



Growing Wisely: A webinar on Smart Growth & Asset Management

Welcome: Association of Municipalities of Ontario

Introductions: Association of Municipalities of Ontario



Erin Orr

Program Advisor, Infrastructure Asset Management
Association of Municipalities of Ontario (AMO)

Canada Community-Building Fund (CCBF)

Permanent

Predictable

Flexible

Upfront

Program Priorities:

Asset Management

- ❖ Municipalities are to develop and implement an asset management culture, methodology, and plan in accordance with Ontario regulation (O. Reg. 588/17)

Housing

- ❖ Principle to commit to improve housing supply and affordability
- ❖ Municipalities are to prioritize, where possible, infrastructure projects that support increased housing supply where it makes sense to do so

Resources

- ❖ [Webinars](#) & [Research](#)
- ❖ [AMP Map](#) & [HNA Map](#)
- ❖ Our team CCBF@AMO.ON.CA

Ajax, Town of
Reported CRV: \$69,266 per household

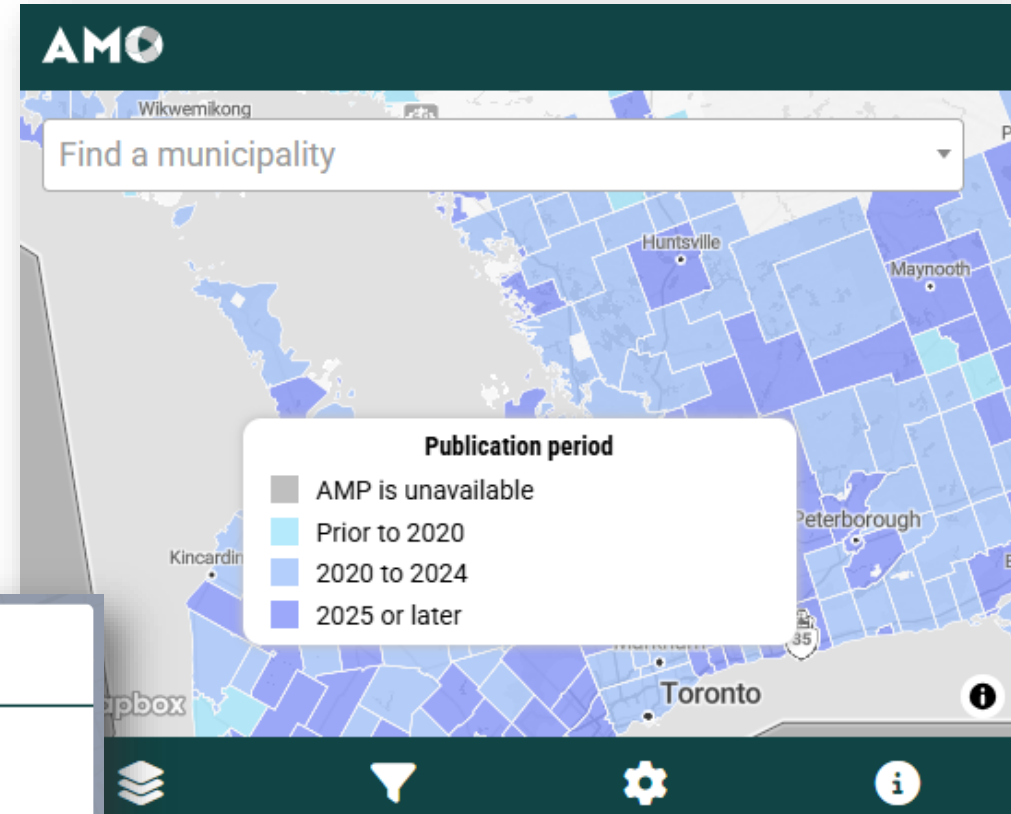
Year Published
2025

Reported CRV
\$2,735,173,000

2021 Census Demographics
Population: 126,666
Households: 39,488

► **Disclaimer**

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CCBF Maps

Asset
Management
Map



Housing Needs
Assessment
Map



Kick-off: Asset Management Ontario

Introductions: AMONTario



Jennifer Court

Executive Director, Asset Management Ontario

Session Purpose & Outcomes

- Support ON municipalities to assess how they incorporate growth and asset management practices
- Share tools and success stories from peer municipalities
- Discuss practical examples of how smart growth and asset management can be integrated

Agenda

- **Session Welcome & Opening**
- **Primer:** Key Considerations in Municipal Growth and Asset Management
- **Case Studies:**
 - Town of Minto
 - District Municipality of Muskoka
 - Township of Centre Wellington
 - City of Thunder Bay
- **Fireside Chat** with case study leaders
- **Q&A**
- **Session Close**



Discussion: Your Expectations for the Session

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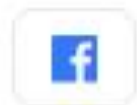
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Growing Wisely

Growing Wisely: A Primer

Growing Wisely: Growth and Asset Management in Ontario
A PRIMER

AMO administers the Canada Community Building Fund (CCBF) to Ontario municipalities—a predictable, permanent, and flexible source of federal funding for local infrastructure where municipalities are expected to prioritize projects identified through asset management practices and address housing pressures where it makes sense to do so. With this primer, AMO is looking to support municipalities in their efforts to enhance growth considerations into asset management planning.

Ontario is changing
Communities across Ontario are transforming, as growing and changing populations drive the need for housing and non-residential developments. The need for infrastructure to accommodate growth is increasing along with the need for investment in preventing, aging infrastructure that is already delivering services. Ontario's unprecedented growth is expected to continue over the next 30 years, with upwards of 40% growth projected for all Ontario regions (excepting northern areas of the province).

2023-2051 PROJECTIONS

Region	Projected Growth	Key Municipalities
Greater Toronto Area	+3.7% (7,400 +10,000)	Toronto (+34,776) Peel (+52,876) Halton (+62,574)
Central Ontario	+65.8%	Waterloo (+37,376) Dufferin (+24,376)
Eastern Ontario	+63.7%	Ottawa (+80,276)
Southwestern Ontario	+61.1%	Shelburne (+26,776) Chatham (+51,976)
Northern Ontario	+15.2%	Northwest (+15,676) Northeast (+14,276)

MAP OF ONTARIO REGIONS

Why does growth matter?
As the population across Ontario continues to grow, municipalities are facing increasing pressure to keep pace with increasing demands. These demands include, for example, the need to support new housing developments, expand transit networks, upgrade aging water and waste water systems, and invest in community amenities like parks and recreation facilities.
Growth pressure directly impacts planning, budgeting, and long-term service delivery—areas where Council plays a key role in setting direction and priorities.

AMO ASSET MANAGEMENT ONTARIO



- Ontario is changing
- Why does growth matter?
 - The intersectional impacts of growth
 - Consequences of unplanned growth
- Integrating growth into asset management
 - Planning for growth
 - Aligning investment plans and implementation
 - Mechanisms to address growth challenges and opportunities
 - Financial strategies
- The role of municipal leadership

Growing Wisely: Case Studies



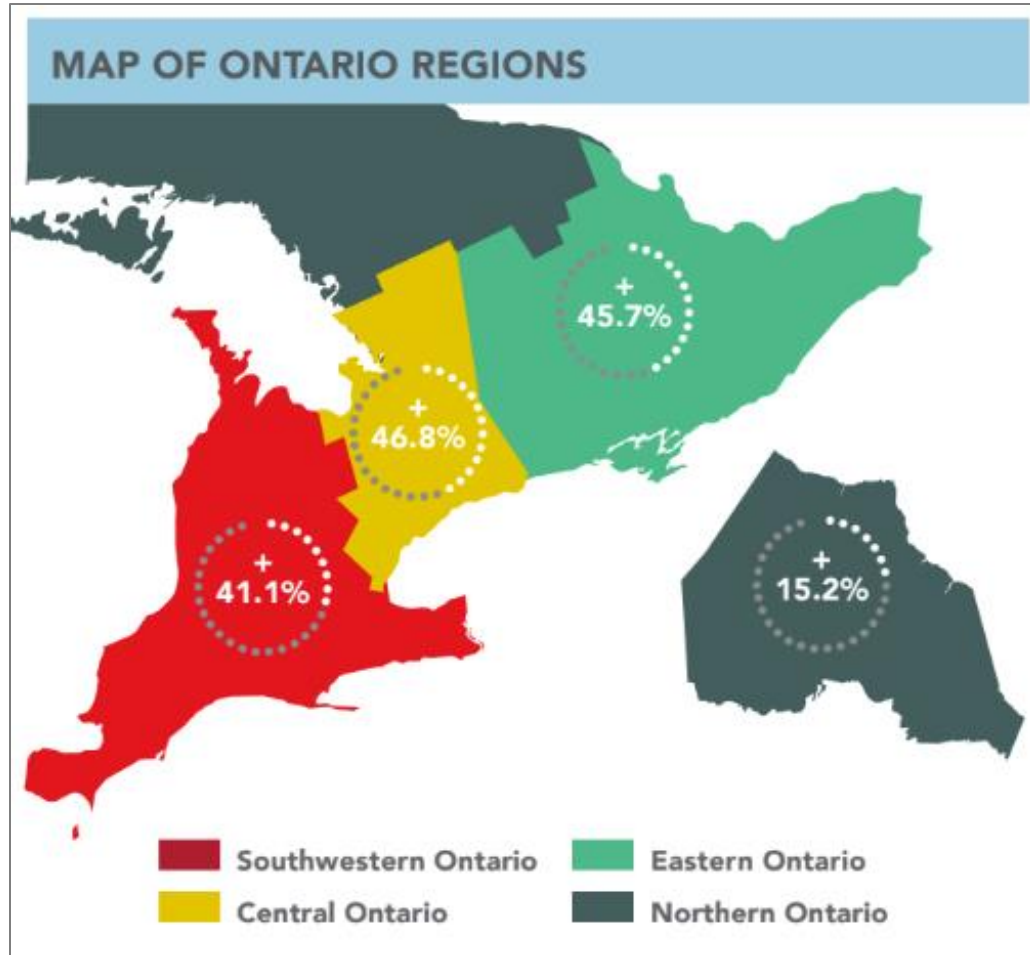
Key elements:

- Demographics
- Growth Impacts
- Growth Management



Primer Overview: Key Considerations in Municipal Growth and Asset Management

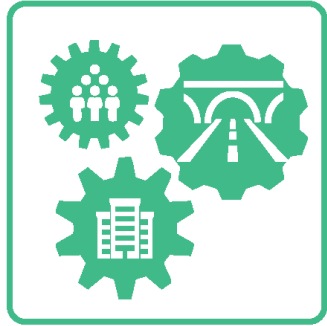
Ontario is facing unprecedented growth



Government of ON Growth Projections 2023-2051

- Some communities are growing at rates over 50% from now to 2051, with all regions seeing growth of over 40% excepting Northern Ontario
- While many regions are outpacing historical growth trends, some communities are growing very slowly.
- Northern, rural communities and those outside major urban centres may experience modest growth, stagnating growth, or even decline in population

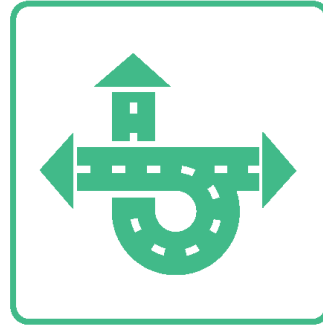
Intersectional Impacts of Growth



Changing demographics and demand/use of services



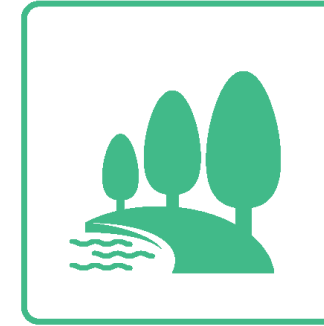
Intensification and/or greenfield development



Increased need to upgrade, extend, and upsize infrastructure



Pressure on housing supply and affordability



Impacts on the environment and strain on natural resources



Social and equity impacts within and across communities

Why does growth matter?

- Increasing demand on municipal infrastructure, stretching existing services, finances, and human resources
- Municipalities facing mounting pressure to keep pace
- Deficit impacting long-term sustainability for the community



Examples:

- Servicing new housing developments
- Expanding transit networks
- Upgrading aging, over-capacity water & wastewater systems
- Investing in community amenities like parks and recreation facilities

When growth and AM are disconnected...

Unplanned growth means municipalities might be experiencing:

- More reactive maintenance
- Increasing maintenance backlog
- Failing assets
- Unhappy residents
- Unsustainable development patterns
- Insufficient capacity in some areas, over-capacity in others
- Inadequate, unaffordable and ill-fit housing

Discussion [mentimeter slide to be added]

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Line of sight

An aligned approach to planning is marked by **clarity** and **line-of-sight** on:

- Levels of service
- Council direction on growth objectives
- Principles for development of land, services, and infrastructure
- Integration of plans and strategies
- Full lifecycle cost projections and resource requirements that reflect new demand
- Optimization of growth, renewal and other investment
- A robust asset approval and acceptance process



Whole life costs, levels of service, and risk management should be incorporated into decisions for procurement, design, construction, and asset acceptance requirements

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Key Take Aways

1. Growth and asset management planning must be strategically and operationally aligned to sustain services
2. Financial resilience depends on proactive planning and long-term asset investment approach.
3. Municipal elected officials drive collaboration and oversight. Clear direction is needed for growth management and asset management.
4. Collaboration with other municipalities and organizations is critical to success.



Case Studies Showcasing Municipal Approaches to Planning for Growth

Town of Minto



9,094

Population 2021

15,200

Population 2051

4.9%

Historical Growth 2016-2021

67.1%

Projected Growth to 2051

- Rural
- Lower-tier municipality

Key Learnings:

- Culture of collaborative planning and regular planning meetings
- Lack of dedicated AM resources inhibiting integration
- Growth does not pay for growth (funding mechanisms)

What are we working on?

- Reviewing and improving the Local Service Policy
- Development Charge Background Study
- Facilitating upgrades and/or improved service in healthcare, waste, water, wastewater

What's working for us?

- **Engaging the public** on growth decisions
- **Collaborative planning meetings** with internal and external parties to review planning submissions

How do we integrate growth & AM?

- Strategic planning aligns capital and operating investments
- Driving asset replacement through required capacity upgrades
- Evaluating asset failure in acceptance of new infrastructure.

District Municipality of Muskoka



- Regional, rural
- Upper-tier municipality

Key Learnings:

- Building in-house capacity for asset management allows staff to take ownership, and integrate with other plans, strategies and policies.
- A holistic view of risks (condition, capacity, etc.) provides a better-informed plan

What are we working on?

- Planning for aging population
- Enhancing levels of service while facilitating growth
- Reserve fund optimization to address deficit
- Reviewing equity implications of prioritization approach (e.g., low volume roads)

What's working for us?

- **Building in-house capacity** for AM
- **Asset performance measurement** that embeds growth requirements and risks
- Simplified **multi-year budget tools** to estimate the lifecycle costs of growth

66,674

Population 2021

99,100

Population 2051

10.0%

Historical Growth 2016-2021

48.6%

Projected Growth to 2051

How do we integrate growth & AM?

- Integrating current and future capacity assessment into a holistic asset performance framework (well beyond asset condition)
- Horizontally and vertically integrating master plans

City of Thunder Bay



108,843

Population 2021

124,959

*Population 2045**

0.9%

Historical Growth 2016-2021

14.8%

*Projected Growth to 2045**

- Rural northern
- Single-tier municipality

Key Learnings:

- Early investment in staff education, communication, collaboration drive alignment
- Targeted intensification requires intentional planning, alignment and integration of City policies, processes and people

What are we working on?

- Smart Growth Action Plan with 3 pillars: Readiness, Attraction, Talent
- Intensifying existing areas instead of greenfield development
- Information systems review to support data and evidence

What's working for us?

- **Clear Asset Management Fundamentals** guiding investment
- **Internal education:** “everyone is an asset manager”
- **Community education and engagement** on services and lifecycle costs

How do we integrate growth & AM?

- Aligning the growth strategy, financial strategy, asset management plan, and other strategies, policies, plans
- Requiring business case justification for decision making not aligned with “asset management fundamentals”

Township of Centre Wellington



- Mixed urban-rural
- Lower-tier municipality

Key Learnings:

- Achievable and actionable asset management recommendations builds momentum and long-term results
- Growth does not pay for growth: current growth funding mechanisms are insufficient

What are we working on?

- Township- and developer-initiated boundary expansions
- Addressing key service gaps for growth (water, wastewater)
- Potential new/expanded services (transit, active transport, parks)
- Stormwater utility charge
- Policies for phasing growth

What's working for us?

- **Service Financing Agreements** to have developers cover up-front costs of infrastructure
- **Planning ahead for “unassumed” assets**
- Centralizing **“data keepers”** to provide better input to decisions

31,093

Population 2021

99,100

Population 2051

10.3%

Historical Growth 2016-2021

87.2%

Projected Growth to 2051

How do we integrate growth & AM?

- Projecting the financial impact of growth into budgets, forecasts, AMP
- Defining optimal capital investment to guide levels of service, financials
- Defined funding sources for growth and renewal

Fireside Chat

Introductions: Case Study Participants



Dan Wilson

Chief Administrative Officer
Township of Centre Wellington

*Board Member & Treasurer,
Asset Management Ontario*



Vineet Bhatia

Director of Tax Policy &
Financial Planning
District Municipality of
Muskoka



Amy Coomes

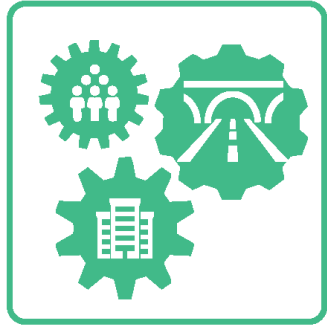
Program Lead - Asset
Management
City of Thunder Bay



Gordon Duff

Treasurer/Deputy CAO
Town of Minto

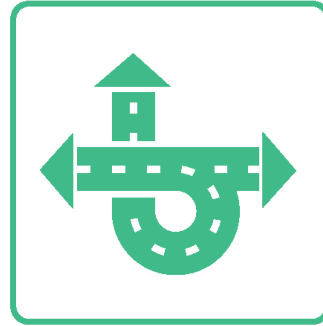
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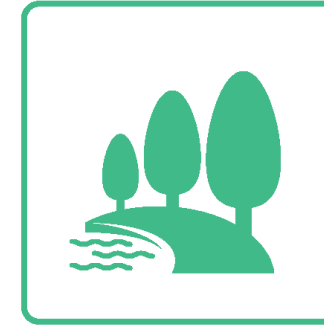
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Questions?



Thanks!

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