

## Special Meeting of Council – Strategic Planning Session Agenda

**Date:** Monday, July 14, 2025

**Time:** Immediately following the 10:00 o'clock a.m.  
regular meeting of City Council

**Location:** Room 204, 2<sup>nd</sup> Floor, 350 City Hall Square

All members will have the option of participating in person or electronically in Room 204 and will be counted towards quorum in accordance with Procedure Bylaw 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations have the option to participate in person or electronically.

### **MEMBERS:**

Mayor Drew Dilkens

Ward 1 – Councillor Fred Francis

Ward 2 - Vacant

Ward 3 - Councillor Renaldo Agostino

Ward 4 – Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman

Ward 6 - Councillor Jo-Anne Gignac

Ward 7 – Councillor Angelo Marignani

Ward 8 – Councillor Gary Kaschak

Ward 9 – Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

## ORDER OF BUSINESS

Item #	Item Description
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1.	ORDER OF BUSINESS
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2.	CALL TO ORDER
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3.	DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
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4.	COMMITTEE OF THE WHOLE
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9.	REQUESTS FOR DEFERRALS, REFERRALS OR WITHDRAWALS
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10.	PRESENTATIONS AND DELEGATIONS
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11.	REGULAR BUSINESS ITEMS
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11.1.	2025 Corporate Asset Management Plan (C 76/2025)
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*Author: Natasha Gabbana, Senior Manager - Asset Planning*

**Clerk's Note:** Appendix A available at [www.citywindsor.ca](http://www.citywindsor.ca) due to size.

12.	CONSIDERATION OF COMMITTEE REPORTS
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13.	BY-LAWS (First and Second Readings)
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13.1.	<b>By-law 130-2025</b> - A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS SPECIAL MEETING HELD ON THE 14 <sup>TH</sup> DAY OF JULY, 2025.
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14.	MOVE BACK INTO FORMAL SESSION
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16.	THIRD AND FINAL READING OF THE BY-LAWS
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By-law 130-2025

21.	ADJOURNMENT
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**Council Report: C 76/2025**

**Subject: 2025 Corporate Asset Management Plan**

**Reference:**

Date to Council: June 9, 2025

Author: Natasha Gabbana

Senior Manager, Asset Planning

ngabbana@citywindsor.ca

519-255-6100 ext. 6111

Asset Planning

Report Date: 5/13/2025

Clerk's File #: SPL/14801

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT City Council **ENDORSE** and **APPROVE** the attached 2025 Corporate Asset Management Plan for the City of Windsor, inclusive of the Proposed Levels of Service, which has been developed in compliance with Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure; and,
- II. THAT City Council **RECONFIRM** the current Asset Management Plan Levy of 1.16% and the current Local Residential Roads Levy of 0.25% through 2026, as previously supported; and,
- III. Whereas on February 21, 2025, the 2025 Budget was deemed approved via Mayoral Decision MD08-2025 and subsequently City Council supports undertaking the necessary improvement and monitoring recommendations noted in the 2025 Corporate Asset Management Plan:
  - a. THAT the proposed staffing required for the ongoing development and support of the City's internal Asset Management Program, **BE APPROVED** as outlined in the Financial Matters section of this report; and,
  - b. THAT the funds currently approved in principle as part of the 2025 Budget to carry out of the Corporate Facilities Building Condition Assessment Program under capital project PFO-004-12 **BE PRE-COMMITTED**, as follows, to allow for work to be expedited as able:
    - 2026 - \$200,000
    - 2027 - \$200,000
    - 2028 - \$200,000
    - 2029 - \$100,000

## Executive Summary:

N/A

## Background:

The *Infrastructure for Jobs and Prosperity Act*, enacted in Ontario in 2015, led to a regulation under the Act, Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17), which sets out the requirements for municipalities in developing both an Asset Management Policy and related Asset Management Plans. There are several key compliance dates under O. Reg. 588/17:

1. July 1, 2019 – Municipalities are required to have an Asset Management Policy.  
*Note: This requirement was achieved in 2017 with City Council's approval of the Asset Management Policy and Framework documents. The Asset Management Policy was reviewed and updated in 2022, as required every 5 years under the Regulation.*
2. July 1, 2022 – Municipalities are required to have an Asset Management Plan which covers, at a minimum, core assets, which include roads assets, stormwater management assets, sanitary systems, as well as bridges and culverts, and the cost to sustain these assets in their current condition. *Note: This requirement was achieved with City Council's approval of the 2018-2019 Corporate Asset Management Plan and Framework documents.*
3. July 1, 2024 – Municipalities are required to have an Asset Management Plan which covers all corporate infrastructure assets, along with the cost to sustain those assets in their current condition. In addition, organizations which have their financial statements consolidated with the municipality must also develop an Asset Management Plan for their assets. *Note: This requirement was achieved with City Council's approval of the 2024 Corporate Asset Management Plan.*
4. July 1, 2025 – Municipalities are required to set their proposed levels of service for their assets and what it would cost to achieve the proposed level of service.

This 2025 Corporate Asset Management Plan (2025 AMP), once endorsed by Council, will meet the July 1, 2025 O. Reg. 577/18 requirements. Annually, Council will be required to review the municipality's progress in implementing its AMP, with a full update to the City's AMP being required every 5 years following 2025.

## Discussion:

The development of the 2024 Corporate Asset Management Plan (2024 AMP) was led by the Asset Planning Department and developed through collaboration with staff across all areas of the organization. The 2024 AMP focused on providing a comprehensive understanding of the value and current condition of the City's major infrastructure assets. It also detailed the various lifecycle activities and asset management strategies used to maintain these assets and assessed the risk the assets present to the City if they fail. Further, the 2024 AMP considered current Levels of

Service (CLOS) and provided analysis regarding the estimated funding level required for the various assets to sustain their CLOS over the next 20 years.

The 2025 AMP will discuss two distinct types of levels of service metrics - the Current Levels of Service (CLOS) metrics which represent how each asset portfolio's infrastructure assets are performing today; and the Proposed Levels of Service (PLOS) metrics which represent a desired future performance goal that the City feels is appropriate in consideration of affordability, achievability, sustainability and risk to the levels of service provided by the assets. This assessment includes an estimate of the funding levels required to achieve the PLOS and an assessment of the financial and non-financial strategies that should be considered in order to advance the City's progress towards meeting its PLOS performance goals. The establishment of PLOS is a key requirement in meeting the 2025 O. Reg. 588/17 requirements.

The 2025 AMP aligns with regulatory requirements and offers recommendations for both financial and non-financial approaches that can be explored to help close the PLOS infrastructure gap. **While municipalities are not explicitly required to fully fund their infrastructure gap, they must recognize and analyze it and identify ways in which they plan to manage or reduce it over time.** This Council report, in conjunction with the 2025 AMP, provides recommendations that, when implanted, will support the City's ability to develop meaningful ways in which to address its infrastructure gap.

### **Establishing Proposed Levels of Service**

PLOS are long-term performance targets aimed at aligning service levels with community expectations, corporate priorities, and financial sustainability, while minimizing risks. They represent a goal for the asset category as a whole and provide a benchmark by which to measure the asset's ability to deliver its intended LOS. In determining the optimal PLOS, a risk assessment was conducted to evaluate the impact on service levels for each of the City's asset categories. To do this, four scenarios were considered:

**Scenario 1: Current Funding** – This scenario projects asset conditions assuming continued funding at levels as outlined in the City's 2024 10-year capital budget.

**Scenario 2: Maintain Current Performance (CLOS)** – This scenario evaluates the costs required to maintain 2024 asset conditions, ensuring that assets remain in the same state, without significant deterioration or improvement.

**Scenario 3: Infrastructure Needs as Per Lifecycle Strategies** – This scenario models the cost of completing all planned rehabilitation, renewal, and replacement activities based on expert-developed lifecycle strategies, ensuring long-term asset reliability.

**Scenario 4: Proposed Level of Service (PLOS)** – This scenario models the estimated costs needed to support select renewal, rehabilitation, and

replacement activities based on an analysis of risk, sustainability, and affordability.

Workshops were conducted to assess the various risks identified and to determine appropriate PLOS targets which balance infrastructure needs, regulatory requirements, operational capacity, and community expectations. The Corporate Leadership Team (CLT) reviewed staff recommendations to analyze service targets and infrastructure gaps, making adjustments based on known priorities and other key service delivery considerations. This structured approach helped finalize PLOS targets that aim to support long-term sustainability, service reliability, and fiscal responsibility for all municipal asset categories reported in the AMP.

In order to support this work, the City has developed the following PLOS metric for each asset category:

***'Average Overall Asset Condition Weighted by Current Replacement Value (CRV)'***

The PLOS is calculated by weighting the average condition of all assets in the asset category by their replacement value over a 20-year forecast period. This approach smooths out annual fluctuations in condition, providing a more accurate representation of the assets' long-term outlook. While individual PLOS targets for each asset category are detailed within the individual chapters of the 2025 AMP, the overall PLOS that considers all of the City's infrastructure assets is presented below:

PLOS: Metric Description	Current (2024) Performance (CLOS)	Proposed Target (PLOS)	Proposed Change
Average Asset Condition weighted by CRV – All Asset Categories (excluding WECHC and EWSWA*)	Good	Good	No Change

\*The WECHC and EWSWA PLOS gap figures were determined through forecast models developed independently from those used by the City through their consultant, GEI, and therefore have not been validated by the City or by GEI. For this reason, they are not able to be captured in the above calculation. As noted in their respective chapters of the 2025 AMP, the PLOS for these organizations is reported as 'MAINTAIN', which is equivalent to the City's PLOS of "NO CHANGE".

Details surrounding the specific considerations given to each asset category in setting the PLOS can be found in each asset category's respective chapter of the 2025 AMP. Annual monitoring and reporting of the PLOS, along with asset specific KPIs, will help in tracking asset conditions over time and will allow the City to refine its approach and adjust strategies as necessary, leading up to the next mandatory five-year AMP update in 2030.

## PLOS Infrastructure Gap

The PLOS infrastructure gap was calculated by comparing the funding needed to support the lifecycle activities required to maintain the City's infrastructure assets in the established PLOS condition against the Average Annual Budget based on the approved 2024 10-year capital budget. The City of Windsor consolidated PLOS gap is provided below.

Asset Category	CRV	Average Annual PLOS Funding Gap	Gap as Percent of CRV
All City-owned Assets, inclusive of Consolidated ABCs*	\$16,417,922,876	\$113,904,343	0.7%

\*As a Board of Management established by agreement between the County of Essex and the City of Windsor, the Essex Windsor Solid Waste Authority has been 50% consolidated in this report.

As illustrated, the City faces a significant gap between its projected infrastructure needs and current funding levels. To address this gap, a careful mix of both financial and non-financial strategies must be considered, many of which align with best practices in Asset Management. The City will use this 2025 AMP to guide its internal Asset Management Program, building upon the various strategies and recommendations outlined within the 2025 AMP.

### Integrating Asset Management into the Organization

In order to solidify and advance asset management within the organization, and to provide Asset Managers, Senior Leaders, and Council with reliable data for informed decision-making, the 2024 and 2025 AMPs contain several recommendations for both improvement and on-going monitoring of the City's infrastructure assets. These recommendations, which represent specific action items for various asset categories, along with corporate-wide Asset Management Program objectives, will be used as a framework to set the workplan for the ongoing development and support of asset management practices throughout the organization. Some of the more immediate, short-term priorities include:

**Review Asset Hierarchy:** Assess and update the City's asset management framework to align with evolving needs.

**Improve Data Accuracy & Governance:** Standardize asset data updates, review historical documents, and conduct regular system checks.

**Standardize Condition Assessment:** Establish clear evaluation methods and integrate condition ratings into management systems.

**Enhance Lifecycle Planning:** Define asset lifecycle processes, outlining key tasks and roles to improve forecasting.

**Develop Risk & Criticality Framework:** Build a framework to assess asset risk and criticality in alignment with organizational goals and service levels.

**Align Budgeting with Asset Management:** Ensure budget decisions support long-term asset sustainability and incorporate lifecycle cost impacts.

These efforts aim to strengthen asset data management, improve forecasting, and optimize budgeting for long-term sustainability and reliability. Critical to carrying out this work, are the following key projects which, among others, are being recommended to be undertaken leading up to the next required AMP update in 2030:

**Corporate Citywide Implementation** – The Asset Planning Department manages the Corporate Citywide account, which is a software program that allows for asset and data management. This program allows for a significant portion of the City's corporate infrastructure asset information to be tracked in one system and for degradation modeling and cost forecasting to be undertaken based on different modeling scenarios. Having all corporate infrastructure asset data captured in the Citywide system will streamline the process for future AMP updates, allow for more agile reporting, and support decision-making through improved forecasting opportunities. While the software is currently in place, several key pieces of work are required to make it fully operational and tailored to the City's needs. This includes the set-up of comprehensive asset registries, developing processes and procedures for annual AMP data updates, understanding how the use of profiles affects degradation curves, and establishing appropriate forecasting and reporting protocols in an effort to bring the AMP modeling in-house for future updates.

**Citywide Implementation for Facilities** – The Parks, Recreation and Facilities Department has implemented Citywide as their asset management software to allow for the Parks asset inventories to be managed through a comprehensive and integrated database. In addition to managing asset inventories, the system allows for work order management and tracking of condition information. Further, the use of this software allows for integration of Parks asset data into the Corporate Citywide software database. This has resulted in significantly improved asset data being available to both Parks and Asset Planning staff. In order to streamline operations, the implementation of Citywide for Facilities is also being recommended. This will allow for better integration of asset data within the Parks, Recreation and Facilities Department and will support the department's ability to manage their infrastructure with reliable and accurate field data. Also included in this implementation will be a database for the City's tree inventory.

**Building and Operational Condition Assessments** - As part of the 2025 Asset Management Plan, one of the key data gaps was the lack of component level data for the City's corporate buildings and other facilities. Further, it was noted that the identified infrastructure gap as it relates to the City's Wastewater Treatment Facilities, Sanitary/Stormwater Pumping Stations, and the Windsor Biosolids Processing Facility, should be reviewed under the lens of an Operational Condition Assessment with the goal of gathering detailed component level data, along with clearly defined lifecycle management projections, for the highly specialized equipment used in these operations. Having this information will allow for better condition assessment, enhance the preventative maintenance program and lifecycle planning, and will play a key role in allowing for improvements in AMP data modeling and infrastructure needs forecasts.



Below are specific actions that Administration will undertake to further mature Facilities and Environmental Protection data, which ultimately will enhance the accuracy of the information included in future iterations of the AMP:

1. Updated Building Condition Assessments (BCAs) for all City facilities to assess and confirm conditions for existing assets at the component level.
2. Updated Building Condition Assessments (BCAs) and the undertaking of Operational Condition Assessments (OCAs) for the Wastewater Treatment Plants to assess and confirm conditions for existing assets at the component level, which accurately reflects the complexity of the operations in these facilities. Consideration should also be given to carry out the same scope of work for the Windsor Biosolids Processing Facility.
3. Registries for sanitary/stormwater pumping stations and interceptors should be updated to reflect component level condition assessments.
4. Update the Lifecycle Management (LCM) strategies used in the forecast model scenarios to reflect newly obtained component level BCA and OCA data for City Facilities, Wastewater Treatment Facilities, and Sanitary/Stormwater Pumping Stations.

As such, Operational Facility Condition Assessments of the City's Wastewater Treatment Plants and Sanitary/Stormwater Pumping Stations will be prioritized as part of the 2026 capital budget development process

Comprehensive details regarding the proposed AMP workplan, including these and other critical tasks, are outlined in the Improvement and Monitoring Chapter of the 2025 AMP.

### **Risk Analysis:**

The information presented in the 2025 AMP is based on best available information taken at a point in time and can be impacted by factors such as the assumptions used in assessing condition data, changes in technology, exchange rates, tariffs, inflation, and other general market conditions. There is also a risk that pricing increases at a rate higher than the Non-Residential Construction Price Index, impacting the current replacement values being used. As a result, the values presented throughout the 2024 and 2025 AMPs should be considered best estimates that provide high-level, analytic information to guide decision-making. Recommended improvements to be implemented by Administration as detailed within the Improvement & Monitoring chapter of the 2025 AMP, along with required annual AMP updates under O. Reg. 588/17, will help to ensure that information continues to be current and relevant.

Insufficient funding for asset maintenance poses a risk to service enhancement, growth, and economic development projects, as resources may need to be redirected toward urgent rehabilitation, renewal, or replacement efforts. This is particularly true for assets whose failure would create significant or critical risks for the City. The City's annual contribution to service enhancement projects, known as Pay-As-You-Go (PAYG) funding, has remained at current levels for a number of years. Inflation, coupled with the

potential for maintenance-related projects needing to be funded with these funds, could significantly impact the timing of, or reduce the number, scale and/or scope of growth-related projects to accommodate the needs of existing assets.

There is a potential risk to grants and senior level government funding being impacted if the City is not able to demonstrate the actions it has taken to implement asset management planning or to address known infrastructure challenges. The AMP levy adopted in 2020 made significant progress in ensuring municipal assets were maintained to current condition levels, despite record high inflation rates impacting construction costs.

The City's capital budget recommendations have consistently prioritized service delivery and risk when determining which projects should receive funding. The AMP further supports this approach by providing additional analysis to support capital project selection. It ensures that funding is first allocated to assets posing the greatest risk to service delivery in the event of failure. The City will continue to apply a risk-based approach to capital project funding and work to further develop an asset risk assessment register, ensuring resources are directed appropriately to minimize risk. This strategy becomes increasingly critical when funding constraints prevent all assets from being maintained at current service levels.

## **Climate Change Risks**

Administration continues to build knowledge around managing assets under a changing climate. This knowledge, along with senior government reports on climate change and asset management, will continue to inform the City's AMPs. Administration continues to monitor and manage climate-related impacts through adaptation and mitigation strategies, as well as pursuing funding which will support the development of climate-resilient infrastructure for the future.

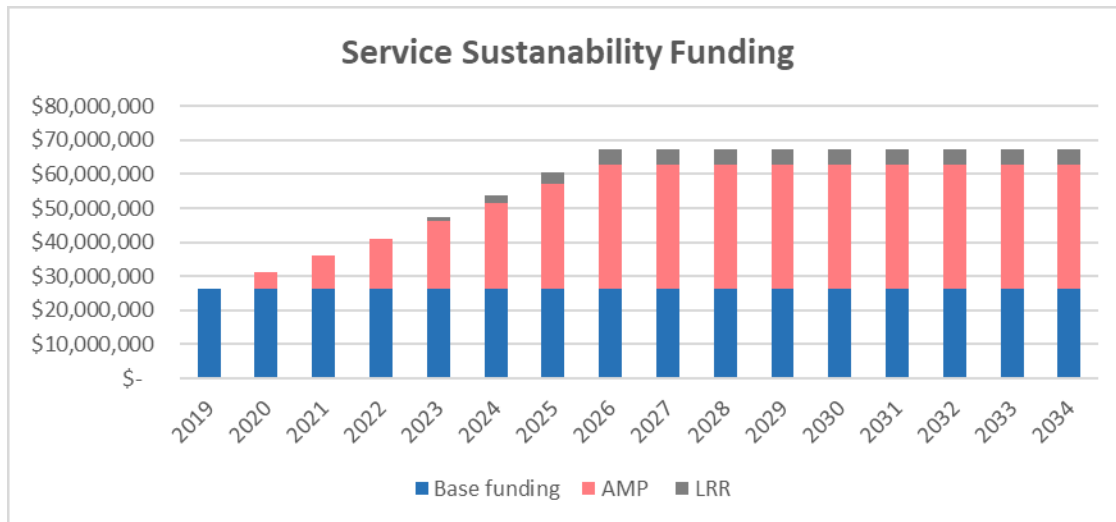
## **Financial Matters**

Despite record levels of capital investment in recent years, the City (as is the case with most other municipalities) continues to be challenged with aging infrastructure. This, coupled with post-COVID market fluctuations and unprecedented inflationary pressures, has put increasing pressure on the capital budget to ensure adequate funds are made available to allow municipal assets to continue to provide the levels of service they are intended to provide. A well-funded and sustainable AMP minimizes disruptions to other capital projects by reducing the need for deferrals or reprioritizations due to unexpected asset failures. It also helps stabilize investments in growth, service enhancements, and economic development by ensuring that funds earmarked for improvements are not diverted to address urgent infrastructure issues.

The segregation of funds into Pay-As-You-Go and Service Sustainability funding as recommended in the 2018-2019 AMP was a critical first step in establishing dedicated capital funds to address the infrastructure needs of existing assets. The further adoption of the 1.16% AMP levy in 2020 and the 0.25% Local Residential Roads (LRR) levy in 2023 has provided cumulative, incremental capital funding of \$111.8M to-date, which has been directly invested in the rehabilitation, renewal and replacement of existing City infrastructure. These Council-approved investments have been instrumental in

successfully achieving Council's objective of maintaining municipal assets in 'Good' overall condition.

The impact of the AMP and LRR roads levies on the capital budget is provided in the following chart:



### Strategic Approach to Infrastructure Sustainability

With the 2024 AMP accounting for an additional \$10B in infrastructure assets compared to the 2018-2019 AMP, an increase in the infrastructure gap was expected. While the AMP and LRR levies have contributed significantly in providing incremental base funding to the capital budget, the steady expansion of corporate infrastructure assets, coupled with rising replacement values due to inflation and market pressures, has outpaced these investments. This underscores the need for strategic financial planning to ensure sustainable asset management in the long-term.

As highlighted in the Financial Strategy chapter of the 2025 AMP the City is facing an average annual PLOS funding gap of \$113.9M. If left unaddressed, the cumulative PLOS infrastructure gap could grow to \$5.0B by the end of the 20-year forecast period, assuming 2.5% in annual inflation. This projection does not consider growth or other asset portfolio changes over that period. While the 2025 AMP recommendations in support of the continued development of the Corporate Asset Management Program will allow for focused attention on the implementation of some of the more impactful non-financial strategies, it is unlikely that the financial pressures on the City's infrastructure will disappear completely. Inflation, changing technologies, increased regulatory requirements, the impacts of climate change, changing service demands and increased infrastructure needs due to growth, will continue to impact the asset base, its repair and maintenance needs, and eventual replacement cost.

As part of ongoing AMP monitoring, Administration will continue to develop and bring forward program and funding recommendations which will consider a combination of the various strategies noted within the 2025 AMP to further address the PLOS gap. These strategies will consider the establishment of appropriately funded Reserves, continued leveraging of grants to support both new and existing infrastructure needs, use of debt

financing when and where it makes sense, establishing user fees or service charges where appropriate, and the consideration of future taxation and infrastructure levies to address critical infrastructure gaps.

In support of this work, Administration is reviewing the current capital variance process with the goal of implementing enhanced monitoring to ensure project balances are critically reviewed in conjunction with capital budget requests. This will ensure previously approved works are appropriately funded and future work can continue to be supported. In addition, enhanced reserve forecasting continues to be developed to allow for optimized funding of capital works.

Grants continue to be a major source of funding for capital work. Since the centralization of the Corporate Grants Management Program within the Asset Planning Department, staff have been successful in securing more than 160 individual grants totalling \$352M in awarded funding. These funds have not only supported large-scale infrastructure assets such as roads, sewers, stormwater facilities, and public transportation fleet replacements but have also been critical in allowing for the maintenance and rehabilitation of trails, sidewalks, recreational facilities, and natural assets. Given the high dollar value of many of these funds, claims management and cash flow monitoring is becoming increasingly important. Proper grants management will minimize draws on reserves, maximize funds available for investments and reduce potential draws on debt financing for major infrastructure work.

Further, as the City's Asset Management Program continues to mature, of particular note will be the segregation of the proposed PLOS funding needs into levy funded operations versus those funded through the sewer and stormwater funds. Environmental Protection infrastructure assets are primarily funded through sewer and stormwater operations and make up a significant component of the PLOS gap. These infrastructure assets are critical to municipal operations and are highly regulated and impacted by various external factors such as climate change and growth. It is suggested that the PLOS gap for these critical infrastructure assets be referred to their respective budgets for further consideration and the development of an appropriate financing strategy.

Administration is confident that investment and focused efforts on improving the City's asset infrastructure data, assessing lifecycle activities, development of predictive modeling, and the introduction of formal risk assessments, along with enhanced cashflow monitoring and management, will work together to better inform the gap moving forward. While continued monitoring and prudent asset management decisions will play a significant role in managing this gap, it is clear however, that continued investment will be needed as well.

**As a result, in order to sustain funding for existing assets, and in recognition of the identified PLOS infrastructure gap, Administration recommends that Council reconfirm its support of the current AMP and LRR levies through 2026 as part of the currently established AMP financing plan.** This funding, in conjunction with implementation of the key strategies noted throughout the 2025 AMP and in this report, is an integral step in addressing the PLOS gap.

## **Corporate Asset Management Program – Improvements & Monitoring**

Many of the non-financial strategies recommended for addressing the PLOS gap will be supported through the development of corporate policies and procedures informed by best practices in Asset Management, along with regular monitoring of outcomes. These non-financial strategies are meant to complement the financial measures put in place and aim to reduce the infrastructure gap by optimizing resource allocations through enhanced data confidence and the use of analytics and forecasting tools to assist in predictive modeling. Increased data confidence supports asset prioritization focusing on condition, risk and criticality, while providing support for strategic, long-term financial planning. In order to support the 2025 AMP Improvement & Monitoring Plan, the following recommendations are being brought forward:

**Extension of one Temporary Asset Coordinator** – This position will be responsible for developing the processes, procedures and necessary tools for integrated asset management using the Corporate Citywide software. The establishment of this foundational work in integrating asset information into one, centralized system, is expected to take up to 3 years and will allow for future efficiencies and streamlining of processes in corporate AM reporting and budget integration. Once the efficiencies that this position can achieve in program design are developed and implemented, the need for this position will be evaluated to assess if the ongoing maintenance of the asset registries, lifecycle modeling and other integrations can be dispersed to the remaining, permanent Asset Coordinators assigned to each corporate area.

**Conversion of one Temporary Asset Coordinator to Permanent** – This position will support key staff in the Parks, Recreation and Facilities Department, with the implementation of Citywide for Facilities and the establishment of a Natural Assets Tree Inventory database. This position will also be the lead for all corporate asset planning initiatives supporting Parks, Facilities, and Natural Assets infrastructure assets. It is recommended that this position be established as a permanent position and will continue to support the needs of this large and diverse portfolio as it continues to build its AM practices.

**Addition of one Permanent Asset Planning Clerk** – The addition of an Asset Planning Clerk will support several key functions for the Asset Planning team and allow for the Asset Coordinators to focus their efforts on implementing the improvements outlined in the 2024 and 2025 AMP. Currently, the Asset Coordinators manage a number of administrative tasks such as data management via spreadsheets, download and upload of data and documentation, preparing grant summaries, and grants document tracking, all of which takes a substantial amount of time. In order to streamline that work and provide the Asset Coordinators with the ability to focus on making the required progress on the AMP recommendations, it is proposed that an Asset Planning Clerk position be established to assist with these administrative functions.

**Addition of one Permanent Capital Planning Administrator** – Effective management of capital funding sources is essential for ensuring the long-term sustainability of the capital plan. By continuously monitoring funding needs, informed decisions can be

made to optimize resource allocation. This involves the strategic oversight of grant funds, reserves, development charge revenues, and interest rates to ensure that financial resources are aligned with appropriate infrastructure priorities. This position will be responsible for ensuring the 2025 AMP financial recommendations are further developed and integrated into capital planning and budgeting process. This will include monitoring of the Service Sustainability Fund and the setting of recommended funding priorities to ensure the AMP is being implemented as approved by Council. In addition, this position will play a critical role in managing the funding requirements for large infrastructure grants where monitoring and tracking of cash flows and claims are required.

The proposed staffing recommendations will have no impact to the tax levy. As these positions will support the Corporate Asset Management Program and the Corporate Grants Program, it is recommended that they be funded through existing funding being a combination of Fund 221 – Service Sustainability funding, and Fund 169 – PAYG funding. The identified funding sources are provided in the table below:

<b>Position</b>	<b>Annual Cost*</b>	<b>Funding Source</b>
Extension of Temporary Asset Coordinator (3 years)	\$121,754	Fund 221 – 100%
Conversion of Temporary Asset Coordinator to Permanent	\$143,047	Fund 221 – 100%
Addition of Permanent Asset Planning Clerk	\$71,421	Fund 221 – 50% Fund 169 – 50%
Addition of Permanent Capital Planning Administrator	\$144,047	Fund 221 – 50% Fund 169 – 50%

*\*(includes Fringe Benefits, Equipment and Professional Memberships)*

## **Citywide Facilities Implementation**

Project work arising from the recommendations in the 2024 and 2025 AMPs will be funded through capital project #7131117 – Asset Planning Program Implementation. The project currently has an unencumbered balance of \$424,040 as at March 31, 2025. These funds are meant to support required software, data enhancement tools, special project work and/or external consulting, as needed. As such, funding of up to \$200,000 will be earmarked in this capital project to support the contract with PSD Citywide to implement Citywide for Facilities and the City's tree inventory.

## **Building/Operational Condition Assessment Program**

The Corporate Facilities division of Corporate Projects currently coordinates and carries out BCAs on all City Facilities, excluding those within the Environmental Protection category of the AMP. The consolidation of BCA work within this area has allowed for standardization of the BCA process and the information that is collected as part of those assessments. It is recommended that the current BCA program continue to be supported in order to allow for specific and detailed information to be gathered on facility component level data conditions with the aim of accelerating the number of BCA's carried out annually. Capital Project PFO-004-12 has \$700,000 approved in principle within the current 5-year funding window in the 2025 10-year capital plan and it is

recommended that these funds be pre-committed and available for use in order to accelerate the completion of Corporate Facilities BCAs, where possible.

Further, condition assessments of the City's wastewater treatment plants and sanitary/stormwater pumping stations are expected to provide significantly improved and accurate condition data on these significant infrastructure assets. The current Asset Assessment reports for the plants and pumping stations were completed in 2019 and were very broad in nature. In order to build upon that information, it is being recommended that a more detailed Operational Condition Assessment program be developed to allow for a detailed inspection and assessment of the equipment used in operating the plants and pumping stations. This, along with a detailed review of lifecycle activities and funding needs, will allow for enhanced modeling of these assets and provide a more accurate assessment of their infrastructure gaps. As there is currently no funding earmarked in the capital plan to carry out this work, Administration is recommending that through the development of the 2026 capital budget, funds be prioritized for the development and roll-out of an Operational Condition Assessment program for the City's wastewater treatment plants and sanitary/stormwater pumping stations, with consideration being given to an assessment of the Windsor Biosolids Processing Facility as well.

### **Consultations:**

All City Departments and ABCs responsible for the maintenance of City-owned corporate infrastructure were actively engaged and instrumental in the development of this Plan. The Asset Management Steering Committee provided corporate oversight over the development of the 2025 AMP.

### **Conclusion:**

It is recommended that Council endorse the attached 2025 AMP which, if approved, will meet the O. Reg. 588/17 requirements for July 1, 2025. This document will serve as the foundational document used in further developing the City's Asset Management Program and achieving its Asset Management goals.

### **Planning Act Matters:**

N/A

### **Approvals:**

<b>Name</b>	<b>Title</b>
Natasha Gabbana	Senior Manager, Asset Planning/ Deputy Treasurer
Dana Paladino	Commissioner, Human and Health Services
Andrew Daher	Commissioner, Corporate Services

<b>Name</b>	<b>Title</b>
Michael Chantler	Commissioner, Community Services
David Simpson	Commissioner, Infrastructure Services and City Engineer
Jelena Payne	Commissioner, Economic Development/ Deputy Chief Administrative Officer
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**

Appendix A – 2025 Corporate Asset Management Plan available at [www.citywindsor.ca](http://www.citywindsor.ca) due to size.



## BY-LAW NUMBER 130-2025

A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS SPECIAL MEETING HELD ON THE 14<sup>TH</sup> DAY OF JULY, 2025

Passed the 14<sup>th</sup> day of July, 2025.

**WHEREAS** it is deemed expedient that the proceedings of the Council of The Corporation of the City of Windsor at this meeting be confirmed and adopted by by-law;

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. The action of the Council of The Corporation of the City of Windsor in respect to each recommendation contained in the Report/Reports of the Committees and the local Boards and Commissions and each motion and resolution passed and other action taken by the Council of The Corporation of The City of Windsor at this special meeting is hereby adopted and confirmed as if all such proceedings were expressly in this by-law.
2. The Mayor and the proper officials of The Corporation of the City of Windsor are hereby authorized and directed to do all things necessary to give effect to the action of the Council of The Corporation of the City of Windsor referred to in the preceding section hereof.
3. The Mayor and the City Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of The Corporation of the City of Windsor.

This by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

First Reading - July 14, 2025  
Second Reading - July 14, 2025  
Third Reading - July 14, 2025