

# Municipal Service Corporations: The Town of Innisfil Experience



Oliver Jerschow  
CAO, Town of Innisfil  
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AMO Conference



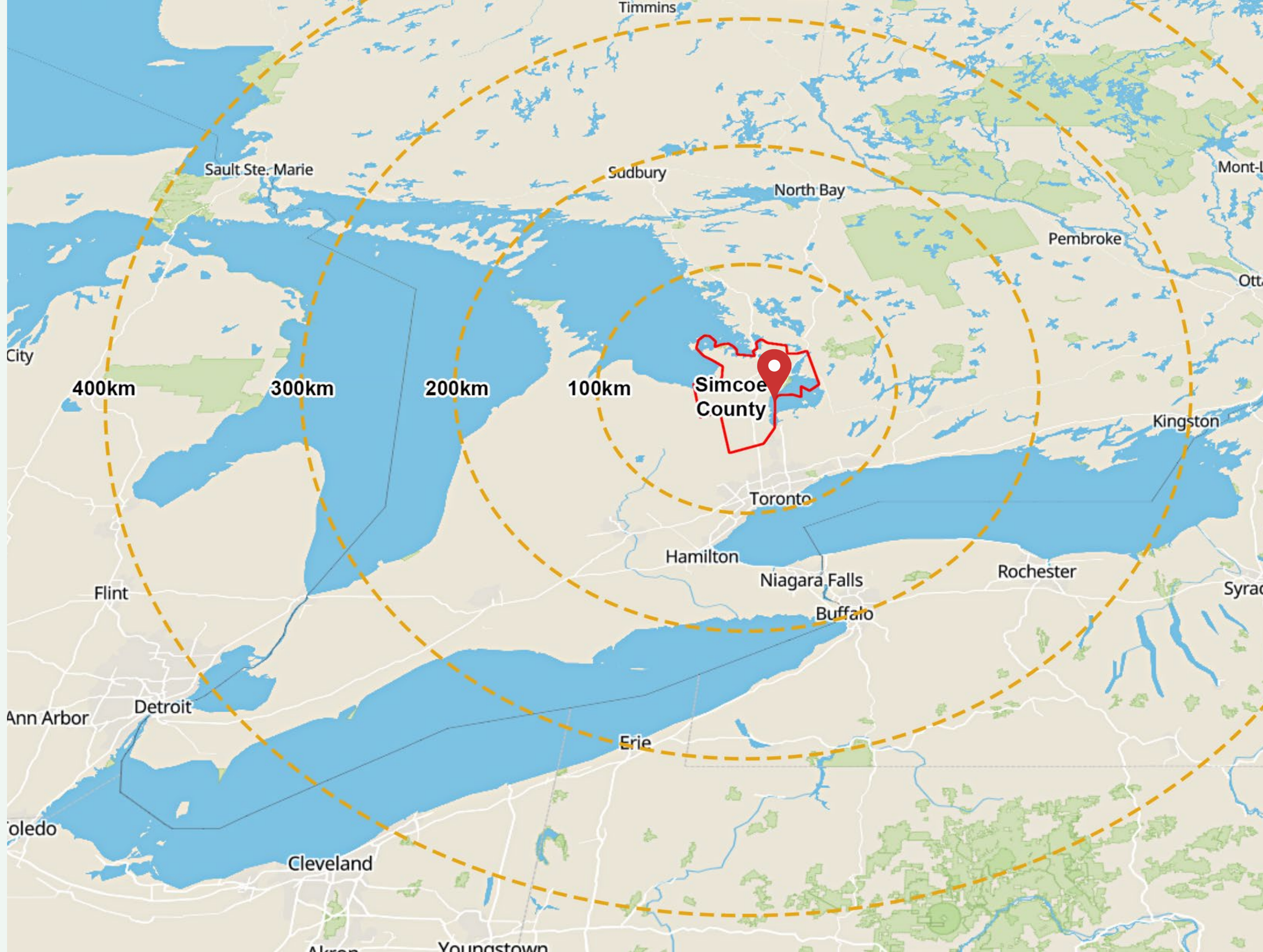
# Town of Innisfil

Population of 43,326 in 2021

Growth of 18.5% in the previous five years

Population expected to double in the next 30 years

Keeping up with infrastructure requirements is a key challenge



# Innisfil's Utility Companies



Electricity  
Distribution



Telecommunications,  
EV Chargers &  
Energy Services



Water Supply, Treatment,  
Transmission & Distribution  
and Wastewater Collection  
& Treatment

# History of InnServices

Created January 1, 2016

Currently serves approximately 12,000 customers in Innisfil

45 employees

Provides water to neighbouring Bradford West Gwillimbury

InnServices is the Town of Innisfil's water and wastewater utility company, who

- Provides clean, safe drinking water to its customers
- Treats wastewater that is collected from the sewer system
- Builds new water and sewer infrastructure

InnServices is an award-winning, progressive organization that delivers the highest quality water and wastewater services to Innisfil and other municipalities. A cross-functional and collaborative organization that prides itself on community accountability and ownership, governance, environmental and financial stewardship, and service excellence! InnServices serves **over 11,900 households** or residences and has over **\$1.23 billion in infrastructure**. InnServices operates facilities **24 hours a day, 365 days a year**.

On January 1, 2016, the Town transferred the water and wastewater assets, including two water pollution control plants, one surface water treatment plant, municipal wells and the associated collection and distribution systems to InnServices. Water and wastewater rates continue to be set by Council. InnServices is not privatized, as Council continues to be accountable and responsible for oversight and rate increases. Council is the shareholder with ownership of InnServices.



Wastewater Treatment Plant - 1578 St. John's Road

# Governance

## InnServices Board of Directors



**Oliver Jerschow**

Chair & Municipal  
Representative

Appointed in 2021

While Holding Office



**Lynn Dollin**

Municipal  
Representative

Appointed in 2019

While Holding Office



**Alex Waters**

Municipal  
Representative

Appointed in 2023

Term ends in 2025



**George Shaparew**

Independent  
Director

Appointed in 2015

Term ends in 2024



**Stuart Reece**

Independent  
Director

Appointed in 2020

Term ends in 2024

# Management

## InnServices Executive Team



**Danny Persaud**

President &  
Chief Executive  
Officer



**Glenn McAllister**

Chief Financial  
Officer



**Tom Panak**

Chief Operating  
Officer



**Tracey Morden**

Chief Compliance  
Officer & Head of  
Corp. Services



**Nancy O'Halloran**

Chief of Staff  
Utilities

# Operations

## Water Operations

### Treatment

Lakeshore Water Treatment Plant - Surface Water Membrane Plant

Stroud - Three Ground Source Wells

Churchill - Three Ground Source Wells

Innisfil Heights – Two Ground Source Wells

### Distribution System

165 km of Watermains

### Storage

6 Reservoirs

4 Above Ground Storage  
Structures

### Booster Pumping Stations

7 Booster Pumping Stations



# Operations

## Wastewater Operations

### Treatment

Lakeshore Wastewater Treatment Plant

Cookstown Wastewater Treatment Plant

### Collection System

190 km of Sanitary Sewers

20 km of Forcemains

### Sewage Pumping Stations

11 Sewage Pumping Stations





# Finances

**Owns more than \$1.3 billion in infrastructure assets**

**Gross revenues are approximately \$20 million per year**

**Rates are set by the board and approved by Town Council**

**Development charges are a significant revenue source**

**Debt levels are very low**



# Current State Assessment

Town currently doing a review of utility companies

InnServices is achieving excellent compliance results

The company is developing a new strategic plan and master servicing plan

There is also ongoing analysis in terms of asset management, rates and development charges

Significant capital investments are being made to accommodate growth

Operational efforts at enhancing customer service and community engagement



# Advice if you're considering an MSC

- Be clear on the challenge or opportunity you're trying to address
- Think carefully about governance and fiduciary obligations
- Consider not just the primary functions of the MSC, but also corporate and support services (and what services might be shared)
- Prepare a sound financial analysis/business case (O Reg 599/06)
- Recognize that MSCs are not a silver bullet

# Contact Information

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