



## Report to Committee of the Whole

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**From:** Peter Dutchak, Director of Engineering Services

**Date:** April 14, 2026

**Subject:** ENG 26-09 Asset Management and Work Order Software – Feasibility Study

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### **Recommendation(s):**

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THAT staff be directed to report back to County Council with a procurement recommendation for an asset management and work order software solution that will meet the needs of the County and its local municipal partners complete with anticipated costs, resource needs and implementation timeline.

### **Introduction:**

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Council has directed staff to complete an asset management and work order software feasibility study as a regional computerized maintenance management system and asset management solution (MMS) across the County. Aspire Consulting has completed the study (study appended to this report) and this report discusses those findings and recommends that staff proceed to provide Council a procurement recommendation, anticipated costs, resource needs and an implementation timeline.

### **Background and Discussion:**

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The idea of a County-wide asset management and work order management system has been discussed for many years as municipalities have transitioned towards digital solutions to complete their business processes, to ensure compliance with municipal standards and to manage activities and costs more effectively.

County Council retained Strategy Corp in 2021 to review the Road Maintenance Agreement (RMA) and recommended to implement a standard format of service categories for LMPs to report their expenditures to establish consistencies for comparative purposes. A financial reporting standard is now included in the RMA.

In June 2024, the Municipality of Central Elgin requested that the County explore the purchase of an asset and work order management software system so that all LMPs would be equipped with the necessary tools to track activities and generate accurate reports.

In November 2024, County Council directed staff to have an asset management and work order software feasibility study completed to gather input from all LMPs to determine existing conditions and service requirements. The resulting study will recommend what technological and staff resources would be required as well as create an implementation roadmap and timeline.

In October 2025, Aspire Consulting was awarded the project through a competitive RFP process adhering to the County's Procurement Policy and began their work conducting interviews with all LMPs. The assessment confirmed that Elgin County and its LMPs operate within a highly variable and fragmented system ranging from manual or spreadsheet-based environments to digital management platforms with limited integration between platforms resulting in inconsistent analytics in county-level data due to a lack of streamlined reporting.

Despite differences, a strong alignment in core requirements is desired by all LMPs with broad support for improved consistency, visibility and reporting and limited tolerance for disruption, intensive retraining or wholesale system replacement.

Considering system needs and LMP input, the study has confirmed that a flexible, hybrid approach best balances standardization with LMP autonomy. Long-term success will depend on phased implementation, clear governance, adequate resources and vendor supported training and integration.

The recommended hybrid approach will retain local systems as the County implements a core computerized maintenance management system (CMMS). The County's CMMS system would be integrated with LMPs through data sharing agreements and 'middleware' as required and LMPs could be onboarded to the County's CMMS platform at their pace. Fortunately, 4 of the 7 LMPs currently utilize the same CMMS system and this consistency provides an opportunity for the County to adopt the same system to take advantage of existing synergies and reduce onboarding efforts for those LMPs.

While the study has documented concern about data migration, abandoning familiar tools, staff resistance and implementation fatigue, every LMP would benefit from standardization, asset management tools, resource planning and evidence-based decision making. The County will also benefit from the adoption of the CMMS citing these same benefits and the ability to adopt the platform across different departments (i.e. facilities) while streamlining asset management planning and financial management.

### **Financial Implications:**

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A County wide CMMS implementation will take years to implement fully and require permanent resources to manage. If supported by County Council, staff will develop a CMMS procurement recommendation with anticipated initial and ongoing costs and resource requirements for Council's consideration and approval. These costs would then be included in the 2027 budget.

A preliminary estimated value for system implementation and integration support would be approximately \$600,000 (one-time) and \$100,000 annually for licensing and support. The addition of 1 FTE within the Engineering Services department to manage the system is estimated to cost \$100,000 annually. Staff proposes that the CMMS system be purchased by the County and that individual LMPs be responsible for their own support and licencing cost as well as costs for local integration due to differences in existing systems and desired functionality.

Additional hardware and staff resources in the County IT department may also be required to adequately support the system.

### **Advancement of the Strategic Plan:**

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This initiative supports the responsible maintenance and management of County assets as laid out in the Asset Management Plan. This work reflects the County's ongoing commitment to maintaining safe, functional, and efficient facilities and infrastructure.

This initiative also supports the County's commitment to strong financial management by promoting sustainable operations, responsible budgeting, and financial transparency, while ensuring a clear business plan is in place to guide future spending.

### **Local Municipal Partner Impact:**

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The recommended hybrid implementation approach would see the County implement a CMMS system that would be integrated into existing systems utilized by the County and its LMPs. The system would be able to onboard LMPs to the County CMMS at any future time.

### **Communication Requirements:**

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Once direction is received from Council and a vendor is selected, staff will establish a working group with LMPs to develop an implementation roadmap and plan.

### **Conclusion:**

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Council has directed staff to complete an Asset Management and Work Order Software feasibility study as a regional CMMS solution across the County. Aspire Consulting was retained to complete the study and which has concluded that while there are differences, there is a strong alignment in core requirements desired by all LMPs.

If approved by Council to proceed with the implementation of a regional CMMS, staff will report back to Council with a procurement recommendation with anticipated initial and ongoing costs, implementation timeline and resource requirements for Council's consideration and approval for inclusion in the 2027 budget.

Data from existing LMP systems will be integrated into the County's CMMS and LMPs can be onboarded to the County's platform at a future time they choose, if they don't already utilize the same platform.

All of which is Respectfully Submitted

Approved for Submission

Peter Dutchak  
Director of Engineering Services

Blaine Parkin  
Chief Administrative Officer/Clerk