Growing Wisely: A webinar on Smart Growth & Asset Management

AMONTario
ASSET MANAGEMENT ONTARIO

Welcome:
Association of Municipalities of Ontario

AMONTario
ASSET MANAGEMENT ONTARIO

Introductions: Association of Municipalities of Ontario

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

AMONTario
ASSET MANAGEMENT ONTARIO

Canada Community-Building Fund (CCBF)

Permanent | **Predictable** | **Flexible** | **Upfront**

Program Priorities:

Asset Management

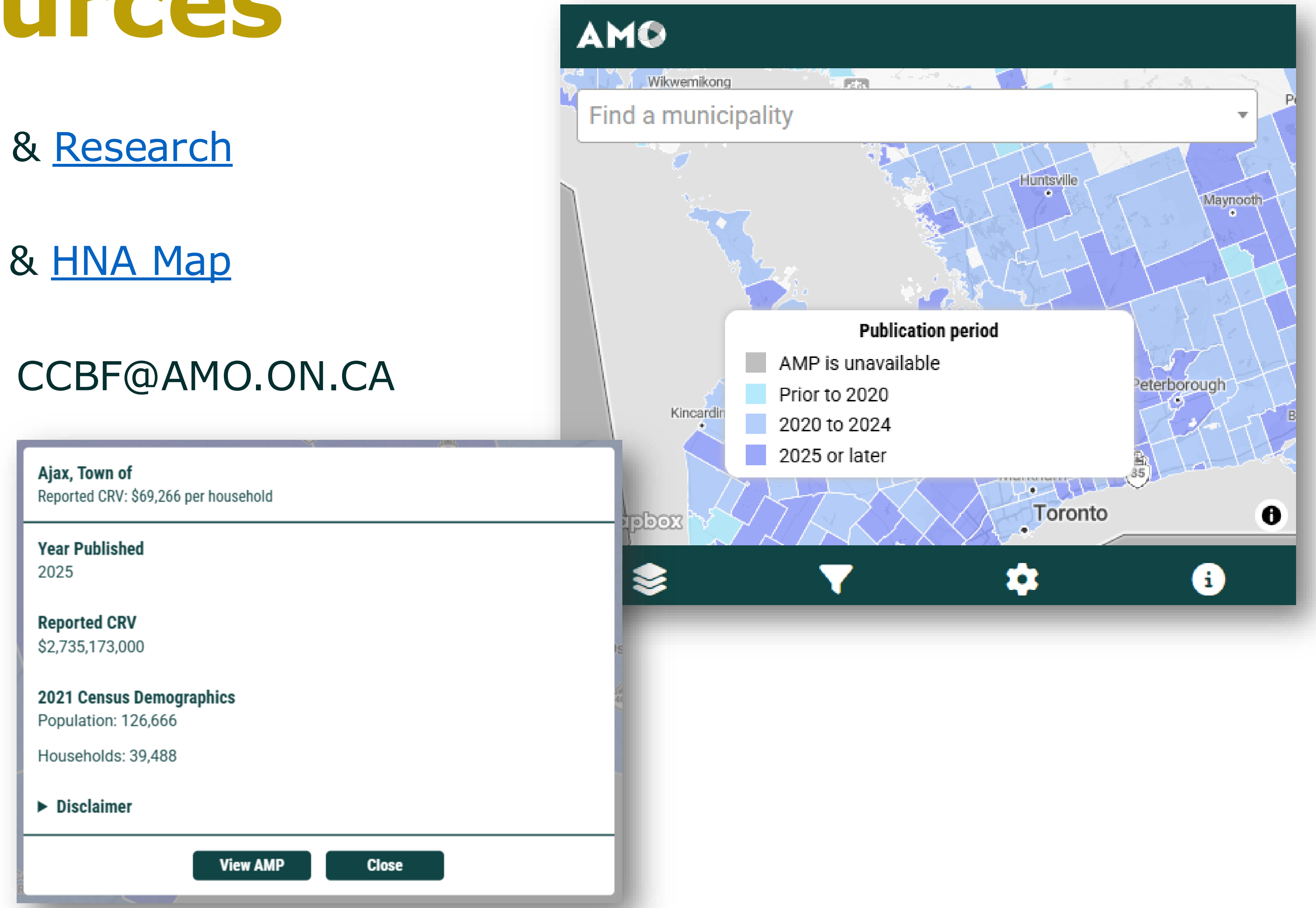
- ❖ Municipalities are to develop and implement an asset management culture, methodology, and plan in accordance with Ontario regulation (O. Reg. 588/17)

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



CCBF Maps

Asset Management Map

Housing Needs Assessment Map

Kick-off:
Asset Management Ontario

Introductions: AMONTario

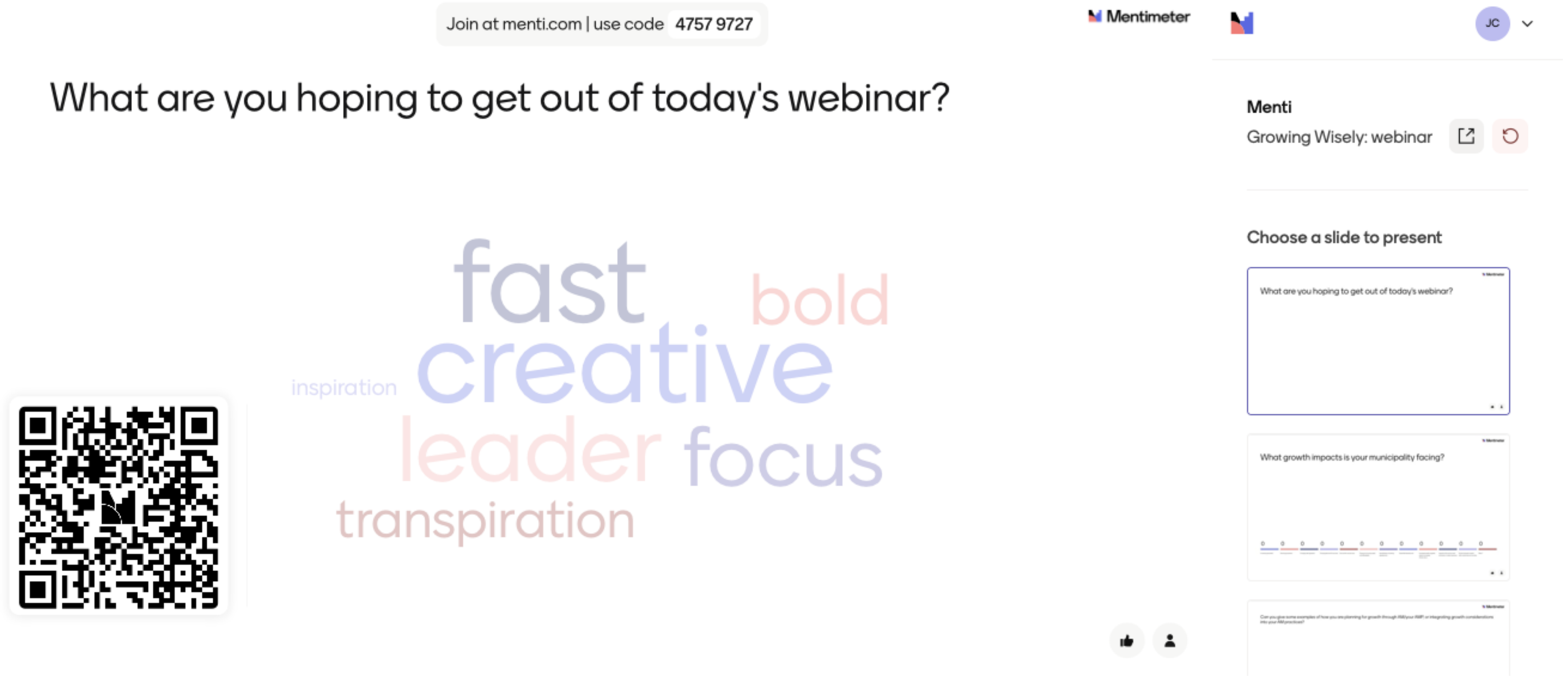
Jennifer Court
Executive Director, Asset Management Ontario

AMONTario
ASSET MANAGEMENT ONTARIO

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**

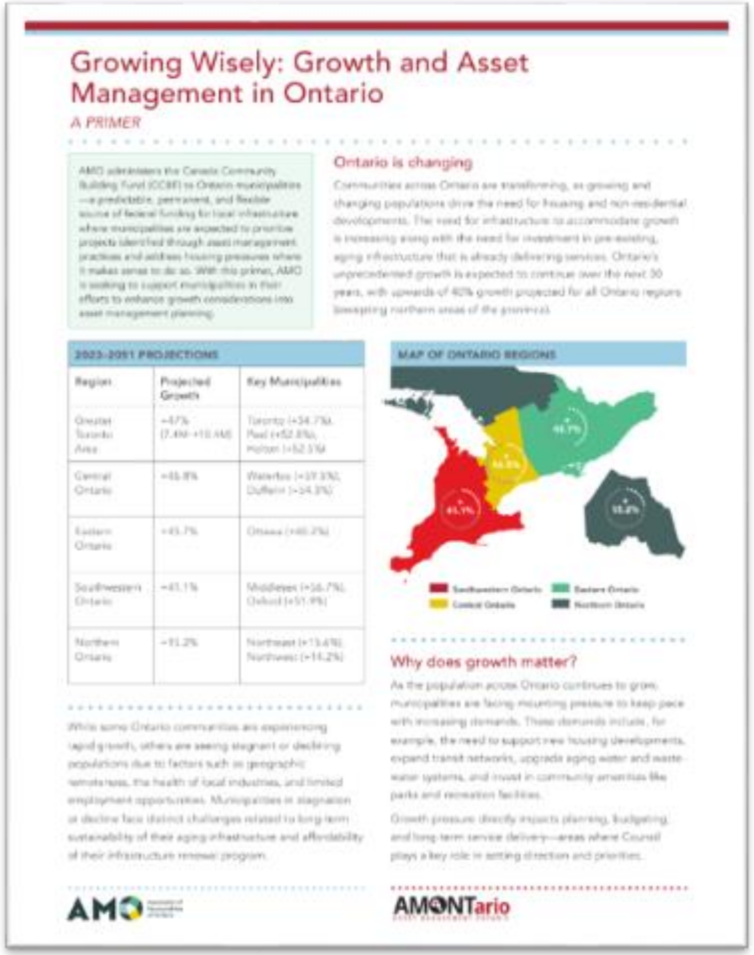
Discussion: Your Expectations for the Session



Growing Wisely

AMONTario
ASSET MANAGEMENT ONTARIO

Growing Wisely: A Primer



- 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

AMONTario ASSET MANAGEMENT ONTARIO

Growing Wisely: Case Studies

Key elements:

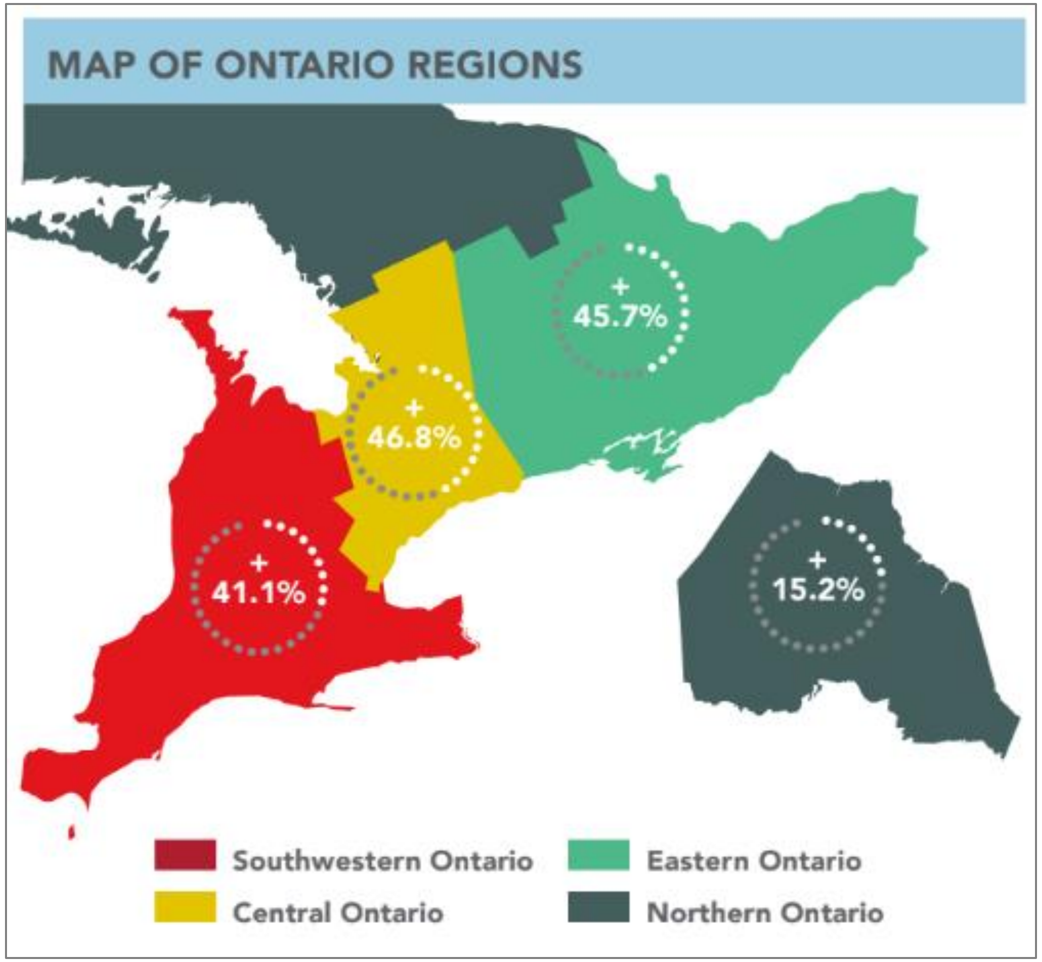
- Demographics
- Growth Impacts
- Growth Management

AMONTario
ASSET MANAGEMENT ONTARIO

Primer Overview: Key Considerations in Municipal Growth and Asset Management

AMONTario
ASSET MANAGEMENT ONTARIO

Ontario is facing unprecedented growth



Government of ON Growth Projections 2023-2051

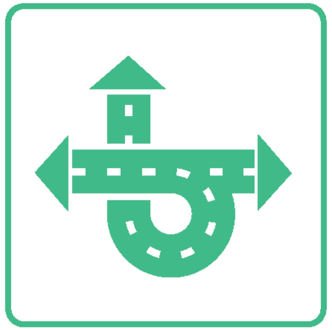
- Some communities are growing at rates over 50% from now to 2051, with all regions seeing growth of over 40% excepting Northern Ontario
- While many regions are outpacing historical growth trends, some communities are growing very slowly.
- Northern, rural communities and those outside major urban centres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

AMONTario ASSET MANAGEMENT ONTARIO

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

AMONTario ASSET MANAGEMENT ONTARIO

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

AMONTario
ASSET MANAGEMENT ONTARIO

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

AMONTario
ASSET MANAGEMENT ONTARIO

Discussion


Join at menti.com | use code 4757 9727
Mentimeter
What growth impacts is your municipality facing?
0 0 0 0 0 0 0 0 0 0 0 0
Increasing population
Declining population
Changing demographics
Changing demand for services
Demand for new services
Pressure on housing supply and affordability
Intensification of existing development
Greenfield development
Increased need to upgrade, extend, and upsize infrastructure
Impacts on the environment and strain on natural resources
Social and equity impacts within and across communities
Other?
JC
Menti
Growing Wisely: webinar
Choose a slide to present
What are you hoping to get out of today's webinar?
What growth impacts is your municipality facing?

Line of sight

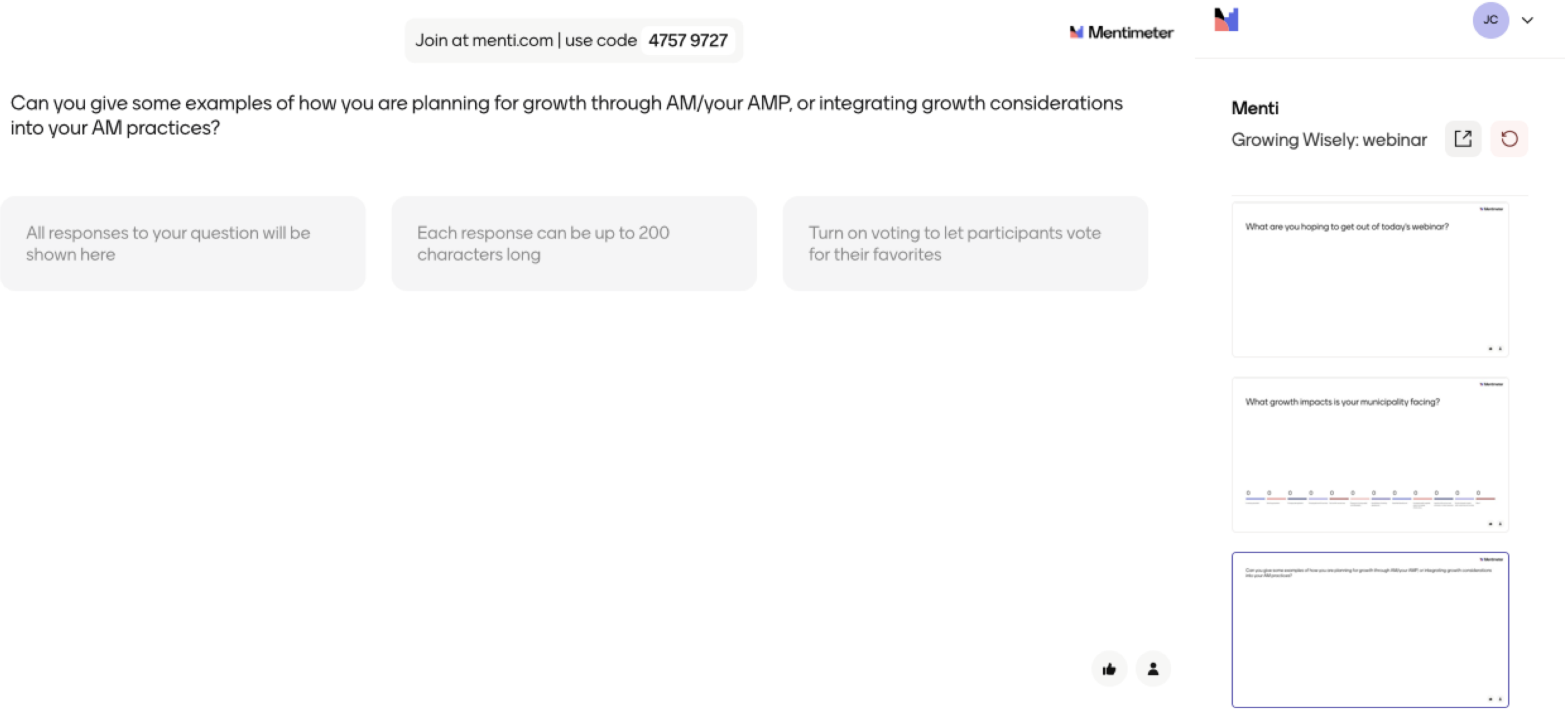
Hallmarks of an aligned approach to planning include:

- Distinct council direction on growth and asset management planning policies
- Clear principles for development of land and services in official plans, estimates of infrastructure needs to enable developments (e.g., both housing and commercial, industrial, and institutional growth), and land development policies (such as phasing)
- A clear set of service levels that drive all plans
- Master plans that consider service levels, and system-wide requirements to meet them

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

AMONTario ASSET MANAGEMENT ONTARIO

Discussion


Join at menti.com | use code 4757 9727
Mentimeter
JC
Can you give some examples of how you are planning for growth through AM/your AMP, or integrating growth considerations into your AM practices?
All responses to your question will be shown here
Each response can be up to 200 characters long
Turn on voting to let participants vote for their favorites
Menti
Growing Wisely: webinar
What are you hoping to get out of today's webinar?
What growth impacts is your municipality facing?

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.

AMONTario
ASSET MANAGEMENT ONTARIO

Case Studies Showcasing Municipal Approaches to Planning for Growth

AMONTario
ASSET MANAGEMENT ONTARIO

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

66,674	99,100
Population 2021	*Population 2051*
10.0%	48.6%
Historical Growth 2016-2021	*Projected Growth to 2051*

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

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

AMONTario
ASSET MANAGEMENT ONTARIO

City of Thunder Bay

- 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

108,843	124,959
Population 2021	*Population 2045**
0.9%	14.8%
Historical Growth 2016-2021	*Projected Growth to 2045**

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"

AMONTario
ASSET MANAGEMENT ONTARIO

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

31,093
Population 2021

58,200
Population 2051

10.3%
Historical Growth 2016-2021

87.2%
Projected Growth to 2051

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

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

AMONTario
ASSET MANAGEMENT ONTARIO

Fireside Chat

AMONTario
ASSET MANAGEMENT ONTARIO

Introductions: Case Study Participants

Dan Wilson
Chief Administrative Officer
Township of Centre Wellington

Board Member & Vice Chair,
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

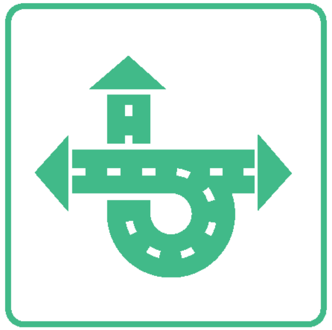
Gordon Duff
Treasurer/Deputy CAO
Town of Minto

AMONTario
ASSET MANAGEMENT ONTARIO

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

Questions?

Thanks!

Jennifer Court
Executive Director
jenncourt@amontario.ca

AMONTario
ASSET MANAGEMENT ONTARIO