



County Council

Meeting Date: March 25, 2025

Submitted by: Paul Shipway, General Manager of Strategic Initiatives & Innovation

Subject: Middlesex County Asset Management Plan (AMP)

BACKGROUND:

The [Infrastructure for Jobs and Prosperity Act, 2015](#) was proclaimed on May 1, 2016. This legislation details principles for evidence-based and sustainable long-term infrastructure planning. The Infrastructure for Jobs and Prosperity Act, 2015 also gave the Province the authority to guide municipal asset management planning by way of regulation. In late 2017, the Province introduced [Ontario Regulation 588/17](#) under the Infrastructure for Jobs and Prosperity Act, 2015. The intent of Ontario Regulation 588/17 is to establish a standard format for municipal Asset Management Plans. Specifically, the regulations require that Asset Management Plans be developed that define the current and proposed levels of service, identify the lifecycle activities that will be undertaken to achieve these levels of service, and provide a financial strategy to support the levels of service and lifecycle activities.

July 1, 2019	July 1, 2022	July 1, 2024	July 1, 2025
Municipalities were required to adopt a Strategic Asset Management Policy .	Asset Management Plans (AMPs) must include a inventory and analysis of core infrastructure assets (e.g. roads, bridges, water, wastewater), detailing current levels of service, condition assessments, and lifecycle management strategies.	AMPs must expand to include all non-core municipal assets , with comprehensive data on service levels, asset condition, and financial strategies.	AMPs must integrate proposed levels of service and long-term financial strategies to support a 10-year outlook for service and cost expectations.

- On June 25, 2019, Middlesex County Council passed By-law No. 6996, being a by-law to establish and approve a Strategic Asset Management Policy.
- On July 19, 2022. Middlesex County Council received the Middlesex County Core Asset Management Plan & Presentation for information.

Attached hereto as Appendix 'A' is the 2025 Middlesex County Asset Management Plan.

The 2025 Middlesex County Asset Management Plan incorporates the updated Middlesex County Strategic Asset Management Policy and has been developed to address the requirements of Ontario Regulation 588/17.

ANALYSIS:

The Middlesex County Asset Management Plan is a strategic document developed to guide the County in managing its capital assets responsibly and sustainably. This plan aligns with Ontario's regulatory requirements and builds on Middlesex County's commitment to providing high-quality, sustainable and resilient services.

The Middlesex County Asset Management Plan provides a comprehensive view of the current state of the County's assets, identifies service level expectations, and projects future investment needs. The Middlesex County Asset Management Plan covers all core and non-core assets categorized across the following service areas:

- Middlesex County
- Middlesex County Library
- Strathmere Lodge
- Middlesex-London Paramedic Services (MLPS)

Each service area is organized into sections that assess asset inventory, condition, lifecycle management, risk, and financial requirements. This structured approach provides a clear understanding of each service areas needs and ensures compliance with applicable funding structures and provincial standards.

The Middlesex County Asset Management Plan outlines a balanced approach to asset management, aiming to align the County's capital asset needs with financial capacity. By integrating asset management with long-term financial planning, Middlesex County will continue to meet the evolving demands of its communities in an efficient and cost-effective manner.

To support transparency, informed decision-making, and ongoing monitoring of Middlesex County's Asset Management Plan, two dashboards have been developed:

- [The Middlesex County GIS Asset Management Dashboard](#)
- [The Middlesex County Asset Management Dashboard](#)

These tools provide interactive access to key asset management data, including condition ratings and key performance indicators (KPIs), allowing for monitoring of asset performance. By leveraging these dashboards, Council, staff, and interested parties can efficiently track asset health and evaluate investment priorities.

ADMINISTRATIVE CONSIDERATIONS

In 2021, through the Municipal Modernization Fund, Middlesex County implemented Public Sector Digest (PSD) software to support asset management, financial reporting, maintenance tracking and a public service portal. While this investment provided a foundation for digital asset management, the software has not been fully leveraged from an asset management planning perspective, with only partial data initially uploaded. Since implementation, its primary use has been in a limited capacity for transportation maintenance activities and public service requests.

To enhance administrative efficiency and decision-making across all service areas, the next priority is to fully update PSD with the holistic asset management data generated through the County's 2025 Asset Management Plan and ensure integration with other key financial and operational systems. This will provide a unified, reliable data source to support informed capital planning, lifecycle forecasting, and maintenance scheduling. Moving forward, staff will focus on maximizing the functionality of these tools to ensure alignment with the County's long-term asset management and financial planning objectives.

As part of the 2026 update to the Middlesex County Asset Management Plan, further asset-specific work will be undertaken to enhance data accuracy, reporting, and long-term planning. A key priority will be the inclusion of a dedicated section on natural assets, focusing on identifying, assessing, and quantifying their value within the County's asset portfolio. Additionally, efforts will be made to disaggregate pooled asset groups, such as furniture, road signs, and guide rails, to improve asset-level tracking and lifecycle management. To further support infrastructure planning and maintenance, the County will also work to obtain GIS-based location data for road signs and guiderails, ensuring more precise asset monitoring and condition assessment. These initiatives will contribute to a more comprehensive and data-driven approach to asset management, strengthening the County's ability to make informed, strategic investment decisions.

FINANCIAL IMPLICATIONS:


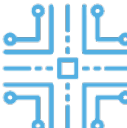
The Middlesex County Asset Management Plan outlines current and future lifecycle costs associated with Middlesex County assets and identified levels of service. The Middlesex County Asset Management Plan also identifies an Asset Renewal Funding Ratio - a financial measure comparing the funds allocated for asset renewal to the total cost required for asset renewal - for each Middlesex County asset service area. Best practices aim to achieve and maintain a target Asset Renewal Funding Ratio within the range of 90%-110%.



Service Area	2025-2034 Average Annual Lifecycle Summary			
	Asset Renewal Funding Ratio	Planned Budget	Lifecycle Forecast	Shortfall
Middlesex County	90%	\$45,805,040	\$50,782,046	\$4,977,006
Middlesex County Library	95%	\$630,731	\$666,398	\$35,667
Strathmere Lodge	96%	\$1,104,614	\$1,147,854	\$43,240
MLPS	100%	\$6,718,052	\$6,718,052	\$0

The Middlesex County Asset Management Plan outlines that to maintain current levels of service an additional cumulative annual investment of \$4.98 million is required. To achieve full lifecycle funding, County Council will need to consider a combination of strategies, including assessment of current and future levels of service, prioritizing preventive maintenance to extend asset life, incremental increases to capital budgets indexed to inflation, strategic debt financing for long-term assets with multi-generational benefits and leveraging external funding sources such as grants and partnerships. These financial strategies are designed to ensure that Middlesex County can sustain its infrastructure investments while minimizing financial impacts on ratepayers.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives:

Strategic Focus	Goals	Objectives
Cultivating Community Vitality 	Advance a diverse, healthy, and engaged community across Middlesex County	<ul style="list-style-type: none"> Promote and support community wellness Innovate social and community services Attract, retain, and engage youth in our community Champion and encourage active transportation and public transit opportunities
Connecting Through Infrastructure 	Ensure communities are built on a sustainable foundation that is connected and thriving	<ul style="list-style-type: none"> Encourage and advocate, through partnerships, the construction of scalable, equitable broadband infrastructure, recognizing our unserved and underserved areas Commit to a sound asset management strategy to maintain and fund critical infrastructure Use County infrastructure in an innovative way to provide a seamless service experience for residents

Strategic Focus	Goals	Objectives
<p>Strengthening Our Economy</p> 	<p>Encourage a diverse and robust economic base throughout the county</p>	<ul style="list-style-type: none"> • Support opportunities to create a stronger and sustainable agricultural sector • Create an environment that enables the attraction and retention of businesses, talent, and investments • Attract visitors to Middlesex County • Support the development and prosperity of downtown core areas in Middlesex County
<p>Promoting Service Excellence</p> 	<p>Innovate and transform municipal service delivery</p>	<ul style="list-style-type: none"> • Anticipate and align municipal service delivery to emerging needs and expectations • Engage, educate and inform residents, businesses, and visitors of county services and community activities • Strengthen our advocacy and lobbying efforts with other government bodies • Collaborate with strategic partners to leverage available resources and opportunities • Build organizational capacity and capabilities

RECOMMENDATION:

THAT the 2025 Middlesex County Asset Management Report be received for information;

AND THAT a by-law to adopt the 2025 Middlesex County Asset Management Plan and repeal By-law No. 6996 be introduced at the April 8, 2025 meeting of County Council.