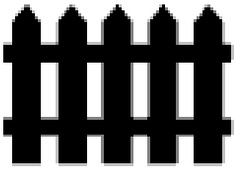
TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$14.3M	65 YEARS (100%)	GOOD	78%





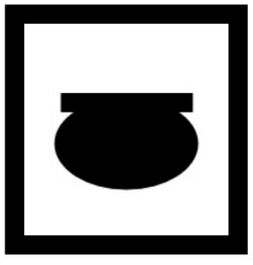

NUMBER OF BUILDINGS	AREA OF ACCESS PATHS & PARKING AREAS (sq m)	LENGTH OF FENCE (m)	COUNT OF SPECIALTY EQUIPMENT	NUMBER OF LIGHTS
5	33.4K	918	5	3

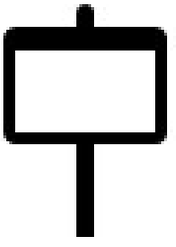
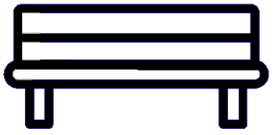
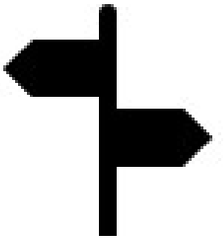






NUMBER OF COLUMBARIUMS	NUMBER OF CRYPTS	NUMBER OF PLAQUES	NUMBER OF BENCHES	NUMBER OF BOLLARDS & SIGNS
8	1	104	100	19



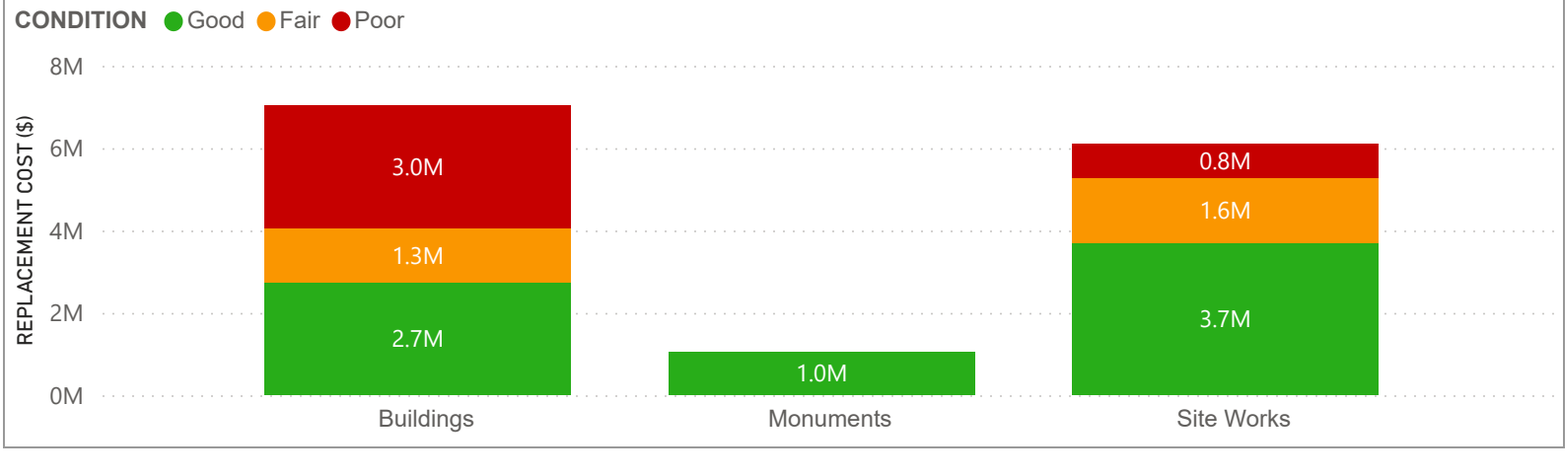




CEMETERY ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	MEDIUM	MEDIUM	MEDIUM

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.4M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.1M
AVG. ANTICIPATED ANNUAL O&M COST*:	$1.0M

PROPOSED LEVELS OF SERVICE

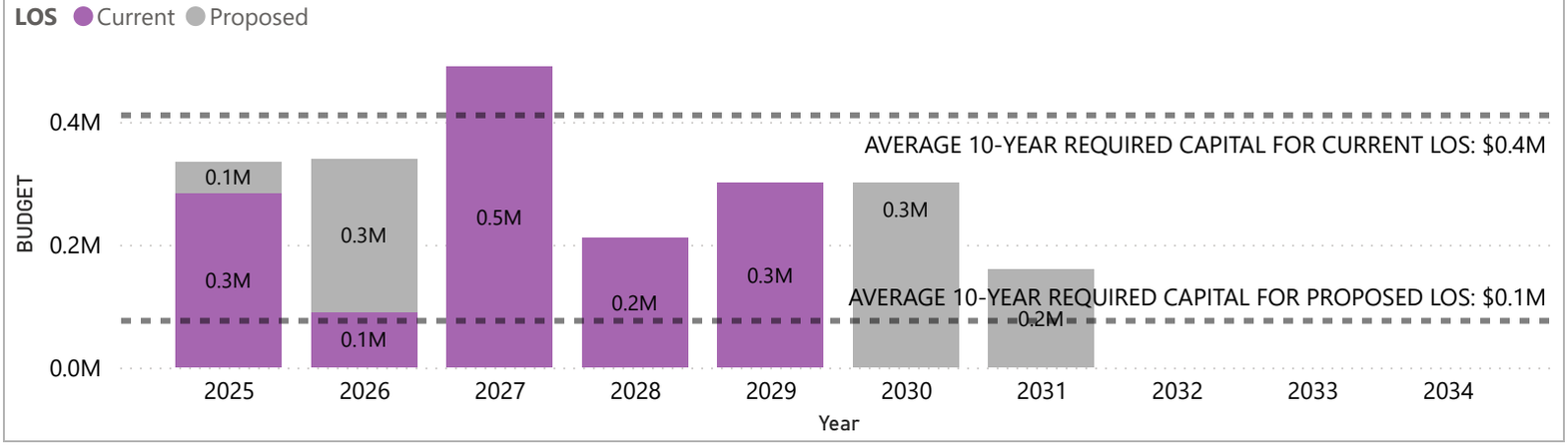
AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.1M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.1M
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.06M

KEY TECHNICAL LOS

NUMBER OF GRASS CUTS AT CEMETERIES ANNUALLY
2025 - 34 2034 - 34
% OF ROADWAYS IN FAIR OR BETTER CONDITION
2025 - 71% 2034 - 70%
ANNUAL COST PER DEVELOPED AREA OF CEMETERY LAND:
2025 - $3.75/sq m 2034 - $5.57/sq m

NOTE: ADDITIONAL KPIs AND TARGETS TO BE COMPLETED IN FUTURE AMP ITERATIONS.

10-YEAR CEMETERY CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

GOLF
ASSET SUMMARY (2025 AMP)

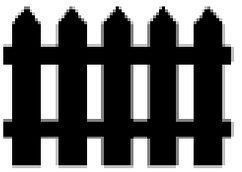
TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$12.7M	10 YEARS (30%)	GOOD	54%






NUMBER OF BUILDINGS	AREA OF ACCESS PATHS AND PARKING LOTS (sq m)	LENGTH OF FENCE (m)	NUMBER OF HOLES	NUMBER OF LIGHTS
6	3.4K	1.3K	18	13







NUMBER OF BUILDING FLAG POLES	NUMBER OF FUEL TANKS
1	2

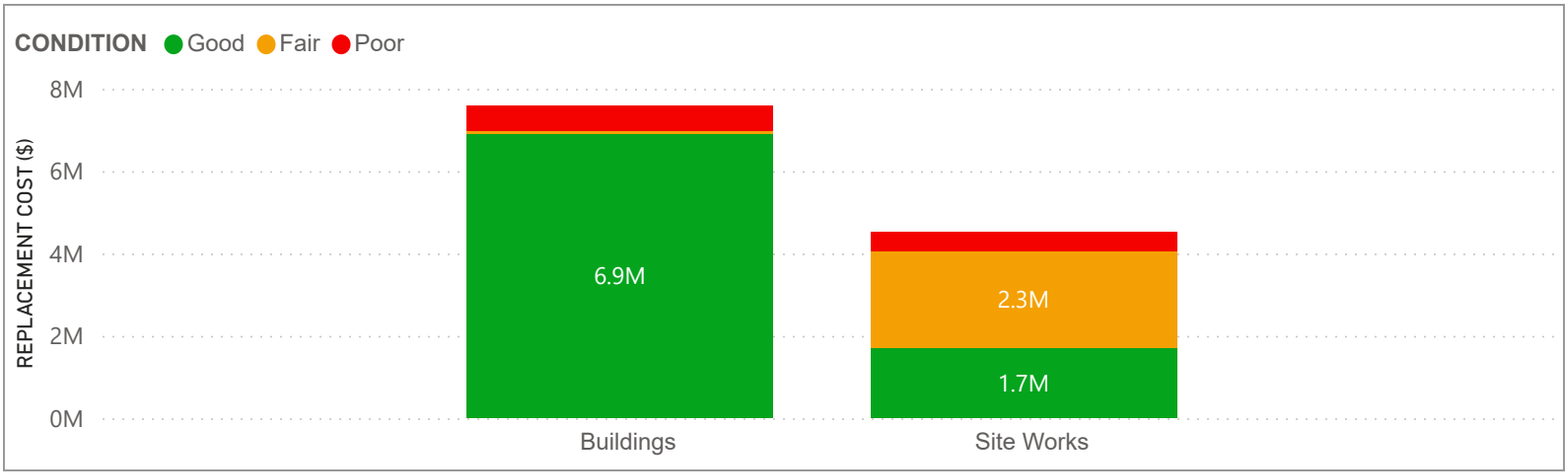



GOLF ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	MEDIUM	MEDIUM	LOW

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE
AVG. 10-YEAR REQUIRED CAPITAL COST: $0.1M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT: $0.0M
AVG. ANTICIPATED ANNUAL O&M COST: $0.7M

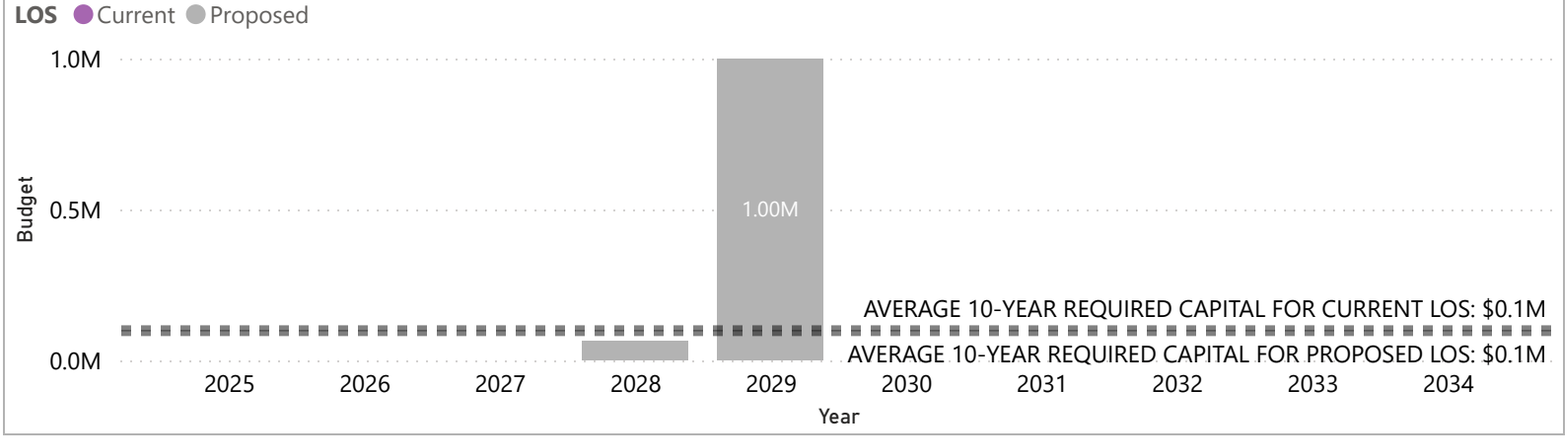
PROPOSED LEVELS OF SERVICE
AVG. 10-YEAR REQUIRED CAPITAL COST: $0.1M
AVG. 10-YEAR CAPITAL BUDGET AMOUNT: $0.1M
AVG. ANTICIPATED ANNUAL O&M COST*: $0.0M

KEY TECHNICAL LOS

% OF RESPONSES INDICATING A VALUE FOR MONEY ASSESSMENT OF AVERAGE OR HIGHER:
2024 74% 2034 75%

ANNUAL COST PER MAINTAINED AREA:
2024 $1.98/sq m 2034 $2.37/sq m

10-YEAR GOLF CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

RECORDS & PRINTING SERVICES
ASSET SUMMARY (2025 AMP)

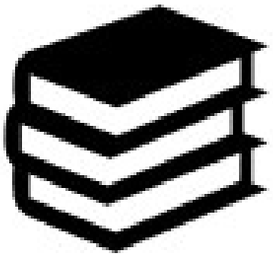
TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
3.2M	26 YEARS (13%)	GOOD	NOT APPLICABLE

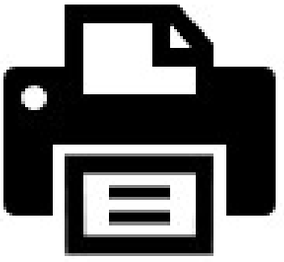






NUMBER OF RECORDS ASSETS	NUMBER OF PRINTING SERVICES ASSETS
248.0K	9



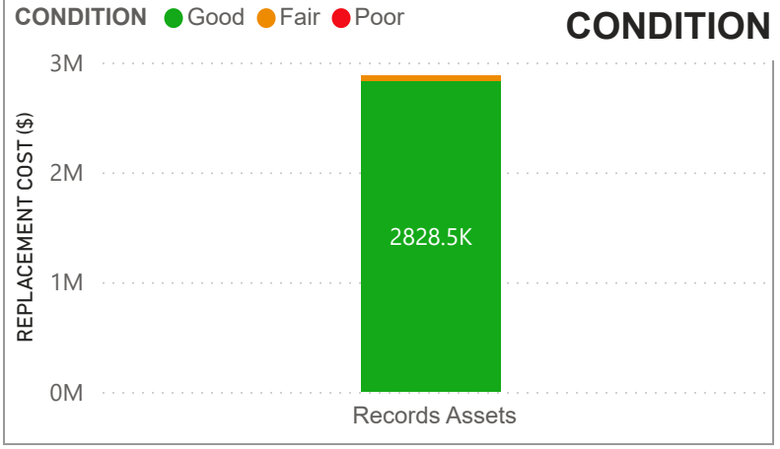


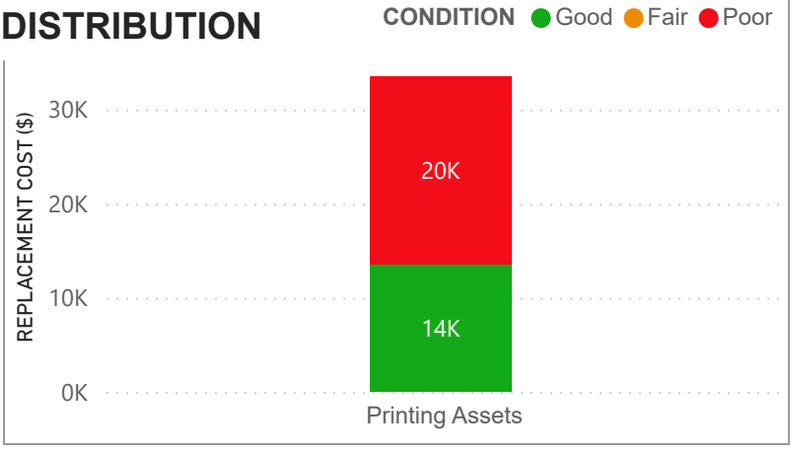
RECORDS & PRINTING SERVICES ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	HIGH	LOW	MEDIUM

CONDITION DISTRIBUTION





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$147.2K

PROPOSED LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.0K

KEY TECHNICAL LOS

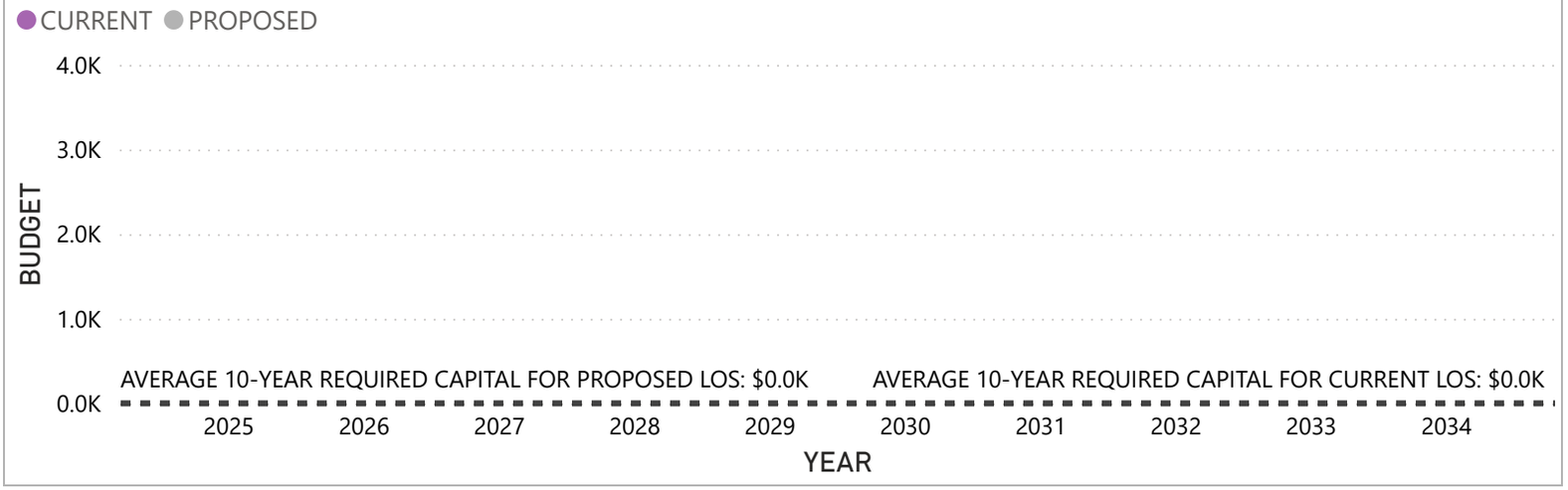
% EMPLOYEES WHO FEEL COMFORTABLE ACCESSING RECORDS & PRINTING SERVICES:

2025	2034
RECORDS: 90%	RECORDS: 80%
PRINTING: 90%	PRINTING: 80%

% EMPLOYEES WHO AGREE RECORDS & PRINTING SERVICES ARE PROVIDED IN A TIMELY MANNER:

2025	2034
RECORDS: 89%	RECORDS: 80%
PRINTING: 92%	PRINTING: 80%

10-YEAR RECORDS & PRINTING SERVICES CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

ELECTIONS
ASSET SUMMARY (2025 AMP)

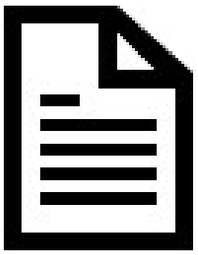
TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
33.2K	13 YEARS (59%)	GOOD	NOT APPLICABLE

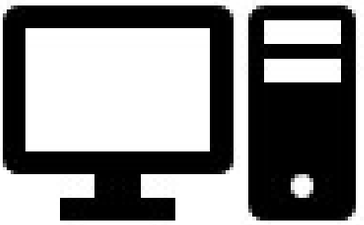






REPLACEMENT COST OF ELECTIONS SUPPLIES	REPLACEMENT COST OF ELECTIONS SOFTWARE
7.0K	33.2K



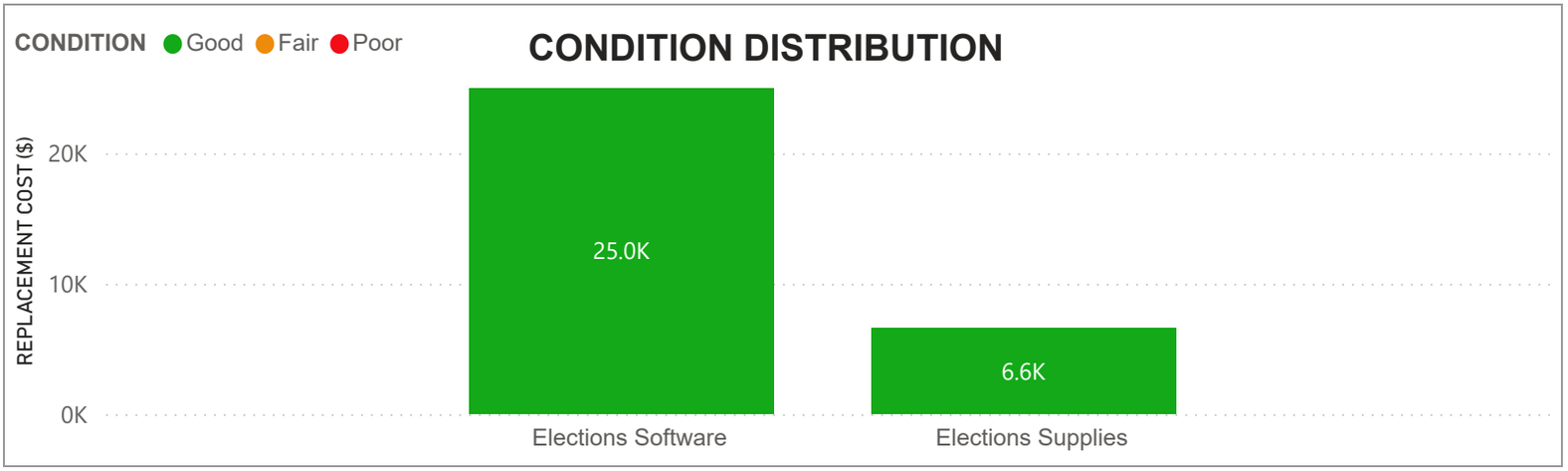


ELECTIONS
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
HIGH	HIGH	HIGH	MEDIUM





10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$15.0K

PROPOSED LEVELS OF SERVICE

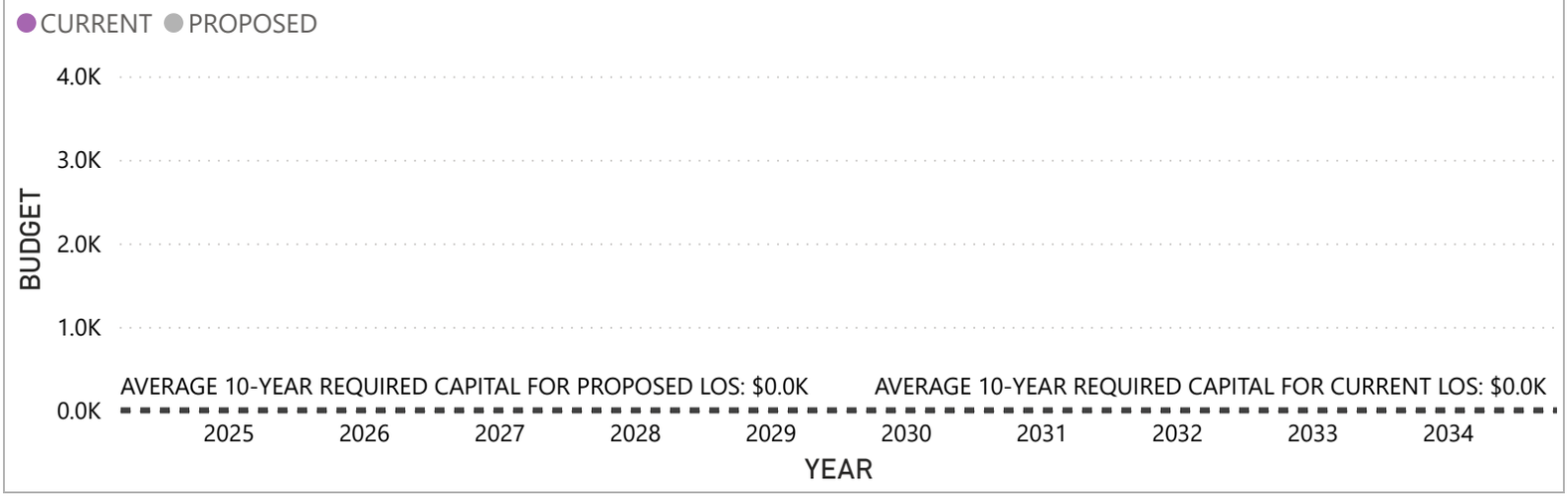
AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.0K

KEY TECHNICAL LOS

% OF ASSETS IN FAIR OR BETTER CONDITION

2025 100% 2034 100%

10-YEAR ELECTIONS CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

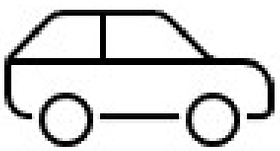
PARKING SERVICES
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$1.9M	5 YEARS (22%)	GOOD	0%






NUMBER OF PARKING LOT ASSETS	NUMBER OF PARKING MACHINERY, HARDWARE AND SOFTWARE ASSETS
2	6

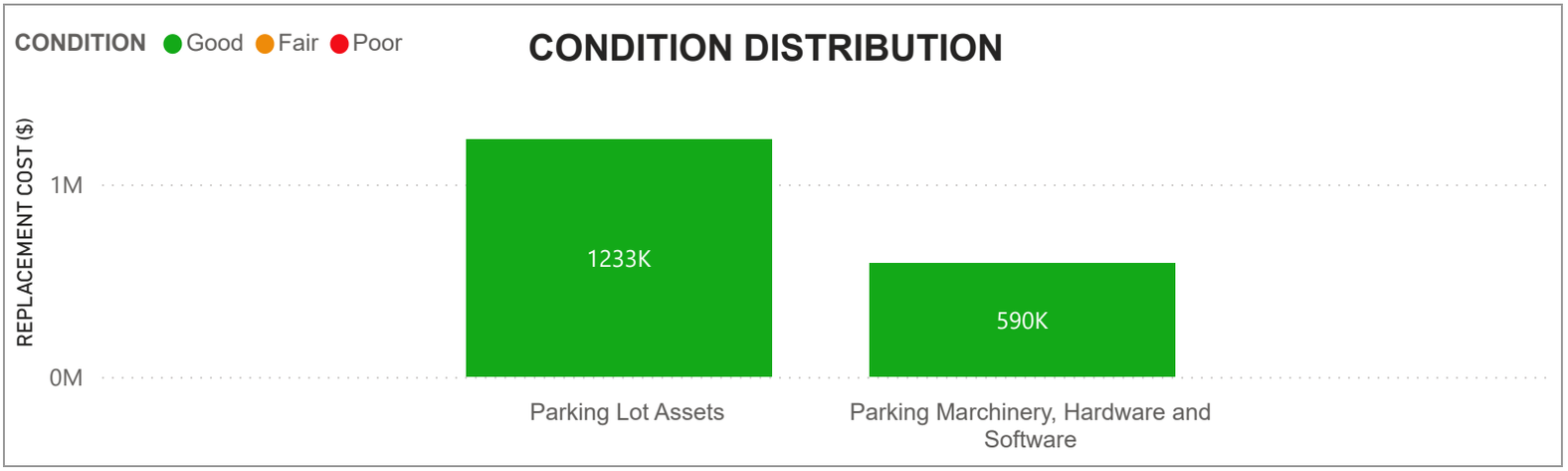



PARKING SERVICES
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
HIGH	HIGH	MEDIUM	LOW

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE
AVG. 10-YEAR REQUIRED CAPITAL COST: $81.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT: $0.0K
AVG. ANTICIPATED ANNUAL O&M COST: $62.7K

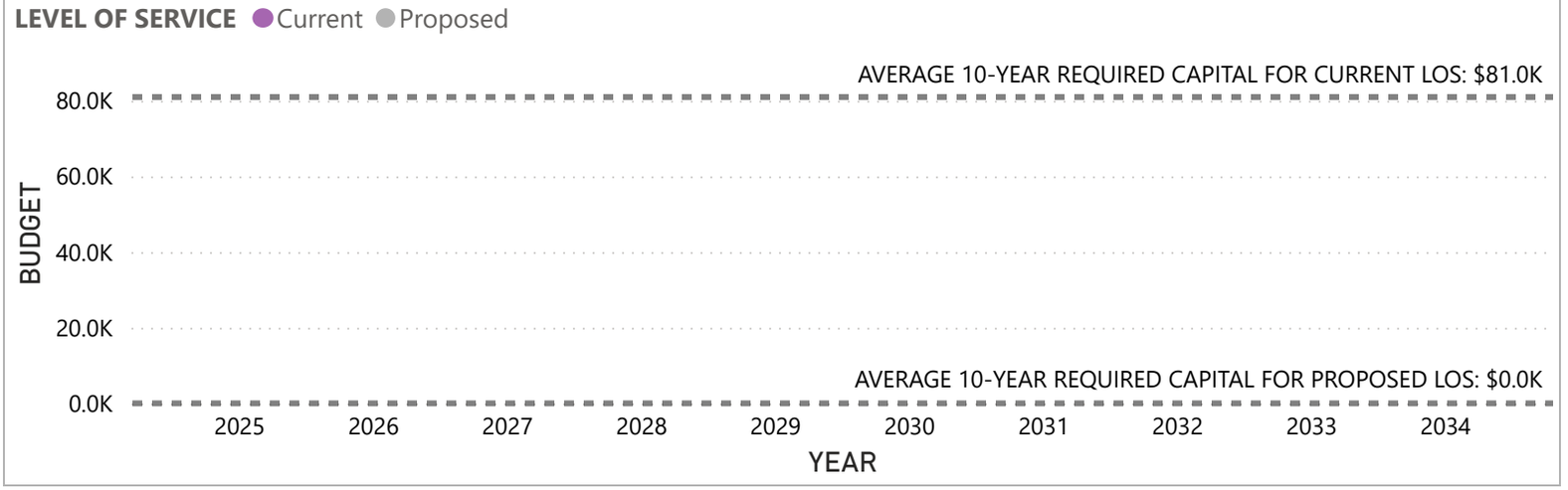
PROPOSED LEVELS OF SERVICE
AVG. 10-YEAR REQUIRED CAPITAL COST: $0.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT: $0.0K
AVG. ANTICIPATED ANNUAL O&M COST*: $0.0K

KEY TECHNICAL LOS

% CUSTOMERS WHO RATE OVERALL PAY STATION PERFORMANCE AS AVERAGE OR ABOVE:
2024 90% 2034 80%

% CUSTOMERS WHO RATE OVERALL WINTER MAINTENANCE PERFORMANCE AS AVERAGE OR ABOVE:
2024 67% 2034 75%

10-YEAR PARKING CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

HUMAN RESOURCES
ASSET SUMMARY (2025 AMP)

TOTAL REPLACEMENT COST	WEIGHTED AVG AGE (% OF ESTIMATED SERVICE LIFE EXPENDED)	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$212.6K	13 YEARS (52%)	FAIR	0%






NUMBER OF HEALTH & SAFETY ASSETS

81

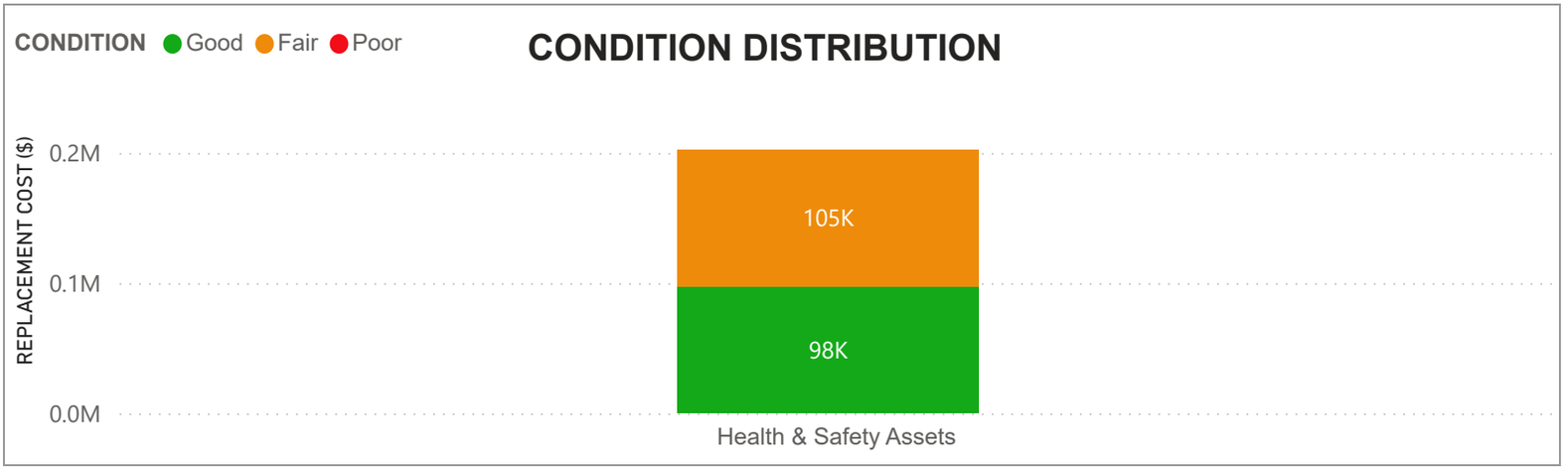


HUMAN RESOURCES
ASSET ANALYSIS (2025 AMP)

DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
MEDIUM	HIGH	HIGH	MEDIUM

CONDITION DISTRIBUTION



10 YEAR COST EXPENDITURES

CURRENT LEVELS OF SERVICE

AVG. 10-YEAR REQUIRED CAPITAL COST:	$11.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST:	$0.6K

PROPOSED LEVELS OF SERVICE

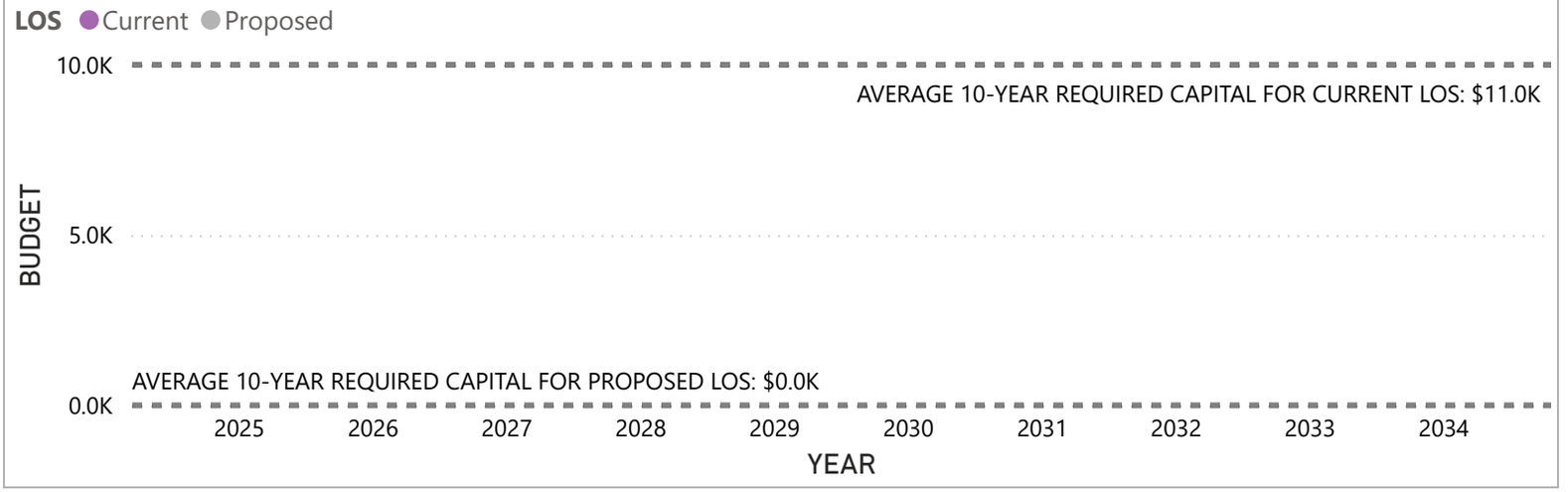
AVG. 10-YEAR REQUIRED CAPITAL COST:	$0.0K
AVG. 10-YEAR CAPITAL BUDGET AMOUNT:	$0.0K
AVG. ANTICIPATED ANNUAL O&M COST*:	$0.0K

KEY TECHNICAL LOS

% OF EMPLOYEES WHO FEEL COMFORTABLE LOCATING AND ACCESSING AEDS:
2024 81% 2034 80%

% OF EMPLOYEES WHOSE NEEDS ARE MET OR EXCEEDED LOCATING AND ACCESSING AEDS:
2024 89% 2034 85%

10-YEAR HUMAN RESOURCES CAPITAL BUDGET BY LOS



*NOTE: O&M Budget gaps will be included in future iterations of the AMP as data tracking and reporting improves.

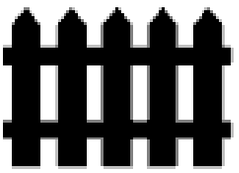
JOHN NOBLE HOME
ASSET SUMMARY (2025 AMP)

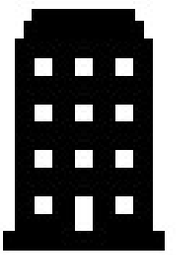
TOTAL REPLACEMENT COST	WEIGHTED AVERAGE AGE	AVERAGE WEIGHTED CONDITION	ASSET SUSTAINABILITY INDEX (CAPITAL LOS)
$59.1M	49 YEARS (68%)	FAIR	67%






NURSING ASSET QUANTITIES	NUMBER OF SITE WORKS	NUMBER OF FURNITURE AND EQUIPMENT	NUMBER OF BUILDING COMPONENTS
228	6	1170	70

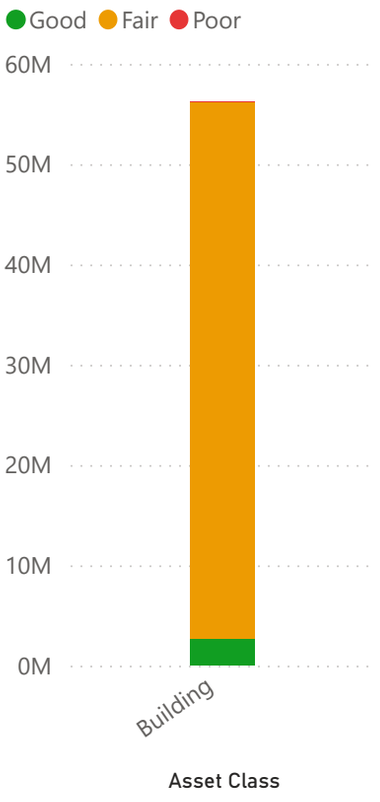


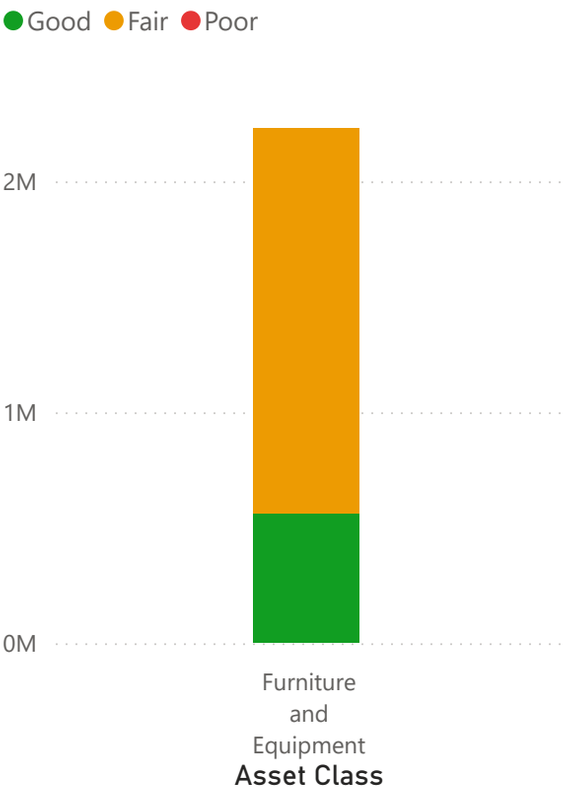
JOHN NOBLE HOME
ASSET ANALYSIS (2025 AMP)

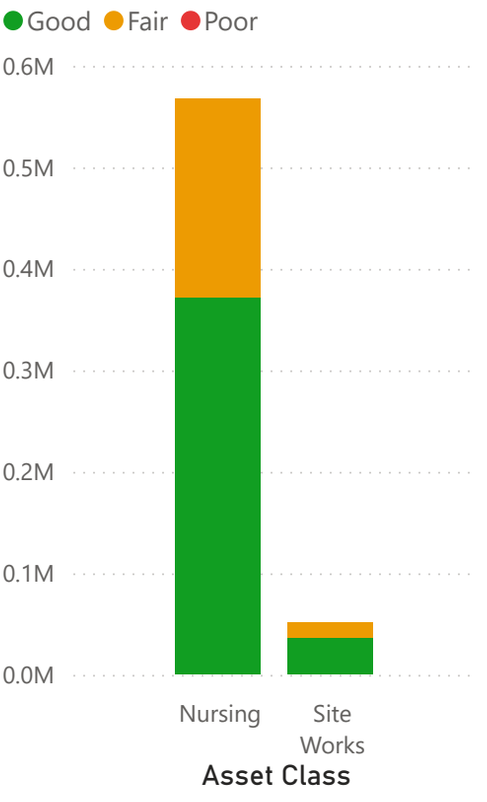
DATA CONFIDENCE LEVEL

CONDITION	INVENTORY	REPLACEMENT COST	LEVELS OF SERVICE
LOW	MEDIUM	MEDIUM	LOW

CONDITION DISTRIBUTION







*NOTE: Budget Information unavailable at this time. Will be included in future iterations of the plan as it becomes available.

Appendix C

Public Engagement Survey

Core Assets

2021 AMP Public Engagement Review Notes - Customer LoS

Principles: Accessibility, Reliability, Quality, Safety, Responsiveness, Environmental, Sustainable, Cost

Water

- Residents agree drinking water is available (100% of those connected)
- Residents generally feel the water is safe to drink (85.2%), but some residents (14.8%) are concerned with the safety and want to feel their water is safe to drink (e.g. fears of contamination, lead services) and residents want their water to be a certain quality (e.g. not over chlorinated, no smell or colour, no fluoride)
- Residents reported service disruptions have either not occurred (75.9%) or are handled promptly if they occur (22.2%).

Conclusions: Residents are happy with the availability of water, but they want to feel their water is both safe and a certain quality. Service disruption within one (1) day is acceptable.

Possible KPIs: Number of water quality complaints, Average hours/days to resolve water service disruption, Number of lead services, Number of lead loans requested

Storm

- Residents generally feel their properties are protected from flooding (74.3%) or do not have an opinion (4.6%). However, a significant number of residents worry about their properties flooding (21.1%) and want to feel that protections are in place
    - Flooding fears are generally due to river floodplain (especially because of ice dam) and limited sewer capacity (i.e. storm surges) – areas of concern are Gilkison Flats and Eagle Place
- Half of respondents (49.5%) were not aware of the City's emergency planning for flooding or how they would help residents, 31.2% of respondents felt the City would work quickly to help residents in the event of a flood event. A small number did not have an opinion (4.6%), and 14.7% were not confident the City would help residents recover.

Conclusions: Residents are concerned with flooding and want to feel that protections are in place.

Possible KPIs: Number of basement flooding complaints, Number of overland flooding complaints, Number of storm events exceeding network capacity, % of 2 year storm capacity pipes

Climate Change

- Only 10.2% of surveyed thought the City was working towards climate change goals and 12% of respondents did not have an opinion. Generally, responders did not know enough about what the City was doing (50.9%), and a significant number (12%) thought the City was not doing enough. Of those who didn't think the City was doing enough they suggested the following:
    - Concerns with infrastructure resiliency to climate change (e.g. might increase flooding)

    - Desire for City to prioritize green space
    - Interest in sustainable development and green initiatives (e.g. solar panels, improved transit, green building envelopes, electric vehicles, water/energy reduction, wetland conservation)

Conclusions: This suggests we need to improve our advertisement of our climate change goals/targets and what we have accomplished or are planning.

Possible KPIs: Total GHG reduction, % of green space in the City

Wastewater

- Over half of residents are not concerned with sewage backups (55%), many residents do not have an opinion (27.5%), and a small number (2.8%) are on a septic system. However, 14.7% of residents are concerned with sewage backups. These concerns were due to:
    - Aging infrastructure;
    - Odours from drains; and
    - Roots.
- The majority of respondents have never had a wastewater service disruption (87.6%), and if a disruption did occur it was resolved within one (1) day (12.4%).

Conclusions: While many respondents were not concerned about back-ups, many respondents were concerned with the state of our infrastructure. Service disruption of within one (1) day is acceptable.

Possible KPIs: Number of wastewater backups due to pipe condition, Number of wastewater backups due to obstructions, Number of odour complaints, Average hours/days to resolve wastewater service disruption

Roads

- Most respondents felt roads were generally satisfactory but thought some roads were needing repairs for years (63.9%). Many respondents had no concerns with the road condition (12%). A small number had no opinion (1%). A significant number of respondents felt the roads were completely unsatisfactory (23.1%). If those that thought the roads were unsatisfactory gave the following reasons:
    - Too much traffic
    - Continuous patching instead of full repair
    - Potholes remaining for too long
    - Line painting
- Many residents felt road hazards were repaired in a timely manner (37.6%) or didn't have an opinion (12.8%), but half of the respondents (49.5%) felt that hazards stayed on the roads for weeks or were repaired poorly.
- In terms of road closures and detours, over half of residents felt that closures had proper notice and detours and signage were adequate (52.3%). Many residents did not feel strongly on this

issue either they didn't have an opinion (17.4%), or hadn't noticed (22%). However, 8.3% thought the city did not give enough notice or adequate signage for a road closure. For those that thought the City did not give enough notice or adequate signage:

  - Not enough signage
  - Concerns with downtown business not being considered

- Most respondents (65.1%) felt that snow and debris were cleared in a timely manner. A small number (3.7%) did not have an opinion, and 31.2% of respondents thought that snow and sweeping were not done in a timely manner.
  - Many complaints were due to sweeping
  - Local roads not cleared quickly enough
  - Enforce no parking after snowfall
  - Sidewalk clearing unfriendly
  - Complaints about unnecessary bike lanes
- Over half of respondents (51.4%) think that streets, sidewalks, and trails are adequately lit, and 20.6% of people did not have an opinion. However, 28% of people thought the City needed better lighting.
  - Complaints about lighting downtown and on trails
- Most respondents (76.1%) thought that sidewalks condition were safe for walking purposes. A small number (1.8%) did not have an opinion. Many respondents felt sidewalks were not in good condition for walking (22%).
  - Residents thought some trails should be maintained year round
  - Sidewalk connectivity complaints
  - Sidewalk condition complaints, repairs taking too long
- Over half of respondents (51.9%) felt road conditions were safe for cycling, and 18.5% did not have an opinion. Many respondents (29.6%) did not think road conditions were safe for cyclists.
  - More separation
  - Speed concerns
- Many respondents did not have an opinion on the connectivity of cycling routes (38.9%), and 36.1% thought they were connected and easy to navigate. However, 25% of respondents did not think that the cycling routes were connected or easy to navigate.
  - Designated bike paths
  - More bike lanes
  - More signage on trails

Conclusions: Respondents generally thought the current LoS associated with roads was satisfactory. Improvements could be made around:

  - Response time for clearing road hazards;
  - Trail lighting and maintenance; and
  - Cycling lanes connectivity and emphasis on safety.

Possible KPIs: Average time to finish snow clearing the City, Length of on-road bike paths, Length of full bike network, % of roads with cycling lanes (separated vs not), % of lit trails, % of year round maintained

trails, Connectivity?, Average time to fix identified pothole, Average time to fix identified sidewalk defect

Bridges and Culverts

- Many respondents (41.7%) felt that bridges and culverts were safe to cross, and 39.8% did not have an opinion. 18.5% of respondents felt that there were bridges and culverts that were unsafe. Those that had concerns about safety stated:
    - Concerns with closed pedestrian bridges
    - Lorne bridge concerns
- Most respondents didn't notice if there were culverts that were blocked (62.4%), and 25.7% of respondents didn't have an opinion. A small number of people (2.8%) said there were culverts that were not tended to in a timely manner, and 9.2% of respondents felt that culverts were attended to in a timely manner.

General

- Almost half of respondents (46.8%) were generally satisfied with how their tax dollars were spent but thought improvements could be made, and a quarter of respondents (25.7%) were happy with how they were being spent. A small number (4.6%) did not have an opinion, and 22.9% were unhappy with how their tax dollars were being spent. Those that were unsatisfied stated:
    - Concerns with OPRE and Arrowdale
    - Work taking too long
    - More storm emphasis

Asset Management - Level of Service Public Survey

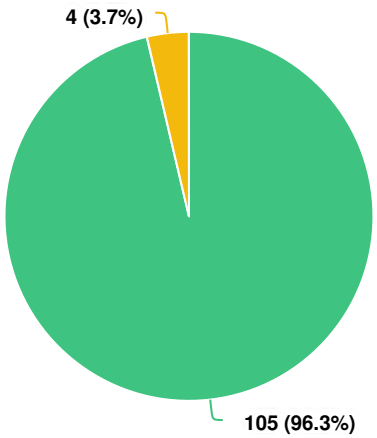
SURVEY RESPONSE REPORT
13 January 2021 - 03 February 2021

PROJECT NAME:
Asset Management Level of Service

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 Do you live in Brantford?

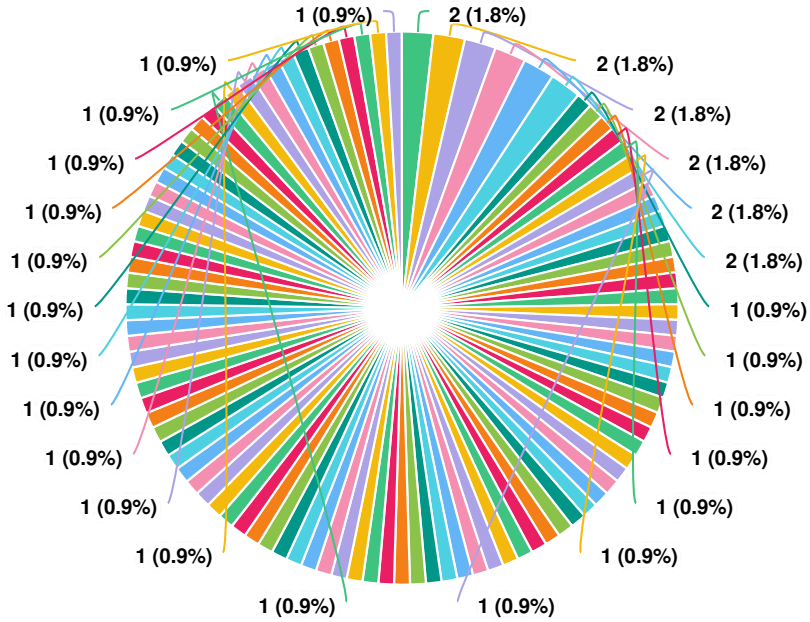


Question options

Yes No

Mandatory Question (109 response(s))
Question type: Radio Button Question

Q2 What is your postal code? For example, N3S 5T6



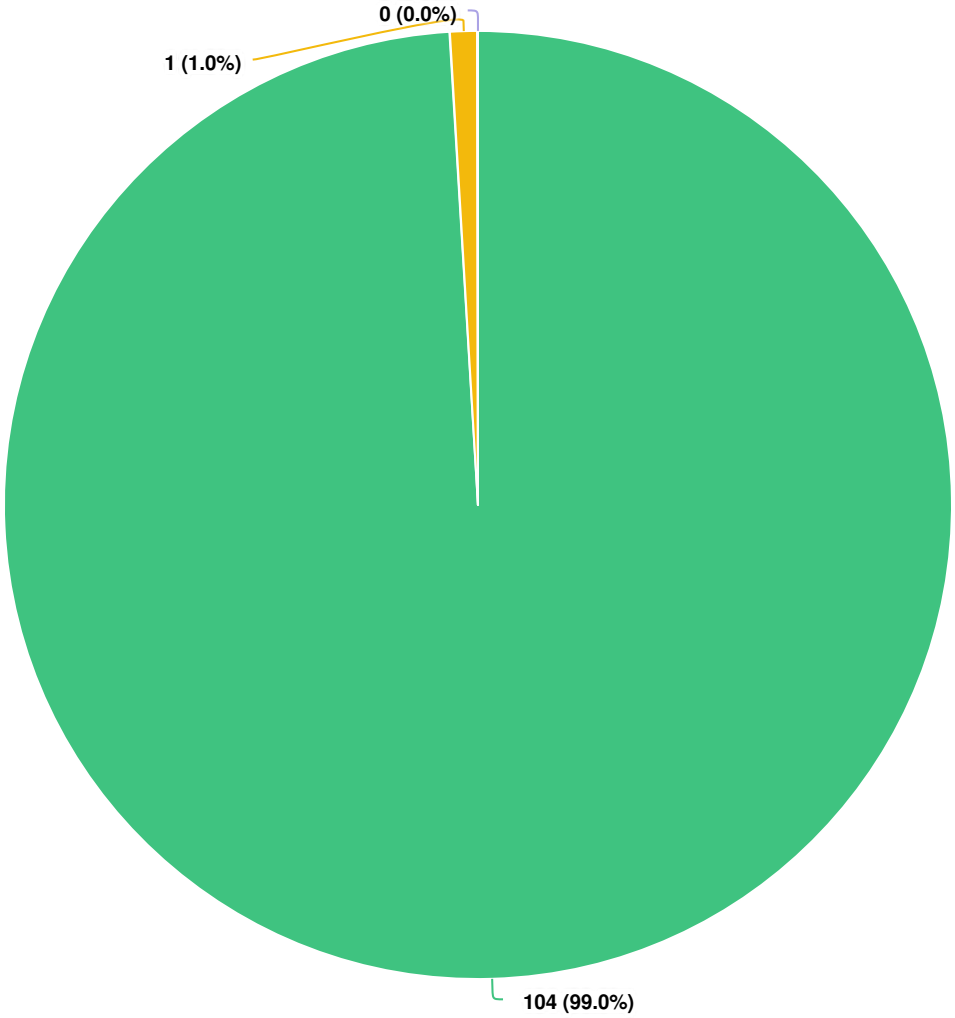
Question options

- Brantford, ON, N3P1G7
- Brantford, ON, N3S5T6
- Brantford, ON, N3R1W7
- Brantford, ON, N3P1P8
- Brantford, ON, N3S3C8
- Brantford, ON, N3S2V6
- Burford, ON, N0E0A7
- Brantford, ON, N3P1J2
- Brantford, ON, N3P1H8
- Brantford, ON, N3R7R1
- Brantford, ON, N3T5G3
- Brantford, ON, N3R3C8
- Brantford, ON, N3T1R4
- Brantford, ON, N3S3W6
- Brantford, ON, N3R5B6
- Brantford, ON, N3T4B9
- Brantford, ON, N3S5J1
- Brantford, ON, N3T4R8
- Cambridge, ON, N1T1N3
- Brantford, ON, N3S4T9
- Brantford, ON, N3R3W6
- Brantford, ON, N3T2E7
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- Brantford, ON, N3T6K8
- Brantford, ON, N3P1V4
- Brantford, ON, N3T6H8
- Brantford, ON, N3S3L3
- Brantford, ON, N3S3Y2
- Brantford, ON, N3T2E6
- Brantford, ON, N3R6L6
- Brantford, ON, N3R4V9
- Brantford, ON, N3S4B4
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- Brantford, ON, N3T0A4
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- Brantford, ON, N3P1P6
- Brantford, ON, N3T3H8
- Brantford, ON, N3T0E9
- Brantford, ON, N3S1P2
- Brantford, ON, N3R1S6
- Brantford, ON, N3S1L3
- Brantford, ON, N3S7V3
- Brantford, ON, N3T4M6
- Brantford, ON, N3T1W3
- St George Brant, ON, N0E0A1
- Brantford, ON, N3R4P9
- Brantford, ON, N3P1N5
- Brantford, ON, N3S1T1
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- Brantford, ON, N3T1A6
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- Brantford, ON, N3R6C7
- Brantford, ON, N3T6M5
- Brantford, ON, N3T6P1
- Brantford, ON, N3S4N4

1/2

Mandatory Question (109 response(s))
Question type: Region Question

Q3 In your view, is drinking water supplied by the City of Brantford readily available?

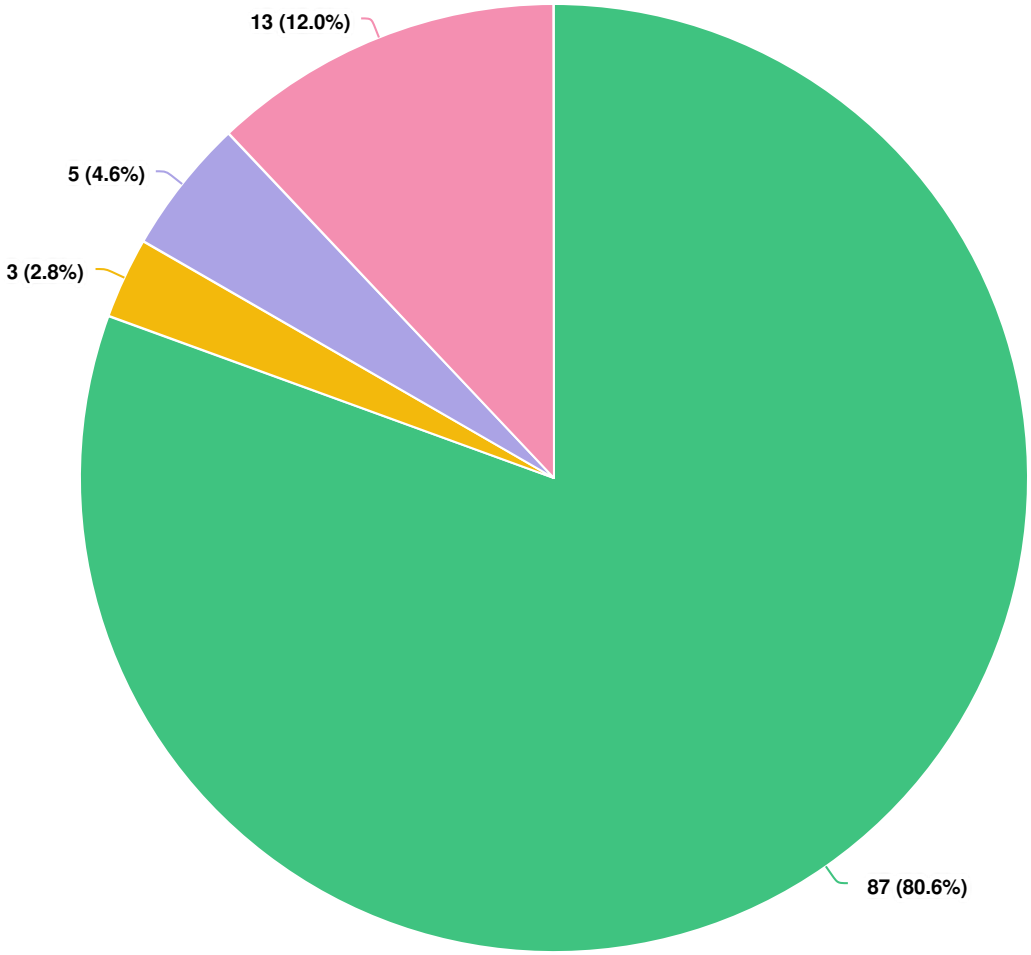


Question options

- Yes, City drinking water is always available when I need it.
- I am not connected to municipal water services.
- No, I have had instances where I have not had access to City drinking water.

Optional question (105 response(s), 4 skipped)
Question type: Radio Button Question

Q4 Do you think that municipal drinking water in Brantford is safe to drink?

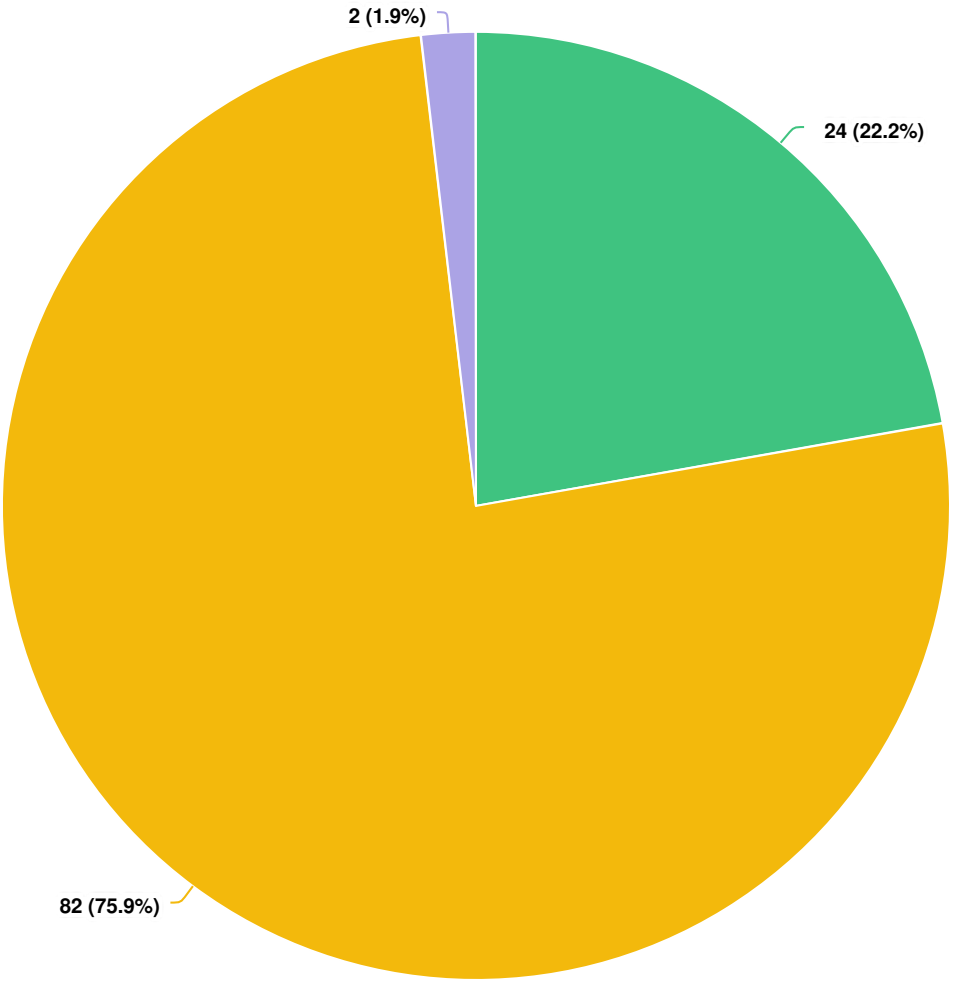


Question options

- Yes, I feel safe drinking municipal water in Brantford.
- No, I am aware that I have a lead water service that has not been replaced and have safety concerns as a result.
- I do not have an opinion about the safety of the City's drinking water.
- No, I do not feel the drinking water is safe and have concerns about the safety or quality of the drinking water.

Optional question (108 response(s), 1 skipped)
Question type: Radio Button Question

Q5 **If your household or business has had a water service disruption due to City infrastructure, do you feel that the City responded quickly and the issue was resolved in a timely manner?**

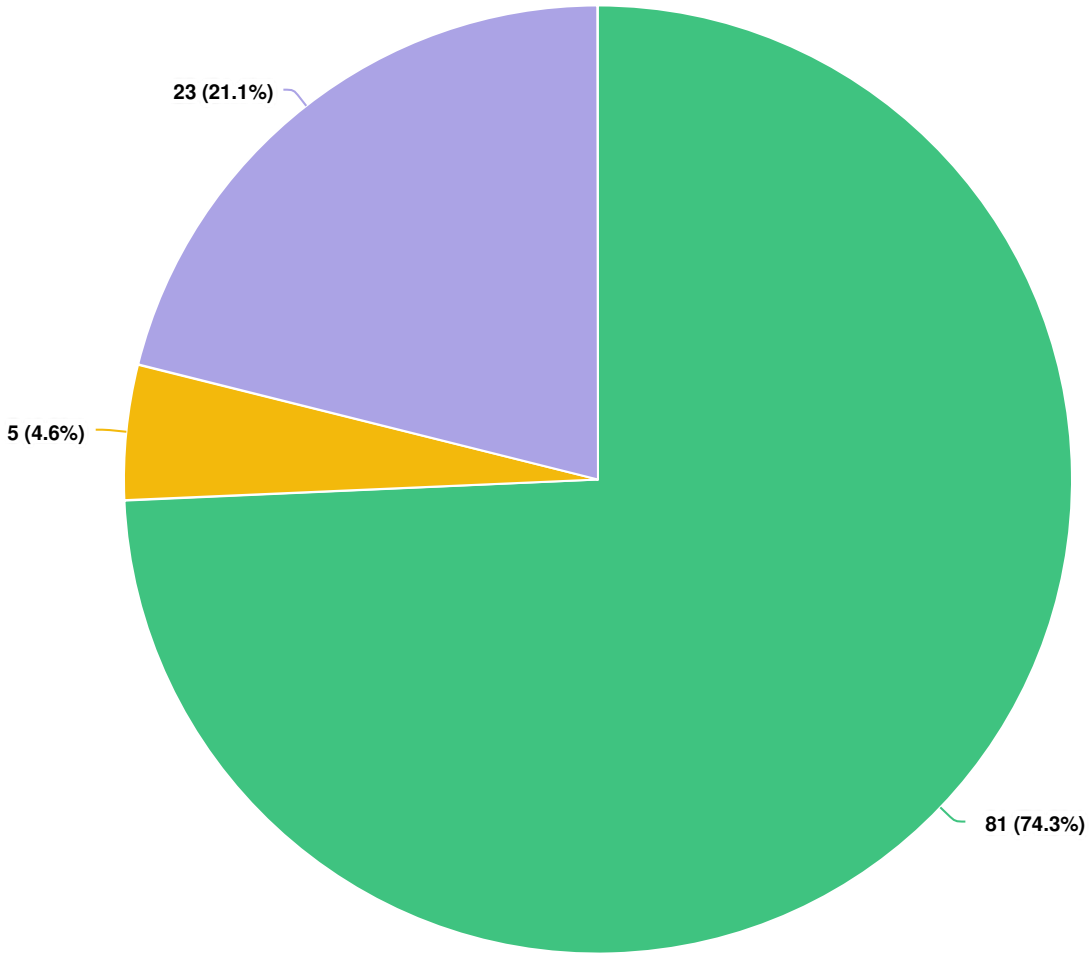


Question options

- Yes, the City responded right away and resolved the issue within one (1) day or an interim solution was prepared and enacted.
- I have never had a service disruption or I am not connected to municipal water services.
- No, the City did not respond quickly and/or the issue took two (2) or more days to resolve without an interim solution.

Optional question (108 response(s), 1 skipped)
Question type: Radio Button Question

Q6 Are you concerned about your residential property, business, or local road(s) flooding?

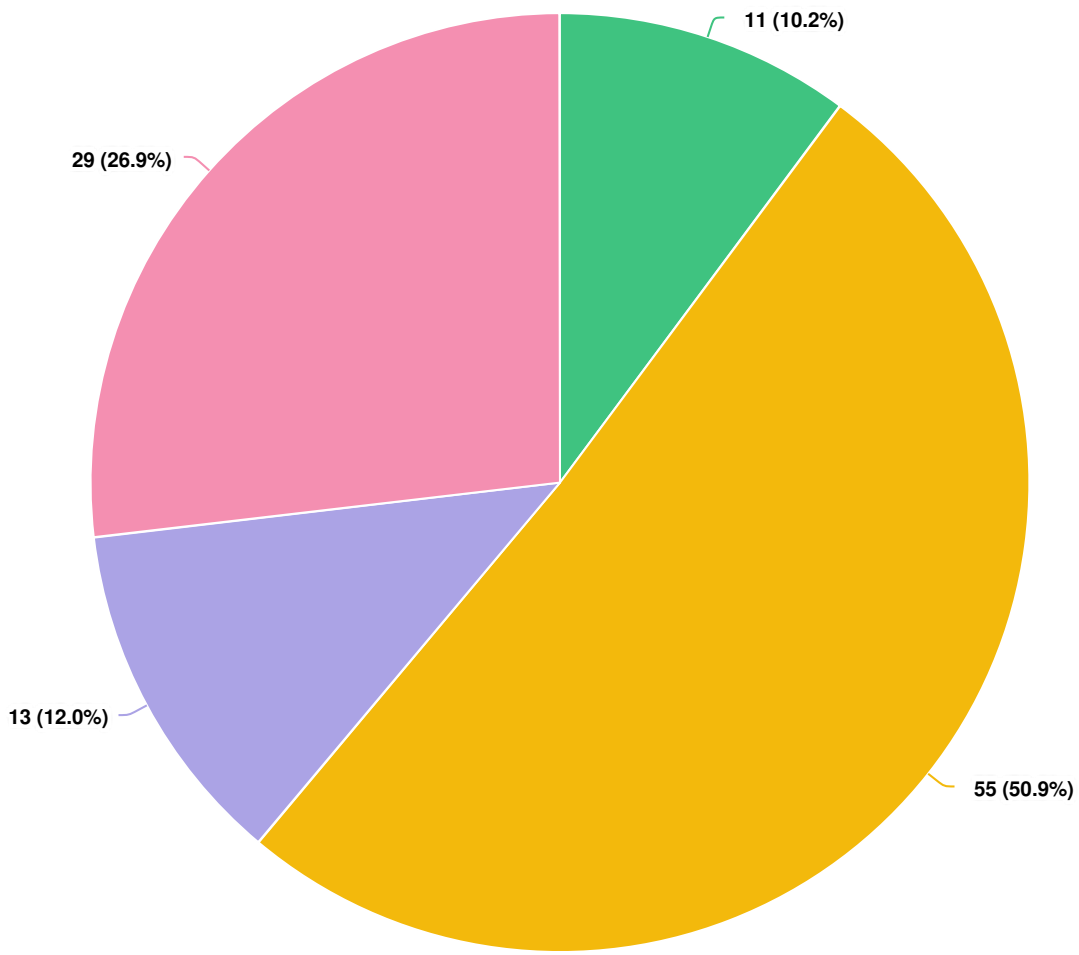


Question options

- No, I feel secure that my residential property, business, and local roads will likely not flood.
- I do not have an opinion on this topic.
- Yes, I am concerned with potential flooding because there has been flooding on my property or on local roads in the past.

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Q7 In general, do you feel that the City is responding as it should be to how climate change can impact the resiliency of its infrastructure/assets?

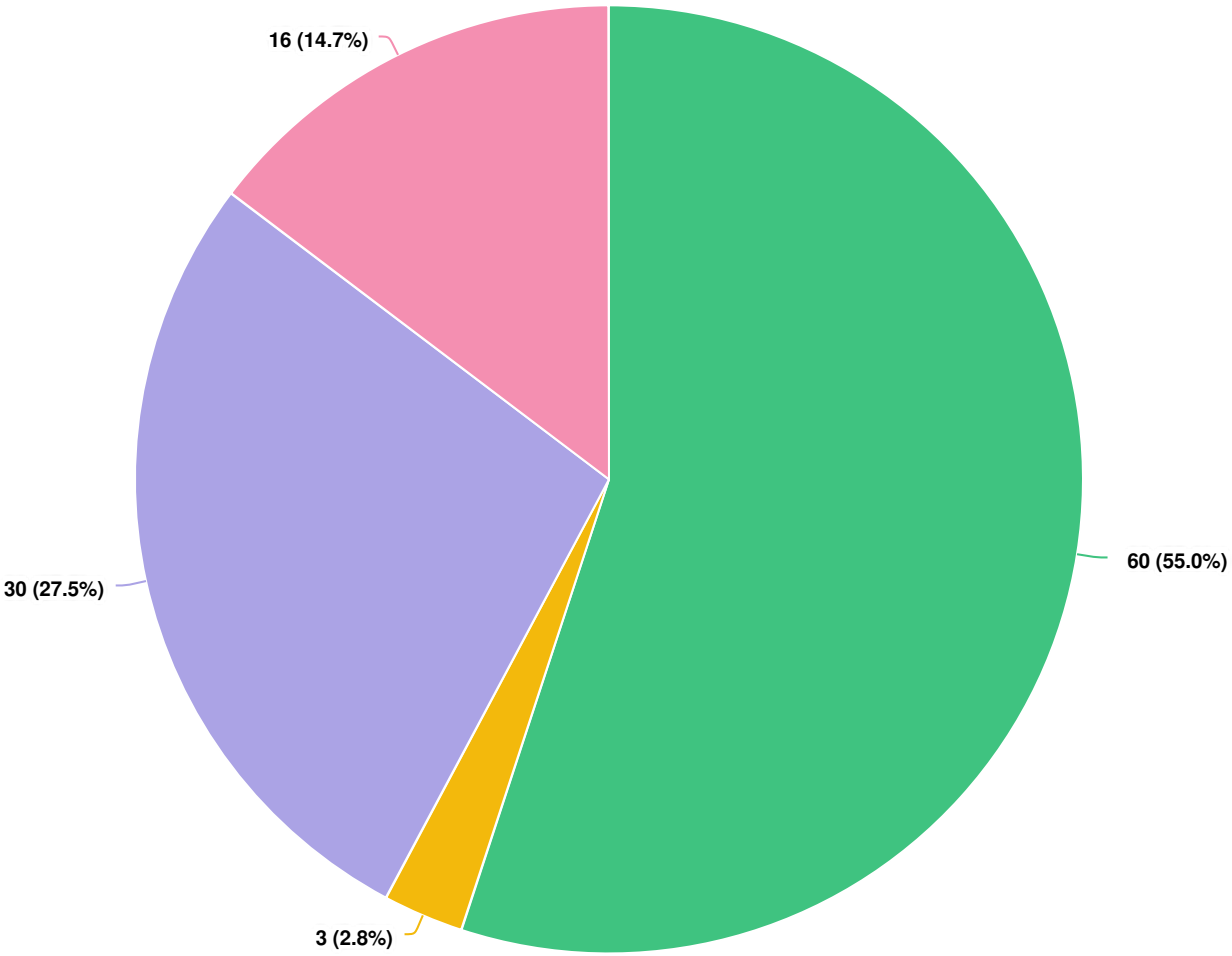


Question options

- Yes, from what I understand, the City is working to establish goals and specific targets to reduce the impact that climate change could potentially have on City infrastructure/assets.
- Unsure, I do not know enough about what the City climate change plans to form an opinion at this time.
- I do not have an opinion on this topic.
- No, I do not think the City is not doing enough to reduce the impact that climate change could potentially have on City infrastructure/assets.

Optional question (108 response(s), 1 skipped)
Question type: Radio Button Question

Q8 Are you concerned about the potential for sewage backups occurring in your household or business due to aging City infrastructure?

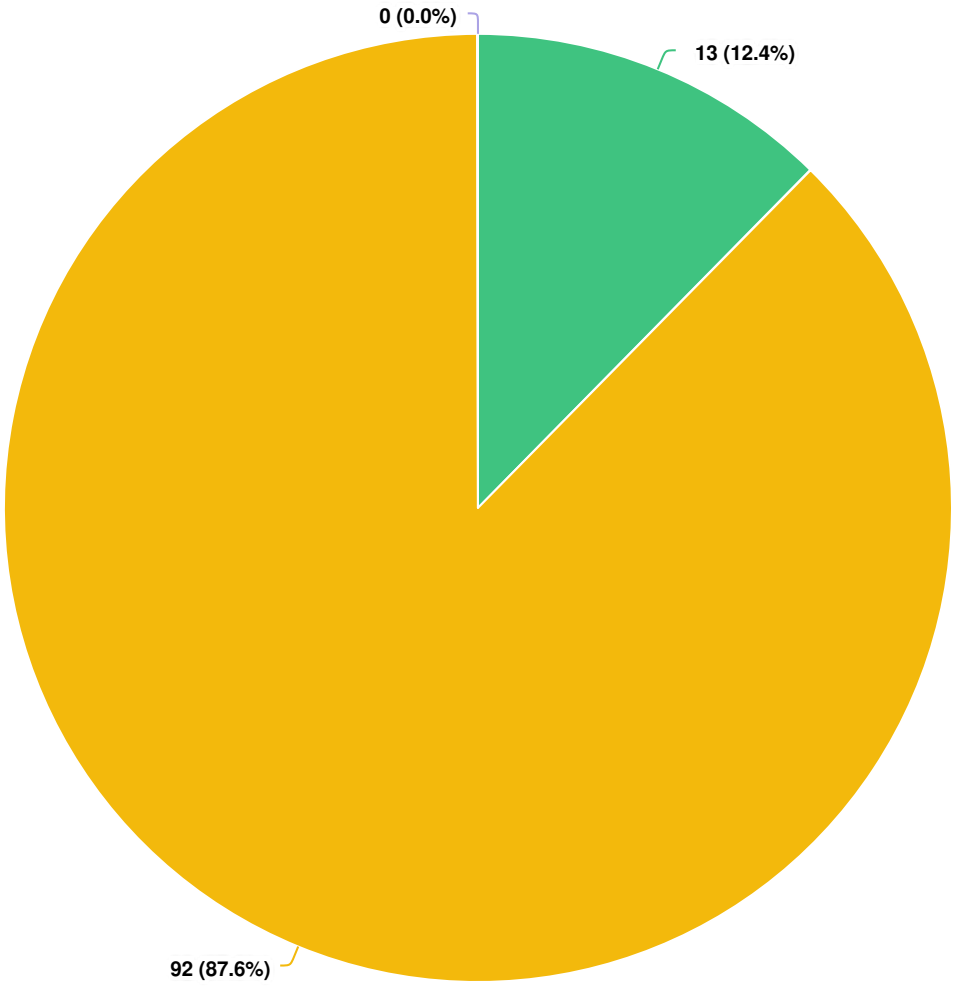


Question options

- No, I am not concerned about the potential of sewage backups in the city.
- I am on a septic system and not connected to the City wastewater system.
- I do not have an opinion about this topic.
- Yes, I am concerned because I have had a sewage backup in my current home and/or have heard of other homes in the city backing up.

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Q9 **If your household or business has had a sanitary sewer service disruption due to City infrastructure, do you feel that the City responded quickly and the problem was resolved in a timely manner?**

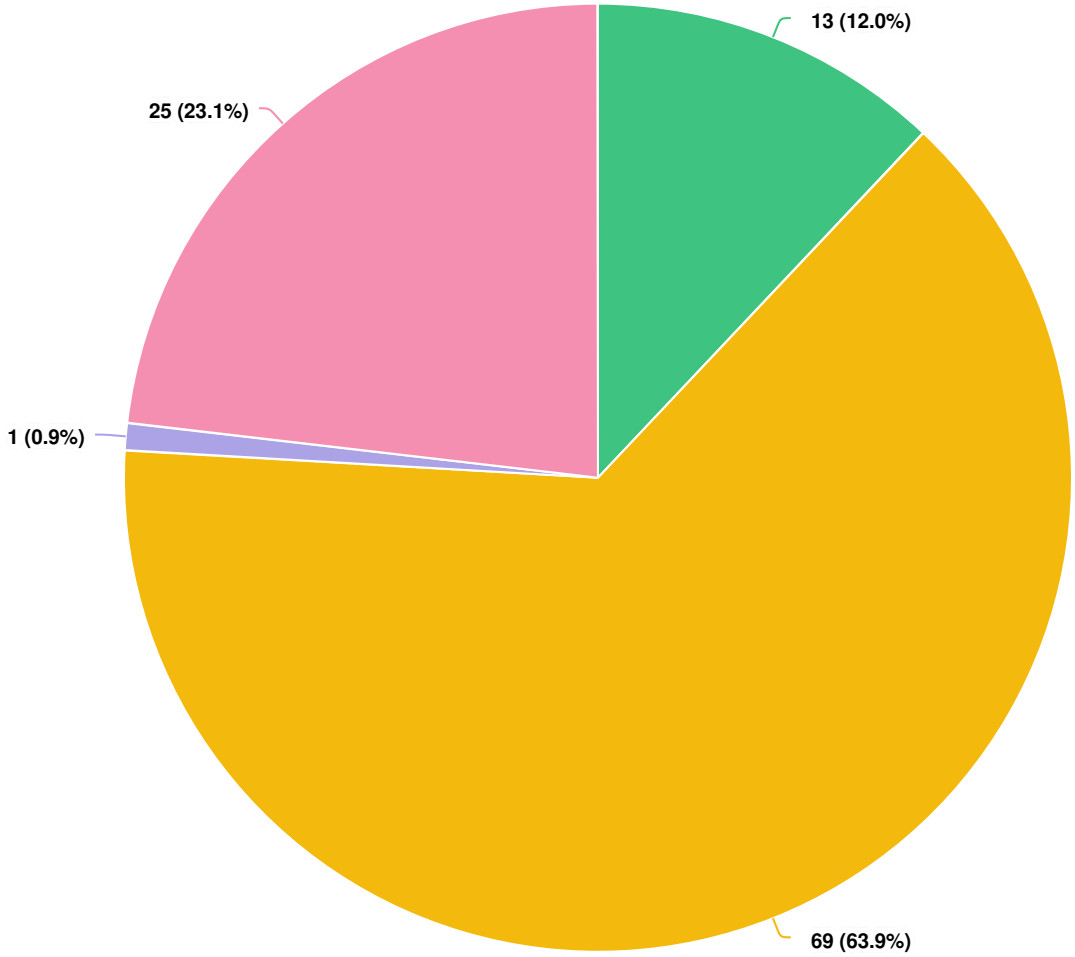


Question options

- Yes, the City responded right away and resolved the issue within one (1) day or an interim solution was prepared and enacted.
- I have never had a service disruption, or I am not connected to municipal sanitary sewer services.
- No, the City did not respond quickly and/or the issue took two (2) or more days to resolve without an interim solution.

Optional question (105 response(s), 4 skipped)
Question type: Radio Button Question

Q10 Are you satisfied with the condition of the roads in Brantford?

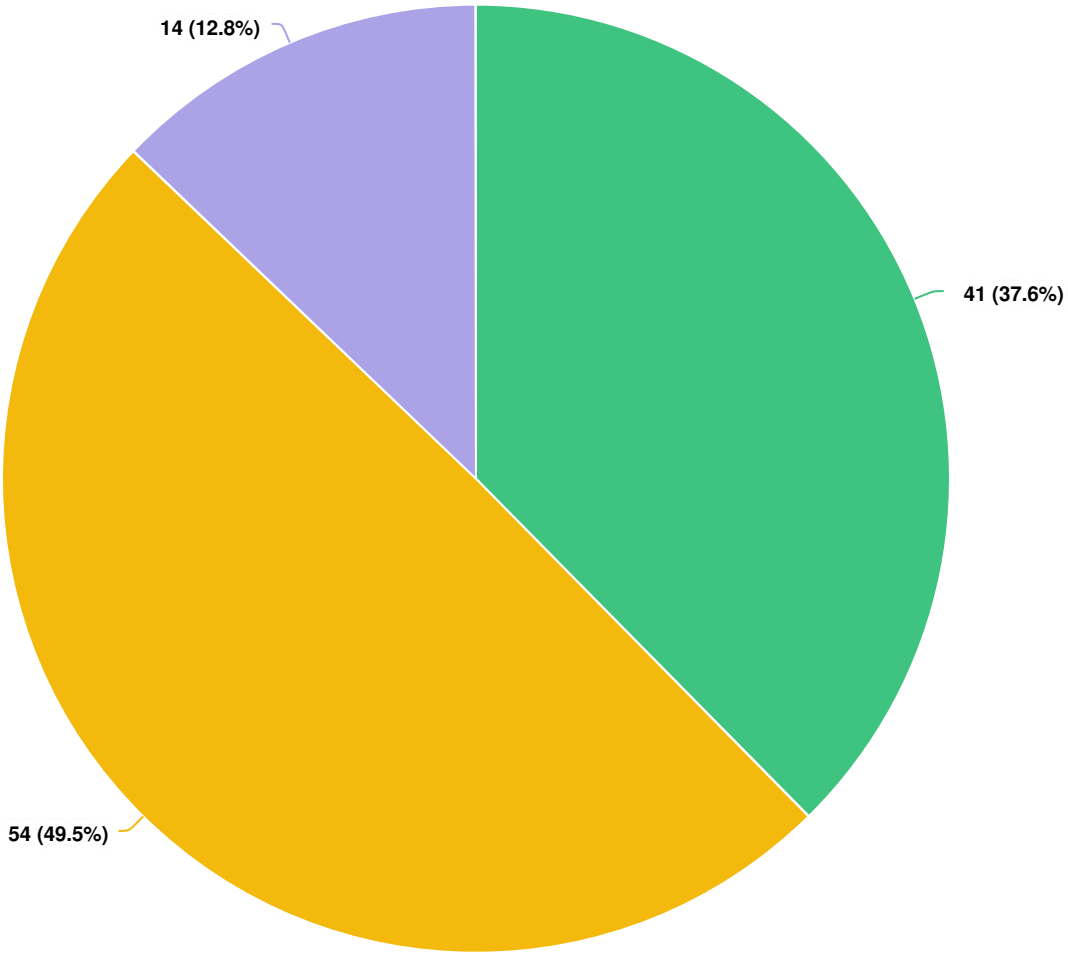


Question options

- Yes, I find the condition of Brantford roads to be satisfactory and have no concerns.
- Yes, the condition of Brantford roads is generally satisfactory, but there are a few roads I have driven on that I think have needed repairs for a few years.
- I do not have an opinion on this topic.
- No, most roads are completely unsatisfactory and require immediate attention. Please explain

Optional question (108 response(s), 1 skipped)
Question type: Radio Button Question

Q11 Do you feel that significant hazards on Brantford roads (e.g. large potholes) are repaired in a timely manner?

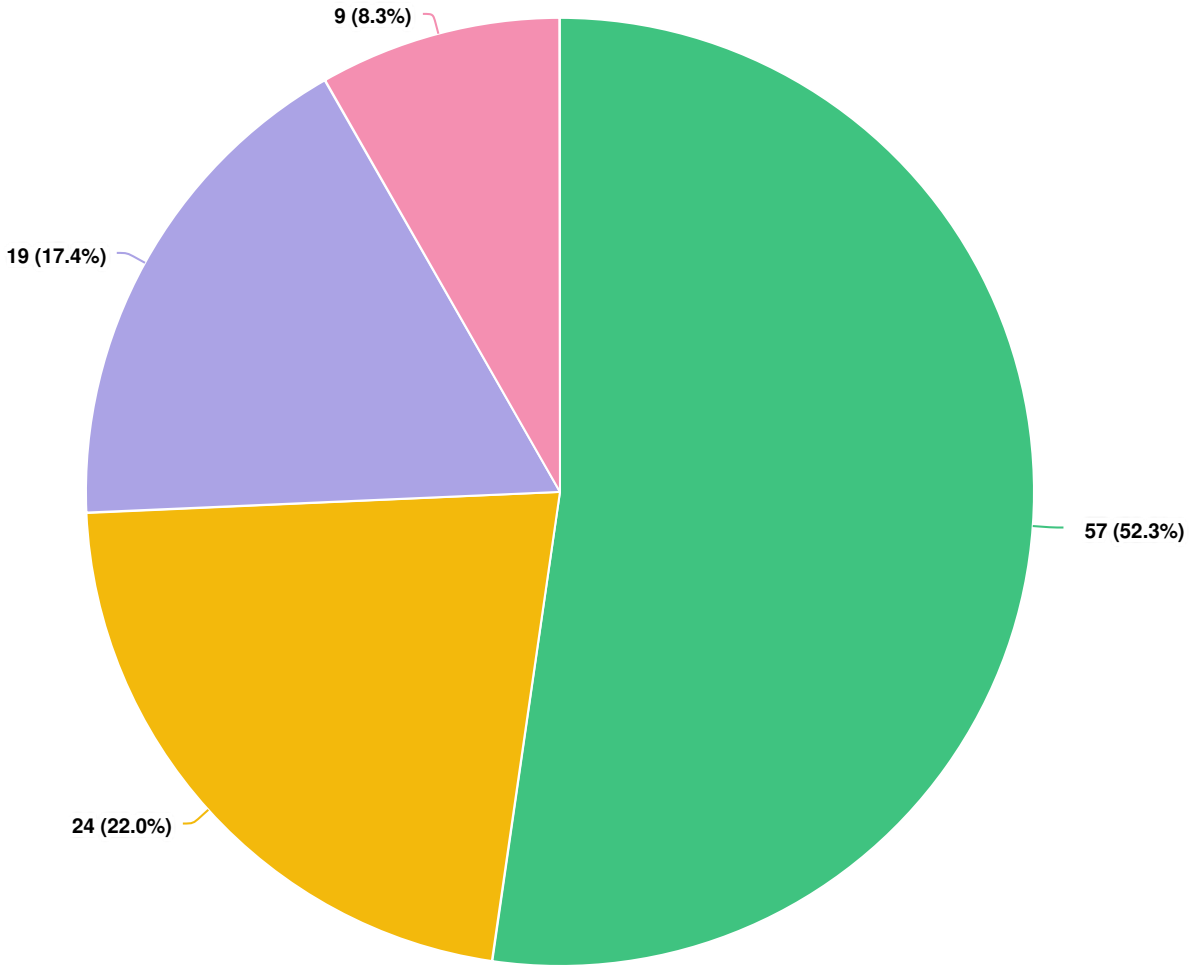


Question options

- Yes, significant hazards are repaired quickly in a high- quality manner.
- No, significant hazards remain in place for weeks or are repaired poorly without enough attention to quality.
- I do not have an opinion on this topic.

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Q12 **Do you feel the City of Brantford gives enough notice for an anticipated road closure (for example, due to construction) and provides adequate detouring and signage information onsite?**

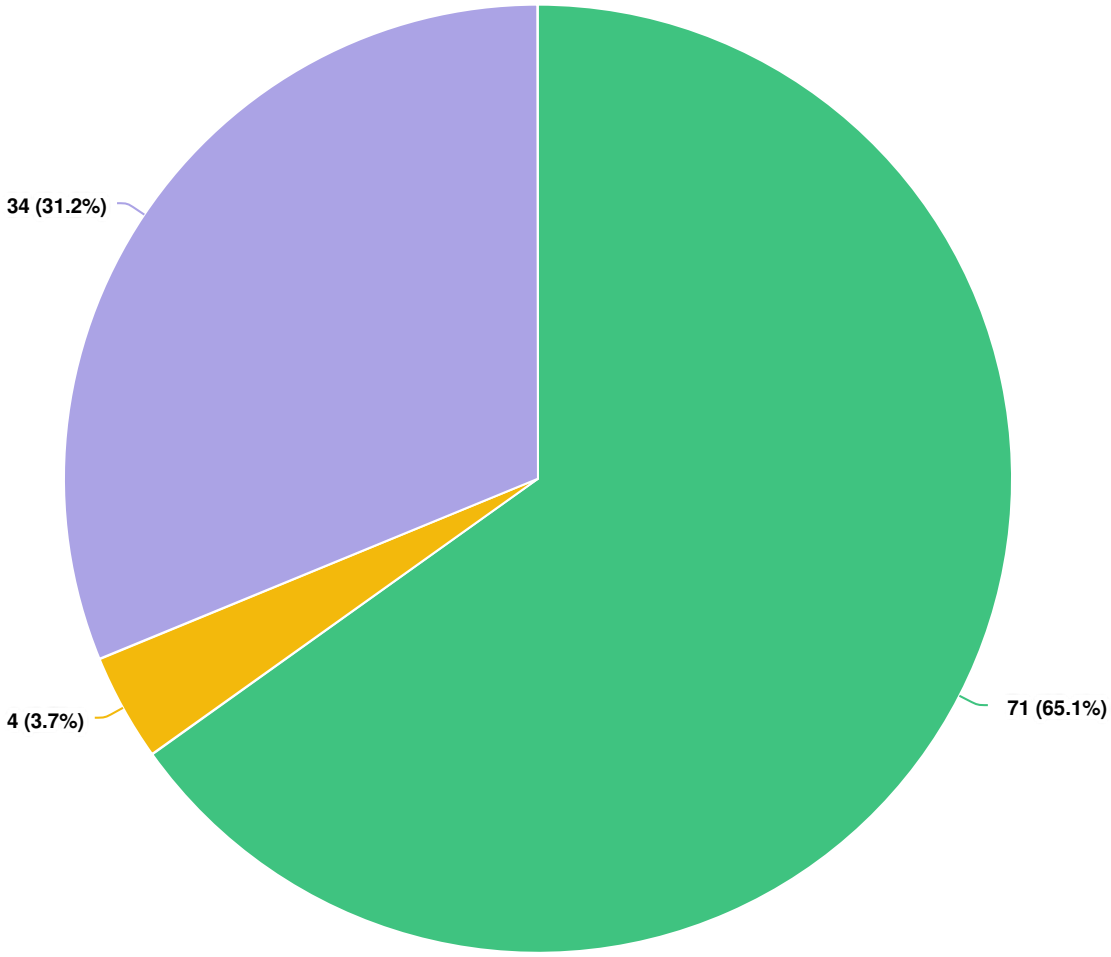


Question options

- Yes, the City gives enough notice for a road closure, adequate detouring and signage. Quickly in a high- quality manner.
- Unsure, I haven't noticed.
- I do not have an opinion on this topic.
- No, the City does not give enough notice for a road closure and/or provide adequate detouring and signage.

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Q13 Do you feel that snow and/or other debris (e.g. leaves) are cleared from City roads in a timely manner?

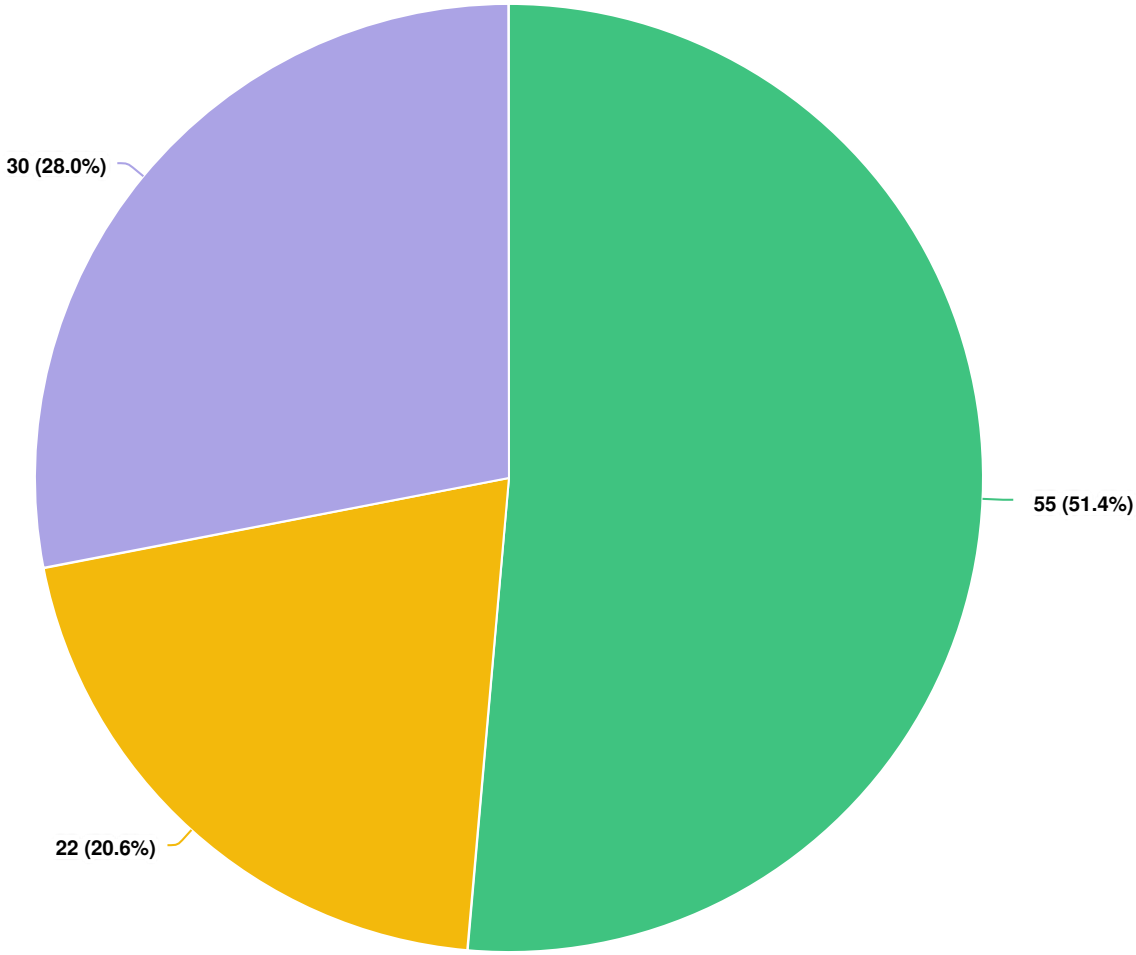


Question options

- Yes, Brantford roads are cleared in a timely manner after a snowfall and roads are swept on a regular enough basis.
- I do not have an opinion on this topic.
- Brantford roads are not cleared in a timely manner after a snowfall, and/or the road sweeping could use some work.

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Q14 Do you find that Brantford streets, sidewalks, and trails are adequately lit at night?

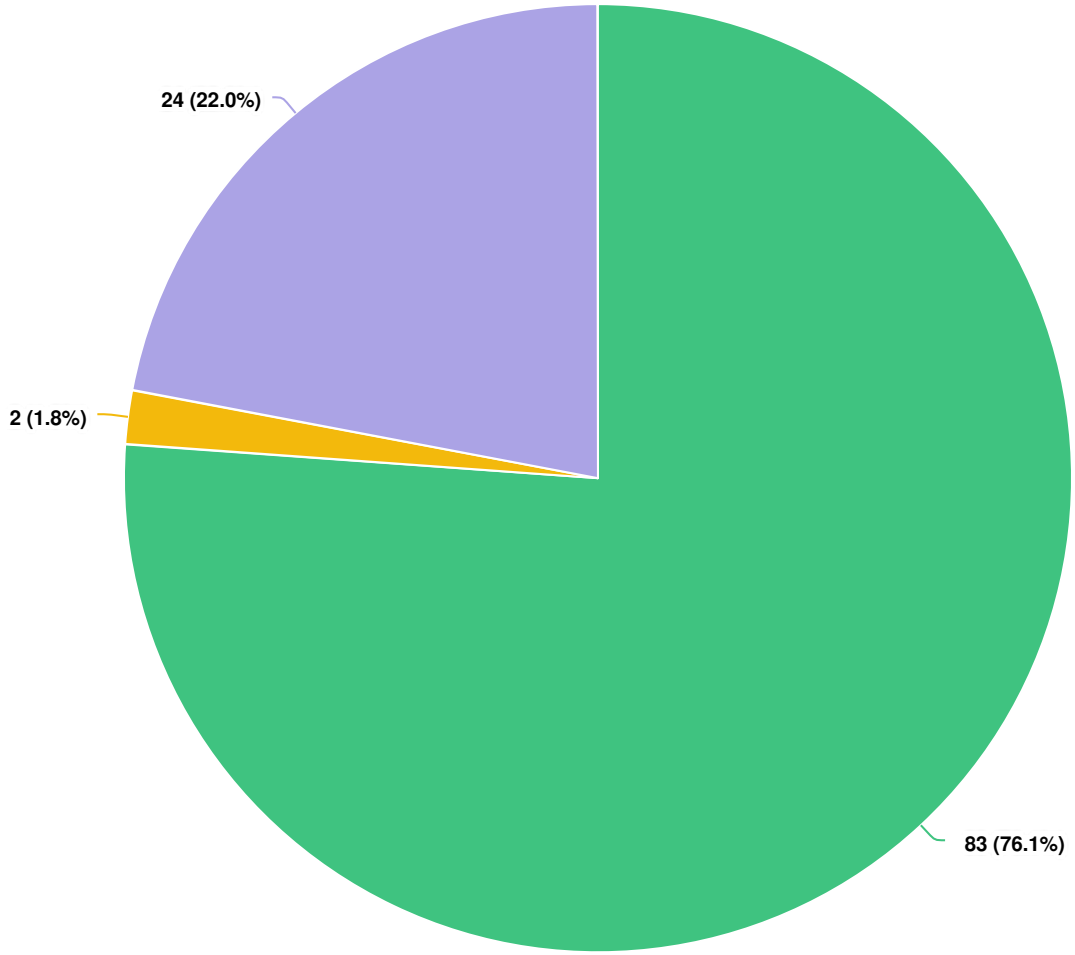


Question options

- Yes, I find City streets, sidewalks, and trails are adequately lit at night.
- I do not have an opinion on this topic.
- No, I think City streets, sidewalks, and trails require better lighting at night.

Optional question (107 response(s), 2 skipped)
Question type: Radio Button Question

Q15 Do you feel the conditions on City sidewalks and trails make them safe for walking purposes?

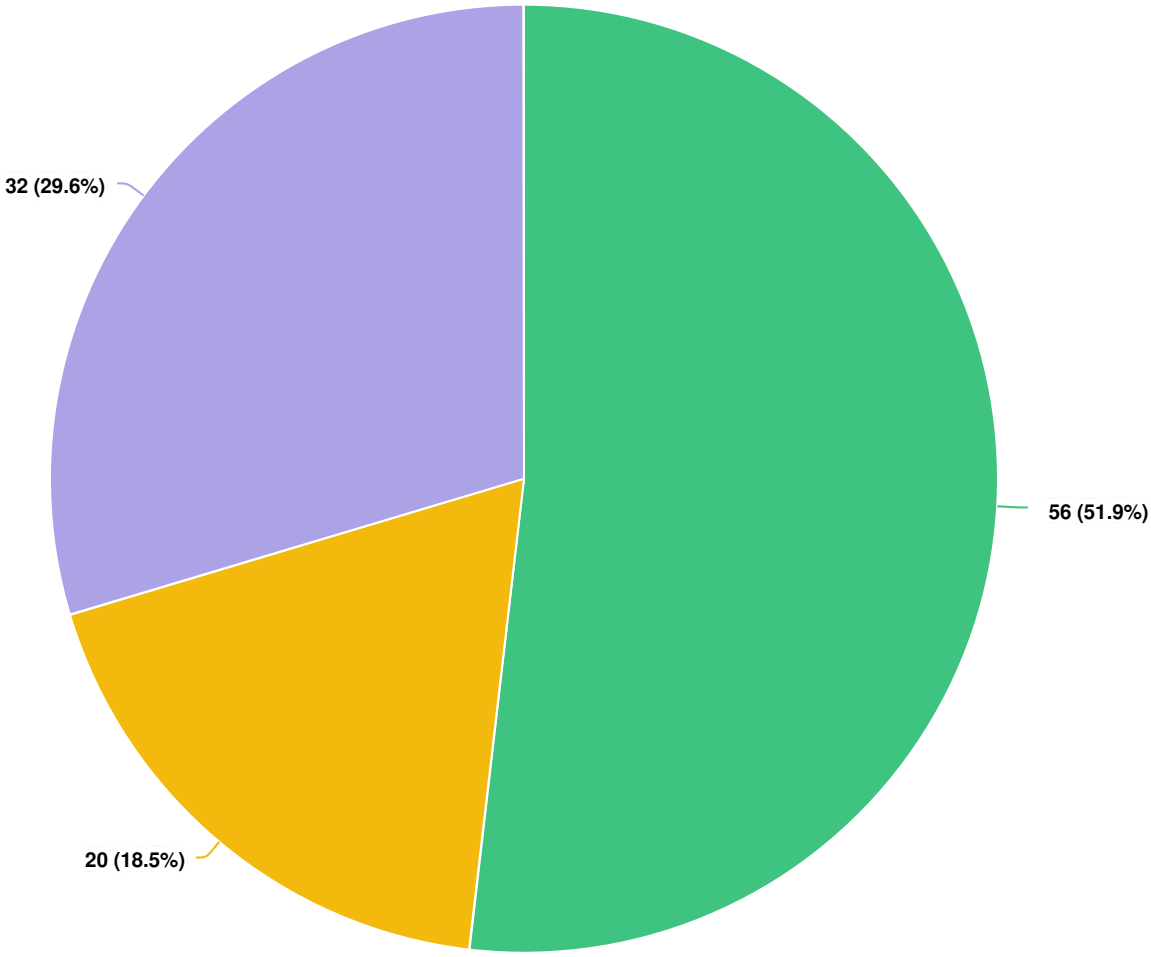


Question options

- Yes, generally the condition of on most City sidewalks and trails make them safe for walking.
- I do not have an opinion on this topic.
- No, generally I think the conditions on City sidewalks and/or trails are poor for walking.

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Q16 Do you feel the conditions on City roads and trails make them safe for cycling purposes?

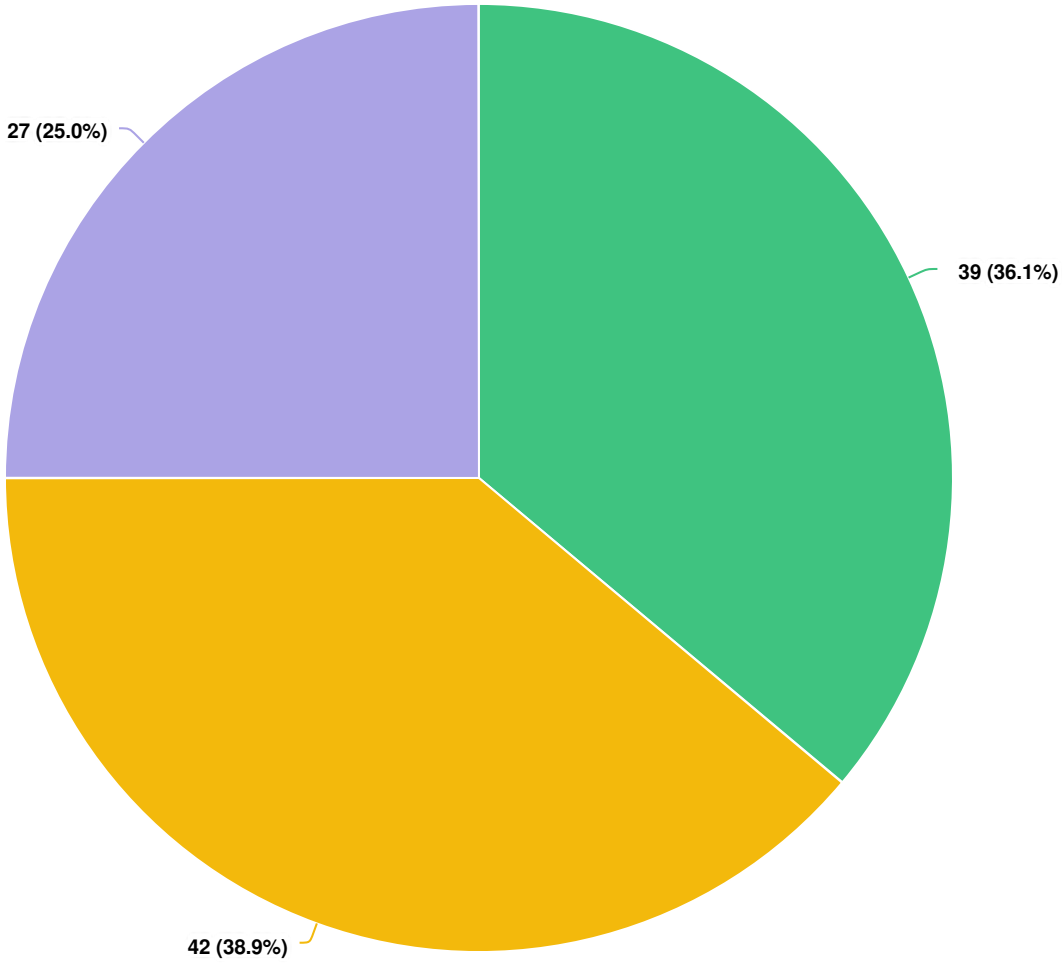


Question options

- Yes, generally the condition of on most City roads and/or trails make them safe for cycling.
- I do not have an opinion on this topic.
- No, generally I think the conditions on most City roads and/or trails in the city are poor for cycling.

Optional question (108 response(s), 1 skipped)
Question type: Radio Button Question

Q17 In your opinion, are cycling routes in Brantford connected and easy to navigate?

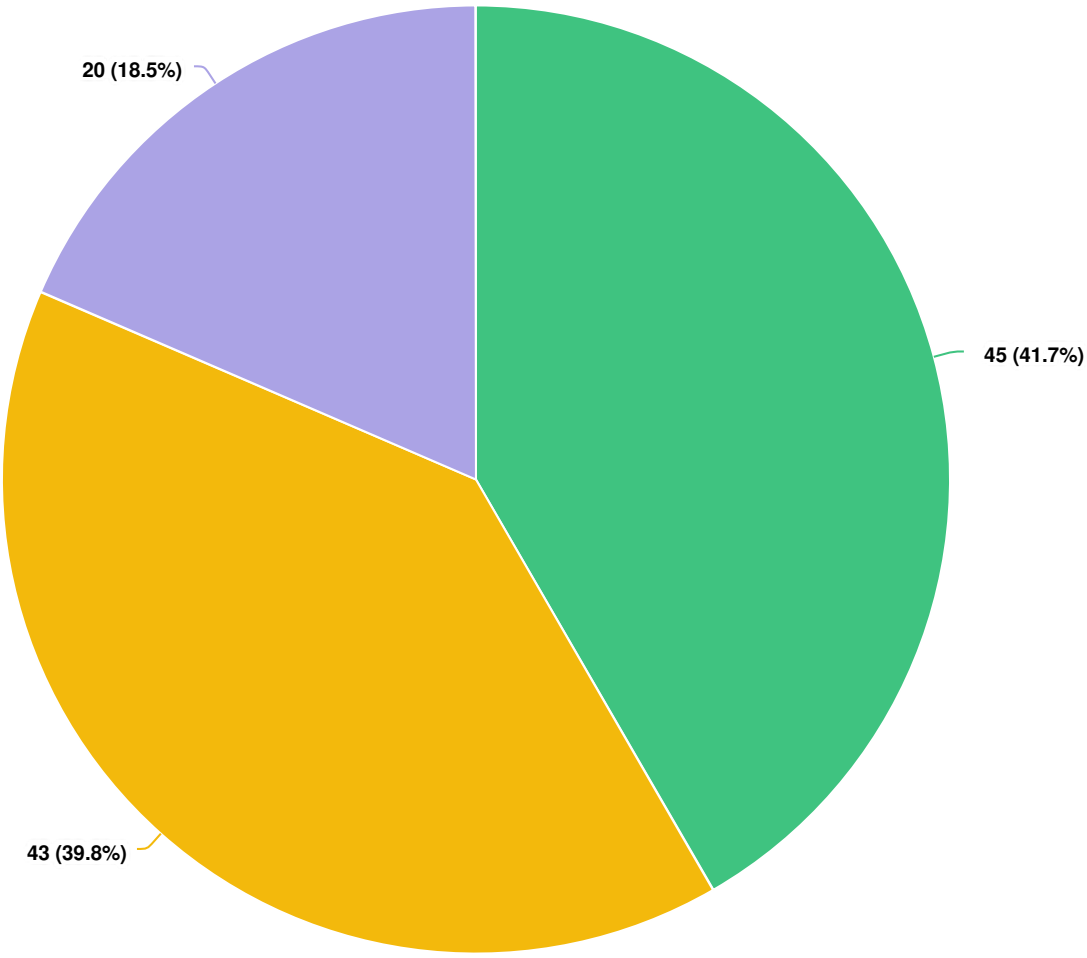


Question options

- Yes, I find cycling routes in Brantford are adequate and easy to navigate.
- I do not have an opinion on this topic.
- No, generally I think the conditions on most City roads and/or trails in the city are poor.

Optional question (108 response(s), 1 skipped)
Question type: Radio Button Question

Q18 In your opinion, are there any bridges or culverts in Brantford that are unsafe?

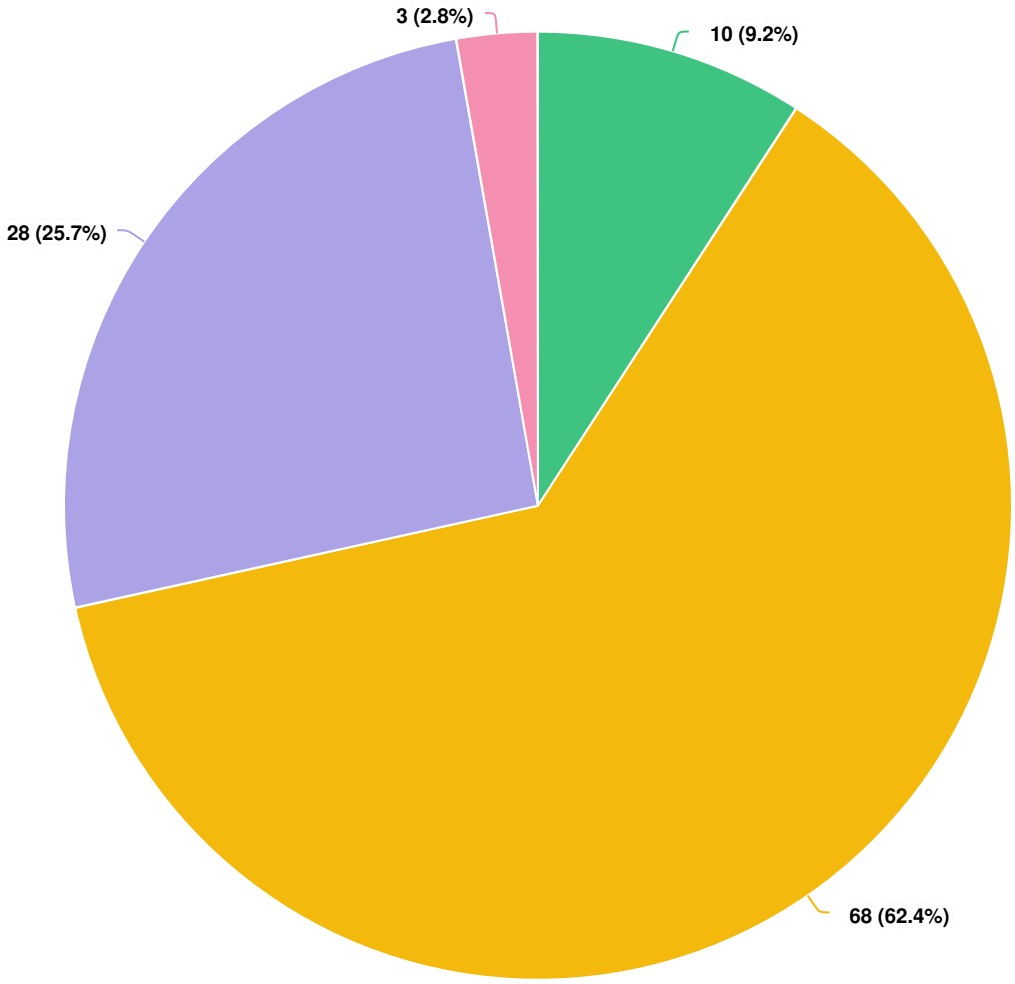


Question options

- No, I do not think any bridges or culvert in Brantford are unsafe for people and/or vehicles to travel on.
- I do not have an opinion on this topic.
- Yes, there are bridges or culverts in the community that I think are unsafe and require attention.

Optional question (108 response(s), 1 skipped)
Question type: Radio Button Question

Q19 Are there culverts in Brantford that you feel are frequently completely or partially blocked (for example, flooded on one side)?

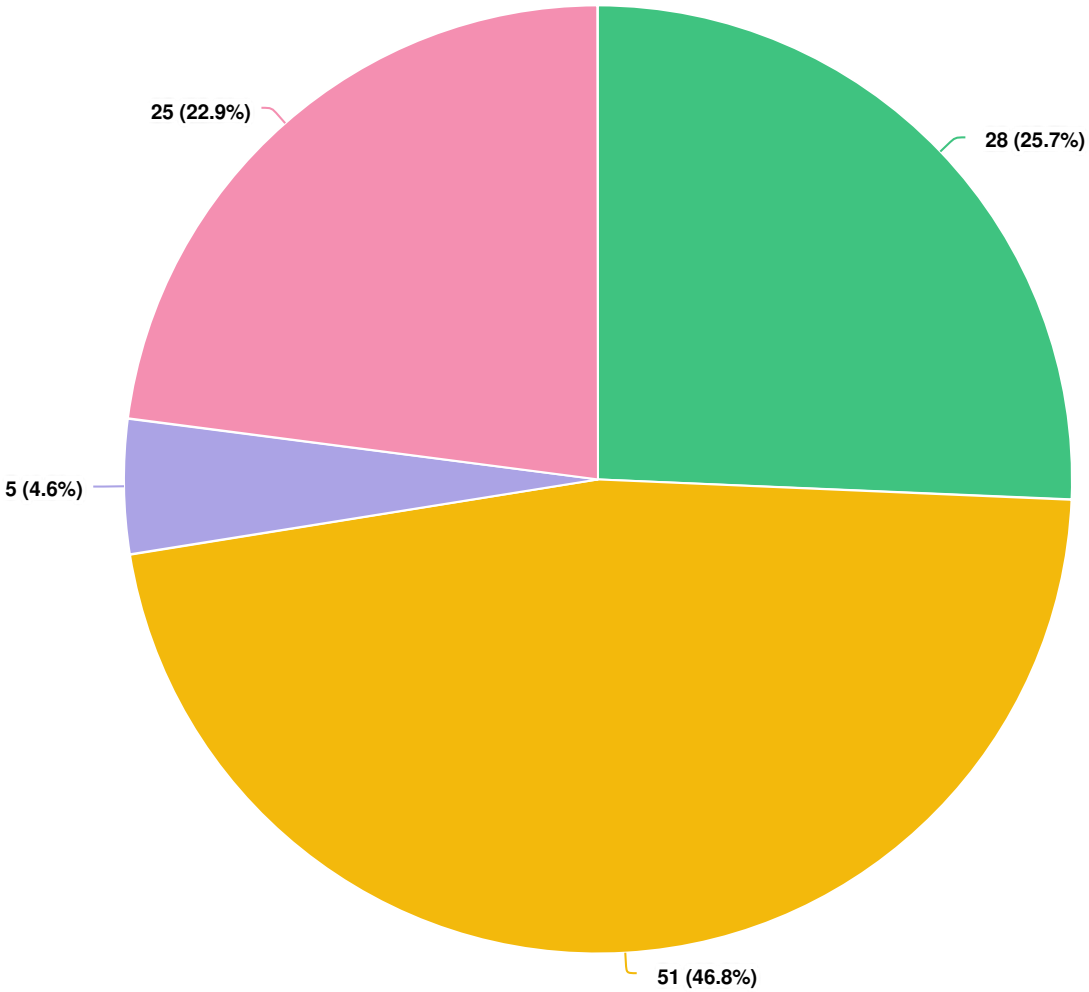


Question options

- If a culvert is blocked or flooded, I have noticed it is attended to in a timely manner.
- I'm unsure; I haven't noticed any blocked culverts.
- I do not have an opinion on this topic.
- There are culverts I have seen that are blocked and have not been attended to in a timely manner (please specify)

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Q20 **Generally, do you think that your tax dollars are put to good use with respect to access, reliability, and quality of City services related to drinking water, sanitary sewer maintenance, stormwater management, roads, bridges, and culverts?**

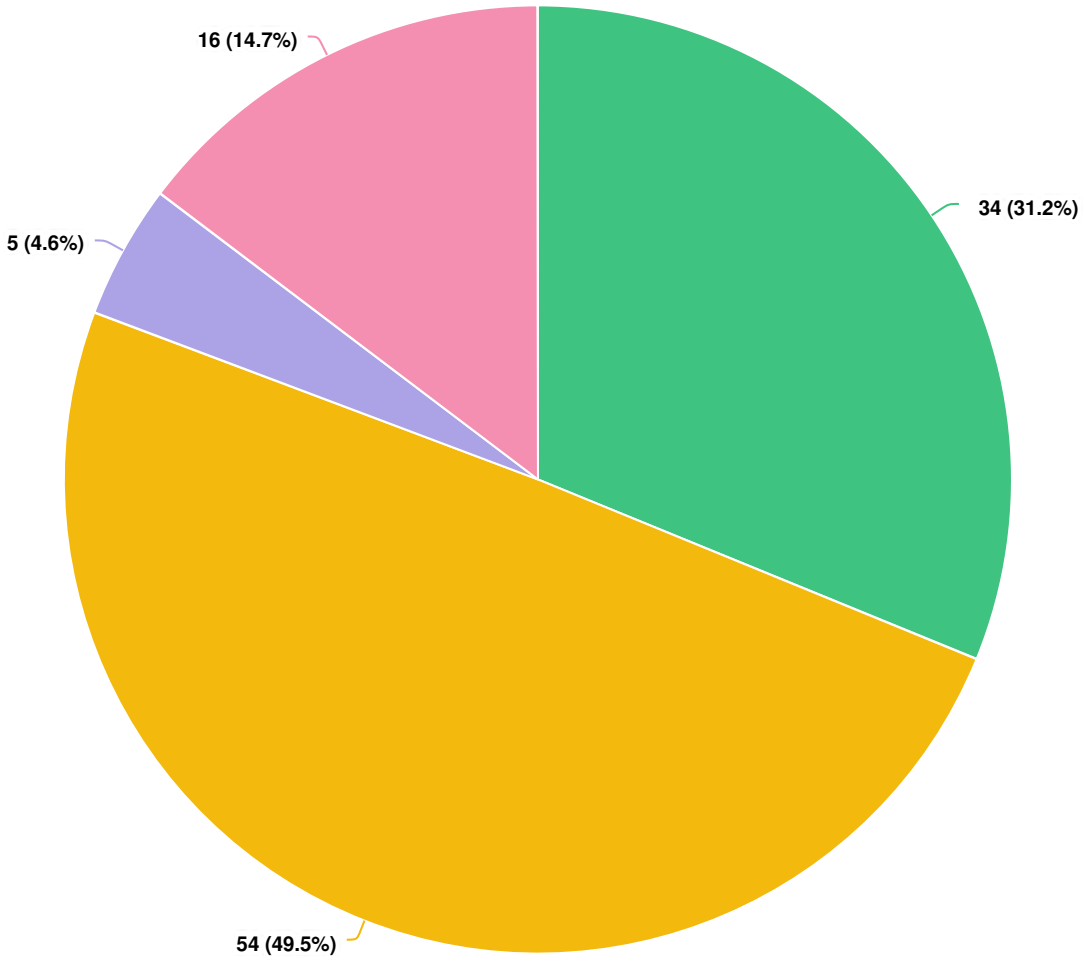


Question options

- Yes, overall, I think the City does a satisfactory job of providing these services to the community, and that my tax dollars go to good use.
- I think improvements should be made, but overall, I am mostly satisfied and think that for the most part, my tax dollars go to good use for these services.
- I do not have an opinion on this topic.
- No, I am not satisfied with how my tax dollars are used for these services. Please explain.

Mandatory Question (109 response(s))
Question type: Radio Button Question

Q21 **In the event of citywide flooding due to a significant rain event or other unforeseen emergency, how confident are you that the City will respond quickly and help residents and businesses recover?**



Question options

- I am confident the City will respond quickly and help residents and businesses rebuild.
- Unsure, I don't know enough about the City's emergency planning to form an opinion at this time.
- I do not have an opinion on this service.
- I am not confident the City will respond quickly and/or help residents and business rebuild.

Optional question (109 response(s), 0 skipped)
Question type: Radio Button Question

Appendix D

Public Engagement Survey

Non-Core Assets

Brantford Municipal Airport Survey Results

Survey Takers: Members of the Public
Dates: December 6. 2023 – March 8, 2024
Number of Surveys Completed: 7

Review

The survey conducted for the Brantford Municipal Airport covered various aspects of its services and facilities over the last 24 months. Respondents rated the airport's performance, the importance of various services, satisfaction with access to services, comfort in using the services, and provided suggestions for improvements.

Performance Evaluation

Respondents assessed the airport's overall performance in multiple service categories:

- **Access to professional flight training**: Ratings varied, but there was a significant portion indicating "Can't say," suggesting limited usage or familiarity.
- **Access to chartered aircraft services**: Similarly, there was a spread across the rating options.
- **Fueling and handling for corporate aircraft**: Responses ranged mostly around "Average" to "Good."
- **Aircraft and jet maintenance services**: Rated predominantly as "Average."
- **Air Ambulance Services**: Generally rated "Average."
- **Community events**: Mixed ratings, with several "Very good" and "Good."
- **Secure aircraft storage**: Mostly "Good" and "Average."
- **Recreational flying opportunities**: Mixed, leaning towards "Good."
- **Other services (e.g., customs, dining, inspections)**: Mixed ratings, often leaning towards "Average."

Importance of Services

Respondents highlighted the importance of various services:

- **Very Important**: Community events, access to parts, fueling, and handling services were often noted as very important.
- **Important**: Professional flight training and maintenance services.
- **Fairly Important**: Recreational flying, storage, and dining facilities.

Satisfaction with Access

- **Access to services**: The majority were either "Satisfied" or chose "Can't say," indicating some respondents had not used all services.
- **Comfort in accessing services** : The responses indicated a mix of "Comfortable" and "Neither" with a few "Uncomfortable."

Suggestions for Improvement

Common suggestions included:

- **Infrastructure Improvements**: Better parking, updated public spaces, and office areas.
- **Service Enhancements**: Longer runways for commercial flights, more charter flights, and enhanced marketing of courses and services.

Recommendation Likelihood

- Most respondents were neutral or positive about recommending services, indicating room for improvement but general satisfaction.

Preference for Rate Adjustments vs. Service Cuts

- Most preferred to minimize service cuts and maintain rates, indicating a value-driven approach.

Value for Cost

- Ratings for the value relative to cost were mixed, with many "Good" and "Average" responses.

Conclusion

The Brantford Municipal Airport is performing adequately in various areas, with specific services like community events and recreational flying receiving positive feedback. However, there is a clear need for infrastructure improvements and better marketing of services to enhance usage and satisfaction. The preference to maintain service levels rather than cut services indicates that respondents value the current offerings, even if it means paying slightly higher fees.

Possible Key Performance Indicators (KPIs)

To monitor and enhance the performance of the Brantford Municipal Airport, the following KPIs could be implemented:

1. **Customer Satisfaction Index**:
    - Measure average satisfaction scores across all service areas.
    - Target: Maintain or improve year-over-year satisfaction ratings.
2. **Service Utilization Rate**:
    - Track the usage rates of key services like flight training, chartered services, and community events.
    - Target: Increase utilization rates by 10% annually through targeted marketing and service improvements.

3. **Infrastructure Improvement Feedback**:
    - Gather specific feedback on new infrastructure improvements (e.g., parking, runways).
    - Target: Achieve 80% positive feedback on new infrastructure within six months of completion.
4. **Revenue from User Fees**:
    - Monitor the total revenue generated from hangar leases, fueling services, and other user fees.
    - Target: Increase revenue by 5% annually while maintaining high service quality.
5. **Community Engagement**:
    - Measure participation and feedback from community events.
    - Target: Increase community event participation by 15% year-over-year.
6. **Marketing Effectiveness**:
    - Track the response rates and conversion rates from marketing campaigns for courses and services.
    - Target: Achieve a 20% increase in course enrollment and service bookings annually.

Brantford-Brant Business Enterprise Resource Centre Survey Results

Survey Takers: Members of the Public
Dates: November 15. 2023 – March 8, 2024
Number of Surveys Completed: 9

Overview

The Brantford-Brant Business Enterprise Resource Centre (BRC) conducted a survey to gather feedback on its performance over the past 24 months. The survey covered various aspects of service delivery, client satisfaction, facility adequacy, and suggestions for improvement. Responses were collected on a Likert scale for quantitative data and included open-ended questions for qualitative feedback.

Key Findings

1. **Overall Performance**:
    - Services such as Business Consultation, Business Registration, and Business Workshops received mixed ratings.
    - While some respondents rated the services as "very good" or "good," a significant number rated them as "average" or below, indicating room for improvement.
2. **Attention to Services**:
    - The majority of respondents felt that the BRC gives appropriate attention to its services, with some "strongly agreeing" and "somewhat agreeing."

    - However, there were also notable numbers of neutral or disagreeing responses, suggesting that not all clients feel adequately attended to.
3. **Client Satisfaction**:
    - Satisfaction with access to services was moderate, with a mix of "satisfied" and "neither satisfied nor dissatisfied" responses.
    - There were few reports of dissatisfaction, but the spread indicates varying experiences among clients.
4. **Meeting Client Needs**:
    - Most services were reported as meeting client needs, though very few responses indicated that services "far exceed" expectations.
    - There was a trend towards services meeting only some needs rather than all, highlighting potential gaps in service delivery.
5. **Facility Adequacy**:
    - The facilities were generally deemed sufficient, with most respondents indicating that they meet needs or exceed expectations.
    - Some feedback suggested improvements in accessibility and comfort.
6. **Obstacles to Access**:
    - A few respondents were unaware of the BRC's move to the second floor, indicating a need for better communication about location changes.
    - No significant obstacles were reported, but some comments pointed to a general lack of appeal in the City Hall environment.
7. **Service Recommendations and Future Improvements**:
    - Respondents suggested making seminars free for small business owners and diversifying speakers.
    - Improvements in the friendliness and approachability of staff were also recommended.
    - There was a call for more proactive engagement with clients and better marketing of services.

Conclusion

The Brantford-Brant Business Enterprise Resource Centre has generally performed well in delivering its services, but there are areas needing attention and improvement. The mixed responses indicate that while some clients are satisfied, others experience challenges or unmet needs. Communication, staff approachability, and proactive client engagement are key areas for enhancement. Facility upgrades and better marketing efforts could also improve overall client satisfaction.

Possible KPIs (Key Performance Indicators)

1. **Client Satisfaction Score**:
    - Measure average satisfaction ratings across all services on a quarterly basis.
    - Target: Achieve an average satisfaction score of 4 out of 5.
2. **Service Utilization Rate**:
    - Track the number of clients using each service monthly.

    - Target: Increase the utilization rate of underused services by 15% annually.
3. **Response Time to Inquiries**:
    - Measure the average time taken to respond to client inquiries.
    - Target: Respond to 90% of inquiries within 24 hours.
4. **Facility Adequacy Score**:
    - Collect feedback on the adequacy of facilities, focusing on accessibility, comfort, and appeal.
    - Target: Achieve a facility adequacy score of 4 out of 5.
5. **Communication Effectiveness**:
    - Monitor the effectiveness of communication about service changes and events.
    - Target: Ensure 95% of clients are aware of any changes to service locations or offerings.
6. **Proactive Engagement**:
    - Track the number of proactive engagements (e.g., follow-up calls, newsletters) with clients.
    - Target: Increase proactive engagements by 20% annually.
7. **Client Feedback Implementation**:
    - Measure the number of client feedback suggestions implemented.
    - Target: Implement at least 5 client suggestions per year.
8. **Diversity of Workshop Speakers**:
    - Track the diversity (in terms of background, gender, race, age) of speakers at workshops.
    - Target: Ensure at least 50% of workshop speakers represent diverse backgrounds.
9. **Marketing Reach**:
    - Measure the reach and impact of marketing campaigns.
    - Target: Increase social media engagement and newsletter subscriptions by 30% annually.
10. **Client Recommendation Rate**:
    - Measure the likelihood of clients recommending BRC services to others.
    - Target: Achieve a recommendation rate of 80% or higher.

Implementing these KPIs will help the BRC monitor performance, identify areas for improvement, and enhance overall service delivery to better meet client needs.

Discover Brantford and the Sanderson Centre Survey Results

Survey Takers: Members of the Public
Dates: November 15. 2023 – March 8, 2024
Number of Surveys Completed: 12

Review

Based on the survey data collected over the last 24 months, the overall performance of Discover Brantford and the Sanderson Centre can be summarized as follows:

1. **Overall Performance:**
    - **Discover Brantford:**
        - Services such as Visitor and Community Information, Sport Tourism, Corporate/Group Attraction, Arts and Cultural Development, Leisure Tourism, and Destination Marketing generally received mixed reviews, with responses ranging from "Very Good" to "Poor" across various aspects.
    - **Sanderson Centre:**
        - The venue, auditorium, and box office services of the Sanderson Centre were generally rated from "Very Good" to "Poor," with some respondents unable to provide a clear rating ("Can't Say").
2. **Satisfaction with Access to Services:**
    - **Discover Brantford:**
        - Access to services was rated from "Very Satisfied" to "Very Dissatisfied," indicating variability in user experiences.
    - **Sanderson Centre:**
        - Satisfaction with access was similarly varied, with many respondents feeling "Satisfied" or "Neither dissatisfied nor satisfied."
3. **Meeting Needs:**
    - **Discover Brantford:**
        - Services were generally seen as meeting needs to some extent, with ratings ranging from "Far Exceeds" to "Does not meet."
    - **Sanderson Centre:**
        - Services were rated from "Exceeds" to "Meets some," with a few indicating that needs were not met.
4. **Facility Sufficiency:**
    - **Discover Brantford:**
        - Facilities like the Brantford and Area Sports Hall of Recognition had mixed reviews regarding accessibility, comfort, and cleanliness.
    - **Sanderson Centre:**

        - The facilities were generally seen as sufficient, but there were areas for improvement.
5. **Comfort in Accessing Services:**
    - **Discover Brantford:**
        - Comfort levels varied, with most respondents feeling "Comfortable" or "Very Comfortable."
    - **Sanderson Centre:**
        - Similar trends were observed, with many feeling "Comfortable" but some indicating discomfort.
6. **Potential for Improvement:**
    - Respondents suggested improvements such as addressing homelessness and drug-related issues, increasing parking availability, maintaining parks better, and providing better lighting.

Conclusion

The survey results highlight several key areas for Discover Brantford and the Sanderson Centre to focus on for improvement:

1. **Enhance Access and Satisfaction:**
    - Both entities should strive to improve access to their services and facilities to increase overall satisfaction. Specific attention should be paid to user feedback regarding the ease of access and comfort.
2. **Address Facilities and Cleanliness:**
    - Ensuring facilities are clean, accessible, and comfortable is essential. This includes addressing any specific concerns mentioned by users, such as better parking, improved lighting, and maintaining parks and public spaces.
3. **Focus on Service Relevance and Quality:**
    - Both Discover Brantford and the Sanderson Centre need to ensure that their services meet the diverse needs of the community. This might involve increasing the variety of events, improving marketing efforts, and ensuring services are inclusive and equitable.
4. **Engage with the Community:**
    - Both entities should engage more with the community to understand their needs better and make informed decisions. Feedback mechanisms and community surveys can be enhanced to capture more detailed insights.

Key Performance Indicators (KPIs)

To monitor and improve performance, the following KPIs are recommended:

1. **Customer Satisfaction Score:**
    - Measure overall satisfaction with services provided by Discover Brantford and the Sanderson Centre.
2. **Service Access Rating:**

    - Track ratings on the ease of access to services and facilities.
3. **Facility Cleanliness and Comfort Rating:**
    - Monitor user feedback on the cleanliness, comfort, and accessibility of facilities.
4. **Service Relevance Index:**
    - Gauge how well the services meet the needs of the community through periodic surveys.
5. **Community Engagement Score:**
    - Measure the effectiveness of community engagement initiatives and the responsiveness to community feedback.
6. **Event and Service Utilization Rate:**
    - Track attendance and participation rates in events and services offered.
7. **Marketing Effectiveness:**
    - Evaluate the reach and impact of marketing campaigns to attract visitors and participants.

By focusing on these areas and monitoring these KPIs, Discover Brantford and the Sanderson Centre can enhance their services, better meet community needs, and improve overall satisfaction.

Brantford Fire Department Survey Results

Survey Takers: Members of the Public
Dates: December 6. 2023 – March 8, 2024
Number of Surveys Completed: 9

Review

1. **Performance Evaluation**:
    - Emergency response received generally positive feedback, with a majority rating it as "Good" or "Very good".
    - Public-facing services such as fire station tours, attendance at public events, and truck visits had mixed reviews, with more people rating them as "Good" or "Very good", but also a notable amount rating them as "Average".
    - Public education and lectures were rated less favorably compared to other services.
2. **Importance of Services**:
    - Emergency response was rated as the most important service.
    - Public education, fire station tours, and truck visits were also considered important, though to a lesser extent than emergency response.
3. **Satisfaction and Accessibility**:
    - Respondents who used services reported high satisfaction and found it easy to access the services.
    - There is a high level of satisfaction with how the services meet their needs.
4. **Facility Sufficiency**:

    - Fire stations were generally found to be sufficient for public needs, with cleanliness, accessibility, and comfort receiving positive feedback.
5. **Public Spaces**:
    - There was strong agreement that public spaces should be inviting, accessible, clean, safe, and energy-efficient.
6. **Comfort in Accessing Services**:
    - Most respondents felt comfortable accessing the services provided by the Brantford Fire Department.
7. **Suggestions for Improvement**:
    - Some respondents suggested better investigation and response protocols for frequent call locations and more sophisticated and regularly tested equipment.
    - Others suggested not responding to unnecessary calls to justify costs.
8. **Recommendation Likelihood**:
    - The likelihood of recommending fire station tours, public events, truck visits, and public education varied, with a majority indicating they would recommend these services.
9. **Tax Rate Preference**:
    - Opinions on tax rate preferences were split, with a slight preference towards maintaining service levels without increasing taxes.

Conclusion

Overall, the Brantford Fire Department's emergency response services are well-regarded, and the community finds them important and satisfactory. Public-facing and educational services have mixed reviews, indicating areas for potential improvement. Facilities are seen as adequate, but there are specific suggestions for better response to recurring calls and updated equipment. Comfort and accessibility of services are strong points, but more can be done to streamline operations and justify expenditures.

Possible KPIs

1. **Service Performance**:
    - **Emergency Response Time**: Average response time to emergency calls.
    - **Customer Satisfaction Scores**: Ratings from surveys on emergency response and other services.
2. **Public Education and Outreach**:
    - **Number of Educational Events**: Total number of public events, school visits, and educational lectures conducted.
    - **Attendance Rates**: Number of attendees at public education events and tours.
3. **Facility Ratings**:
    - **Facility Cleanliness and Accessibility**: Regular audits and feedback scores on the state of the facilities.
4. **Response Efficiency**:

    - **Call Response Analysis**: Tracking the types and frequency of calls to ensure resources are used effectively.
    - **Equipment Maintenance**: Schedule adherence and feedback on equipment updates and testing.
5. **Public Engagement and Recommendation**:
    - **Net Promoter Score (NPS)**: Likelihood of community members recommending BFD services.
    - **Community Feedback**: Regular surveys to gather feedback on comfort and accessibility.
6. **Resource Allocation**:
    - **Cost per Call**: Analysis of the cost efficiency of responses to calls.
    - **Training and Development**: Hours spent on training personnel for emergency and non-emergency services.

By monitoring these KPIs, the Brantford Fire Department can better understand their performance, identify areas for improvement, and ensure they meet the community's needs effectively.

Forestry Services and Horticulture Services Survey Results

Survey Takers: Members of the Public
Dates: October 25. 2023 – March 8, 2024
Number of Surveys Completed: 14

The survey conducted among respondents regarding the performance, importance, and satisfaction with Forestry Services and Horticulture Services reveals several insights:

1. **Overall Performance:**
    - Forestry Services:
        - **Tree Inspections and Maintenance:** Mixed reviews with most respondents rating it as average or below.
        - **Emergency/After Hours Response:** Majority rated it positively.
        - **Investigations, Tree Planting, and By-law Enforcement:** Predominantly average ratings.
        - **Pest/Pathogen Management:** Mixed, with a notable portion unable to rate.
        - **Education Programs and Information Communication:** Generally rated poorly.
    - Horticulture Services:
        - **Installation and Removal of Plantings, Seasonal Maintenance, and Community Garden Support:** Generally received positive ratings.
        - **Greenhouse Tours and Seasonal Planters:** Mixed reviews, mostly average.

2. **Importance of Services:**
    - Forestry Services:
        - High importance placed on tree inspections, emergency response, and pest/pathogen management.
        - Education programs and information communication deemed less critical.
    - Horticulture Services:
        - High importance on seasonal maintenance, garden bed upkeep, and community garden support.
        - Greenhouse tours and horticulture displays were rated less critical.
3. **Needs Satisfaction:**
    - Forestry Services:
        - Generally, services meet some needs but often do not meet all expectations, particularly in tree inspections and maintenance.
    - Horticulture Services:
        - More positive responses, indicating services generally meet or exceed community needs.
4. **Comfort in Accessing Services:**
    - Forestry Services:
        - Mixed comfort levels, with many respondents feeling neither comfortable nor uncomfortable.
    - Horticulture Services:
        - Higher comfort levels, with more respondents feeling comfortable accessing services.
5. **Recommendations for Improvement:**
    - Forestry Services:
        - Increased staffing and reduced wait times.
        - Improved communication and proactive maintenance.
        - Enhanced safety in public spaces.
    - Horticulture Services:
        - More staff to support expanding services.
        - Enhanced maintenance and monitoring of community gardens.
        - Increased public education and outreach efforts.

Conclusion

The survey data indicates a need for improvement in several areas of Forestry Services, especially in terms of service delivery and accessibility. Respondents expressed a strong desire for more timely and effective tree maintenance and a higher level of proactive service. Horticulture Services received more favorable feedback but still has areas for growth, particularly in expanding support for community gardens and ensuring the safety and accessibility of public spaces.

Key Performance Indicators (KPIs)

To address the survey findings and improve overall service delivery, the following KPIs could be established:

1. **Forestry Services:**
    - **Service Delivery Time:** Measure the average time from service request to completion, aiming to reduce this time by 20% over the next year.
    - **Customer Satisfaction:** Track customer satisfaction scores for each service area, targeting a minimum satisfaction rate of 80%.
    - **Response Time for Emergencies:** Ensure emergency response times are within a set standard (e.g., within 2 hours) 95% of the time.
    - **Proactive Maintenance:** Increase the number of proactive maintenance activities conducted monthly by 30%.
2. **Horticulture Services:**
    - **Community Garden Upkeep Public Engagement**
    - **Service Coverage**
    - **Feedback Response Rate**

Golf Services and Cemeteries Services Survey

Survey Takers: External Survey of City Staff
Dates: **01 September 2023 - 13 March 2024**
Number of Surveys Completed: 81 Respondents

Summary Review

(1) Overall Performance:

- The highest number of "Very Good" ratings were given to Golf Course Condition (61), followed by Golf Lessons (58), and Junior Golf Camps (57).
- The services with the most "Poor" ratings include Wally's Grill and Patio (12) and Golf Course Condition (8).
- Power Cart Rentals and Club Memberships received a moderate number of "Very Good" (52 each) and "Good" ratings, indicating a satisfactory performance overall.

(2) Importance of Services:

- The most important services as rated by respondents are Tee Time Bookings (25), Golf Course Condition (22), and Club Memberships (21).
- Services like Junior Golf Camps and Banquet Hall Rentals were rated as less important by comparison, with lower numbers for "Very Important" ratings.

(3) Satisfaction with Service Access:

- High satisfaction was reported for Club Memberships (73), Tee Time Bookings (68), and Golf Lessons (72).
- Services like Banquet Hall Rentals and Junior Golf Camps had relatively fewer "Very Satisfied" responses, indicating areas that might need improvement in accessibility.

(4) Meeting Needs:

- Services that best meet user needs include Club Memberships (65), Golf Lessons (63), and Junior Golf Camps (62).
- Banquet Hall Rentals and Junior Golf Camps had a notable number of "Meets some" responses, suggesting room for improvement.

(5) Comfort in Accessing Services:

- Club Memberships (61), Golf Lessons (60), and Tee Time Bookings (60) received high ratings for user comfort.

- Wally's Grill and Patio and Banquet Hall Rentals had fewer "Very Comfortable" ratings, indicating potential areas to enhance user comfort.

(6) Likelihood to Recommend:

- Services most likely to be recommended include Tee Time Bookings, Golf Course Condition, and Club Memberships, all receiving high "Definitely" and "Probably" responses.
- Services like Wally's Grill and Patio and Pro Shop Merchandise had lower recommendation ratings.

Conclusion

Walter Gretzky Municipal Golf Course generally performs well, particularly in core areas like Golf Course Condition, Golf Lessons, and Tee Time Bookings. These services are highly rated in importance, satisfaction, and likelihood of recommendation, indicating that they meet user expectations effectively.

However, there are notable areas for improvement:

- **Wally's Grill and Patio**: Both performance and user comfort ratings are lower, suggesting a need for enhancement in this service.
- **Banquet Hall Rentals**: Mixed responses indicate the need for better accessibility and user experience.

Possible KPIs (Key Performance Indicators)

1. **Customer Satisfaction Index:**
    - Measure the overall satisfaction with each service quarterly.
    - Track improvements or declines and correlate them with implemented changes.
2. **Service Utilization Rate:**
    - Percentage of available service slots (e.g., tee times, lessons) utilized.
    - Identify trends and adjust capacity or availability accordingly.
3. **Net Promoter Score (NPS):**
    - Gauge customer loyalty and likelihood to recommend the golf course.
    - Use feedback to address detractors and enhance promoter experiences.
4. **Access and Comfort Scores:**
    - Regularly assess how comfortable users feel accessing services.
    - Implement changes based on feedback to improve these scores.
5. **Revenue Growth by Service:**
    - Track revenue changes in specific services (e.g., Wally’s Grill, Banquet Hall) to gauge the impact of improvements.
    - Use this data to prioritize future investments.
6. **Service Importance vs. Performance Matrix:**

- Cross-analyze the importance of services against their performance to prioritize improvements.
- Focus on high-importance but low-performance areas first.

PARKING SERVICES SURVEY

Survey Takers: External Survey of City Staff
Dates: **01 September 2023 - 13 March 2024**
Number of Surveys Completed: 15 Respondents

Review Summary

Respondents have mixed feelings about the overall performance of Parking Services over the past 24 months. Key points:

- **Positive Feedback:** The "Use of pay station at surface lots" and "Availability of multimodal parking spaces" received relatively higher positive ratings.
- **Negative Feedback:** "Security at the Market Parkade" and "Winter maintenance at the Market Parkade" were highlighted for their poor performance.

1. Importance of Services

Services deemed most important:

- **Availability of on-street parking**
- **Winter maintenance at surface lots and on-street parking**
- **Security at both surface lots and the Market Parkade**

Less important services:

- **Use of pay stations**
- **Maintenance of municipal pay surface lots**

2. Satisfaction with Services

Satisfaction levels are generally low:

- **High Dissatisfaction:** Winter maintenance at the Market Parkade and the security at both the Market Parkade and surface lots were rated poorly.
- **Moderate Satisfaction:** Some respondents are satisfied with the availability of on-street parking and maintenance of municipal pay surface lots.

3. Service Meeting Needs

Mixed responses with many services failing to meet user needs:

- **Most Aligned:** Maintenance of municipal pay surface lots
- **Least Aligned:** Security and winter maintenance at the Market Parkade

4. Comfort with Services

Comfort levels are relatively low:

- **Uncomfortable Services:** Security at the Market Parkade and winter maintenance services were rated poorly.
- **Comfortable Services:** Availability of multimodal parking spaces received a slightly better comfort rating.

5. Improvement Suggestions

Key areas for improvement:

- **Snow Clearance and Winter Maintenance:** Several comments highlight poor snow clearance and the need for better winter maintenance.
- **Security Enhancements:** Improved security measures at the Market Parkade.
- **Maintenance:** Better upkeep of facilities, especially regarding cleanliness and functionality of payment machines.

6. Potential Service Improvements

Highly important:

- **Expanding on-street and off-street parking**
- **Eco-friendly materials and facility designs**

7.Changes to Better Serve the Community

Suggestions for better service include:

- **Increased parking availability**
- **Stricter enforcement of parking bylaws**
- **Improved security at the Market Parkade**

8.Payment Preferences

Respondents show a preference for:

- **Mobile Applications:** 40%
- **Walk-up Pay Stations:** 20%
- **Neutral or Can't Say:** 20% each

9. Likelihood to Recommend

Generally low likelihood of recommending these services, especially:

- **Winter Maintenance and Security:** These areas received the lowest recommendations.

10. Preference on Service Changes vs. Rate Changes

Most respondents prefer maintaining current rates with minimized service cuts.

11. Value vs. Cost

Perceived value is mostly average to poor across all services, particularly:

- **Monthly and yearly parking passes**
- **Daily parking costs**

Conclusion

The survey indicates significant dissatisfaction with several aspects of Parking Services, particularly around winter maintenance and security at the Market Parkade. The availability of on-street parking and multimodal parking spaces are seen as critical services, but overall, many services do not meet the needs or expectations of users. Improvements in snow clearance, security, and general maintenance are strongly suggested.

Possible KPIs

1. **User Satisfaction Score:**
    - Measure satisfaction across different parking services quarterly.
2. **Service Utilization Rate:**
    - Track the usage rates of on-street, off-street, and multimodal parking spaces.
3. **Incident Reports:**
    - Number of security incidents reported at parking facilities.
4. **Maintenance Response Time:**
    - Average response time to maintenance issues.
5. **Winter Maintenance Effectiveness:**
    - Percentage of positive feedback on snow clearance and winter maintenance.
6. **Payment Method Usage:**
    - Ratio of transactions made via mobile applications vs. walk-up pay stations.
7. **Recommendation Rate:**
    - Percentage of users likely to recommend parking services to others.

8. **Enforcement Actions:**
    - Number of parking infractions enforced monthly.
9. **Revenue vs. Cost Analysis:**
    - Analysis of revenue generated from parking fees against the cost of maintenance and operations.
10. **Environmental Impact:**
    - Measure the implementation and effectiveness of eco-friendly materials and designs in parking facilities.

By addressing the key concerns and focusing on these KPIs, Parking Services can work towards improving overall user satisfaction and service efficiency.

PARKS SERVICE SURVEY

Survey Takers: External Survey of City Staff
Dates: **01 September 2023 - 13 March 2024**
Number of Surveys Completed: 27 Respondents

The survey results provide insights into the usage, performance, satisfaction, and areas for improvement in Brantford's Parks Services. Key findings include:

1. **Assistive Mobility Device Usage**:
    - A small percentage (7.4%) of respondents use assistive mobility devices, with the majority (88.9%) not using them.
2. **Association with Brantford**:
    - Most respondents (85.2%) live in Brantford, while a smaller portion (14.8%) live in Brantford and run a business there. No respondents were from other categories such as working in Brantford but living elsewhere.
3. **Performance Evaluation**:
    - Various park services were rated, with maintenance of parks, sports fields, playgrounds, and vandalism and graffiti removal receiving mixed feedback. Areas such as general parks grass cutting and garbage removal in parks were generally rated as "good" to "very good," while washroom cleanliness and vandalism removal had more critical ratings.
4. **Importance of Services**:
    - Respondents highlighted the importance of services like grass cutting, sports fields maintenance, and playground upkeep. Washroom cleanliness and vandalism removal were also considered crucial.
5. **Access to Services**:
    - Satisfaction with access to park services varied. General parks grass cutting and playground maintenance were generally viewed positively, while access to washroom facilities and garbage facilities had lower satisfaction.
6. **Meeting Needs**:
    - There was a broad range of opinions on whether park services met respondents' needs, with some services like grass cutting and playground

maintenance meeting or exceeding expectations, while others like washroom cleanliness did not meet expectations for some respondents.

7. **Comfort in Accessing Services**:
    - Comfort levels in accessing park services varied, with some respondents feeling very comfortable, especially with general park grounds and playgrounds, while others felt uncomfortable with areas like washroom facilities and Harmony Square.

8. **Improvement Suggestions**:
    - Feedback highlighted issues such as the need for quicker graffiti removal, better picnic facilities, enhanced accessibility, addressing homelessness in parks, and more effective maintenance of facilities like washrooms and sports courts.

Conclusion

The survey indicates that while many park services are performing well, there are significant areas for improvement, especially concerning cleanliness, safety, and accessibility. Addressing these concerns can enhance overall satisfaction and comfort in using park facilities.

Key Performance Indicators (KPIs)

1. **Service Performance Metrics**:
    - **Grass Cutting Efficiency**: Measure the frequency and quality of grass cutting in parks and sports fields.
    - **Maintenance Response Time**: Track the response time for addressing maintenance issues like graffiti removal, broken facilities, and cleanliness.
2. **User Satisfaction**:
    - **Satisfaction Surveys**: Regularly conduct satisfaction surveys focusing on key areas such as playground maintenance, washroom cleanliness, and general park upkeep.
    - **Net Promoter Score (NPS)**: Gauge the likelihood of users recommending park services to others.
3. **Accessibility and Inclusivity**:
    - **Accessibility Audits**: Conduct periodic audits to ensure facilities are accessible to all users, including those with mobility issues.
    - **Usage Metrics**: Monitor the usage rates of different park areas and facilities to ensure they meet the needs of diverse user groups.

4. **Safety and Cleanliness**:
    - **Incident Reports**: Track the number and type of safety incidents reported, focusing on issues related to homelessness, drug use, and vandalism.
    - **Cleanliness Scores**: Implement regular cleanliness checks for washrooms, playgrounds, and other high-traffic areas.
5. **Community Engagement**:
    - **Feedback Mechanisms**: Maintain active channels for community feedback and ensure timely responses to concerns raised.
    - **Event Participation**: Measure attendance and satisfaction at park events and special programs to gauge community engagement and identify areas for enhancement.
6. **Environmental Sustainability**:
    - **Waste Management**: Monitor garbage removal efficiency and the cleanliness of park areas.
    - **Green Initiatives**: Track the implementation and impact of eco-friendly initiatives such as recycling programs, solar lighting, and sustainable landscaping practices.

By focusing on these KPIs, Brantford Parks Services can improve service delivery, increase user satisfaction, and ensure parks are safe, clean, and accessible to all community members.

Waste Management Services

Survey Takers: External Survey of City Staff
Dates: **01 September 2023 - 13 March 2024**
Number of Surveys Completed: 15 Respondents

Review

The feedback from the survey indicates varied levels of satisfaction and importance regarding the waste management services over the last 24 months. Here's a breakdown of the main insights:

1. **Service Performance**:
    - Generally, most services such as the Blue Box Program, Garbage Collection, and Yard Waste Program were rated from average to very good by the majority of respondents.
    - Programs like the Recycle Coach App and the Free Compost Giveaway received lower performance ratings.
2. **Service Importance**:
    - Core services like Garbage Collection, Blue Box Program, and Yard Waste Program were deemed very important or important by most respondents.
    - Lesser emphasis was placed on services like the Recycle Coach App and Recycling and Waste Collection Calendar.

3. **Satisfaction with Access**:
    - Access to services such as the Blue Box Program, Garbage Collection, and Yard Waste Program was rated satisfactorily by most users.
    - Programs like the Bulk/Large Item Pickup and Hazardous Waste Disposal Events received lower satisfaction ratings regarding access.
4. **Meeting Needs**:
    - Services like Garbage Collection and Blue Box Program mostly met or exceeded the needs of users.
    - Bulk/Large Item Pickup Program and Recycle Coach App were noted for not meeting the needs as effectively.
5. **Comfort Accessing Services**:
    - Comfort levels accessing most services were generally high, with specific suggestions for improvement in communication and collection schedules.

Conclusion

Overall, the waste management services are seen as performing adequately with some areas needing improvement. Key services such as Garbage Collection and Blue Box Program are well-regarded but could benefit from enhanced communication and increased frequency or flexibility in bulk item pickups. Specific programs like the Recycle Coach App might need reconsideration or better promotion and integration to improve their perceived value.

Possible KPIs

To improve and monitor the effectiveness of waste management services, the following KPIs (Key Performance Indicators) can be established:

1. **Service Performance**:
    - **Satisfaction Rating**: Average satisfaction score for each service.
    - **Service Coverage**: Percentage of households covered by each waste management service.
2. **Access and Usage**:
    - **Accessibility Index**: Percentage of users rating access to services as satisfactory or higher.
    - **Service Usage Rate**: Number of households utilizing each specific service monthly.
3. **Operational Efficiency**:
    - **Missed Collection Rate**: Number of missed pickups per service, per month.
    - **Response Time**: Average time taken to address service requests or issues.
4. **Communication and Information**:
    - **Information Clarity**: Percentage of users who feel adequately informed about waste management policies and procedures.

    - **Customer Feedback**: Number and type of feedback received monthly, categorized by service and issue type.
5. **Environmental Impact**:
    - **Waste Diversion Rate**: Percentage of waste diverted from landfills through recycling and composting.
    - **Reduction in Landfill Use**: Amount of waste reduced through improved recycling and compost programs.
6. **User Comfort and Experience**:
    - **Comfort Rating**: Average comfort score from users regarding accessing services.
    - **Ease of Use**: Feedback on ease of using digital tools like the Recycle Coach App.

By monitoring these KPIs, the Waste Management Division can effectively gauge service performance, identify areas for improvement, and ensure a high level of user satisfaction and environmental compliance.

Brantford Transit and Brantford Public Library

Survey Takers: External Survey of City Staff
Dates: **01 September 2023 - 13 March 2024**
Number of Surveys Completed: 17 Respondents

Review Summary –

1. **Fare Media Usage**

- Respondents use a variety of fare media with some frequency. Cash and ride cards are used more consistently by some respondents, while others rarely use them.
    - Ride Card: 9 often, 2 sometimes, 3 rarely, 2 never.
    - Cash: 9 often, 5 sometimes, 1 rarely, 3 never.

2. **Overall Performance**

Respondents provided mixed reviews on Brantford Transit services over the past 24 months, with many being unable to give a definitive opinion.

- Brantford Lift: 2 very good, 1 good, 5 average, 2 poor, 7 can't say.
- Conventional Transit: 6 very good, 1 good, 8 average, 2 poor.
- Ticket Kiosks: 5 very good, 2 good, 9 average, 1 poor.
- B-Card Convenience: 1 very good, 6 good, 9 average, 1 poor.
- Customer Service: 1 very good, 2 good, 2 average, 12 can't say.
- Maintaining Schedules: 2 very good, 2 good, 2 average, 1 poor, 10 can't say.

3. **Service Priorities**

- Maintaining transit schedules, customer service, and conventional transit are seen as highly important.
    - Brantford Lift: 4 very important, 3 important, 6 fairly important.
    - Conventional Transit: 8 very important, 4 important, 3 fairly important.
    - Ticket Kiosks: 7 very important, 4 important, 5 fairly important.
    - B-Card Convenience: 5 very important, 5 important, 6 fairly important.
    - Customer Service: 8 very important, 5 important, 4 fairly important.
    - Maintaining Schedules: 6 very important, 6 important, 4 fairly important.

4. **Satisfaction with Access**

- Respondents have mixed satisfaction levels with accessing transit services.
    - Brantford Lift: 2 very satisfied, 1 satisfied, 1 neutral, 12 can't say.
    - Conventional Transit: 7 very satisfied 4 satisfied, 4 neutral.
    - Ticket Kiosks: 10 very satisfied, 5 satisfied, 1 neutral.
    - B-Card Convenience: 9 very satisfied, 7 satisfied.
    - Customer Service: 10 very satisfied, 6 satisfied.

5. **Meeting Transportation Needs**

- Brantford Transit meets the transportation needs of many respondents, though some services are seen as insufficient.
    - Brantford Lift: 3 meets, 2 exceeds, 2 far exceeds, 1 meets some, 1 does not meet.
    - Conventional Transit: 9 meets, 4 exceeds, 3 far exceeds.
    - Ticket Kiosks: 10 meets, 4 exceeds, 2 far exceeds.
    - B-Card Convenience: 9 meets, 5 exceeds, 1 far exceeds, 1 meets some.
    - Customer Service: 8 meets, 6 exceeds, 1 far exceeds, 1 meets some.

6. **Safety**

- Most respondents feel safe accessing Brantford Transit services.
    - Brantford Lift: 2 very comfortable, 1 comfortable, 1 neutral.
    - Conventional Transit: 2 very comfortable, 2 comfortable, 2 neutral.
    - Ticket Kiosks: 1 very comfortable, 2 comfortable, 1 neutral.
    - B-Card Convenience: 2 very comfortable, 2 comfortable, 2 neutral.
    - Customer Service: 3 very comfortable, 3 comfortable, 2 neutral.
    - Downtown Terminal: 2 very comfortable, 2 comfortable, 2 neutral.

7. **Recommendations for Improvement**

- Suggestions include better bus shelters, improved timetables, additional terminals, park and go options, better lighting, more frequent buses, and security enhancements.

8. **Transit Vehicle Satisfaction**

Respondents generally agree that transit vehicles are clean, safe, and on time.

- Cleanliness: 5 strongly agree, 6 agree, 5 neutral.
- Safety: 6 strongly agree, 6 agree, 4 neutral.
- Timeliness: 4 strongly agree, 6 agree, 5 neutral, 1 disagree.
- Fare Cost: 5 strongly agree, 8 agree, 2 neutral.
- Fare Refill Convenience: 6 strongly agree, 8 agree, 1 neutral, 1 disagree.
- Safety Accessing Services: 5 strongly agree, 6 agree, 3 neutral, 1 disagree.

Conclusion

The survey results indicate a mix of satisfaction and areas for improvement in Brantford Transit services. Key concerns include the convenience of fare media, reliability and timeliness of services, and the overall safety and comfort of transit facilities. While many respondents recognize the value of current services, there is a clear call for enhancements such as better shelters, more efficient routes, and increased service frequency.

Key Performance Indicators (KPIs)

1. **Fare Media Convenience**
   - Percentage of users who find refilling fare media convenient.
   - Frequency of usage for different types of fare media.
2. **Service Reliability**
   - On-time performance of transit schedules.
   - User satisfaction with timeliness of services.
3. **Safety and Comfort**
   - User feelings of safety while using transit services.
   - Comfort levels at transit stops and terminals.
4. **Customer Service**
   - User satisfaction with customer service interactions.
   - Responsiveness to service complaints and suggestions.
5. **Infrastructure and Accessibility**
   - Cleanliness and maintenance of transit vehicles.
   - Accessibility improvements and compliance with provincial standards.
6. **Usage and Engagement**
   - Frequency of use for different transit services.

Transportation and Traffic Services

Survey Takers: External Survey of City Staff
Dates: **01 September 2023 - 13 March 2024**
Number of Surveys Completed: 53 respondents

Summary Review:

Over the past 24 months, the City of Brantford's Transportation and Traffic Services have received mixed feedback from residents. The survey covered several aspects including pedestrian facilities, bicycle lanes, traffic calming infrastructure, traffic signals and signage, roadway infrastructure, bridges and culverts, red light cameras, and road closures. Here's a detailed summary:

1. **Pedestrian Facilities:**
    - Satisfaction is average, with a notable number of residents expressing dissatisfaction.
    - Importance is high, with many considering it very important or important.
2. **Pedestrian Bridges and Culverts:**
    - Similar to pedestrian facilities, satisfaction is mixed but leans towards average and below.
    - Importance is perceived as very important by a majority.
3. **Bicycle Lanes and Paths:**
    - Feedback indicates significant dissatisfaction and poor access, with many calls for improvement.
    - High importance is placed on this service.
4. **Traffic Calming Infrastructure:**
    - Residents generally rate these measures poorly, with concerns about their effectiveness.
    - The importance of these measures is seen as very high by many respondents.
5. **Traffic Signals and Signage:**
    - These services receive mixed reviews, with many highlighting poor synchronization and visibility.
    - High importance is placed on improving traffic signals and signage.
6. **Roadway Infrastructure:**
    - Road conditions are a major concern, with many residents rating them poorly.
    - Roadway infrastructure is deemed very important.
7. **Bridges and Culverts:**
    - The performance of these structures is rated poorly, reflecting a need for maintenance and upgrades.
    - They are considered very important.
8. **Red Light Cameras:**
    - Opinions are divided, with some residents supporting more cameras for safety and others opposing them due to privacy concerns.
    - The importance of red light cameras is still high, indicating a concern for traffic enforcement.
9. **Road Closures:**
    - Road closures receive mixed feedback, with some residents understanding their necessity and others finding them inconvenient.

- Importance is rated high, emphasizing the need for effective communication and planning.

Conclusion

The survey results indicate that the City of Brantford's Transportation and Traffic Services have several areas that require improvement. Residents have highlighted concerns about the condition and accessibility of pedestrian and bicycle infrastructure, the effectiveness of traffic calming measures, the synchronization of traffic signals, and the maintenance of roadways and bridges. There is also a significant demand for better enforcement of traffic laws, potentially through red light cameras and speed enforcement.

Possible Key Performance Indicators (KPIs)

To address these concerns and improve satisfaction, the following KPIs could be implemented:

1. **Pedestrian Infrastructure Quality Index:**
   - Measure the condition and accessibility of sidewalks, pedestrian crossings, and bridges.
   - Target: Increase the percentage of infrastructure rated as good or very good by 20% within 12 months.
2. **Bicycle Path Connectivity Score:**
   - Assess the continuity and usability of bicycle lanes and paths.
   - Target: Ensure 90% of bicycle lanes are continuous and connect key areas within 18 months.
3. **Traffic Signal Efficiency:**
   - Monitor the synchronization and operational efficiency of traffic lights.
   - Target: Reduce average wait times at traffic signals by 25% within 12 months.
4. **Roadway Condition Index:**
   - Regularly assess and report the condition of roads and streets.
   - Target: Decrease the number of complaints about potholes and road conditions by 30% within 6 months.
5. **Red Light Camera Effectiveness:**
   - Track the number of violations and accidents at intersections with red light cameras.
   - Target: Reduce traffic violations at these intersections by 40% within 12 months.
6. **Public Satisfaction with Traffic Services:**
   - Conduct regular surveys to gauge public satisfaction with various traffic services.
   - Target: Achieve a satisfaction score of 80% or higher for all services within 12 months.
7. **Response Time for Road Repairs:**

    - Measure the time taken to address reported road issues.
    - Target: Respond to and resolve 90% of road repair requests within 7 days.
8. **Communication and Transparency:**
    - Track the effectiveness of communication regarding road closures and traffic changes.
    - Target: Ensure 100% of road closures and major traffic changes are communicated to the public at least 72 hours in advance.

Water, Wastewater and Stormwater Services

Survey Takers: External Survey of City Staff
Dates: **01 September 2023 - 13 March 2024**
Number of Surveys Completed: 13 respondents

Review Summary –

The survey conducted for the City of Brantford's Water, Wastewater, and Stormwater Services collected responses on various aspects of these services. Respondents evaluated their experiences and the importance of different service aspects over the past 24 months.

1. **Overall Performance**:
    - **Drinking Water Service**: Generally perceived as good to very good.
    - **Wastewater Service**: Rated from good to average.
    - **Stormwater Service**: Mixed feedback with ratings varying from very good to average.
    - **Flooding Prevention and Public Engagement**: Received more critical feedback, highlighting areas for improvement.
2. **Importance of Services**:
    - **High Importance**: Drinking water quality, wastewater connection, and flooding prevention.
    - **Moderate Importance**: Stormwater management, public engagement, and infrastructure maintenance.
3. **Satisfaction with Access**:
    - Satisfaction levels were generally positive, with most respondents feeling satisfied or very satisfied with their ability to access these services.
4. **Meeting Needs**:
    - The services were largely seen as meeting or exceeding the needs of the community, though there were some instances where needs were only partially met.
5. **Comfort with Services**:
    - The majority felt comfortable or very comfortable with the services provided.
6. **Suggestions for Improvement**:
    - Comments included calls for improved public education, better infrastructure maintenance, enhanced response times, and addressing

specific issues like tree root infiltration in pipes and floodplain management.

Conclusion

The survey results indicate that City of Brantford's Water, Wastewater, and Stormwater Services are generally perceived positively, especially in areas of drinking water quality and wastewater services. However, there are specific areas that require attention, such as flooding prevention, public engagement, and infrastructure maintenance. The community has expressed a need for more proactive communication and enforcement of bylaws. Addressing these concerns and improving the mentioned areas can enhance overall satisfaction and service delivery.

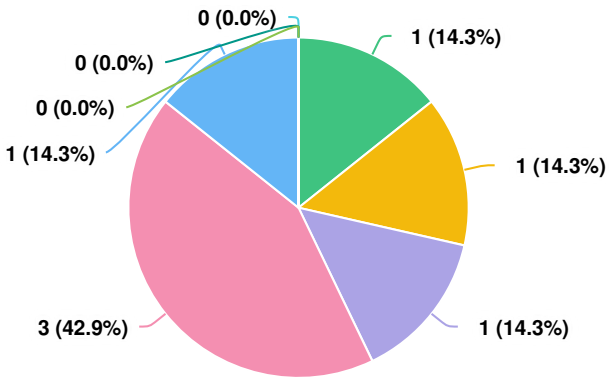
Possible KPIs (Key Performance Indicators)

1. **Customer Satisfaction Index**:
    - Measure overall satisfaction with water, wastewater, and stormwater services through regular surveys.
2. **Service Access Satisfaction**:
    - Track satisfaction levels with access to services and identify any barriers or issues faced by the community.
3. **Response Time**:
    - Monitor and improve response times to service disruptions (e.g., flooding, sewage backups).
4. **Public Engagement and Education**:
    - Assess the effectiveness of public engagement and educational initiatives through participation rates and feedback.
5. **Infrastructure Maintenance**:
    - Evaluate the frequency and quality of infrastructure maintenance activities, including fire hydrant testing and pipe repairs.
6. **Compliance and Enforcement**:
    - Measure the enforcement of city bylaws related to water, wastewater, and stormwater services.
7. **Environmental Impact**:
    - Track the impact of services on the environment, particularly in relation to floodplain management and water quality improvements.
8. **Service Reliability**:
    - Monitor the reliability and consistency of service delivery, ensuring minimal disruptions and maintaining high service standards.
9. **Community Feedback Implementation**:
    - Measure the rate at which community feedback is addressed and implemented into service improvements.
10. **Cost Efficiency**:

- Assess the value for money provided by the services, ensuring efficient use of resources and budget.

SURVEY QUESTIONS

Q1 What is your age?

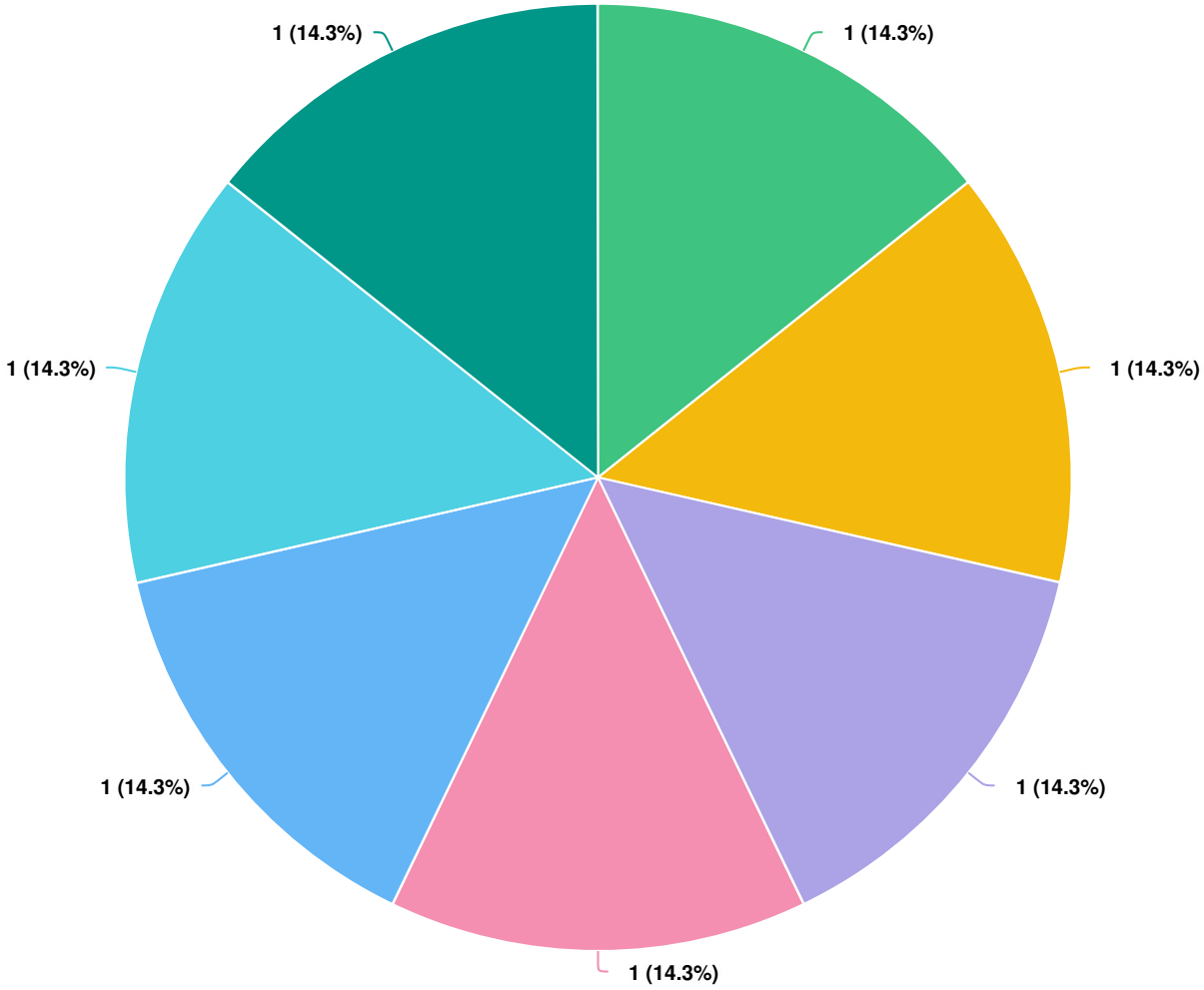


Question options

35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | Prefer not to answer | 18 to 24 | 25 to 34 | 80 or older

Mandatory Question (7 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

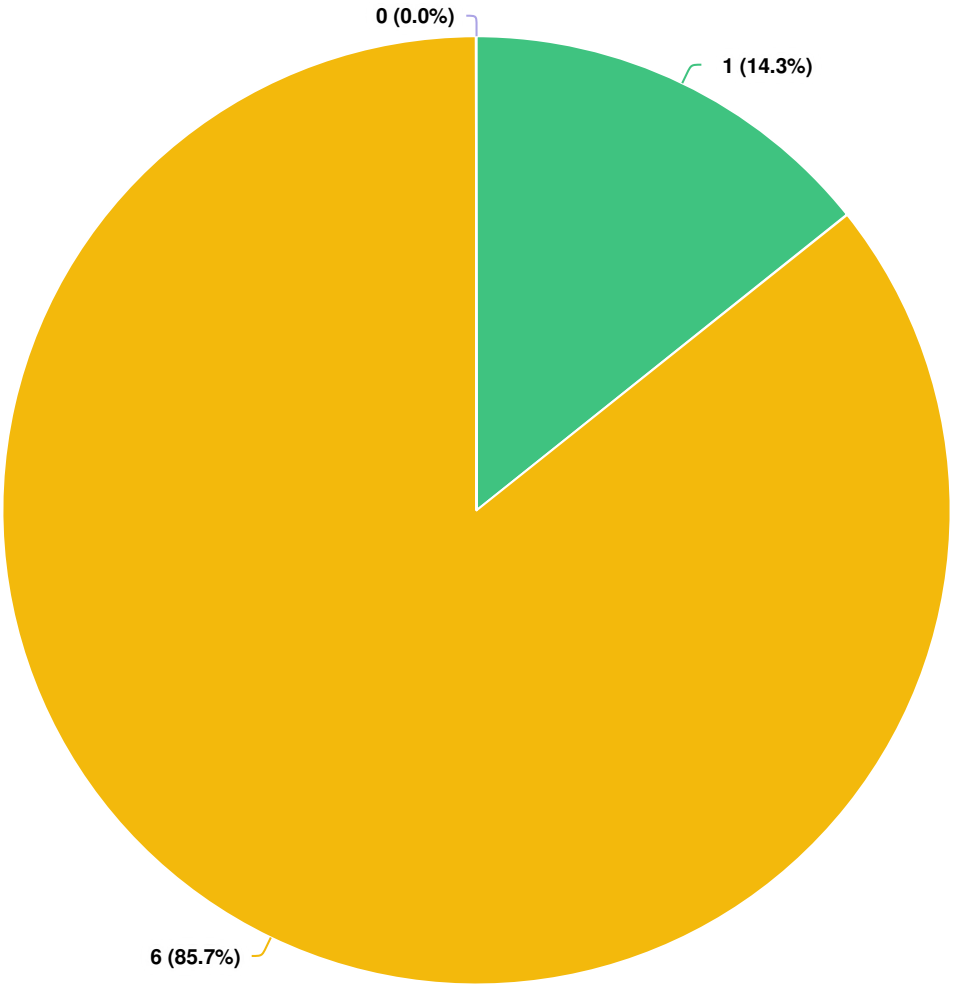


Question options

- Brantford, ON, N3T5L5
- Brantford, ON, N3P1R1
- Brantford, ON, N3R6K8
- Brantford, ON, N3T0K5
- Brantford, ON, N3T3R2
- Brantford, ON, N3T6T1
- Brantford, ON, N3T1R4

Mandatory Question (7 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

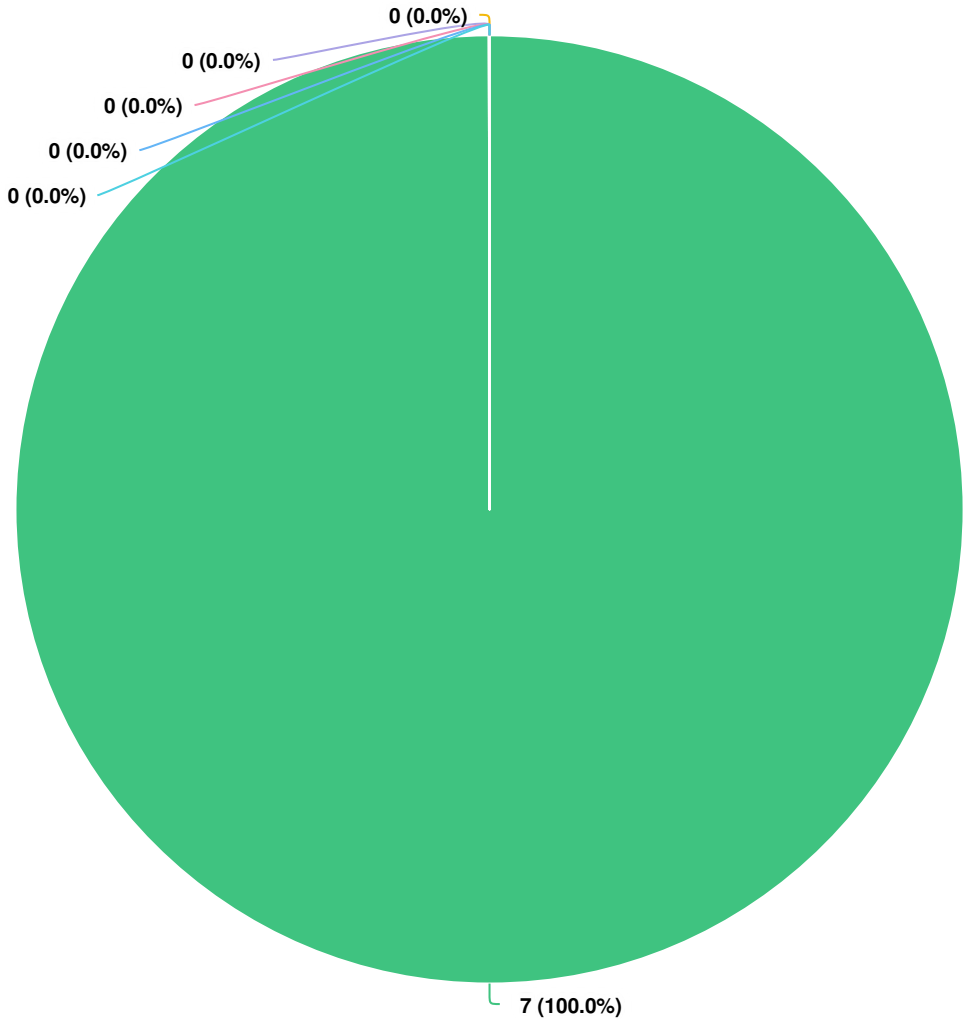


Question options

Yes No Prefer not to answer

Mandatory Question (7 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?



Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer
- Other (please specify)

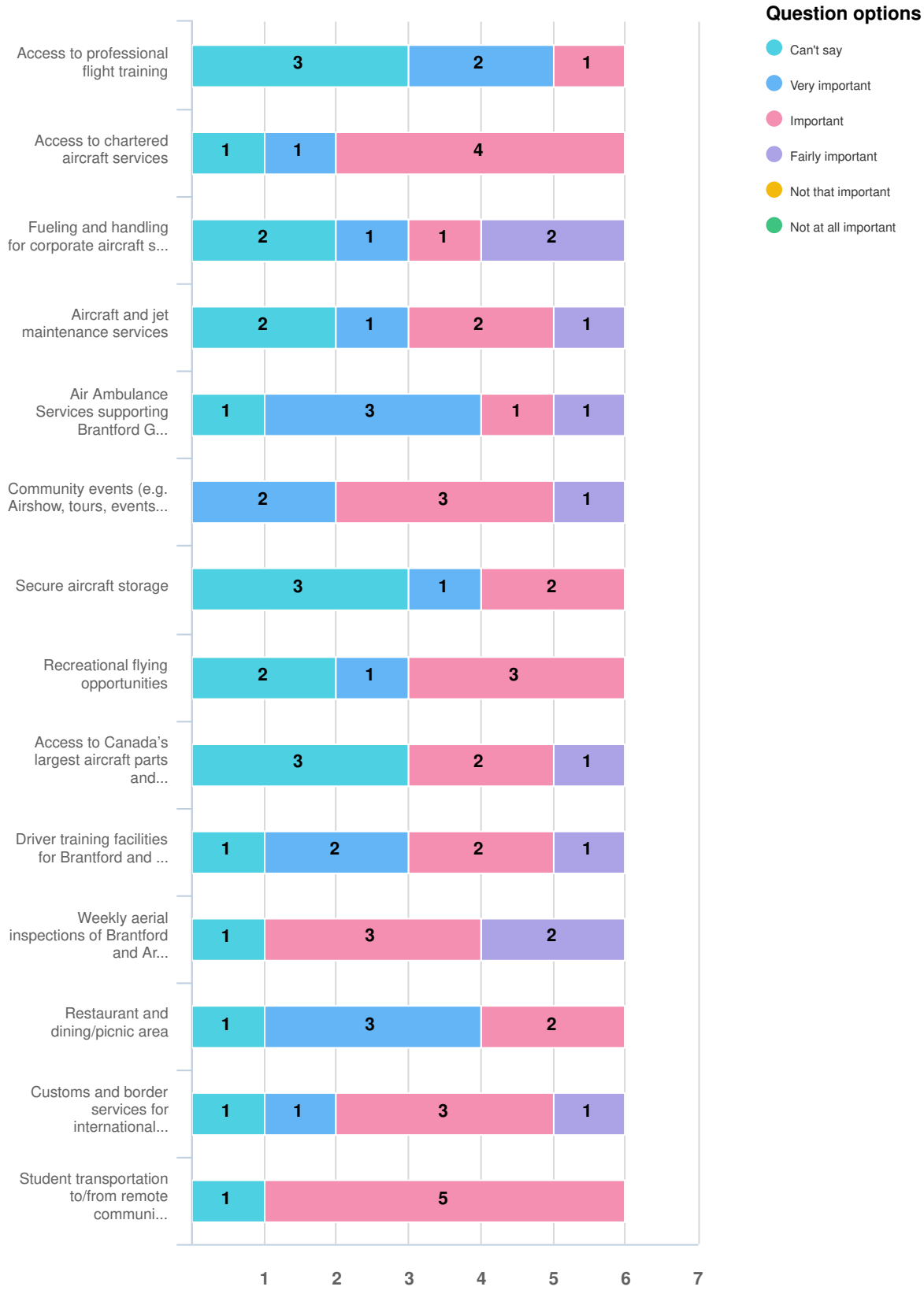
Mandatory Question (7 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel the Brantford Municipal Airport has performed overall in the following services?



Optional question (7 response(s), 0 skipped)
Question type: Likert Question

Q6 How important should the following services be as a responsibility for the Brantford Municipal Airport? If you have not used the services, please choose "Can't say."



Optional question (6 response(s), 1 skipped)
Question type: Likert Question

Q7 In the last 24 months, if you have used services provided by the Brantford Municipal Airport, how satisfied are you with your ability to access services? If you have not used the services, please choose “Can’t say.”



Optional question (6 response(s), 1 skipped)
Question type: Likert Question

Q8 Do the following services provided by the Brantford Municipal Airport meet your needs? If you have not used the services, please choose “Can’t say.”



Optional question (5 response(s), 2 skipped)
Question type: Likert Question

Q9 Did you feel comfortable accessing services provided by the Brantford Municipal Airport? If you have not used the services, please choose “Can’t say.”



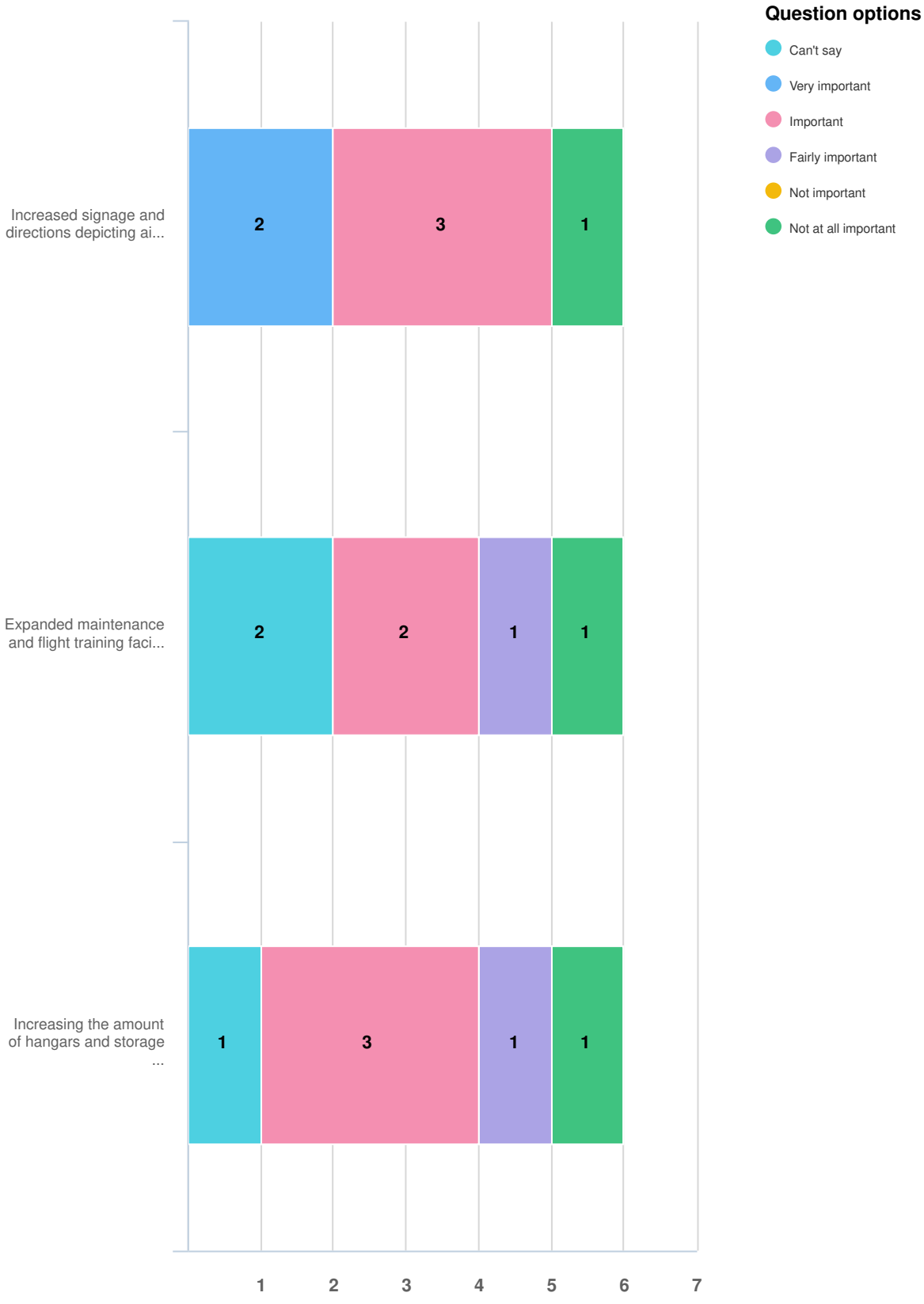
Optional question (5 response(s), 2 skipped)
Question type: Likert Question

Q10 How can we improve our services, spaces and facilities to increase how comfortable you feel?

Anonymous 2/05/2024 12:13 PM	Better parking, access and public space to partake in activities happening at the airport. Renovate public spaces and office areas. It all looks very dated.

Optional question (1 response(s), 6 skipped)
Question type: Essay Question

Q11 Please rate the following potential services for the Brantford Municipal Airport based on their importance to you.



Optional question (6 response(s), 1 skipped)
Question type: Likert Question

Q12 What are the biggest changes that the Brantford Municipal Airport could implement to meet your future needs?

Anonymous 2/05/2024 07:42 AM	marketing of courses and services
Anonymous 2/05/2024 12:13 PM	Better/longer runways to access more commercial flights.
Anonymous 2/23/2024 08:13 AM	More national and international flights lik Hamilton and Waterloo airports
Anonymous 2/23/2024 08:53 AM	charter flights -more like Munroe in Hamilton (that should attract people, businesses and airlines

Optional question (4 response(s), 3 skipped)
Question type: Essay Question

Q13 How likely would you be to recommend the following services provided by the Brantford Municipal Airport to others? If you have not used the services, please choose "Can't say."



Optional question (5 response(s), 2 skipped)
Question type: Likert Question

Q14 Understanding that the Brantford Municipal Airport is mandated by City of Brantford Council to be revenue neutral or self-sustaining (meaning not tax supported) and instead is required to be funded through user fees (e.g. hangar and land leases, av...



Optional question (4 response(s), 3 skipped)
Question type: Likert Question

Q15 How would you rate the Brantford Municipal Airport in terms of value related to the cost of each of these services?



Optional question (5 response(s), 2 skipped)
Question type: Likert Question

Brantford-Brant Business Enterprise Resource Centre Survey

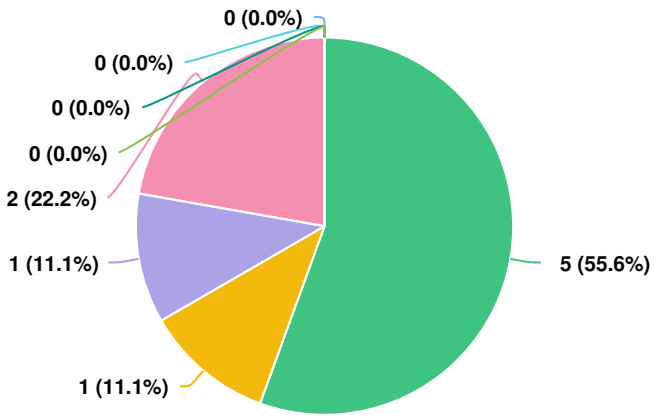
SURVEY RESPONSE REPORT
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

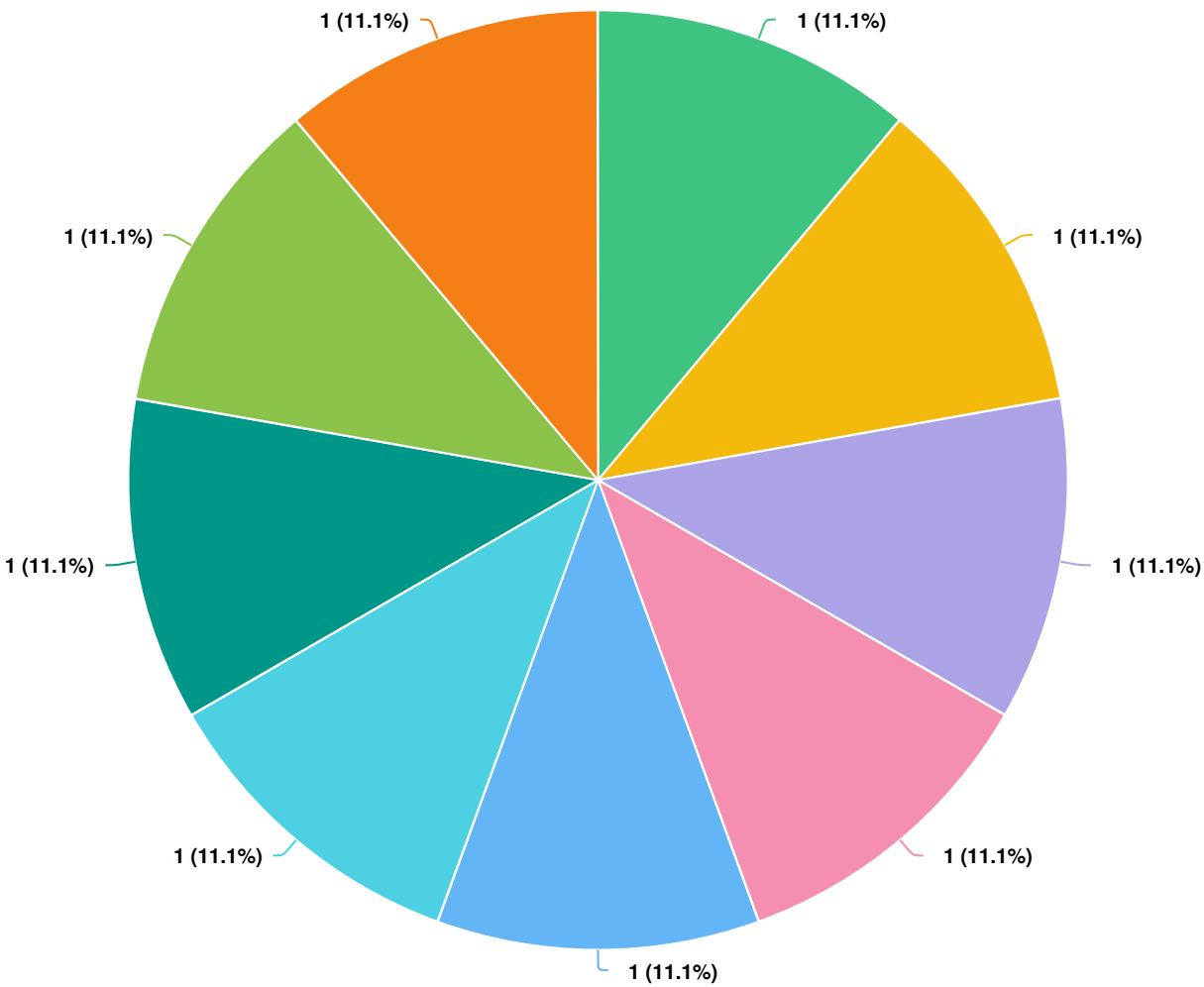


Question options

35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | 18 to 24 | 25 to 34 | 80+ | Prefer not to answer

Mandatory Question (9 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

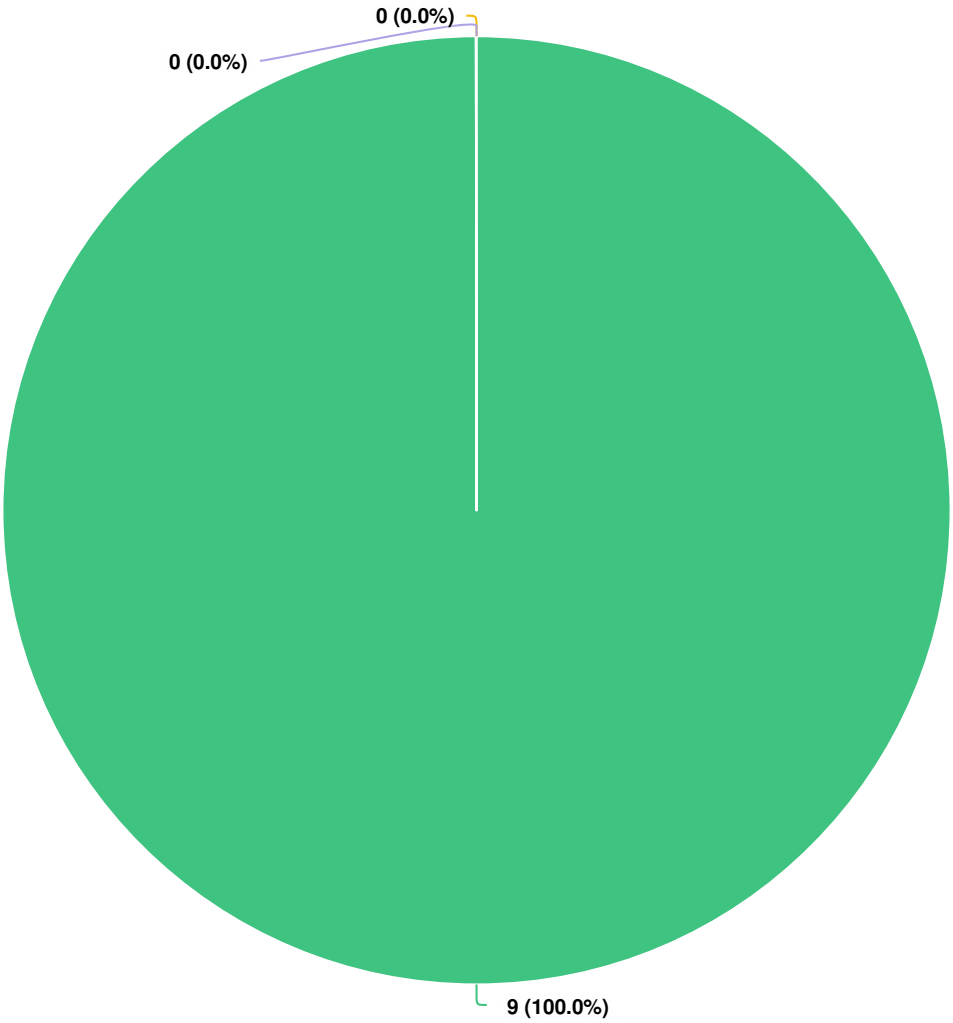


Question options

- Brantford, ON, N3R6N9
- Brantford, ON, N3R0A7
- Brantford, ON, N3S1E5
- Brantford, ON, N3T4M6
- Brantford, ON, N3T4S7
- Brantford, ON, N3T6G7
- Brantford, ON, N3R7P6
- Brantford, ON, N3R2T1
- Brantford, ON, N3S5J1

Mandatory Question (9 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

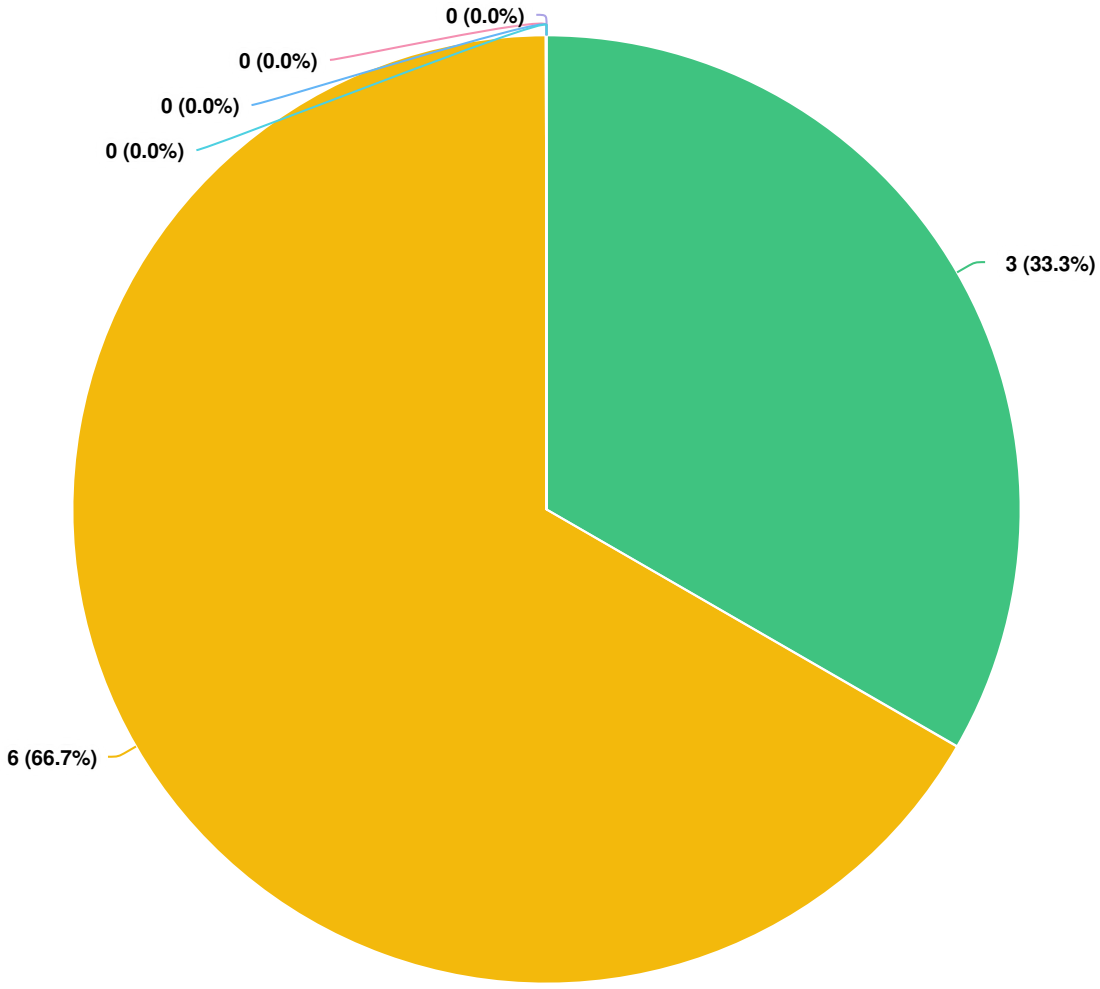


Question options

No Yes Prefer not to answer

Mandatory Question (9 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?



Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer
- Other (please explain)

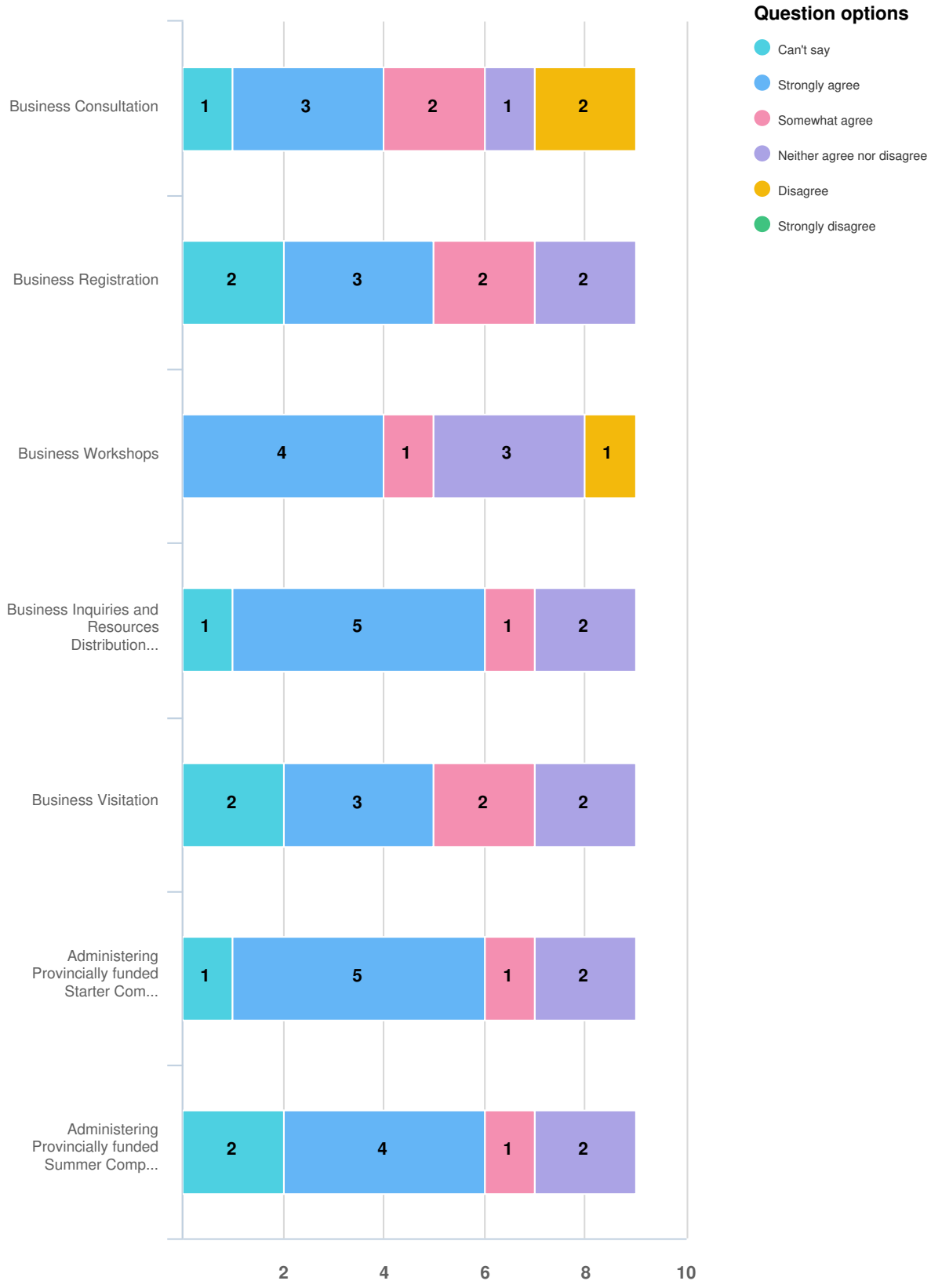
Mandatory Question (9 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel the Brantford-Brant Business Enterprise Resource Centre has performed overall in the following services? If you have not used the services, please choose "Can't say."



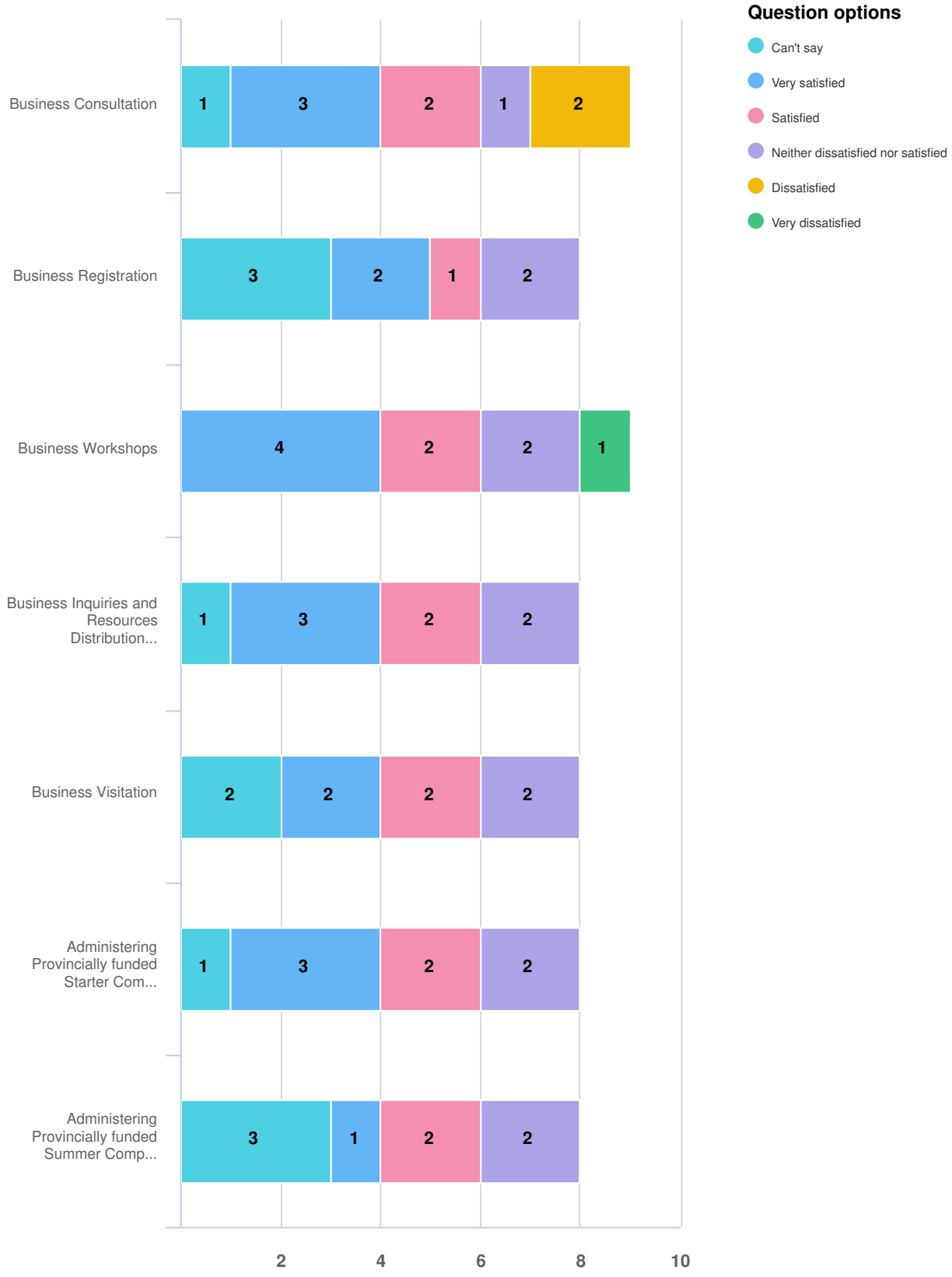
Optional question (9 response(s), 0 skipped)
Question type: Likert Question

Q6 The Brantford-Brant Business Enterprise Resource Centre gives appropriate attention to each of these services as a responsibility to their clients:



Optional question (9 response(s), 0 skipped)
Question type: Likert Question

Q7 In the last 24 months if you have used services provided by the Brantford-Brant Business Enterprise Resource Centre, how satisfied are you with your ability to access services?



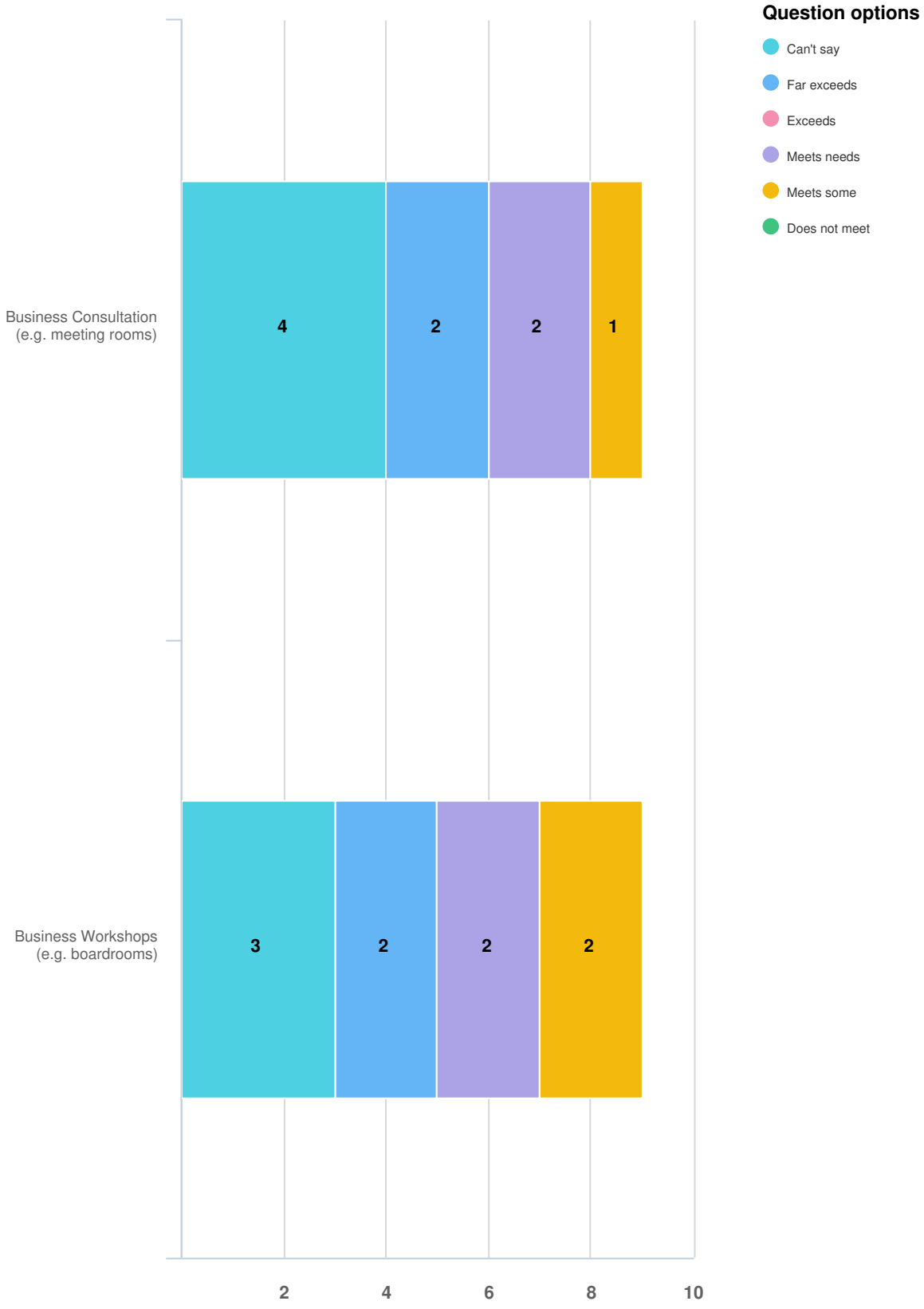
Optional question (9 response(s), 0 skipped)
Question type: Likert Question

Q8 Do the following services provided by Brantford-Brant Business Enterprise Resource Centre meet your needs?



Optional question (9 response(s), 0 skipped)
Question type: Likert Question

Q9 If you've visited the Brantford-Brant Business Enterprise Resource Centre facility (58 Dalhousie Street, second floor) in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable,...



Optional question (9 response(s), 0 skipped)
Question type: Likert Question

Q10 In your experience attempting to access the services provided by the Brantford-Brant Business Enterprise Resource Centre at City Hall (58 Dalhousie Street, second floor), have you experienced trouble locating the BRC and accessing services at our n...



Optional question (9 response(s), 0 skipped)
Question type: Likert Question

Q11 In your opinion, are there any obstacles that impede access to the Brantford-Brant Business Enterprise Resource Centre location (58 Dalhousie St, second floor)?

edbernacki 11/26/2023 07:03 AM	Did not know they moved upstairs. Location hardly matters to me. The whole City Hall lacks appeal to the public to visit or use it.
Anonymous 2/23/2024 09:16 AM	No
Anonymous 2/23/2024 10:37 AM	I didn't realize you had moved to the second floor.

Optional question (3 response(s), 6 skipped)
Question type: Essay Question

Q12 In your previous visits to the Brantford-Brant Business Resource Enterprise Centre, were there any elements that could be improved to better the experience and services provided?

edbernacki 11/26/2023 07:03 AM	location is not an issue... why are your testing this?
Anonymous 2/23/2024 07:50 AM	Don't make me feel like an inconvenience when I as a question.
Anonymous 2/23/2024 09:16 AM	No
Anonymous 2/23/2024 10:37 AM	I've always had great experiences with the BRC!
Anonymous 2/24/2024 09:28 AM	Seminars should be free for small business owners or those interested in opening one. Speakers should be more diverse from background and gender/race/age

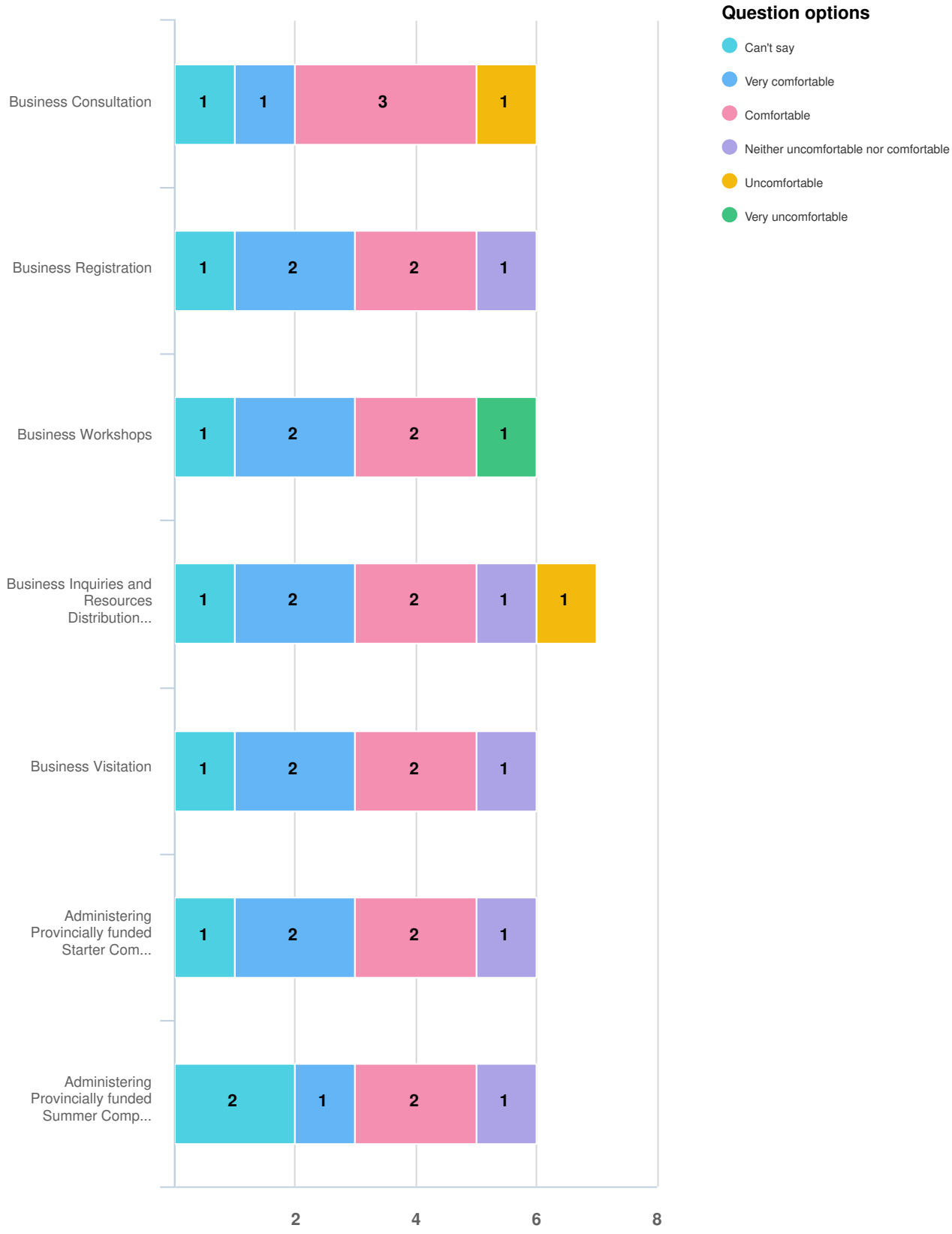
Optional question (5 response(s), 4 skipped)
Question type: Essay Question

Q13 If you've used Brantford-Brant Business Enterprise Resource Centre public spaces in the last 24 months, do you agree with the following? The BRC Facilities are:



Optional question (7 response(s), 2 skipped)
Question type: Likert Question

Q14 Did you feel comfortable accessing services provided by the Brantford-Brant Business Enterprise Resource Centre?



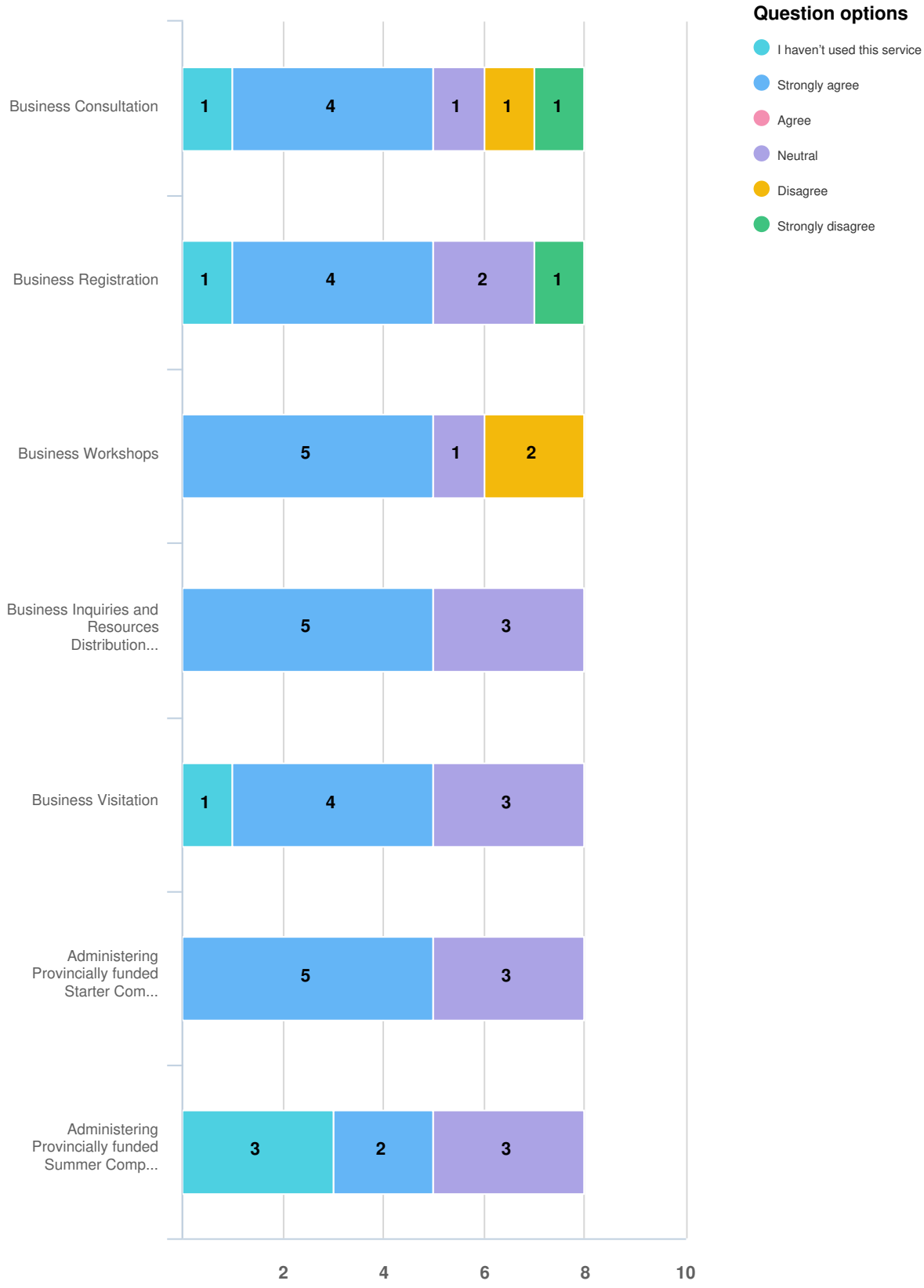
Optional question (7 response(s), 2 skipped)
Question type: Likert Question

Q15 In the past 24 months were there any limitations to our services, space and/or facilities that impacted how comfortable you felt engaging with the Brantford-Brant Business Resource Enterprise Centre?

edbernacki 11/26/2023 07:03 AM	Went to an off site public event that I thought was poorly designed and delivered little value compared to what it could have delivered. Again, when did you move upstairs? I would have no idea how to access it now.
Anonymous 2/23/2024 09:16 AM	No

Optional question (2 response(s), 7 skipped)
Question type: Essay Question

Q16 From your past experience, the Brantford-Brant Business Enterprise Resource Centre is a resource that you would recommend to others based on the services provided:



Optional question (8 response(s), 1 skipped)
Question type: Likert Question

Q18 Based on previous experiences accessing the services with the Brantford-Brant Business Enterprise Resource Centre, what are the biggest changes that we could implement to meet your current needs?

edbernacki 11/26/2023 07:03 AM	The city was supposed to create programs for seniorpreneurs ... and failed totally. I learned BRC was given this role and did not proactive.
Anonymous 2/23/2024 07:50 AM	Help with business plans
Anonymous 2/23/2024 09:16 AM	N/A
Anonymous 2/23/2024 10:37 AM	More newsletters to say what's going on Recording webinars that are available, as they often conflict with my working hours but still sound like interesting topics

Optional question (4 response(s), 5 skipped)
Question type: Essay Question

Q19 Based on previous experiences accessing the services with the Brantford-Brant Business Enterprise Resource Centre, what are the biggest changes that we could implement to meet your future needs?

edbernacki 11/26/2023 07:03 AM	Learn from the public. You are not experts in everything. The quality of small businesses in Brantford is weak. People need new skills and perspectives to engage, learn and innovate. I do not see any vision for this in Brantford or the BRC.
Anonymous 2/23/2024 07:50 AM	Access to experts without feeling like an inconvenience.
Anonymous 2/23/2024 09:16 AM	N/A

Optional question (3 response(s), 6 skipped)
Question type: Essay Question

Discover Brantford and the Sanderson Centre

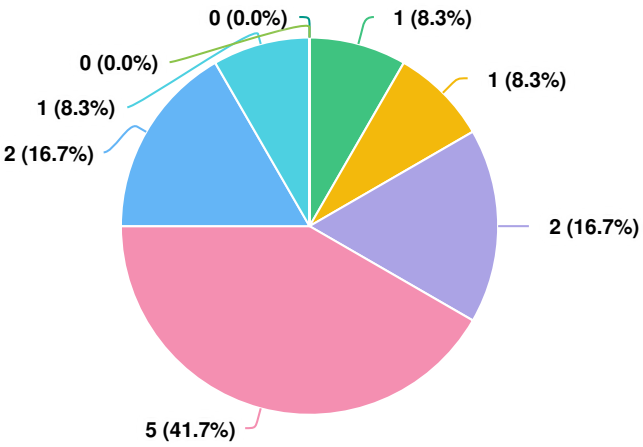
SURVEY RESPONSE REPORT
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

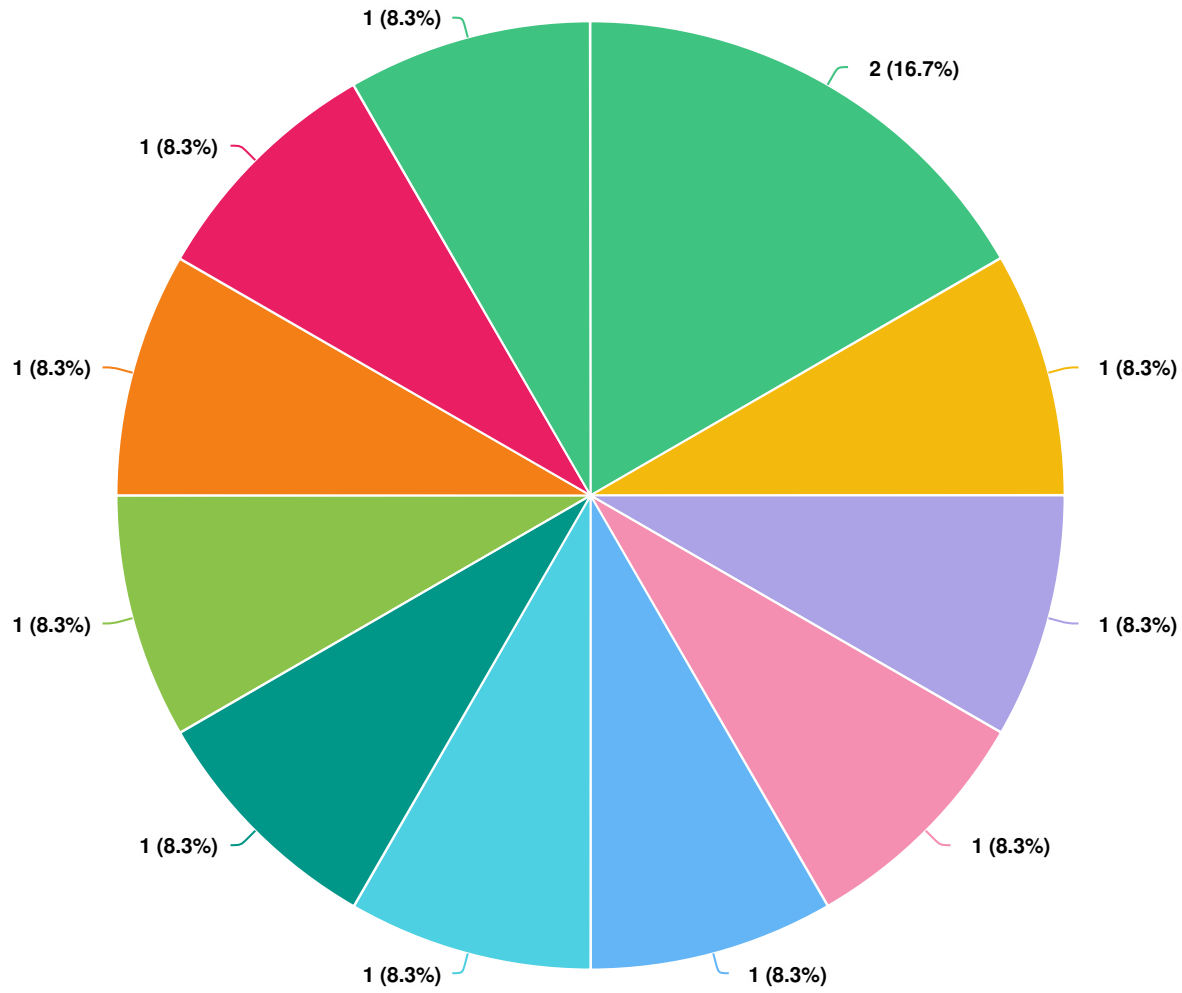


Question options

25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | Prefer not to answer | 18 to 24 | 80+

Mandatory Question (12 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

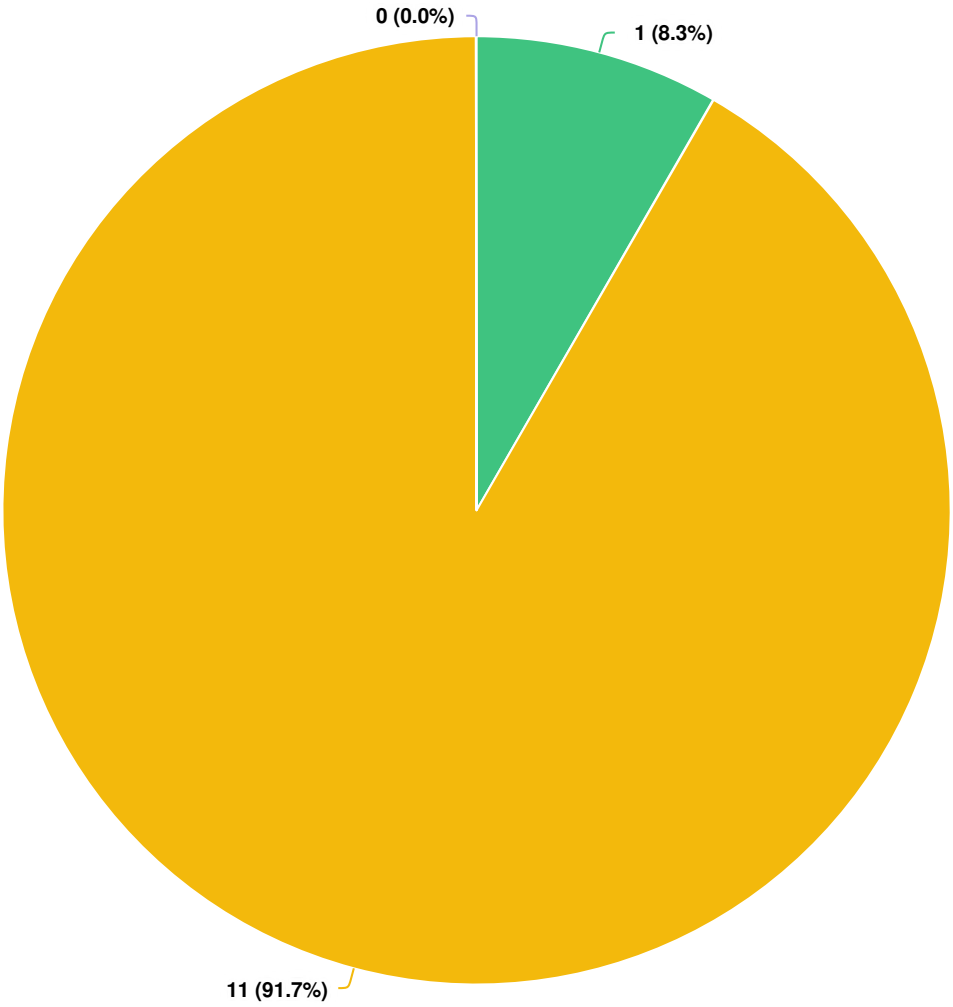


Question options

- Brantford, ON, N3S1Z6
- Brantford, ON, N3T2H2
- Brantford, ON, N3T2C7
- Amherstburg, ON, N9V2V7
- St. John's, NL, A1C3B2
- Brantford, ON, N3P1V3
- Brantford, ON, N3T2G6
- Brantford, ON, N3R6J8
- Brantford, ON, N3P1G5
- Brantford, ON, N3P1R1
- Brantford, ON, N3S1E5

Mandatory Question (12 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

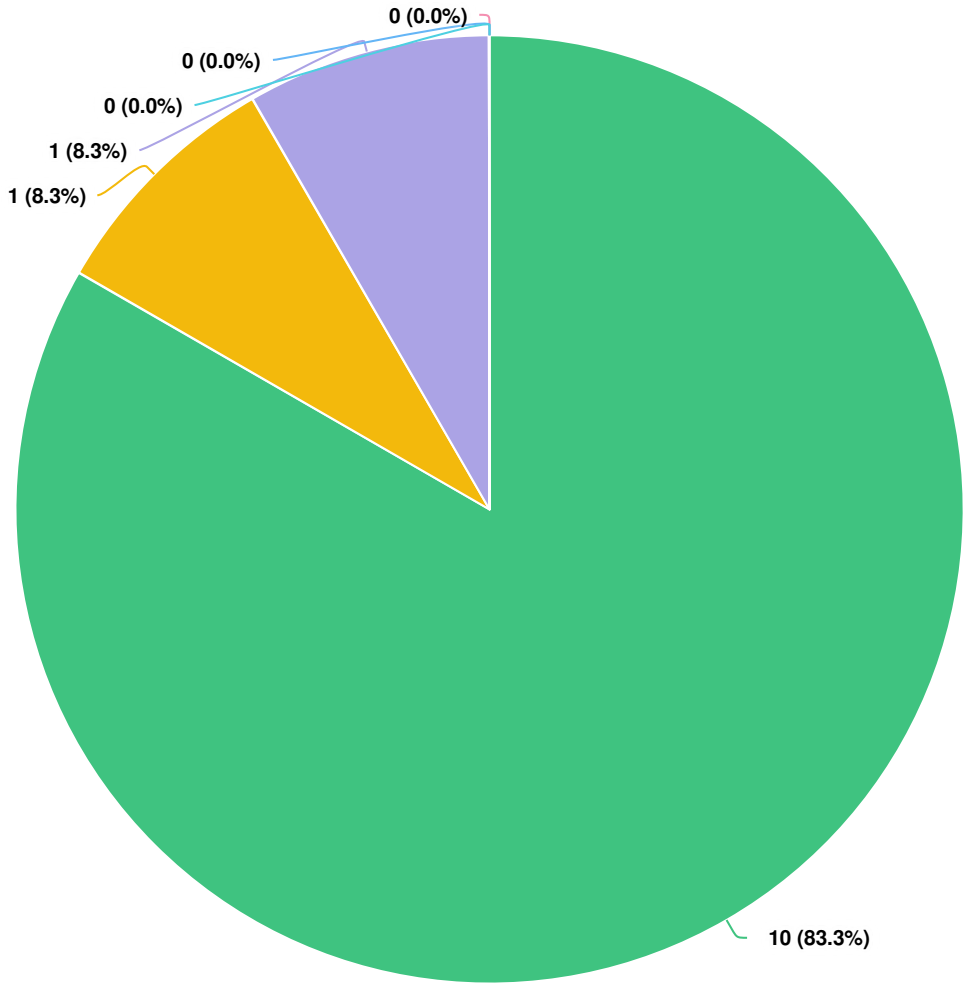


Question options

Yes No Prefer not to answer

Mandatory Question (12 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?



Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- Other (please explain)
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer

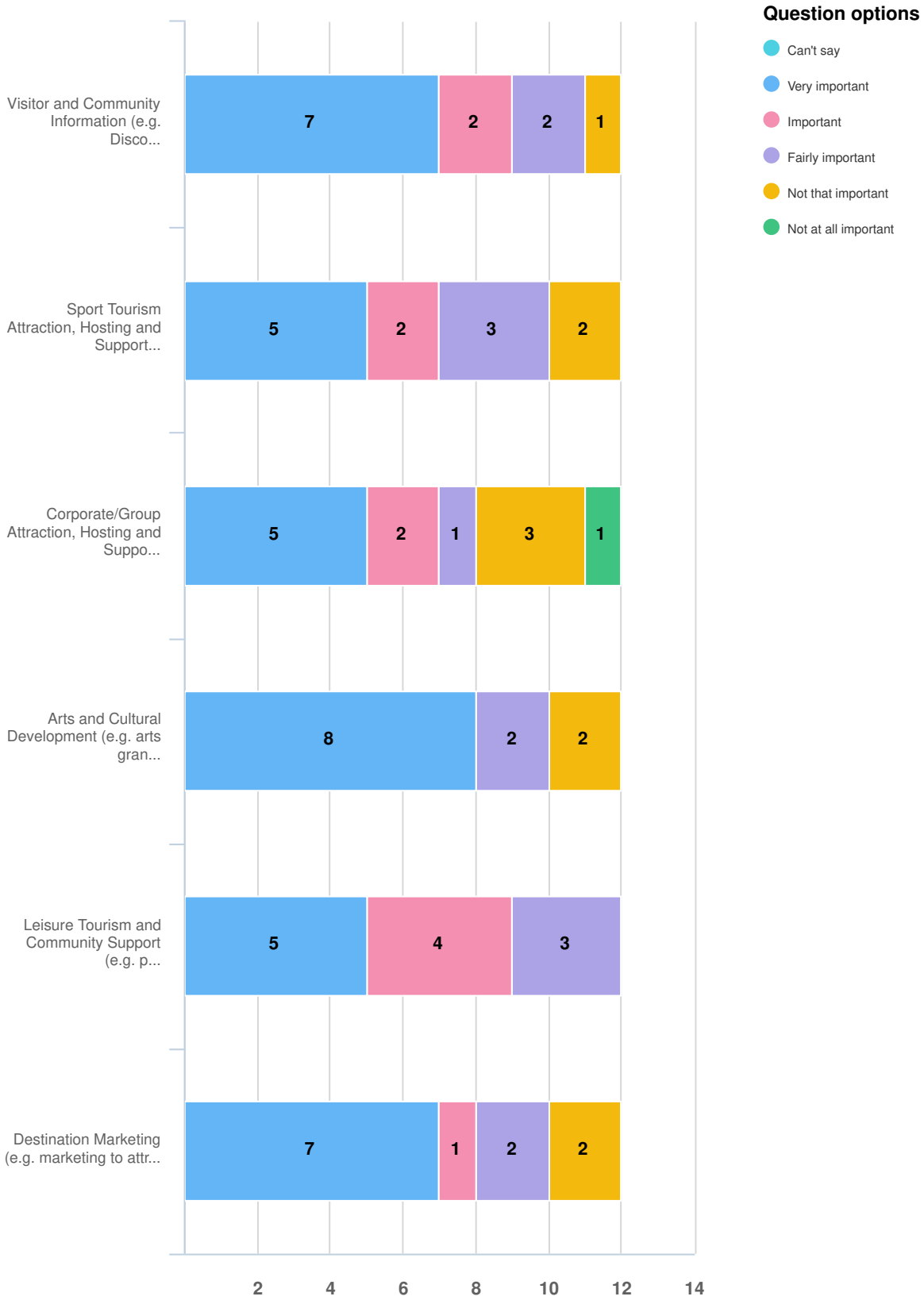
Mandatory Question (12 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel Discover Brantford has performed overall in the following services?



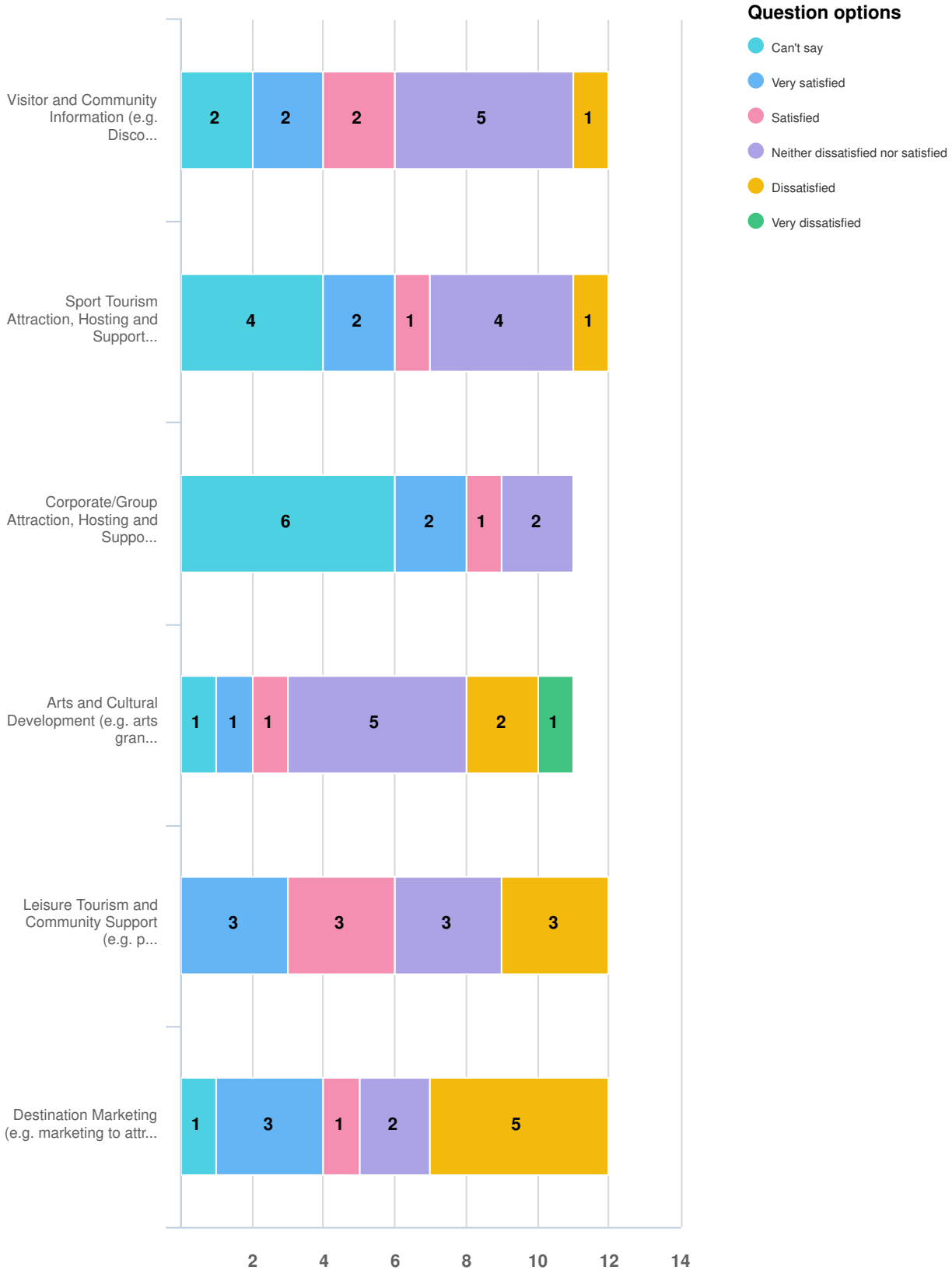
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q6 How important should the following services be as a responsibility for Discover Brantford?



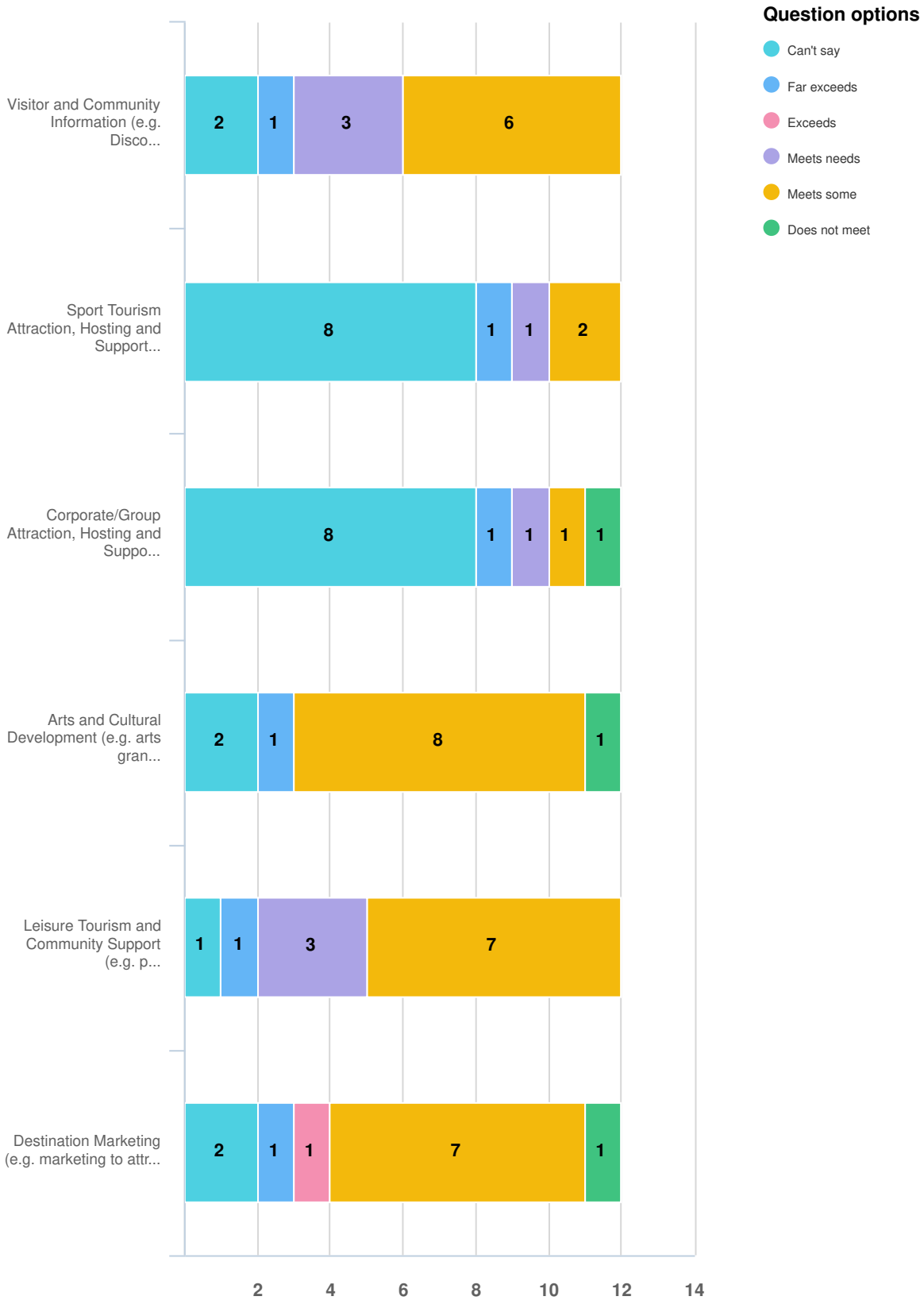
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q7 **In the last 24 months if you have used services provided by Discover Brantford, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't say."**



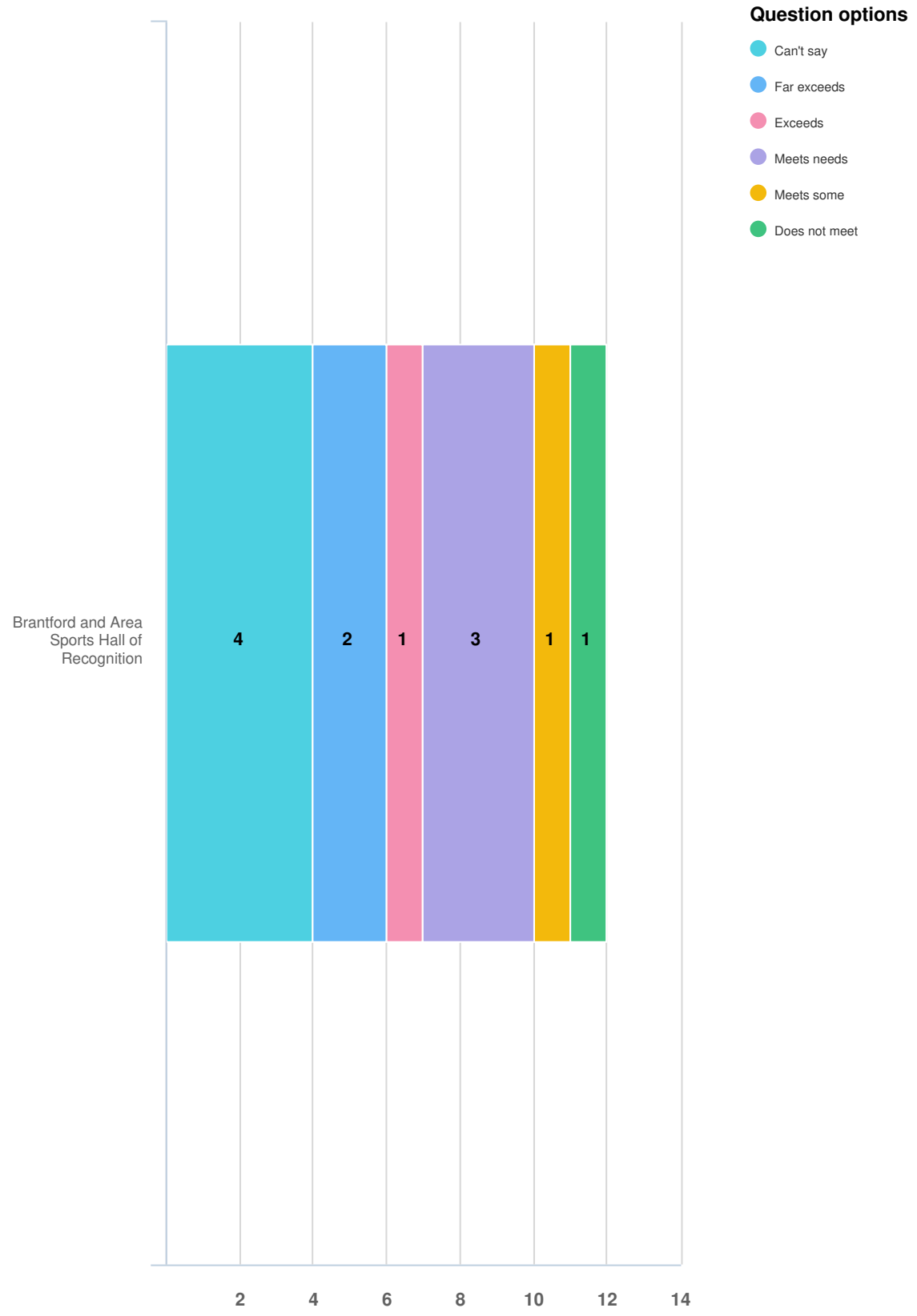
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q8 Do the following services provided by Discover Brantford meet your needs?



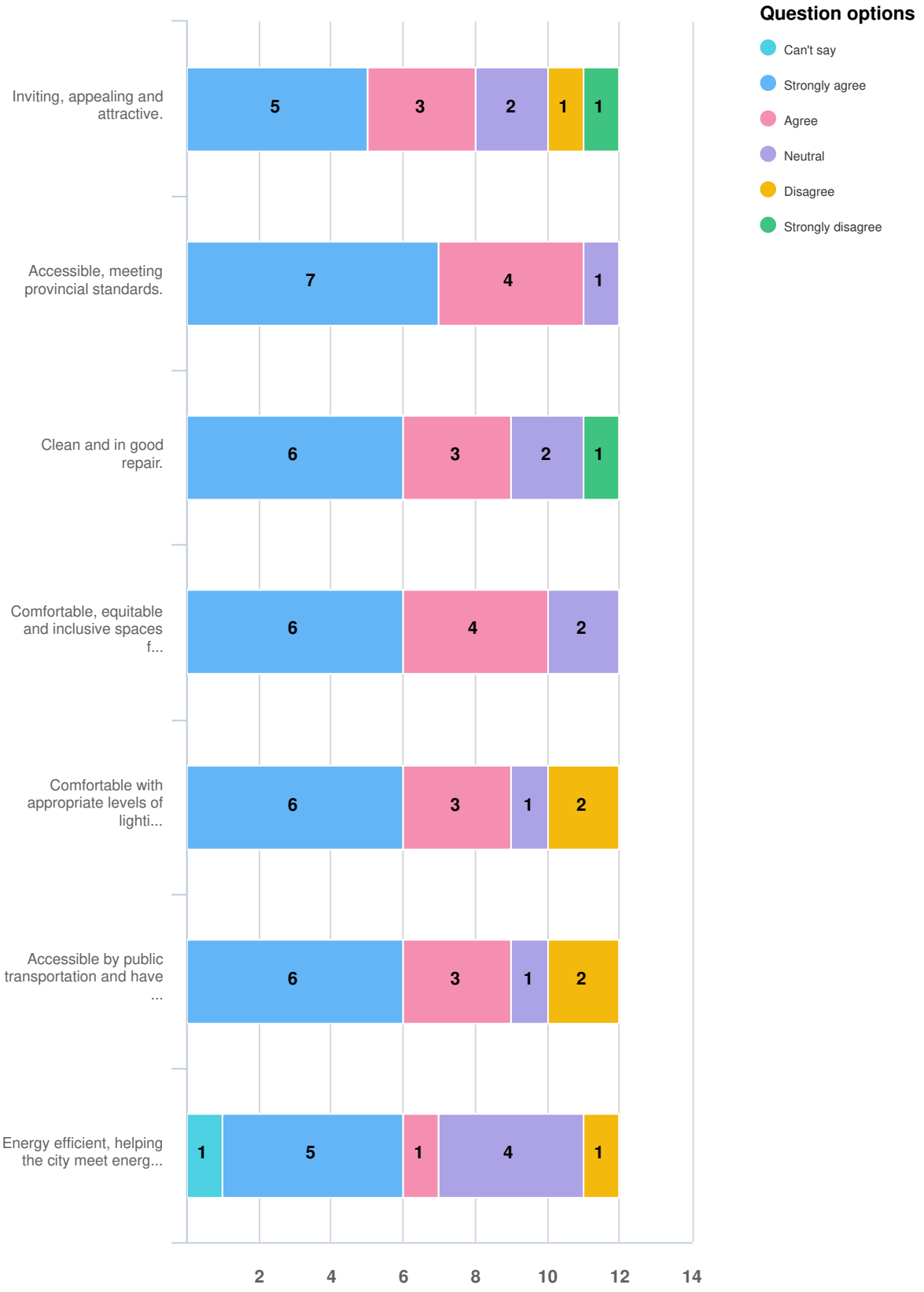
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q9 If you've visited a Discover Brantford facility in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean. If you have not used the services, please choose "Can't say...



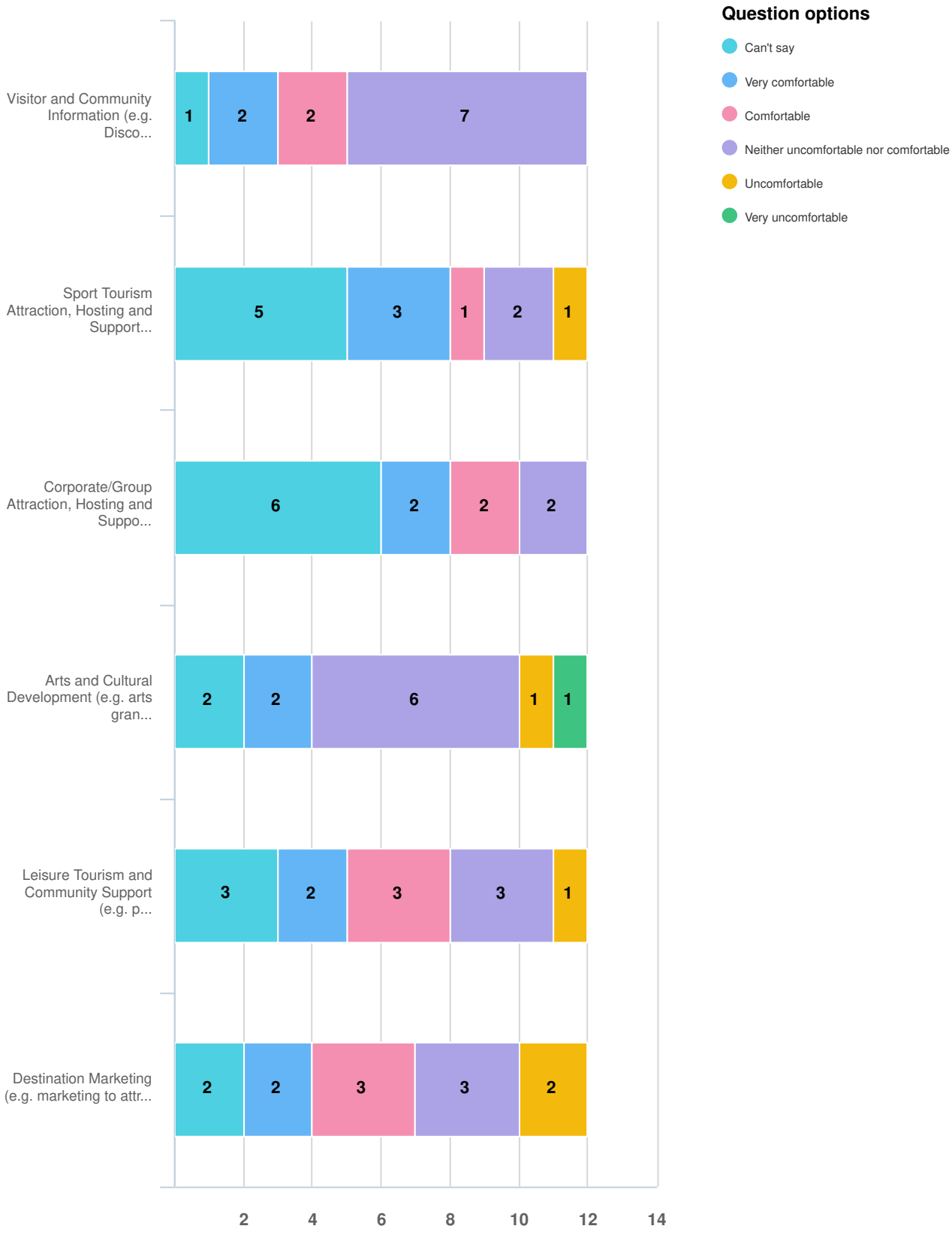
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q10 Thinking about how you use internal and external public spaces do you agree with the following statements? Discover Brantford buildings should be:



Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q11 Did you feel comfortable accessing services provided by Discover Brantford?



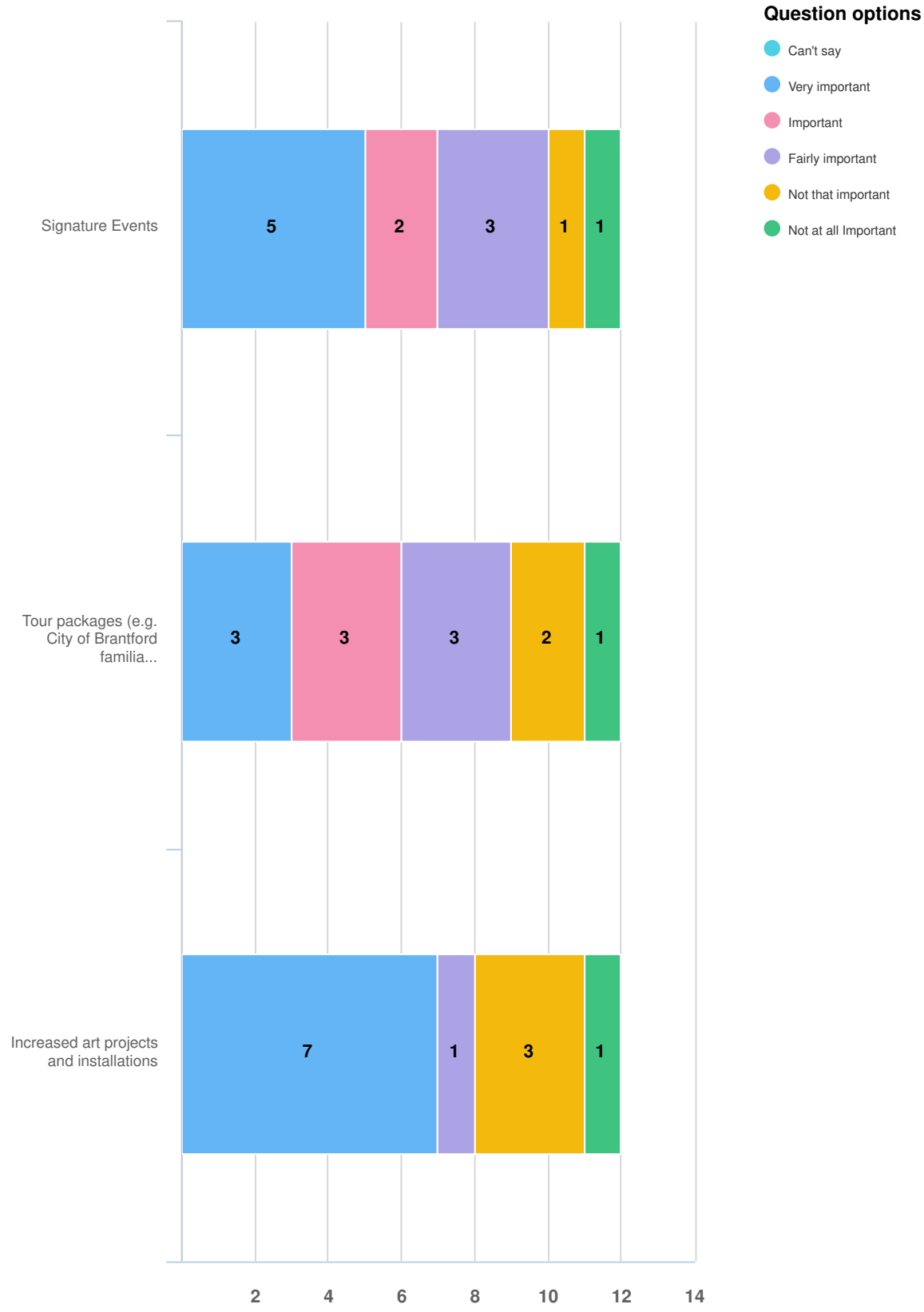
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q12 How can we improve our services, spaces and facilities to increase how comfortable you feel?

Anonymous 11/24/2023 11:17 AM	Fix the homeless, drug related issues prevalent accessing various facilities. Parking availability at some locations
Anonymous 11/25/2023 02:44 PM	Keep it up!
Anonymous 12/12/2023 04:47 PM	Quite frankly since the visitor and tourism centre was shuttered I have not have not visited any Discover Brantford facilities, and any information services I require can be found online.
Anonymous 12/12/2023 04:53 PM	Maintain parks better, post more signs and enforce for people to pick up after their pets. Provide better lighting in parks for winter use
Anonymous 12/13/2023 06:29 PM	Please concentrate on what is important to all citizen’s. It certainly seems that the city caters to those have recently moved to the city. I made a conscious decision to move to Brantford and stay here for 40 years. Certainly doesn’t feel like home anymore.
Anonymous 2/05/2024 12:37 PM	Ease of access, visibility and location for all visitors using many forms of transportation.
Anonymous 2/23/2024 11:15 AM	The Visitor Centre should never have been closed. Instead the facility should have been activated with public events that promoted visits to the City, or perhaps converted to a GO Bus transit hub for the City. Unfortunately a lost opportunity.
Anonymous 2/29/2024 06:38 AM	Staff needs to actually listen to the needs of the Community and not take an "I know better than you" approach. Support actual home-grown culture, not tribute bands and really bad Disney shows. There is more to culture than Glenhyrst and Sanderson.

Optional question (8 response(s), 4 skipped)
Question type: Essay Question

Q13 Please rate the following potential services for Discover Brantford based on their importance to you.

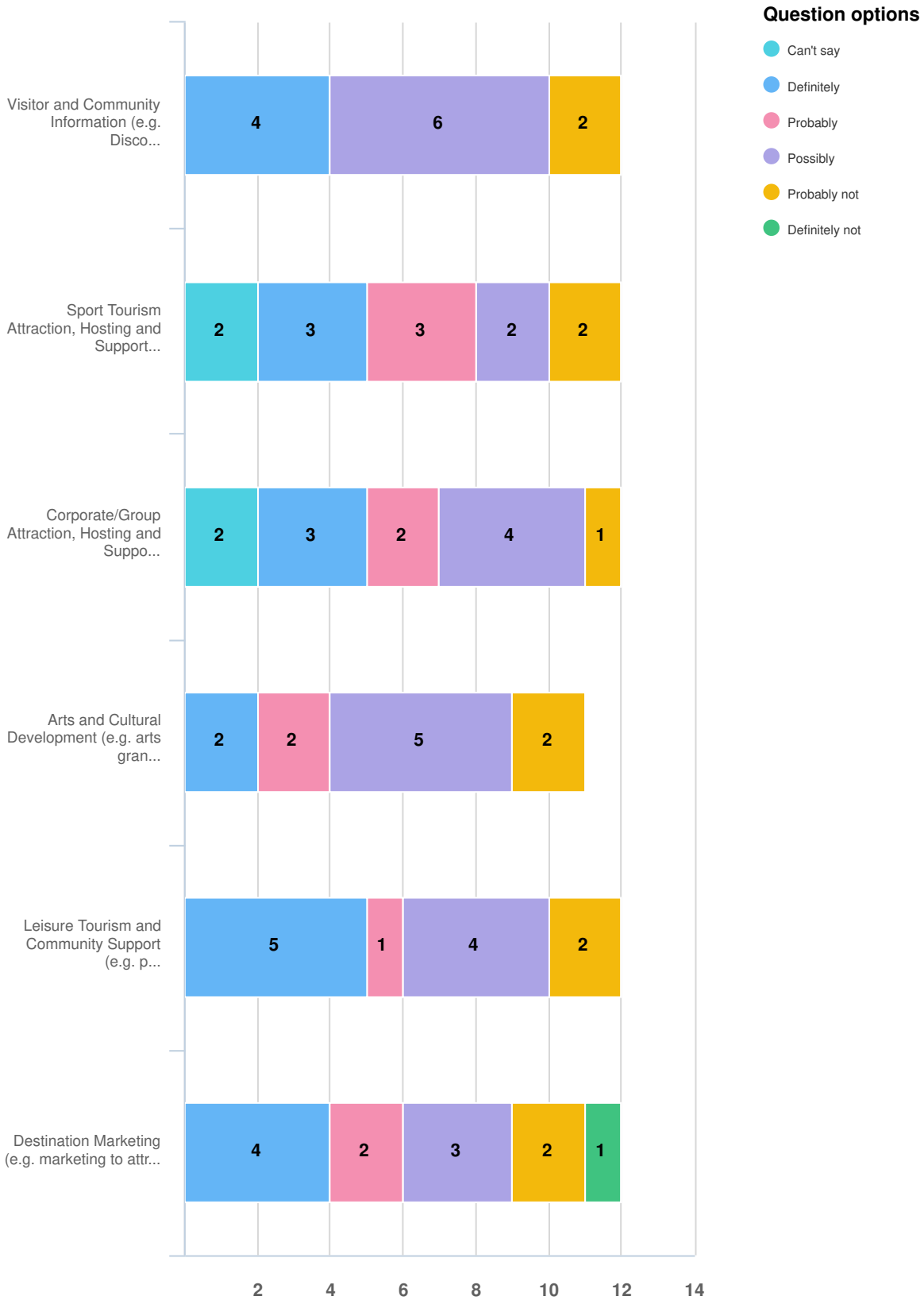


Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Anonymous 11/24/2023 11:17 AM	Have events that are for people 50 and up properly advertised. It would be nice if the Sanderson centre had more than just tribute bands
Anonymous 11/25/2023 02:44 PM	Can't think of any
Anonymous 12/12/2023 04:47 PM	Reopen the Visitor and Tourism Centre, including with it a GO Bus Terminal.
Anonymous 12/12/2023 04:53 PM	Make the city cleaner, spruce up buildings in the corr make it safe to walk downtown in the evening . Maintain roads better
Anonymous 12/13/2023 06:29 PM	Listen to people. Typically, this mayor and council make decisions behind closed doors and try to make it seem like citizen’s have a say.
Anonymous 12/14/2023 07:10 AM	I liked when the City installed a lot of public art in the downtown with the auspice from a film crew, but the painting replicas were quickly vandalized and even ripped off their frames. How can the City protect public art installations in the future?
Anonymous 12/29/2023 06:53 AM	More use/marketing if Sanderson Centre
Anonymous 2/05/2024 12:37 PM	Public facing access.
Anonymous 2/23/2024 11:15 AM	With the emphasis on a new sports and entertainment complex as a City priority, I hope Discover Brantford is involved as early as now as shaping the future and guaranteeing the success of the complex.
Anonymous 2/29/2024 06:38 AM	Reduce the amount of staff who create programs on their own to justify their position and work on ways to get ahead ink their careers. Take that money and give it to Artists to create. Start a grant program for local companies to access the Sanderson Centre. Let's not drop to the lowest standard of culture all the time.

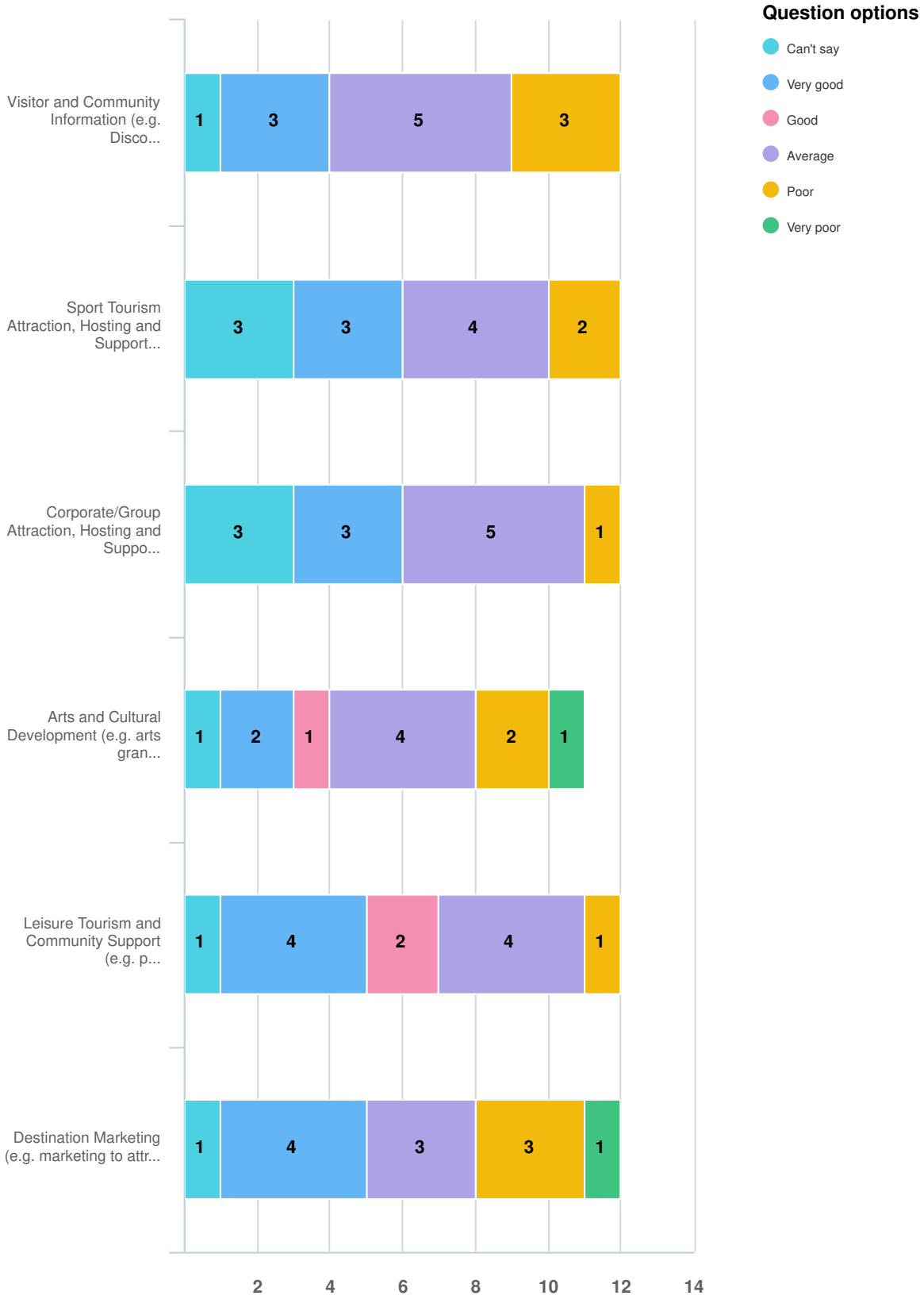
Optional question (10 response(s), 2 skipped)

Q15 How likely would you be to recommend Discover Brantford to others?



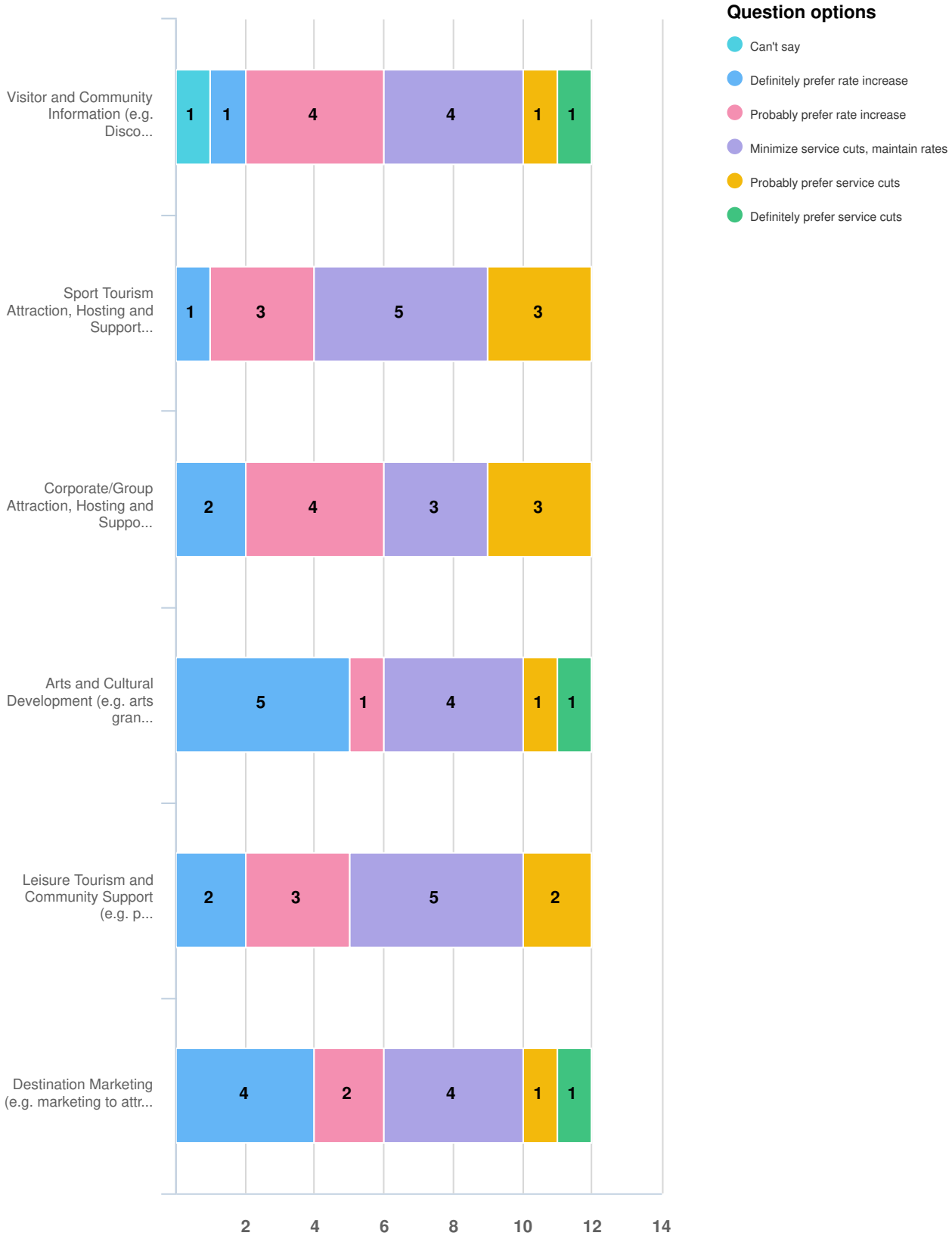
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q16 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs) Funding for Discover Brantford makes up a portion of the Other budget category featured on the above visual.How would you rate Discover Brantford for providing good value for money ...



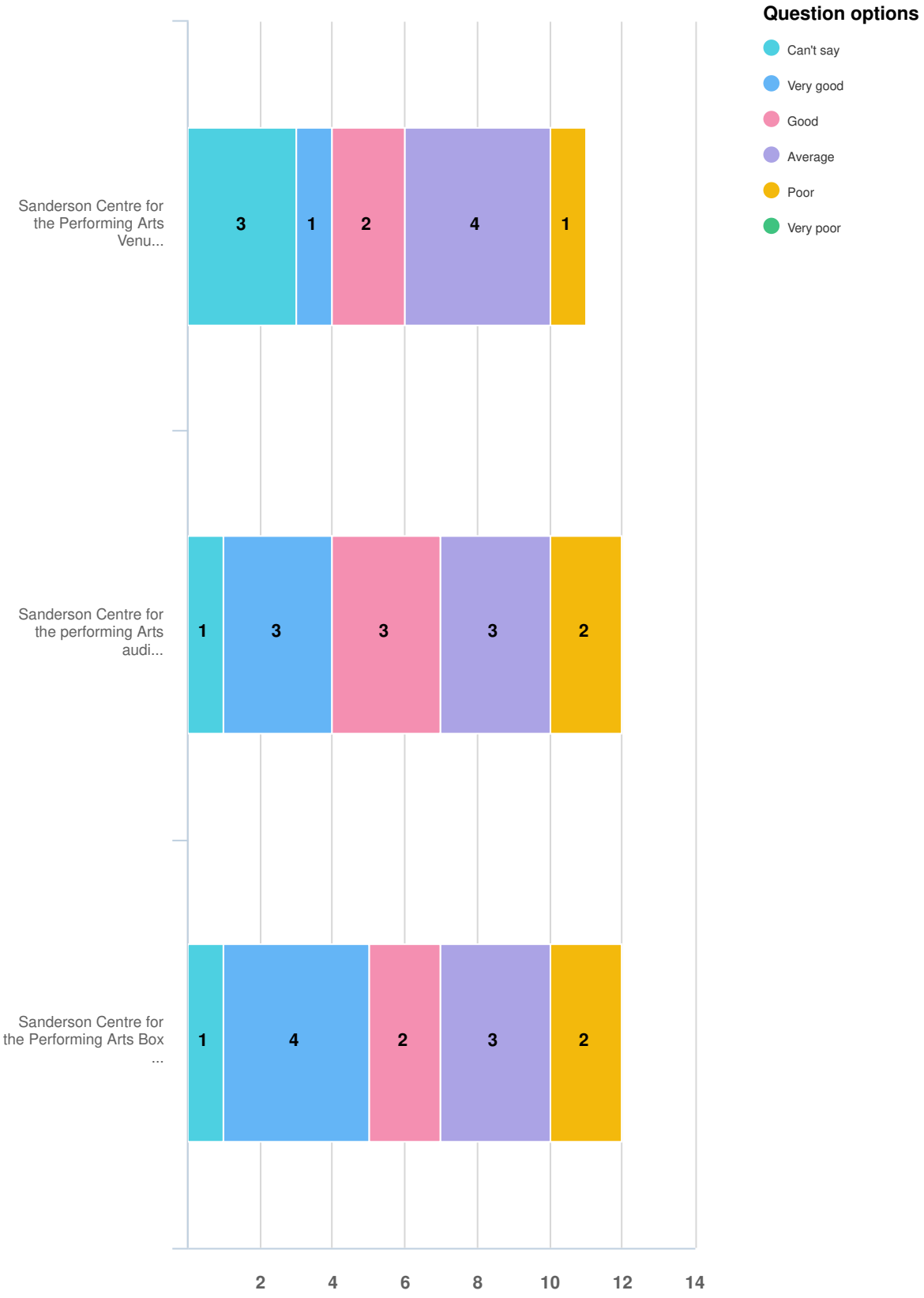
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q17 If you had to choose, would you prefer to see rates increase to improve Discover Brantford services OR would you prefer to see cuts in services to keep rates at the same level as they are now?



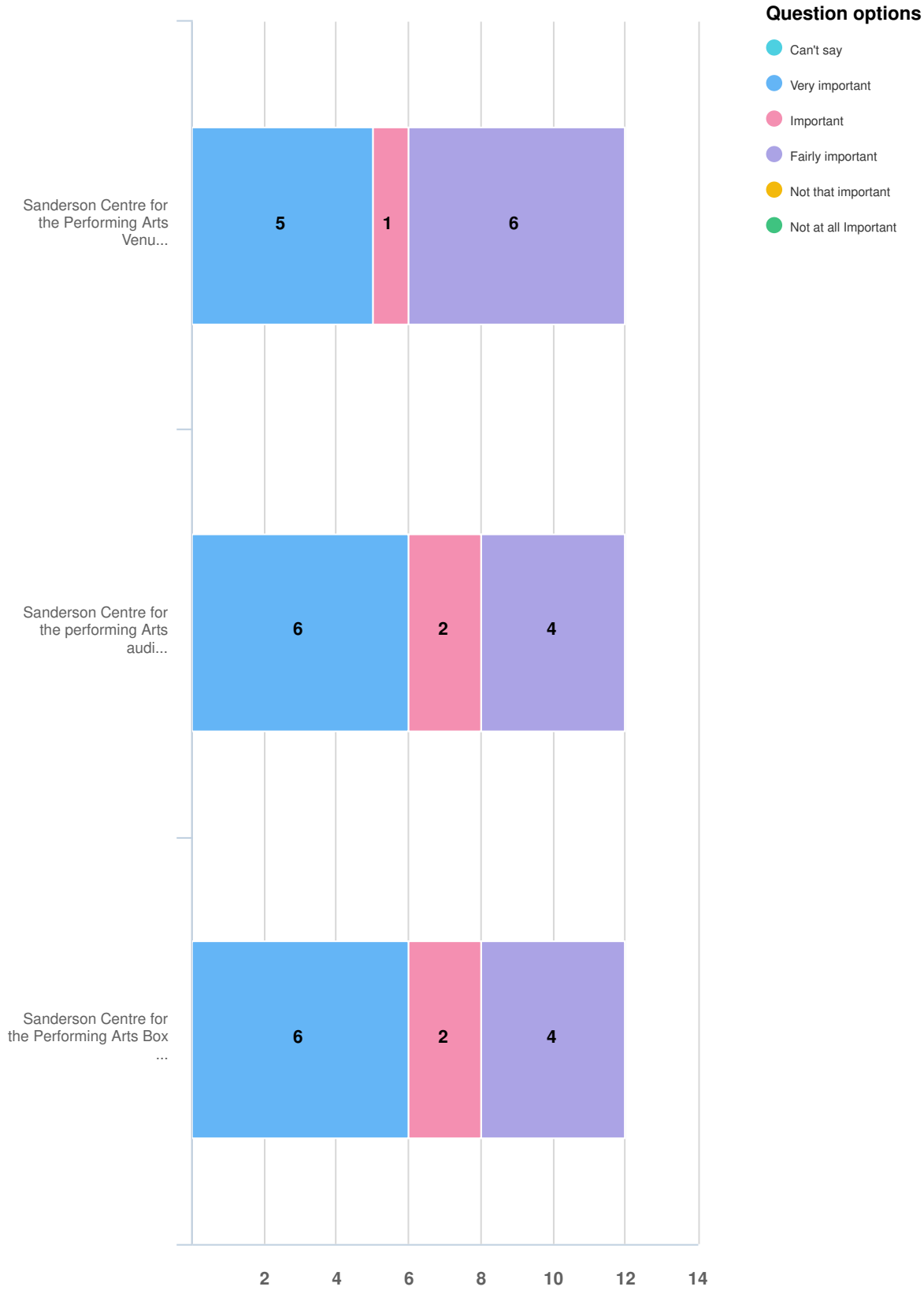
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q18 Over the last 24 months, how do you feel the Sanderson Centre has performed overall in the following services?



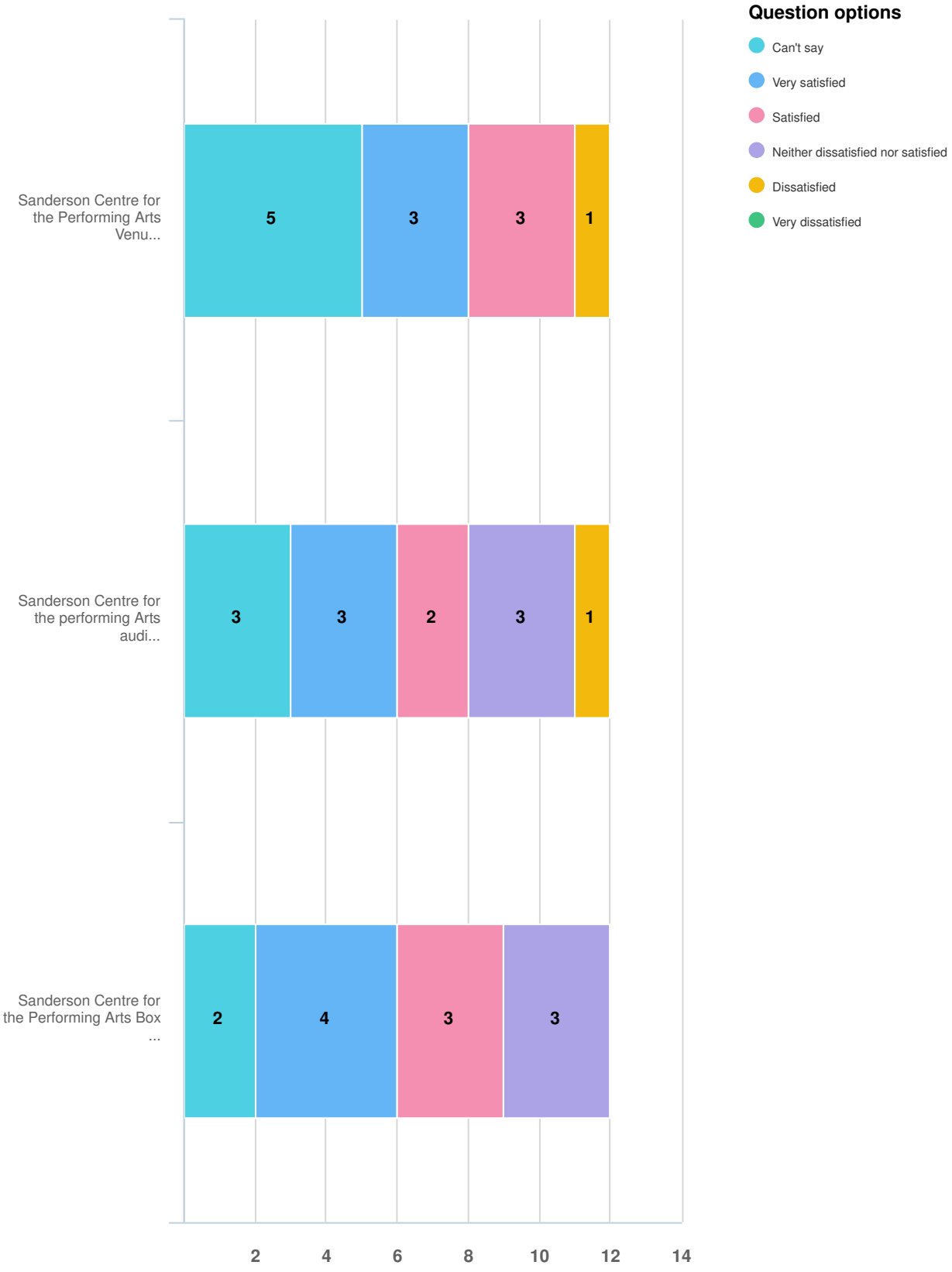
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q19 How important should the following services be as a responsibility for the Sanderson Centre?



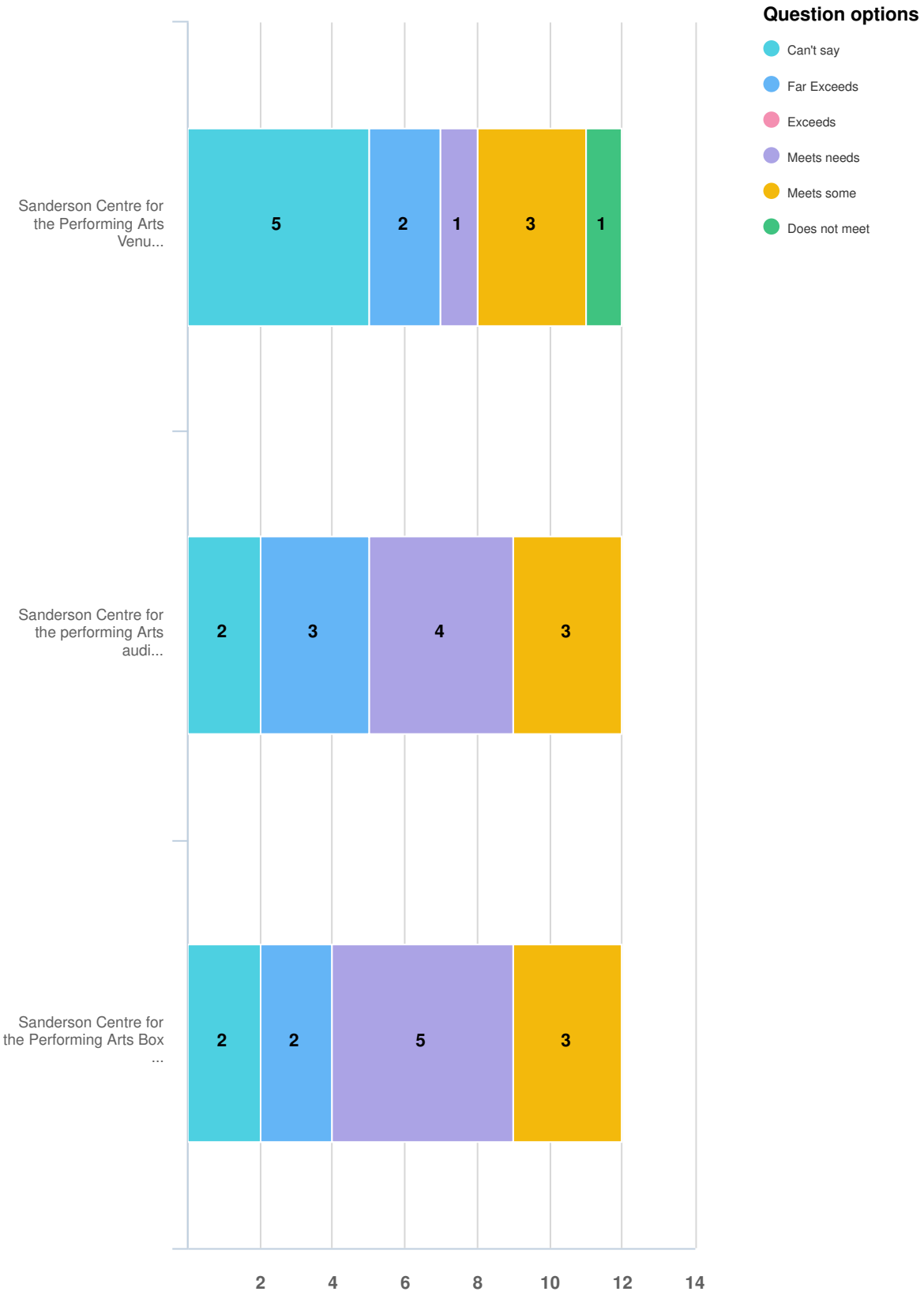
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q20 In the last 24 months if you have used services provided by the Sanderson Centre, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't say."



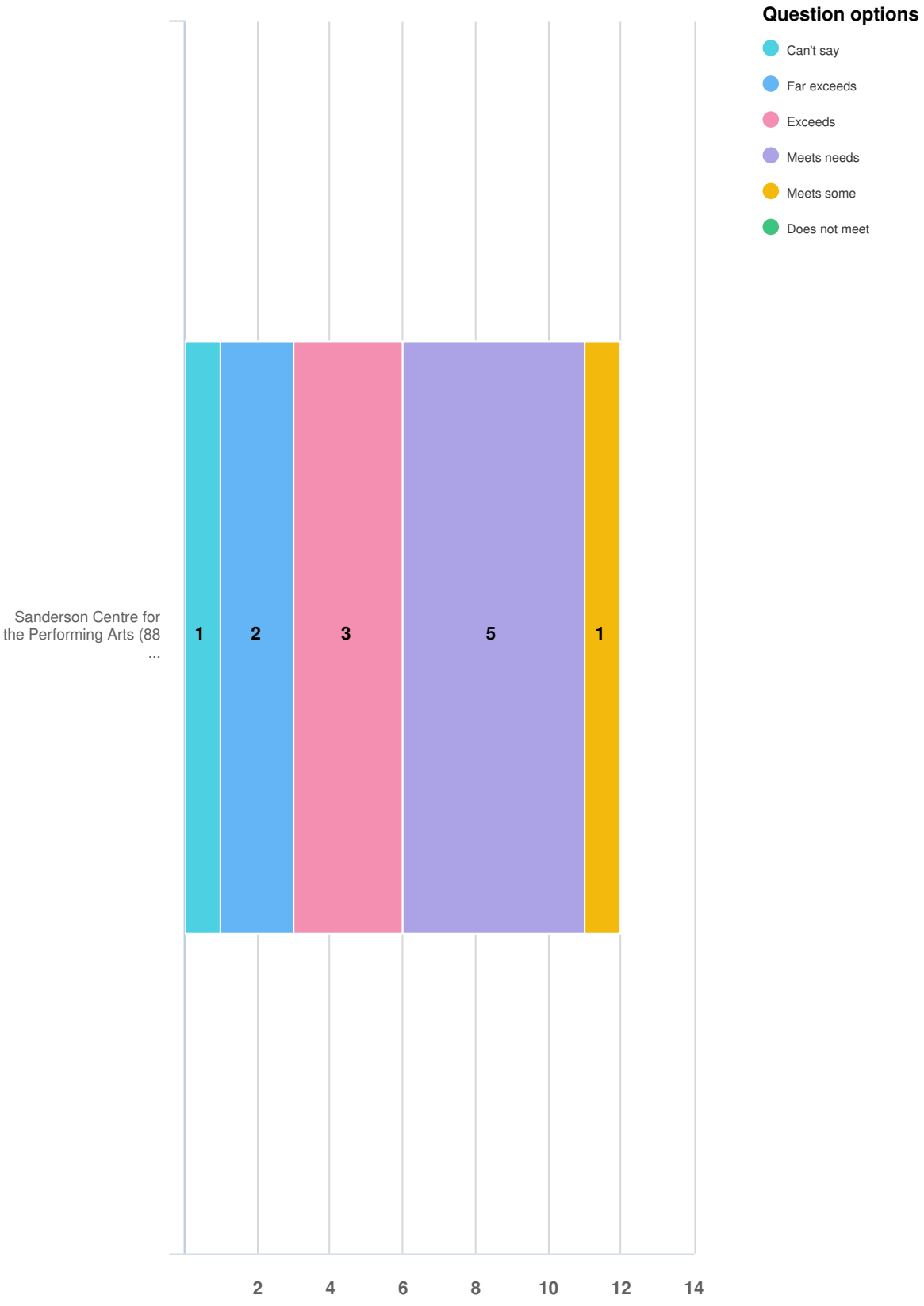
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q21 Do the following services provided by the Sanderson Centre meet your needs?



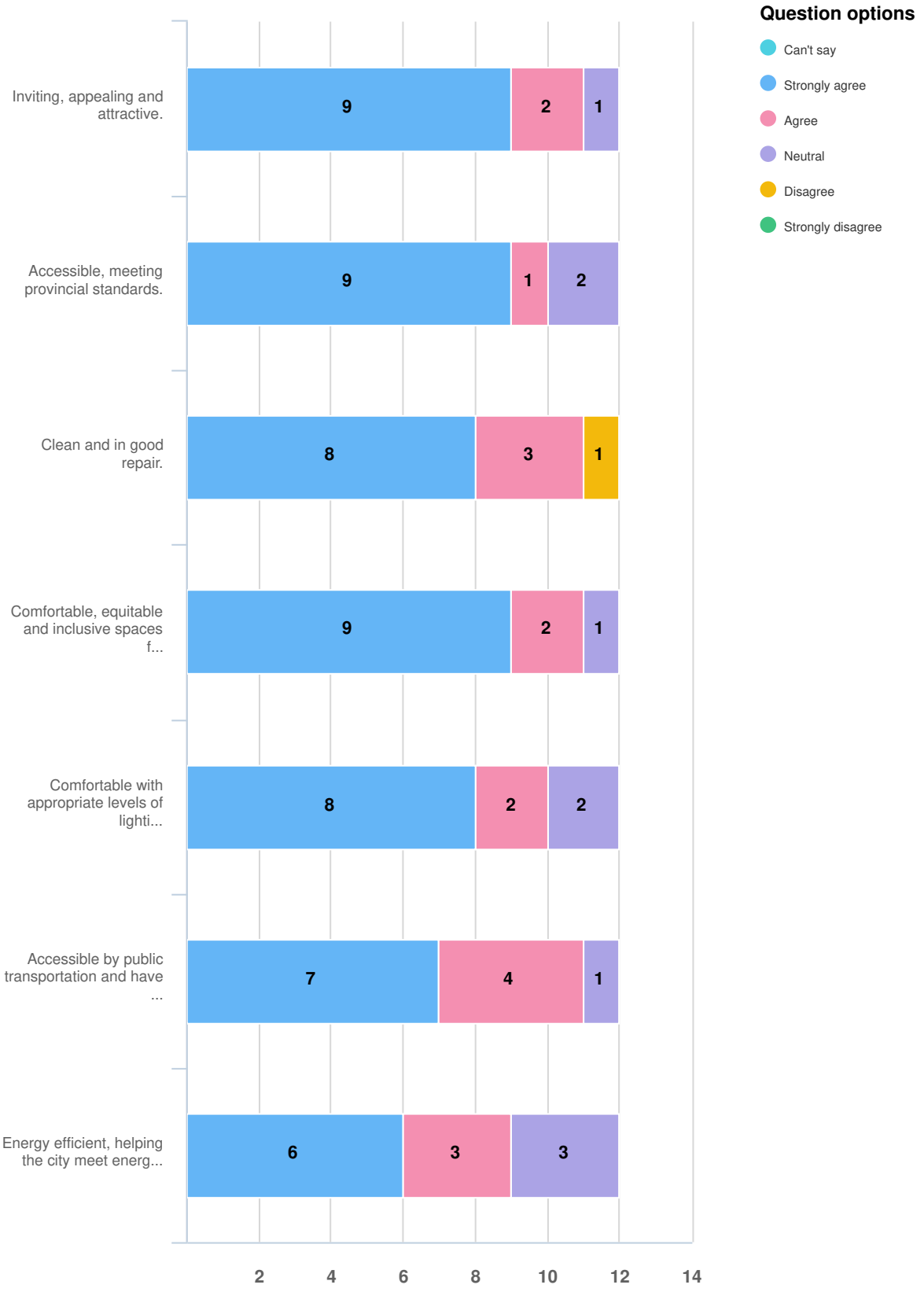
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q22 If you've visited the Sanderson Centre in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean. If you have not used the services, please choose "Can't say."



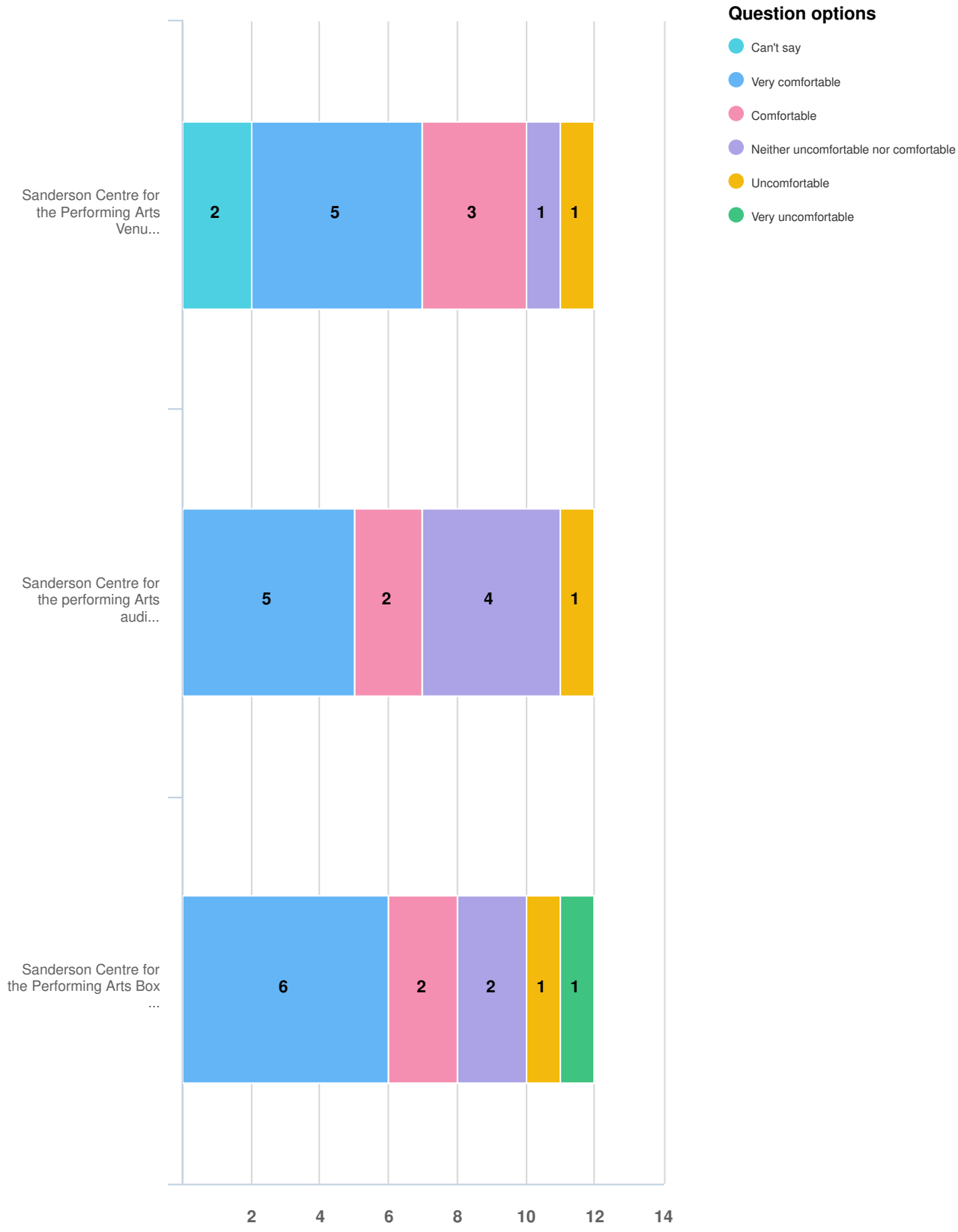
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q23 Thinking about how you use internal and external public spaces do you agree with the following statements? The Sanderson Centre building should be:



Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q24 Did you feel comfortable accessing services provided by the Sanderson Centre?



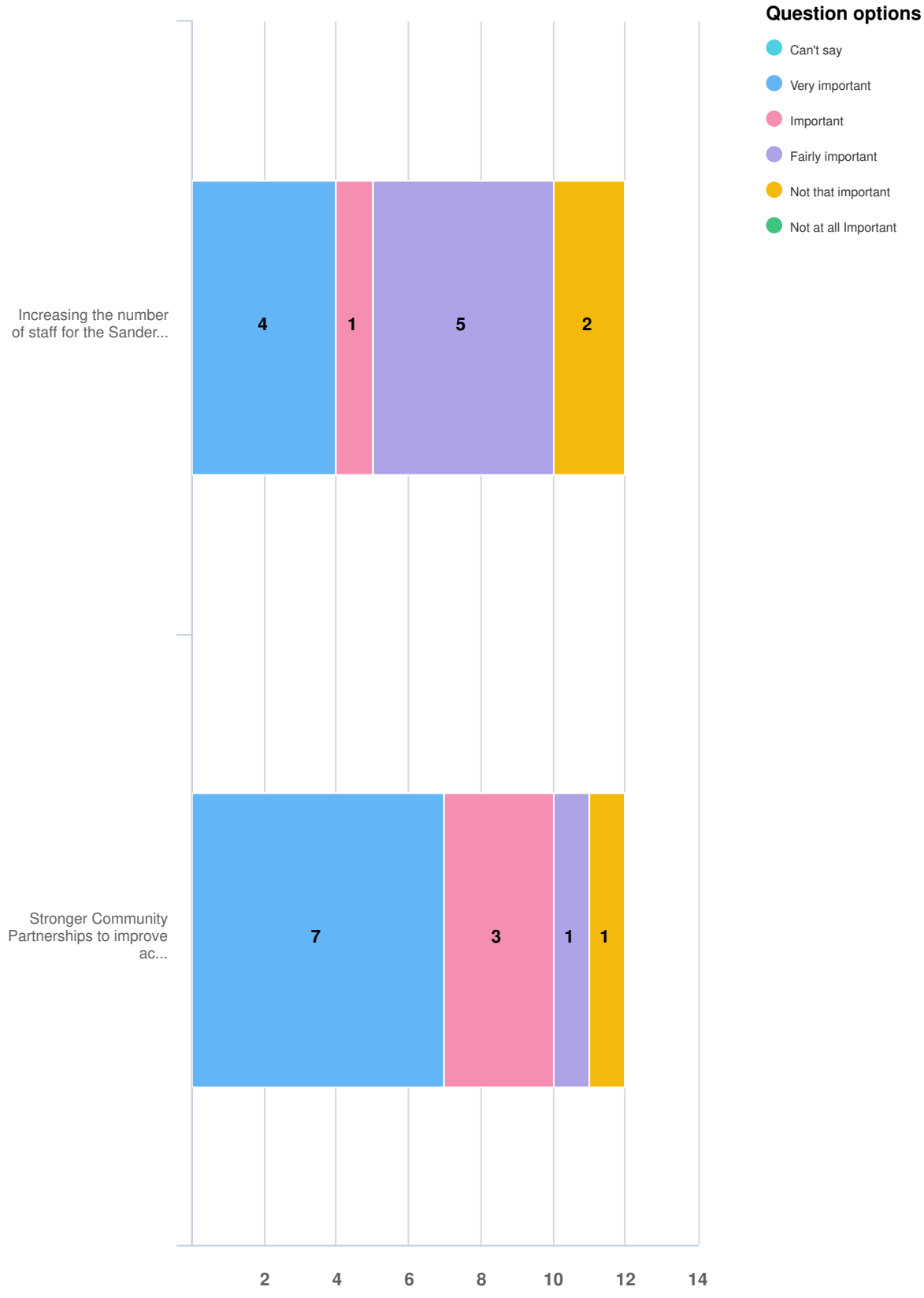
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q25 How can we improve our services, spaces and facilities to increase how comfortable you feel?

Anonymous 11/24/2023 11:17 AM	Improve the web site
Anonymous 11/25/2023 02:44 PM	Keep it up
Anonymous 12/12/2023 04:53 PM	Lobby and concessions should be improved to be mire inviting. Bar and service are very good
Anonymous 12/14/2023 07:10 AM	Create public surveys that don't take 20 minutes of my one precious life on earth to complete.
Anonymous 2/05/2024 12:37 PM	Better Darling St entrance to have a better “wow” factor as that is where I park and enter. Better utilize lower lobby for public use and theatre experience.
Anonymous 2/23/2024 11:15 AM	The Sanderson Centre does a good job at providing the limited services available for the public. Focus on building a great performance schedule!

Optional question (6 response(s), 6 skipped)
Question type: Essay Question

Q26 Please rate the following potential services for the Sanderson Centre based on their importance to you.

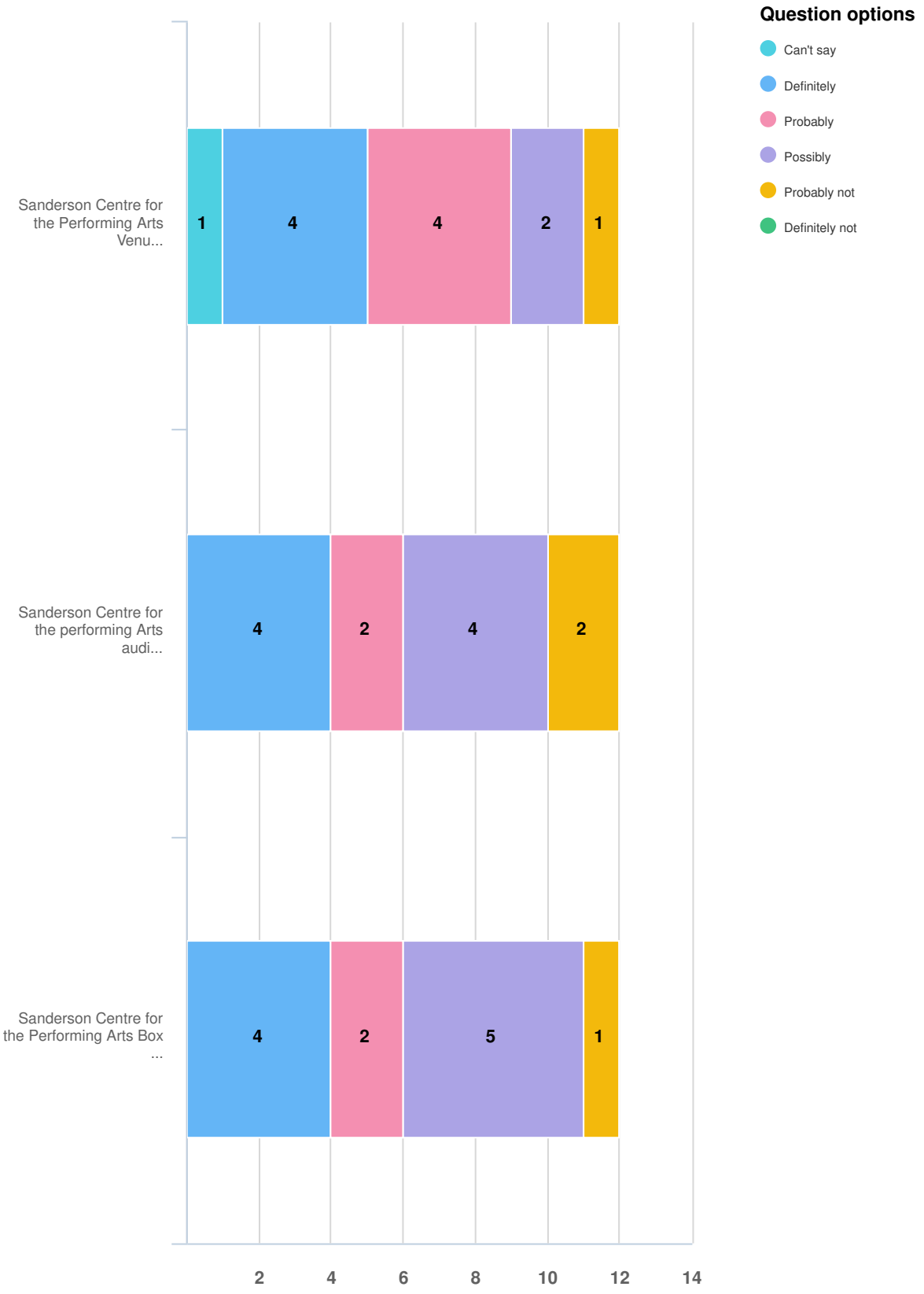


Optional question (12 response(s), 0 skipped)
Question type: Likert Question

future needs?

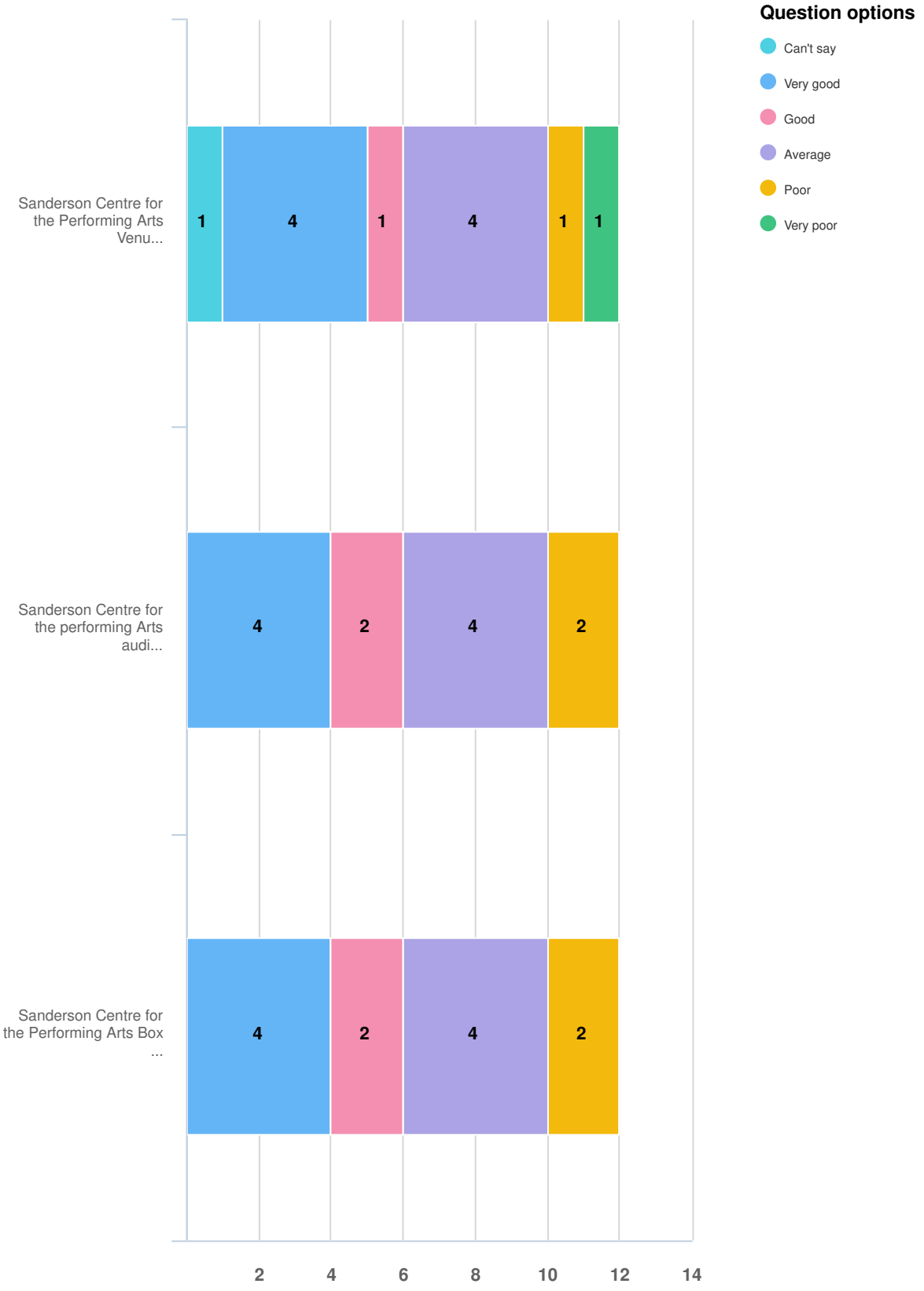
Anonymous 11/24/2023 11:17 AM	We enjoy the lounge events that are being done to get to know the artists. Tired of just tribute bands a few plays would be good to see. Improv nights maybe or a fringe festival.
Anonymous 11/25/2023 02:44 PM	None
Anonymous 12/12/2023 04:47 PM	Ease of access for the community, and drop the group booking with nearby theatres in-order to increase the variety of program offerings.
Anonymous 12/12/2023 04:53 PM	Easier parking.
Anonymous 12/13/2023 06:29 PM	More variety in performers and events.
Anonymous 12/14/2023 07:10 AM	Schedule programming that appeals to patrons under the age of 60
Anonymous 12/29/2023 06:53 AM	More advertising. More work needed to attract performers/artists. Beautiful venue, needs to be leveraged more. Corporate events, training, acting/ performance education. This facility should be filled with events at all times.
Anonymous 2/05/2024 12:37 PM	More theatre productions of known performances. The space is more of a concert hall than theatre space.
Anonymous 2/23/2024 11:15 AM	The Sanderson Centre needs to develop programming unique to the community instead of focusing on the group booking model - if I want to go to Guelph, or Kitchener, or Hamilton, or London - I'll go. It is frustrating to see that every area theatre books the same shows, only out of convenience.
Anonymous 2/29/2024 06:38 AM	Improve programming to include the community. Be more creative in your choices and actually work with local groups to improve the selections.

Q28 How likely would you be to recommend the Sanderson Centre services to others?



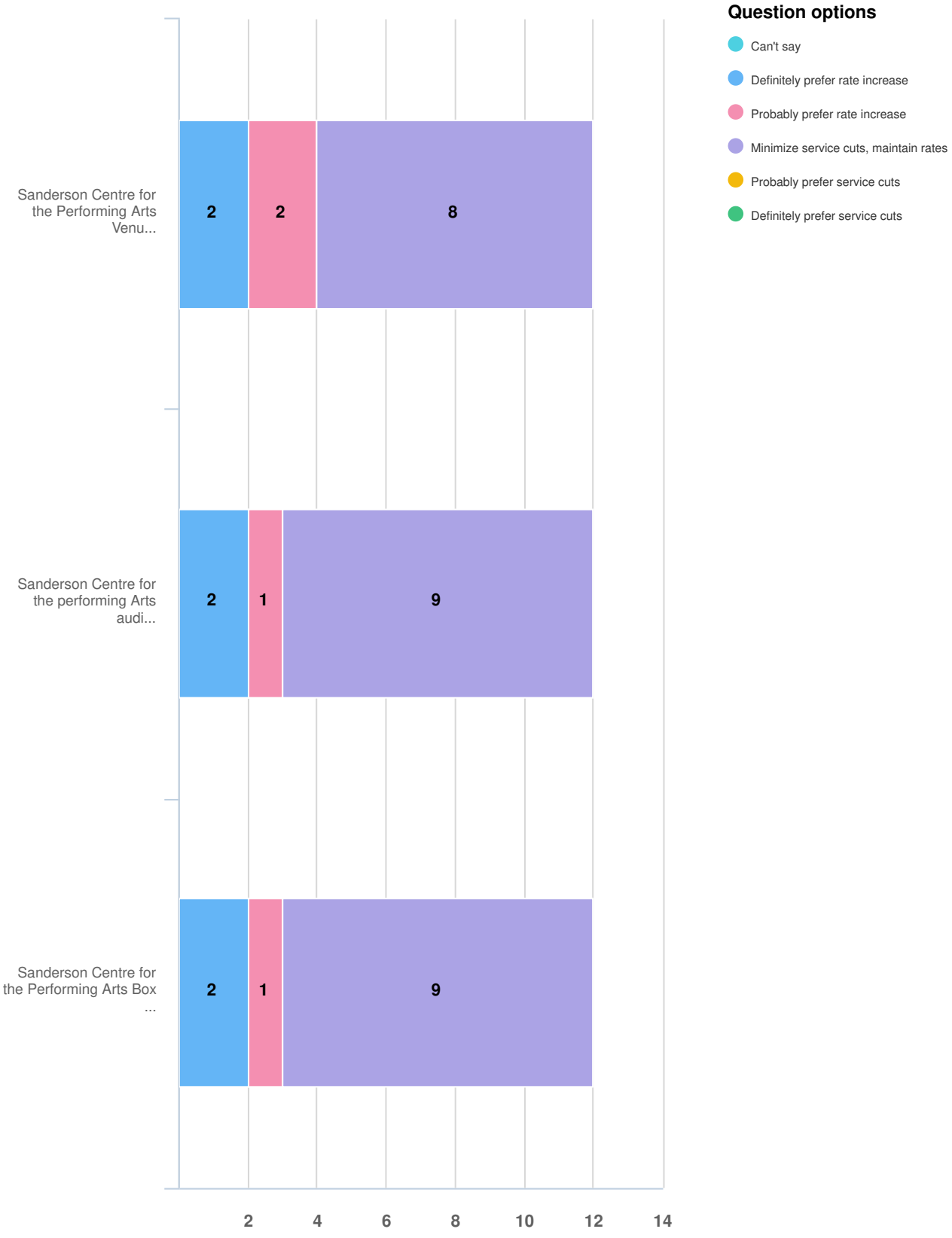
Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q29 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs)Funding for the Sanderson Centre makes up a portion of the Other budget category featured on the above visual.How would you rate the Sanderson Centre for providing good value for mon...



Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Q30 If you had to choose, would you prefer to see rates increase to improve the Sanderson Centre services OR would you prefer to see cuts in services to keep rates at the same level as they are now?



Optional question (12 response(s), 0 skipped)
Question type: Likert Question

Brantford Fire Department

SURVEY RESPONSE REPORT

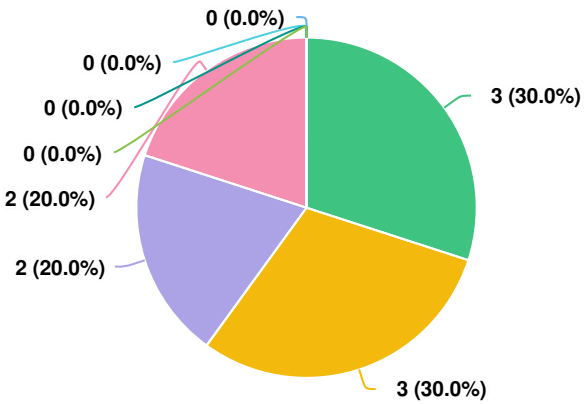
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

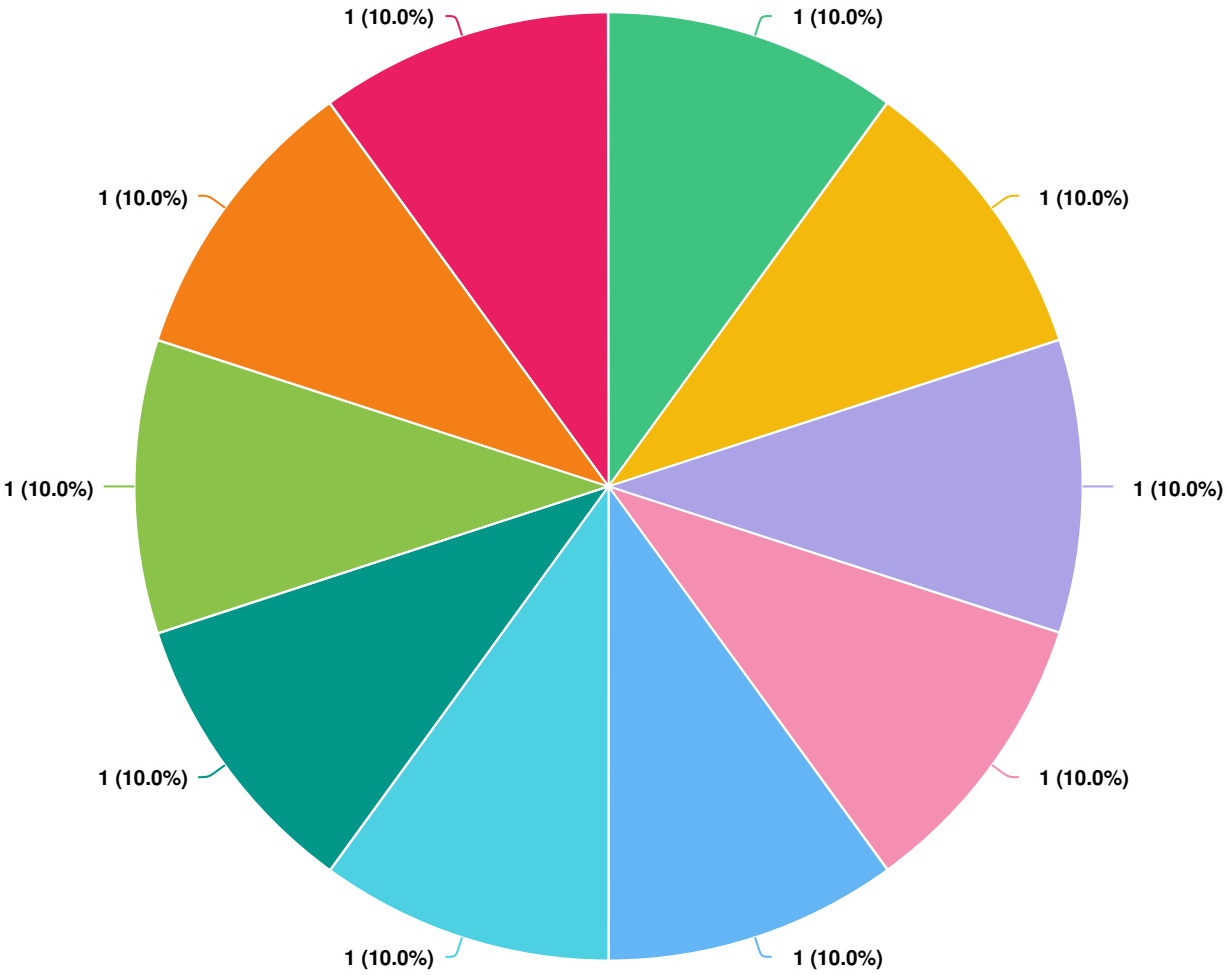


Question options

25 to 34 · 35 to 44 · 55 to 64 · 65 to 79 · 18 to 24 · 45 to 54 · 80 or older · Prefer not to answer

Mandatory Question (10 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

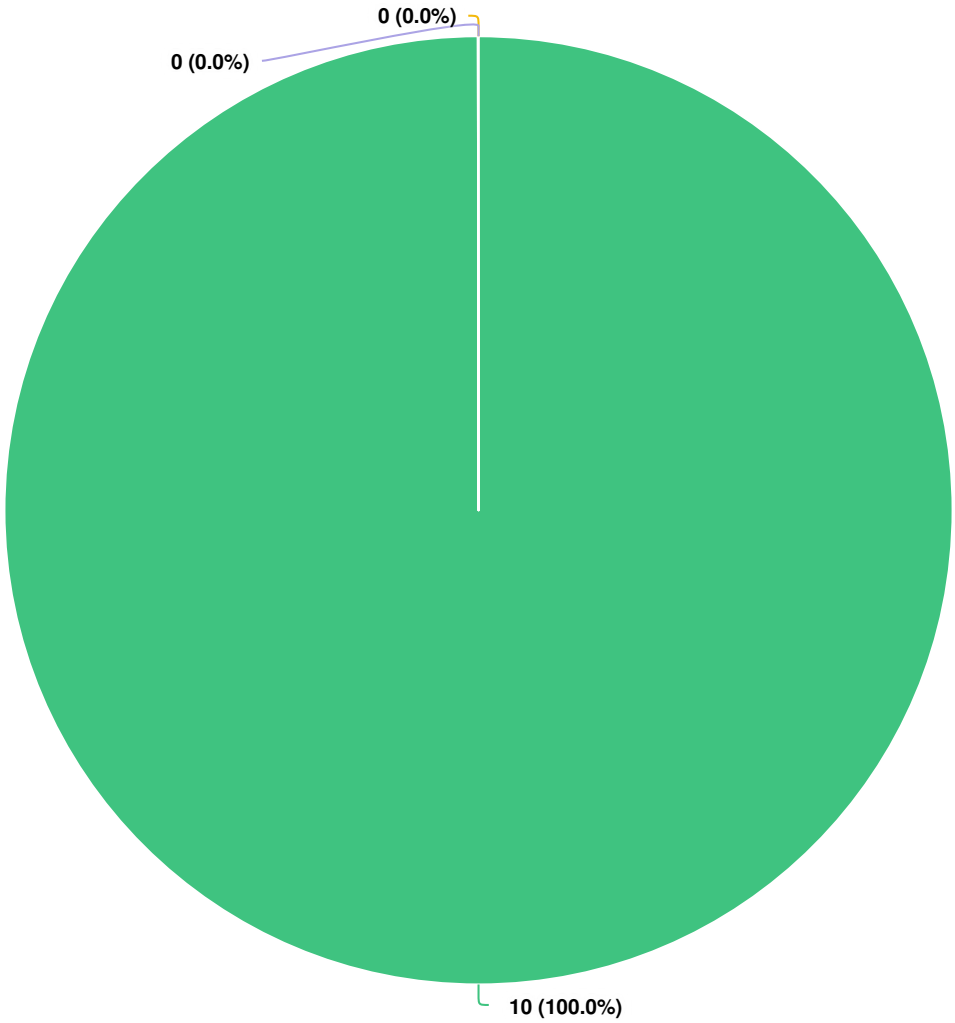


Question options

- Brantford, ON, N3P1V3
- Brantford, ON, N3V1C5
- Brantford, ON, N3S4R4
- Brantford, ON, N3T6L5
- Brantford, ON, N3T6K5
- Brantford, ON, N3T1B7
- Brantford, ON, N3R6H1
- Brantford, ON, N3T4S6
- Brantford, ON, N3T0E9
- Brantford, ON, N3T1R4

Mandatory Question (10 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

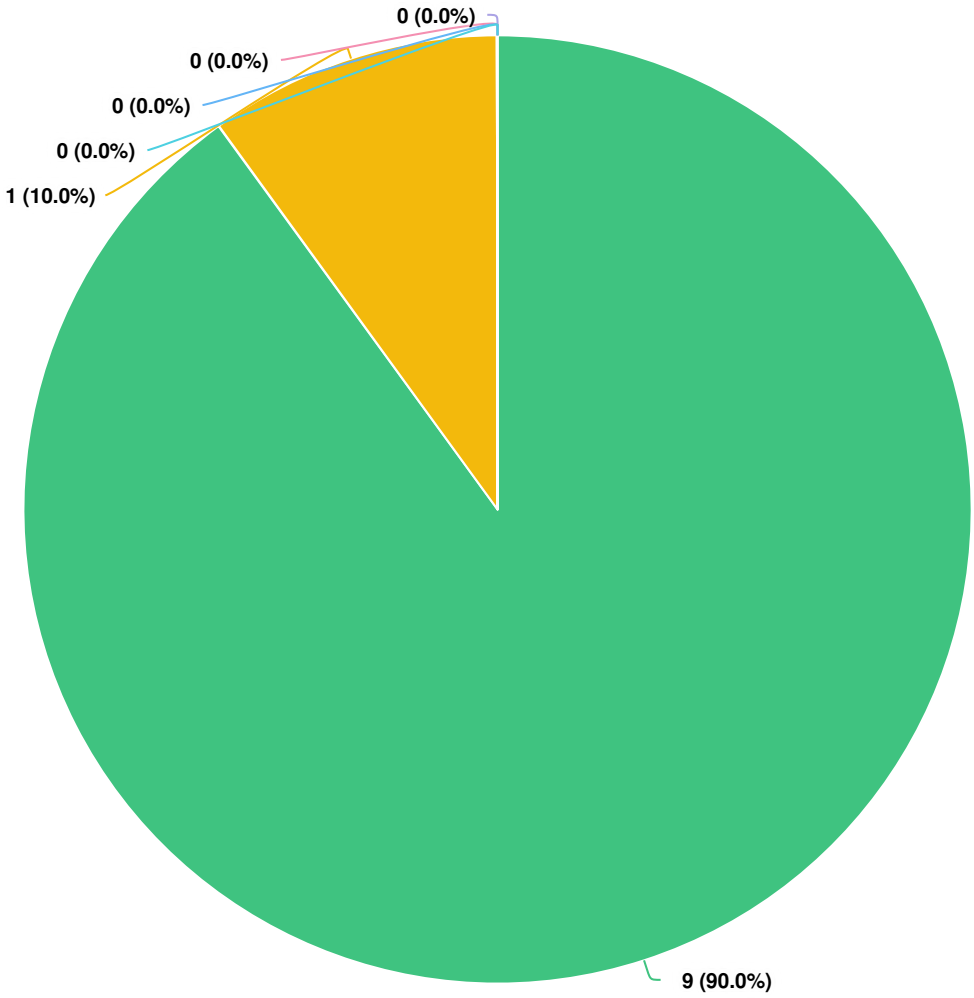


Question options

No Yes Prefer not to answer

Mandatory Question (10 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?



Question options

- I live in Brantford
- Other (please specify)
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer

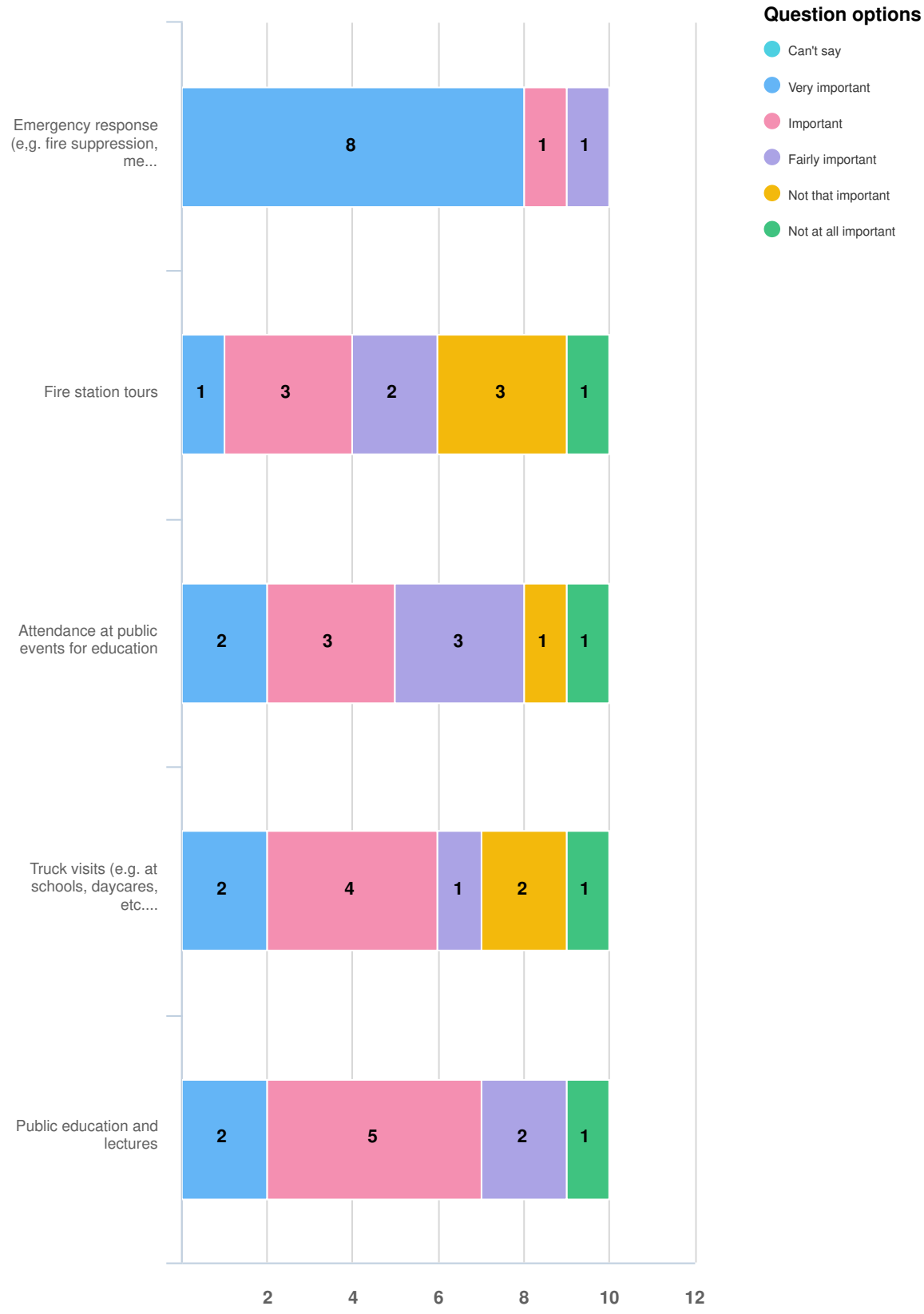
Mandatory Question (10 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel Brantford Fire Department has performed overall in the delivery of the following services? If you have not used the services, please choose “Can’t say.”



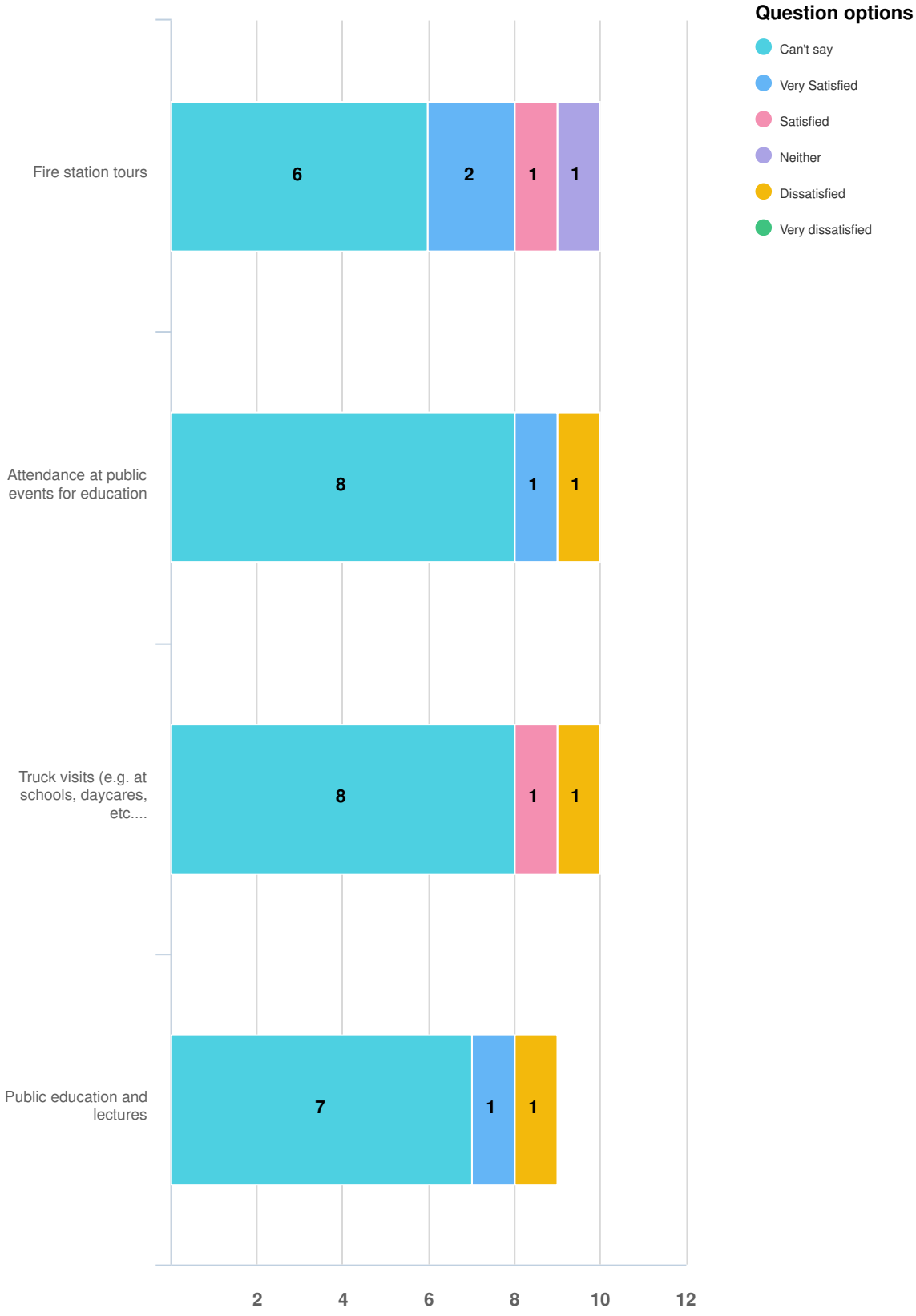
Optional question (10 response(s), 0 skipped)
Question type: Likert Question

Q6 How important should the following services be for the Brantford Fire Department?



Optional question (10 response(s), 0 skipped)
Question type: Likert Question

Q7 **In the last 24 months if you have used services provided by the Brantford Fire Department, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't say."**



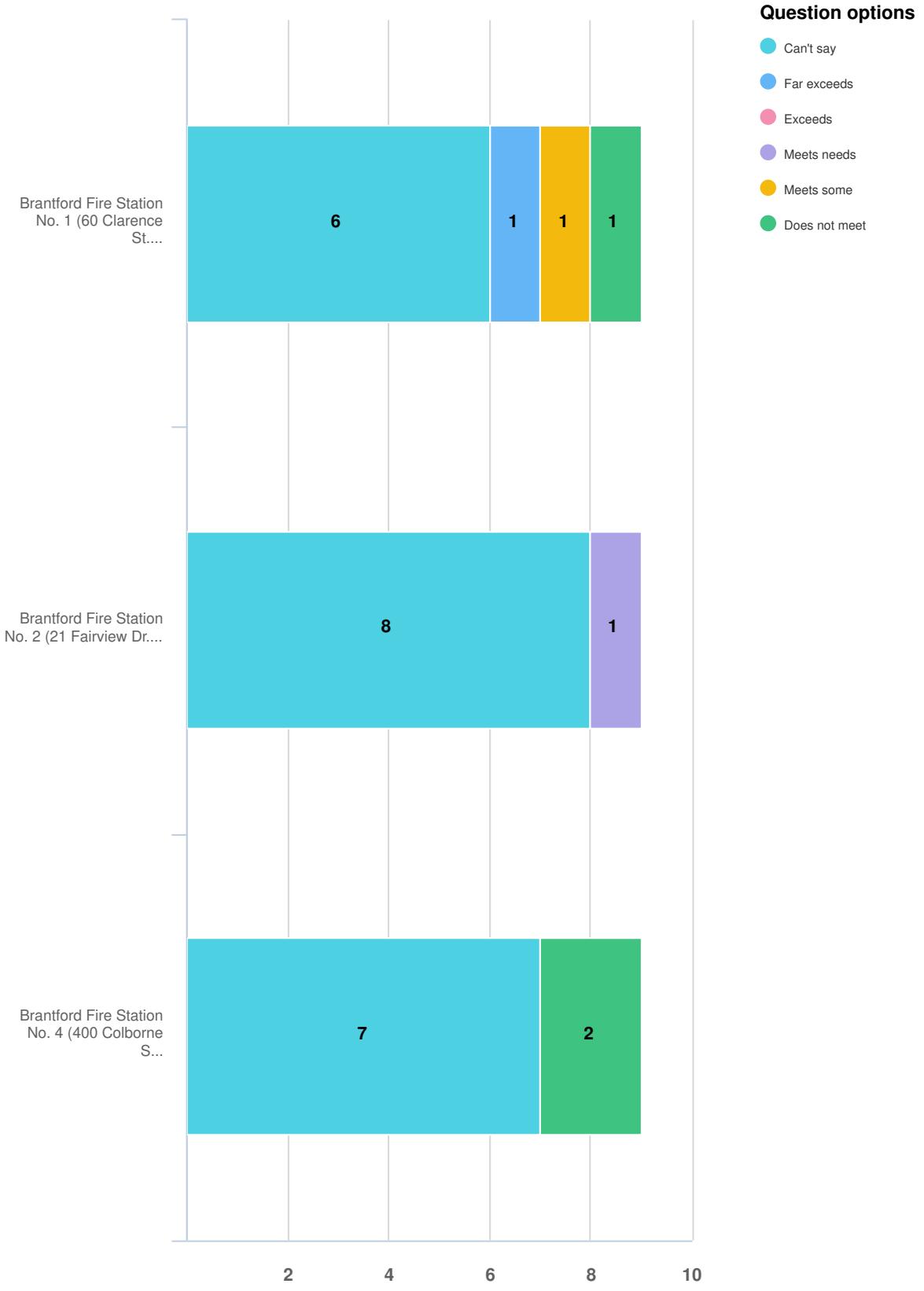
Optional question (10 response(s), 0 skipped)
Question type: Likert Question

Q8 Do the following services provided by the Brantford Fire Department meet your needs? If you have not used the services, please choose "Can't say."



Optional question (9 response(s), 1 skipped)
Question type: Likert Question

Q9 If you've visited a Brantford Fire Department community/public facility in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable and clean. If you have not used the services, p...



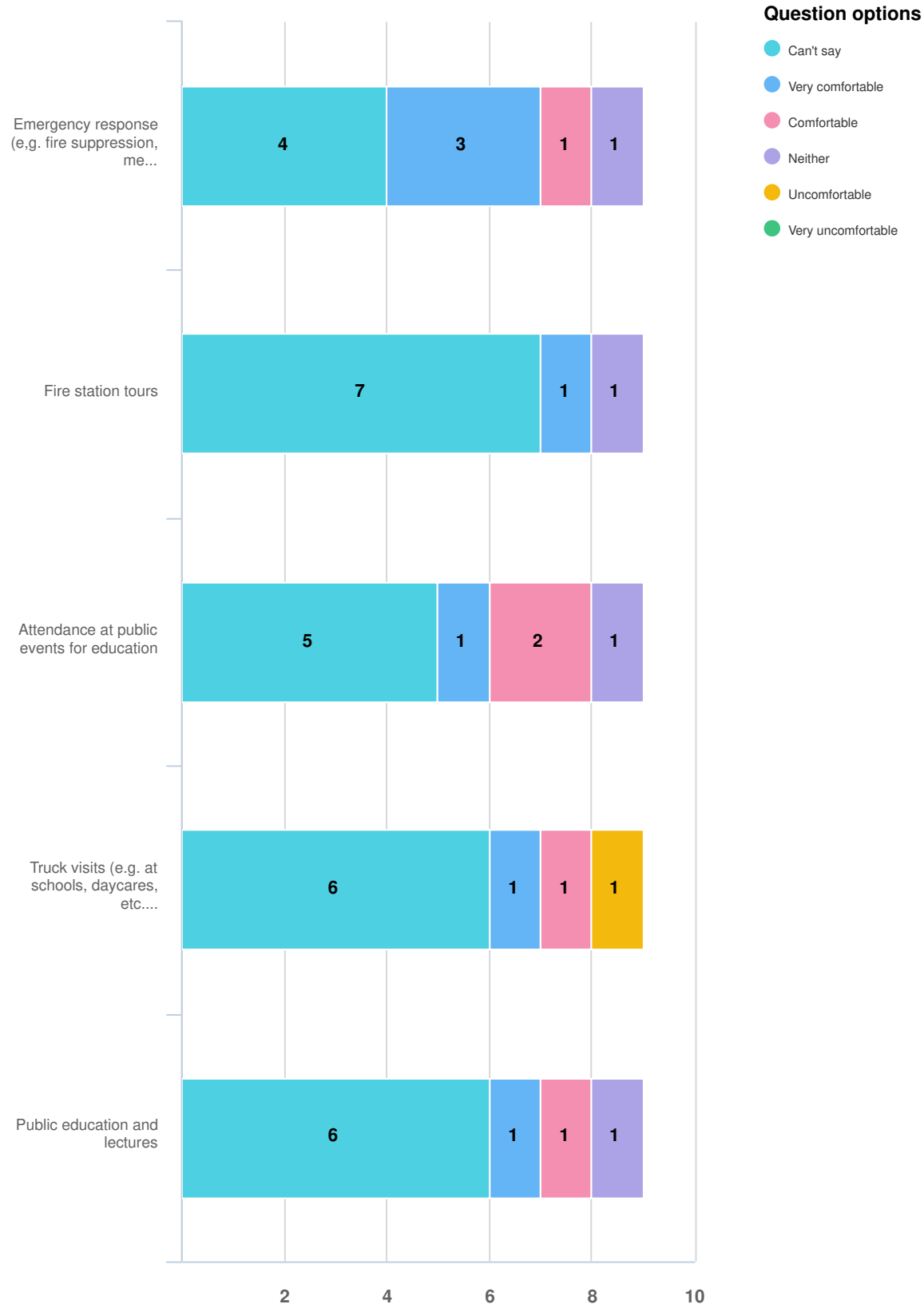
Optional question (9 response(s), 1 skipped)
Question type: Likert Question

Q10 Thinking about how you use internal and external public spaces do you agree with the following statements? Public access areas of Brantford Fire Department facilities should be:



Optional question (9 response(s), 1 skipped)
Question type: Likert Question

Q11 Did you feel comfortable accessing services provided by the Brantford Fire Department? If you have not used the services, please choose “Can’t say.”



Optional question (9 response(s), 1 skipped)
Question type: Likert Question

Q12 How can the Brantford Fire Department improve services, spaces and facilities to increase how comfortable you feel accessing our services?

Anonymous 2/23/2024 07:58 AM	Hire me
Anonymous 2/23/2024 10:03 AM	N/A

Optional question (2 response(s), 8 skipped)
Question type: Essay Question

Q13 How likely would you be to recommend the following Brantford Fire Department services to others?



Optional question (9 response(s), 1 skipped)
Question type: Likert Question

Q14 What are the biggest changes that the Brantford Fire Department could implement to meet your future needs?

Anonymous
2/23/2024 08:59 AM

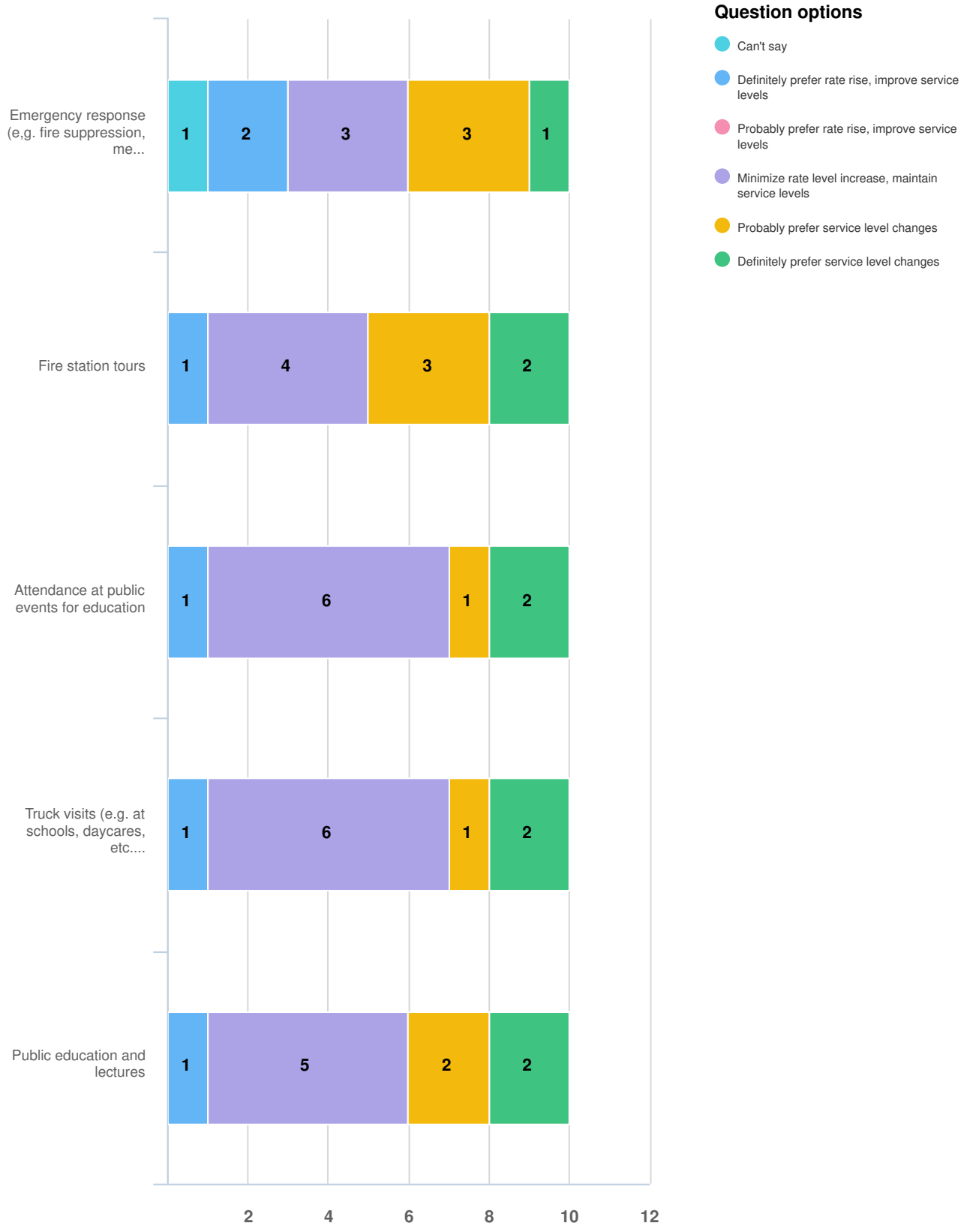
WHERE CALLS ARE DONE EVERY DAY FOR MONTHS FOR THE SAME ADDRESS, A MORE PROMPT RESPONSE AND APPROPRIATE INVESTIGATING PERSONNEL TO REFER TO OR MAKE REFERENCES SHOULD BE IN PLACE. DEVICES FOR DETECTING CARBOMONOXIDE SHOULD BE REPLACED WITH CURRENT MORE SOPHISTICATED VERSIONS AND "PROPERLY" AND "REGULARLY" TESTED.

Anonymous
2/23/2024 10:03 AM

Not having them respond to every single call that doesnt actually need them. They seem to appear more to justify their massive costs then do anything at a variety of calls.

Optional question (2 response(s), 8 skipped)
Question type: Essay Question

Q15 Understanding that Brantford Fire Department's mandate is to save lives and protect property, if you had to choose would you prefer a tax rate increase to improve service levels or would you prefer to see changes in service to minimize tax rate inc...



Optional question (10 response(s), 0 skipped)
Question type: Likert Question

Forestry Services and Horticulture Services Survey

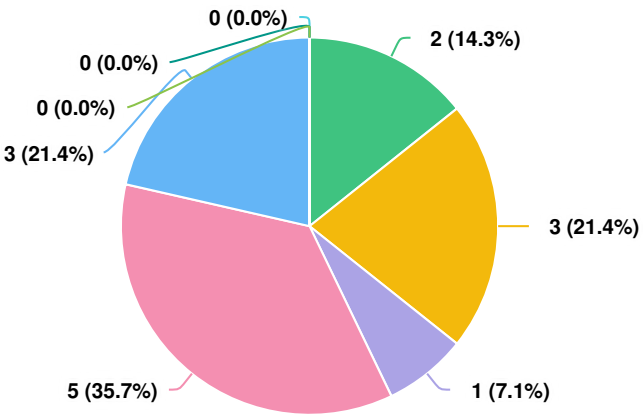
SURVEY RESPONSE REPORT
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

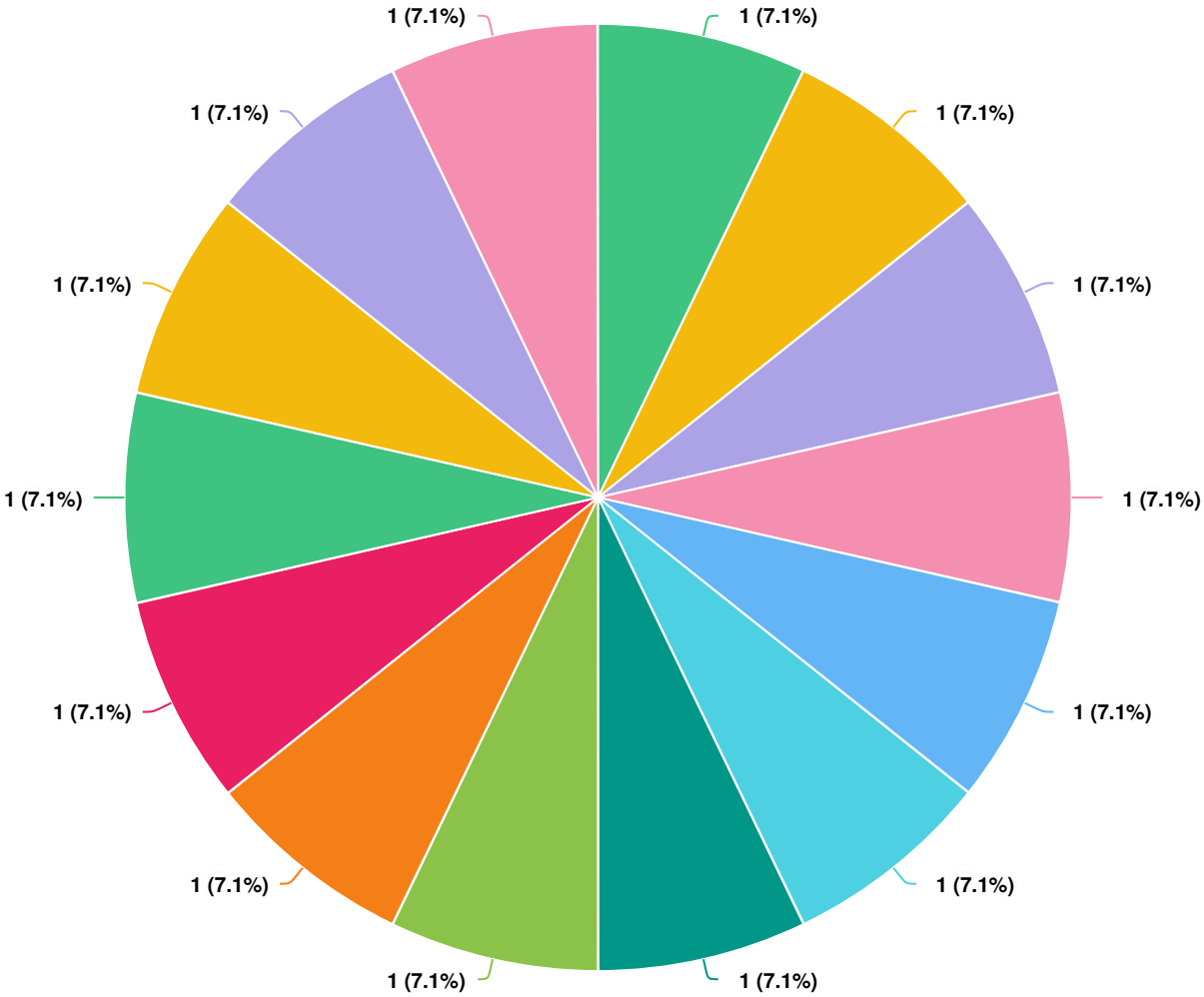


Question options

25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | 18 to 24 | 80+ | Prefer not to answer

Mandatory Question (14 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

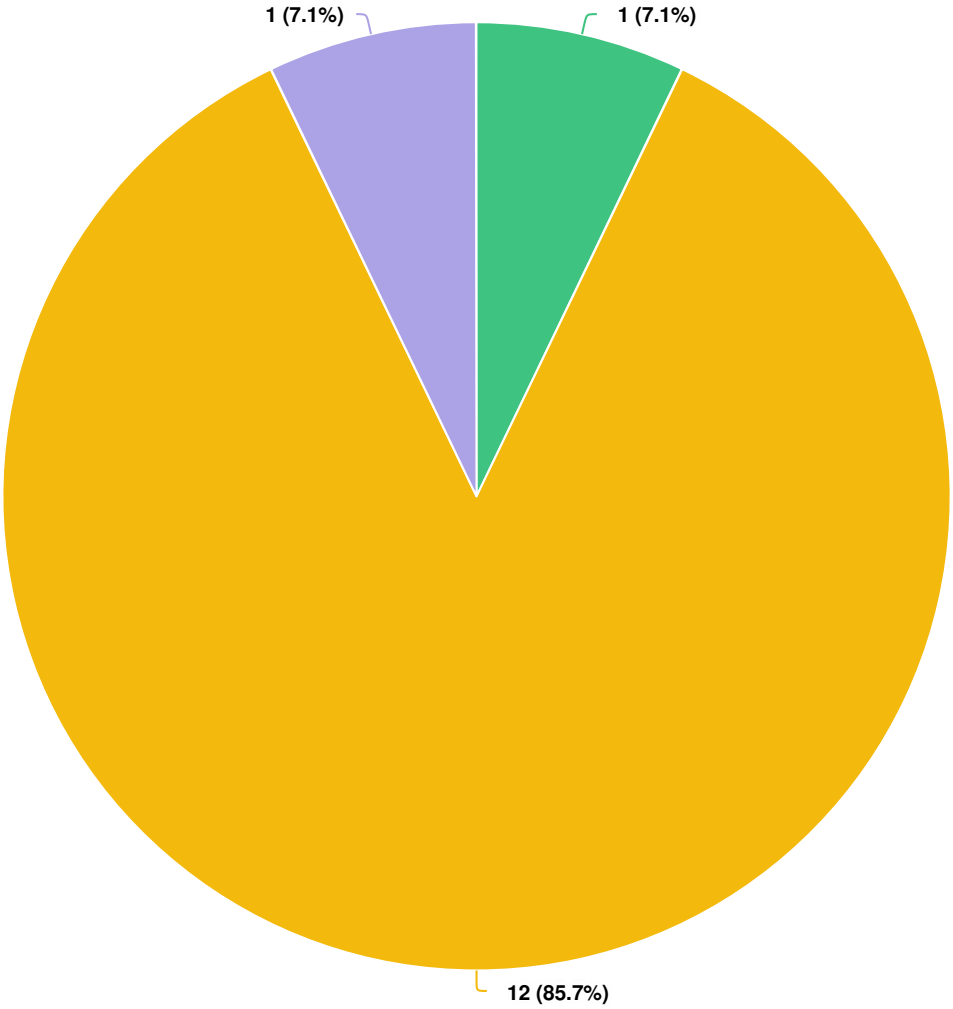


Question options

- Guelph, ON, N1E0K1
- Brantford, ON, N3S6R6
- Brantford, ON, N3T5Y9
- Brantford, ON, N3T6H1
- Brantford, ON, N3T0H1
- Brantford, ON, N3T1H7
- Brantford, ON, N3T1A1
- Brantford, ON, N3V1B7
- Brantford, ON, N3P1G7
- Brantford, ON, N3T3Z3
- Brantford, ON, N3P1V3
- Brantford, ON, N3P1L4
- Brantford, ON, N3T6J5
- Brantford, ON, N3R7N4

Mandatory Question (14 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

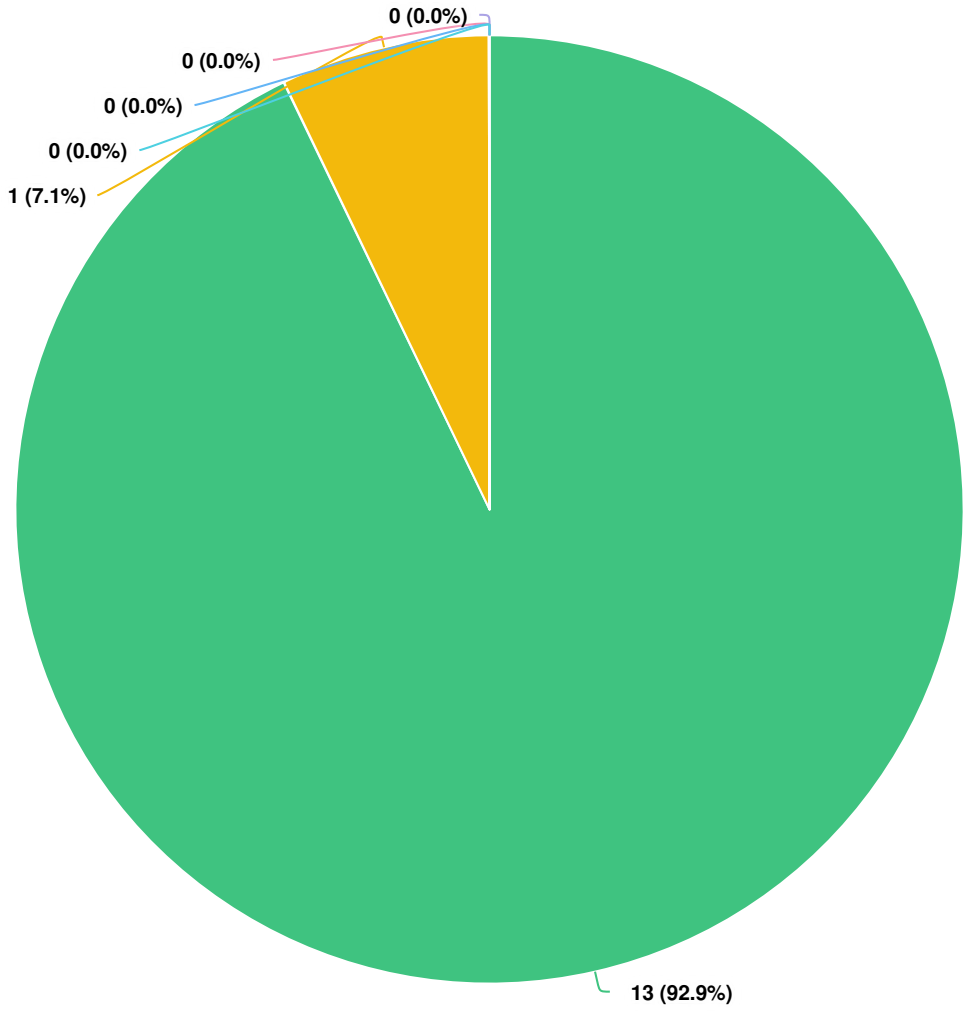


Question options

Yes No Prefer not to answer

Mandatory Question (14 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?



Question options

- I live in Brantford
- Other (please explain)
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer

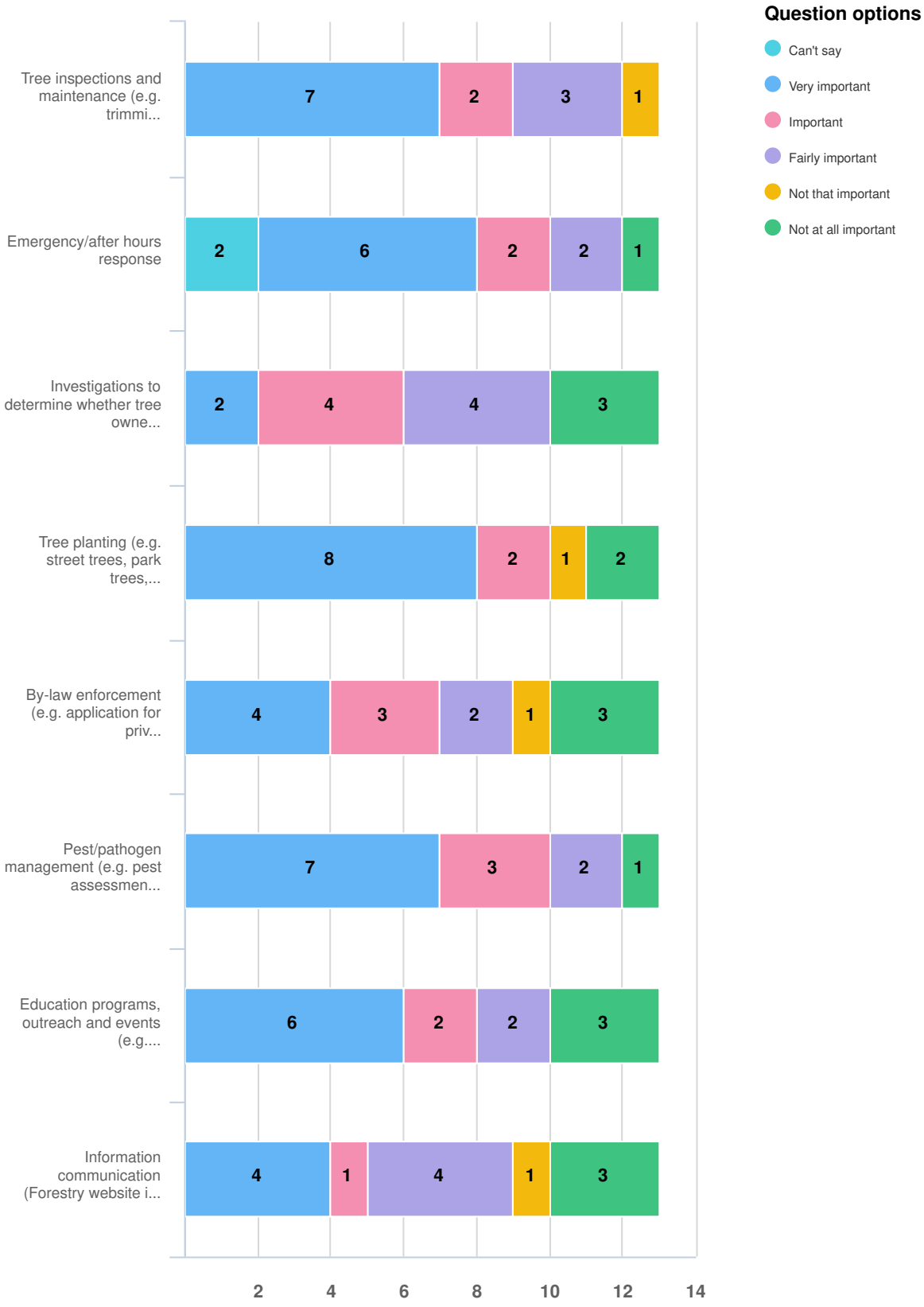
Mandatory Question (14 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel Forestry Services has performed overall in the delivery of the following services?



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q6 How important should the following services be as a responsibility for Forestry Services?



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q7 Do the following services provided by Forestry Services meet your needs?



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q8 Did you feel comfortable accessing services provided by Forestry Services?



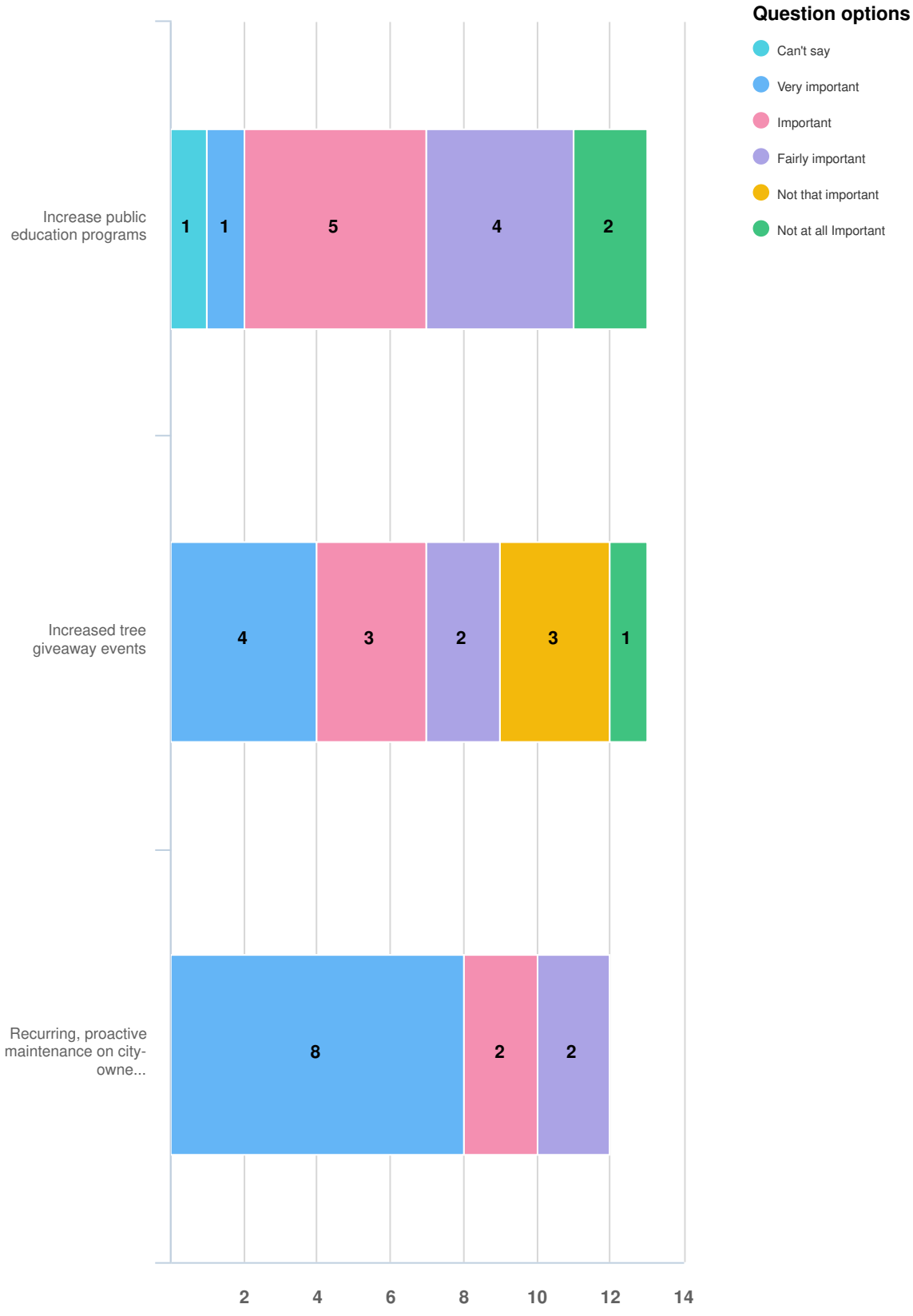
Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q9 How can Forestry Services improve to increase how comfortable you feel accessing our services?

Anonymous 10/26/2023 02:42 PM	More tree trimming crews so we don't have to have uncomfortable conversations about delays
Jenniferlee0005 11/04/2023 06:27 AM	If trees are on city property, then the city should be taking care of them more and not put it on the homeowner for maintenance.
Anonymous 11/04/2023 06:33 PM	Hopefully you could reduce the time it takes from contacting to actually showing up to trim the tree (or in our case, cut off a huge branch that had a major crack and was unsafe)
Anonymous 11/08/2023 01:59 PM	The trees that were trimmed on Greenwich St. Are a mess. They were not cut off, but broken off. Looks l I'm ke then tired a chain on a branch then hooked to a truck& broke them off. Looks messy.
Anonymous 2/23/2024 10:50 AM	Trim the trees as soon as needed. We waited more than 2 years after it was inspected

Optional question (5 response(s), 9 skipped)
Question type: Essay Question

Q10 Please rate the following potential services for Forestry Services based on their importance to you.



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q11 What are the biggest changes that Forestry Services could implement to meet your future needs?

Anonymous 10/26/2023 02:42 PM	Reduce wait times by hiring more staff to support the expanding urban forest in our expanding city
Molsy 10/29/2023 11:26 AM	Get the homeless out of the forest's so its safer & enjoyable to use. i been attacked multiple times over the past 5 years & it just keeps getting worst yearly. Closing the wooden bridge all summer was the dumbest thing ever, it could of been done starting in october. forcing ppl to use the steel bridge & sending them into the drug infested skate park to get assaulted, mugged, threatened with knives, bottles & rocks thrown at ppl passing through & breaking stuff off bikes like lights, speakers etc.
cfarrell 11/02/2023 11:38 AM	REFORESTATION TO ADDRESS CLIMATE ACTION PLANS, DESIGNATING GROVES OF MATURE TREES, WETLANDS IN HOUSING DEVELOPMENTS TO BE PRESERVED
Anonymous 11/04/2023 06:33 PM	Not wait for people to contact you about a certain tree but to have a good maintenance program in place
Anonymous 11/08/2023 01:59 PM	It was the better part of a year for them to trim a tree that blocked the view to the north from Pearl & Henrietta Streets.
Anonymous 2/23/2024 10:50 AM	Plant more trees and maintain the ones we have now

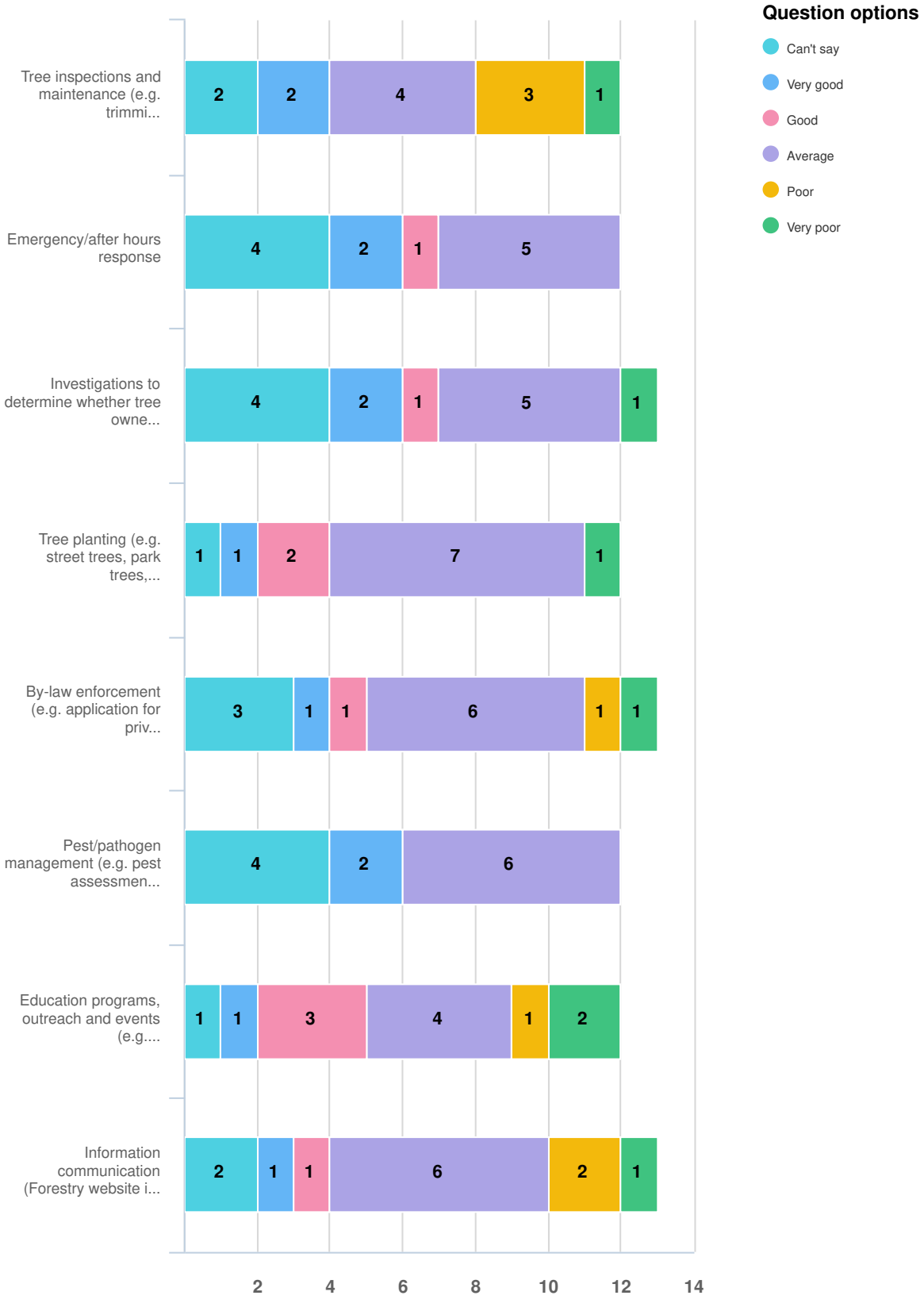
Optional question (6 response(s), 8 skipped)
Question type: Essay Question

Q12 How likely would you be to recommend Forestry Services to others?



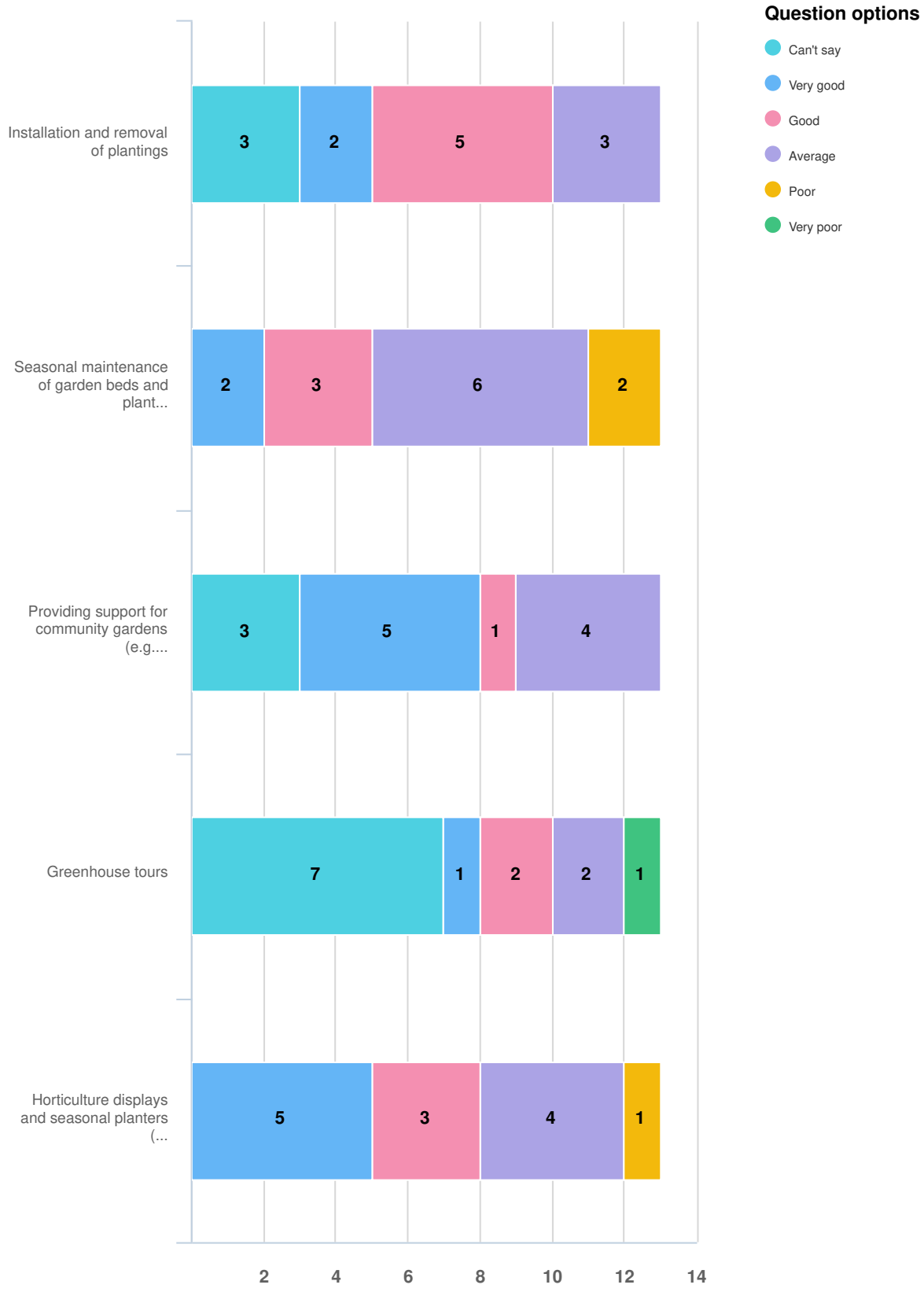
Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q13 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs)Funding for Forestry Services makes up a portion of the Parks and Facility Services budget featured on the above visual.How would you rate Forestry Services for providing good value ...



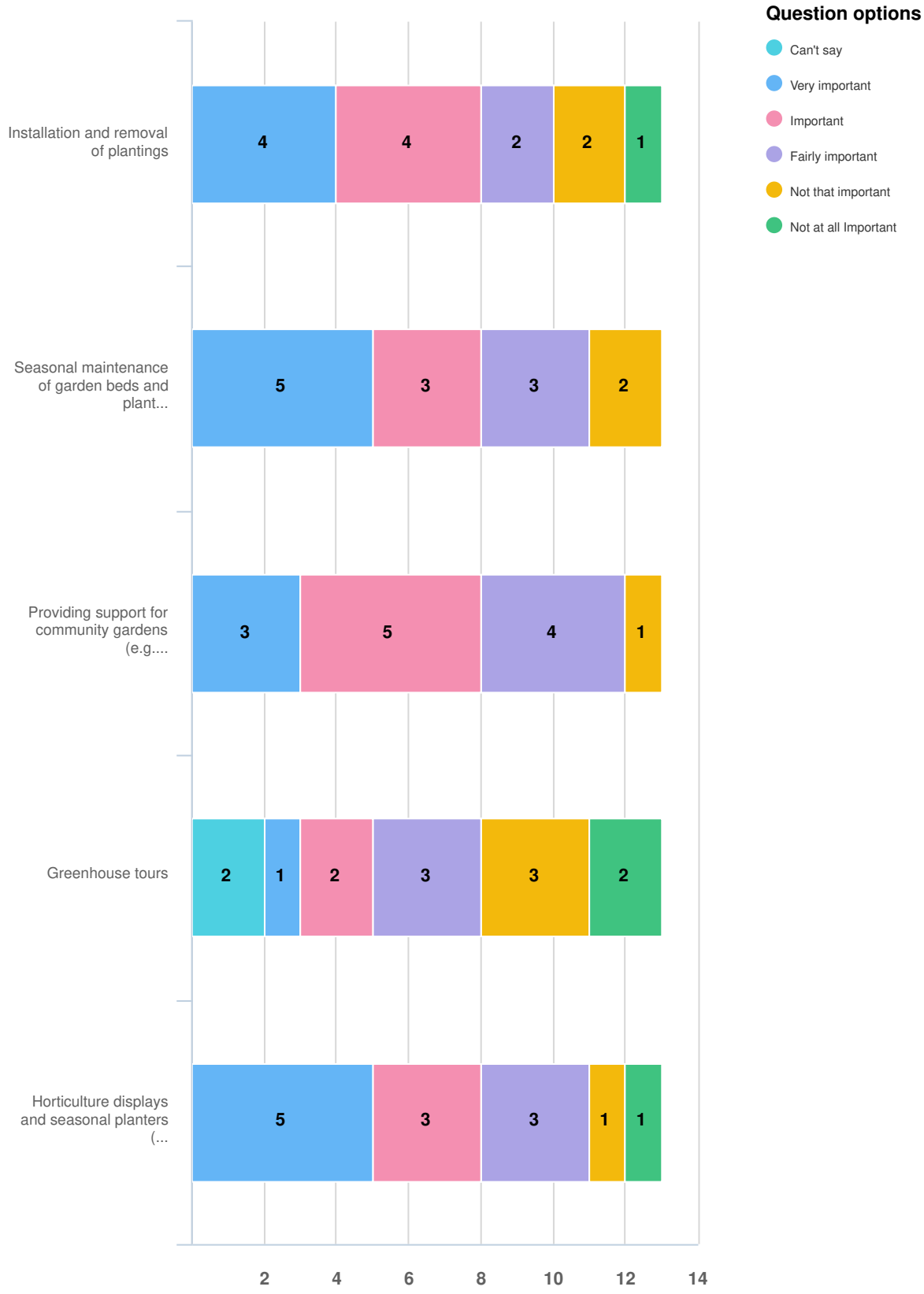
Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q14 Over the last 24 months, how do you feel Horticulture Services has performed overall in the following services?



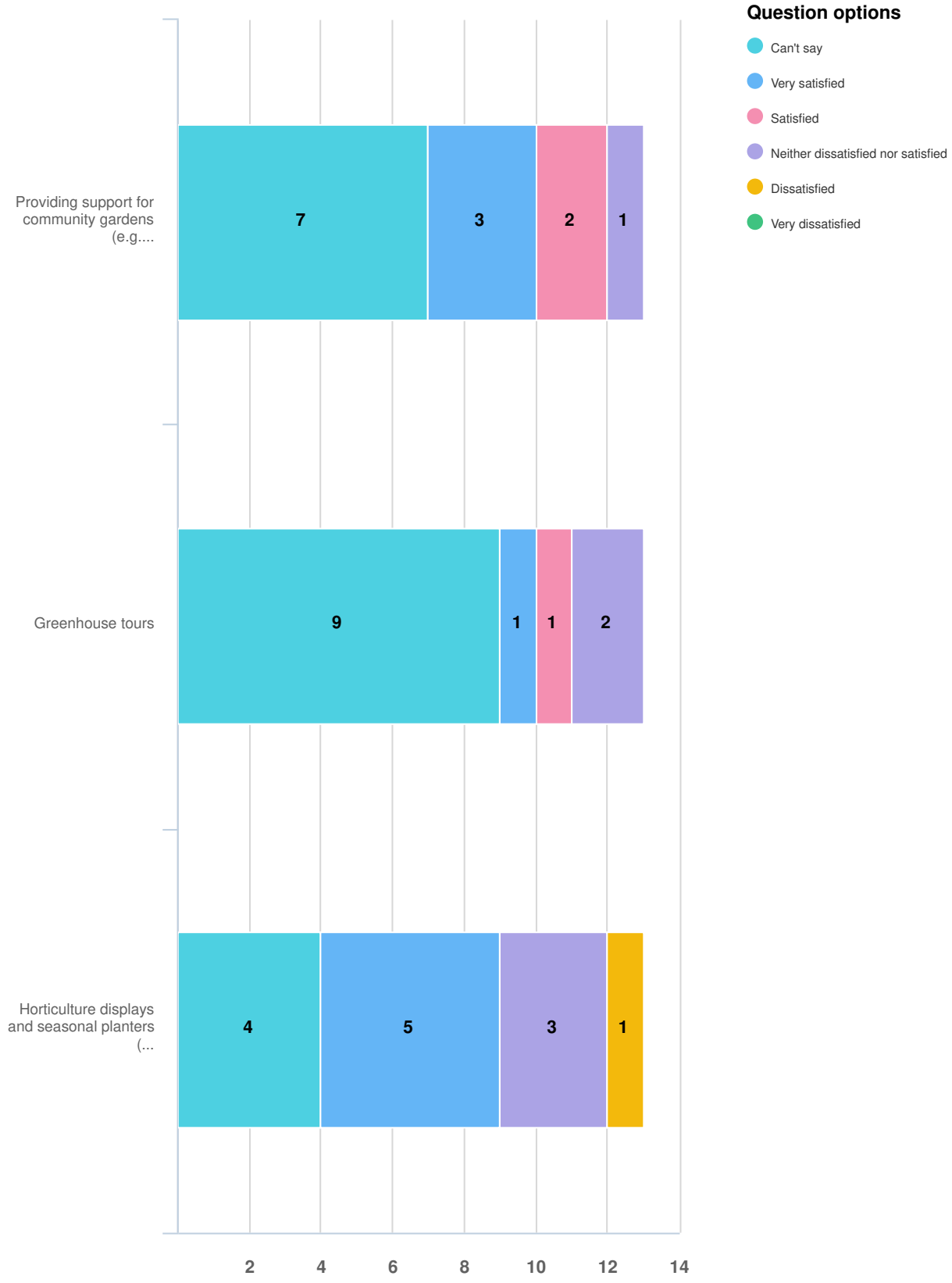
Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q15 How important should the following services be as a responsibility for Horticulture Services?



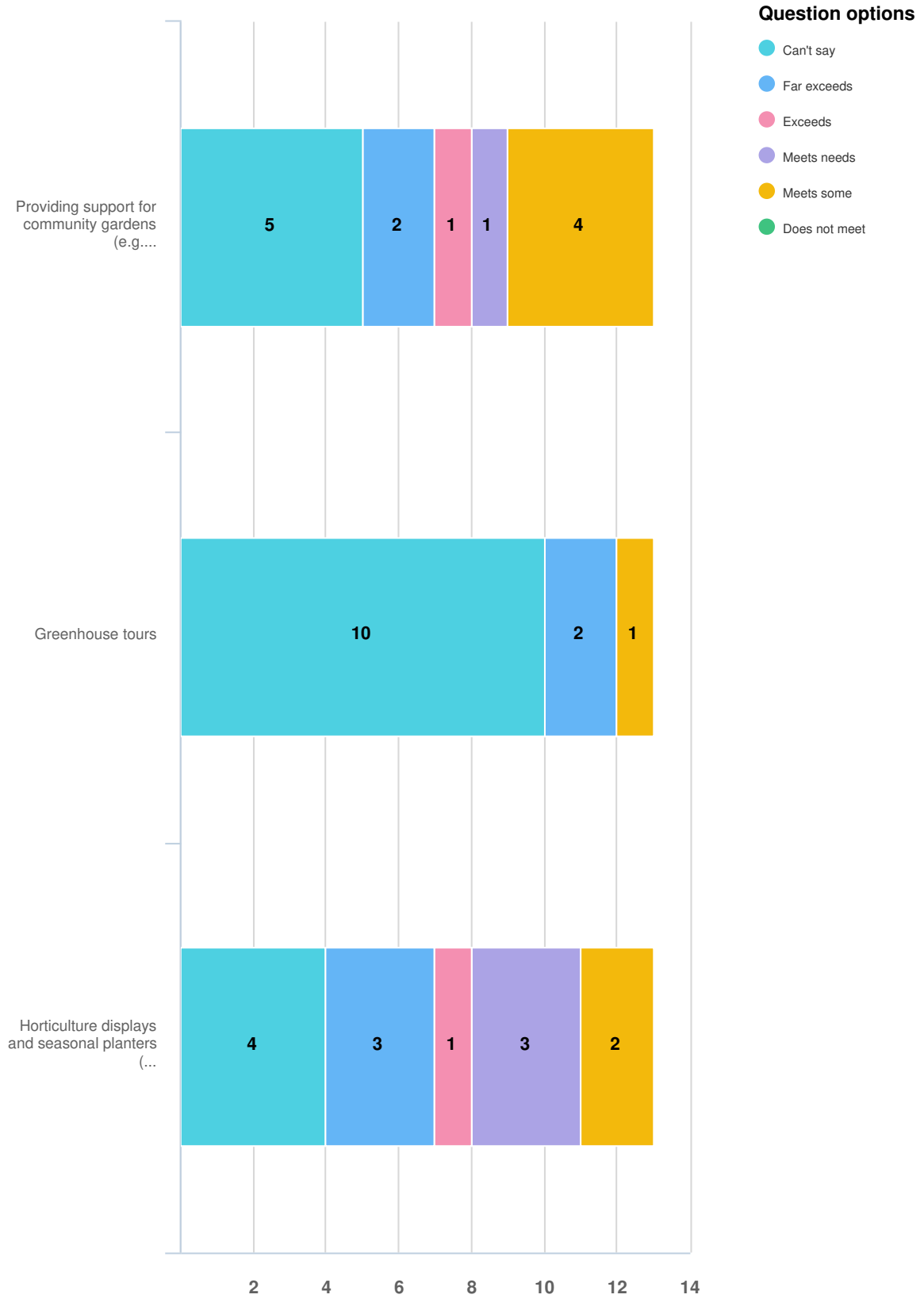
Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q16 In the last 24 months if you have used these services provided by Horticulture Services, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't say."



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q17 Do the following services provided by Horticulture Services meet your needs or the needs of your community?



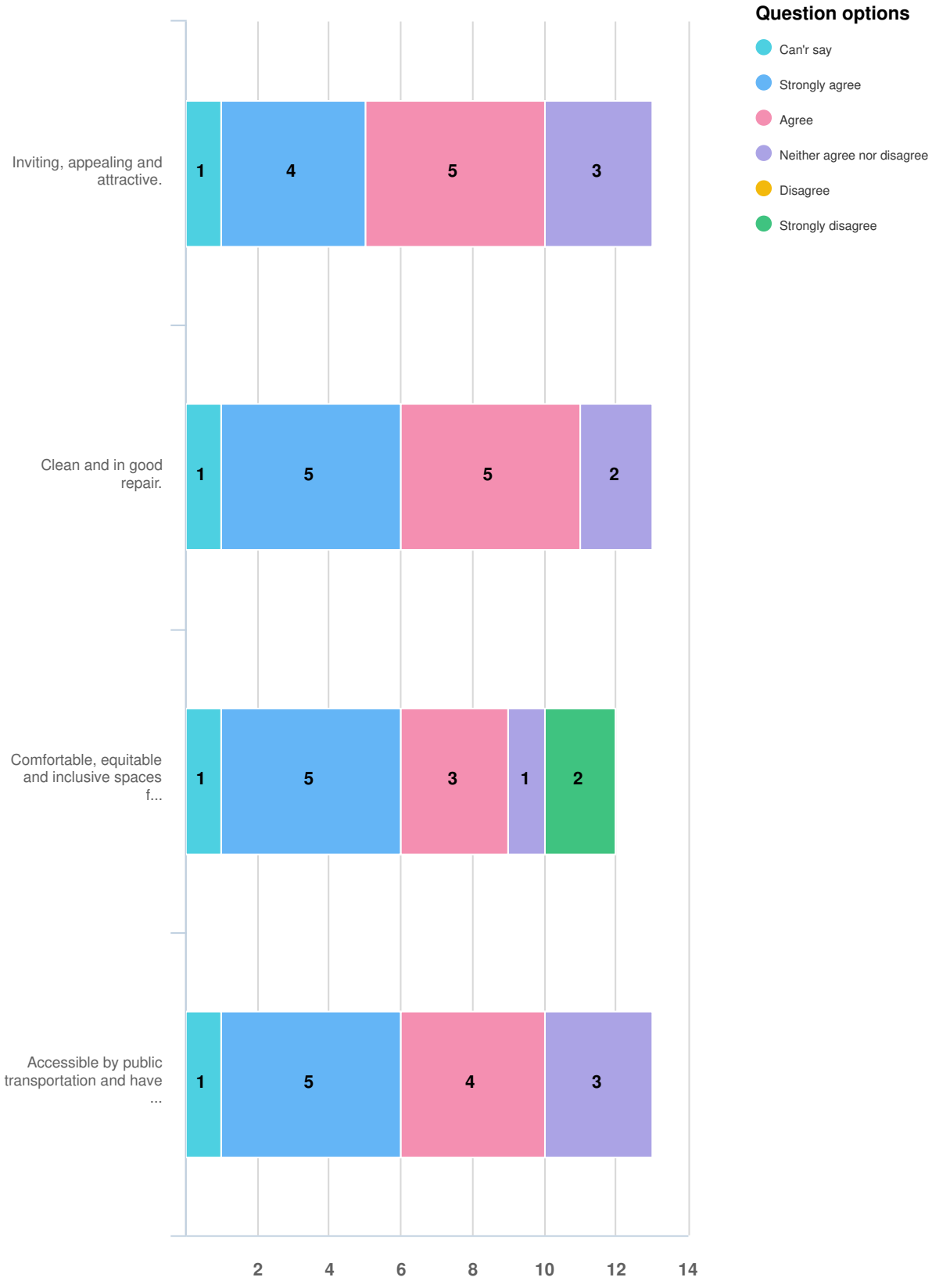
Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q18 If you've visited a Community Garden in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean. If you have not used the services, please choose "Can't say."



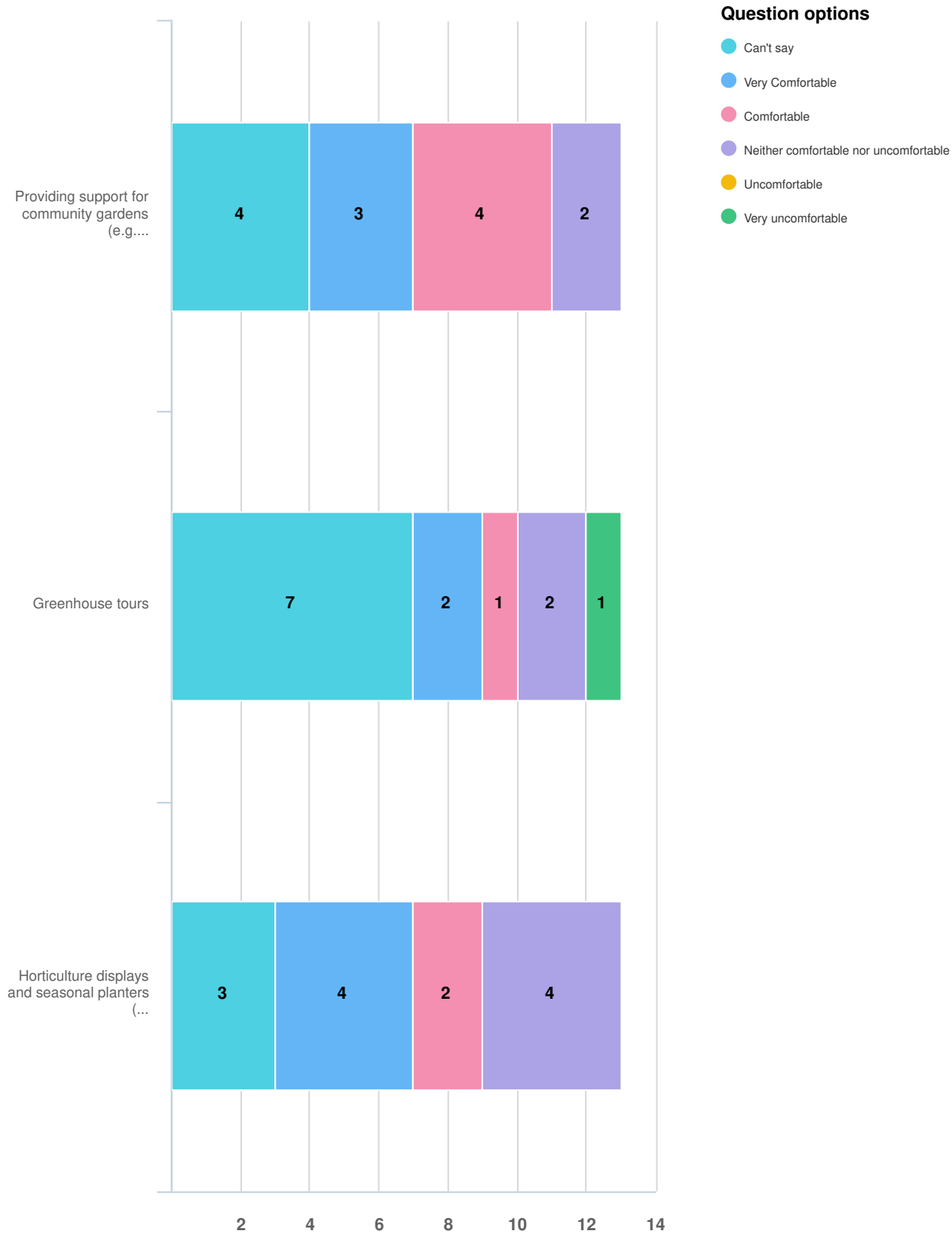
Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q19 Thinking about how you use internal and external public spaces do you agree with the following statements? Community Garden spaces should be:



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q20 Did you feel comfortable accessing services provided by Horticulture Services?



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q21 How can we improve our services and spaces to increase how comfortable you feel?

cfarrell 11/02/2023 11:38 AM	EDUCATE TEMP WORKERS NOT TO CUT DOWN NATURAL INDIGENIOUS GRASSES, WILD EDIBLES OR MILKWEED
Anonymous 11/04/2023 06:41 PM	Clean up the community gardens. Not well maintained
Anonymous 2/23/2024 09:43 PM	I volunteer at the Earl Haig community garden. While I haven't had any issues personally, it's discouraging when the beds get destroyed, either by homeless people looking for firewood or maybe vandals. Unfortunately I don't have any suggestions for how to handle this.

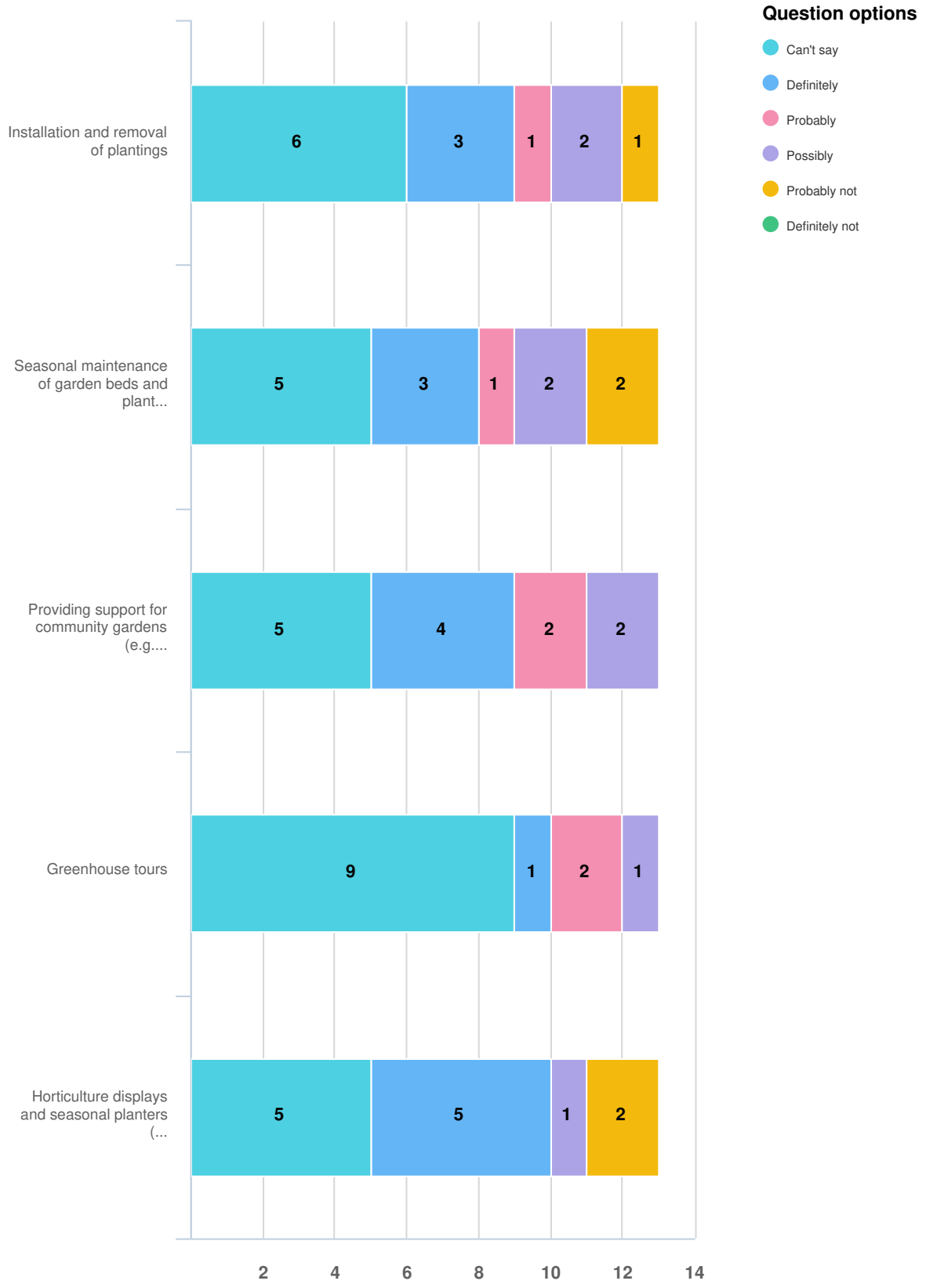
Optional question (3 response(s), 11 skipped)
Question type: Essay Question

Q22 What are the biggest changes that Horticulture Services could implement to meet the needs of the community?

Anonymous 10/26/2023 02:42 PM	More staff to meet the needs of the growing city and additional gardens being installed in new areas and parks
cfarrell 11/02/2023 11:38 AM	MONITOR MEASURE COMMUNITY GARDEN YIELDS
Anonymous 11/04/2023 06:41 PM	Greenhouse open house

Optional question (3 response(s), 11 skipped)
Question type: Essay Question

Q23 How likely would you be to recommend the services provided by Horticulture Services to others?



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Q24 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs)Funding for Horticulture Services makes up a portion of the Parks and Facility Services budget featured on the above visual.How would you rate Horticulture Services for providing goo...



Optional question (13 response(s), 1 skipped)
Question type: Likert Question

Golf Services and Cemeteries Services Survey

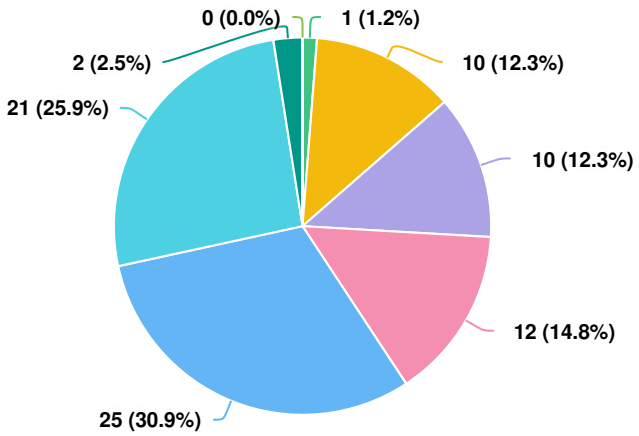
SURVEY RESPONSE REPORT
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

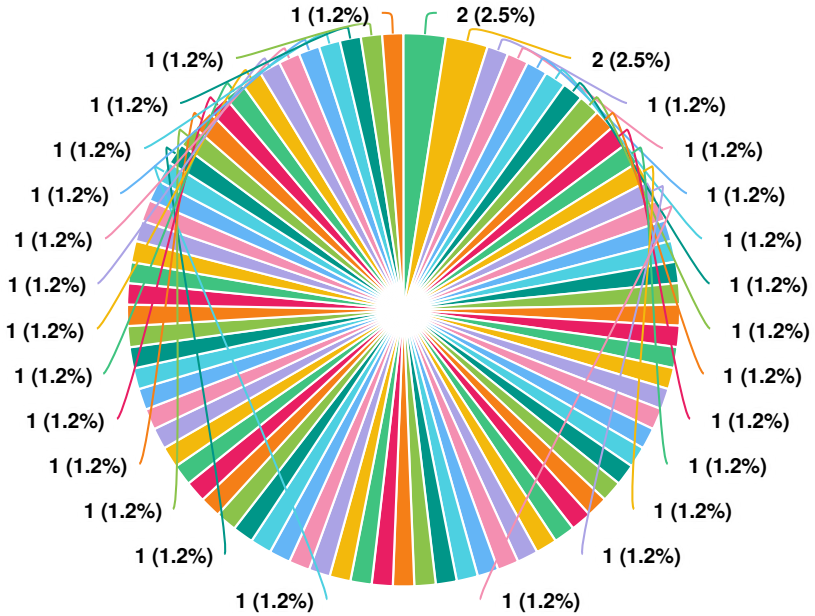


Question options

18 to 24 | 25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | Prefer not to answer | 80+

Mandatory Question (81 response(s))
Question type: Radio Button Question

Q2 What is your postal code?



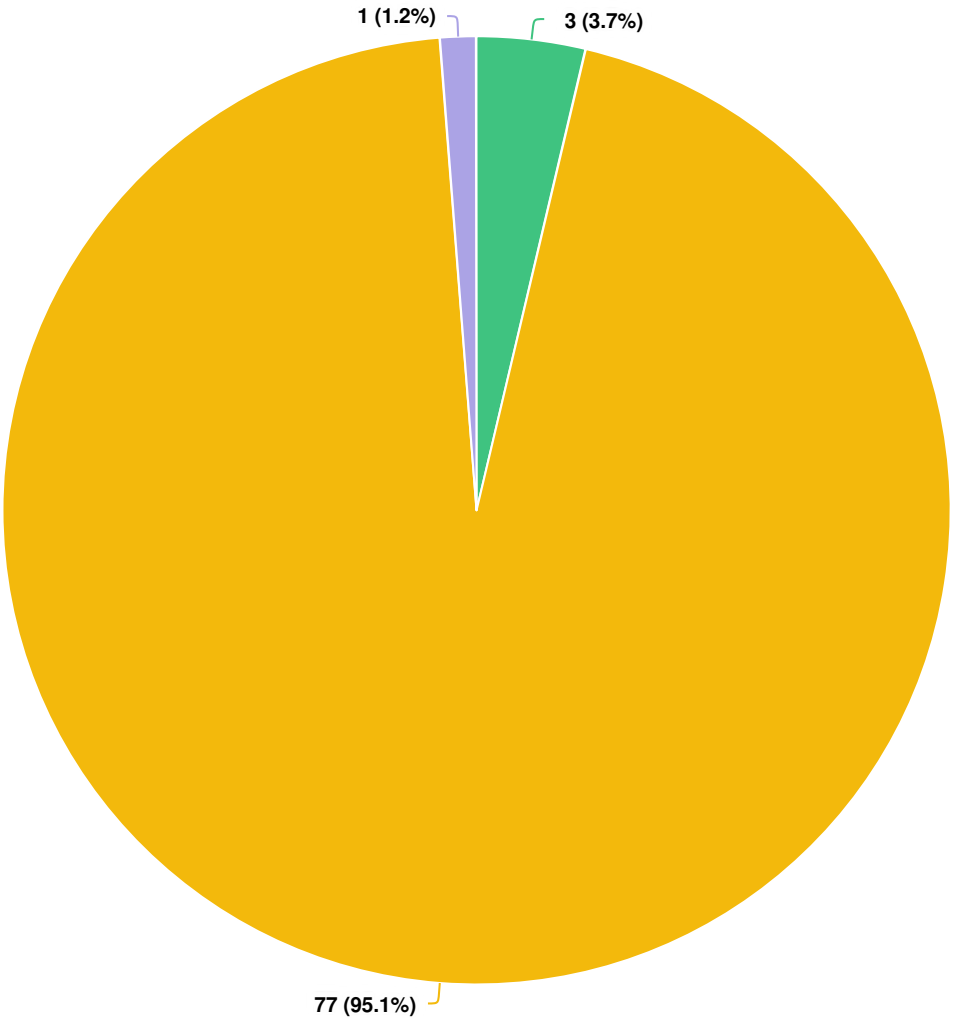
Question options

Brantford, ON, N3T6N1	Brantford, ON, N3T6A2	Brantford, ON, N3R6Z4	Brantford, ON, N3P1H8
Brantford, ON, N3R7Z8	Brantford, ON, N3R3Z6	Brantford, ON, N3T4H7	Brantford, ON, N3T0C4
Brantford, ON, N3P1S8	Brantford, ON, N3T3N7	Brantford, ON, N3R1L4	Brantford, ON, N3P1Y6
Brantford, ON, N3R5G3	Brantford, ON, N3T6E8	Brantford, ON, N3R6N9	Brantford, ON, N3P1H1
Brantford, ON, N3R5X3	Brantford, ON, N3P1K4	Brantford, ON, N3S3Z1	Brantford, ON, N3S5H6
Brantford, ON, N3R1Y9	Brantford, ON, N3P1R1	Brantford, ON, N3T1P5	Brantford, ON, N3T0J5
Brantford, ON, N3P1V4	Brantford, ON, N3R5E9	Brantford, ON, N3S2M4	Brantford, ON, N3R4M8
Brantford, ON, N3R6K6	Brantford, ON, N3R3L3	Brantford, ON, N3P1G4	Brantford, ON, N3S4A1
Brantford, ON, N3P1W1	Brantford, ON, N3R2L2	Brantford, ON, N3T6G7	Brantford, ON, N3S7G3
Brantford, ON, N3T0J1	Brantford, ON, N3T0B7	Brantford, ON, N3T0G9	Brantford, ON, N3S0B4
Brantford, ON, N3R1R3	Brantford, ON, N3P1C6	Brantford, ON, N3R1M3	Brantford, ON, N3T6H7
Brantford, ON, N3T6E5	Brantford, ON, N3R2B3	Brantford, ON, N3R7E5	Brantford, ON, N3R4S4
Brantford, ON, N3T0G3	Brantford, ON, N3S7S6	Brantford, ON, N3R2H2	Brantford, ON, N3P1J6
Brantford, ON, N3R3B6	Brantford, ON, N3T6H8	Brantford, ON, N3R4W1	Brantford, ON, N3R5Y3
London, ON, N5Z2X7	Brantford, ON, N3T1P2	Brantford, ON, N3T3N1	Brantford, ON, N3S2W2
Brantford, ON, N3R7B1	Brantford, ON, N3S3R9	Brantford, ON, N3T0E5	Brantford, ON, N3S1W6
Brantford, ON, N3S0J2	Brantford, ON, N3T1H7	Brantford, ON, N3R7E6	Brantford, ON, N3S1E5
Brantford, ON, N3S7J3	Brantford, ON, N3R5E8	Brantford, ON, N3R2Y2	Brantford, ON, N3S3C4
Brantford, ON, N3S3R2	Scotland, ON, N0E1R0	Brantford, ON, N3T0A9	Brantford, ON, N3S2Y4

1/2

Mandatory Question (81 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

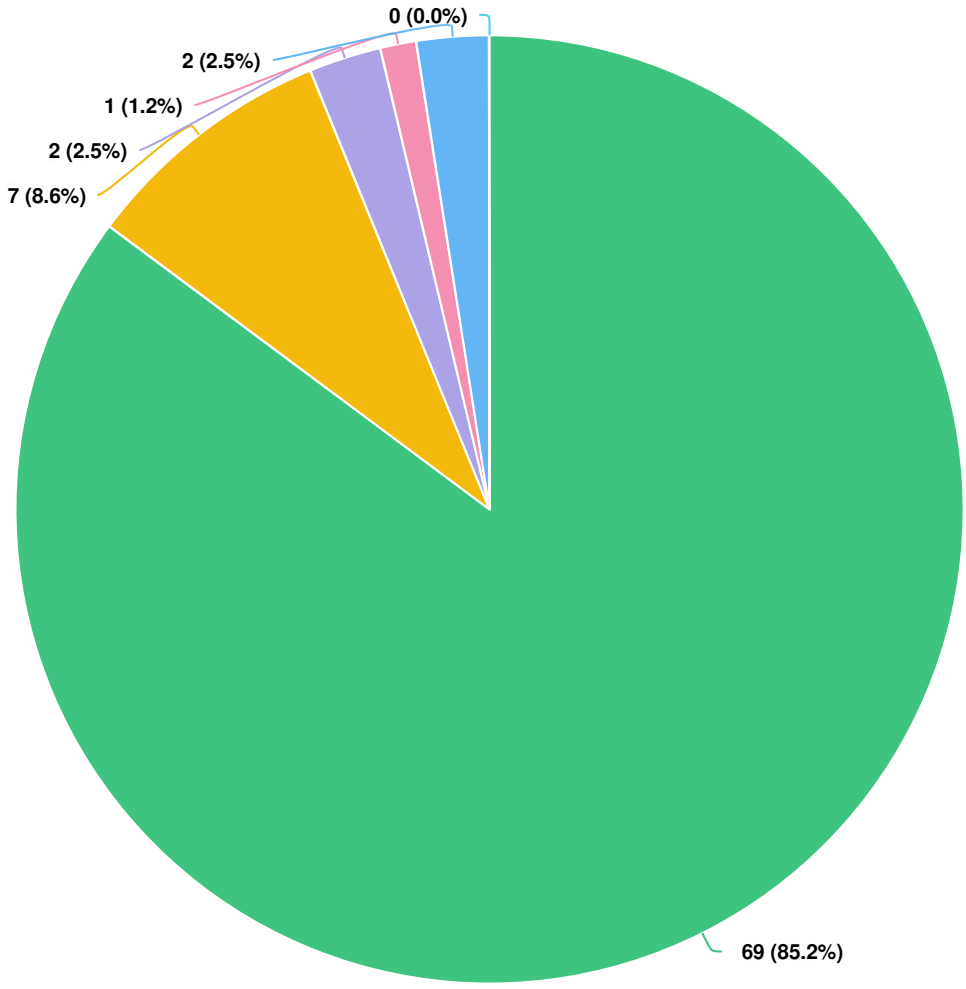


Question options

yes no prefer not to say

Mandatory Question (81 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?

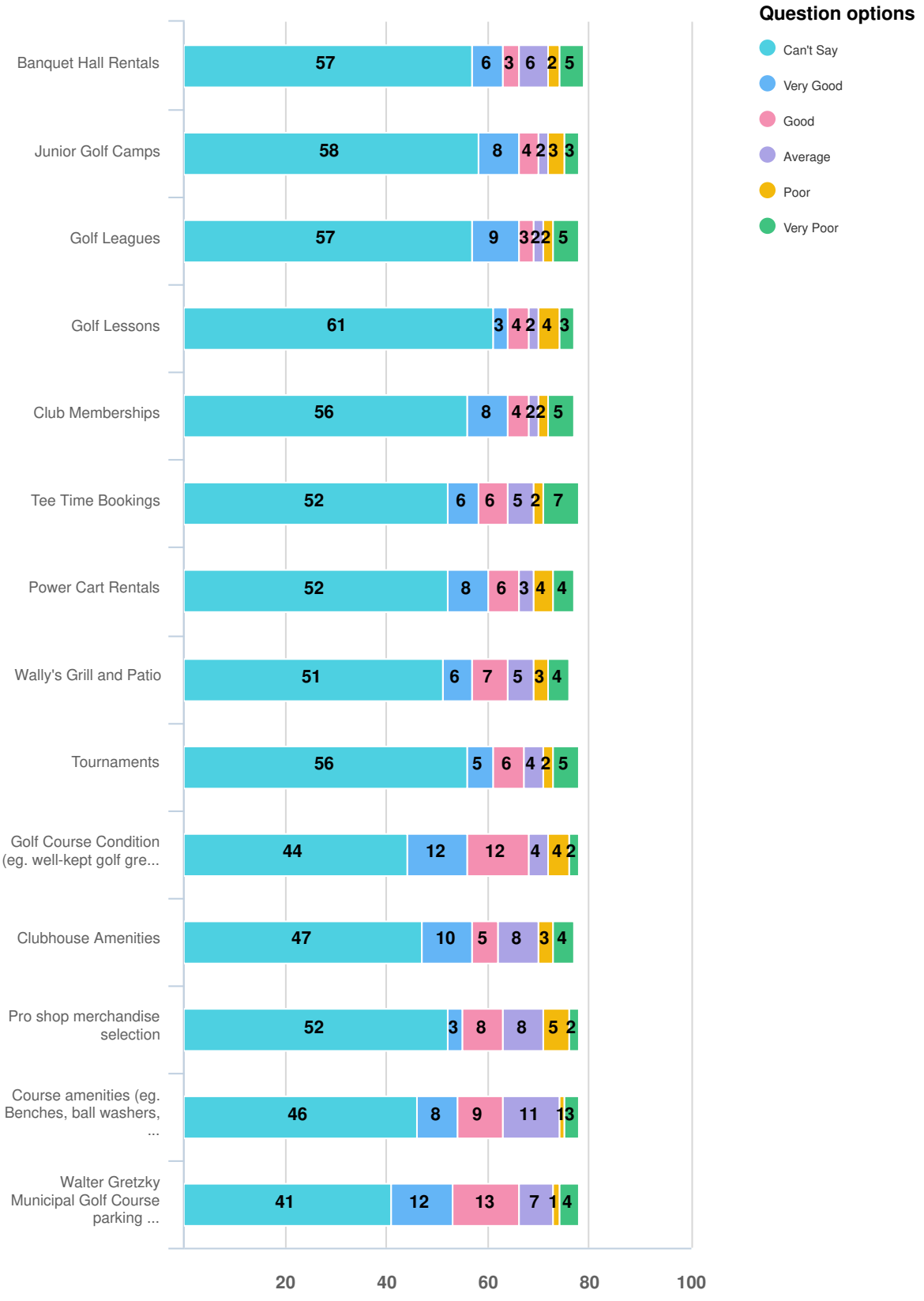


Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer
- Other (please explain)
- I don't live in Brantford, but I run a Brantford-based business

Mandatory Question (81 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel Walter Gretzky Municipal Golf Course has performed overall in the following services?



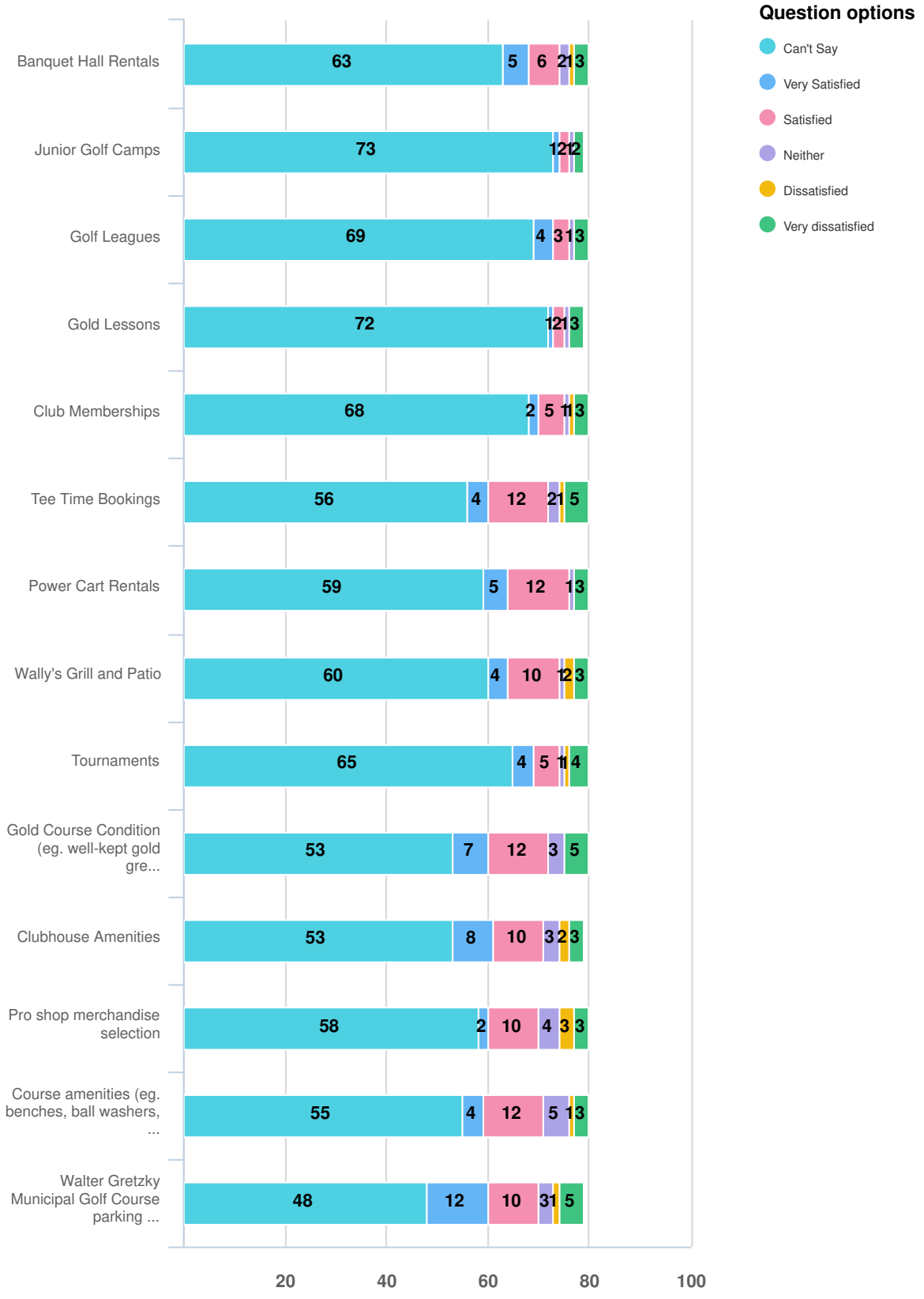
Optional question (80 response(s), 1 skipped)
Question type: Likert Question

Q6 How important are the following Walter Gretzky Golf Course services?



Optional question (80 response(s), 1 skipped)
Question type: Likert Question

Q7 In the last 24 months if you have used Walter Gretzky Municipal Golf Course's services, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't Say."



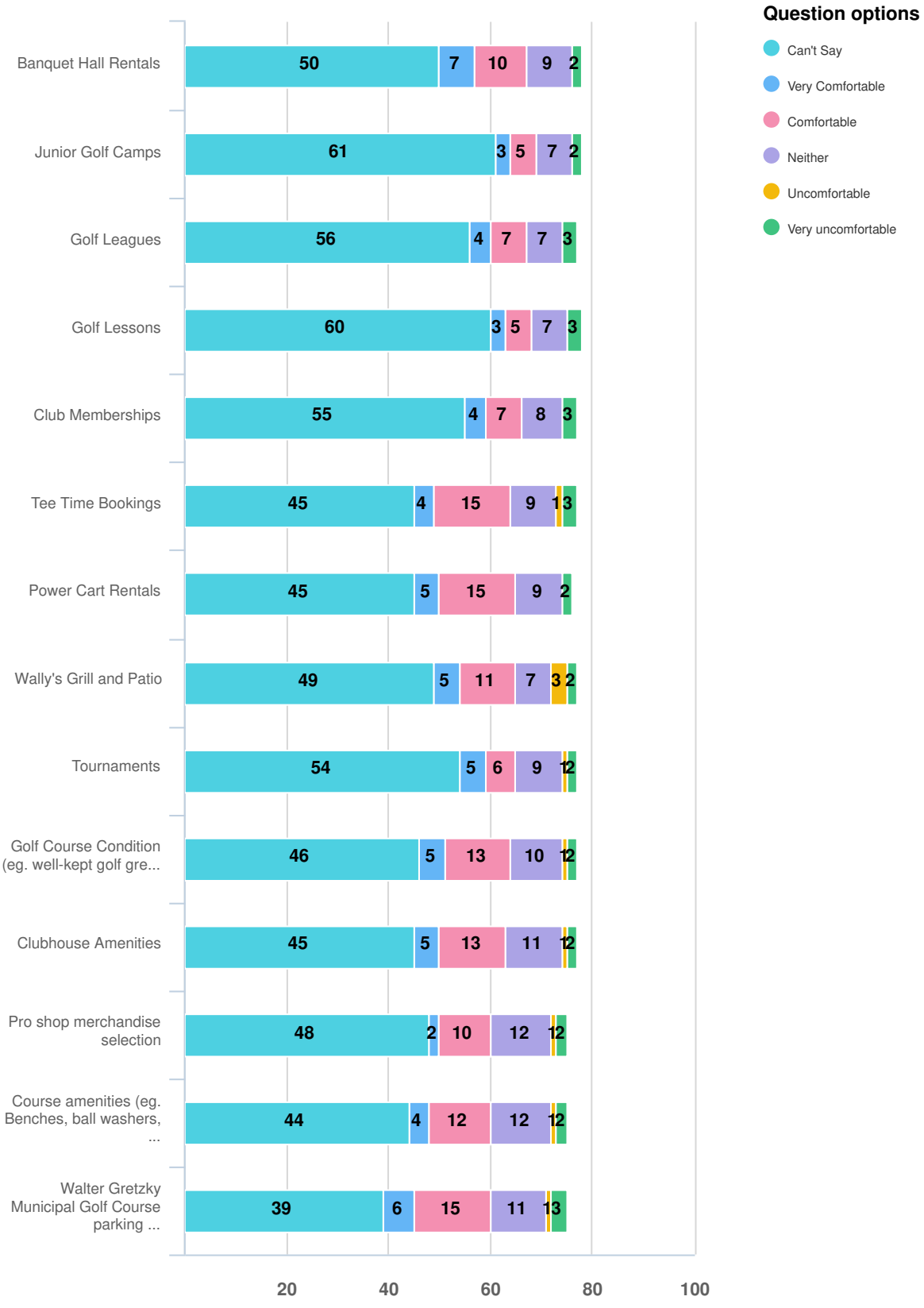
Optional question (80 response(s), 1 skipped)
Question type: Likert Question

Q8 Do the following services provided by Walter Gretzky Municipal Golf Course meet your needs?



Optional question (80 response(s), 1 skipped)
Question type: Likert Question

Q9 Did you feel comfortable accessing services provided by Walter Gretzky Municipal Golf Course?



Optional question (78 response(s), 3 skipped)
Question type: Likert Question

Q10 Please tell us how we can improve our services at Walter Gretzky Golf Course to ensure your comfort?

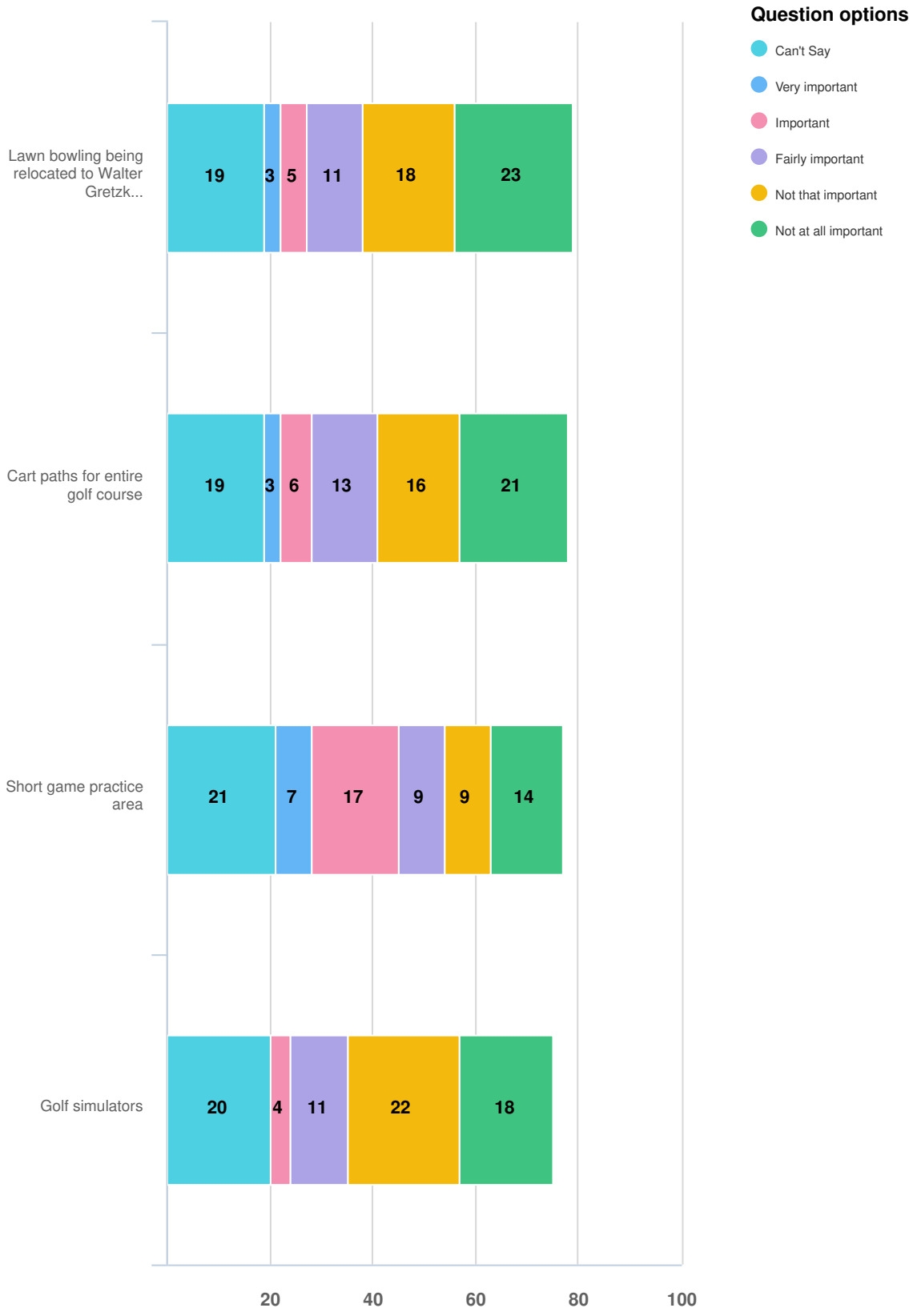
edbernacki 9/14/2023 11:00 AM	You have a $5 million clubhouse that is not used in winter... why? Why could it be used as a quasi seniors centre... you need revenues. The lack of foresight to consider how it could be used to meals, coffee, muffines, lunches, etc. year round. It must open early, not 10:00.. seniors pack the donut shops. give us a better option
Sherrie 9/25/2023 10:27 AM	Golf services should be cost neutral, and not compete with other non-public golf operations
BobG 9/25/2023 01:19 PM	Close it.
SRL 9/25/2023 01:18 PM	Benches at each hole
Devon 9/25/2023 01:21 PM	I golf with 4 different groups and we stopped going to Walter because we have to book 2 weeks out to get a Tee time and when we actually do end up golfing their I have to wait for 1 or 2 groups ahead of me on every single Tee block. It's a very slow play because the course is stacked up. It just became to much to waste that much time especially when we were paying a premium to golf there.
chuck6y2 9/25/2023 01:16 PM	Turn it into a publicly accessible park or build low income housing, instead of using taxpayer resources for a select few.
JustinM 9/25/2023 01:21 PM	Decommission it and use the space for housing and parkland accessible for all
Bloo! 9/25/2023 01:25 PM	I have not had any need for these services.
jon.jaques 9/25/2023 01:25 PM	Shut it down and stop wasting public money on a large plot of land that could be used for better things
rickdavid4904	I did not play omt he past12 months, due to health issues. I expect to

9/25/2023 01:56 PM	play nexy year 1 to 2 times per month.
dszilagyi 9/25/2023 01:25 PM	Keep prices down, have opportunities for leagues and tournaments that are fun, put a priority on quality of the course. Expand practice area.
Ela Stypa Jones 9/25/2023 02:09 PM	Enhanced clubhouse/banquet hall amenities, activities and entertainment.
fmurray 9/25/2023 02:11 PM	I've only used the driving range. It is good - could probably use more tees. The pro shop does not offer many golf attire options.
Jenniferlee0005 9/25/2023 02:15 PM	Advertise the name change! I had no idea this was in reference to North ridge. I had no idea they updated the banquet hall or had Wally's grill. Advertise amenities more and they might be utilized.
Brenda Sywyk 9/25/2023 02:23 PM	Not available for all residents
pwicha 9/25/2023 02:31 PM	The front nine is horrible… just flat and straight… boring.. I used to golf at your course about 2 times per week pre changing the front to the back nine… i golf play of town now because I don’t like the front 9 and they rarely let us play just the back nine .
CRUSHAK 9/25/2023 02:41 PM	add pickleball courts
bwbanderson 9/25/2023 02:55 PM	I have not played golf here in a few years. So hard to comment.
Rose8517 9/25/2023 03:14 PM	Advertising
SylviaC 9/25/2023 03:30 PM	Currently, the skunks are killing the fairways, so something should be done about preventing that. The merchandise is the Pro Shop is OK, but not outstanding. The services are great, and the staff is always welcoming and friendly.
Naomi Kral	I have paid a membership for over 7 years as a member I have never

9/25/2023 03:50 PM	been in the clubhouse dining room to eat anything for the last 2 years. This is totally unacceptable! Not everyone eats on the patio outside all the time.
Deb1 9/25/2023 03:52 PM	no comment as I believe that by having one golf course limits seniors and teens that opportunity to get there and or find a tee off time that suits their schedule and or cost
Nechee 9/25/2023 03:44 PM	Lower the prices and actually have availability. There is absolutely no availability at all whenever I call
SLEETH 9/25/2023 04:07 PM	n/a
RCROE 9/25/2023 04:14 PM	Consider selling the course to private sector
Joanne vanelli 9/25/2023 04:42 PM	I don't golf at all, so I do not care about this golf course
Christine 9/25/2023 04:50 PM	N/A
Elkin 9/25/2023 08:12 PM	No comment
Joy5 9/25/2023 08:26 PM	Kee prices low so all can use
Stan Gorecki 9/26/2023 05:10 AM	n/a
mleblanc 9/26/2023 06:47 AM	Privatize It
Mommyross2006 9/26/2023 07:05 AM	You can remove it and build low income housing and a daycare with a park!!
plupa 9/26/2023 07:26 AM	I haven't yet had the opportunity to visit the new golf course, so I do not have anything helpful to add.

Mike Wyatt 9/26/2023 07:36 AM	No idea
PeterM 9/26/2023 07:35 AM	Sell it to a private company.
tmw 9/26/2023 10:55 AM	I'm not a golfer so this does not impact me one way or another
Shannon 9/26/2023 02:30 PM	I do not golf and do not care to take it up.
Darylin 9/26/2023 07:27 PM	I have heard complaints all season about people not being able to get tee times. Problem when you close one course and expect to service all at one course.
mike57 9/26/2023 07:54 PM	lower the green fees
brigetteo 9/27/2023 05:58 AM	Amazing work by Jeff. Always welcoming and helpful. He knows his golfers and works hard to support the staff. Food changed from last season - was dining level to fast food. Would like to see it change back. Grounds have been superior this season. Adam in the pro shop is confident, kind and helpful. Outstanding job. Starter for the Thursday ladies league keeps the flow going and is funny and approachable. Opportunity to build in more games into the ladies league - maybe consider a group who can coordinate this with the Pro. Concern that costs are increasing by large % since 2020 and impact on municipal golf being accessible to the community members. I really appreciate the team and golf experience Jeff and his team provide
Chris Balazs 9/27/2023 01:01 PM	I will never use Walter Gretzky Golf Course. Let's sell it to build homes or a dog park just like Kevin Davis and his crew did with Arrowdale. Send me a survey to ask how I think our mayor and councillors are doing
John Thomson 9/27/2023 06:33 PM	No Comment
Colleen Farquharson	I don't know as I don't golf

Q11 Please rate the following potential services and programs based on their importance to you. The City could consider supporting and/or promoting these in these services/programs future.



Optional question (79 response(s), 2 skipped)
Question type: Likert Question

edbernacki 9/14/2023 11:00 AM	You took away golf capacity closing Arrowdale. The city now lacks capacity for golfers as the city is booming. Go fiture.
Sherrie 9/25/2023 10:27 AM	The front nine should be more interesting
khufmal 9/25/2023 01:18 PM	Keeping the junior golf camps running. My kids look forward to it all year and Jeff is a wonderful instructor for the kids.
BobG 9/25/2023 01:19 PM	Close
Devon 9/25/2023 01:21 PM	Larger parking lot with wider spots! People are taking gear out of their vehicles but the spots are so small doors get dinged. This course almost needs a third 9 holes for rotation so the course isn’t so stacked up. Coolers in carts would be nice. Don’t care about adding cart paths because most people don’t follow them anyways including me.
JustinM 9/25/2023 01:21 PM	Convert it to housing
jon.jaques 9/25/2023 01:25 PM	Shut down
rickdavid4904 9/25/2023 01:56 PM	I enjoy the golf course and will coninue to try to play as long as I am able. Lawn Bowling is also a favourit activity of my wife and myself and is more likley to be someting we can continue to play as we age. We now play in St George but that site is maintained by the member volunteers. I am the VP in charge of maintaining the Greens, Grounds and Buildings. I find this work to be a lot for the few of us who volunteer to do it. I would prefer to lay at a club where the city did the maintenance even at a (slightly) higher mmebership fee.
dszilagyi 9/25/2023 01:25 PM	Short Game practice area. Continue to promote Wally's as a destination restaurant in Brantford. Continue to provide the Men's League.
Joshuadtrose 9/25/2023 01:49 PM	I just don't play golf, I wish we didn't have large swaths of land dedicated to grass. I wish those fields were nature paths with

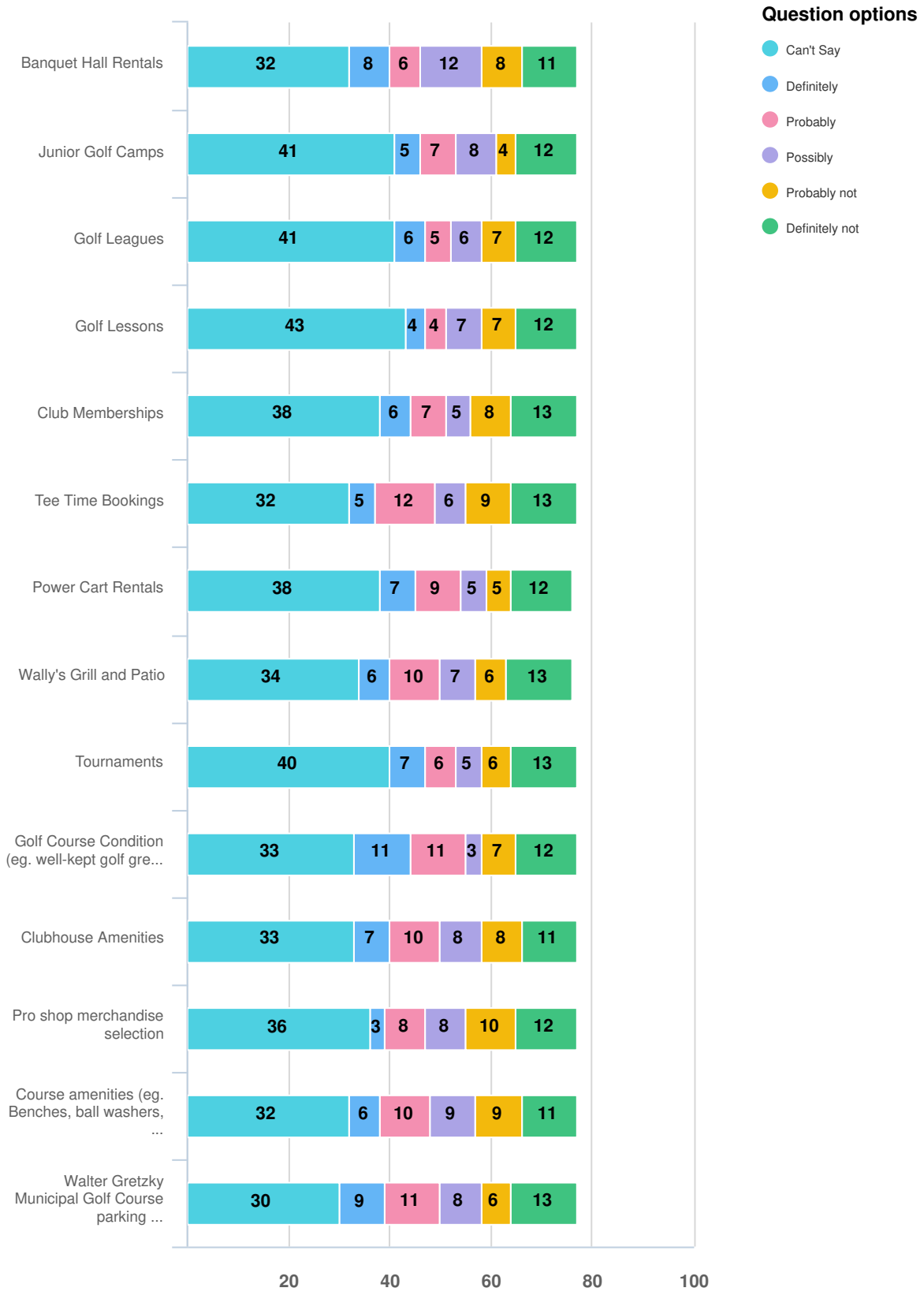
	blooming gardens, with an easily bikeable path doing down the whole of powerline. Whomever is reading this, drive down powering and watch the ditches this time of year, its beautiful the yellow and purples. Genuenly breathtaking, and just waiting to take backs ITS Greenspace.
Ela Stypa Jones 9/25/2023 02:09 PM	Increased marketing of amenities, including banquet hall rentals and/or programming.
JML 9/25/2023 01:45 PM	Close down
Brenda Sywyk 9/25/2023 02:23 PM	Better availability for memberships and tee times
pwicha 9/25/2023 02:31 PM	Get a real chef for the kitchen and have a full menu that people will come for even if they aren’t golfing. This is a restaurant that could be busy all year. (and generate money for the facility) There is an excellent opportunity to build a regular clientele for the restaurant.
CRUSHAK 9/25/2023 02:41 PM	add pickleball courts
bwbanderson 9/25/2023 02:55 PM	Winter sledding formalized.
Rose8517 9/25/2023 03:14 PM	Advertising. I didn't know most of these things were available
SylviaC 9/25/2023 03:30 PM	A simulator would bring in revenue in the off season, and potentially keep some staff employed so that they don’t seek employment elsewhere when the course shuts down. Electric carts would be a good upgrade, but I realize with that is the expense of building/renovating a place where they could be charged.
Naomi Kral 9/25/2023 03:50 PM	More staff hired to open dining room. New greenskeeper is excellent!
Nechee 9/25/2023 03:44 PM	Lower the cost and actually have availability for when people actually want to use the services. The services are also way too expensive for average people to be able to use

tborutski 9/25/2023 03:54 PM	Promotions for residents. Beginner lesson days. Open houses.
SLEETH 9/25/2023 04:07 PM	n/a
RCROE 9/25/2023 04:14 PM	Consider selling course to private sector
Lwight 9/25/2023 04:31 PM	Build much needed affordable housing
Joanne vanelli 9/25/2023 04:42 PM	see above, I don't golf so I do not care
Christine 9/25/2023 04:50 PM	N/A
Elkin 9/25/2023 08:12 PM	Better access for people with mobility issues.
Joy5 9/25/2023 08:26 PM	Don't know
Stan Gorecki 9/26/2023 05:10 AM	Make landscaping more environmentally friendly
mleblanc 9/26/2023 06:47 AM	Not applicable
Mommyross2006 9/26/2023 07:05 AM	Level it and build low income housing with a daycare and a park/splash pad
plupa 9/26/2023 07:26 AM	Nothing to contribute.
PeterM 9/26/2023 07:35 AM	It should not be supported by public dollars while competing with other private courses.

tmw 9/26/2023 10:55 AM	I do not have any current or future needs for a golf course
mike57 9/26/2023 07:54 PM	lower the green fees
brigetteo 9/27/2023 05:58 AM	See comments
Mr.Chips 9/27/2023 08:52 AM	Short game practice area.
Chris Balazs 9/27/2023 01:01 PM	Lets put Lawn Bowling back at the central location at Dufferin Park rather than the $4mm dollars you have spent on that park!
Andrew 9/27/2023 06:27 PM	Accessible pricing
John Thomson 9/27/2023 06:33 PM	No Comment
Colleen Farquharson 9/28/2023 05:52 AM	N/A
Bigjianthead 9/28/2023 12:00 PM	quality tee times for seniors and youth
gambacort 9/29/2023 10:28 AM	More tee time availability. The beer cart was also hit and miss. Even on days when the cart was running, we rarely saw it at convenient times.
Sharpy90 10/08/2023 07:33 AM	can't say

Optional question (44 response(s), 37 skipped)
Question type: Essay Question

Q13 How likely are you to recommend this service to others?



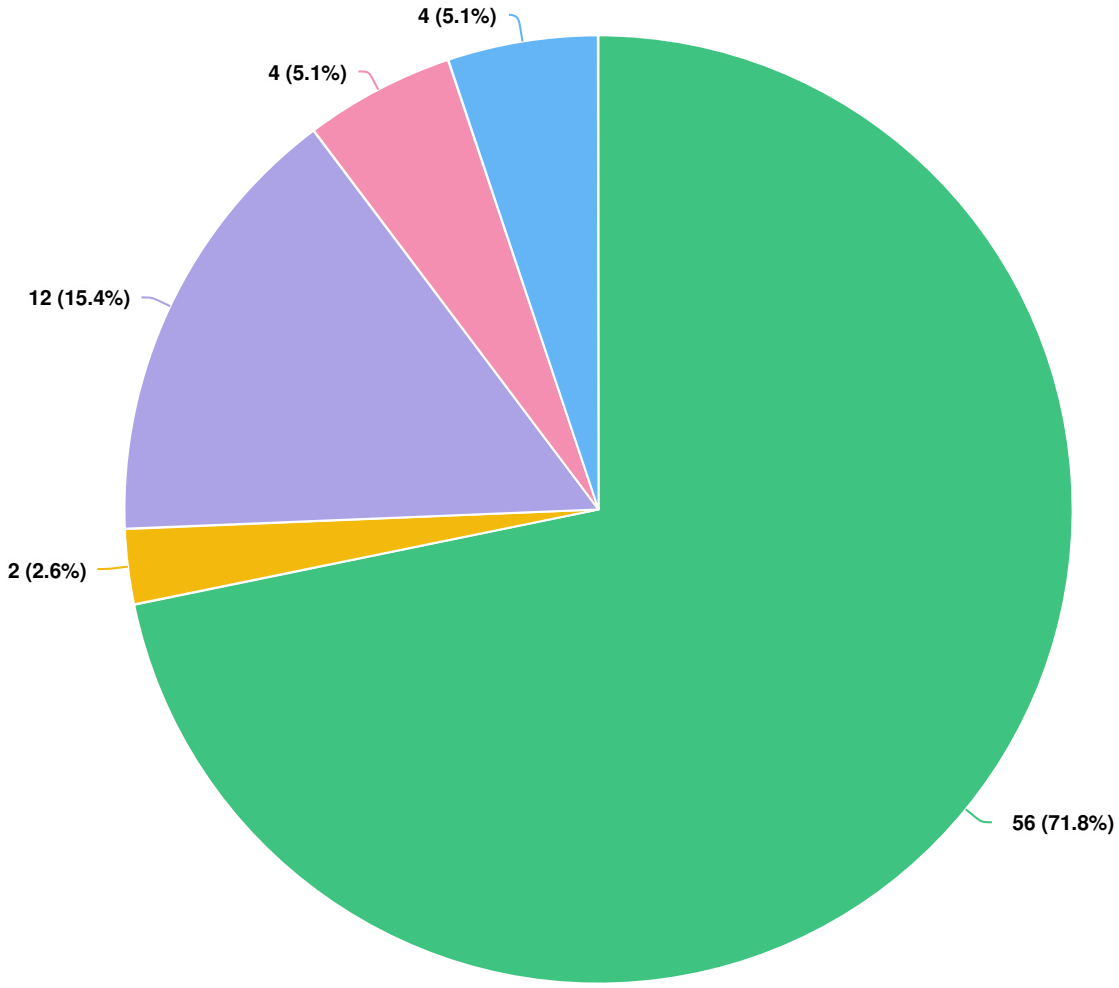
Optional question (77 response(s), 4 skipped)
Question type: Likert Question

Q14 How would you rate the Walter Gretzky Golf Course in terms of value related to the cost of each of these services?



Optional question (74 response(s), 7 skipped)
Question type: Likert Question

Q15 If you are currently, or considering becoming a member of the Walter Gretzky Golf Course, would you be interested in making contributions or donations towards future golf course initiatives and capital projects if recognition was offered in return?...



Question options

Very Likely Somewhat Likely Neutral/Unsure Somewhat Likely Very Unlikely

Optional question (78 response(s), 3 skipped)
Question type: Radio Button Question

Q16 Understanding that golf is mandated by City Council to be revenue neutral or self-sustaining (meaning not tax supported), would you prefer to see user rates increase to improve services OR would you prefer to see cuts in golf services to keep user ...



Optional question (75 response(s), 6 skipped)
Question type: Likert Question

Q17 Over the last 24 months, how do you feel the City's Cemetery Services has performed overall in the following services?



Optional question (70 response(s), 11 skipped)
Question type: Likert Question

Q18 How important should the following services be as a responsibility for the City's Cemetery services?



Optional question (70 response(s), 11 skipped)
Question type: Likert Question

Q19 In the last 24 months if you have used the City's Cemetery services, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't Say."



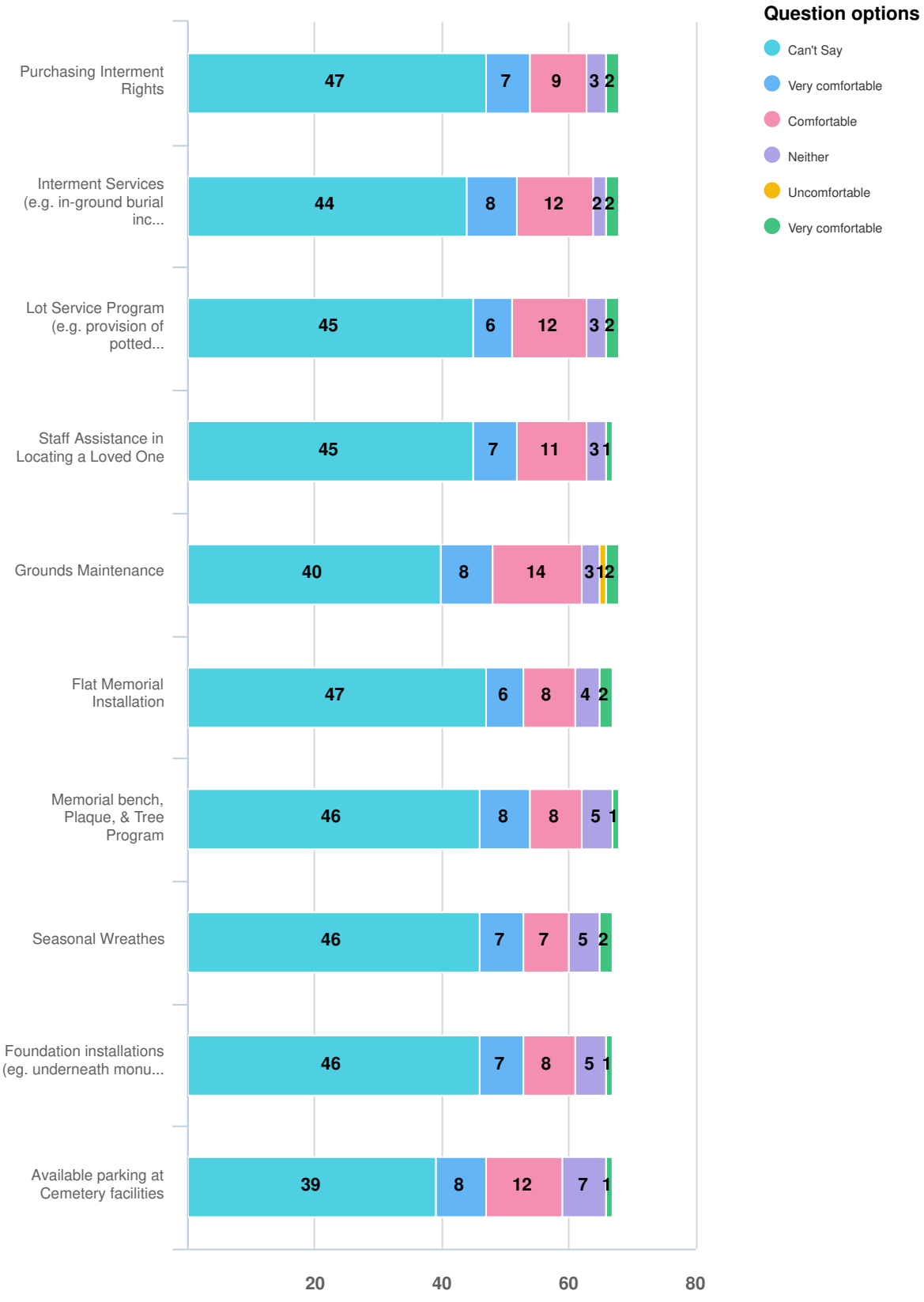
Optional question (70 response(s), 11 skipped)
Question type: Likert Question

Q20 Do the following services provided by the City's Cemeteries Services meet your needs?



Optional question (69 response(s), 12 skipped)
Question type: Likert Question

Q21 Did you feel comfortable accessing services provided by the City's Cemeteries Services?



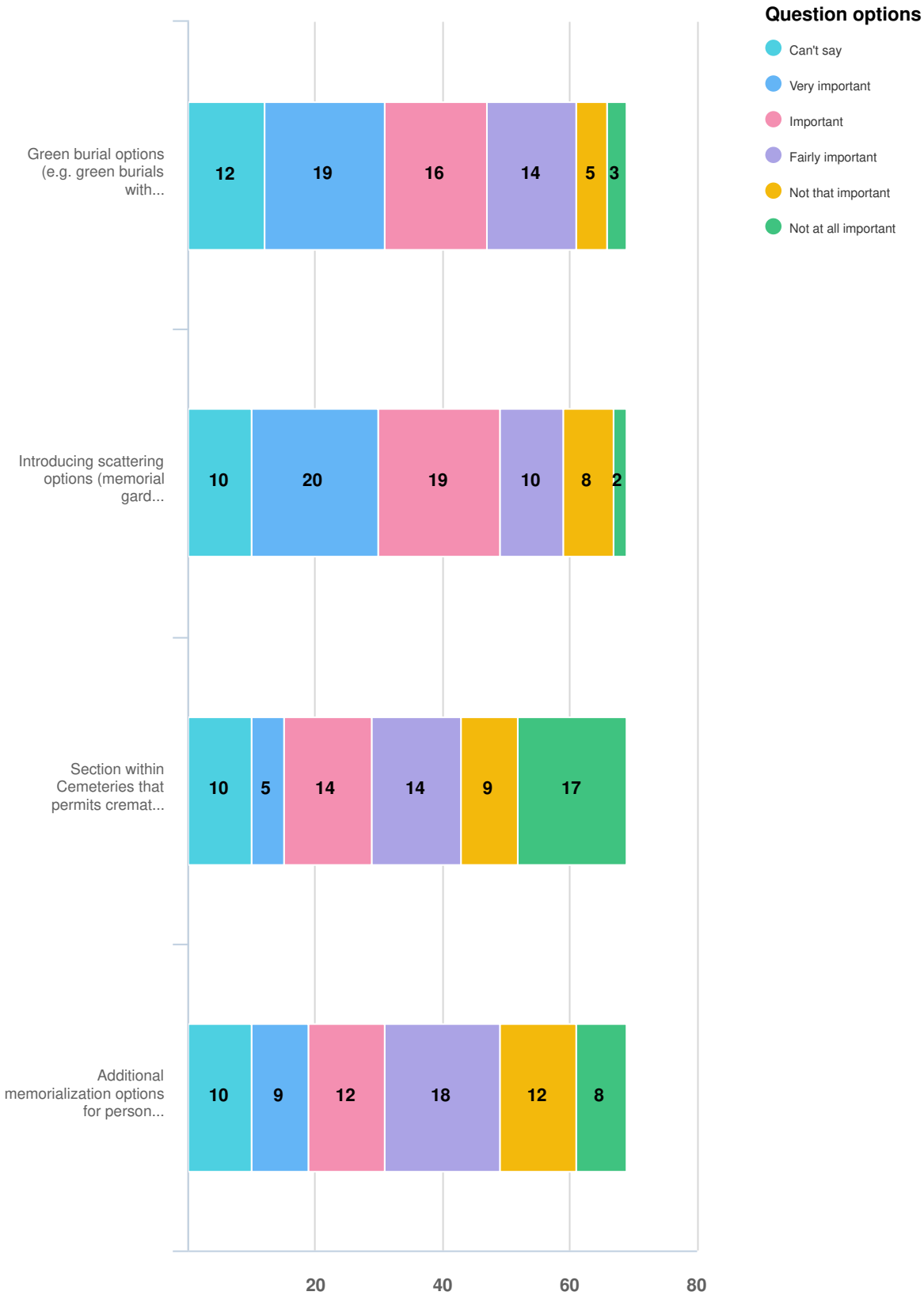
Optional question (68 response(s), 13 skipped)
Question type: Likert Question

Vk 9/25/2023 01:28 PM	Build more niches
rickdavid4904 9/25/2023 01:56 PM	I intend to donate my remains to organ donations and to research.
Joshuadtrose 9/25/2023 01:49 PM	I've just walked through them, its nice and relaxing. The status quo seems good for me. I want to see the police budget and parks and facility's budgets swapped though. Then you guys can go crazy and make some truly stunning cemeteries (and parks?) If you like.
Naomi Kral 9/25/2023 03:50 PM	Haven’t used cemetery services.
Nechee 9/25/2023 03:44 PM	Can’t say
SLEETH 9/25/2023 04:07 PM	n/a
RCROE 9/25/2023 04:14 PM	No connent
Christine 9/25/2023 04:50 PM	N/A
Elkin 9/25/2023 08:12 PM	More user friendly website
Joy5 9/25/2023 08:26 PM	Don't know
Stan Gorecki 9/26/2023 05:10 AM	n/a
plupa 9/26/2023 07:26 AM	Nothing to add.
Mike Wyatt 9/26/2023 07:36 AM	No idea

Shannon 9/26/2023 02:30 PM	I am comfortable with the level of access to these services.
John Thomson 9/27/2023 06:33 PM	No Comment
Colleen Farquharson 9/28/2023 05:52 AM	N/A
Sharpy90 10/08/2023 07:33 AM	cant say

Optional question (17 response(s), 64 skipped)
Question type: Essay Question

Q23 Please rate the following potential services and programs based on their importance to you. The City could consider supporting and/or promoting these in these services/programs future.



Optional question (69 response(s), 12 skipped)
Question type: Likert Question

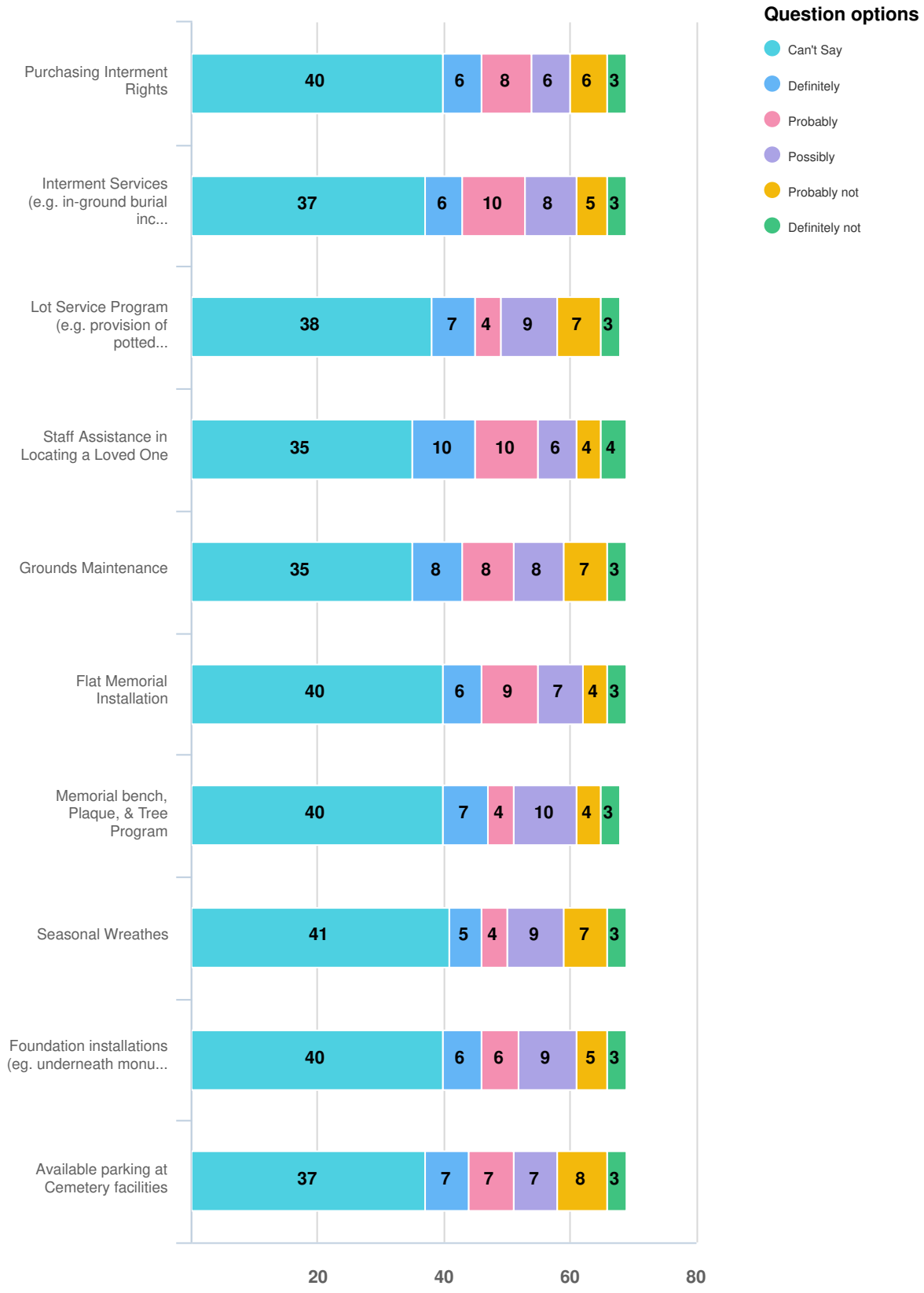
better serve the community?

Joshuadtrose 9/25/2023 01:49 PM	No embalming? I've heard it leeches the embalming fluids into the ground and causes problems. If thats wrong ignore this. If thats right, let's not do embalming
Rose8517 9/25/2023 03:14 PM	Green buriels
SylviaC 9/25/2023 03:30 PM	Perhaps an anonymous site, where loved ones are buried (cremated remains) in one location. Germany does this, and you know where your loved one is, but is alleviates the cost of a headstone, and maintenance of the site.
Naomi Kral 9/25/2023 03:50 PM	Tend to more green services to honour dead but use less space.
SLEETH 9/25/2023 04:07 PM	n/a
RCROE 9/25/2023 04:14 PM	No comment
Christine 9/25/2023 04:50 PM	N/A
Elkin 9/25/2023 08:12 PM	No comment
Joy5 9/25/2023 08:26 PM	Don't know
Stan Gorecki 9/26/2023 05:10 AM	n/a
plupa 9/26/2023 07:26 AM	Nothing to add.
Mike Wyatt 9/26/2023 07:36 AM	No idea

Shannon 9/26/2023 02:30 PM	I see nothing that could implement these services better.
John Thomson 9/27/2023 06:33 PM	No Comment
Colleen Farquharson 9/28/2023 05:52 AM	To clear out the 100 + ear old Graves at Mont Hope yo make space for càsket burials again. As it only now can have urn burials do to no space availability.
Sharpy90 10/08/2023 07:33 AM	green options

Optional question (16 response(s), 65 skipped)
Question type: Essay Question

Q25 How likely are you to recommend these services to others?



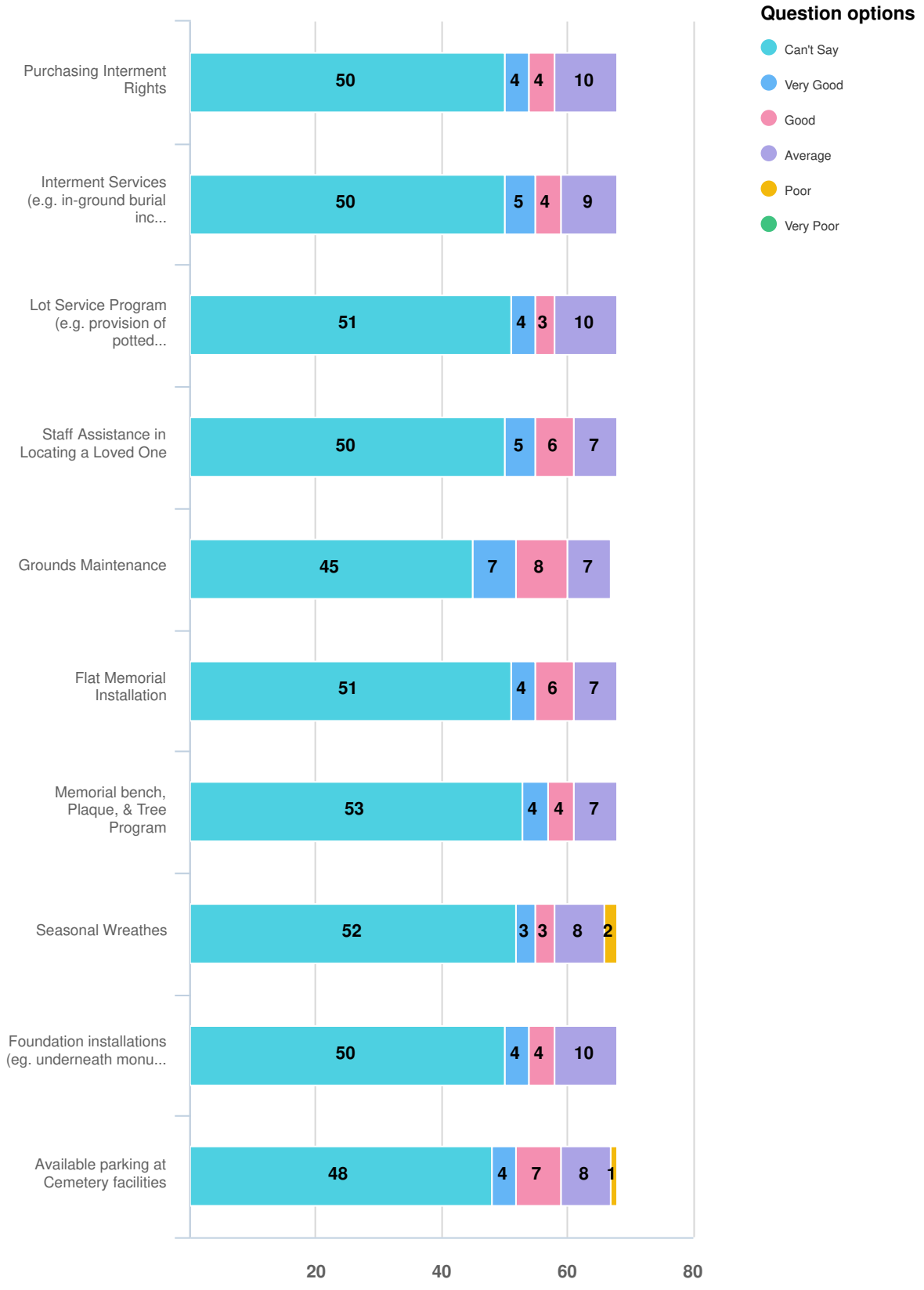
Optional question (69 response(s), 12 skipped)
Question type: Likert Question

Q26 If you had to choose, would you prefer to see rates increase to improve the City's Cemetery Services OR would you prefer to see cuts in these municipal services to keep rates at the same level as they are now? Please refer to the 2023 Capital and O...



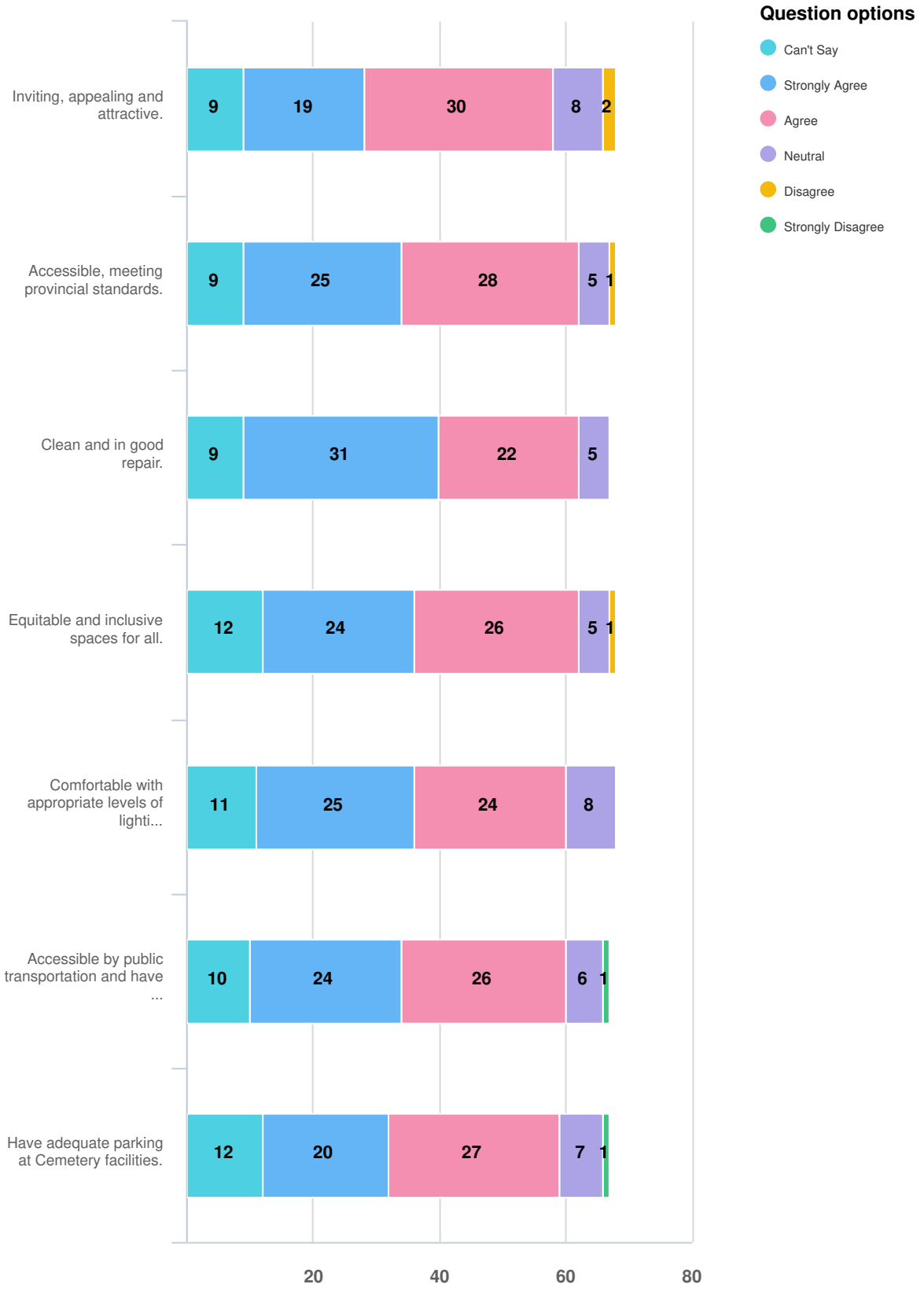
Optional question (68 response(s), 13 skipped)
Question type: Likert Question

Q27 How would you rate the City's Cemetery Services in terms of value related to the cost of each of these services?



Optional question (68 response(s), 13 skipped)
Question type: Likert Question

Q28 Thinking about how you use public spaces do you agree with the following statements? Brantford Cemeteries should be:



Optional question (68 response(s), 13 skipped)
Question type: Likert Question

Q29 If you have visited a Brantford Cemetery in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean. If you have not visited a Cemetery location, please choose "Can't ...



Optional question (68 response(s), 13 skipped)
Question type: Likert Question

Parking Services Survey

SURVEY RESPONSE REPORT

01 September 2023 - 13 March 2024

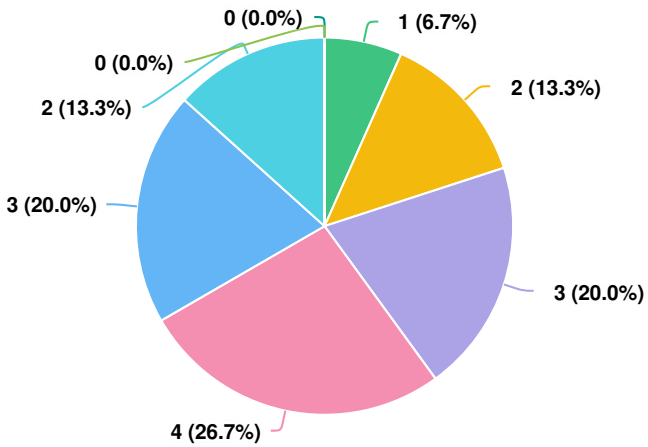
PROJECT NAME:

Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

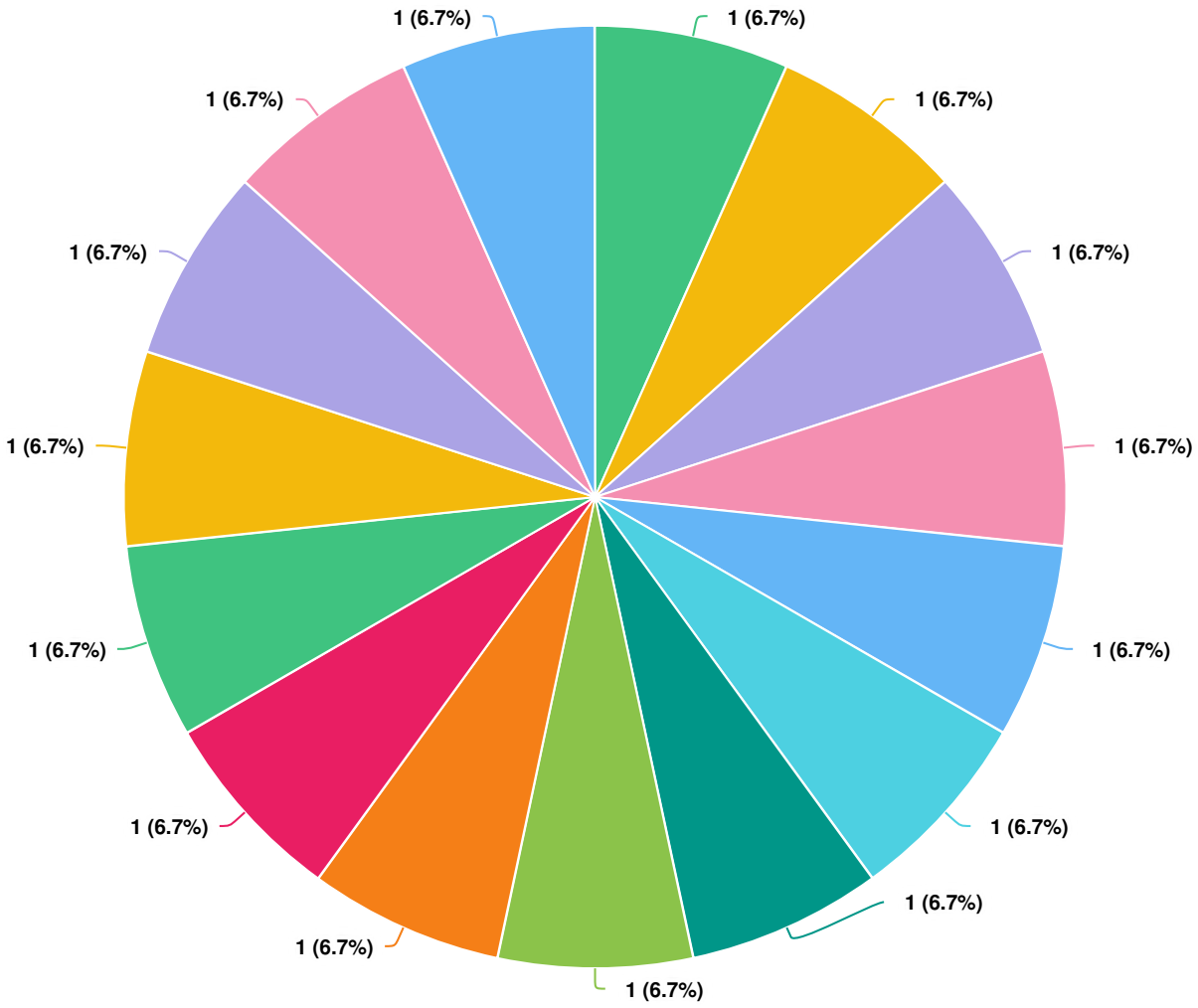


Question options

18 to 24 | 25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | 80+ | Prefer not to answer

Mandatory Question (15 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

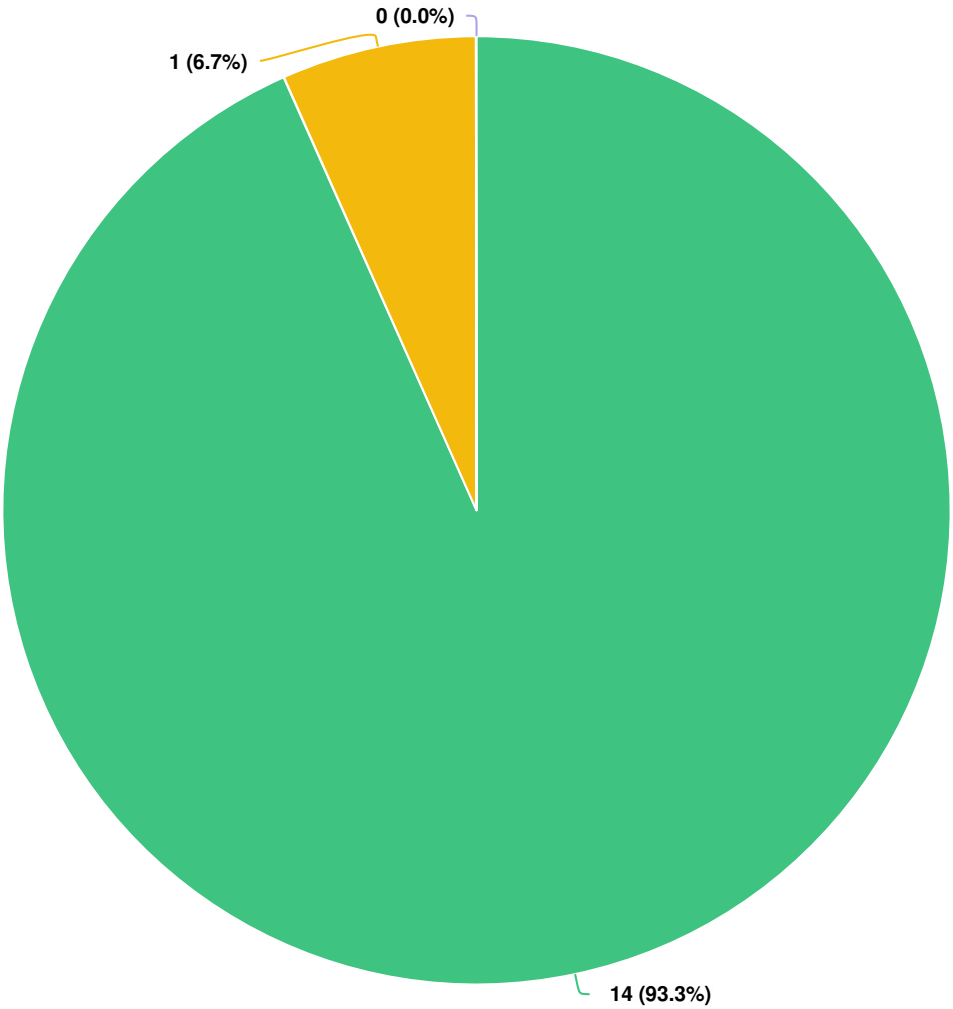


Question options

- Brantford, ON, N3T1R4
- Brantford, ON, N3T4S6
- Brantford, ON, N3T3L3
- Brantford, ON, N3P1V3
- Brantford, ON, N3S7S6
- Brantford, ON, N3T3W8
- Brantford, ON, N3T4R1
- Brantford, ON, N3R8B1
- Brantford, ON, N3S5W8
- Brantford, ON, N3R0A7
- Scotland, ON, N0E1R0
- Brantford, ON, N3T1X2
- Brantford, ON, N3T4J3
- Brantford, ON, N3S2Z1
- Brantford, ON, N3T0E9

Mandatory Question (15 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

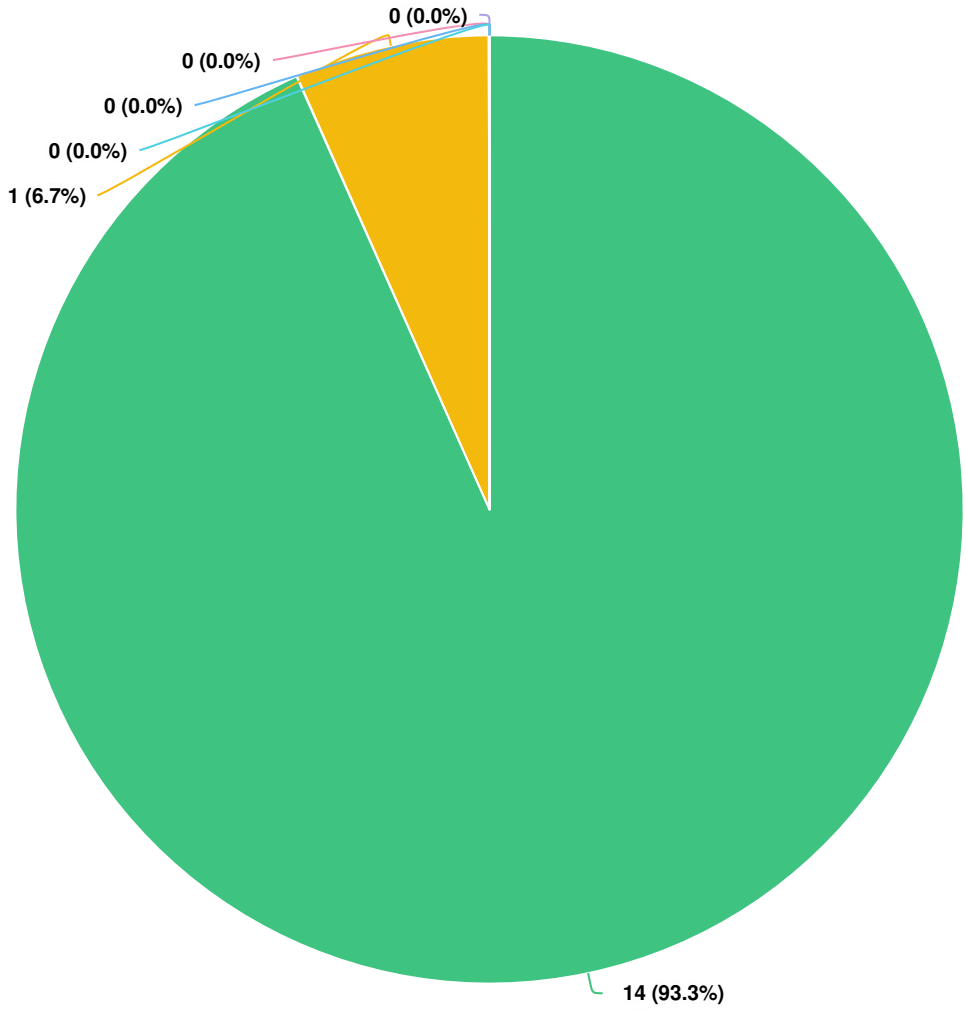


Question options

No Prefer not to answer Yes

Mandatory Question (15 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?

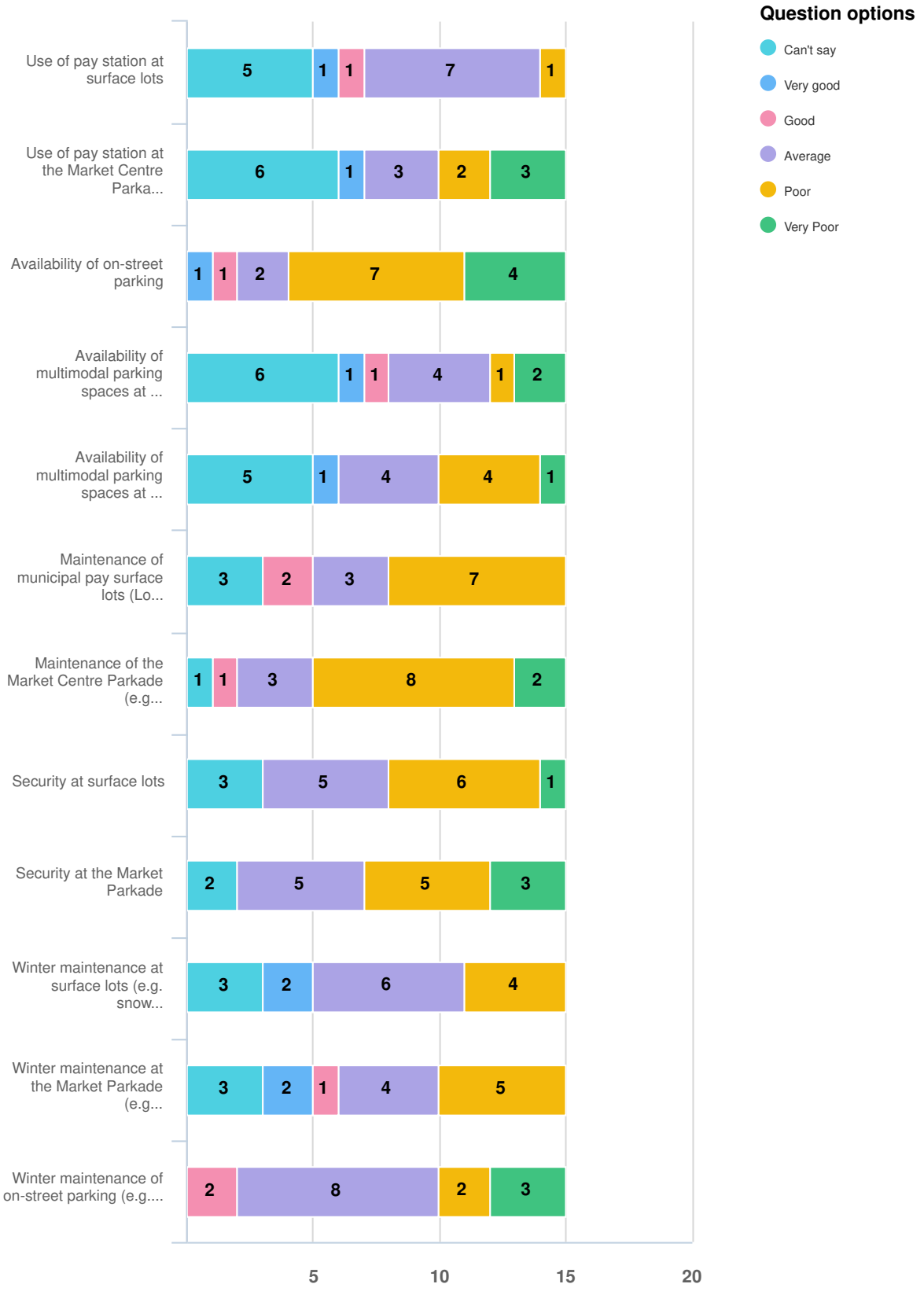


Question options

- I live in Brantford
- I work in Brantford, but live somewhere else
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- Prefer not to answer
- Other (please explain)

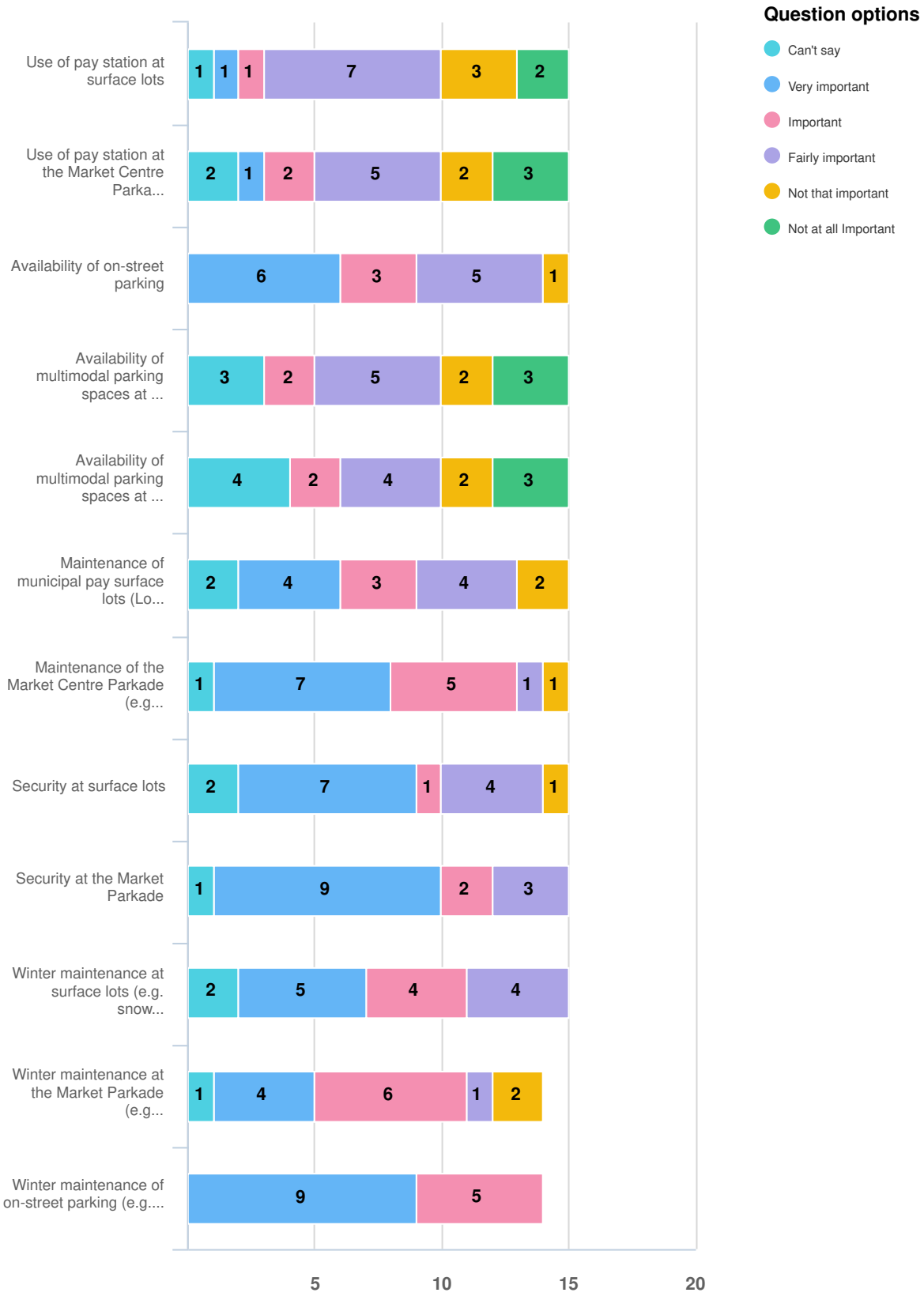
Mandatory Question (15 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel Parking Services has performed overall in the following services?



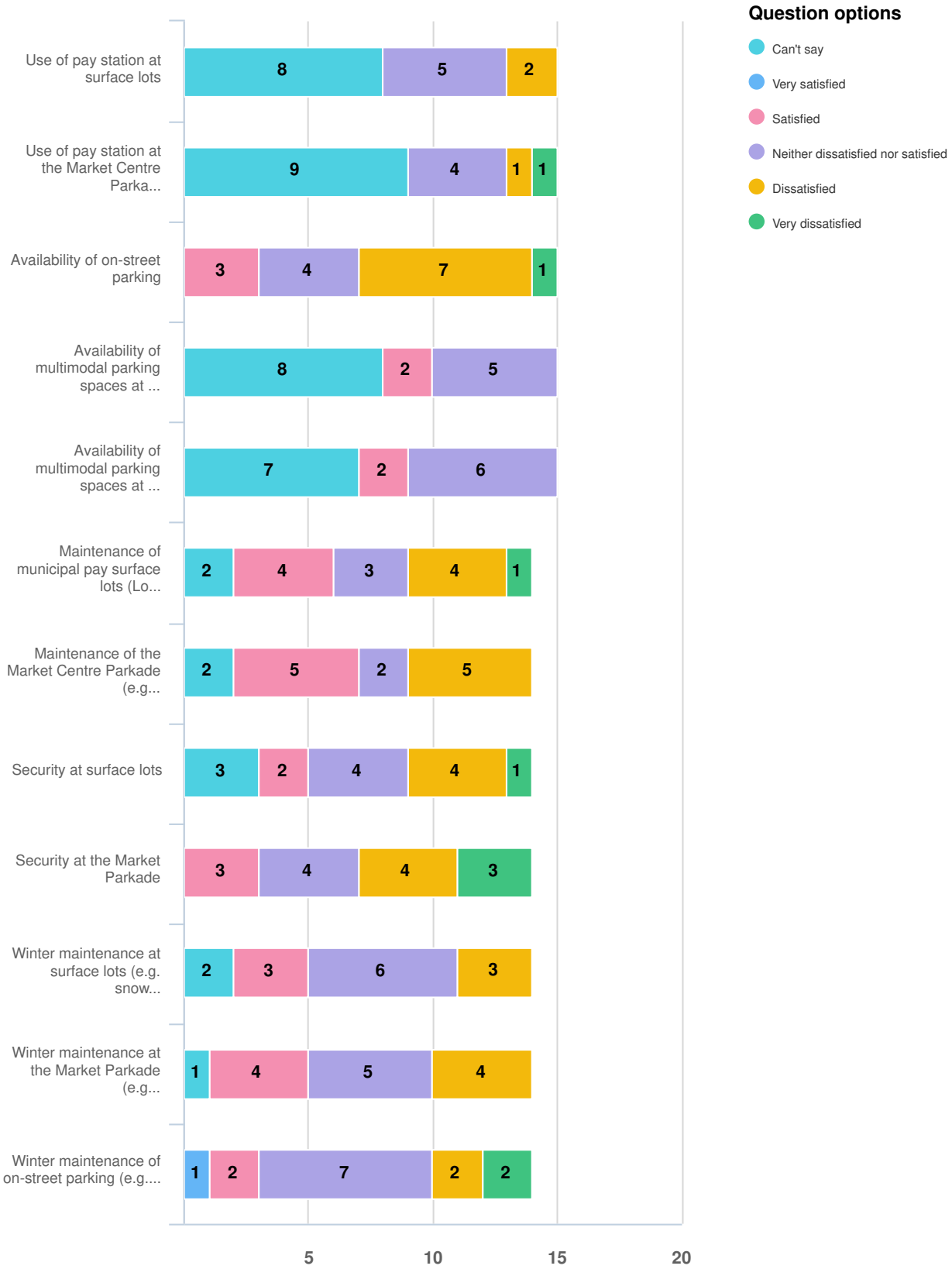
Optional question (15 response(s), 0 skipped)
Question type: Likert Question

Q6 How important are the following parking services to you?



Optional question (15 response(s), 0 skipped)
Question type: Likert Question

Q7 In the last 24 months, how satisfied are you with the following services? If you have not used the services, please choose "Can't say."



Optional question (15 response(s), 0 skipped)
Question type: Likert Question

Q8 Do the following services meet your needs?



Optional question (14 response(s), 1 skipped)
Question type: Likert Question

Q9 In the last 24 months, how comfortable did you feel with the following services?

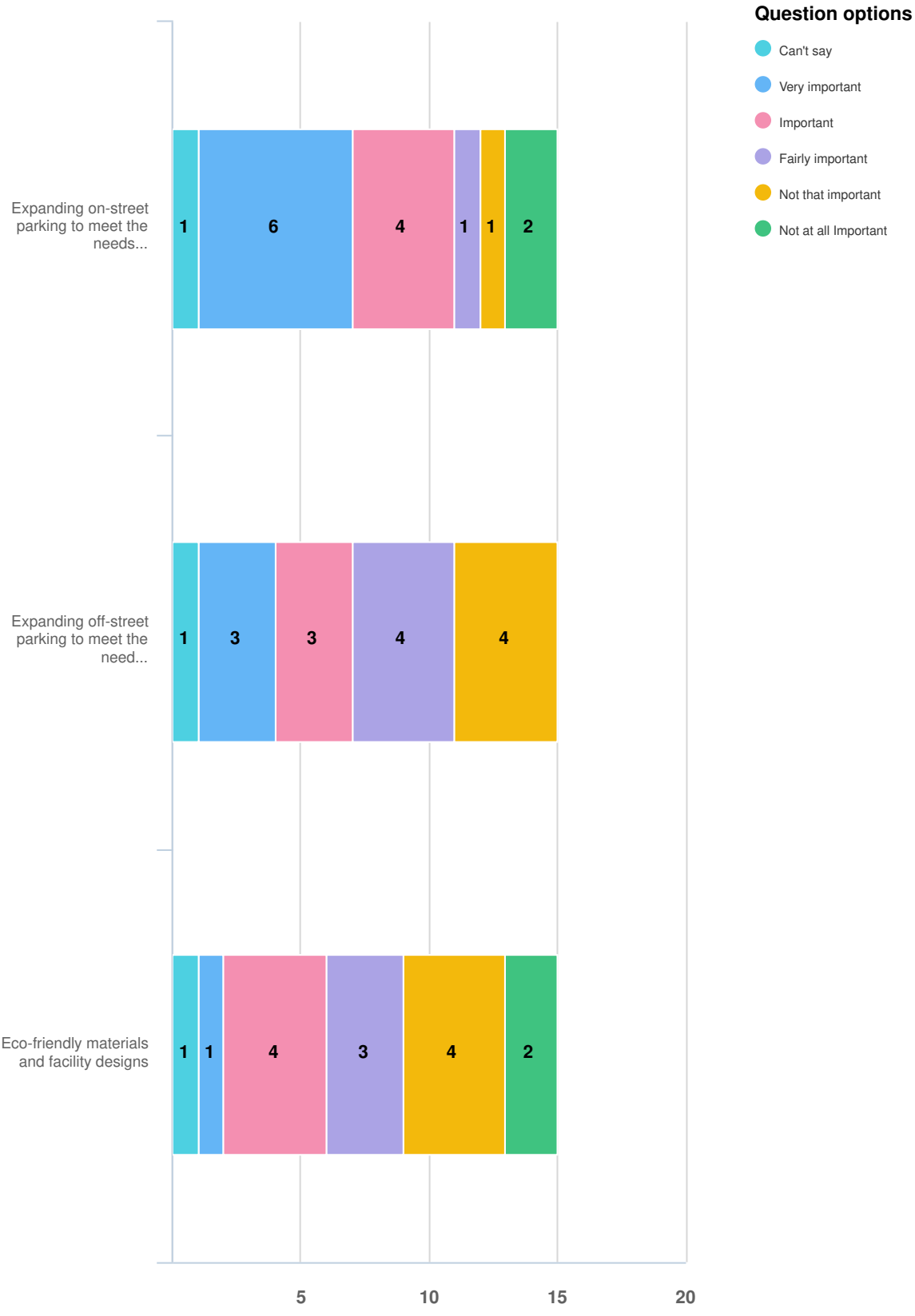


Optional question (14 response(s), 1 skipped)
Question type: Likert Question

Q10 How can we improve our services or spaces to increase how comfortable you felt accessing these services?

Mike_Cole 12/07/2023 11:30 AM	Snow clearance standards in the city are atrocious. There is not enough parking availability that is free to residents
City2024 1/03/2024 09:13 PM	Maybe city should own the parking meters in parking lots instead of out of town businesses.
Anonymous 2/23/2024 08:36 AM	my concerns are primarily with the winter maintenance of the Market St Parkade - please have the maintenance crew clear snow and salt the foot path at the far east end of the top level - a barricade has been put up to prevent cars from passing but the foot path around is not being cleared. additionally, a finer salt should be used on the stairs exiting the parkade - this past winter they used a LARGE rock salt which became hazardous if stepped on.
Anonymous 2/23/2024 09:24 AM	The Market Parkade is being promoted greatly, especially with the new BullDogs in town, however many locals avoid this lot, especially at night because of the questionable people hanging out and the absolutely sickening smell. Plus why park all the way up there when there is parking by Dollarama...check out the pedestrian traffic from the plaza to the Aud on game day.
Anonymous 2/23/2024 11:00 AM	The market st. parkade needs the parking office back. The machine is unreliable and unsafe. I am often confronted by someone looking for money while i am payjng and no security in sight. I often find urine or people in an elevator as i am trying to get to my car. I asked a security guard to help with the person in the elevator and he just pushed a butten. I once reported some disturbing activity on the 2nd floor to the guard on day on 4 when i got off the elevator and he answered he goes down there in 15 minutes.
Anonymous 2/23/2024 01:12 PM	You can’t . It’s a bigger issue than what the city has control of. We need to get rid of the people using the market street parking garage as a shelter . It gross especially if using the elevator . When having small kids down there is very uncomfortable as a hygiene aspect
Anonymous 2/25/2024 11:36 AM	More enforcement of parking infractions

Q11 Please rate the following potential services and programs based on their importance to you.



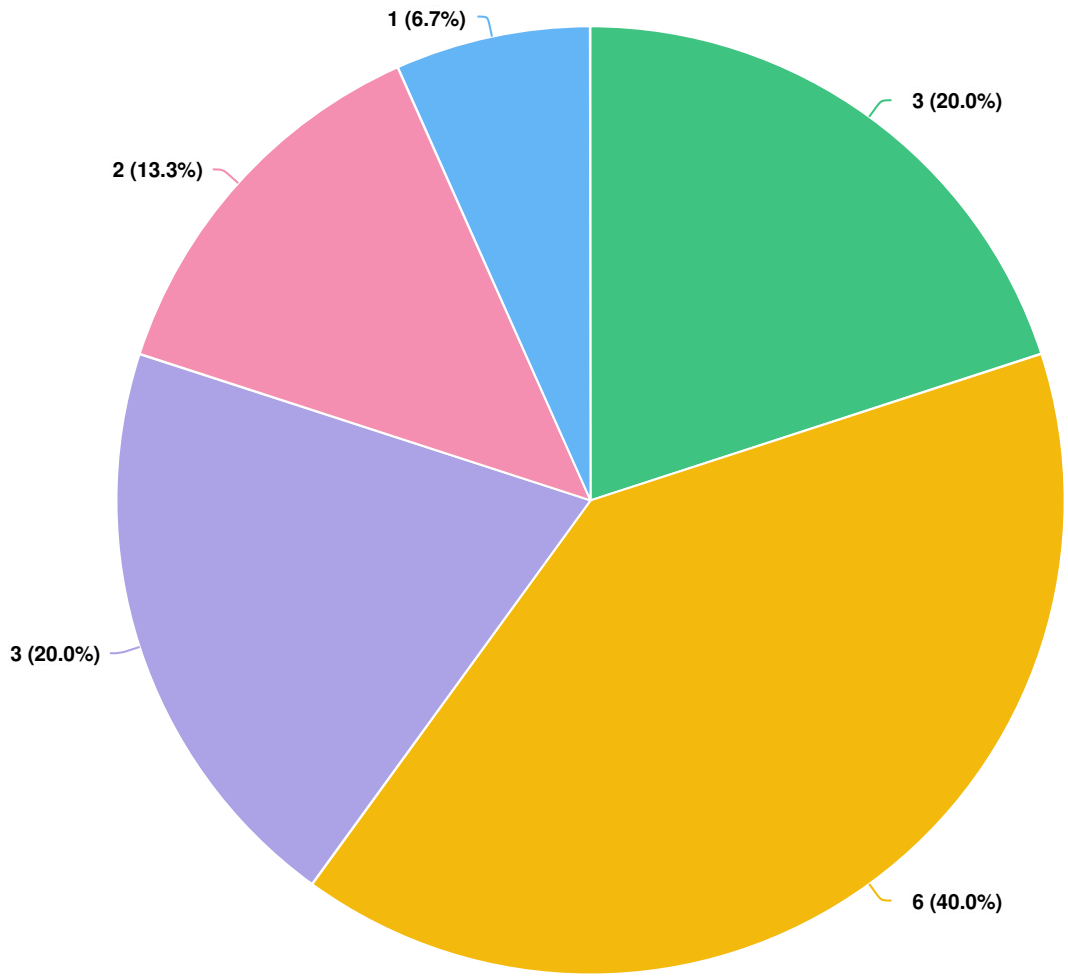
Optional question (15 response(s), 0 skipped)
Question type: Likert Question

Q12 What are the biggest changes that Parking Services could implement to better serve the community?

Mike_Cole 12/07/2023 11:30 AM	Have more parking available to people and actually enforce parking bylaws.
GingerThunda 12/08/2023 11:39 PM	Remove on street parking from brant ave and build new parking lots.
kenzie 12/22/2023 06:59 PM	easily accessible on street parking near hotspots (harmony square strip)
Anonymous 2/23/2024 09:24 AM	Eliminate alternating sides for parking in residential areas...1) it is never enforced 2) it is being abused, especially by delivery services etc. Some older streets, such as our street, with shorter drives etc. and homeowners with multiple vehicles, is a disaster especially during a snow event. More needs to be done to lessen the street parking for some residents.
Anonymous 2/23/2024 11:00 AM	Security and staff in market street to deal with issues
Anonymous 2/23/2024 01:12 PM	Longer parking A lot of the houses in my area have small or no private drive way parking and there is no street parking or limited exam no parking 8 am to 6 pm but I get home at 5 pm . There for I have to park far away than move my be chile later in the evening
Anonymous 2/25/2024 11:36 AM	Enforcement

Optional question (7 response(s), 8 skipped)
Question type: Essay Question

Q13 When paying for parking, do you prefer making a payment through a walk-up pay station or through a mobile application?



Question options

Other (please specify) Can't Say Neutral Mobile Application Walk-up Pay Station

Optional question (15 response(s), 0 skipped)
Question type: Radio Button Question

Q14 How likely are you to recommend these services to others?



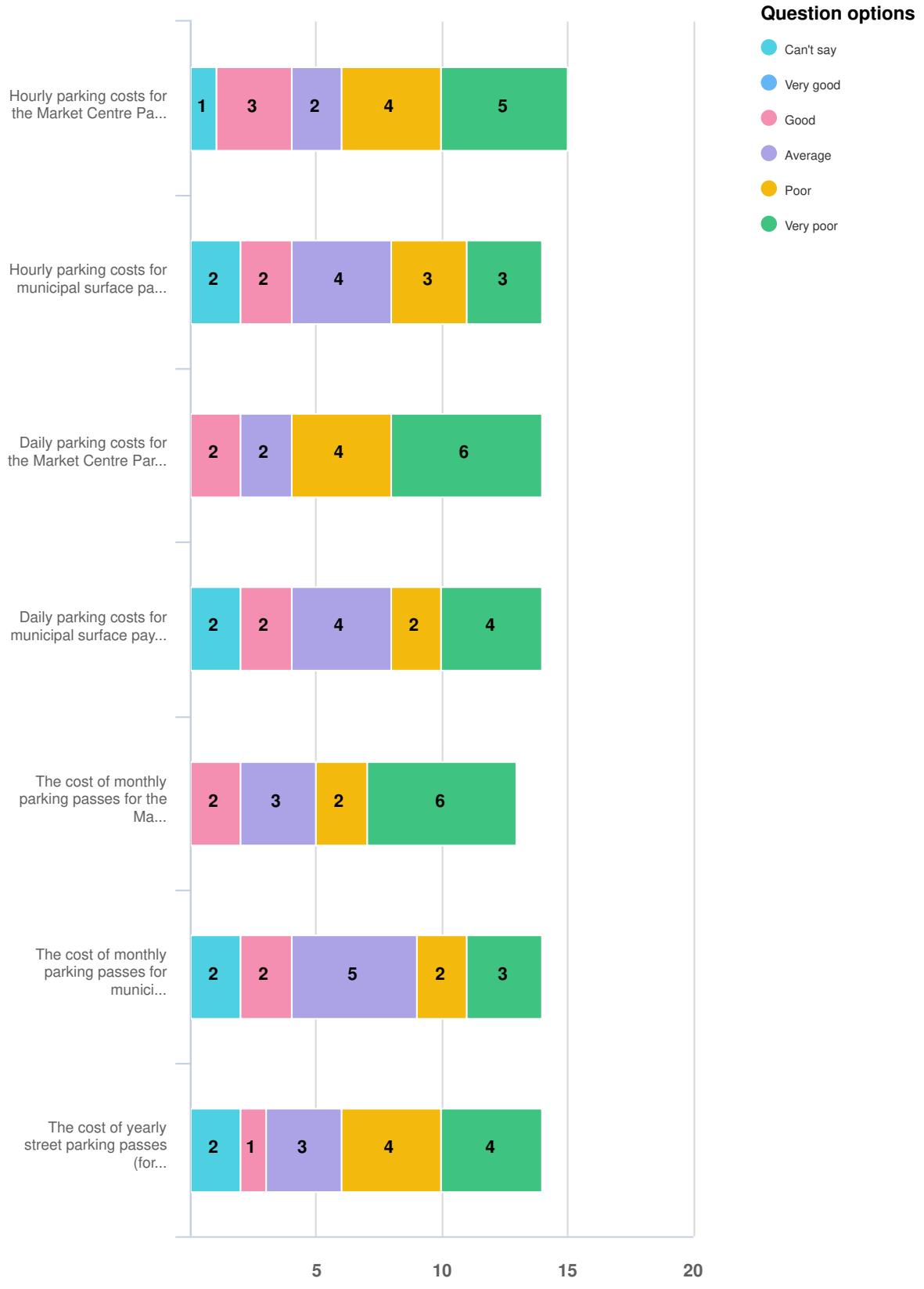
Optional question (15 response(s), 0 skipped)
Question type: Likert Question

Q15 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs)Funding for Parking Services makes up a portion of the Other services budget featured on the above visual.If you had to choose, would you prefer to see rates increase to improve the ...



Optional question (15 response(s), 0 skipped)
Question type: Likert Question

Q16 In review of the table above, how would you rate Parking Services in terms of value related to the cost of each of these services?



Optional question (15 response(s), 0 skipped)
Question type: Likert Question

Parks Services Survey

SURVEY RESPONSE REPORT

01 September 2023 - 13 March 2024

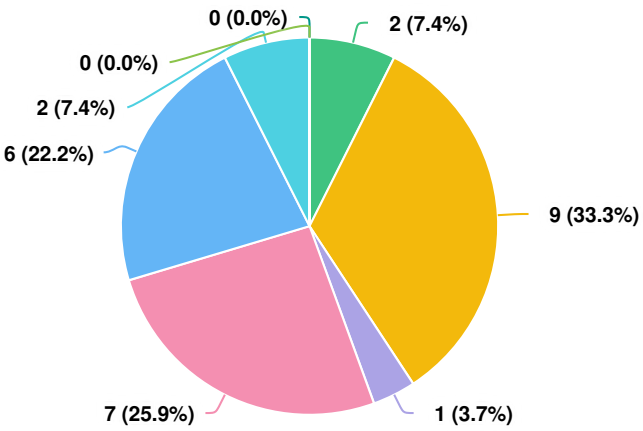
PROJECT NAME:

Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

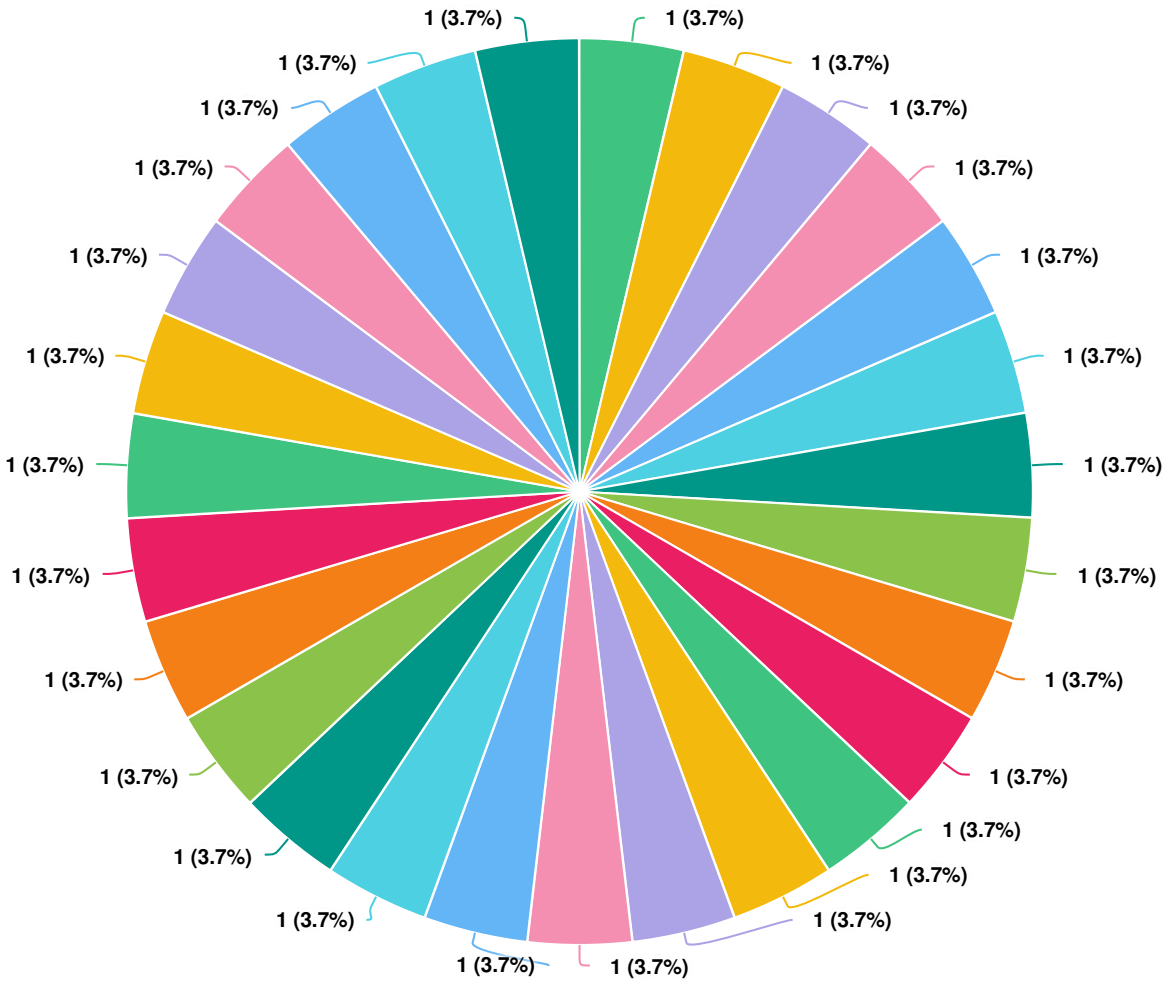


Question options

25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | 80+ | 18 to 24 | Prefer not to answer

Mandatory Question (27 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

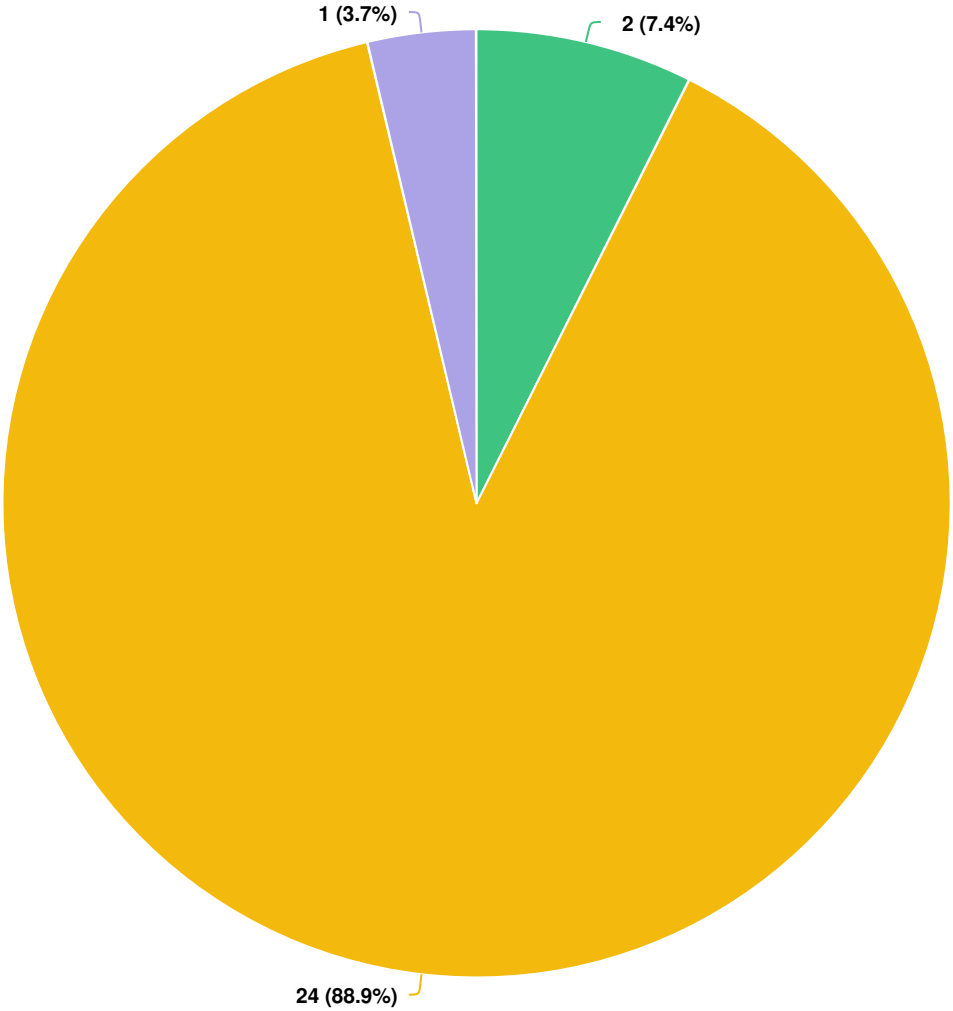


Question options

- Brantford, ON, N3P1V3
- Brantford, ON, N3R2Y2
- Brantford, ON, N3T5Y9
- Brantford, ON, N3P1R1
- Brantford, ON, N3S1X4
- Brantford, ON, N3P1N5
- Brantford, ON, N3R6N9
- Brantford, ON, N3S1E5
- Brantford, ON, N3T1G5
- St George Brant, ON, N0E1N0
- Brantford, ON, N3P1C6
- Brantford, ON, N3R6G2
- Brantford, ON, N3S1E4
- Brantford, ON, N3S1C5
- Brantford, ON, N3T2H2
- Brantford, ON, N3R7L2
- Brantford, ON, N3T1H7
- Brantford, ON, N3T0C1
- Brantford, ON, N3T1P2
- Brantford, ON, N3R7N4
- Brantford, ON, N3R4K9
- Brantford, ON, N3T2R1
- Brantford, ON, N3R1G6
- Brantford, ON, N3S3Y1
- Brantford, ON, N3T3L5
- Brantford, ON, N3T1B7
- Brantford, ON, N3T2G8

Mandatory Question (27 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

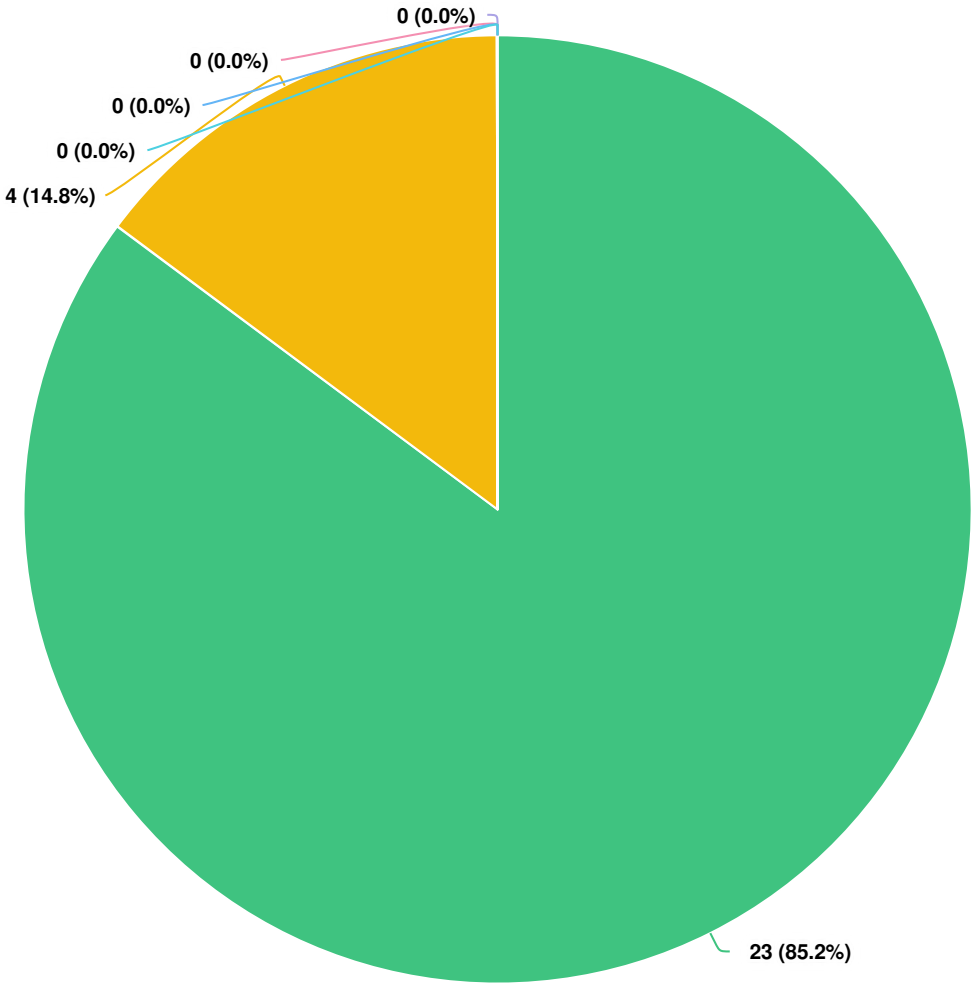


Question options

Yes No Prefer not to answer

Mandatory Question (27 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?

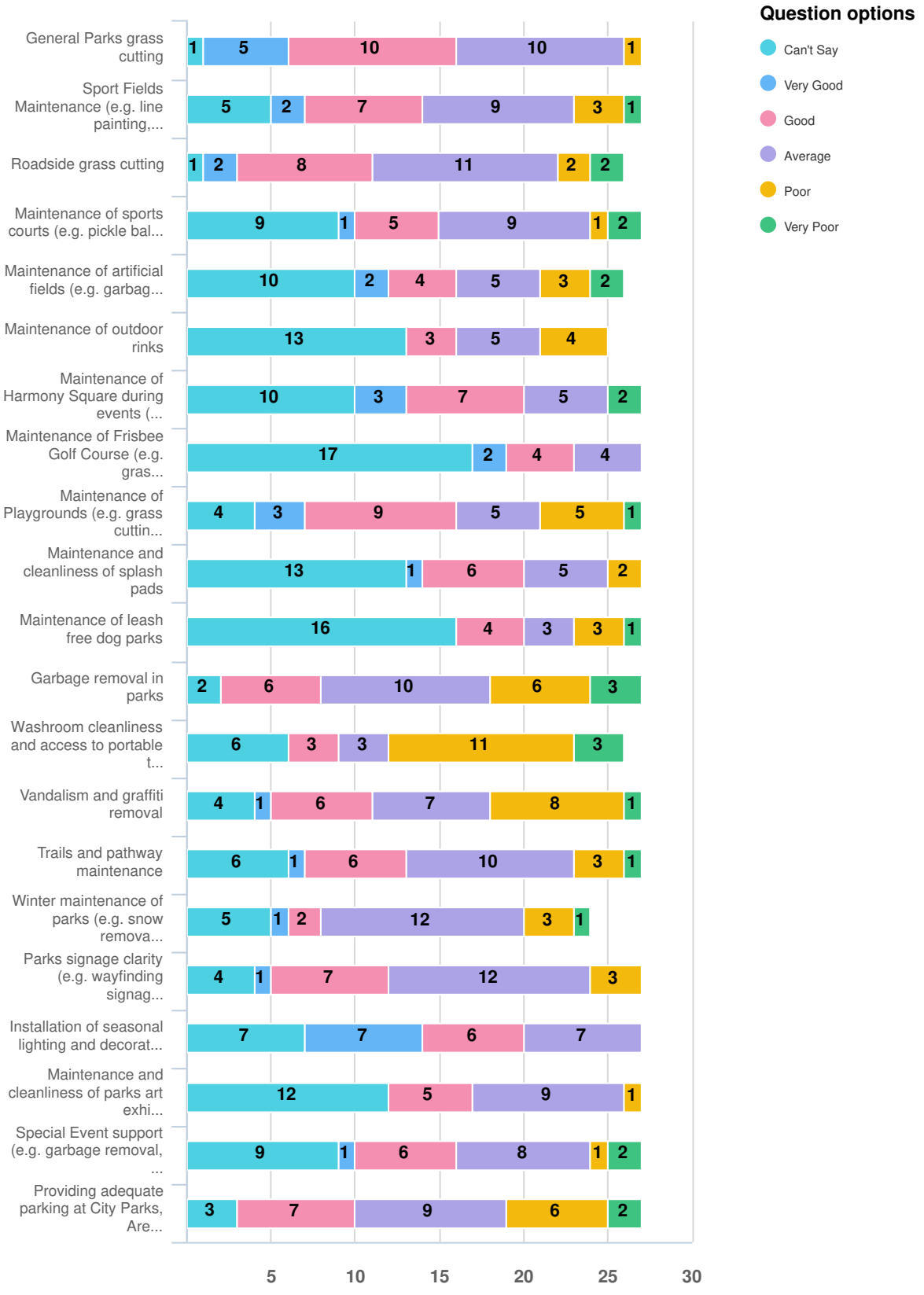


Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer
- Other (please explain)

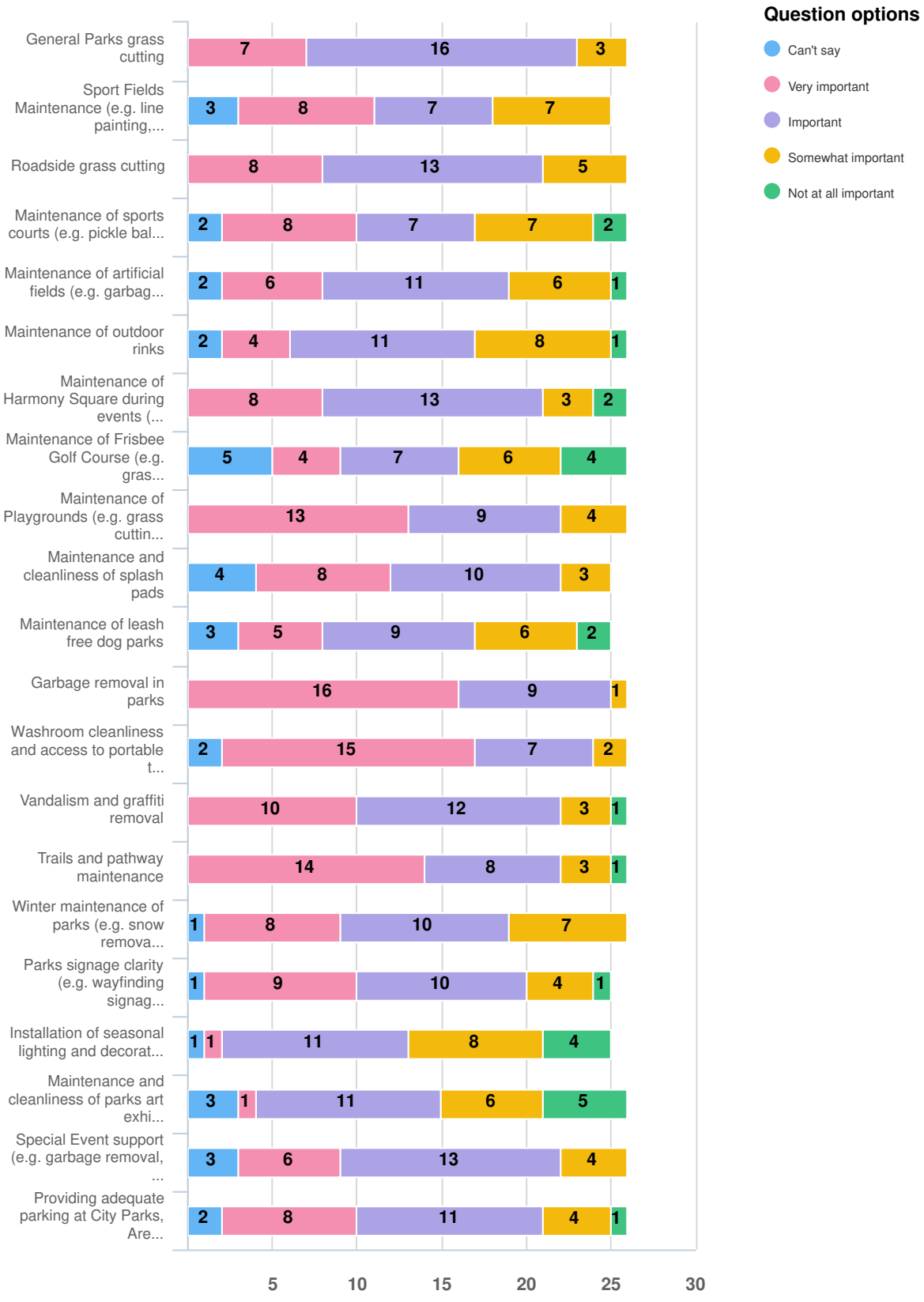
Mandatory Question (27 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel Parks Services has performed overall in the following services? If you have not used the services, please choose "Can't Say."



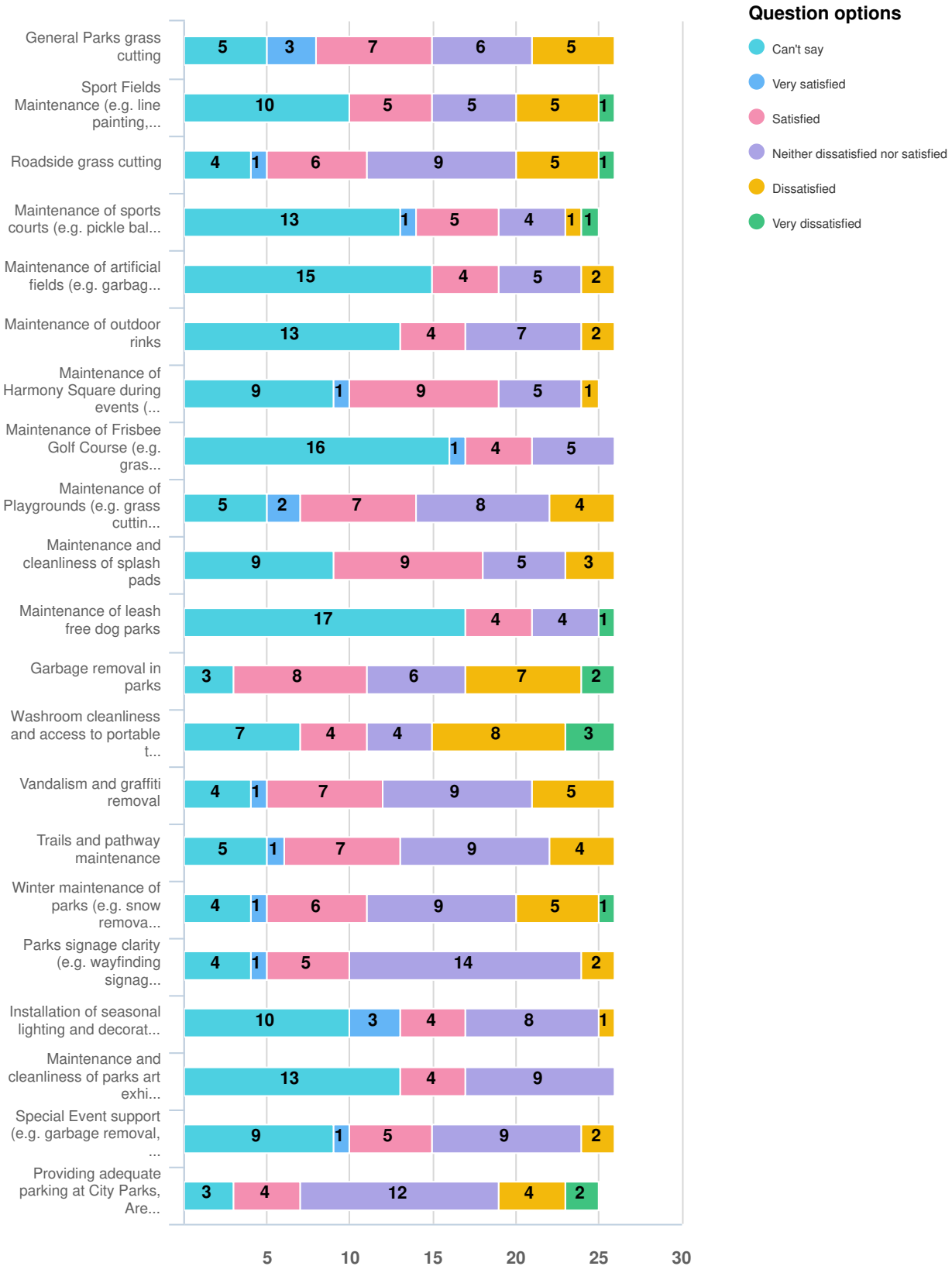
Optional question (27 response(s), 0 skipped)
Question type: Likert Question

Q6 How important should the following services be as a responsibility for Parks Services?



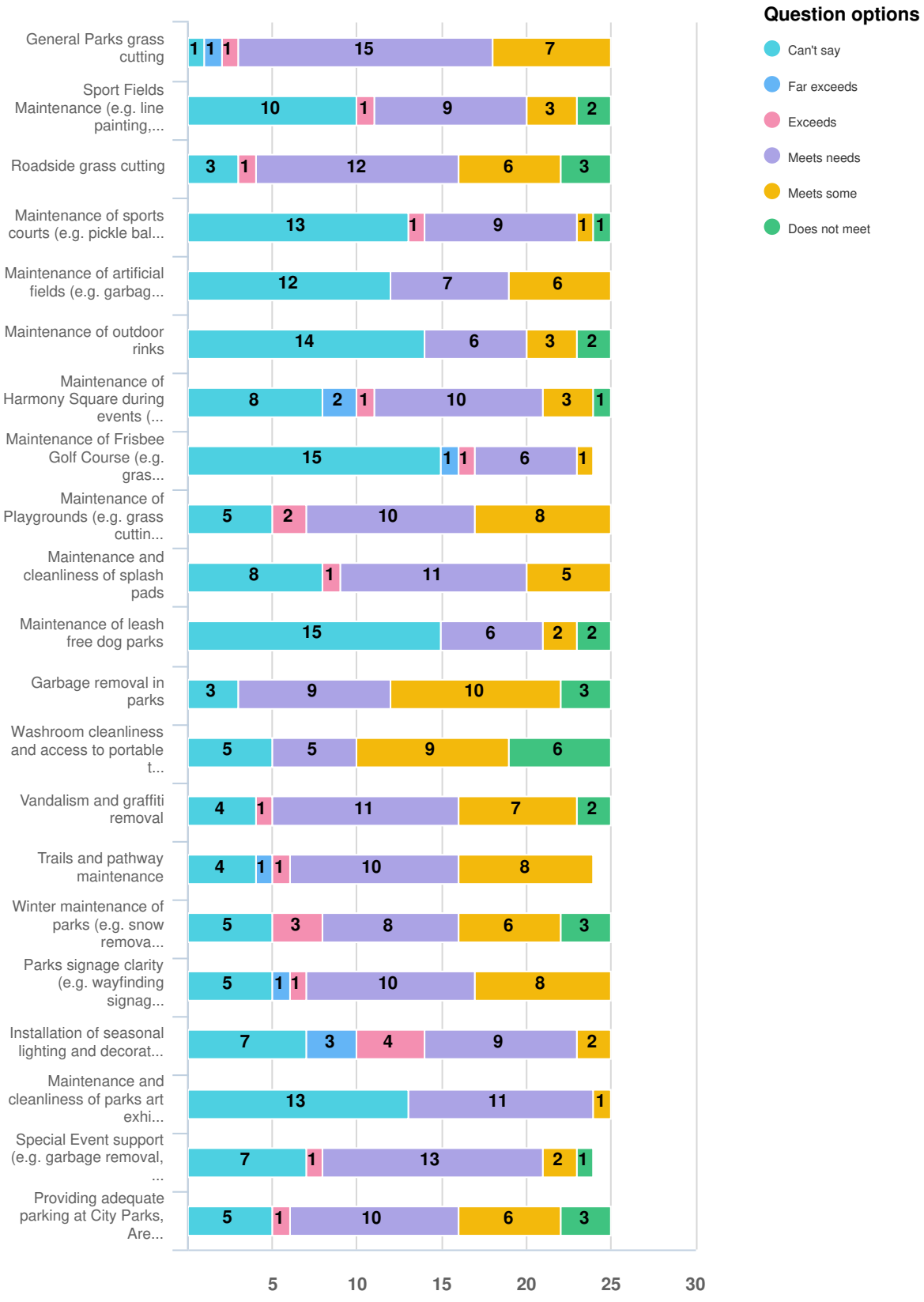
Optional question (26 response(s), 1 skipped)
Question type: Likert Question

Q7 In the last 24 months if you have used the services provided by Parks Services, how satisfied are you with your ability to access services?



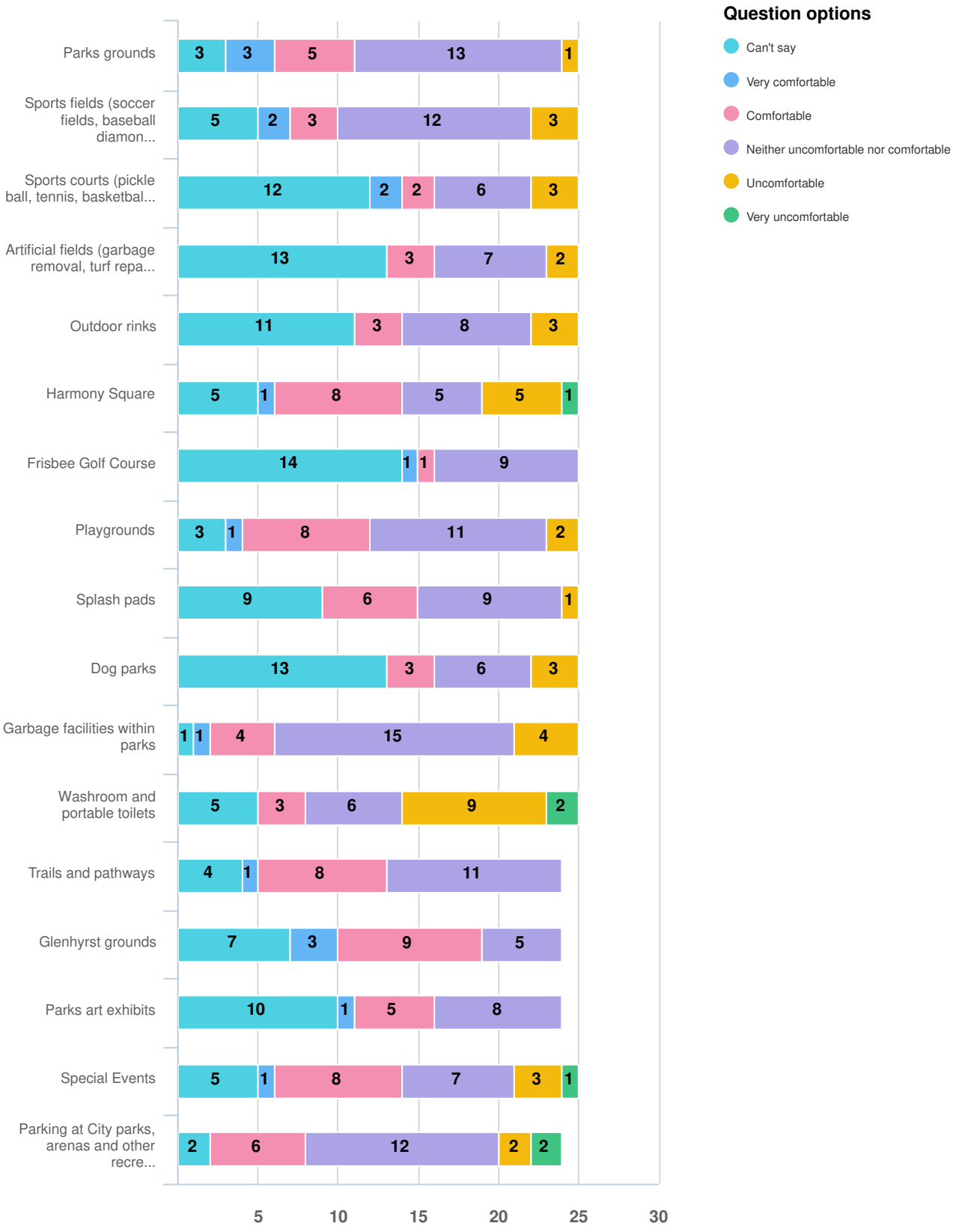
Optional question (26 response(s), 1 skipped)
Question type: Likert Question

Q8 Do the following services provided by Parks Services meet your needs?



Optional question (25 response(s), 2 skipped)
Question type: Likert Question

Q9 Did you feel comfortable accessing services provided by Parks Services?



Optional question (25 response(s), 2 skipped)
Question type: Likert Question

Q10 Please tell us how we can improve our services in Parks Services to ensure your comfort:

LG2022
10/31/2023 06:14 AM

I would like a quicker response to grafitti. The bridge that has been painted, continue to have vandalized sections, usually on the Pride section. Reporting and removal of needles is cumbersome for people and we never know how long it takes for it to be resolved. I understand this is a Health Unit issue, however, it can be confusing for people to know who is responsible for what. Parks need more picnic tables. There is 1 picnic table at Tutela park, often there are none at other parts in Eagle Place. Parsons Park needs more picnic tables as well.

edbernacki
10/31/2023 07:26 AM

Measure park use. You do not measure park use. Therefore, you do not see the futility of designing parks that are barely used. The City ignores seniors as park users... Your staff told me that seniors are not considered in the design of parks. How dumb is that???? Start to put flower beds in parks for users, not drivers (park by train station) This survey was poorly designed to get useful information. This is designed to make the department feel good.

ctravers
11/07/2023 06:48 PM

Fordview Trail needs many repairs. The stairs at Colborne St W. on both sides are in bad repair. That the one side gets closed during the winter is awful.

gaynaj1963
11/16/2023 01:40 PM

I wouldn't want to enter the Civic Centre, etc as I cannot climb stairs at the moment. Things need to be more accessible and possibly elevators or escalators in place to get to upper levels.

tsever
11/17/2023 01:33 AM

Provide an adequate venue to hold events/festivals at. That allow for event to be on Green Space as well as adequate parking.

Jenniferlee0005
11/17/2023 05:19 AM

Parks and trails would be safer if the homeless issue would be addressed. People living along the river and in the trails and doing drugs regularly makes it uncomfortable for locals to use the areas. Drug use makes it unsafe for kids and animals on some of the park surfaces. The last few years there has been an increase in the amount of times I have been approached in my own neighbourhood taking my dogs for walks for cigarettes or money when they come out of the trail. It is scary. The reopening of the bridge in west brant is better than the old train bridge as there needs to be more lighting in

	the areas. Solar lights would be amazing around some of the park or trail entrances to ensure safety. It would be nice if there were more seating areas in some of the parks. Some options for seating in parks that are not only facing a playground; people other than families visit parks. Princess Anne park used to have a baseball diamond and fenced in basketball court and hockey rink in the winter. There is a lot of potential for more use in a lot of our parks. It would be nice if parks were monitored or visited by police or bylaw to ensure people are cleaning up after themselves and their dogs, and not vandalizing the property.
Devon 11/20/2023 10:09 AM	Harmony square will forever be a dead zone if you don't get rid of the crackheads everywhere. I refuse to bring my kids to that area. Just driving through shows how much the city doesn't care about the crackheads and the issues they cause.
Bill 11/26/2023 04:43 AM	This survey is not proper, example, snow removal of trails and parking lots are 2 different things., Parking lots should be cleared of snow, trail snow removal is a complete waste of tax dollars. Also, salting trails is done by incompetents, there is a huge difference between safety and stupidity. Parks And Recs budget is far to excessive, should be slashed.
Anonymous 12/02/2023 05:09 PM	Reinstate Arrowdale Municipal Golf Course; during summer open the snack bars, stop the expense of renaming places Northridge is a prime example of funds that could have been allocated to other purposes. The Gretzky family may have been as pleased with the new building being named in Walter's memory. The new logo is not on par with the original logo. Remember to build wisely on this land, do things that will ensure that the water quality is maintained. Please use our resources wisely.
cmartin 12/07/2023 09:56 AM	Winter maintenance of pathways leading to outdoor rink at City View park was non-existent and made it extremely dangerous and treacherous to access the skating rink. The basketball court at City View park is in terrible shape, there are tree roots lifting significant areas making it almost unusable.
bradbradish 12/07/2023 10:48 AM	There seems to be a huge amount of excess staff as when seeing them cut grass at lions park area There is always an extra truck on Gilkinson with guys sitting there,. Seems like lots of money wastedd

Anonymous 12/09/2023 08:42 AM	Look at parking issues everywhere. Parkade needs to be cleaned, paint stairwells and elevators rooms. Make the Parkade a safe and secure place to park. Install signs showing free parking in Parkade Saturday and Sunday at Bain and Icomm Streets. This would promote downtown & welcome the Brantford Bulldog fans a place to park for free.
Anonymous 12/15/2023 07:12 AM	Listen to what people want not what you think they need.
Anonymous 12/17/2023 05:57 AM	Dog park supervision. Puddle removal on pickleball /tennis courts.
Anonymous 2/23/2024 08:02 AM	Ensuring cleanliness of washrooms, especially port-a-potty's daily: the amount of alcohol bottles and drug paraphernalia found within the portapottys is alarming and extremely unsafe for adults and especially children. Also the lack of overall attention these receive especially at baseball diamonds is alarming considering the amount leagues (both you and adult) pay for the use of these fields, there's no reason for washroom facilities to be ignored as frequently as they are.
Anonymous 2/23/2024 08:02 AM	Have more cultural events. The amount you charge is very prohibitive!
Anonymous 2/23/2024 09:01 AM	Clear snow from city parks - how is that even on here, it doesn't happen in Cedarland at least. Empty the garbage cans regularly, they're often left until they're overflowing and stinking up the entrances. Fix the Cedarland basketball court! Fix the Waterworks parking lot.
Anonymous 2/23/2024 09:39 AM	The dog park is one of the most used parks in the city and it is a field of mud . Spend more for ground maintenance
Anonymous 2/23/2024 10:06 AM	Put more of older, unused and unkept, not maintained baseball diamonds back in service to provide minor baseball with an adequate number of diamonds for their required use.
Anonymous 2/23/2024 04:00 PM	raise the bar for improvements
Anonymous	--

2/26/2024 10:05 AM

Anonymous
2/29/2024 07:43 AM

Open bathrooms in winter. Have bathrooms or portable bathrooms accessible and maintained in the Witner and other seasons. The trail near Greenwich street and mohawk lake is unsafe to ride a bicycle on with the grade of gravel being used. Horses on trail are creating issues with ripping up the trail with their hooves making it hazardous to bikeon. All-terrain vehicles out near Shellard are leaving large amounts of mud all over the trail. Unleashed dogs are a huge problem on trails and in parks. Dog poop is excessive in parks and trails. The Trail along the Grand behind Glenhyrst is heavily used, and in the thawing ground conditions is difficult to bike and walk on with the mud, and the foot prints all over. Winter maintenance is great, but the salt makes it so we can't bike on the trails.

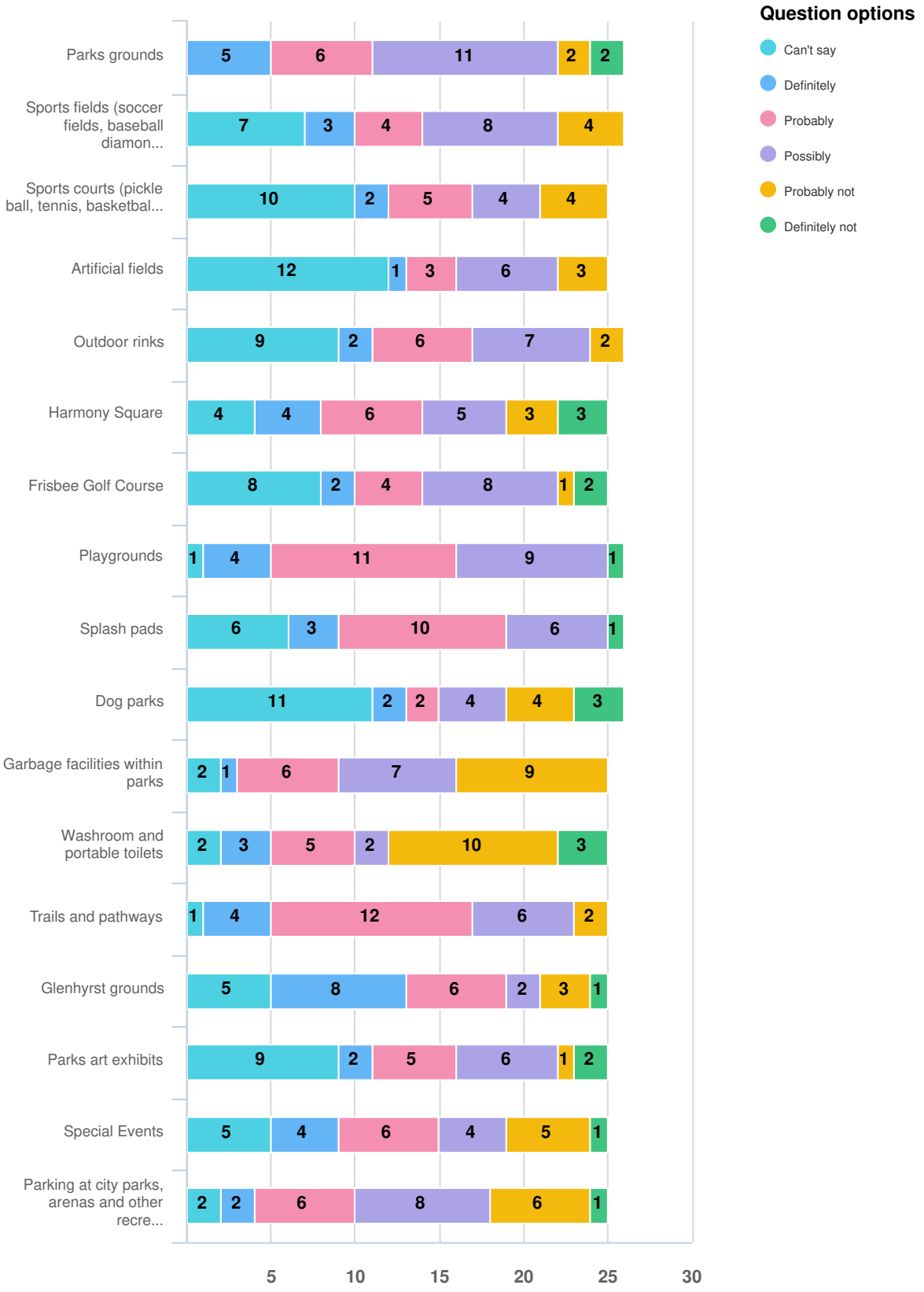
Optional question (22 response(s), 5 skipped)
Question type: Essay Question

Q11 Please rate the following potential services and program based on their importance to you.The City could consider supporting and/or promoting these in these services/programs future.



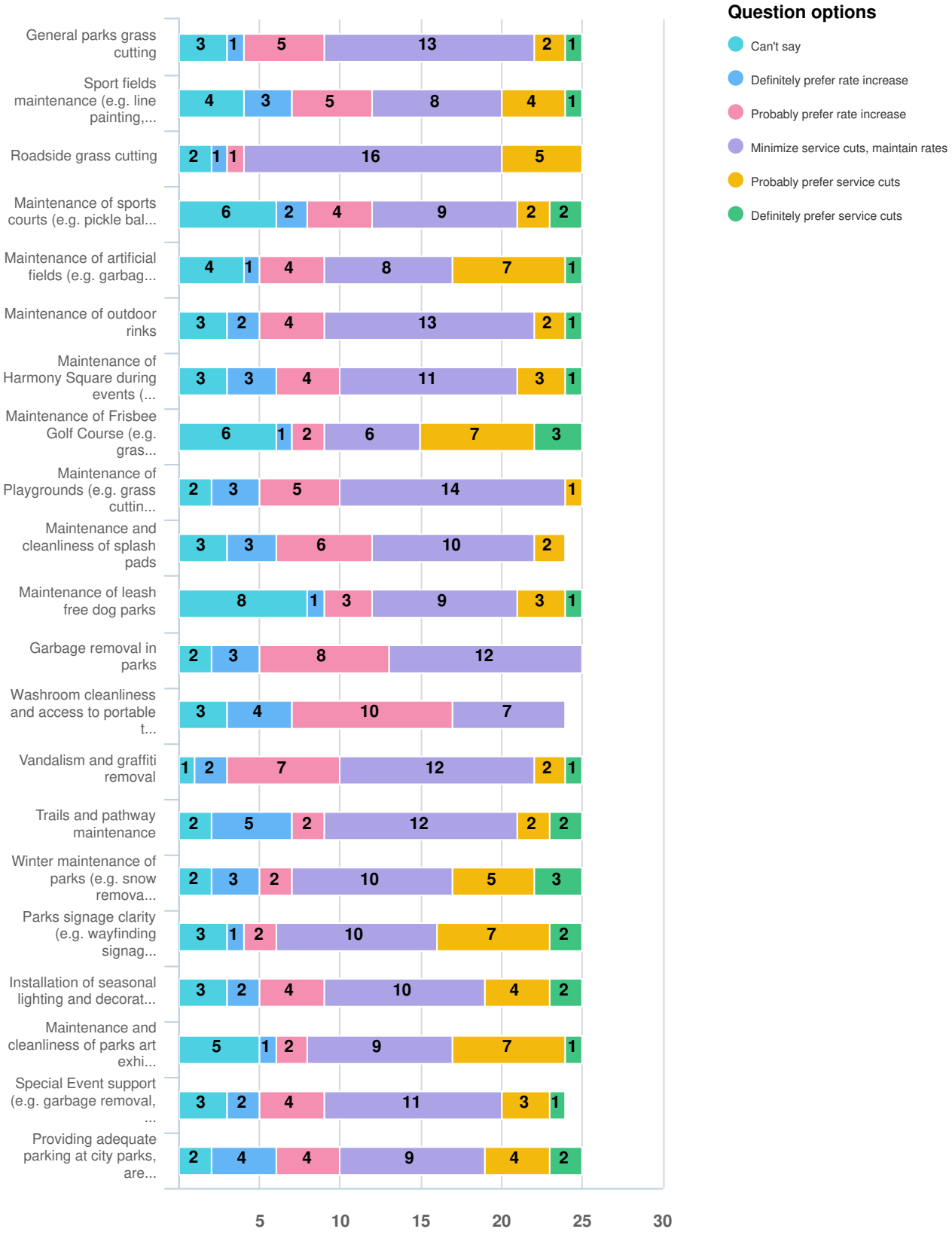
Optional question (26 response(s), 1 skipped)
Question type: Likert Question

Q12 How likely would you be to recommend these services/events provided by Parks Services to others?



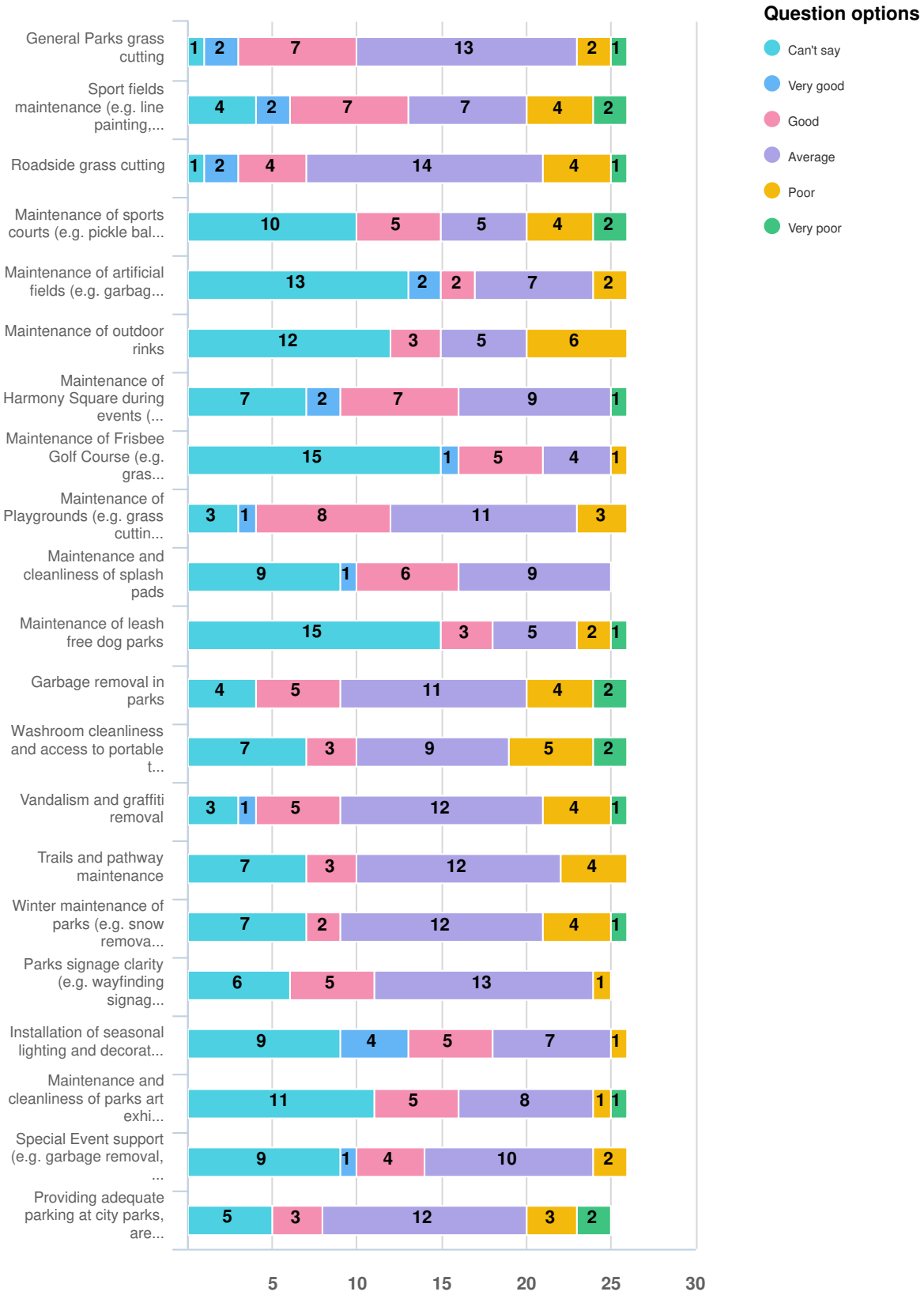
Optional question (26 response(s), 1 skipped)
Question type: Likert Question

Q13 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs)Funding for Parks Services makes up a portion of the Parks and Facility Services budget featured on the above visual.If you had to choose, would you prefer to see rates increase to i...



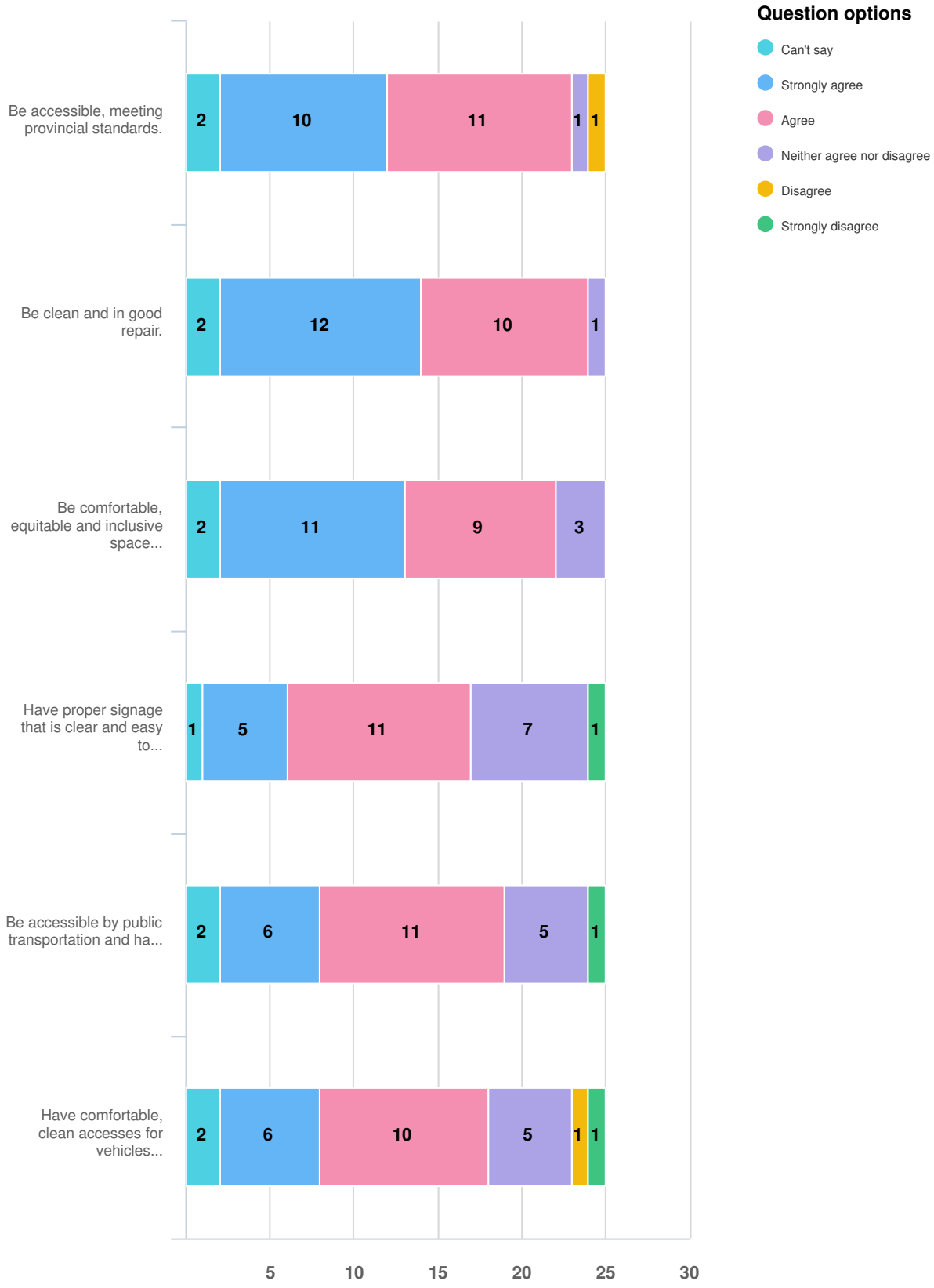
Optional question (25 response(s), 2 skipped)
Question type: Likert Question

Q14 How would you rate the Parks Services for providing good value for money in the infrastructure and services provided to your community?



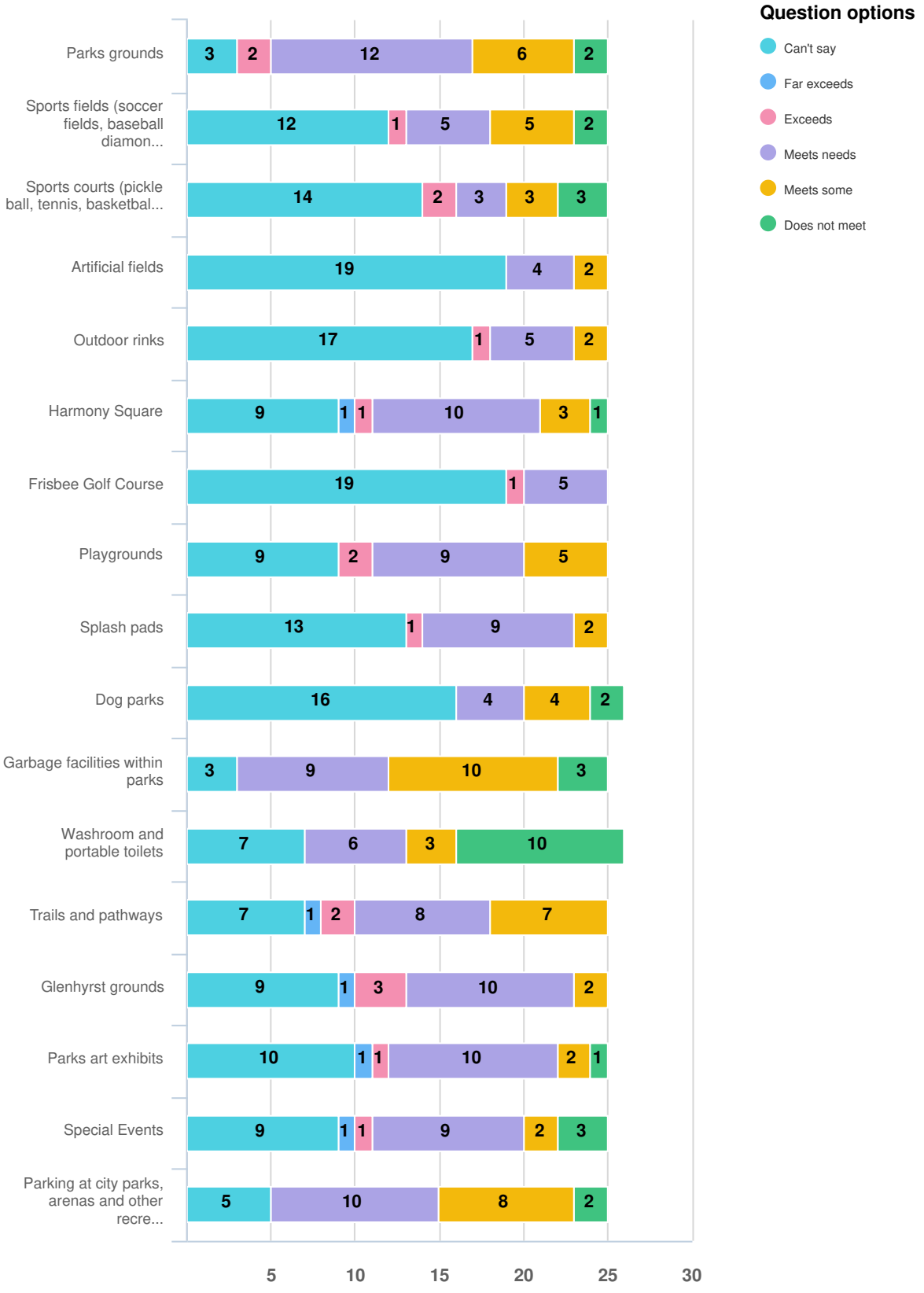
Optional question (26 response(s), 1 skipped)
Question type: Likert Question

Q15 Thinking about how you use internal and external public spaces do you agree with the following statements? Brantford Parks should:



Optional question (25 response(s), 2 skipped)
Question type: Likert Question

Q16 If you've visited a Brantford Park in the last 24 months, were the facilities provided sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean. If you have not used the services, please choose "Can't say."



Optional question (26 response(s), 1 skipped)
Question type: Likert Question

Waste Management Services

SURVEY RESPONSE REPORT

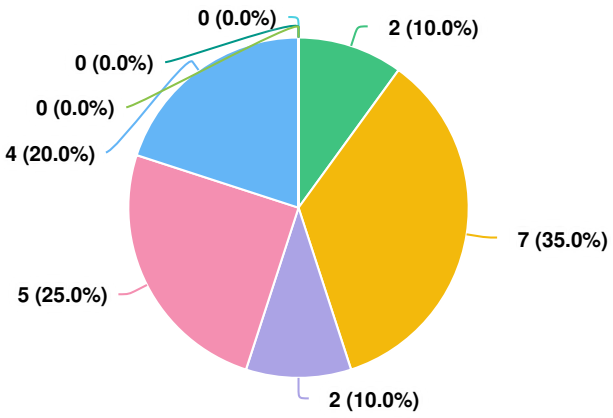
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

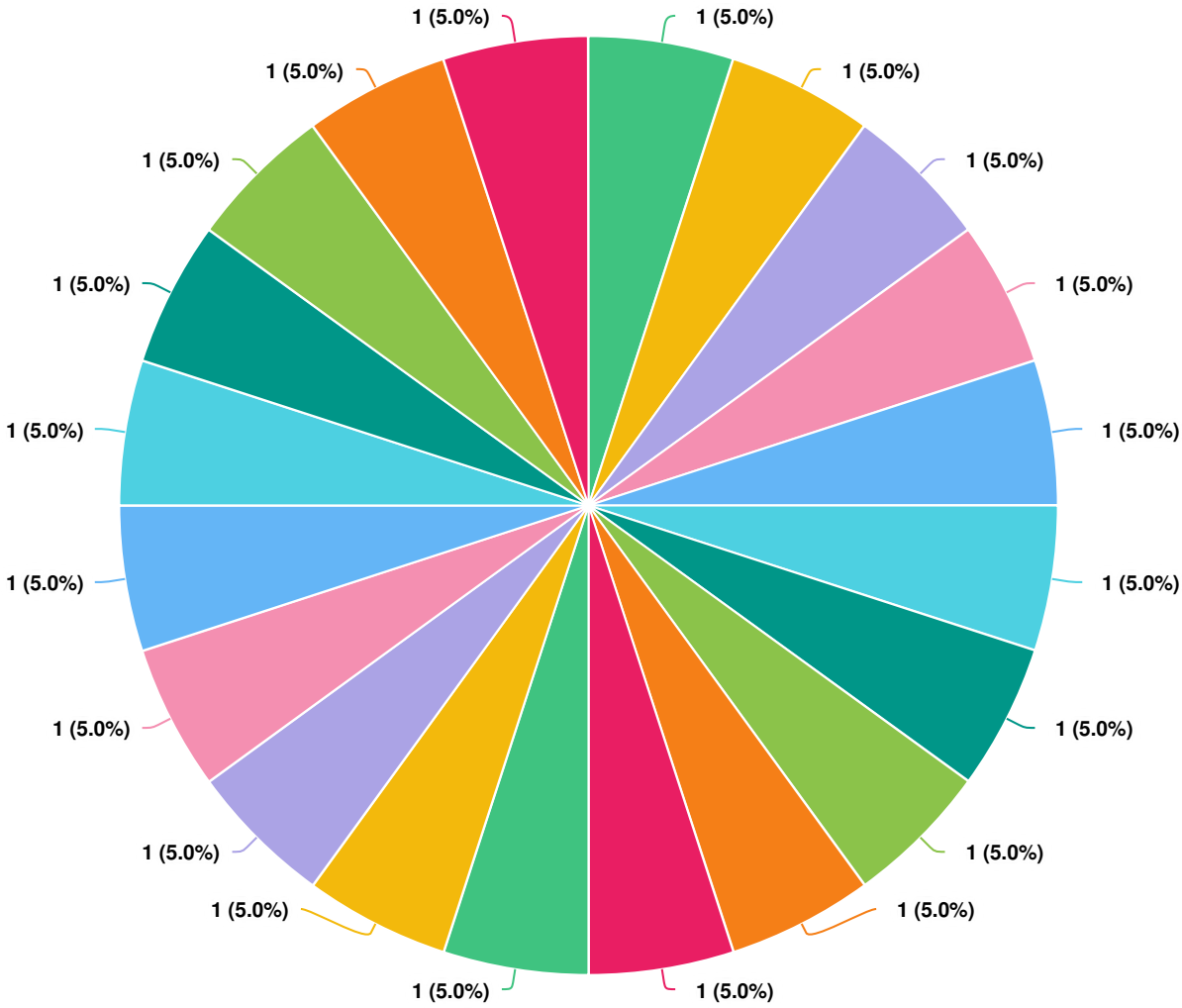


Question options

25 to 34 · 35 to 44 · 45 to 54 · 55 to 64 · 65 to 79 · 18 to 24 · 80 to older · Prefer not to answer

Mandatory Question (20 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

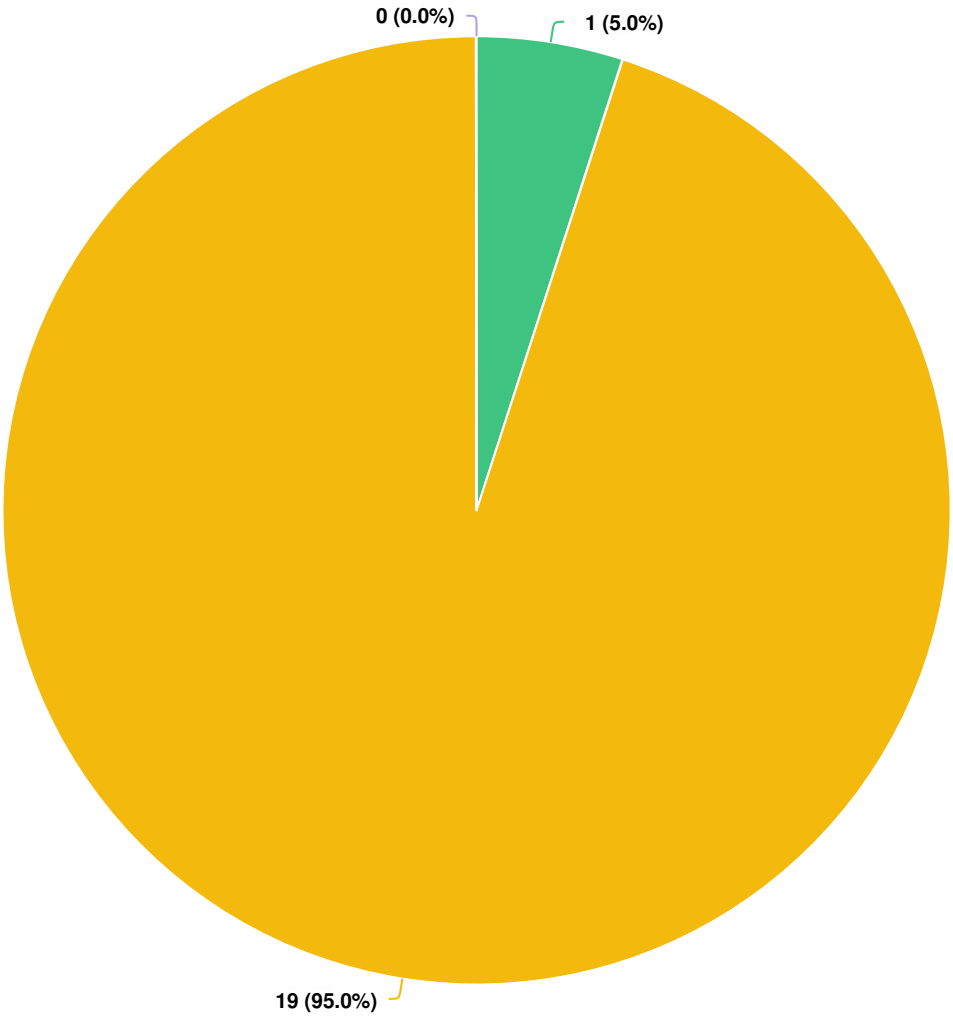


Question options

- Brantford, ON, N3P1T9
- Brantford, ON, N3R7X1
- Brantford, ON, N3R6T5
- Brantford, ON, N3T1G3
- Brantford, ON, N3R1N9
- Brantford, ON, N3R6G2
- Brantford, ON, N3S4L7
- Brantford, ON, N3R1M2
- Brantford, ON, N3R7T9
- Brantford, ON, N3T1P3
- Brantford, ON, N3R7Z3
- Brantford, ON, N3S7T2
- Brantford, ON, N3R7Y2
- Brantford, ON, N3T6G7
- Brantford, ON, N3S7L5
- Brantford, ON, N3P1P9
- Brantford, ON, N3R6H1
- Brantford, ON, N3R1W8
- Brantford, ON, N3T6T1
- Brantford, ON, N3T1R4

Mandatory Question (20 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

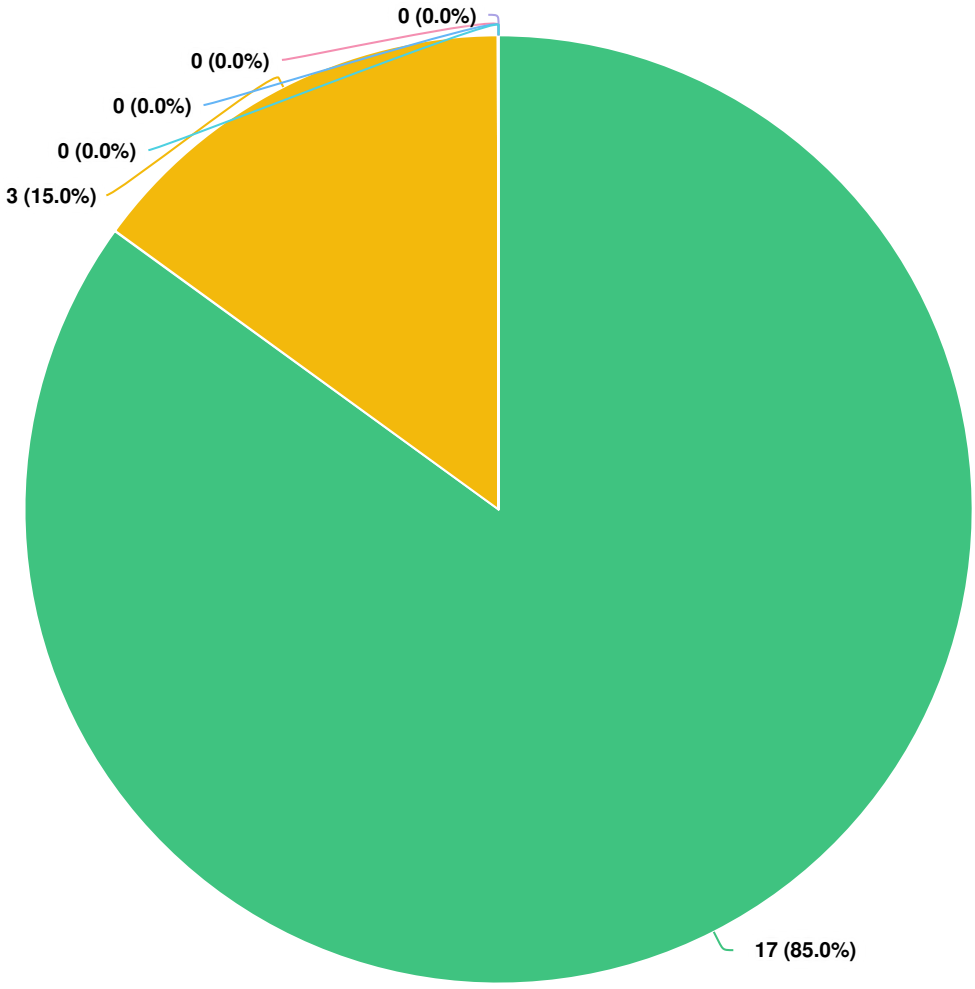


Question options

Yes No Prefer not to answer

Mandatory Question (20 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?

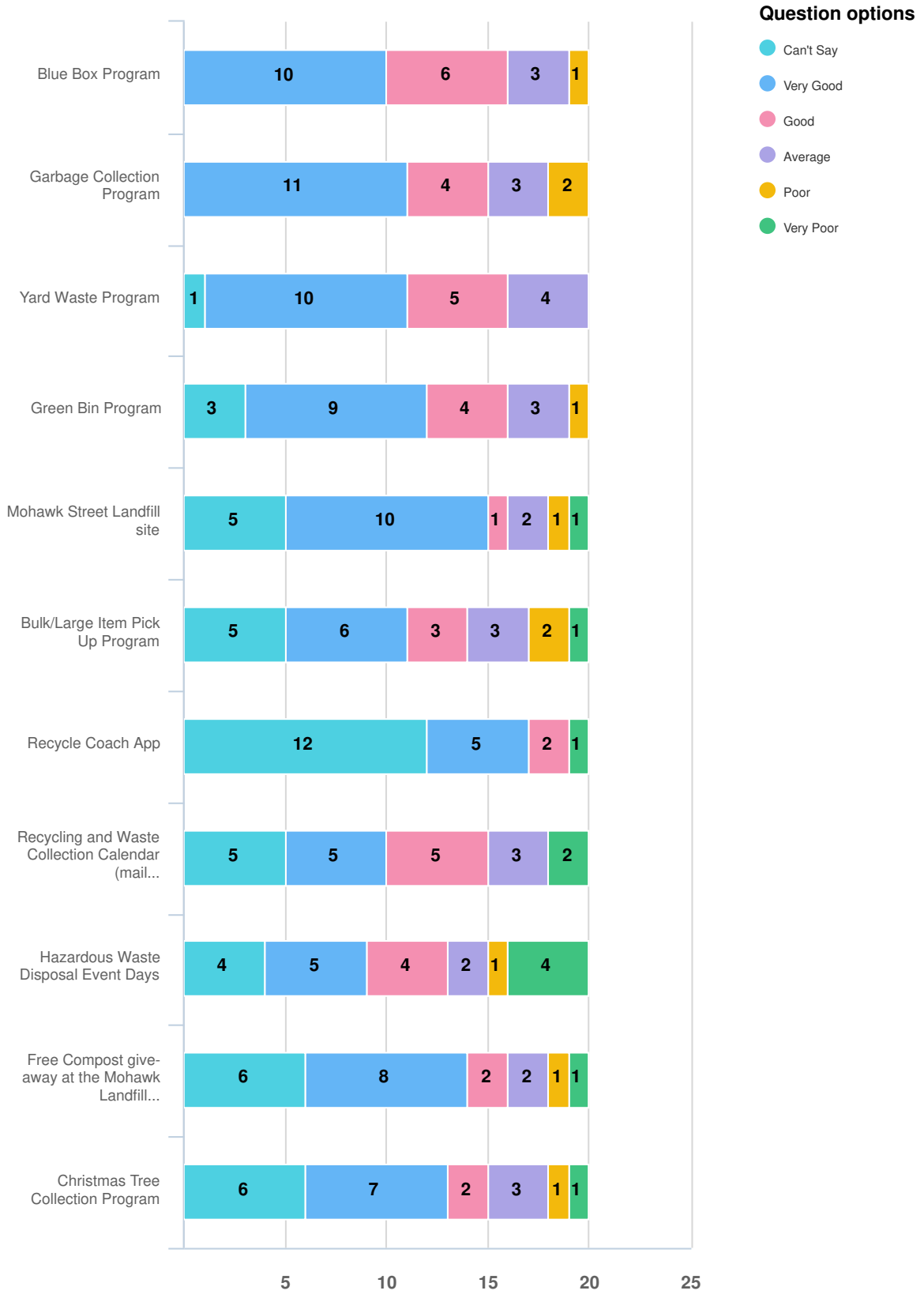


Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer
- Other (please explain)

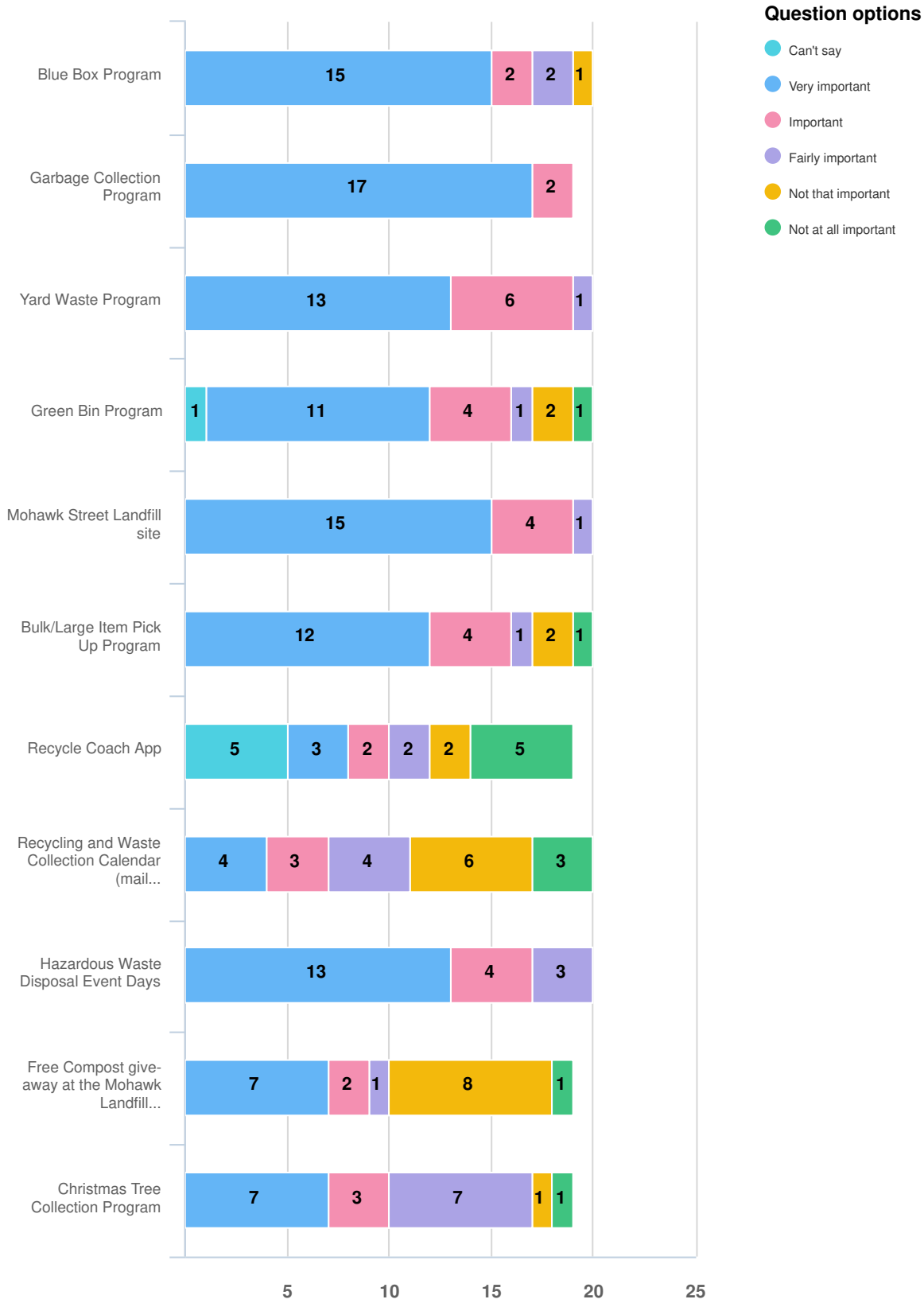
Mandatory Question (20 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel Waste Management Services has performed overall in the following services?



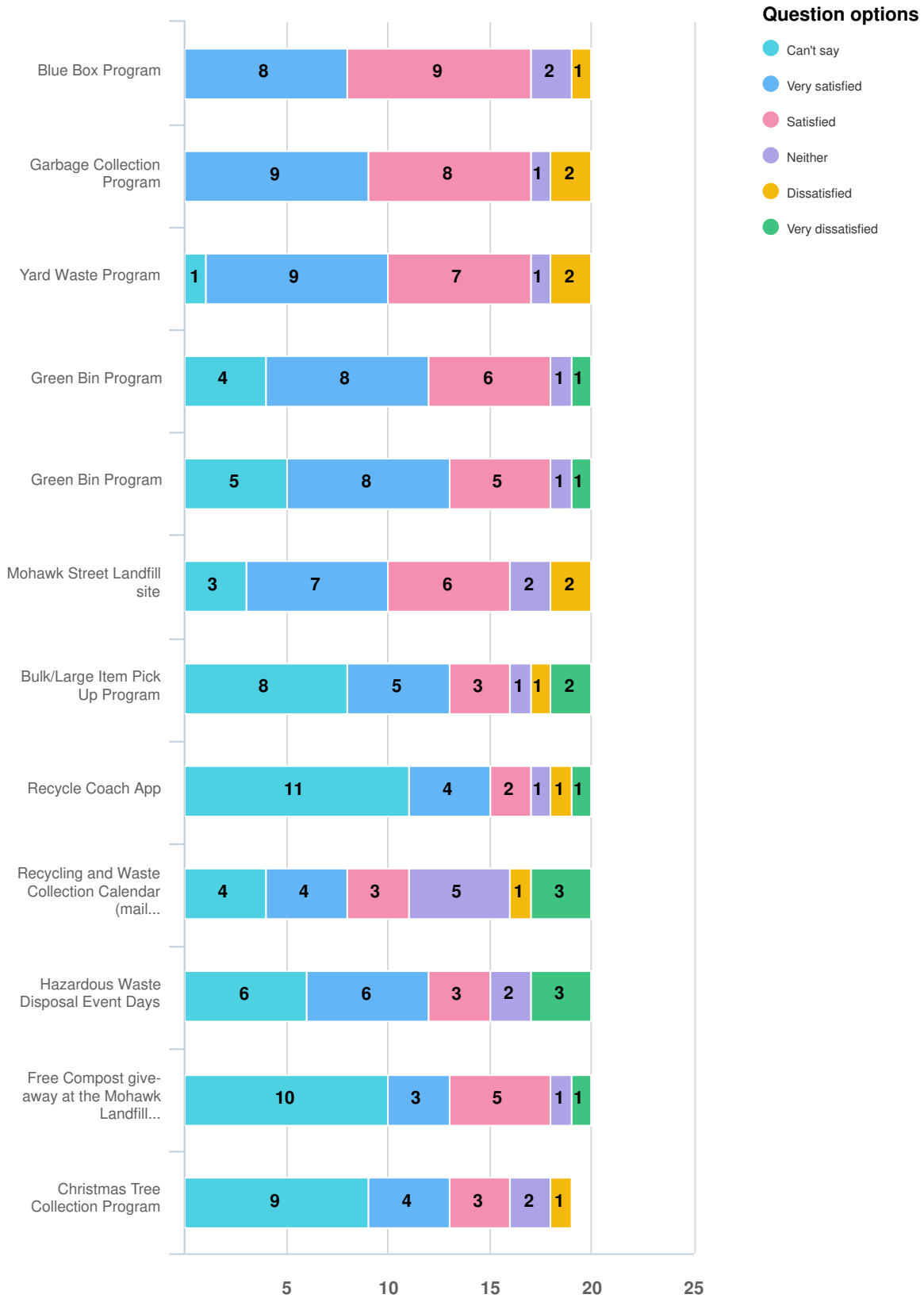
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q6 How important should the following services be as a responsibility for Waste Management?



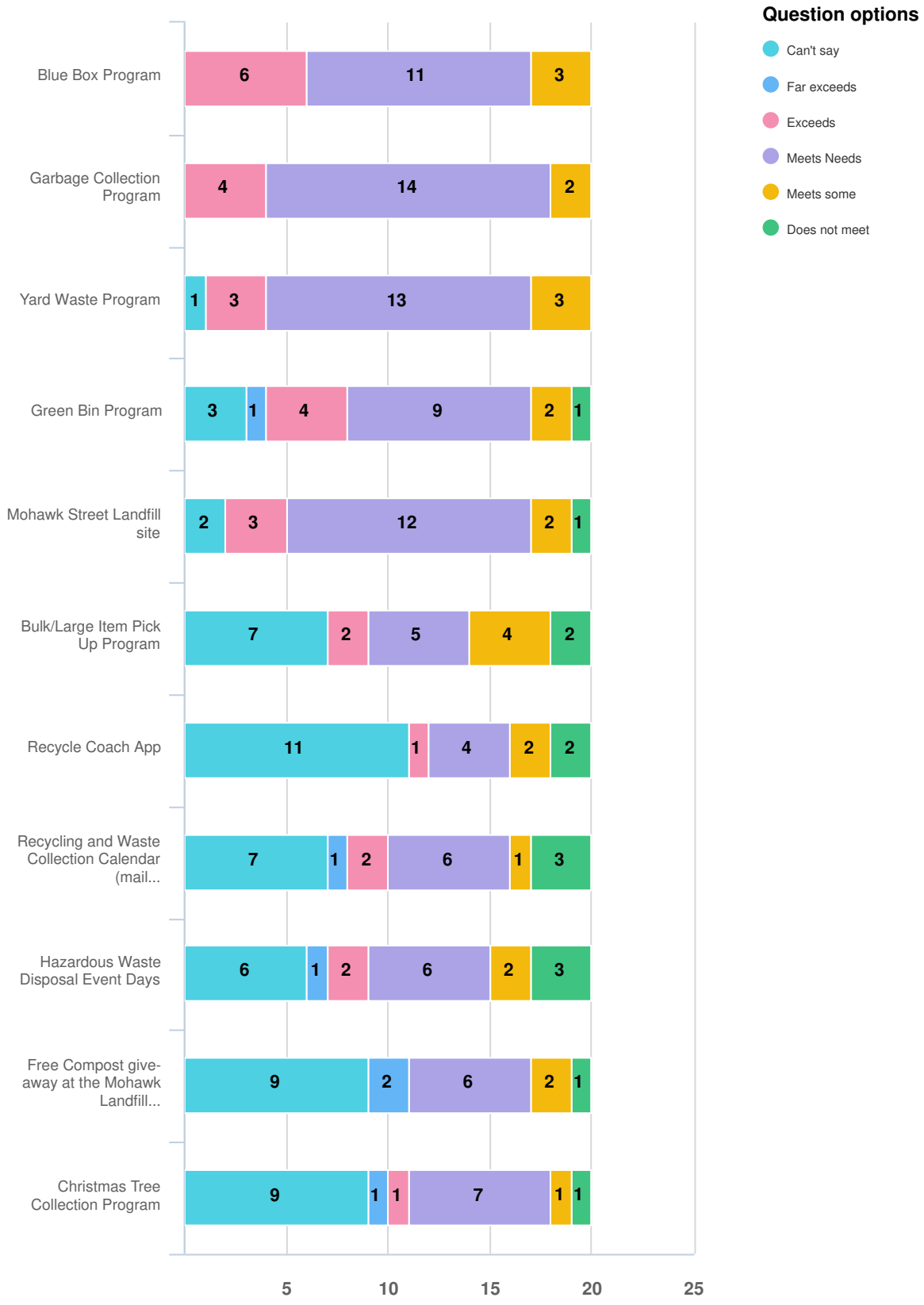
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q7 In the last 24 months if you have used Waste Management's services, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't Say."



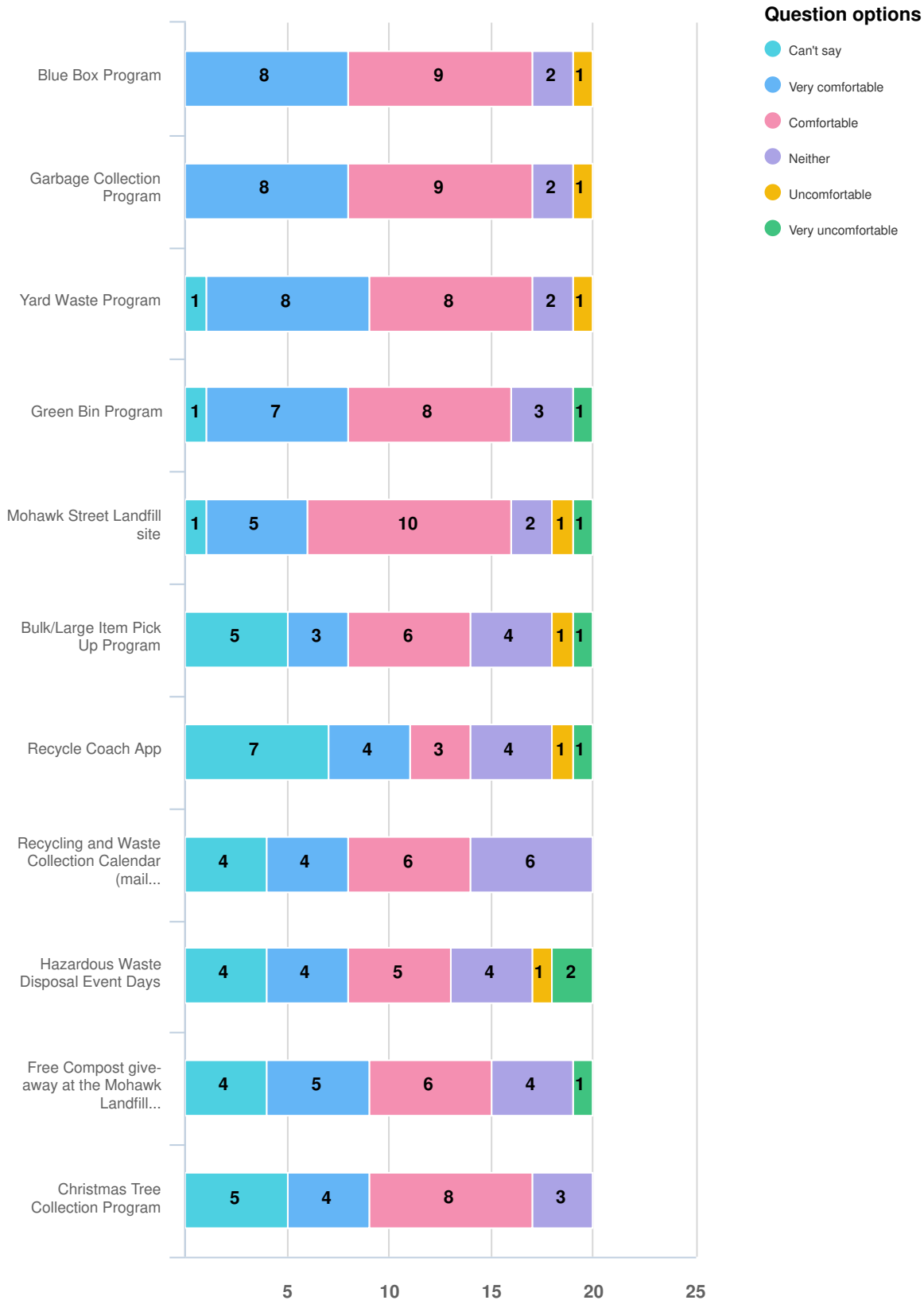
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q8 Do the following services provided by Waste Management meet your needs?



Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q9 Did you feel comfortable accessing services provided by Waste Management?



Optional question (20 response(s), 0 skipped)
Question type: Likert Question

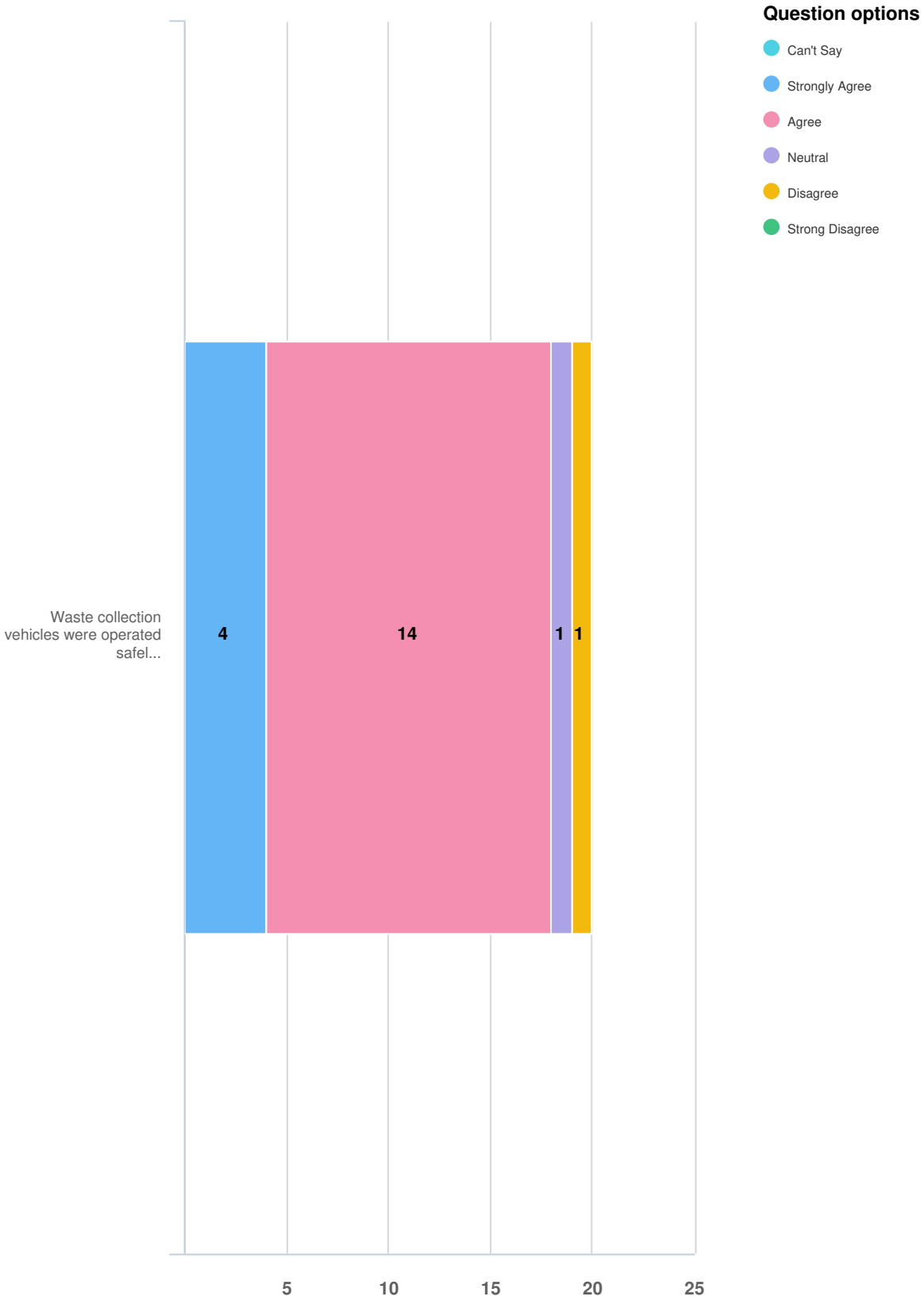
Q10 How can we improve our services or spaces to improve how comfortable you felt?

Anonymous 2/23/2024 08:23 AM	Could we put recycle into blue bags instead of bins? It ends up all over the street and my neighbours don’t pick any of it up? Also, unclear on if we need to separate paper from other recycle and that’s not outlined in recycle coach. Where do I put tetrapacks?
Anonymous 2/23/2024 08:43 AM	¯\(°_o)/¯
Anonymous 2/23/2024 09:07 AM	I wish yard waste collection would start earlier for spring clean up and end a bit later for leaf pick up
Anonymous 2/23/2024 10:07 AM	Collect recycling garbage and bulk pick ups in a timely fashion so its all collected and not just left for weeks for stray animals to scatter
Anonymous 2/23/2024 10:25 AM	Other communities allow for bulk pickup with weekly garbage collection. As a person with limited mobility I shouldn't have to collect and store bulk or hazardous items for a twice a year "maybe we will pick it up" collection. Residents also should not have to pay to self dispose of items at the dump after paying property taxes.
Anonymous 2/23/2024 10:31 AM	Nothing to add
Anonymous 2/23/2024 02:18 PM	Allow hazardous waste drop-offs 7 days a week. City of Peterborough has a program like that.
Anonymous 2/23/2024 02:19 PM	Should require bottles to separate from cardboard
Anonymous 2/23/2024 03:55 PM	Green bin is a waste of money I bought a compost bin from the city years ago w well Scrap the app. that's just a waste of taxes
Anonymous 2/24/2024 05:57 AM	Years ago, two times a year bulk items were put out for pick up on garbage day. A lot of “pickers” went around taking things they could reuse thereby diverting a lot of things from the landfill site. Maybe something similar could be started again. Possibly one week per year putting items(not garbage) out for reuse.

Anonymous 2/24/2024 02:54 PM	Increase the number of hazardous waste days
Anonymous 2/25/2024 05:57 AM	Areas/bins at the landfill should labelled more clearly so you know which one to to drive up to. The people helping at the different bins could be friendlier. The person I dealt with was an ogre.
Anonymous 2/27/2024 12:12 PM	Blue box collection could be every other week. Not needed weekly. Sorting of blue box has become complicated and cumbersome. Love green bin! Would like to see more availability of compost.
Anonymous 2/28/2024 08:53 AM	Good services. Wish that the 2 bulk pickup could be used as 2 personal drop offs at the dump. I have a truck and am quite able to take the garbage to the landfill, but they will charge me to do so.
Anonymous 3/05/2024 07:52 PM	More communication surrounding green bin and also recycling. What is allowed, what is not. What should go in each blue bin what should go in the green bin what should not.

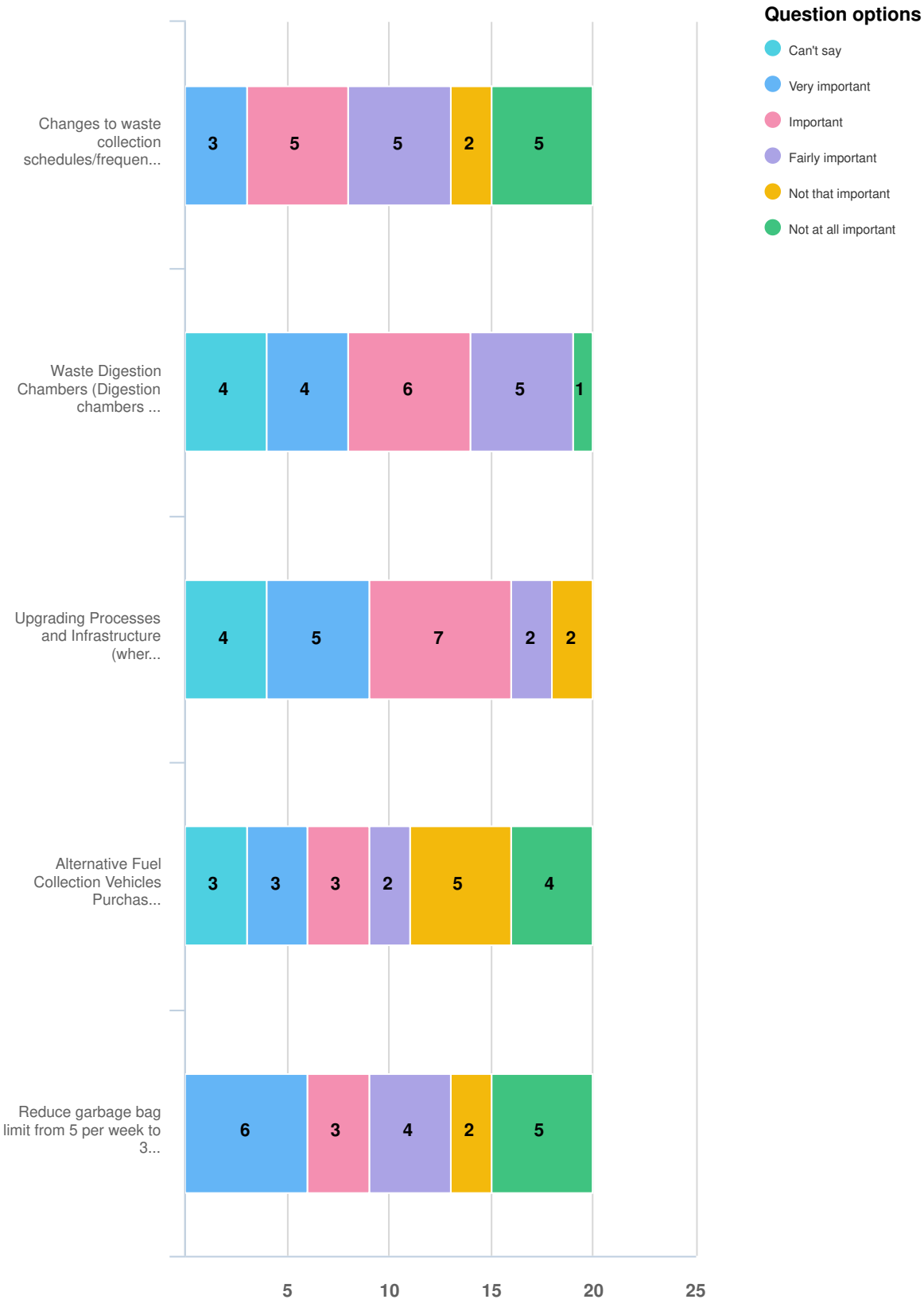
Optional question (15 response(s), 5 skipped)
Question type: Essay Question

Q11 Thinking about waste collection vehicles that you have seen in Brantford; do you agree with the following statements:



Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q12 Please rate the following potential services and program based on their importance to you: (The City could consider supporting and/or promoting these in these services/programs future.)



Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Anonymous 2/23/2024 08:23 AM	I'm comfortable with a reduction of the number of garbage bags per week (5 seems excessive) but I would still like weekly pick up of garbage.
Anonymous 2/23/2024 08:43 AM	Can you make it stop being windy on collection days? It seems to be directly proportional to how full my blue box is!
Anonymous 2/23/2024 10:07 AM	Pick up all garbage and recycling not just pick and choose which bins get emptied
Anonymous 2/23/2024 10:25 AM	Top restricting residents from living their lives and allow disposing of unwanted item as we choose at the curb.
Anonymous 2/23/2024 10:31 AM	Recycle more types of plastic. Compost expanding to pet waste too (I think this is happening in other municipalities)
Anonymous 2/23/2024 02:18 PM	the city needs to lead by example at ALL receptacles there should be the option to recycle paper and plastic, compost and garbage.
Anonymous 2/24/2024 05:57 AM	Changing any of collecting down to every two weeks is not acceptable to us. By the second week the stench from the garbage would be awful, especially in the summer. Some cities have twice per week pickup so once per week is quite sufficient.
Anonymous 2/24/2024 02:54 PM	Decrease the number if bags of garbage allowed. Remove requirements to seperate recycling by type
Anonymous 2/25/2024 05:57 AM	Garbage and recycling pickup should be every 2 weeks. Compost pickup should remain every week.
Anonymous 2/27/2024 12:12 PM	Garbage collection every other week from October to April is fine, but needs to be weekly in the warmer months May to September due to smell.
Anonymous 2/28/2024 08:53 AM	We need to have recycling bi weekly and reduce the number of bags. The number should have been reduced as soon as the green program began but giving a 6 month learning curve window should be

	sufficient.Hamilton had a gold box program when they first introduced the blue boxes where they recognized good recyclers. We really need to make homeowners more responsible.
Anonymous 3/05/2024 07:52 PM	Change the garbage bag limit so that people use green bin and recycling. Maybe even offset the garbage and recycling pick ups. less frequent garbage pick up but still weekly green bin and recycle pick up. More communication regarding green bin and recycling programs. Have more household hazard waste days to reduce the line ups.

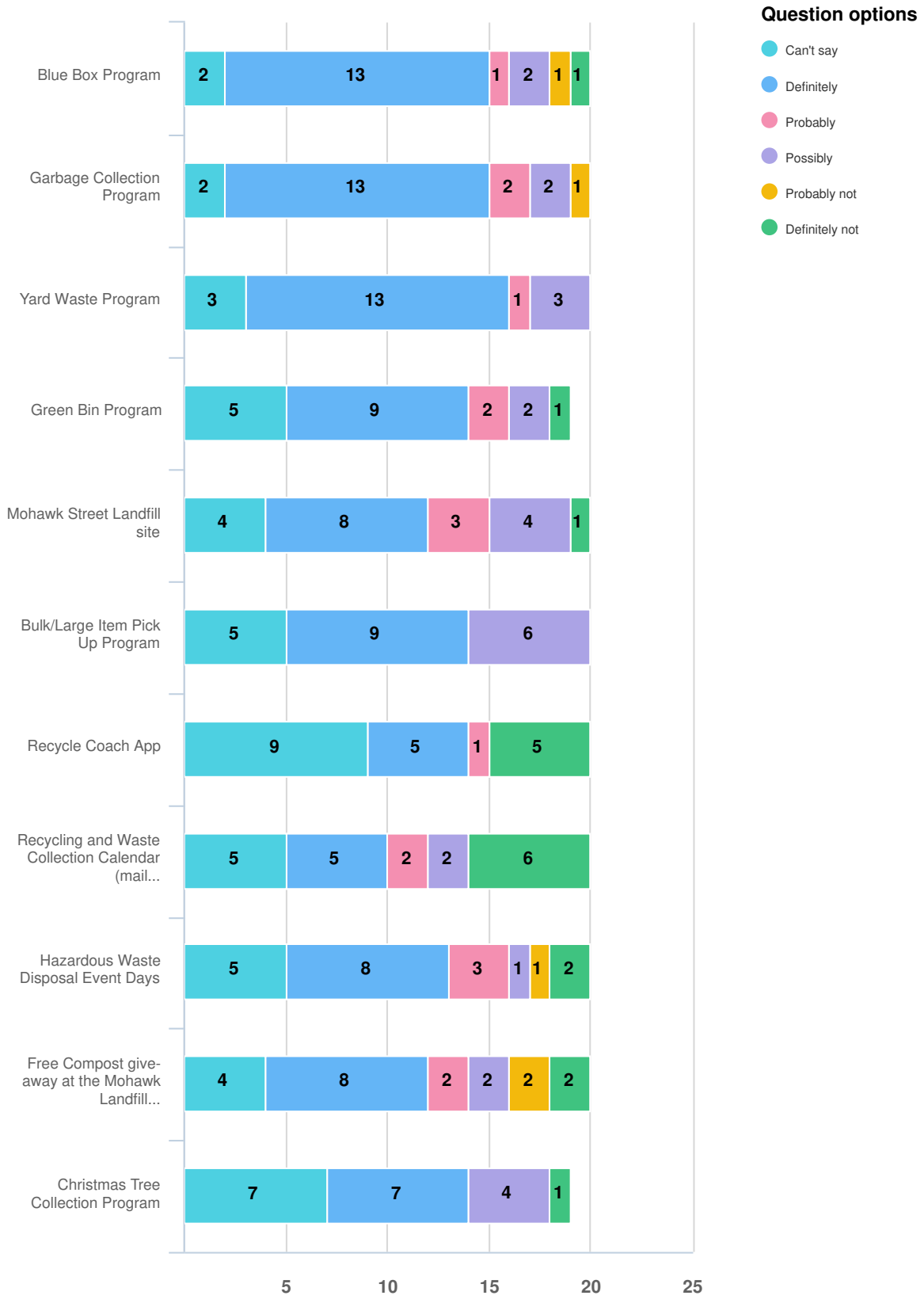
Optional question (12 response(s), 8 skipped)
Question type: Essay Question

Q14 How often have you experienced a missed waste pickup on your regular collection day?



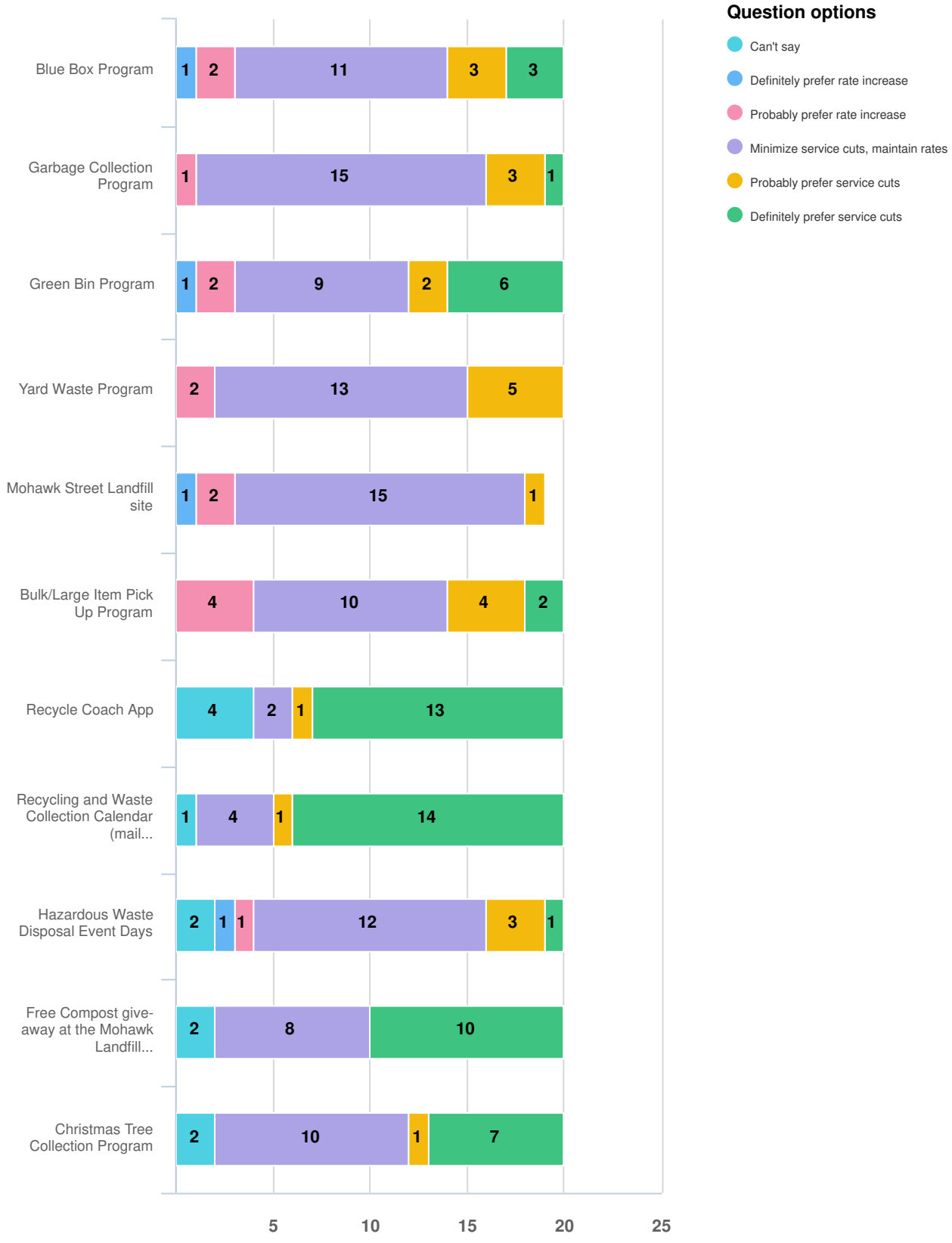
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q15 How likely would you be to recommend this service to others?



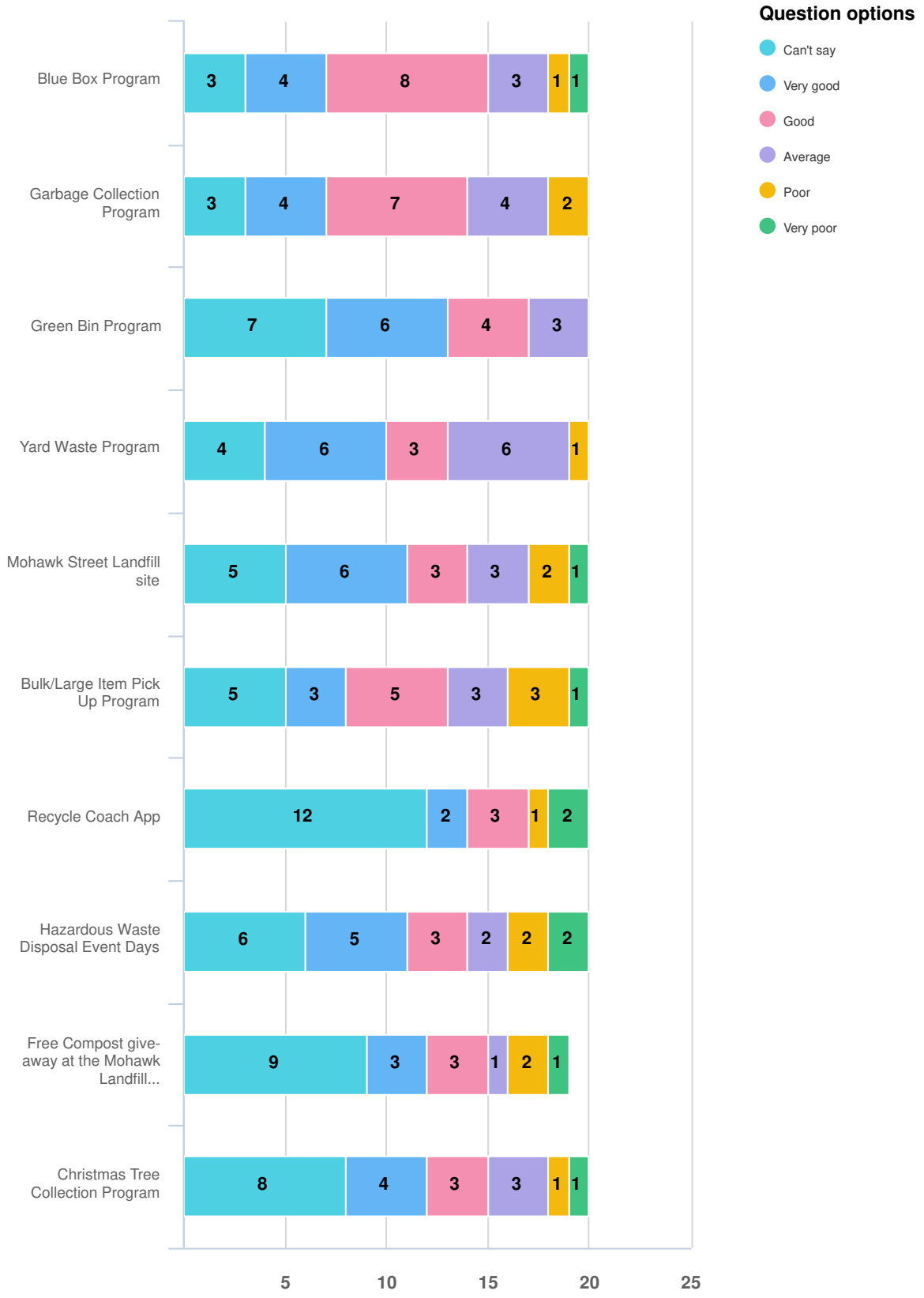
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q16 Understanding that in the above image, Waste Management and Stormwater costs are grouped together under the "Environmental" category. If you had to choose, would you prefer to see tax rates increase to improve local services OR would you prefer to ...



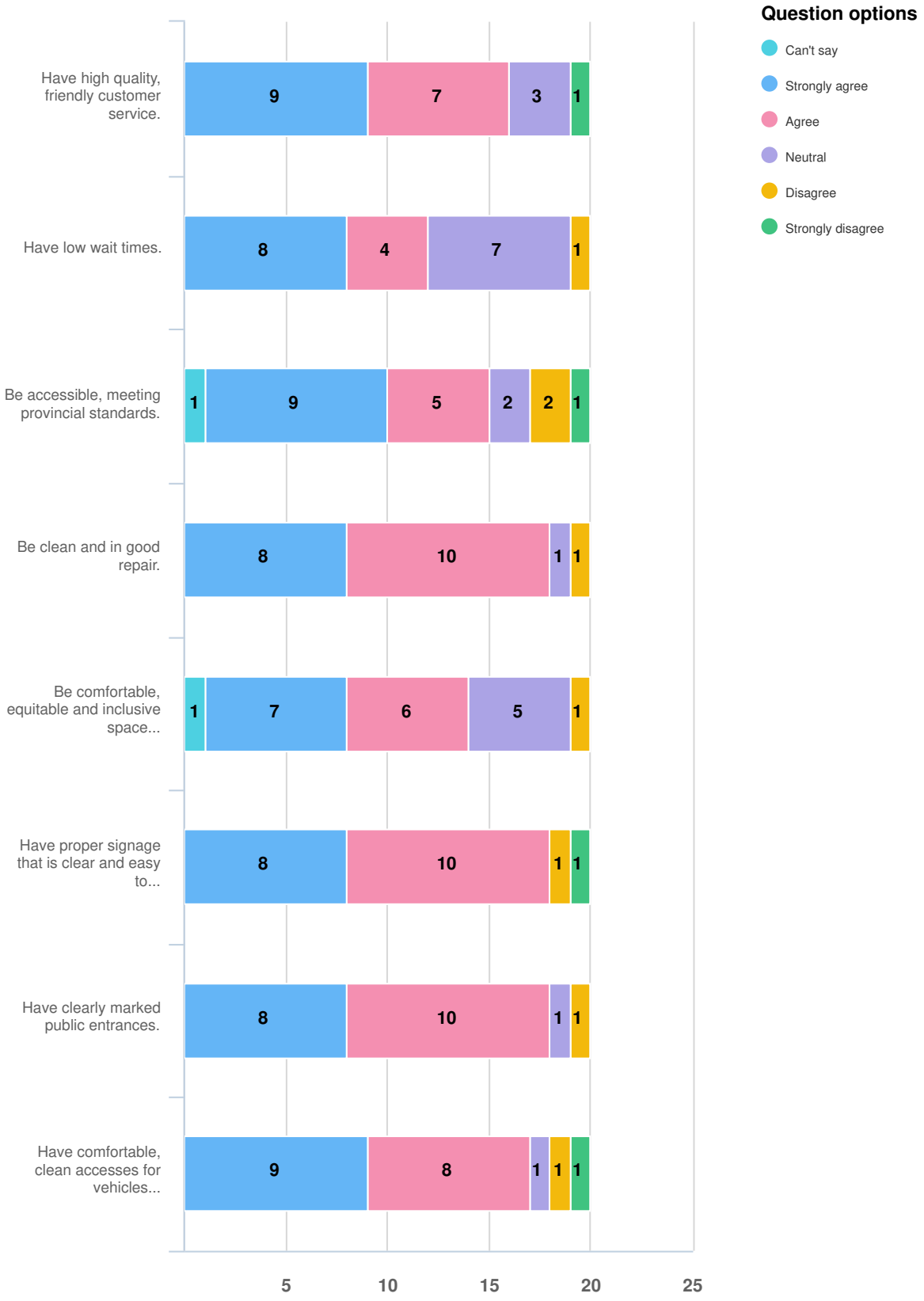
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q17 How would you rate the Waste Management Division for providing good value for money in the infrastructure and services provided to your community?



Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Q18 Thinking about how you use internal and external public spaces do you agree with the following statements? Brantford's Mohawk Street Landfill facilities should:



Optional question (20 response(s), 0 skipped)
Question type: Likert Question

Brantford Transit and Brantford Public Library

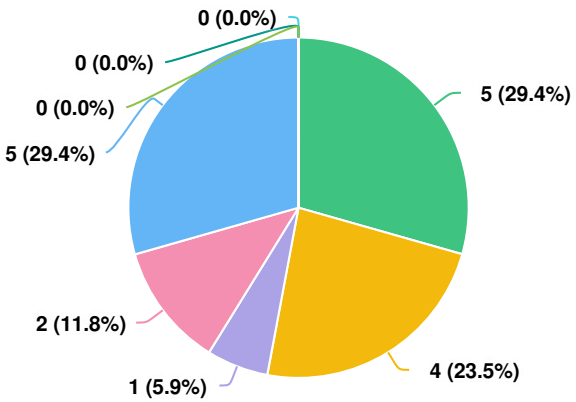
SURVEY RESPONSE REPORT
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

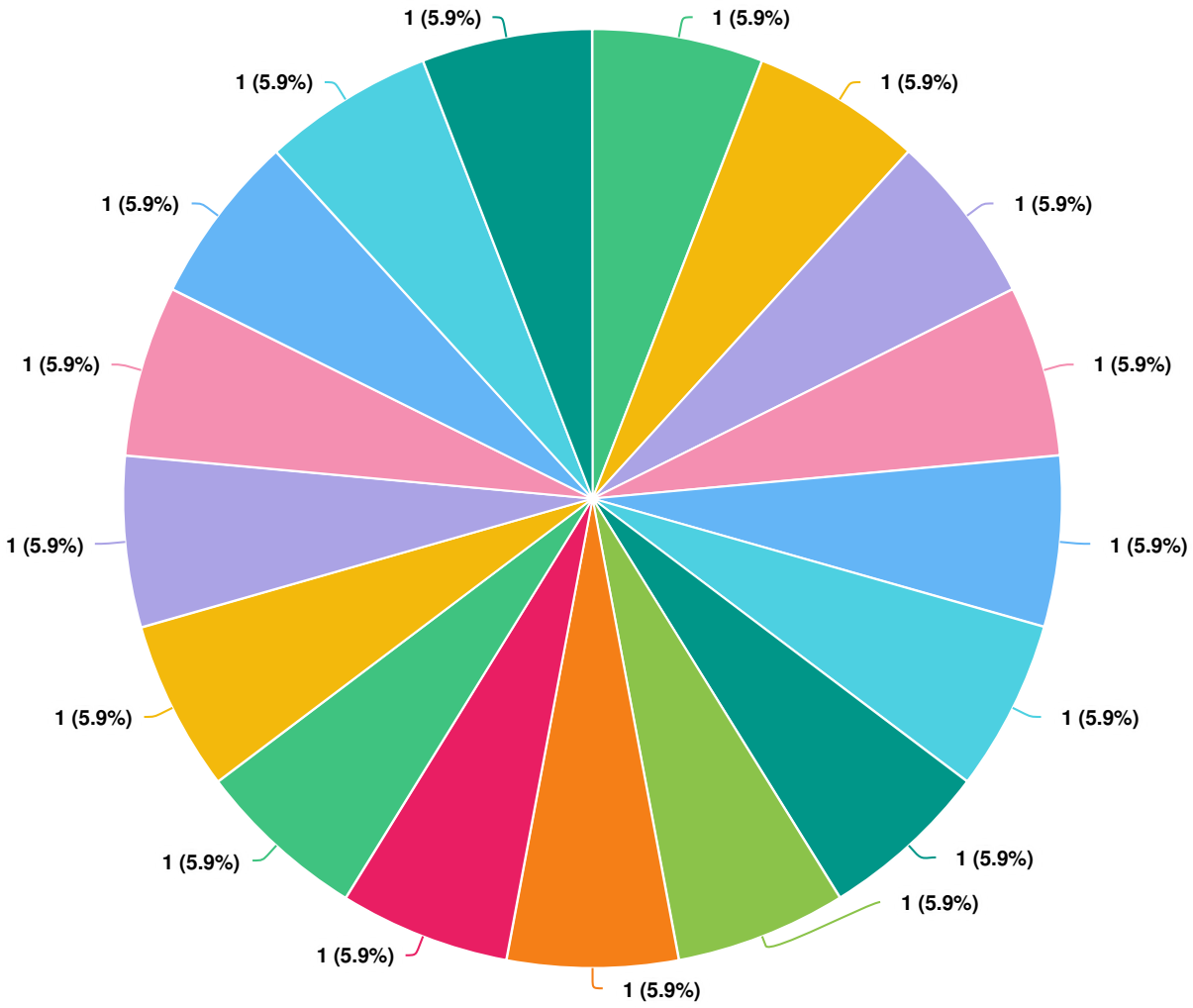


Question options

25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | 18 to 20 | 80 or older | Prefer not to answer

Mandatory Question (17 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

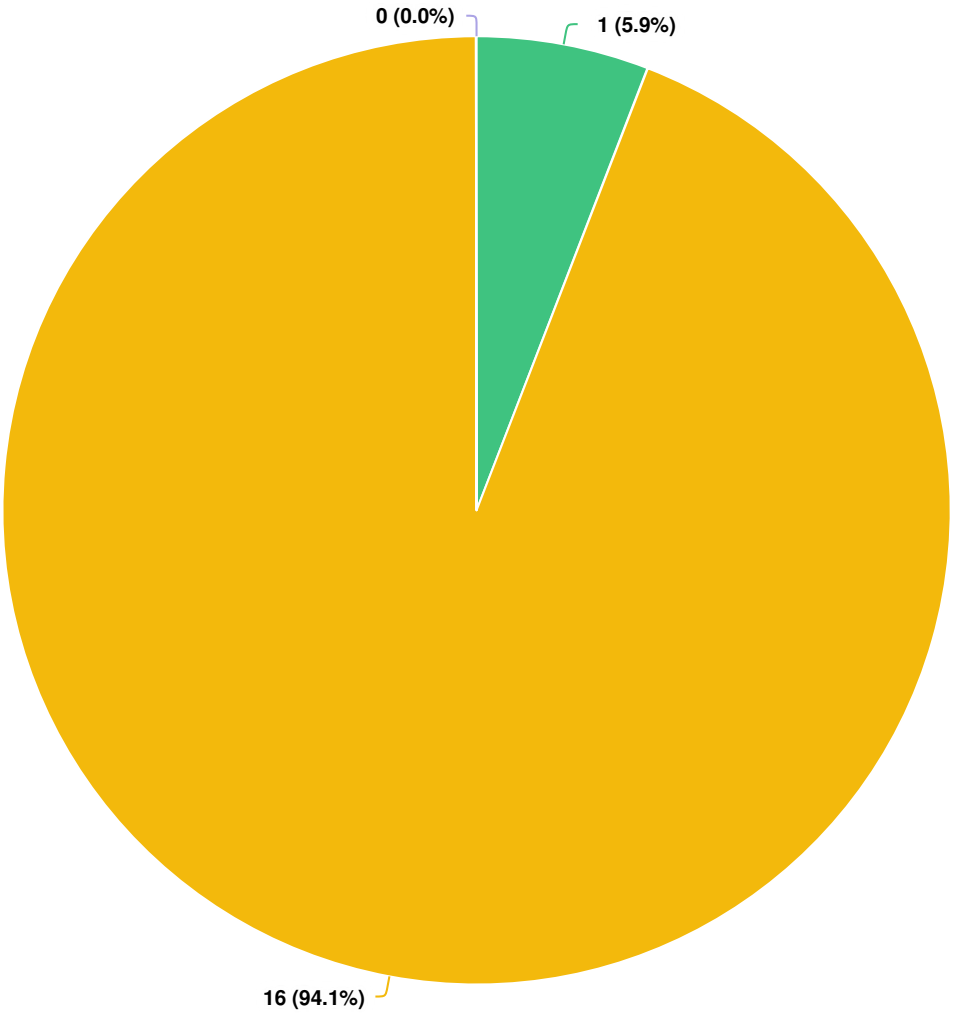


Question options

- Brantford, ON, N3S5J1
- Brantford, ON, N3T6S7
- Brantford, ON, N3S6S4
- Brantford, ON, N3T3A5
- Brantford, ON, N3V1B7
- Brantford, ON, N3R1G6
- Brantford, ON, N3T4X4
- Scotland, ON, N0E1R0
- Brantford, ON, N3P1Z5
- Brantford, ON, N3S4T6
- Brantford, ON, N3S1R7
- Brantford, ON, N3T0K5
- Brantford, ON, N3R6N7
- Brantford, ON, N3P1V9
- Brantford, ON, N3T0P2
- Brantford, ON, N3T2R1
- Brantford, ON, N3T1R4

Mandatory Question (17 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

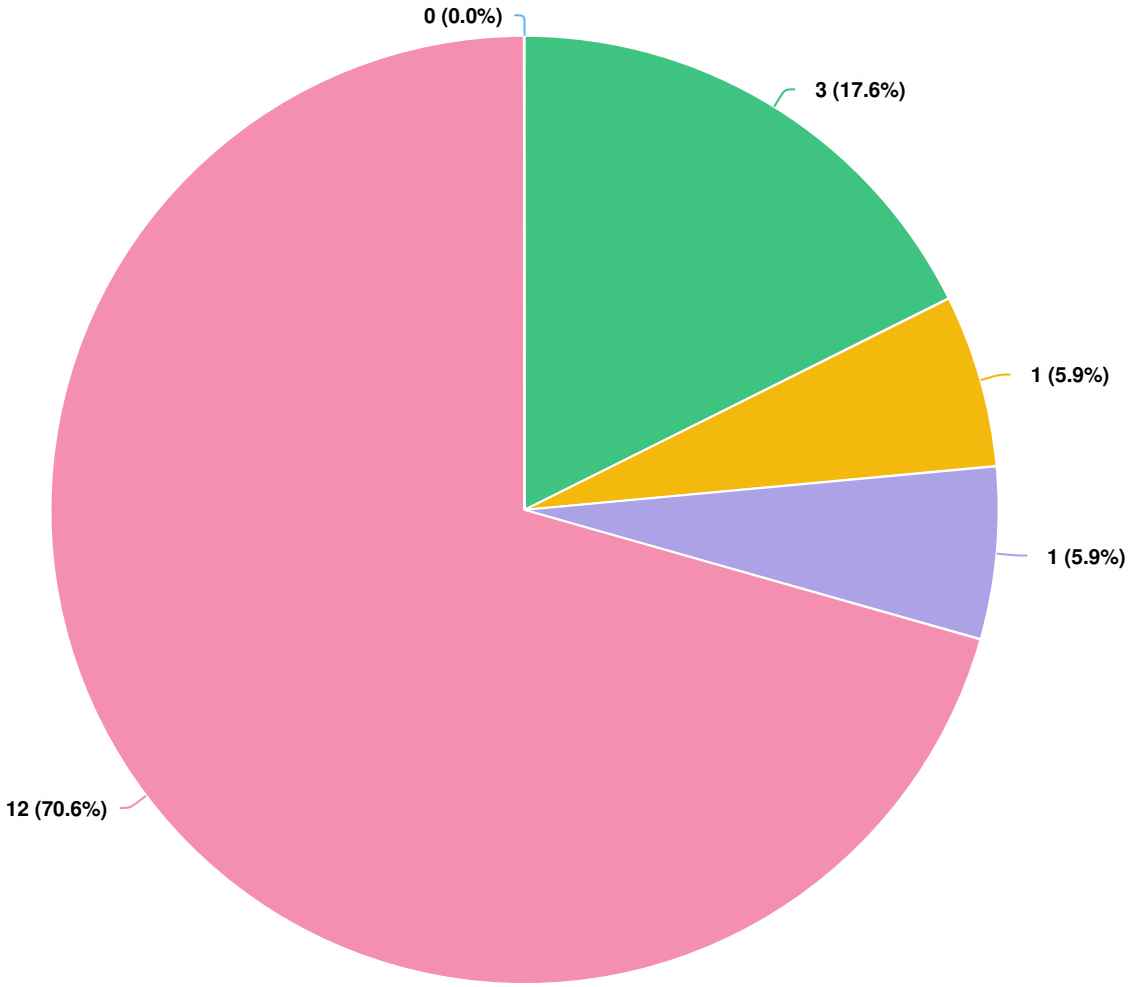


Question options

Yes No Prefer not to answer

Mandatory Question (17 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?



Question options

I live in Brantford, and I also run a Brantford-based business
I don't live in Brantford, but I run a Brantford-based business
Prefer not to answer
Other (please explain)
I work in Brantford, but live somewhere else

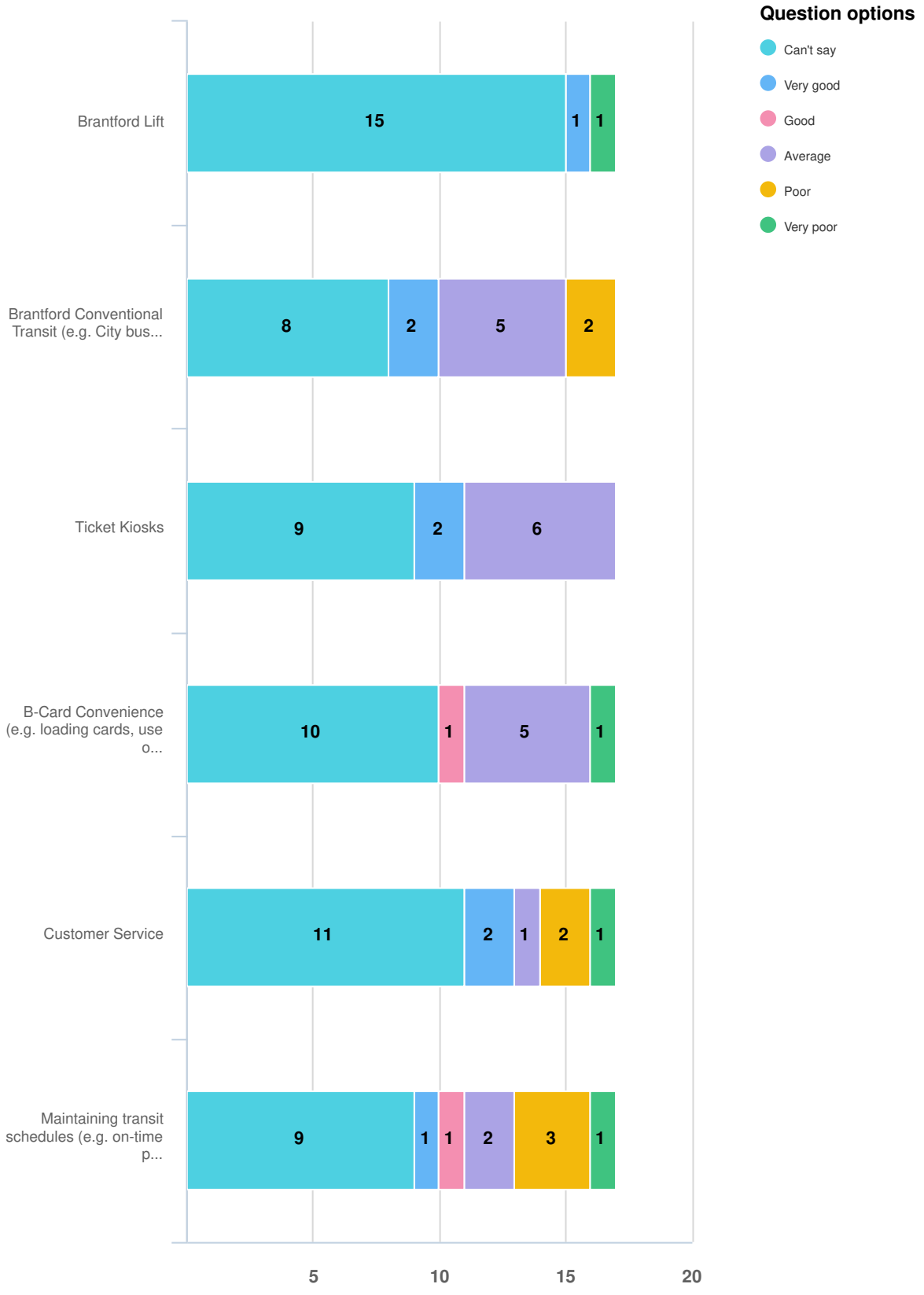
Mandatory Question (17 response(s))
Question type: Radio Button Question

Q5 How often do you use the following types of fare media when paying for Brantford public transit?



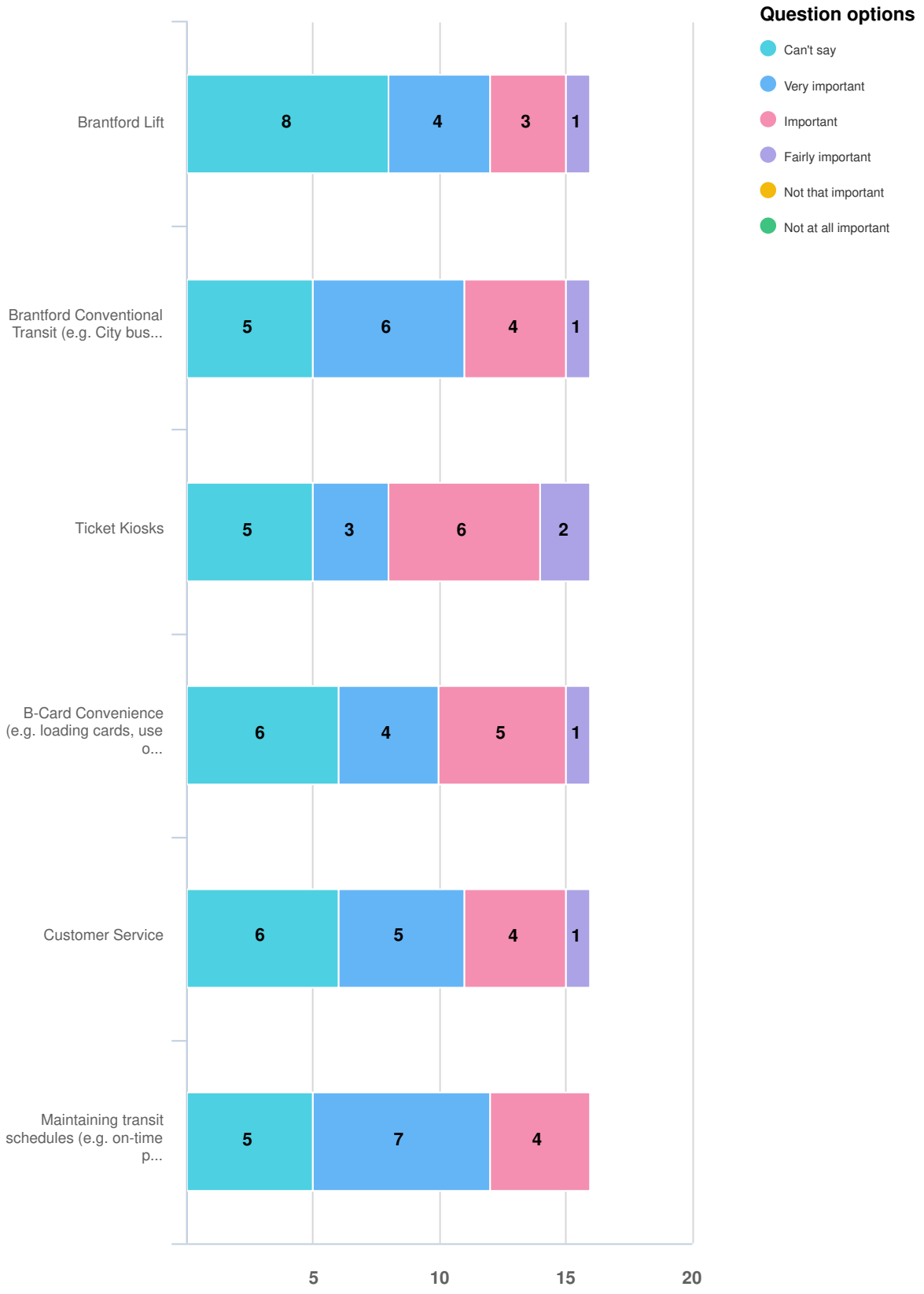
Optional question (17 response(s), 0 skipped)
Question type: Likert Question

Q6 Over the last 24 months, how do you feel Brantford Transit has performed overall in the following services? If you have not used the services, please choose “Can’t Say.”



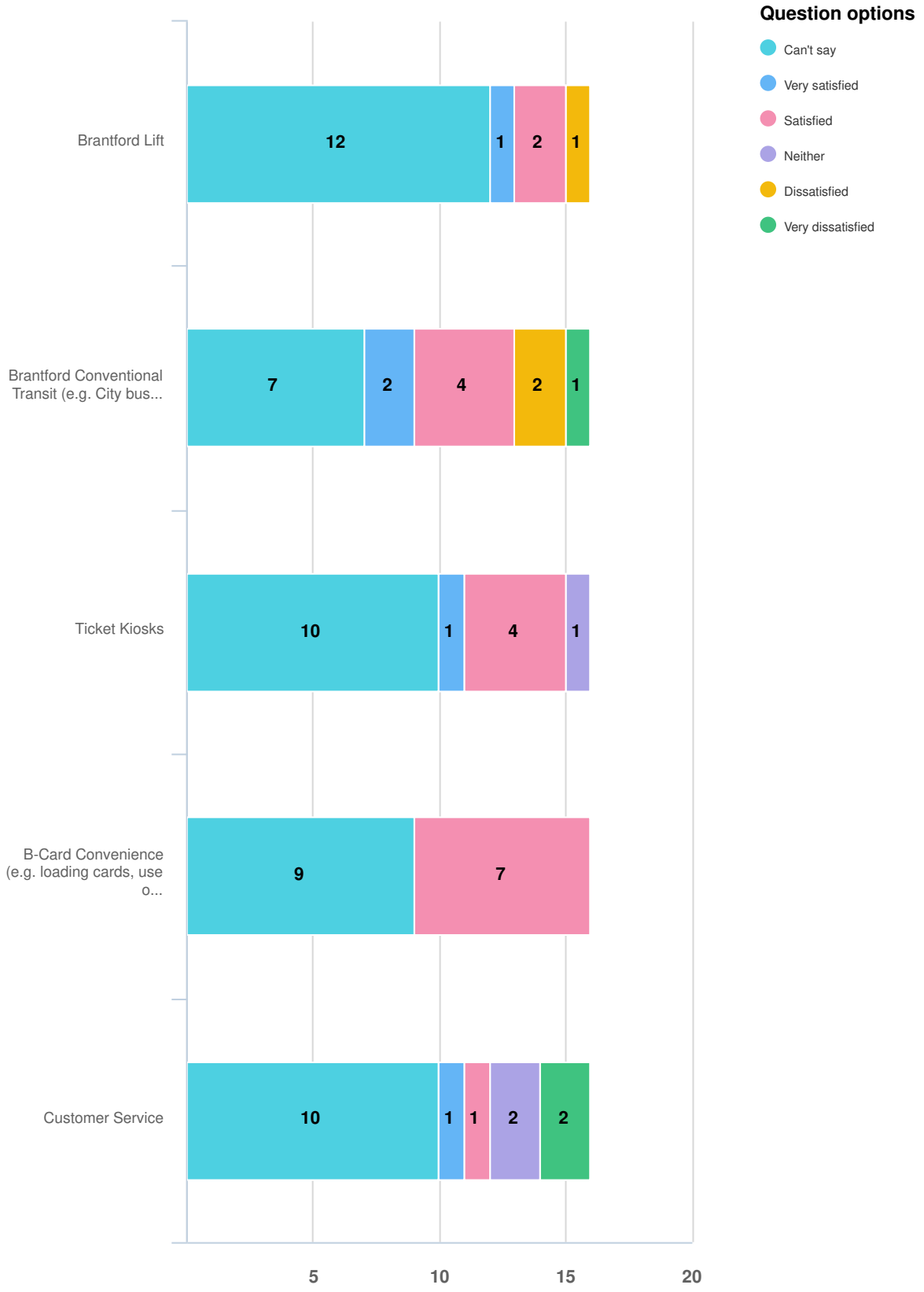
Optional question (17 response(s), 0 skipped)
Question type: Likert Question

Q7 How would you rate the following service priorities for Brantford Transit?



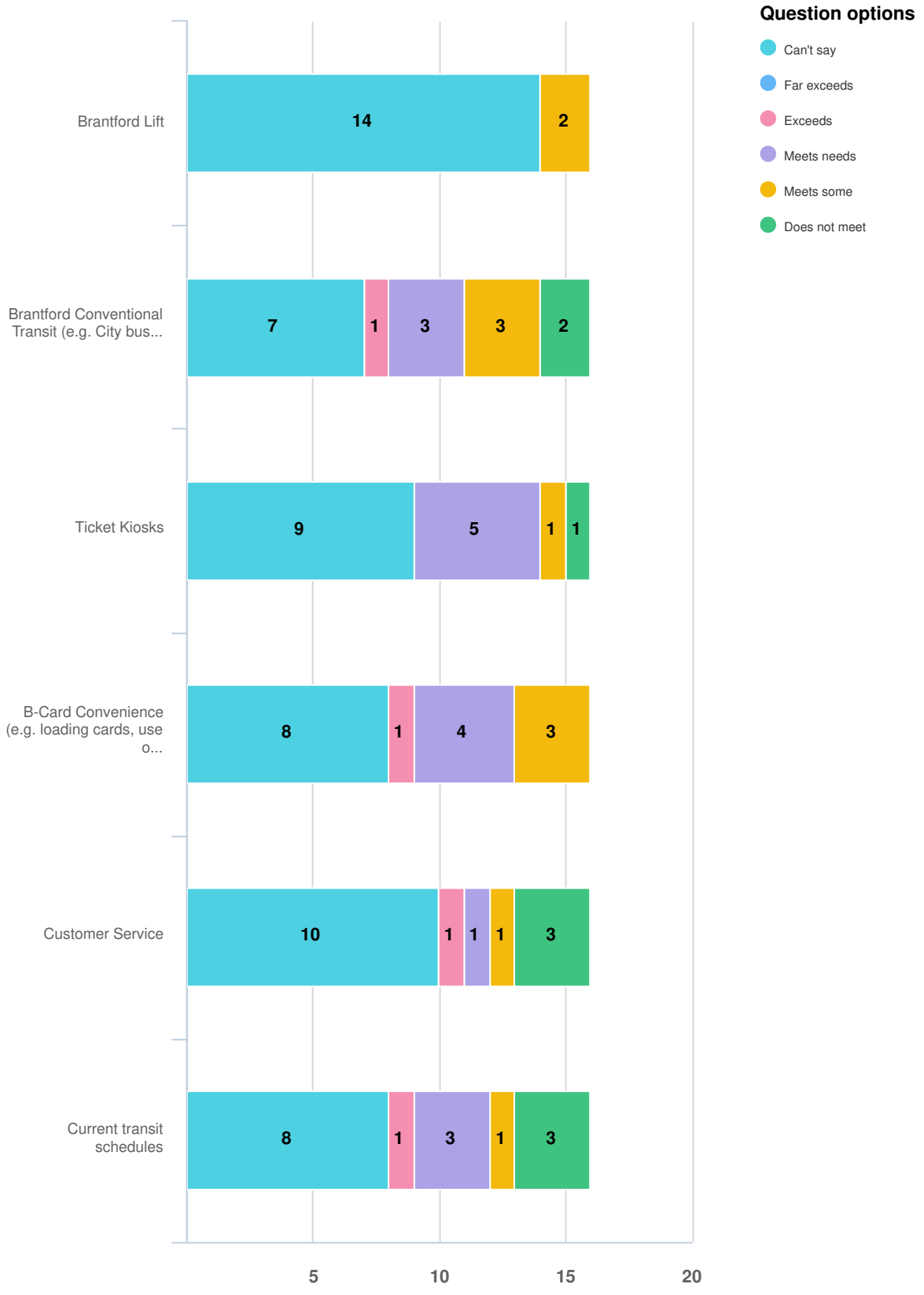
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q8 In the last 24 months if you have used Brantford Transit's services, how satisfied are you with your ability to access these services?



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q9 Do the following services provided by Brantford Transit meet your current transportation needs?



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q10 Did you feel safe accessing services provided by Brantford Transit?



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q11 How can we improve our services or spaces to increase how comfortable and safe you feel?

Anonymous 1/20/2024 12:04 PM	The city wasted a lot of tax payer money in putting in bus shelters and the wages to do so, now the bus stop directly in front of BGH is not even accessable or used. Also the same for the bus shelter on Lynnwood drive where lots of seniors live in the three apartment buildings and use the buses. It has now been permanently closed according to Brantford Transit. If you are going to force seniors to go across the street from PJCVS to get the bus, at least pull out our shelter on Lynwood Drive and put it in front of the gas station across the street from PJCVS. Seniors should not have to wait for late buses in the elements. Try to get something right! Tax payers and seniors deserve better! Also, get a stop closer to BGH, the current stop is too far for seniors who are not well or, who have walkers etc to try to get to BGH. Not everyone clears their sidewalks.
Anonymous 1/20/2024 02:37 PM	Establish a better timetable so riders can travel efficiently within city limits.
Anonymous 1/21/2024 12:02 PM	Only having one terminal in a city this size is typical of the small-town mentality of our city councillors who never ride transit. More people would take transit if there was a better system
Anonymous 1/23/2024 05:11 PM	Don't use public transit so cannot say
Anonymous 1/29/2024 08:25 PM	NA
Anonymous 2/23/2024 08:06 AM	Park and go options to connect with Go transit
Anonymous 2/23/2024 08:11 AM	Better lighting and more frequent buses
Anonymous 2/23/2024 09:35 AM	?
Anonymous	The solution/s are more deep-rooted. As a matter of fact they are to

2/26/2024 09:49 AM	be found outside of the transportation department.
raquellebanis 2/27/2024 06:40 PM	Having a security guard around.
Anonymous 3/05/2024 08:47 AM	Work on Brantford lift customer care services …
Anonymous 3/06/2024 10:03 AM	reopening the public washroom facilities. The hostility against Brantford's unhoused population has translated to a hostile atmosphere for anyone accessing transit who does not want to appear to be loitering. Lack of access to comfortable seating or a place to use the washroom that isn't a private business communicates to people accessing those spaces that they are not welcome there, and can anticipate consequences for just lingering too long.

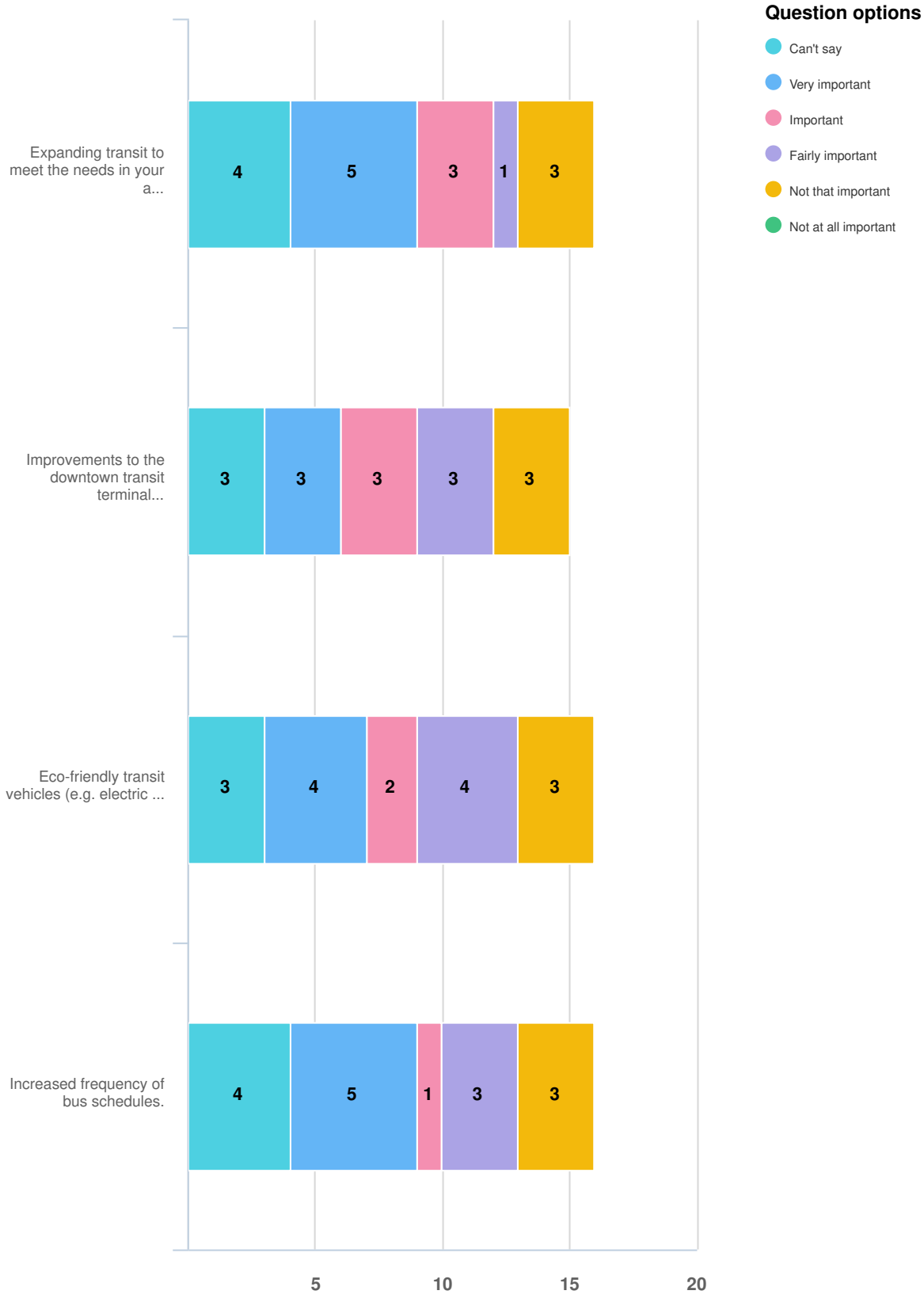
Optional question (12 response(s), 5 skipped)
Question type: Essay Question

Q12 Thinking about Brantford Transit vehicles that you have seen or have been a passenger on in Brantford; do you agree with the following statements:



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q13 Please rate the following potential services and programs based on their importance to you: (The City could consider supporting and/or promoting these in these services/programs future)



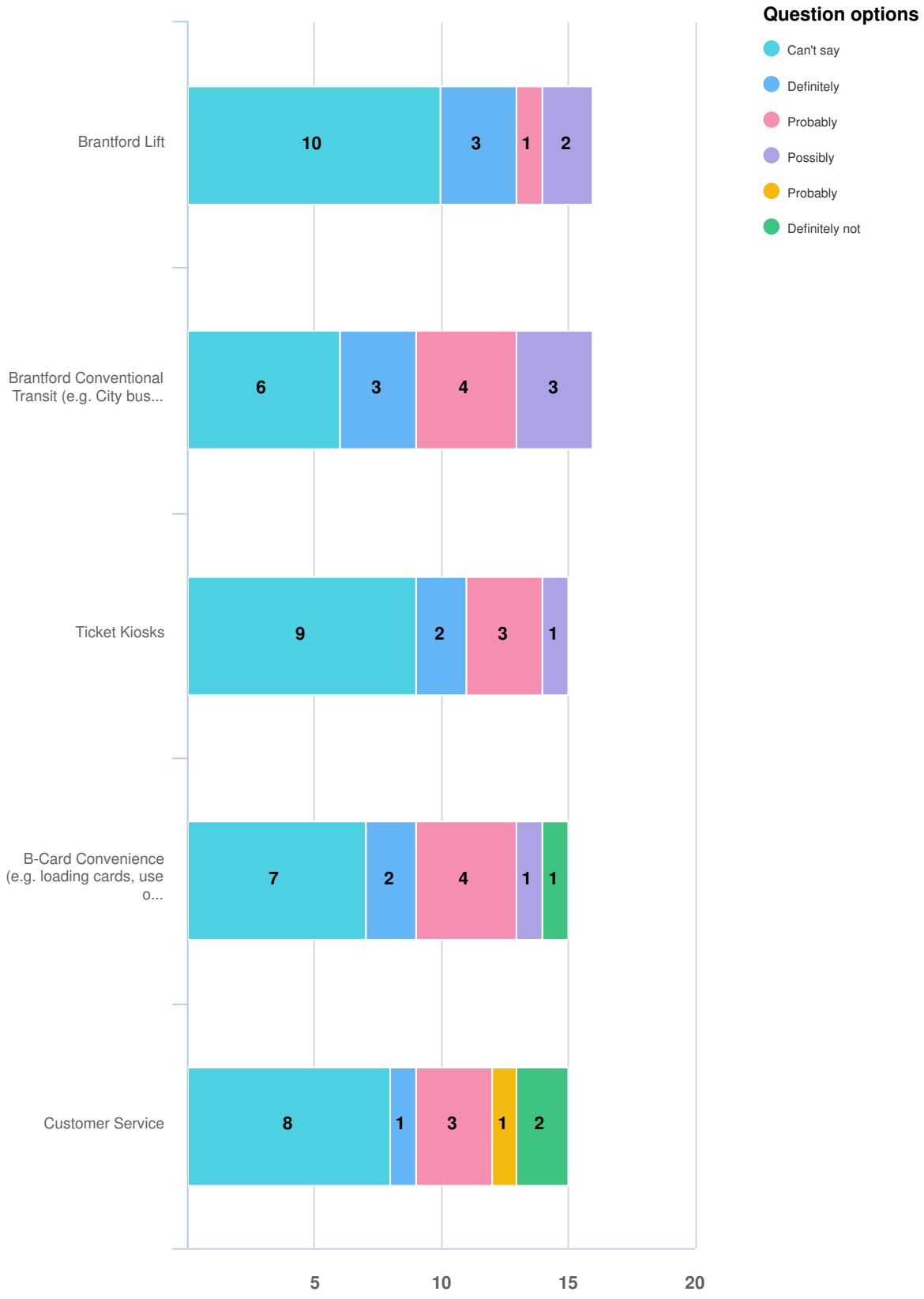
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Anonymous 1/20/2024 12:04 PM	Get me closer to BGH and get the service back for Lynnwood Drive. Brantford is behind in where you can reload your rider cards. Kitchener has it in about three or more places where you can reload your cards, bus terminal, hospital and.....
Anonymous 1/20/2024 02:37 PM	Transit to city borders.
Anonymous 1/21/2024 12:02 PM	Having more than one terminal so a cross-town trip does not take 3x the amount of time as driving
Anonymous 1/23/2024 05:11 PM	Don't use it; cant say (you should have had a "don't use" option at the start to avoid all this useless clicking ...)
Anonymous 1/29/2024 08:25 PM	NA
Anonymous 2/23/2024 07:54 AM	The only thing in this poll that matters to me, personally is getting the Go Train back to Brantford to allow daily service to Toronto. Please make it happen!
Anonymous 2/23/2024 08:06 AM	Go connectivity
Anonymous 2/23/2024 08:11 AM	Expanded schedule
Anonymous 2/23/2024 09:35 AM	…
Anonymous 2/26/2024 09:49 AM	Bus shelters to protect from weather elements (sun, rain, wind, cold).
Anonymous 3/05/2024 08:47 AM	More transit services in new west Brant area
Anonymous 3/06/2024 10:03 AM	A bold step in improving the economic growth of the municipality of Brant and Brantford in general would be to plan out a framework to leverage Brantford Transit to connect other towns within Brant-

Haldimand-Norfolk. Intra-municipal transit would expand employment opportunities, foster stronger community connections, and drastically reduce congestion.

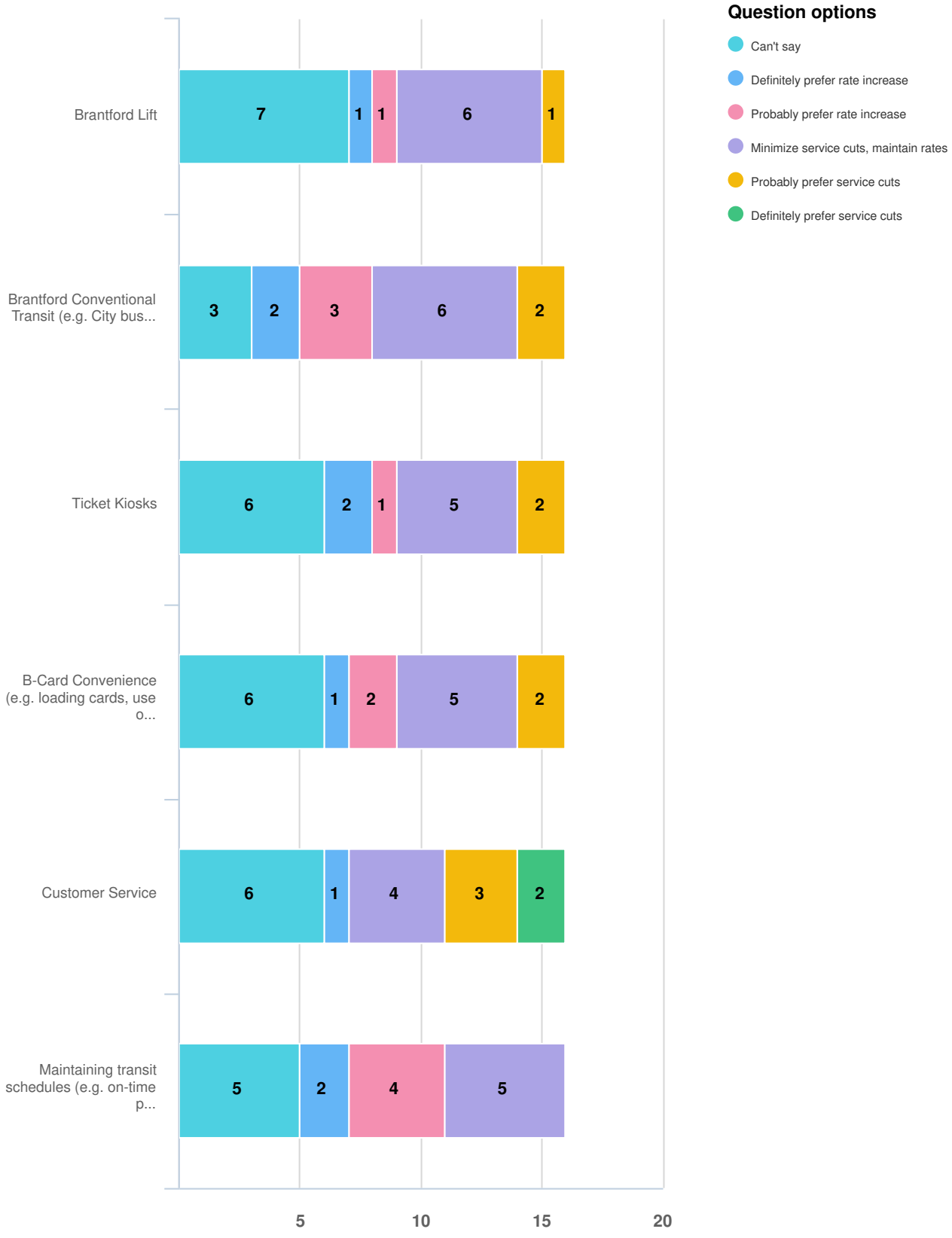
Optional question (12 response(s), 5 skipped)
Question type: Essay Question

Q15 How likely would you be to recommend this service to others?



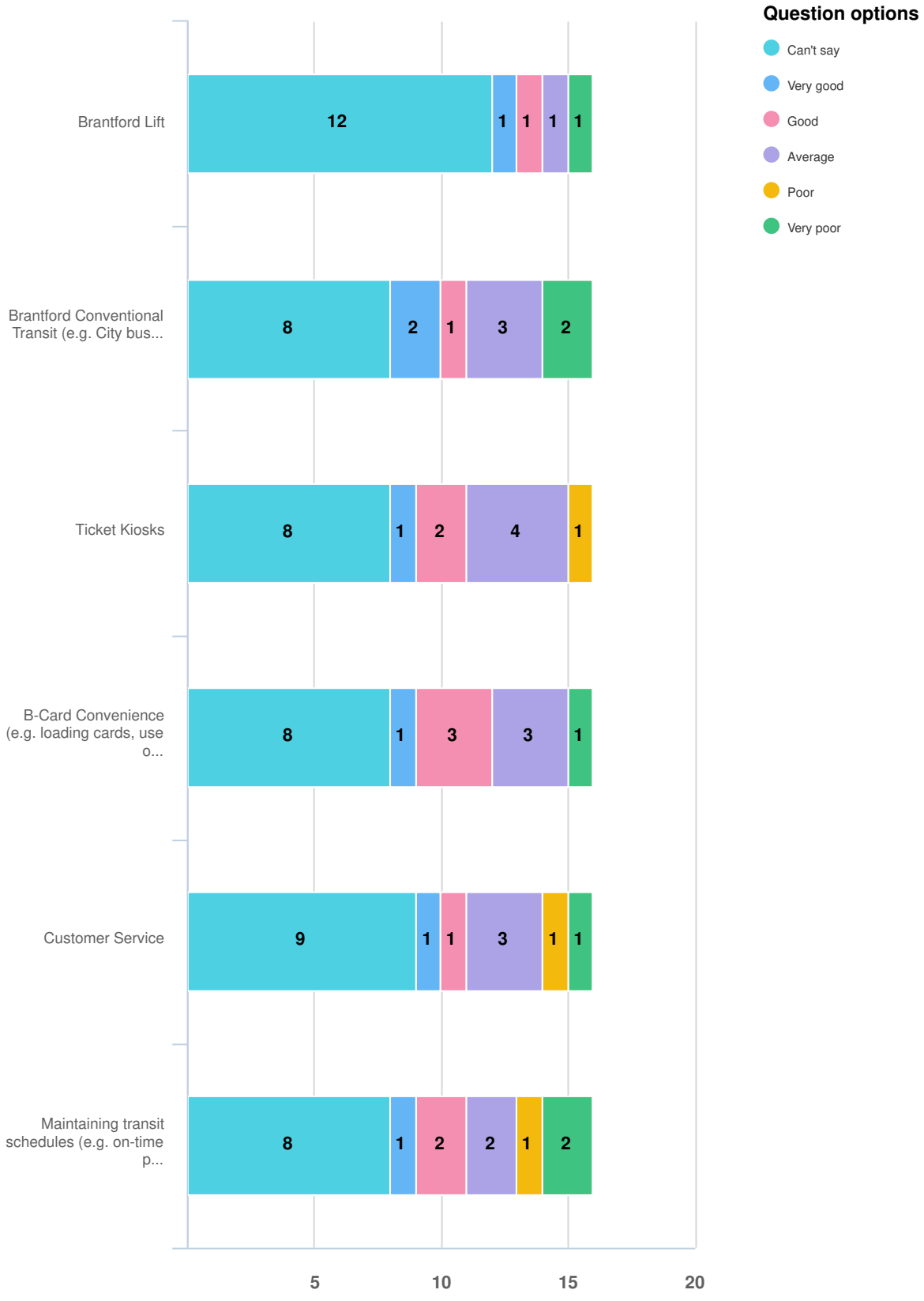
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q16 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs)Reviewing the above visual, if you had to choose, would you prefer to see rates increase to improve local services OR would you prefer to see cuts in municipal services to keep rates...



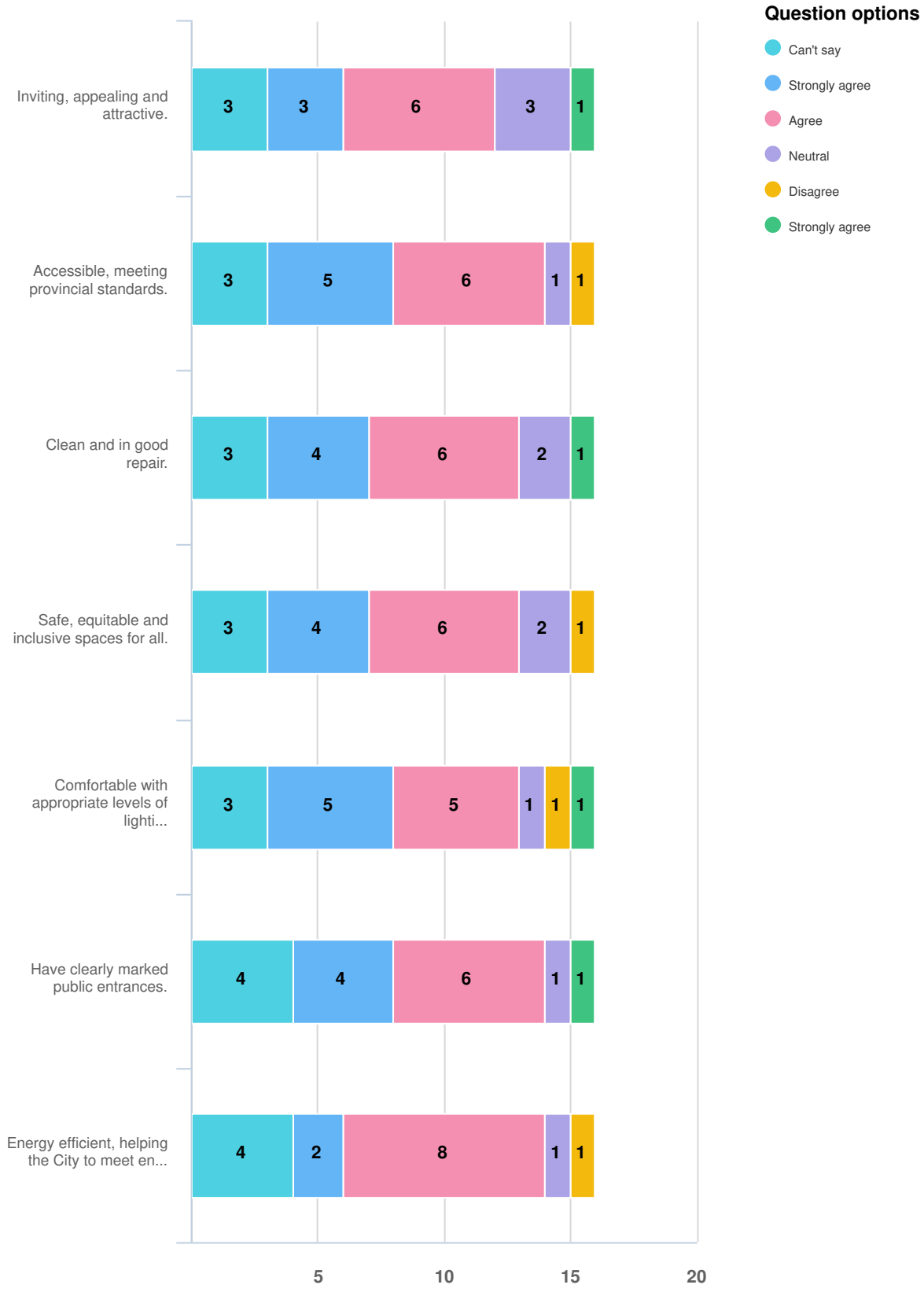
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q17 How would you rate Brantford Transit for providing good value for money in the infrastructure and services provided to your community?



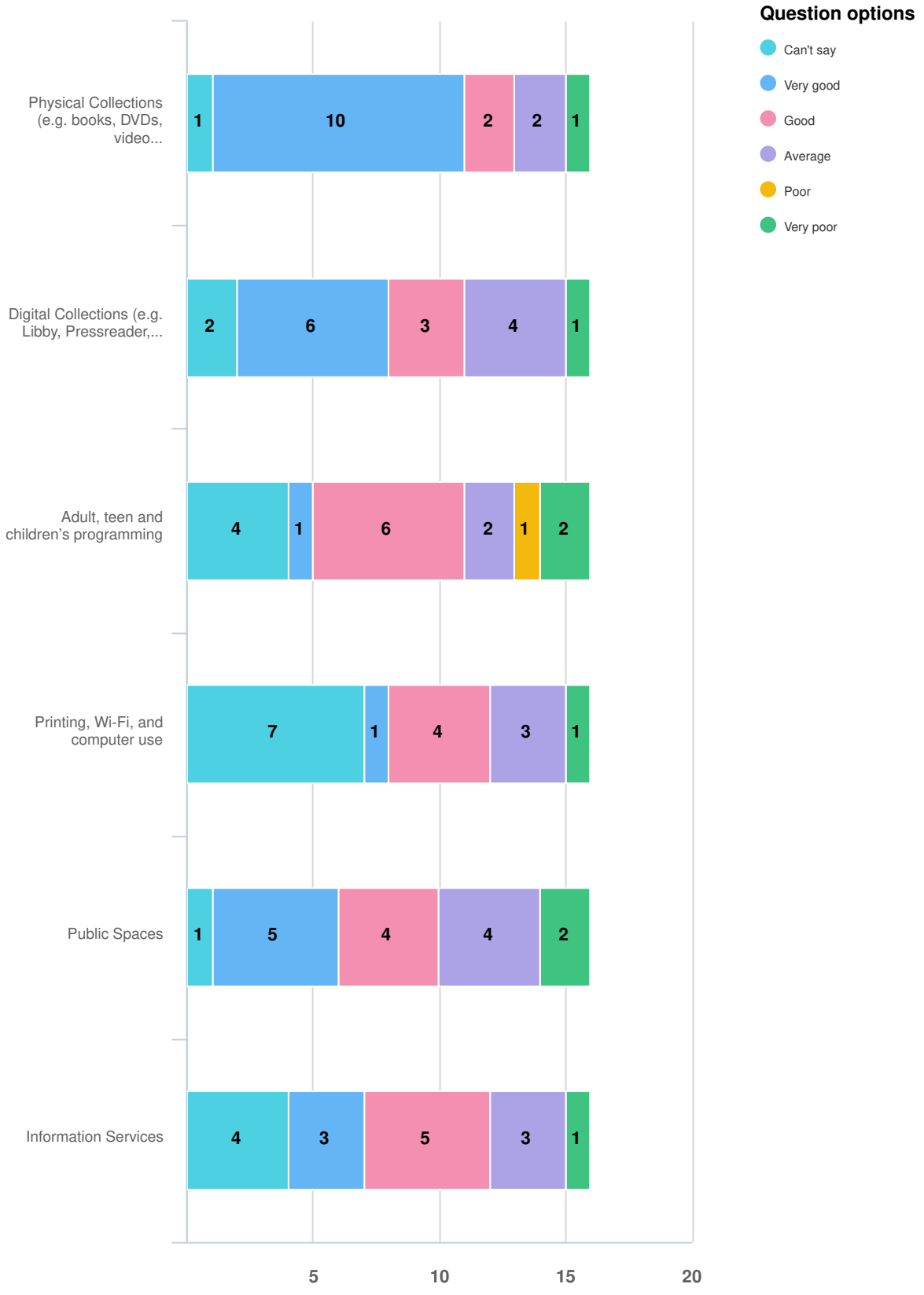
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q18 Thinking about how you use internal and external public spaces do you agree with the following statements? Brantford Transit terminal and bus stops should be:



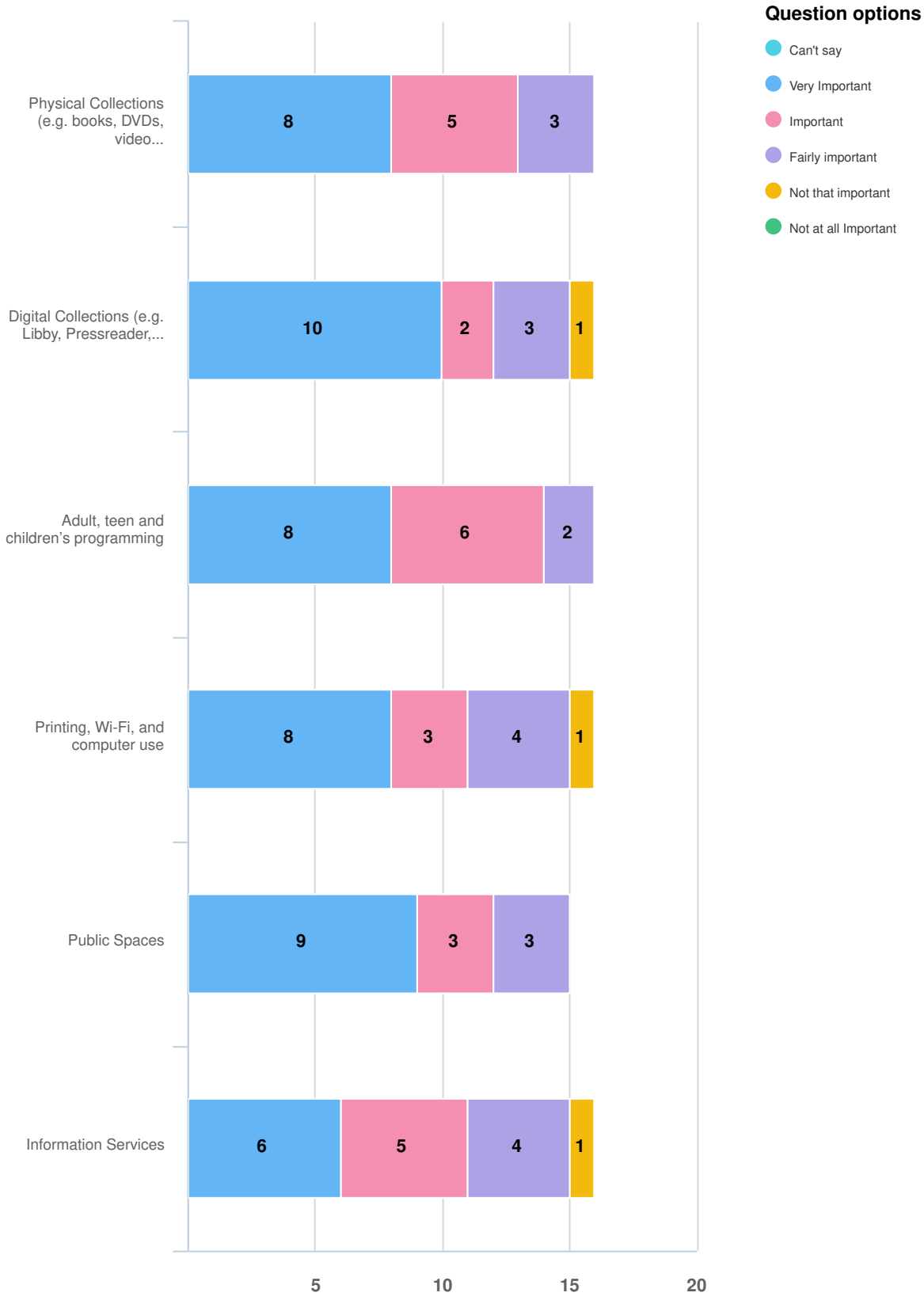
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q19 Over the last 24 months, how do you feel the Brantford Public Library has performed overall in the following services?



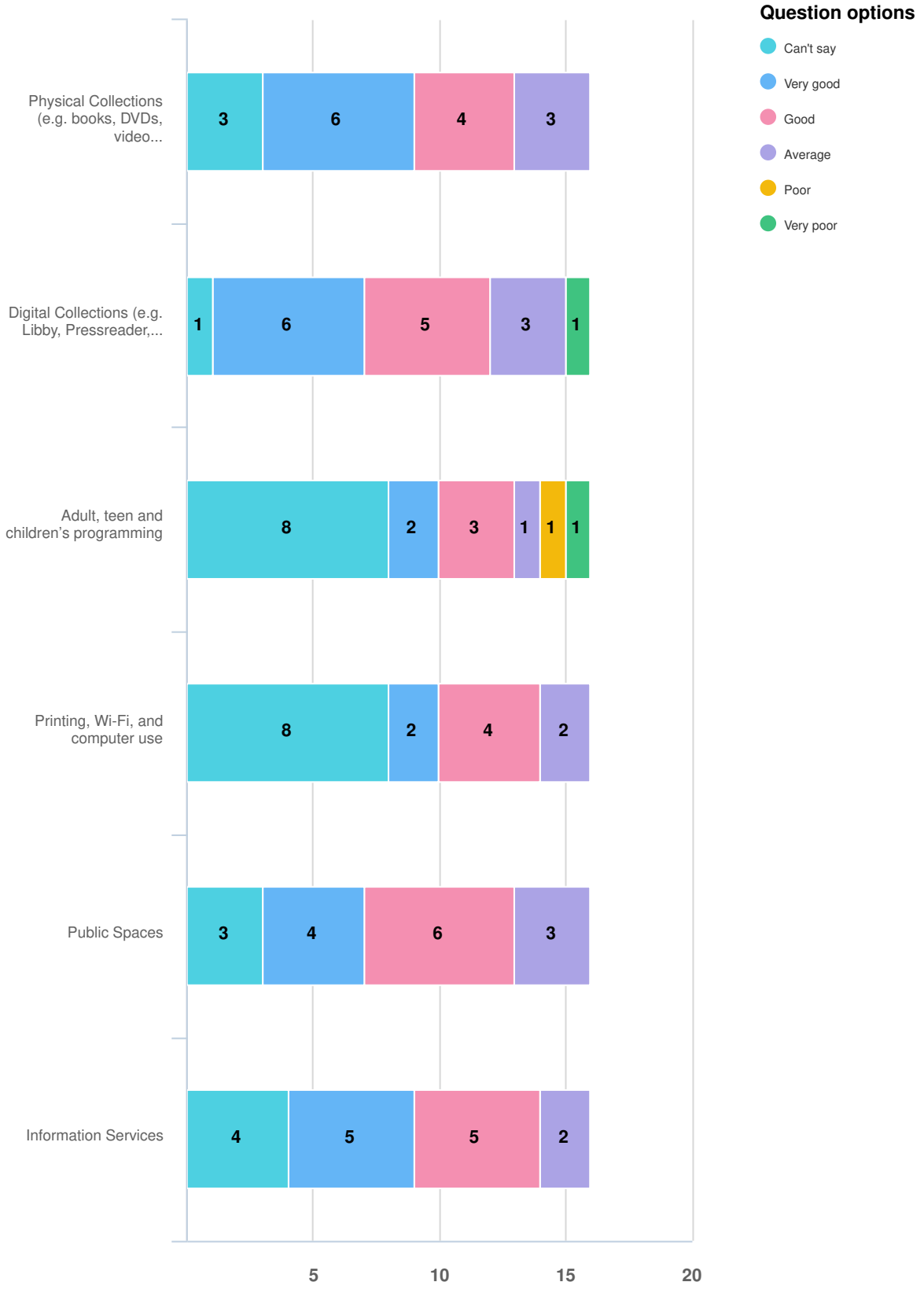
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q20 How important should the following services be as a responsibility for the Brantford Public Library?



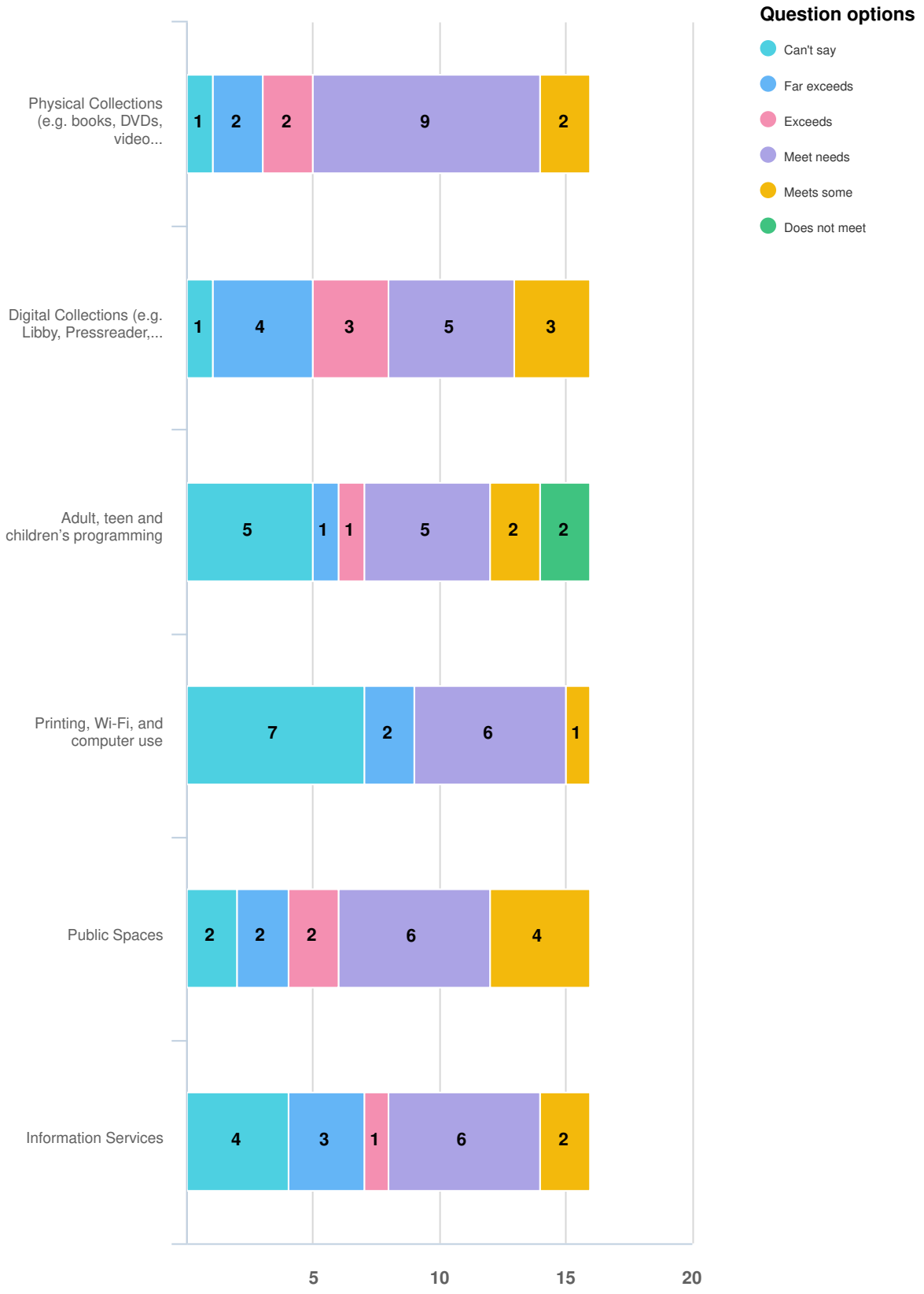
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q21 In the last 24 months if you have used the Brantford Public Library services, how satisfied are you with your ability to access services? If you have not used the services, please choose "Can't Say."



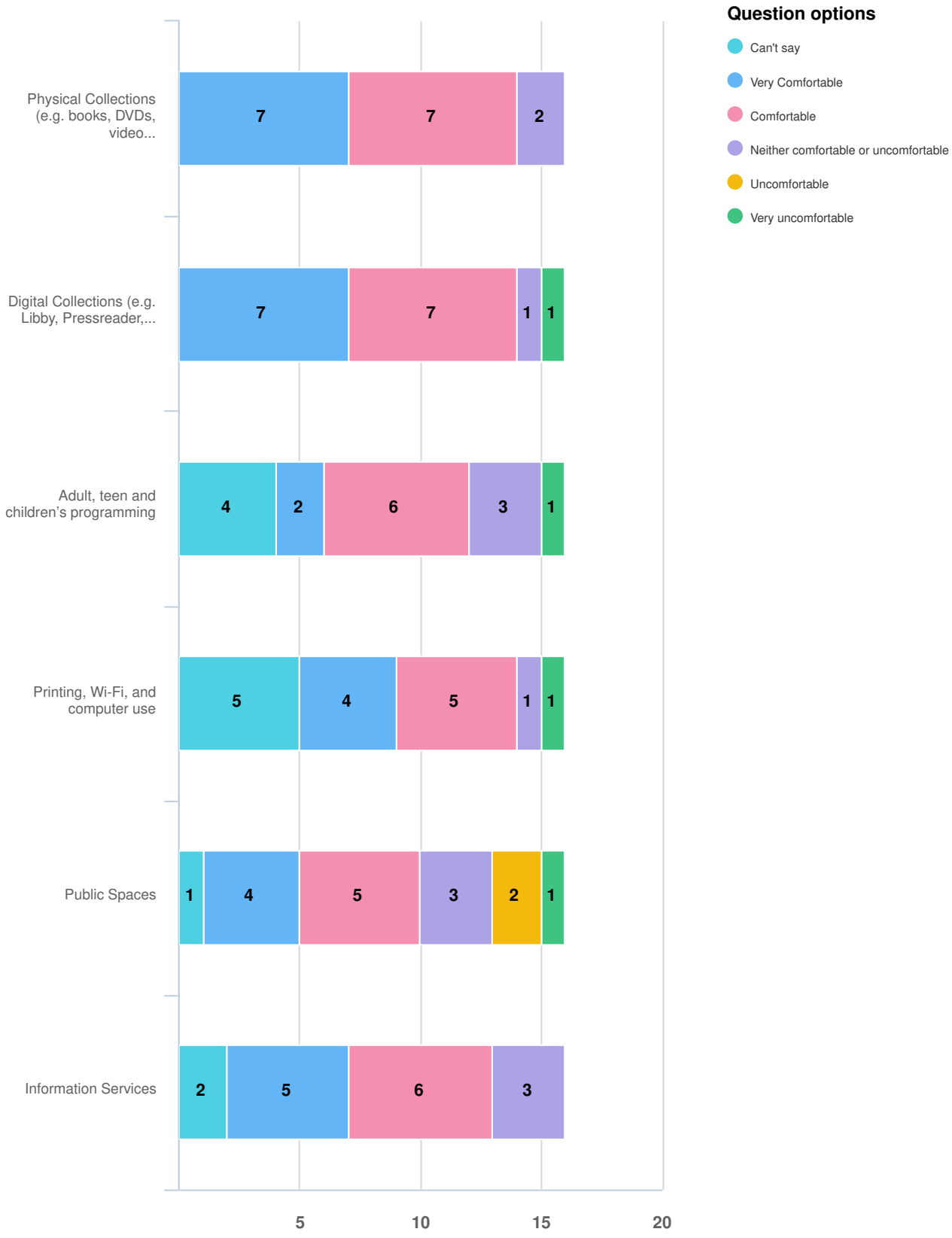
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q22 Do the following services provided by the Brantford Public Library meet your needs?



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q23 Did you feel comfortable accessing services provided by the Brantford Public Library?



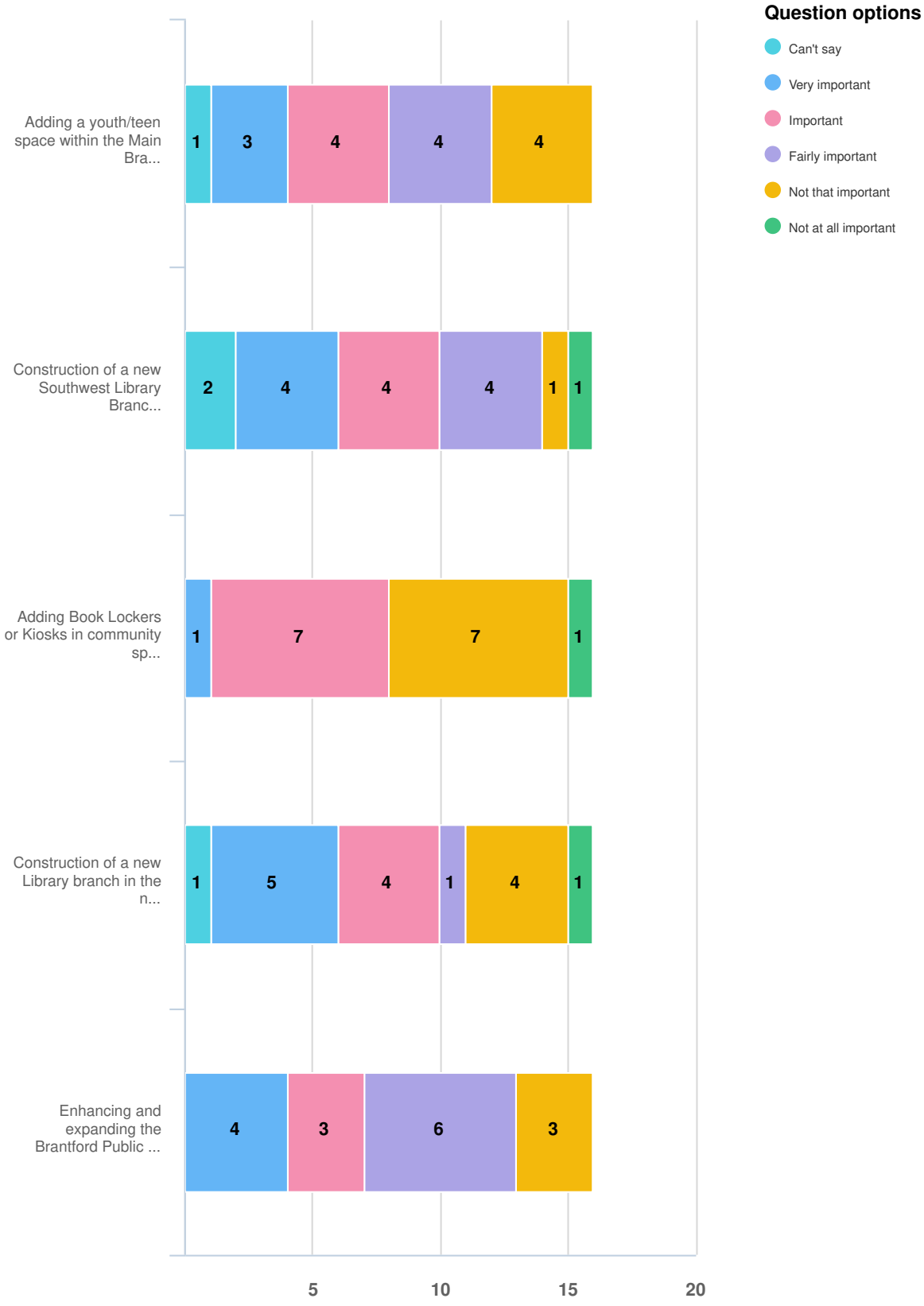
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q24 How can we improve our services or spaces to improve how comfortable you felt?

Anonymous 1/20/2024 12:04 PM	You do not have much at all for seniors programs, lagging far behind!
Anonymous 1/20/2024 02:37 PM	Shelf fiction books alphabetically not by genres.
Anonymous 1/21/2024 12:02 PM	Provide more social workers to those people who use the downtown branch as a warming center. Many with addictions and/or mental health issues also make the downtown branch feel unsafe.
Anonymous 1/23/2024 05:11 PM	Increase programming for seniors; do something about the "uncomfortable" number of houseless people who hang around both inside and out
Anonymous 1/29/2024 08:25 PM	No way - I felt very comfortable.
Anonymous 2/23/2024 08:29 AM	More digital inventory
Anonymous 2/23/2024 09:35 AM	Offer more programs. Add more multicultural programs. The staff seems not to reflect the multicultural community.
Anonymous 2/26/2024 09:49 AM	--
Anonymous 3/06/2024 10:03 AM	an increase in funding to cover staffing for longer opening hours would be a massive benefit to the community. BPL is a critical component of Brantford's community third space network.

Optional question (9 response(s), 8 skipped)
Question type: Essay Question

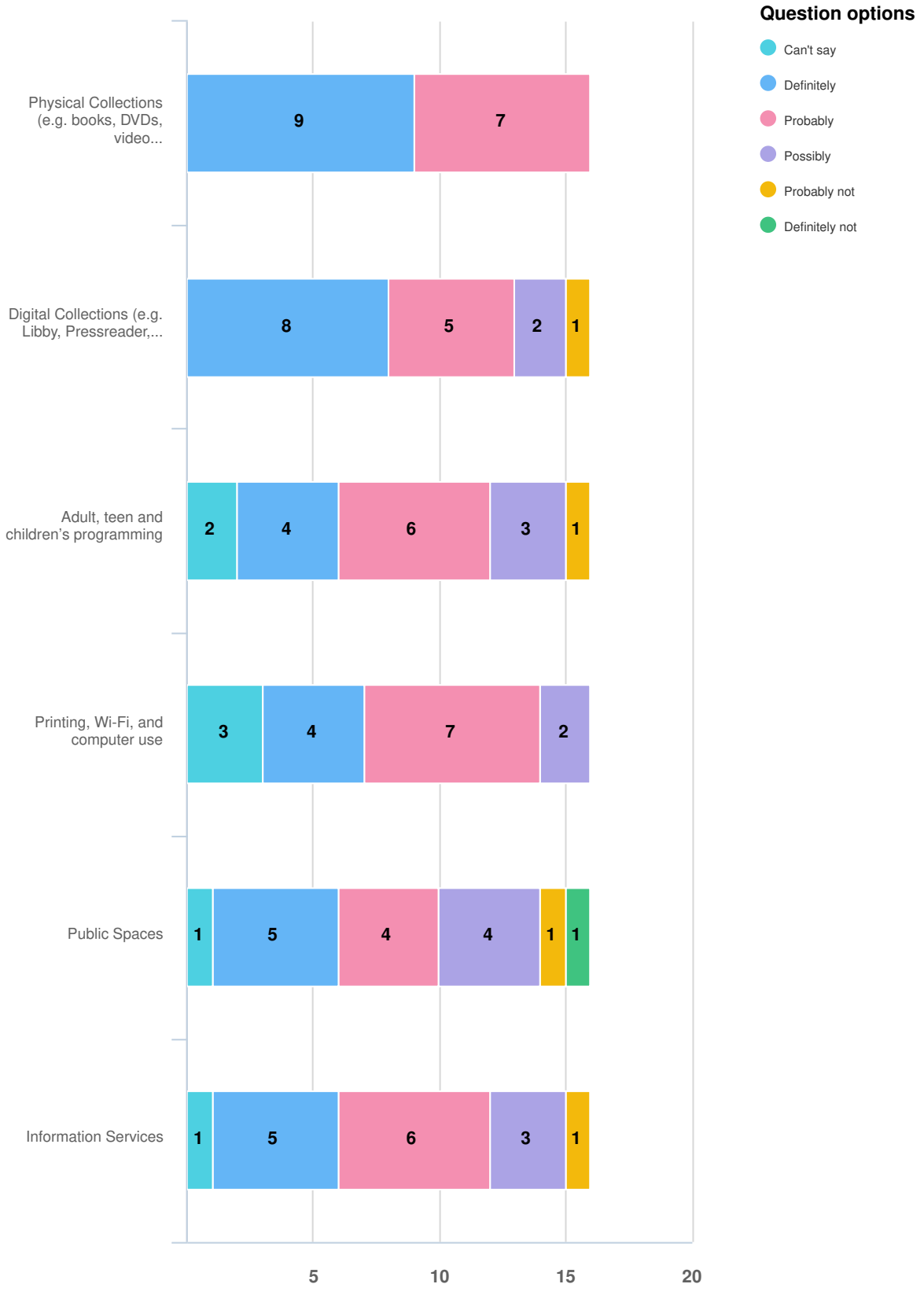
Q25 Please rate the following potential services and programs the Brantford Public Library could provide based on their importance to you: (The City could consider supporting and/or promoting these in these services/programs future.)



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Anonymous 1/20/2024 12:04 PM	They have study areas for students, why not have a room or two where my sister and I or four other seniors can get together for a game of cards out of the elements. Sometimes senior's apartments are cluttered dur to limited space. Would be nice to have a place we could go. Just letting you know, if you go over your own survey the last entry for answers is missing the complete response so, your survey really is flawed by lack of responses from your own layout of question options! This is what tax payers do not like about your surveys. It's not a true reflection! The last response in a lot of questions is, "proba" , just what option is that supposed to be? Bet you paid someone to make out this flawed survey. Hopefully you will get it right in future instead of paying for poor services like this survey.
Anonymous 1/21/2024 12:02 PM	The parking garage behind the library is a threatening place. Only having 5-7 spaces in front of the library does not meet the needs of the public.
Anonymous 1/23/2024 05:11 PM	Improve programming, especially for seniors; less focus on 'marginalized' groups and more on patrons who form the bulk of membership and usage
Anonymous 1/23/2024 05:14 PM	Expand community events and groups offered at the St. Paul branch
Anonymous 1/29/2024 08:25 PM	Easier accessible branches - I don't want to need to deal with going to downtown, and the St. Paul's branch has bad parking, and is across town.
Anonymous 2/23/2024 08:06 AM	West Brant library
Anonymous 2/23/2024 09:35 AM	Be more present in different communities. Have more branches.
Anonymous 2/26/2024 09:49 AM	- More adult programming. - Home delivery service for seniors, disabled.
Anonymous 3/06/2024 10:03 AM	Longer hours and additional branches in underserviced neighborhoods would be a massive value-add!

Q27 How likely would you be to recommend these Brantford Public Library services to others?



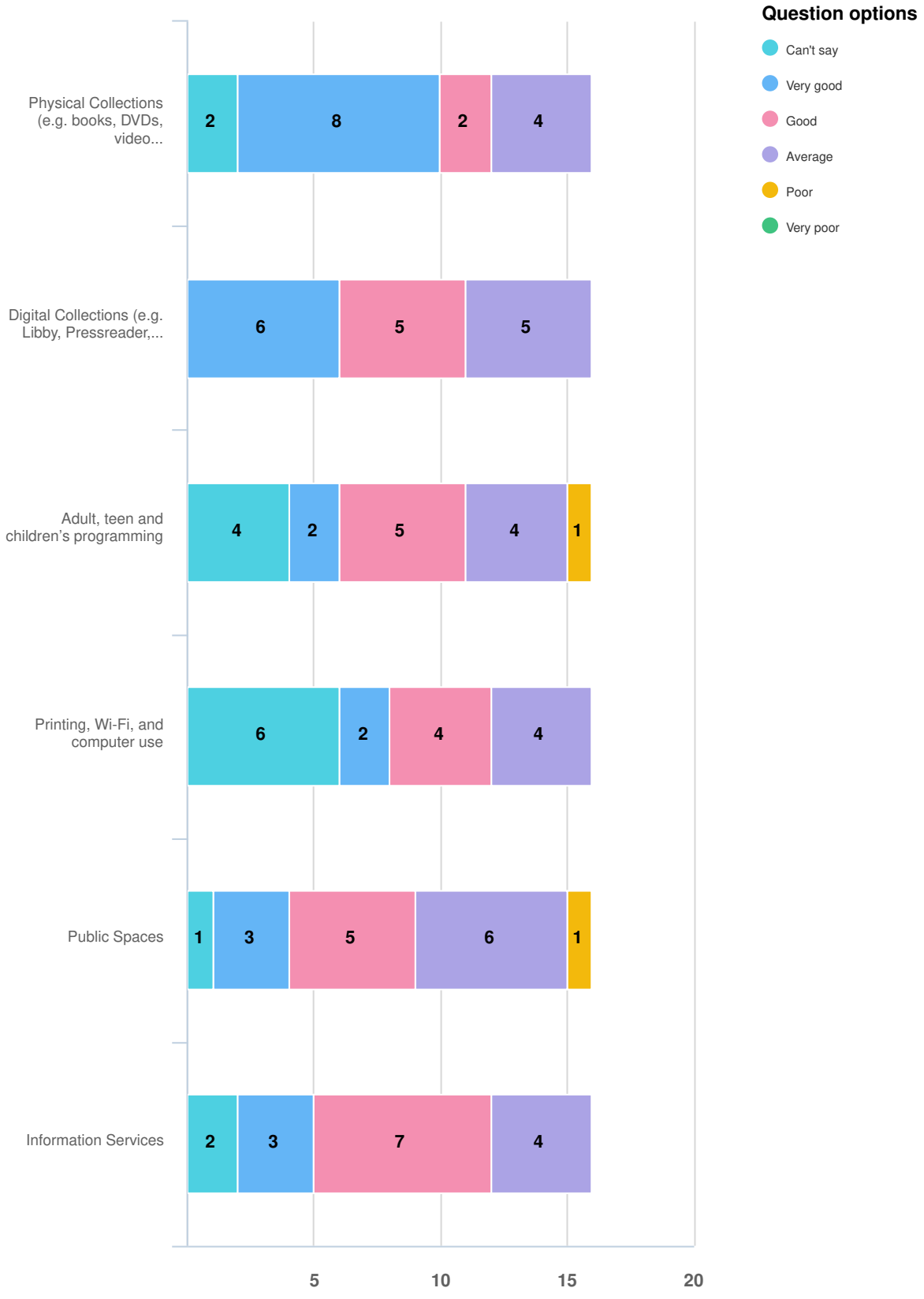
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q28 Where Every Tax Dollar is Spent (2023 Capital and Operating Costs)If you had to choose, would you prefer to see rates increase to improve local services OR would you prefer to see cuts in municipal services to keep rates at the same level as they a...



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q29 How would you rate the Brantford Public Library for providing good value for money in the services provided to your community?



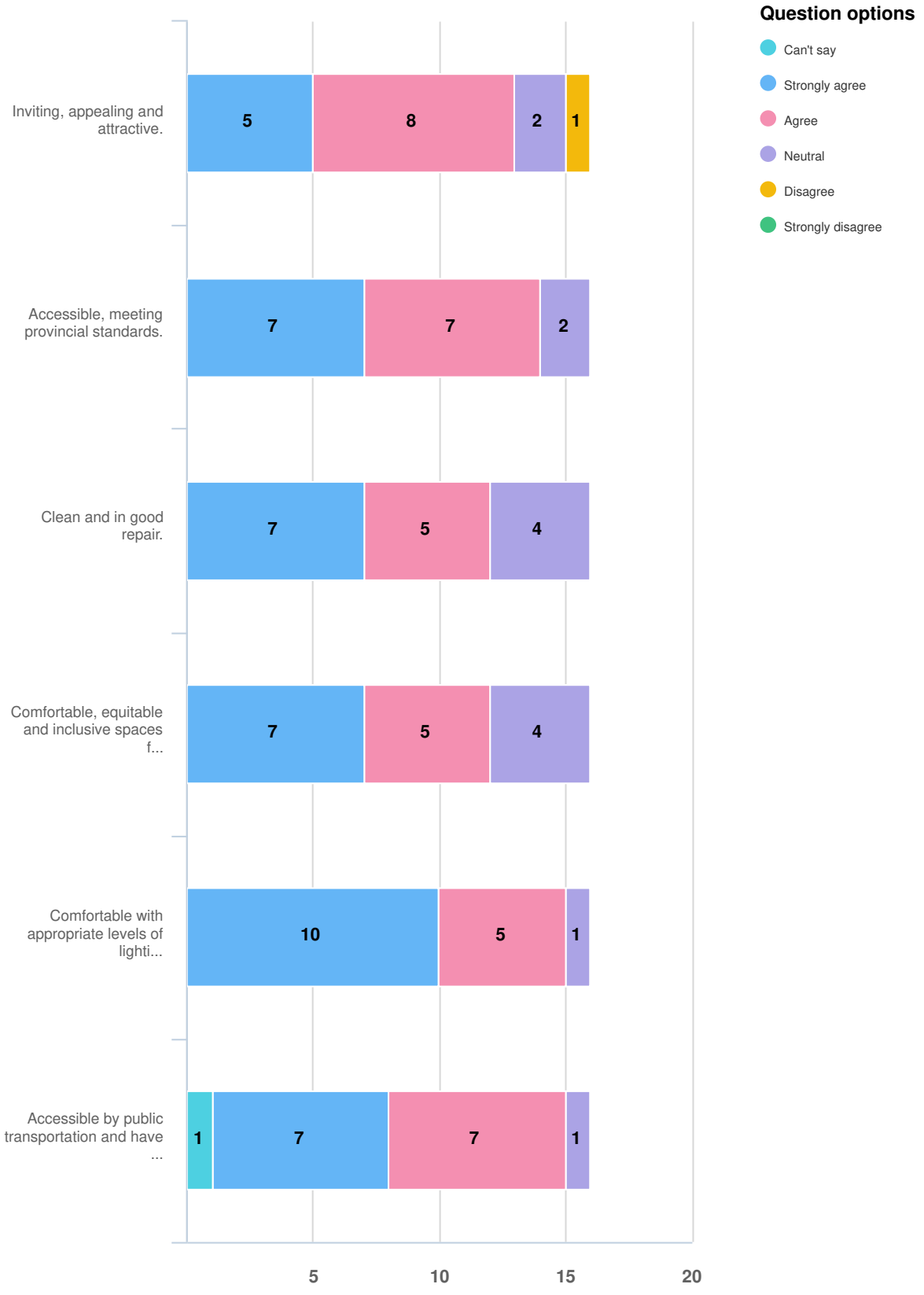
Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q30 If you've visited a Brantford Public Library location in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean. If you have not visited a Brantford Public Library lo...



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Q31 Thinking about how you use internal and external public spaces do you agree with the following statements? The Brantford Public Library facilities should be:



Optional question (16 response(s), 1 skipped)
Question type: Likert Question

Transportation and Traffic Services

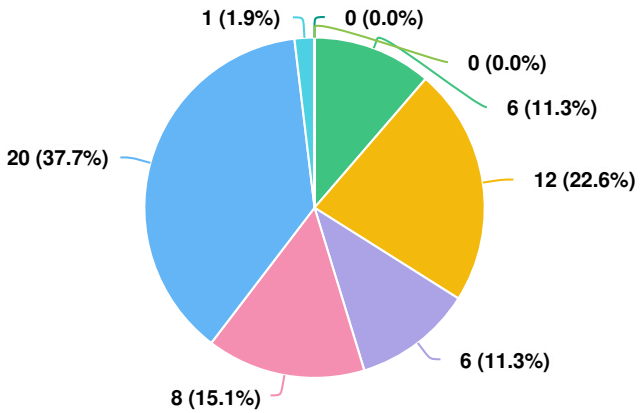
SURVEY RESPONSE REPORT
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

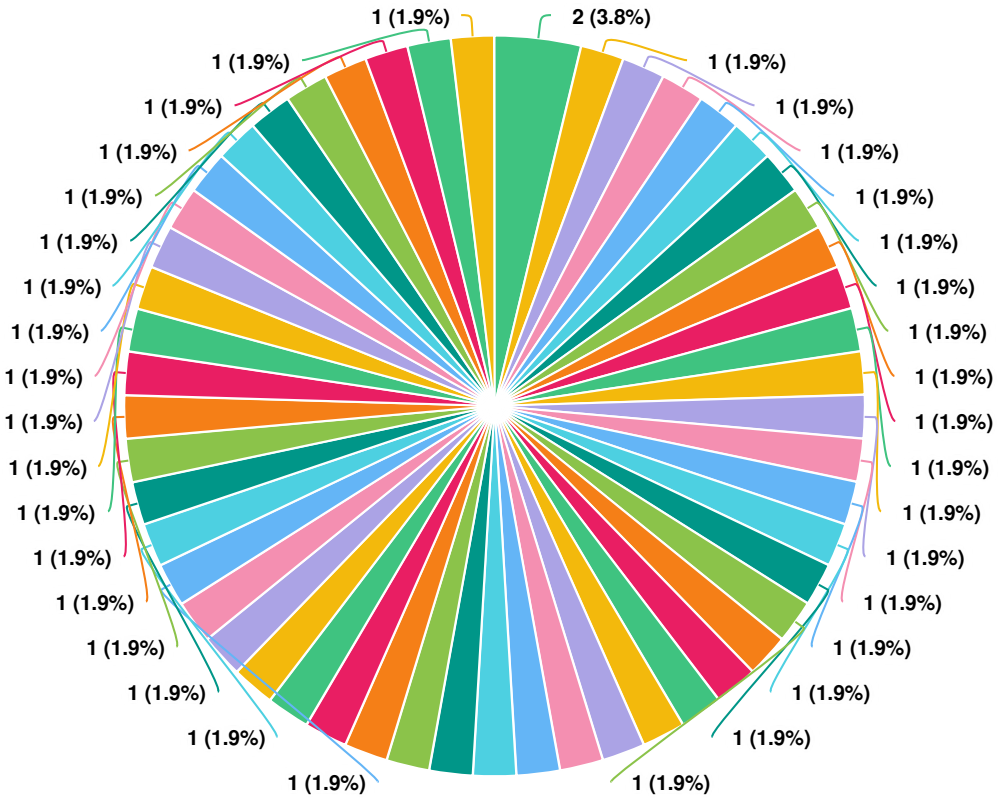


Question options

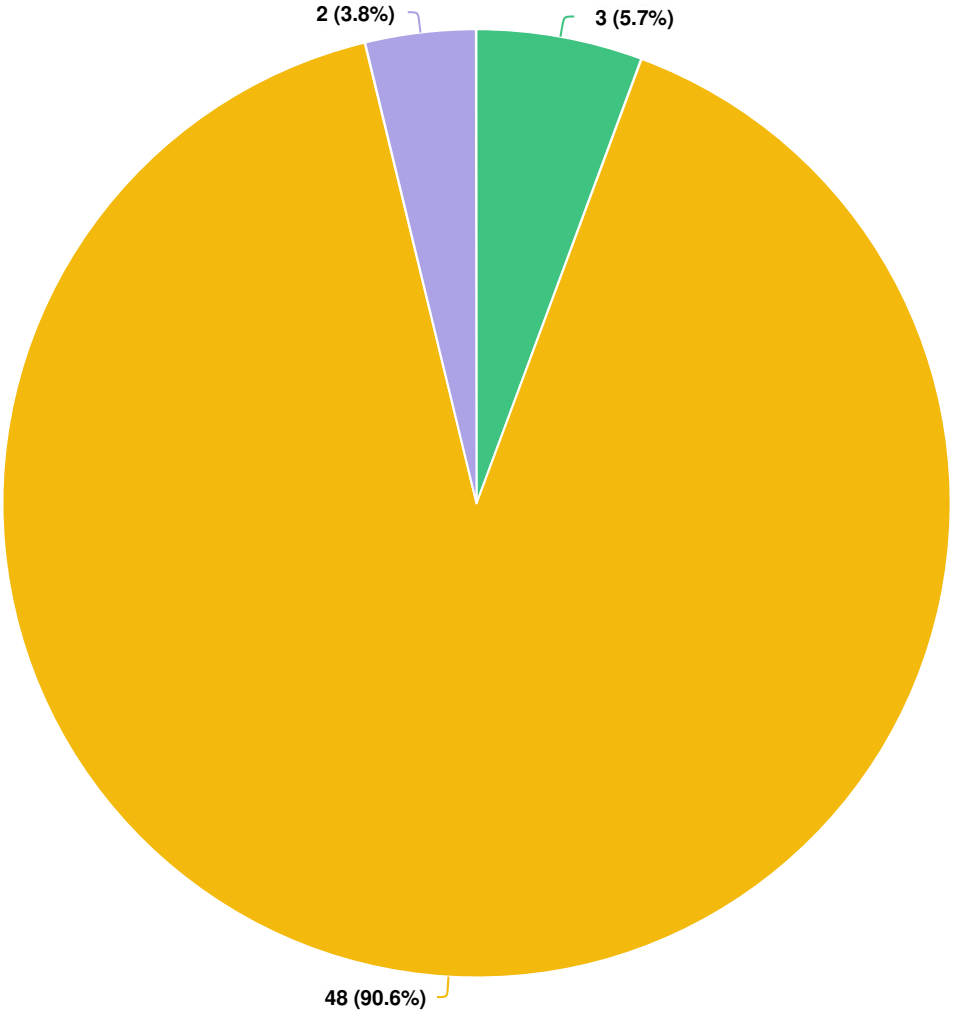
25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | 80 or older | 18 to 24 | Prefer not to answer

Mandatory Question (53 response(s))
Question type: Radio Button Question

Q2 What is your postal code?


2 (3.8%)
1 (1.9%)
1 (1.9%)
1 (1.9

Q3 Do you use an assistive mobility device?

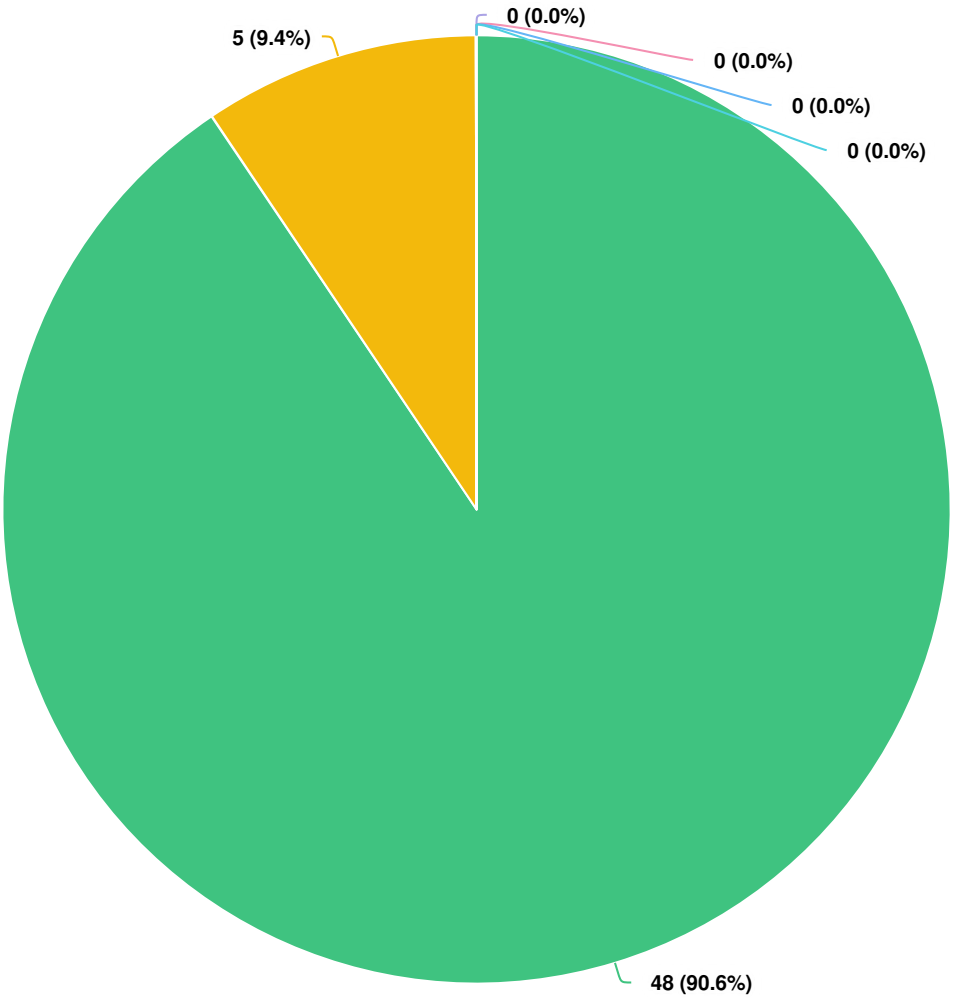


Question options

Yes No Prefer not to answer

Mandatory Question (53 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?

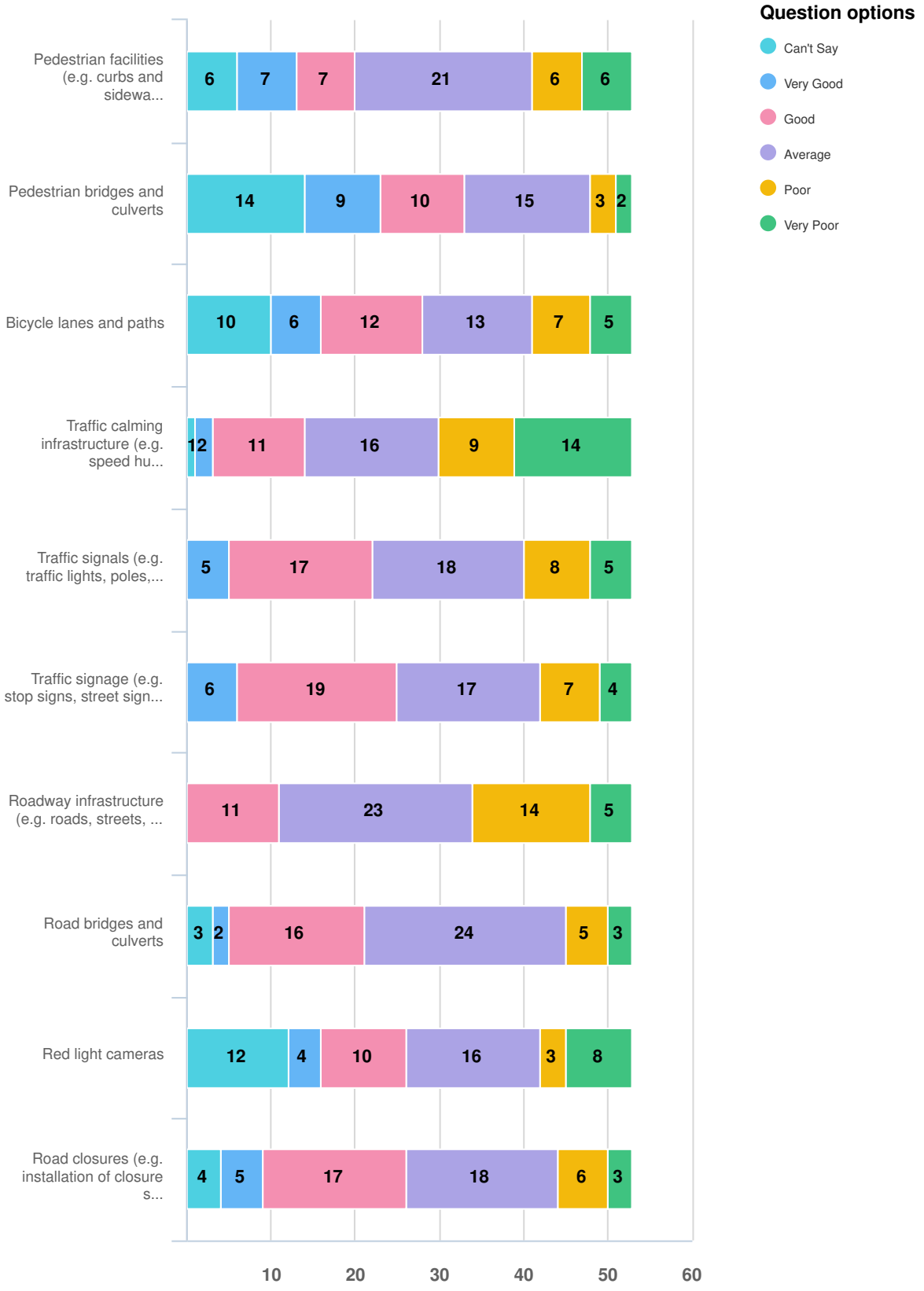


Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer
- Other (please explain)

Mandatory Question (53 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel that the City of Brantford has performed overall in the following Transportation and Traffic Services?If you have not used the services, please choose “Can’t Say”



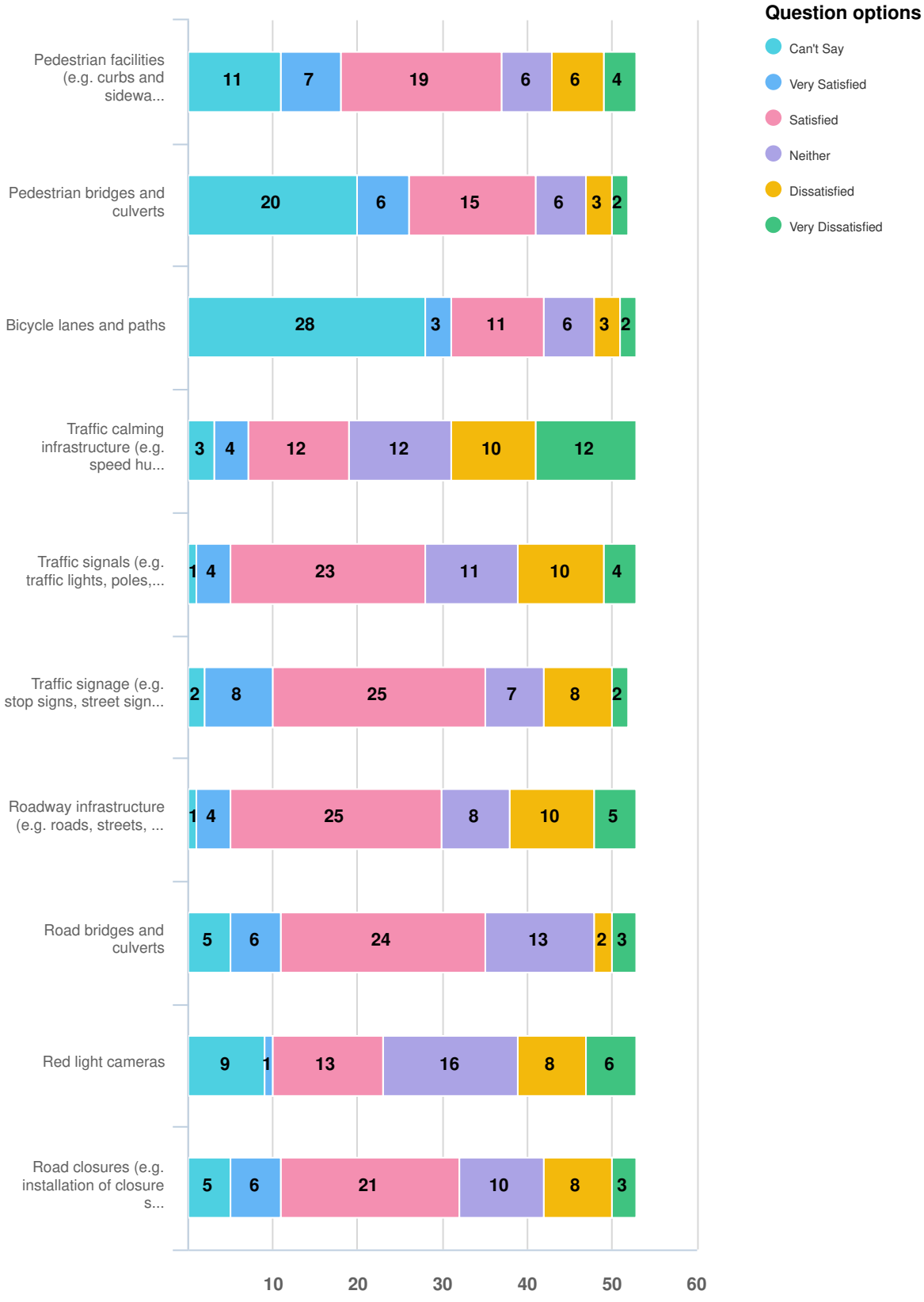
Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Q6 How important should the following services be as a responsibility for Transportation and Traffic Services?



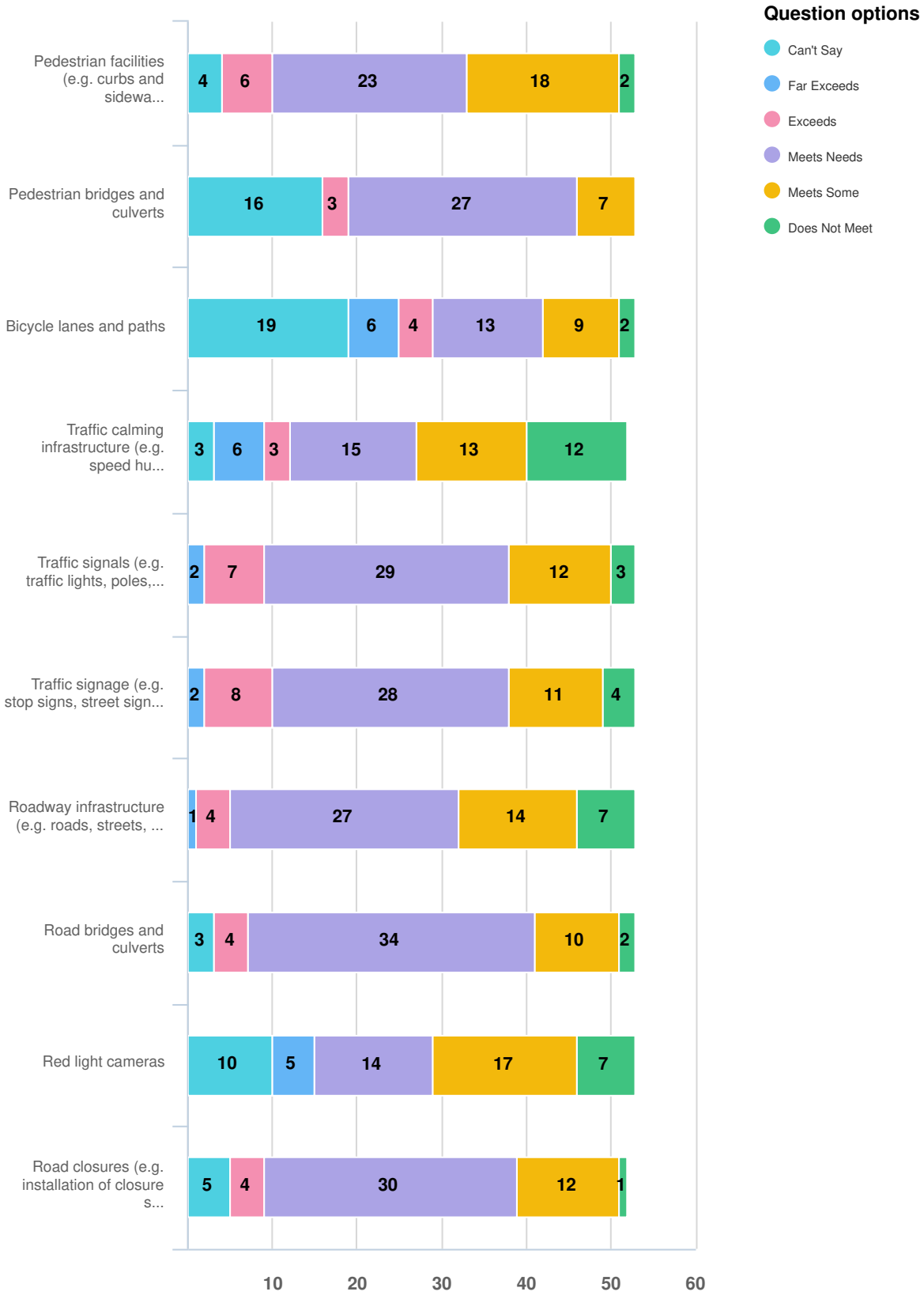
Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Q7 In the last 24 months if you have used services provided by Transportation and Traffic Services, how satisfied are you with your ability to access services?If you have not used the services, please choose “Can’t Say.”



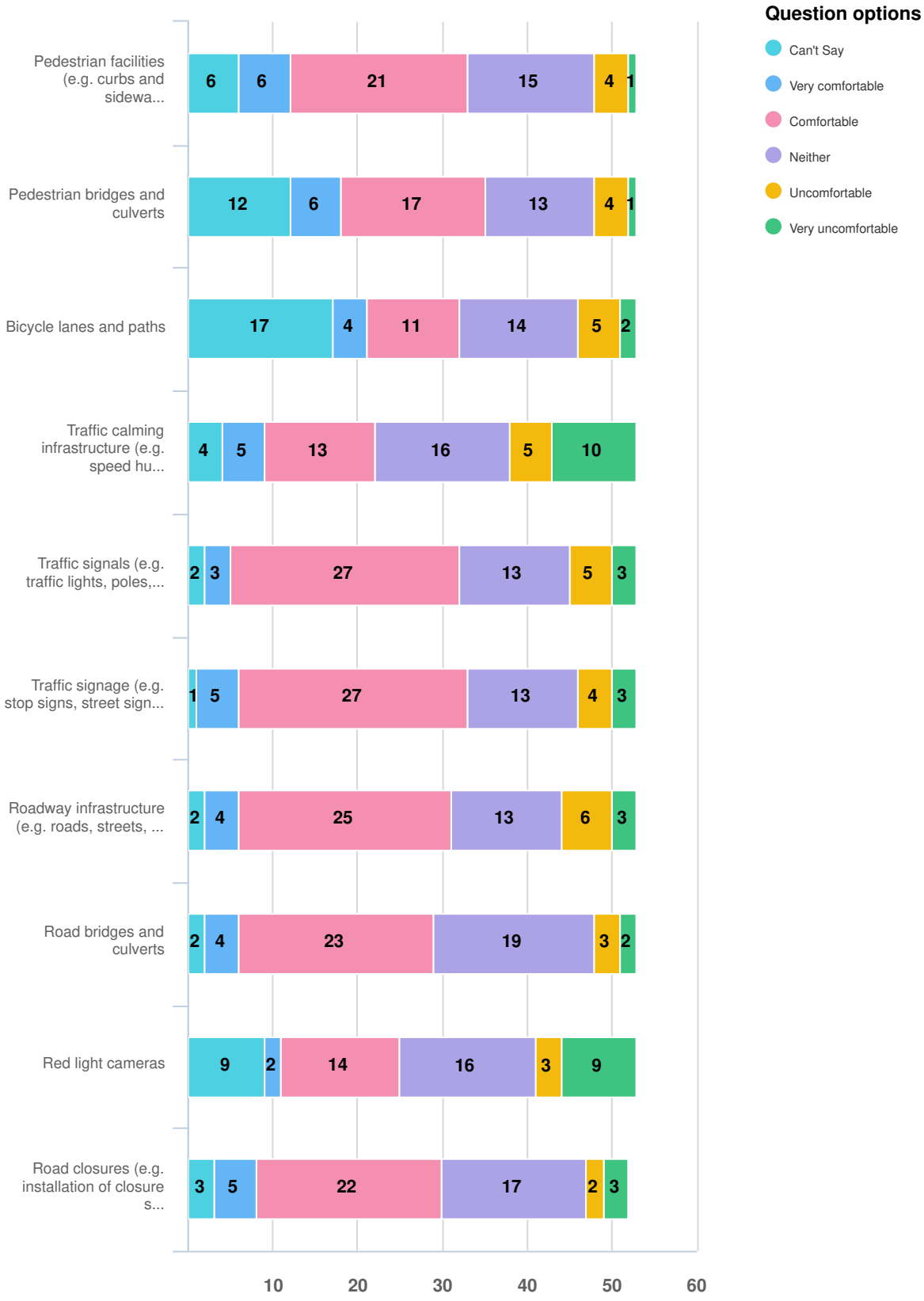
Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Q8 Do the following services provided by Transportation and Traffic Services meet your needs?



Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Q9 Do you feel comfortable accessing services provided by Transportation and Traffic Services?



Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Q10 How can we improve our services to increase how comfortable you feel?

Anonymous 2/23/2024 07:51 AM	The more bike lanes, the better! Especially connecting the north and south of the city - let's discourage cars as much as possible!
Anonymous 2/23/2024 07:59 AM	NA
Anonymous 2/23/2024 08:00 AM	There needs to improvement in the west Brant neighborhood around tutela heights. There are no sidewalks or bike lanes and traffic on Mt. Pleasant Rd is too fast
Anonymous 2/23/2024 08:04 AM	Do not replace the speed bumps at Brantwood park rd and Lynden Hills Cres. it causes alot of confusion at the stop sign requiring cars to wait longer. I have witnessed 3 near misses at the corner. I have lived in the neighborhood fo15 yearss and never had a problem there until the speed bumps were installed (temp)
Anonymous 2/23/2024 08:06 AM	Traffic flow on major streets that have traffic light at very corner should be timed much better, I travel from one end of the city to the other every day and many time have to stop at multiple red lights and the congestion in the evening around 5-6pm is very frustrating, the lights are not timed well to ease congestion. the two road I'm referring to are Clarence street, from Wellington to Erie Ave and Brant Ave .
Anonymous 2/23/2024 08:07 AM	Put up a lot more red light cameras!!!!!!!
Anonymous 2/23/2024 08:15 AM	I don't know if the red light cameras are working or not because I see a lot of cars going threw them. They should take a picture or a flash light when they go threw the light.
Anonymous 2/23/2024 08:32 AM	Put pedestrian paths where they're needed, like up powerline between Francis and Gretzky - there are no sidewalks between Memorial and Francis so walking to shopping areas is dangerous. Make useful traffic quieting humps instead of ones you can easily avoid (Forsythe). Cambridge has concrete ones on Blair - do that instead. Fix all the dips at the edges of Dunsdon St, and West St too. Clear snow and ice from city park paths - students use them to walk to school and back. Undo the nightmare you made of Park Rd N. That

	new crossing is an eyesore - why is it in two parts??
Anonymous 2/23/2024 09:04 AM	Some corners could use additional advanced green signals such as Church St onto Brant. Other intersections could use an entirely new format such as VMP at Colbourne (Sobeys Plaza). And the core at Colborne/Dalhousie/Brant at the armouries needs work before it gets worse...People using the Icomm Dr turn off Dalhousie to get a jump on traffic and turn over the Lorne bridge. Plenty of improvements needed.
Anonymous 2/23/2024 09:05 AM	Mall Traffic signals should be triggered lights in hours that the mall is closed, also if you hit one red light on Lynden Rd and do the speed limit you hit them all
Anonymous 2/23/2024 09:12 AM	Check sidewalks more often for off level or tripping hazards
Anonymous 2/23/2024 09:32 AM	- speeders need to be caught, with radar cameras, & given hefty fines - someone is going to be severely injured or killed - police officers have other jobs to do -- get radar cameras - they take a photo of car/license - driver can't argue with a 70 kph speed in a 40 zone photo, or an 80 in a 50 zone --- it is happening ALL the time EVERYWHERE. If not done, we will sue the city for doing nothing about this dangerous situation - every day. - road repairs (holes, cracks, etc.) definitely need to be addressed or we will send the city our vehicle repair bills - traffic lights need to be consistent - not advanced green (or delay) sometimes; length of lights for progressing need to be consistent - not a 2min. green on 1 direction and only 20 seconds on the crossover street - all drivers/vehicles are important, not just those on a particular street. - advanced green arrow needs to be long enough for more than 3 cars to go through - get rid of "Walk" buttons at corners -- just have the "Walk" sign come on always - very confusing for some pedestrians, when the button is only at SOME corners. - make sure there are NO tree branches blocking posted signs (eg. no parking, no parking here to corner, speed limit signs, street name signs.....) - make sure ALL corners have disability-accessibilty onto sidewalks, for motorized wheelchairs, etc. - they should be able to get out into any neighbourhood.
Anonymous 2/23/2024 09:49 AM	The bridge on paris road has been 1 lane for over a year any plans to do something with that?
Anonymous	Make things accessible to disabled and wheelchairs. Have large clear

2/23/2024 09:53 AM	signs in regards tocontruction ahead one way traffic and no turning . FIx roads of pot holes and sidewalks so wheel chairs and mobility scooters can get around
Anonymous 2/23/2024 10:10 AM	1. Road resurfacing 2. Add back traffic lanes by eliminating unused bicycle lanes. 3. Install red light cameras and speed cameras in high volume locations.
Anonymous 2/23/2024 10:25 AM	Fix more potholes on the road.
Anonymous 2/23/2024 10:26 AM	No one spots at stop signs.
Anonymous 2/23/2024 10:42 AM	Get rid of bicycle lanes and calming crap. Start ticketing speeders and let the increased traffic flow. Give us report on red light cameras.
Anonymous 2/23/2024 10:42 AM	Get rid of f the bike lanes, they cause way too much congestion and confusion b, considering only 4 or 5 percent use them,!
Anonymous 2/23/2024 10:49 AM	I live on Eagle Avenue, where neighbours and passerby drive with little regard to public safety. Calming measures should be taken between Ontario and Foster, as well as the crossing from Foster to the dike trail should be better equipped. As well, having walked to a few Bulldogs games at the Civic Centre, the traffic and disregard for pedestrians is a real concern. A clear crosswalk should be installed from the Freshco plaza to thee Civic Centre, and as a minimum Yield to Pedestrian signage at the exit/entrance to public parking lots at the Civic Centre and Earl Haig.
Anonymous 2/23/2024 11:35 AM	Remove all bike lanes. Quit wasting money satisfying a vocal minority and start doing proper work to satisfy the majority of TAX PAYERS
Anonymous 2/23/2024 12:46 PM	Get rid of speed limits and stop signs, if you actually want to reduce speeds put in speed humps, bump-outs. The city needs to get rid of lights and create more roundabouts.
Anonymous 2/23/2024 02:15 PM	Sort of strange questions to ask, I'm not really sure how to answer some of them.

Anonymous 2/23/2024 02:22 PM	Get rid of so called traffic calming things like speed bumps. It's hard enough getting around the city without things making it harder and slower.
Anonymous 2/23/2024 07:09 PM	More Police officers on the streets.
Anonymous 2/23/2024 08:28 PM	Stop asking the same question 3 times over. You're not asking the right questions. You're catering our "thoughts" in 1 direction.
Anonymous 2/24/2024 08:05 AM	I dont agree with the use of red light cameras, its a step in the direction of a surveillance society. As someone who has never ran a red light these cameras make me feel extremely uncomfortable and I hope to see them gone. Meanwhile I see cars racing around children getting out of school. We need to protect children over all else. There should be speed humps on every road in front of schools and thats all. If Brantford decides to Install speed cameras there will probably be a vigilante group removing them.
Anonymous 2/24/2024 09:51 AM	Remove all bicycle lanes and on street parking - no child needs to get killed because of the City stupidity with cars parked everywhere. Fix Brant Ave - ban ALL parking or stopping on Brant Ave 24/7; create a turning lane onto West Street when traveling south or ban left hand turns there altogether and re-time all lights for a smoother flow.
Anonymous 2/24/2024 02:45 PM	More traffic calming measures needed. More policing and enforcement
Anonymous 2/24/2024 08:20 PM	Better painting for lines. Redoing the bike lanes on memorial with better signage for drivers. It's like a 12 year old planned the current road.
Anonymous 2/26/2024 02:38 PM	Bicycle paths aren't long enough and often not continuous. The path starts on one part of a road then stops. It then picks up again. Dunsdon Rd. is a perfect example. The bike path starts on Brantwood Park Rd. then stops at Park Road North. From Park Road North all the way to King George Rd. there is NO bicycle path. The path starts again when you pass King George Rd. and continutes until you get to Balmoral Rd.
Anonymous	n/a

2/27/2024 04:32 AM

Anonymous
2/27/2024 03:43 PM

We need a new bridge to go over the Grand river with a road from Colborne st w to Oak park rd and Hardy rd to access the 403 instead of all the new traffic from new housing going through downtown core causing more traffic. Also as a example when i lived in Milton as it grew the homebuilders had to pay upfront for the infrastructure of roads soforth before they built new homes as to not put to much pressure on the city where they had to raise taxes on existing home owners and when the new housing was occupied by now tax paying citizens the builders were reimbursed so this is a win win for all concerned. It is very important to get ahead of the extra traffic soforth as to not end up everyone living in and around the city end up in a huge bottle neck.

Anonymous
2/28/2024 08:38 AM

Not sure of the relevance of this question

Anonymous
2/29/2024 07:20 AM

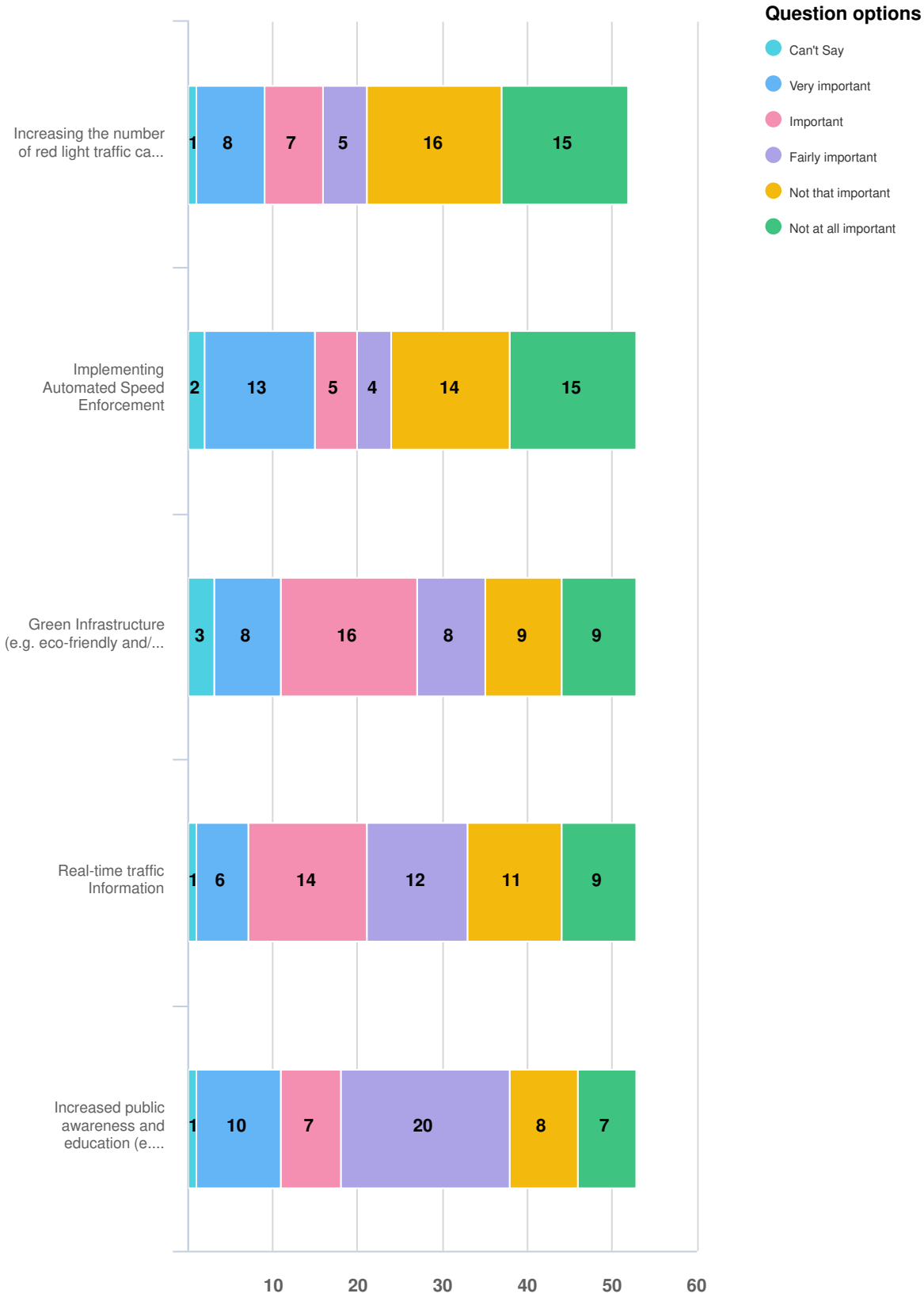
Have it so when a bike lane ends or starts it doesn't force bicycles on to sidewalks. Reduce speed limits and remove speed bumps. Get traffic flowing, make it so one can do the speed limit and not have to hit lights at every intersection. Make it possible for pedestrians to walk from one light to the other and not have to wait 3 minutes for the light to change. Put more pedestrian cross walks along the dyke trail. Pedestrian crosswalks along the mohawk canal trail. Teach parents and school children how to walk properly on a street when there are no sidewalks. Put sidewalks near schools like behind Pauline Johnson high school on glenwood road. Have sidewalks connect or continue, some sidewalks in this city go a couple of houses down and then suddenly stop i.e.. wellington and Stanley, James and Lyndhurst, Wellington and Brett.

Anonymous
3/05/2024 08:35 AM

Work on Brantford lift customer service… service is denied or cancelled without notice

Optional question (36 response(s), 17 skipped)
Question type: Essay Question

Q11 Please rate the following potential services for Transportation and Traffic Services based on their importance to you.



Optional question (53 response(s), 0 skipped)
Question type: Likert Question

to meet your future needs?

Anonymous 2/23/2024 07:51 AM	Lots of bikable and hike-able ways to navigate the city. A bike or scooter-sharing program would be great to accompany this.
Anonymous 2/23/2024 07:59 AM	We need to encourage greener transportation. Making more frequent and accessible busses, build more in walking or biking distance, and maintain walking and biking paths.
Anonymous 2/23/2024 08:00 AM	Sidewalks or multi use paths along Tutela Heights and Mt. Pleasant Rd, traffic calming measures on Mt. Pleasant Rd, and perhaps bus stops there as well
Anonymous 2/23/2024 08:04 AM	See speed bump concerns above
Anonymous 2/23/2024 08:06 AM	Timing of the traffic lights to keep traffic flowing
Anonymous 2/23/2024 08:07 AM	Add more speed bumps in “ racetrack” situations like Conklin Road. Implement all stoplights with advanced green.
Anonymous 2/23/2024 08:15 AM	Need more red light cameras
Anonymous 2/23/2024 08:22 AM	Provide easier way to contact the Transportation and Traffic Services department and better communication i.e. provide replies to inquires via email, not just a phone call so any commitments from the city are documented and city can be held accountable for any commitments made.
Anonymous 2/23/2024 08:32 AM	ENFORCEMENT. People in this city suck and they don't care about speed limits, stop signs, no parking signs, or any other effort the city makes to compensate for the piss-poor job our police do. Also, why would I recommend traffic services to others? That's a ridiculous question.
Anonymous 2/23/2024 09:04 AM	Implement PROPER improvements to the VMP, and that includes not focusing in the VMP traffic tying in at Gretzky. Also perhaps constructing a traffic circle at the delta by the construction of the

	homes at the old Canadian Tire lot, this will assist in adding that traffic to the increasing traffic load on these streets. Perhaps even a traffic circle at Colbourne W and the VMP.
Anonymous 2/23/2024 09:05 AM	Improve the Traffic signals timing, there is so many lights now that it can take for every to cross the city.
Anonymous 2/23/2024 09:12 AM	Better monitoring of speeds on highly used roads such as Brantwood Avenue
Anonymous 2/23/2024 09:32 AM	consider your citizens needs, experiences & safety
Anonymous 2/23/2024 09:51 AM	Public works department and engineering department should try to exceed the "Minimum Maintenance Standards" as set out by the Ministry of Transportation instead of just meeting them. Need to go a head with the Oak Park Road Extension across the river, Brantford needs better access to West Brant from Hwy 403.
Anonymous 2/23/2024 09:53 AM	Repair roads and sidewalks to make accessible to disabled in wheelchairs and mobility scooters
Anonymous 2/23/2024 10:10 AM	Two equally important: 1. eliminate bicycle lanes and return four lane traffic to streets like North Park and Memorial. 2. instalation and monitoring of speed and red light cameras in high volume areas throughout the city.
Anonymous 2/23/2024 10:25 AM	Using road materials less likely to erode. Or fixing potholes at the right time, so they don't just degrade quickly
Anonymous 2/23/2024 10:26 AM	Find a way to ticket and enforce stop signs
Anonymous 2/23/2024 10:42 AM	Give us our wide streets back. Stop wasting money on signs no one can read unless they're walking. Let police and traffic department do their job by ticketing offenders. Red light cameras and photo radar.
Anonymous 2/23/2024 10:42 AM	Lose the bike lanes and speed bumps, focus more on the cause

Anonymous 2/23/2024 10:49 AM	We need to continually find ways to slow traffic down and instill a respect amongst users of public roadways. I drive a taxi part-time and can attest that the attitude of drivers in the City is deplorable.
Anonymous 2/23/2024 11:35 AM	Provide better response to traffic signals and signs and remove bike lanes, red light cameras etc.
Anonymous 2/23/2024 12:46 PM	Get rid of speed limits and stop signs, if you actually want to reduce speeds put in speed humps, bump-outs. The city needs to get rid of lights and create more roundabouts.
Anonymous 2/23/2024 02:15 PM	Deal with speed by implementing new measure and cameras.
Anonymous 2/23/2024 07:09 PM	More Police officers on the streets
Anonymous 2/23/2024 08:28 PM	Don’t spend money on useless things like permeable pavement. Use our money on improving our roads. Brantford is growing fast and we need more road infrastructure. Too many bottle necks. Permeable pavement and protected bike paths that take up valuable road space and on road parking like on oakhill was a complete waste of money. 40k to do this when all that road needed was 4 stop sign stuck in the ground and white lines painted. Cheap. Councilors and traffic planner told me “not everyone stops at stop sign” well guess what…nobody fucking stops speed bumps…this is just one example of the city misappropriating funds. This city needs new roads not bike paths and stupid shit downtown for the crackheads to enjoy.
Anonymous 2/24/2024 08:05 AM	Stop reducing 2 lane roadways into singles with bike lanes. The amount of people using the bike lanes is minuscule.
Anonymous 2/24/2024 09:51 AM	Remove all bicycle lanes and on street parking - no child needs to get killed because of the City stupidity with cars parked everywhere. Fix Brant Ave - ban ALL parking or stopping on Brant Ave 24/7; create a turning lane onto West Street when traveling south or ban left hand turns there altogether and re-time all lights for a smoother flow.
Anonymous 2/24/2024 11:13 AM	Quite frankly although it’s heretic to say so but we don’t need the number of bike lanes we have. We aren’t in Europe and there simply

	are not enough bikers to expand bike lanes. The bike lanes on Brantwood Park Road for example are dangerous and terribly designed.
Anonymous 2/24/2024 02:45 PM	More pedestrian safety, increase training for drivers
Anonymous 2/26/2024 02:38 PM	Fill in the very deep pot holes on the roads.
Anonymous 2/27/2024 04:32 AM	n/a
Anonymous 2/27/2024 03:43 PM	We need a new bridge to go over the Grand river with a road from Colborne st w to Oak park rd and Hardy rd to access the 403 instead of all the new traffic from new housing going through downtown core causing more traffic. Also as a example when i lived in Milton as it grew the homebuilders had to pay upfront for the infrastructure of roads soforth before they built new homes as to not put to much pressure on the city where they had to raise taxes on existing home owners and when the new housing was occupied by now tax paying citizens the builders were reimbursed so this is a win win for all concerned. It is very important to get ahead of the extra traffic soforth as to not end up everyone living in and around the city end up in a huge bottle neck
Anonymous 2/28/2024 08:38 AM	Drivers have a total disregard for stop signs. They added more in our area of town to address the perceived speeding issue. Very few people truly stop. It is a slow and look. If the city wants to generate income, failure to stop charges could do it.
Anonymous 3/05/2024 08:35 AM	Faces challenges in traffic around mount pleasant road and Conklin… work on traffic around the area

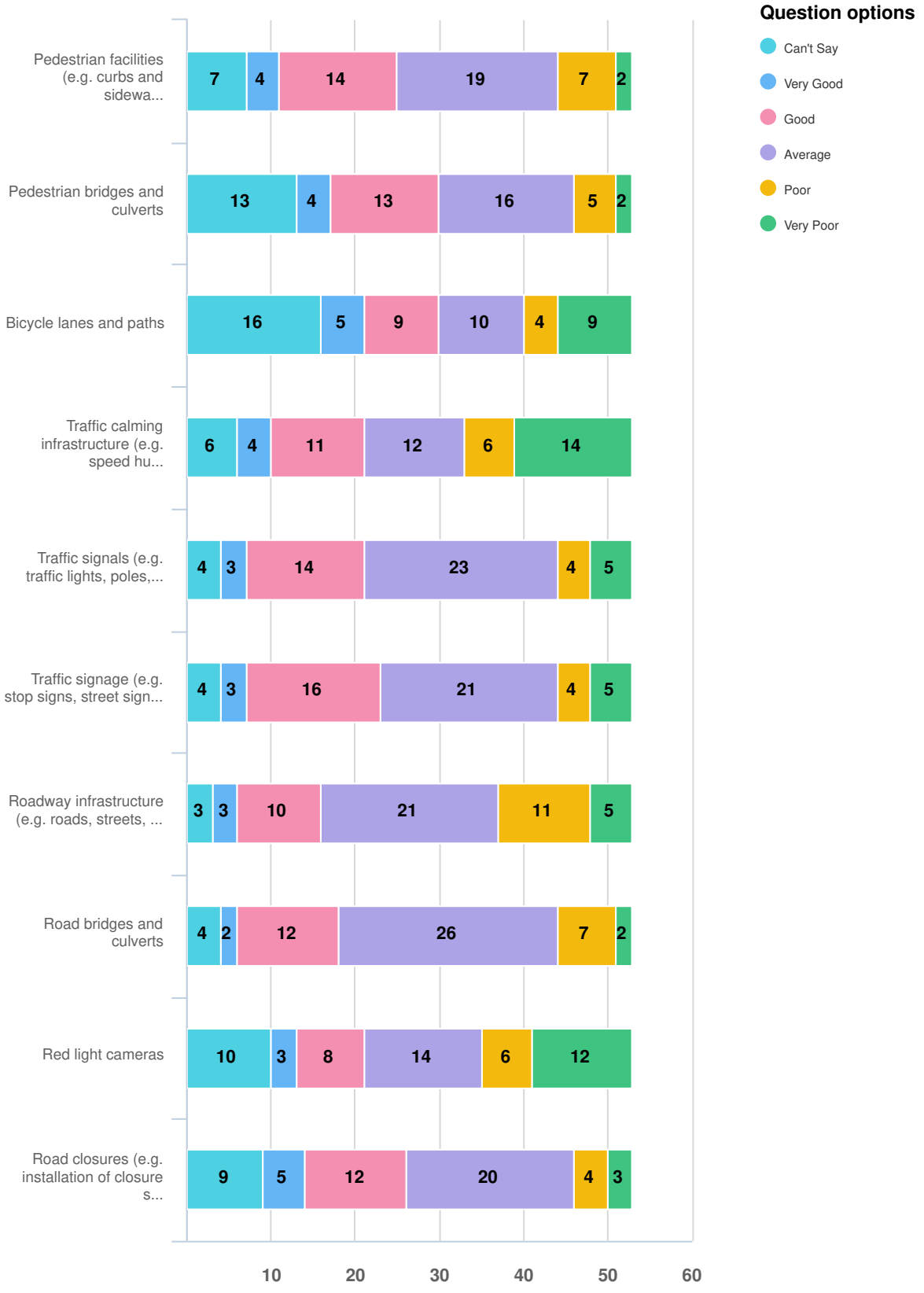
Optional question (35 response(s), 18 skipped)
Question type: Essay Question

Q13 How likely would you be to recommend Brantford Transportation and Traffic Services to others?



Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Q14 How would you rate Transportation and Traffic Services at the City of Brantford for providing good value for the money in the infrastructure and services provided to your community?



Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Q15 In the event of an unforeseen service disruption (such as potholes, closures, etc.), is the response from Transportation and Traffic Services for repairs/installation within a reasonable amount of time?



Optional question (53 response(s), 0 skipped)
Question type: Likert Question

Water, Wastewater and Stormwater Services

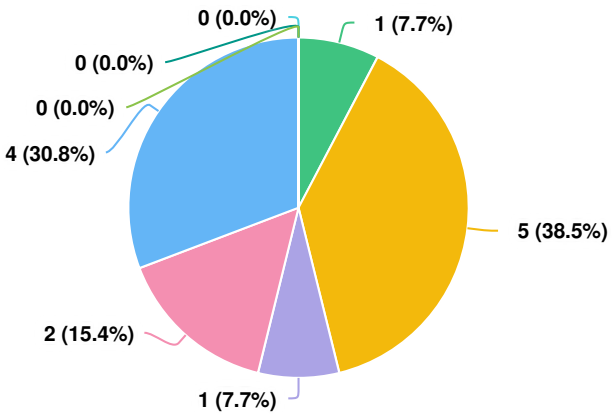
SURVEY RESPONSE REPORT
01 September 2023 - 13 March 2024

PROJECT NAME:
Let's talk about service levels

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 What is your age?

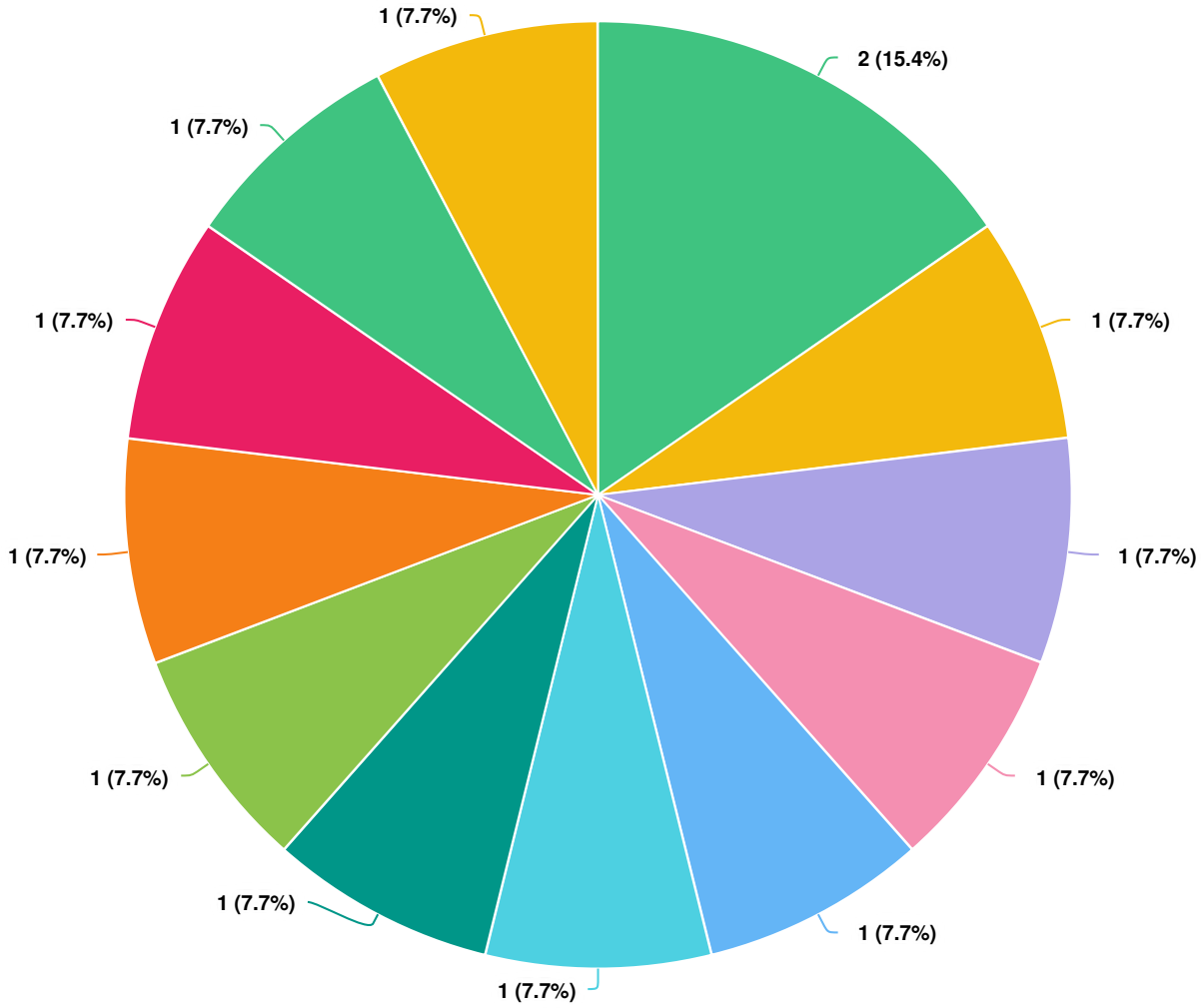


Question options

25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 79 | 18 to 24 | 80 or older | Prefer not to answer

Mandatory Question (13 response(s))
Question type: Radio Button Question

Q2 What is your postal code?

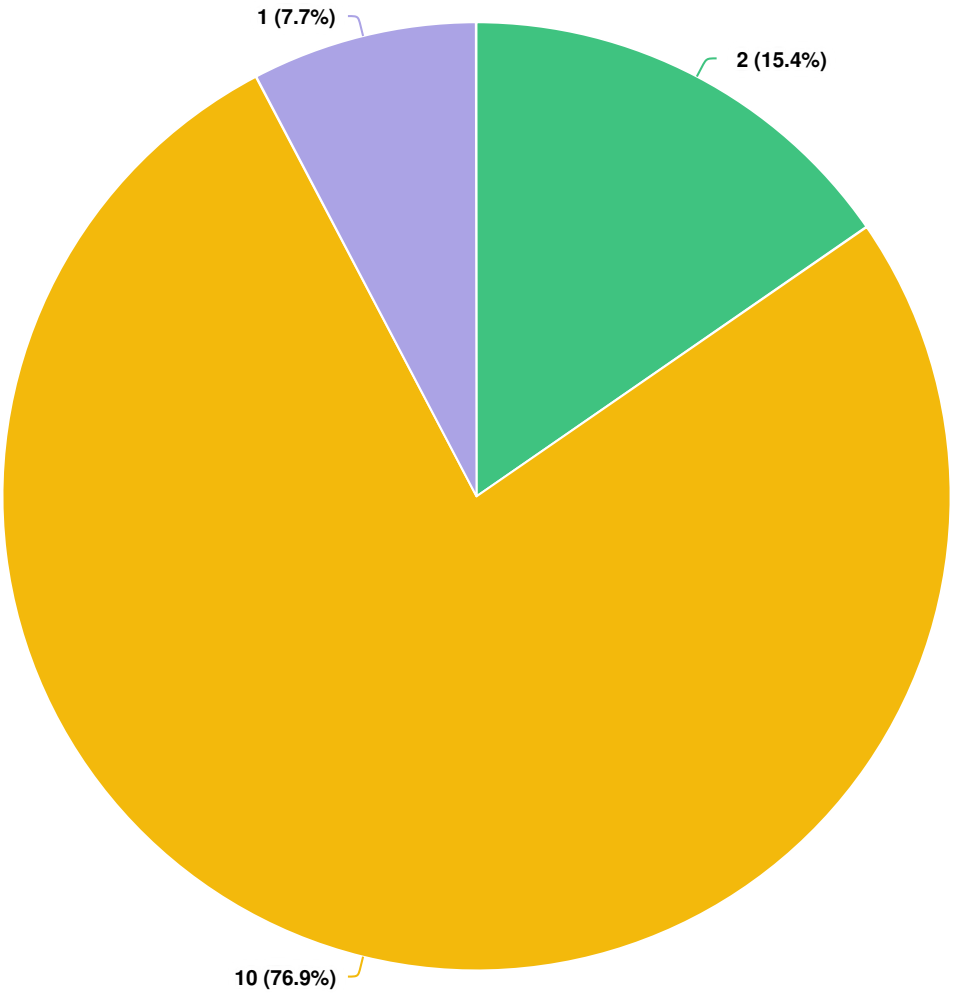


Question options

- Brantford, ON, N3R0A7
- Brantford, ON, N3S4T6
- Brantford, ON, N3P1P9
- Brantford, ON, N3T3M8
- Brantford, ON, N3S1V5
- Brantford, ON, N3R1G6
- Brantford, ON, N3R6B3
- Brantford, ON, N3R5G3
- Brantford, ON, N3T1R4
- Brantford, ON, N3R2H2
- Brantford, ON, N3R1N9
- Brantford, ON, N3S3Y1

Mandatory Question (13 response(s))
Question type: Region Question

Q3 Do you use an assistive mobility device?

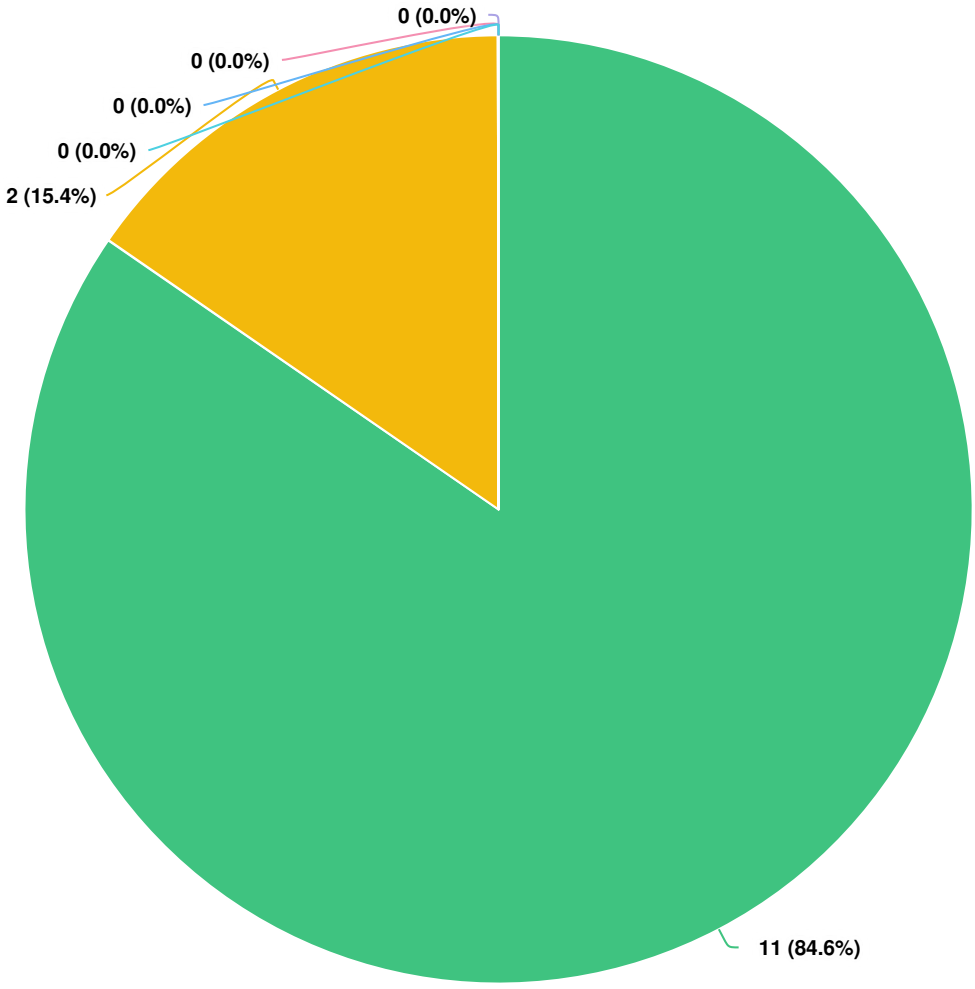


Question options

Yes No Prefer not to answer

Mandatory Question (13 response(s))
Question type: Radio Button Question

Q4 How would you best describe your association with Brantford?



Question options

- I live in Brantford
- I live in Brantford, and I also run a Brantford-based business
- I don't live in Brantford, but I run a Brantford-based business
- I work in Brantford, but live somewhere else
- Prefer not to answer
- Other (please explain)

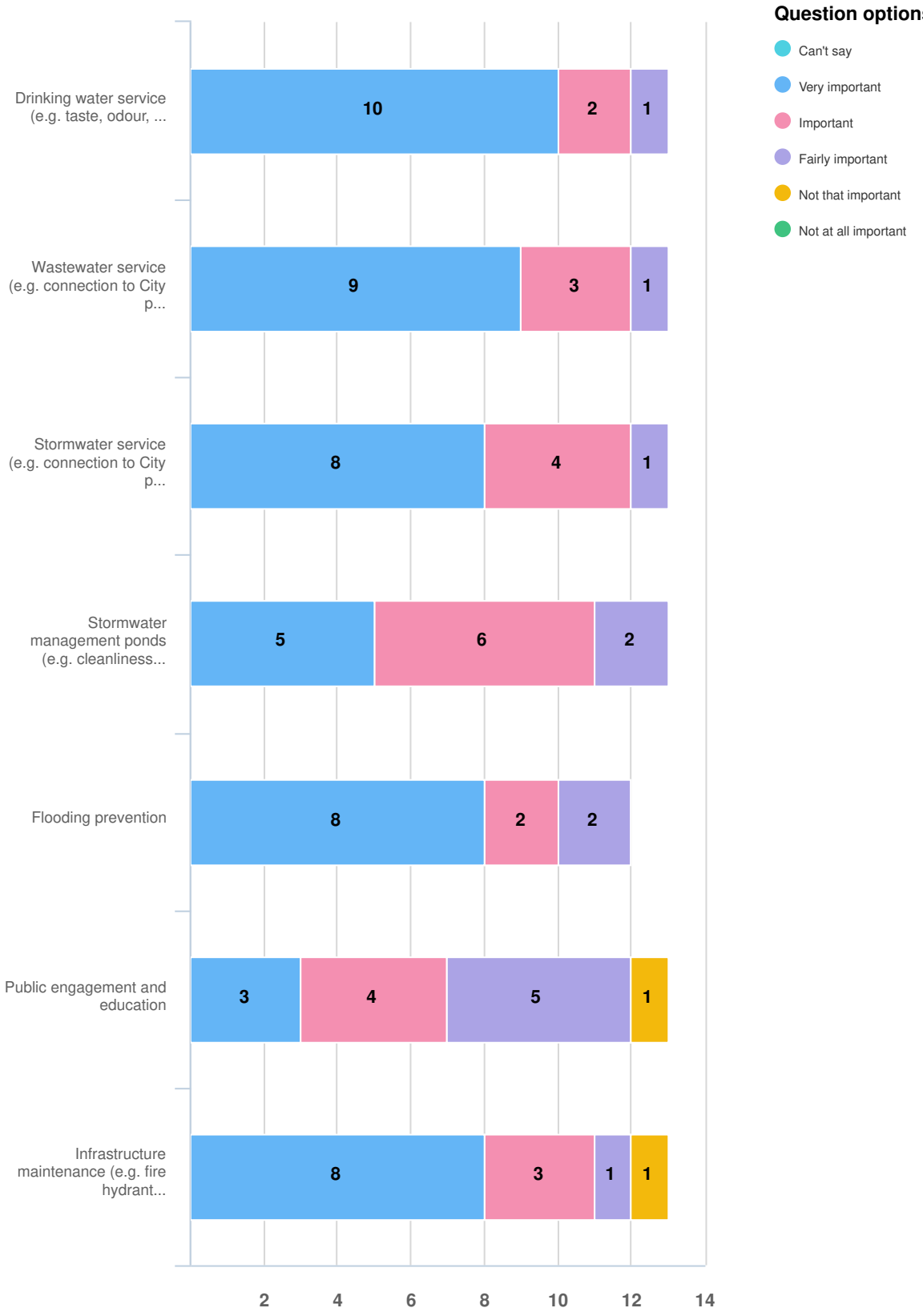
Mandatory Question (13 response(s))
Question type: Radio Button Question

Q5 Over the last 24 months, how do you feel that the City of Brantford has performed overall in the following Water, Wastewater and Stormwater Services: If you have not used the services, please choose “Can’t Say”



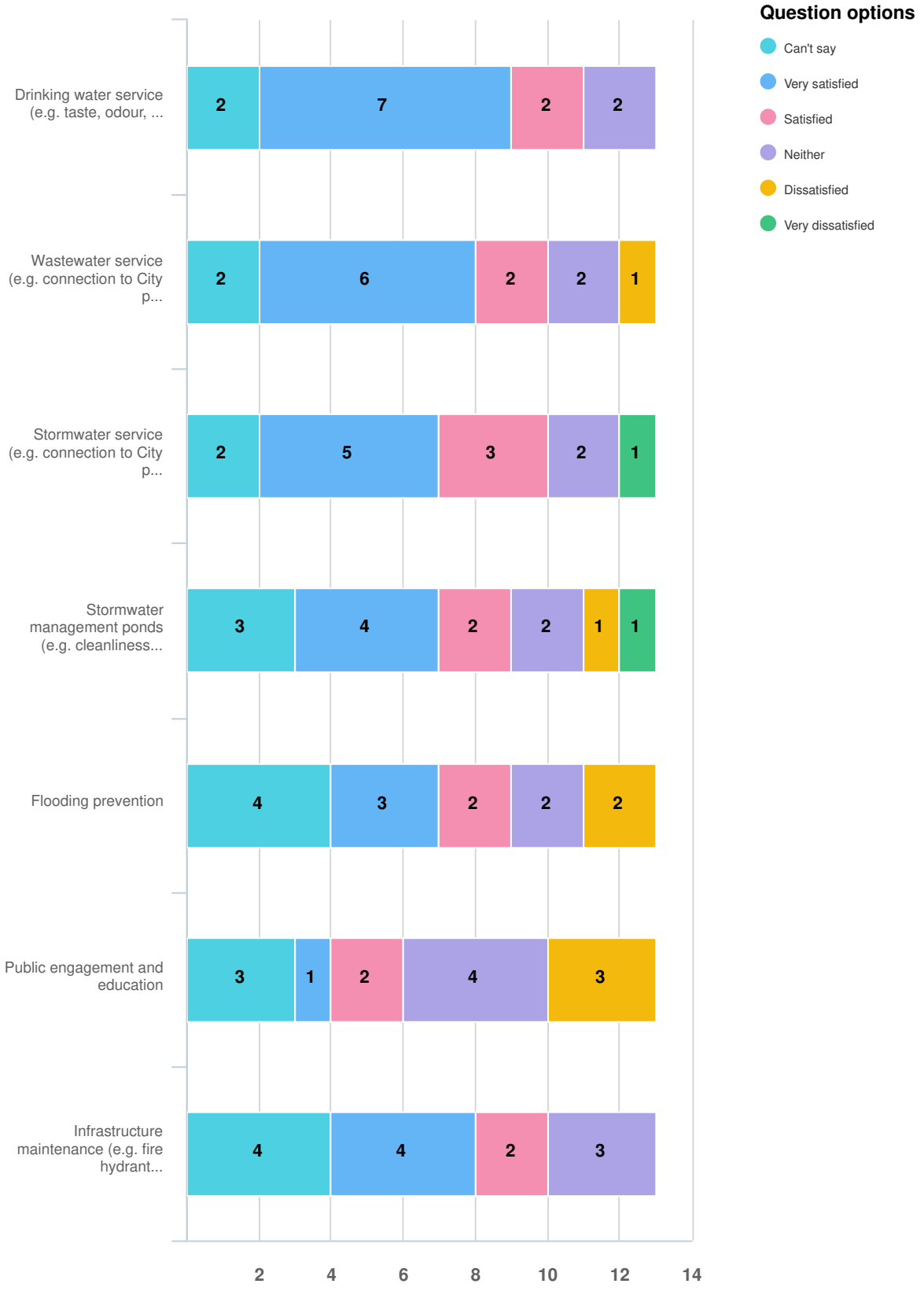
Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q6 How important should the following services be as a responsibility for Water, Wastewater and Stormwater Services? If you have not used the services, please choose "Can't say"



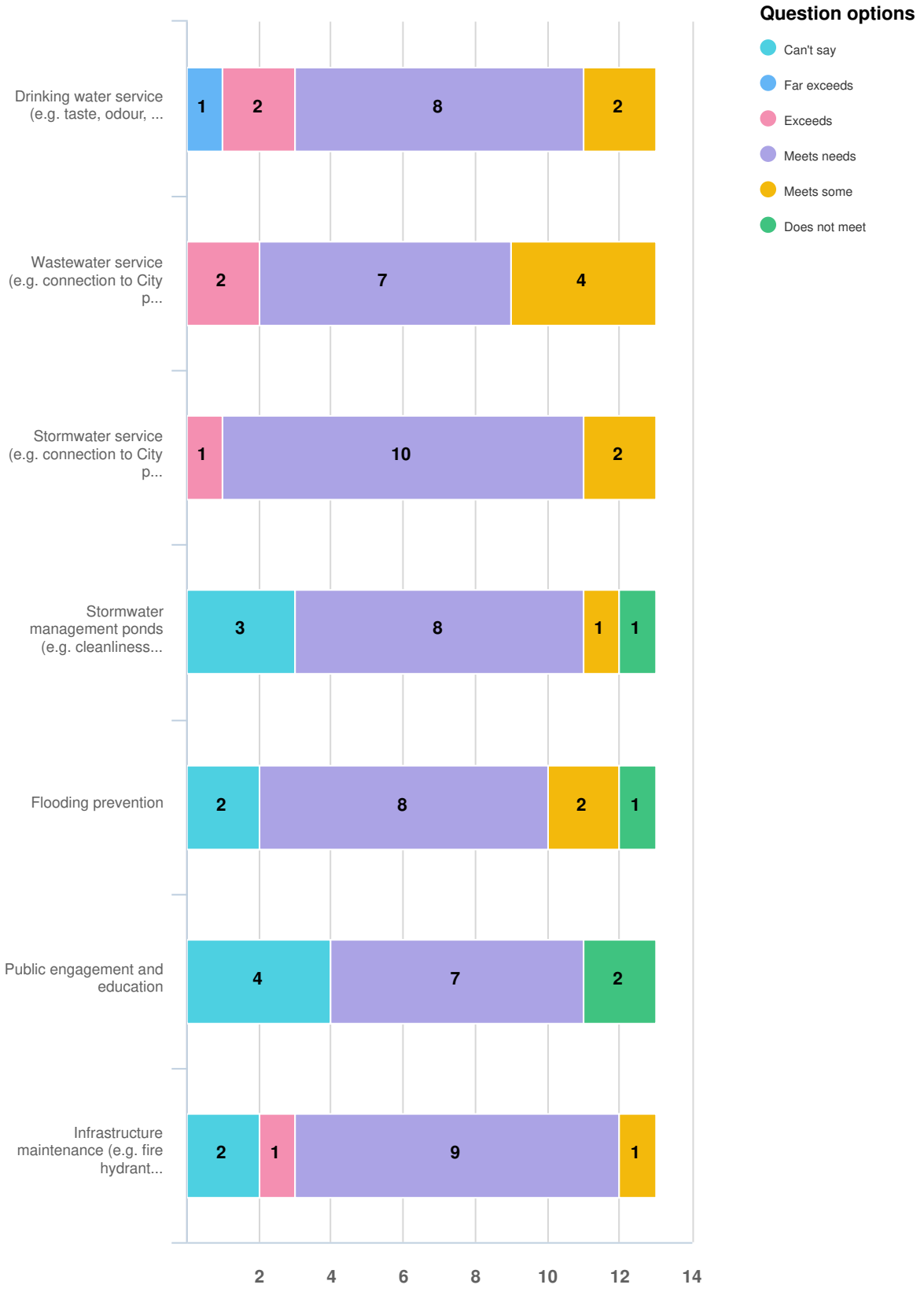
Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q7 **In the last 24 months if you have used services provided by Water, Wastewater and Stormwater Services, how satisfied are you with your ability to access services?If you have not used the services, please choose "Can't Say"**



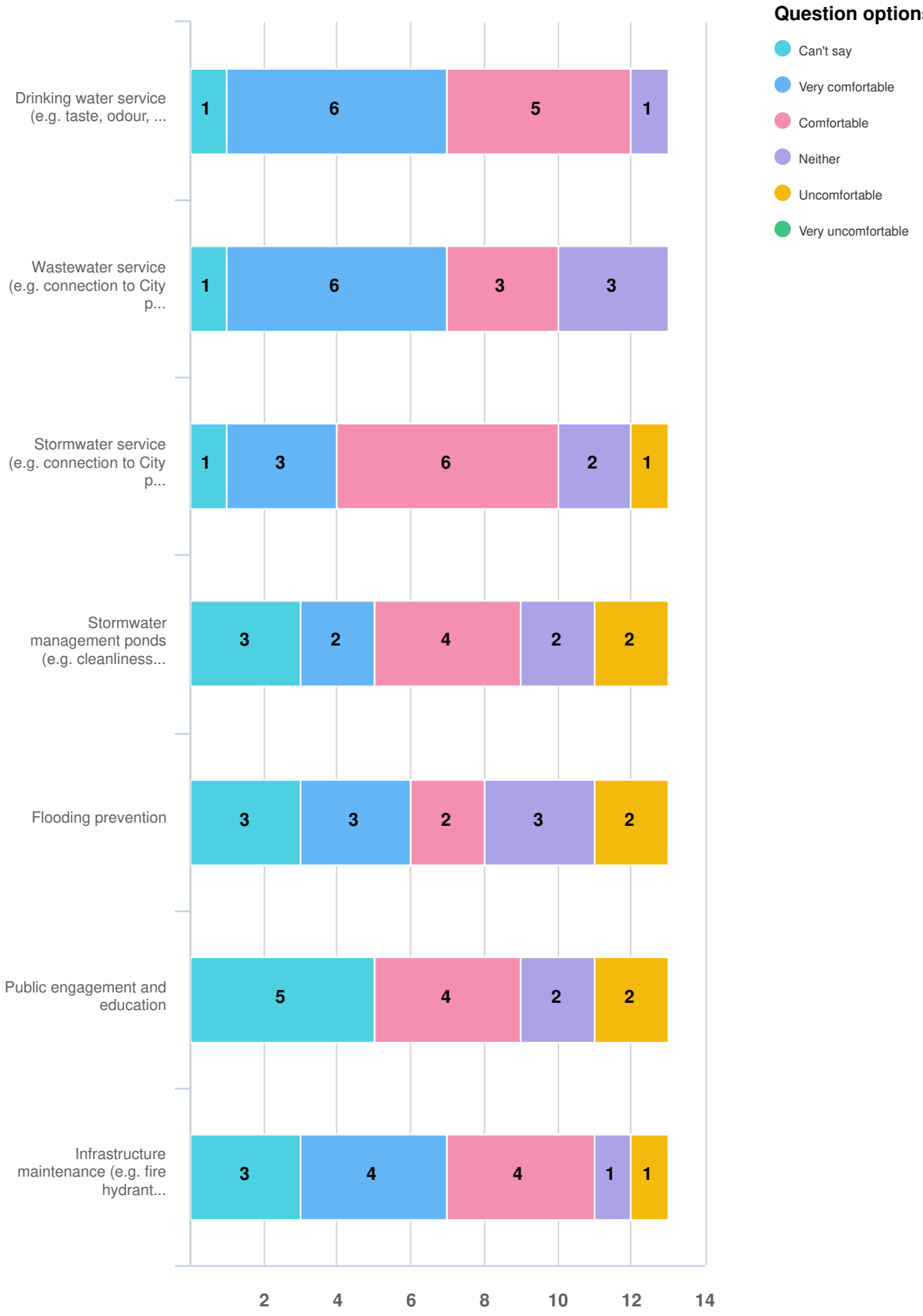
Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q8 Do the following services provided by Brantford Water, Wastewater and Stormwater Services meet your needs? If you have not used the services, please choose "Can't Say"



Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q9 Do you feel comfortable receiving the following services provided by Water, Wastewater and Stormwater Services?If you have not used the services, please choose “Can’t Say”



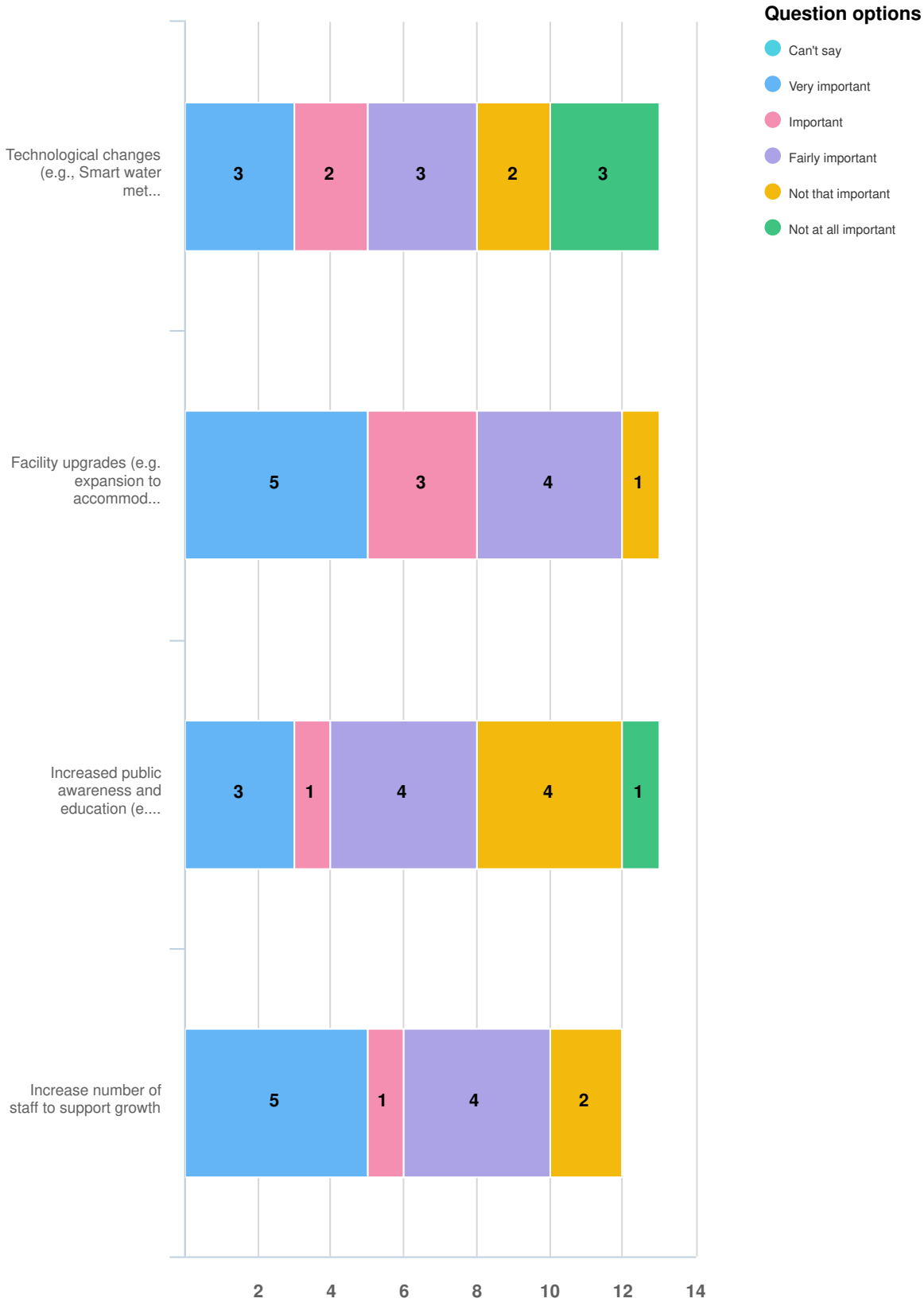
Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q10 How can we improve our services to increase how comfortable you feel?

Anonymous 2/05/2024 05:29 PM	start cleaning the streets more.. and make schedules to let people know to move cars when the roads are cleaned to keep storm drains free so it decreases the street flooding
Anonymous 2/07/2024 10:03 AM	You can fix the cracking, clay pipes that have allowed tree roots (planted by the City) to infiltrate and cause backups in my house.
Anonymous 2/15/2024 05:25 AM	Respect the water. Stop building on the flood plain, destroying meadowland and displacing the natural environment that would otherwise have naturally reconditioned water. The city should be using natural and man made resources to improve water quality and supply. What is allowed is interconnected and affects all.
Anonymous 2/23/2024 08:22 AM	More public education
Anonymous 2/23/2024 08:48 AM	There are bylaws in place but it feels like the city doesn't want to get involved or even try to enforce them. When I tried to bring a problem to their attention I was told to pursue it as a "civil matter" for resolution. Really. You cant enforce a city bylaw? Or you are to scared? Pathetic. I should sue the city for not enforcing their own laws.
Anonymous 2/23/2024 11:04 AM	Make things known to the public
Anonymous 2/26/2024 06:42 AM	make backflow valve compliance/ by or tri ,yearly testing requirement

Optional question (7 response(s), 6 skipped)
Question type: Essay Question

Q11 Please rate the following potential services for Water, Wastewater and Stormwater Services based on their importance to you.



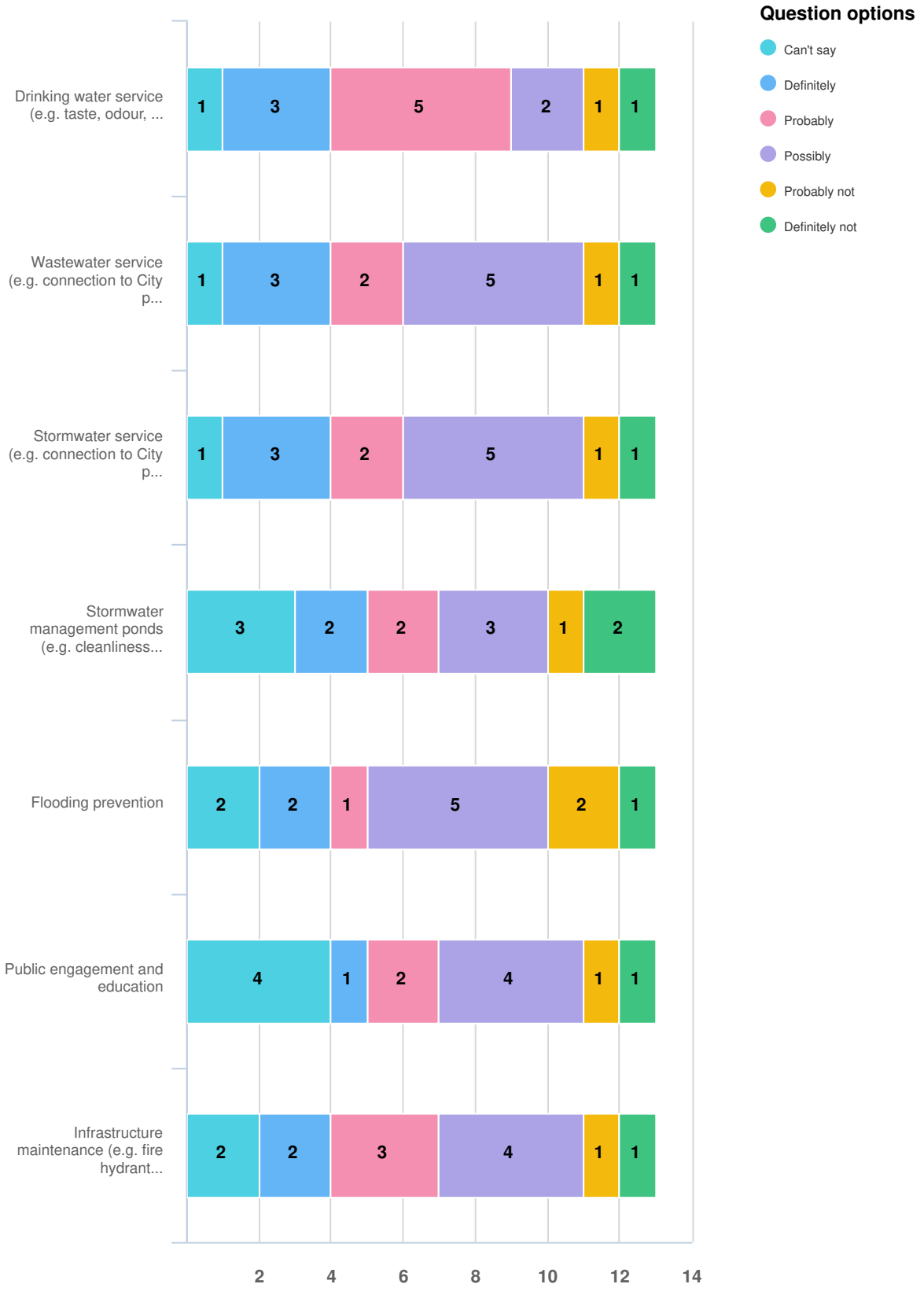
Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q12 What are the biggest changes that Water, Wastewater and Stormwater Services could implement to meet your future needs?

Anonymous 2/05/2024 05:29 PM	not sure
Anonymous 2/07/2024 10:03 AM	You can replace the cracking, clay pipes that have allowed tree roots (planted by the City) to infiltrate and cause backups in my house.
Anonymous 2/15/2024 05:25 AM	Ensure the safety and quality of the water supply is properly maintained
Anonymous 2/23/2024 08:22 AM	Allow local businesses to provide quotes for the process optimization and equipment needed to improve the wastewater treatment system and accommodate the growing community. JPalma@Pulps-Solutions can offer assistance.
Anonymous 2/23/2024 08:48 AM	Enforce existing bylaws!!!!!!!!
Anonymous 2/23/2024 11:04 AM	Upgrade facilities
Anonymous 2/26/2024 06:42 AM	have physically address for residents to come talk face to face with staff about issues
Anonymous 2/29/2024 07:05 AM	Soften water

Optional question (8 response(s), 5 skipped)
Question type: Essay Question

Q13 How likely would you be to recommend Water, Wastewater and Stormwater Services to others? If you have not used the services, please choose "Can't Say"



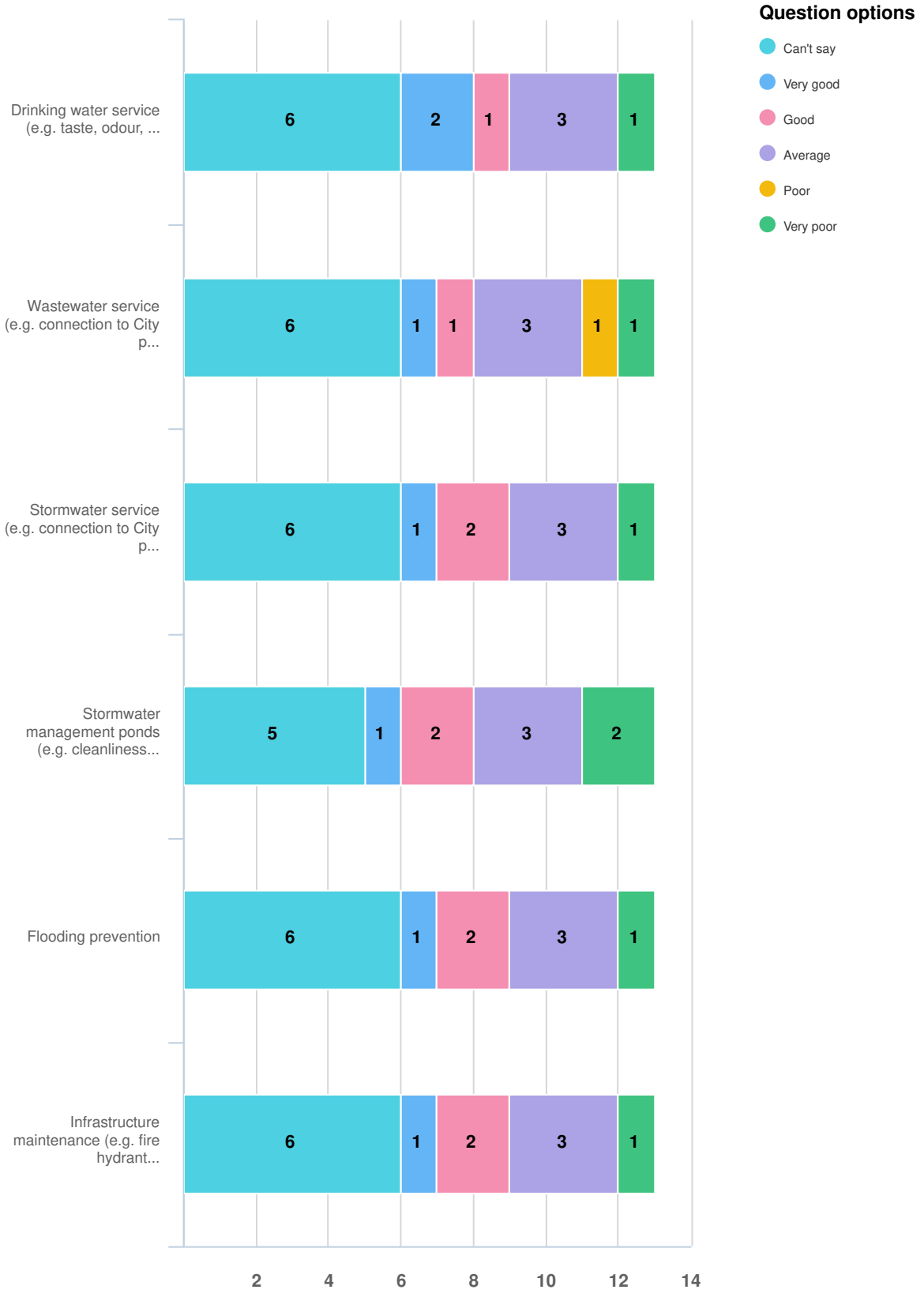
Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q14 How would you rate Water, Wastewater and Stormwater Services in providing good value for money in the infrastructure and services provided to your community?If you have not used the services, please choose “Can’t Say”



Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Q15 In the event of an unforeseen service disruption (such as flooding, sewage backup, etc), is the response from Water, Wastewater and Stormwater Services within a reasonable amount of time? If you have not used the services, please choose "Can't Say"



Optional question (13 response(s), 0 skipped)
Question type: Likert Question

Appendix E

Staff Engagement Survey

Non-Core Assets

IT Survey Results

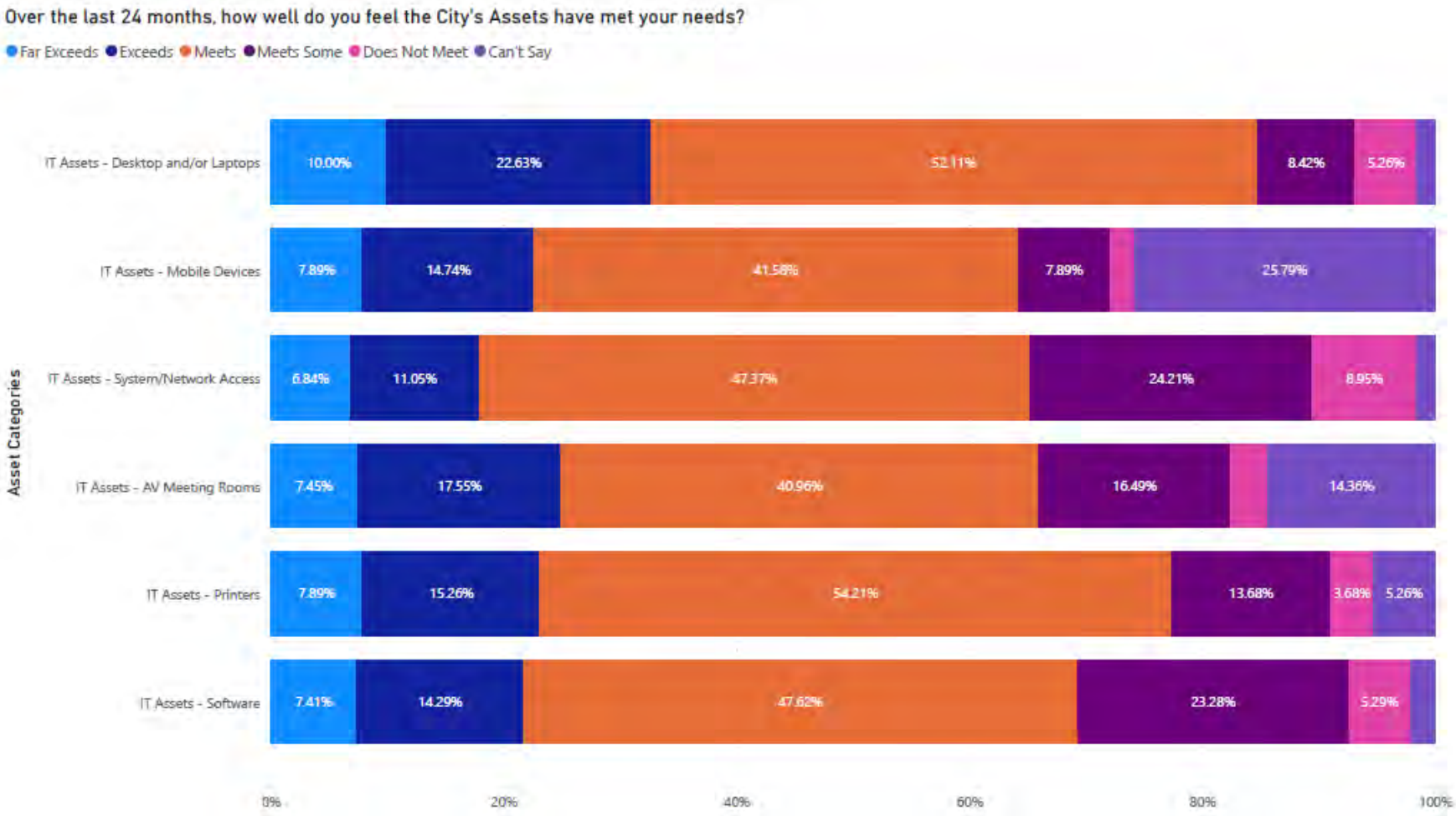
Survey Takers: Internal Survey of City Staff
Dates: February 21, 2024 – March 8, 2024
Number of Surveys Completed: 260
Number of Surveys where IT questions were skipped: 70
260 employees represent 24.2% of equivalent FTEs employed at City at time of survey

Questions & Responses

1. Over the last 24 months, how well do you feel the City's IT Assets have met your needs? (If you have not used these assets indicate "Can't Say")
   Answered: 190
   Skipped: 70

Table 1 Percent of Responses in Each Option by Asset Type

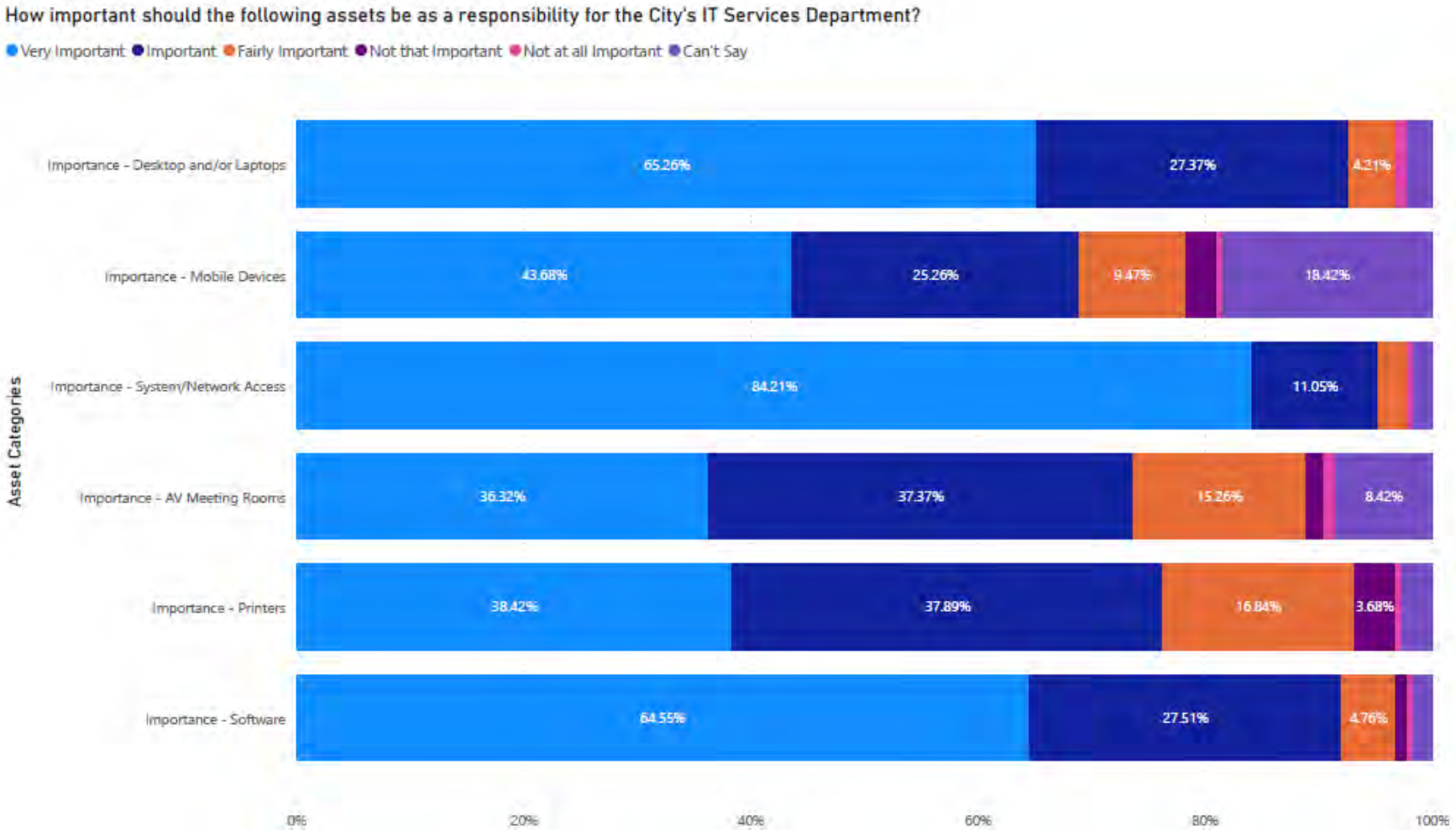
Response/Asset	Does Not Meet	Meets Some	Meets	Exceeds	Far Exceeds	Can't Say
IT Assets - Desktop and/or Laptops	5%	8%	52%	23%	10%	2%
IT Assets - Mobile Devices	2%	8%	42%	15%	8%	26%
IT Assets - System/Network Access	9%	24%	47%	11%	7%	2%
IT Assets - AV Meeting Rooms	3%	16%	41%	18%	7%	14%
IT Assets - Printers	4%	14%	54%	15%	8%	5%
IT Assets - Software	5%	23%	48%	14%	7%	2%


Over the last 24 months, how well do you feel the City's Assets have met your needs?
Far Exceeds
Exceeds
Meets
Meets Some
Does Not Meet
Can't Say
Asset Categories
IT Assets - Desktop and/or Laptops
10.00%
22.63%
52.11%
8.42%
5.26%
IT Assets - Mobile Devices
7.89%
14.74%
41.58%
7.89%
25.79%
IT Assets - System/Network Access
6.84%
11.05%
47.37%
24.21%
8.95%
IT Assets - AV Meeting Rooms
7.45%
17.55%
40.96%
16.49%
14.36%
IT Assets - Printers
7.89%
15.26%
54.21%
13.68%
3.68%
5.26%
IT Assets - Software
7.41%
14.29%
47.62%
23.28%
5.29%
0%
20%
40%
60%
80%
100%

2. How important should the following assets be as a responsibility for the City's IT Services Department?
   Answered: 190
   Skipped: 70

Table 2 Percent of Responses in Each Option by Asset Type

Response/Asset	Not at all Important	Not that Important	Fairly Important	Important	Very Important	Can't Say
IT Assets - Desktop and/or Laptops	1%	0%	4%	27%	65%	2%
IT Assets - Mobile Devices	1%	3%	9%	25%	44%	18%
IT Assets - System/Network Access	1%	0%	3%	11%	84%	2%
IT Assets - AV Meeting Rooms	1%	2%	15%	37%	36%	8%
IT Assets - Printers	1%	4%	17%	38%	38%	3%
IT Assets - Software	1%	1%	5%	28%	65%	2%


How important should the following assets be as a responsibility for the City's IT Services Department?
Very Important
Important
Fairly Important
Not that Important
Not at all Important
Can't Say
Asset Categories
Importance - Desktop and/or Laptops
65.26%
27.37%
4.21%
Importance - Mobile Devices
43.68%
25.26%
9.47%
18.42%
Importance - System/Network Access
84.21%
11.05%
Importance - AV Meeting Rooms
36.32%
37.37%
15.26%
8.42%
Importance - Printers
38.42%
37.89%
16.84%
3.68%
Importance - Software
64.55%
27.51%
4.76%
0%
20%
40%
60%
80%
100%

3. Do you have any additional comments or suggestions for ways the City's IT Department can improve services related to our IT Assets?
   Answered: 57
   Skipped: 203

   A summary of comments received is presented below. Some comments consisted of multiple items being covered, which resulted in 71 distinct comments in total.

   Things that respondents feel are working well
   - Help Desk: 6
   - Remote Work: 2
   - Audio/Visual (A/V) Equipment at City Hall: 1

   Things that respondents feel need improvement
   - A/V Cables: 1
   - A/V Access at buildings other than City Hall: 1
   - Authentication/Logging In: 6
   - Communication: 6
   - Computer access or performance: 10
   - Ease of Access to City Hall Help Desk: 1
   - Field access to Network: 1
   - More IT Staff: 1
   - Network Drive Access or Setup: 3
   - Portal 3 access: 6
   - Printer access or performance: 3
   - Software Age or Access: 13
   - Software Training: 3
   - Tablet access or performance: 3
   - Wifi access or speed: 4

Review

- Assets in all categories are meeting or exceeding respondents' needs. Many respondents were unable to comment on whether mobile devices (25.8%) or AV meeting room equipment (14.4%) were meeting their needs as they had not used these assets over the past 2 years.
- Assets in the software and system/network categories, while meeting the needs of some respondents, had the highest levels of respondents indicating that the assets did not meet (5.3% software, 9.0% system/network access) or meets some of their needs (23.3% software, 24.2% system/network access).
- System/Network Access (84.2%) was indicated by respondents to be very important, followed by desktop and/or laptop computers (65.3%) and Software (64.6%).

Conclusions

Respondents are generally content with the IT assets they work with some improvements desired for the System/Network Access and Software access categories.

Possible KPIs

- Network Downtime per Month
- Help Desk Tickets Resolved within a set number of days
- Average Number of Softwares which have not been updated within a set number of years
- Percentage of Employees who say assets meet or exceed their needs (projected based on survey responses)

Facilities Survey Results

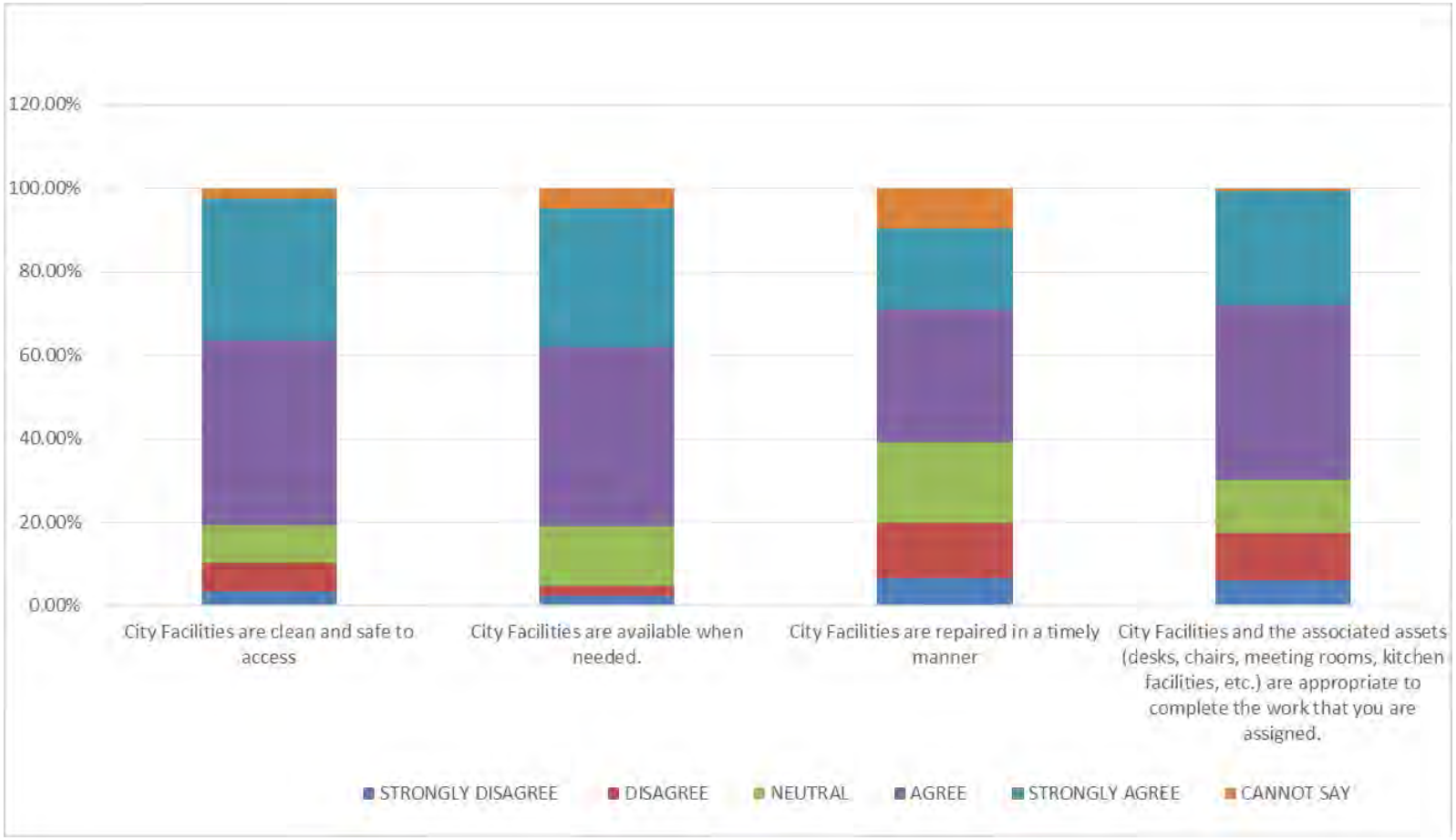
Survey Takers: Internal Survey of City Staff
Dates: February 21, 2024 – March 8, 2024
Number of Surveys Completed: 260
Number of Surveys where Facilities questions were skipped: 49
260 employees represent 24.2% of equivalent FTEs employed at City at time of survey

Questions & Responses

Q1 Thinking about City Facilities you have used over the last 24 months, do you agree with the following statements? (If you have not used a City Facility please indicate “Can’t Say”)
Answered: 211
Skipped: 49

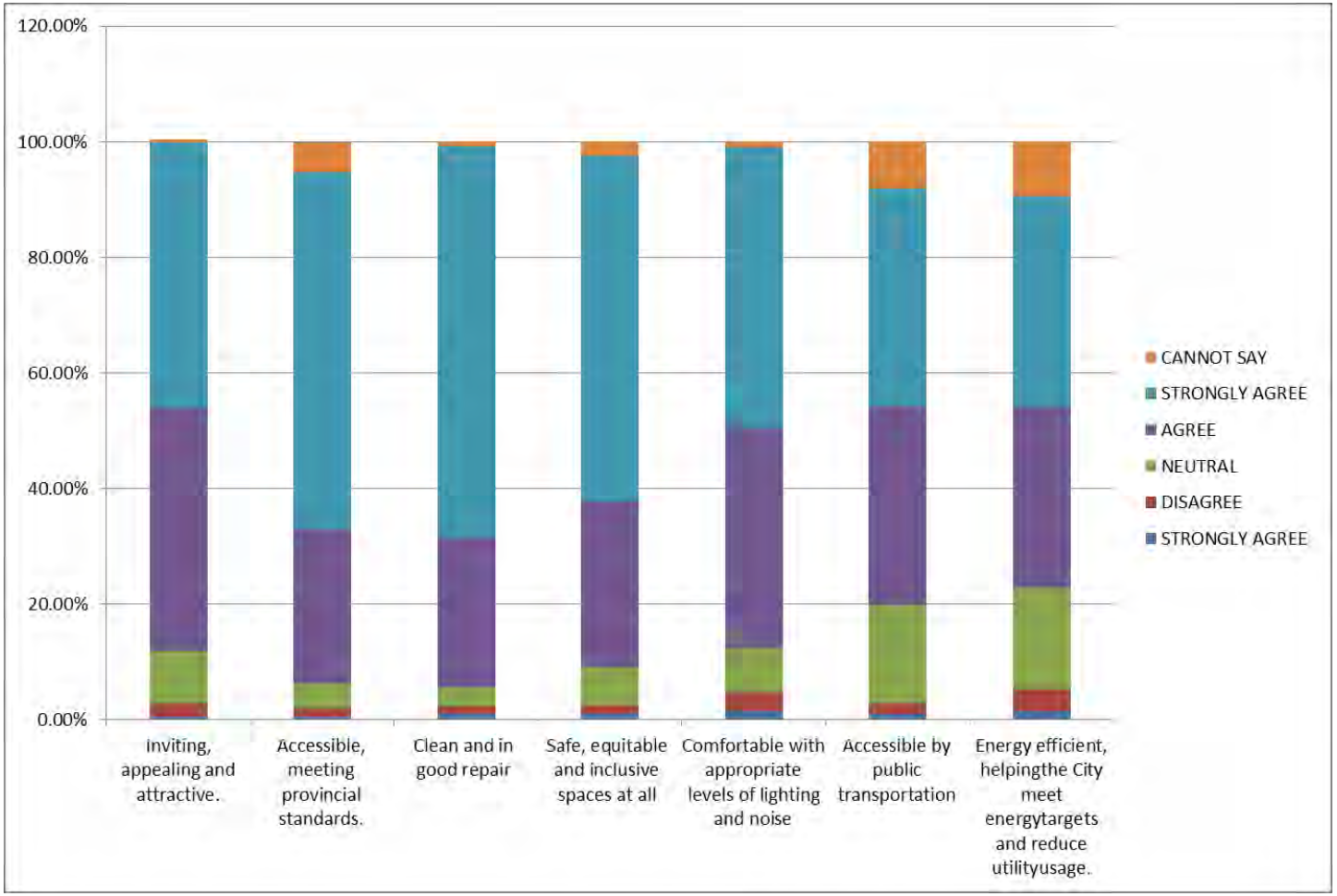
Table 3 Percent of Responses in Each Option by Asset Type

Questions	STRONGLY AGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	CAN'T SAY
City Facilities are clean and safe to access	3.32%	7.11%	9%	44.08%	34.12%	2.37%
City Facilities are available when needed.	2.37%	2.37%	14.22%	43.13%	33.18%	4.74%
City Facilities are repaired in a timely manner	6.64%	13.27%	19.43%	31.75%	19.43%	9.48%
City Facilities and the associated assets (desks, chairs, meeting rooms, kitchen facilities, etc.) are appropriate to complete the work that you are assigned.	6.16%	11.37%	12.80%	41.71%	27.49%	0.47%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
City Facilities are clean and safe to access
City Facilities are available when needed.
City Facilities are repaired in a timely manner
City Facilities and the associated assets (desks, chairs, meeting rooms, kitchen facilities, etc.) are appropriate to complete the work that you are assigned.
STRONGLY DISAGREE
DISAGREE
NEUTRAL
AGREE
STRONGLY AGREE
CANNOT SAY

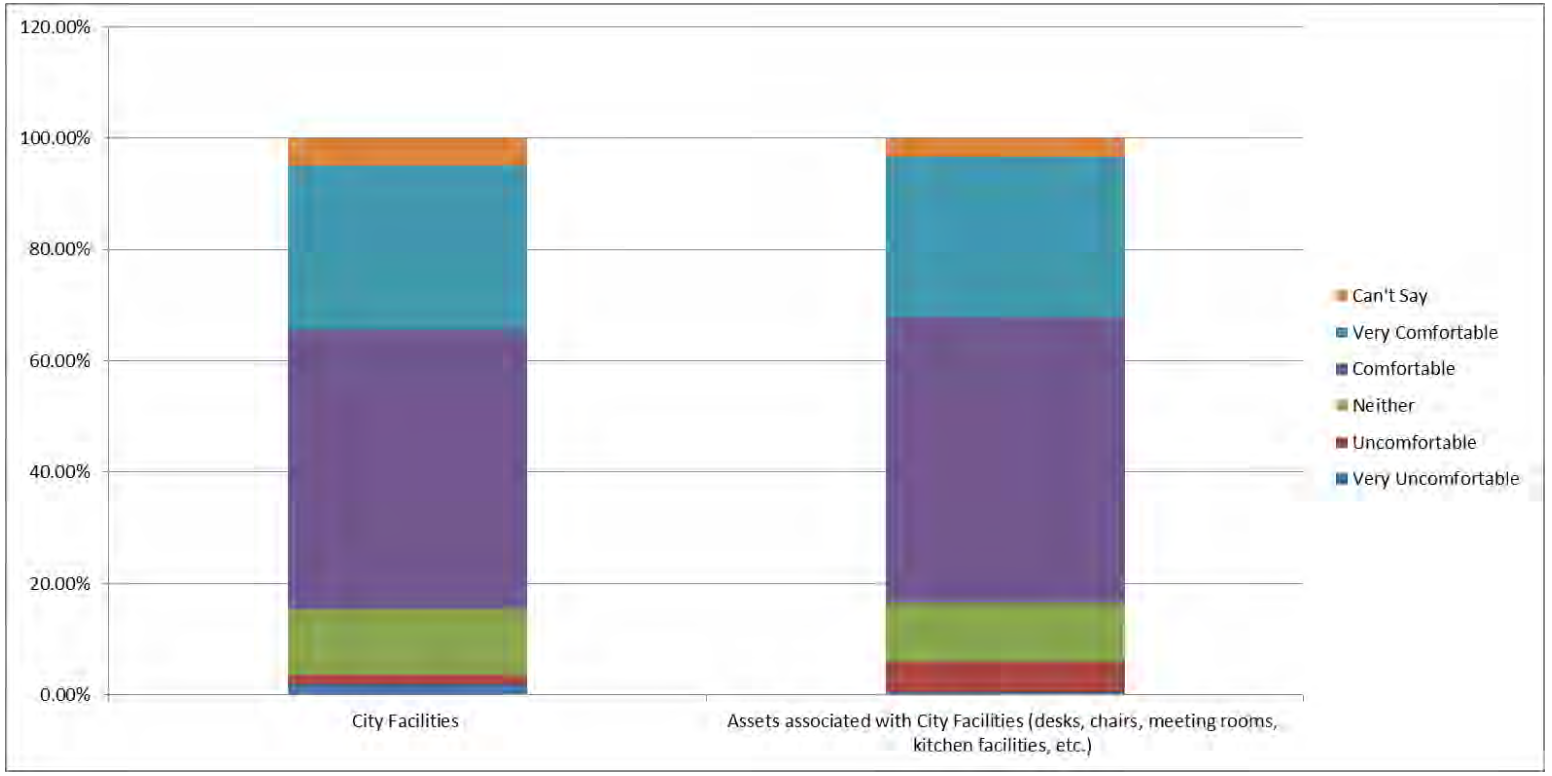
Q2. Thinking about how you use internal and external public spaces do you agree with the following statements? City Facilities should be?
Answered: 210;
Skipped: 50

Questions	STRONGLY AGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	CANNOT SAY
Inviting, appealing and attractive.	0.48%	2.39%	9.09%	41.93%	45.93%	0.48%
Accessible, meeting provincial standards.	0.48%	1.44%	4.31%	26.72%	61.72%	5.26%
Clean and in good repair	0.95%	1.43%	3.33%	25.71%	67.72%	0.95%
Safe, equitable and inclusive spaces at all	0.96%	1.44%	6.70%	28.71%	59.81%	2.39%
Comfortable with appropriate levels of lighting and noise	1.43%	3.33%	7.62%	38.10%	48.57%	0.95%
Accessible by public transportation	0.95%	1.90%	17.14%	34.29%	37.62%	8.10%
Energy efficient, helping the City meet energy targets and reduce utility usage.	1.43%	3.81%	17.62%	31.43%	36.19%	9.52%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
inviting, appealing and attractive.
Accessible, meeting provincial standards.
Clean and in good repair
Safe, equitable and inclusive spaces at all
Comfortable with appropriate levels of lighting and noise
Accessible by public transportation
Energy efficient, helpingthe City meet energytargets and reduce utilityusage.
CANNOT SAY
STRONGLY AGREE
AGREE
NEUTRAL
DISAGREE
STRONGLY AGREE

Q3. Did you feel comfortable accessing the following assets provided by the City's Facilities Department?
Answered: 209;
Skipped: 51

Questions	Very Uncomfortable	Uncomfortable	Neither	Comfortable	Very Comfortable	Can't Say
City Facilities	1.85%	1.85%	11.73%	50%	29.63%	4.94%
Assets associated with City Facilities (desks, chairs, meeting rooms, kitchen facilities, etc.)	0.49%	5.37%	10.73%	51.22%	28.78%	3.41%



Q4. How can we improve our services to increase how comfortable you feel?
Answered: 68;
Skipped: 192

A summary of comments received is presented below. Some comments consisted of multiple items being covered, which resulted in distinct comments in total.

Things that respondents feel are working well: (# indicates number of comments received)

- Responsiveness and Support: 9
  - Many comments praised the City of Brantford for being open to helping with individual needs.
  - Emails are answered quickly and services at some facilities, such as New City Hall (NCH), are highly appreciated.
- Cleanliness and Maintenance (Positive Aspects): 19
  - Some facilities are noted to be very clean and well-maintained, such as the drop-in staff area at NCH.
- Work Environment and Amenities: 28
  - The environment at City facilities is generally described as warm and welcoming.
  - Access to virtual meeting facilities and the availability of meeting rooms at NCH are appreciated.
- General Satisfaction: 8
  - Some employees expressed overall comfort and satisfaction with their work environment.

Things that respondents feel need improvement: (# indicates number of comments received)

- Safety and Security: 12
  - Multiple comments highlighted safety concerns, particularly regarding the Parkade and downtown area. Issues include interactions with individuals doing drugs, poor lighting, and insufficient security measures.
  - There is a call for more security/maintenance staff in parking areas to improve safety and cleanliness.
- Cleaning and Maintenance: 25
  - Several comments mentioned that bathrooms and some areas in staff kitchens are not cleaned properly. Issues include bad odors after mopping and the use of dirty sponges.
  - Cleaning standards need to be improved, with more attention to detail in less visible areas and more frequent vacuuming of carpeted areas.

- Furniture and Equipment: 14
    - There are requests for better ergonomic equipment, including sit-stand desks and improved chairs, especially for those who work at the office regularly.
    - Concerns about outdated and uncomfortable desk chairs were raised, highlighting a need for standardizing ergonomic furniture across all departments.
- Facilities and Infrastructure: 18
    - Comments pointed out the need for improved lighting, particularly dimmable lighting in private workrooms.
    - Suggestions include upgrading assets before they become unusable and improving energy efficiency and building envelopes.
    - Fire stations are mentioned multiple times as being in severe disrepair, lacking adequate kitchen facilities, and having outdated HVAC systems.
- Communication and Information: 11
    - There is a need for better communication about who to contact for various facility-related issues. A list on CityNet could help employees know whom to approach.
    - Some employees find the meeting room booking system confusing and suggest it needs improvement.
- Work Space and Environment: 18
    - Issues with the availability and size of workspaces were mentioned. Employees expressed the need for more private desk options and larger workspaces.
    - Privacy for making phone calls is also a concern, with suggestions to provide more private spaces.
- Parking: 11
    - Many comments addressed the cleanliness and safety of the parking garage, with calls for more frequent cleaning and better security.
    - Fair distribution of parking spaces for onsite staff and improved parking options downtown were also highlighted.
- General Improvements and Suggestions: 13
    - More frequent updates on project timelines and completions were requested.
    - Suggestions include providing quiet reflection spaces, free coffee/tea, sound-isolating headphones, and an improved library of desk organization equipment and supplies.

Review:

The survey evaluated various aspects of city facilities based on responses from 211 participants. The categories assessed include cleanliness, accessibility, repair timeliness, appropriateness for work tasks, and several other qualitative attributes.

- **Cleanliness and Safety**:
  - **Clean and safe to access**: A majority (78.2%) agree or strongly agree that the facilities are clean and safe, with only 10.43% disagreeing or strongly disagreeing.
- **Availability**:
  - **Facilities availability when needed**: Most respondents (76.31%) agree or strongly agree on availability, with a small percentage (4.74%) disagreeing or strongly disagreeing.
- **Timely Repairs**:
  - **Facilities repaired in a timely manner**: This category showed more mixed responses. While 51.18% agree or strongly agree, a notable 19.91% disagree or strongly disagree, and 19.43% remain neutral.
- **Appropriateness for Work**:
  - **Appropriate facilities and assets**: Majorities (69.20%) find the facilities appropriate for completing work, but 17.53% disagree or strongly disagree.
- **Additional Qualitative Attributes**:
  - **Inviting and attractive**: 87.86% agree or strongly agree, reflecting high satisfaction.
  - **Meeting provincial standards**: 88.44% positive responses, indicating strong agreement.
  - **Clean and in good repair**: 93.43% satisfaction rate.
  - **Safe, equitable, and inclusive**: 88.52% satisfaction, with low disagreement (2.4%).
  - **Comfortable with appropriate lighting and noise**: 86.67% positive feedback.
  - **Accessible by public transportation**: 71.91% agree or strongly agree, with higher neutrality (17.14%).
  - **Energy efficiency**: 67.62% positive responses, with some neutrality (17.62%) and disagreement (5.24%).

Conclusion:

Overall, the survey results indicate a high level of satisfaction with city facilities. Key areas of strength include cleanliness, safety, availability, appropriateness for work, and several qualitative attributes such as attractiveness, inclusivity, and comfort. However, there is room for improvement in the timeliness of repairs and accessibility by public transportation, as these areas received relatively higher neutral and negative responses.

Possible KPI’S

- Facility Cleanliness and Safety Satisfaction Rate
- Facility Availability Satisfaction Rate
- Average Time to Complete Repairs
- Provincial Standards Compliance Satisfaction Rate
- Clean and Good Repair Satisfaction Rate
- Safe, Equitable, and Inclusive Spaces Satisfaction Rate
- Comfortable Facilities Satisfaction Rate
- Public Transportation Accessibility Satisfaction Rate
- Energy Efficiency Satisfaction Rate

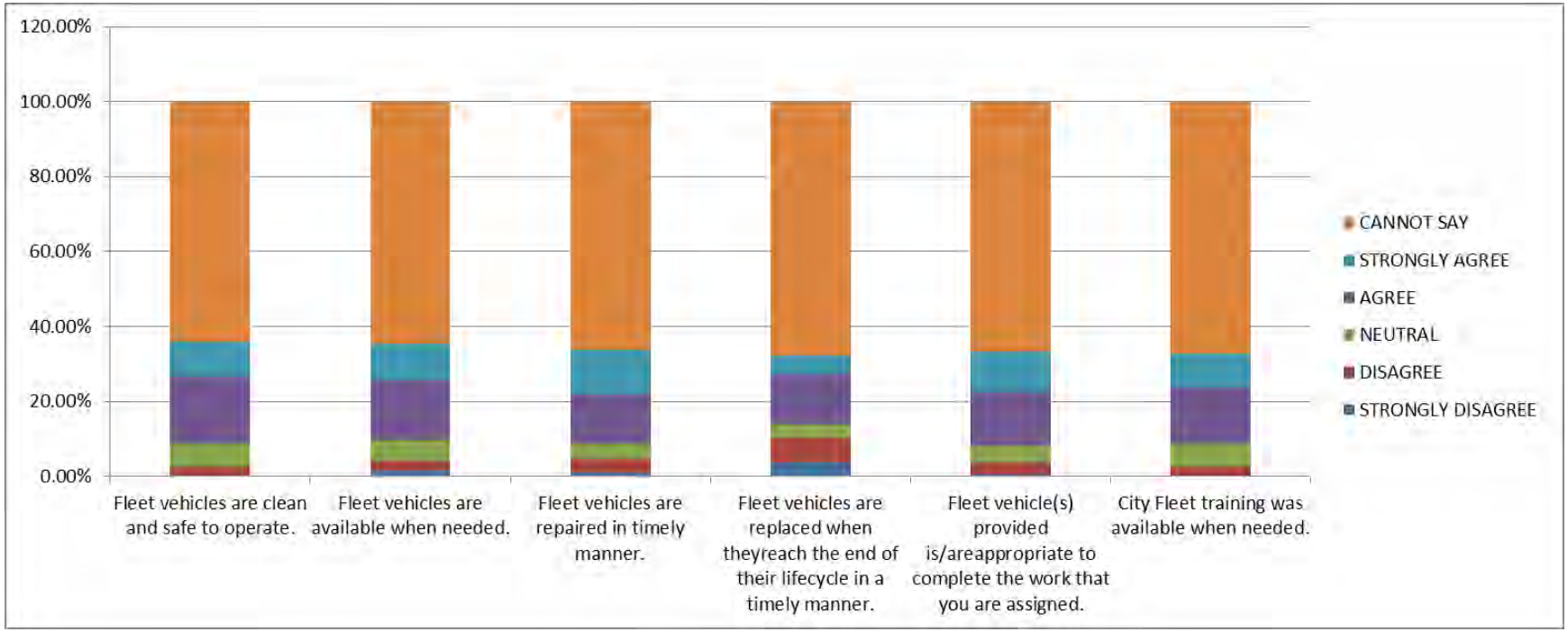
Fleet Survey Results

Survey Takers: Internal Survey of City Staff
Dates: February 21, 2024 – March 8, 2024
Number of Surveys Completed: 260
Number of Surveys where Fleet questions were skipped: 73
260 employees represent 24.2% of equivalent FTEs employed at City at time of survey

Q1. Thinking about City Fleet Assets you have used over the last 24months, do you agree with the following statements? (If you have not used a City Fleet Asset please indicate “Can’t Say”)

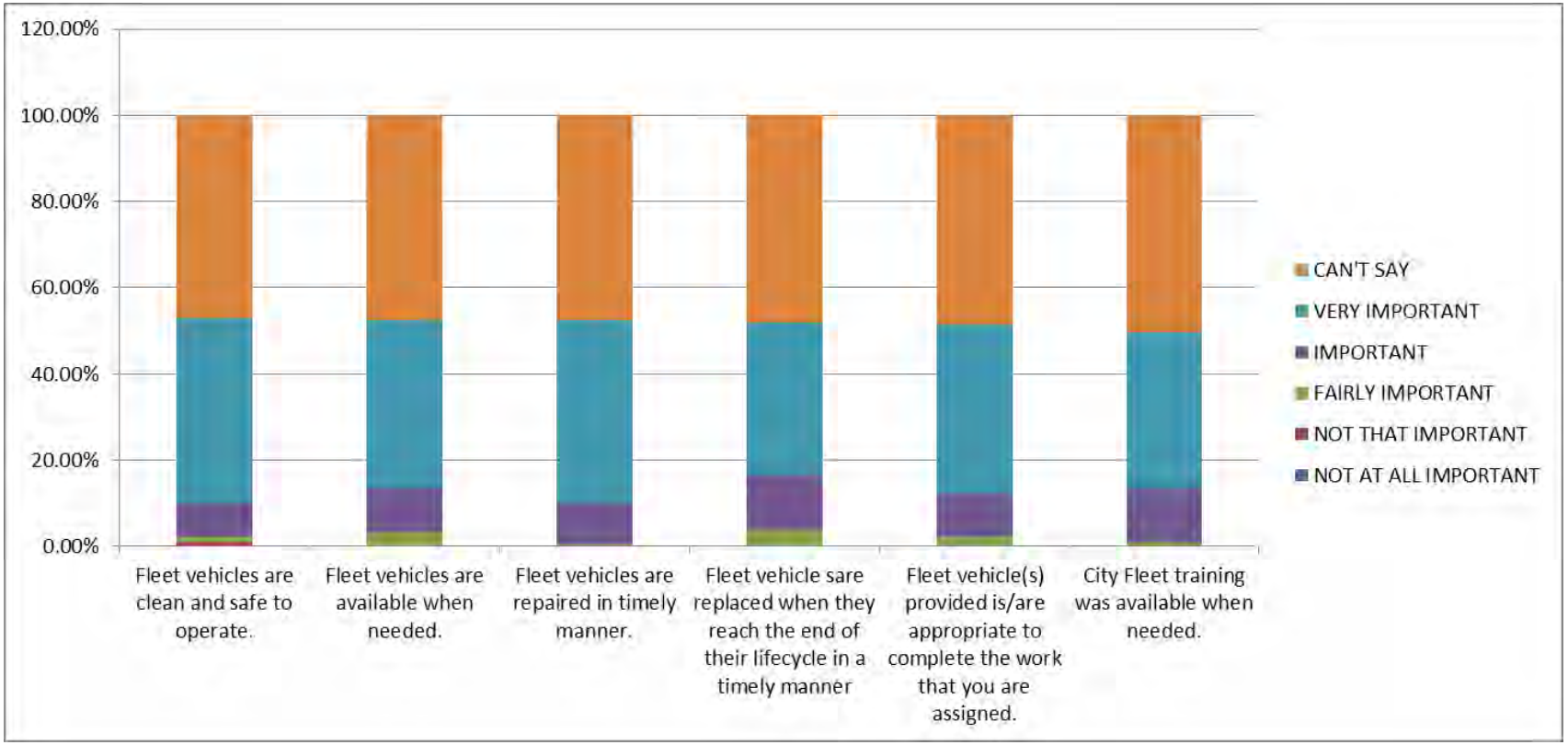
Answered: 187;
Skipped: 73

Questions	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	CANNOT SAY
Fleet vehicles are clean and safe to operate.	0.00%	2.67%	6%	18.18%	9.09%	64.17%
Fleet vehicles are available when needed.	1.60%	2.67%	5.35%	16.04%	9.63%	64.71%
Fleet vehicles are repaired in timely manner.	1.07%	3.74%	3.74%	13.37%	11.76%	66.31%
Fleet vehicles are replaced when they reach the end of their lifecycle in a timely manner.	3.74%	6.42%	3.74%	13.37%	4.81%	67.91%
Fleet vehicle(s) provided is/are appropriate to complete the work that you are assigned.	0.53%	3.21%	4.28%	14.44%	10.70%	66.84%
City Fleet training was available when needed.	0.00%	2.69%	5.91%	15.05%	9.14%	67.20%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Fleet vehicles are clean and safe to operate.
Fleet vehicles are available when needed.
Fleet vehicles are repaired in timely manner.
Fleet vehicles are replaced when theyreach the end of their lifecycle in a timely manner.
Fleet vehicle(s) provided is/areappropriate to complete the work that you are assigned.
City Fleet training was available when needed.
CANNOT SAY
STRONGLY AGREE
AGREE
NEUTRAL
DISAGREE
STRONGLY DISAGREE

Q2. How important should the following services be as a responsibility for the City's Fleet Department?
Answered: 187
Skipped: 73

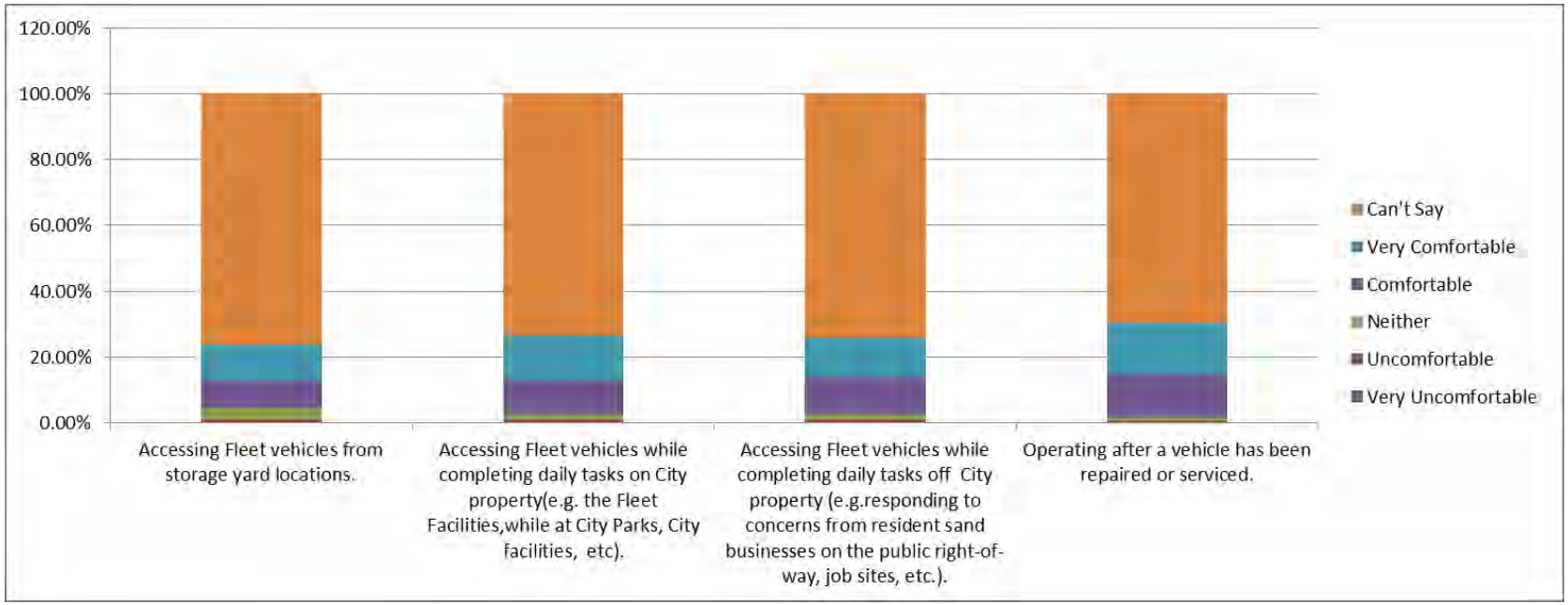
Questions	NOT AT ALL IMPORTANT	NOT THAT IMPORTANT	FAIRLY IMPORTANT	IMPORTANT	VERY IMPORTANT	CAN'T SAY
Fleet vehicles are clean and safe to operate.	0.00%	1.07%	1.07%	8.02%	42.78%	47.06%
Fleet vehicles are available when needed.	0.00%	0.00%	3.21%	10.16%	39.04%	47.59%
Fleet vehicles are repaired in timely manner.	0.00%	0.00%	0.53%	9.63%	42.25%	47.59%
Fleet vehicle sare replaced when they reach the end of their lifecycle in a timely manner	0.00%	0.00%	3.74%	12.83%	35.29%	48.13%
Fleet vehicle(s) provided is/are appropriate to complete the work that you are assigned.	0.00%	0.00%	2.14%	10.16%	39.04%	48.66%
City Fleet training was available when needed.	0.00%	0.00%	1.07%	12.30%	36.36%	50.27%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Fleet vehicles are clean and safe to operate.
Fleet vehicles are available when needed.
Fleet vehicles are repaired in timely manner.
Fleet vehicle sare replaced when they reach the end of their lifecycle in a timely manner
Fleet vehicle(s) provided is/are appropriate to complete the work that you are assigned.
City Fleet training was available when needed.
CAN'T SAY
VERY IMPORTANT
IMPORTANT
FAIRLY IMPORTANT
NOT THAT IMPORTANT
NOT AT ALL IMPORTANT

Q3. Please consider the following statements and indicate how comfortable you feel accessing these services provided by the City's Fleet Department. If you have not accessed these services, please indicate "Can't Say".

Answered: 186
Skipped: 74

Questions	Very Uncomfortable	Uncomfortable	Neither	Comfortable	Very Comfortable	Can't Say
Accessing Fleet vehicles from storage yard locations.	0.00%	1.08%	3.24%	9%	10.81%	76.22%
Accessing Fleet vehicles while completing daily tasks on City property (e.g. the Fleet Facilities, while at City Parks, City facilities, etc.).	0.00%	1.08%	1.61%	10.22%	13.44%	73.66%
Accessing Fleet vehicles while completing daily tasks off City property (e.g. responding to concerns from residents and businesses on the public right-of-way, job sites, etc.).	0.00%	1.08%	1.62%	11.35%	11.89%	74.05%
Operating after a vehicle has been repaired or serviced.	0.00%	0.54%	1.08%	12.97%	15.68%	69.73%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Accessing Fleet vehicles from storage yard locations.
Accessing Fleet vehicles while completing daily tasks on City property(e.g. the Fleet Facilities,while at City Parks, City facilities, etc).
Accessing Fleet vehicles while completing daily tasks off City property (e.g.responding to concerns from resident sand businesses on the public right-of-way, job sites, etc.).
Operating after a vehicle has been repaired or serviced.
Can't Say
Very Comfortable
Comfortable
Neither
Uncomfortable
Very Uncomfortable

Q4. How can we improve our services to increase how comfortable you feel?
Answered: 19
Skipped: 241

Q5. Do you have any additional comments or suggestions for ways the City's Fleet Services Department can improve services related to our Fleet assets?
Answered: 20
Skipped: 240

A summary of comments received is presented below. Some comments consisted of multiple items being covered, which resulted in 20 distinct comments in total.

Things that respondents feel are working well (- # indicates number of comments received):

- Maintenance Quality: There's recognition for the great work done by mechanics in keeping trucks in good repair, especially highlighted at the fire hall - 2
- Efficiency of Services: Overall, there's a positive sentiment toward the services provided, with acknowledgment of good experiences during limited vehicle usage - 2
- Safety Measures: Some respondents commend the timely maintenance and safety upkeep of fleet vehicles - 1
- Potential Improvements in Equipment: Suggestions for improvements include installing lifts on garbage trucks, providing better warning lighting, and ensuring vehicles are well-equipped for their intended tasks – 2

Things that respondents feel need improvement (- # indicates number of comments received):

- Equipment Availability: Several comments highlight the need for properly equipped spare trucks to ensure seamless service during emergencies. 2
- Vehicle Replacement: There's a consensus on the necessity for replacing run-down and old vehicles sooner, especially considering the long wait times for new acquisitions.2
- Safety Concerns: Concerns are raised regarding the functionality of safety features like Opticom, as well as the safety of fleet premises.

- Training and Support: Requests are made for expert training on equipment usage and better guidance on how to access fleet vehicles. 1
- Improved Access and Training: Simplify the process of reserving fleet vehicles and ensure comprehensive training for all users to reduce incidents and improve efficiency. 2
- Involvement in Decision Making: Involve end-users, such as fire crews, in decision-making processes regarding vehicle purchases to ensure suitability for operational needs. 2
- Enhanced Security: Address security concerns at fleet premises, including gate access and parking lot safety. 2
- Ergonomic Considerations: Address ergonomic issues in vehicle design to prevent staff injuries and improve comfort during operation. 2

Review:

The feedback on Fleet Services covers various aspects, including vehicle condition, availability, and appropriateness for tasks, training, and ease of access. Overall, there's a positive sentiment toward fleet services, with a majority of respondents indicating agreement or strong agreement across most categories. However, there are areas where improvements can be made, particularly in the timely repair and replacement of vehicles, as well as in ensuring that vehicles are appropriate for assigned tasks. Additionally, while satisfaction with training availability is generally high, there's room for enhancement in certain areas of accessing fleet vehicles and post-service operations.

Conclusion:

The data suggests that Fleet Services is generally meeting expectations, with a strong majority of respondents expressing satisfaction across various dimensions. However, there are notable areas for improvement, particularly in ensuring timely repairs and replacements, as well as in enhancing the appropriateness of vehicles for assigned tasks. These improvements are crucial for maintaining operational efficiency and ensuring the safety of fleet users. Overall, the feedback provides valuable insights for refining fleet management practices and enhancing user satisfaction.

Possible Key Performance Indicators (KPIs):

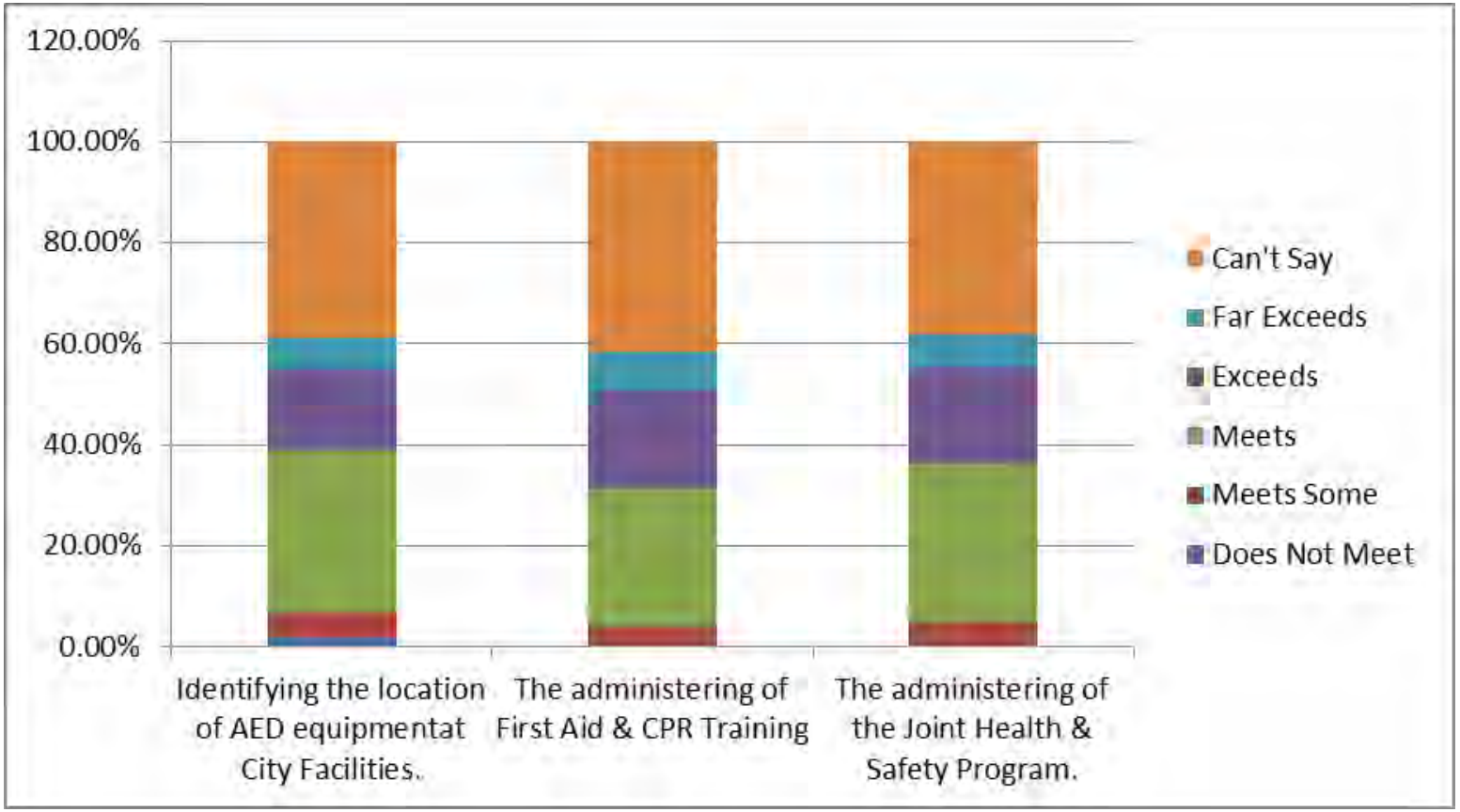
- Vehicle Maintenance Timeliness.
- Vehicle Replacement Efficiency.
- Training Effectiveness.
- User Comfort and Satisfaction

HR Survey Results

Survey Takers: Internal Survey of City Staff
Dates: February 21, 2024 – March 8, 2024
Number of Surveys Completed: 260
Number of Surveys where HR questions were skipped: 81
260 employees represent 24.2% of equivalent FTEs employed at City at time of survey

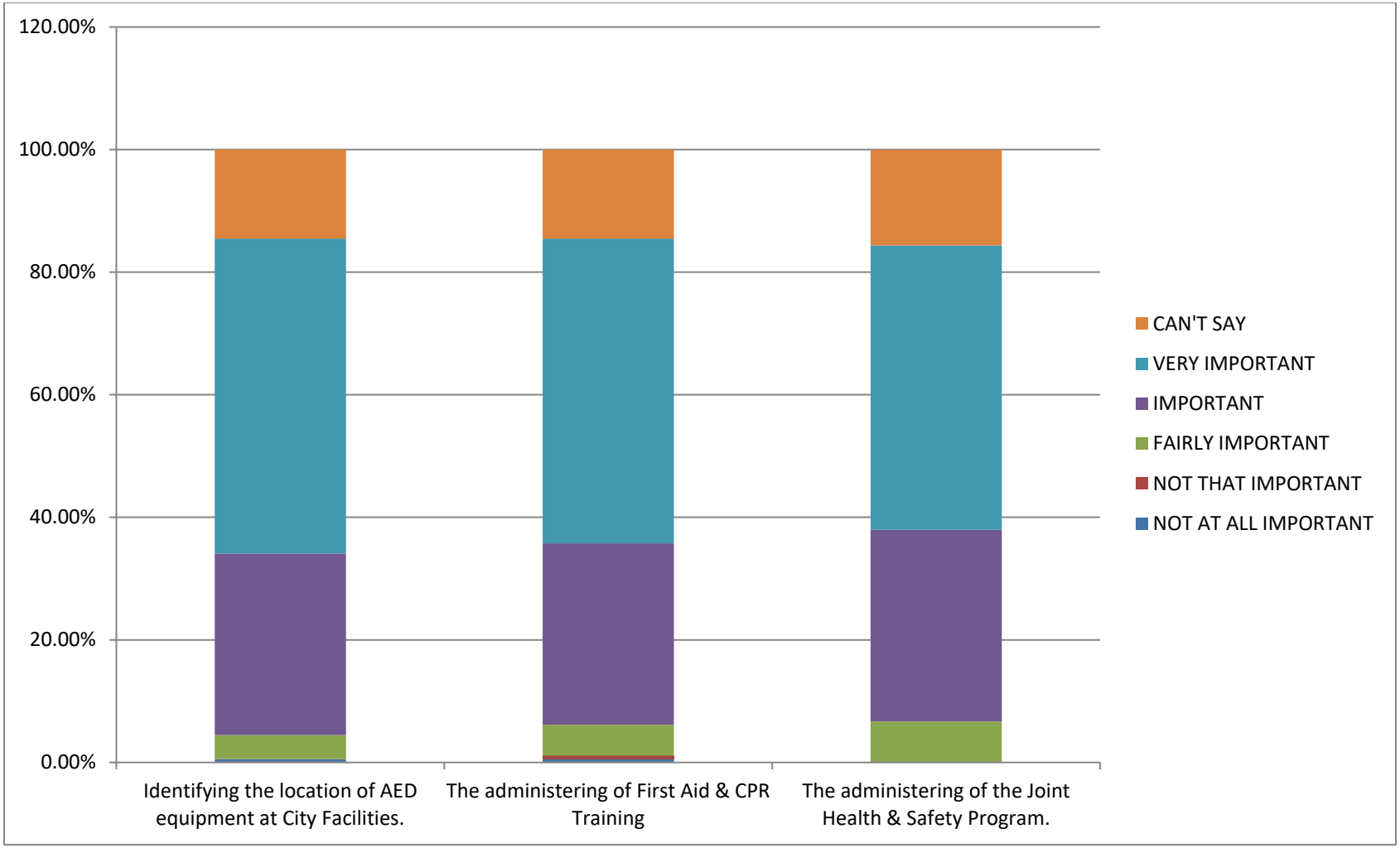
Q1Thinking about HR services related to AEDs (Automated External Defibrillators) you have used over the last 24 months, do the following services provided by the City's Human Resources Department meet your needs? If you have not used one of these services, please indicate "Can't Say".
Answered: 179
Skipped: 81

Questions	Does Not Meet	Meets Some	Meets	Exceeds	Far Exceeds	Can't Say
Identifying the location of AED equipment at City Facilities.	1.69%	5.06%	32.02%	16%	6.18%	38.76%
The administering of First Aid & CPR Training	0.00%	3.93%	27.53%	19.10%	7.87%	41.57%
The administering of the Joint Health & Safety Program.	0.00%	5.03%	31.28%	18.99%	6.70%	37.99%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Identifying the location of AED equipmentat City Facilities.
The administering of First Aid & CPR Training
The administering of the Joint Health & Safety Program.
Can't Say
Far Exceeds
Exceeds
Meets
Meets Some
Does Not Meet

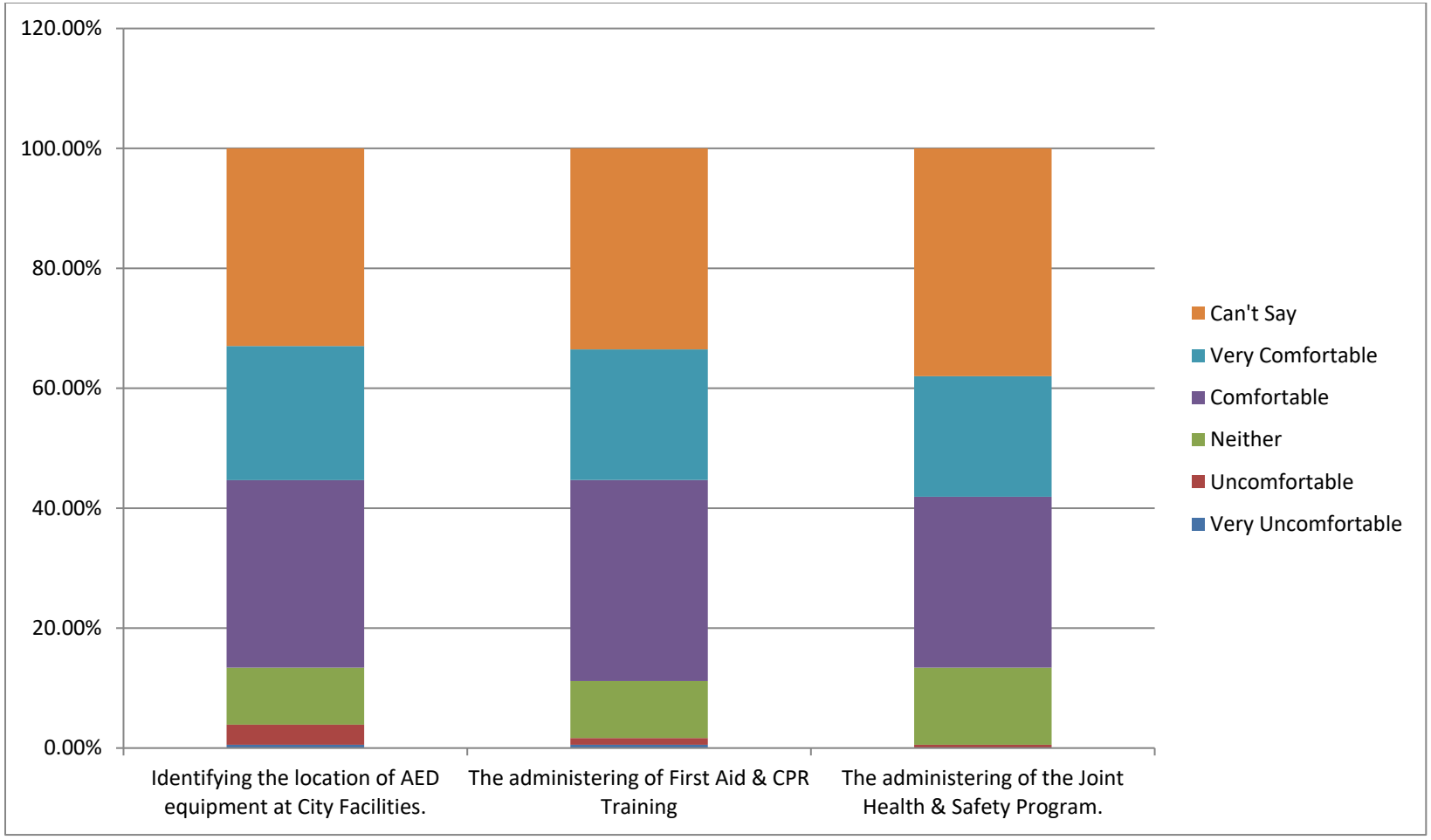
Q2. How important should the following services be as a responsibility for the City's Human Resources Department?
Answered: 179
Skipped: 81

Questions	NOT AT ALL IMPORTANT	NOT THAT IMPORTANT	FAIRLY IMPORTANT	IMPORTANT	VERY IMPORTANT	CAN'T SAY
Identifying the location of AED equipment at City Facilities.	0.56%	0.00%	3.91%	29.61%	51.40%	14.53%
The administering of First Aid & CPR Training	0.56%	0.56%	5.03%	29.61%	49.72%	14.53%
The administering of the Joint Health & Safety Program.	0.00%	0.00%	6.70%	31.28%	46.37%	15.64%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Identifying the location of AED equipment at City Facilities.
The administering of First Aid & CPR Training
The administering of the Joint Health & Safety Program.
CAN'T SAY
VERY IMPORTANT
IMPORTANT
FAIRLY IMPORTANT
NOT THAT IMPORTANT
NOT AT ALL IMPORTANT

Q3. Did you feel comfortable accessing the following services provided by the City's Human Resources Department?
Answered: 179
Skipped: 81

Questions	Very Uncomfortable	Uncomfortable	Neither	Comfortable	Very Comfortable	Can't Say
Identifying the location of AED equipment at City Facilities.	0.56%	3.35%	9.50%	31.28%	22.35%	32.96%
The administering of First Aid & CPR Training	0.56%	1.12%	9.50%	33.52%	21.79%	33.52%
The administering of the Joint Health & Safety Program.	0.00%	0.56%	12.85%	28.49%	20.11%	37.99%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Identifying the location of AED equipment at City Facilities.
The administering of First Aid & CPR Training
The administering of the Joint Health & Safety Program.
Can't Say
Very Comfortable
Comfortable
Neither
Uncomfortable
Very Uncomfortable

Q4. How can we improve our services to increase how comfortable you feel?
Answered: 16
Skipped: 244

Q5. Do you have any additional comments or suggestions for ways the City's Human Resource Department can improve services related to our AED equipment assets?
Answered: 22
Skipped: 240

A summary of comments received is presented below. Some comments consisted of multiple items being covered, which resulted in 22 distinct comments in total.

Things that respondents feel are working well (- # indicates number of comments received):

- Training Programs -1
- Safe Work Environment- 2
- JHSC Efforts - 1
- Specific AED Awareness - 1
- Overall Health and Safety – 1

Things that respondents feel need improvement (- # indicates number of comments received):

- **Improved Communication**: Enhance the visibility and accessibility of information regarding AED locations through mapped layouts and better signage - 2
- **Training Programs**: Expand and improve training programs, offering more internal health and safety courses, immediate training for new hires, and one-on-one training for AED usage - 2
- **Understanding of JHSP**: Increase awareness and understanding of the Joint Health & Safety Program and its activities - 2
- **Emergency Preparedness**: Conduct regular emergency drills to build employee confidence and preparedness - 1
- **Role Clarification**: Clarify the roles of HR and the Health and Safety Committee to ensure employees understand who is responsible for different aspects of AED and safety management -1

Review:

- The assessment evaluates three key aspects of safety protocols within City Facilities: the identification of Automated External Defibrillator (AED) equipment locations, the provision of First Aid & CPR training, and the implementation of the Joint Health & Safety Program.
- For the identification of AED equipment, the data shows that a significant portion of respondents meet or exceed expectations. However, there is room for improvement as a notable percentage falls short, indicating the need for increased awareness or accessibility.
- In terms of First Aid & CPR training, the majority of respondents meets or exceeds expectations, showcasing a strong commitment to preparedness and emergency response. However, there are still some respondents who do not meet the desired standards, suggesting a need for further training initiatives.
- Regarding the Joint Health & Safety Program, the results indicate a generally positive response, with a significant portion meeting or exceeding expectations. Nonetheless, there is a noticeable percentage that does not meet the desired level, signaling potential gaps in program implementation or effectiveness.

Conclusion:

Overall, while there are areas of strength in safety protocol implementation within City Facilities, there are also clear areas for improvement. It's encouraging to see that the majority of respondents meet or exceed expectations in most areas, demonstrating a solid foundation in safety awareness and training. However, efforts should be made to address the segments that fall short, whether through enhanced training, improved accessibility to resources like AED equipment, or bolstering the implementation of the Joint Health & Safety Program.

Possible KPIs:

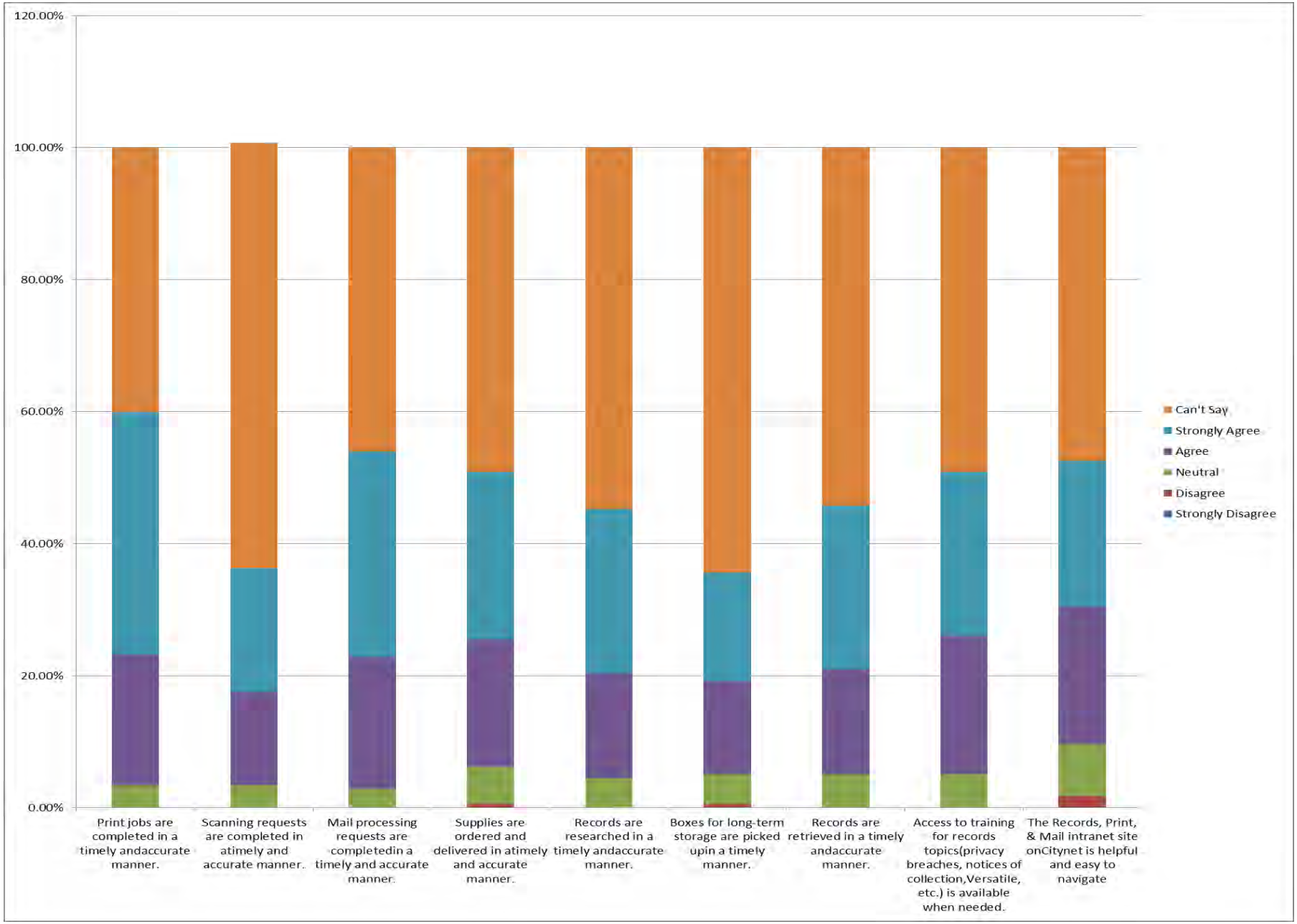
- Percentage of AED Equipment Locations Identified
- Completion Rate of First Aid & CPR Training
- Effectiveness of Joint Health & Safety Program

Records Survey Results

Survey Takers: Internal Survey of City Staff
Dates: February 21, 2024 – March 8, 2024
Number of Surveys Completed: 260
Number of Surveys where Records questions were skipped: 83
260 employees represent 24.2% of equivalent FTEs employed at City at time of survey

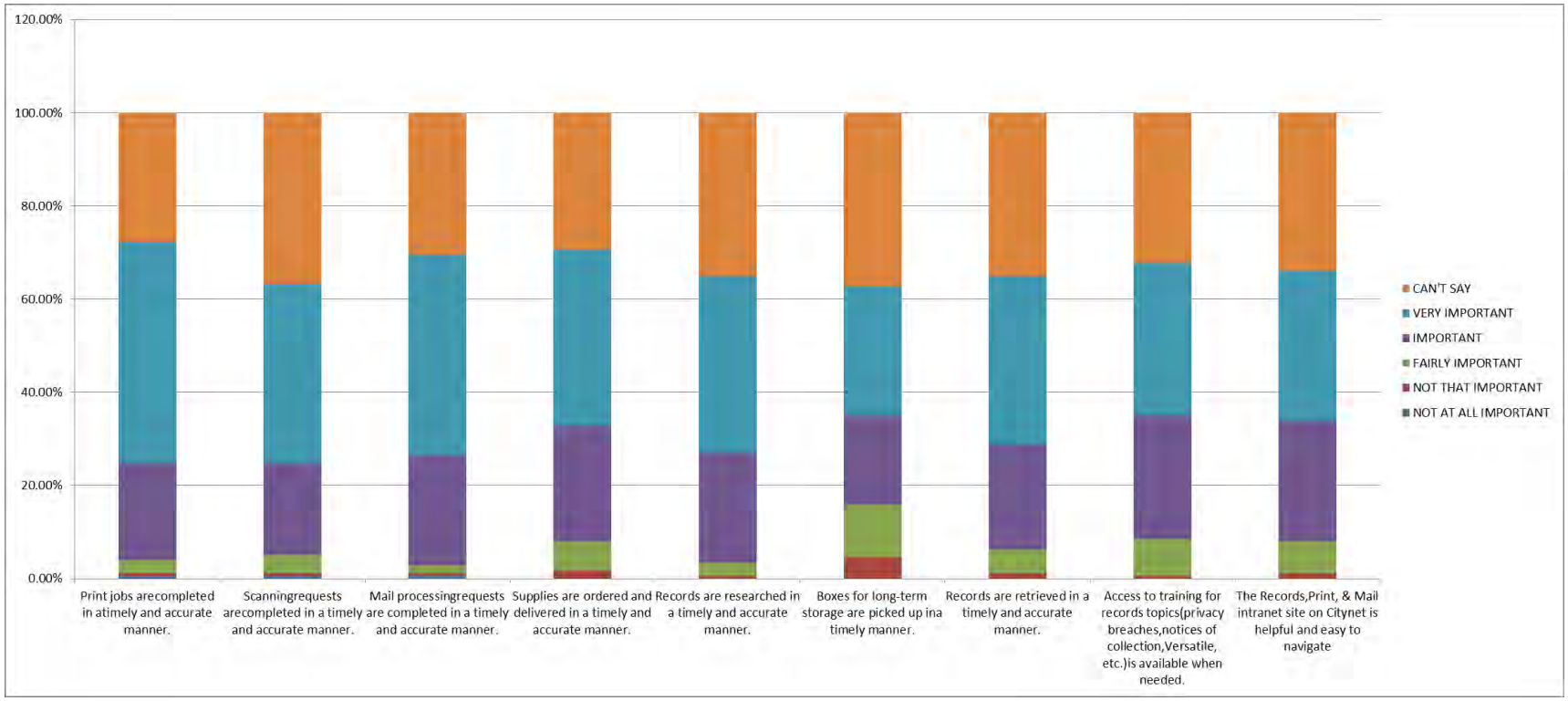
Q1Thinking about City Records, Print and Mail services you have used over the last 24 months, do you agree with the following statements? (If you have not used a City Records, Print and Mail service please indicate “Can’t Say”)
Answered: 177
Skipped: 83

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Can't Say
Print jobs are completed in a timely and accurate manner.	0.00%	0.00%	3.39%	19.77%	36.72%	40.11%
Scanning requests are completed in a timely and accurate manner.	0.00%	0.00%	3.39%	14.12%	18.80%	64.41%
Mail processing requests are completed in a timely and accurate manner.	0.00%	0.00%	2.84%	19.89%	31.25%	46.02%
Supplies are ordered and delivered in a timely and accurate manner.	0.00%	0.56%	5.65%	19.21%	25.42%	49.15%
Records are researched in a timely and accurate manner.	0.00%	0.00%	4.52%	15.82%	24.86%	54.80%
Boxes for long-term storage are picked up in a timely manner.	0.00%	0.56%	4.52%	14.12%	16.38%	64.41%
Records are retrieved in a timely and accurate manner.	0.00%	0%	5.08%	15.82%	24.86%	54.24%
Access to training for records topics(privacy breaches, notices of collection, Versatile, etc.) is available when needed.	0.00%	0%	5.08%	20.90%	24.86%	49.15%
The Records, Print, & Mail intranet site on City net is helpful and easy to navigate	0.00%	1.69%	7.91%	20.90%	22.03%	47.46%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Print jobs are completed in a timely andaccurate manner.
Scanning requests are completed in atimely and accurate manner.
Mail processing requests are completedin a timely and accurate manner.
Supplies are ordered and delivered in atimely and accurate manner.
Records are researched in a timely andaccurate manner.
Boxes for long-term storage are picked upin a timely manner.
Records are retrieved in a timely andaccurate manner.
Access to training for records topics(privacy breaches, notices of collection,Versatile, etc.) is available when needed.
The Records, Print, & Mail intranet site onCitynet is helpful and easy to navigate
Can't Say
Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

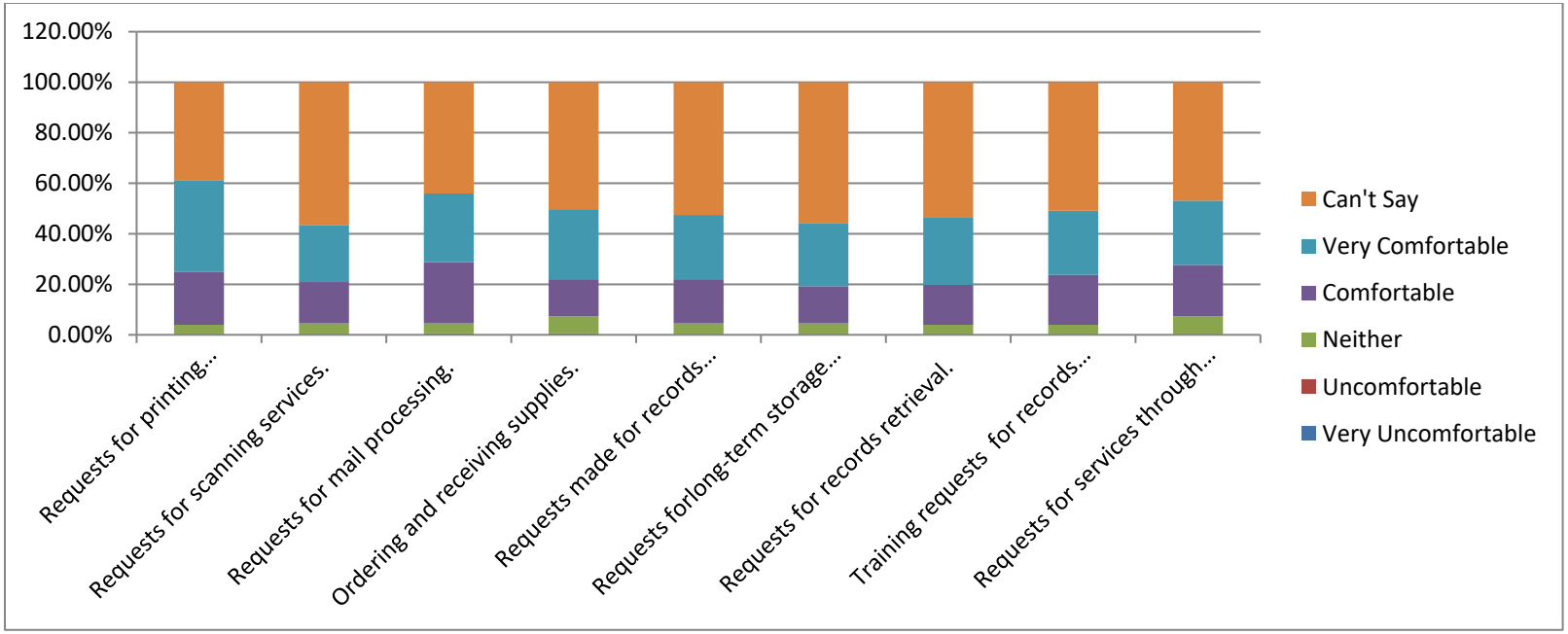
Q2. How important should the following services be as a responsibility for the City's Clerks Services Department?
Answered: 177
Skipped: 83

Questions	NOT AT ALL IMPORTANT	NOT THAT IMPORTANT	FAIRLY IMPORTANT	IMPORTANT	VERY IMPORTANT	CAN'T SAY
Print jobs are completed in a timely and accurate manner.	0.56%	0.56%	2.82%	20.90%	47.46%	27.68%
Scanning requests are completed in a timely and accurate manner.	0.56%	0.56%	3.95%	19.77%	38.42%	36.72%
Mail process in requests are completed in a timely and accurate manner.	0.56%	0.56%	1.69%	23.73%	42.94%	30.51%
Supplies are ordered and delivered in a timely and accurate manner.	0.00%	1.69%	6.21%	24.86%	37.85%	29.38%
Records are researched in a timely and accurate manner.	0.00%	0.56%	2.82%	23.73%	37.85%	35.03%
Boxes for long-term storage are picked up ina timely manner.	0.00%	4.52%	11.30%	19.21%	27.68%	37.29%
Records are retrieved in a timely and accurate manner.	0.00%	1.13%	5.08%	22.60%	36.16%	35.03%
Access to training for records topics(privacy breaches, notices of collection, Versatile, etc.)is available when needed.	0.00%	0.56%	7.91%	26.55%	32.77%	32.20%
The Records, Print, & Mail intranet site on Citynet is helpful and easy to navigate	0%	1.13%	6.78%	25.99%	32.20%	33.90%


120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Print jobs arecompleted in atimely and accurate manner.
Scanningrequests arecompleted in a timely and accurate manner.
Mail processingrequests are completed in a timely and accurate manner.
Supplies are ordered and delivered in a timely and accurate manner.
Records are researched in a timely and accurate manner.
Boxes for long-term storage are picked up ina timely manner.
Records are retrieved in a timely and accurate manner.
Access to training for records topics(privacy breaches,notices of collection,Versatile, etc.)is available when needed.
The Records,Print, & Mail intranet site on Citynet is helpful and easy to navigate
CAN'T SAY
VERY IMPORTANT
IMPORTANT
FAIRLY IMPORTANT
NOT THAT IMPORTANT
NOT AT ALL IMPORTANT

Q3. Did you feel comfortable accessing the following services provided by the City's Clerks Services Department?
Answered: 177
Skipped: 83

Questions	Very Uncomfortable	Uncomfortable	Neither	Comfortable	Very Comfortable	Can't Say
Requests for printing services (e.g. flyers, pamphlets, posters, etc.).	0.00%	0.00%	3.95%	20.90%	36.16%	38.98%
Requests for scanning services.	0.00%	0.00%	4.52%	16.38%	22.60%	56.50%
Requests for mail processing.	0.00%	0.56%	3.95%	24.29%	27.12%	44.07%
Ordering and receiving supplies.	0.00%	0.56%	6.78%	14.69%	27.68%	50.28%
Requests made for records research.	0.00%	0.00%	4.52%	17.51%	25.42%	52.54%
Requests for long-term storage pickup.	0.00%	0.00%	4.52%	14.69%	24.86%	55.93%
Requests for records retrieval.	0.00%	0.00%	3.95%	15.82%	26.55%	53.67%
Training requests for records topics(privacy breaches, notices of collection,Versatile,etc.).	0.00%	0.00%	3.95%	19.77%	25.42%	50.85%
Requests for services through the Records, Print, & Mail intranet site on City net	0.00%	0.00%	7.34%	20.34%	25.42%	46.89%



Q4. How can we improve our services to increase how comfortable you feel?
Answered: 12
Skipped: 248

Q5. Do you have any additional comments or suggestions for ways the City's Records, Print and Mail Services Department can improve services?
Answered: 13
Skipped: 247

A summary of comments received is presented below. Some comments consisted of multiple items being covered, which resulted in 16 distinct comments in total.

Things that respondents feel are working well (# indicates number of comments received):

- Assistance level provided: 2

Things that respondents feel need improvement (# indicates number of comments received):

- Access to the Vault and limitations : 1
- Mail Handling and notification system: 2
- Mail Pick up and distribution: 2
- Preservation of Paper records: 1
- Improve the accessibility of the request form for the Print Department to streamline process for users: 1
- Access to Services on Citynet from Home: 1
- Awareness of the location for office supplies:1
- Navigating intranet Site:1
- Opinions on current status: 4

Review

- The majority of respondents strongly agree with the statements across most categories.
- The highest levels of dissatisfaction (disagree or strongly disagree) are observed in the categories related to mail processing requests, records retrieval, and access to training for records topics.
- There is a consistent percentage of respondents who selected "Can't Say" for all categories, ranging from 10% to 15%, indicating a lack of awareness or experience in those areas.
- The intranet site's helpfulness and ease of navigation have the highest combined percentage of neutral to negative responses, suggesting a potential area for improvement.
- Majority of respondents find these tasks and services either very important or important, and feel very comfortable or comfortable with making these requests.
- There is a notable percentage of respondents who selected "Can't Say," indicating a lack of experience or knowledge in both the importance of tasks and comfort with requests.
- There are some areas, especially related to the intranet site, where a significant portion of respondents feel neutral, uncomfortable, or very uncomfortable, suggesting potential areas for improvement.

Conclusions

Based on the feedback gathered, respondents generally appreciate the level of assistance provided, with positive remarks highlighting the efficacy of support services. However, areas for improvement have been identified, notably concerning access to the Vault, functionality of the mail notification system, and accessibility of the request form for the Print Department. These insights underscore the importance of addressing specific user needs to enhance overall satisfaction and efficiency within the system. To improve overall employee satisfaction and efficiency, it is crucial to address the

issues of remote access to Citynet services, mail handling accuracy, availability and awareness of office supplies, the limited selection in the Vault store, the navigability of the intranet site, and the consistency of mail services. Additionally, preserving paper records is a significant concern that needs to be respected.

Possible KPIs

- Assistance Satisfaction Rate
- Vault Access Time
- Mail Notification System Reliability
- Mail Pick Up and distribution per week
- Paper record preservation
- Intranet Site Navigability
- Availability of Office Supplies
- Overall User Satisfaction Score

Appendix F

Prioritization Matrix

ORIGINAL COMPILED WORKSHOP RESULTS

WORKSHOP CRITERIA	REGROUPED CRITERIA	Value	% Total
AVAILABLE FUNDING	AVAILABILITY OF EXTERNAL FUNDING	8	0.86%
AVAILABLE RESOURCES	OPERATIONS & RESOURCE EFFICIENCY	6	0.65%
COMMUNITY NEED	COMMUNITY NEED	37	3.99%
COMPLEXITY	PROJECT SIMPLICITY	7	0.75%
COORDINATION OF PROJECTS	DEPARTMENT PRIORITY	1	0.11%
COUNCIL PRIORITIES	POLITICAL INTEREST	14	1.51%
COUNCIL PRIORITY	POLITICAL INTEREST	33	3.56%
DEPARTMENT PRIORITY	DEPARTMENT PRIORITY	13	1.40%
DEPARTMENT RESOURCES	OPERATIONS & RESOURCE EFFICIENCY	2	0.22%
EASILY CONSTRUCTIBLE	PROJECT SIMPLICITY	5	0.54%
ENVIRONMENTAL	ENVIRONMENTAL INITIATIVE	22	2.37%
ENVIRONMENTAL IMPACT	ENVIRONMENTAL INITIATIVE	15	1.62%
ENVIRONMENTAL INITIATIVE	ENVIRONMENTAL INITIATIVE	1	0.11%
EXTERNAL FUNDING	AVAILABILITY OF EXTERNAL FUNDING	11	1.19%
EXTERNAL FUNDING AVAILABILITY	AVAILABILITY OF EXTERNAL FUNDING	17	1.83%
EXTERNAL INFLUENCE	DEPARTMENT PRIORITY	6	0.65%
FINANCIAL	RISK MITIGATION	6	0.65%
FINANCIAL RISK	RISK MITIGATION	7	0.75%
FUNDING	AVAILABILITY OF EXTERNAL FUNDING	6	0.65%
FUNDING AVAILABILITY	AVAILABILITY OF EXTERNAL FUNDING	17	1.83%
GROWTH MANAGEMENT	STRATEGIC PLAN	15	1.62%
HEALTH AND SAFETY	RISK MITIGATION	35	3.77%
HERITAGE	VALUE OF BUILT HERITAGE	12	1.29%
INTERDEPARTMENTAL DEPENDENCIES	DEPARTMENT PRIORITY	8	0.86%
INTERDEPARTMENTAL NEED	DEPARTMENT PRIORITY	7	0.75%
INTERDEPARTMENTAL PRIORITIES	DEPARTMENT PRIORITY	1	0.11%
LEVEL OF SERVICE	LEVEL OF SERVICE	97	10.45%
LOCAL BOARD PRIORITY	POLITICAL INTEREST	8	0.86%
OPERATING COSTS	OPERATIONS & RESOURCE EFFICIENCY	7	0.75%
OPERATING EFFICIENCIES	OPERATIONS & RESOURCE EFFICIENCY	6	0.65%
OPERATING EFFICIENCY	OPERATIONS & RESOURCE EFFICIENCY	14	1.51%
OPERATING IMPACT/RESOURCES	OPERATIONS & RESOURCE EFFICIENCY	2	0.22%
OPERATION EFFICIENCY	OPERATIONS & RESOURCE EFFICIENCY	1	0.11%
OPERATIONAL EFFICIENCIES	OPERATIONS & RESOURCE EFFICIENCY	9	0.97%
OPERATIONAL EFFICIENCY	OPERATIONS & RESOURCE EFFICIENCY	16	1.72%
OPERATIONS EFFICIENCY	OPERATIONS & RESOURCE EFFICIENCY	24	2.59%
PARTNERSHIPS	POLITICAL INTEREST	3	0.32%
POLITICAL INFLUENCE	POLITICAL INTEREST	6	0.65%
POLITICAL INTEREST	DEPARTMENT PRIORITY	13	1.40%
POLITICAL PRESSURE	POLITICAL INTEREST	1	0.11%
PROJECT COMPLEXITY	PROJECT SIMPLICITY	1	0.11%
PROJECT SIMPLICITY	PROJECT SIMPLICITY	14	1.51%
REGULATORY REQUIREMENT	REGULATORY REQUIREMENT	19	2.05%
REGULATORY REQUIREMENTS	REGULATORY REQUIREMENT	77	8.30%
RESOURCE EFFICIENCY	OPERATIONS & RESOURCE EFFICIENCY	4	0.43%
RESOURCES	OPERATIONS & RESOURCE EFFICIENCY	17	1.83%
RESOURCING	OPERATIONS & RESOURCE EFFICIENCY	1	0.11%
RETURN ON INVESTMENT	OPERATIONS & RESOURCE EFFICIENCY	2	0.22%
RISK MITIGATION	RISK MITIGATION	142	15.30%
SOCIAL BENEFIT	COMMUNITY NEED	7	0.75%
SOCIAL NEED	COMMUNITY NEED	18	1.94%
STRATEGIC OBJECTIVE	STRATEGIC PLAN	38	4.09%
STRATEGIC OBJECTIVES	STRATEGIC PLAN	10	1.08%
STRATEGIC PLANNING	STRATEGIC PLAN	7	0.75%
STRATEGIC POLICY	STRATEGIC PLAN	4	0.43%
SUPPORTING DOCS	OTHER SUPPORTING DOCUMENTATION	2	0.22%
SUPPORTING DOCUMENTATION	OTHER SUPPORTING DOCUMENTATION	29	3.13%
SUPPORTING DOCUMENTATION / REGULATORY	REGULATORY REQUIREMENT	9	0.97%
TIMING	DEPARTMENT PRIORITY	6	0.65%
VALUE OF BUILT HERITAGE	VALUE OF BUILT HERITAGE	2	0.22%
		928	100.00%

REGROUPED RESULTS

REGROUPED CRITERIA	Value	% Total	Final
RISK MITIGATION	190	20.47%	20%
OPERATIONS & RESOURCE EFFICIENCY	111	11.96%	10%
REGULATORY REQUIREMENT	105	11.31%	15%
LEVEL OF SERVICE	97	10.45%	10%
STRATEGIC PLAN	74	7.97%	10%
POLITICAL INTEREST	65	7.00%	6%
COMMUNITY NEED	62	6.68%	6%
AVAILABILITY OF EXTERNAL FUNDING	59	6.36%	5%
DEPARTMENT PRIORITY	55	5.93%	8%
ENVIRONMENTAL INITIATIVE	38	4.09%	4%
OTHER SUPPORTING DOCUMENTATION	31	3.34%	2%
PROJECT SIMPLICITY	27	2.91%	2%
VALUE OF BUILT HERITAGE	14	1.51%	2%
	928	100.00%	100%

Regroup Notes:

It is important to note that, aside from being engrained in Risk Mitigation, External Funding Availability, Project Simplicity, and Operations Efficiency, Costing was not considered as a separate criterion. This is because the purpose of the Prioritization Matrix is to figure out how to best use our capital budget and so the budgetary component of the process occurs after the projects are ranked according to the matrix Priority Output.

The criteria that many groups ranked as their top criteria was “Risk Mitigation”, especially as related to health and safety or to the condition of assets. However, there were some groups who considered risk as a criteria but were also responsible for predominately new growth projects and whose projects weren’t always motivated by risk.

Workshop results were used as a guide. Some % have been modified in final to ensure new development projects aren't unfairly weighted because they aren't risk motivated.

The Criteria is considered "Regrouped" because some criterion meant the same thing but were worded differently in the workshop (e.g. Strategic Objective and Strategic Initiative were included in Strategic Plan category).

Some criteria were also grouped together because of how they are defined in the definitions (e.g. Coordination of Projects and Timing under Department Priority).

Council Priority was originally a criteria but this was shown to be confusing and so this was changed to Political Interest and can refer to Local Board interest for groups that aren't always motivated by Council.

Most groups indicated Growth Management was part of strategic plan and so these were grouped.

Workshop results were used as a guide. Some % have been modified in final to ensure new development projects aren't unfairly weighted because they aren't risk motivated.

Operations and Resource Efficiency were split up in final to improve methodology to calculate urgency.

Groups that depended on other groups often cited "Interdepartmental Priority" as a criteria. This has been included under Department Priority, and it is understood that the group doing the project and filling out the Prioritization Matrix for the project would use the the department prioirty of the group they are working on behalf of as it would influence their priority.

WORKBOOK INSTRUCTIONS

GENERAL

ORANGE WORKSHEETS ARE TO BE COMPLETED BY USER

YELLOW CELLS ARE TO BE FILLED IN BY USER

Step 1:
Fill in Project Details under Project Details Tab

Step 2:
Review Definitions Tab and familiarize yourself with the criteria

Step 3:
Fill in yellow cells on each orange tab worksheet per instructions on worksheet. All worksheets must be completed.

Step 4:
Check red Matrix Tab to ensure all values are entered correctly.

Step 5:
Submit completed workbook.

Project Details	
Project Name:	Sample Project

Department:	Sample Department
Budget:	
Project Description:	
Priority Number:	0
Flagged	**N**

PROJECT MATRIX

Sample Project

Sample Department

	Risk Mitigation	Regulatory Requirement	Level of Service / Fit for Purpose	Strategic Plan	Department Priority	Community Need	Political Priority	Operations Cost Efficiency	Resource Efficiency	Availability of External Funding	Environmental Initiative	Value of Built Heritage	Project Simplicity	Other Supporting Documentation	Total
Weight	20%	15%	10%	10%	8%	6%	6%	5%	5%	5%	4%	2%	2%	2%	100%
Score		0		0	0	0	0	0	0		0	0		0	
Weighted Score	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Final Score	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Possible	60	45	30	30	24	18	18	15	15	15	12	6	6	6	300

Criteria	Definition
Risk Mitigation	The project is being completed to avoid or minimize risk to the public, environment, or organization. Risk may refer to: Health and Safety, Financial, Environmental, Service Disruption, or Reputation. Score based on probability of failure (condition) and consequence of failure (extent).
Regulatory Requirement	The project is driven by legal or legislative requirements dictated by federal, provincial, or other governing jurisdiction.
Level of Service / Fit for Purpose	The project is driven by service requirements the public expects from the asset, including the effectiveness of the asset's performance, and also considers the extent of the service.
Strategic Plan	This project is a stategic objective identified in a Master Planning document or in the Official Plan.
Department Priority	The identified priority the department has place on the project with respect to its other projects, taking into account timing and coordination of other projects.
Community Need	Community need identified by the public and supported by evidence.
Political Priority	Council or Local Board has clearly identified this project as a priority in a Council or Local Board report (separate from Master Plan and Corporate Climate Change Action Plan).
Operations Cost Efficiency	Refers to if the project will affect existing operations' budget.
Operations Resource Efficiency	Refers to if the project will affect existing operations' staff and time.
Availability of External Funding	External Funding (e.g. grants, dedicated funding source) is available for this project.
Environmental Initiative	Project has been identified in the Corporate Climate Change Action Plan.
Value of Built Heritage	Preservation of a heritage building or asset has been identified.
Project Simplicity	Refers to whether the project can be completed internally with few resources and small budget and the extent of the benefit.
Other Supporting Documentation	The project and timeline are supported by referable documentation (e.g. Condition Assessment, Feasibility Study, Operations Records) which has not been encompassed in other sections. This section excludes Council or Local Board Reports, Corporate Climate Change Action Plan and Master Plans.

Risk Mitigation

Probability of Failure - Urgency	Score			
	0	1	2	3
Description	Rare	Unlikely	Possible	Likely
Frequency	Failure will likely not occur or fail in > 20 years based on known condition or service life information.	Failure could occur within 10 - 20 years based on known condition or service life information.	Failure might occur within 3-5 years if work is not done based on known condition or service life information.	Failure might occur within 1-2 years if work is not done based on known condition or service life information.

Consequence of Failure - Importance	Score			
	0	1	2	3
Description	None	Minor	Moderate	Catastrophic
This project is in response to a Health and Safety risk.	This is not a risk for this project	Someone may require First Aid.	Someone may require professional Medical Treatment	Someone may become severly disabled or it could result in a fatality.
This project is in response to a Financial risk.	This is not a risk for this project	<$50K	$50K - $500K	>$500K
This project is in response to a Environmental risk.	This is not a risk for this project	Could cause localized damage, quick clean up possible.	Could cause major, but reversible damage. Full clean up difficult.	Could cause severe and irreversible damage. Full clean up not possible.
This project is in response to a Service Disruption risk.	This is not a risk for this project	Short Term <= 1 day	Medium Term 1 day - 2 weeks	Long Term > 2 weeks
This project is in response to a City Reputation risk.	This is not a risk for this project	Complaints	Local News	National News

Probability of Failure Score	
Frequency	

Consequence of Failure Score	
Health and Safety	
Financial	
Environmental	
Service Disruption	
City Reputation	

Final Risk Mitigation Score	
Description	Score
Probability of Failure Score	
Highest Consequence of Failure Score	
Highest Risk Score	
Final Reported Score	
Output Description	NO RISK MITIGATION

Methodology			
Report Highest Risk Number	Frequency * Consequence		
Consequence of Failure	Probability of Failure		
	1	2	3
1	1	2	3
2	2	4	6
3	3	6	9

Final Score		
IF Highest Score =	Report	Description
1 to 2	1	Project is being completed to remedy a low identified risk.
3 to 4	2	Project is being completed to remedy a medium identified risk.
6 to 9	3	Project is being completed to remedy a high identified risk.

Regulatory Requirement

Description	Score
This project is response to a regulatory requirement which must be achieved this coming year.	3
This project is in response to a regulatory requirement which must be achieved in 2-5 years.	2
This project is in response to a regulatory requirement which must be achieved in 6-10 years.	1
There is no regulatory requirement for this project.	0

Regulatory Requirement Score:	

If regulatory requirement exists, please specify the regulation:	

Please provide a short description of the requirement:	

Level of Service / Fit For Purpose

Level of Service Score	
Description	**Score**
This project is being completed on an asset that has failed, is in imminent danger of failing, or the asset is performing well below the service that is required.	3
This project is necessary to maintain the current level of service and/or asset group performance. Deferring the project would result in unacceptable operating and maintenance expenses / reactive repairs.	2
This project is being completed to improve or prevent a level of service and/or asset group performance issue, and could be deferred with only a minor impact on operating and maintenance expenses / reactive repairs.	1
This project is not related to level of service or asset group performance.	0

Extent Score	
Description	**Score**
The project benefits > 10% or more of the community based on population.	3
The project directly benefits a neighbourhood or 5-10% of residents including businesses.	2
The project benefits < 5% of residents including businesses.	1
This project does not benefit the community.	0

Level of Service Score	
Extent Score	
If project is motivated by level of service, please explain briefly:	
Calculated Level of Service Score	
Reported Score	NO LOS PRIORITY

Methodology			
Report Highest Number	Level of Service * Extent		
Level of Service	Extent		
	1	**2**	**3**
1	1	2	3
2	2	4	6
3	3	6	9

Final Score		
IF Highest Score =	**Report**	**Description**
0	0	Project does not improve the level of service for the community.
1 to 2	1	Level of service slightly improves the level of service for the community
3 to 4	2	Level of service moderately improves the level of service for the community
6 to 9	3	Level of service highly improves the level of service for the community

Strategic Plan

Strategic Plan Score	
Description	**Score**
This project has been identified as a Strategic Objective in an Official Master Plan and is identified to be required in Year 0-5.	3
This project has been identified as a Strategic Objective in an Official Master Plan and is identified to be required in Year 6-10.	2
This project has been identified as a Strategic Objective in an Official Master Plan and is identified to be required in Year 10+.	1
This project has not been identified as a Strategic Objective in an Official Master Plan	0

Strategic Plan Score	
If project is identified as part of a strategic plan, please indicate the action and year it is stated to be initiated and completed:	

Department Priority

Description	Score
Department has indicated this project is in their top 25% of priorities and/or due to project coordination efficiencies or timing, project should occur at the same time as another project that fits this criteria.	3
Department has indicated this project is in their middle 26% - 75% of priorities and/or due to project coordination efficiencies or timing, project should occur at the same time as another project that fits this criteria.	2
Department has indicated this project is in their bottom 25% of priorities and/or and/or due to project coordination efficiencies or timing, project should occur at the same time as another project that fits this criteria.	1
This project is not a departmental priority.	0

Department Priority Score*	

*Please ensure this is in line with your submitted department priority list.

If project is being completed at the same time as another project to improve coordination efficiency, please provide justification for this (i.e. cost savings):	

Community Need

Community Need Score	
Description	**Score**
This project has identified as a community need in an evidence-based way (e.g. public petitions, department head counts, traffic counts, accident reports etc.)	3
This project has not been identified as a social need in an evidence-based way	0

Community Need Score	

If project is identified as a social need, please briefly describe the evidence:	

Political Priority

Council Priority

Political Priority Score	
Description	**Score**
This project is considered a Tier 1 Council Priority for this budget year (or equivalent for Local Board) as identified in a Council (or Local Board) Report.	3
This project is considered a Tier 2 Council Priority for the next budget cycle (or equivalent for Local Board) as identified in a Council (or Local Board) Report.	2
This project is considered a Tier 3 Council Priority for a future budget cycle (or equivalent for Local Board) as identified in a Council (or Local Board) Report.	1
This project is not identified as a Council (or Local Board) Priority at this time.	0

Political Priority Score	

If project is motivated by Council (or Local Board) Priority, please indicate the Report No and date of the Council (or Local Board) Report:	

Operations Cost Efficiency

Cost Efficiency Score*	
Description	**Score**
This project will significantly reduce operations' cost* (0 - 5 year payback)**	3
This project moderatly reduces operations' cost* (5 - 10 year payback)**	2
This project is being completed to maintain existing operations' cost*.	1
This project will not affect operations' cost.	0
This project will increase operations' cost.	-1

Operations Cost Efficiency Score	

If project is motivated by operational cost efficiency, please reference the document that supports the annual operating and maintenance cost reduction:	

*Does not include staff cost
**If no documents supporting this payback are available, complete Payback Period Calculation

***Payback Period Calculation**	
Total Capital Cost of project	
Annual Operating Cost reduction	
Annual Maintenace Cost reduction	
Total Savings	0
Payback Period	#DIV/0!

Operations Resource Efficiency

*Staff time is based on 1820 hours (35 hours a week, 52 weeks a year)

Operations Resource Efficiency Score	
Description	**Score**
This project significantly improves operations resources efficiency and the improvement is equivalent to a savings of >5% of staff time*.	3
This project moderately improves operations resources efficiency and is equivalent to a savings of 2-5% of staff time*.	2
This project slightly improves operations resources efficiency and the improvement is equivalent to a savings 0-1% of staff time*.	1
This project will not affect existing resources.	0
This project will increase need for resources and is equivalent to an increase of >2% of staff time*.	-1

Operations Resource Efficiency Score	

If project is motivated by resource efficiency, please attach calculation to support % of staff time savings, and explain briefly how it will improve the efficiency:	

Availability of External Funding

Funding Amount Score	
Description	**Score**
There is approved, dedicated external funding that will cover 50 - 100% of the project.	3
There is approved dedicated external funding that will cover 25 - 49% of the project.	2
There is approved, dedicated external funding that will cover less than 25% of the project.	1
There is no approved, dedicated external funding for this project.	0

Funding Timeline Score	
Description	**Score**
The approved external funding has a limited time window and will only be available for 0-2 years	3
The approved external funding has a moderate time window and will be available for 3-5 years	2
The approved external funding has a large time window and will be available for at least 10 years	1
There is no external funding for this project.	0

Funding Amount Score	
Funding Timeline Score	
If approved external funding exists, please specify the funding source:	
Please provide a short description of the funding details:	
Calculated Funding Score	
Reported Score	NO FUNDING PRIORITY

Methodology			
Report Highest Number	Amount * Timeline		
Amount	Timeline		
	1	**2**	**3**
1	1	2	3
2	2	4	6
3	3	6	9

Final Score		
IF Highest Score =	**Report**	**Description**
0	0	There is no external funding available for this project.
1 to 2	1	Project has external funding but is a low priority.
3 to 4	2	Project has external funding and is a medium priority.
6 to 9	3	Project has external funding and is a high priority.

Environmental Initiative

Environmental Initiative Score	
Description	**Score**
This project has been identified as a Corporate Action in the 2020 Corporate Climate Change Action Plan and is considered a Short Term Priority	3
This project has been identified as a Corporate Action in the 2020 Corporate Climate Change Action Plan and is considered to be a Medium Term Priority	2
This project has been identified as a Corporate Action in the 2020 Corporate Climate Change Action Plan and is considered to be a Long Term Priority	1
This project has not been identified as a Corporate Action in the 2020 Corporate Climate Change Action Plan	0

Environmental Initiative Score	

If project is identified as a corporate action, please indicate the action and year it is stated to be initiated and completed (Table 4):	

Value of Built Heritage

Value of Built Heritage Score	
Description	**Score**
This project is being completed on a designated heritage building, site, or Public Art, the intent of this project is to preserve or maintain that heritage, and preservation work is required in the next 0-2 years.	3
This project is being completed on a designated heritage building, site or Public Art, the intent of this project is to preserve or maintain that heritage, and preservation work is required in the next 3 - 5 years.	2
This project is being completed on a designated heritage building, site or Public Art, the intent of this project is to preserve or maintain that heritage, and preservation work is required in the next 6 - 10 years.	1
This project does not involve a designated heritage building, site or Public Art, or heritage preservation is not a driver for the project.	0

Value of Built Heritage Score	

If project is identified as being completed on a designated heritage building, site or Public Art, please reference the report or memo which supports the timeline. Report may be duplicated in Other Supporting Documentation.	

Project Simplicity

Simplicity Score	
Description	**Score**
This project has been identified as a "quick win" (i.e. simple and very inexpensive compared to other solutions), and would be easy to implement using internal staff resources.	1
The project simplicity or complexity is not a consideration for this project.	0

Extent Score	
Description	**Score**
The project benefits > 10% or more of the community based on population.	3
The project directly benefits a neighbourhood or 5-10% of residents including businesses.	2
The project benefits < 5% of residents including businesses or just benefits the City organization.	1
This project does not benefit the community or organization.	0

Simplicity Score	
Extent Score	
If project is motivated by project simplicity, please explain briefly:	

Calculated Project Simplicity Score		
Reported Score		NO SIMPLICITY PRIORITY

Methodology			
Report Highest Number	Extent		
Simplicity	Extent		
	1	**2**	**3**
1	1	2	3

Final Score		
IF Highest Score =	**Report**	**Description**
0	0	Project simplicity is not a consideration for this project.
1	1	Project is a quick win and will benefit a small portion of the population or the City organization.
2	2	Project is a quick win and will benefit a medium portion of the population or the City organization.
3	3	Project is a quick win and will benefit a large portion of the population or the City organization.

Other Supporting Documentation

Other Supporting Documentation Score	
Description	**Score**
This project has been identified as a need through supporting documentation (not including Master Plan, Climate Change Action Plan, or Council Priorities) which states the project is an immediate (Year 0 - 2) priority.	3
This project has been identified as a need through supporting documentation which states the project is a short term (Year 3 - 5) priority.	2
This project has been identified as a need through supporting documentation (not including Master Plan, Climate Change Action Plan, or Council Priorities) which states the project is a medium term (Year 6 - 10) priority.	1
This project has not been identified as a need through supporting documentation (not including Master Plan, Climate Change Action Plan, or Council Priorities), or the project is not yet a priority per the supporting documentation.	0

Other Supporting Documentation Score	

If project is identified as a priority in supporting documentation (not including Master Plan, Climate Change Action Plan, or Council Priorities), please indicate the supporting documentation and year it is stated to be initiated and completed:	

Appendix G

Prioritized Projects List

2025 Budget Cycle

Asset Management Plan Overview
June 2025

Notes:

1. Generally the higher the score the higher the project priority is estimated to be for the City.
2. Flags for safety and other concerns are not included in the version of the list presented here.
3. Some projects were unable to be ranked for the 2025 Budget Cycle. Any unranked projects with funding in 2026 or beyond are expected to be ranked in future years.
4. Ranks are reviewed as part of the budget process and may change over time as City priorities evolve.
5. Growth projects, master plans and other studies tend to rank lower than state of good repair projects due to prioritization criteria.

Project ID	Project Name	Rank Value
001637	LHC Properties - Kitchen Renovations	251
002290	Mohawk Lake Bed Recontouring & Sediment Removal at Strategic Locations	224
002006	Lorne Towers - Panels & Distribution House	222
002291	Shallow Creek Park SWM Construction	222
000145	Sidewalk Repairs and Replacement	220
000743	Northland Gardens - Windows & Doors & Entry-ways	220
000594	Multi-Use Path Capital Construction Program	219
001190	Downtown Infrastructure Revitalization and Renewal Program (In conjunction with Project #83	219
000073	Brantford WTP Raw Water Intake/Canal Upgrade	213
001247	Various (portfolio wide) - Smoke/CO alarm replacements	210
001639	Riverside Garden -Parking Lots/curbs	202
001241	Sunrise Villa (Burford) - Well System Equipment	199
000035	Roadway Preservation and Preventative Maintenance	198
001870	Guiderail Upgrades and Repairs	193
001983	Eastdale Gardens - Heating Systems	190
000140	Traffic Signalization Modernization	187
001910	Corporate Security System Upgrades, Maintenance & Installation	185
002017	Heritage House - Parking Lot	182
001989	Winston Court - In Suite Electrical	180
000499	Traffic Signal Equipment Rehabilitation and Maintenance	179
000830	Lorne Bridge Rehabilitation (In conjunction with Project #1190)	178
000143	Sidewalk Condition Assessment	178
001234	Albion Towers - Hallway Flooring	177
000599	Playground Rehabilitation & Replacement Program	176
000343	Grey St (Fourth Ave to Wayne Gretzky Pkwy) (W/RD)	176
001968	SCBA Bottles and Paks	174
002071	Fire Station #3 Overhead Doors	174
002284	Residue Management Facility Sludge Tank Mixing System Upgrades	174
002282	Station 3 Rebuild	173
000921	Lorne/Brant Towers - Replace Pedestrian Walkways and Increase Parking Lot Spaces.	172
001017	Daleview Gardens Roof Replacement	172
001589	Building Condition Audit & Asset Management SW	172
000137	Brantford Lift Para-Transit Vehicle Replacement	171
001172	SCADA Lifecycle Asset Replacements	170
001751	WGP Overhead Trail Bridge OSIM 151	170
001766	CCTV Sewer Inspection Program - Stormwater	169
000727	Daleview Gardens - Parking lots/curb/walkways/fencing	169
000127	Bridge and Culvert Structural Condition Assessment (OSIM)	168
001451	Mount Hope Mausoleum Repairs	165
000141	Wastewater and Storm Collection System Mainline Sewer Rehabilitation and Repairs	164
000583	John Noble Home Support Services Equipment	164
001626	Fire Bunker Gear Replacement	164
000920	Trillium Way-Parking Lots/curbs/walkways	164
001483	Murray St Bridge Over Canal Repairs- OSIM 135	163
001262	John Noble Home Building Repairs/Replacement	161
000196	Erie Ave (Cockshutt) Bridge Rehabilitation Over Grand River - OSIM 110	161

000843	New Transit (Bus) Shelters	161
001474	Inflow and Infiltration Source Investigation & Remediation Program	160
001264	John Noble Home Roofing	160
002015	Heritage House - Air Make Up Unit	160
000526	Wastewater Collection System Flow Monitoring (WW-II-001)	159
000939	John Noble Home Courtyard Walkway, Sprinkler	159
001430	Replace Pumper Rescue Vehicle (#106507)	159
001133	Hillier Cres (St.George St to St.George St incl. Tuscarora Crt) (W/RD)	158
002039	Sunrise Villa - Parking lot/walkways/patios/railings	158
000365	Queen St (Chatham St to Sheridan St) (W/RD)	158
000639	Advantage Brantford and Discover Brantford Website Updates	158
000750	Traffic Light Pre-emption	157
001597	Storm Ditching Program	156
001149	Chatham St (Clarence St to Murray St Incl. Peel St) (W/WW/STM/RD)	156
001326	Stinson Ave & Elliott Ave (Brunswick St to Elliott Ave) (W/WW/STM/RD)	156
000134	Transit Fleet Replacement	155
000165	Transportation Master Plan Review and Update	155
001487	Gilkison St Culvert Replacement OSIM 247	153
002021	Actiflo Lamella Plates Upgrades	153
000829	Eagle Avenue Culvert over Mohawk Waterway Replacement OSIM 207	153
001479	WGP Overhead Bridge at Grey St- OSIM 148	153
001482	Silver Creek Crossing Bridge Repairs OSIM 141	153
001933	McMurray Street CNR Overpass Rehabilitation OSIM 134	153
002246	Oakhill Cemetery Boardwalk Replacement	152
002306	Public Works Activity Tracking Implementation	152
000531	Bridge Immediate Repair Needs (Various Bridges)	151
001261	John Noble Home Nursing Equipment	151
000566	Fire Station #1 Overhead Doors	151
001156	Landfill Site Stage 3 A/B New Gas Collection System Extension	149
002134	Rue Chateaux Storm Pond Rehabilitation and Sediment Removal	149
001339	Dundee St & Melrose St (Melrose St to Dublin St) (W/RD)	148
001702	Lucy Marco Place & Heritage House - Roof Replacement	147
001736	Davis Court/ Mohawk Terrace Flooring Replacement	146
001391	Primary Clarifier #5 & #6 Refurbishment	145
002308	Drainage Channel Improvements	145
000132	Fleet Replacement (Operational Services)	144
001099	Aerial Photography and LiDAR Dataset Acquisition	144
001771	Generator Upgrade Program	144
002018	Lorne Towers - Bathroom Renovations	144
000603	Mohawk Park Picnic Pavilions replacement	143
000877	Fleet Replacement (Wastewater Services)	143
000993	John Noble Home Resident Room Refurnishment - Mechanical & Plumbing	143
002072	Trail Maintenance and Repairs	143
000325	Master Servicing Plan Update	143
002070	Make-up Air Unit - Fire Station #1	143
001836	King George North Elevated Tank	142
002138	Mohawk Lake OGS Program	142
001936	Dunsdon Creek Crossing Rehabilitation OSIM 206	141

001937	Sinclair Blvd Creek Crossing Rehabilitation OSIM 221	141
002221	WTP and Remote Station Minor Process Refurbishments, Replacement and Upgrades	141
000687	Police Minor Capital	140
000832	Wayne Gretzky Parkway Expansion (Lynden Road South to Henry Street)	139
000209	Fleet Replacement (Golf)	138
002098	City-wide Stormwater Asset Inventory	138
000364	Beverly Rd (Colborne St to Chatham St) (W/RD)	138
001135	Nelson St (Stanley St to Park Rd N) (W/WW/STM/RD)	136
001200	Streetlight Upgrade and LED Conversion	136
000068	Buffalo St. (Rushton Ave. to West St) (W/WW/STM/RD)	136
000342	Norwich St (Sherwood Dr to Colborne St W) (W/WW/STM/RD)	136
000373	Locks Rd (Colborne St to Glenwood Dr) (W/WW/STM/Rd)	136
001122	Drummond St (Dead End to Park Ave) (W/WW/STM/RD)	136
001142	Usher St Incl. Ann St & Rushton Ave (Rushton Ave to Dead End) (W/WW/STM/RD)	136
001924	Freeborn Ave (Brock to Rawdon Incl. Dead-End)	136
000338	Sheridan St (Rawdon St to Fourth Ave) (W/WW/STM/RD)	136
001141	Church St (Brant Ave to Grand River Ave) (W/WW/STM/RD)	136
001069	Dorothy St. (Lida St. to Tom St.) (W/WW/RD)	136
001345	Pearl St & Sydenham St (St James to West St) (W/WW/STM/RD)	136
001568	Streetlight and Pole Repair and Replace	135
002022	Storm Water Management Pond Safety Program	135
000590	John Noble Home Total Office IT and Furniture Replacement and or Upgrades	134
000851	Mohawk Pavilion - building and site improvements	134
002211	Landfill Site - Environmental Control Program	134
001076	Fleet Replacement (Building Department Services)	133
001630	Police Vehicle Fleet Replacement	131
000076	Veterans Memorial Pkwy (Mount Pleasant St. to Market St. S. with Bridge), (EA, D,C)	131
002056	Colborne Street West Widening (D'Aubigny Road to County Road #7)	131
002059	Paris Road Widening (West City Limits to Golf Road)	131
000875	Fleet Replacement (Facilities Operation and Maintenance)	130
002214	Landfill Site - Gate Replacement	130
001872	Traffic Signal Battery Backup Systems	129
000610	Bell Homestead Upgrades	129
000385	Division St (Tenth Ave to Seventh Ave) (W/RD)	128
000878	Fleet Replacement (Water Services)	128
001067	Balfour St (Mt.Pleasant St to Gilkison St) (W/WW/STM/RD)	128
001349	West St (Dundas St to Charing Cross St) (W/WW/STM/RD)	128
002058	Sanderson Centre Exterior Brick Re-pointing	127
001526	WTP Low Lift Station Upgrade	126
000564	Fire/Police Joint Radio System Upgrade	126
001292	Earl Haig-Facility Improvements	126
002063	Wayne Gretzky Parkway Expansion to North (Powerline Road to Park Road North)	126
001786	Paris Road Trunk Watermain PD4 (W-M-006)	126
002253	Sports Field Improvements	126
000544	Airport - Building 130: Miscellanous Capital Repairs (Phase 2 of 2)	125
000602	Multiuse Pad Replacement	124
000997	CCTV Sewer Inspection Program - Wastewater	124
002281	Avtec Communication Consoles	124

000217	Detailed Roadway Surface Condition Assessment	123
002069	Fire Station #4 Paving	123
001827	Northeast WWPS Forcemain (WW-FM-004)	122
001848	Balmoral-Powerline Northwest Area (Pond #5)	122
001859	Lynden-Garden Residential Area (Pond #16)	122
001783	Powerline Road Trunk Watermain PD4 (W-M-003)	122
001844	Northwest Employment Area (Pond #1)	122
001845	Southwest Employment Area (Pond #2)	122
001846	Golf Road North Employment Area (Pond #3)	122
001847	Golf-Powerline Employment Area (Pond #4)	122
001849	Balmoral-Powerline Southwest Area (Pond #6)	122
001850	Northridge North Area (Pond #7)	122
001856	Northeast Residential Area (Pond #13)	122
001857	Northeast Residential Area (Pond #14)	122
001858	Northeast Residential Area (Pond #15)	122
001627	PC Life Cycle Program	121
001940	LEN Rail Crossing Culvert Rehabilitation OSIM 244	121
002055	Golf Road Improvements (Paris Rd to Proposed Development Limits)	121
002044	John Noble Home Door Fob (Salto) Project	121
002255	WTP Cove Upgrades	121
000086	Colborne Street (East Slope) Stabilization - Mitigation Measures	120
001738	John Noble Home Tower Roofing / S3	120
001357	Wastewater Siphon Inspection	119
000674	Police / Fire Radio System Replacement and Upgrade Plan	119
001606	Public Works Minor Capital	119
000826	Stormwater Flow Monitoring Program and Model Update	117
001027	Audible Pedestrian Signal Program	117
000880	Off Road Active Transportation Initiatives	115
001445	Drummond Street Bridge Replacement OSIM 115	115
001645	Wastewater Siphon Cleaning and Repairs	114
001861	Tutela Heights North Area (Pond #18)	114
001862	Tutela Heights North Area (Pond #19)	114
001860	Garden-403 Employment Area (Pond #17)	114
001851	King George Corridor (Pond #8)	114
001852	King George Corridor (Pond #9)	114
000421	Sewer Rehabilitation and Lining Program	113
002066	Mohawk St/Greenwich St/Murray St Intersection Realignment & Improvements	113
000663	Police Prisoner Transport Vehicle	111
000681	Police -Storage Area Network (SAN) Replacement	111
000527	Conventional Transit Fleet Capital Upgrades	110
001428	Replace Pumper Rescue Vehicle (#106508)	109
000208	Fleet Replacement (Parks and Rec)	108
000779	Sanderson - Minor Capital	108
000876	Fleet Replacement (Waste Management)	108
001951	Airport Crack Sealing and Line Painting Program	108
000318	Water Booster Station and Reservoir Condition Assessment Study	108
001877	WGSC Walking Track Replacement	108
001727	Kerr's Lane Crossing Rehabilitation OSIM 126	106

000604	Mohawk Park Lookout Replacement	106
001369	Retaining Wall Inventory and Condition Assessment	105
001092	Pay Equity/Compensation Review	105
000563	Replace Platoon Chief Vehicle (#106509)	105
000501	Sewer Lateral Rehabilitation and Repairs - City Portion	104
000495	West Arterial Road Construction (from Hardy Road south to Colborne Street)	104
000631	Fire Next Generation 911 (NG911)	104
002298	IT Infrastructure, Endpoints and Security	104
001567	Streetlight Pole Condition Assessment	103
000633	Official Plan Review	103
001773	RMF Polymer System Upgrades	103
002143	Erie Avenue & Eagle Place Neighbourhood Review	103
000580	John Noble Home Resident Room Refurnishment - Furnishings & Equipment	101
000747	Fire Minor Capital	100
001256	John Noble Home Window Replacement	100
000156	Water Meter Replacement and Testing Program	99
001672	Easement Accessibility Design and Construction	99
001397	Auditorium and Attic Heat Detector Replacement	99
001833	Northeast Wastewater Pumping Station (WW-PS-004)	97
002136	Retaining Wall Repair and Maintenance	97
000219	Glenhyrst Gardens Internal Roadway and Lighting Upgrades	96
001491	St. George St (Elm St to The Strand Ave) (W/WW/STM/RD)	96
000882	Accommodation Strategy Phase 2 - 400 Grand River Ave & 1 Sherwood Building and Yard rer	96
001139	Darling St (Queen St to Market St) (W/WW/STM/RD)	96
001853	King George Corridor (Pond #10)	96
001854	Powerline-Park (Pond #11)	96
001855	Powerline-Park (Pond #12)	96
000122	Accessibility Improvement Initatives (AODA)	95
001403	Tutela Heights Slope - Slope Monitoring Program	94
001673	Morrison Rd (Mohawk St to Landfill Entrance)	94
002165	Maintenance and Storage Facilities Redevelopment at WGGC	94
000925	Replacement of Network Core Switches	94
001880	Storm Ditch Condition Assessment	93
002154	Traffic Operations Monitoring	93
001661	North West Pumping Station & Reservoir Upgrade	92
000742	Lorne Towers - Paint Balcony Walls	92
002262	Climate Change Adaptation Plan	92
001915	Updated Accommodation Strategy - Earl Ave Redevelopment	91
000336	Waterloo St (Brant Ave to Pearl St) (W/WW/STM/RD)	91
000561	Fire Station #1 - Roof	91
001750	TH and B Rail Trail Culvert Replacements	90
001053	Somerset Pump Station - Rehabilitation and Improvements	90
001311	brantford.ca Website Revitalization	89
001768	Landfill Gas Facility - Generation Engine 40K Service	89
000874	Fleet Replacement (Engineering Survey/Inspection)	88
001547	Replace Command Vehicle (#106509)	86
001662	Wastewater Treatment Plant RAS / WAS Upgrades	86
002264	Guiderail Inventory Update & Condition Assessment	86

001409	Greenwich St Pump Station - Rehabilitation and Improvements	84
002077	Trail Safety Improvements	84
001214	Long Term Waste Management Plan (including Landfill Master Plan Update)	84
001788	Powerline Road Distribution Watermain (W-M-008)	83
001805	Upgrade Fairview Drive/Lynden Road Trunk Watermain (W-M-027) PD2/3	83
001867	Optimization of Dike System Outlet	81
002000	Market Street Parkade TRVA Recommendations and Security Improvements	80
002132	Water & Wastewater Standardization of Drawings	79
002064	Oak Park Road Widening (Powerline Road to Hwy 403 and Hardy Road)	78
002135	Stormwater Retention Pond Condition Assessment	78
001659	Tollgate Pumping Station & Reservoir Upgrades	77
001793	East-West Collector Road Trunk Watermain (W-M-013) PD2/3	77
001794	Brantwood Park Road Trunk Watermain (W-M-014) PD2/3	77
001795	Park Road Trunk Watermain (W-M-015) PD2/3	77
001796	Powerline Road Local Watermain (W-M-016) PD2/3	77
001797	East-West Collector Road Local Watermain (W-M-017) PD2/3	77
001798	Lynden Road Distribution Main Extension (W-M-019) PD2/3	77
001799	East Expansion Lands Residential Loop (W-M-020) PD2/3	77
002263	Natural Asset Inventory and Management Plan	77
000799	Northwest Trunk Sewer Expansion (WW-SS-001)	76
002109	Grand River Northwest Catchment Local Upgrades (SW-LI-010)	76
001731	Mohawk Lake Access	76
002023	Meter and Valve Installation at Cainsville & City Boundary	76
001838	Decommissioning of King George Elevated Tank	76
001711	Sanderson Centre Boiler Replacement	76
001803	Lynden Road Trunk Watermain Upgrades (W-M-018) PD2/3	74
001840	Garden Avenue Watermain Upgrade (W-M-029)	74
001820	Lynden Road Trunk Sewer Upgrades (WW-SS-013)	74
002224	Energy Optimization Improvements - Wastewater Operations	74
002299	Questica Upgrade	74
000036	Road Resurfacing Program	73
002094	Main Library Building Automaton System Replacement	73
002046	Housing Properties - Interchangable Core Lock System/Key Cutter	72
002256	Neighbourhood and Roadway Traffic Calming Implementation	72
000171	Wastewater Manhole Rehabilitation Program	71
000861	Private Sewer Lateral Replacement Grant Program	71
001229	Landfill Site - Internal Roadway Inspection/Rehabilitation/Maintenance	71
000879	On-Road Active Transportation Initiatives	70
001306	Kramers Way Extension (Dead End to Planned Westerly Extent) (W/WW/STM/RD)	70
001054	Woodlawn Pump Station - Rehabilitation and Improvements	70
001494	Lawren Harris Pump Station - Rehabilitation and Improvements	70
002220	Energy Optimization Improvements - Water Operations	70
001084	Parks and Recreation Facilities - Mechanical and Building System Rehabilitation / Replaceme	69
001554	Parkade Universal Washroom and Space Assessment	69
001806	North-South Collector's Road Trunk Sewer (WW-SS-002)	69
001787	Powerline Road Distribution Watermain (W-M-007)	69
001800	East Expansion Lands Employment Loop (W-M-021) PD2/3	69
001813	East-West Collector's Road Trunk Sewer (East of North WWPS - WW-SS-009)	69

001814	East-West Collector's Road Trunk Sewer (East of North WWPS - WW-SS-010)	69
001815	East-West Collector's Road Trunk Sewer (East of North WWPS - WW-SS-011)	69
001816	East Expansion Lands Trunk Sewer (WW-SS-012)	69
001653	WTP Analyzer Replacement Program	69
000811	Northwest Trunk Watermain Expansion (W-M-002)	68
001774	RMF Building Roof Replacement	68
001524	Water Treatment System Master Plan	67
001920	Operational Services Minor Capital	66
000783	Cemetery - Minor Capital	65
001475	Wastewater Pumping Station - Facility Analysis and Performance Assessment	65
000119	Water and Wastewater System Financial Sustainability Plan	64
002101	Southwest Community Centre Phase 2 - Park Development	64
001677	Stormwater Manhole Rehabilitation Program	63
000123	Energy Conservation Initiatives Implementation (Green Energy Act Compliance)	61
000154	Concrete Crushing Quadrennial Contract	61
001516	Microsoft Windows Upgrade	61
001809	East-West Collector's Road Trunk Sewer (West of King George Road - WW-SS-005)	61
002295	Fire Prevention Area Renovation	61
001748	Charlie Ward Park - Concrete Wall Rehabilitation	60
002289	Employee Engagement Program	60
000605	Mohawk Park Entrance Road and Parking	59
000592	John Noble Home Bell Lane Terrace Refurbishment	58
001408	Wastewater Treatment Plant & Sanitary Pumping Station Site Work Improvements	58
001922	Concrete Assessment and Repairs at the Market Centre Parkade	58
002287	Parks Fleet Expansion for Forestry/Horticulture	57
000635	Outdoor City Map Signs	56
002149	Signalized Intersection Count Down Timers	56
001714	Sanderson Centre Sound Console Replacement	56
001281	Church Street Waterfront Park Development	55
000657	Development Charges Background Study	54
000961	CIS Infinity upgrades	54
001040	Market Parkade Elevator #4 Upgrades	54
002166	Aquatics - Minor Capital	54
002244	Accommodation Strategy - Transit Yard Relocation and Development	54
000139	Enhanced Transfer Transit Facilities	52
002163	Golf Road South New Sidewalk Construction	52
001784	North-South Collector Road Trunk Watermain PD4 (W-M-004)	51
001785	North-South Collector Road Local Watermain (W-M-005) PD4	51
001811	East-West Collector's Road Trunk Sewer (East of King George Road - WW-SS-007)	51
001812	East-West Collector's Road Trunk Sewer (East of King George Road - WW-SS-008)	51
001792	East-West Collector Road Trunk Watermain (W-M-012) PD2/3	51
002001	Market Street Parkade - Minor Capital	50
001810	East-West Collector's Road Trunk Sewer (East of King George Road - WW-SS-006)	50
001932	Market Street Promenade Rehabilitation OSIM 133	50
001113	Airport - Rehabilitate Taxiway Bravo and lighting replacements	48
002102	Southwest Community Centre Phase 3	48
001971	Tree Planting and Canopy Expansion	48
001178	Wastewater Treatment Plant and Pumpstation Non-Critical PLC Replacement	47

001620	Accommodation Strategy Phase 6 - 1-3 Sherwood Dr Site Re-development	46
001883	City Hall - Roof Repairs	46
002213	Landfill Gas Utilization Facility and Flare - TSSA Compliance Upgrades	45
002323	Water Treatment Plant Upgrades	44
000130	Facility/Building Condition Assessment Program	43
001541	City Stormwater all-pipe Model Validation	42
001495	Johnson Rd Pump Station - Rehabilitation and Improvements	42
001429	HR Master Plan Update	42
002073	Demolition of Community Halls	40
000780	Parks Services - Minor Capital	39
000597	New Park Open Space Development	38
002025	Edge Street Urbanization and Parking Improvements	38
001448	Oakhill Expansion/Re-development	38
000144	SCADA Master Plan Update	37
002012	Environmental Services Security Fence Replacement Program	37
001083	Recreation Facilities Roof Repairs and Replacements	36
001893	Pre Engineering for Capital Construction Projects	36
002099	Stormwater Rate/Policy Review and Update	36
000996	Sanderson Centre Administration Office Refurbishment	36
001882	City Hall - Door and Window Replacement	36
002084	Decommissioning of Albion Booster Station (W-D-002)	36
002128	Water Operations Storage Facility	36
002217	Landfill Gas Utilization Facility - Combined Heat and Power	36
002307	Retaining Wall Replacements	36
002209	Basement Flooding Prevention Grant Program	34
002248	Invasive Species Program	34
000842	Transit Optimization Study Update	32
002228	Wastewater Treatment Accommodation Plan	32
001898	Crown St (Richmond St to Palace St) (W/WW/STM/RD)	30
000653	Sanderson Centre Heritage Hall External Signage Replacement	28
001903	WWTP High Volume Storm Events - Landfill Site Leachate Pumping SCADA Upgrades	27
000817	King George Road Watermain (W-M-001)	26
001868	Summerhayes Crescent Servicing Study (WW-SS-019)	26
001995	Clarence St. South Rail Realignment	26
001452	Mount Hope Workshop	24
001210	Police - Virtual Host Replacement Program	24
002181	Pilot Project - "Electric Vehicle"	24
002193	Traffic Unit-Radar	24
002239	Parks & Recreation Master Plan	24
002304	Generator Installation at Community Centres	24
001437	Wayne Gretzky Sports Centre - Rink#1 Electrical Upgrades	22
002019	Environmental Services CCTV & Surveillance Infrastructure Upgrade Program	21
002020	Environmental Services Security Access Control Improvements	21
000959	Gretzky Over-Ice Floor	21
002164	Fire Station #1 - Kitchen Renovation	21
001884	Capital Upgrades for City Facilities	20
001834	East Wastewater Pumping Station (WW-PS-005)	20
002288	Parks Fleet Expansion for Facilities	19

001712	Hot Water Heat Exchanger and Storage Tank	18
001111	Airport - Correct Grading within Runway 05-23 Strip	16
001114	Airport - New Taxiways in General Aviation Hangar Area	16
001119	Airport - Miscellaneous Terminal Apron and Runway 11/29 Repairs	16
001556	City Hall Parking Lot Improvements	16
001689	Community Benefit Charge Study	16
001917	Airport Master Plan Update	16
002133	Cainsville Wastewater Monitor and Sampling Station	16
001832	North Wastewater Pumping Station (WW-PS-003)	16
002250	Walter Gretzky Golf Course Cart Path Construction	16
002254	Catharine Yard New Ball Diamond and Parking	16
001780	Wastewater Treatment Plant Effluent Pumping Station	14
000619	DSEPCC Gym Floor	12
002265	Gordon Glaves Water & Wastewater Crossing Assessment	12
002085	Wayne Gretzky Pump Station Upgrades	10
001826	North WWPS Forcemain (WW-FM-003)	10
001828	East WWPS Forcemain (WW-FM-005)	10
002226	Geoware & JDE Integration	10
001923	Ventilation Fans in Stairwells at Market Centre Parkade	8
002167	Timekeeper Cottage and Portico Preservation	6
002218	Closed Landfill Sites Inspection and Monitoring	4
001959	New Build - 50 Unit Affordable Housing Building	0
001700	New Build - 50 Unit Affordable Housing Building	0
001960	New Build - 50 Unit Affordable Housing Building	0
001961	New Build - 50 Unit Affordable Housing Building	0
001962	New Build - 50 Unit Affordable Housing Building	0
002016	Heritage House - Fan Coil Units	0
002030	Trillium Way - Roof	0
002033	Albion Towers - Balcony Doors	0
002170	Capital Repairs - VMP Properties	0
002179	Emergency Response Team Replacement Vehicles	0
002184	SmartSquad - Yubikeys	0
002186	Fleet Equipment	0
002187	Windows Server Operating System	0
002191	UPS Battery Replacement Program	0
000632	Police Next Generation 911 (NG911)	0
001080	Administrative Facilities Electrical, Mechanical and Common Services Replacements	0
001246	Northland Gardens - Roofing Replacement	0
001703	Robertson Housing Roof -Shingle Replacements	0
001842	North Ashgrove Avenue Sewer Upgrades (WW-SS-018)	0
002203	Marlene Avenue - Elevators	0
002204	Walkers Green - Balcony Doors	0
002205	Trillium Way - Balcony Doors and Windows	0
002207	John Noble Apartments - Elevators	0
002236	Splash Pad Expansion Program	0
002242	Glenhyrst Facility Maintenance	0
001640	LHC - Exterior Walls	0
002305	Branlyn Community Centre Improvements	0

000671	Police Station Audio / Visual Project	0
002309	New Library Website	0
002312	Disaster Planning - Redundant Server Room	0
002313	Server Room Refresh	0
002314	Police Furniture - New HQ (Boardroom/Community Room)	0
002315	Carbines - 40x- PSA	0
002316	Body Armour replacement (Standard)	0
002318	Night Vision - PSA	0
002319	Lorne Park Expansion	0
001290	Tree Inventory - Urban Forest	0
002325	Police Vehicle Fleet (Expansion)	0
002330	WGSC Sauna & Lockers	0
001235	Albion Towers - Hallway/Common Area Finishes	0
001237	Trillium Way - Hallway/Common Area Finishes	0
001239	Winston Court - Hallway/Common Area Finishes	0
001631	Fire Master Plan	0
001713	Dressing Room HVAC replacement	0
001726	Fire Training Centre	0
001963	New Build - 36 Unit Affordable Housing Building	0
002004	Lorne Towers - Air Make Up Unit	0
002005	Brant Towers - Air Make Up Units	0
002031	Trillium Way - Fire alarm system	0
002034	Albion Towers - Electrical Panels	0
002275	Sanderson Centre Rehearsal Hall HVAC replacement	0
000152	Development of Stage 3C/D/E of the Landfill-Phase 1, 2 and 3 (Pre-Eng & Approvals, D, C)	0
000161	Charing Cross St Extension Including Grade Separation from West St to Henry St (EA, D, L, C	0
000865	Engineering Field Survey Equipment Replacement	0
001074	Replacement of Gate System and Pay Stations at the Market Centre Parkade	0
001146	Streetlight and Transit Stop Survey and Condition Assessment Study	0
001365	Flood Control Gate Condition Assessment	0
001749	Oakhill Cemetery Trail/Creek Crossing OSIM 215	0
001819	Tutela Heights Road Trunk Sewer (WW-SS-016)	0
001843	Grand River Avenue Sewer Upgrades (WW-SS-021)	0
001938	Lauchlin Culvert Rehabilitation OSIM 230	0
002060	Powerline Road Widening (Oak Park Road to King George Road)	0
002212	Gas Utilization Facility - Elevator Replacement	0
002292	Mohawk Lake East Canal Restoration	0
001233	Willow St. (Paris) - Roofing	0
001985	Daleview Gardens - Heating Systems	0
001990	Robertson - Windows*	0
002028	Riverside Gardens - Heating System	0
002032	Albion Towers - Air Make Up Unit	0
002332	Automated Waste Collection Service Carts	0
002337	Nitrate Issue in Source Water	0
000836	Conventional Transit Fleet Expansion	-1
000840	Specialized Transit Fleet (Brantford Lift) Expansion	-1
002127	Security Cameras Installation - Phase 4	-16

Appendix H

Natural Asset Management Roadmap

The Corporation of the City of Brantford

NATURAL ASSET MANAGEMENT ROADMAP

This document provides a guide for the recognition and management of the City of Brantford's Municipal Natural Assets. Municipal natural assets refer to the stocks of natural resources and/or ecosystems that contribute to the provision of one or more services required for the health, well-being and long-term sustainability of a community and its residents. For example, forests cool urban areas and remove air pollutants, helping us reduce energy consumption and breathe better. Physical municipal assets typically refer to engineered infrastructure such as roads and water treatment plants that provide municipal services. However, natural assets also provide municipal services. As such, a municipal natural asset is similar to other built infrastructure, in the context of municipal asset management. See Figure 1 for examples of Municipal Natural Assets.

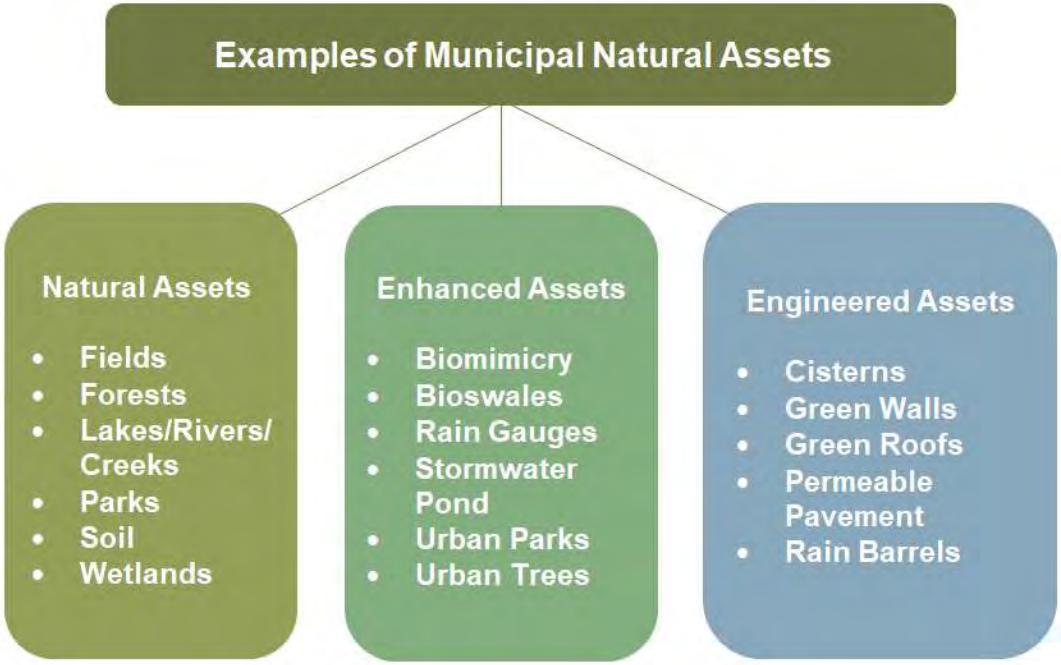


Figure 1: Examples of Municipal Natural Assets

The City of Brantford is required to track and report on all assets as a part of compliance with O'Reg 588/17. However, it is also important that the City of Brantford continue to protect natural resources that provide valuable services to our communities. Below is the Natural Asset Management Roadmap for the City of Brantford with goals that will assist the City and staff in continuing to ensure the preservation of natural resources and ecosystems that contribute to the health, economic performance and long-term sustainability of the community and it's residents.

Recommended Actions:	Priority H, M, L	Timing (12M, 24M, 36M, Ongoing)	Responsible (bold) Involved (not bold)	Council Approval (Y/N)	Completed (Y/N)
COMPETENCY 1: POLICY AND GOVERNANCE					
1.1 Policy and Objectives Outcome Area NAM = 3 working on 4 Existing Strategic Asset Management Policy has broad definition of asset and Natural Assets are identified but the City of Brantford recognizes that not every Natural Asset is currently tracked. Therefore:					
• **GOAL:** Review services that have been identified and are associated with Natural Assets (i.e. storm services) and ensure that service level objectives are identified for these services in the 2025 Asset Management Plan.	M	24M	**Asset Management Specialist**, Associated City Departments	N	Y
• **GOAL:** Incorporate specific service delivery principles into the City's Asset Management Plan to support the protection and proactive management of natural assets.	M	24M	**Asset Management Specialist, Supervisor of Policy and Sustainability**	N	N
1.2 Asset Management Strategy and Roadmap Outcome Area NAM = 1 working on level 2					
• **GOAL:** Create a Natural Asset Management Roadmap through NAI program and begin completing goals.	H	12M	**NAM Team**	Y	Y
• **GOAL:** Integrate the Natural Asset Management Roadmap into 2024 Asset Management Plan.	H	24M	**Asset Management Specialist**	Y	Y

• **GOAL:** Review Official Plan and the Natural Heritage statements that could be pulled into future Asset Management Plan iterations.	H	36M	**Asset Management Specialist, Planning Department**	N	N
• **GOAL:** Consult with internal Parks, Facilities, Development, and Planning Departments and neighbouring stakeholders about other planning activities which may need to consider the Natural Asset Management Roadmap or vice versa.	H	36M	**Asset Management Specialist and/or Supervisor of Policy and Sustainability**	N	N
1.3 Measurement and Monitoring Outcome Area NAM = 1 working on level 2					
• **GOAL:** Once the City of Brantford registry for natural assets is complete, determine key performance indicators for Natural Assets.	M	36M	**Climate Change Officer,** Associated City Departments	N	N
• **GOAL:** Meet with the GRCA to determine if conservation authority is already tracking data related to the services Natural Assets provide and see if data from tracking efforts could be shared or made more efficient.	M	36M	**Asset Management Specialist and/or Supervisor of Policy and Sustainability**	N	N
COMPETENCY 2: PEOPLE AND LEADERSHIP					
2.1 Cross-functional Representation Outcome Area NAM = 1 or 2					
• **GOAL:** Reform AM Team and begin to meet again. Include Natural Asset representative or several champions on AM Team.	M	12M, Ongoing	**Asset Management Specialist**, Associated City Departments	N	N
• **GOAL:** Review opportunity to identify roles and responsibilities for a Natural Asset representative(s) and incorporate into existing city staff position(s) where practical.	M	36M (depending on SLT)	Associated City Departments	N	N

2.2 Accountability Outcome Area NAM=1 • **GOAL:** Continue and increase the incorporation of Natural Asset Management in City Plans, Strategies and Council Priorities.	M	36M+, Ongoing	**All City Departments**	N	N
• **POSSIBLE GOAL:** Review opportunities to ensure relevant staff job descriptions include reference to Natural Asset Management and associated responsibilities.	L	36M+, Ongoing	Associated City Departments	N	N
• **GOAL:** Staff member provide updates as required to ESPAC meetings regarding City Natural Assets.	M	12M, Ongoing	**Supervisor of Policy and Sustainability**	N	Y
2.3 Resourcing and Commitment Outcome Area NAM = 1	N/A	N/A	N/A	N/A	N/A
COMPETENCY 3: DATA AND INFORMATION					
3.1 Asset Data Outcome Area NAM = 2 • **GOAL:** Complete analysis of Lidar data to determine tree inventory.	H	12M	**Infrastructure Planning**	N	Y
• **GOAL:** City currently has data on a portion of natural assets (Grand River, aquifers, groundwater recharge areas, Natural Heritage Areas, trees, etc.). City can begin to organize this into a formal inventory including the services these assets provide and begin to identify data gaps.	H	24M	**Asset Management Specialist**, Infrastructure Planning	N	N

• **GOAL:** Review the new CSA Standard (CSA-W218) on Natural Asset inventories that will be released in 2023 and begin to update natural asset inventories as necessary. • **GOAL:** Once natural asset inventory is complete with condition data, identify Natural Assets that are high risk and the Natural Assets that may be missing from the inventory.	M M	24M 36M+	**Asset Management Specialist, Supervisor of Policy and Sustainability** **Asset Management Specialist, Climate Change Officer**	N N	N N
3.2 Performance Data Outcome Area NAM = 2 • **POSSIBLE GOAL:** Once the City has completed their Natural asset registry including service, risk and condition assessments, determine the framework to continue tracking natural assets.	M	36M+, Ongoing	**Asset Management Specialist, Climate Change Officer**	N	N
3.3 Financial Data Outcome Area NAM = 1 • **GOAL:** Once City Asset Management Software is implemented with updated inventories and performance data, begin using this data per each asset or asset class in the budgeting process to ensure natural assets are adequately funded to meet set service levels and the risk factors that must be monitored to mitigate unforeseen impacts of underfunding these natural assets.	H	36M+, Ongoing	**Finance**, Asset Management Specialist, Climate Change Officer	N	N
COMPETENCY 4: PLANNING AND DECISION-MAKING					
4.1 Documentation and Standardization Outcome Areas NAM = 2 The City of Brantford Strategic Asset Management Policy has broad definition of "asset" and would include our Natural Assets.					

• **GOAL:** Include what a Natural Asset is in the 2024 Asset Management Plan. • **GOAL:** Review framework that is applied for asset investment and determine how finance may want to apply to natural assets.	H M	12M 36M	**Asset Management Specialist** **Finance**	N N	N N
4.2 Asset Investment Plans Outcome Area NAM = 1 • **GOAL:** Complete 2024 Asset Management Plan including the identification of natural assets based on current available data. Data gaps will be identified so continuous improvement goals can be included in updated plan for natural assets.	H	12M	**Asset Management Specialist**	N	N
4.3 Budget Outcome Area NAM = 1 • **GOAL:** Include Natural Asset considerations in the Capital Prioritization Matrix. • **POSSIBLE GOAL:** Review including natural asset considerations in the operating and capital budget process.	H M	24M 36M	**Asset Management Specialist**, Finance **Finance**	N N	N N
COMPETENCY 5: CONTRIBUTION TO ASSET MANAGEMENT PRACTICE					
5.1 Training and Development NAM = 1 • **GOAL:** Complete Natural Asset Roadmap development and then begin to complete goals. At certain point, prepare a presentation for City staff, possibly through IT Presents. • **GOAL:** Educate City staff on natural asset management.	M M	24M 24M+, Ongoing	**Asset Management Specialist and Supervisor of Policy and Sustainability** **Asset Management Specialist and Supervisor of Policy and Sustainability**	N N	N N

5.2 Internal Communications and Knowledge Sharing Outcome Area NAM = 1 • **GOAL:** Create a cross-functional / cross-departmental team and meet minimum bi-annually to discuss current projects and tasks related to natural asset management so that information can be shared internally and inform the project planning process across City departments.	M	24M+, Ongoing	**Asset Management Specialist**	N	N
5.3 External Communications and Knowledge Sharing Outcome Area NAM = 2 The City is already sharing some details about Natural Asset Management with the general public through documents like the Official Plan and collaborating with other organizations like the GRCA to complete these activities. Consider:					
• **GOAL:** Develop communications strategies regarding natural asset management with applicable City committees, and local community partners like GRCA and other community organizations. .	L	36M+, Ongoing	**Asset Management Specialist and/or Supervisor of Policy and Sustainability and OLT**	N	N
• **GOAL:** Work with City departments to consider including Natural Asset Management component where applicable when making presentations or putting on events (e.g. Water department – water festival).	M	24M+, Ongoing	**Asset Management Specialist and Supervisor of Policy and Sustainability**	N	N