



Township of
Springwater

20-YEAR COMMUNITY-BASED STRATEGIC PLAN

for the **Township of Springwater**

March 2023





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Springwater

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McSweeney & Associates
201-900 Greenbank Road
Ottawa, ON K2J 1A8
T: 1-855-300-8548
E: consult@mcsweeney.ca
W: www.mcsweeney.ca



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ACKNOWLEDGEMENTS

We acknowledge and thank Township elected officials, Township staff, Township residents, business owners and local community partners for their participation and input throughout the consultation process. As a result of their commitment, time, resources, willingness to collaborate, shared knowledge, and experience we have the opportunity to work together to better the lives of our residents.



EXECUTIVE SUMMARY

Springwater is a community within the greater County of Simcoe, approximately one hundred kilometres north of Toronto. Amalgamated in 1994, the Township is one of sixteen lower-tier municipalities that make up the County of Simcoe and has a population of 22,700 (2023) residents. It consists of both urban and rural communities, with eight settlement areas, including Midhurst, Elmvale, Snow Valley, Centre Vespra, Minesing, Anten Mills, Phelpston, and Hillsdale.

The Township provides a significant number of services to its citizens including fire and emergency services; community development; recreation, parks and facilities; building permits and inspections; by-law enforcement and canine control; licenses and permits; and community planning and growth management.

Springwater is governed by a seven-member elected Council, which sets priorities and directs the affairs of the Township with assistance from staff. At a special meeting of the Council in September 2021, strategic priorities for 2022 were set which included continuing to manage growth in a sustainable manner.

Springwater is projected to see significant growth over the short-, medium-, and long-term suggesting a number of changes regarding the social, economic, and cultural make-up of the community are to be expected. As such, a Strategic Plan is needed to assist in guiding the Township in decision-making, planning, and execution of key initiatives through the next 20 years.

Through the creation of this strategic plan, the Township is provided with strategic direction and is better equipped to decide on future priorities for the Township. It will assist with infrastructure planning and budget development and establish a framework for the development of other municipal plans.

The success of the strategic plan also depends on the community taking a role in implementing the actions. While it started as a Township led initiative it is hoped that the community will embrace the Community-Based Strategic Plan over the next 20 years.

1. SPRINGWATER'S FUTURE

The following states the community vision statement and aspirations for the Township of Springwater. These were developed from the input of the community through the consultation process and were supported by Township staff.

Community Vision Statement

The Township of Springwater will provide progressive leadership and exceptional service delivery to all stakeholders in the community. It will strive to provide for modern sustainable communities that offers services, businesses and required infrastructure to support its residents, while still maintaining its traditions and small-town charm. It will be a green-conscious community with strong environmental policies in place. Springwater will retain its unique place in the world as the community with the purest spring water on Earth.

Community Aspirations

The Township of Springwater will:

- Continue to be a community with a small-town feel, that celebrates its culture, heritage and traditions.
- Have the resources in place to manage growth, improve service delivery and provide open lines of communication between staff, council, businesses and residents.
- Have expanded community services and local businesses to support the needs of residents in Springwater.
- Be a green-conscious community that develops innovative solutions for community resilience to environmental challenges.

Key Strengths

- Purest spring water found on earth.
- Agriculture sector offers some of the best farmland in Ontario.
- Small town feel with traditions and uniqueness that is peaceful and family friendly.
- Location with immediate access to Highway 400 which connects to the 400 series highways in southern Ontario and adjacent to Barrie.
- Natural infrastructure with an impressive trail system and natural and community heritage assets.

Key Challenges

- Common community identity with a north (more rural) south (more urbanized) divide.
- Concern over the amount of expected growth, a reluctance to embrace growth and a considerable amount of NIMBYism ('not in my backyard') towards development.
- Employment opportunities.
- Managing urban sprawl and protecting farmland.
- A need for more Township staff required to support the expected growth.

Sustainability for Springwater



The need for sustainability while growing the community was the overriding message that came out during the consultations, including the online survey, focus groups and one on one interviews.

In the context of community development, what we heard consistently from stakeholders is that building sustainability should be a mindset comprising the basis for any action taken by Springwater.

Building sustainability into Springwater's communities may seem challenging, but it is also an opportunity for leadership in an area of increasing importance to businesses striving to remain competitive and for people to feel secure in what feels like an environment of rapid change.

Proactive decision-making will ensure Springwater is prepared for middle and long-term risks to development. Proactive decision-making inevitably leads to building partnerships with both local stakeholders and third parties. These partnerships will further inform the decision-making process, while also resulting in tangible targets that acknowledge social, environmental, and economic sustainability requirements. The result will be enhanced social resilience and well-being for Springwater.

2. PROCESS FOLLOWED



The process followed to develop the 20 Year Community-Based Strategic Plan was comprised of a document review and web searches, followed by a statistical analysis of the Township of Springwater 's economy and demographics that yielded a current socio-economic report. As well, a comprehensive consultation process was undertaken with various community stakeholders to better understand and provide context from a local lens.

SPRINGWATER'S ROADMAP

20-YEAR COMMUNITY-BASED STRATEGIC PLAN

● STEP 1: DISCOVER

Research the community

- Document review
- Community Situational Analysis

● STEP 2: DEFINE

Consult with the community

- One-on-one interviews
- Online survey
- Focus groups
- SCOAR®

● STEP 3: DEVELOP

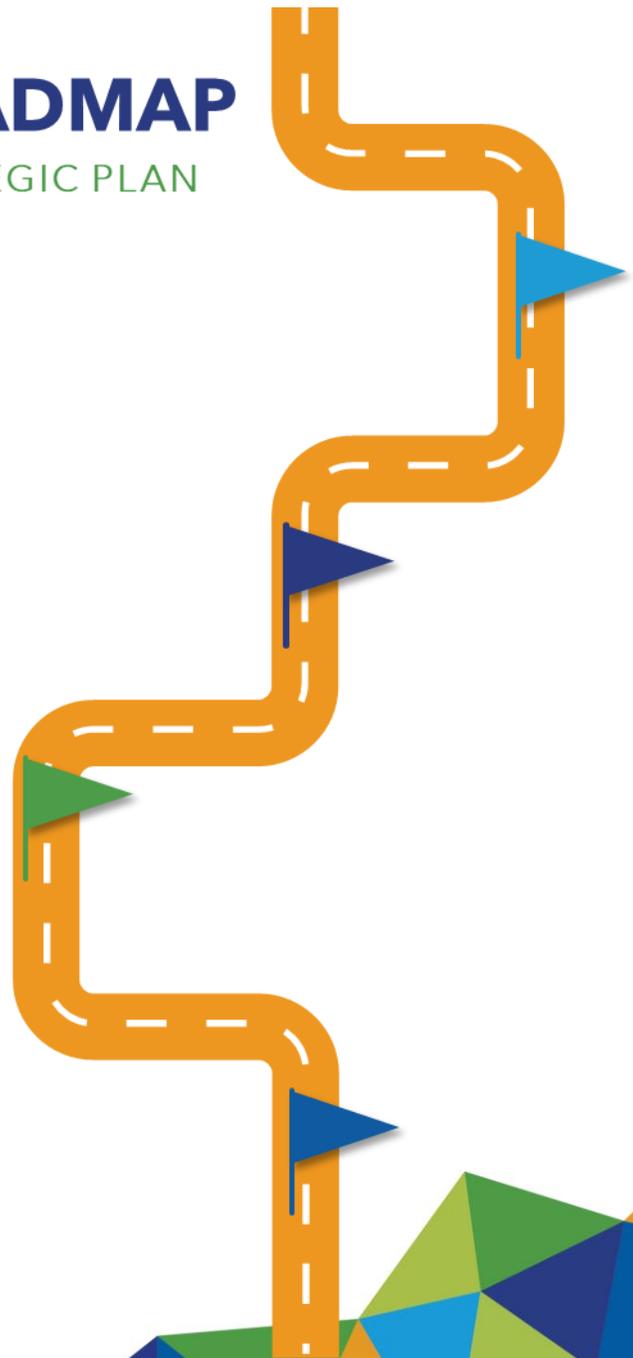
Build the plan

- Working Session
- Develop the actions
- Draft Strategy
- Final Strategy

● STEP 4: DELIVER

Present the results

- Presentation to Council
- Implementation plan



STEP 1: DISCOVER

Discovering Springwater. Uncovering what Springwater is all about and better understanding the elements that make it unique.

Document Review

The following documents were reviewed providing background information on the Township of Springwater.

- Community Hub Report (Hasty Tract)
- South Georgian Bay and Springwater Community Safety and Well-Being Plan 2021-2025
- Township of Springwater Development Charges Background Study 2018
- Township of Springwater Economic Development Strategy (2010)
- Township of Springwater Long-Term Fiscal Impact Assessment of Growth (2021-2041)
- Township of Springwater Multi-year Accessibility Plan 2021-2025 & Annual Accessibility Status Report
- Township of Springwater Municipal Culture Plan 2012
- Township of Springwater Official Plan (2018)
 - Official Plan Review Draft Discussion Paper
 - Bayfield Street Corridor Study (2021)
 - Intensification Study (June 2021)
 - Population Related Employment Land Market Study (2021)
- Township of Springwater Urban & Rural Community Improvement Plan (CIP) (2017)
- Township of Springwater Our Springwater, Our Future Corporate Strategic Plan (2016-2018)
- Township of Springwater Council Orientation 2022-2026 Term of Office
- Township of Springwater Flexible Work Arrangement Policy
- Township of Springwater Annual Report 2021
- Township of Springwater 2022 Budget & Business Plan Overview
- Township of Springwater Trails Master Plan 2008

See **Appendix 4** for the full document review.

A Community Snapshot

Township of Springwater Community **SNAPSHOT**



Population Profile



Highest Education

Population ages 15+



25%
Secondary

69%
Post-secondary

Household & Earnings



18% ONTARIO 28%

of Springwater's population spend 30% or more of household total income on shelter costs.



Average Dwelling Value **\$1,242,014**

Median Dwelling Value **\$1,163,065**

94%

Single detached house

5%

Apartment / detached duplex

0%

Rowhouse

0%

Semi-detached house

Total number of households

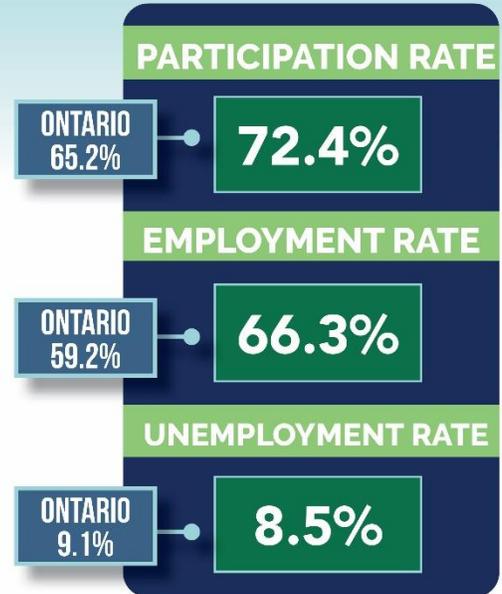
7,926

All data sourced from Manifold SuperDemographics 2022, unless otherwise specified.

Township of Springwater Community **SNAPSHOT**



Labour Force & Local Economy



Top 5 Sectors by Business Count*



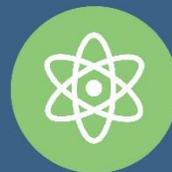
Construction



Real Estate and Rental & Leasing



Health Care & Social Assistance



Professional, Scientific & Technical Services



Agriculture, Forestry, Fishing & Hunting

Top 5 Sectors by Occupation*

*Labour force data is derived from 2021 figures and are therefore influenced significantly by the impacts of COVID-19.



Sales & Service



Management



Business, Finance & Administration



Education, Law & Social, Community & Government Services



Trades, Transport & Equipment Operators

All data sourced from Manifold SuperDemographics 2022, unless otherwise specified.

STEP 2: DEFINE



The consultation process was successful. Due to the significant response from the community, the strategic plan is truly one that is community-based. Over 250 community stakeholders participated throughout this process.

Input was gathered from representatives from the following areas: Township staff and elected officials; seniors organizations; health care; recreational businesses; permanent businesses; local community organizations; regional service providers; developers; agricultural organizations; library; and local service organizations.

The interviews, community online survey and the focus groups were based on 7 questions, five of which were asking for an assessment of the community: the strengths, challenges, and opportunities of Springwater. There was a question about why residents appreciate living in Springwater as well as how they see Springwater 20 years from now.

To ensure that the residents of the Township were notified, the Township of Springwater included a notice of the Community Based Strategic Plan in the June 2022 tax bill that went out to all residents. This notice informed all residents as to how they could provide their input into this strategic plan.



Consultations

An online survey, was available to the public with a dedicated webpage on the Township website, September to mid October 2022. The online survey was advertised through the following methods:

- On September 1, 15, 29 and October 13, 2022, The Township advertised in the local community newspaper - The Springwater News - encouraging residents to provide input.
- A media release was put out in September 2022 encouraging residents to complete the survey.
- The survey was also available in printed copies, at the Elmvale Fall Fair in mid October, for pick up, for those residents that were unable to access the survey electronically.



208

people completed the online survey.

One on one phone interviews, were undertaken with key staff, elected officials and community stakeholders. A total of **21 interviews** were held providing significant insight into the community of Springwater.

Focus groups took place in September 2022 and were broken down into six focus groups including: Culture & Diversity; Builders and Developers; Township of Springwater staff; Community Safety, Tourism & Business; Recreation; Agriculture, and Environmental and Health Services. There was participation from **23 key community representatives** as well as representation from staff and elected officials.

STEP 3: DEVELOP

Once the background research was completed it was time to develop the strategic themes and actions. Compiling a SCOAR® analysis and working with the elected officials, staff, and community members to develop a set of actions for Springwater's next 20 years.

SCOAR® Analysis



A comprehensive Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®)¹ (see **Appendix 1** for the full SCOAR® analysis) was compiled after an extensive consultation process which included one-on-one interviews, an online survey, focus groups, a comprehensive document review, and the completion of a Situational Analysis. The SCOAR® was used as the fundamental basis to determine the five themes and came directly from input from the key community stakeholders.

The full results of the SCOAR® analysis can be found in **Appendix 1**.

¹ A SWOT analysis has a "50%" focus on "negative" aspects of analysis. While a SOAR analysis emphasizes the positive, it fails to address barriers or challenges to economic growth that every community faces. Our SCOAR® Analysis provides greater balance than either SWOT or SOAR analysis.

Strategic Working Session

On December 1, 2022, a Strategic Working Session took place at the Elmvale Community Hall. This Strategic Working Session provided an opportunity for participants to begin to develop a set of draft strategic actions that would form the base of the Community-Based Strategic Plan.

There were **14 community stakeholders** in attendance from all facets of the community, as well as representation from elected officials and staff.

A workbook was distributed to the Working Session participants outlining the results from the SCOAR®, and key data findings, along with five themes and questions that were developed for discussion purposes.

From the SCOAR® five themes emerged and were then discussed at the working session. It was agreed upon that these five themes did indeed reflect the main areas the community needs to address in order to move Springwater through the next 20 years.

Theme 1: Leverage Growth to Improve Springwater as a Community

Theme 2: Leverage Growth to Improve Springwater's Economy

Theme 3: Develop and Grow Corporate/Council Capacity

Theme 4: Brand Springwater to Build a Sense of Unity

Theme 5: Build Resilience to Climate Change and Embrace Environmental Sustainability

Strategic Directions and Action Planning Session

Upon completion of the Strategic Working Session, a draft set of strategic community-based actions were prepared and provided for review to the Steering Committee made up of Springwater's key staff. To ensure that the actions aligned with the aspirations and vision of Springwater, a virtual strategic planning session was held with these key municipal staff. Collaboratively, McSweeney & Associates and staff developed agreed-upon strategic actions that are feasible and realistic for the next 20 years.

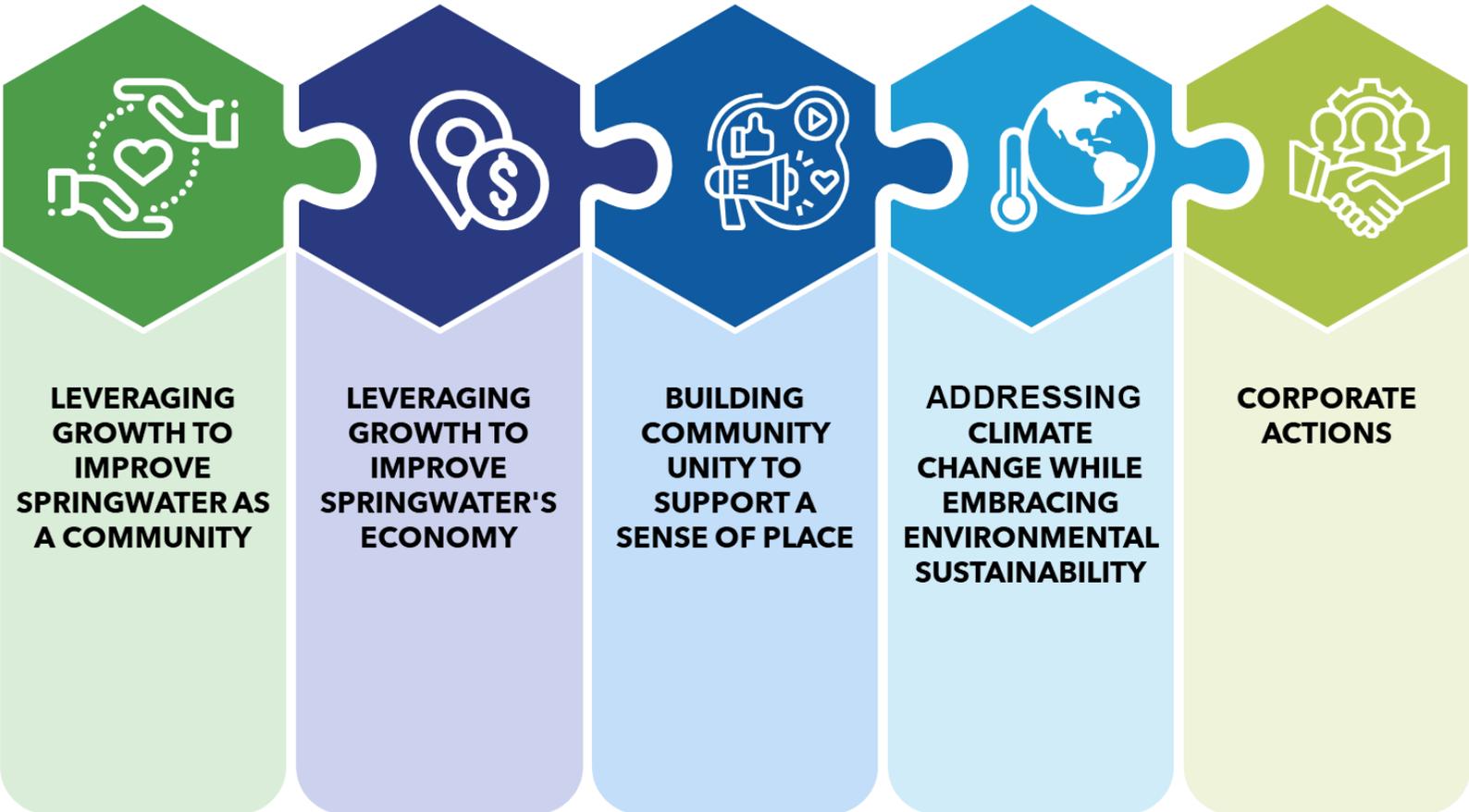
STEP 4: DELIVER

The development of the Community-Based Strategic Plan was overseen by the steering committee made up of key representatives from Township Senior Staff.

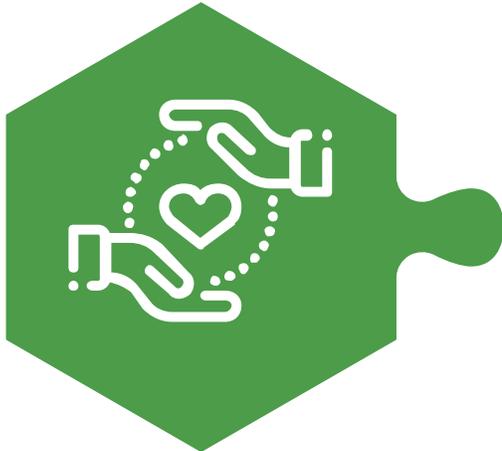
3. FUTURE STRATEGIC PRIORITIES- ACTIONS FOR THE TOWNSHIP OF SPRINGWATER

Based on the discussion from the working session the following strategic priorities were solidified and under each strategic priority a number of actions were formulated. The goals and actions are not in any specific order of importance.

There are **93 actions** to be completed over the next 20 years. An implementation plan accompanies this Strategic Plan which outlines the actions indicating their timelines as immediate, midterm and long term. This implementation plan helps elected officials and staff map out future budgets and workplans.



**GOAL 1: LEVERAGING GROWTH TO IMPROVE SPRINGWATER AS
A COMMUNITY**



Currently Springwater has a relatively small population; residents take pride in its small-town feel, which also helps them to understand their community well. With the significant growth projected for Springwater in the coming decade, the culture and the community will undergo change. Change and the unknown is often met with apprehension and resistance, yet change is inevitable and is often influenced by external factors beyond the control of a municipality. However, growth brings many opportunities to shape the community in beneficial ways and to improve the social services, infrastructure, and diversity of the Township.

OBJECTIVE 1

Build “complete communities” to support the local population, including the necessary infrastructure for people of different ages and stages in life.

ACTIONS

1. Continue to build positive partnerships with all levels of government to ensure growth is managed to and considers the needs of both current and new residents and does not sacrifice the charm of living in a small community.
 - 1.1. Look to other comparable communities which grew and successfully maintained their small-town charm.
2. Improve the housing stock and its variety to diversify Springwater’s demographics and provide housing for differing income levels and for people at different stages in life.
 - 2.1. Continue to implement the Intensification Strategy that was adopted in June 2021.

- 2.2. Continue to work in partnership with developers to balance the housing stock and to build a mix of housing that is not just single detached units.
 - 2.3. Work with the stakeholders developing proposed seniors' accommodations to help facilitate these much-needed developments by removing barriers to bring projects to fruition.
3. Put financial resources in place to maintain and upgrade the stormwater management system required for future growth.
4. Optimize the distribution of recreation and promote facility assets across the Township for the best use of its residents by:
 - 4.1. Updating the Parks and Recreation Master Plan;
 - 4.2. Continuing to review opportunities for centralized and localized facilities;
 - 4.3. Exploring opportunities to further enhance recreational amenities in and around the Elmvale Settlement Area by partnering with community organizations. (i.e., Flos Agricultural Society);
 - 4.4. Reviewing underutilized municipal facilities and determine their future state (e.g., Elmvale Community Hall, Grenfel Community Hall); and
 - 4.5. Exploring opportunities for the future use of the Midhurst Library once the existing programs/services are relocated to the Community Hub.
5. Develop a strategy to lay out the manner in which to handle implications of any upcoming legislative changes on various bills at the provincial level, specifically, but not exclusively, the current Bill 23.
6. Review and update or develop new policies and bylaws including:
 - 6.1. The Community Recreation Associations (CRAs) by-law that was developed in 2017;
 - 6.2. Fundraising for recreational amenities that cannot be paid for by the Township;
 - 6.3. Outdoor Ice rink policy;
 - 6.4. Property standards;
 - 6.5. Business licensing;
 - 6.6. Parking; and
 - 6.7. Short-term rental policy (new).

OBJECTIVE 2

Ensure that the Community Hub including the new fire station, Emergency Medical Services Post, multi-use recreation complex (double ice pad) and library is constructed

ACTIONS

1. Determine direction and budget on the Phase 2 Conceptual Plan for the Community Hub which is to consider a multi-use recreation complex (double indoor ice pad) and library along with other amenities that are able to complement this.
2. Continue to strengthen partnerships to establish other uses in the Community Hub (e.g., Georgian College, YMCA, Barrie Simcoe County and Orillia Small Business Enterprise Centre) or elsewhere in the community.
3. Ensure that Council supports moving forward with the construction of Fire Station 1 that will provide a permanent new home for our paid on-call volunteer firefighters and provide a new asset for the community.
4. That Council supports moving forward with partnering with the County of Simcoe on the construction of the Emergency Medical Services Post.
5. Partner with businesses and/or Not for Profits to operate various parts of the Community Hub (i.e., café, daycares).

OBJECTIVE 3

Build partnerships to support a complete and healthy community.

ACTIONS

1. Further build and foster relationships with private sector and local healthcare organizations (i.e., YMCA, Life Labs) to establish a health and wellness centre with similar partnerships as developed with the Springwater Health Services in Elmvale.

2. Strengthen partnerships for education and health services in the community by working with local school boards and health service providers to improve access to education and primary healthcare in the community.
 - 2.1. Review the existing Elmvale District High School (EDHS) agreement with the Simcoe County District Board and EDHS to ensure there is greater benefit to the community as a whole.
3. Continue to advocate to the various levels of government, the development community and internet service providers (ISPs) to ensure that new developments are 'future internet ready' and to deliver modern and reliable high speed internet connections to all areas of the township.
4. Continue to implement the Community Safety and Well-Being (CS&WB) Plan (2021-2025) that was completed in partnership with Clearview, Collingwood, Springwater and Wasaga Beach.

OBJECTIVE 4

Implement the policies of Smart Growth Management in all future planning for Springwater to manage sprawl and to protect farmland for future generations.

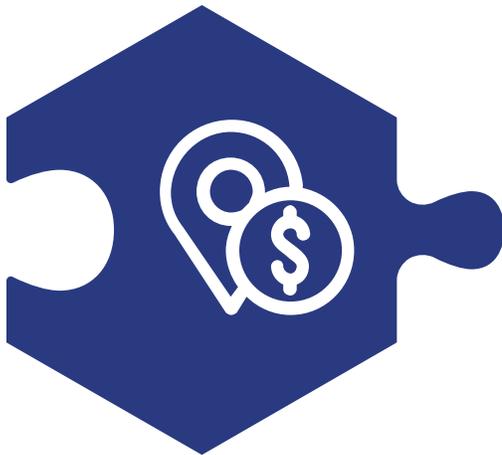
ACTIONS

1. Define smart growth in simple terms with respect to scale and scope for the Township in relation to its residents, businesses, stakeholders, the County of Simcoe, and the Province of Ontario.
2. Plan growth to support economic, environmental, and social development, including establishing smart growth criteria.
3. Communicate the Springwater vision to developers and investors to effectively develop, manage and operate urban design and architectural controls.
4. Consider developing and implementing an Integrated Community Sustainability Plan which focuses on economic, environmental, social, and financial pillars.
5. Move forward and finalize updates to the Township Official Plan and its background studies.

- 5.1. Request Council to consider adopting the updated Official Plan in the first quarter of 2023.
- 5.2. Update the Development Charges Background Study.
- 5.3. Update the Township's Long Range Financial Plan.
6. Continue to build and foster relationships with the development community to provide for enhanced services/amenities to the Township.



GOAL 2: LEVERAGING GROWTH TO IMPROVE SPRINGWATER'S ECONOMY



A strong local economy supports and strengthens the community. Without businesses and entrepreneurs, local economies struggle to function as elements of complete communities. Local business keeps money in Springwater, provides local employment, boosts the tax base for the Township, keeps residential taxes lower, and helps to build a sense of community by creating direct ties with the residents. Local business brings money in from outside of Springwater. Business growth is inevitable as Springwater's population grows and requires greater diversity of businesses and services, but the Township needs to be ready. Supporting and managing growth and building industry will be critical to supporting local jobs and residents.

OBJECTIVE 1

Build a robust economic development program to support and strengthen a vibrant commercial/industrial base as the engine of employment growth to support small to medium sized businesses and actively promotes that Springwater is 'open for business'.

ACTIONS

1. Allocate resources, both human and financial, to support a long-term economic development program.
2. Undertake the development of an updated Economic Development Strategy (2010) that maps out a defined strategic direction to attract, retain and expand business in Springwater.
3. Review the Community Improvement Plan to determine potential enhancements.

4. Identify serviced employment lands to support new employment growth.
5. Streamline the development process by creating an internal team (i.e., development action review team) to review development applications when they are received by the Township.
6. Determine the need for a business centre and its requirements to support and grow business in Springwater. (i.e., coworking office space for entrepreneurs, social innovators, creators, business information sharing, etc.). Explore the opportunity to partner with other organizations (i.e., Georgian College, County Economic Development and other public or private complementary organizations/businesses) to develop this business centre.
7. Evaluate the need for a Township-wide business association (i.e., BIA or Chamber of Commerce), and if there is a need to work with the business community, to establish an association that supports and promotes the entire business community within Springwater.
8. Undertake a Business Mix Analysis to determine the businesses required by the community and that complement existing businesses.

OBJECTIVE 2

Revive the main streets of each core community, maintaining their uniqueness and heritage.

ACTIONS

1. Work with the Elmvale Business Improvement Area (BIA) to review the roles and responsibilities of the BIA and to develop a better foundation to support the member businesses and volunteers.
2. Establish policy to continue to extend temporary encroachment agreements that were established during COVID, with local businesses to allow for outdoor patios.
3. Connect each of the communities with unified Springwater branding without disconnecting individual community identities from their roots and ties to a particular settlement area.

4. Create a plan that establishes policies and guidelines to preserve and enhance main streets and encourage accessibility and walkability in Elmvale, Midhurst, and Hillsdale.
5. Seek funding partnerships to assist in beautification projects of main streets within Springwater (i.e., Elmvale, Midhurst, Hillsdale, etc.).

OBJECTIVE 3

Continue to build Midhurst, including the Bayfield Street Corridor, as the major urban centre and gateway area for Springwater, and to make Midhurst a complete community.

ACTIONS

1. Determine direction and budget related to the Bayfield Street Corridor Study, follow the vision provided and implement the recommendations that are included in the study.

OBJECTIVE 4

Provide support to the agricultural sector, as it is a key economic driver within the municipality.

ACTIONS

1. Include in the updated Official Plan and zoning bylaws to:
 - 1.1. Allow for the development of agritourism opportunities; and
 - 1.2. Encourage agricultural businesses to take advantage of Springwater's rural location.
2. Work in partnership with the local Farmers' Market volunteers to:
 - 2.1. Determine how the Township can take a more active role to support the successful continuation of the Springwater Farmers' Market (Elmvale);

- 2.2. Consider expanding the Farmers' Market into other locations in Springwater; and
- 2.3. Establish the Farmers' Market as an activity that supports the local economy, including agriculture, prepared foods, and the arts.
3. Continue the Agricultural Advisory Committee as a key connection between the agricultural producers and the Township. Clarify the Terms of Reference for the committee and revise on a regular basis.
4. Communicate to the local agricultural landowners the programs and policies that are in place from different levels of government (Township, County, Province, and Federal) that support the agricultural sector.
5. In conjunction with the County, help to promote the local food/farm events that take place in Springwater.

OBJECTIVE 5

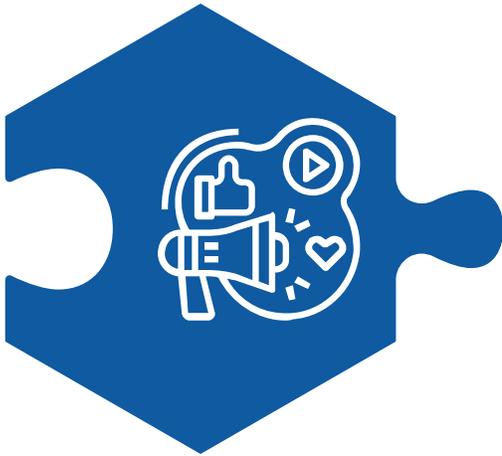
Develop a tourism program focused on supporting recreation, arts and culture, and heritage (natural and built).

ACTIONS

1. Put tools and resources in place to support the tourism sector.
2. Develop an inventory of all local tourism assets and market them effectively to residents and visitors.
3. Explore tourism grant opportunities at all levels of government and submit requests for grants that are relevant to supporting tourism in Springwater. Work with various levels of government that have assets located in Springwater (i.e., Springwater Provincial Park, Fort Willow Conservation Area, etc.) to encourage visitors to stay longer and explore Springwater.
4. Develop a business case to determine the need for accommodations in Springwater.
5. Expand the current digital signage program throughout the Township and into the urban centres of Elmvale, Midhurst, Anten Mills, and Hillsdale.
6. Improve the Arts, Culture and Heritage of Springwater.

- 6.1. Continue to support the Cultural and Heritage Advisory Committee.
 - 6.2. Continue to develop a Cultural Asset Inventory.
 - 6.3. Work with local creatives (i.e., artists, musicians, actors) to develop a stronger arts community by providing opportunities to increase visibility of the arts in Springwater.
 - 6.4. Understand the historical culture of Springwater and strive to keep that culture alive as the community grows and new residents move in.
 - 6.5. Reach out to existing cultural organizations (i.e., Midhurst Arts and Crafts Home Tour) and new organizations (i.e., The Festival of Small Halls) to strengthen existing arts programs and bring in new arts programs to Springwater.
 - 6.6. Update the Springwater Municipal Culture Plan (2012-2022).
 - 6.7. Continue to work with the Springwater Sports Heritage Board to:
 - 6.7.1. Help them to market the existing asset that they have developed; and
 - 6.7.2. Partner with the board to determine a location (e.g., the community hub) and to help to establish a 'bricks and mortar' location where visitors can view the recognition of the recipients.
 - 6.8. Work with the Cultural and Heritage Advisory Committee to include and recognize current and past residents that have been exemplary in their field (i.e., creative arts, historic figures, exemplary businesses).
 - 6.9. Establish an information program (e.g., onsite signage) highlighting historic locations, starting with designated properties across the Township and create a driving/walking tour to connect these locations.
7. Increase the recreational opportunities.
- 7.1. Implement the Trails Master Plan to provide connections from the north to the south, east to west (North Simcoe Rail Trail, linkages through other Township trails to County forests, etc.).
 - 7.2. Implement the Recreation Master Plan.

GOAL 3: BUILDING COMMUNITY UNITY TO SUPPORT A SENSE OF PLACE



Springwater covers a large geographic area with a population scattered across many smaller communities as well as throughout the rural area. A common 'sense of place' will help bridge the current divide between north and south, between existing and new residents, and will unite the community. Collaboration brings people together and opens new channels for communication and participation, while inclusivity provides opportunities for integrating new and existing residents.

OBJECTIVE 1

Lead and support community members in building cohesion and identity so all residents feel a sense of ownership and pride.

ACTIONS

1. Establish financial resources to hire staff to be responsible for community engagement and communications and liaising with the community.
2. Work with the local schoolboard and youth organizations to encourage students and youth to take a proactive approach to building community through volunteerism, establishing youth hubs, etc.
3. Facilitate active engagement between Council and residents including such activities as town hall meetings, participation in events, business openings, etc. to provide opportunities for members of Council and residents to interact.
4. Evaluate the unique identities of each of the individual communities in Springwater and support and celebrate their uniqueness by preserving the distinct characteristics of each community through branding, heritage, architectural design, etc.

5. Develop a partnership and work closely with the Simcoe County Ethnic Mosaic Alliance (EMA) to support multi-culturalism, diversity, and inclusion across the Township.
6. Improve partnerships with various levels of local media to enhance the communication of vital information to the residents of Springwater.
7. Identify current barriers that make inclusivity difficult and remove those barriers.
8. Establish a Library Master Plan that provides strategic direction to support the library as a key facility that brings together residents of all ages by providing programming, information, and a safe place for all. Expand library services into the areas that are underserved including the development of the new library and enhancements to the library in Elmvale.

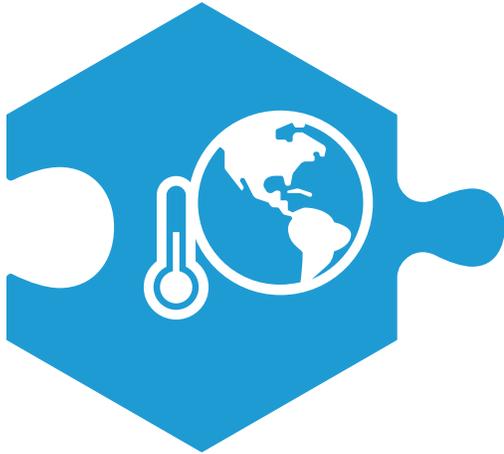
OBJECTIVE 2

Bring new and established residents of the Township together under the Springwater community brand.

ACTIONS

1. Engage the residents of Springwater to develop a Springwater image: an identity that resonates with the residents of Springwater and is future-forward.
2. Work in partnership with the community to reinvigorate existing and create new Springwater community events, determining ways to increase local participation and attract visitors. Partner with local organizations (i.e., Community Recreation Association) and media to communicate the events widely and effectively through multiple media sources.
3. Bring communities together by creating an active transportation masterplan that focuses on a connected road system to allow residents and visitors to explore and move safely throughout the Township.
4. Develop and implement new Springwater-wide event(s) that are unique to the township and celebrate these events under the Springwater brand.

GOAL 4: ADDRESSING CLIMATE CHANGE WHILE EMBRACING ENVIRONMENTAL SUSTAINABILITY



Climate change is understood as long-term change in the average weather patterns, which shape the Earth's local, regional, and global climates. These changes have a broad range of observed effects that are often used synonymously with the term and may include a greater number of and more intensified extreme climate events in Springwater and the region (i.e., floods, droughts, tornadoes, ice storms, etc.). Sustainability is about “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission, 1987) and is therefore crucial to the quality of life for the residents of Springwater.

OBJECTIVE 1

Model the way with corporate change.

ACTIONS

1. Consider investing in human and financial resources in order to move the Township's climate change and sustainability efforts forward.
2. Continue to partner and collaborate with the Severn Sound Environmental Association (SSEA) in progressing through the five steps of the Federation of Canadian Municipalities (FCM) Partners for Protection Plan to develop a Climate Program and ensure that the Township meets or exceeds the Milestone Framework within 10 years.
3. Ensure that future procurement proposals include a climate change component in them to support climate change initiatives.

4. Encourage virtual or hybrid meetings to be used as much as possible. Where in-person meetings are required, promote ride sharing among staff attendees.
5. As older equipment needs replacing in Township facilities, invest appropriately to upgrade to energy efficient options.
6. Review whether current Township buildings would be viable options for green energy solutions such as solar panels or inground heating.
7. Undertake a review of shifting to Electric Vehicles for Township equipment. Where appropriate, consider mandating that new equipment/vehicles be electric.
 - 7.1. This includes smaller tools (i.e., yard maintenance, snow blowers, etc.) and larger fleet vehicles (i.e., trucks, cars, etc.).
8. Review whether additional public transit options can be made available (i.e., expansion of County Linx transit system).
9. Where possible, go paperless.

OBJECTIVE 2

Lead the way by setting the example.

ACTIONS

1. Encourage the installations of EV charging stations on private lands (i.e., commercial developments). Consider installing EV charging stations at Township facilities (Administration Centre, Elmvale Arena, etc.), subject to the availability of finances, to help benefit residents, tourists and the municipality who have or may switch to electric vehicles.
2. Through the Springwater website, or via staff, provide residents with information regarding green energy grants they may be eligible for (for example, explain how to access government grants and loans related to putting solar panels on residential roofs).
3. In conversation with the County, encourage residents to be mindful of recycling or garbage disposal by:

- 3.1. Working alongside the County to ensure that all bins at Township facilities are properly labelled and sorted accordingly.
- 3.2. Marketing the benefits to recycling properly and encouraging residents to follow the guidelines.
- 3.3. Emphasize “Reduce, Reuse, and Recycle” (in that order) to reduce and eventually eliminate waste.

OBJECTIVE 3

Improved community understanding and messaging around Springwater’s environmental initiatives.

ACTIONS

1. As projects take resources, disclose to the community where those resources are going, what the value in those projects is, and why it should matter for residents. For example, if solar panels are installed on a roof, transparently describe the costing and return-on-investment, as well as the general ecosystem benefits to residents from the initiative, as well as the steps taken to quantify these factors.
2. Promote green initiatives being undertaken at current Township and community facilities.
3. Identify and adopt suitable measurement of “green” initiatives and disclose results to residents (for example, growth in recycled goods, reductions in energy consumption, etc.).
4. Harness the marketing opportunity around Springwater’s natural beauty and “the world’s purest spring water”.

OBJECTIVE 4

Protect existing climate and natural beauty of Springwater.

ACTIONS

1. Leverage Springwater's reality as having "the world's purest spring water" on earth by encouraging the community to protect it and to remain eco-friendly.
2. Ensure that, as much as possible, zoning regulations and other bylaws designed to protect Springwater's natural beauty remain in place.
3. Work with community organizations and enforce rules necessary to protect forests, natural walkways, trails, and the natural water sources.
4. Work with developers and public planning officials (Provincial and County) to identify eco-friendly ways to manage Springwater's projected growth.

OBJECTIVE 5

Maintain, grow, and develop community partnerships.

ACTIONS

1. Work with local Joint Municipal Services Boards (JMSB) and Conservation Authorities (CA) to promote the importance of these organizations to the future of Springwater.
2. Continue to participate in the County of Simcoe Sustainable Operations to continue to understand where sustainability goals align (i.e., how to improve garbage/recycling programs).
3. Develop community partnerships with other organizations interested in leading green programs to encourage a multi-faceted approach with community buy-in. These can be small (park cleanups) or larger initiatives.

GOAL 5: CORPORATE ACTIONS



It is important that local government understands the issues and concerns of the local community and supports them to the best of their ability. Mayor, Council and staff need to work together as a united front to manage the community and ensure that challenges are met. In order for Council and staff to be effective and efficient and to provide improved customer service levels, resources need to be in place (both financial and human) to be prepared for the growth projection over the next 10 to 20 years.

OBJECTIVE 1

That the Township ensure that there is financial sustainability by efficiently and effectively managing its revenues and finances in a way that accounts for future growth trends.

ACTIONS

1. Ensure that annual budgets and business plans are brought forward in a fiscally responsible manner.
2. Update the long-range financial plan on a regular basis (minimum every five years).
3. Continue to update and enhance the Asset Management Planning efforts and fully utilize its resources in doing so (i.e., optimize software, GIS functionality, etc.).

OBJECTIVE 2

To improve communications internally within the Township and externally with residents, businesses, and investors.

ACTIONS

1. Undertake an Enhanced Corporate Communications Strategy to provide an avenue to effectively communicate to and between Council, staff, residents, businesses and investors to create transparency and consistent messaging.

The communications strategy could incorporate:

- Communications training,
- Communications tools (i.e., social media, app),
- Policies and protocol around effective communications,
- Branding,
- Signage,
- Etc.



OBJECTIVE 3

To ensure that the Township has in place, the resources and programs to support Township staff.

ACTIONS

1. Implement a new Corporate organizational structure that reduces the span of control to a manageable level and encourages progressive leadership and future forward thinking.
2. Develop a Corporate Human Resources Master Strategy that aims to engage, support, train and equip Township staff and elected officials with the tools, knowledge and resources needed to become long-term Township assets.

The human resources plan could address:

- Succession planning,
- Community engagement,
- Staff training,
- Mentorship,
- Organizational review,
- Staff performance reviews,
- New employee orientation,
- Staff wellbeing,
- Etc.



OBJECTIVE 4

To continue to improve customer service from the Township and leverage technology to increase services and improve options.

ACTIONS

1. Implement 'Service Springwater', an enhanced customer service program that will ensure that front line staff are supported, and that residents and investors will receive the best customer service available.
2. Continue to implement the Service Delivery Review Recommendations.

OBJECTIVE 5

To have a clear understanding of all the strategies that are currently in place and the actions that are still required.

ACTIONS

1. Align the strategies that are in place and determine the actions that have been completed, what has yet to be completed and why it hasn't been completed, and whether it is still required.
2. Communicate to council and staff all the strategies that are still in progress and the actions that have been completed.
3. Have in place master plans for Transportation, Parks and Recreation, Library, Facilities, Trails, Water/Wastewater, Facilities, etc. and update them every five years at the latest.

APPENDIX 1

SCOAR® Analysis for the Township of Springwater



The SCOAR® (Strengths, Challenges, Opportunities, Aspirations, Results) is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, strengths/weaknesses/opportunities review using the McSweeney exclusive SCOAR® analysis.



- Road infrastructure throughout the Township.
- Range of recreational opportunities currently available. (i.e., hiking, biking, baseball, hockey, curling, etc.).
- Agriculture sector has some of the best farmland in Ontario.

Location

- Immediate access to Highway 400 which connects to the 400 series highways in southern Ontario.
- Proximity to cottage country, ski resorts, trails, beaches, and waterways.
- Under 2 hours to the Greater Toronto Area (by highway and GO train).
- Adjacent to Barrie for employment opportunities, services and shopping that cannot be found in Springwater.

Springwater as a Corporation

- Forward-thinking leaders that embrace new opportunities.

- Willingness to collaborate and work together.
- Staff and leadership are strong.

Small-town Feel

- “Uniqueness” of Springwater: not just another ‘burb.
- Traditions (i.e., the Elmvale Fall Fair).
- Support of local businesses first.
- People are generally respectful of each other and work together.
- A “community of small communities”.
- Peaceful with lots of open space.
- Good volunteer base.

Natural Infrastructure

- Impressive trail system.
- Natural and community heritage.
- Rural landscape with forests, fields and waterways.
- Purest spring water found on earth.

Family-Friendly

- Safe for families.
- Quality and number of schools within the Township



- Common community identity.
- Divided (north vs south, urban vs rural).
- Perception that Midhurst gets more than the rest of Springwater.
- Insular (engage in their immediate community within Springwater).
- Employment opportunities.
- Services to support seniors (i.e., healthcare facilities and specialists, accessibility issues, not enough intervention/help, affordable housing).

	<ul style="list-style-type: none"> • Small communities with commercial cores lacking in investment due to their need for main street improvements. • Infrastructure and increased cost of infrastructure to support population change.
	<p style="text-align: center;">Diversity of Population</p>
	<ul style="list-style-type: none"> ○ Lower percentage of 20-39-year-olds vs Ontario ○ Decreasing volunteer base
	<p style="text-align: center;">Growth and Development</p>
	<ul style="list-style-type: none"> ○ Reluctance to embrace growth. ○ Concern over the amount of proposed growth that is expected to take place. ○ Considerable amount of NIMBYism (“not in my backyard”) toward development. ○ Apparent lack of interest in and resistance to creating more industrial, commercial lands. ○ Fear and resistance to growth because it has not been well explained and communicated
	<p style="text-align: center;">Corporation of Springwater Service Delivery</p>
	<ul style="list-style-type: none"> ○ Collaboration between elected officials and staff at times makes it difficult to accomplish goals (this is at times a strength but at other times a challenge). ○ A need for more staff to support the proposed growth. ○ Resistance within Corporation to ‘get on board’ with certain initiatives to improve service delivery and communications (similar to above, this is both a challenge and strength at times).
	<p style="text-align: center;">Commercial/Industrial Development Challenges</p>
	<ul style="list-style-type: none"> ○ Support for entrepreneurs, farmers, and local businesses. ○ Slow development process.



Environment

- Managing urban sprawl and protecting farmland.
- Keeping the environment as an important element of Springwater with inevitable growth.
- Maintaining the unique status of having the purest water on Earth.

- Services to support seniors (i.e., healthcare facilities and specialists, accessibility issues, intervention/help, affordable housing).
- Continue to support and honour the agricultural sector (heritage and culture) in the Township.
- Leverage community partnerships to help support residents and businesses.
- Youth involvement in the community.
- Commercial/industrial business investments.
- Revitalize existing recreational facilities (i.e., Elmvale arena) to support the needs of the residents.

Community Branding

- “Welcome to Springwater” brand/message.
- Educate residents about Springwater rather than (or in addition to) the individual communities within it.
- Rename events associated with individual communities to Springwater events.

Location

- Adjacent to Barrie.
- Access to Highway 400 and vacant lands along Highway 400.

Tourism, Culture, and Heritage

- Make Springwater more than just a pass-through region: find a way to encourage visitors to stop in on their way to other places.
- Create a trail handbook to encourage usage.

Community cores beautified and improved to make them more attractive for new investment

- Use local trades and green building principles to optimize outcomes.

Develop community growth in a way that respects current tradition

- Work with residents to understand and embrace population growth.
- Address infrastructure needs (Wi-Fi/roads) that will come with population change.
- More balanced housing mix (i.e., affordable/attainable housing specifically for first-time home buyers).

Improve governance to support appropriate growth

- Facilitate open dialogue and engagement regarding change.
- Improved communications between municipal government and residents/businesses through different platforms (i.e., email, mail, Facebook, Twitter, text, phone, etc.).
- Increased staffing complement to support existing and anticipated growth.
- Greater transparency and accountability into municipal spending.
- Address the north-south and rural-urban divide paradigms.
- Continue building stronger relationships between council and staff.

Improve Development Process

- Update relevant and/or outdated municipal policies.
- Delegate elements of the planning process to staff to speed up the process.

Environmental and Climate Change

- Pro-active decision-making.
- Partnership and engagement.
- Green community design.
- Social resilience and well-being.



- To work towards being a community that celebrates its local culture and heritage.
- To have in place additional staff to manage the proposed growth, improve service delivery and provide better relationships between staff/council/residents.
- To have in place expanded community services and local businesses to support residents' needs without going outside of Springwater.
- To become a green-conscious community that develops innovative solutions for community resilience to environmental challenges.
- To be a community that maintains its small-town feel despite proposed growth.



- Over the next 20 years, the Township of Springwater will strive to become a complete community that offers the services, businesses and infrastructure that are required to support the residents but will still maintain its small-town feel. It will be a green-conscious community with strong environmental policies in place. Springwater will retain its unique place in the world as the municipality with the purest spring water on Earth.



APPENDIX 2

Key Findings from the Situational Analysis

The full Situational Analysis for the Township of Springwater (July 2022) provides a comprehensive overview of the Township based on statistics and data. Key findings pertaining to population and income are shown below.

Population Growth

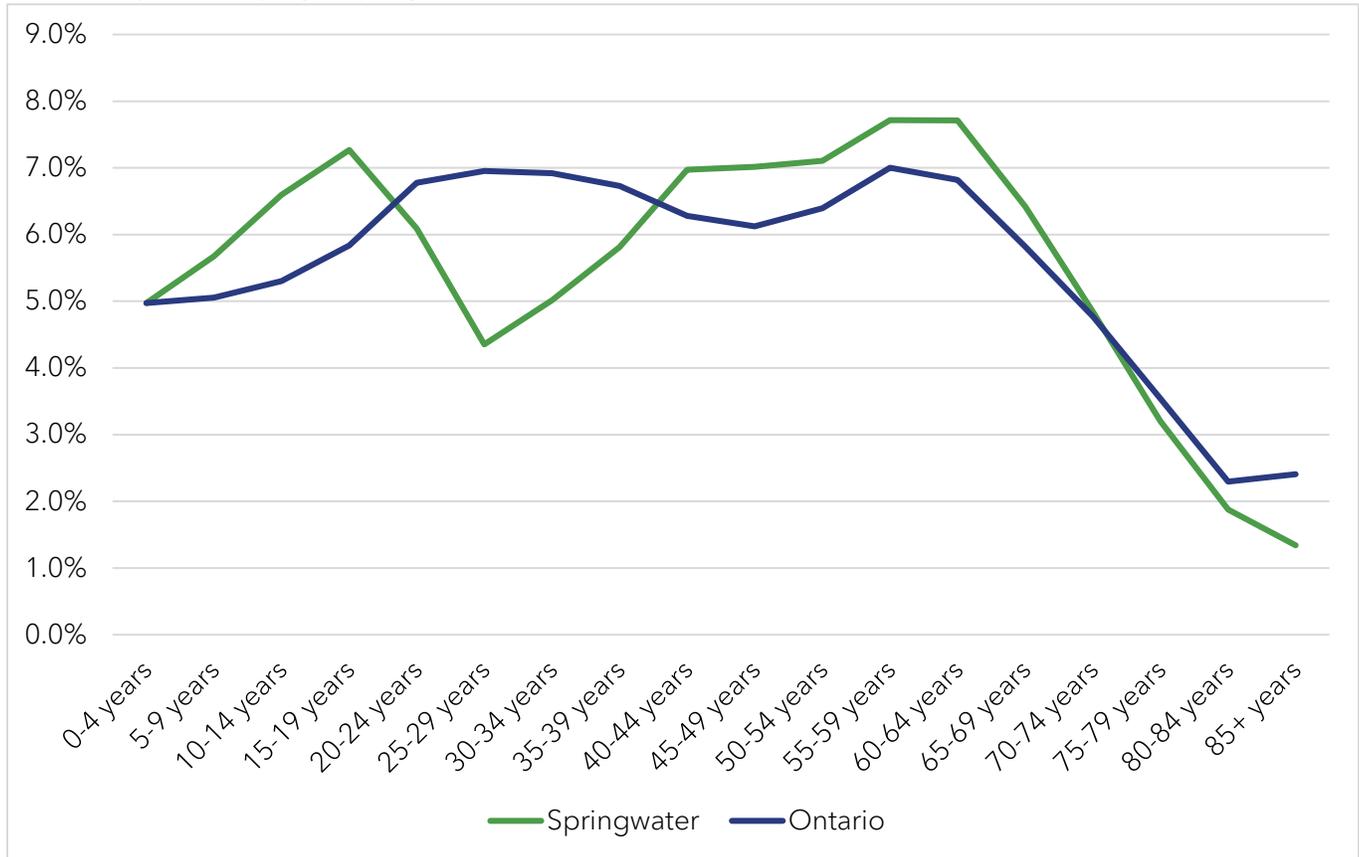
Overall, Springwater's working-age population (ages 15-64, 65.1%) is similar to Ontario's (65.8%), though its percentage of youth (0-14, 17.25%) is slightly higher. As the figure below shows, while the working age population is similar to Ontario's, it is made up of older working-age adults, as the proportion of Springwater residents aged 19-44 is considerably lower than across Ontario.

2022 Age Profile Snapshot		
Age Group	Springwater	Ontario
0-14	17.25%	15.33%
15-64	65.06%	65.83%
65+	17.68%	18.84%

Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2022



Percent Population by Age, Springwater vs. Ontario, 2022

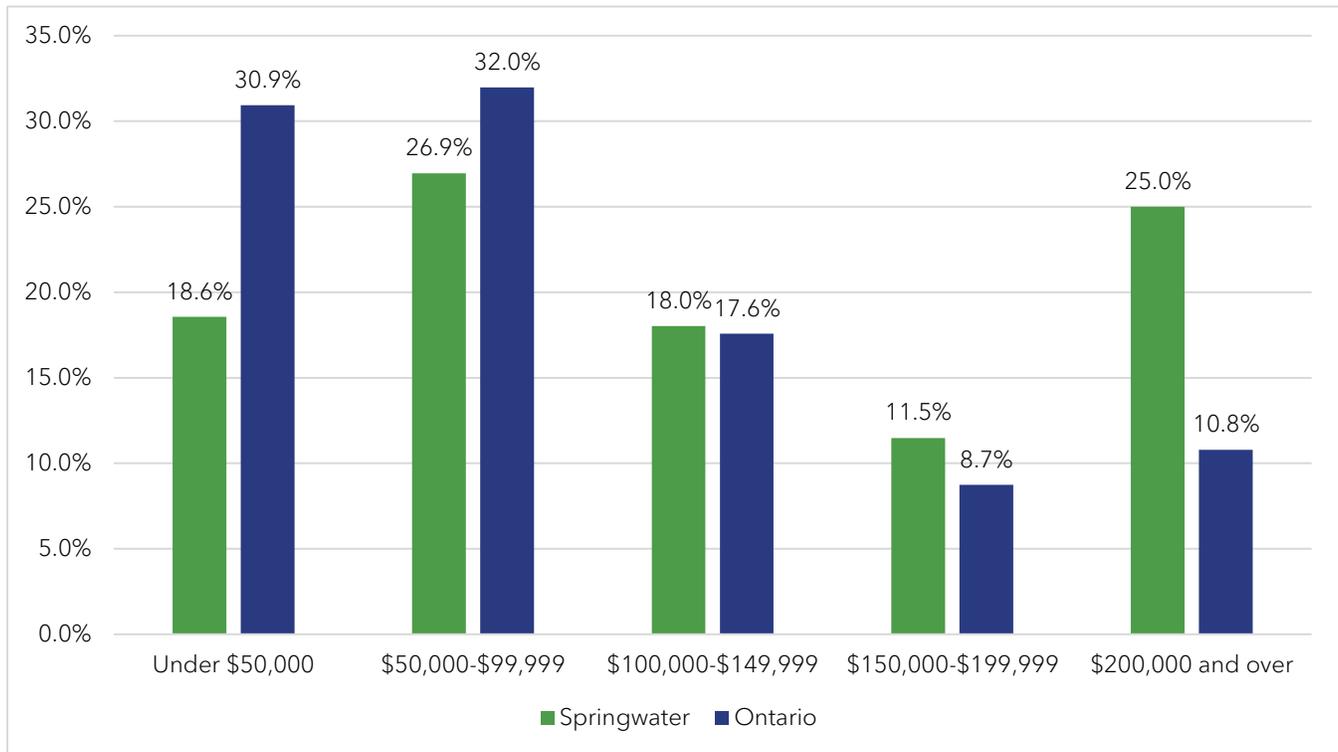


Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2022

Income, Households and Affordability

- In 2021, **Springwater's median employment income was \$49,084**, 30% higher than in Ontario (\$37,844).
- In 2021, the **average employment income for Springwater residents was \$71,151**, 32% higher than in Ontario (\$54,047).
- **Median household total income in Springwater: \$121,315 vs. \$84,052 in Ontario.**
- **Average household total income in Springwater: \$162,099 vs. \$109,992 in Ontario.**

Household Income Levels by Percent of Population, Springwater and Ontario 2021



Source: Manifold Data Mining Inc. SuperDemographics 2022 (based on 2021 incomes).

Significantly fewer Springwater residents (18%) spend 30% or more of household income on shelter costs than Ontario residents (28%) - a typical measure of housing affordability.



Township residents face a significantly higher level of affordability relative to the provincial standard.

PARKS AND TRAILS

The main trail in the Township is the North Simcoe Rail Trail which runs the entire length of the Township (north to south). Provided below is just a small number of the many beautiful outdoor recreational parks and trails available to residents. For further information on all the parks and trails in the Township, please visit

<https://www.springwater.ca/en/recreation-and-culture/trails.aspx>.



Springwater Provincial Park



Hunter Russell Nature Trail



Tiny Marsh Provincial
Wildlife Area



Nine Mile Portage
Recreational Trail



Minesing Wetlands
Conservation Area



Simcoe County Forest
Trails



Edenvale Conservation
Area



Hickling Recreational Trail



North Simcoe Rail Trail



Historic Fort Willow

- 2714 Grenfel Rd, Utopia, Ontario, L0M 1T2

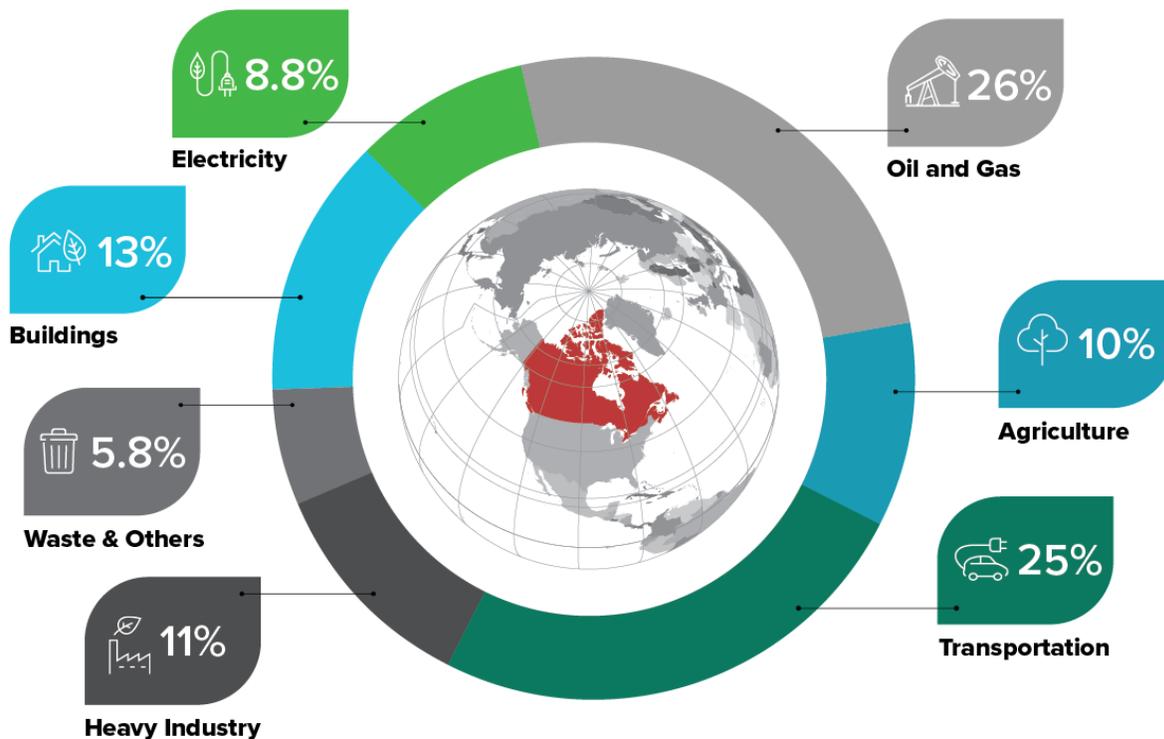
APPENDIX 3

Today's Situation on Climate Change

Climate change has become a significant issue in today's situation. When referring to climate change, it is referred to as the phenomenon of human-accelerated global warming: an average global temperature rises without precedent in the planet's normal climatic cycle. Climate change has also come to serve as a proxy for referring to changes in other global systems as a result of human activities. Human activities, such as agriculture, deforestation, energy production and use, pollution, and more all have impacts on the earth.

Climate Change in Canada

In Canada, oil and gas, transportation, and buildings are the top three sources of emissions. Domestic and international experts have increased scrutiny on Canada's lack of climate action, highlighting that we have the worst record of all G7 countries.



The impacts of this inaction are broad and can be observed in the increasingly severe and frequent extreme climate events occurring all over the world. In 2021, there were several record-breaking extreme climate events in Canada alone. British Columbia experienced massive flooding in November with experts describing the incident as possibly the most damaging and costliest in Canadian history. Conversely, drought conditions spread across 99 percent of the Prairies, making 2021 a particularly harsh year for wildfires, of which there were 2,500 more than the annual average. Record-breaking temperatures of 49.6°C scorched Lytton, British Columbia which precipitated a wildfire that destroyed most of the village. Later in the season, the Maritimes were battered by storms and hurricanes, particularly Hurricane Larry which broke the record for the longest-living hurricane in the Atlantic.

The current federal government and provincial governments have made commitments to reducing emissions and single-use plastics, increasing the number of electric vehicles, encouraging home retrofits, and adopting nature-based and technological solutions to clean up the environment and the economy. However, municipalities are on the front lines of climate change, and it will ultimately fall on communities to mitigate and adapt to changing climates, with changeable levels of support.

Opportunities

Despite the many unanswered questions and the stark realities faced by all, a changing climate presents some opportunities for positive change. The urgency of the situation makes it difficult to perceive these opportunities, but communities which are proactive in their approach to reducing their environmental impacts are increasingly perceived as desirable places to live by young and new Canadians alike.

Rethinking how communities are designed and how they ought to develop can be transformative not only for the quality of life of residents but for the long-term sustainability of the local economy.



APPENDIX 4

Document Review

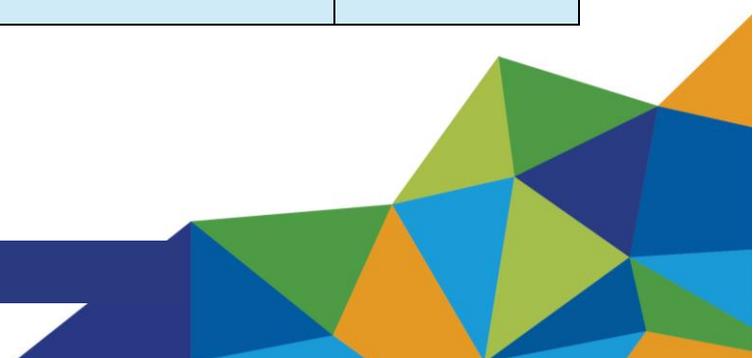
The Community-Based Strategic Plan aligns with other community strategies and reports that have been undertaken over the past number of years.

Document	Purpose	Status
Community Hub Report (Hasty Tract)	Report on the 50-acre parcel of land with immediate plans for the land include a new fire station, new recreation centre with arena, library and creative space, meeting and activity space, active and passive recreation opportunities (i.e., trails and sports fields) and Simcoe County EMS station.	Requires Approval
South Georgian Bay and Springwater Community Safety and Well-Being Plan 2021-2025	Commitment to work together towards improved social outcomes for the residents of Clearview, Springwater, Collingwood and Wasaga Beach. Focus on mental health and addictions, housing and access to services . Community safety and well-being is the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.	Currently Implementing
Township of Springwater Development Charges Backgrounds Study 2018	Provides an outline of the basis for recommendations found in the study that will guide elected officials and staff through the implementation of Development Charges (D.C.s). Recommendations include new D.C.s and policies for the Township.	Requires Updating

<p>Township of Springwater Economic Development Strategy (2010)</p>	<p>A five-year economic development strategy to improve the prosperity of Springwater with the following goals to support a longer term vision: investment readiness; pursue partnerships and outreach in the community; effective marketing and promotion of Springwater; growth in key industries; and enhance capacity of community infrastructure.</p>	<p>Requires Updating</p>
<p>Township of Springwater Long-Term Fiscal Impact Assessment of Growth (2021-2041)</p>	<p>The purpose of this long-range financial plan is to identify key financial pressures as the Township plans for continued growth and to make recommendations to assist the Township in managing growth over the planning period. Based on the analysis the Township is expected to face significant financial pressures as a result of growth. Recommendations include updating the Township’s Development Charges Background Study.</p>	<p>Currently Implementing</p>
<p>Township of Springwater Multi-year Accessibility Plan 2021-2025 & Annual Accessibility Status Report</p>	<p>The Plan is an organizational strategy to prevent and remove barriers and enact the requirements contained within the standards. Designed to continually meet the requirements of the AODA and its standards regulation, and to highlight and achieve key priorities that are important to Springwater residents. The five core standards of the IASR are: Customer Service, Information & Communication, Transportation, Employment, Design of Public Spaces.</p>	<p>Currently Implementing</p>
<p>Township of Springwater Municipal Culture Plan 2012</p>	<p>To leverage the cultural resources of the community to inform community development decisions, initiatives and investment. Based on 4 goals: Broaden the Township’s Leadership Role; Build a Strong and Collaborative Cultural Sector; Expand Culture-Led Economic Development; and Strengthen Awareness of History and Heritage.</p>	<p>Requires Updating</p>

Township of Springwater Official Plan (2018)	<p>Official Plan Review Draft Discussion Paper: This discussion paper outlines the key issues to be addressed in the new Official Plan; summarizes the input received from the Official Plan Visioning Workshops to develop the vision and guiding principles for the new Official Plan; and identifies the key recommended policy directions for the new Official Plan, and additional background studies that should be undertaken in Phase 2 to inform the new Official Plan.</p>	Update required to the Official Plan based on the Official Plan Review Draft Discussion Paper
	<p>Bayfield Street Corridor Study: The purpose of this study is to serve as a land use analysis, a demonstration plan of the permitted mixed uses as indicated in the Midhurst Secondary Plan and to provide further urban design criteria to guide future land use and built form changes for the Bayfield Street Corridor.</p>	Requires Approval
	<p>Intensification Study (June 2021): This Intensification Strategy updates the residential Intensification supply and analysis initially prepared for the 2018 Growth Management Strategy (GMS) in support of the Official Plan Review. There are 12 recommendations broadly focused on increasing the number of residential units within the delineated built-up areas, in a manner compatible with the established communities.</p>	Requires Implementing
Recreation and Parks Master Plan Update (Draft 2016)	<p>This Update, which looks out to 2030 and beyond, is founded on Vision 2030; the Belief Statement about the value of investing in parks, recreation and culture; fourteen Guiding Principles; and Planning and Provision Guidelines for parks and facilities. This is a 'transition' plan with detailed recommendations organized around: i) the recreation delivery system (including programming), ii) indoor and outdoor recreation facilities, and iii) parks and open space.</p>	Currently Updating

<p>Township of Springwater Service Delivery Review and Service Delivery Review Recommendations Report (2020, 2021/2022)</p>	<p>The Service Delivery Review project goals were twofold. The primary focus of the project was to 1) provide Council with qualitative and quantitative analysis of the current resource capacity of full-time staff at the Township (at the individual role level, department level, and organizational level). The secondary focus of the project was to 2) provide Council with high-level recommendations to address critical gaps found in the current delivery of services to the public. Top priorities include: growth management; fiscal responsibility and management; asset management and improvements; municipal services improvements and investments; technology and modernization; and, economic development.</p>	<p>Currently Implementing</p>
<p>Township of Springwater Trails Master Plan 2008</p>	<p>The Township of Springwater Trails Master Plan (“TMP”) is intended to guide the future planning and development of a comprehensive interconnected trail system for the Township. The trail system contains opportunities for non-motorized and motorized uses, for different types of recreational use, as well as providing means for alternate transportation to encourage use of a day-to-day basis. There are 23 recommendations set out in the report to guide the implementation of the Springwater trail system.</p>	<p>Currently Updating</p>
<p>Township of Springwater Urban & Rural Community Improvement Plan (CIP) (2017)</p>	<p>The purpose of the Township of Springwater Urban and Rural CIP is to support local industries, businesses, tourism, agri-tourism, and value-added agricultural facilities by establishing programs that will by promote private sector investment and revitalization. To accomplish this, the CIP establishes financial incentives for private property owners and tenants throughout the Township.</p>	<p>Requires Updating</p>



Information Reports

Township of Springwater Our Springwater, Our Future Corporate Strategic Plan (2016-2018)

Township of Springwater Council Orientation 2022-2026 Term of Office

Township of Springwater Flexible Work Arrangement Policy

Township of Springwater Annual Report 2021

Township of Springwater 2022 Budget & Business Plan Overview

Township of Springwater Official Plan Review Discussion Paper 2018

Township of Springwater Population-Related Employment Study

