



POLICY AND DIRECTIVES		
Strategic Assement Management Plan		
#CAM-SAMP-001	Date Approved/ Resolution #	Date Revised:

1. PURPOSE AND MANDATE

This Strategic Asset Management Plan (SAMP) is the City of Thompson’s primary strategic directive for infrastructure stewardship. It is mandated by the Corporate Asset Management By-law and bridges the Corporate Strategic Plan and the Long-Term Financial Plan. The SAMP directs how the City will manage its capital assets to deliver sustainable Levels of Service, manage risk, address long-term funding needs, and continually improve the Asset Management System (AMS).

The SAMP does not replace Asset Management Plans for individual asset classes, the capital budget, or operational procedures. It sets the strategic direction those documents must follow.

2. RELATIONSHIP TO THE BY-LAW AND DOCUMENT HIERARCHY

Under the Corporate Asset Management By-law:

- Level 1 – Governing By-laws (Council), including the Corporate Asset Management By-law and the True-Stewardship and Resilience By-law
- Level 2 – Strategic Directives: Asset Management Policy (CAM-000) and this SAMP (Council)
- Level 3 – System management documents (City Manager)
- Level 4 – Technical and operational procedures (Asset Management Sponsor)

The SAMP shall be formally presented to Council for approval every four years, coinciding with the Council term, or following a major update to the Corporate Strategic Plan. Supporting policies (Registry, Risk, Condition and Criticality, Climate and Environmental Stewardship, Scope of the AMS) implement specific By-law requirements within this strategic frame.

3. STRATEGIC CONTEXT

Thompson is a northern Manitoba municipality operating in a severe climate with long winters, freeze–thaw cycles, constrained construction seasons, and service demands that include reliable emergency access. These conditions elevate the importance of:

- Winter maintenance and emergency response access (including Fire Hall egress, Priority routes, and hydrant accessibility)
- Durable design and repairable assets suited to northern conditions
- Clear Levels of Service so public expectations and operational capacity can be aligned
- Transparent long-term funding, including quantification of the Infrastructure Funding Gap

Community feedback from the 2026 Annual Asset & Service Performance Survey established a Customer Level of Service baseline: strong relative performance for drinking water quality and utility reliability; weak performance for roads, winter clearing, and value-for-tax perception. That baseline informs near-term LOS and capital priorities under this SAMP.

The AMS operates under the Corporate Asset Management By-law and the True-Stewardship and Resilience By-law, with oversight by the Asset Management Steering Committee (AMSC) chaired by the City Manager.

4. ASSET MANAGEMENT OBJECTIVES

The City's asset management objectives, pursued through this SAMP and supporting plans, are to:

- Sustain Council-approved Levels of Service at an acceptable cost and risk
- Maintain a reliable Capital Asset Registry and improve data confidence over time
- Apply consistent condition, criticality, and risk methods to prioritize work
- Direct resources to High and Extreme risks through the corporate Risk Register and capital process
- Reduce the Infrastructure Funding Gap through transparent long-term planning and budget integration
- Integrate climate resilience and lifecycle stewardship into planning and capital projects as required by the By-laws
- Continually improve the maturity and effectiveness of the AMS

5. REQUIRED SAMP COMPONENTS (BY-LAW SECTION 6.2)

This SAMP integrates the following components, which are developed and

maintained through the AMS and supporting documents:

5.1. Levels of Service Framework

Customer and Technical Levels of Service link community needs to measurable performance targets for current and future states. Council approves Current and Future LOS for core services based on recommendations from Administration. Performance is monitored and reported annually. Near-term priority includes formalizing winter maintenance LOS, including emergency access and hydrant accessibility requirements developed with Fire & Emergency Services and informed by critical facility operators.

5.2. State of Infrastructure

A data-driven summary of asset valuation, condition, capacity, risk, and performance is provided through the Annual State of the Infrastructure and Asset Management Report tabled with Council concurrent with the budget process. The 2026 Customer LOS survey forms the first corporate customer-performance baseline; technical condition and funding-gap content will deepen as Registry and assessment coverage improve.

5.3. Demand Forecasting

Future service needs are informed by demographic, economic, land-use, and climate considerations, and by operational inputs such as emergency response requirements and known service pressures (including road network condition and winter operations capacity).

5.4. Risk Management Strategy

The corporate Asset Risk Register (CAM-RSK-REG-001), risk methodology (CAM-FRM-004), and treatment plans support prioritization. The AMSC reviews the Risk Register at least quarterly. Capital projects addressing High or Extreme residual risks are prioritized in capital budgeting unless a documented treatment or acceptance decision provides otherwise. Extreme risks are escalated to the City Manager.

5.5. Climate Adaptation and Resilience

Climate vulnerability assessment and resilience requirements are integrated as required by the Corporate Asset Management By-law and the Climate and Environmental Stewardship Policy (CES-001), including mandatory Climate Resilience Assessment for capital projects above the By-law threshold (\$150,000) during preliminary design. Durability and repairability preferences under the True-Stewardship and Resilience By-law apply to procurement and design where practicable.

5.6. Lifecycle and Investment Strategies

Asset class strategies (operations, maintenance, renewal, replacement, disposal) are developed through Asset Management Plans and the Capital Planning and Prioritization Framework, guided by LOS, risk, condition, criticality, and lifecycle cost. Roads and winter operations are near-term priorities given customer performance results and public safety linkages.

5.7. Financial Strategy

The Infrastructure Funding Gap shall be quantified, reported annually to Council as part of the budget process, and incorporated into the Long-Term Financial Plan, as required by the By-law. Funding discussions shall be linked to approved LOS and residual risk, not only to historical spend patterns.

6. GOVERNANCE AND IMPLEMENTATION

Council provides strategic direction and approves this SAMP, the Asset Management Policy, and Levels of Service. The City Manager is accountable for implementation and chairs the AMSC.

The AMSC oversees SAMP development, endorses policies and procedures, reviews the Risk Register quarterly, resolves inter-departmental priorities, and provides consolidated capital recommendations from an asset management perspective.

The Asset Management Sponsor support operational delivery of the AMS, Registry integrity, risk and performance reporting, and coordination across departments. These functions may be combined in a single position. Department Heads implement AMS requirements within their areas and are accountable for asset data accuracy and risk information under their control.

7. PERFORMANCE AND ASSURANCE

Performance against LOS and KPIs, condition and risk summaries, progress on the funding gap, capital investment versus plan, and AMS maturity shall be reported annually to Council through the State of the Infrastructure and Asset Management Report.

An internal audit of AMS conformity to the By-law and ISO 55001 principles shall be conducted at least once every three years. Management review of AMS performance shall occur at intervals set by the City Manager and AMSC.

8. IMPROVEMENT PRIORITIES (NEAR TERM)

- Maintain and improve Registry completeness and data confidence

- Complete and implement Council-approved LOS for core services, with priority on winter maintenance and emergency/critical facility access
- Sustain quarterly Risk Register review and risk-based capital prioritization
- Advance roads network condition assessment and risk-informed renewal planning
- Advance climate vulnerability assessment and project-level Climate Resilience Assessments above the By-law threshold
- Strengthen lifecycle costing and Infrastructure Funding Gap reporting in the budget cycle
- Continue maturity improvement of the AMS through management review and internal audit
- Use the annual Customer LOS survey series to track change against the 2026 baseline

9. REVIEW AND UPDATE

This SAMP is a rolling plan with a minimum five-year horizon. It shall be formally submitted to Council for approval every four years (Council term) or after a major update to the Corporate Strategic Plan. Operational updates may be made under the direction of the City Manager and AMSC provided they remain consistent with Council-approved direction.

10. RELATED DOCUMENTS

- Corporate Asset Management By-law; True-Stewardship and Resilience By-law
- Asset Management Policy (CAM-000); Scope of the AMS (CAM-GOV-SCP-001)
- Capital Asset Registry Policy (CAM-001); Risk Management Policy (CAM-RSK-001); Condition and Criticality Policy (CAM-POL-004); Climate and Environmental Stewardship Policy (CES-001)
- Corporate Asset Risk Register (CAM-RSK-REG-001); Risk Assessment Framework (CAM-FRM-004)
- Levels of Service Policy and schedules; Annual State of the Infrastructure and Asset Management Report
- Capital Planning and Prioritization Framework; Asset Management Plans by class as developed

11. APPROVAL

This Strategic Asset Management Plan is submitted for formal adoption by the Council of the City of Thompson in accordance with Section 6 of the Corporate Asset

Management By-law.

Recommended for Council consideration by the Asset Management Steering Committee.

Chief Administrative Officer / City Manager

Date: _____

Adopted by Resolution of Council:

Resolution No.: _____ Date: _____

Mayor: _____