

**TOWNSHIP OF ESSA  
CONSENT AGENDA  
WEDNESDAY, MAY 7, 2025**

**A – ITEMS RECEIVED AS INFORMATION**

- p. 1        1. Nottawasaga Futures Newsletter.
  
- p. 13       2. Correspondence from Saugeen Shores dated April 14, 2025, re: Opposition to Proposed Amendments to O.Reg. 530/22 to Expand Strong Mayor Powers.
  
- p. 15       3. Correspondence from AMO:
  - a) April 2025 – Policy Update - Expanding Strong Mayor Powers and Improving Ambulance Procurement.
  - p.17       b) April 2025 – Policy Update– AMO Responds to the Speech from the Throne and Launches Health Sector Survey.
  
- p. 20       4. Correspondence from the County of Simcoe:
  - a) April 8, 2025 – County Council Meeting Highlights.
  - p. 25       b) April 11, 2025 – Joint Release – States of Emergency Ended in Some Municipalities Across Simcoe County.
  - p. 27       c) April 14, 2025 – Release – Celebrating National Public Safety Telecommunicators Week.
  - p. 28       d) April 15, 2025 – Release – County of Simcoe and Towns of Innisfil Open Temporary Free Brush Drop-Off Site.
  - p. 30       e) April 16, 2025 – Joint Release – County and Youth Haven Team Up to Support at-risk Youth.
  - p. 32       f) April 22, 2025 – County Council Meeting Highlights.
  - p. 37       g) April 22, 2025 – Release – County Councillors Move Closer to Changing Council Size with Approval of By-law.
  - p. 38       h) April 30, 2025 – Release – May is Health Care Professional Appreciation Month at the County of Simcoe.
  - p. 39       i) April 24, 2025 – Correspondence – Request to Consider Consent of County of Simcoe By-law 7119-25 to Change the Composition of County Council.
  
- p. 45       5. Essa Draft Financial and Growth Strategies, prepared by PSD Citywide Inc.

**B – ITEMS RECEIVED AND REFERRED TO SERVICE AREA FOR ACTION**

None.

**C – ITEMS RECEIVED AND REFERRED TO SERVICE AREA FOR REVIEW AND REPORT TO COUNCIL**

None.

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**Sarah Corbett**

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**Subject:**

Nottawasaga Futures Newsletter



**Nottawasaga Futures is a community  
economic development agency serving the  
South Simcoe Area.**

Nottawasaga Futures Business Loans

AI

**Working Capital Business Loans**

Easy and Fast Business Loans Available Now.

- ✓ Loans up to \$70,000
- ✓ Competitive Interest Rate
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**Apply Now**   **More Information** [www.nottawasaga.com](http://www.nottawasaga.com)   **Phone Number** 705-502-0311

Terms & Conditions Apply

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- ✓ Convenient online submissions

Take charge of your success today!

[Apply now](#)

## Call for Volunteers



### BOARD OF DIRECTORS VACANCY



Nottawasaga Futures is currently seeking to fill a Board Member position. Interested individuals residing in South Simcoe who are passionate about community service are encouraged to apply.

Preference will be given to applicants with board experience volunteering and/or working in a non-profit environment.

Please note, this is a volunteer position and requires a commitment of a maximum 4 hours/month.

To find out more information about our organization please go to our website [www.nottawasaga.com](http://www.nottawasaga.com)

Please forward your resume to Martin Kuzma at [martin@nottawasaga.com](mailto:martin@nottawasaga.com)



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2025 Annual General Meeting

**SAVE**  
*the*  
**DATE**

NOTTAWASAGA FUTURES  
ANNUAL GENERAL MEETING

TUESDAY MAY 13, 2025 7:00 P.M.

INNISFIL PUBLIC LIBRARY

967 INNISFIL BEACH RD. L9S 1V3

THE PUBLIC IS WELCOME TO ATTEND

2025 Awards Sponsorship



The South Simcoe Business Excellence Awards is an annual event that recognizes and celebrates the achievements and successes of businesses across South Simcoe. The awards recognize businesses in a variety of categories. The awards are open to any business located within South Simcoe, and nominations are typically accepted in the months leading up to the awards ceremony.

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The event is organized by Nottawasaga Futures, an organization that supports economic development in the region.

*We invite your company to sponsor one of our awards to show your support in recognizing and celebrating our South Simcoe Businesses.*

*In exchange for a \$500 sponsorship, we will offer the following opportunities:*

- Company logo engraved on the award
- Promotion on our social media channels
- Opportunity to present at the Awards Ceremony

Please contact [robin@nottawasaga.com](mailto:robin@nottawasaga.com) to discuss sponsorship opportunities.

South Simcoe Streams Network

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# 2025 Trees for Streams Bulletin



## Shout-Out for Volunteers—Recruiting for Spring Planting Events

Come join our South Simcoe Streams Network weekend planting events along a stream near you! To register follow the link below. Make sure you indicate which event(s) you are volunteering for. The package includes a waiver form and volunteer check-list.

Community Tree Planting Events
Sunday, April 27th: East Beeton Creek off Mill St. East in Tottenham from 1:00– 4:00PM
Saturday, May 3rd: Sheldon Creek southwest of Alliston in Adjala–Tosorontio from 1:00-4:00PM
Saturday, May 10th: Pine River at Bob Geddes Park in Essa—Angus from 9:00AM to noon
Sunday, May 11th: Hewitt's Cr. Trib off 14th Line in Innisfil from 1:00-4:00PM (Mother's Day Event)
Saturday, May 24th: Fraser Creek Tributary at Henderson Park in Bradford W. Gwillimbury from 9:00AM to noon

- Fun Outdoor Opportunity
- Connect With The Environment!
- Site Safety & Planting Activity Demo
- Students Earn Community Service Hours



Map of General Area of Community Plantings



**TO REGISTER GO TO:**  
<https://www.surveymonkey.com/r/ZPV6ZLN>  
 Or Scan the QR Code

**INQUIRIES:** [theresa@nottawasaga.com](mailto:theresa@nottawasaga.com)  
 Phone/Text 705 440-9129



Community Events are made possible through funding and support from the County of Simcoe, municipalities of New Tecumseth, Essa, Innisfil, Bradford West- Gwillimbury, and Adjala-Tosorontio; Nottawasaga Valley and Lake Simcoe Region Conservation Authorities, Scoutrees, Girl Guides, St. John's United Church, The Pestrin Group, Fairstone, F&P Mfg, landowners, and volunteers like you!

South Simcoe Streams Network is excited to announce our 2025 'Trees for Streams' events

Are you looking to get out this spring for a fun outdoor activity?

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Join us in planting native trees and shrubs along waterways across South Simcoe.

These events are a great opportunity to spend time with family and friends, meet new friends, have a positive impact on the environment, and students can earn community service hours too!

**Please pre-register at:** <https://www.surveymonkey.com/r/ZPV6ZLN>

**Hope to see you at one of our events!**

We kindly thank our sponsors for making these events possible:  
The County of Simcoe, municipalities of New Tecumseth, Essa, Innisfil, Bradford West–Gwillimbury, and Adjala-Tosorontio;  
Nottawasaga Valley and Lake Simcoe Region Conservation Authorities, St. John's United Church, The Pestrin Group, F&P Manufacturing, ScouTrees, Girl Guides, landowners, and volunteers like you!

NT Temps

## We believe there is a job for everyone in our community.

- ✔ Paid Interviews: We pay to meet you!
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- ✔ Close to Home: Work in Simcoe County!
- ✔ Free Registration: There is no fee to register!
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Call Today! (705) 502-0311  
Visit: [nttemps.com](http://nttemps.com)

At NT Temps, we believe there is a job for everyone in our community.

We are available from 8:30 am - 4:30 pm Monday to Friday

Contact us today at (705) 502-0311 or [colleen@nttemps.com](mailto:colleen@nttemps.com).

For more information on NT Temps click here [www.nttemps.com](http://www.nttemps.com).

Community News and Events

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**GROWTH  
MANAGEMENT STUDY**

A recommendation  
report that will be  
brought to Committee  
of the Whole this May

[newtecumseth.ca/OPR](http://newtecumseth.ca/OPR)

**New Tecumseth**  
Aliston · Beeton · Tottenham

## Town of New Tecumseth Growth Management Study

The Town's Growth Management Study statutory Open House was held on April 1st and, a statutory Public Meeting was held April 9<sup>th</sup>, 2025.

Look for a future recommendation report that will be brought to Committee of the Whole this May.

For more details, visit [newtecumseth.ca/OPR](http://newtecumseth.ca/OPR)

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The Friends of MSP Group presents

**FL** **YOUR NEW NEIGHBORS**

**Aliston**  
**CIRCLE**  
**THEATRE**  
Est. 1938

The Circle Theatre,  
Alliston  
May 29th, 2025  
7pm-9pm  
Doors open at  
6:30pm

**TICKETS \$30**

TICKETS CAN BE PURCHASED AT  
THE CIRCLE THEATRE DURING  
ANY SHOWTIME OR ONLINE @  
[WWW.CIRCLETHEATRE.CA](http://WWW.CIRCLETHEATRE.CA)

THIS SHOW IS A  
FUNDRAISER FOR  
MY SISTER'S  
PLACE

**YOUR NEW NEIGHBORS**

[www.yournewneighbors.net](http://www.yournewneighbors.net)

My Sister's Place Fundraiser

Your New Neighbors will perform at The Circle Theatre  
Thursday May 29<sup>th</sup> 7:00 - 9:00 pm

Tickets are \$30 each and can be purchased at the theatre during any  
showtime or through their website at [www.circletheatre.ca](http://www.circletheatre.ca)

## Financial Support and Resources

- [Nottawasaga Futures Community Investment Fund](#)
- [Steps to Consider Before Starting a Business](#)
- [Canada - Ontario Job Grant](#)
- [Ontario Business Registry](#)
- [Business Benefits Finder](#)
- [Canada Business App](#)
- [Delia: Funding for Women-owned Enterprises](#)
- [Ontario Automotive Modernization Program](#)
- [Southwestern Ontario Development Fund](#)
- [Business advisory services for small & medium-sized businesses](#)
- [Business Continuity Plan](#)
- [Youth Small Business Program](#)
- [Starting a Business in Canada](#)
- [Canada Tariff Information](#)

**Book a Free Consultation**

**Click here for information on our projects**

**Click here for NT Temps Job Listings**



**Town of Saugeen Shores**  
 600 Tomlinson Drive, P.O. Box 820  
 Port Elgin, ON N0H 2C0

April 14, 2025

Honourable Rob Flack  
 Ministry of Municipal Affairs and Housing  
 17th Floor, 777 Bay St.  
 Toronto, ON M7A 2J3  
[rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

Dear Minister,

**RE: Opposition to Proposed Amendments to O.Reg. 530/22 to Expand Strong Mayor Powers**

I am writing to express my opposition to the government's proposed expansion of Strong Mayor powers to include the Town of Saugeen Shores. As the Mayor of Saugeen Shores, I am concerned about the implications of this policy change on our local governance. Please consider this letter as the Town of Saugeen Shores submission on O.Reg. 530/22 which is available for comment until April 16<sup>th</sup>.

In my experience, the 'Council Manager' system of governance has always served our municipality well. Specifically, when it comes to advancing our shared priority of building more housing to serve our residents, Saugeen Shores Council has demonstrated flexible and determined leadership. Our Council has enabled housing by reducing red tape resulting in the construction of more than 600 multi-family residential units in the last two years alone. Given the strong and sustained commitment of our Council to these efforts, I do not see how the introduction of Strong Mayor powers will accelerate the construction of housing (or the pursuit of other priority areas) in any way. On the contrary, vesting these new powers in the Mayor threatens to disrupt long-established and effective processes, sidelining elected members of Council with effects that may be contrary to the interests of our residents.

Saugeen Shores has thrived for decades on the principle of shared leadership. We have an effective team of elected representatives working in partnership with a professional staff to achieve goals that are transparently set out in our Strategic Plan and annual Business Plans. This approach to governance is foundational to building trust between the municipality and the residents that it serves. I fear that the unilateral decision-making enabled by Strong Mayor powers would erode this trust and disrupt the collaborative environment that has long been at the heart of the democratic tradition of our Council and community.

I urge you to reconsider the expansion of Strong Mayor powers. If the government has a strong desire to advance these major changes to the governance of our municipality, I

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request that you engage in a thorough consultation process with our Council and the residents of our community before moving forward. It is crucial that any changes to local governance structures be made in close partnership with the communities they impact.

Thank you for your attention to this matter. I look forward to your response and hope that we can work together in the interest of ensuring strong local governance in Saugeen Shores.

Sincerely,

A handwritten signature in black ink, appearing to be 'L. Charbonneau', written in a cursive style.

Luke Charbonneau, Mayor  
Town of Saugeen Shores

cc. Doug Ford, Premier of Ontario  
Lisa Thompson, MPP, Minister of Rural Affairs  
Council, Town of Saugeen Shores  
All Ontario Municipalities

**Subject:**

AMO Policy Update - Expanding Strong Mayor Powers, Improving Ambulance Procurement



## AMO Policy Update – Expanding Strong Mayor Powers, Improving Ambulance Procurement

### Province Expanding Strong Mayor Powers

Yesterday, the province [announced the expansion of strong mayor powers](#) to another 169 municipalities as of May 1, 2025. The extension of the additional authority is intended to assist with delivering on provincial priorities, including building more homes, transit and infrastructure across Ontario.

Strong mayor powers were originally introduced in 2022 and then expanded in 2023. At the time, the AMO Board did not take a position on strong mayor powers but expressed openness to the idea. It did express concerns with some aspects of the legislation – particularly those affecting public administration – and recommended public consultation before continued expansion of the new powers to additional municipal councils. AMO also expressed concern with the provision eliminating the need for majority council support for certain decisions related to provincial priorities.

As the most trusted order of government, AMO knows municipalities can be counted on to exercise new powers accountably and in the best interests of the public and the communities they serve.

### Improving Ambulance Procurement in Ontario

AMO has been a vocal advocate that the cost and timelines to get ambulances on the road are putting Ontarians at a disadvantage. The

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province is taking action to address these concerns and has certified a Canadian manufacturer to produce ambulances for the Ontario market. Ontario's municipalities are proud to deliver paramedic services across the province. More competition in the market will help ensure communities can deliver high-quality emergency care on time and cost effectively for years to come.

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*This Policy Update is also on the [AMO Website](#).*

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\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

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155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

**[EXTERNAL]**

**Sarah Corbett**

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**Subject:**

FW: Correction: AMO Policy Update – response to the Speech from the Throne and launch of health sector survey



## **AMO Policy Update - AMO responds to the Speech from the Throne and launches health sector survey**

*Correction: This Policy Update now contains the correct list of points under the Bill 2 section.*

### **AMO Responds to the Speech from the Throne**

Yesterday, the Lieutenant Governor delivered the Speech from the Throne, opening the first session of the 44th Parliament of Ontario.

Key commitments relevant to the municipal sector include:

- Removing inter-provincial trade barriers to recognize inter-provincial labour force credentials and improve free trade within Canada.
- Advancing mega-projects like pipelines, railways, highways, airports, seaports while at the same time committing to “historic” investments in housing-enabling municipal infrastructure
- Investing in other transportation infrastructure including a tunnel under Highway 401, expanding subway and GO train service, and resuming the Northlander passenger train.
- Introducing new legislation to expedite approvals processes for the Ring of Fire and other areas likely to have multiple critical deposits while building new processing capacity in Northern Ontario.
- Further streamlining environmental assessments and evolving Conservation Authorities’ role.

- Investing in energy production, transmission and storage, including new nuclear capacity.
- Working with municipalities to lower Development Charge fees. Also standardizing and increasing transparency in Development Charge fees, study requirements, and Building Code permit approvals.
- Re-introducing encampment legislation and using whatever legal tools might be needed to end encampments.
- Connecting all Ontarians to primary care within the next four years and invest billions in hospital and long-term care expansion.

AMO will continue to closely review all proposed legislation and new government announcements for municipal impacts. In particular, AMO will continue work with the provincial government on key municipal interests, including:

- New investments in municipal infrastructure and social housing as the best ways to stimulate the economy and save Ontario jobs.
- Predictable and sustainable long-term funding sources for municipal infrastructure, including development charges.
- Determining how requirements to use Ontario and Canadian construction materials will impact municipal infrastructure projects.

## AMO Launches Municipal Health Survey

Building on the successful release of our homelessness report earlier this year, AMO is continuing to expand our focus on evidence-based advocacy with the launch of a survey to understand the challenges municipalities face around access to health.

We know many municipalities are filling gaps in the health care system with significant investments from the property tax base. To better understand this evolving challenge, AMO is conducting a survey of Ontario municipalities about the specific contributions you are making to health services in your communities.

Heads of Council and municipal treasurers have received an email with more information shortly. The success of the project is dependent upon the gaining insights from all municipalities in Ontario. For more information about the project, please contact Daniela Spagnuolo, Policy Advisor at [dspagnuolo@amo.on.ca](mailto:dspagnuolo@amo.on.ca).

## Intake Launch for \$175M Health and Safety Water Program

The province is launching [Health and Safety Water Stream](#) applications on April 17. This infrastructure program aims to address aging water infrastructure and protect communities from extreme weather events. AMO and MOI will be hosting webinar for the municipal sector to support strong applications in the coming weeks. This is one of the few provincial infrastructure programs that focuses on asset renewal.

## Ontario Introduces Procurement Restriction Policy

The province has released a [Procurement Restriction Policy](#) which applies to provincial ministries, agencies, Ontario Power Generation, the IESO, and broader public sector organizations subject to the BPS Procurement Directive. This policy requires affected organizations to exclude US businesses from procurements unless the procurement cannot be delayed, and a US business is the only viable source for the good/service. Notably, subsidiaries of US businesses are captured by this policy if they have fewer than 250 full-time employees in Canada.

While this policy does not apply to municipalities, it is responsive to AMO's call for the province to provide clarity on the intent and scope of the province's approach to banning US suppliers from government procurement.

## Ontario Introduces Bill 2 – *Protect Ontario Through Free Trade Within Canada Act*

On April 16, Premier Ford was joined by Nova Scotia Premier Tim Houston and New Brunswick Premier Susan Holt [to announce the introduction of a bill](#) intended to reduce inter-provincial trade barriers, and make it easier for skilled workers from other provinces to work in Ontario. The proposed legislation would:

- Remove Ontario's exceptions under the Canada Free Trade Agreement (CFTA)
- Enable mutual recognition of goods and services regulated by other provinces and territories as acceptable for sale and use within Ontario
- Remove labour mobility barriers to allow skilled workers – including health care workers - certified in other provinces and territories to begin work in Ontario “as of right” while completing a streamlined registration process

The province will also begin consultations to allow American health professionals such as doctors and nurses to work in Ontario under the same “as of right” rules. As part of the announcement, Minister Fedeli announced a new \$50 million [Ontario Together Trade Fund](#) to help Ontario's businesses re-shore critical supply chains, and develop new markets.

AMO will continue to work closely with the province to ensure that Ontario's residents, communities, and industry leave this time of uncertainty even stronger and more economically resilient.

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*This Policy Update is also available on the [AMO Website](#).*

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Sarah Corbett

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**Subject:**

FW: County Council Highlights - Meeting Held April 8, 2025



Council Highlights are intended to provide a summary of Council proceedings only. The information contained within the Highlights is based on approved material from within the associated agenda packages, linked at the bottom. These reports were part of the agendas from the **Special Abbreviated Council Meeting** on April 8 and **Committee of the Whole** meeting on March 25, 2025. Please note, the council composition item was not discussed and will be postponed to a later date. For more information on any item covered in the Highlights, each article is hyperlinked to the appropriate report, which can be accessed by clicking on the title. Images are also linked to relevant resources.

- Service Simcoe

**\*Unfortunately a video recording of the April 8, 2025 meeting is unavailable on YouTube due to A/V issues experienced during the meeting. The minutes of the meeting noting decisions made will be available at the link at the bottom of this email when available. If you have any questions or concerns, please contact [clerks@simcoe.ca](mailto:clerks@simcoe.ca)**

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## Council approves further support to enhance brush collection

County Council approved further support to enhance brush collection across communities impacted by the March 27<sup>th</sup> ice storm, as well as other measures to assist residents and communities in need.

Measures approved include waiving brush drop-off fees at all County waste sites until the end of May (extended from April 28) and enhancing curbside brush collection measures. The County is actively procuring additional support with its municipalities to bring in resources and equipment to collect and process larger brush debris.

To view the full report, please click [here](#).

All resident information is available [here](#).



## **County awards 2025 Tourism, Culture and Sport Enhancement Funding to 63 recipients**

The County has approved 63 successful applications totalling \$400,864.34 through the 2025 Tourism, Culture and Sport Enhancement Fund. The program aims to support and enhance tourism, culture and sport initiatives throughout the County.

In 2025, the County received 80 applications requesting more than \$660,000 in financial support for the \$400,000 fund. Of the 80 applications, 63 were successful and received funding.

To view the press release, please click [here](#).



## **Living Classroom partnership with Simcoe Muskoka Catholic District School Board**

Council approved the Living Classroom partnership between Trillium Manor and the Simcoe Muskoka Catholic District School Board (SMCDSB) which will offer Personal Support Worker (PSW) students practical skills and theoretical knowledge within a long-term care (LTC) environment.

SMCDSB provides an instructor and necessary materials for the PSW cohort at Trillium Manor, where students can complete their full-time clinical placement with the goal of recruitment after successful program completion. This initiative aims to facilitate positive student experiences in LTC and create future recruitment opportunities.

To read the full report, please click [here](#).



# SIMCOE **STRONG** VOLUNTEER

## **Simcoe Strong Volunteer Update**

In Long-Term Care and Seniors Services (LTCSS), 206 volunteers contributed over 9,646 hours in 2024, a 40% increase from the previous year. The County of Simcoe Museum also benefited from 1,055 volunteer hours from 50 volunteers.

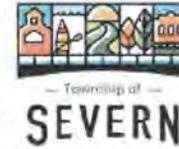
The Simcoe Strong Volunteer Program aims to provide meaningful experiences for volunteers and residents across LTCSS sites and the Museum. Volunteers support residents through various activities, including bus outings, socials, meal assistance, and palliative care visits. The Museum volunteers assist with outdoor activities, special events, and educational program preparations. The County will host appreciation events throughout April to recognize volunteers' contributions and celebrate their commitment to enhancing residents' lives.

To view the full report, please click [here](#).

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Council Agenda - April 8, 2025

Committee of the Whole Agenda - March 25, 2025



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## Joint Release

County of Simcoe, Office of the Warden and CAO  
1110 Highway 26, Midhurst, Ontario L9X 1N6  
simcoe.ca

FOR IMMEDIATE RELEASE

### States of Emergency ended in some municipalities across Simcoe County

Service impacts and clean up continue during recovery phase

**Midhurst/April 11, 2025** – As of April 11, 2025, the County of Simcoe and several municipalities across the region have officially ended their previously declared States of Emergencies. Earlier this week, the City of Orillia terminated its State of Emergency (SOE) on April 9, followed by Ramara Township on April 10, and the County of Simcoe and Severn Township on April 11. The Township of Oro-Medonte remains in a State of Emergency as it works to clear ice storm debris from critical infrastructure.

These States of Emergency were terminated following electrical service providers' confirmation to County officials that over 99 per cent of the homes / businesses have had a resumption of services (power restored), confirmations of adequate and safe water supply, and the reopening of critical transportation routes following previous closures that were due to ice storm-related debris. Some communities continue to monitor potential flooding risks; however, major water way levels appear to be returning to stable numbers.

As many are aware, these emergencies were declared as a result of the impacts of the recent ice storm affecting our region. Declaring an emergency assisted municipalities in accessing additional resources to support residents and communities with the goal of assisting hydro in clearing critical transportation routes. Emergency Operations Centres were also activated to support enhanced flow of information with partners.

#### Quotes

"Despite terminating our States of Emergency, we would like to collectively emphasize that our work does not stop here and we continue to offer our assistance to affected communities, including Oro-Medonte as they work to clear their own State of Emergency. We are staying laser-focused on our communities' safety, security, and wellbeing. Our work will carry on for many months to repair the widespread damage caused by this once-in-a-lifetime storm. We are now in a place that we can move forward with the recovery efforts, largely thanks to our partners across the community and across the province. We cannot thank these partners enough who came from regions, municipalities and cities across Ontario who did not hesitate to offer us the support we needed in the initial hours and days following this storm. The County and our communities will never forget their care and compassion."

~ Basil Clarke, County of Simcoe Warden and Mayor of Ramara Township

"As Orillia and other surrounding communities end our states of emergency, our focus now turns fully to recovery and continued support for our residents. The strength of our community was matched only by the strength of our partnerships. From emergency shelter operations to coordinated regional support, the incredible collaboration between municipalities, the County of Simcoe, and countless community partners made a meaningful difference during a very difficult time. I am deeply proud of the dedication shown by

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municipal staff, emergency personnel, volunteers, and the people in our communities. The way we came together during this historic ice storm was extraordinary, and we will continue to support one another as we recover."

~ Don McIsaac, Mayor of Orillia

"The end of the State of Emergency does not mean our work is done. The Township of Severn will continue in the next weeks and months the clean-up efforts caused from the damage of the ice storm. With the support of Council, staff have developed plans to continue the removal of debris from roadways, ditches, rivers, trails and parks. I want to thank the residents for their understanding as we work towards full recovery. I am grateful to all the residents, staff and volunteers that showed their resilience during this ice storm. In the last week, so many wonderful stories have been shared with me of neighbour helping neighbour. These acts of kindness just prove that Severn is the best place to call home."

~ Mike Burkett, Mayor of Severn Township

For updates on this emergency follow these channels: County of Simcoe website at [simcoe.ca](http://simcoe.ca), [@simcoecounty](https://twitter.com/simcoecounty) on Twitter, [@CountyofSimcoe](https://www.facebook.com/CountyofSimcoe) on Facebook, in addition to local radio stations and media websites. Residents can also find information on social, health and government services at 211.

Regional supports and updates continue to be posted on [www.simcoe.ca/icestorm](http://www.simcoe.ca/icestorm) and on municipal webpages.

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Andrea Walasek  
Public Relations Consultant  
County of Simcoe, Service Simcoe Department  
249-535-3511 (mobile)  
[Andrea.Walasek@simcoe.ca](mailto:Andrea.Walasek@simcoe.ca)

Collin Matanowitsch  
Manager, Public Relations  
County of Simcoe, Service Simcoe Department  
705-734-8386 (mobile)  
[Collin.Matanowitsch@simcoe.ca](mailto:Collin.Matanowitsch@simcoe.ca)



## Release

County of Simcoe, Office of the Warden and CAO  
1110 Highway 26, Midhurst, Ontario L9X 1N6  
simcoe.ca

FOR IMMEDIATE RELEASE

### Celebrating National Public Safety Telecommunicators Week

**Midhurst/April 14, 2025** – From April 13 to 19, communities across Canada are commemorating National Public Safety Telecommunicators Week, recognizing the critical role of 9-1-1 dispatchers and public safety communicators in ensuring the safety of the public and first responders.

"Public safety telecommunicators are the calm, steady voices guiding people through emergencies, providing life-saving instructions, and ensuring that first responders have the critical information they need to act swiftly and effectively", said Warden Basil Clarke. "Every day, these highly trained professionals face the unimaginable. Their work is not just a job; it is a calling that demands resilience, compassion, and a commitment to the safety of our community. This week is our chance to say thank you for all they do in service to the community."

Simcoe County receives emergency services support from multiple dispatch centres, including the OPP, Orillia Fire Department, Barrie Fire and Emergency Service, Barrie Police Service, South Simcoe Police Service, and the Georgian Central Ambulance Communications Centre (Georgian CACC), which coordinates critical medical responses for 2.2 million residents, including paramedic services from the County of Simcoe, York Region, Rama First Nation, and Beausoleil First Nation.

This week we encourage all residents to take a moment to acknowledge and appreciate the voices behind the calls – the professionals who remain vigilant 24/7 to keep our communities safe.

County of Simcoe is composed of 16 member municipalities and provides crucial public services to County residents, in addition to providing paramedic and social services to the separated cities of Barrie and Orillia. Visit our website at [simcoe.ca](http://simcoe.ca).

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Collin Matanowitsch  
Manager, Public Relations  
County of Simcoe, Service Simcoe Department  
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## Local Joint Release

County of Simcoe, Office of the Warden and CAO  
1110 Highway 26, Midhurst, Ontario L9X 1N6  
simcoe.ca

FOR IMMEDIATE RELEASE

### County of Simcoe and Town of Innisfil Open Temporary FREE Brush Drop-Off Site

**Midhurst/April 15, 2025** – As ice storm clean-up measures continue, the County of Simcoe and Town of Innisfil have partnered to open a new temporary free brush drop-off site to serve residents living in Innisfil, and nearby communities within the County of Simcoe.

The temporary site will **only** accept brush and tree related debris free of charge. No other waste or debris materials can be accepted at this location (please utilize other [County waste drop-off locations](#)). County of Simcoe residents and contractors will NOT be charged for brush until the end of May.

All users of the site should be prepared to confirm a County of Simcoe address. Contractors may be asked to confirm that their brush material is from a County of Simcoe address. Residents and contractors within the City of Barrie, City of Orillia or communities located outside the County of Simcoe should use their own municipal sites.

This new temporary site is located at **675 Big Bay Point Road**, which is a property owned and managed by the Town of Innisfil.

Starting Wednesday, April 16, the site will be open Monday to Saturday (closed Sunday) from 8:30 a.m. to 4:30 p.m. for a minimum of two weeks. The Town of Innisfil is working to update near neighbours to the site due to the expected temporary increase in traffic volume. We thank the community for their understanding during this time of need.

In addition to this new site, the County has extended operating days and schedules at the majority of its waste-drop off locations and opened the additional following temporary brush drop off sites to assist residents with clean-up:

- **Coldwater** (1675 Anderson Line)
- **Midhurst** (1904 Gill Road)
- **New Innisfil** (675 Big Bay Point Road)

As hours of operation may change, residents are asked to visit [simcoe.ca](http://simcoe.ca) or download the Simcoe County Collects App and monitor schedules.

#### Curbside Brush Collection

A reminder that curbside brush collection continues with our regular Leaf and Yard vehicles as well as increased chipping crews that can handle larger brush debris. Please be patient as this will impact regular spring leaf and yard waste collection.

A4d

**Quotes**

"After dealing with the initial response to the ice storm, we continue to support recovery efforts including the long-term cleanup of brush and debris," says Warden Basil Clarke, County of Simcoe. "We know that other communities in Simcoe County were hit hard by the storm, and we're extending our support to help more residents and communities as best we can. Curbside collection of brush will take time, so we urge residents who can access a truck or trailer to utilize the free brush drop off-sites as much as you can. Thank you to our partners at the Town of Innisfil for supporting this temporary solution."

"We know the clean up from the ice storm has been challenging for those impacted, and Town of Innisfil staff continue with their efforts," says Mayor Lynn Dollin, Town of Innisfil. "We are pleased to offer a way for residents to dispose of brush in partnership with the County of Simcoe to assist with storm debris you may have on your property."

For up-to-date information on storm-related impacts and services affecting the County of Simcoe, please visit [simcoe.ca/IceStorm](http://simcoe.ca/IceStorm) or download the [Simcoe County Collects App](#) for waste and brush disposal information.

**About the County of Simcoe**

County of Simcoe is composed of sixteen member municipalities and provides crucial public services to County residents in addition to providing paramedic and social services to the separated cities of Barrie and Orillia. Visit our website at [simcoe.ca](http://simcoe.ca).

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**For resident inquiries:**

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Service Simcoe Contact Centre  
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**For media inquiries:**

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*Town of Innisfil:*  
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## Joint Release

County of Simcoe, Office of the Warden and CAO  
1110 Highway 26, Midhurst, Ontario L9X 1N6  
simcoe.ca

### FOR IMMEDIATE RELEASE

## County and Youth Haven team up to support at-risk youth

**Midhurst/April 16, 2025** – The County of Simcoe is supporting its community partner to provide temporary housing for at-risk youth in the region as construction continues on Youth Haven's permanent facility.

Due to unexpected construction delays the County of Simcoe is assisting Youth Haven to ease the immense financial burden of temporarily housing its residents in a hotel during this transition time. Due to the operational needs of the organization, the County is offering its space in one of the modulares on Blake Street as a temporary home for Youth Haven during this anticipated delay, which will assist with reduced costs while affording a space that is more conducive to their needs. With this new temporary space, residents are able to live in a facility that includes residential and communal space, programming areas, and food preparation areas.

"The County recognizes the great work that is done by Youth Haven and others in our community to support at-risk youth. Because of the importance of Youth Haven and others in our communities, we assist many not-for-profit partners across the region through funding, programming and other supports," said Warden Basil Clarke. "We are fortunate to have the modular buildings available to support urgent needs such as this. Supporting our youth is vital and I'm also pleased that we will be reducing overall costs to taxpayers through this temporary solution."

The builders contracted for the new Youth Haven facility have indicated that they anticipate building completion by early summer 2025. With this timeline, it is anticipated that Youth Haven's residents will be moving into their new permanent home relatively early in the summer of 2025.

The County of Simcoe, in consultation with the City of Barrie's planning department, have authorized up to 24 beds for Youth Haven's temporary relocation to one of the County's modular buildings on its Blake Street site as of April 1, 2025. Youth Haven intends to have 19 of these beds occupied, allowing for 5 additional beds on an emergency "as needed" basis. While many of these youth are enrolled in school or are employed, the program will operate with 24/7 on-site staff and security.

While this urgent need from Youth Haven is being addressed, the County has chosen to pause its previously planned and communicated Supportive Rapid Rehousing Program for seniors at this time.

### **About Youth Haven**

Youth Haven offers support to youth between the ages of 16-24 who are experiencing homelessness or are at risk of becoming homeless, providing them with the care, guidance, programs, and life skills necessary to promote their well-being and security.

Our team is made up of qualified and dedicated professionals committed to helping youth in Simcoe County develop the life skills needed to live independently, empowering them to become healthy, productive individuals.

Youth Haven is led by a Board of Directors and includes an Executive Director, Director of Services, Director of Fund Development, Manager of Transitional Housing, Life Skills Coordinator & Case Managers, along with outreach and in-shelter Youth Workers. Our staff is available 24/7/365, ensuring that qualified support is always on-site.

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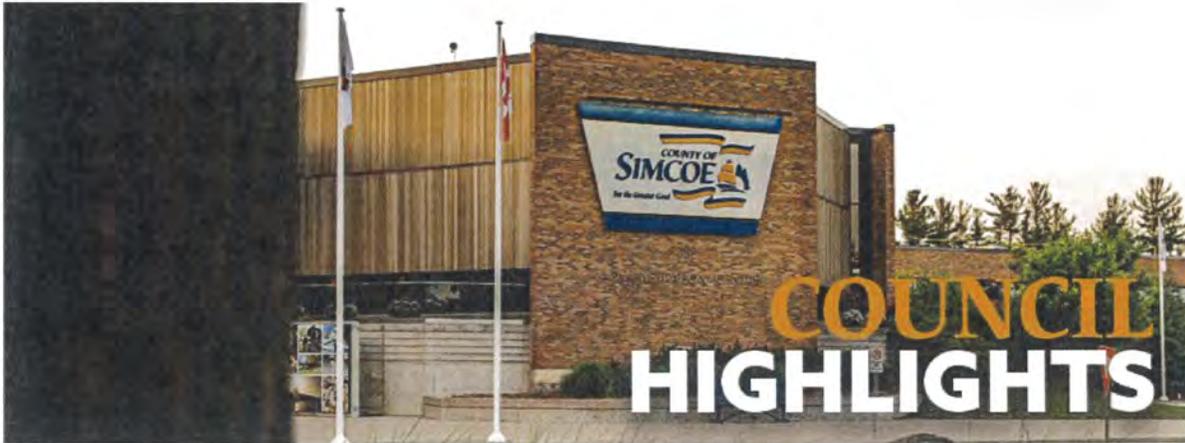
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Sarah Corbett

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**Subject:**

County Council Highlights - Meeting Held April 22, 2025



Council Highlights are intended to provide a summary of Council proceedings only. The information contained within the Highlights is based on approved material from within the associated agenda packages, linked at the bottom. These reports were part of the agendas from the **Council Meeting** on April 22 and **Committee of the Whole** meeting on April 8, 2025. Please note, the council composition item was not discussed and will be postponed to a later date. For more information on any item covered in the Highlights, each article is hyperlinked to the appropriate report, which can be accessed by clicking on the title. Images are also linked to relevant resources.

- Service Simcoe

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## **By-law enacted to initiate changes to size and composition of County Council**

County Councillors enacted a by-law to initiate changes to the size and composition of County Council, which would reduce it from 32 members to 17 members. This marks one more step in a comprehensive process, which included a public meeting on March 11, 2025 where feedback from the public was received.

The enactment of this by-law marks the first step in the 'triple majority' process. This process requires a majority of votes on County Council (which has now been achieved), a majority of lower-tier councils passing resolutions consenting to the by-law (which will commence in the coming weeks), and the consenting lower-tier councils representing a majority of all electors in the upper-tier municipality.

The by-law will now be circulated to the 16 lower-tier councils for further consideration, with responses requested by June 30, 2025. If approved, these decisions would take effect for the 2026-2030 term. The current structure will continue for the remainder of the current term of County Council.

To view our news release, please click [here](#).



## **Birch Street affordable housing redevelopment project**

The Birch Street Affordable Housing Redevelopment Project aims to transfer lands to the Simcoe County Housing Corporation for the construction of a 30-unit, three-storey modular building designed for individuals, seniors, and families. The project, located at 29 and 45 Birch Street in Collingwood, is budgeted at \$18.1 million, with \$750,000 from the Canada-Ontario Housing Initiative Capital funding.

Council approved the project budget, that staff proceed with the appropriate planning approvals, design, contract award, site preparation, and construction of the project, and that staff investigate and apply for additional funding opportunities that can be applied to this project.

To view the full report, please click [here](#).



## LINX Transit bus order impacts

Due to a significant impact on the proposed 2025 rollout of Route 7 that was revealed in November 2024, Council approved the procurement of additional transit fleet through the Metrolinx Transit Procurement Initiative program.

In 2023, the County of Simcoe ordered four buses from Vicinity Motor Corporation. The order was cancelled when the company entered receivership, delaying Route 7 (Barrie, Innisfil, Bradford) until the new buses arrived. After looking at other options, the staff decided that the Metrolinx Transit Procurement Initiative program was the best way to get the buses needed for Route 7.

To view the full report, please click [here](#).



## 2024 Annual Accessibility Status Report

The County of Simcoe 2024-2028 Multi-Year Accessibility Plan requires the posting of an annual report that outlines a variety of accessibility accomplishments and progress made by the County during the year.

This is the first annual report under the new Multi-Year Accessibility Plan, and shouldn't be viewed as a comprehensive list of the County's accomplishments but instead as a general overview of major accomplishments and progress made towards compliance with the standards.

To view the annual report, please click [here](#).

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Council Agenda - April 22, 2025

Committee of the Whole Agenda - April 8, 2025



A49

Release

County of Simcoe, Office of the Warden and CAO  
1110 Highway 26, Midhurst, Ontario L9X 1N6  
simcoe.ca

FOR IMMEDIATE RELEASE

## County Councillors move closer to changing Council size with approval of by-law

**Midhurst/April 22, 2025** – Following extensive discussions over the course of 2025, County Councillors today enacted a by-law to initiate changes to the size and composition of County Council, which would reduce it from 32 members to 17 members, inclusive of the mayors from each member municipality and appointment of a full-time Warden position. It is one more step in a comprehensive process, which included a public meeting on March 11, 2025 where feedback from the public was received. The matter will now be considered by the member municipalities as part of the triple majority approval process.

### Weighted Vote Discussion

A focus of the discussion was the weighted vote component which allocates a total number of votes to each municipality based on the number of electorates in that municipality. This essentially means that larger municipalities have more votes. Currently this is apportioned between two municipal representatives (the Mayor and Deputy Mayor who both sit as County Councillors) but the proposal to reduce Council would reallocate the same weight to one municipal representative. Councillors requested that the Governance Committee make recommendations about the circumstances in which a weighted vote could be used going forward. Once the Governance Committee has had the opportunity to consider these circumstances, recommendations will be brought back to County Council for consideration.

### Triple Majority Process

With respect to the composition of Council, it is important to note that the changes are not yet finalized. The enactment of this by-law marks the first step in the 'triple majority' process. This process requires a majority of votes on County Council (which has now been achieved), a majority of lower-tier councils passing resolutions consenting to the by-law, and the consenting lower-tier councils representing a majority of all electors in the upper-tier municipality.

The by-law will now be circulated to the 16 lower-tier councils for further consideration, with responses requested by June 30, 2025.

If approved, these decisions would take effect for the 2026-2030 term. The current structure will continue for the remainder of the current term of County Council.

### About the County of Simcoe

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# Release

County of Simcoe, Office of the Warden and CAO  
1110 Highway 26, Midhurst, Ontario L9X 1N6  
simcoe.ca

**FOR IMMEDIATE RELEASE**

## **May is Health Care Professional Appreciation Month at the County of Simcoe**

**Midhurst/ April 30, 2025** – Throughout the month of May, the County of Simcoe is recognizing the tremendous efforts of our health care professionals who continue to provide exceptional care to residents and visitors across our region.

This includes the highly skilled team behind the County of Simcoe Paramedic Services, emergency management, and those who provide diverse care within our long-term care homes, seniors' services facilities and adult day programs.

Recognition will include First Responders Day, National Physician's Day, Emergency Preparedness Week, World Facilities Management Day, Nurses' Week, Paramedic Services Week and National Personal Support Worker Day, to name a few.

**Quotes:**

"Our Health and Emergency Services team members have demonstrated remarkable resilience and dedication during trying times, with the devastating ice storm that severely impacted our region as a recent example. From responding to emergency medical calls, to providing compassionate, around-the-clock care for our most vulnerable residents, we are grateful that each of these outstanding individuals has chosen to bring their talents to Simcoe County." ~ Warden Basil Clarke

"It is truly a privilege to work alongside this team of highly trained health-care providers. From our paramedics to our dietary team members, these individuals show tremendous kindness, skill, and dedication to our communities. I can't thank them enough for all they do to keep our communities safe." ~ Jane Sinclair

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- 30 -

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 simcoe.ca



A4:

April 24, 2025

Sent VIA EMAIL: [scorbett@essatownship.on.ca](mailto:scorbett@essatownship.on.ca)

Sarah Corbett, Acting Manager of Legislative Services/Municipal Clerk  
 Township of Essa  
 5786 Simcoe County Road 21  
 Utopia, ON L0M 1T0

**RE: Request to Consider Consent of County of Simcoe By-law 7119-25 to Change the Composition of County Council**

Ms. Corbett,

Please be advised at its meeting held April 22, 2025, Council of the County of Simcoe enacted By-law 7119-25, being a By-law to change the composition of the Council of the Corporation of the County of Simcoe, pursuant to Section 218 of the *Municipal Act, 2001*. A copy of the By-law is attached to this correspondence.

Currently, County Council is comprised of 32 Members including the Mayors and Deputy Mayors of each of the County's lower-tier municipalities. The By-law will reduce the size of County Council to a 17-member Council that would include only the Mayors of the 16 lower-tier municipalities and a Head of Council. The Head of Council is currently appointed from among Members of Council and therefore serves both on County Council and a lower-tier Council. The By-law will establish a Head of Council that serves exclusively on County Council for a four-year term. The position will be appointed by County Council from among eligible electors who put their name forward. The By-law also includes required updates to the existing weighted vote system, which allocates the existing number of votes for each municipality to the one representative.

The passing of the By-law by County Council on April 22, 2025, fulfills the first step in the "triple majority" process outlined in Section 219 of the *Municipal Act, 2001*, which is that a majority of votes on County Council be cast in favour. A By-law to change the composition of an upper-tier Council is not valid until it achieves "triple majority" which is prescribed as:

1. a majority of votes on County Council in favour; and
2. a majority of lower-tier Councils passing resolutions consenting to the By-law; and
3. the lower-tier Councils consenting to the By-law represent a majority of all electors in the upper-tier municipality.

To fulfill the remaining steps, the Council of each lower-tier member municipality is requested to consider passing a resolution to consent to County By-law 7119-25. **A response from the Council of the Township of Essa is requested by June 30, 2025.** Wording for Councils wishing to consent is included below.

A4i

**Motion Wording to Consent:**

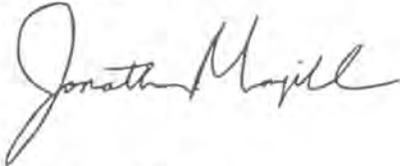
That the Council of the Township of Essa consents to County of Simcoe By-law 7119-25, being a By-law to Change the Composition of Council of the Corporation of the County of Simcoe; and

That a copy of this resolution be sent to the County Clerk.

Members of the lower-tier Council are encouraged to review additional background information, reports, and a frequently asked questions (FAQ) document on this subject located at [www.simcoe.ca/notices](http://www.simcoe.ca/notices).

As the County's portion of the process has completed, the decision regarding consent rests solely with each lower-tier Council independent of the County. The Mayors and Deputy Mayors of each lower-tier Council were privy to the deliberations at County Council and may be able to provide additional context to your deliberations. Should you or members of your Council have any questions regarding this correspondence, procedure, or the attached By-law, please contact the County of Simcoe Clerk's Department at ext. 1246 or via email at [clerks@simcoe.ca](mailto:clerks@simcoe.ca).

Sincerely,



Jonathan Magill  
County Clerk, Director of Statutory Services and Archives  
County of Simcoe

Encl. By-law 7119-25

## BY-LAW NO. 7119-25

OF

## THE CORPORATION OF THE COUNTY OF SIMCOE

A By-law to Change the Composition of Council of the Corporation of the County of Simcoe.

Whereas section 218(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 (the "*Municipal Act, 2001*") outlines the parameters regarding the composition of an upper-tier Council including that the Head of Council shall be elected by general vote or appointed by the members of Council; and

Whereas section 218(2)(a) of the *Municipal Act, 2001* authorizes an upper-tier Council to change the number of members of its Council that represent one or more of its lower-tier municipalities; and

Whereas section 218(3) of the *Municipal Act, 2001* authorizes a municipality to change the number of votes given to any member of Council but each member must have one vote; and

Whereas section 218(4) of the *Municipal Act, 2001* authorizes an upper-tier municipality to change the term of office of an appointed Head of Council so long as the term does not extend beyond the term of Council; and

Whereas Council passed a resolution at its January 14, 2025 meeting directing staff to bring forward a By-law to reduce the size of Council of the Corporation of the County of Simcoe to sixteen members in addition to a dedicated Warden comprising a seventeen member Council; and

Whereas section 219(1) of the *Municipal Act, 2001* requires that a municipality shall give notice of its intention to pass a by-law changing the composition of Council and shall hold at least one public meeting to consider the matter; and

Whereas section 219(2) of the *Municipal Act, 2001* establishes the validity requirements of any changes to Council composition; and

Whereas notice of Council's intention to pass a by-law to change the composition of County Council was provided on February 6, 2025 and a public meeting was held on March 11, 2025 in accordance with section 219(1) of the *Municipal Act, 2001*; and

Whereas Council deems it expedient to enact a By-law to change the composition of Council and to provide for the number of votes given to members of County Council;

Now therefore the Council of the Corporation of the County of Simcoe enacts as follows:

## 1.0 Definitions

**“Eligible Elector”** means an individual meeting the qualifications to be an elector at an election held in a member municipality in the County of Simcoe under section 17(2) of the *Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.*

**“Member Municipality”** means a municipality that forms part of the County of Simcoe for municipal purposes and is not separated therefrom.

**“Municipal Elector”** means a person whose name appears on the voters’ list, as amended up until the close of voting on voting day, for the most recent regular municipal election.

**“Procedure By-law”** means By-law No. 6703, as amended – A By-law to Govern the Calling, Place and Proceedings of the Meetings of Council and Committees, or any successor by-law.

**“Warden”** means the Head of Council of the County of Simcoe.

## 2.0 Composition of County Council

2.1 That County Council be composed of the Mayors of each member municipality.

2.2 That the Warden shall be an additional member of County Council appointed by members of County Council in accordance with the Procedure By-law.

## 3.0 Warden (Head of Council)

3.1 That the Warden shall be an eligible elector of a member municipality of the County of Simcoe.

3.2 That, if the Warden is appointed from among the existing members of the Council of the Corporation of the County of Simcoe, the member is no longer entitled to hold office on the council of a member municipality.

3.3 That, if the individual appointed Warden be an active employee of the County of Simcoe or any member municipality or local board, upon accepting the position of Warden they shall be deemed to have resigned from their employment immediately before making the declaration of office for the position of Warden.

## 4.0 Warden Term of Office

4.1 That the term of office for the Warden shall be concurrent with the term of Council and continue until the new Council is organized following the next regular election.

**5.0 Weighted Vote**

- 5.1 Voting will continue to be carried out in accordance with the Procedure By-law.
- 5.2 Where the Procedure By-law permits weighted voting, votes shall be allocated as follows:
  - a) That each representative of a member municipality shall be entitled to a minimum of three (3) votes.
  - b) Where a member municipality has more than 5,000 municipal electors, the representative of the member municipality shall be entitled to one (1) additional vote for every 2,000 municipal electors over 5,000.
  - c) That the weighted vote for the Warden shall be equal to the member with the lowest number of weighted votes.
- 5.3 The Clerk of each local municipality shall, before the 1st day of December in the year of a regular municipal election, certify in writing to the Clerk of the County of Simcoe the total number of municipal electors for the member municipality.

**6.0 Repeal**

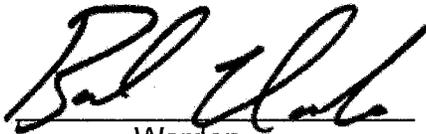
- 6.1 That By-law No. 4789 – A By-law to Provide for the Number of Votes Given to County Council Members be repealed in its entirety.

**7.0 Coming into Force**

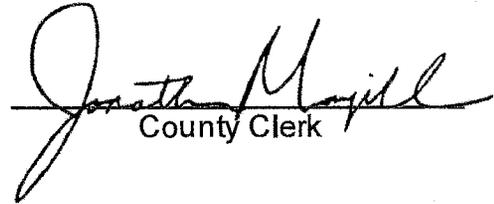
- 7.1 This By-law shall be valid when each of the following conditions have been met:
  - a) a majority of all votes on County Council are cast in favour of this By-law;
  - b) a majority of the councils of all lower-tier municipalities forming part of the County of Simcoe have passed resolutions consenting to this By-law; and
  - c) the total number of electors in the lower-tier municipalities that have passed resolutions consenting to this By-law form a majority of all the electors in the County of Simcoe.
- 7.2 This By-law shall begin to apply the day the new Council is organized following the first regular election following the passing of this By-law.

- 7.3 Notwithstanding section 7.2 of this By-law, the regular election held immediately prior to the coming into force of this By-law shall be conducted as if this By-law were already in force.
- 7.4 If the conditions necessary to consider this By-law valid in accordance with section 7.1 are not met by January 1, 2026, this By-law shall be repealed in its entirety on that date.

By-law enacted this 22nd day of April, 2025.

  
Warden



  
County Clerk

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***Essa Draft Financial  
and Growth Strategies***

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# 1. Financial Strategy

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## 1.1. Financial Strategy Overview

Each year, the Township of Essa makes important investments in its infrastructure's maintenance, renewal, rehabilitation, and replacement to ensure assets remain in a state of good repair. However, spending needs typically exceed fiscal capacity. In fact, most municipalities continue to struggle with annual infrastructure deficits. Achieving full-funding for infrastructure programs will take many years and should be phased-in gradually to reduce burden on the community.

This plan identifies the financial requirements necessary to meet the identified proposed levels of service. These requirements are based on the financial requirements for existing assets as of December 31, 2024. However, the required funding is based on meeting the proposed levels of service, with consideration for any additional financial impacts from economic and population growth. The financial plan considers and accounts for traditional and non-traditional sources of municipal funding.

This financial strategy is designed around two key elements: the average annual capital requirement, and the average annual capital funding currently available. The annual requirement is calculated based on the replacement cost and service life of each asset, and, where possible, includes lifecycle modeling. These values are then aggregated to determine category-level funding needs.

Available capital funding is based on an average of historical capital expenditure, including contributions to capital reserves. For Essa, average spending from 2022 and 2023 was used to establish a baseline projection of available capital funding.

Only reliable and predictable sources of capital funding are used to benchmark funds that may be available on any given year. The funding sources include:

- Revenue from taxation allocated to reserves for capital purposes
- Revenue from water and wastewater rates allocated to capital reserves
- The Canada Community Benefits Fund (CCBF), formerly the Federal Gas Tax Fund
- The Ontario Community Infrastructure Fund (OCIF)

As part of the municipality's commitment to enhancing road safety, revenue generated from the Automated Speed Enforcement (ASE) program will be allocated toward traffic calming measures, with public safety as the primary priority. Any additional funds will be reinvested directly into the road network and bridge infrastructure, supporting long-term sustainability and targeted improvements. By using these funds in this way, the municipality can effectively address immediate safety concerns while ensuring the continued maintenance and improvement of its infrastructure. This approach also helps reduce the financial burden on taxpayers, as it allows for the reinvestment of ASE revenues into critical infrastructure improvements, minimizing the need for additional tax increases.

Although provincial and federal infrastructure programs can change with evolving policy, CCBF, and OCIF are considered as permanent and predictable.

## 1.2. Annual Capital Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs, and achieve long-term sustainability. For most asset categories the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the road network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented.

The following table compares two scenarios for the road network:

**Replacement Only Scenario:** Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.

**Lifecycle Strategy Scenario:** Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Paved Roads	\$2,478,971	\$1,956,464	\$522,507

Table 1: Annual Requirement Comparison

The implementation of a proactive lifecycle strategy for paved roads leads to a potential annual cost avoidance of approximately \$523 thousand for the road network. This represents an overall reduction of the annual requirements by 10%.

As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used this annual requirement in the development of the financial strategy.

**Error! Reference source not found.** outlines the total average annual capital requirements for existing assets in each asset category. Based on a replacement cost of \$432.5 million, annual capital requirements total approximately \$13.8 million for all the asset categories analysed.

The table also illustrates the system-generated, equivalent target reinvestment rate (TRR), calculated by dividing the annual capital requirements by the total replacement cost of each category. The cumulative target reinvestment for these categories is estimated at 3.2%.

<b>Asset Category</b>	<b>Replacement Cost</b>	<b>Annual Capital Requirements</b>	<b>Target Reinvestment Rate</b>
Road Network	\$95,790,390	\$4,441,006	4.6%
Bridges & Culverts	\$78,437,489	\$2,390,363	3.1%
Storm Network	\$29,063,090	\$473,146	1.6%
Buildings	\$51,521,613	\$1,659,880	3.2%
Land Improvements	\$6,149,729	\$250,803	4.1%
Machinery & Equipment	\$8,916,951	\$631,839	7.1%
Vehicles	\$15,701,970	\$994,863	6.3%
Water Network	\$68,409,494	\$1,246,216	1.8%
Sanitary Network	\$78,560,504	\$1,750,064	2.2%
<b>Total</b>	<b>\$432,551,230</b>	<b>\$13,838,181</b>	<b>3.2%</b>

*Table 2: Average Annual Capital Requirements*

Although there is no industry standard guide on optimal annual investment in infrastructure, the TRRs above provide a useful benchmark for organizations. In 2016, the Canadian Infrastructure Report Card (CIRC) produced an assessment of the health of municipal infrastructure as reported by cities and communities across Canada. The CIRC remains a joint project produced by several organizations, including the Federation of Canadian Municipalities (FCM), the Canadian Society of Civil Engineers (CSCE), the Canadian Network of Asset Managers (CNAM), and the Canadian Public Works Association (CPWA).

The 2016 version of the report card also contained recommended reinvestment rates that can also serve as benchmarks for municipalities. The CIRC suggest that, if increased, these reinvestment rates can "stop the deterioration of municipal infrastructure." The report card contains both a range for reinvestment rates that outlines the lower and upper recommended levels, as well as current municipal averages.

### 1.3. Financial Profile: Tax Funded Assets

#### 1.3.1. Current Funding Levels

The table below summarizes how current funding levels compare with funding required for each asset category. At existing levels, the Township is funding 29.7% of its annual capital requirements for all infrastructure analyzed. This creates a total annual funding deficit of \$9.7 million.

<b>Asset Category</b>	<b>Annual Capital Requirements</b>	<b>Annual Funding Available</b>	<b>Annual Infrastructure Deficit</b>	<b>Funding Level</b>
Road Network	\$4,441,006	\$1,538,155	\$2,902,852	34.6%
Bridges & Culverts	\$2,390,363	\$503,026	\$1,887,337	21.0%
Storm Network	\$473,146	\$41,100	\$432,046	8.7%
Buildings	\$1,659,880	\$258,962	\$1,400,918	15.6%
Land Improvements	\$250,803	\$75,000	\$175,803	29.9%
Machinery & Equipment	\$631,839	\$422,822	\$209,017	66.9%
Vehicles	\$994,863	\$125,916	\$868,948	12.7%
Water Network	\$1,246,216	\$527,240	\$718,976	42.3%
Sanitary Network	\$1,750,064	\$614,667	\$1,135,397	35.1%
<b>Total</b>	<b>\$13,838,181</b>	<b>\$4,106,887</b>	<b>\$9,731,294</b>	<b>29.7%</b>

Table 3: Current Funding Levels

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit	
		Taxes	CCBF	OCIF	Reserve Allocation		Total Available
<b>Road Network</b>	\$4,441,006	\$307,104	\$697,722	\$533,328		\$1,538,155	\$2,902,852
<b>Bridges &amp; Culverts</b>	\$2,390,363			\$436,359	\$66,667	\$503,026	\$1,887,337
<b>Storm Network</b>	\$473,146				\$41,100	\$41,100	\$432,046
<b>Buildings</b>	\$1,659,880	\$89,187			\$169,775	\$258,962	\$1,400,918
<b>Land Improvements</b>	\$250,803	\$75,000				\$75,000	\$175,803
<b>Machinery &amp; Equipment</b>	\$631,839	\$361,831			\$60,992	\$422,822	\$209,017
<b>Vehicles</b>	\$994,863	\$125,916				\$125,916	\$868,948
	<b>\$10,841,901</b>	<b>\$959,037</b>	<b>\$697,722</b>	<b>\$969,687</b>	<b>\$338,533</b>	<b>\$2,964,980</b>	<b>\$7,876,921</b>

Table 4: Required Funding vs Current Funding Position

The average annual investment requirement for the above categories is \$10,841,901. Annual revenue currently allocated to these assets for capital purposes is \$2,964,980 leaving an annual deficit of \$7,876,921. Put differently, these infrastructure categories are currently funded at 27.3% of their long-term requirements.

### 1.3.2. Closing the Gap

Eliminating annual infrastructure funding shortfalls is a difficult and long-term endeavor for municipalities. Achieving full funding to support the proposed levels of service, while maintaining affordability for residents, will require time and deliberate financial planning.

This section outlines how Essa can gradually work toward closing the annual capital funding shortfall using its own-source revenues, such as property taxes and utility rates. This approach avoids the use of additional debt for existing assets and supports the Township's goal of sustainably increasing investment to maintain and improve service delivery. By phasing in additional funding as financial capacity allows, the Township can begin to align infrastructure spending with service level expectations and the priorities identified through community and stakeholder engagement.

## Full Funding Requirements Tax Revenues

In 2024, Essa had an annual tax revenue of \$12,135,979. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require a 64.9% tax change over time.

To achieve this increase, several scenarios have been developed using phase-in periods ranging from five to twenty years. Shorter phase-in periods may place too high a burden on taxpayers, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

Asset Category	Tax Change Required for Full Funding
Road Network	23.9%
Bridges & Culverts	15.6%
Buildings	11.5%
Vehicles	7.2%
Storm Network	3.6%
Machinery & Equipment	1.7%
Land Improvements	1.4%
	<b>64.9%</b>

*Table 5: Phasing in Annual Tax Increases – Full Funding*

Funding 100% of annual capital requirements ensures that major capital events, including replacements, are completed as required. Under this scenario, projects are unlikely to be deferred to future years. This delivers the highest asset performance and customer levels of service.

The following changes in costs and/or revenues over the next number of years should also be considered in the financial strategy:

- Essa's debt payments for these asset categories will be decreasing by \$150,322 over the next 5 to 10 years.

Our recommendations include capturing the above changes and allocating them to the infrastructure deficit outlined above.

Phase-in Period for full funding				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	7,876,921	7,876,921	7,876,921	7,876,921
Change in Debt Costs	-8,639	-150,322	-150,322	-150,322
<b>Resulting Infrastructure Deficit:</b>	7,868,282	7,726,599	7,726,599	7,726,599
Tax Increase Required	64.8%	63.7%	63.7%	63.7%
<b>Annually:</b>	<b>10.6%</b>	<b>5.1%</b>	<b>3.4%</b>	<b>2.5%</b>

Table 6: Phase-in Period for tax-funded assets

## 75% Funding Requirements Tax Revenues

As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, achieving 75% of full funding would require a 42.5% tax change over time.

To achieve this increase, several scenarios have been developed using phase-in periods ranging from five to twenty years. Shorter phase-in periods may place too high a burden on taxpayers, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

Asset Category	Tax Change Required for 75% of full Funding
Road Network	14.8%
Bridges & Culverts	10.6%
Storm Network	2.6%
Buildings	8.1%
Land Improvements	0.9%
Machinery & Equipment	0.4%
Vehicles	5.1%
	<b>42.5%</b>

Table 7: Phasing in Annual Tax Increases – 75% of full Funding

Funding 75% of the annual capital requirements ensures that major capital events, such as replacements, are completed as needed. While the remaining funding gap will need to be supplemented with other revenue sources, the municipality will also draw from reserves as necessary to support high-priority projects. Project prioritization will help guide the allocation of these funds, ensuring that the most critical infrastructure needs are addressed first. With this approach, most projects are unlikely to be deferred to future years, helping to maintain high asset performance and community service levels.

The following changes in costs and/or revenues over the next number of years should also be considered in the financial strategy:

- Essa’s debt payments for these asset categories will be decreasing by \$150,322 over the next 5 to 10 years.

Our recommendations include capturing the above changes and allocating them to the infrastructure deficit outlined above.

<b>Phase-in Period for 75% of full funding</b>				
	<b>5 Years</b>	<b>10 Years</b>	<b>15 Years</b>	<b>20 Years</b>
Infrastructure Deficit	5,166,446	5,166,446	5,166,446	5,166,446
Change in Debt Costs	-8,639	-150,322	-150,322	-150,322
<b>Resulting Infrastructure Deficit:</b>	5,157,806	5,016,124	5,016,124	5,016,124
Tax Increase Required	42.5%	41.3%	41.3%	41.3%
<b>Annually:</b>	<b>7.4%</b>	<b>3.6%</b>	<b>2.4%</b>	<b>1.8%</b>

Table 8: Phase-in Period for 75% of full funding

Proposed levels of service play a role in the development of the Annual Average Requirement discussed above. For comparison, the tax rate impact for achieving full funding, 75% funding and 50% funding are provided below:

<b>Annual Impact on Taxation</b>				
<b>Change in Levels of Service</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>	<b>20 Year</b>
Fully Funded	10.6%	5.1%	3.4%	2.5%
75% Funded	7.4%	3.6%	2.4%	1.8%
50% Funded	3.8%	1.8%	1.2%	0.9%
Recommended	7.4%	3.6%	2.4%	1.8%

Table 9: Scenarios Annual Impact on Taxation

### 1.3.3. Financial Strategy Recommendations

Considering all the above information, we recommend the 15-year option to achieve 75% of full funding. This involves 75% funding being achieved over 15 years by:

- Increasing tax revenues by 2.4% each year for the next 15 years solely for the purpose of phasing in 75% funding to the asset categories covered in this section of the AMP.
- Allocating the current Canada Community-Building Fund (Formerly known as Gas Tax Fund) and OCIF revenue as outlined previously.
- Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

- d) Continuing annual contributions to the Asset Management Reserve to help bridge the funding gap and support the long-term sustainability of the Township’s asset base.
- e) Leveraging additional, non-sustainable revenue sources such as one-time grants, surpluses, and reserves, as supplementary funding to advance asset management goals.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment<sup>1</sup>.
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves 75% funding on an annual basis in 15 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$4.9m for the Road Network, \$458k for the Machinery & Equipment, \$182k for Vehicles, \$243k for Land Improvements.

**1.4. Financial Profile: Rate Funded Assets**

**1.4.1. Current Funding Levels**

The table below summarizes how current funding levels compare with funding required for each asset category. At existing levels, the Township is funding 38.1% of its annual capital requirements for rate-funded infrastructure.

Asset Category	Avg. Annual Requirement	Annual Funding Available			Annual Deficit	
		Rates	CCBF	OCIF		Total Available
Water Network	\$1,246,216	\$527,240			\$527,240	\$407,422
Sanitary Network	\$1,750,064	\$614,667			\$614,667	\$697,881

<sup>1</sup> The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.



	Water Network				Sanitary Sewer Network			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	\$719k	\$719k	\$719k	\$719k	\$1.1m	\$1.1m	\$1.1m	\$1.1m
Decrease in debt payments	-\$76k	-\$76k	-\$76k	-\$76k	-	-\$347k	-\$347k	-\$347k
<b>Resulting Infrastructure Deficit:</b>	\$643k	\$643k	\$643k	\$643k	\$1.1m	\$788k	\$788k	\$788k
Rate Increase Required	33.0%	33.0%	33.0%	33.0%	57.9%	40.2%	40.2%	40.2%
<b>Annually:</b>	<b>5.9%</b>	<b>2.9%</b>	<b>2.0%</b>	<b>1.5%</b>	<b>9.6%</b>	<b>3.5%</b>	<b>2.3%</b>	<b>1.8%</b>

Table 12: Phase-in Period for full funding - Water and Wastewater

Similarly to the Tax Funded asset, the proposed levels of service play a role in the development of the Annual Average Requirement. For the rate funded assets there a lesser impact because the proposed levels of services are not much greater than what is currently achieved. For comparison, the rate impact for achieving full funding, 75% funding and 50% funding are provided below:

Annual Impact on Rates						
	Changes in Levels of Service	5 year	10 Year	15 Year	20 Year	
Water	Fully Funded	5.9%	2.9%	2.0%	1.5%	
	75% Funded	3.2%	1.6%	1.1%	0.8%	
	50% Funded	0.3%	0.2%	0.1%	0.1%	
	Recommended	5.9%	2.9%	2.0%	1.5%	
	Changes in Levels of Service	5 year	10 Year	15 Year	20 Year	
Sanitary	Fully Funded	9.6%	3.5%	2.3%	1.8%	
	75% Funded	6.3%	1.7%	1.2%	0.9%	
	50% Funded	0.0%	0.0%	0.0%	0.0%	
	Recommended	9.6%	3.5%	2.3%	1.8%	

Table 13: Scenarios Annual Impact on User Rates

## Financial Strategy Recommendations

Considering all the above information, we recommend the 15-year option for the water network and the sanitary network. This involves full funding being achieved over 15 years by:

- a) when realized, reallocating the debt cost reductions of \$76 thousand for water services and \$347 thousand for sanitary services to the applicable infrastructure deficit.
- b) increasing rate revenues by 2.0% for water services each year and 2.3% for sanitary services each year for the next 15 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.
2. We realize that raising rate revenues for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
3. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 15 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$3.2m for the Sanitary Network and \$2.5m for the Water Network.

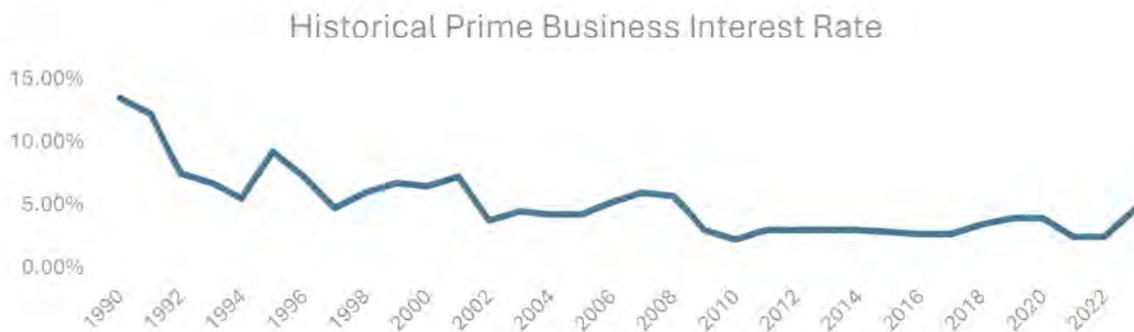
Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

### 1.5. Use of Debt

Debt can be strategically utilized as a funding source within the long-term financial plan. The benefits of leveraging debt for infrastructure planning include:

- a) the ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- b) equitable distribution of the cost/benefits of infrastructure over its useful life
- c) a secure source of funding
- d) flexibility in cash flow management

Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option. In efforts to mitigate increasing commodity prices and inflation, interest rates have been rising. Sustainable funding models that include debt need to incorporate the now current realized risk of rising interest rates. The following graph shows the historical changes to the lending rates:



A change in 15-year rates from 5% to 7% would change the premium from 45% to 65%. Such a change would have a significant impact on a financial plan.

The following tables outline how Essa has historically used debt for investing in the asset categories as listed. There is currently \$3,208,005 of debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of \$573,513. This amount is well within the municipality’s provincially prescribed maximum of \$5,052,174, which is a limit set by the province to ensure that municipalities maintain a responsible level of debt in relation to their financial capacity.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2018	2019	2020	2021	2022
Road Network						
Bridges & Culverts						

Storm Network						
Buildings						
Land Improvements	\$967,587	\$1.7m	\$1.5m	\$1.4m	\$1.2m	\$1.1m
Machinery & Equipment						
Vehicles						
<b>Total Tax Funded:</b>	<b>\$967,587</b>	<b>\$1.7m</b>	<b>\$1.5m</b>	<b>\$1.4m</b>	<b>\$1.2m</b>	<b>\$1.1m</b>
Water Network	\$75,346	\$780k	\$646k	\$508k	\$368k	\$223k
Sanitary Network	\$2,165,072	\$3.2m	\$3.0m	\$2.8m	\$2.6m	\$2.4m
<b>Total Rate Funded:</b>	<b>\$2,240,418</b>	<b>\$4.0m</b>	<b>\$3.7m</b>	<b>\$3.3m</b>	<b>\$3.0m</b>	<b>\$2.6m</b>

Table 14: Use of Debt in the last Five Years

Asset Category	Principal & Interest Payments in the Next Ten Years						
	2024	2025	2026	2027	2028	2029	2034
Road Network							
Bridges & Culverts							
Storm Network							
Buildings							
Machinery & Equipment							
Land Improvements	\$150k	\$149k	\$147k	\$145k	\$143k	\$142k	
Vehicles							
<b>Total Tax Funded:</b>	<b>\$150k</b>	<b>\$149k</b>	<b>\$147k</b>	<b>\$145k</b>	<b>\$143k</b>	<b>\$142k</b>	<b>0</b>
Water Network	\$76k	-	-	-	-	-	
Sanitary Network	\$347k	\$347k	\$347k	\$347k	\$347k	\$347k	
<b>Total Rate Funded:</b>	<b>\$423k</b>	<b>\$347k</b>	<b>\$347k</b>	<b>\$347k</b>	<b>\$347k</b>	<b>\$347k</b>	<b>0</b>

Table 15: Principal & Interest Payments in the Next Ten Years

## 1.6. Use of Reserves

### 1.6.1. Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- e) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- f) financing one-time or short-term investments
- g) accumulating the funding for significant future infrastructure investments
- h) managing the use of debt
- i) normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to the Township.

Asset Category	Balance at December 31, 2023
Road Network	\$2,379,800
Bridges & Culverts	\$1,934,662
Storm Network	\$716,842
Buildings	\$1,270,782
Machinery & Equipment	\$307,158
Land Improvements	\$151,683
Vehicles	\$471,499
<b>Total Tax Funded:</b>	<b>\$7,232,426</b>
Water Network	\$7,007,777
Sanitary Network	\$3,597,217
<b>Total Rate Funded:</b>	<b>\$10,604,994</b>

Table 16: Reserve Balances

As part of ongoing efforts to address the infrastructure deficit, the Township has committed to increasing the annual tax contribution towards the Asset Management Reserve starting in 2022. This reserve plays a critical role in bridging the funding gap for infrastructure needs. The annual contributions and reserve balances are as follows:

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Reserve Name	2022 Tax allocation to Reserve	2023 Tax allocation to Reserve	2024 Tax allocation to Reserve (Budget)	Balance at December 31, 2024
Asset Management Reserve	\$285,000	\$417,360	\$695,600	<b>\$5,304,590</b>

Table 17: Asset Management Reserve Allocations

As of 2024, the closing balance of the Asset Management Reserve was \$5,304,590, and the anticipated closing balance for 2025 is projected to be \$6,528,980, following an estimated 7.5% tax contribution of \$931,600.

The Township's commitment to increasing the annual tax contribution ensures a steady and ongoing effort to close the infrastructure funding gap. This reserve is integral to the financial strategy and will continue to be bolstered each year, further supporting long-term asset management goals.

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

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## 2. Growth

### 2.1. Description of Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

### 2.2. Essa Official Plan (September 2013)

The Township of Essa's Official Plan, approved in July 2001, outlines planning policies to steer the Township's development, focusing on directing growth to serviced Settlement Areas like Angus for urban development, while preserving its rural and agricultural essence.

The Official Plan's goals are to direct key developments to specific regions, maintain land for diverse applications, provide a range of housing options. This will encourage development that blends various densities with open areas and assesses how new developments affect environmental and cultural landscapes. It allows for lower density development in Thornton and Baxter, with potential for water system expansion, and permits limited development in Utopia, Colwell, and Ivy that aligns with their current development plan.

The following table outlines the recorded population and total number of private dwellings for Essa, from 1996 to 2021 according to Statistics Canada.

<b>Historical Figures</b>	<b>1996</b>	<b>2001</b>	<b>2006</b>	<b>2011</b>	<b>2016</b>	<b>2021</b>
Population	16,363	16,808	16,901	18,505	21,083	22,970
Population Change	N/A	2.7%	0.6%	9.5%	13.9%	9.0%
Private Dwellings	N/A	5,943	6,212	6,408	7,478	8,232

The Township of Essa is in the process of developing a new Official Plan to update the existing policies and ensure alignment with the latest provincial guidelines and the evolving needs of the community. SGL Planning & Design Inc. and Dillon Consulting have been chosen to lead the Official Plan Review for the Township.

The finalization and adoption of the updated Official Plan are expected to take place in the summer and fall of 2025, with the process anticipated to be completed by the end of the year.

### 2.3. Essa Strategic Plan (2022-2026)

The Township of Essa's Strategic Plan focuses on addressing challenges related to growth, aging infrastructure, and staff retention. Developed after a December 2022 planning session with Council, the plan prioritizes several key areas. The Township aims to enhance recreational opportunities by creating new green spaces, expanding parks, and increasing trails. It also seeks to develop a safe, accessible transportation network by adding traffic calming measures, crosswalks, and paving all roads.

The plan includes completing Environmental Assessments for water and wastewater projects in Angus and supporting continued housing development in line with a Servicing Policy. Efforts to attract industrial land will help reduce the tax burden.

Council's main goals are staff retention, infrastructure, and road safety, with priorities including road repairs, pedestrian improvements, and recreational programming. Moving forward, Council will review progress annually during budget deliberations to adjust priorities and ensure responsive growth.

### 2.4. County of Simcoe Official Plan (November 2008)

The County of Simcoe Official Plan, adopted by the County Council on November 25, 2008, and updated on January 22, 2013, aligns with Provincial policies, including the Growth Plan and Lake Simcoe Protection Plan.

The Official Plan outlines growth management strategies for its municipalities including Essa, focusing on directing development to serviced settlement areas, managing resource-based development, protecting natural and cultural heritage, and developing complete communities with economic diversity and housing options. The plan emphasizes directing new development to settlement areas, promoting intensification within built boundaries to achieve compact communities, and establishing density and intensification targets to guide development.

The 2031 population forecast for the Township's settlement areas was set at 21,500. However, census data from 2021 already shows a population of 22,970, suggesting that Essa is expanding faster than anticipated. To support this accelerated growth, the Township may need to consider further enhancements to existing infrastructure.

### 2.5. Development Charges Background Study (2023)

Essa Township is growing steadily, with an expected population increase of more than 4,000 people and almost 1,400 new jobs by 2032. This growth is expected to occur mostly in the Angus area and will lead to more homes, businesses, and demand for services.

While this Asset Management Plan focuses on the Township's existing infrastructure, growth projections from the 2023 Development Charges Background Study were considered as part of long-term planning. These forecasts help the Township:

- Plan future infrastructure projects in high-growth areas
- Understand how service demands will change over time
- Ensure capital costs from growth are shared fairly between new and existing residents

As new infrastructure is added to support development, the Township is planning ahead by setting aside funds for future rehabilitation and replacement. For example, by 2033, the Township will need to contribute over \$2.8 million each year to support the long-term costs of new infrastructure tied to growth, such as roads, water, sewer, and community facilities.

Although development charges help fund growth-related projects, not all costs are covered. The Township also plans for the portion of costs that benefit the existing community, including ongoing maintenance and operating costs. This is part of ensuring that growth is financially sustainable and that essential services remain reliable for both current and future residents.

### **1.6.2. Impact of Growth on Lifecycle Activities**

The Township's Development Charges Background Study provides detailed population, housing, and employment growth forecasts, offering important insight into how demand for municipal services and infrastructure will evolve over time. These projections, along with planning direction from the Township's Official Plan and County of Simcoe growth strategies, help shape a forward-looking approach to asset management and capital investment.

Although this Asset Management Plan focuses on existing assets, growth expectations have informed the Township's broader lifecycle and financial planning. In particular, the DC Study estimates that over 1,700 new households and 1,400 new jobs will be added by 2032, leading to increased pressure on infrastructure, especially in high-growth areas like Angus. The Township has already identified future capital needs and calculated annual funding provisions to address the long-term costs of newly constructed, growth-related assets.

Lifecycle costs associated with new infrastructure such as roads, water, wastewater, and community facilities, are being considered through the Township's DC strategy and are expected to be funded in part through annual contributions to reserves. By 2033, it is anticipated that over \$2.8 million per year will be needed to support the full lifecycle replacement of DC-funded infrastructure. While development charges cover a portion of these costs, the Township also plans for operating expenses and replacement costs that fall outside the scope of DC eligibility.

As new subdivisions are built and infrastructure is assumed by the Township, those assets will be integrated into future AMP updates. In the meantime, Essa's asset management approach remains adaptable, using scalable, phased investment strategies and financial tools to maintain service levels in the face of ongoing growth. This growth-aware planning ensures the Township is positioned to manage both current and future infrastructure demands in a fiscally responsible and sustainable way.