



Growing Wisely Smart Growth & Asset Management

Kick-off: 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

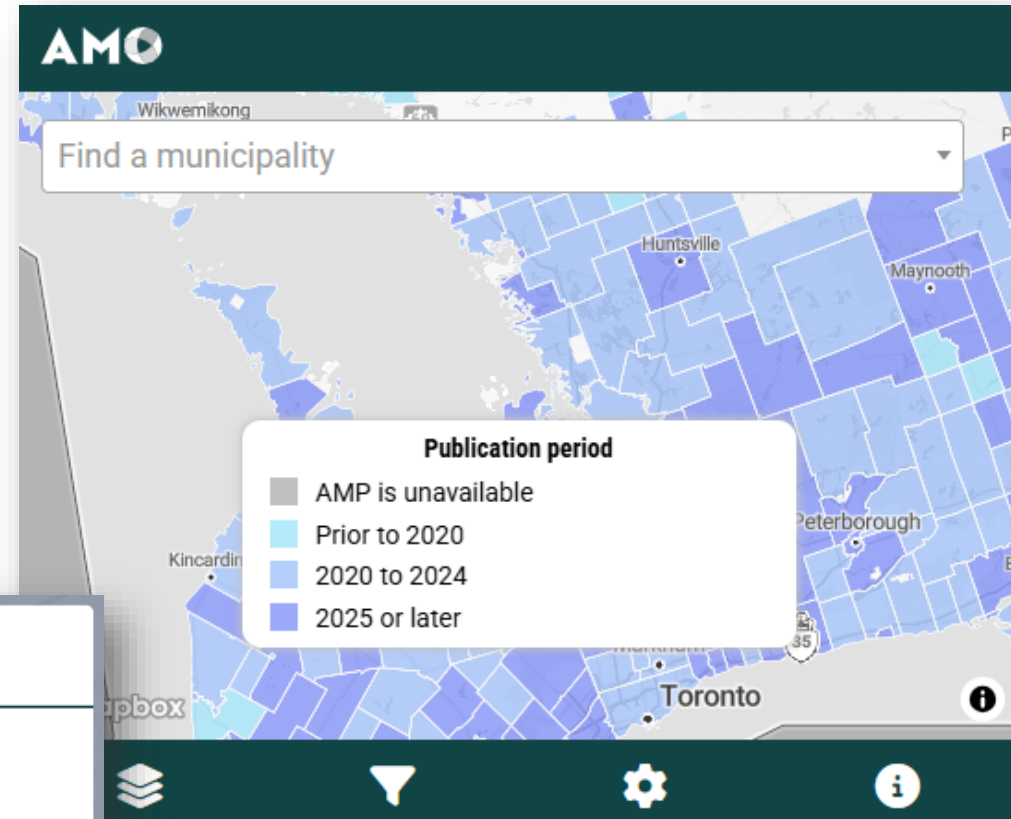
Year Published
2025

Reported CRV
\$2,735,173,000

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

► **Disclaimer**

[View AMP](#) [Close](#)



CCBF Maps

Asset
Management
Map

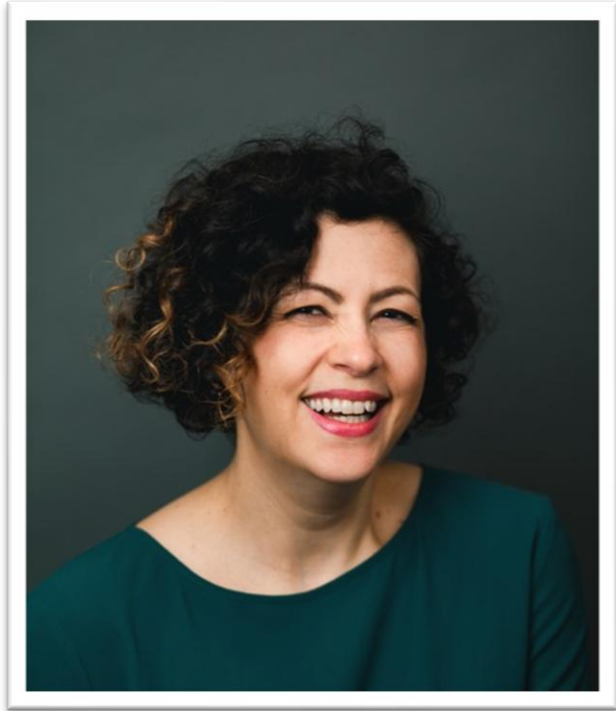


Housing Needs
Assessment
Map



Introductions: Asset Management Ontario

Introductions: AMONTario



Jennifer Court

Executive Director, Asset Management
Ontario



Dan Wilson

Chief Administrative Officer, Township of Centre Wellington
Board Member & Treasurer, 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 – AMO
- Key Considerations in Municipal Growth and Asset Management
- Case Studies
- Panel Discussion – Growing Wisely
- Session Close



Discussion: Your Expectations for the Session

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What are you hoping to get out of today's workshop?

bold leader
creative
focus fast inspiration
transpiration



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What are you hoping to get out of today's workshop?

What growth impacts is your municipality facing?



Which growth impacts are top of mind, and/or most significant for your community?

- 1st Economic development
- 2nd Housing development
- 3rd Changing demographics
- 4th Changing demographics
- 5th Changing demographics
- 6th Changing demographics
- 7th Changing demographics
- 8th Changing demographics
- 9th Changing demographics
- 10th Changing demographics

Key Considerations in Municipal Growth and Asset Management

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 seeking 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 pre-existing, 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	+47% (7.4M–10.4M)	Toronto (+34.7%), Peel (+52.8%), Halton (+52.5%)
Central Ontario	+66.8%	Waterloo (+59.5%), Dufferin (+54.3%)
Eastern Ontario	+45.7%	Ottawa (+60.2%)
Southwestern Ontario	+61.1%	Middlesex (+36.7%), Oxford (+51.9%)
Northern Ontario	+15.2%	Northeast (+15.6%), Northwest (+14.2%)

MAP OF ONTARIO REGIONS

Why does growth matter?

As the population across Ontario continues to grow, municipalities are facing mounting 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.

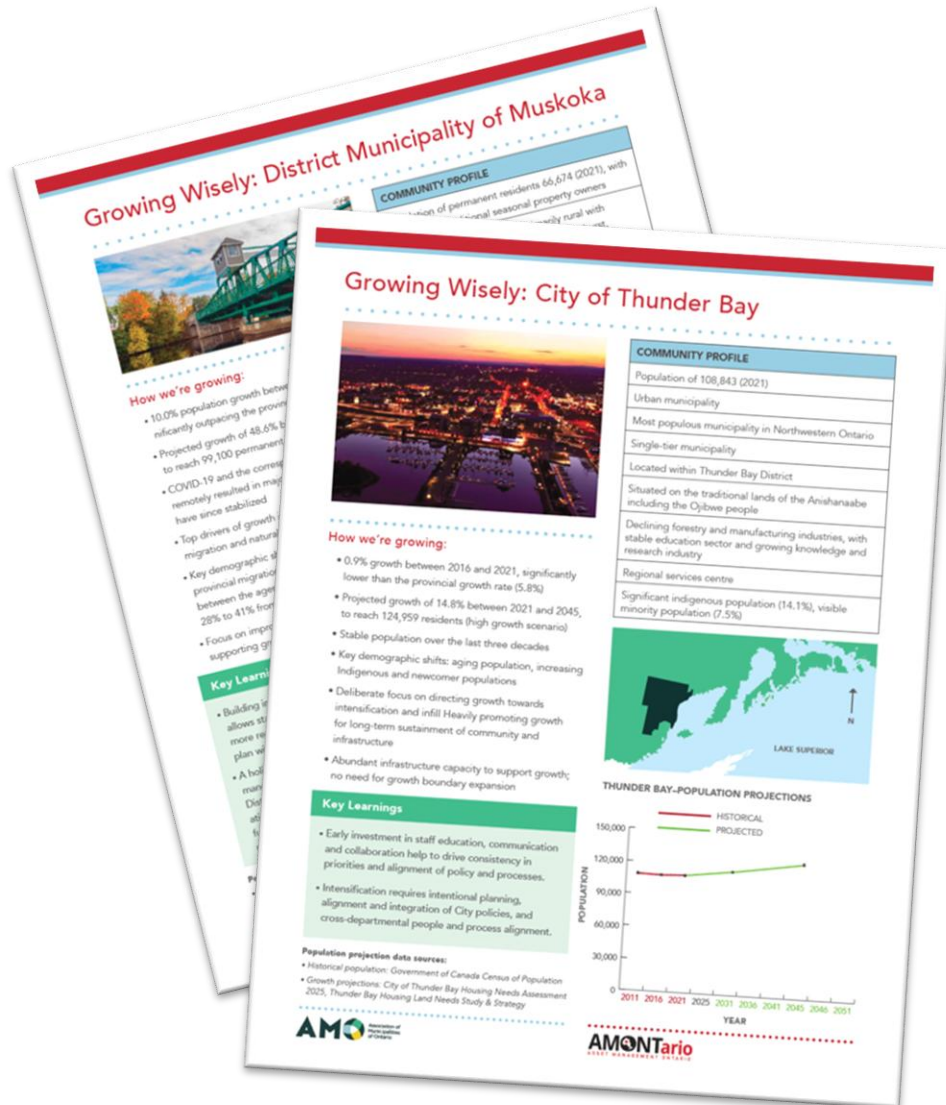
While some Ontario communities are experiencing rapid growth, others are seeing stagnant or declining populations due to factors such as geographic remoteness, the health of local industries, and limited employment opportunities. Municipalities in stagnation or decline face distinct challenges related to long-term sustainability of their aging infrastructure and affordability of their infrastructure renewal program.

AMOntario
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



Handout: Growth Impacts and Action Planning







Use this handout to document:

- Key insights from the presentation
- Ideas from the case studies and panel discussion
- Your next moves for managing growth wisely

Growing Wisely: Growth and Asset Management in Ontario

Handout: Growth Impacts & Action Planning

Outline the growth impacts that your municipality is facing or anticipating

Growth Considerations	Example Impacts	How are you integrating these impacts into your asset management practices and planning?
 Changing demographics and demand/use of services		
 Pressure on housing supply and affordability		
 Intensification and/or greenfield development		
 Increased need to upgrade, extend and upsized infrastructure		
 Impacts on the environment and strain on natural resources		
 Social and equity impacts within and across communities		


Handout: Growth Impacts & Action Planning


Use this space to jot down lessons and successes from the case studies and panelists that could be adapted to address your municipality's needs and context.


Identify the top 3 growth impacts your municipality needs to manage.


Following this session, what actions can you take in the next week, month and/or quarter? Who do you need to involve or speak with?

Top 3 Impacts	Actions	Key Parties Involved

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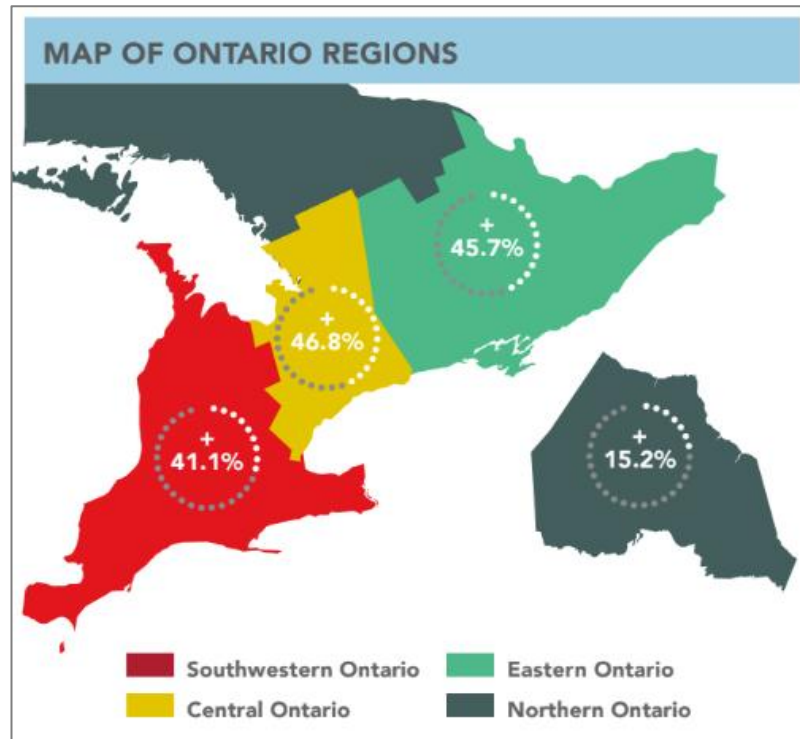
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 Association of Municipalities of Ontario

 AMOntario
ASSET MANAGEMENT ONTARIO

How is Ontario growing?

- Some regions are growing at rates over 50% from now to 2051
- All regions seeing growth of over 40%, excepting Northern Ontario



2023-2051 Projections

Region	Projected Growth	Key Municipalities
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Government of ON Growth Projections 2023-2051

Growth at Different Paces

- While many areas of Ontario are outpacing typical growth, some are growing very slowly.
- Northern, rural communities and those outside major urban centres may experience modest growth, stagnating growth, or even decline in population, bringing different challenges:
 - Revenue generation capability limited, outpaced by inflation
 - Degradation of infrastructure because capacity/growth upgrades are not driving renewal
 - Need to incentivize development and limited ability to introduce developer-paid infrastructure contributions

Discussion

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What growth impacts is your municipality facing?

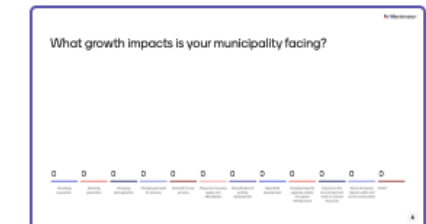
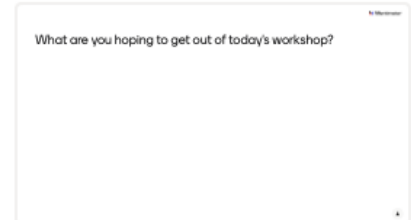


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Which growth impacts are top of mind, and/or most significant for your community?

- 1st | Increasing population
- 2nd | Declining population
- 3rd | Changing demographics
- 4th | Changing demand for services
- 5th | Demand for new services
- 6th | Pressure on housing supply and affordability
- 7th | Intensification of existing development
- 8th | Greenfield development
- 9th | Increased need to upgrade, extend, and upsize infrastructure
- 10th | Impacts on the environment and strain on natural resources
- 11th | Social and equity impacts within and across communities
- 12th | Other

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What are you hoping to get out of today's workshop?

What growth impacts is your municipality facing?

Which growth impacts are top of mind, and/or most significant for your community?

- 1st | Increasing population
- 2nd | Declining population
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- 7th | Intensification of existing development
- 8th | Greenfield development
- 9th | Increased need to upgrade, extend, and upsize infrastructure



Why does growth matter?

- Increasing demand on municipal infrastructure that stretches existing services, finances, and human resources
- Mounting pressure to keep pace with increasing and changing demands for service
- Impacts to long-term sustainability for the community

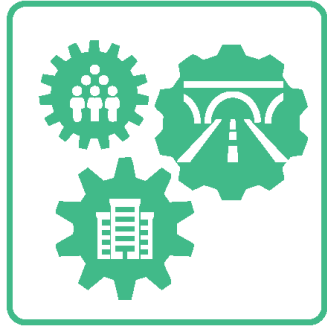
Ontario municipalities and growth:

- **AMO Housing Questionnaire:** 64% of municipalities reported housing pressures, and 68% identified infrastructure gaps causing barriers to housing
- **AMO AMP Review:** 84% of AMPs integrate growth in some way

Examples:

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

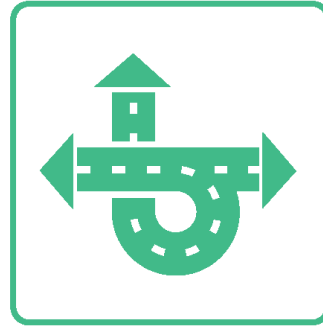
Intersectional Impacts of Growth



Changing demographics and demand/use of services



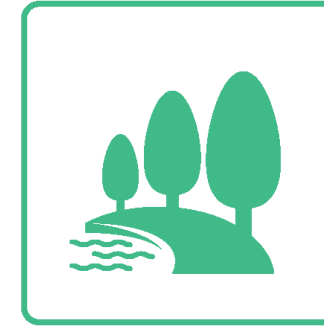
Intensification and/or greenfield development



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

Consequences of Unplanned Growth

Growth and asset management practices can be disconnected.

Unplanned growth results in:

- Further strain on an already high asset investment backlog
- Failure of critical assets and degradation of services
- Unsustainable development practices and plans
- Development occurring in unserviced areas, while serviced areas are not utilized
- Impeding or not enabling new housing development

Growth requires direction setting and a deliberate strategy backed by Council and Administration.

Integrating Growth into Asset Management

Legislative Requirements

- **O.Reg 588/17:** Impact of population on capital and operational cost to maintain 10-year levels of service (>25k)
- **Development Charges (DC) background studies** require an asset management plan (AMP)
- **CCBF** providing infrastructure funding enabling housing, setting requirements for Housing Needs Assessments

- Historical focus on existing infrastructure portfolios
- Municipal sector now embracing asset planning that incorporates lifecycle costs of future, growth-driven assets (“unassumed” assets)
- Many organizations are rethinking their approach to accepting and integrating new assets
- Municipalities need to further define long-term impact of growth in terms of cost, affordability and resource gaps
- **Whole life costs, levels of service, and risk management** should be incorporated into decisions for procurement, design, construction, and asset acceptance requirements

Planning for Growth

An aligned approach to planning is marked by **clarity** and **alignment** 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



Discussion

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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

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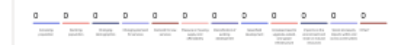
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What growth impacts is your municipality facing?



Which growth impacts are top of mind, and/or most significant for your community?

- 1st Increased population
- 2nd Changing demographics
- 3rd Increased housing affordability
- 4th Increased need to upgrade water and sewer infrastructure
- 5th Increased traffic congestion
- 6th Increased pressure on public services
- 7th Increased demand for affordable housing
- 8th Increased pressure on the environment
- 9th Increased pressure on the economy



The Role of Municipal Senior Leaders

You play a pivotal role in managing growth and integrating it into AM practices.

Elected Officials

Senior Administrators

Communication & Collaboration

- Inform and educate the community on the impacts of growth
- Request regular updates on the state and sustainability of assets, and progress towards long-term goals (e.g., backlog, reliability, funding)

- Communicate long-term infrastructure needs and trade-offs, with a long planning horizon
- Invest in building processes and a proactive culture that support the integration of growth
- Drive cooperation and integration across departments

Policy & Strategic Direction

- Address growth in the Strategic Asset Management Policy, defining expectations for sustainable growth and integrating across policies, plans and strategies
- Make informed policy decisions about who is paying for growth

- Propose policies and amendments that drive alignment between policies, strategies and plans
- Inform Council decisions with evidence where available

Financial

- Provide strategic direction on the financial strategy and funding mechanisms
- Request the lifecycle forecast of future, unassumed assets before agreeing to acquire them

- Communicate financial and other risks regularly
- Provide multi-year forecasts including future lifecycle needs of new assets, expanding the long-term planning horizon



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

Panel Discussion

Our Panelists



Suzanne Oliner

Commissioner of Finance and Corporate Services and Treasurer
District Municipality of Muskoka



Dan Wilson

Chief Administrative Officer
Township of Centre Wellington

Discussion

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What are your top 1-3 actions you can take within your role to better support the integration of growth and AM?

All responses to your question will be shown here

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Which growth impacts are top of mind, and/or most significant for your community?

- 1st Economic development
- 2nd Housing
- 3rd Transportation
- 4th Environment
- 5th Culture
- 6th Education
- 7th Health
- 8th Safety
- 9th Quality of life
- 10th Other

Questions?



Thanks!

Jennifer Court
Executive Director
jenncourt@amontario.ca

Dan Wilson
CAO, Township of Centre Wellington
dwilson@centrewellington.ca