Township of Springwater

2024/25 Multi-Year Budget



Internally Aligned, Externally Focused

Table of Contents

Budget Transmittal Letter
Overview
About Springwater 8
Township Council
Township Organizational Chart 12
2023 Accomplishments 13
20-Year Community Based Strategic Plan 23
2024 Budget - At a Glance 25
2024 Budget Timeline 28
Asset Management 29
Reserves and Reserve Funds 31
Debt 36
Budget Survey 40
2024 Consolidated Budget 42
2024 Tax Supported Operating Budget 45
Budget Pressures, Drivers and Program Change Summary 47
2024 Water Rate Supported Operating 60
2024 Wastewater Rate Supported Operating 62
Ten Year Capital Plan (2024-2033) 64
2024 Capital Budget/Requests 68
Key Projects for 2024 70
Impact on Operating Budget 71
2024 Tax Supported Operating Budget Details 72
Tax Supported Operating Budget 73
Council 76
Office of the CAO and People & Talent 81
Corporate Services 114
Fire & Emergency Services 137
Building & Planning Services 151
Infrastructure & Operational Services 163
Service Partners 169

CONTENTS

	PAGE
Springwater Public Library	171
BIA	176
Conservation Authorities	178
Police Services	180
Water Rate Supported Operating	**182**
Wastewater Rate Supported Operating	**186**
2024 Capital Budget & 10-Year Capital Plan	**189**
2024 Capital Budget Details	190
2024-2033 Ten Year Capital Plan Details	
Appendices	**302**
Appendix A - 20-Year Community Based Strategic Plan	303
Appendix B - Non-Union Management Salary Grid	358
Appendix C - Service Delivery Review - IT Master Plan	360
Appendix D - Service Delivery Review - KPI & Customer Service Review	385
Appendix E - Service Delivery Review - Resource Capacity Summary Report	457
Appendix F - Summary of Contracted Services & Consultants	559

www.springwater.ca
2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada

October 26, 2023

Mayor Coughlin and Members of Council,

Staff are pleased to present the Township of Springwater's 2024/2025 Approved Consolidated Budget & Business Plan. While preparing the Budget & Business Plan staff considered the following:

a) The cost of maintaining existing programs/services at current levels;
b) The costs associated with infrastructure that is operated and maintained by the Township;
c) Assessment growth as provided for by MPAC;
d) Cost of living allowance (COLA);
e) Anticipated 2024 workloads; and,
f) Water and wastewater rates (to be approved by Council through the updated Township's 2023 Water & Wastewater Rate Study).

The budget horizon continues to project uncertainty as the Township and community continue to experience inflation pressures, increased growth and infrastructure renewal costs. Springwater is a growing and ever-improving community; similar to 2023, the 2024 Budget will require investment to ensure residents and businesses continue to receive the programs and services that provide for the high quality of life in Springwater.

The Township continues to be faced with significant challenges due to continual changes in federal and provincial legislation, pressures to increase service levels from new and existing residents, significant inflationary concerns, supply chain and labour shortages, renewal and rehabilitation of capital infrastructure assets, growth management and fiscal prudence with debt management and reserves. The multi-year budget has been established by drawing from the strategic goals/priorities outlined within the Township's 20-Year Community-Based Strategic Plan.

The Approved Consolidated Budget & Business Plan is comprised of five (5) key components:

1) The 2024/2025 Approved Tax Based Operating Budget – includes programs and services that are primarily funded from property taxes, reserves and user fees;
2) The 2024/2025 Approved Water Rate Based Operating Budget – includes programs and services that are primarily funded from water reserve funds and user fees;
3) The 2024/2025 Approved Wastewater Rate Based Operating Budget – includes programs and services that are primarily funded from wastewater reserve funds and user fees;
4) The 2024 Approved Capital Budget – includes projects in which the Township acquires, constructs, and/or renews the service potential of its infrastructure assets. The 2024 Capital Budget includes carryforward funds from 2023 for projects which were not completed in 2023 and are projected to be completed in 2024; along with new funds that have been requested for projects in 2024; and,
5) The 2024/2025 Program Changes – includes new staffing requests and new initiatives/enhancements proposed by staff to assist in continuing to provide the residents of Springwater with the level of services that they have come to expect.

www.springwater.ca
2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada

2024/2025 Multi-Year Budget:

The Municipal Act, 2001 authorizes a municipality to prepare and adopt a budget covering a period of two to five years. Township staff have chosen to utilize a two-year approach. Rather than approving a budget annually, Council will have the opportunity to approve the 2024 Budget and approve "in principle" the 2025 Budget. Council will have the opportunity to officially adopt the 2025 Budget the following year, subject to any changes and approve "in principle" the 2026 Budget. Council must readopt the budget each year. Any changes that are required to make the budget compliant with the provisions of the Municipal Act, 2001, will be completed at this time. Annual updates will also provide Council the opportunity to adjust the budget to provide flexibility for events or circumstances that require funding and resource adjustments.

2024 Approved Tax Based Operating Budget:

The 2024 Approved Tax Based Operating Budget consists of gross expenditures in the amount of $30.7M and revenues of $31.0M, thus leaving a net tax surplus of $292,162. As such, the impact of the Approved 2024 Tax Based Operating Budget is a **decrease** of 1.55% over 2023. This includes the requirements for the 2024 non-union compensation, collective agreement impacts, the Library and Conservation Boards/Authorities, as well as a contribution for Capital Infrastructure. **It does not include any program changes, nor does it include the County of Simcoe or Education levies.**

When combined with the assumed County of Simcoe approved increase of 3.70%, and the Education rate, which is to remain revenue neutral, the blended property tax increase is estimated at 0.46%. For an average residential property assessed at $497,000, this amounts to an approximate annual increase of $19.79 over 2023 or $1.65 per month.

Residential properties assessed at an amount lower than $497,000 can expect an annual increase that is lower than $19.79 and residential properties assessed at an amount higher than $497,000 can expect an annual increase that is higher than $19.79.

Increase in Tax Levy to Support Capital Infrastructure:

The 2024 Approved Tax Based Operating Budget currently includes a 1% increase in the tax levy to support capital infrastructure, which has been compounded, meaning prior years amounts have been included. In 2016, Council supported the 1% increase in the tax levy to assist with the Township's ageing infrastructure and in 2023, Council supported compounding the increase going forward. A 1% tax levy increase equates to approximately $185,000 in net expenditures.

2024 Program Changes:

The 2024 Approved Tax Based Operating Budget currently proposes thirteen (13) program changes for the Township and two (2) program changes for Service Partners. Staff are seeking Council's consideration of all program changes; the net impact is an additional $522,395 or 2.77%. Further details regarding these program changes can be found under the 2024 Operating Budget details section of the Budget Book (under each Division Tab).

www.springwater.ca
2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada

2024 Approved Water & Wastewater Rate Based Operating Budgets:

In 2023, Township staff received Council support to conduct an update of the water and wastewater rate structure through the assistance of Watson & Associates Economists Ltd. Analysis and scenarios are currently being conducted and will be presented to Township Council at a Special Meeting of Council for review and adoption. Any impacts of the rate study have not been included in the 2024 Approved Water and/or Wastewater Rate Based Operating Budgets. Staff have included revenue estimates pertaining to consumption increases/decreases and will include any rate increases if approved prior to Council approving the budget.

2024 Approved Capital Budget:

The Approved Capital Budget is comprised of carry forward projects from 2023 in the amount of $20.9M, as well as new capital requests for 2024 in the amount of $19.3M, for a total 2024 Capital Budget of $40.2M. All new capital dollars requested in 2024 have been supported with a capital project justification, further details can be found in the Budget Book under Capital.

Review and approval process:

On November 1, 2023, at a Special Meeting of Council, staff are scheduled to table the Proposed 2024/2025 Budget. Furthermore, staff have scheduled Council one-on-one sessions for the week of November 6 to 10, 2023. Budget deliberation meetings are scheduled for November 13, 15, 20, and 22, 2023. Council is being requested to approve the 2024/2025 Budget on December 6, 2023.

Sincerely,

On behalf of the Township of Springwater Senior Management Team

Overview

Welcome to the Township of Springwater

Springwater offers an affordable and enviable lifestyle in a picturesque country setting. There are plenty of activities for people of all ages, from sports and recreation such as skiing, soccer and hockey to shopping in the quaint village of Elmvale or experiencing the beauty of our natural environment in the Minesing Wetlands.

Visitors of all ages and backgrounds flock to the community to enjoy beloved attractions, including Springwater Provincial Park, the Elmvale Jungle Zoo and the vast network of scenic hiking trails

Springwater is a socially rich municipality blessed with a strong sense of community. The Township's core strength comes from its people who support strong and healthy communities and a vibrant culture. This sense of community pride is expressed through a variety of popular events that enhance the quality of life for everyone. Be sure to stop by the Elmvale Maple Syrup Festival (April), Festival at the Fort (September), Midhurst Autumnfest (September), the Elmvale Fall Fair (October) and all the other events featured in Springwater—we know you'll have an amazing time!

Whether you are visiting for a day or for a lifetime, you will always find something enchanting in Springwater.

Visit us at springwater.ca to learn more.







About Springwater

The Township of Springwater is a picturesque municipality located within the County of Simcoe. Just 100 km north of Toronto, Springwater is nestled between the City of Barrie and the Town of Wasaga Beach. The Township is strategically positioned to enjoy urban, rural and recreational areas through convenient access to regional and provincial highways.

Springwater's uniqueness combines small-town charm with urban access, proximity to schools and post-secondary institutions, community pride, access to year-round recreation and good infrastructure to serve residents.

Population and Settlements

The Township is one of sixteen lower-tier municipalities within the County of Simcoe. It consists of both urban and rural communities, with a population of over 22,000 people. There are nine settlement areas of which Midhurst and Elmvale are the largest, with populations of 3,100 and 1,700 respectively. Other settlement areas include Anten Mills, Centre Vespra, Hillsdale, Minesing, Phelpston, Orr Lake and Snow Valley.

Springwater was amalgamated in 1994 when the County of Simcoe was restructured, and includes the former Townships of Flos and Vespra, the Village of Elmvale, and a portion of the former Township of Medonte. As well, a small parcel previously within the Town of Wasaga Beach was merged within the new municipality.

Township Services

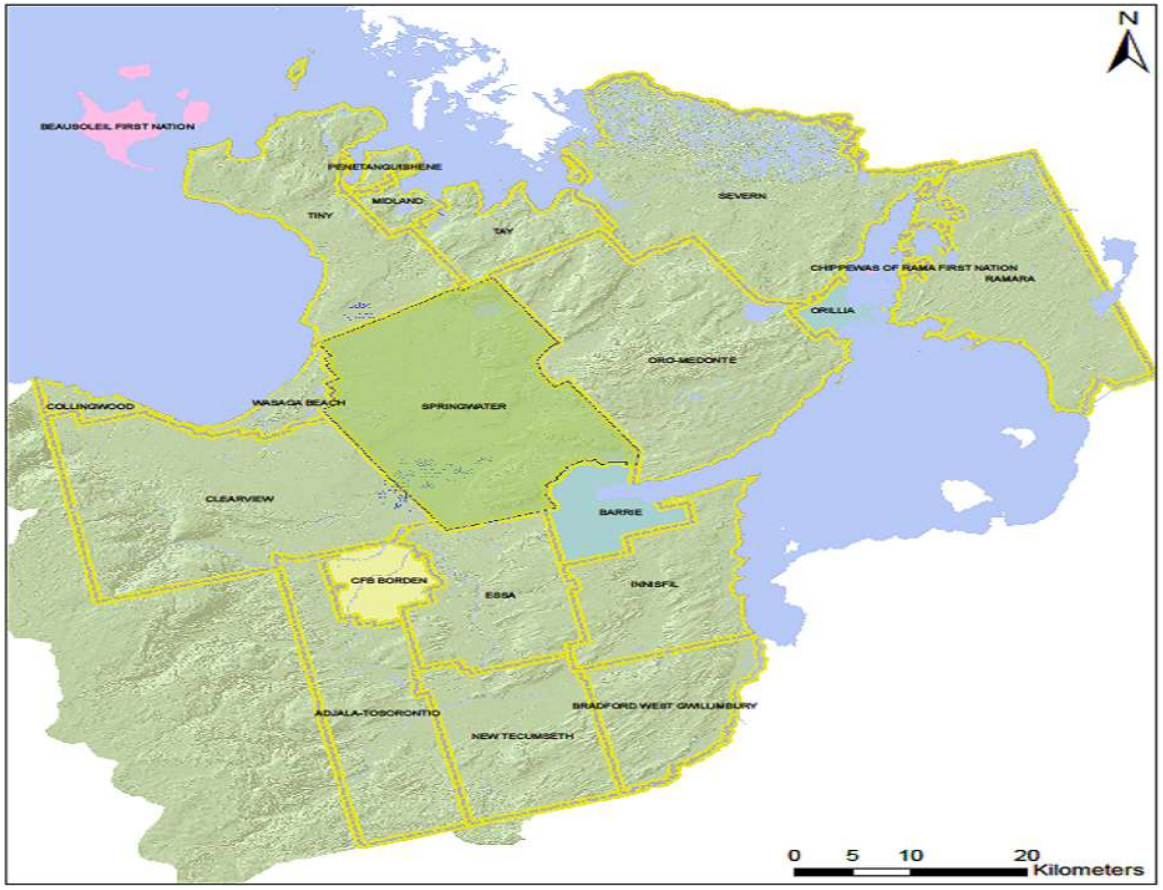
The Township prides itself in providing comprehensive and responsive services to its residents, including:

- Fire & emergency services;
- Community planning/development and growth management;
- Recreation and parks;
- Building permits and inspection;
- By-law enforcement and canine control; and
- Licenses and permits.

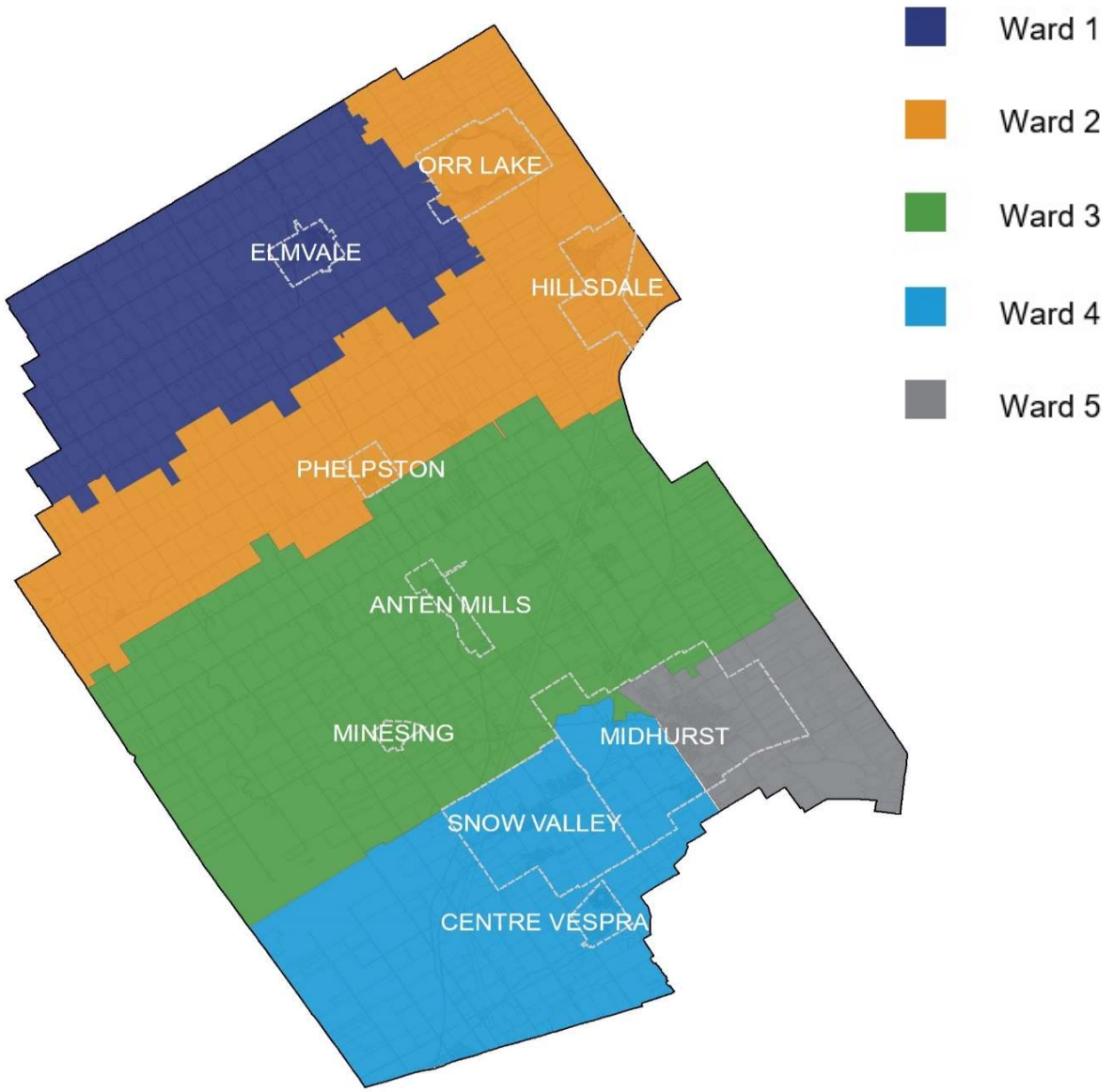
As part of proper stewardship, the Township acquires and maintains infrastructure to support its residents and aligns this process with long-range financial planning. Major infrastructure includes:

- Municipal roads (paved and unpaved), bridges and culverts;
- Water distribution systems, fire hydrants, water meters, pump stations and elevated storage tanks;
- Wastewater collection and treatment systems, pump and lift stations;
- Facilities including: recreation centres, libraries, park pavilions, administration centre and fire stations; and
- Land improvements including: baseball diamonds, sports parks, parkland and playground equipment.

County of Simcoe Map



Township of Springwater Ward Boundary Map



Township Council

Township of Springwater Council is comprised of a Mayor, a Deputy Mayor and five Councilors who are elected by the citizens of Springwater and hold office for a four-year term.

Council meets as a whole on the first and third Wednesday of the month (with some exceptions) at the Township Administration Centre. It is during these meetings that Council sets policy and directs staff to address existing and future community needs. These meetings are open to the public and are livestreamed on the Township's website.

Springwater's Mayor and Deputy Mayor also sit on the County of Simcoe Council, along with Heads of Council from all sixteen (16) of the municipalities in the County of Simcoe.



Mayor
Jennifer Coughlin



Deputy Mayor
George Cabral



Ward 1 Councillor
Matt Garwood



Ward 2 Councillor
Danielle Alexander



Ward 3 Councillor
Brad Thompson



Ward 4 Councillor
Anita Moore

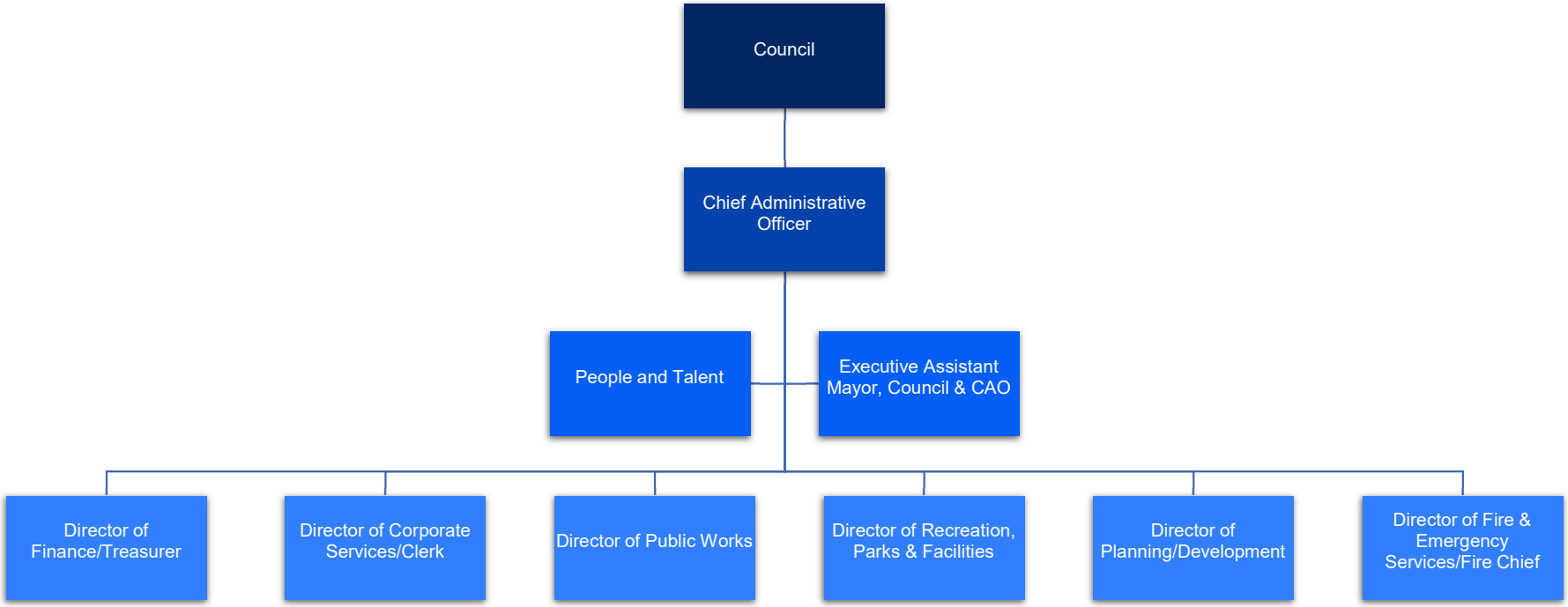


Ward 5 Councillor
Phil Fisher

Township Organizational Chart

The Township is comprised of several departments that contribute to the effective distribution of municipal services. The Chief Administrative Officer is responsible for directing staff based on Council's objectives and approved plans. Each service area/department has a Director who oversees the operation of that department. These Directors make up the Township's Senior Management Team.

The following organizational chart illustrates the Township's corporate structure:





Goal 1: Leveraging Growth to Improve Springwater as a Community

Objective 1: Build "complete communities" to support the local population, including the necessary infrastructure for people of different ages and stages in life.

- Commenced the design for upgrades to the Elmvale Wastewater Treatment Plant.
- Enabled the movement of people and goods by rehabilitating over 8.8 kilometers of roadways and continued with the design of Craig Road Extension.
- Members of Council and staff attended the annual ROMA and AMO Conference to foster and build positive partnerships with the Provincial government.
- Initiated an update to the Township's Parks and Recreation Master Plan and Trails Master Plan to guide the future planning of recreational facilities, services and trail development.
- Completed the following Subdivision Registrations & Agreement Executions
    - D. Hickling – Stage 2 (Midhurst)
    - Thompson – Stage 1 (Midhurst)
    - Midhurst Heights – Stage 1 (Midhurst)
    - Estates of Anten Mills – Registration (Anten Mills)
    - Hometown Hillsdale – Stage 1 Agreement (Hillsdale)
    - First Elm Holdings – Development Agreement (Midhurst)
    - PGC Industrial Subdivision – Pre-servicing Agreement (Bertram)
    - Springwater Development Corp – Pre-servicing Agreement (Anten Mills)
- Completed the following Site Plan Registrations
    - Western Mechanical – 2145 Flos Road 4 East (Industrial Site-Hillsdale)
    - Gabor – 9 Queen Street West (Redevelopment of Commercial Office Space-Elmvale)
    - Hatton – 74 Yonge Street South (Commercial Plaza-Elmvale)
    - Piccattoli – 17 & 19 Bertram Industrial Parkway (Mini-storage)
    - White Owl – 2333 Cassell Drive (Industrial Business-Hillsdale)
    - Madison Taylor Amendment – 14 Finlay Mill Road (Office Building-Midhurst)
- Staff continued to work collaboratively with the Elmvale Active Seniors Residence (commonly referred to as the Elms) project team at Queen Street East and Revera Group regarding the Sara Vista at 27 Simcoe Street to progress their seniors focused development projects.
- Completed upgrades to the Homer Barret Park Playground.
- Enhanced recreational programming in various Community Centres throughout the Township.
- Commenced drafting a short-term rental policy.



- Through the implementation of the Township's new Minister's Zoning Order (MZO) Request Protocol, staff and Council continued to evaluate requests for support. The following requests are currently being review:
    - The Remington Group Inc. - 727 Bayfield Street North: For development of a "seniors continuum of care campus"; and,
    - 2252841 Ontario Inc. - 742 Bayfield Street North: For development of a "complete master-planned community".

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.

- The RFP process was completed, and the contract for the construction of the new fire station was approved in 2023. Construction is set to commence in late 2023 or 2024. This station will provide a permanent home for the Township's volunteer firefighters and serve as a valuable community asset.
- Finalized the sale of land for the construction of the County of Simcoe Paramedic Post at the Community Hub property. The County of Simcoe is in the preliminary stages of drafting their site plan agreement which will permit them to begin construction.
- A draft conceptual plan for the Phase 2 development of the Community Hub has been presented to Council. Staff continue to explore opportunities/partnerships to establish other uses on the Community Hub.

Objective 3: Build partnerships to support a complete and healthy community.

- Partnered with Elmvale District High School (EDHS) and the Simcoe County District School Board and opened the doors to the public and commenced providing drop-in programs in the gymnasium.
    - An amended agreement with the Elmvale District High School (EDHS) and the Simcoe County District School Board is currently being drafted to ensure there is a greater benefit of this facility to the community as a whole.
- The Township continued to work with its consultants and partners in the implementation of its Community Safety and Well-Being Plan.
- Guided business development and expansion through the Site Plan and planning processes, including but not limited to:
    - BMR Pro (Commercial Business)
    - Revera Living (Long Term Care Home)
    - Our Lady of Lourdes (Daycare Facility)



- Expanded recreational registered and drop-in programming by partnering with the following organizations:
    - Taylored Pickleball Academy – outdoor pickleball classes
    - Monkeynastix – preschool/parent participation programming
    - Warrior Athetes – preschool, school age programming
- Enhanced Springwater Day Camps by actively partnering with the Springwater Library and Springwater Fire & Emergency Services for specialized theme days.
- Partnered with the Nottawasaga Valley Conservation Authority on the Festival at Fort Willow.
- Continued to partner with the Ontario Provincial Police, Simcoe County Off-Road Riders Association and Central Ontario ATV Club on the Off-Road Vehicle Educational Outreach Program. This program educates operators and pedestrians on where they are and are not permitted to ride in the Township; as well as provides information on safety and trail etiquette.
- Partnered with the County of Simcoe to award bursaries to local students attending college/ university.
- Developed a Memorandum of Understanding between Springwater Fire & Emergency Services and the Ontario Fire Marshal to conduct joint training sessions and provide for career development through training opportunities and utilization of training resources and equipment.
- Hosted Backyard Project Day to provide additional opportunities for residents to obtain a building permit. This program was run in partnership with local lumber yards BMR Pro Elmvale and United Lumber Bayfield Street.

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.

- Council adopted a new Township of Springwater Official Plan. The new Official Plan modernizes land use planning policies that will guide our community's growth and development throughout the next 25 years. This new Official Plan includes the following background documents: Bayfield Street Corridor Study, Intensification Strategy and Population-Related Employment Land Market Study.
- An update to the Township's Development Charges Background Study was completed this year.
- Proceeded with the Transportation Master Plan, the Community Hub Master Plan, the Water/ Wastewater Servicing Master Plan, the Recreation Master Plan and the Parks and Trails Master Plan.
- Continued implementation of Provincial, County and Township Planning Policy.



Goal 2: Leveraging Growth to Improve Springwater's Economy

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'.

- Created an internal team (Development Action Review Team) to review development applications in an effort to streamline the process and reduce permit turnaround times.
- Staff received the authority to sign-off on Site Plan Agreements without needing Council authorization.
- On-going implementation of the Economic Development Marketing Plan including updates to the business directory and sharing of business-related news through social media and the Township website.

Objective 2: Revive the main streets of each core community, maintaining their uniqueness and heritage.

- Council approved a Temporary Outdoor Patio Program to provide additional dining options for restaurants while also animating the downtown area.
- Continued to support the Elmvale BIA in an advisory capacity.

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.

- Council adopted a new Township of Springwater Official Plan. The new Official Plan modernizes land use planning policies that will guide our community's growth and development throughout the next 25 years. This new Official Plan includes the following background documents: Bayfield Street Corridor Study, Intensification Strategy and Population-Related Employment Land Market Study.
- Staff evaluated the impact of MZO Protocol Applications related to Bayfield Street Corridor.



Objective 4: Provide support to the agricultural sector, as it is a key economic driver within the municipality.

- Retained an Economic Development Assistant to oversee and manage the Springwater Farmers' Market – Elmvale. This position also provided Economic Development support, event assistance, updated the business directory and supported the Elmvale BIA.
- Reviewed and updated the Agricultural Advisory Committee Terms of Reference to ensure the committee continues to remain a key advisor to the Township.
- Continued working with Livestock Valuer to process Ontario Wildlife Damage Compensation Program Applications from local farmers.
- Maintained reduced building permit fees for the agriculture sector.

Objective 5: Develop a tourism program focused on supporting recreation, arts and culture, and heritage (natural and built).

- Participated in the 2023 Doors Open event by hosting an Open House at the Anten Mills Community Centre, focusing on its history and heritage attributes.
- Featured the Anten Mills Community Centre as a new addition to the Heritage at Home series.
- Continued to provide support to the Cultural and Heritage Advisory Committee.
- Continued to provide support to the Springwater Sports Heritage Board.
- Attended the Tourism Simcoe County partner meetings and participated in the County Agri-tourism Working Group.
- Contributed to the beautification of downtown Elmvale, through implementation of the Street Pole Banner Policy. This year the Township continued the Remembrance Day banner initiative to honour our veterans, in partnership with the Elmvale BIA and the Elmvale Legion. Additionally, the Elmvale Minor Hockey Association led a new hometown hockey banner initiative, in line with the Policy.

Goal 3: Building Community Unity to Support a Sense of Place

Objective 1: Lead and support community members in building cohesion and identity so all residents feel a sense of ownership and pride.

- Created and implemented a Traditional Land Acknowledgement Statement to continue to strengthen the relationships and understanding between non-Indigenous and Indigenous peoples.



- Continued compliance under the Accessibility for Ontarians with Disabilities Act, under the guidance of the Joint Accessibility Advisory Committee.
- Hosted community engagement sessions with residents to gain feedback on updates to the Parks and Recreation Master Plan and Trails Master Plan.

Objective 2: Bring new and established residents of the Township together under the Springwater community brand.

- Commenced a Transportation Master Plan which will focus on creating a connected road system which will allow residents and visitors to explore and move safely throughout the Township.
- Implemented the Cultural and Heritage Advisory Committee for the 2022-2026 Term of Council.
- The Township provided support and enhancements at the following signature events: Elmvale Maple Syrup Festival, Midhurst Autumnfest, the Festival at Fort Willow and the Elmvale Fall Fair.

Goal 4: Addressing Climate Change While Embracing Environmental Sustainability

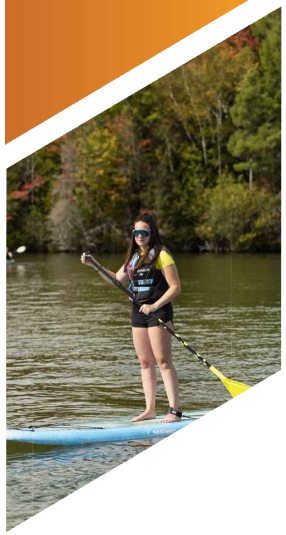
Objective 1: Model the way with corporate change.

- Continued to partner with the Severn Sound Environmental Association in progressing through the five steps of the Federation of Canadian Municipalities Partners for Protection Plan.
- Continued offering a remote option for participation in Council and Committee meetings, reducing vehicle use and travel for participants.
- Continued providing electronic agenda and meeting packages, reducing paper use.
- Continued offering electronic applications for various licensing, information requests and permits, reducing paper use.
- Continued moving towards electronic records retention for all corporate records, reducing hard copy files and paper use.
- The Building Department continued to offer a Discretionary Septic Reinspection Program.
- Invested in energy efficient LED lighting upgrades as replacements were required.

Objective 2: Lead the way by setting the example.

- Continued moving towards procuring a more environmentally friendly fleet of vehicles.
- Developed Digital Permitting to reduce printing costs for drawings and make the application process simple for repeat customers.





Objective 3: Improved community understanding and messaging around Springwater's environmental initiatives.

- Partnered with the Canadian Food Inspection Agency and County of Simcoe regarding messaging related to Oak Wilt in Canada.
- Partnered with the Simcoe Muskoka District Health Unit to ensure residents were informed of Blue-Green Algae in Orr Lake and the health dangers it poses.

Objective 4: Protect existing climate and natural beauty of Springwater.

- Prepared for the implementation of the Septic Reinspection Program for Orr Lake to maintain the health of the lake.
- Ensured that the new Official Plan included the introduction of policies to address climate change.
- Continued the implementation of existing environmental and natural heritage conservation policies.

Objective 5: Maintain, grow, and develop community partnerships.

- Continued to partner with the Severn Sound Environmental Association on the Tree Seedling Distribution program. In 2023, 12 Springwater residents ordered 320 seedlings.
- Collaborated with Severn Sound Environmental Group to discuss ways to assist pollinators and wildlife with the No Mow May initiative.
- Partnered with Severn Sound Environmental Association on the Climate Protection Plan implementation and milestones.
- Participated in the County of Simcoe's Climate and Sustainability group.

Goal 5: Corporate Actions

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.

- Initiated a process to review potential surplus municipal lands throughout the Township.
- Completed the update of the Development Charge Background Study and By-law.
- Initiated an update to the Water/Wastewater Study and By-laws.



- Cross-trained staff to accommodate for peaks in either plans review or inspections thereby alleviating reliance on third-party consultants.
- Received delivery of SFES new Aerial Platform Fire Apparatus to enhance firefighting tactics and support future growth within the Township.
- Implemented an IT Service Request System using existing Work Order Management Software.
- Created an online interactive budget tool for residents to have their voice in how the budget is structured.
- Onboarded the by-law department to CityView Software.
- Successfully added Cityview permitting software and Bluebeam markup tools to streamline permit reviews.

Objective 2: To improve communications internally within the Township and externally with residents, businesses, and investors.

- Completed the implementation of CaseWare Budget Book to deliver a multi-year budget process.
- Successfully installed and activated two digital signage displays within the municipality. This included the formulation and implementation of a comprehensive Digital Sign Policy.
- Completed the conception and execution of a new direct mail newsletter distributed to every household in Springwater.
- Continued growth of our social media presence through strategic, targeted messaging resulted in a 65% increase in our Facebook reach during 2023, as compared to the corresponding period in 2022 (from January 1st to September 30th).
- Gathered feedback from the public related to the Backyard Chickens Pilot Program, Sunday Gun Hunting and the 2024/25 Budget.
- Created and released a newly formatted 2023 Fall Recreation Brochure.
- Installed better WiFi equipment at the Elmvale Community arena.
- Developed building guides to ensure residents, builders and contractors are provided with all of the information needed to submit a complete building application.

Objective 3: To ensure that the Township has in place, the resources and programs to support Township staff.

- Council endorsed a new Corporate Organizational structure that will become effective in 2024 that will assist in reducing span of control to a manageable level and encourage progressive leadership.
- Implemented the Township's first Human Resources Information System (HRIS) to modernize the payroll system. This HRIS includes implementing electronic timesheets and time and attendance



processes and a streamlined recruitment and onboarding.

- Gathered feedback from staff regarding the recognition program. Additionally non-union staff were surveyed to determine their overall satisfaction with the Township's benefits program.
- IOS staff attended Ontario Tech University Management Certificate Program, the Learning to Lead Program and EPIC's Design of Urban Drainage and Stormwater Management Facilities Workshop.
- The Building Department implemented in-house training sessions to ensure staff have the tools and skills to enhance personal development.
- Council approved 7.5 new positions in the 2023 budget to provide the appropriate resources to move the corporation forward.
- SFES commenced work on Provincial Mandatory Firefighter Certification with a focus on six disciplines to achieve compliance.
- Distributed mobile cellular equipment for all field staff to enable completion of work orders digitally from anywhere in the Township.
- Implemented new and improved security policies for staff across all Township devices.
- Township staff continue to support and participate in the Leading Together initiative hosted by the County of Simcoe, City of Barrie and Town of Innisfil.
- All Township staff have completed Workplace Violence and Harassment Training. This training initiative is part of our commitment to creating a safe, inclusive, and respectful work environment for all employees.

Objective 4: To continue to improve customer service from the Township and leverage technology to increase services and improve options.

- Created an online Address Change Form to provide better access for residents to change their mailing address.
- An Online Tax Certificate request form and payment option was created to simplify the process and reduce the time and expense for lawyers having to mail or courier their requests.
- Researched the feasibility of a centralized customer service model – Serivce Springwater.
- Continued improving the Council and Committee meeting portal to ensure residents and stakeholders have easy and detailed access to Township business.
- Implemented Digital Inspection Reports allowing multiple individuals to receive reports simultaneously.
- Created a digital Zoning Compliance request process to improve access and efficiency for building permits and legal transfers.



Objective 5: To have a clear understanding of all the strategies that are currently in place and the actions that are still required.

- Successfully launched the Community-Based Strategic Plan, a pivotal milestone in our organization's growth and development. This document provides a clear direction to move the Township forward and actions for the municipality to implement throughout the next 20 years.

20-Year Community-Based Strategic Plan

Community Vision Statement

The Township of Springwater will provide progressive leadership and exceptional service delivery to all stakeholders in the community.

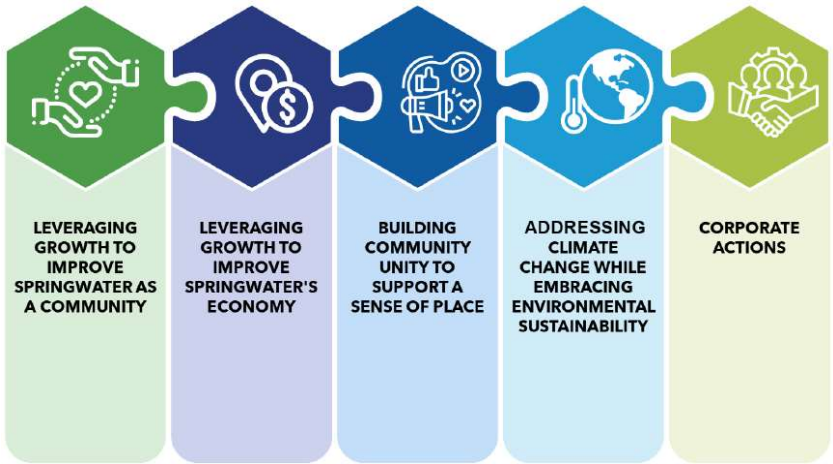
It will strive to provide for modern sustainable communities that offers services, businesses and required infrastructure to support its residents, while still maintaining its traditions and small-town charm.

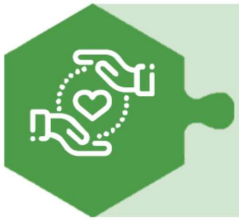
It will be a green-conscious community with strong environmental policies in place. Springwater will retain its unique pla in the world as the community with the purest spring water on Earth.

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.

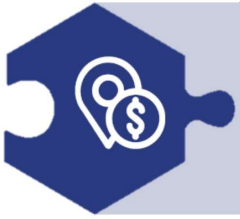
There are 93 actions to be completed over the next 20 years. An implementation plan accompanies this Strategic Plan which outlines the actions indicating their timelines as immediate, midterm and long term. This implementation plan helps elected officials and staff map out future budgets and workplans.





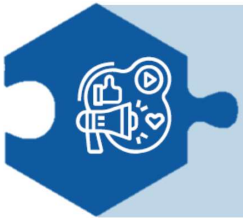
Goal 1: Leveraging Growth to Improve Springwater as a Community

1. Build “Complete communities” – (6 actions)
2. Construct the Community Hub, Fire station, Emergency medical service post, multi-use recreation complex – (5 actions)
3. Build partnerships to support a complete and healthy community – (4 actions)
4. Implement the policies of Smart Growth Management – (6 actions)



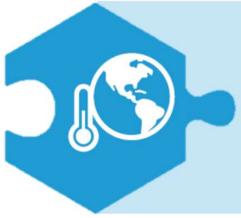
Goal 2: Leveraging Growth to Improve Springwater’s

1. Build a robust economic development program – (8 actions)
2. Revive the main street of each core community, maintaining their uniqueness and heritage – (5 actions)
3. Continue to build Midhurst, as the major urban centre for Springwater – (1 action)
4. Provide support to the agricultural sector – (5 actions)
5. Develop a tourism program – (7 actions)



Goal 3: Building Community Unity to Support a Sense of Place

1. Lead and support community members in building cohesion and identity so all residents feel a sense of ownership and pride – (8 actions)
2. Bring new and established residents of the Township together under the Springwater community brand – (4 actions)



Goal 4: Addressing Climate Change while Embracing Environmental Sustainability

1. Model the way with corporate change – (9 actions)
2. Lead the way by setting the example – (3 actions)
3. Improved community understanding and messaging around Springwater’s environmental initiatives – (4 actions)
4. Protect existing climate and natural beauty of Springwater – (4 actions)
5. Maintain, grow, and develop community partnerships – (3 actions)



Goal 5: Corporate Actions

1. Ensure Financial stability – (3 actions)
2. Improve communications – (1 action)
3. To ensure that the Township has in place, the resources, and programs to support Township staff – (2 actions)
4. To continue to improve customer service from the Township and leverage technology to increase services and improve options – (2 actions)



2024/25 Budget – At a Glance

Legislative Requirements

Section 290(1) of the *Municipal Act*, 2001 stipulates:

"for each year, a local municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality, including,

a) Amounts sufficient to pay all debts of the municipality falling due within the year;
b) Amounts required to be raised for sinking funds or retirement funds; and,
c) Amounts required for any board, commission or other body."

Township Council is required to approve a balanced budget each fiscal year that must be finalized and approved prior to the issuance of final property tax bills.

The operating budget includes annual expenditures for personnel costs, materials and supplies, contracted services, minor capital, debt charges, reserve transfers and program fees.

The Township's capital budget includes expenditures and financing sources to acquire, construct, maintain and facilitate Township capital assets such as: roads, bridges/structures, water and wastewater systems, recreational facilities and administrative facilities.

Basis of Accounting

All financial information is prepared in accordance with the accounting standards as established by the Public Sector Accounting Board under the Accounting Standards Oversight Council. Preparation of financial information and evaluation of financial issues also follows the Chartered Professional Accountants of Canada (CPA Canada) Public Sector Accounting Handbook.

The Township of Springwater follows the accrual basis of accounting, which recognizes revenues and expenditures when they occur, even if cash receipts and payments occur in different periods.

Effective January 1, 2009, the Township adopted CPA Canada Public Sector Handbook section 1200 "Financial Statement Presentation" and section 3150 "Tangible Capital Assets". This required that the Township provide details on their Tangible Capital Assets, namely: their historical cost, accumulated amortization and an amount charged to operations that represents the value of the assets that have been used up, amortization expense.

The Township's 2024/25 Budget does not include a charge for amortization. This effectively understates the reported cost of the programs and services described in the budget.

Council Budget Direction

On September 6, 2023, Council was presented with the 2024 Budget Directions Report prepared by Township staff, which provided for the following:

The 2024 Budget & Business Plan will be prepared that considers:

a) The cost of maintaining existing programs/services at current levels;
b) The costs associated with infrastructure that is operated and maintained by the Township;
c) Assessment growth as provided for by MPAC;
d) Cost of living allowance (COLA);
e) Anticipated 2024 workloads; and
f) Water and wastewater rates (to be approved by Council through the updated 2023 Water & Wastewater Rate Study).

Any service enhancements, reductions, or new service proposals will be presented as Program Changes to allow Council to evaluate each on its own merit.

The 2024 Capital Budget will integrate:

a) The Township's Asset Management Plan;
b) The priorities and lifecycle management requirements of the Township's assets;
c) Availability of financial and human resources to complete the work; and,
d) Financial affordability for the Township.

Annual Budget Process

The Township's annual budget process is aimed at providing Members of Council, with information (qualitative and quantitative) to ensure that an informed decision regarding the budget can be made. The diagram below illustrates the process that is followed in completing the Township's annual budget:



1. Council Budget Directions
   September 6, 2023
2. Public Consultation
   September - October 2023
3. Department Business Plans, Base Budgets & Capital Plan
   September - November 2023
4. Program Change Proposals
   August - October 2023
5. Draft Budget and Senior Management Review
   September - October 2023
6. Budget Tabled
   November 1, 2023
7. Council One-on-One Sessions
   November 6 - 10, 2023
8. Service Partner Presentations
   November 13, 2023
9. Budget Deliberation Meetings
   November 13, 15, 20 & 22, 2023
10. Budget Approved
    December 6, 2023

More detailed information regarding the various steps in the process follow on the next page.

- *Council Budget Directions Report*

The purpose of this report is to provide an overview of the 2024/25 Budget process and highlight the proposed key milestones for budget development.

- *Department Business Plans, Base Budgets and Capital Plan*

Each department develops a business plan that details its responsibilities, planned activities, and projected outcomes. Business plans for each division can be found under their corresponding tab in the Budget Book.

The base Operating Budget is the annual spending and financing plan for the Township's recurring expenses. The base operating budget is the primary means by which most of the financing acquisitions, operational spending, and service delivery activities of the Township are controlled. The 2024/25 base Operating Budgets reflect the costs that are required to maintain existing programs and services, based on anticipated workloads for the year.

The Capital Plan outlines the expenditures for the acquisition, repair, or replacement of tangible capital assets (TCA) for the Township.

- *Program Change Proposals*

Program Changes provide detailed justifications regarding the need for a change in program direction or staff resources. Departments requesting a change in program direction or new staffing in 2024/25 were required to complete a program change.

- *Council Working Sessions*

Through public deliberation sessions, staff present draft budget details to Members of Council and the public for their consideration and comment. These sessions are planned to commence the week of November 13, 2023.

- *Draft Budget and* Senior Management Review

Proposed Operating and Capital Budgets are prepared based on Council direction, Departments' identification of their operating and capital priorities for the upcoming year and public input.

Using the proposed Operating and Capital Budgets, the Finance Department coordinates and compiles each Department's budget requests for Senior Management discussion and prioritization. The Operating and Capital Budgets are refined during this process. Cost-savings are identified, as well as cross-departmental solutions to address shared challenges. Final changes are then forwarded to Finance for consolidation into a Proposed Budget.

- *Proposed Budget*

The Finance Department works collaboratively with Departments to refine the Budget and convenes Senior Management over multiple meetings to drive refinements to the Operating and Capital Budgets. Through Senior Management's feedback, Finance revises the Budget to be shared with Council.

- *Budget Tabled*

The tabling of the budget refers to the commencement of budget deliberations. Members of the public are encouraged to ask questions and provide feedback regarding the annual budget. The Proposed 2024/25 Budget & Business Plan will be tabled on November 1, 2023.

- *Budget Approved*

Budget approval follows a rigorous and detailed process of discussion and refinement in consideration of Council priorities, the Township's 20-Year Community Based Strategic Plan, long-range fiscal sustainability, and other priorities (e.g., meeting legislative or regulatory requirements).

2024/25 Budget Timeline

The development of the 2024/25 Budget is as follows:

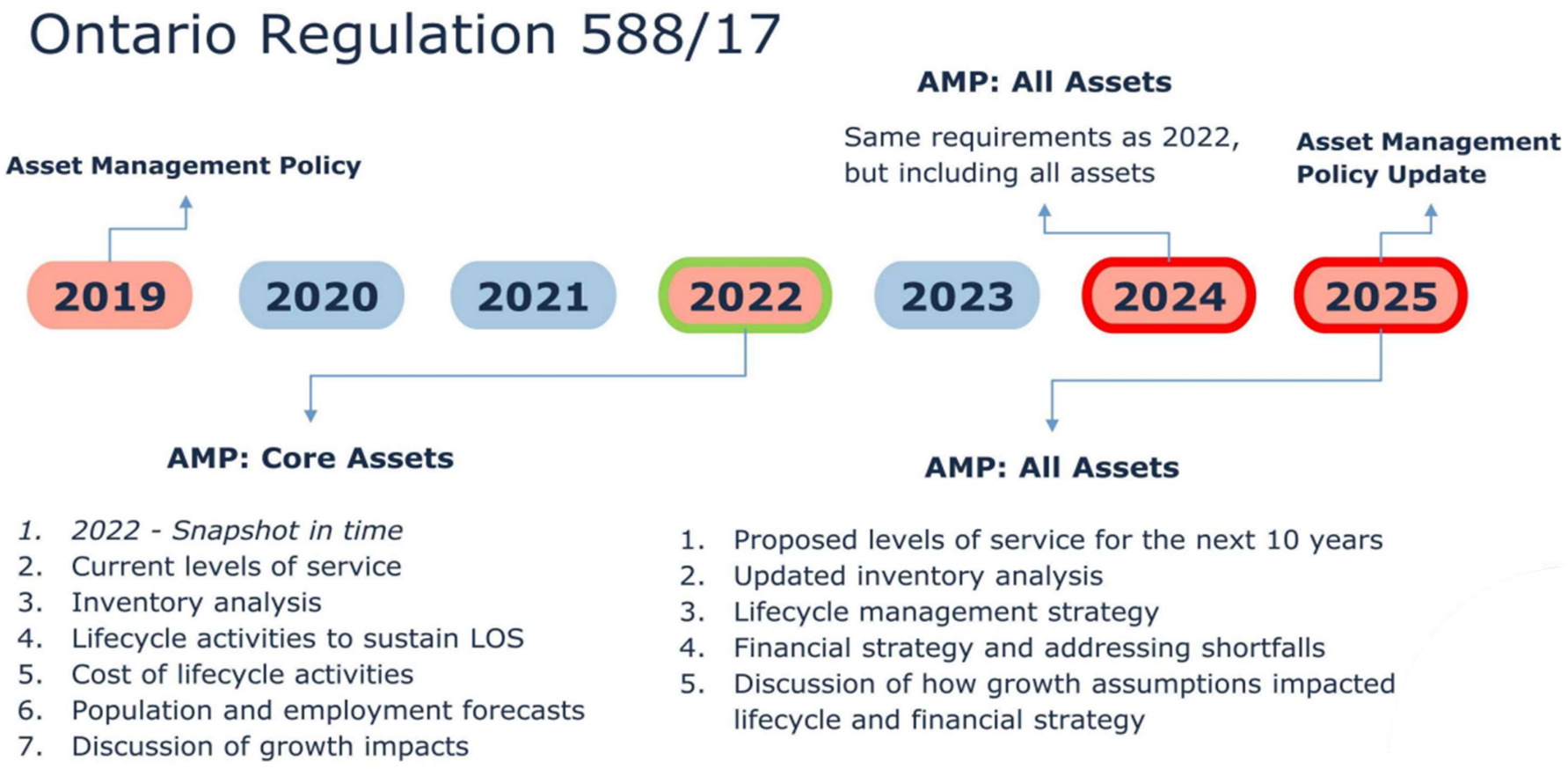
Action Item	Date
Budget Directions from Council	September 6, 2023
Public Consultation	September to November 2023
Drafting of Operating & Capital Budgets	September to October 2023
Senior Management Review	September to October 2023
Finalization of Draft Operating & Capital Budgets	October 2023
Proposed 2024/25 Budget Tabled (Public Meeting)	November 1, 2023
Council One-on-One Sessions	November 6 to 10, 2023
Service Partner Presentations	November 13, 2023
Budget Deliberation Meeting	November 13, 15, 20 & 22, 2023
2024/25 Budget Adopted/Approved by Council	December 6, 2023

Asset Management Plan (AMP)

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17). Along with creating better performing organizations, more livable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

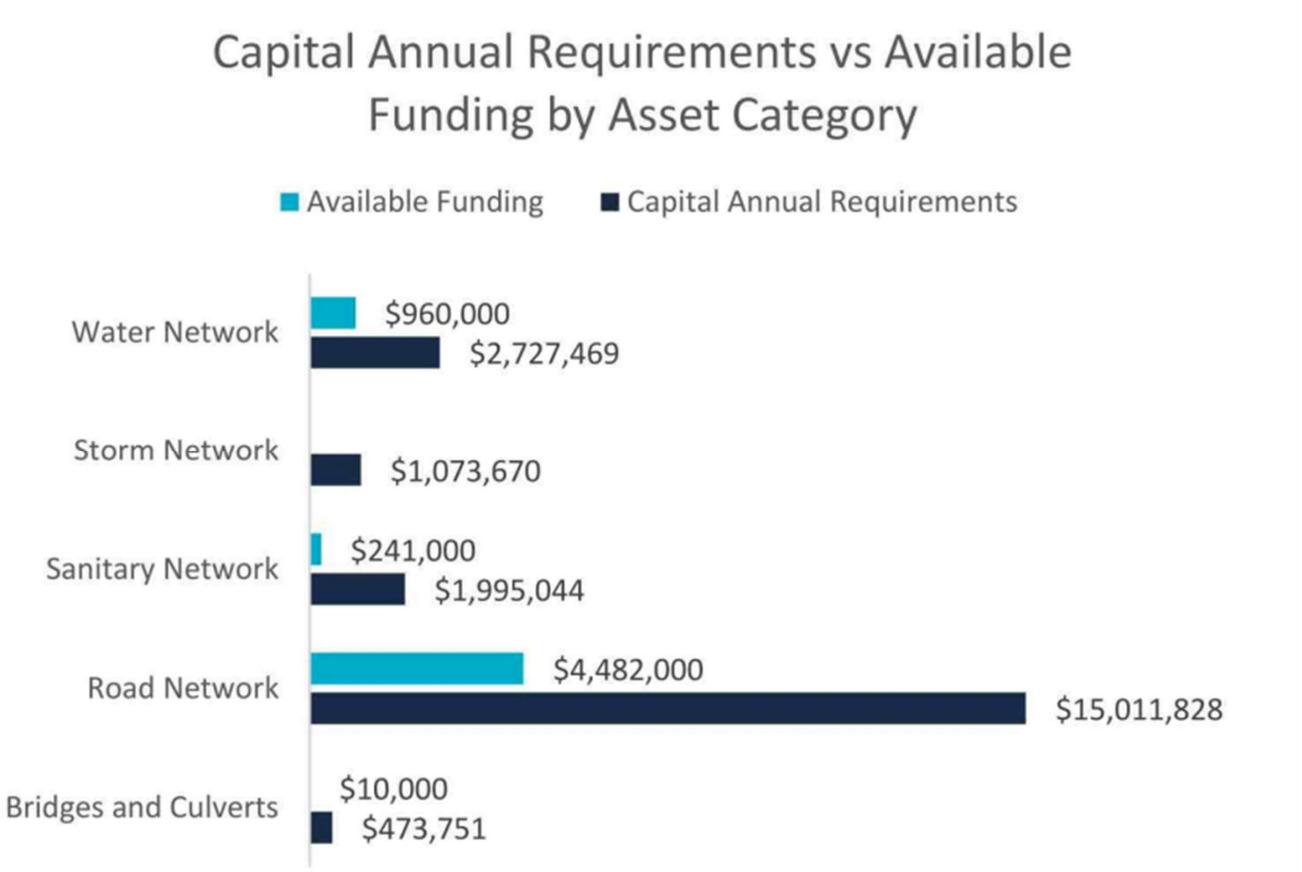
An asset management policy represents a statement of the principles guiding the Township's approach to asset management activities. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

At a Special Meeting of Council on January 16, 2023, Council received a presentation from PSD Citywide regarding the Asset Management Plan.



Core Assets

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. Whole-lifecycle cost includes the purchase and installation, design and building costs, operating costs, ongoing maintenance, associated financing costs, depreciation, and the eventual disposal costs. To meet capital replacement and rehabilitation needs for the existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals $21.28 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately $5,693,000 towards capital projects or reserves per year. As a result, there is currently a total annual funding gap of **$15,589,000 per year**.



To ensure that the Township maintains the current level of services of fair or better condition, the Township should address the annual capital funding gap. Increasing investments to close the funding gap will balance resource requirements and allow the Township to better finance future projects necessary to maintain the current level of service in the subsequent years.

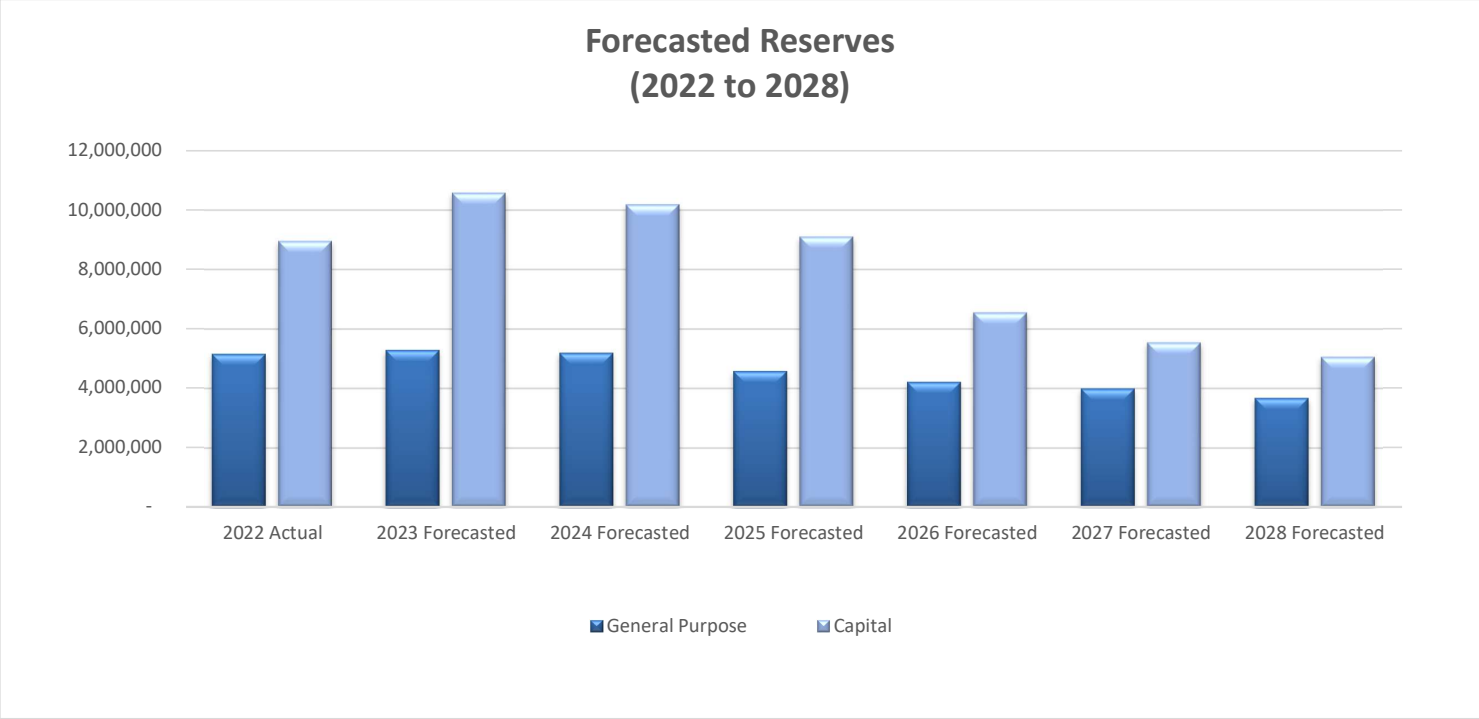
Reserves and Reserve Funds

Reserves

Certain amounts, as approved by the Township's Council, are set aside in Reserves and Reserve Funds for future operating and capital purposes. Transfers to and/or from Reserves and Reserve Funds are an adjustment to the respective fund when approved.

A Reserve is an appropriation or allocation from net revenue at the discretion of Council after the provision for all known expenditures. Reserves do not require the physical segregation of money or assets while Reserve Funds do require this segregation. Reserves are housed within the main Township bank account and do not accumulate interest; rather interest generated from Reserves helps offset the tax levy. An example of a reserve is the Public Works Reserve, Technology Reserve, Recreation Facility Reserve, and the Tax Rate Stabilization Reserve.

The Township's Reserves are comprised of Capital and General-Purpose Reserves. The graph below provides projected reserve balances from 2022 to 2028. The General-Purpose Reserves remain stable until 2028. The Capital Reserves decline from 2024 to 2028 for the remainder of the forecast period, indicating the need to increase infrastructure funding for future capital needs. This is mainly due to the proposed capital investments in Fire & Emergency Services and Public Works that are outlined in the 10-Year Capital Plan (2024-2033).

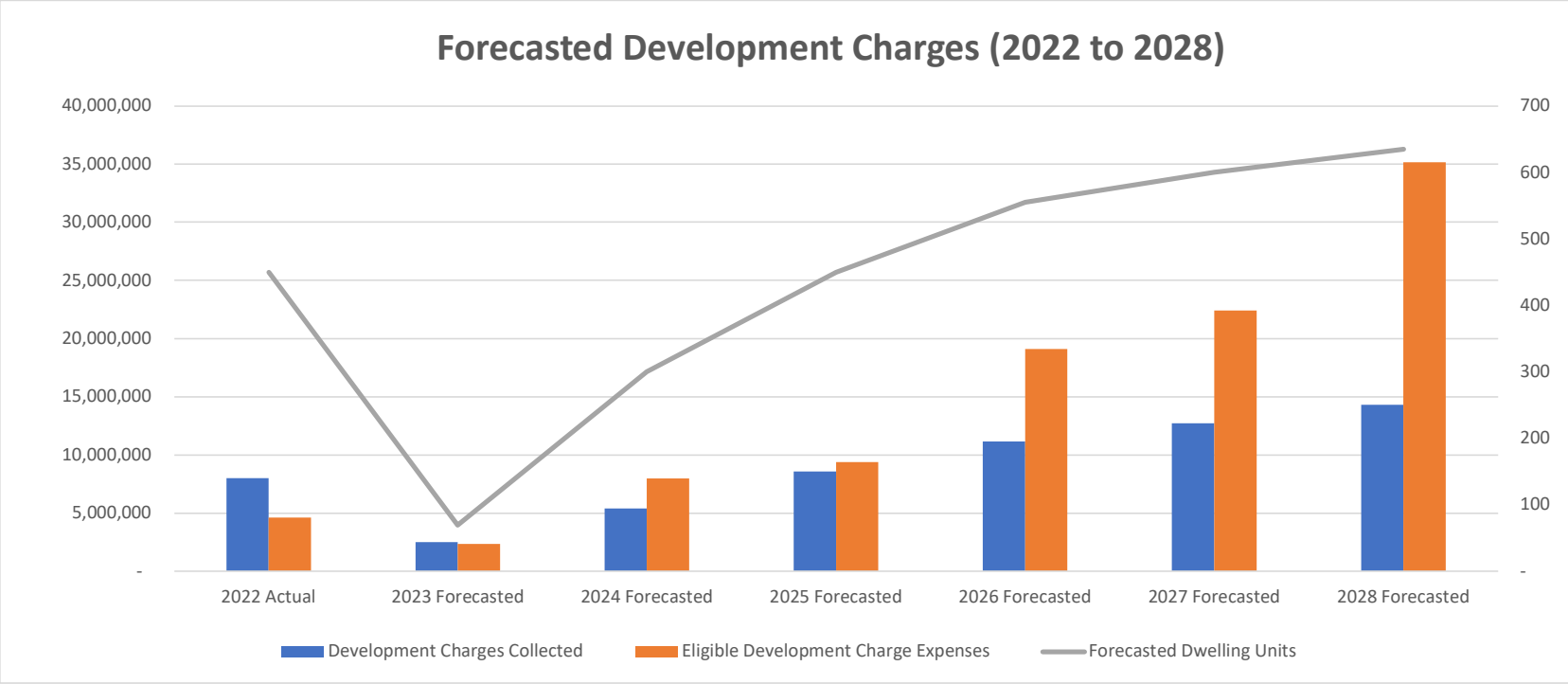


Reserve Funds

A Reserve Fund is a fund that has been set aside either by by-law of Council or by a requirement of provincial legislation to meet a future event. Reserve Funds are either permissive (Council initiated/Discretionary) or regulatory (mandated by provincial statute/Obligatory). An example of a discretionary reserve fund is the Library Capital Reserve Fund, Water and Wastewater Reserve Fund. An example of a regulatory or obligatory reserve fund is the Development Charges Fund. Obligatory and Discretionary Reserve Funds are housed in a separate bank account from the Township's general funds and earn interest for the purpose of the specific Reserve Fund.

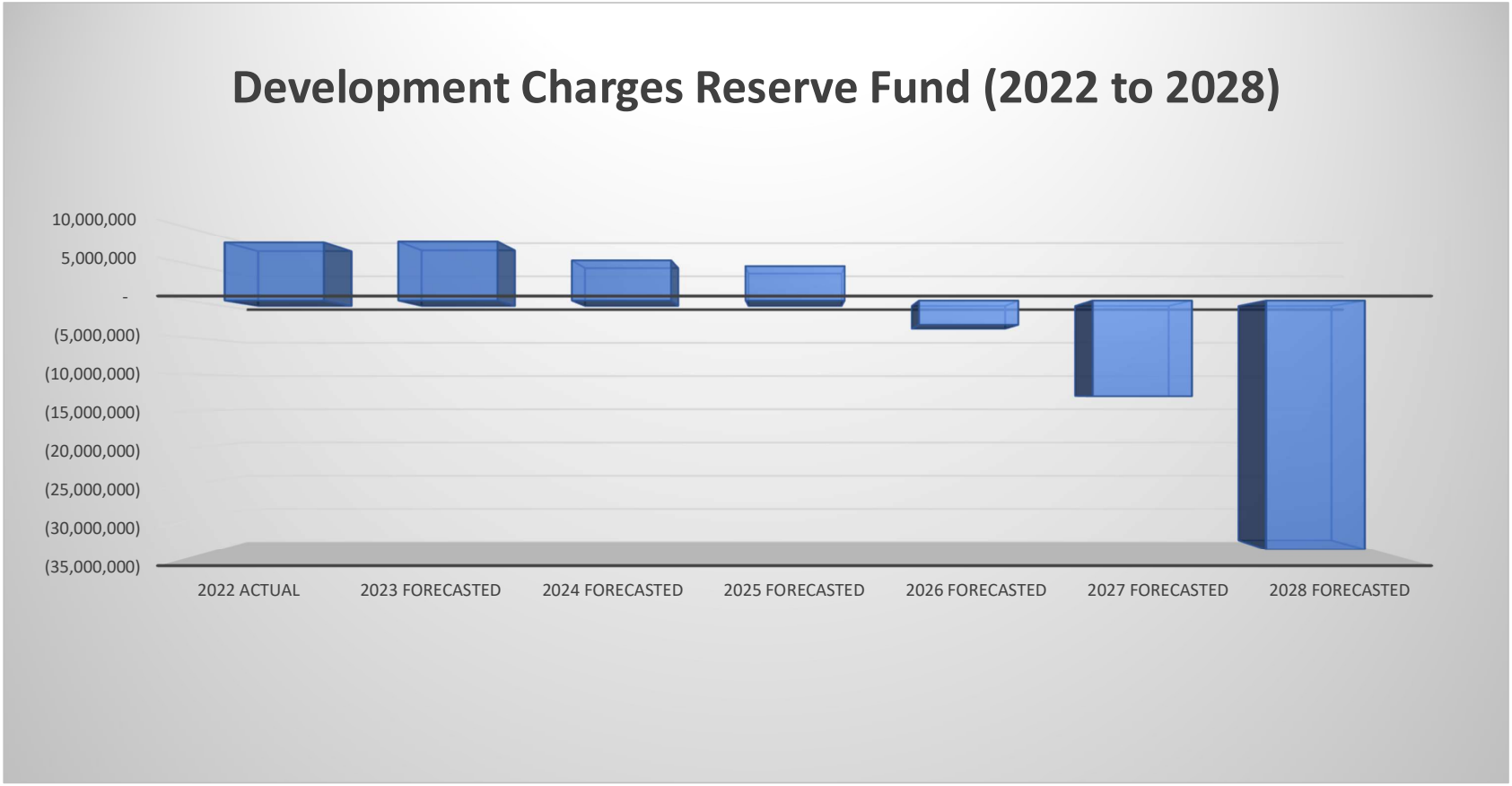
Development Charges provide for the recovery of growth-related capital expenditures from new development. The *Development Charges Act, 1997,* forms the statutory basis to recover growth-related charges. They are levied on residential and non-residential development at either subdivision approval or at building permit issuance in accordance with the Township's current Development Charges By-law 2023-070.

The graph below provides a forecast of the Township's Development Charges collected compared to forecasted eligible expenditures from 2022 to 2028. Based on the 10-Year Capital Plan and the growth forecast during this timeframe, growth-related expenditures are forecasted to increase greater than the revenue available to fund growth. Major growth-related expenditures include the construction of Fire Station 2, the design and build of the Community Hub as well as the construction of Craig Road.



Unfunded Development Charges

The graph below provides a forecast of the Township's unfunded Development Charges from 2022 to 2028. Unfunded Development Charges represent growth related capital projects that have been constructed and/or are projected to be constructed in the next five years and will ultimately be funded by Development Charges; however due to timing of development, the funds have yet to be received/recouped by the Township.



Impact of Bill 23

The Province introduced Bill 23, More Homes Built Faster Act, 2022 with the following objective: “This plan is part of a long-term strategy to increase housing supply and provide attainable housing options for hardworking Ontarians and their families.” The Province’s plan is to address the housing crisis by targeting the creation of 1.5 million homes over the next 10 years. To implement this plan, Bill 23 introduced a number of changes to the Development Charges Act along with nine other Acts including the Planning Act, which seek to increase the supply of housing.

Proposed changes to the Planning Act and Development Charges Act are expected to result in a reduction in Township revenues needed to support growth related expenditures. The proposed changes exempt the payment of development charges for certain projects (attainable housing, additional residential units), parkland dedication fees, Community Benefit Charges and phase development charges for commercial, industrial and institutional projects. The concept of development pays for development (growth pays for growth) is entrenched within existing planning policy to ensure that services/infrastructure required to support growth is collected through development charges to maintain historical service levels even with the introduction of new development. Bill 23 exempts Development Charge for the following:

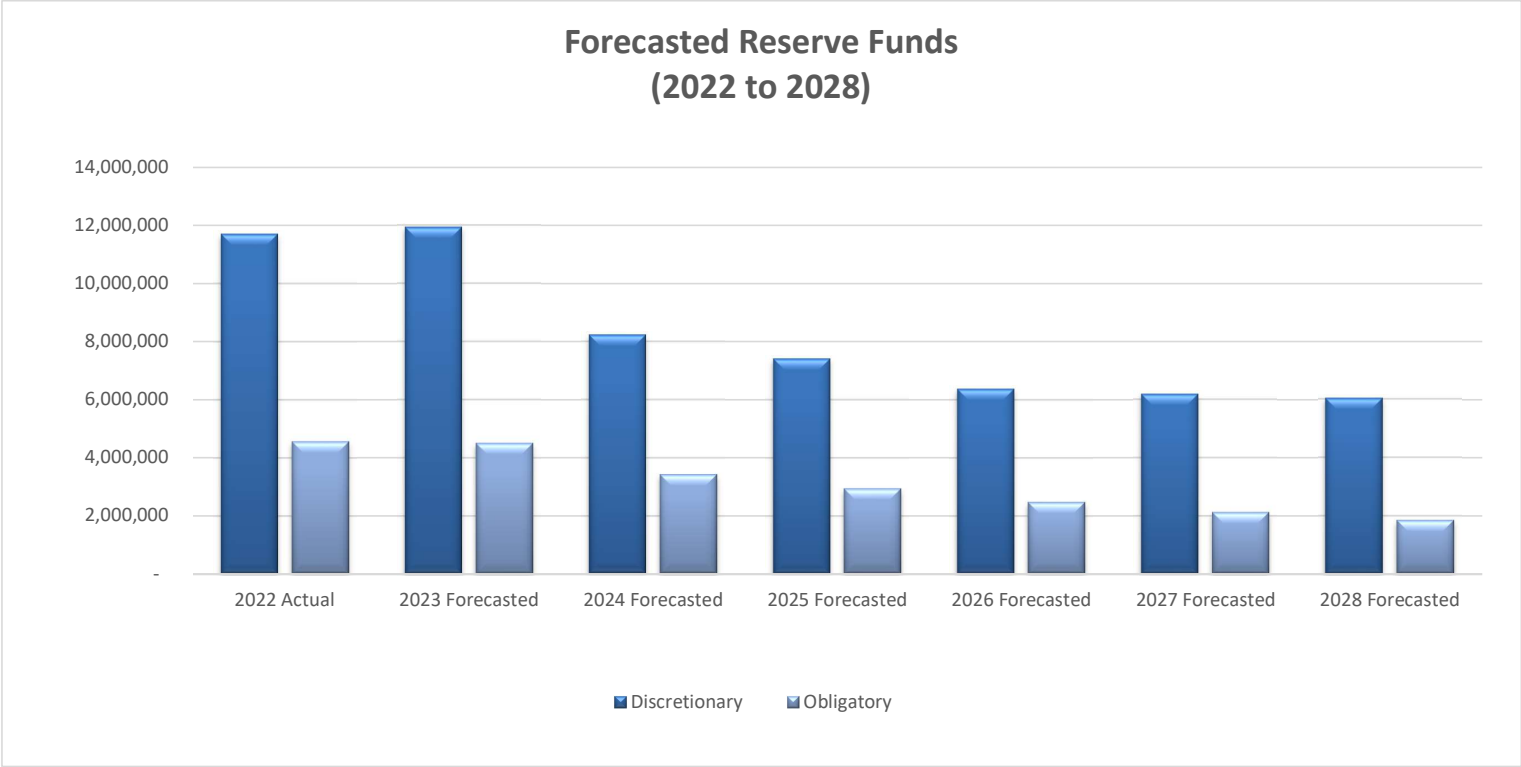
- Attainable/Affordable Housing Units
- Additional Residential Dwelling Units
- Inclusionary Zoning Residential projects
- Non-profit housing
- Growth Oriented Background Studies (DC Background Study, Master Servicing Plans etc.)

Exemptions from fees/development charges associated with attainable/affordable/nonprofit housing projects will result in a reduction in Township revenues for the provision of growth-related services that will inadvertently be absorbed by the taxpayer. Furthermore, due to the mandatory five-year phase in of the collection of development charges, municipal projects (infrastructure, facilities etc.) that are currently funded through development charges, will be subject to a shortfall in revenues and the gap in funding may need to be recovered through alternative funding streams (issuance of debt, grants and/or subsidies from upper levels of government, increase in property taxes on existing residents, etc.).

Studies such as Master Servicing Plans, Development Charge Background Studies, Growth Management Studies that are needed to facilitate growth/development must now be absorbed by the tax base as these studies are exempt from development charges moving forward, which is not consistent with the concept of development pays for development. Examples of significant Township of Springwater projects needed to support growth include the proposed Craig Road connection or the highly anticipated Multi-purpose Complex, which rely entirely or partially on development charges (Craig Road-95% development charge funded, Multi-purpose Complex-61% development charge funded).

The Township may face a potential loss in Development Charge Revenues of $12.15 million over five years or up to $2.43 annually (land costs, studies, non-profit housing and mandatory phase-in gapping for Development Charge funded projects) dependent on the rate of growth and type of development.

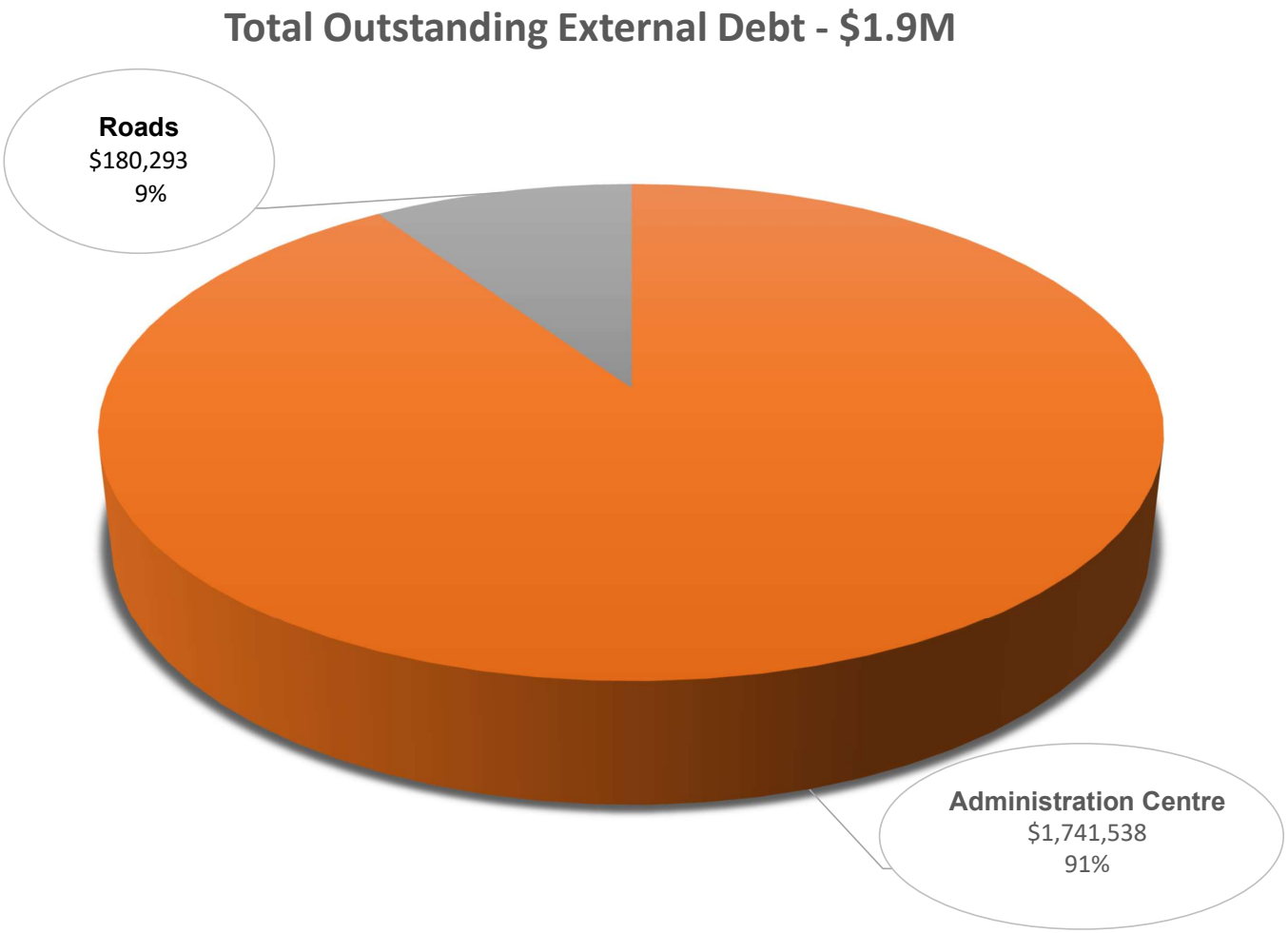
Discretionary Reserve Funds, which include Water & Wastewater, are projected to decrease from 2023 onwards; this is mainly a result of the pressures forecasted on the Wastewater Reserve Fund. In 2023, Township staff received Council support to conduct an update of the water and wastewater rate structure through the assistance of Watson & Associates Economists Ltd. Analysis and scenarios are currently being conducted and will be presented to Township Council at a Special Meeting of Council for review and adoption. The Obligatory Reserve Funds (excluding Development Charges) are projected to decrease over the forecast period as the Canada Community Building Fund and the Ontario Community Infrastructure Fund is projected to be fully utilized each year during the forecast period. Please see the 10-Year Capital Plan (2024–2033) for further details regarding the specific projects that are anticipated to be constructed during this time.



Debt

Debt Management

At year-end 2023, the Township's outstanding external debt is estimated to be $1.9 million: $180,293 for road capital projects and $1.7 million for the Township Administration Centre:



Proposed Annual Debt Servicing Costs

Annual debt servicing costs are included in the amount of the property tax rate and the user rate calculations. The table below summarizes the 2024 actual annual debt charges (principal and interest) for the Township's existing debt and new debt obligations.

Item	Amount ($)	Funding Source
Administration Centre	280,123	Taxation
Roads & Bridges	184,006	Taxation
2024 Roads (internal borrowing)	122,304	Taxation
Total (excluding Tile Drain Loans)	**$586,433**	

2024/25 Debt Servicing Costs

The Township is anticipating borrowing $2.5M to finance roads and fleet capital projects, as well as the multi-purpose complex, identified through the 2024 Capital Budget as being funded by debt. The 2024 debt allocation includes the following Projects:

Project	Amount ($)
2020-15 Mill Street West	1,020,000
2025-04 Replace Pump 31	600,000
2018-16 Kerr Street	517,800
2017-40 Craig Road	200,000
2022-02 John Street	150,000
2018-01 Multi-Purpose Complex	43,290
Total (Internal Borrowing)	**$2,531,090**

Annual debt charges (principal and interest) will decrease by $528,788 or 49% in 2024 compared to 2023. The Township's external debt related to roads and bridges contained two Infrastructure Ontario Debentures; one came due in 2023 and the second will come due in 2024.

Debt Capacity

The Provincial government sets municipal debt capacity limits as prescribed by Ontario Regulation 403/02 (Debt and Financial Obligation Limits) under the *Municipal Act, 2001*. The province determines a municipality's Annual debt Repayment Limit (ARL) as 25% of its net revenues. Net revenues are calculated as a municipality's 'own source' revenues, which includes property taxes, user fees, and investment income, less its annual long-term debt servicing costs and annual payments for other long-term financial obligations. This calculation is based on the municipality's Financial Information Return (FIR) from two years prior (e.g., 2023's ARL is based on the 2021 FIR). Debt capacity refers to the Township's ability to borrow and/or the amount of funding up to which the Township can borrow.

Before borrowing funds, staff tend to draw upon other sources of revenue, such as available reserves and reserve funds, to minimize debt-related costs and tax impacts on residents.

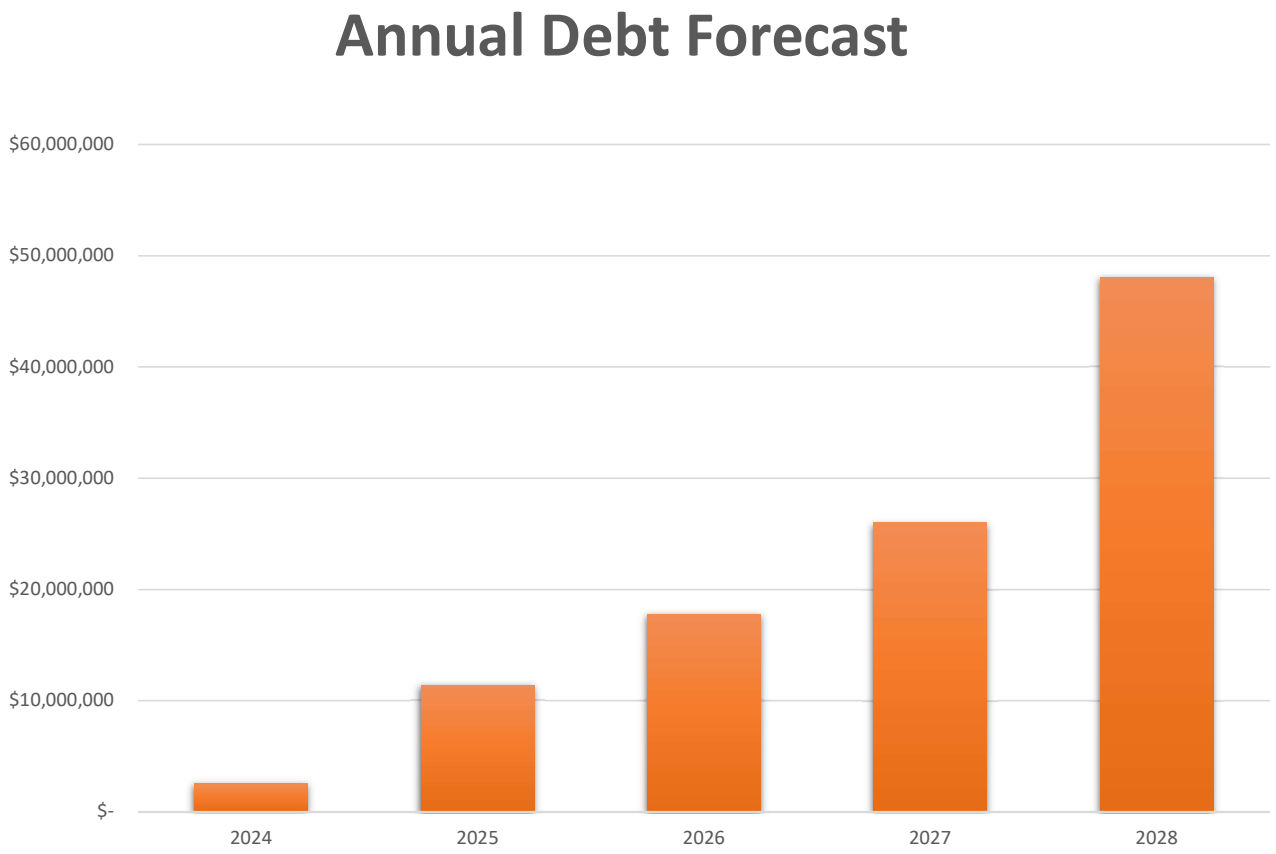
Item	Amount
A) 2021 Net Revenues less Grants	$23.7M
B) 25% of Net Revenues ($23.7M x 25%)	5.9M
C) 2021 Debt Servicing Costs	0.6M
D) 2023 Estimated Annual Repayment Limit (B-C)	5.3M
Available Debt Capacity (D / B)	**89.8%**
Used Debt Capacity (C / B)	**10.2%**

Based on the chart above, the Township has flexibility as it relates to its debt capacity. For example, the Township could issue debt in the amount of $65M at a 5% annual rate over a term of 20 years and still be within its debt capacity.

Forecast Debt

The Township anticipates issuing approximately $2.5M in renewal/repair related debt in 2024 and $3.3M in 2025, to finance capital projects that have been identified in the 2024 and 10-Year Capital Plan. In addition, the 10-Year Capital Plan (2024-2033) proposes to utilize debt to invest in the Township's capital infrastructure. It is anticipated that in 2025, the Township will be required to borrow a total of $11.4M for both growth related and renewal/repair related infrastructure, $17.8 in 2026, $26.0M in 2027 and $48.0M in 2028.

This debt financing is required in order to support the continuing renewal of the Township's road infrastructure, various municipal buildings as well as upfront debt financing for growth related infrastructure. Major projects that require debt financing include the construction of Fire Station #2, upfront costs relating to designing and constructing Craig Road, and the Multi-Purpose Complex.

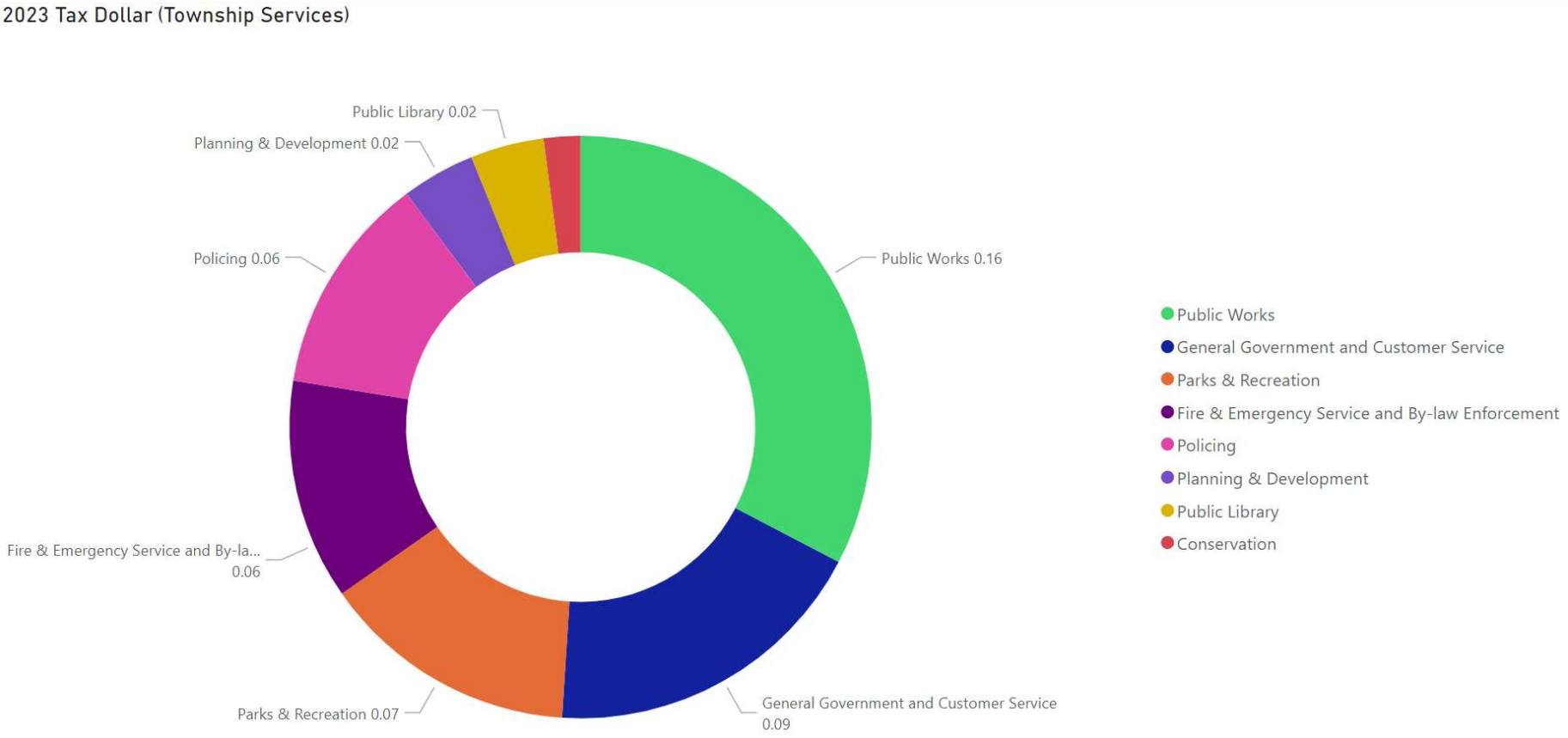


2024 Budget Survey Results

As part of the 2024/2025 budget process, residents, businesses, and investors were asked to complete a survey asking residents what is most important to them.

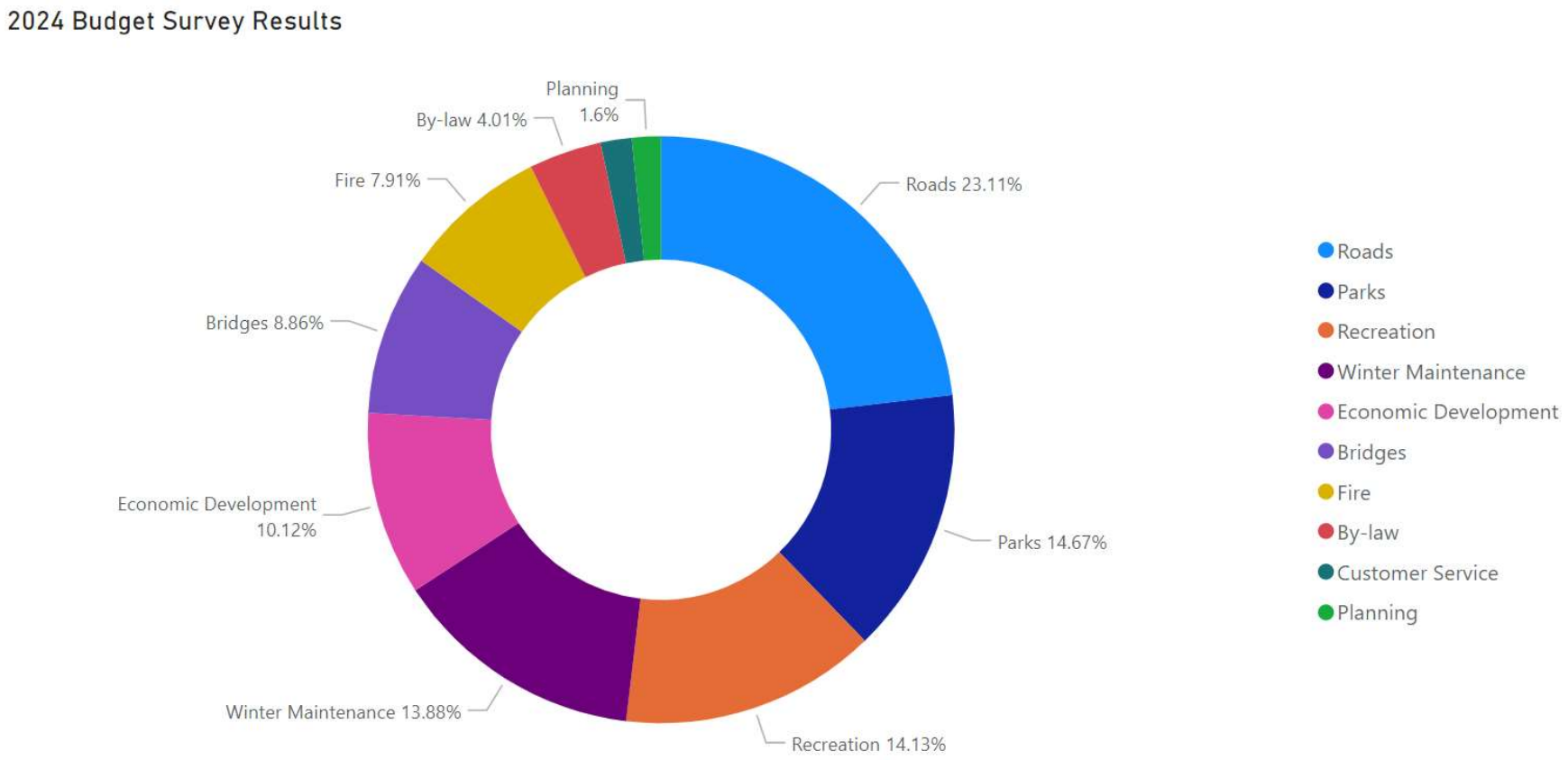
Surveyors had the ability to spend their tax dollars by allocating $100 between existing services. Using a budget allocator tool, they could decrease or increase existing service levels.

In 2023, for each dollar that the Township collects, $0.49 is allocated to Township services. The chart below shows the breakdown:



The Township of Springwater received a total of sixty (60) responses for the budget survey. Of those sixty (60) responses, Roads and Parks were identified and ranked as the most critical service. In addition, surveyors have also identified recreation, economic development, and winter maintenance as necessary services to Springwater.

Below is a chart of the 2024 budget survey results:



2024 Consolidated Budget

The 2024 Consolidated Budget is comprised of the 2024 Tax Supported Operating Budget including proposed Program Changes, the 2024 Water Rate Supported Operating Budget, the 2024 Wastewater Rate Supported Operating Budget, and the 2024 Capital Budget.

Gross Expenditures	2022 Actual	2023 Approved	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
Tax Supported Operating Budget	$ 25,489,802	$ 24,332,017	$ 25,616,819	$ 1,284,802	5.28 %
Water Rate Supported Operating	3,139,782	3,036,355	3,216,245	179,890	5.92
Wastewater Rate Supported Operating	2,182,240	2,486,322	2,606,651	120,329	4.84
Capital		21,158,667	40,217,772	19,059,105	90.08
Total Gross Expenditures	**$ 30,811,824**	**$ 51,013,341**	**$ 71,657,487**	**$ 20,644,126**	**40.67 %**

Gross Revenues	2022 Actual	2023 Approved	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
Tax Supported Operating Budget	$ 25,489,802	$ 24,332,017	$ 25,386,586	$ 1,054,569	4.33 %
Water Rate Supported Operating	3,139,782	3,036,355	3,216,245	179,890	5.92
Wastewater Rate Supported Operating	2,182,240	2,486,322	2,606,651	120,329	4.84
Capital		21,158,667	40,217,772	19,059,105	90.08
Total Gross Revenues	**30,811,824**	**51,013,341**	**71,427,254**	**20,413,893**	**40.02 %**
Net Surplus / (Deficit)	**$ -**	**$ -**	**$ (230,233)**	**$ (230,233)**	**- %**

Allocation of Property Taxes on Average Assessed Home

The Municipal Property Assessment Corporation (MPAC) is responsible for determining residential assessments. For 2024, MPAC has determined that the average residential assessment for a typical single detached property in the Township of Springwater is $497,000. The following provides a breakdown of the 2024 property tax increase over 2023 on an average home assessed at $497,000. The calculation assumes the same assessment for both years in order to facilitate comparison, **it excludes program changes**. In addition, the table below provides the blended property tax increase.

Item	2023	2024	Change ($)	Change (%)
Township of Springwater	$2,145.98	$2,112.67	($33.31)	(1.55%)
County of Simcoe	1,435.34	1,488.44	53.10	3.70%
Education	760.41	760.41	-	-
Total	**$4,341.73**	**$4,361.52**	**$19.79**	**0.46%**

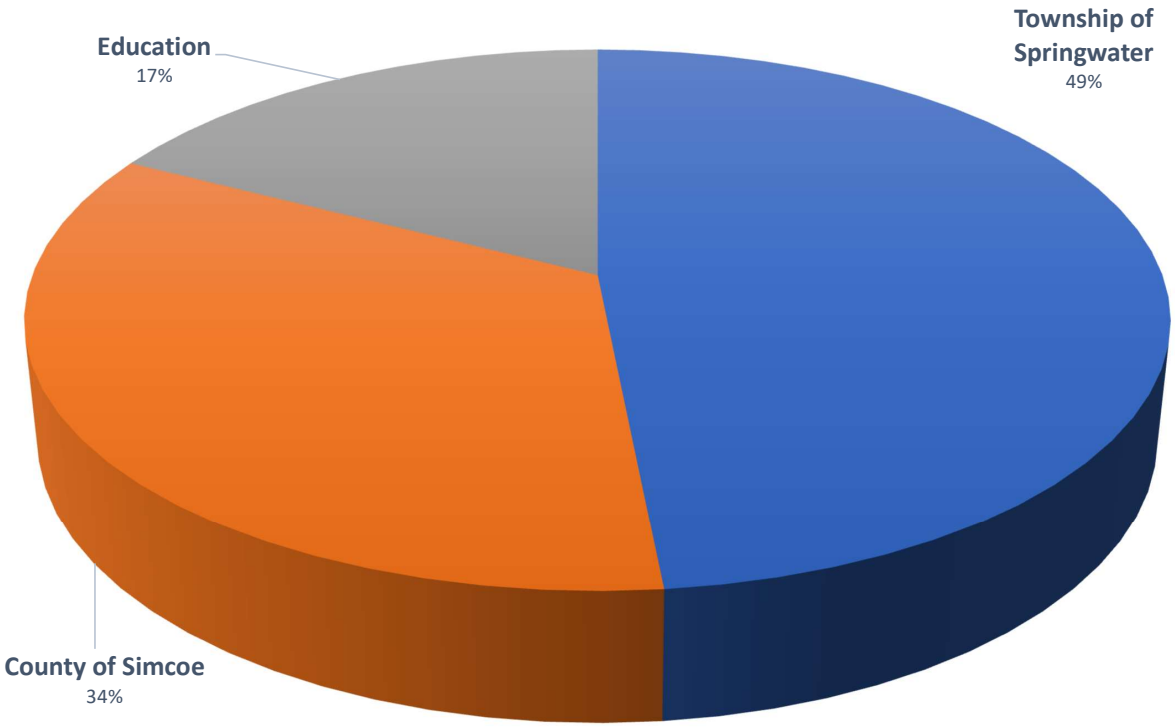
Blended Property Tax Increase

The Township tax impact on an average assessed single family dwelling unit of $497,000 is $19.79 or 0.46%.

For every $100,000 of residential assessment, the tax impact is $3.99.

Breakdown of Residential Property Tax Bill

The residential property tax bill in the Township of Springwater is comprised of three main areas: Springwater Township, County of Simcoe and Education/School Boards. The Township of Springwater collects property taxes from its residents on behalf of these parties. In 2024, the breakdown among these areas is:



For every dollar that the Township collects in property taxes, $0.49 is allocated to the provision of Township services; $0.34 is remitted to the County of Simcoe; and $0.17 supports schools.

2024 Tax Supported Operating Budget

The 2024 Tax Supported Operating Budget provides for the same level and type of resources that are required to deliver the Township's existing programs and services at 2023 levels. The 2024 Base Budget described within represents a decrease of 1.55% to the Township's portion of the property tax bill. When also considering the County of Simcoe's increase for their 2024 Budget, 3.70%, and that the Education Tax remains revenue neutral, the blended property tax increase impact on residents is 0.46%, this includes the 2024 non-union compensation, collective agreement impacts, the Library and Conservation Boards/Authorities, as well as a 1% contribution for Capital Infrastructure. The 2024 Tax Supported Base Operating Budget proposes gross expenditures in the amount of $24.9M excluding proposed Program Changes.

Gross Expenditures	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
Salaries & Benefits	$ 9,827,709	$ 12,025,278	$ 12,824,385	$ 459,711	$ 13,284,096	$ 1,258,818	10.47 %
Long Term Debt	617,787	1,138,930	606,366	-	606,366	(532,564)	(46.76)
Fuel & Vehicle	966,651	878,750	944,450	-	944,450	65,700	7.48
General Operations & Other	1,088,058	987,370	963,675	50,000	1,013,675	26,305	2.66
Financial Expenses	134,130	86,725	91,465	-	91,465	4,740	5.47
Special Projects/Events	183,968	156,050	203,350	2,000	205,350	49,300	31.59
Contractual Services/Consultants	4,652,528	4,783,929	4,948,227	105,000	5,053,227	269,298	5.63
Legal Fees	103,891	108,500	143,500	-	143,500	35,000	32.26
Conservation Authorities	302,573	317,090	333,951	26,464	360,415	43,325	13.66
Training, Development & Travel	176,482	313,425	334,825	15,922	350,747	37,322	11.91
Utilities	592,187	650,170	634,510	-	634,510	(15,660)	(2.41)
Repairs & Maintenance	475,640	524,200	534,600	-	534,600	10,400	1.98
Technology & Minor Capital	587,108	801,811	819,414	52,611	872,025	70,214	8.76
Total Transfer To	5,781,090	1,559,789	1,522,393	-	1,522,393	(37,396)	(2.40)
	-	-	-	-	-	-	-
Total Gross Expenditures	**$ 25,489,802**	**$ 24,332,017**	**$ 24,905,111**	**$ 711,708**	**$ 25,616,819**	**$ 1,284,802**	**5.28 %**

2024 Tax Supported Operating Budget

The 2024 Tax Supported Operating Base Budget contains gross revenues in the amount of $25.2M, excluding proposed Program Changes.

Revenues	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
Taxation	$ 17,218,113	$ 18,829,688	$ 19,447,835	$ -	$ 19,447,835	$ 618,147	3.28 %
User Fees/Charges	3,844,757	2,741,073	2,521,936	10,000	2,531,936	(209,137)	(7.63)
Rental Revenue	470,633	411,353	441,850	-	441,850	30,497	7.41
Grants & Contributions	2,198,018	1,211,230	992,385	-	992,385	(218,845)	(18.07)
Investment & Interest Income	944,564	585,000	985,000	-	985,000	400,000	68.38
Other Revenue	77,940	20,000	20,000	-	20,000	-	-
Total Transfers From	735,776	533,673	788,267	179,313	967,580	433,907	81.31
Total Revenues	**25,489,802**	**24,332,017**	**25,197,273**	**189,313**	**25,386,586**	**1,054,569**	**4.33**
Net Tax Levy Surplus/(Deficit)	**$ -**	**$ -**	**$ 292,162**	**$ (522,395)**	**$ (230,233)**	**$ (230,233)**	**- %**

Assessment Growth

The Township's projected assessment growth, additional tax assessment/revenue from new construction in the Township, for 2024 is estimated at $964,272 as provided by the Municipal Property Assessment Corporation (MPAC) and this has been included in the gross revenues. Based on the 2024 gross expenditures, $24.9M, and the gross revenues, $25.2M, the Township has a net tax levy decrease in the amount of $292,162, resulting in a (1.55)% base tax levy decrease, excluding proposed Program Changes.

Budget Pressures/Drivers

There are many factors influencing or driving the 2024 Budget. The following highlights the key budget pressures/drivers impacting the 2024 Budget, excluding proposed Program Changes:

Township Budget Pressures/Drivers:

Budget Pressure/Driver	Net Tax Impact $	Net Tax Impact %
Increase in Expenditures:		
Add: Non-Union Cost of Living Adjustment, excludes Library	112,400	0.64
Add: Union Cost of Living Adjustment	41,022	0.23
Add: Merit Increases	73,057	0.42
Add: Change in Organizational Structure: General Manager to Directors	106,041	0.61
Add: Annualized 2023 Program Changes and Increase in Crossing Guards	112,480	0.64
Add: Statutory Deductions (CPP, EI, WSIB, OMERS)	143,960	0.82
Add: Volunteer Firefighters – Legislative Training & Approved Increase	121,877	0.70
Add: Operating Transfer to Capital Projects	237,250	1.36
Add: Legislated Stormwater Management Operations (OCWA Contract)	100,000	0.57
Add: Roads Maintenance Contract	76,900	0.44
Add: Fuel & Vehicle Repairs	65,700	0.38
Add: Winter Maintenance Contract	62,000	0.36
Add: Increase in Insurance Premiums	61,990	0.36
Add: Increase in Technology	42,283	0.24
Add: Increase in Advertising	23,800	0.14

Budget Pressure/Driver	Net Tax Impact $	Net Tax Impact %
Add: Increase in General Operating	17,112	0.10
Add: Increase in Training & Development, and Conferences	12,500	0.07
Decrease in Expenditures:		
Add: Reduction in Long-term Debt & Interest	(528,787)	(3.03)
Add: Infrastructure Reserve 1% (Council approved 3 increases of 1% in 2023)	(163,800)	(0.94)
Add: Reduction in Hydro	(21,000)	(0.12)
Add: Reduction in Aerial Fire Agreements	(7,800)	(0.04)
Increase in Revenue:		
Add: Increase in Investment Income	(400,000)	(2.29)
Add: Increase in Arena Ice Rental	(25,000)	(0.14)
Decrease in Revenue:		
Add: Decrease Supplementary Tax Revenue	342,717	1.96
Add: Decrease in Committee of Adjustment User Fees/Charges	25,000	0.14
Add: Reduction in Fire Calls: MTO & County Roads	15,000	0.09
Add: Provincial Offenses Act (POA) Revenue	11,496	0.07
2024 Budget Pressures/Drivers (Township only)	**$658,198**	**3.77%**

Service Partner Budget Pressures/Drivers:

Budget Pressure/Driver	Net Tax Impact $	Net Tax Impact %
Add: Library – Cost of Living Adjustment, Merit Increases and Statutory Deductions	24,125	0.14
Add: Library – Net Increase in Operating Expenses	13,515	0.08
Add: Police – Net Decrease	(40,589)	(0.23)
Add: NVCA – Increase in 2024 Levy (general and asset management)	5,593	0.03
Add: SSEA – Increase in general levy	11,268	0.06
2024 Budget Pressures/Drivers (Service Partners only)	**$13,912**	**0.08%**

Total 2024 Base Budget Pressures/Drivers:

Budget Pressure/Driver	Net Tax Impact $	Net Tax Impact %
2024 Base Budget Increase – Township	658,198	3.77
2024 Base Budget Increase – Service Partners	13,912	0.08
Total 2024 Base Budget Pressures/Drivers (excluding assessment growth)	**672,110**	**4.01**
Add: Assessment Growth Revenue (MPAC)	**(964,272)**	**(5.40)**
2024 Total Budget Pressures/Drivers (before program changes)	**(292,162)**	**(1.55) %**

Program Changes

Where new initiatives or resources are requested, Program Changes are prepared to identify the net impact to the 2024 Budget and provide a business case to support Council's consideration of each request.

The Proposed 2024 Tax Supported Operating Budget includes fifteen (15) program changes. They have been separated into two categories: Township and Service Partners. The impact of these program changes is reflected in the Proposed 2024 Tax Supported Operating Budget. Any staffing requests have been pro-rated to reflect salaries/benefits calculated at 10 months.

The net tax impact for all program changes is $522,395 or 2.77%

Township Program Changes

Senior Management reviewed and discussed each Township proposed program change for 2024. As a result, thirteen (13) program changes are being presented for Council's consideration. The net impact for all Township program changes is $490,863 or 2.60%.

Program Change Forms have been provided for in greater detail following this summary, as well as within departmental budgets.

Program Change	Department	Gross Costs	Reserve/ Cost Sharing	Net Tax ($)	Net Tax (%)	Tax Impact ($)
GIS Coordinator	Information Technology	98,007	22,824	75,183	0.40	8.57
Managed Security Services	Information Technology	50,000	-	50,000	0.27	5.70
Service Springwater Contract	Office of the CAO	92,917	21,789	71,128	0.38	8.11
Communications Assistant	Office of the CAO	77,639	-	77,639	0.41	8.85
Ward Boundary Review	Corporate Services/ Clerks	50,000	50,000	-	-	-
Volunteer Fire Fighter Compensation & Benefits Option 1 and Option 5	Fire	213,781	-	213,781	1.12	24.36
Hillsdale Batting Tunnel	Recreation, Parks, and Facilities	23,200	23,200	-	-	-
Staff Recognition	Office of the CAO	2,000	-	2,000	0.01	0.23
Anten Mills Park Upgrades Basketball Net / Pickleball Line Painting	Recreation, Parks, and Facilities	5,200	4,000	1,200	0.01	0.14
Grenfel Hall Branded Sign and Flagpole	Recreation, Parks, and Facilities	9,500	9,500	-	-	-
St. Vincent & Finlay Mill Flags	Recreation, Parks, and facilities	8,000	8,000	-	-	-

Program Change	Department	Gross Costs	Reserve/ Cost Sharing	Net Tax ($)	Net Tax (%)	Tax Impact ($)
Consultant – Policy Development & Health and Safety Learning	Office of the CAO	50,000	50,000	-	-	-
Total Township Program Changes		**$680,244**	**$189,313**	**$490,931**	**2.60%**	**$55.96**

Service Partner Program Changes

As part of the annual Budget process, the Township includes requests from its service partners, including: the Springwater Public Library Board; Nottawasaga Valley Conservation Authority; and the Severn Sound Environmental Association.

The Proposed 2024 Tax Supported Operating Budget includes two (2) program change proposals from the Township's service partners. The net impact of these program changes is $31,464 or 0.17%.

Program Change	Department	Gross Costs	Reserve/ Cost Sharing	Net Tax ($)	Net Tax (%)	Tax Impact ($)
NVCA – Category 2 and 3	Conservation	26,464	-	26,464	0.14	3.02
Strategic Plan	Library	5,000	-	5,000	0.03	0.57
Total Service Partner Program Changes		**$31,464**	**-**	**$31,464**	**0.17%**	**$3.59**



Township of Springwater

Program Change 2024

Program Title: GIS Coordinator
Position Title: GIS Coordinator
Division: Corporate Services
Complement Impact: 1
Duration: Permanent FT

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☑ No ☐ One-time

If no, specify duration in # of months 10

Estimated Salaries & Benefits:	$ 91,296.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 565.00
Estimated Computer Equipment:	$ 3,000.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 3,146.00
If other, please specify	UKG & Microsoft 365, Training & Development
Subtotal operating expenditures:	$ 98,007.00

Funding Sources

Water Reserve:	$ 9,129.50
Wastewater Reserve:	$ 9,129.50
Reserve:	$ 4,565.00
Specify Reserve	Building
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 75,183.00



Township of Springwater

Program Change 2024

Program Title: Managed Security Services
Position Title: N/A
Division: Corporate Services
Complement Impact:
Duration:

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☑ Yes ☐ No ☐ One-time

If no, specify duration in # of months

Estimated Salaries & Benefits:	$ 0.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 0.00
Estimated Computer Equipment:	$ 0.00
Estimated Contracted Services:	$ 50,000.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 0.00
If other, please specify	Description
Subtotal operating expenditures:	$ 50,000.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 50,000.00



Township of Springwater

Program Change 2024

Program Title:	Customer Service Initiative - Service Springwater
Position Title:	Service Springwater Contract
Division:	Office of the CAO and People & Talent
Complement Impact:	1.0
Duration:	Temporary FT

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☑ No ☐ One-time

If no, specify duration in # of months 10

Estimated Salaries & Benefits:	$ 87,156.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 2,315.00
Estimated Computer Equipment:	$ 3,446.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 0.00
If other, please specify	
Subtotal operating expenditures:	$ 92,917.00

Funding Sources

Water Reserve:	$ 8,715.50
Wastewater Reserve:	$ 8,715.50
Reserve:	$ 4,358.00
Specify Reserve	Building
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 71,128.00



Township of Springwater

Program Change 2024

Program Title:	Communications Assistant
Position Title:	Communications Assistant
Division:	Office of the CAO and People & Talent
Complement Impact:	1
Duration:	Permanent FT

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☑ No ☐ One-time

If no, specify duration in # of months 10

Estimated Salaries & Benefits:	$ 67,478.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 2,315.00
Estimated Computer Equipment:	$ 5,846.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 2,000.00
If other, please specify	IABC membership, training, conferences
Subtotal operating expenditures:	$ 77,639.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 77,639.00



Township of Springwater

Program Change 2024

Program Title: Ward Boundary Review
Position Title: N/A
Division: Council
Complement Impact: 0
Duration: 1 Year

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☐ No ☑ One-time

If no, specify duration in # of months

Estimated Salaries & Benefits:	$ 0.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 0.00
Estimated Computer Equipment:	$ 0.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 50,000.00
Other estimated costs:	$ 0.00
If other, please specify	Description
Subtotal operating expenditures:	$ 50,000.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 50,000.00
Specify Reserve	Tax Rate Stabilization Reserve
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 0.00

Compensation

Cost of Living Adjustment (COLA)

On September 6, 2011, Council approved resolution C468-2011, which included the establishment of a policy regarding the calculation of the annual cost of living allowance ("COLA") for budgetary purposes. This policy sets out that COLA shall be calculated based on the twelve-month Ontario Consumer Price Index – All Items average from June to May in the year preceding the budget. The Twelve-month average CPI equates to 5.34%

Since the outbreak of COVID-19, economic outlooks have significantly fluctuated. Instability in consumer spending and disposable income have had a major impact on businesses as well as the economy. As a result, the economy is facing decade high inflation, historic labour shortages, supply chain issues and aggressive interest-rate hikes. Due to the ongoing budget pressures faced by the Township, staff have included a cost-of-living adjustment (COLA) less than 5.34% for non-union staff members. Council is proposing a COLA increase of 2.00%; this is reflective of maintaining the Township's existing grid and ensuring competitiveness with comparable municipalities. The collective agreement negotiated a 2.00% increase for 2024 for union staff members.

Non-Union / Management Salary Grid

In late 2020, a Request for Proposal (RFP) for a Comprehensive Compensation Review was issued following approval of the project through the budget process. The purpose of the project was to conduct a review of the Township's current compensation program to complete a market review to assess the Township's salary competitiveness, assess internal equity, complete a pay equity analysis in accordance with provisions of the Pay Equity Act, recommend a new job evaluation system, and develop a revised salary grid for implementation. A full comprehensive compensation review looking at all components of internal equity, pay equity, and external market competitiveness had not been completed since 2002 and 2007.

In order to undertake the project, the RFP was awarded in January 2021 to ML Consulting and the start of the project was delayed until June 2021.

During the 2021 compensation review the following items were completed:

1. Job Description Review

All job descriptions were reviewed and updated by staff in conjunction with their respective Supervisor and/or Manager. This was done to ensure the information was accurate and that it reflected current qualifications and scope of the position. All job descriptions were provided to the Consultant for use in the review.

2. Internal Equity / Job Evaluation System

Internal equity or fairness is based on the value of the jobs to an organization as determined through job evaluation which provides relative value in the employee group. While the Township has conducted periodic internal equity reviews of selected positions, a full internal equity review of all positions was last conducted in 2007. Internal equity is an important component of good compensation practices and should be conducted on a more frequent basis.

The Consultant reviewed all current job descriptions using a job evaluation system that is pay equity compliant and measures skill, effort, responsibility and working conditions. The job evaluation system includes factor language that supports the organization design and decision-making frameworks and generates enough points to differentiate between our diverse positions. The Consultant evaluated all positions based on updated job content and placed them in similar value groups using the banding methodology that supports the Pay Equity Plan. The job evaluation system will be used moving forward to evaluate any new or updated positions at the Township for the non-union / management group.

3. External Market Study

An external market study was completed using 11 municipal comparators with current 2021 data. Selection criteria included historical use of comparators, comparable size (population/households), similar employment markets, scope of services provided, and geographic proximity to the Township that may present a high risk for losing employees to and the greatest opportunity to attract employees from.

Good compensation practices should include conducting an external market review every four to five years to ensure the Township's salaries remain relevant and competitive. Historically, the Township has paid at the 50th percentile to ensure that salaries are competitive with like municipalities and the local labour market. This means that Springwater selects a pay rate that is in the middle of our comparator group, neither leading nor lagging the market. The Township conducted external salary reviews in 2011 and 2013, with the last external market review conducted in early 2017 by Krecklo & Associates that compared 2016 salaries. However, the 2013 and 2017 surveys were completed mostly on select positions and not all encompassing.

Fair and competitive compensation is a vital component for employee attraction, performance, satisfaction, and retention. In many recent recruitment efforts, the Township has experienced ongoing shortages within the available labour pool. With the retirement of the baby boomers, the labour market is shrinking, and municipalities are competing for far fewer highly skilled individuals. There has been increased difficulty in attracting top talent for several management and specialized positions in the last few years.

The Consultant proposed a new structure with 14 pay bands with five (5) steps per band (except student pay bands) and designed with job rates at the 50th percentile of the market comparator group. The salary grid contains over 50 full-time, part-time and student non-unionized positions at the Township and with the Springwater Township Public Library Board. The new proposed salary grid excludes CUPE bargaining unit positions as any collective agreement would contain job rates for those positions and any adjustments to rates of pay for those positions would now occur through the collective bargaining process separately from this review.

Council adopted the non-union/management salary grid for a period of one year, 2023. Staff have included the impact of movement along the grid for both 2024 and 2025 budget years. Staff recommend the grid be included as part of the 2024/2025 budget deliberations for implementation as of January 1, 2024.

MULTI-YEAR BUDGET

The Municipal Act, 2001 authorizes a municipality to prepare and adopt a budget covering a period of two to five years. Township staff have chosen to utilize a two-year approach. Rather than approving a budget annually, Council will have the opportunity to approve the 2024 Budget and approve "in principle" the 2025 Budget. Council will have the opportunity to officially adopt the 2025 Budget the following year, subject to any changes and approve "in principle" the 2026 Budget. Council must readopt the budget each year. Any changes that are required to make the budget compliant with the provisions of the Municipal Act, 2001, will be completed at this time. Annual updates will also provide Council the opportunity to adjust the budget to provide flexibility for events or circumstances that require funding and resource adjustments.

Snapshot of 2025

The 2025 Proposed Tax Based Operating Budget results in a net tax requirement of $559,340. As such, the impact of the Proposed 2025 Tax Based Operating Budget is a 2.94% increase over 2024. This includes the requirements for the 2024 non-union compensation grid, potential collective agreement impacts, cost of living adjustment, the Library and Conservation Boards/Authorities, as well as a 1% contribution for Capital Infrastructure. **It does not include any program changes, nor does it include the County or Education.**

The Proposed 2025 Tax Supported Operating Budget includes four (4) program changes. The impact of these program changes is reflected in the Proposed 2025 Tax Supported Operating Budget. All staffing requests have been annualized and calculated at 12 months.

The net tax impact for all program changes is $267,780 or 1.40%; In terms of personnel impact, these changes would result in four (4) new permanent full-time staff positions. The total estimated 2025 net tax impact including programs changes is 4.34%.

Program Change	Department	FTE Costs	Reserves/ Cost Sharing	Net Tax ($)	Net Tax (%)
Junior Financial Analyst	Finance	$92,782	-	$92,782	0.49
Utility Billing Coordinator	Finance	92,782	92,782	-	-
Application Support Technician	Information Technology	92,782	22,824	69,958	0.37
Foreperson	Recreation, Parks & Facilities	105,040	-	105,040	0.54
	Total Program Changes	**$383,386**	**-**	**267,780**	**1.40%**

2024 Water Rate Supported Operating

In 2023, Township staff received Council support to conduct an update of the water and wastewater rate structure through the assistance of Watson & Associates Economists Ltd. Analysis and scenarios were reviewed and conducted and presented to Township Council at a Special Meeting for review and adoption. The impacts of the rate study have not been included in the 2024 budget; however, Council approved a 4% increase to water rates from 2024 to 2028. Staff have included revenue estimates pertaining to consumption increases/decreases and will include any rate increases if approved prior to Council approving the budget.

Not all residents of Springwater are connected to municipal water services; only those benefitting properties are charged the water rate.

The 2024 Water Rate Supported Operating has gross expenditures in the amount of $3.2M.

Gross Expenditures	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
Salaries & Benefits	$ 103,123	$ 129,150	$ 143,124	$ -	$ 143,124	$ 13,974	10.82 %
General Operations & Other	45,388	50,500	52,000	-	52,000	1,500	2.97
Financial Expenses	24,849	25,500	25,500	-	25,500	-	-
Contractual Services/Consultants	1,097,993	1,164,200	1,153,018	-	1,153,018	(11,182)	(0.96)
Training, Development & Travel	494	1,300	1,050	-	1,050	(250)	(19.23)
Utilities	211,666	203,670	214,580	-	214,580	10,910	5.36
Repairs & Maintenance	657	30,200	247,000	-	247,000	216,800	717.88
Technology & Minor Capital	314,360	502,500	254,500	-	254,500	248,000	49.35
Total Transfer To	1,341,253	929,335	1,125,473	-	1,125,473	196,138	21.11
Total Gross Expenditures	**$ 3,139,782**	**$ 3,036,355**	**$ 3,216,245**	**$ -**	**$ 3,216,245**	**$ 179,890**	**5.92 %**

The 2024 Water Rate Supported Operating contains gross revenues in the amount of $3.2M.

Revenues	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
User Fees/Charges	$ 3,138,217	$ 3,005,255	$ 3,210,145	$ -	$ 3,210,145	$ 204,890	6.82 %
Total Transfers From	1,565	31,100	6,100	-	6,100	(25,000)	(80.39)
Total Revenues	**3,139,782**	**3,036,355**	**3,216,245**	**-**	**3,216,245**	**179,890**	**5.92**
Net Tax Levy Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**- %**

2024 Water Rate Supported Operating

Net Impact

The net impact of the 2024 Water Rate Supported Operating Budget is a net transfer to the water reserve fund in the amount of $1,118,720. This will assist in funding future capital and operating expenditures that are water related.

Impact of Water Rate on Average User

Council approved a new rate structure in 2023, which will be in effect from 2024 to 2028.

2024 Wastewater Rate Supported Operating

In 2023, Township staff received Council support to conduct an update of the water and wastewater rate structure through the assistance of Watson & Associates Economists Ltd. Analysis and scenarios were reviewed and conducted and presented to Township Council at a Special Meeting for review and adoption. The impacts of the rate study have not been included in the 2024 budget; however, Council approved a 10% increase to wastewater rates from 2024 to 2028 . Staff have included revenue estimates pertaining to consumption increases/decreases and will include any rate increases if approved prior to Council approving the budget.

Not all residents of Springwater are connected to municipal wastewater services; only those benefitting properties are charged the wastewater rate.

The 2024 Wastewater Rate Supported Operating has gross expenditures in the amount of $2.6M.

Gross Expenditures	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
Salaries & Benefits	$ 75,034	$ 129,150	$ 136,197	$ -	$ 136,197	$ 7,047	5.46 %
General Operations & Other	4,956	8,777	8,777	-	8,777	-	-
Financial Expenses	33,135	33,469	33,830	-	33,830	361	1.08
Contractual Services/Consultants	636,758	838,811	655,416	-	655,416	(183,395)	(21.86)
Utilities	497,722	659,495	472,195	-	472,195	(187,300)	(28.40)
Repairs & Maintenance	6,412	50,100	399,250	-	399,250	349,150	696.91
Technology & Minor Capital	273,816	435,500	107,000	-	107,000	(328,500)	(75.43)
Total Transfer To	654,407	331,019	793,986	-	793,986	462,967	139.86
Total Gross Expenditures	**$ 2,182,240**	**$ 2,486,322**	**$ 2,606,651**	**$ -**	**$ 2,606,651**	**$ 120,329**	**4.84 %**

The 2024 Wastewater Rate Supported Operating contains gross revenues in the amount of $2.6M.

Revenues	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	Variance to 2023 Budget $	Variance to 2023 Budget %
User Fees/Charges	$ 2,136,222	$ 2,108,279	$ 2,384,284	$ -	$ 2,384,284	$ 276,005	13.09 %
Total Transfers From	46,018	378,043	222,367	-	222,367	(155,676)	(41.18)
Total Revenues	**2,182,240**	**2,486,322**	**2,606,651**	**-**	**2,606,651**	**120,329**	**4.84**
Net Tax Levy Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**(100.00)%**

2024 Wastewater Rate Supported Operating

Net Impact

The net impact of the 2024 Wastewater Rate Supported Operating Budget is a net transfer to the wastewater reserve fund in the amount of $570,999.

Impact of Wastewater Rate on Average User

Council approved a new rate structure in 2023, which will be in effect from 2024 to 2028.

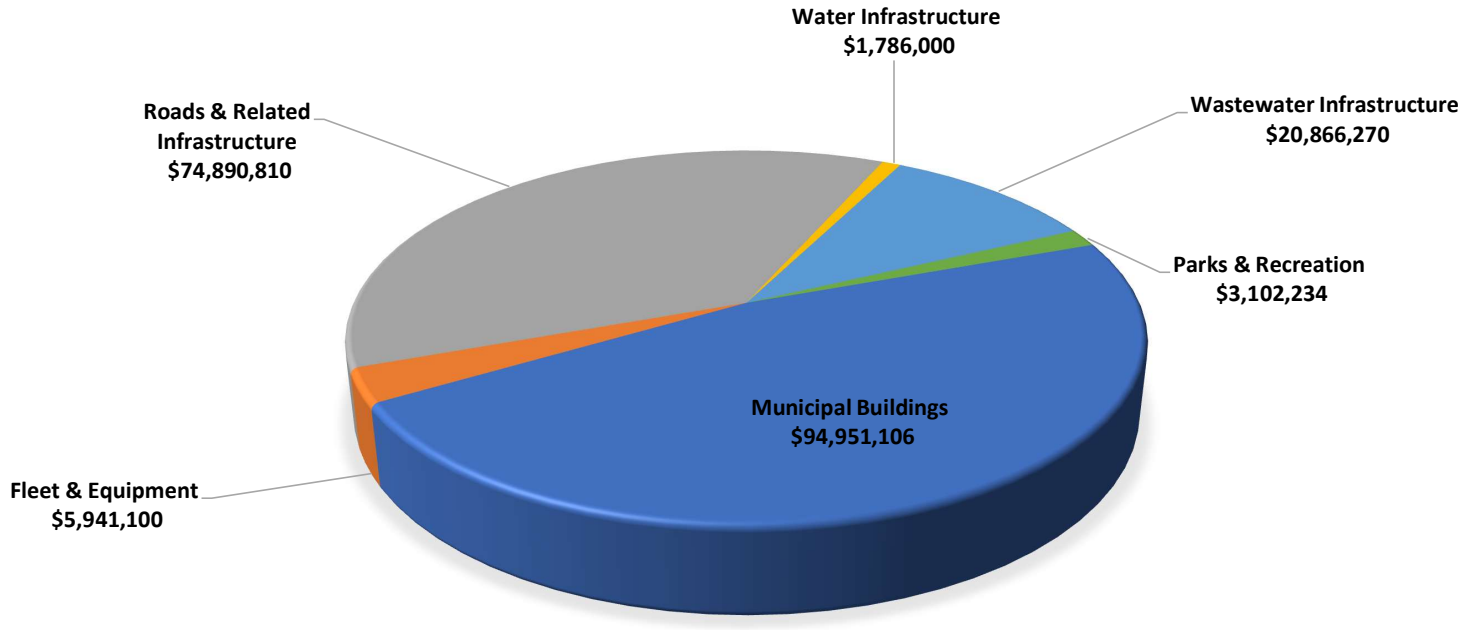
10-Year Capital Plan (2024 – 2033)

The Township of Springwater's 10-Year Capital Plan (2024 – 2033) is comprised of the expenditures for the acquisition, repair, or replacement of the tangible capital assets (TCA) for the municipality. Tangible capital assets are defined as non-financial assets having physical substance that:

a) Are held for use in the production of goods and services, for rental to others, for administrative purposes, and/or for the development, construction, maintenance and repair of other TCA;
b) Are to be used on a continuing basis;
c) Have useful lives extending beyond one accounting period; and
d) Are not for sale in the ordinary course of operations.

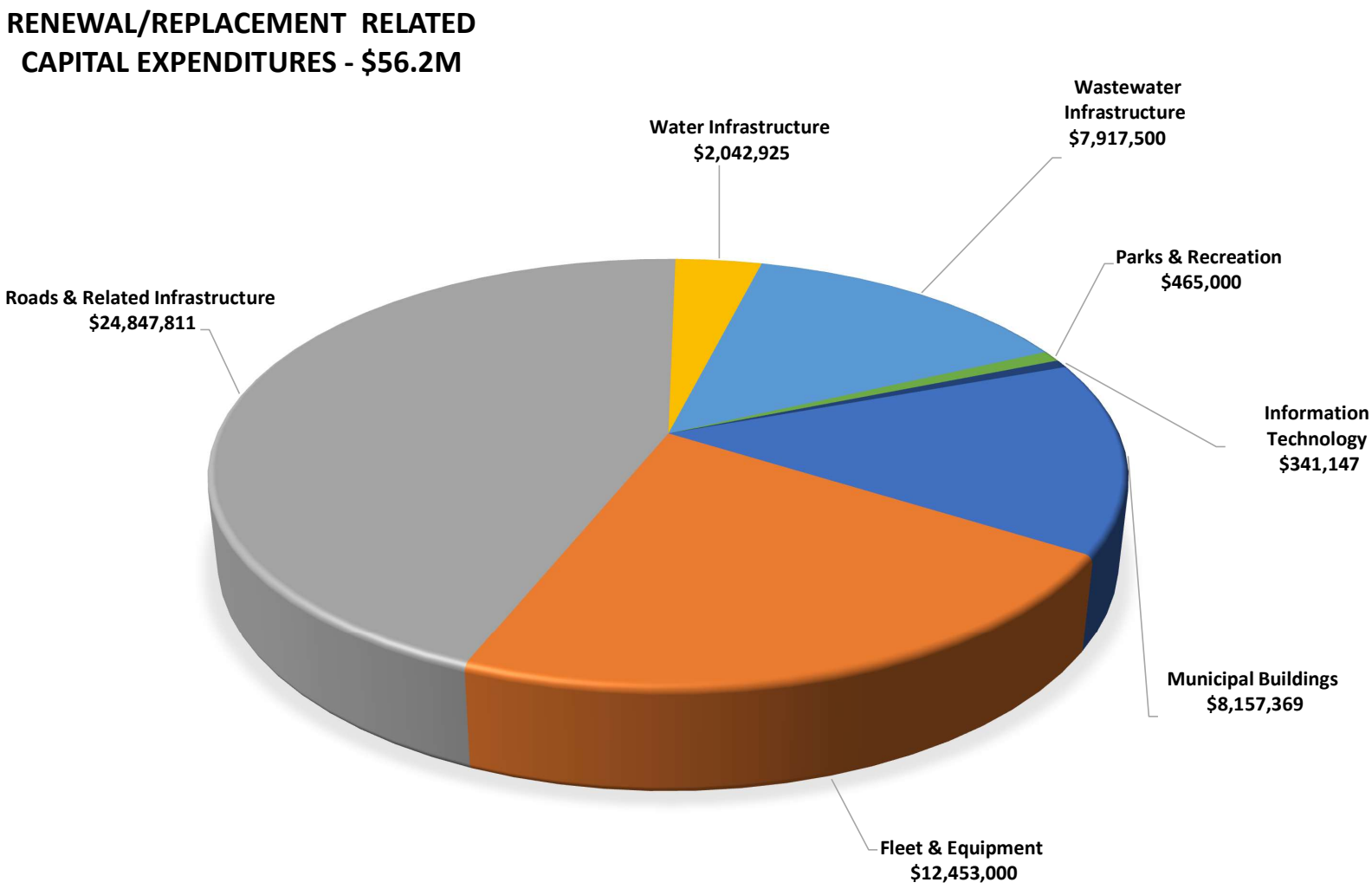
The Township's 10-Year Capital Plan (2024 – 2033) outlines $257.7M in gross expenditures, which is comprised of $201.5M in growth related capital expenditures and $56.2M in renewal/replacement related capital expenditures.

GROWTH RELATED CAPITAL EXPENDITURES - $201.5M



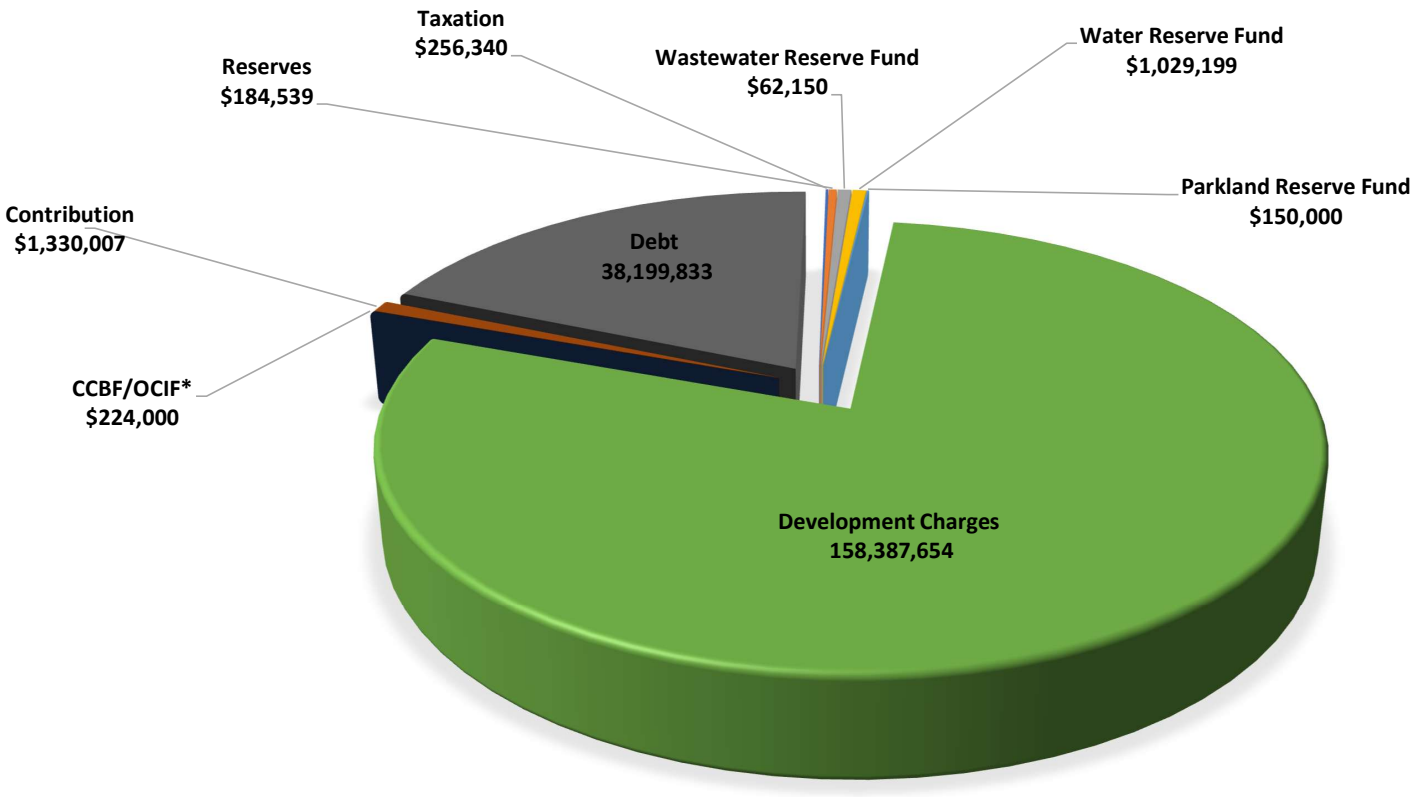
As shown in the graph above, municipal buildings and roads & related infrastructure projects comprise 84% of the total growth-related capital investments identified over the next ten (10) years.

In the graph below, roads and related capital infrastructure projects and fleet & equipment make up 59% of the total renewal/replacement related capital investments over the next ten (10) years.



Funding for the 10-Year Growth Related Capital Plan is proposed to be drawn from the following sources:

GROWTH RELATED SOURCES OF FUNDING - $201.5M

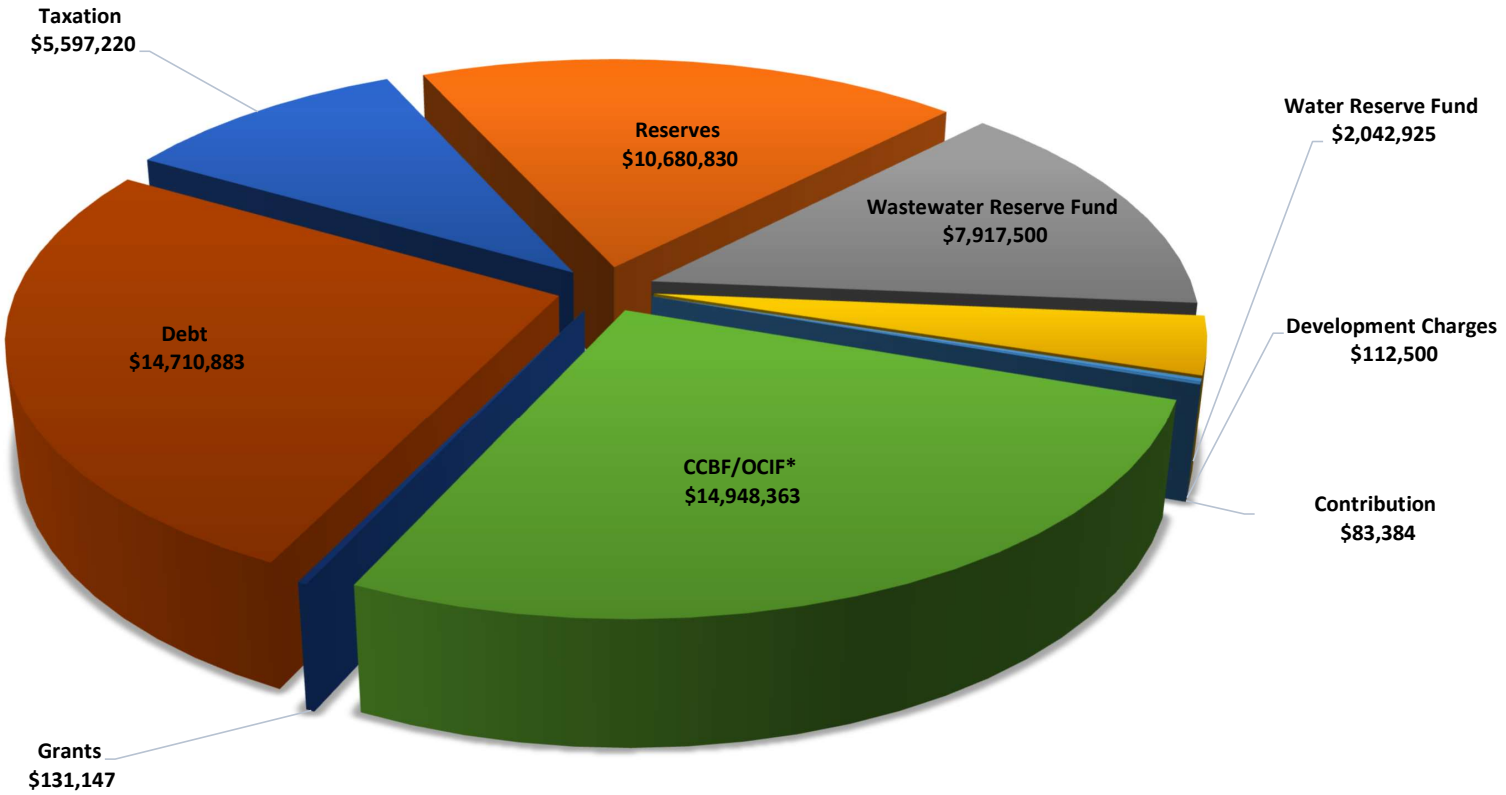


As shown in the graph above, the Township will rely significantly on development charges and debt to fund the 10-Year Growth Related Capital Plan.

*Canada Community Building Fund (CCBF), formerly known as Federal Gas Tax Funding and Ontario Community Infrastructure Fund (OCIF)

Funding for the 10-Year Renewal/Replacement Related Capital Plan is proposed to be drawn from the following sources:

Renewal/Replacement Related Sources of Funding - $56.2M



As shown in the graph above, the Township will rely significantly on property taxation, grants, CCBF, OCIF, capital reserves, the wastewater reserve fund and debt in order to fund the 10-Year renewal/replacement related Capital Plan.

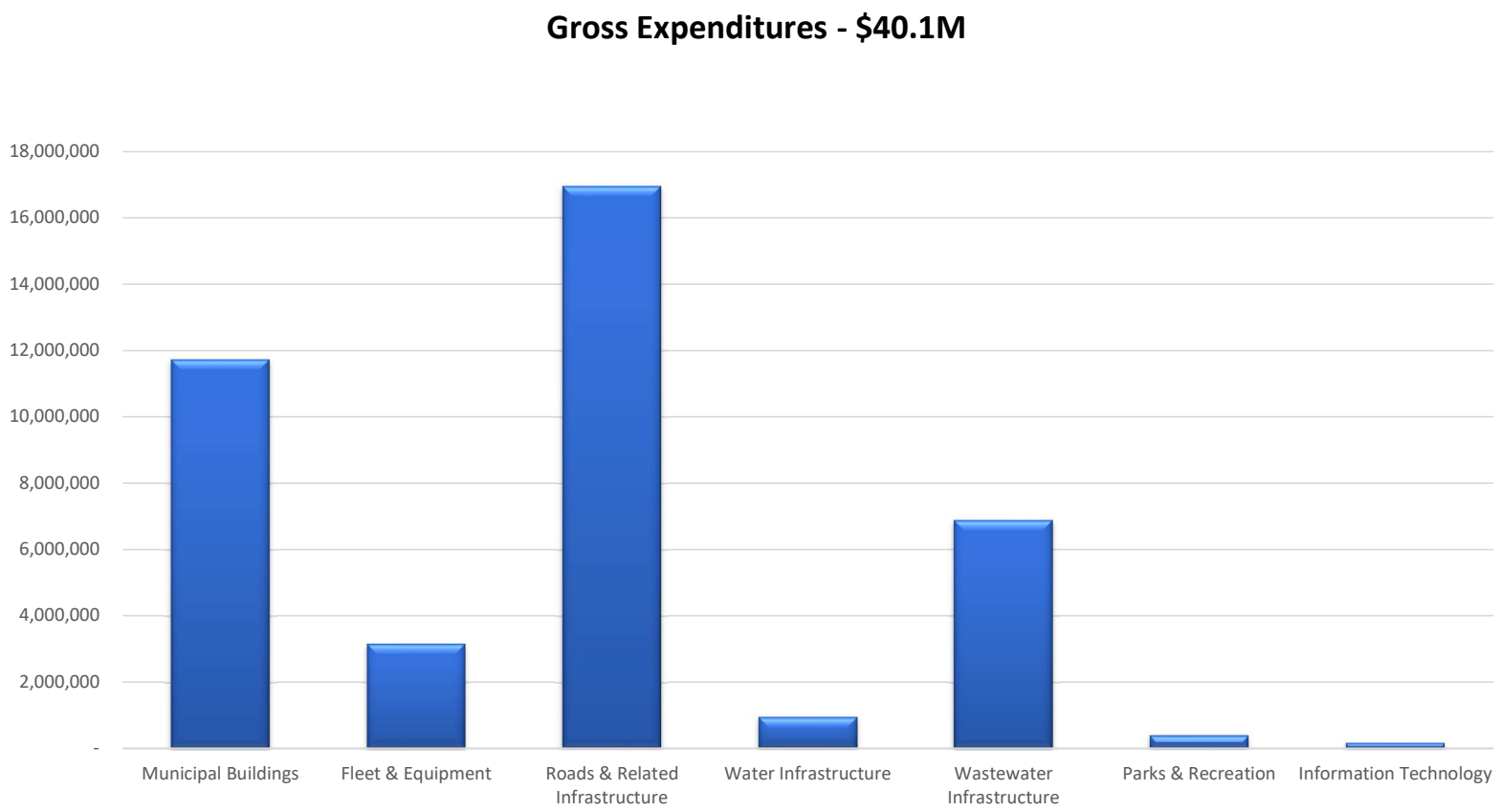
Further details regarding the specific capital projects that are planned over the next ten (10) years can be found under the **"2024– 2033 – 10-Year Capital Plan Details"** tab in the 2024/2025 Budget Book.

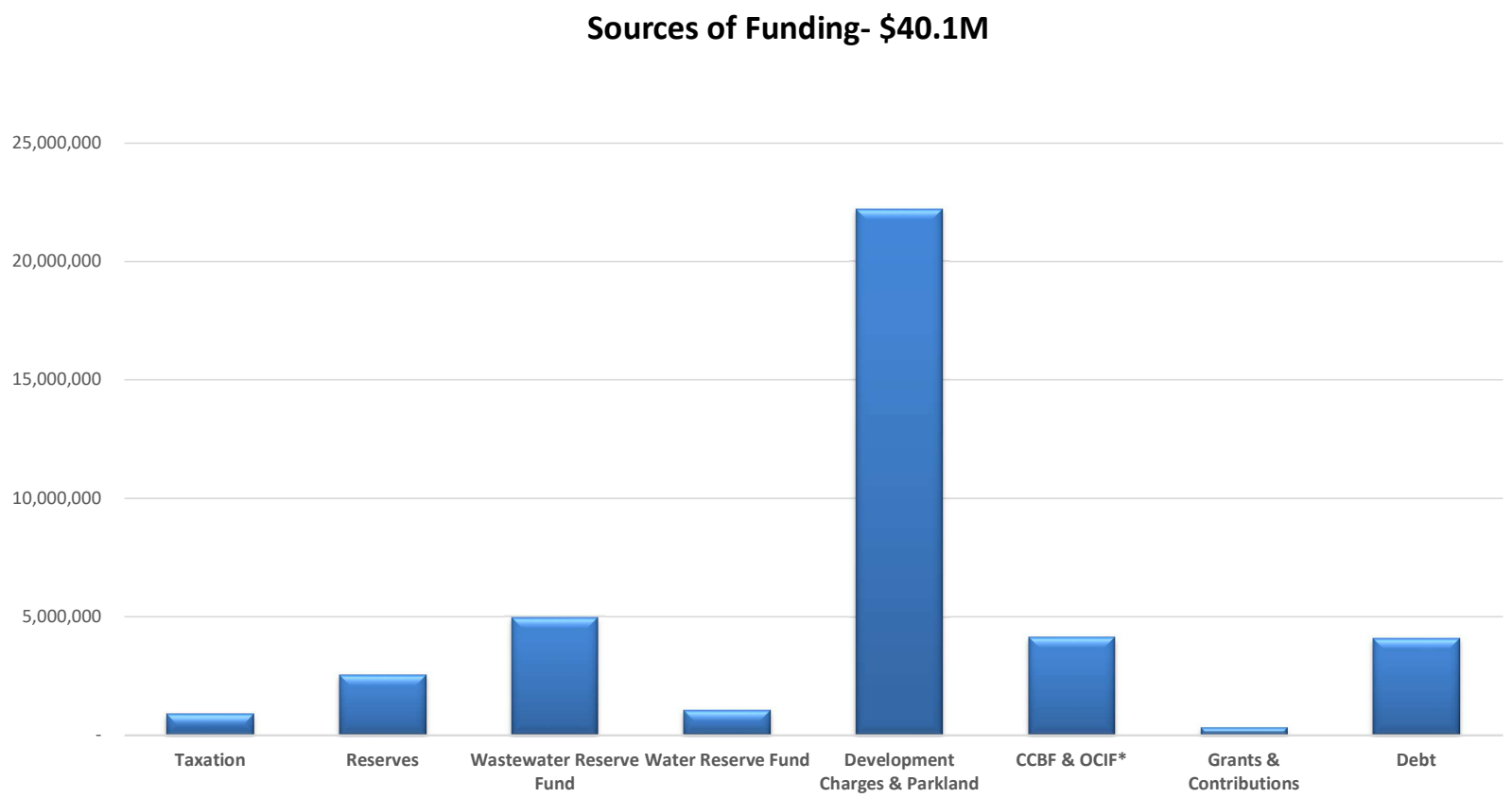
*Canada Community Building Fund (CCBF), formerly known as Federal Gas Tax Funding and Ontario Community Infrastructure Fund (OCIF)

2024 Capital Budget/Requests

The Township has a 10-Year Capital Plan, however only the current year, 2024, is being requested to be approved, along with the carry forward projects from 2023. Therefore, only those projects requested in the current year will proceed. However, with that said, Capital Spending Authority is the authority from Council to commit funding to a capital project. It is a multi-year authority for multi-year projects. Therefore, if Council commits to funding a project in the current year and it is a multi-year project, in essence Council has authorized staff to proceed with the full capital project.

The Township of Springwater's 2024 Capital Budget is comprised of gross expenditures in the amount of $40.2M; $19.3M of new requests and $20.9M of carry forward from 2023. The planned expenditures for 2024 and their corresponding funding sources are depicted in the graphs below:





For further details on the projects that have been planned for 2024, please refer to the "**2024 Capital Budget Details"** tab in the 2024/2025 Budget Book.

*Canada Community Building Fund (CCBF), formerly known as Federal Gas Tax Funding and Ontario Community Infrastructure Fund (OCIF)

Key Capital Projects

The key capital projects that are planned include, but are not limited to, the following:

Project #	Project	Gross Expenditures
2014-07	Fire Station 2 – Construction and Furnishings	$9,866,006
2017-40	Craig Road	8,567,446
2020-30	WWTP – Filter Upgrades	2,600,000
2023-106	Bar Screens Replacement	1,900,000
2018-16	Kerr Street	1,774,764
2025-04	Replace Pump 31	1,200,000
2020-15	Mill Street West	1,051,703
2023-102	Wilson Drive	810,985
2022-18	WWTP – Replace UV Modules	800,000
2022-04	Golf Course Road	628,153
2018-01	Phase 1 & 2 Multi-Purpose Complex Development	700,000
2020-29	Gravity Sewer replacement/repair	537,500
2021-09	Watermain/Distribution System Upgrades	520,000
2023-80	Facility Condition Assessment Program	374,485
2022-39	Water/Wastewater Master Servicing Plan	351,270
2023-07	Replace #7 Tandem	290,000
2023-02	New Tandem	265,000
2023-107	CityView Planning Module	105,000

Impact on Operating Budget

The 2024 Capital Budget is funded from various sources. To the extent that the Capital budget does not have any other funding sources to draw upon (e.g., development charges, reserves, grants, provincial and federal funding), the Township is then required to fund the remaining balance from the operating budget/taxation. The 2024 capital budget requires funds from the operating budget to support capital initiatives in the amount of $878,000.

The table below provides a detailed breakdown of the capital projects planned in 2024 that are being supported by the 2024 Operating Budget.

Project #	Project	Gross Expenditures	Impact on 2024 Operating Budget
2025-04	Replace Pump 31	$ 1,200,000	$ 120,000
2024-01	Outfit Second Mechanics Bay	275,000	125,000
2022-35	Refurbish Loader	125,000	125,000
2024-12	Replace 1 ton truck	65,000	65,000
2018-06	Replace ¾ ton truck	65,000	65,000
2024-103	Replace pick-up truck (Public Works and Water & Wastewater)	55,000	55,000
2024-104	Replace pick-up truck	55,000	55,000
2024-09	Replace van with a light duty truck	55,000	55,000
2021-22	Replace van with hybrid SUV	50,000	50,000
2024-105	New roadside mower	40,000	40,000
2024-107	Zero turn lawnmower	25,000	25,000
2024-23	Refurbish 2010 tractor	25,000	25,000
2024-101	Replace Float Trailer (#55)	20,000	20,000
2024-102	Replace Float Trailer (#56)	20,000	20,000
2024-106	Two-way Radio Repeater	18,000	18,000
2024-108	Rotary Ditching Attachment	15,000	15,000
	Total	**$ 2,108,000**	**$ 878,000**

Tax Supported Operating



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Tax Supported Operating Budget

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenue								
Taxation	$ 17,218,113	$ 18,829,688	$ 19,447,835	$ -	$ 19,447,835	$ 19,970,175	$ -	$ 19,970,175
User Fees/Charges	3,844,757	2,741,073	2,521,936	10,000	2,531,936	2,775,552	-	2,775,552
Rental Revenue	470,633	411,353	441,850	-	441,850	442,950	-	442,950
Grants & Contributions	2,198,018	1,211,230	992,385	-	992,385	1,010,474	-	1,010,474
Investment & Interest Income	944,564	585,000	985,000	-	985,000	835,000	-	835,000
Other Revenue	77,940	20,000	20,000	-	20,000	20,000	-	20,000
Total Revenue	**24,754,025**	**23,798,344**	**24,409,006**	**10,000**	**24,419,006**	**25,054,151**	**-**	**25,054,151**
Expenditures								
Salaries & Benefits	9,827,709	12,025,278	12,824,385	459,711	13,284,096	13,786,781	383,386	14,170,167
Long Term Debt	617,787	1,138,930	606,366	-	606,366	697,424	-	697,424
Fuel & Vehicle	966,651	878,750	944,450	-	944,450	934,750	-	934,750
General Operations & Other	1,088,058	987,370	963,675	50,000	1,013,675	951,475	-	951,475
Financial Expenses	134,130	86,725	91,465	-	91,465	92,215	-	92,215
Special Projects/Events	183,968	156,050	203,350	2,000	205,350	105,350	-	105,350
Contractual Services/Consultants	4,652,528	4,783,929	4,948,227	105,000	5,053,227	5,011,061	-	5,011,061
Legal Fees	103,891	108,500	143,500	-	143,500	103,500	-	103,500
Conservation Authorities	302,573	317,090	333,951	26,464	360,415	345,948	-	345,948
Training, Development & Travel	176,482	313,425	334,825	15,922	350,747	334,350	-	334,350
Utilities	592,187	650,170	634,510	-	634,510	667,010	-	667,010
Repairs & Maintenance	475,640	524,200	534,600	-	534,600	538,800	-	538,800
Technology & Minor Capital	587,108	801,811	819,414	52,611	872,025	731,294	-	731,294
Total Expenditures	**19,708,712**	**22,772,228**	**23,382,718**	**711,708**	**24,094,426**	**24,299,958**	**383,386**	**24,683,344**
Net Budget Before Transfers	**5,045,313**	**1,026,116**	**1,026,288**	**(701,708)**	**324,580**	**754,193**	**(383,386)**	**370,807**

Tax Supported Operating Budget

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Transfers From								
Transfers from Reserves	394,375	209,002	440,767	179,313	620,080	123,215	115,606	238,821
Transfers from Reserve Funds	188,067	78,688	235,000	-	235,000	50,000	-	50,000
Transfers from Development Charges	153,334	245,983	112,500	-	112,500	112,500	-	112,500
Total Transfers From	**735,776**	**533,673**	**788,267**	**179,313**	**967,580**	**285,715**	**115,606**	**401,321**
Transfer To								
Transfers between Departments	(256,214)	(298,043)	(303,507)	-	(303,507)	(303,507)	-	(303,507)
Transfer to Reserves	4,363,424	585,500	588,500	-	588,500	606,355	-	606,355
Transfers to Reserve Funds	119,529	108,382	-	-	-	-	-	-
Transfer to Capital	1,390,750	640,750	878,000	-	878,000	750,000	-	750,000
Capital Infrastructure (1%)	163,600	523,200	359,400	-	359,400	546,400	-	546,400
Total Transfer To	**5,781,089**	**1,559,789**	**1,522,393**	**-**	**1,522,393**	**1,599,248**	**-**	**1,599,248**
Net Budget	**$ -**	**$ -**	**$ 292,162**	**$(522,395)**	**$ (230,233)**	**$ (559,340)**	**$ (267,780)**	**$ (827,120)**



Division
Council

Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Council Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ -	$ 12,000	$ 12,000	$ -	$ 12,000	$ 12,000	$ -	$ 12,000
Total Revenues	**-**	**12,000**	**12,000**	**-**	**12,000**	**12,000**	**-**	**12,000**
Expenditures								
Salaries & Benefits	248,106	282,977	288,157	-	288,157	293,440	-	293,440
General Operations & Other	27,812	49,750	50,250	-	50,250	50,250	-	50,250
Special Projects/Events	2,062	4,250	4,250	-	4,250	4,250	-	4,250
Contractual Services/Consultants	1,250	1,250	1,250	-	1,250	1,250	-	1,250
Training, Development & Travel	3,291	34,500	34,500	-	34,500	34,500	-	34,500
Utilities	657	480	480	-	480	480	-	480
Technology & Minor Capital	3,288	3,600	3,600	-	3,600	3,600	-	3,600
Total Expenditures	**286,466**	**376,807**	**382,487**	**-**	**382,487**	**387,770**	**-**	**387,770**
Net Budget Before Transfers	**(286,466)**	**(364,807)**	**(370,487)**	**-**	**(370,487)**	**(375,770)**	**-**	**(375,770)**
Net Budget	**$ (286,466)**	**$ (364,807)**	**$ (370,487)**	**$ -**	**$ (370,487)**	**$ (375,770)**	**$ -**	**$ (375,770)**

Explanation in Changes:

- No major variances.



Division

Office of the CAO and People & Talent

Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Departmental Roles & Responsibilities:

The Office of the CAO and People & Talent is responsible for corporate management, strategic policy development, litigation, special projects, people and talent, and intergovernmental affairs for the municipality. The Office of the CAO and People & Talent is comprised of the following: Office of the Chief Administrative Officer and People & Talent.

Departmental Objectives:

Chief Administrative Officer (CAO):

The Office of the Chief Administrative Officer is responsible for the strategic leadership of the Corporation and works in consultation with the Mayor and Council, the Community, and our Partners to strengthen the Township and the manner in which we deliver services and programs to our residents and our stakeholders.



The Chief Administrative Officer acts as the key advisor to Council, leads the Senior Management Team and serves as a primary contact with other levels of government, the public and the business community. The role of the CAO is defined in the *Municipal Act, 2001, under Section 229*. The CAO is responsible for "exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality".

The office of the Chief Administrative Officer supports the Mayor and Council, all Departments, and their staff.

People & Talent

- General Human Resources
  - People & Talent are responsible for all human resource functions administered for the Corporation that include:
    - Fostering of a positive working environment based on respect, fairness, honesty, integrity, trust, and openness
    - Listening to ideas, concerns, suggestions and feed those points forward and work with the Team to implement the selected solutions
    - Strategic partnering within the Corporation by assisting departments in the achievement of their goals and objectives by developing and implementing effective human resources programs, policies and procedures
    - Recruitment of all municipal employees; including Volunteer Firefighters and Springwater Public Library employees
    - Providing leadership, coaching, mentoring, guidance, and support to all members of the Corporation
    - Providing advice and assistance on labour relations within the workplace, including providing clarification and direction on the consistent application and interpretation of collective agreements, policies, and procedures
    - Lead the collective bargaining team in the development of proposals and strategies

- Ensuring applicable policies are regularly reviewed, meet the needs of the Corporation, and comply with applicable legislation and recommending updates or revisions
- Gathering and analyzing salary information, responding to external market surveys
- Maintaining the job evaluation process and monitoring pay equity compliance
- Preparation of the Township's payroll on a bi-weekly, quarterly, and annual basis as required for all employees, Volunteer Firefighters, Council, and Committee and Board members
- Coordination of the employee Pension program (OMERS)
- Coordination of the municipal group benefits program
- Coordination of the municipal Employee Assistance Program

- Health and Safety
  - Coordination of the municipal health and safety program
  - Management and implementation of the corporations' Health & Safety policies and procedures
  - Management of Short-Term Disability, Long-Term Disability and WSIB Claims

- Corporate Training
  - Coordination of corporate training initiatives including Health & Safety and wellness training, department specific training and corporate-wide training



Corporate Communications:

Corporate Communications ensures that communication across the Township of Springwater is well coordinated, effectively managed, and responsive to the information needs of Council, residents, and staff. The Township is committed to open communication, especially as it pertains to listening to residents, gathering feedback, and sharing news. Communication channels and functions include:

- Website management
- Social media management
- Written communications
- Media relations
- Township spokesperson
- Creation and design of promotional materials, advertising, and marketing materials

- Social media channels:
  - Twitter: @Springwatertwp, SpringwaterFIRE
  - Facebook: Township of Springwater
  - Instagram: Township of Springwater
  - YouTube: Springwater Township
  - Linkedin: Township of Springwater

Major Initiatives/Issues:

- Ongoing corporate oversight
- Effective and efficient government
- Ensuring for the Health and Safety of all employees
- People & Talent management (hiring, onboarding, performance management, payroll administration)
- Negotiate new collective bargaining agreement with CUPE
- Implementation of new Corporate Organizational Structure
- Continue with the implementation of the recommendations from the Service Delivery Review
- Implement the Township's 20-year Community Based Strategic Plan and the actions approved by Council
- Continue forward progress on Phase 2 development of the Community Hub (Hasty Tract)
- Enhance Corporate Leadership Training
- Implement and enhance new Human Resource Information System (HRIS)
- Continue to investigate and implement new communications channels and tools to ensure effective, strategic and focused communication products.



Staff Complement:

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	4	5	5	5	6	6	**8**
Part Time *	-	-	-	-	-	-	**-**
Student(s)	1	1	1	1	1	1	**-**

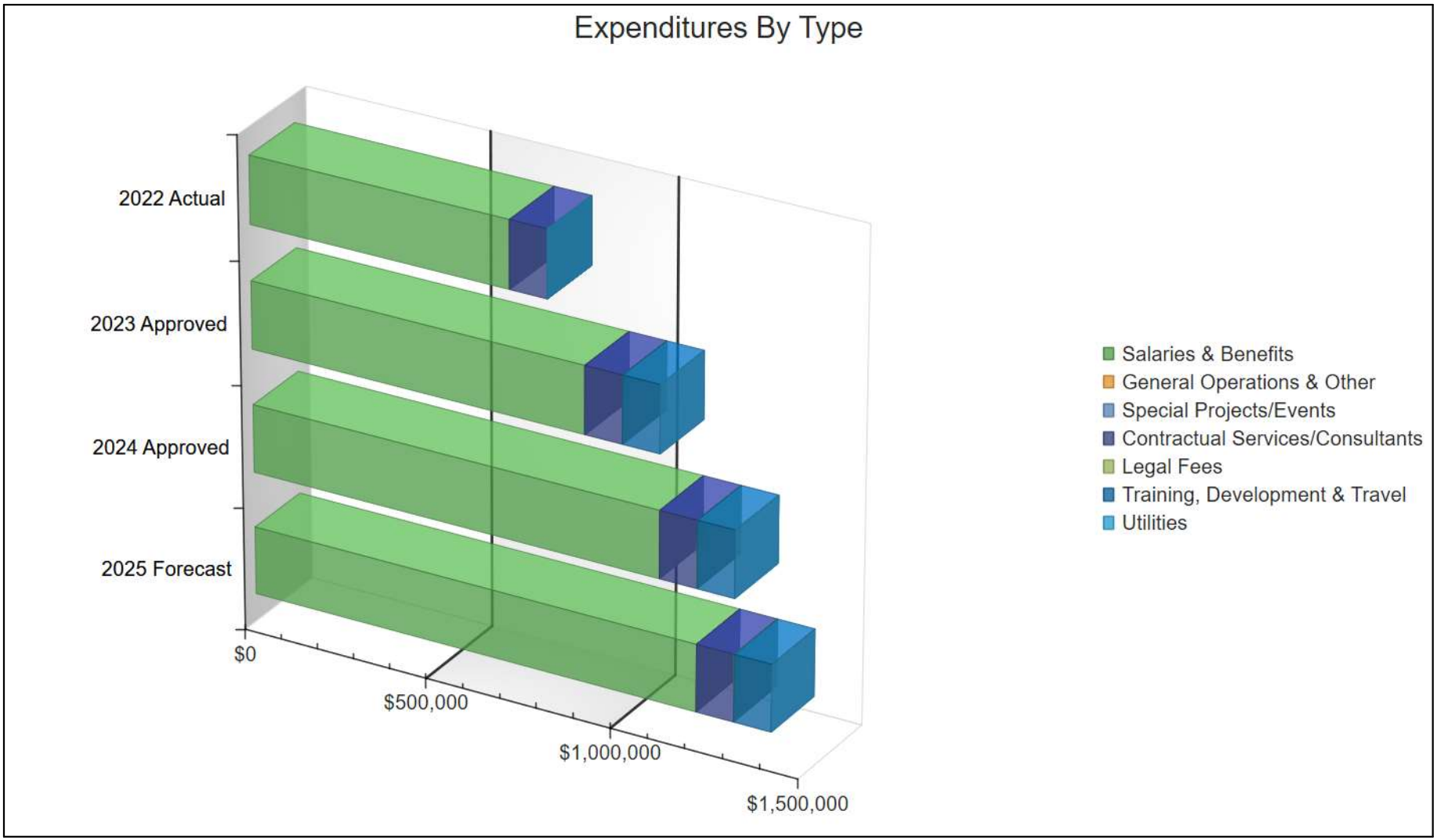
Office of the CAO and People & Talent includes:

- Chief Administrative Officer (1 FTE)
- Executive Assistant – Mayor, Council & CAO (1 FTE)
- People & Talent (4 FTEs) – 1 FTE proposed
- Corporate Communications (2 FTE) – 1 FTE proposed

Office of the CAO and People & Talent Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
Grants & Contributions	$ 2,100	$ 2,500	$ 2,500	$ -	$ 2,500	$ -	$ -	$ -
Total Revenues	**2,100**	**2,500**	**2,500**	**-**	**2,500**	**-**	**-**	**-**
Expenditures								
Salaries & Benefits	741,490	878,502	921,065	154,634	1,075,699	1,158,856	-	1,158,856
General Operations & Other	8,851	3,550	3,550	-	3,550	3,550	-	3,550
Special Projects/Events	6,574	14,300	15,100	2,000	17,100	17,100	-	17,100
Contractual Services/Consultants	86,755	62,500	66,500	50,000	116,500	**66,500**	-	66,500
Legal Fees	7,675	10,000	10,000	-	10,000	10,000	-	10,000
Training, Development & Travel	-	51,925	53,425	15,922	69,347	54,750	-	54,750
Utilities	1,184	3,240	1,940	-	1,940	1,440	-	1,440
Total Expenditures	**852,529**	**1,024,017**	**1,071,580**	**222,556**	**1,294,136**	**1,312,196**	**-**	**1,312,196**
Net Budget Before Transfers	**(850,429)**	**(1,021,517)**	**(1,069,080)**	**(222,556)**	**(1,291,636)**	**(1,312,196)**	**-**	**(1,312,196)**
Transfers From								
Transfers from Reserves	48,731	20,000	-	71,789	71,789	-	-	-
Transfers from Reserve Funds	6,848	-	-	-	-	-	-	-
Total Transfers From	**55,579**	**20,000**	**-**	**71,789**	**71,789**	**-**	**-**	**-**
Total Transfer To	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Budget $	**(794,850)**	**(1,001,517)**	**(1,069,080)**	**(150,767)**	**(1,219,847)**	**(1,312,196)**	**-**	**(1,312,196)**

Office of the CAO and People & Talent Summary



Office of the CAO and People & Talent Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 741,490	$ 878,502	$ 1,075,699	$ 1,158,856
General Operations & Other	8,851	3,550	3,550	3,550
Special Projects/Events	6,574	14,300	17,100	17,100
Contractual Services/Consultants	86,755	62,500	116,500	66,500
Legal Fees	7,675	10,000	10,000	10,000
Training, Development & Travel	35,451	51,925	69,347	54,750
Utilities	1,184	3,240	1,940	1,440
Total Expenditures	**$ 887,980**	**$ 1,024,017**	**$ 1,294,136**	**$ 1,312,196**

Explanation in Changes:

- Salaries & Benefits are anticipated to increase mainly due to COLA 2.0%, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- Contractual Services/Consultants include a reduction of $10K as the Community Based Strategic Plan was completed in 2023 and a reduction of $10K as the union job evaluation/compensation review will also be completed in 2023; the offset is reflected in a reduction in Trasnfers from Reserves ($20K). Contractual Services also include increased costs associated with Advertising $22.5K as a result of increased direct mailer services.

Budget Requests:

- Program Change 2024: Service Springwater Contract
- Program Change 2024: Communications Assistant



Township of Springwater

Program Change 2024

Program Title:	Customer Service Initiative - Service Springwater
Position Title:	Service Springwater Contract
Division:	Office of the CAO and People & Talent
Complement Impact:	1.0
Duration:	Temporary FT

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☑ No ☐ One-time

If no, specify duration in # of months 10

Estimated Salaries & Benefits:	$ 87,156.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 2,315.00
Estimated Computer Equipment:	$ 3,446.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 0.00
If other, please specify	
Subtotal operating expenditures:	$ 92,917.00

Funding Sources

Water Reserve:	$ 8,715.50
Wastewater Reserve:	$ 8,715.50
Reserve:	$ 4,358.00
Specify Reserve	Building
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 71,128.00



Program Change 2024

Program Title: Customer Service Initiative - Service Springwater
Position Title: Service Springwater Contract
Division: Office of the CAO and People & Talent

Project Justification

At its Regular meeting on October 4, 2023, Council of the Township of Springwater passed the following motion:

C516C-2023

Moved by: Garwood
Seconded by: Cabral

That the report from the Deputy Treasurer regarding Service Springwater, dated October 4, 2023, be received; and

That Council direct staff to include the Service Springwater - Customer Service Initiative as a program change in the 2024 Budget.

Carried

Reporting to the Office of the CAO and People and talent, the contract position will be responsible for:

Working with the Manager of IT to input service request types and departments into the existing Citywide service request database that have not yet been input.
Implementing a Service Springwater department.

What does implementation look like:

Review existing customer service processes to integrate
Perform a service evaluation across the administration Centre
Develop service level agreements and standards with all departments
Determine priority rankings
Determine inquiry resolutions
Create a customer service toolkit
Create a customer service workflow
Develop a repository of readily retrievable information for staff responding to customers
Prepare an enhanced customer service training for the Corporation
Initializing the existing software
Determine existing positions needed to form the Department
Train the reporting Manager to lead the staff for Service Springwater



Program Change 2024

Program Title: Customer Service Initiative - Service Springwater
Position Title: Service Springwater Contract
Division: Office of the CAO and People & Talent

Project Justification

Technology:

The technology that will be utilized is an existing software that is being utilized in the same manner for the Infrastructure and Operational services department. The Service Springwater initiative will be expanding on the existing process to cover the remainder of the organization. This will allow Springwater to report and track service requests.

The Service Springwater customer service initiative is expected to be a multi-year process. It is a large undertaking and is anticipated that implementing the department and technology could take up to eight (8) months. After the department and technology is in place, positions will be transferred for training. To see the positive impact on the organization and service levels, a two-year timeline is projected for a successful department.

Annual Salary/Benefits: $104,294.00

www.springwater.ca
2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada

October 5, 2023

To: Candace Waslenko, Deputy Treasurer

RE: Service Springwater

At its Regular meeting on October 4, 2023, Council of the Township of Springwater passed the following motion:

C516C-2023
Moved by: Garwood
Seconded by: Cabral

That the report from the Deputy Treasurer regarding Service Springwater, dated October 4, 2023, be received; and

That Council direct staff to include the Service Springwater - Customer Service Initiative as a program change in the 2024 Budget.

Carried

Please do not hesitate to contact me should you have any questions.

Yours Truly,

Sarah Elliott, Committee Coordinator/Administrative Assistant

Phone: 705-728-4784 Ext. 2060 **Clerk's Department** Fax: 705-728-6957

Township of Springwater

Staff Recommendation Report

To:	**Mayor and Council**
From:	**Candace Waslenko, Deputy Treasurer**
Date:	**October 4, 2023**
Subject:	**Service Springwater - Customer Service Initiative**

Report Highlights

- Service Springwater is a customer service initiative that will require an actionable plan to address service delivery and modernize the way the Township of Springwater serves its residents.
- Resident expectations are growing and increasingly, residents expect their local government to offer service across multiple channels including phone, email, Web, mobile devices and social media; to be accessible when they want to engage; and offer resolution with only one or two interactions.
- As part of the Service Delivery Review Ad Hoc Audit Committee, recommendations were presented by CSPN to develop an approach for a centralized / shared service model to streamline service delivery across departments.
- The purpose of this report is to seek Council direction to further consider a customer service initiative as part of the 2024 Budget Deliberations.

Recommendation

That the report from the Deputy Treasurer regarding Service Springwater, dated October 4, 2023, be received; and

That Council direct staff to include the Service Springwater - Customer Service Initiative within the 2024 Budget.

Background

The Township of Springwater created and adopted a new Community-Based Strategic Plan with a 20-year outlook. Within the strategic plan, 5 goals, and 93 action items were identified. This report will focus on the following goal and action items:

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 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.

In addition, as part of the Service Delivery Review Ad Hoc Audit Committee recommendations presented by CSPN on April 20, 2022, it was recommended to:

- Develop an approach for a centralized / shared service model to streamline service delivery across departments and optimize service-related data gathering, tracking and analysis.

Residents expect to receive consistent and efficient service that is convenient and easy to access where, when and how they want it. These expectations are growing based on growth and with private- sector organizations offering higher service levels and greater options through digital technologies.

The Township strives to provide a high standard of service to all customers, including residents, business owners, staff, visitors and other stakeholders. It is our commitment to:

- Provide exceptional, equitable and accessible customer service.

- Act with integrity and treat customers with dignity and respect.
- Be courteous, helpful and professional.
- Respond and acknowledge receipt of customer contact within a reasonable time frame.
- Provide accurate information and/or the avenue for the customer to receive it.
- Provide a response and ensure the completeness of a service or request.
- Be accountable to all customers and use feedback to improve our performance and service to our customers.

The Service Springwater initiative would expand on the existing Customer Service Standards that all staff follow, ensuring that response times are being met, and in the event of a staff shortage in a department, routine inquiries will not be impacted.

The Township of Springwater currently facilitates customer service through a decentralized approach and hence, service levels across the organization may vary. The current staff complement of customer service representatives form part of the finance department, and although they have a strong focus on customer service and service to the public, they do not provide customer service on behalf of all departments, as they have not been cross-trained on being able to provide this level of customer service for all departments. As a result, the customer service representatives are not always able to resolve the inquiry on one call, and the inquirer is transferred at times to more than one staff member for a resolution. Therefore, customer service experiences vary widely depending on several factors. Customer service is primarily delivered at a departmental level, and Township departments carry out customer service differently from one another.

Some departments use technology solutions to automate some aspects of customer service, whereas others rely on manual processes. There is limited reporting capability to capture the customers' actual experience. As demand for services continues to grow, it becomes more challenging to serve customers with current processes and systems.

A customer service strategy addresses service delivery gaps and proposes to modernize the way the Township serves its citizens and businesses by using best practices, leveraging technology, and maximizing existing resources. It establishes a framework to guide organizational decisions and employee behaviors to ensure our customers receive the same great customer service experience regardless of how they choose to connect with the Township of Springwater. The strategy is a multi-year plan to transform the way the Township delivers customer service.

The Service Springwater Initiative:

Service Springwater will provide frontline or initial customer contact to external and internal customers for Township of Springwater programs, services and information, residents expect their local government to offer service across multiple channels

including phone, email, Web, mobile devices and social media; to be accessible when they want to engage; and offer resolution with only one or two interactions via various channels including telephone, email, web, mobile devices, social media or over-the-counter. Knowledgeable and professional staff will be committed to meeting the needs of our internal and external customers in an effective and efficient manner. They will work in close partnership with other Township staff in order to ensure that service delivery is consistent, accurate and of the highest standards.

With the consolidation of customer service and routine duties from other departments, Service Springwater will allow for a consistent and exceptional level of service to be provided across the municipality. The Service Springwater team will be a 'one-stop-shop' for the public, with a customer focused outlook.

Customer service improvements will achieve numerous positive outcomes including:

- a customer-oriented culture throughout the Township;
- greater capability to serve customers' needs as they evolve;
- consistent and convenient customer service experiences across more channels;
- better tools that enable employees to do their jobs well;
- enhanced information flow between departments; and,
- increased transparency and accountability within the context of service delivery.

Staff are proposing Council consider a supervisor position as part of the 2024 Budget. This management position will develop and implement the Service Springwater strategy and service standards for the organization. This would involve collaborating with other departments to determine the duties and responsibilities that will be covered by the Service Springwater team, developing service level agreements internally at the department level, and preparing for the onboarding and training of Service Springwater staff.

In addition, this Service Springwater position would be responsible for implementing a Citizen Relationship Management (CRM) software that will be utilized to track all inquiries which will allow staff to provide data driven results. The Township currently utilizes CityWide software to track work orders and asset management data; the intention of Service Springwater is to optimize existing software currently in-use.

Some of the reporting will include:

- An online dashboard to communicate results to our residents;
- The number of inquiries received;
- The types of inquiries; and,
- The length of time it took to resolve the inquiry.

In addition to allowing staff to track inquiries, ticket numbers can be provided to residents with inquiries that cannot be resolved on the first call. Residents will be able to receive status updates, and the active inquiry will record the entirety of their request, alleviating the resident from having to track whom they spoke to, and repeat their inquiry upon calling back.

As part of the Service Springwater initiative, the Service Springwater position will prepare an enhanced customer service training program for the corporation. This training will be provided to all staff at all levels of the organization to ensure exceptional service and communication is provided consistently both internally and externally. This training would allow for organization wide team building opportunities and trust exercises between peers. Providing staff skills, confidence, and a sense of support to manage difficult customers and situations.

Conclusion

A Service Springwater Initiative would consolidate the routine duties across the organization to allow the municipality to provide a consistent and enhanced level of service to residents. With data driven results, the municipality will be able to provide feedback to Council and residents and make informed decisions as well as improvements as necessary.

Staff recommend that in accordance with the 20-year Community Based Strategic Plan and the Service Delivery Review, Council direct staff to include the Service Springwater – customer service initiative, and a supervisor as part of the 2024 Budget.

Financial Implications

If Council chooses to move forward with this initiative, the following chart of financial implications will be presented in the 2024/2025 base budget:

Item	2024	2025
Salaries and Benefits - Supervisor	$ 89,408.00	$ 107,290.00
Other: Application Licensing	$ 3,446.20	
Furniture	$ 2,315.00	$ 9,260.00

Strategic Priorities/Goals

The above initiative supports the following Strategic Priorities/Goals:

Goal 5 - Corporate actions

Approvals

Submitted by:	Candace Waslenko, Deputy Treasurer
Reviewed by:	Jas Rattigan, CPA, CGA, Director of Finance
Financial Implications Reviewed by:	Jas Rattigan, CPA, CGA, Director of Finance
Approved by:	Jeff Schmidt, CPA, CGA, Chief Administrative Officer
Version Code:	C04 9/28/2023 1:42 PM 2874072 SHARED\C - Council, Boards, By-Laws and Resolutions\C04 Reports to Council\Finance Department\2023

Background or Relevant Reports on Subject

CSPN Service Delivery Review – Recommendations Report

20-year Community Based Strategic Plan – Township of Springwater

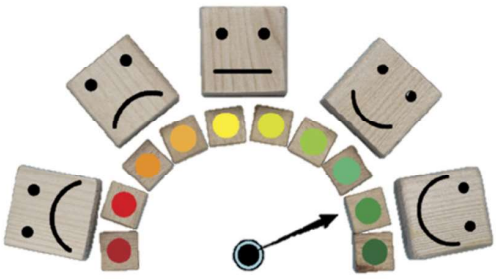


Township of Springwater

Service Springwater – Customer Service

A customer service initiative that will require an actionable plan to address service delivery and modernize the way the Township of Springwater serves its residents

A centralized customer service center to provide an enhanced and consistent level of customer service across the organization



Township of Springwater

Community Based Strategic Plan

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 4

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

Action Items

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.



Township of Springwater

Page 3

Customer Service Today

The Township of Springwater strives to provide a high standard of service to all customers, including residents, business owners, staff, visitors and other stakeholders. It is our commitment to:

- Provide exceptional, equitable and accessible customer service
- Act with integrity and treat customers with dignity and respect
- Be courteous, helpful and professional
- Respond and acknowledge receipt of customer contact within a reasonable time frame
- Provide accurate information and/or the avenue for the customer to receive it
- Provide a response and ensure the completeness of a service or request
- Be accountable to all customers and use feedback to improve our performance and service to our customers

The Service Springwater initiative would expand on the existing Customer Service Standards that all staff follow, ensuring that response times are being met, and in the event of a staff shortage in a department, routine inquiries will not be impacted.

Resident Expectations

- Consistent and Efficient Service
- Convenient
- Easy to access where, when, and how they want

Township of Springwater

Page 4

Service Springwater Initiative



Service Springwater would work collaboratively with departments across the organization to form an enhanced service department

Service level agreements will be developed between Service Springwater and other departments



A specialized and knowledgeable cross-trained team can provide a consistent level of customer service to meet the needs of our internal and external customers.

Service Springwater will communicate through multiple channels including, phone, email, web, mobile and social media



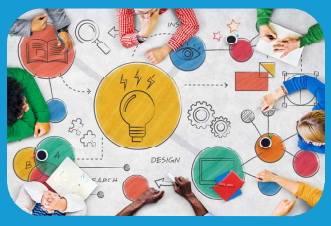
Service Springwater will leverage technology to connect the departments with customer service

A ticketing system will be developed to track service requests and a dashboard will be created to allow residents the ability to track the Township's performance

Page 5

Conclusion

Service Springwater Initiative



Service Springwater would work collaboratively with departments across the organization to form an enhanced service department

Service level agreements will be developed between Service Springwater and other departments



A specialized and knowledgeable cross-trained team can provide a consistent level of customer service to meet the needs of our internal and external customers.

Service Springwater will communicate through multiple channels including, phone, email, web, mobile and social media



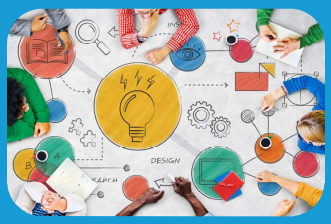
Service Springwater will leverage technology to connect the departments with customer service

A ticketing system will be developed to track service requests and a dashboard will be created to allow residents the ability to track the Township's performance

Page 6

Conclusion

Service Springwater Initiative



Service Springwater would work collaboratively with departments across the organization to form an enhanced service department

Service level agreements will be developed between Service Springwater and other departments



A specialized and knowledgeable cross-trained team can provide a consistent level of customer service to meet the needs of our internal and external customers.

Service Springwater will communicate through multiple channels including, phone, email, web, mobile and social media



Service Springwater will leverage technology to connect the departments with customer service

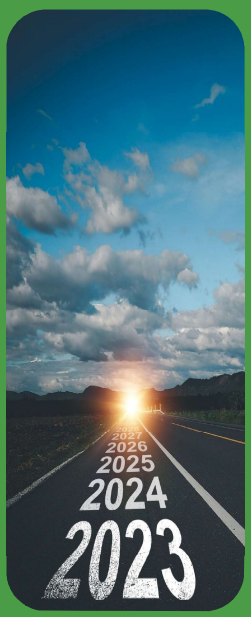
A ticketing system will be developed to track service requests and a dashboard will be created to allow residents the ability to track the Township's performance

Conclusion

A Service Springwater Initiative would consolidate the routine duties across the organization to allow the municipality to provide a consistent and enhanced level of service to residents.

With data driven results, the municipality will be able to provide feedback to Council and residents and make informed decisions as well as improvements, as necessary.

Staff recommend that in accordance with the 20-year Community Based Strategic Plan and the Service Delivery Review, the implementation of Service Springwater including a supervisor be included in the 2024 base Budget.




Questions?
Township of Springwater
Page 9



Township of Springwater

Program Change 2024

Program Title:	Communications Assistant
Position Title:	Communications Assistant
Division:	Office of the CAO and People & Talent
Complement Impact:	1
Duration:	Permanent FT

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☑ No ☐ One-time

If no, specify duration in # of months 10

Estimated Salaries & Benefits:	$ 67,478.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 2,315.00
Estimated Computer Equipment:	$ 5,846.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 2,000.00
If other, please specify	IABC membership, training, conferences
Subtotal operating expenditures:	$ 77,639.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 77,639.00



Program Change 2024

Program Title: Communications Assistant
Position Title: Communications Assistant
Division: Office of the CAO and People & Talent

Project Justification

Within the Township's Community-Based Strategic Plan, objective number two, under the Corporate Actions Goal, aims to "improve communications internally within the Township and externally with residents, businesses, and investors."

The Strategic Plan recognizes the paramount importance of effective communication and public engagement within the Township. Investing in strategic, engaging, and focused communications offers significant benefits, including:

• Supporting strategic goals and their execution.
• Enhancing understanding of the services and programs offered by the Municipality.
• Strengthening trust in the Municipality.
• Correcting or eliminating misinformation.
• Encouraging stakeholders to actively support and contribute to Municipal discussions and planning.

To effectively implement strategic communications, an extra staff member is essential to manage the various platforms, undertake strategic, focused communications, and ensure that messaging is consistent and inclusive.

The Service Delivery Review completed in 2021, identified that the Communications role was over-capacity, since that time, additional platforms and responsibilities have been added to the portfolio, including the digital signs in Elmvale and at the Administration Centre and the introduction of the direct mail newsletter.

The growing demand for communication services, both from the public and internal staff, necessitates additional resources. As the municipality takes on more projects, initiatives, and events, the workload for the existing staff has become overwhelming, potentially leading to a decline in the quality and responsiveness of communication efforts over time. Hiring an additional team member can alleviate this pressure and maintain a high standard of communication.

Furthermore, with the increasing reliance on social media, visual and graphic design, and new formats such as videos, the current staff complement of one is unable to meet the demands. By adding another team member, the municipality can adapt to changing communication trends and maintain a strong presence in the community.



Program Change 2024

Program Title: Communications Assistant
Position Title: Communications Assistant
Division: Office of the CAO and People & Talent

Project Justification

Additionally, it is essential to address the need for backup in the absence of the primary communications officer. Circumstances such as vacations, illness, or other obligations may arise, which can temporarily leave the communication channels unattended. By hiring an additional communications staff member, the Township can guarantee that communication efforts remain consistent, timely, and effective, even when the primary communications officer is not available.

Introducing an additional communications staff member will significantly improve communication among all audiences, including residents, stakeholders, community groups, and internal staff. With the increased resources, the municipality can tailor messages and engage with each group more effectively and efficiently; leading to better understanding and participation in local initiatives.

Annualized Salaries and Benefits: $80,973.72



Division

Corporate Services

Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Departmental Roles & Responsibilities:

Finance Department:

The Finance Department is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by Council. Over the years, these responsibilities have broadened to be more explicitly focused on ensuring the long-range fiscal sustainability of the municipality.

The Department is responsible for serving both the internal supportive needs of the Township's administration, as well as the external needs of the residents and other stakeholders of Springwater. In doing so, the Finance Department is responsible for fulfilling all of the requirements as set forth in the *Municipal Act* under the direction of the Treasurer.

In accordance with Section 286 of the *Municipal Act*, the Department's roles and responsibilities include:

- Collecting money that is payable to the municipality and issuing receipts for those payments;
- Depositing all money received on behalf of the municipality in a financial institution that has been designated by the municipality;
- Paying all debts of the municipality and other expenditures that have been authorized by the municipality;
- Maintain accurate records and accounts of the financial affairs of the municipality;
- Provide Council with such information with respect to the financial affairs of the municipality as it requires or requests; and
- Ensure investments of the municipality are made prudently in compliance with section 418 of the *Municipal Act*.



Clerks & By-law Department:

The Clerks & By-law Enforcement Department is comprised of Legislative and Council Operations. Each discipline requires compliance with numerous Provincial Acts, regulations, and municipal policies.

The Clerks Department's roles include, but are not limited to, the following:

- Council and Committee Secretariat
  - By-laws
  - Minutes and Agendas
  - Document Execution – Agreements, Legal Documents and By-laws
  - Procedural expertise and advice

  - Support to Mayor and Council
- Vital Statistics
  - Burial Permits
- Records and Information Management Services (IMS)
- Licencing
  - Lottery
  - Back-yard Chickens
- Municipal Election Management
- Freedom of Information and Protection of Privacy Officer (MFIPPA)
  - Privacy Complaints
  - Access Requests
  - Forms Management – Notice of Collection
- Heritage Conservation
- Accessibility
  - Provincial compliance reporting
  - Multi-year Accessibility Plan and annual reports
- Cemeteries
- Commissioner of Oaths
- Crossing Guard Program Administration
- Legal Services
  - Land Sale Transactions
  - Agreement and Contracts Administration



By-law Enforcement is responsible for the following:

- Response, Investigation, and enforcement regarding formal complaints regarding Township By-laws which include:
  - Provincial Offences Proceedings
    - Dog Owners Liability Act (DOLA)
    - Residential Tenancies Act
  - Licencing
    - Kennel
    - Campground
    - Auctioneers

    - Refreshment Vehicles
    - Special Events
    - Signs (billboards, business signs)
  - Parking and Traffic By-law 2005-018
  - Site Plan Control By-law 2015-027
  - Comprehensive Zoning By-law 5000
  - Animal Control By-law 2020-080
  - Off-Road Vehicle By-law 2020-013
  - Clean, Safe Properties By-law 2014-037
  - Stoop n Scoop By-law 2014-031
  - Signs and Advertising Devices By-law 2018-013
  - Cut and Fill By-law 2018-006
  - Road Occupancy By-law 2008-082
  - Water Restrictions By-law 2009-042
  - Water Regulations and Rating By-law 2023-020
  - Business Licensing By-law 2008-118
  - Noise By-law 2012-015
  - Special Events By-law 2009-087
  - Backyard Chickens By-law 2020-091
  - Donation Bin By-law 2020-073



Scope of Duties:

- Educating the Public regarding existing by-laws rules and regulations
- Reporting to Council and Committees
- Issuance of fines and charges
- Court attendance and Crown briefs
- Policy Development and Implementation

Information and Technology Services (IT):

Information and Technology Services facilitates a connected workplace to improve services, safeguard data, and enable effective collaboration and decision-making. In addition, the IT department strategically links the expanding influence of technology to strengthen services to residents, communicate effectively, and drive continuous improvement.

Departmental Objectives:

Finance Department:

- Ensure the Township is financially sustainable
- Ensure fiscal responsibility throughout the Township
- Protect and preserve the assets of the Township
- Accurate, timely and efficient reporting of business transactions
- Timely billing and revenue collection
- Competitive and timely procurement processes
- Ensuring ongoing compliance with generally accepted accounting principles/standards and statutory reporting requirements
- Fulfill all statutory responsibilities of the Treasurer as required by the *Municipal Act*



The Finance Department's roles include, but are not limited to, the following:

- Providing exceptional customer service to all ratepayers and the public
- Billing and collection of property taxes
- Billing and collection of municipal utilities (e.g. water and wastewater)
- Coordination and preparation of annual budgets & business plans (operating and capital)
- Accounts payable and receivable
- Banking and audit arrangements
- Administration of development charges
- Insurance administration and risk management
- Centralized corporate procurement
- Preparation of internal and statutory financial reporting requirements

Corporate Services

Clerks Department:

Delivery of statutory duties as provided for under various pieces of legislation, such as:

- Municipal Act, 2001
- Municipal Elections Act, 1996
- Provincial Offences Act, RSO 1990
- Line Fences Act, RSO 1990
- Weed Control Act, RSO 1990
- Registry Act, O. Reg 43/96
- Livestock, Poultry, and Honey Bee Protection Act, RSO 1990
- Funeral, Burial and Cremation Services Act, SO 2002
- Ontario Heritage Act, RSO 1990
- Municipal Freedom of Information and Protection of Privacy Act, RSO 1990
- Accessibility for Ontarians with Disabilities Act, SO 2005

By-law Department:

- Inform, Educate and Enforce to mediate through conflict resolution to avoid unnecessary costs associated with litigation

Information and Technology Services (IT):

IT functions include:

- Technical support, configuration, and maintenance of the following hardware:
  - Computers, laptops, tablets, and accessories
  - Network and server infrastructure
  - Multifunction devices, printers
  - Phone systems, desk phones, and mobile phones
  - Security Cameras and proximity cards and readers
- Software support across all departments and infrastructure, including email, data, and records management systems
- Online and data security
- Programming and automation to improve existing business processes and creating efficiencies
- Project management of new software initiatives



Major Initiatives/Issues:

Finance Department:

- Increase fiscal responsibility to ensure best value for tax dollar
- Prepare and finalize financial policy framework
- Support the ongoing development of Asset Management Plans for the Township's various infrastructure
- Conduct process reviews in order to identify efficiencies and increase capacity

Clerks & By-law Department:

- Election and Alternative Voting Methods in Elections (ME Modernization)
- Conduct Municipal Elections every four years
- Licensing
- Reporting of Council and Committee decisions and recommendations
- Timely and courteous administrative services to the public, elected officials, Township departments, and other stakeholders
- By-laws – Administration and Enforcement
- Document Execution – Agreement Registry
- Committee secretarial and administrative functions
- Council secretarial and administrative functions
- Outreach Off-Road Vehicle Educational Days
- Crossing Guard Program Administration



Staff Complement:

Finance Department:

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	8	8	8	8	9	9	**9**
Part Time	-	-	-	-	-	-	-
Student(s)	-	-	-	1	-	1	-

Finance Department includes:

- Director of Finance/Treasurer (1 FTE)
- Deputy Treasurer (2 FTE)
- Financial Analyst (1 FTE)
- Procurement & Claims Administration Coordinator (1 FTE)
- AP/AR Coordinator (1 FTE)
- Tax & Utility Coordinator (1 FTE)
- Customer Service Representative (2 FTE)



Clerks & By-law Department:

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	3	3	5	5	6	6	6
Part Time *	2	-	-	-	-	-	-
Student(s)/Contract	-	1	1	2	2	2	2

Clerks and By-law Enforcement Department includes:

- Township Clerk (1 FTE)
- Deputy Clerk (1 FTE)
- Committee Coordinator/Administrative Assistant (1 FTE)
- Supervisor, Municipal Law Enforcement Officer (1 FTE)
- Municipal Law Enforcement Officer I (1 FTE)
- Municipal Law Enforcement Officer/Administrative Assistant (1 FTE)
- Municipal Law Enforcement Officer – Student (2)



Information and Technology Services (IT):

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	1	1	2	2	2	2	**3**
Part Time *	-	-	-	-	-	-	**-**
Student(s)	1	-	-	-	-	-	**-**

Administration includes:

- IT Manager (1 FTE)
- IT Technician (1 FTE)
- GIS Coordinator (1 FTE) - proposed

Key Performance Indicators:

Finance Department:

Indicator	Target	2018	2019	2020	2021	2022	2023 YTD Sept	2024 Estimate
Total tax receivables as a % of total taxation	**10%**	8.9%	8.3%	8.9%	6.8%	6.8%	7.1%	**7.0%**
Adoption of Annual Budget (except in an election year)	**December 31st**	Dec 20, 2017	Feb 20, 2019	Dec 18, 2019	Dec 16, 2020	Dec 16, 2021	Feb 15, 2023	**Dec 06, 2023**
Pay 80% of invoices in 30 days.	**80%**	81%	83%	83%	75%	68%	71%	**75%**
Tax Debt payments as a % of own source revenue	**No More than 10%**	2.7%	2.7%	2.5%	2.5%	2.5%	n/a	**No more than 5%**
Financial Position per Capita	**$600**	$595	$625	$617	$744	$850	n/a	**$600**
# of tax accounts enrolled in Pre-Authorized Payment Plan	**20%**	15.1%	16.7%	18.5%	18.87%	18.07%	19.77%	**20%**
# of utility accounts enrolled in Pre-Authorized Payment Plan	**20%**	18.1%	16.2%	17.8%	17.57%	19.87%	19.88%	**25%**
Adoption of Annual Financial Statements	**Prior to May 31st**	-	February 3, 2021	July 7, 2021	May 18, 2022	May 3, 2023	September 06, 2023	**May 2024**



Clerks Department

Indicator	Target	2018	2019	2020	2021	2022	2023 Estimate	2024 Estimate
Burial Permits: Upon being notified by a Funeral Director of a death (Monday – Friday), issue a Burial Permit within 7 business hours 95% of the time	**Within 7 hours 95% of time**	Within 7 hours 100% of time	Within 7 hours 100% of time	Within 7 hours 100% of time	**Within 7 hours 100% of time**	**Within 7 hours 100% of time**	**Within 7 hours 100% of time**	**Within 7 hours 100% of time**
MFIPPA: Acknowledge receipt of the letter within Township prescribed deadlines and issue a decision within 30 days of the date of the request 100% of the time.	**Within 30 days 100% of time**	Within 30 days 100% of time	Within 30 days 100% of time	Within 30 days 100% of time	**Within 30 days 100% of time**	**Within 30 days 100% of time**	**Within 30 days 100% of time**	**Within 30 days 100% of time**
Routine Disclosure: Acknowledge receipt of the letter within Township prescribed deadlines and release information within 5 days of the date of the request 90% of the time.	**Within 5 days 90% of time**	Within 5 days 100% of time	Within 5 days 95% of time	Within 5 days 95% of time	Within 5 days 95% of time	**Within 5 days 95% of time**	**Within 5 days 95% of time**	**Within 5 days 95% of time**
Agendas: Publish regular meeting agendas 7 days prior to meeting date 95% of the time.	**7 days prior to meeting 95% of time**	7 days prior to meeting 95% of time	7 days prior to meeting 95% of time	7 days prior to meeting 95% of time	**7 days prior to meeting 95% of time**	**7 days prior to meeting 95% of time**	**7 days prior to meeting 95% of time**	**7 days prior to meeting 100% of time**



By-law Department:

Respond to **all** complaints within 24 hours (Monday – Friday) 90% of the time.

COMPLAINT VOLUME					
	NUMBER OF INCIDENCE (2019)	NUMBER OF INCIDENCE (2020)	NUMBER OF INCIDENCE (2021)	NUMBER OF INCIDENCE (2022)	NUMBER OF INCIDENCE (up to July 30, 2023)
Complaints	946	1,416	1,298	1,580	882
Parking tickets	212	196	101	167	170
Charges	36	6	20	15	12
COVID-19 Related complaints	-	72	64	-	-



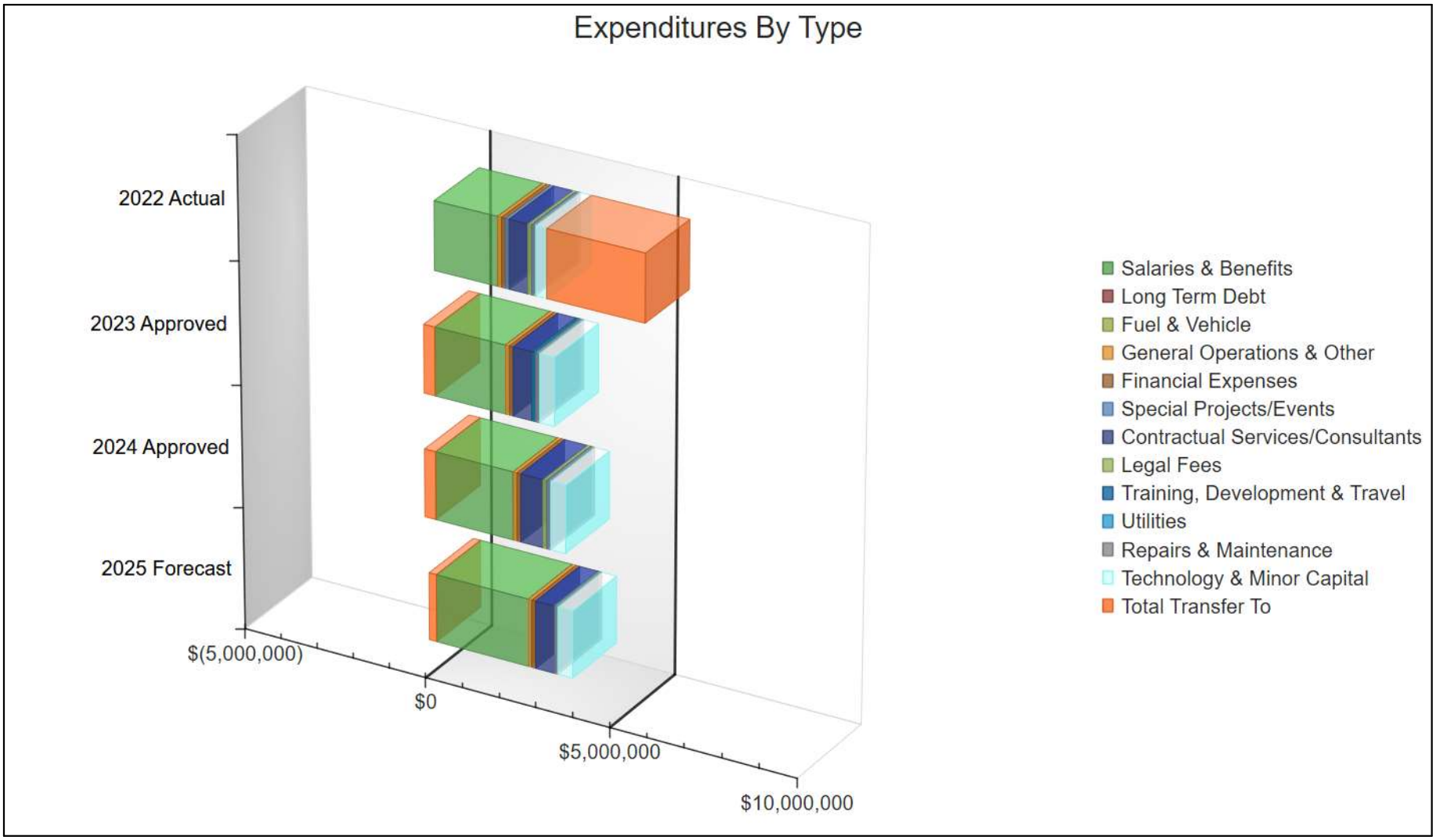
Corporate Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
Taxation	$ 17,197,053	$ 18,808,628	$ 19,426,775	$ -	$ 19,426,775	$ 19,949,115	$ -	$ 19,949,115
User Fees/Charges	473,055	145,744	144,487	-	144,487	142,976	-	142,976
Grants & Contributions	1,273,268	345,004	345,004	-	345,004	345,004	-	345,004
Investment & Interest Income	944,480	585,000	985,000	-	985,000	835,000	-	835,000
Total Revenues	**19,887,856**	**19,884,376**	**20,901,266**	**-**	**20,901,266**	**21,272,095**	**-**	**21,272,095**
Expenditures								
Salaries & Benefits	1,682,944	1,888,437	2,031,695	91,296	2,122,991	2,227,755	278,346	2,506,101
Long Term Debt	26,019	23,709	19,932	-	19,932	14,021	-	14,021
Fuel & Vehicle	16,994	18,000	13,700	-	13,700	14,000	-	14,000
General Operations & Other	81,110	94,515	84,740	50,000	134,740	135,240	-	135,240
Financial Expenses	123,255	76,350	76,350	-	76,350	77,100	-	77,100
Special Projects/Events	97,908	7,500	4,000	-	4,000	4,000	-	4,000
Contractual Services/Consultants	545,895	514,605	501,349	50,000	551,349	525,095	-	525,095
Legal Fees	90,956	46,000	81,000	-	81,000	41,000	-	41,000
Training, Development & Travel	-	50,025	48,425	-	48,425	48,425	-	48,425
Utilities	4,768	6,670	5,910	-	5,910	5,910	-	5,910
Repairs & Maintenance	58,924	54,800	53,900	-	53,900	53,900	-	53,900
Technology & Minor Capital	345,797	407,631	435,914	6,711	442,625	438,894	-	438,894
Total Expenditures	**3,074,570**	**3,188,242**	**3,356,915**	**198,007**	**3,554,922**	**3,585,340**	**278,346**	**3,863,686**
Net Budget Before Transfers	**16,813,286**	**16,696,134**	**17,544,351**	**(198,007)**	**17,346,344**	**17,686,755**	**(278,346)**	**17,408,409**

Corporate Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Transfers From								
Transfers from Reserves	250,889	115,737	113,000	72,824	185,824	67,500	115,606	183,106
Transfers from Reserve Funds	61,333	-	-	-	-	-	-	-
Transfers from Development Charges	38,220	20,000	-	-	-	-	-	-
Total Transfers From	**350,442**	**135,737**	**113,000**	**72,824**	**185,824**	**67,500**	**115,606**	**183,106**
Transfer To								
Transfers between Departments	(316,521)	(368,758)	(392,233)	-	(392,233)	(392,233)	-	(392,233)
Transfer to Reserves	1,999,446	62,500	62,500	-	62,500	62,500	-	62,500
Transfers to Reserve Funds	119,529	-	-	-	-	-	-	-
Transfer to Capital	750,000	-	-	-	-	85,000	-	85,000
Total Transfer To	**2,552,454**	**(306,258)**	**(329,733)**	**-**	**(329,733)**	**(244,733)**	**-**	**(244,733)**
Net Budget	**$ 14,611,274**	**$ 17,138,129**	**$ 17,987,084**	**$ (125,183)**	**$ 17,861,901**	**$ 17,998,988**	**$ (162,740)**	**$ 17,836,248**

Corporate Services Summary



Corporate Services Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 1,682,944	$ 1,888,437	$ 2,122,991	$ 2,506,101
Long Term Debt	26,019	23,709	19,932	14,021
Fuel & Vehicle	16,994	18,000	13,700	14,000
General Operations & Other	81,110	94,515	134,740	135,240
Financial Expenses	123,255	76,350	76,350	77,100
Special Projects/Events	97,908	7,500	4,000	4,000
Contractual Services/Consultants	545,895	514,605	551,349	525,095
Legal Fees	90,956	46,000	81,000	41,000
Training, Development & Travel	29,941	50,025	48,425	48,425
Utilities	4,768	6,670	5,910	5,910
Repairs & Maintenance	58,924	54,800	53,900	53,900
Technology & Minor Capital	345,797	407,631	442,625	438,894
Total Transfer To	2,552,454	(306,258)	(329,733)	(244,733)
Total Expenditures	**$ 5,656,965**	**$ 2,881,984**	**$ 3,225,189**	**$ 3,618,953**

Explanation in Changes:

- Investment & Interest Income are anticipated to increase by $400K in 2024 due to increased interest rates.
- Salaries & Benefits are anticipated to increase mainly due to COLA 2.0%, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc).
- Contractual Services/Consultant Fees include expenses related to insurance, external audit fees, integrity commissioner services, and Animal Control and Pound Services Contract. The overall decrease in contractual services/consultant fees is the result of completing the Development Charges Study Update in 2023 and the finalization of the Asset Retirement Obligation PSAB update. These funds are offset by Transfers from Reserve and Reserve Funds.

Corporate Services Summary

- Legal Fees are expected to increase due to contractual negotiations in 2024 for CUPE agreements set to expire; these expenses will be funded through the Tax Rate Stabalization Reserve.
- Technology & Minor Capital are expected to increase as a result of software purchases in 2023 and ongoing licensing fees for UKG Software.

Budget Requests:

- Program Change 2024: GIS Coordinator
- Program Change 2024: Managed Security Services
- Program Change 2024: Ward Boundary Review
- Program Change 2025: Junior Financial Analyst
- Program Change 2025: Utility Billing Coordinator
- Program Change 2025: Application Support Technician



Program Change 2024

Program Title: GIS Coordinator
Position Title: GIS Coordinator
Division: Corporate Services
Complement Impact: 1
Duration: Permanent FT

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☑ No ☐ One-time

If no, specify duration in # of months 10

Estimated Salaries & Benefits:	$ 91,296.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 565.00
Estimated Computer Equipment:	$ 3,000.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 3,146.00
If other, please specify	UKG & Microsoft 365, Training & Development
Subtotal operating expenditures:	$ 98,007.00

Funding Sources

Water Reserve:	$ 9,129.50
Wastewater Reserve:	$ 9,129.50
Reserve:	$ 4,565.00
Specify Reserve	Building
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 75,183.00



Program Change 2024

Program Title: GIS Coordinator
Position Title: GIS Coordinator
Division: Corporate Services

Project Justification

GIS, or Geographic Information System, is a term used to map data. When a Township asset or address is updated, that information should be captured by GIS so that data is accessible to staff and residents. The type of data collected is varied; it could be the age of an asset, what the zoning is for a Township property, the type of asphalt applied to a road, and where utilities are located. While some of this data is collected and updated by the County of Simcoe, the Township does not have staff resources to maintain the data of over one billion dollars worth of assets the Township is responsible for. Most of that data is out of date or simply not mapped.

A GIS Coordinator can provide several functions within the Township. Primarily, they will be responsible for mapping infrastructure data on the Township's GIS portal, hosted by the County of Simcoe. This includes existing and new assets, infrastructure changes, and data on an ongoing basis. They will also develop new mapping integrations with our existing software such as CityWide, CityView, and Laserfiche, which will reduce the need to manually update data. Staff wish to have a cohesive, integrated, and detailed map of the Township that will include all information staff need to answer resident inquiries, and a GIS Coordinator will play a critical role in that ongoing project. In many cases, that data can be made publicly accessible and therefore remove the need for a resident to reach out to staff, which reduces staff time on calls and provides a better resident experience as they do not have to wait for answers. Providing historic and real-time data, GIS is a very powerful tool that members of the public and staff alike can use to find answers to many common and specific questions. The Township requires this position to enable and maintain these functions. One of their first projects will be to update the zoning layer and to provide public access to zoning data, thereby reducing the number of calls the Planning department receives.

The Township of Springwater is one of only 3 municipalities within the County of Simcoe that does not have a GIS resource. Township staff have had discussions with the County of Simcoe and other municipalities regarding job descriptions and salary. The County of Simcoe have offered to assist in the interview process to find a strong candidate. Staff are suggesting that the GIS Coordinator position be placed at Pay Band Level 7, on the Non-Union/Management salary grid.



Program Change 2024

Program Title: GIS Coordinator
Position Title: GIS Coordinator
Division: Corporate Services

Project Justification

The IT department is currently composed of two members: an IT Manager and an IT Technician. These positions are focused on supporting and maintaining all IT equipment and software, as well as developing new processes and efficiencies. The GIS Coordinator, reporting to the IT Manager, will be primarily project-focused to ensure that Township growth data is captured, accurate, and accessible. This will allow the IT department to take on more projects and create additional efficiencies through software processes.

On May 4, 2022 during a Special Meeting regarding the IT Master Plan, Council and staff had a positive discussion about the benefits of hiring a GIS Coordinator referenced by By-law 2022-034. Council was receptive to staff requesting this position in the 2023 budget, noting "it could be a top priority". This Program Change supports Initiative #1 of the IT Master Plan: Develop a Target Systems / Data Architecture. This Program Change also supports Goal 1 of the Township's Community Based Strategic Plan: Leveraging growth to improve Springwater as a Community.

Annual Salary/Benefits: $109,555.00.



Township of Springwater

Program Change 2024

Program Title: Managed Security Services
Position Title: N/A
Division: Corporate Services
Complement Impact:
Duration:

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☑ Yes ☐ No ☐ One-time

If no, specify duration in # of months

Estimated Salaries & Benefits:	$ 0.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 0.00
Estimated Computer Equipment:	$ 0.00
Estimated Contracted Services:	$ 50,000.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 0.00
If other, please specify	Description
Subtotal operating expenditures:	$ 50,000.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 50,000.00



Program Change 2024

Program Title: Managed Security Services
Position Title: N/A
Division: Corporate Services

Project Justification

Cybercrime, including ransomware and nation-state hacking, has been an increasing threat to the Township of Springwater. Each year, the threat of an attack increases as cybercrime continues to thrive and the cost to recover becomes astronomical. With the increasing prevalence of AI, attackers will appear more cunning and their attacks more damaging than before.

The Township currently has Cyber insurance; however, due to the frequency of attacks and their impacts, insurance providers are increasing premiums and enforcing stronger security protocols onto municipalities to prove they are secure prior to offering coverage. Many municipalities do not have the resources to meet these needs and are unable to renew their cyber insurance. There is no simple way to defend against most cybercrime without a defense-in-depth strategy, which is not feasible with existing IT resources.

The IT department, composed of the IT Manager and IT Technician, are doing their best to ensure the Township remains safe. The Township has been fortunate to not suffer from a major cyberattack, unlike many municipalities in Ontario. Unfortunately, the landscape of cybercrime is constantly evolving, and it is difficult for the current IT staff to stay on top of it without leveraging a dedicated IT Security team and more security technologies. With limited resources, the best option is to explore Managed Security Services. Using these services, the Township has access to a team of skilled professionals who possess up-to-date knowledge about the latest security threats, vulnerabilities, and best practices and still cost significantly less than a full-time employee.

The Township would also benefit from 24/7 monitoring and response. This is especially important as cyber threats are not confined to working hours or whenever IT staff are available after hours. With 24/7 coverage, incidents can be responded to much more quickly before they evolve into a much greater attack. Once an attack has been isolated, it can be addressed when staff are available.

Cyberattacks are often very innocuous to begin with, making it difficult for IT staff to detect early on. A Managed Security partner would be able to detect and isolate an incident very quickly and provide insight to IT staff on next steps. Should a security incident occur, mitigation protocols from the Managed Security provider would drastically reduce the cost and downtime of an attack. They also have access to advanced threat detection tools and techniques that can identify and respond to sophisticated cyber threats that existing security measures may miss.



Program Change 2024

Program Title: Managed Security Services
Position Title: N/A
Division: Corporate Services

Project Justification

Finally, employing expert resources to consult when an incident occurs would be incredibly valuable to IT staff, reducing panic should an incident occur. Existing security initiatives would be further bolstered as the Managed Services partner would provide consultation on proactive security measures.

This Program Change directly supports Initiative #8 of the IT Master Plan: Explore Outsourcing Security Services. This Program Change also supports Goal 5 of the Community Based Strategic Plan: Corporate Actions.



Township of Springwater

Program Change 2024

Program Title: Ward Boundary Review
Position Title: N/A
Division: Council
Complement Impact: 0
Duration: 1 Year

(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☐ Yes ☐ No ☑ One-time

If no, specify duration in # of months

Estimated Salaries & Benefits:	$ 0.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 0.00
Estimated Computer Equipment:	$ 0.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 50,000.00
Other estimated costs:	$ 0.00
If other, please specify	Description
Subtotal operating expenditures:	$ 50,000.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 50,000.00
Specify Reserve	Tax Rate Stabilization Reserve
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 0.00



Program Change 2024

Program Title: Ward Boundary Review
Position Title: N/A
Division: Council

Project Justification

The municipality's current ward boundaries have been in place since 2014. With the continuous growth in Ward 4 and the projected growth in Ward 5, a ward boundary review will be required prior to the 2026 election. This process should be commenced in 2024 to ensure adequate public consultation is conducted and to ensure ample time to meet legislative requirements.

To the extent possible, wards should have relatively equal population totals, with a reasonable degree of variation given to geography and varying population densities and characteristics of the municipality. It is generally accepted that population variations of up to 25% above or below the optimal or average size are considered reasonable. This range is consistent with legislated federal distribution provisions, precedents and past decisions and best practices in municipalities.

2022 Election - Eligible Electors by Ward

Ward 1 - 2,973
Ward 2 - 3,204
Ward 3 - 3,674
Ward 4 - 4,357
Ward 5 - 3,298

While wards 2, 3 and 5 are within an acceptable differential, wards 1 and 4 are imbalanced with a much lower and much higher population, respectively. The growth currently taking place in ward 4 will further negatively affect population representation for the 2026 election and beyond.

Legislative Requirements:

Section 222(1) of Ontario's Municipal Act, 2001 ("Municipal Act") authorizes municipalities to pass by-laws to create, redivide or abolish wards. Generally, the legislative parameters include the following:

1. Council must pass a by-law to divide or redivide the municipality into wards;
2. The municipality must provide notice of the passing of said by-law to the public within
15 days of passage by municipal council
3. Any person may appeal the by-law to the Ontario Land Tribunal (OLT) within 45 days of the passage of the bylaw
4. OLT has the power to make an order affirming, amending or repealing the by-law.



Program Change 2024

Program Title: Ward Boundary Review
Position Title: N/A
Division: Council

Project Justification

Despite the importance of the ward boundary review process, Section 222 of the Municipal Act contains no criteria respecting the process for a ward boundary review. There are a number of guiding principles concerning ward boundary reviews that have been established.

In the 1991 Supreme Court of Canada Case "Reference re Prov. Electoral Boundaries" (referred to as the "Saskatchewan Reference"), the Court stated that the right to vote under section 3 of the Canadian Charter of Rights and Freedoms guaranteed Canadians the right to "effective representation." The goal of ward boundary reviews is to ensure the constitutional right of effective representation. The Court decision held that “effective representation”, not representation by population on its own, is the standard for determining electoral boundaries in Canada. It is noted that effective representation cannot be achieved without taking into account factors like geography, community history, communities of interest and minority representation.

This interpretation has been applied by the Ontario Land Tribunal (OLT) in relation to the process of designing wards in Ontario municipalities: the principle of effective representation means that ward boundaries should be drawn by having regard not only for population but other factors such as:

Representation by population: Wards should have a similar amount of people living in them.

Population and electoral trends: Wards should consider current and expected population changes so that ward sizes will be balanced for up to three terms of Council.

Means of communication and accessibility: Wards should group existing neighbourhoods to reflect current transportation and communication patterns.

Geographic and topographical features: Wards should use geographical and topographical features to mark boundaries while keeping them compact and easy to understand.

Community or diversity of interests: Wards should be drawn around recognized settlement areas, traditional neighbourhoods, and community groupings—not through them.



Program Change 2024

Program Title: Ward Boundary Review
Position Title: N/A
Division: Council

Project Justification

Judicial and board decisions provide the framework to be followed in the election of Councillors, but within that framework individual municipalities can make decisions about their own system. A best practices approach builds on the experience of other municipal ward boundary reviews and the outcome of OLT hearings where ward boundary
reviews have been appealed.

Ward Boundary Review Process:

It is recommended that a consultant be engaged to lead the ward boundary review. Most local municipalities that have undertaken ward boundary reviews recently, including The Townships of Ramara, Oro-Medonte, and Clearview, the Town of Innisfil and the City of Orillia have engaged consultants to lead the review.

If approved, the consultant would conduct research, develop and execute a work plan that includes broad public consultation. The consultant's findings and recommendations would be reported to Council. In addition, the consultant would be an expert witness, if necessary, in the event of one or more appeals to the OLT of any new Council-approved by-law to revise ward boundaries.

The consultant's specific responsibilities will include:

• Undertaking a ward boundary review that will withstand legal scrutiny and possible appeals to OLT;
• Developing a ward boundary review work plan and community engagement strategy;
• Undertaking required electoral, public policy and other research to inform the ward boundary review process;
• Implementing a broad engagement and consultation strategy with residents, communities, key stakeholders and Members of Council to elicit input on current ward boundaries and input on ward boundary options; and
• Developing ward boundary options and a recommended option for Council's consideration by the end of 2024.

Legislation requires that any ward boundary changes must be complete and final by December 31 in the year preceding an election.



Program Change 2024

Program Title: Ward Boundary Review
Position Title: N/A
Division: Council

Project Justification

Any decision by Council to change ward boundaries is subject to public notice and possible appeal to the OLT. Any appeals must be fully resolved by December 31, 2025 in order for the ward boundary changes to take affect for the 2026 Municipal Election.

Estimated Costs and Project Timelines:

Costing has been estimated between $45,000-$50,000 based on the Townships current population and staff are recommending that the project be funded through the Tax Rate Stabilization Fund. Should Council approve the program change, staff would issue a Request for Proposal by invitation in early 2024. It is anticipated that the ward boundary review process would require one year for completion. Commencing in early 2024 would ensure that the project, decision of Council and any appeals are dealt with prior to the December 31, 2025 legislative deadline.

Strategic Priorities/Goals

The above initiative supports the following Strategic Priorities/Goals:

Goal 3 - Building community unity to support a sense of place.



Program Change 2025

Program Title: Junior Financial Analyst
Position Title: Junior Financial Analyst
Division: Corporate Services
Complement Impact: 1.0
Duration: Permanent FT
(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☑ Yes ☐ No ☐ One-time

If no, specify duration in # of months

Estimated Salaries & Benefits:	$ 92,782.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 565.00
Estimated Computer Equipment:	$ 2,246.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 1,000.00
If other, please specify	Professional Development/Training
Subtotal operating expenditures:	$ 96,593.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 96,593.00



Township of Springwater

Program Change 2025

Program Title: Utility Billing Coordinator
Position Title: Utility Billing Coordinator
Division: Corporate Services
Complement Impact: 1.0
Duration: Permanent FT
(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☑ Yes ☐ No ☐ One-time

If no, specify duration in # of months

Estimated Salaries & Benefits:	$ 92,782.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 2,315.00
Estimated Computer Equipment:	$ 2,446.20
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 1,000.00
If other, please specify	Professional Development/Training
Subtotal operating expenditures:	$ 98,543.20

Funding Sources

Water Reserve:	$ 49,271.60
Wastewater Reserve:	$ 49,271.60
Reserve:	$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 0.00



Township of Springwater

Program Change 2025

Program Title: Application Support Technician
Position Title: Application Support Technician
Division: Corporate Services
Complement Impact: 1.0
Duration: Permanent FT
(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☑ Yes ☐ No ☐ One-time

If no, specify duration in # of months

Estimated Salaries & Benefits:	$ 92,782.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 0.00
Estimated Computer Equipment:	$ 2,000.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 3,146.20
If other, please specify	UKG & Microsoft 365, Training & Development
Subtotal operating expenditures:	$ 97,928.20

Funding Sources

Water Reserve:	$ 9,128.00
Wastewater Reserve:	$ 9,128.00
Reserve:	$ 4,565.00
Specify Reserve	Building
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 75,107.20



Division

Fire & Emergency Services

Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Departmental Roles & Responsibilities:

The Fire & Emergency Services Department is responsible for all matters related to fire prevention, fire suppression and the management of human resources and equipment to manage fires. This department also has a significant role in responding to non-fire related emergency situations (vehicle accidents, entrapment, search and rescue). The Fire & Emergency Services Department also undertakes emergency management as required by Emergency Management of Ontario (EMO).

The Fire & Emergency Services Department's roles include, but are not limited to, the following:

- Fire protection and suppression services such as fires and alarm conditions
- Rescue services such as motor vehicle accidents (MVC's) and extrication services
- Public hazards services such as hydro lines down/arching, natural gas leaks and exposure to dangerous conditions
- Tiered Medical response
- Emergency management / emergency planning
- Fire inspections, fire investigations and prevention / public education
- Testing of dry hydrants
- Regulate open air burning by way of by-law and permit / inspection / enforcement system
- Protect firefighters through quality education and training to ensure a safe working environment
- Prepare reports for council
- Administration roles and responsibilities within the department such as entry of departmental records into firehouse for incident calls, training, duty rosters, personal records, payroll, statistical reports
- Generate income through fines and user fees by-law, invoicing MTO for MVC's on Kings highways, invoice insurance companies for MVC's on Township and County roads
- Ontario Fire Marshal's Office records management and filing
- Issuance of permits
- Provide customer service and information for telephone and in person enquiries for residential, commercial, industrial property owners
- Attend community events



Departmental Objectives:

- Reduce fire related dollar loss and incidents through a comprehensive fire prevention and public education program
- Develop fire fighters through on-going education utilizing the Mandatory Firefighter Certification framework to ensure compliancy
- Mentor firefighters at all levels to assist the needs of succession planning within the department
- Maintain firefighter training, safety and health and wellness through the department's Training Division, Joint Health & Safety Committees and Peer Support Team
- Fire Suppression and rescue services
- Maintain and develop mutual, automatic aid agreements and paid fire aid agreements
- Ensure compliance with the Ontario Fire Code and Municipal By-laws
- Ensure compliance with the Ontario Building Code as required by Fire Code
- Ensure compliance with the Fire Protection and Prevention Act
- Ensure compliance with Simcoe County Fire Mutual Aid Plan
- Ensure compliance with Emergency Management and Civil Protection Act
- Ensure compliance with Environmental Protection Act
- Ensure compliance with Electrical Standards Safety Authority as required by Fire Code



Major Initiatives/Issues:

- Took delivery of the department's specialized Aerial Platform Fire Apparatus. Training commenced in Q4 with staff and the anticipated in-service timeframe is scheduled for October 2023. With the addition of this apparatus, the department will look at potential automatic aid agreements with neighbouring municipalities.
- Internal hire of one Fire Prevention and Fire and Life Safety Educator to enhance and develop new programing and increase fire prevention inspection initiatives while keeping up with increased pressures experienced with growth. This positions also allows for a consistent and increase in emergency response manpower during Monday to Friday daytime operations. New programs will be put in place and focus on high hazard occupancies will be undertaken and scheduled on an annual basis.
- The Fire Administration Assistant will transition to become a member of the Emergency Control Group and will be given opportunities at Emergency Management Courses to enhance her abilities to function as a committee member.
- Overhaul of our current recruit firefighter program to ensure it meets the Legislated requirements of the recently imposed Firefighter Mandatory Certification. Additional program disciplines will be added such as NFPA 1002 Driver/Operator, NFPA 1072 Hazmat Operations as well as NFPA 1021 Fire Officer Level 1 for all fire officers in the Captain's role.

- Recruitment of 15 firefighters
- Review and addition of departmental Operating Guidelines.
- Replacement of Utility 3 with 2023 Ford Expedition for Deputy Chief and reassignment of pick-up truck to station 3. This will provide for a more versatile vehicle for fire response activities.
- Live Fire Training at CFB Borden and Council orientation to live fire training.

Staff Complement:

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	5	5	5	5	5	**6**	**6**
Part Time	90	90	90	86	90	**90**	**100**
Student(s)	0	0	0	0	0	**0**	**0**

Fire & Emergency Services includes:

- Fire Chief (Director of Fire and Emergency Services/CEMC) – (1 FTE)
- Deputy Fire Chief – (1 FTE)
- Division Chief - Prevention – (1 FTE)
- FPO/Fire & Life Safety Educator – (1 FTE)
- Division Chief – Training - (1 FTE)
- Emergency Services Assistant – (1 FTE)
- +- 100 Paid On-Call Firefighters, in 4 stations



Key Performance Indicators:

Indicator	Target	2022	2023 YTD Sept	2024 Estimate
Average response time for *all stations* in minutes – First due truck on-scene	11:00	11:00	10:44	10:45
# of home visits Alarmed for Life Program	400	200	250	400
% fire Code violations corrected within 60 days	100%	95%	100%	100%
# of fire permits issued	2100	2024	2071	2100

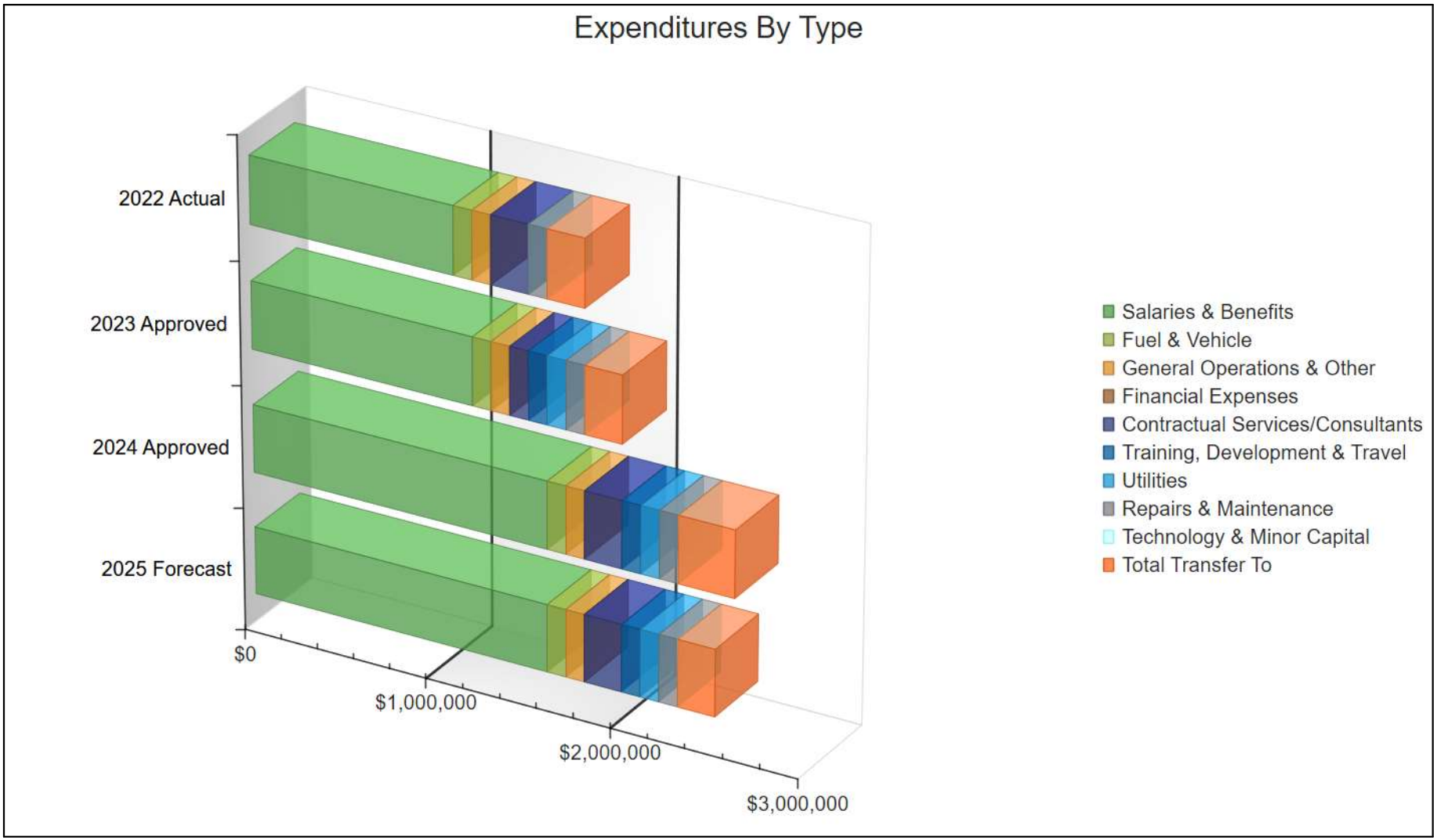
Fire & Emergency Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ 177,190	$ 129,000	$ 112,400	$ -	$ 112,400	$ 112,400	$ -	$ 112,400
Rental Revenue	82,667	81,503	86,000	-	86,000	87,100	-	87,100
Total Revenues	**259,857**	**210,503**	**198,400**	**-**	**198,400**	**199,500**	**-**	**-**
Expenditures								
Salaries & Benefits	1,085,638	1,226,701	1,382,777	213,781	1,596,558	1,637,397	-	1,637,397
Fuel & Vehicle	146,799	105,000	105,000	-	105,000	105,000	-	105,000
General Operations & Other	98,561	132,700	136,700	-	136,700	143,700	-	143,700
Financial Expenses	3,430	2,000	3,500	-	3,500	3,500	-	3,500
Contractual Services/Consultants	161,648	137,254	176,990	-	176,990	184,340	-	184,340
Training, Development & Travel	-	62,500	65,250	-	65,250	67,750	-	67,750
Utilities	46,574	55,300	56,000	-	56,000	88,000	-	88,000
Repairs & Maintenance	76,459	71,000	74,000	-	74,000	76,000	-	76,000
Technology & Minor Capital	35,724	42,000	33,500	-	33,500	48,500	-	48,500
Total Expenditures	**1,654,833**	**1,834,455**	**2,033,717**	**213,781**	**2,247,498**	**2,354,187**	**-**	**2,354,187**
Net Budget Before Transfers	**(1,394,976)**	**(1,623,952)**	**(1,835,317)**	**(213,781)**	**(2,049,098)**	**(2,154,687)**	**-**	**(2,154,687)**

Fire & Emergency Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Transfers From								
Transfers from Development Charges	45,214	47,500	47,500	-	47,500	47,500	-	47,500
Transfer To								
Transfers between Departments	-	5,000	5,000	-	5,000	5,000	-	5,000
Transfer to Reserves	155,000	150,000	150,000	-	150,000	150,000	-	150,000
Transfer to Capital	65,000	86,500	120,000	-	120,000	-	-	-
Total Transfer To	**220,000**	**241,500**	**275,000**	**-**	**275,000**	**155,000**	**-**	**155,000**
Net Budget	**$ (1,569,762)**	**$ (1,817,952)**	**$ (2,062,817)**	**$ (213,781)**	**$ (2,276,598)**	**$ (2,262,187)**	**$ -**	**$ (2,262,187)**

Fire & Emergency Services Summary



Fire & Emergency Services Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 1,085,638	$ 1,226,701	$ 1,596,558	$ 1,637,397
Fuel & Vehicle	146,799	105,000	105,000	105,000
General Operations & Other	98,561	132,700	136,700	143,700
Financial Expenses	3,430	2,000	3,500	3,500
Contractual Services/Consultants	161,648	137,254	176,990	184,340
Training, Development & Travel	47,521	62,500	65,250	67,750
Utilities	46,574	55,300	56,000	88,000
Repairs & Maintenance	76,459	71,000	74,000	76,000
Technology & Minor Capital	35,724	42,000	33,500	48,500
Total Transfer To	220,000	241,500	275,000	155,000
Total Expenditures	**$ 1,922,354**	**$ 2,075,955**	**$ 2,522,498**	**$ 2,509,187**

Explanation in Changes:

- User Fees/Charges are anticipated to decrease due to decreased revenues for Fire Calls on County and MTO Roads.
- Salaries & Benefits are anticipated to increase due to COLA 2.0%, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.). A large portion of the increase is related to increased legislated training requirements for Voluntary Fire Fighters as well as a wage increase approved by Council.
- Contractual Services/Consultant Fees includes insurance and contracts related to tower rentals, radio monitoring, and dispatch services. The increase is largely due to increased contract costs related to the Dispatch Service Agreement provided by the City of Barrie and rising insurance costs due to the hard market as claims are rising in frequency and severity.
- Transfer to Capital represents operating funds (taxation) required to support the 2024 Capital Budget (see Capital Budget for more details).



Division

Building and Planning Services

Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Departmental Roles & Responsibilities:

Building Department:

The Building Department is responsible for the enforcement of the Building Code Act and other municipal Bylaws focused on building and construction.

The Building Department's roles include, but are not limited to, the following:

- Building Permit Issuance
- Building Inspection Services
- Civic Addressing Administration
- Pool Enclosure By-Law Enforcement/Administration
- Septic re-inspection program (every 5 years)
- Investigate building activity without approval.
- Complaint investigation
- Zoning review for building permits
- Lot grading review and inspections



Planning Department:

Planning Services is responsible for administering the Ontario Planning Act as well as Provincial, County and Local land use policies and by-laws for the Township. Planning Services also manages the initiation and implementation of Economic Development initiatives.

Planning Services is responsible for the following:

- General land use/development inquiries
- Township GIS Mapping and support
- Pre-consultation regarding development applications (members of the public and developers)
- Facilitation and management of municipally initiated planning projects such as the Official Plan Update/Conformity Exercise, Growth Management Strategy, Zoning By-law Update/Conformity/Housekeeping, and Community Improvement Plan (CIP) etc.
- Facilitation/review and Recommendations for all applications under the Planning Act including Official Plan Amendments, Plan of Subdivision, Zoning By-law Amendments, Site Plan Approval, Consents (Land Severances) and Minor Variances

- Ensuring that all statutory requirements under the Planning Act are complied with
- Preparation/management of Statutory Public Meetings
- Management of Committee of Adjustment including agenda preparation and meeting moderation
- Policy review of Provincial Legislation, Provincial Policy and County Policies
- Zoning Administration, Municipal Licensing and Building Permit Review (Support Role)
- Zoning By-law Enforcement (Support Role)
- Representation and assistance at Ontario Land Tribunal (OLT) hearings
- Implementation of Economic Development initiatives as per the Economic Development Strategy and Council's prioritized initiatives
- Management and organization of Springwater Farmers Market – Elmvale
- Staff Liaison on Elmvale BIA, County Agri-Tourism and Affordable Housing Group
- Organizational Support for other Municipal initiatives such as the Long-Range Financial Plan, Parks and Recreation Master Plan, Development Charge Study, and Fire and Emergency Master Plan
- Facilitation Resource provision for Agricultural Advisory Committee.



Departmental Objectives:

Building Department:

- Complete building code reviews and maintain Provincially mandated time frames for review and issuance.
- Ensure building inspections are completed in accordance with regulatory requirements and timeframes.
- Complete Orr Lake Septic Re-inspection program with building department staff in 2024.
- Maintain a user-pay system where fees collected cover department costs with no effect on tax base.
- Promote more climate resistance building into new housing projects.
- Enhance customer permit intake and review experience.
- Enhance the transfer of information between departments and external agencies.
- Plan according to the strategic plan to ensure decisions align with corporate objectives.

Building and Planning Services

Planning Department:

Planning

- Process all applications in an effective and efficient manner as legislated within the *Planning Act*
  - *Pre*-consultation Applications
  - Development Applications (Subdivisions, Official Plan and Zoning By-law Amendment, Site Plan Committee of Adjustment Applications (Consent, Minor Variance)
- Process all other Planning oriented processes as per Township policy
  - Community Improvement Plan
  - MZO Protocol
  - Telecommunications Tower Protocol
  - Backyard Chickens (Support)
- Explore different processing options to effectively facilitate development proposals to improve customer service
  - OLT Hearings
  - Housekeeping Amendment-Zoning By-law 5000
  - Additional Residential Unit Zone Provision Review/Update
  - Shipping Container Provision policy
  - CityView Implementation
- Review and Implement new Provincial and County land use policy
  - Springwater Official Plan-Final Approval
  - County Municipal Comprehensive (MCR)
  - Bill 23, Bill 109, Bill 97 (new PPS)



Economic Development

- Develop a work plan in consultation with Council to implement key Economic Development initiatives that are consistent with the Township of Springwater Strategic Plan
  - Economic Development Strategy Update – Subject to staffing
  - Implementation of Economic Development Marketing Plan and CIP Initiatives
  - Continue to Act as a resource to businesses and stakeholders, BIA Groups and Agri-tourism
  - Resume Business Expansion and Retention networking opportunities including:
    - Annual Business Breakfast and Agricultural Forum
  - Continue Participation/Assistance in Events (Maple Syrup Festival, Fall Fair, Autumn Fest)

Major Initiatives/Issues:

Building Department:

- Enhance paperless processes. Initiated paperless permit files and inspections in 2023.
- Septic re-inspection Program for Orr Lake administer in 2024 with building staff (Not 3rd party).
- Transitioning of the Ontario Building Code toward the National Building Code
- Review the next version of the Ontario Building Code and develop training for staff and end users.
- Continue enhancement of on-line services and host a back yard building Saturday prior to May long weekend.
- Preparing for increase in permit volume due to Midhurst Secondary Plan development commencing construction
- Transition building department fleet to energy efficient vehicles upon replacement.
- Increase training for staff to increase the ability of new staff to inspect all areas of construction, maximizing coverage.
- Review and close outstanding open permits starting previous 5 years and working backwards.
- Update all electronic forms and guides.
- Educate the public and increase enforcement to minimize time spent on illegal construction compliance.



Planning Department:

Over the past year some key initiatives include the following and are expected to carry-over into 2024:

- Official Plan Approval and Ontario Land Tribunal Appeals
- Ontario Land Tribunal (OLT) – Ballymore Homes, John's Subdivision, Lewis Pit
- Zoning By-law Housekeeping Update
- Shipping Container ZBA Review Approval and Implementation
- Implementation of CityView
- Subdivision Implementation
  - D. Hickling (Midhurst)
  - Thompson (Midhurst)
  - Midhurst Heights (Midhurst)
  - Crystal Homes (Hillsdale)
  - Huron Creek (Elmvale)
  - Estates of Anten Mills (Anten Mills)
  - PGC Industrial Subdivision (Bertram)
  - Springwater Development Corp. (Anten Mills)

- Site Plan Applications
  - Elmvale Active Senior's Residence Site Plan Approval (Elmvale)
  - Rivera Redevelopment Site Plan Approval (Elmvale)
  - Our Lady of Lourds Daycare Facility (Elmvale)
  - County Paramedics Post (Midhurst)
- Source Water Protection – Ongoing

Economic Development

Over the past year some key initiatives include the following:

- Implementation of Community Improvement Plan (CIP)-Ongoing
- Business Directory Updates – Ongoing
- Outdoor Patio Permissions – Ongoing
- Staff Liaison-Elmvale BIA
- Springwater Farmers Market-Elmvale-Township Carriage of market
- Business Information Sharing (business updates and information)



Staff Complement:

Building Department:

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	6	6	7*	8*	11	11	11
Part Time					1	1	1
Student(s)	1	1	2	1	1	1	1

Building and Planning Services

Building Services includes:

- Chief Building Official (1 FTE)
- Deputy Chief Building Official (2 FTE)
- Building Inspector (2 FTE)
- Building Inspector/Plans Examiner (1 FTE)
- Plans examiner (1FTE)
- Junior plans examiner/intern inspector (1 FTE)
- Building Assistant (1 FTE)
- Building Coordinator (1 FTE)
- Zoning coordinator- (1 FTE)

Planning Department:

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	6	6	6	6	6	**7**	**8**
Part Time *	-	-	-	-	-	**1**	-
Student(s)	-	-	-	-	-	-	-



Currently Planning Services includes:

- Director of Planning Services (1 FTE)
- Senior Planner (1 FTE)
- Planner (2 FTE)
- Junior Planner (1FTE)
- Planning Technician/ Secretary Treasurer (1 FTE)
- Planning Administrative Assistant (1 FTE)
- Economic Development Officer (1 FTE) Proposed

Key Performance Indicators:

Building Department:

Building Permits Issued	2018	2019	2020	2021	2022	2023 YTD End of Aug	2024 Estimate
Total Building Permits	507	455	564	704	976	335	700
New Single Dwelling Units	97	71	159	174	450	53	330

Indicator	Target	2018	2019	2020	2021	2022	2023 YTD Aug	2024 Estimate
House: Includes sheds, decks, additions, new homes, etc.	10 Days	8 Days	10 Days	17 Days	8-12 weeks at peak	8 days	6 days	8 days
Small Buildings < 600m2 other than "House"	15 Days	13 Days	15 Days	17 Days	8-12 weeks at peak	14 days	11 days	12 days
Large Buildings > 600m2	20 Days	17 Days	18 Days	23 Days	8-12 weeks at peak	14 days	12 days	12 days
Complex Buildings	30 days	-	-	-	-	-	-	-
Field Inspections	N/A	3970	2588	2651	3670	4697	3142	4000
Prescribed time periods where Inspections are to be undertaken Sewage Inspection – 5 days Other Prescribed Inspections – 2 days	Within 2 Days	Within 1 day	Within 1 day	Within 1 day	Within 1 day	Within 1 day	Within 1 day	Within 1 day



Building and Planning Services

Planning Department:

Indicator	2017	2018	2019	2020	2021	2022	2023 (YTD)	2024 (Estimated)
Zoning By-law Amendment	22	17	24	27	26	21	24	23
Official Plan Amendments	4	4	2	1	3	2	2	2
Site Plan Applications	4	3	3	3	6	5	3	4
Subdivision Applications	8	4	13	8	7	17	7	4
Consent Applications	10	29	34	10	18	17	11	23
Minor Variance Applications	22	17	25	17	28	38	14	25
Community Improvement Plan	4	3	4	2	1	1	-	1
Deeming By-law	-	-	-	-	1	-	-	-
Telecommunication Tower Applications	2	-	2	1	3	-	-	-
Preliminary Development Applications	1	-	3	1	1	1	-	1
Pre-Consultations	-	-	6	21	22	19	21	20
NVCA Compliance Letter	-	-	-	-	17	43	35	35
Zoning Compliance Letter/Permitted Use Letters	-	-	-	-	83	46	26	70
MZO Applications	-	-	-	-	-	-	2	-
TOTAL	70	77	116	91	117	110	84	103



Total New Applications 2023 (October 3rd, 2023)

A total of 84 applications have been applied for and are being processed within the statutory requirements of the *Planning Act* and the Township's protocols.



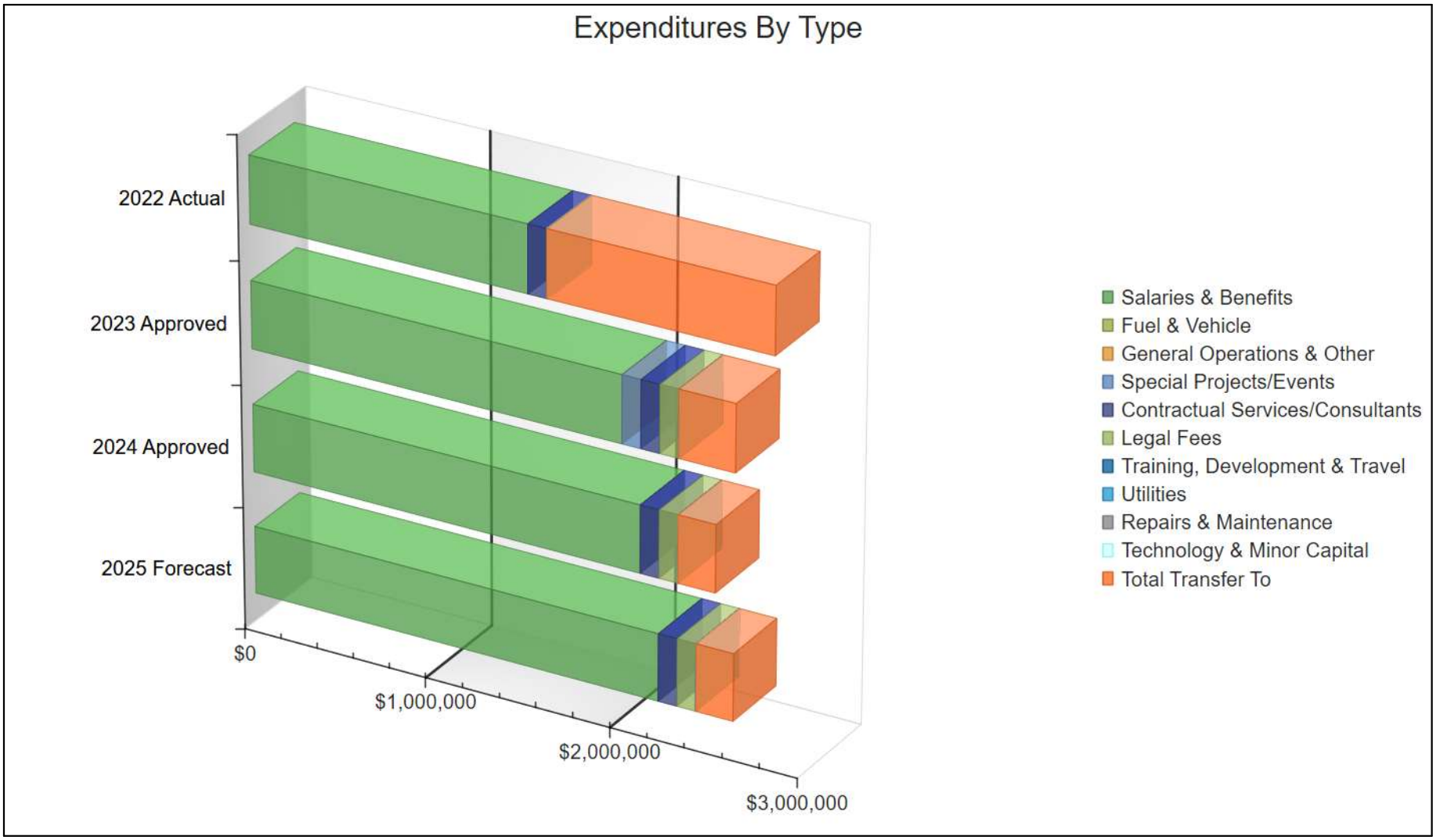
Building & Planning Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ 2,474,904	$ 1,756,000	$ 1,508,450	$ -	$ 1,508,450	$ 1,798,450	$ -	$ 1,798,450
Grants & Contributions	2,100	52,100	-	-	-	-	-	-
Total Revenues	**2,477,004**	**1,808,100**	**1,508,450**	**-**	**1,508,450**	**1,798,450**	**-**	**1,798,450**
Expenditures								
Salaries & Benefits	1,529,020	1,989,834	2,121,223	-	2,121,223	2,205,348	-	2,205,348
Fuel & Vehicle	12,161	13,000	13,000	-	13,000	13,000	-	13,000
General Operations & Other	14,004	22,700	22,700	-	22,700	21,700	-	21,700
Special Projects/Events	6,819	69,000	19,000	-	19,000	19,000	-	19,000
Contractual Services/Consultants	92,921	64,545	67,750	-	67,750	68,021	-	68,021
Legal Fees	5,260	52,500	52,500	-	52,500	52,500	-	52,500
Training, Development & Travel	-	41,450	48,250	-	48,250	48,450	-	48,450
Utilities	3,322	5,280	5,480	-	5,480	4,980	-	4,980
Repairs & Maintenance	-	5,350	5,350	-	5,350	5,350	-	5,350
Technology & Minor Capital	39,783	46,000	44,800	-	44,800	47,300	-	47,300
Total Expenditures	**1,703,290**	**2,309,659**	**2,400,053**	**-**	**2,400,053**	**2,485,649**	**-**	**2,485,649**
Net Budget Before Transfers	**773,714**	**(501,559)**	**(891,603)**	**-**	**(891,603)**	**(687,199)**	**-**	**(687,199)**

Building & Planning Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Transfers From								
Transfers from Reserves	25,244	48,750	263,729	-	263,729	46,000	-	46,000
Transfers from Development Charges	15,505	2,250	-	-	-	-	-	-
Total Transfers From	**40,749**	**51,000**	**263,729**	**-**	**263,729**	**46,000**	**-**	**46,000**
Transfer To								
Transfers between Departments	132,246	145,554	163,565	-	163,565	163,565	-	163,565
Transfer to Reserves	1,090,894	-	-	-	-	20,855	-	20,855
Transfers to Reserve Funds	-	108,382	-	-	-	-	-	-
Total Transfer To	**1,223,140**	**253,936**	**163,565**	**-**	**163,565**	**184,420**	**-**	**184,420**
Net Budget	**$ (408,677)**	**$ (704,495)**	**$ (791,439)**	**$ -**	**$ (791,439)**	**$ (825,619)**	**$ -**	**$ (825,619)**

Building & Planning Services Summary



Building & Planning Services Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 1,529,020	$ 1,989,834	$ 2,121,223	$ 2,205,348
Fuel & Vehicle	12,161	13,000	13,000	13,000
General Operations & Other	14,004	22,700	22,700	21,700
Special Projects/Events	6,819	69,000	19,000	19,000
Contractual Services/Consultants	92,921	64,545	67,750	68,021
Legal Fees	5,260	52,500	52,500	52,500
Training, Development & Travel	16,128	41,450	48,250	48,450
Utilities	3,322	5,280	5,480	4,980
Repairs & Maintenance	-	5,350	5,350	5,350
Technology & Minor Capital	39,783	46,000	44,800	47,300
Total Transfer To	1,223,140	253,936	163,565	184,420
Total Expenditures	**$ 2,942,558**	**$ 2,563,595**	**$ 2,563,618**	**$ 2,670,069**

Explanation in Changes:

- User Fees/Charges revenue is anticipated to decrease mainly due to the current state of the economy; significant inflation/interest rates have caused delays in building activity related to growth in various subdivisions throughout Springwater.
- Grants and Contributions is expected to decrease as the Economic Initiatives Grant from the County of Simcoe is not expected in 2024; this revenue is offset by reduced expenses in Economic Development Initiatives (Special Events/Projects).
- Salaries & Benefits are anticipated to increase due to COLA 2.0%, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- Contractual Services/Consultants include fees related to insurance, advertising and third-party Plan Reviews pertaining to Building Services.
- Training & Development is increasing due to increased training requirements within the Builidng Services department ($6,800); these funds do not impact the tax levy and are funded through the Building Services Reserve.
- The Building Services department is anticipating drawing from their Reserves in 2024 ($223,488).

Building & Planning Services Summary



Division

Infrastructure & Operational Services

Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Infrastructure and Operational Services (IOS)

The Infrastructure and Operational Services (IOS) Division takes care of the people and place in a fiscally responsible way. IOS consists of the following departments:

- Roads and Fleet
- Parks, Recreation and Facilities
- Capital Projects and Development Engineering
- Water and Wastewater

Departmental Roles & Responsibilities:

Roads & Fleet

The Roads & Fleet department enables the movement of people and goods safely, efficiently, and comfortably throughout the Township. They achieve this by maintaining roads, bridges & culverts, as well as the effective stewardship of the Township's vehicles and equipment.

Responsibilities:

- Roadway & Sidewalk Maintenance
- Winter Maintenance
- Bridges & Culverts
- Municipal drainage, roadside ditches, and stormwater management



Parks, Recreation & Facilities:

The Parks, Recreation & Facilities Department provides residents with the ability to gain social, mental, & physical benefits through equitable recreational opportunities, outdoor opportunities, & barrier free facilities, respectfully. They achieve this through recreational programing & the development, construction & maintenance of park spaces & municipal properties

Responsibilities:

- Facility Operation & Maintenance
- Park & Sports Field Maintenance & Inspection
- Trail Maintenance
- Recreation Programming

Capital Projects & Engineering:

The Capital Projects & Engineering Department provides services & expertise that make the community livable. They achieve this by delivering the Township's infrastructure projects & providing engineering services including development engineering & asset management.

Responsibilities:

- Asset Management
- Infrastructure Planning
- Development Engineering – Standards, Design & Construction Oversight

Water & Wastewater (W&WW):

The Water & Wastewater Department provides residents with safe drinking W&WW services. They achieve this through the operation & maintenance of the Township's W&WW infrastructure & systems & consistent collaboration with external water service providers for testing & maintenance.

Responsibilities:

- Water Treatment, Supply & Distribution
- Wastewater Collection & Treatment



Major Initiatives/Issues:

Roads & Fleet:

Accomplishments	2021	2022	2023
Culverts	-	-	144m
Micro-Resurfacing	5.3 km	2.3 km	2.96 km
Double/Single Resurfacing	9.2 km	15.9 km	12.1 km
High Shoulder Removal	7.8 km	8 km	12,7 linear metres
Gravel Road Conversion	3.4 km	1.5 km	400m
Crack Sealing (New)	-	15,500 m	18,000 m
Sidewalk Reconstruction	900 m^2	115 m^2	917 m^2
Roadside Ditch Clearing	7.3 km	6.3 km	6.9 km
Road-Side Brushing	88.5 km	100 km	100km
Bridge Repairs	-	1	-
Fence Repair	-	100 m	10 m repair, 85m new install
Municipal Drain Work	-	2.3 km of Drain Clean Out	9340m of Drain Clean Out
Parking Lot Construction/Rehabilitation	-	-	1 – Minesing Firehall Station 3 – drainage improvements
Trail Maintenance/Brushing	-	30 km	28.5 KM
Pedestrian Crosswalk Upgrades	1 Hillsdale	1 Elmvale	New signage at 4 crosswalks for the crossing guards
Gravel Road Resurfacing	-	-	21 km
Asphalt overlay	-	-	200m



Parks, Recreation & Facilities:

Accomplishments	2021	2022	2023
New Adult Programs	2	4	12
Adult Participants	-	156	457
New Youth Programs	1	2	16
Youth Participants	-	23	79
Summer Camp Enrollees	1	539	597
Park/Sports Field Upgrades	4	-	2
Facility Upgrades	[1]	[2]	-
New Parks	-	1	-
Parks Maintained + Flos Ag Fairgrounds	45	46	46
Playground Equipment + Outdoor Fitness Equipment Maintained	39	40	40
Sports Fields (Soccer and Baseball Maintained) • Includes school diamonds and Flos Ag diamonds	22	22	22
Facilities Maintained	23	23	23
Outdoor Park Facilities (pavilions, concession, etc.)	16	16	16



Capital Projects & Engineering:

Accomplishments	2021	2022	2023
Engineering Review of Subdivision Applications (Ongoing)	3	1	7
Engineering Review of Subdivision Construction (Ongoing)	-	-	9
Engineering Reviews of Developer External Infrastructure Works Submissions (Ongoing)	-	-	10 – Projects: 4 Water Treatment Plants, 4 Wastewater Treatment Plants, 1 Sewage Pumping Station / Forcemain, 1 Road Upgrade and 1 Storm Water Outlet
Infrastructure Master Plans (Ongoing)	-	5	4
Wastewater projects	-	30 (22 completed, 8 in progress)	- 23 planned (21 completed, 2 in progress) - 18 unplanned repair work
Water projects	-	40 (38 completed and 2 in progress)	- 19 planned (18 completed, 1 in progress) - 10 unplanned repair work
Roads projects	-	-	6 (3 completed, 3 in progress)
Asset Management projects	-	-	2 in progress
Watermains installed	-	0.4 km	0.4 km
Trails resurfaced	-	30 km	-



Water & Wastewater (W&WW):

Accomplishments	2021	2022	2023
Water Meter Replacement	58	19	-
Drinking Water Systems in Operation	9	9	9
Drinking Water Produced	1,216,276 m^3	1,222,863 m^3	*1,277,000 m^3
# Of Customers on Municipal Water	12,195	12,495	*12,820
Wastewater Systems in Operation	4	4	5
Wastewater Collected and Treated	526,156 m^3	521,634 m^3	*607,000 m^3
# Of Customers on Municipal Sewers	5,671	5,972	*6,297

*Estimates will be updated later in the year

Staff Complement:

	2018	2019	2020	2021	2022	2023	2024 Proposed
Full Time	29	32	36	37	39	44	46
Part Time	11	12	11	12	16	18	17
Student(s)	27	29	30	30	30	30	30



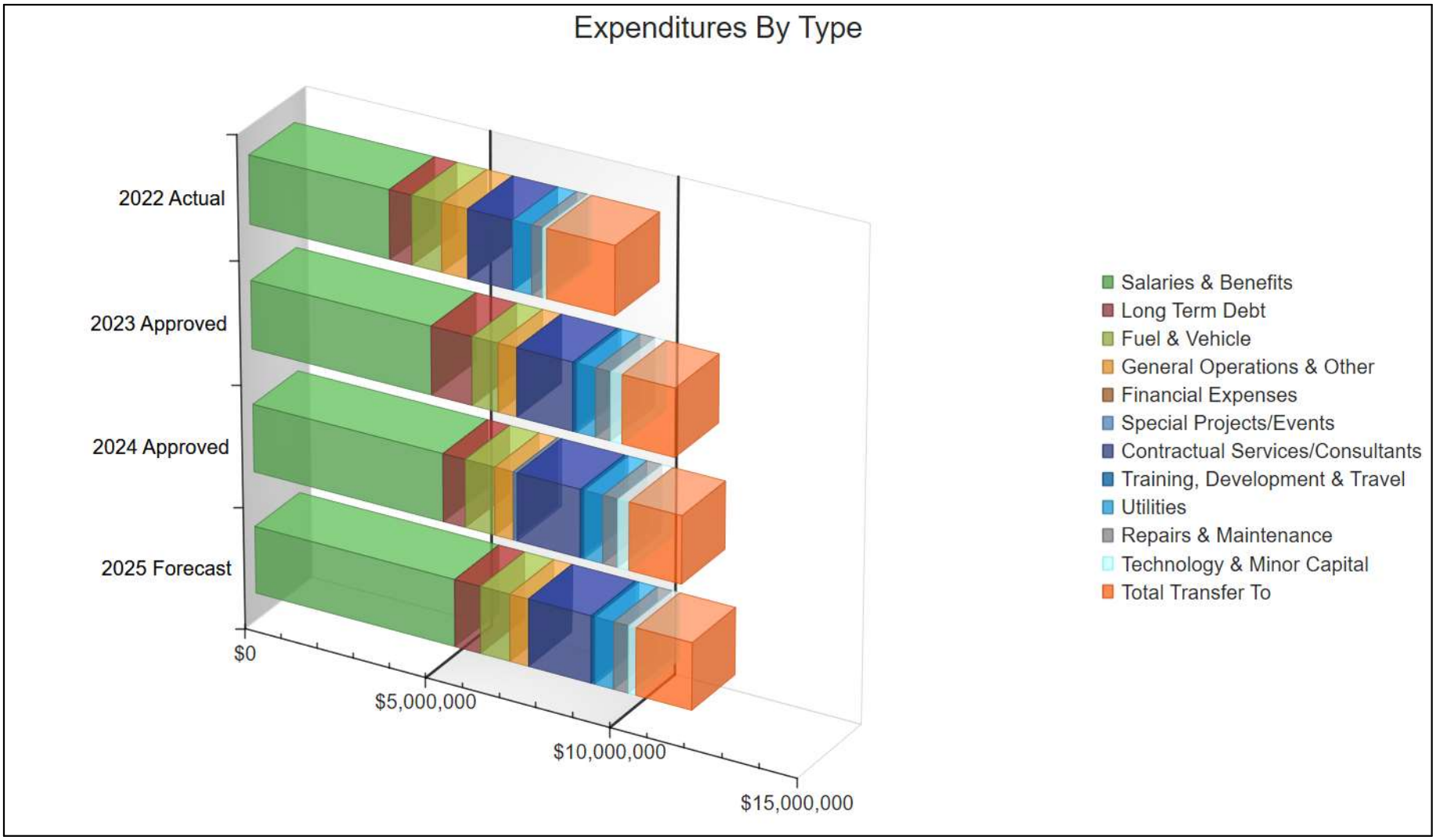
Infrastructure & Operational Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ 616,851	$ 607,833	$ 667,949	$ 10,000	$ 677,949	$ 626,076	$ -	$ 626,076
Rental Revenue	387,673	327,850	352,850	-	352,850	352,850	-	352,850
Grants & Contributions	631,610	572,862	406,117	-	406,117	394,868	-	394,868
Total Revenues	**1,636,134**	**1,508,545**	**1,426,916**	**10,000**	**1,436,916**	**1,373,794**	**-**	**1,373,794**
Expenditures								
Salaries & Benefits	3,802,597	4,948,015	5,244,533	-	5,244,533	5,404,980	105,040	5,510,020
Long Term Debt	591,768	1,115,221	586,434	-	586,434	683,403	-	683,403
Fuel & Vehicle	790,697	742,750	812,750	-	812,750	802,750	-	802,750
General Operations & Other	723,261	545,425	519,705	-	519,705	450,505	-	450,505
Financial Expenses	7,445	7,275	9,275	-	9,275	9,275	-	9,275
Special Projects/Events	41,921	38,500	138,500	-	138,500	38,500	-	38,500
Contractual Services/Consultants	1,187,413	1,502,123	1,669,850	-	1,669,850	1,670,275	-	1,670,275
Training, Development & Travel	-	63,450	70,750	-	70,750	65,750	-	65,750
Utilities	491,349	530,900	519,400	-	519,400	520,400	-	520,400
Repairs & Maintenance	322,089	377,050	383,350	-	383,350	384,550	-	384,550
Technology & Minor Capital	148,473	282,080	291,600	45,900	337,500	182,000	-	182,000
Total Expenditures	**8,107,013**	**10,152,789**	**10,246,147**	**45,900**	**10,292,047**	**10,212,388**	**105,040**	**10,317,428**
Net Budget Before Transfers	**(6,470,879)**	**(8,644,244)**	**(8,819,231)**	**(35,900)**	**(8,855,131)**	**(8,838,594)**	**(105,040)**	**(8,943,634)**

Infrastructure & Operational Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Transfers From								
Transfers from Reserves	42,995	9,800	61,323	34,700	96,023	7,000	-	7,000
Transfers from Reserve Funds	95,492	78,688	235,000	-	235,000	50,000	-	50,000
Transfers from Development Charges	-	116,233	-	-	-	-	-	-
Total Transfers From	**138,487**	**204,721**	**296,323**	**34,700**	**331,023**	**57,000**	**-**	**57,000**
Transfer To								
Transfers between Departments	(72,351)	(79,939)	(79,939)	-	(79,939)	(79,939)	-	(79,939)
Transfer to Reserves	1,118,085	373,000	376,000	-	376,000	373,000	-	373,000
Transfer to Capital	575,750	554,250	758,000	-	758,000	665,000	-	665,000
Capital Infrastructure (1%)	163,600	523,200	359,400	-	359,400	546,400	-	546,400
Total Transfer To	**1,785,084**	**1,370,511**	**1,413,461**	**-**	**1,413,461**	**1,504,461**	**-**	**1,504,461**
Net Budget	**$ (8,117,476)**	**$ (9,810,034)**	**$ (9,936,369)**	**$ (1,200)**	**$ (9,937,569)**	**$(10,286,055)**	**$ (105,040)**	**$ (10,391,095)**

Infrastructure & Operational Services Summary



Infrastructure & Operational Services Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 3,802,597	$ 4,948,015	$ 5,244,533	$ 5,510,020
Long Term Debt	591,768	1,115,221	586,434	683,403
Fuel & Vehicle	790,697	742,750	812,750	802,750
General Operations & Other	723,261	545,425	519,705	450,505
Financial Expenses	7,445	7,275	9,275	9,275
Special Projects/Events	41,921	38,500	138,500	38,500
Contractual Services/Consultants	1,187,413	1,502,123	1,669,850	1,670,275
Training, Development & Travel	35,779	63,450	70,750	65,750
Utilities	491,349	530,900	519,400	520,400
Repairs & Maintenance	322,089	377,050	383,350	384,550
Technology & Minor Capital	148,473	282,080	337,500	182,000
Total Transfer To	1,785,084	1,370,511	1,413,461	1,504,461
Total Expenditures	**$ 9,927,876**	**$ 11,523,300**	**$ 11,705,508**	**$ 11,821,889**

Explanation in Changes:

- User Fees/Charges revenue is anticipated to increase to reflect an increase in the recovery of winter maintenance operations from developers as well as increased recovery from the Midhurst Landowners group for staffing resources provided internally. The Sports Heritage Committee is also anticipating an increase of $12K in advertising revenue, which is offset by expenses.
- Rental Revenue is expected to increase due to increased ice rental revenue anticipated from the arena.
- Grants & Contributions are anticipated to decrease due to the completion of work at the Swaley Drain, resulting in reduced contributions and reduced expenses related to contractual services and general operations.
- Salaries & Benefits are anticipated to increase due to COLA 2.0% for non-union and 2.0% union members, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).

Infrastructure & Operational Services Summary

- Long Term Debt is anticipated to decrease due to the expiration of one debenture in 2023 and decreased internal debt financing required for 2024.
- General Operations are anticipated to decrease due to the Swaley Drain Project.
- Special Events/Projects include a placeholder of $100,000 for the Township's 30th Anniversary; funds have been set aside from Safe Restart Funding to allocate to the event.
- Contractual Services/Consutants Fees include insurance, road/bridge maintenance contracts (brushing & tree removal, calcium, catch basin cleanouts, crack sealing, granular crushing, hotmix/asphalt patching, line painting, sidewalk and signal maintenance and street sweeping), winter maintenance contracts (sidewalk, County plowing, sand/salt), streetlight contracts (utility locate contracts), stormwater management contracts, City of Barrie Recreation Shared Agreement, Fitness instructor contracts for adult/summer/winter programming, and the EDHS annual commitment. As a result of stormwater management downloading from the provincial government, the Township is legislated to assume additional responsibilities that are resulting in an increase to stormwater managment contracts in the amount of $100K. These services may potentially be provided by OCWA. In addition, the Township is seeing increases to winter maintenace contracts and roads maintenance contracts as several services were tendered in 2023, resulting in an increased cost to provide existing services due to inflation.
- The Township facilities are experiencing a decrease in utilities, largely due to hydro.
- In 2023, Council approved three (3) 1% increases to the Capital Infrastructure Reserve; in 2024, staff are compounding the increase with two (2) 1% increases to the reserve.



Program Change 2025

Program Title: IOS- Parks, Recreation and Facilities
Position Title: Foreperson - Parks, Recreation and Facilities
Division: Infrastructure and Operational Services
Complement Impact: 1.0
Duration: Permanent FT
(Permanent FT, Permanent PT, or Temporary)

Funding Impact

Is costing provided below annualized? ☑ Yes ☐ No ☐ One-time

If no, specify duration in # of months 0

Estimated Salaries & Benefits:	$ 105,040.00
Estimated Materials & Supplies:	$ 0.00
Estimated Capital (Furniture):	$ 2,400.00
Estimated Computer Equipment:	$ 2,600.00
Estimated Contracted Services:	$ 0.00
Estimated Consulting Services:	$ 0.00
Other estimated costs:	$ 1,000.00
If other, please specify	UKG, Microsoft 365, & other licenses
Subtotal operating expenditures:	$ 111,040.00

Funding Sources

Water Reserve:	$ 0.00
Wastewater Reserve:	$ 0.00
Reserve:	$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	$ 0.00
Specify Subsidy/Grant	Description
Other:	$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	$ 111,040.00

Service Partners



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Service Partners

Springwater Library



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

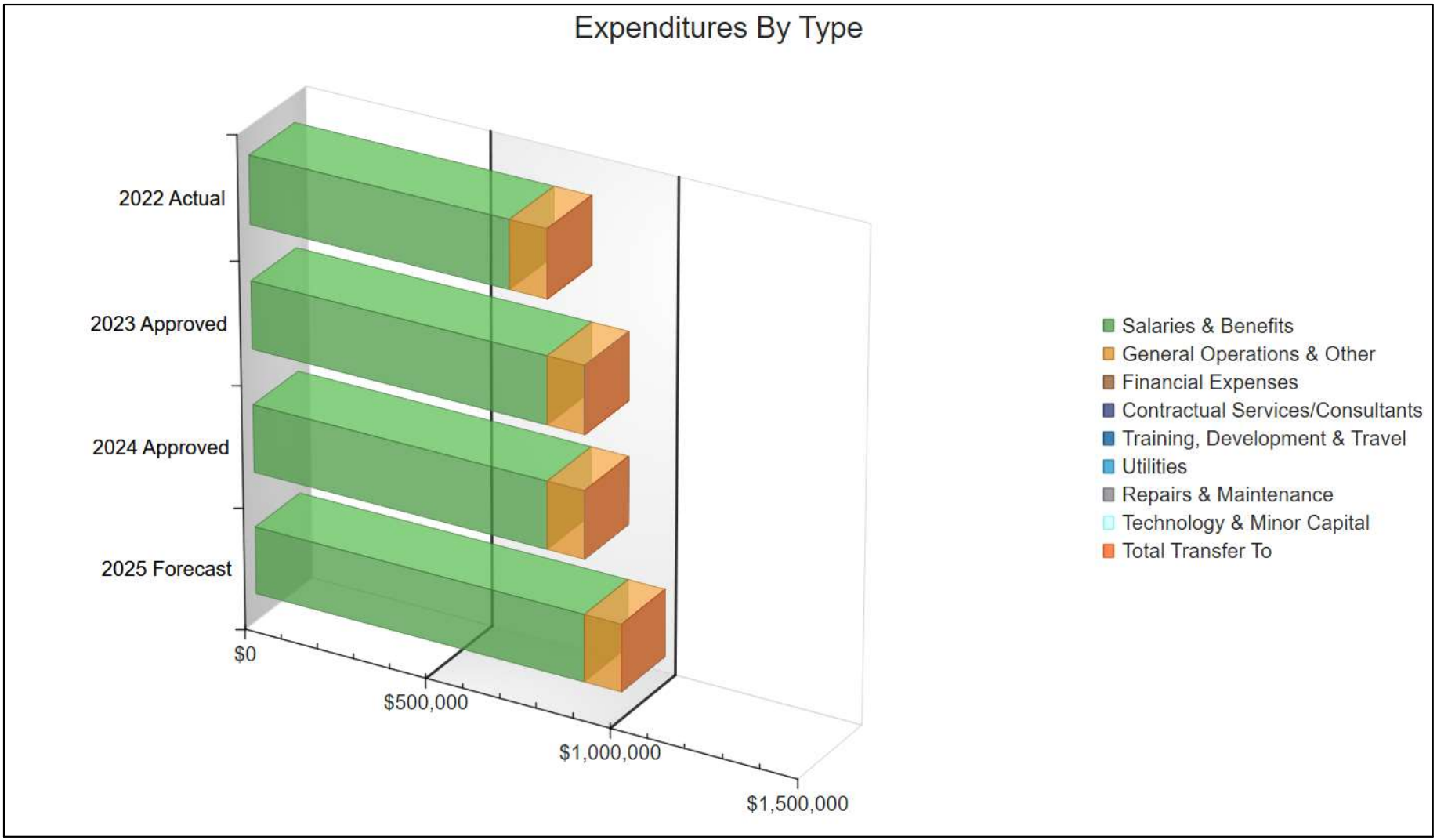
Springwater Public Library Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ 37,388	$ 24,000	$ 21,650	$ -	$ 21,650	$ 23,650	$ -	$ 23,650
Rental Revenue	293	2,000	3,000	-	3,000	3,000	-	3,000
Grants & Contributions	44,019	31,500	31,500	-	31,500	31,500	-	31,500
Investment & Interest Income	84	-	-	-	-	-	-	-
Total Revenues	**81,784**	**57,500**	**56,150**	**-**	**56,150**	**58,150**	**-**	**58,150**
Expenditures								
Salaries & Benefits	737,914	810,811	834,937	-	834,937	859,005	-	859,005
General Operations & Other	98,981	103,250	110,550	-	110,550	111,050	-	111,050
Financial Expenses	-	1,100	2,340	-	2,340	2,340	-	2,340
Contractual Services/Consultants	29,928	35,775	39,250	5,000	44,250	44,530	-	44,530
Training, Development & Travel	-	9,350	14,000	-	14,000	14,500	-	14,500
Utilities	32,021	37,200	34,200	-	34,200	34,700	-	34,700
Repairs & Maintenance	18,168	16,000	18,000	-	18,000	19,000	-	19,000
Technology & Minor Capital	14,043	20,500	10,000	-	10,000	11,000	-	11,000
Total Expenditures	**931,055**	**1,033,986**	**1,063,277**	**5,000**	**1,068,277**	**1,096,125**	**-**	**1,096,125**
Net Budget Before Transfers	**(849,271)**	**(976,486)**	**(1,007,127)**	**(5,000)**	**(1,012,127)**	**(1,037,975)**	**-**	**(1,037,975)**

Springwater Public Library Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Transfers From								
Transfers from Reserves	-	12,000	-	-	-	-	-	-
Transfers from Development Charges	54,396	60,000	65,000	-	65,000	65,000	-	65,000
Total Transfers From	**54,396**	**72,000**	**65,000**	**-**	**65,000**	**65,000**	**-**	**65,000**
Transfer To								
Transfers between Departments	412	100	100	-	100	100	-	100
Total Transfer To	**412**	**100**	**100**	**-**	**100**	**100**	**-**	**100**
Net Budget	**$ (795,287)**	**$ (904,586)**	**$ (942,227)**	**$ (5,000)**	**$ (947,227)**	**$ (973,075)**	**$ -**	**$ (973,075)**

Springwater Public Library Summary



Springwater Public Library Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 737,914	$ 810,811	$ 834,937	$ 859,005
General Operations & Other	98,981	103,250	110,550	111,050
Financial Expenses	-	1,100	2,340	2,340
Contractual Services/Consultants	29,928	35,775	44,250	44,530
Training, Development & Travel	8,371	9,350	14,000	14,500
Utilities	32,021	37,200	34,200	34,700
Repairs & Maintenance	18,168	16,000	18,000	19,000
Technology & Minor Capital	14,043	20,500	10,000	11,000
Total Transfer To	412	100	100	100
Total Expenditures	**$ 939,838**	**$ 1,034,086**	**$ 1,068,377**	**$ 1,096,225**

Explanation in Changes:

- Salaries & Benefits are anticipated to increase mainly due to COLA 2.0%, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).

Budget Requests:

- Program Change 2024: Strategic Plan

Service Partners

Elmvale Business Improvement Area (BIA)



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

BIA Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
Taxation	$ 21,060	$ 21,060	$ 21,060	$ -	$ 21,060	$ 21,060	$ -	$ 21,060
Grants & Contributions	1,105	-	-	-	-	-	-	-
Total Revenues	**22,165**	**21,060**	**21,060**	**-**	**21,060**	**21,060**	**-**	**21,060**
Expenditures								
Special Projects/Events	28,684	22,500	22,500	-	22,500	22,500	-	22,500
Contractual Services/Consultants	1,050	1,050	1,050	-	1,050	1,050	-	1,050
Training, Development & Travel	-	225	225	-	225	225	-	225
Total Expenditures	**29,734**	**23,775**	**23,775**	**-**	**23,775**	**23,775**	**-**	**23,775**
Net Budget Before Transfers	**(7,569)**	**(2,715)**	**(2,715)**	**-**	**(2,715)**	**(2,715)**	**-**	**(2,715)**
Transfers From								
Transfers from Reserves	7,569	2,715	2,715	-	2,715	2,715	-	2,715
Net Budget	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Service Partners

Conservation



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Conservation Authorities Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Expenditures								
Nottawasaga Valley Conservation Authority	$ 209,079	$ 220,320	$ 225,913	$ 26,464	$ 252,377	$ 233,000	$ -	$ 233,000
Severn Sound Environmental Associaiton	93,494	96,770	108,038	-	108,038	112,948	-	112,948
Total Expenditures	**302,573**	**317,090**	**333,951**	**26,464**	**360,415**	**345,948**	**-**	**345,948**
Net Budget Before Transfers	**(302,573)**	**(317,090)**	**(333,951)**	**(26,464)**	**(360,415)**	**(345,948)**	**-**	**(345,948)**
Net Budget	**$ (302,573)**	**$ (317,090)**	**$ (333,951)**	**$ (26,464)**	**$ (360,415)**	**$ (345,948)**	**$ -**	**$ (345,948)**

Service Partners

Policing



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Police Services Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ 65,369	$ 66,496	$ 55,000	$ -	$ 55,000	$ 60,000	$ -	$ 60,000
Grants & Contributions	243,816	207,264	207,264	-	207,264	239,102	-	239,102
Total Revenues	**309,185**	**273,760**	**262,264**	**-**	**262,264**	**299,102**	**-**	**299,102**
Expenditures								
General Operations & Other	35,479	35,480	35,480	-	35,480	35,480	-	35,480
Contractual Services/Consultants	2,545,668	2,464,827	2,424,238	-	2,424,238	2,450,000	-	2,450,000
Utilities	12,311	11,100	11,100	-	11,100	11,100	-	11,100
Total Expenditures	**2,593,458**	**2,511,407**	**2,470,818**	**-**	**2,470,818**	**2,496,580**	**-**	**2,496,580**
Net Budget Before Transfers	**(2,284,273)**	**(2,237,647)**	**(2,208,554)**	**-**	**(2,208,554)**	**(2,197,478)**	**-**	**(2,197,478)**
Transfers From								
Transfers from Reserves	18,947	-	-	-	-	-	-	-
Transfers from Reserve Funds	24,394	-	-	-	-	-	-	-
Total Transfers From	**43,341**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Budget	**$ (2,240,932)**	**$ (2,237,647)**	**$ (2,208,554)**	**$ -**	**$ (2,208,554)**	**$ (2,197,478)**	**$ -**	**$ (2,197,478)**

Explanation in Changes:

- User Fees/Charges revenue is reduced as a result of lower Provincial Act Offences (POA) revenue.
- Contractual Services/Consultant Fees are anticipated to decrease as a result of the 2024 OPP Services Contract.



Division
Water

Township of Springwater

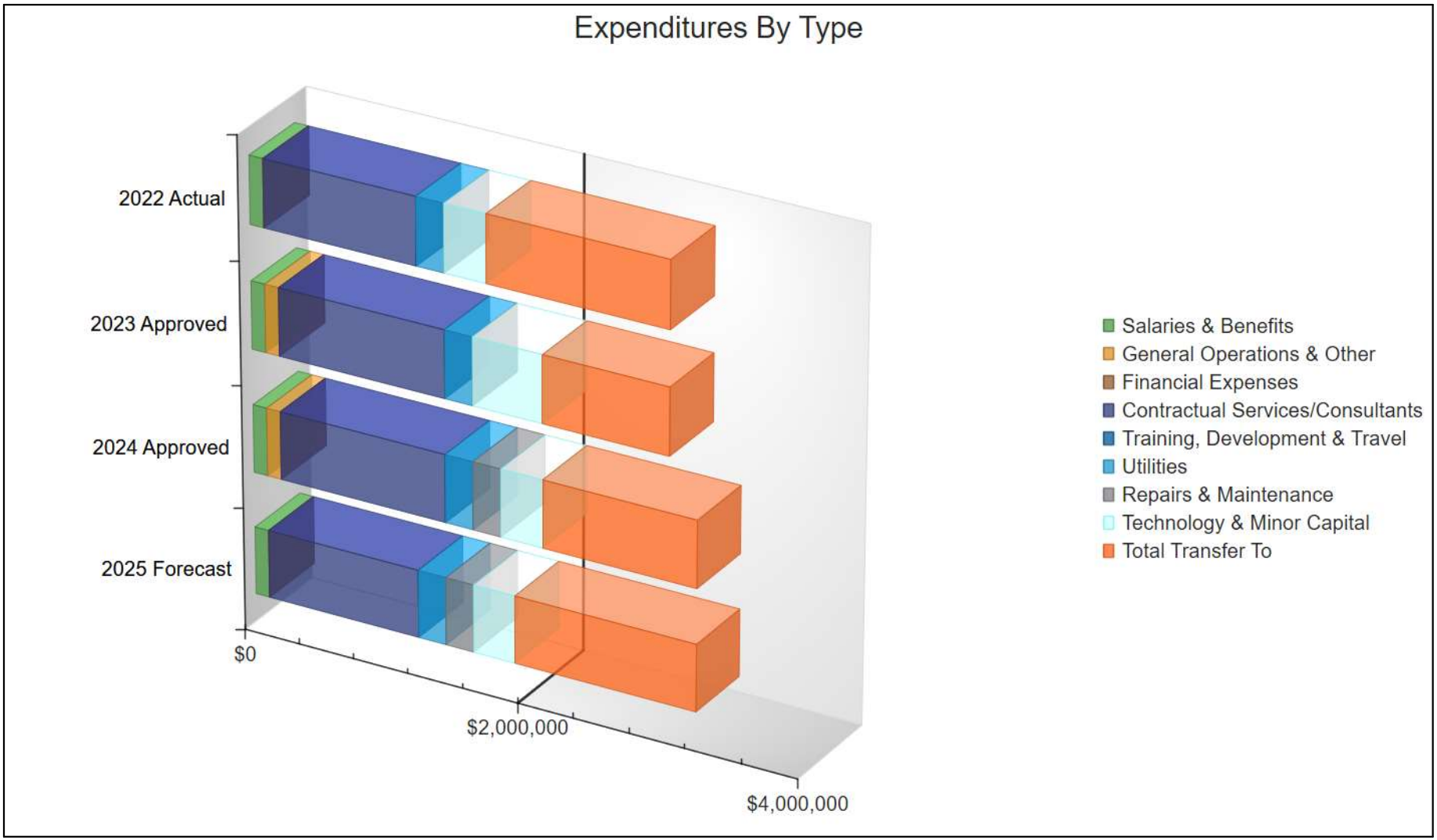
2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Water Rate Supported Operating Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ 3,138,217	$ 3,005,255	$ 3,210,145	$ -	$ 3,210,145	$ 3,306,268	$ -	$ 3,306,268
Total Revenues	**3,138,217**	**3,005,255**	**3,210,145**	**-**	**3,210,145**	**3,306,268**	**-**	**3,306,268**
Expenditures								
Salaries & Benefits	103,123	129,150	143,124	-	143,124	148,717	-	148,717
General Operations & Other	45,388	50,500	52,000	-	52,000	32,000	-	32,000
Financial Expenses	24,849	25,500	25,500	-	25,500	25,500	-	25,500
Contractual Services/Consultants	1,097,993	1,164,200	1,153,018	-	1,153,018	1,063,818	-	1,063,818
Training, Development & Travel	494	1,300	1,050	-	1,050	1,050	-	1,050
Utilities	211,666	203,670	214,580	-	214,580	214,580	-	214,580
Repairs & Maintenance	657	30,200	247,000	-	247,000	213,000	-	213,000
Technology & Minor Capital	314,360	502,500	254,500	-	254,500	288,000	-	288,000
Total Expenditures	**1,798,530**	**2,107,020**	**2,090,772**	**-**	**2,090,772**	**1,986,665**	**-**	**1,986,665**
Net Budget Before Transfers	**1,340,181**	**898,235**	**1,119,373**	**-**	**1,119,373**	**1,319,603**	**-**	**1,319,603**
Transfers From								
Transfers from Reserve Funds	1,565	31,100	6,100	-	6,100	6,100	-	6,100
Transfer To								
Transfers between Departments	163,670	175,579	195,045	-	195,045	195,045	-	195,045
Transfer to Reserves	-	-	930,428	-	930,428	1,130,658	-	1,130,658
Transfers to Reserve Funds	1,177,583	753,756	-	-	-	-	-	-
Total Transfer To	**1,341,253**	**929,335**	**1,125,473**	**-**	**1,125,473**	**1,325,703**	**-**	**1,325,703**
Net Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Water Rate Supported Operating Summary



Water Rate Supported Operating Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 103,123	$ 129,150	$ 143,124	$ 148,717
General Operations & Other	45,388	50,500	52,000	32,000
Financial Expenses	24,849	25,500	25,500	25,500
Contractual Services/Consultants	1,097,993	1,164,200	1,153,018	1,063,818
Training, Development & Travel	494	1,300	1,050	1,050
Utilities	211,666	203,670	214,580	214,580
Repairs & Maintenance	657	30,200	247,000	213,000
Technology & Minor Capital	314,360	502,500	254,500	288,000
Total Transfer To	1,341,253	929,335	1,125,473	1,325,703
Total Expenditures	**$ 3,139,782**	**$ 3,036,355**	**$ 3,216,245**	**$ 3,312,368**

Explanation in Changes:

- User Fees/Charges revenue is anticipated to increase due to ongoing development resulting in increased water service users and increased consumption.
- Salaries & Benefits are anticipated to increase mainly due to COLA, merit increases, and Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- Contractual Services/Consultant Fees are contracted services for water with the Ontario Clean Water Agency (OCWA).
- Technology & Minor Capital are anticipated to decrease due to the number of projects being recommended by OCWA for preventative maintenance, replacements of pumps and motors and refurbishments of wells.
- Transfers to Reserve Funds includes funds that are anticipated to be transferred to the Water Reserve Fund to assist in supporting Water Operations.



Division
Wastewater

Township of Springwater

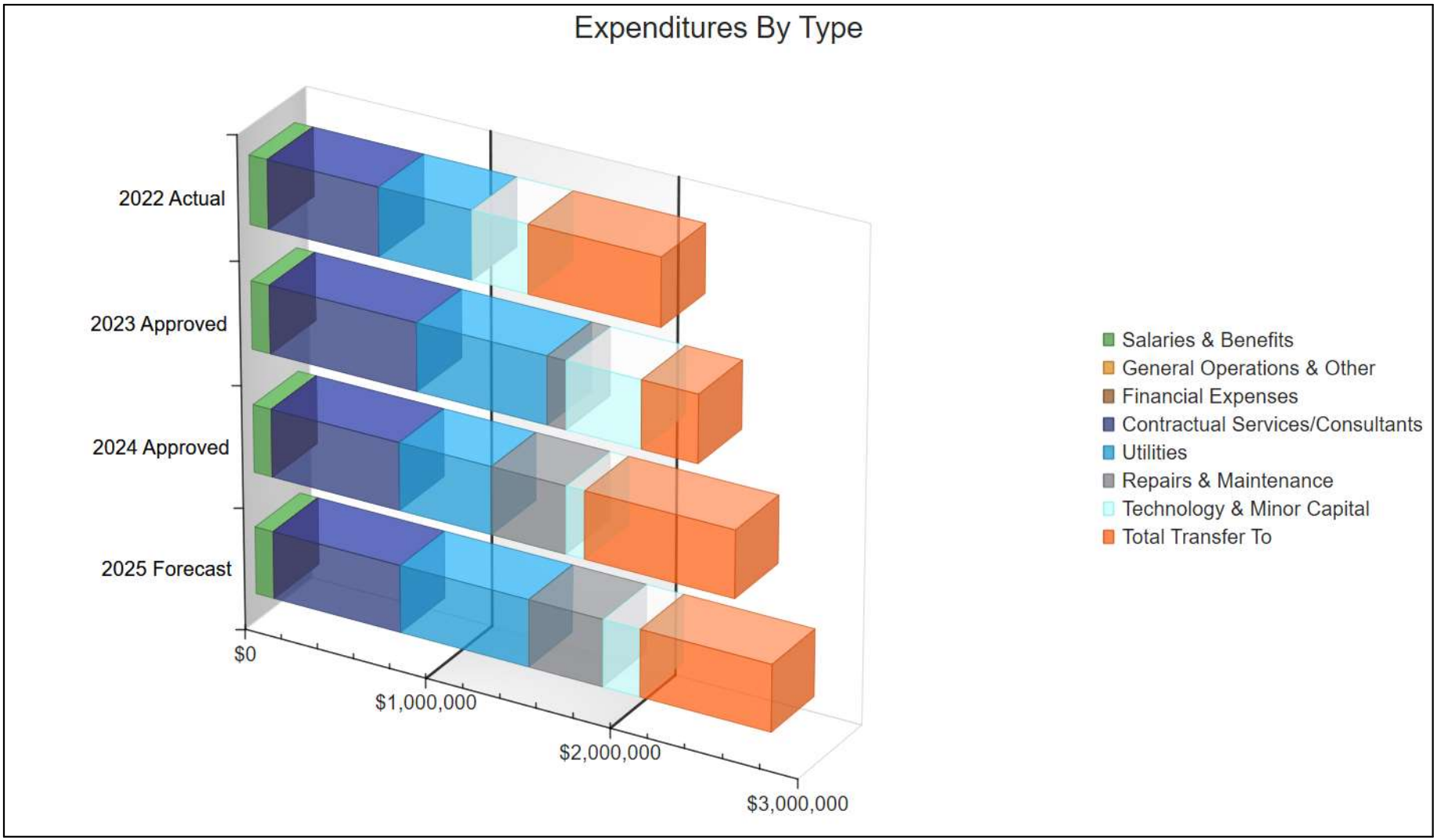
2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Wastewater Rate Supported Operating Summary

	2022 Actual	2023 Approved	2024 Base	2024 Program Changes	2024 Approved	2025 Base Forecast	2025 Program Changes	2025 Proposed Forecast
Revenues								
User Fees/Charges	$ 2,136,222	$ 2,108,279	$ 2,384,284	$ -	$ 2,384,284	$ 2,547,939	$ -	$ 2,547,939
Total Revenues	**2,136,222**	**2,108,279**	**2,384,284**	**-**	**2,384,284**	**2,547,939**	**-**	**2,547,939**
Expenditures								
Salaries & Benefits	75,034	129,150	136,197	-	136,197	141,399	-	141,399
General Operations & Other	4,956	8,777	8,777	-	8,777	8,777	-	8,777
Financial Expenses	33,135	33,469	33,830	-	33,830	33,830	-	33,830
Contractual Services/Consultants	636,758	838,811	655,416	-	655,416	676,721	-	676,721
Utilities	497,722	659,495	472,195	-	472,195	669,395	-	669,395
Repairs & Maintenance	6,412	50,100	399,250	-	399,250	359,250	-	359,250
Technology & Minor Capital	273,816	435,500	107,000	-	107,000	195,500	-	195,500
Total Expenditures	**1,527,833**	**2,155,302**	**1,812,665**	**-**	**1,812,665**	**2,084,872**	**-**	**2,084,872**
Net Budget Before Transfers	**608,389**	**(47,023)**	**571,619**	**-**	**571,619**	**463,067**	**-**	**463,067**
Transfers From								
Transfers from Reserve Funds	46,018	378,043	222,367	-	222,367	281,604	-	281,604
Transfer To								
Transfers between Departments	92,544	113,064	115,811	-	115,811	115,811	-	115,811
Transfers to Reserve Funds	561,863	217,955	678,175	-	678,175	628,860	-	628,860
Total Transfer To	**654,407**	**331,019**	**793,986**	**-**	**793,986**	**744,671**	**-**	**744,671**
Net Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Wastewater Rate Supported Operating Summary



Wastewater Rate Supported Operating Summary

	2022 Actual	2023 Approved	2024 Approved	2025 Forecast
Expenditures				
Salaries & Benefits	$ 75,034	$ 129,150	$ 136,197	$ 141,399
General Operations & Other	4,956	8,777	8,777	8,777
Financial Expenses	33,135	33,469	33,830	33,830
Contractual Services/Consultants	636,758	838,811	655,416	676,721
Utilities	497,722	659,495	472,195	669,395
Repairs & Maintenance	6,412	50,100	399,250	359,250
Technology & Minor Capital	273,816	435,500	107,000	195,500
Total Transfer To	654,407	331,019	793,986	744,671
Total Expenditures	**$ 2,182,240**	**$ 2,486,321**	**$ 2,606,651**	**$ 2,829,543**

Explanation in Changes:

- User Fees/Charges revenue is anticipated to increase due to ongoing development resulting in increased wastewater service users and increased consumption
- Salaries & Benefits are anticipated to increase mainly due to COLA, merit increases, and Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- Contractual Services/Consultant Fees are contracted services for water with the Ontario Clean Water Agency (OCWA). In 2023, contractual services were included for the Midurst Interim Plant, which comes online after a two year warranty period.
- Utilities are expected to decrease as they had previously included all costs related with the interim plant.
- Repairs & Maintenance and Technology & Minor Capital have been corrected to reflect actual costs related to each category as per OCWA Billings.
- Net Transfers to/from Reserves reflects a net requirement from the Wastewater Reserve Fund to support Wastewater Operations in 2024.

Capital





Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
Roads & Related Infrastructure																					
	Urban Road Reconstruction																				
2017-40-2	Craig Road - Gill Road to West of Russell Road	500,000	4,000,000	4,500,000	-	-	-	-	-	-	-	-	-	4,275,000	-	-	225,000	-	-	-	4,500,000
2017-40-1	Craig Road - Utilities, Box Culvert & Property Acquisition	4,067,446	-	4,067,446	-	-	-	-	-	-	-	-	-	3,864,074	-	-	203,372	-	-	-	4,067,446
2025-09	Russell Road - Story Road to Forbes	-	600,000	600,000	-	-	-	-	-	-	-	-	-	600,000	-	-	-	-	-	-	600,000
2022-02	John Street - Yonge Street to end	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	150,000
2020-15	Mill St W - Old Penetang to Hwy 93	31,703	1,020,000	1,051,703	-	-	-	-	-	-	-	-	-	-	-	-	1,051,703	-	-	-	1,051,703
2018-16	Kerr Street - Yonge to Shaw Street	48,764	1,726,000	1,774,764	-	-	-	-	-	-	14,629	-	-	1,242,335	-	-	517,800	-	-	-	1,774,764
	Structures - Bridge & Culverts																				
2024-24	Bridge 6 - Wilson Drive	10,000	110,000	120,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120,000	-	120,000
2022-55	Bridge 20 - Tiny Flos Townline	10,000	100,000	110,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	110,000	-	110,000
	Resurfacing and/or Rehabilitation																				
2024-113	Ghibb Avenue - Wilson Drive to 600m West	-	25,000	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000	-	25,000
2024-112	Vigo Road to Flos Road 4 1000m	-	75,000	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000
2024-111	Idlewood Dr - Pooles Rd to Frid Blvd	-	315,000	315,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	315,000	-	315,000
2024-110	Idlewood Drive - Pooles to Pooles	-	315,000	315,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	315,000	-	315,000
2023-102	Wilson Drive - 1.1km North of 26	810,985	-	810,985	-	-	-	-	-	-	-	-	-	-	-	196,258	-	-	614,727	-	810,985
2029-16	Barrie Hill Road - Sunnidale to 125 m south of Sunnidale - Agreement with Pit Owner	10,000	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	-	-	10,000
2028-15	Ronald Road - Foyston Gate to Fralick Road	-	120,000	120,000	-	-	-	-	-	-	-	-	-	-	-	120,000	-	-	-	-	120,000
2027-52	Sunnidale Road - County Road 90 to Baldwick Lane	-	75,000	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000
2026-16	Riverview Court	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	-	150,000
2024-50	Baseline Road - South Orr Lake Road to County Road 27	-	250,000	250,000	-	-	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	250,000
2024-16	Deamicis Crescent - Idlewood to Idlewood	-	85,000	85,000	-	-	-	-	-	-	-	-	-	-	-	85,000	-	-	-	-	85,000
2024-15	Martin Street - Hwy 93 to Mill Street West	-	85,000	85,000	-	-	-	-	-	-	-	-	-	-	-	85,000	-	-	-	-	85,000

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
2023-09	Flos 3 West - Highway 27 to 1.6 West of Highway 27	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000	-	150,000
2022-32	Noraline Avenue - St. Vincent to Holloway	-	245,000	245,000	-	-	-	-	-	-	-	-	-	-	-	245,000	-	-	-	-	245,000
2022-26	Queen Street West - Yonge Street to Bridge	-	475,000	475,000	-	-	-	-	-	-	-	-	-	-	-	475,000	-	-	-	-	475,000
2022-04	Golf Course Rd - Hwy 26 to Hendrie Rd	628,153	-	628,153	-	-	-	-	-	-	-	-	-	-	-	628,153	-	-	-	-	628,153
2021-30	Bertram Drive - Queen Street East to Nash	145,575	-	145,575	-	-	-	-	-	-	145,575	-	-	-	-	-	-	-	-	-	145,575
2021-29	Nash Avenue - Queen Street East to Bertram	73,270	-	73,270	-	-	-	-	-	-	73,270	-	-	-	-	-	-	-	-	-	73,270
2021-28	Archer Crescent - Nash to Nash	110,025	-	110,025	-	-	-	-	-	-	-	-	-	-	-	110,025	-	-	-	-	110,025
	Master Plans																				
2022-12	Township-wide Transportation Master Plan	239,600	-	239,600	-	-	-	-	-	239,600	-	-	-	-	-	-	-	-	-	-	239,600
	Gravel Road Conversion to Hard Top																				
2024-120	Conversion to Hardtop - Victoria Road, Flos Road 7 and Flos Road 8	-	98,800	98,800	-	-	-	-	-	98,800	-	-	-	-	-	-	-	-	-	-	98,800
TOTAL ROADS & RELATED INFRASTRUCTURE		**6,685,521**	**10,169,800**	**16,855,321**	**-**	**-**	**-**	**-**	**-**	**338,400**	**233,474**	**-**	**-**	**9,981,409**	**-**	**2,344,436**	**2,147,875**	**10,000**	**1,799,727**	**-**	**16,855,321**

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
Municipal Buildings																					
2018-01-02	Phase 2 - Multi-Purpose Complex - Master Plan	100,000	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	-	-	100,000
2023-108	Grenfel Community Center Upgrades	122,884	-	122,884	-	-	-	-	-	-	-	-	-	-	-	-	-	122,884	-	-	122,884
2024-01	Mechanics Bay - Yard 1	25,000	250,000	275,000	-	-	-	-	-	-	12,500	-	-	137,500	-	-	-	-	-	125,000	275,000
2023-80	Facility Condition Assessment Program	174,485	200,000	374,485	-	-	-	-	374,485	-	-	-	-	-	-	-	-	-	-	-	374,485
2023-14	Midhurst Library Roof	25,000	-	25,000	-	-	-	-	-	-	25,000	-	-	-	-	-	-	-	-	-	25,000
2022-50	Elmvale Library Branch Renovation	-	60,000	60,000	-	-	-	-	-	-	-	-	-	-	60,000	-	-	-	-	-	60,000
2020-30	Homer Barrett Park Washroom Facility	50,000	150,000	200,000	-	-	-	-	-	-	-	-	-	200,000	-	-	-	-	-	-	200,000
2018-04	Renovate Fire Station 5 (Elmvale)	75,000	75,000	150,000	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000
2018-01	Phase 1 - Multi-Purpose Complex - Tree Clearing, Servicing and Studies	489,000	111,000	600,000	-	-	-	-	-	-	-	-	-	366,000	-	-	234,000	-	-	-	600,000
2014-07	Fire Station 2 - Construction & Furnishings	9,866,006	-	9,866,006	-	-	-	-	-	-	-	-	-	8,780,745	-	-	1,085,261	-	-	-	9,866,006
TOTAL MUNICIPAL BUILDINGS		**10,927,375**	**846,000**	**11,773,375**	**-**	**-**	**-**	**150,000**	**374,485**	**-**	**37,500**	**-**	**-**	**9,484,245**	**60,000**	**-**	**1,319,261**	**222,884**	**-**	**125,000**	**11,773,375**

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
Fleet & Equipment																					
	Equipment																				
2024-108	Rotary Ditching Attachment	-	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	15,000
2024-107	Replace Zero-Turn Lawnmower #59	-	25,000	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
2024-106	Two-Way Radio Repeater	-	18,000	18,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,000	18,000
2024-105	Roadside Mower	-	40,000	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,000	40,000
2024-102	Replace Float Trailer #56	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000	20,000
2024-101	Replace Float Trailer #55	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000	20,000
2024-23	Refurbish (R-14) 2010 Tractor	-	25,000	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
2023-07	Replace Tandem #7	290,000	-	290,000	145,000	-	-	-	-	-	145,000	-	-	-	-	-	-	-	-	-	290,000
2023-06	New Trailer	25,000	-	25,000	-	-	-	-	-	-	-	-	-	25,000	-	-	-	-	-	-	25,000
2023-03	Sidewalk/Mower Combo Unit Plow	25,000	225,000	250,000	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	-	-	250,000
2023-02	New Combination Tandem Snow Removal Unit	265,000	-	265,000	-	-	-	-	-	-	-	-	-	265,000	-	-	-	-	-	-	265,000
2022-35	Refurbish Yard 1 Loader	-	125,000	125,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	125,000	125,000
	Vehicles																				
2024-104	Replace Pick-Up #11	-	55,000	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55,000	55,000
2024-103	Pick-Up Truck	-	55,000	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55,000	55,000
2025-04	Replace Fire Pump 31	-	1,200,000	1,200,000	-	-	-	480,000	-	-	-	-	-	-	-	-	600,000	-	-	120,000	1,200,000
2024-12	Replace Yard 2 - 1 Ton Truck	-	65,000	65,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,000	65,000
2024-09	Replace (R-11) 2014 Nissan Van with Light Duty Truck	-	55,000	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55,000	55,000
2023-82	Building Vehicle (EV or Gas)	60,000	-	60,000	-	60,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,000
2023-18	Replace Pick-Up Crew Cab	115,000	-	115,000	-	-	-	-	-	-	60,000	-	-	55,000	-	-	-	-	-	-	115,000
2023-05	2 Ton Vehicle	70,000	-	70,000	-	-	-	-	-	-	-	-	-	70,000	-	-	-	-	-	-	70,000
2022-23	Replace Pick-Up Crew Cab	115,000	-	115,000	-	-	-	-	-	-	57,500	-	-	57,500	-	-	-	-	-	-	115,000
2021-22	Replace Van (Admin) with Hybrid SUV	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000	50,000
2020-02	Replace Pick-Up (2014)	-	50,000	50,000	-	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000
2019-06	Replace R5 2 Ton Vehicle	75,000	-	75,000	-	-	-	-	-	-	75,000	-	-	-	-	-	-	-	-	-	75,000
2018-06	Replace (R-7) 3/4 Ton (2012)	-	65,000	65,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,000	65,000
TOTAL FLEET & EQUIPMENT		**1,040,000**	**2,108,000**	**3,148,000**	**145,000**	**60,000**	**50,000**	**480,000**	**-**	**-**	**337,500**	**-**	**-**	**722,500**	**-**	**-**	**600,000**	**-**	**-**	**753,000**	**3,148,000**

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
Water Infrastructure																					
2024-52	Pump Inspections, Repairs, Replacements - Anten Mills	-	60,000	60,000	-	-	-	-	-	-	-	60,000	-	-	-	-	-	-	-	-	60,000
2022-33	Water/Wastewater Facilities Condition Assessments	100,000	100,000	200,000	-	-	-	-	-	-	-	200,000	-	-	-	-	-	-	-	-	200,000
2021-09	Watermain/Distribution System Upgrades	325,000	195,000	520,000	-	-	-	-	-	-	-	520,000	-	-	-	-	-	-	-	-	520,000
2016-27	Water Meter Replacement Program - Township Wide	147,925	-	147,925	-	-	-	-	-	-	-	147,925	-	-	-	-	-	-	-	-	147,925
TOTAL WATER INFRASTRUCTURE		**572,925**	**355,000**	**927,925**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**927,925**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**927,925**

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
Wastewater Infrastructure																					
	Wastewater Infrastructure																				
2023-106	Elmvale Bar Screens Replacement	150,000	1,750,000	1,900,000	-	-	-	-	-	-	-	-	1,900,000	-	-	-	-	-	-	-	1,900,000
2020-301	WWTP - Filter Upgrades - Teritary filters (4) replacement	-	2,600,000	2,600,000	-	-	-	-	-	-	-	-	884,000	1,716,000	-	-	-	-	-	-	2,600,000
2023-11	WWTP - Replacement of Motor Control System	175,000	-	175,000	-	-	-	-	-	-	-	-	175,000	-	-	-	-	-	-	-	175,000
2022-40	Sludge Transfer Pumps (At Elmvale WWTP)	-	150,000	150,000	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-	-	-	150,000
2022-38	Inlet Pipework Modifications/Install Mixer (Stonemanor WWTP)	-	80,000	80,000	-	-	-	-	-	-	-	-	-	80,000	-	-	-	-	-	-	80,000
2022-18	WWTP - Replace UV Modules (12)	-	800,000	800,000	-	-	-	-	-	-	-	-	800,000	-	-	-	-	-	-	-	800,000
2021-18	WWTP - Replacement of SCADA System	150,000	-	150,000	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-	-	-	150,000
2020-29	Gravity Sewer Replacement/Repair Work	372,500	165,000	537,500	-	-	-	-	-	-	-	-	537,500	-	-	-	-	-	-	-	537,500
2019-56	MH Installation for Easement Access	125,000	-	125,000	-	-	-	-	-	-	-	-	125,000	-	-	-	-	-	-	-	125,000
	Master Plans																				
2022-39	Water and Wastewater Master Servicing Plan	351,270	-	351,270	-	-	-	-	-	-	-	122,944	228,326	-	-	-	-	-	-	-	351,270
TOTAL WASTEWATER INFRASTRUCTURE		**1,323,770**	**5,545,000**	**6,868,770**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**122,944**	**4,949,826**	**1,796,000**	**-**	**-**	**-**	**-**	**-**	**-**	**6,868,770**

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
Information Technology																					
2023-107	CityView Planning Module	75,000	30,000	105,000	-	-	-	-	-	-	-	-	-	-	-	-	-	105,000	-	-	105,000
2022-44	HRIS Software	26,147	-	26,147	-	-	-	-	-	-	-	-	-	-	-	-	-	26,147	-	-	26,147
2022-43	Fire Department Management Dispatch System	20,000	-	20,000	-	-	-	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
TOTAL INFORMATION TECHNOLOGY		**121,147**	**30,000**	**151,147**	**-**	**-**	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**131,147**	**-**	**-**	**151,147**

					RESERVES							RESERVE FUNDS				OTHER FUNDING					
Project #	Department and Project / Item	Carry Forward from 2023 $	2024 Request $	Total Budget $	Public Works Reserve $	Building Reserve $	By-Law Reserve $	Fire Reserve $	Capital Infrast. Reserve $	Tax Rate Stab. Reserve $	Tax Capital Reserve $	Water Reserve Fund $	WW Reserve Fund $	DC Reserve Fund $	Library Capital Reserve Fund $	OCIF $	Debenture $	Contrib. $	Canada Comm Building Fund $	Tax Supported $	Total Funding $
Parks & Recreation Equipment																					
	Parks & Recreation Projects																				
2024-122	Elmvale Cenotaph Refurbishing	-	30,000	30,000	-	-	-	-	-	30,000	-	-	-	-	-	-	-	-	-	-	30,000
2024-121	10 Stone Street - Paving and Parking Lot Upgrades	-	55,000	55,000	-	-	-	-	-	55,000	-	-	-	-	-	-	-	-	-	-	55,000
2020-45	Replace Doran Park Tennis Court Lights	75,000	-	75,000	-	-	-	-	-	-	75,000	-	-	-	-	-	-	-	-	-	75,000
2019-57	Replace/Rebuild Elmvale Tennis Courts	25,000	125,000	150,000	-	-	-	-	-	35,000	115,000	-	-	-	-	-	-	-	-	-	150,000
2017-21	Park Playground Upgrades (Various Locations)	30,000	30,000	60,000	-	-	-	-	-	-	-	-	-	60,000	-	-	-	-	-	-	60,000
2016-33	Trail Development	30,000	30,000	60,000	-	-	-	-	-	-	-	-	-	60,000	-	-	-	-	-	-	60,000
	Master Plans																				
2022-42	Trails Master Plan	38,030	-	38,030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38,030
2022-41	Parks and Recreation Master Plan Update	25,204	-	25,204	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,204
TOTAL PARKS & RECREATION EQUIPMENT		**223,234**	**270,000**	**493,234**	**-**	**-**	**-**	**-**	**-**	**120,000**	**190,000**	**-**	**-**	**120,000**	**-**	**-**	**-**	**-**	**-**	**-**	**493,234**
TOTAL		**20,893,972**	**19,323,800**	**40,217,772**	**145,000**	**60,000**	**50,000**	**650,000**	**374,485**	**458,400**	**798,474**	**1,050,869**	**4,949,826**	**12,104,154**	**60,000**	**2,344,436**	**4,067,136**	**364,031**	**1,799,727**	**878,000**	**40,217,772**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	10 Stone Street - Paving and Parking Lot Upgrades
Project Type:	Parks & Recreation Equipment
Asset Type:	- Parks & Recreation Projects
Project Number:	2024-121
Justification:	The parking lot is located at 10 Stone Street in Elmvale. The parking lot surface is in poor condition and is deteriorating. The parking lot is utilized for parking in the Elmvale downtown core area and currently has one street light. The parking lot area is not well lit and for safety and security an additional light is being requested in the parking lot updates.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	55,000	-	-	-	-	-	55,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		55,000						55,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**55,000**	**-**	**-**	**-**	**-**	**-**	**55,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Kerr Street - Yonge to Shaw Street
Project Type:	Roads & Related Infrastructure
Asset Type:	- Urban Road Reconstruction
Project Number:	2018-16
Justification:	The 2020 Roads Needs Study identified this road as a condition "6" rating. The Township of Springwater currently has several roads which require immediate resurfacing/rehabilitation that have been identified and represent a state of good repair backlog. If not addressed soon, it will likely require full reconstruction at a higher cost to the Corporation.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	48,764	1,726,000	-	-	-	-	-	1,774,764
Project Funding:								
Contributions								-
DC Reserve Fund	34,135	1,208,200						1,242,335
Canada Comm Building Fund								-
Other								-
Reserves	14,629							14,629
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		517,800						517,800
Total Project Funding	**48,764**	**1,726,000**	**-**	**-**	**-**	**-**	**-**	**1,774,764**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Mill St W - Old Penetang to Hwy 93
Project Type:	Roads & Related Infrastructure
Asset Type:	- Urban Road Reconstruction
Project Number:	2020-15
Justification:	The 2022 Roads Needs Study identified this road as a rating of 69 condition "7". The Township of Springwater currently has several roads which require immediate resurfacing/rehabilitation that have been identified and represent a state of good repair backlog. If not addressed soon, it will likely require full reconstruction at a higher cost to the Corporation.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	31,703	1,020,000	-	-	-	-	-	1,051,703
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	31,703	1,020,000						1,051,703
Total Project Funding	**31,703**	**1,020,000**	**-**	**-**	**-**	**-**	**-**	**1,051,703**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Rainbow Valley Rd - Coughlin to County Rd 29							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Urban Road Reconstruction							
Project Number:	2020-22							
Justification:	This project is 48% DC funded and would be to hard surface 2.9 kilometers of Rainbow Valley Road from Coughlin Road to 300 m east of County Road 29 (Crossland Road) with Double Surface Treatment.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	190,000	-	-	-	-	-	190,000
Project Funding:								
Contributions								-
DC Reserve Fund		91,200						91,200
Canada Comm Building Fund								-
Other								-
Reserves		98,800						98,800
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**190,000**	**-**	**-**	**-**	**-**	**-**	**190,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Archer Crescent - Nash to Nash							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2021-28							
Justification:	This project is to complete the resurfacing and rehabilitation of 1800 m of Archer Crescent as identified through the Roads Needs Study.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	110,025	-	-	-	-	-	-	110,025
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other	110,025							110,025
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**110,025**	**-**	**-**	**-**	**-**	**-**	**-**	**110,025**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Nash Avenue - Queen Street East to Bertram
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2021-29
Justification:	Nash Avenue forms part of the 2022 program to rehabilitate roads, watermains, sewers, and sidewalks across the Township. This project includes the design and resurfacing of 150m of Nash Avenue from Queen Street East to Bertram Drive.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	73,270	-	-	-	-	-	-	73,270
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	73,270							73,270
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**73,270**	**-**	**-**	**-**	**-**	**-**	**-**	**73,270**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Bertram Drive - Queen Street East to Nash							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2021-30							
Justification:	Bertram Drive forms part of the 2022 program to rehabilitate roads, watermains, sewers, and sidewalks across the Township. This project includes the design and resurfacing of 350m of Bertram Drive from Queen Street East to Nash Avenue.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	145,575	-	-	-	-	-	-	145,575
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	145,575							145,575
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**145,575**	**-**	**-**	**-**	**-**	**-**	**-**	**145,575**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	John Street - Yonge Street to end
Project Type:	Roads & Related Infrastructure
Asset Type:	- Urban Road Reconstruction
Project Number:	2022-02
Justification:	Rehabilitation required based on 2022 Roads Needs Study condition rating of 53. The road has longitudinal cracking turning into alligator cracking which is structural failure and needs to be repaired with a full depth removal. Repairs to the subbase will be needed to prevent this from reoccurring. Full urbanization of the road will be explored including addressing drainage issues.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	150,000	750,000	-	-	-	-	900,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		150,000	750,000					900,000
Total Project Funding	**-**	**150,000**	**750,000**	**-**	**-**	**-**	**-**	**900,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Golf Course Rd - Hwy 26 to Hendrie Rd
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2022-04
Justification:	Golf Course Road forms part of the 2022 program to rehabilitate roads, watermains, sewers, and sidewalks across the Township. This project includes the design and resurfacing of 2.2km of Golf Course Road from Hwy 26 to Hendrie Road.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	628,153	-	-	-	-	-	-	628,153
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other	628,153							628,153
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**628,153**	**-**	**-**	**-**	**-**	**-**	**-**	**628,153**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Township-wide Transportation Master Plan							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Master Plans							
Project Number:	2022-12							
Justification:	Master plans are long range planning documents that provide a conceptual layout to guide future growth and development. Master planning is about making the connection between the official plan, demands of growth and infrastructure needs. A master plan includes analysis, recommendations, and proposals for the effective and efficient means to service growth. The benefits include the capture of infrastructure needs/costs in the development charge forecast, a holistic servicing plan vs. ad-hoc planning per site plan/development application, and proactive infrastructure project delivery.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	239,600	-	-	-	-	-	-	239,600
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	239,600							239,600
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**239,600**	**-**	**-**	**-**	**-**	**-**	**-**	**239,600**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Queen Street West - Yonge Street to Bridge							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2022-26							
Justification:	This project will consist of milling off 40mm of the existing road surface; repairing around the catch basins, sanitary sewer maintenance holes and road crossing trenches, then repaving with 40mm of hot mix asphalt to restore the riding surface of the road.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	475,000	-	-	-	-	-	475,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		475,000						475,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**475,000**	**-**	**-**	**-**	**-**	**-**	**475,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Noraline Avenue - St. Vincent to Holloway							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2022-32							
Justification:	This project will be to pulverize the existing surface regrade and compact the surface to restore to the proper cross fall for drainage of the road surface, and then repave with 50 mm of new hot mix asphalt. This road was a condition 6 in the 2020 Road Needs Study.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	245,000	-	-	-	-	-	245,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		245,000						245,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**245,000**	**-**	**-**	**-**	**-**	**-**	**245,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Bridge 20 - Tiny Flos Townline
Project Type:	Roads & Related Infrastructure
Asset Type:	- Structures - Bridge & Culverts
Project Number:	2022-55
Justification:	The Township completed bridge and culvert inspections as per the Ontario Structure Inspection Manual (OSIM) in 2022. These requests are place-markers for necessary works to maintain the bridges and culverts in a safe structural condition. The plan is to complete the design in 2023 and construction in 2024.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	10,000	100,000	-	-	-	-	-	110,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund	10,000	100,000						110,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**10,000**	**100,000**	**-**	**-**	**-**	**-**	**-**	**110,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Flos 3 West - Highway 27 to 1.6 West of Highway 27
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2023-09
Justification:	This project will be to pulverize the current surface, add granular material where required, reshape the profile to the the proper crossfall and then resurface with double surface treatment to provide a new riding surface. This road was a condition 6 in the 2020 Roads Needs Study and has deteriorated since 2020.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	150,000	-	-	-	-	-	150,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		150,000						150,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Martin Street - Hwy 93 to Mill Street West
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2024-15
Justification:	This project will be to pulverize the existing surface regrade and compact the surface to restore to the proper crossfall for drainage of the road surface and then repave with 50 mm of new hotmix asphalt This road was a condition 6 in the 2020 Road Needs Study.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	85,000	-	-	-	-	-	85,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		85,000						85,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**85,000**	**-**	**-**	**-**	**-**	**-**	**85,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Deamicis Crescent - Idlewood to Idlewood
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2024-16
Justification:	This project will be to pulverize the existing surface regrade and compact the surface to restore to the proper crossfall for drainage of the road surface and then repave with 50 mm of new hotmix asphalt This road was a condition 6 in the 2020 Road Needs Study.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	85,000	-	-	-	-	-	85,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		85,000						85,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**85,000**	**-**	**-**	**-**	**-**	**-**	**85,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Bridge 6 - Wilson Drive
Project Type:	Roads & Related Infrastructure
Asset Type:	- Structures - Bridge & Culverts
Project Number:	2024-24
Justification:	The Township completed bridge and culvert inspections as per the Ontario Structure Inspection Manual (OSIM) in 2022. These requests are place-markers for necessary works to maintain the bridges and culverts in a safe structural condition. The plan is to complete the design in 2023 and construction in 2024.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	10,000	110,000	-	-	-	-	-	120,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund	10,000	110,000						120,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**10,000**	**110,000**	**-**	**-**	**-**	**-**	**-**	**120,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Baseline Road - South Orr Lake Road to County Road 27
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2024-50
Justification:	This project is to repair the deteriorating section of Baseline road between South Orr Lake Road and Flos Road 10 E, as well as resurface the section between Flos Road 10 E and Flos Road 11 E. The section between South Orr Lake Road will be pulverized, granular material added and reshaped to restore crossfall and then double surface treatment will be placed to restore the riding surface. These sections of road were condition 6 in the 2020 Roads Needs Study and have deteriorated since 2020.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	250,000	-	-	-	-	-	250,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		250,000						250,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Russell Road - Story Road to Forbes
Project Type:	Roads & Related Infrastructure
Asset Type:	- Urban Road Reconstruction
Project Number:	2025-09
Justification:	This project is 100% DC funded. Work will include the pulverization of the existing surface, addition of granular material where required, reshaping of the road to restore proper crossfall and a new hotmix asphalt surface. This Road was a condition 6 in the 2020 Roads Needs Study and has deteriorated significantly since 2020.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	600,000	-	-	-	-	-	600,000
Project Funding:								
Contributions								-
DC Reserve Fund		600,000						600,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**600,000**	**-**	**-**	**-**	**-**	**-**	**600,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Riverview Court
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2026-16
Justification:	This project will be to pulverize the existing surface regrade and compact the surface to restore to the proper crossfall for drainage of the road surface and then repave with 50 mm of new hotmix asphalt This road was a condition 6 in the 2020 Road Needs Study.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	150,000	-	-	-	-	-	150,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		150,000						150,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Sunnidale Road - County Road 90 to Baldwick Lane							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2027-52							
Justification:	This project will resurface Sunnidale Road from County Road 90 to Baldwick Lane with a Micro Surface Treatment to provide a new riding surface and repair rutting. Sunnidale Road from County Road 90 to Baldwick Lane was a condition 6 in the 2020 Roads Needs Study.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	75,000	-	-	-	-	-	75,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		75,000						75,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**75,000**	**-**	**-**	**-**	**-**	**-**	**75,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Ronald Road - Foyston Gate to Fralick Road							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2028-15							
Justification:	This project will resurface Ronald Road with a Micro Surface Treatment to provide a new riding surface and repair rutting. Ronald Road from Foysten Gate to Fralick Road was a condition 6 in the 2020 Roads Needs Study.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	120,000	-	-	-	-	-	120,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		120,000						120,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**120,000**	**-**	**-**	**-**	**-**	**-**	**120,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Barrie Hill Road - Sunnidale to 125 m south of Sunnidale - Agreement with Pit Owner							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2029-16							
Justification:	On October 11, 2023 Council authorized staff to enter into an agreement with John Eek and Son Limited to pave 480 meters of Barrie Hill Road from Sunnidale Road to its southern limit to Township standards.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	10,000	-	-	-	-	-	-	10,000
Project Funding:								
Contributions	10,000							10,000
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**10,000**	**-**	**-**	**-**	**-**	**-**	**-**	**10,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Wilson Drive - 1.1km North of 26
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2023-102
Justification:	The 2020 Roads Needs Study identified this road as a condition "6" rating. The Township of Springwater currently has several roads which require immediate resurfacing/rehabilitation that have been identified and represent a state of good repair backlog. If not addressed soon, it will likely require full reconstruction at a higher cost to the Corporation.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	810,985	-	-	-	-	-	-	810,985
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund	614,727							614,727
Other	196,258							196,258
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**810,985**	**-**	**-**	**-**	**-**	**-**	**-**	**810,985**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Idlewood Drive - Pooles to Pooles							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2024-110							
Justification:	This project will be to pulverize the existing surface regrade and compact the surface to restore to the proper crossfall for drainage of the road surface and then repave with 50 mm of new hotmix asphalt This road was a condition 6 in the 2020 Road Needs Study.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	315,000	-	-	-	-	-	315,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		315,000						315,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**315,000**	**-**	**-**	**-**	**-**	**-**	**315,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Idlewood Dr - Pooles Rd to Frid Blvd							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2024-111							
Justification:	This project will be to pulverize the existing surface regrade and compact the surface to restore to the proper crossfall for drainage of the road surface and then repave with 50 mm of new hotmix asphalt This road was a condition 6 in the 2020 Road Needs Study.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	315,000	-	-	-	-	-	315,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		315,000						315,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**315,000**	**-**	**-**	**-**	**-**	**-**	**315,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Vigo Road to Flos Road 4 1000m							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Resurfacing and/or Rehabilitation							
Project Number:	2024-112							
Justification:	Resurface with Double Surface Treatment to provide a new riding surface and reseal the surface.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	75,000	-	-	-	-	-	75,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		75,000						75,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**75,000**	**-**	**-**	**-**	**-**	**-**	**75,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Ghibb Avenue - Wilson Drive to 600m West
Project Type:	Roads & Related Infrastructure
Asset Type:	- Resurfacing and/or Rehabilitation
Project Number:	2024-113
Justification:	This project will resurface Ghibb Ave with a Micro Surface Treatment to provide a new riding surface and repair rutting. Ghibb Ave from Wilson Drive to 600m W was a condition 6 in the 2020 Roads Needs Study.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	25,000	-	-	-	-	-	25,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		25,000						25,000
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:								
Project Name:								
Project Type:								
Asset Type:								
Project Number:	2024-120							
Justification:								
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	98,800	-	-	-	-	-	98,800
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		98,800						98,800
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**98,800**	**-**	**-**	**-**	**-**	**-**	**98,800**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Craig Road - Utilities, Box Culvert & Property Acquisition							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Urban Road Reconstruction							
Project Number:	2017-40-1							
Justification:	The need for the extension of Craig Road from Russel Rd to County Rd 27 was identified in the 2008/09 Midhurst Master Plan and was re-confirmed in the 2020 Midhurst Water, Wastewater & Transportation (Phase 3 and 4) Environmental Study Report (ESR). This phase of the project ensures land acquisition, utilities and infrastructure required to begin the project are in place.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	4,067,446	-	-	-	-	-	-	4,067,446
Project Funding:								
Contributions								-
DC Reserve Fund	3,864,074							3,864,074
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	203,372							203,372
Total Project Funding	**4,067,446**	**-**	**-**	**-**	**-**	**-**	**-**	**4,067,446**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Craig Road - Gill Road to West of Russell Road							
Project Type:	Roads & Related Infrastructure							
Asset Type:	- Urban Road Reconstruction							
Project Number:	2017-40-2							
Justification:	The need for the extension of Craig Road from Russel Rd to County Rd 27 was identified in the 2008/09 Midhurst Master Plan and was re-confirmed in the 2020 Midhurst Water, Wastewater & Transportation (Phase 3 and 4) Environmental Study Report (ESR). The ESR identified a preferred solution for the development of Craig Road. The new 2-lane road will provide a link between Gill Road to Russell Road.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	500,000	4,000,000	8,075,000	6,000,000	-	-	-	18,575,000
Project Funding:								
Contributions								-
DC Reserve Fund	475,000	3,800,000	7,600,000	5,700,000				17,575,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	25,000	200,000	475,000	300,000				1,000,000
Total Project Funding	**500,000**	**4,000,000**	**8,075,000**	**6,000,000**	**-**	**-**	**-**	**18,575,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Phase 1 - Multi-Purpose Complex - Tree Clearing, Servicing and Studies
Project Type:	Municipal Buildings
Asset Type:	- Municipal Buildings
Project Number:	2018-01
Justification:	

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	489,000	111,000	1,500,000	3,000,000	10,900,000	30,000,000	30,000,000	76,000,000
Project Funding:								
Contributions								-
DC Reserve Fund	298,290	67,710	915,000	1,830,000	6,649,000	18,300,000	18,300,000	46,360,000
Canada Comm Building Fund								-
Other								-
Reserves			150,000					150,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	190,710	43,290	435,000	1,170,000	4,251,000	11,700,000	11,700,000	29,490,000
Total Project Funding	**489,000**	**111,000**	**1,500,000**	**3,000,000**	**10,900,000**	**30,000,000**	**30,000,000**	**76,000,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Fire & Emergency Management							
Project Name:	Fire Station 2 - Construction & Furnishings							
Project Type:	Municipal Buildings							
Asset Type:	- Municipal Buildings							
Project Number:	2014-07							
Justification:	On May 10, 2023, Council awarded RFP 2022-42-PW to Berkim Construction Inc. in the amount of $7,649,852 plus HST. On September 15, 2023, Berkim Construction was advised of their repudiation and termination of the contract. As noted in the May 10, 2023 staff report, there was a pre-qualification process that was undertaken for this project in which the two lowest priced proponents worked with staff on a confidential basis to review ways to deliver better value, a similar quality facility at a better price. The Township received the best-and-final-offers (BAFO) in April of this year. At that time, Berkim Construction was the lowest priced compliant bidder with a BAFO price of $7,649,852 plus HST or $7,784,489 with HST recoveries. The second lowest priced compliant bidder is Pegah Construction Ltd, who provided a BAFO of $9,250,627.49 plus HST or $9,413,439 with HST recoveries. At the direction of Council, staff has reached out to the second lowest compliant bidder, Pegah Construction Ltd, in an effort to determine whether they are still able to deliver on this project at their original BAFO price. Representatives from Pegah have recently confirmed that they are indeed still very interested in pursuing this project and have confirmed that they will honour their original BAFO price, that being $9,250,627.49 plus HST or $9,413,439 with HST recoveries.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	9,866,006	-	-	-	-	-	-	9,866,006
Project Funding:								
Contributions								-
DC Reserve Fund	8,780,745							8,780,745
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	1,085,261							1,085,261
Total Project Funding	**9,866,006**	**-**	**-**	**-**	**-**	**-**	**-**	**9,866,006**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Phase 1 - Multi-Purpose Complex - Tree Clearing, Servicing and Studies
Project Type:	Municipal Buildings
Asset Type:	- Municipal Buildings
Project Number:	2018-01
Justification:	

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	489,000	111,000	1,500,000	3,000,000	10,900,000	30,000,000	30,000,000	76,000,000
Project Funding:								
Contributions								-
DC Reserve Fund	298,290	67,710	915,000	1,830,000	6,649,000	18,300,000	18,300,000	46,360,000
Canada Comm Building Fund								-
Other								-
Reserves			150,000					150,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	190,710	43,290	435,000	1,170,000	4,251,000	11,700,000	11,700,000	29,490,000
Total Project Funding	**489,000**	**111,000**	**1,500,000**	**3,000,000**	**10,900,000**	**30,000,000**	**30,000,000**	**76,000,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Fire & Emergency Management
Project Name:	Renovate Fire Station 5 (Elmvale)
Project Type:	Municipal Buildings
Asset Type:	- Municipal Buildings
Project Number:	2018-04
Justification:	In 2023, a second RFP process was placed on Bids and Tenders to complete this renovation and all bids received were over budget. Project bids ranged from $109,000 to just under $349,000. This building was originally constructed in 1985 and requires several upgrades as identified in the facility assessment report. From a staff safety perspective, there is a need to relocate the bunker gear from the apparatus bays to a room dedicated to storing the gear with proper ventilation. This will follow the Cancer Prevention Guidelines released by the Section 21 Provincial Health & Safety Committee. Bunker gear should not be exposed to diesel fumes which is a known carcinogen. In order to move the gear from the apparatus area, a room will need to be enlarged to be fit house the bunker gear. To enlarge an existing room, walls will need to be moved. In addition, and noted in the facility report conducted in 2021, further renovations are required including washroom facilities, flooring, lighting, paint and ceiling tiles. They were deemed to be in "fair" condition and requiring attention within 5 years from the time of the report. This has also been recommended by the Manager of Facilities and makes sense to do this at the same time as other renovations. This was part of the RFP processes in 2022 and 2023. The building market remains volatile and funding for this project has been carried over since 2019 and is not a realistic budgetary estimate for the work that is required to be completed. Estimates from the facility report amounted to just less than $40,000, however, it was felt that some of the estimates were low compared to what the market is actually experiencing. A further 20% contingency has been built into the estimate as well as a potential to utilize funds from the Capital Facilities Reserve to complete part of the works.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	75,000	75,000	-	-	-	-	-	150,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	75,000	75,000						150,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**75,000**	**75,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	Homer Barrett Park Washroom Facility							
Project Type:	Municipal Buildings							
Asset Type:	- Municipal Buildings							
Project Number:	2020-30							
Justification:	Homer Barrett Park has become a Community Hub Park which requires an accessible washroom/changeroom facility to support the numerous events going on in the park including, Splash Pad, Sports Pad, Playground, Green Space and Family Picnics. There has been numerous complaints about children changing and going to the washroom along the fence line of the neighbouring properties. This facility will provide a service to the growing park and community. 2023 budget carry forward will be directed to the design process of the facility for tender, and construction process for 2024.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	50,000	150,000	-	-	-	-	-	200,000
Project Funding:								
Contributions								-
DC Reserve Fund	50,000	150,000						200,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**50,000**	**150,000**	**-**	**-**	**-**	**-**	**-**	**200,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Springwater Public Library							
Project Name:	Elmvale Library Branch Renovation							
Project Type:	Municipal Buildings							
Asset Type:	- Municipal Buildings							
Project Number:	2022-50							
Justification:	The Elmvale Library Branch is in need of renovations. This request is for upgrading lighting to LED and painting for the upstairs of the Elmvale branch. The renovations are being phased in over a two year period. The 2025 request for funds is to update and replace carpet as well as shelving.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	60,000	262,500	-	-	-	-	322,500
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		60,000	262,500					322,500
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**60,000**	**262,500**	**-**	**-**	**-**	**-**	**322,500**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Springwater Public Library
Project Name:	Midhurst Library Roof
Project Type:	Municipal Buildings
Asset Type:	- Municipal Buildings
Project Number:	2023-14
Justification:	The Midhurst Library Branch roof is constructed of wood shake. This typically lasts 20-40 years. The Midhurst Library Branch was constructed in 1987, hence the roof has lasted 35 years, and is in need of replacement as part of the typical building maintenance cycle. The Facility Assessment report indicated that this was due for replacement in 2022.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	25,000	-	-	-	-	-	-	25,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	25,000							25,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**25,000**	**-**	**-**	**-**	**-**	**-**	**-**	**25,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Facility Condition Assessment Program
Project Type:	Municipal Buildings
Asset Type:	- Municipal Buildings
Project Number:	2023-80
Justification:	The Township undertook a Facility Assessment program in 2021. The Facility Assessment program evaluated Township facilities for their current state of condition, what repairs (annual operational and capital) would be required in the next 30 years to keep the facilities and Good to Fair condition. Based on the Building Conditions assessment each facilities has a priority of items that will require attention in the short term and long term to ensure the usability. The BCA has recommended approximately $1M in operational maintenance and capital repairs to be undertaken throughout all facilities. Staff are recommended phasing in the maintenance plan in 2023 and 2024, by completing a priority list of repairs to various.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	174,485	200,000	630,000	1,260,000	1,260,000	1,260,000	1,260,000	6,044,485
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	174,485	200,000	630,000	630,000	630,000	630,000	630,000	3,524,485
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture				630,000	630,000	630,000	630,000	2,520,000
Total Project Funding	**174,485**	**200,000**	**630,000**	**1,260,000**	**1,260,000**	**1,260,000**	**1,260,000**	**6,044,485**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Mechanics Bay - Yard 1							
Project Type:	Municipal Buildings							
Asset Type:	- Municipal Buildings							
Project Number:	2024-01							
Justification:	Yard 1 currently has a single mechanics bay and there are two (2) FTE mechanics. This project will outfit a second mechanics bay and allow for work on multiple equipment simultaneously.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	25,000	250,000	-	-	-	-	-	275,000
Project Funding:								
Contributions								-
DC Reserve Fund	12,500	125,000						137,500
Canada Comm Building Fund								-
Other								-
Reserves	12,500							12,500
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		125,000						125,000
Debenture								-
Total Project Funding	**25,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**275,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Grenfel Community Center Upgrades
Project Type:	Municipal Buildings
Asset Type:	- Municipal Buildings
Project Number:	2023-108
Justification:	The Building Condition Assessment (BCA) from the 2021 Facility Assessment on the Grenfel Community Hall determined the Grenfel Community Hall to be in overall good condition. However, if the recommended actions provided in this BCA are not completed, the building will transition to poor condition by the year 2025. Council approved through Resolution C333-2022 on August 3, 2022, that the recommended short-term maintenance and replacements from the Facility Assessment be completed in 2023 and the funds be included in the 2023 capital budget, with the project being funded by development, as previously approved by Council at the January 20, 2021 meeting. These funds are being carried forward for completion in 2024.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	122,884	-	-	-	-	-	-	122,884
Project Funding:								
Contributions	122,884							122,884
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**122,884**	**-**	**-**	**-**	**-**	**-**	**-**	**122,884**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	Phase 2 - Multi-Purpose Complex - Master Plan							
Project Type:	Municipal Buildings							
Asset Type:	- Municipal Buildings							
Project Number:	2018-01-02							
Justification:								
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	100,000	-	-	-	-	-	-	100,000
Project Funding:								
Contributions	100,000							100,000
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**100,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Replace (R-7) 3/4 Ton (2012)
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2018-06
Justification:	Pick up truck is 11 years old and has 207,685 kms on the odometer. The annual maintenance costs have continued to increase and it is no longer financially responsible to continue to perform major repairs. The body condition of the truck is deteriorating. IOS uses a Fleet Condition Assessment to guide its fleet renewal requests. A score of 28 or more warrants immediate consideration for replacement. Vehicle 16 scored 34 and is at the end of its useful life.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	65,000	-	-	-	-	-	65,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		65,000						65,000
Debenture								-
Total Project Funding	**-**	**65,000**	**-**	**-**	**-**	**-**	**-**	**65,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	Replace R5 2 Ton Vehicle							
Project Type:	Fleet & Equipment							
Asset Type:	- Vehicles							
Project Number:	2019-06							
Justification:	Replace a 2013 R5 ton truck with a dump box; this vehicle was transferred to Roads and Fleet and is used to transport the sidewalk snow-plow in the winter and grass cutting equipment in the summer.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	75,000	-	-	-	-	-	-	75,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	75,000							75,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**75,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Corporate Services
Project Name:	Replace Pick-Up (2014)
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2020-02
Justification:	The By-law department is seeking a replacement vehicle of the 2014 Chevrolet Silverado pickup truck. A replacement was schedules in 2020, however the truck was kept for a second life. The truck currently has 218966km's. By-law is seeking a small pickup truck that will provide the needs of the departments operations (for example, allow for garbage pickup/removal, transporting of dogs and assisting the Township when needed). The Infrastructure Operations and Service Department will be inheriting the truck for a third life.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	50,000	-	-	-	-	-	50,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		50,000						50,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Replace Van (Admin) with Hybrid SUV
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2021-22
Justification:	The Recreation, Parks and Facilities division uses this van for Administration and Recreation program and facility staff. In the past it was used by the library for weekly book runs. It is currently used daily by facility, recreation and administration center staff to transport equipment, cleaning supplies, program supplies, site visits and inspections. It is now 14 years old with failing components and rusts spots worn through the vehicle. The odometer reads 140 376. The van continues to incur increasing maintenance costs and not a suitable of safe vehicle for staff requirements. IOS uses a formal Fleet Condition Assessment evaluation to guide its fleet renewal requests. A score of 28 or more warrants immediate consideration for replacement. Vehicle A-01 scores 35. It is at the end of its useful life. The Admin Van is proposed to be replaced with a Hybrid SUV, as comparable vehicles are no longer available on the market and to continue to work towards greener vehicle options when replacing fleet.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	50,000	-	-	-	-	-	50,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		50,000						50,000
Debenture								-
Total Project Funding	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Replace Pick-Up Crew Cab
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2022-23
Justification:	The Yard 2 Pickup Truck is a 2013 model and has an FCA score of 31 and is a candidate for replacement. As the Township grows, so does the need for services. Some of the services include intermediate trucking needs, that require more than a one ton however, less that a tandem axle.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	115,000	-	-	-	-	-	-	115,000
Project Funding:								
Contributions								-
DC Reserve Fund	57,500							57,500
Canada Comm Building Fund								-
Other								-
Reserves	57,500							57,500
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**115,000**	**-**	**-**	**-**	**-**	**-**	**-**	**115,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Refurbish Yard 1 Loader
Project Type:	Fleet & Equipment
Asset Type:	- Equipment
Project Number:	2022-35
Justification:	The Township owns three loaders, on was replaced in 2021 and one was purchased in 2023. This request is for the refurbishment of the 11 year loader (unit 23) that was at used at yard 1.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	125,000	-	-	-	-	-	125,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		125,000						125,000
Debenture								-
Total Project Funding	**-**	**125,000**	**-**	**-**	**-**	**-**	**-**	**125,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	New Combination Tandem Snow Removal Unit
Project Type:	Fleet & Equipment
Asset Type:	- Equipment
Project Number:	2023-02
Justification:	The Township continues to grow and will undertake the winter maintenance of various new subdivisions including Stonemanor, Micks Phase 1A and Anten Mills subdivisions beginning in 2023 and 2024. The Township resources are at their limit another plow route is required to service these areas. The new plow route will require a plow truck and staffing. This New unit will be used for winter maintenance operations within our fleet and to accommodate the growth the Township is experiencing.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	265,000	-	-	-	-	-	-	265,000
Project Funding:								
Contributions								-
DC Reserve Fund	265,000							265,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**265,000**	**-**	**-**	**-**	**-**	**-**	**-**	**265,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Sidewalk/Mower Combo Unit Plow
Project Type:	Fleet & Equipment
Asset Type:	- Equipment
Project Number:	2023-03
Justification:	This request is for the purchase of a sidewalk snow removal unit which includes grass cutting capabilities. The 2023 request was for the rental of two demo units for sidewalk snow removal to determine the requirements based on Township needs.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	25,000	225,000	-	-	-	-	-	250,000
Project Funding:								
Contributions								-
DC Reserve Fund	25,000	225,000						250,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**25,000**	**225,000**	**-**	**-**	**-**	**-**	**-**	**250,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	2 Ton Vehicle							
Project Type:	Fleet & Equipment							
Asset Type:	- Vehicles							
Project Number:	2023-05							
Justification:	As the Township continues to grow and add more parkland inventory and trails, the department has additional that requires servicing. The Township has taken on two large subdivision parks since 2019 and will be taking on additional parks in 2024 with the The Micks Subdivision occupancy in late 2022. The Township will take over the parks and parkland maintenance upon substantial completion of the parks. Stonemanor Woods has added an additional 12 acres of parkland and the Micks subdivision is slated to add additional parks in 2024. The additional truck will be required for towing larger trailers and multiple pieces of equipment throughout the Township.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	70,000	-	-	-	-	-	-	70,000
Project Funding:								
Contributions								-
DC Reserve Fund	70,000							70,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**70,000**	**-**	**-**	**-**	**-**	**-**	**-**	**70,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	New Trailer							
Project Type:	Fleet & Equipment							
Asset Type:	- Equipment							
Project Number:	2023-06							
Justification:	As the Township continues to grow and add more parkland inventory and trails, the department has additional that requires servicing. The Township has taken on two large subdivision parks since 2019 and will be taking on additional parks in 2024 with the The Micks Subdivision occupancy in late 2022. The Township will take over the parks and parkland maintenance upon substantial completion of the parks. Stonemanor Woods has added an additional 12 acres of parkland and the Micks subdivision is slated to add additional parks in 2024. The additional trailer will be utilized with new staff and equipment to cover new parkland and existing areas more efficiently.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	25,000	-	-	-	-	-	-	25,000
Project Funding:								
Contributions								-
DC Reserve Fund	25,000							25,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**25,000**	**-**	**-**	**-**	**-**	**-**	**-**	**25,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Replace Tandem #7							
Project Type:	Fleet & Equipment							
Asset Type:	- Equipment							
Project Number:	2023-07							
Justification:	Tandem #7 has a Fleet Condition Assessment (FCA) score of 29. An FCA score of 28 and greater requires urgent attention and consideration of refurbishment or replacement. An internal review of Tandem #7 suggests it is a candidate for refurbishment pending a further review by a dealer. Staff recommend the refurbishment of Tandem #7 to bring it to 90% like new condition. This should cost 50% compared to new and provide a further 10 years of useful life. If refurbishment is deemed not a feasible option, then an additional budget request will be made be to replace the unit with a similar tandem plow combination.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	290,000	-	-	-	-	-	-	290,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	290,000							290,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**290,000**	**-**	**-**	**-**	**-**	**-**	**-**	**290,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Replace Pick-Up Crew Cab
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2023-18
Justification:	As the Township grows, so does the need for services. Some of the services include intermediate trucking needs, that require more than a one (1) tonne unit, however, less that a tandem axle requirement. This request is to upgrade the Yard 1 Pick-Up to a five (5) tonne truck.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	115,000	-	-	-	-	-	-	115,000
Project Funding:								
Contributions								-
DC Reserve Fund	55,000							55,000
Canada Comm Building Fund								-
Other								-
Reserves	60,000							60,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**115,000**	**-**	**-**	**-**	**-**	**-**	**-**	**115,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Building Services
Project Name:	Building Vehicle (EV or Gas)
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2023-82
Justification:	At this time it is anticipated that developments in several areas of the municipality will be occurring which will increase driving time and staff on the road. Currently the building department has no vehicle to cover enforcement inspections or time lost to vehicle servicing. The addition of this vehicle would allow for servicing and maintenance to occur to current fleet. If by chance developments do not proceed as planned the oldest vehicle in the building department would be surplused off to another department to end of life or disposed of through our current sale of asset policy.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	60,000	-	-	-	-	-	-	60,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	60,000							60,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**60,000**	**-**	**-**	**-**	**-**	**-**	**-**	**60,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Replace (R-11) 2014 Nissan Van with Light Duty Truck
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2024-09
Justification:	The Nissan utility van is utilized for facility maintenance and cleaning. This vehicle is equipped the AVL system and will require a tonneau cover for storage. It is being recommended that the van be replaced with a light duty 4 door truck to allow staff to utilize the vehicle for more functions and to transport maintenance equipment that should not be in an enclosed space. The van has 160,000kms on it. Replacing this vehicle with a truck will allow the seasonal staff from the Recreation, Parks and Facilities department to complete facility grounds maintenance in the summer months. An enclosed vehicle can not be used in evenings or on weekends by grounds staff as outdoor maintenance equipment and gas can not be transported in an enclosed vehicle. This vehicle was identified in the 10-year Capital Budget for replacement in 2024. Should this vehicle be approved, the department's intention is to utilize this vehicle by facilities staff and parks and facilities staff year round.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	55,000	-	-	-	-	-	55,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		55,000						55,000
Debenture								-
Total Project Funding	**-**	**55,000**	**-**	**-**	**-**	**-**	**-**	**55,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Replace Yard 2 - 1 Ton Truck
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2024-12
Justification:	Truck # 6 has reached its end of useful service with a condition rating of 30 on the Townships vehicle assessment scale (Units with a condition rating of 28 or higher need immediate consideration). The assessment scale looks at year, condition, mileage and repair costs to assign a rating.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	65,000	-	-	-	-	-	65,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		65,000						65,000
Debenture								-
Total Project Funding	**-**	**65,000**	**-**	**-**	**-**	**-**	**-**	**65,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	Refurbish (R-14) 2010 Tractor							
Project Type:	Fleet & Equipment							
Asset Type:	- Equipment							
Project Number:	2024-23							
Justification:	Through the 10-year capital plan, the 2010 New Holland 3050 Boomer Tractor was slated for replacement. The tractor is used in parks for ball diamond grooming, grounds work, tilling, playgrounds, grading, and during arena start up and ice out duties. The tractor has 3000 hours on it. Staff are recommending a full overhaul / refurbishment of the tractor to bring it back to 80% like new condition. This would include engine, bearings, transmission, hoses, pump, tires, rims, rust and paint control, etc. This would extend the life of the tractor and continue to meet the needs of Recreation, Parks and Facilities in the next 3-5 years, allowing for a future additional of a larger tractor to complete 4 season Parks and Facilities maintenance work.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	25,000	-	-	-	-	-	25,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		25,000						25,000
Debenture								-
Total Project Funding	**-**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Fire & Emergency Management
Project Name:	Replace Fire Pump 31
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2025-04
Justification:	Identified in the updated Fire Department 10-year capital is the replacement of Pumper 31 in 2025 as a frontline fire apparatus. Staff has recently researched with several Fire Apparatus Manufacturers to get a sense of costs associated with procuring, timelines for building, as well as the availability of stock units at potentially reduced pricing. Timelines for procurement pre-pandemic were roughly 330-365 days and now are estimated between 18 and 30 months depending on the manufacturer. The potential for savings may be through the acquisition of a stock unit. Most, if not all manufacturers have stock units currently in process, and in the que to be built, which may meet the requirements of Springwater Fire & Emergency Services should we be able to secure a unit. Staff are also investigating the potential to build into the RFP process the trade-in value or the sale of our current reserve pumper through the manufacturer awarded the RFP should it be approved. This would assist with further savings. Staff is therefore seeking a pre-approval amount not to exceed $1.2M and authorization to proceed with the RFP process for the replacement of this fire apparatus. This will ensure our front-line apparatus remains within the Fire Underwriters Survey guidelines for fire apparatus use and replacement. This capital project would be funded at percentages of the total costs through Fire Reserves at 20%, Tax Levy at 40% and the Tax Rate Stabilization at 40%.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	1,200,000	-	-	-	-	-	1,200,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		480,000						480,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		120,000						120,000
Debenture		600,000						600,000
Total Project Funding	**-**	**1,200,000**	**-**	**-**	**-**	**-**	**-**	**1,200,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Replace Float Trailer #55
Project Type:	Fleet & Equipment
Asset Type:	- Equipment
Project Number:	2024-101
Justification:	Float trailer # 55 is a 2008 tandem axle trailer used to move the Townships sidewalk snow removal equipment in the winter and grass maintenance equipment in the summer. This unit is at the end of its useful life and needs to be replaced.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	20,000	-	-	-	-	-	20,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		20,000						20,000
Debenture								-
Total Project Funding	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Replace Float Trailer #56
Project Type:	Fleet & Equipment
Asset Type:	- Equipment
Project Number:	2024-102
Justification:	Float trailer # 56 is a 2013 tandem axle trailer used to move the Townships sidewalk snow removal equipment in the winter and grass maintenance equipment in the summer. This unit is at the end of its useful life and needs to be replaced.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	20,000	-	-	-	-	-	20,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		20,000						20,000
Debenture								-
Total Project Funding	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Pick-Up Truck
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2024-103
Justification:	Township staff will be completing residential, commercial and new water meter activations. This vehicle will allow the Engineering Technician to complete the monthly commercial reads, the quarterly residential reads and the weekly reads required for real estate sales as well as meter activations for new homes that are being added to the Townships water systems.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	55,000	-	-	-	-	-	55,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		55,000						55,000
Debenture								-
Total Project Funding	**-**	**55,000**	**-**	**-**	**-**	**-**	**-**	**55,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Replace Pick-Up #11
Project Type:	Fleet & Equipment
Asset Type:	- Vehicles
Project Number:	2024-104
Justification:	Truck #11 has reached its end of useful service with a condition rating of 38 on the Townships vehicle assessment scale. Units with a condition rating of 28 or higher need immediate consideration. The assessment scale looks at year, condition, mileage and repair costs to assign a rating.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	55,000	-	-	-	-	-	55,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		55,000						55,000
Debenture								-
Total Project Funding	**-**	**55,000**	**-**	**-**	**-**	**-**	**-**	**55,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Roadside Mower
Project Type:	Fleet & Equipment
Asset Type:	- Equipment
Project Number:	2024-105
Justification:	The Roads and Fleet Department cuts the rural roadside grass twice each summer and are currently using a 2013 Vermeer rotary head mower; this unit is nearing the end of its useful life. Staff are recommending the purchase of a new flail style mower to complete the roadside grass maintenance work. Staff would keep the old mower to be used during breakdowns to eliminate lost time.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	40,000	-	-	-	-	-	40,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		40,000						40,000
Debenture								-
Total Project Funding	**-**	**40,000**	**-**	**-**	**-**	**-**	**-**	**40,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Two-Way Radio Repeater							
Project Type:	Fleet & Equipment							
Asset Type:	- Equipment							
Project Number:	2024-106							
Justification:	Roads and Fleet staff communicate using 2 way radios when completing field work. The Townships current repeater stopped working and the Township has been using a loaner repeater from our current supplier to keep our system operational. The new repeater will be compatible with digital 2 way communications, which the Township will need to migrate towards in the future as analog 2 way communications systems will come to an end .							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	18,000	-	-	-	-	-	18,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		18,000						18,000
Debenture								-
Total Project Funding	**-**	**18,000**	**-**	**-**	**-**	**-**	**-**	**18,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet							
Project Name:	Replace Zero-Turn Lawnmower #59							
Project Type:	Fleet & Equipment							
Asset Type:	- Equipment							
Project Number:	2024-107							
Justification:	Unit #59 is a 2018 Kubota front deck mower used by the Townships to maintain grass cut by the Roads and Fleet staff (boulevards, tile beds and dry storm ponds) This unit is too small to meet the needs of the Township in completing this work. Staff recommend trading this unit on a larger zero turn unit that will be more efficient in completing grass maintenance.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	25,000	-	-	-	-	-	25,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		25,000						25,000
Debenture								-
Total Project Funding	**-**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Roads & Fleet
Project Name:	Rotary Ditching Attachment
Project Type:	Fleet & Equipment
Asset Type:	- Equipment
Project Number:	2024-108
Justification:	The Township currently has a boom mower used for roadside tree and brush trimming. A Rotary Ditching Attachment can be used with this unit to allow Township staff to clear rural ditches to improve drainage. The unit is used where minor ditch cleaning is required and material removed does not need to be trucked away as it is spread along the Township right of way as part of the process. This unit would be used to clear ditches in rural areas where residents do not maintain the roadside grass.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	15,000	-	-	-	-	-	15,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		15,000						15,000
Debenture								-
Total Project Funding	**-**	**15,000**	**-**	**-**	**-**	**-**	**-**	**15,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Water
Project Name:	Water Meter Replacement Program - Township Wide
Project Type:	Water Infrastructure
Asset Type:	- Water Infrastructure
Project Number:	2016-27
Justification:	The Township has been working to upgrade and replace every residential and commercial water meter on the system. This program ensures meters remain in good condition, accurate and compatible with reading capacities.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	147,925	-	-	-	-	-	-	147,925
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	147,925							147,925
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**147,925**	**-**	**-**	**-**	**-**	**-**	**-**	**147,925**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Water
Project Name:	Watermain/Distribution System Upgrades
Project Type:	Water Infrastructure
Asset Type:	- Water Infrastructure
Project Number:	2021-09
Justification:	The Township has several cast iron (CI) mains in its system. Old ductile iron watermains are in poor conditions leading to numerous watermain breaks and other operation and maintenance issues. These old watermains, especially in the Elmvale distribution system, require replacement to improve operational and maintenance efficiencies, avoid catastrophic failures and improve service levels.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	325,000	195,000	195,000	195,000	-	-	-	910,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	325,000	195,000	195,000	195,000				910,000
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**325,000**	**195,000**	**195,000**	**195,000**	**-**	**-**	**-**	**910,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Water
Project Name:	Water/Wastewater Facilities Condition Assessments
Project Type:	Water Infrastructure
Asset Type:	- Water Infrastructure
Project Number:	2022-33
Justification:	The water and wastewater buildings are of varying age and condition. There has never been a formal assessment of these structures to (1) inform/prioritize the quantum of work and (2) estimate the cost of these works. This assignment is to complete a condition assessment of all water and wastewater buildings. The assessment will feed into the assessment management plan (legislated) plus allow for proactive building maintenance budgeting, planning and completion necessary to raise the SOGR of the plants. This will help move the Corporation away from a reactionary fail and fix routine, and towards a preventative/proactive maintenance program.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	100,000	100,000	200,000	-	-	-	-	400,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	100,000	100,000						200,000
WW Reserve Fund			200,000					200,000
Tax Supported								-
Debenture								-
Total Project Funding	**100,000**	**100,000**	**200,000**	**-**	**-**	**-**	**-**	**400,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Water							
Project Name:	Pump Inspections, Repairs, Replacements - Anten Mills							
Project Type:	Water Infrastructure							
Asset Type:	- Water Infrastructure							
Project Number:	2024-52							
Justification:	The goal of the Anten Mills DWS Well 1 & 2 pump inspection is to determine the condition of the pumps, establish and carry out rehabilitation / replacement requirements.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	60,000	-	-	-	-	-	60,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund		60,000						60,000
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**60,000**	**-**	**-**	**-**	**-**	**-**	**60,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	MH Installation for Easement Access
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2019-56
Justification:	There are approximately 36 maintenance holes (MH) in Elmvale on private properties. There are easements for these MH's, and the Township needs access to these MH's/sewers for regular flushing, video work and maintenance. It is becoming increasingly difficult to access these MH's due to fences, sheds, etc. This proposal is to install maintenance holes on Township streets at convenient locations to allow for access to the sanitary sewer for the necessary flushing, video work and maintenance.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	125,000	-	100,000	-	-	-	-	225,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	125,000		100,000					225,000
Tax Supported								-
Debenture								-
Total Project Funding	**125,000**	**-**	**100,000**	**-**	**-**	**-**	**-**	**225,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	Gravity Sewer Replacement/Repair Work
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2020-29
Justification:	Sections of gravity sewers located between Queen Street West and Peter Street in Elmvale are in poor condition leading to blockages and basement flooding. These sections and others that will be identified during design, need to be replaced with new sewers. Inspection of the Elmvale sanitary sewer collection system identified the need for rehabilitation to ensure the system functions optimally over the long term.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	372,500	165,000	165,000	165,000	165,000	165,000	165,000	1,362,500
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	372,500	165,000	165,000	165,000	165,000	165,000	165,000	1,362,500
Tax Supported								-
Debenture								-
Total Project Funding	**372,500**	**165,000**	**165,000**	**165,000**	**165,000**	**165,000**	**165,000**	**1,362,500**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	WWTP - Replacement of SCADA System
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2021-18
Justification:	Supervisory control and data acquisition (SCADA) is a system of software and hardware elements that allows organizations to control wastewater processes locally or at remote locations, monitor, gather, and process real-time data; directly interact with devices such as sensors, valves, pumps, motors, and more through human-machine interface (HMI) software and record events into a log file.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	150,000	-	-	150,000	-	-	-	300,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	150,000			150,000				300,000
Tax Supported								-
Debenture								-
Total Project Funding	**150,000**	**-**	**-**	**150,000**	**-**	**-**	**-**	**300,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater							
Project Name:	WWTP - Replace UV Modules (12)							
Project Type:	Wastewater Infrastructure							
Asset Type:	- Wastewater Infrastructure							
Project Number:	2022-18							
Justification:	The plant's existing UV disinfection system is operating below its design capacity, making it difficult for the plant to meet current approved effluent requirements. Arcadis was retained to assess the plant and identify upgrades to address the plant's capacity and performance issues associated with the UV disinfection system. Arcadis' recommendation to address this include installation of two UV systems.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	-	800,000	-	-	-	-	-	800,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund		800,000						800,000
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**800,000**	**-**	**-**	**-**	**-**	**-**	**800,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	Inlet Pipework Modifications/Install Mixer (Stonemanor WWTP)
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2022-38
Justification:	Growth brings greater flows into the wastewater facilities. These flows come from different subdivisions, each of which being relatively small to the point that the concentration of solids and waste matter may differ substantially from subdivision to subdivision. As the flows arrive at the plant, one could get flows from subdivision one immediately followed by flow from subdivision two. This could result in the plant having to treat different quality flows in rapid succession. The facility was not designed for these differing flow characteristics. The solution to this growth related problem is to modify the inlet piping and mix the differing effluents together before they enter the plant, creating an average and fairly consistent incoming flow. This is to complete the necessary capital works to increase handling capacity and accommodate growth.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	80,000	-	-	-	-	-	80,000
Project Funding:								
Contributions								-
DC Reserve Fund		80,000						80,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**80,000**	**-**	**-**	**-**	**-**	**-**	**80,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	Water and Wastewater Master Servicing Plan
Project Type:	Wastewater Infrastructure
Asset Type:	- Master Plans
Project Number:	2022-39
Justification:	Master plans are long range planning documents that provide a conceptual layout to guide future growth and development. Master planning is about making the connection between the official plan, demands of growth and infrastructure needs. A master plan includes analysis, recommendations, and proposals for the effective and efficient means to service growth. The benefits include the capture of infrastructure needs/costs in the development charge forecast, a holistic servicing plan vs. ad-hoc planning per site plan/development application, and proactive infrastructure project delivery.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	351,270	-	-	-	-	-	-	351,270
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	122,944							122,944
WW Reserve Fund	228,326							228,326
Tax Supported								-
Debenture								-
Total Project Funding	**351,270**	**-**	**-**	**-**	**-**	**-**	**-**	**351,270**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	Sludge Transfer Pumps (At Elmvale WWTP)
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2022-40
Justification:	The plant's existing sludge transfer pump has a low capacity and needs to be replaced with a higher capacity pump to reduce the time it takes to fill sludge trucks and improve operations. Arcadis was retained to assess the plant and identify upgrades to the sludge transfer pump systems. Arcadis' upgrade recommendation to address this include installation of one sludge pump.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	150,000	-	-	-	-	-	150,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund		150,000						150,000
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	WWTP - Replacement of Motor Control System
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2023-11
Justification:	This is an end of serviceable life replacement. Additional funds are required to match current cost estimates. The existing Motor Control Centre (MCC) is obsolete and in poor condition. They need replacement to meet current and future standards. A Request for Proposal was issued on October 2022; design will be completed in 2024, with a tender process to take place in the future for supply and installation.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	175,000	-	125,000	-	-	-	-	300,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	175,000		125,000					300,000
Tax Supported								-
Debenture								-
Total Project Funding	**175,000**	**-**	**125,000**	**-**	**-**	**-**	**-**	**300,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	WWTP - Filter Upgrades - Teritary filters (4) replacement
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2020-301
Justification:	The plant's existing filtration systems are operating below its design capacity, making it difficult for the plant to meet current approved effluent requirements. Arcadis was retained to assess the plant and identify upgrades to address the plant's capacity and performance issues associated with the filtration system. Arcadis' recommendation to address this include installation of two cloth media disc filtration systems, filtration building structural assessment / remediation and HVAC upgrades.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	2,600,000	-	-	-	-	-	2,600,000
Project Funding:								
Contributions								-
DC Reserve Fund		1,716,000						1,716,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund		884,000						884,000
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**2,600,000**	**-**	**-**	**-**	**-**	**-**	**2,600,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Wastewater
Project Name:	Elmvale Bar Screens Replacement
Project Type:	Wastewater Infrastructure
Asset Type:	- Wastewater Infrastructure
Project Number:	2023-106
Justification:	WWTP bar screens remove the debris before they enter the plant. The existing manual screen is in a very poor condition and does not meet performance requirements. It requires immediate replacement with an automated screen to improve the plant's operational efficiency.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	150,000	1,750,000	-	-	-	-	-	1,900,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	150,000	1,750,000						1,900,000
Tax Supported								-
Debenture								-
Total Project Funding	**150,000**	**1,750,000**	**-**	**-**	**-**	**-**	**-**	**1,900,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Fire & Emergency Management
Project Name:	Fire Department Management Dispatch System
Project Type:	Information Technology
Asset Type:	- Information Technology
Project Number:	2022-43
Justification:	Springwater Fire & Emergency Services (SFES) is dispatched by Barrie Fire and Emergency Service (BFES). The current Firehouse Software that both departments utilize to link with the Computer Aided Dispatch (CAD) program is no longer supported. BFES has been researching new software to replace the existing Firehouse software and have issued a RFP. In order for the Township's Fire Service not to be impacted, SFES as well as the rest of the departments are obligated to utilize the new vendor software that BFES awards in 2022. Pricing for individual fire departments will vary depending on the modules utilized and firm pricing is not available at this time. It is anticipated that pricing could range from $5000 on the low end to $20,000 on the high end for the new software. In discussions with BFES personnel, the high end number would be worst case scenario and it is anticipated to be much lower. This would be a one-time licensing cost to access and utilize this software.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	20,000	-	-	-	-	-	-	20,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	20,000							20,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**	**20,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Corporate Services
Project Name:	HRIS Software
Project Type:	Information Technology
Asset Type:	- Information Technology
Project Number:	2022-44
Justification:	The People & Talent department is currently relying on Excel spreadsheets and manual entry to maintain data and employee records, such as training, performance, recruitment, benefits, and personal information. Timesheets for field staff are completed manually by paper and handed in to the Payroll and Benefits Coordinator. Keeping this information accurate and up to date is becoming increasingly difficult and time-consuming as the Township changes. This is valuable employee time that could be better spent on creating strategic changes for the Township instead of record keeping. A new Human Resource Management System (HRIS) would create opportunities to automate tasks and provide more accessible and reliable data for all functions of the People & Talent department. In many HRIS solutions, employees are provided a portal to access internal documents and information, assisting with internal communications and resources.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	26,147	-	-	-	-	-	-	26,147
Project Funding:								
Contributions	26,147							26,147
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**26,147**	**-**	**-**	**-**	**-**	**-**	**-**	**26,147**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Corporate Services
Project Name:	CityView Planning Module
Project Type:	Information Technology
Asset Type:	- Information Technology
Project Number:	2023-107
Justification:	Building Services is currently fully implemented with the CityView Building Permit module. Currently, the system doesn't have many Planning department functions; however, it is used by the Planning department to review building permits, but it is not a complete system. The Planning department does not have a solution to properly capture and track planning applications. The Planning module provides tools to automate and monitor complex business processes and will assist the Planning department in keeping in touch with residents. Planning staff are seeing record numbers for applications and inquiries. This system will provide assistance in ensuring applications are following planning guidelines and reduce the back and forth between staff and residents. As Building Services is already using the software, other functionality such as Geographic Information Systems (GIS) mapping and integrations with Bluebeam and Laserfiche will be included as well. The upfront costs for the module is nearly $75000 before applicable taxes. The ongoing annual costs are $5000 for the Planning module, plus an additional $2800 for 4 concurrent user licenses (plus applicable taxes). Additional funds are required in 2024 for the addition of the planning public portal, more user licensing, and the Laserfiche Cloud integration.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	75,000	30,000	-	-	-	-	-	105,000
Project Funding:								
Contributions	75,000	30,000						105,000
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**75,000**	**30,000**	**-**	**-**	**-**	**-**	**-**	**105,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Trail Development
Project Type:	Parks & Recreation Equipment
Asset Type:	- Parks & Recreation Projects
Project Number:	2016-33
Justification:	Annual trails development and rehabilitation program in conjunction with the County of Simcoe's, "Trails Connecting Communities Grant Program". The program is a 50/50 cost sharing program for eligible projects. Trails master plan recommendation will guide new trail connections and upgrades.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Project Funding:								
Contributions								-
DC Reserve Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**210,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Park Playground Upgrades (Various Locations)
Project Type:	Parks & Recreation Equipment
Asset Type:	- Parks & Recreation Projects
Project Number:	2017-21
Justification:	Playground equipment must meet CSA guidelines for playspaces, and various components require replacement. The Recreation Master Plan Update also recommends upgrades and additional play features to the existing playgrounds. Parks and Recreation Master Plan update to guide locations. Playgrounds would have added 'accessible components' or 'replacement of end of life components' to meet CSA requirements.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Project Funding:								
Contributions								-
DC Reserve Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**210,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	Replace/Rebuild Elmvale Tennis Courts							
Project Type:	Parks & Recreation Equipment							
Asset Type:	- Parks & Recreation Projects							
Project Number:	2019-57							
Justification:	The Elmvale tennis courts are in poor condition, unusable, and several residents queried the Township's rehabilitation plan. There is an opportunity to assess the courts with the aim to provide a wider range of sports such as basketball and tennis together. The plan is to consult with the stakeholders and commence the design in 2024 with construction in 2025.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	25,000	125,000	-	-	-	-	-	150,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	25,000	125,000						150,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**25,000**	**125,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Replace Doran Park Tennis Court Lights
Project Type:	Parks & Recreation Equipment
Asset Type:	- Parks & Recreation Projects
Project Number:	2020-45
Justification:	The current lights are aged and it is challenging to find new ballasts when lights fail. In 2019, we had to replace two ballasts which involved hiring an electrician and renting a boom lift. The lights should be replaced to eliminate repair costs to the old lighting system. New LED lights will be energy efficient and decrease the hydro operating costs while assisting the Township in reducing the carbon footprint.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	75,000	-	-	-	-	-	-	75,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	75,000							75,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**75,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	Parks and Recreation Master Plan Update							
Project Type:	Parks & Recreation Equipment							
Asset Type:	- Master Plans							
Project Number:	2022-41							
Justification:	Master plans are long range planning documents that provide a conceptual layout to guide future growth and development. Master planning is about making the connection between the official plan, demands of growth and infrastructure needs, and includes analysis, recommendations, and proposals for the effective and efficient means to service growth. The benefits include the capture of infrastructure needs/costs in the development charge forecast, a holistic servicing plan vs. ad-hoc planning per site plan/development application, and proactive infrastructure project delivery.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	25,204	-	-	-	-	-	-	25,204
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	25,204							25,204
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**25,204**	**-**	**-**	**-**	**-**	**-**	**-**	**25,204**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties							
Project Name:	Trails Master Plan							
Project Type:	Parks & Recreation Equipment							
Asset Type:	- Master Plans							
Project Number:	2022-42							
Justification:	Master plans are long range planning documents that provide a conceptual layout to guide future growth and development. Master planning is about making the connection between the official plan, demands of growth and infrastructure needs. A master plan includes analysis, recommendations, and proposals for the effective and efficient means to service growth. The benefits include the capture of infrastructure needs/costs in the development charge forecast, a holistic servicing plan vs. ad-hoc planning per site plan/development application, and proactive infrastructure project delivery.							
		NEW BUDGET REQUEST						
	Carry Over from 2023 $	**2024 $**	**2025 $**	**2026 $**	**2027 $**	**2028 $**	**2029 $**	**Total Project Costs $**
Total Project Costs:								
Capital Expenditures	38,030	-	-	-	-	-	-	38,030
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	38,030							38,030
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**38,030**	**-**	**-**	**-**	**-**	**-**	**-**	**38,030**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Project Justification

Division:	Infrastructure & Operational Services - Recreation, Parks & Properties
Project Name:	Elmvale Cenotaph Refurbishing
Project Type:	Parks & Recreation Equipment
Asset Type:	- Parks & Recreation Projects
Project Number:	2024-122
Justification:	The Cenotaph is located at 50 Queen Street West. This municipal property in Elmvale at the corner of Maria and Queen street. The Cenotaph monument, plaque and surrounding area require repair and refurbishment. The project would clean, repair and refinish the monument. The structure for a monument is a concrete base which is showing signs of cracking and degrading. The concrete the will need significant repairs. The works would also include removing the stone pavers at the base of the cenotaph and pouring a concrete base around the structure. The fence would be sanded and repainted to complete the refurbishment and beautification project.

	Carry Over from 2023 $	NEW BUDGET REQUEST 2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	Total Project Costs $
Total Project Costs:								
Capital Expenditures	-	30,000	-	-	-	-	-	30,000
Project Funding:								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		30,000						30,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
Total Project Funding	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**
Net Annual Operating Budget Impact	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Springwater
DETAILED TEN YEAR CAPITAL PROGRAM (DRAFT)

Project #	Item	Description	Carry Forward 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Project Total
	MUNICIPAL BUILDINGS													
	Municipal Buildings - Growth Related Projects - Gross Expenditures:													
2014-07	Fire Station 2		9,866,006	-	-	-	-	-	-	-	-	-	-	9,866,006
2018-01	PHASE 1 DEVELOPMENT:		489,000	111,000	1,500,000	3,000,000	10,900,000	30,000,000	30,000,000	-	-	-	-	76,000,000
2018-01	Phase 2 DEVELOPMENT:		100,000	-	-	-	-	-	-	-	-	-	-	100,000
2020-34	Homer Barrett Park Washroom Facility		50,000	150,000	-	-	-	-	-	-	-	-	-	200,000
2019-02	Grenfel/Centre Vespra Community Centre		-	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000
2024-01	Outfit second mechanics bay at Yard 1		25,000	250,000	-	-	-	-	-	-	-	-	-	275,000
2025-01	Curling Rink		-	-	-	1,383,400	-	-	-	-	-	-	-	1,383,400
2023-01	New Fire Station - (Hillsdale)		-	-	-	-	-	5,000,000	-	-	-	-	-	5,000,000
2027-01	Hillsdale Community Centre		-	-	-	-	976,700	-	-	-	-	-	-	976,700
2024-100	FFE - Furniture, Fixtures & Equipment - Fire Station 2		-	-	150,000	-	-	-	-	-	-	-	-	150,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Municipal Buildings - Growth Related Projects - Gross Expenditures		**10,530,006**	**511,000**	**1,650,000**	**4,383,400**	**12,876,700**	**35,000,000**	**30,000,000**	**-**	**-**	**-**	**-**	**94,951,106**
	Municipal Buildings - Growth Related Projects - Funding Sources:													
		Taxation - **("T")**	-	125,000	-	-	-	-	-	-	-	-	-	125,000
		Reserves - **("R")**	12,500	-	150,000	-	-	-	-	-	-	-	-	162,500
		Reserve Fund - Wastewater - **("WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		DC Fund - **("DC")**	9,141,535	342,710	1,048,500	3,213,400	8,525,700	21,900,000	18,300,000	-	-	-	-	62,471,845
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	100,000	-	-	-	100,000	-	-	-	-	-	-	200,000
		Debenture - **("D")**	1,275,971	43,290	451,500	1,170,000	4,251,000	13,100,000	11,700,000	-	-	-	-	31,991,761
	Total Municipal Buildings - Growth Related Projects - Funding Sources		**10,530,006**	**511,000**	**1,650,000**	**4,383,400**	**12,876,700**	**35,000,000**	**30,000,000**	**-**	**-**	**-**	**-**	**94,951,106**
	Municipal Buildings - Repair/Replacement Projects - Gross Expenditures:													
2023-80	Facility Condition Assessment Program (2023 - 2030)		174,485	200,000	630,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	-	-	-	7,304,485
2023-14	Midhurst Library Roof		25,000	-	-	-	-	-	-	-	-	-	-	25,000
2022-50	Elmvale Library Branch -		-	60,000	262,500	-	-	-	-	-	-	-	-	322,500
2018-04	Renovate Fire Station 5 (Elmvale)		75,000	75,000	-	-	-	-	-	-	-	-	-	150,000
2021-02	Renovate Fire Station 1 (Centre Vespra)		-	-	75,000	-	-	-	-	-	-	-	-	75,000
2023-13	Midhurst Union Cemetery - Phase 2		-	-	85,000	-	-	-	-	-	-	-	-	85,000
2027-02	Midhurst Union Cemetery - Phase 3		-	-	-	-	-	122,000	-	-	-	-	-	122,000
2023-108	Grenfel Community Centre		73,384	-	-	-	-	-	-	-	-	-	-	73,384
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Municipal Buildings - Repair/Replacement Projects - Gross Expenditures		**347,869**	**335,000**	**1,052,500**	**1,260,000**	**1,260,000**	**1,382,000**	**1,260,000**	**1,260,000**	**-**	**-**	**-**	**8,157,369**

	Municipal Buildings - Repair/Replacement Related Projects - Funding Sources:													
		Taxation - **("T")**	-	-	85,000	-	-	122,000	-	-	-	-	-	207,000
		Reserves - **("R")**	274,485	335,000	967,500	630,000	630,000	630,000	630,000	630,000	-	-	-	4,726,985
		Reserve Fund - Wastewater - **("WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		DC Fund - **("DC")**	-	-	-	-	-	-	-	-	-	-	-	-
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	73,384	-	-	-	-	-	-	-	-	-	-	73,384
		Debenture - **("D")**	-	-	-	630,000	630,000	630,000	630,000	630,000	-	-	-	3,150,000
	Total Municipal Buildings - Repair/Replacement Projects - Funding Sources		**347,869**	**335,000**	**1,052,500**	**1,260,000**	**1,260,000**	**1,382,000**	**1,260,000**	**1,260,000**	**-**	**-**	**-**	**8,157,369**
	FLEET & EQUIPMENT													
	Fleet & Equipment - Growth Related Projects - Gross Expenditures:													
	Parks & Recreation													
2023-05	2 Ton Vehicle		70,000	-	-	-	-	-	-	-	-	-	-	70,000
2023-06	Trailer		25,000	-	-	-	-	-	-	-	-	-	-	25,000
2025-03	Utility Vehicle		-	-	28,000	-	-	-	-	-	-	-	-	28,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Building		-	-	-	-	-	-	-	-	-	-	-	-
2023-82	New Building Vehicle (EV or Gas)		60,000	-	-	-	-	-	-	-	-	-	-	60,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Fire		-	-	-	-	-	-	-	-	-	-	-	-
2022-14	Pumper/Rescue Truck -		-	-	-	1,300,000	-	-	-	-	-	-	-	1,300,000
2022-15	Pumper/Tanker Truck -		-	-	-	-	1,400,000	-	-	-	-	-	-	1,400,000
2021-19	Training Props -		-	-	210,000	-	-	-	-	-	-	-	-	210,000
2023-15	Additional Breathing Air Compressor, Cascade & Fill Station (Elmvale) -		-	-	77,000	-	-	-	-	-	-	-	-	77,000
2024-02	Pumper/Tanker - Minesing -		-	-	-	-	-	-	1,200,000	-	-	-	-	1,200,000
2025-100	Equipment for New Hires		-	-	84,300	84,300	84,300	84,300	84,300	84,300	84,300	-	-	590,100
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Public Works		-	-	-	-	-	-	-	-	-	-	-	-
2023-02	New Tandem -		265,000	-	-	-	-	-	-	-	-	-	-	265,000
2023-03	Sidewalk/Mower (Combo Unit) Plow -		25,000	225,000	-	-	-	-	-	-	-	-	-	250,000
2024-03	Roadside Tractor -		-	-	138,000	-	-	-	-	-	-	-	-	138,000
2024-06	Enclosed Utility Vehicle -		-	-	-	154,000	-	-	-	-	-	-	-	154,000
2024-07	Brine Maker & Storage -		-	-	-	104,000	-	-	-	-	-	-	-	104,000
2023-83	New Pickup Truck - 1Ton		-	-	70,000	-	-	-	-	-	-	-	-	70,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Fleet & Equipment - Growth Related Projects - Gross Expenditures		**445,000**	**225,000**	**607,300**	**1,642,300**	**1,484,300**	**84,300**	**1,284,300**	**84,300**	**84,300**	**-**	**-**	**5,941,100**
	Fleet & Equipment - Growth Related Projects - Funding Sources:													
		Taxation - **("T")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserves - **("R")**	60,000	-	-	-	-	-	-	-	-	-	-	60,000
		Reserve Fund - Wastewater - **("WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		DC Fund - **("DC")**	385,000	225,000	607,300	1,642,300	1,484,300	84,300	1,284,300	84,300	84,300	-	-	5,881,100
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-
		Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Fleet & Equipment - Growth Related Projects - Funding Sources		**445,000**	**225,000**	**607,300**	**1,642,300**	**1,484,300**	**84,300**	**1,284,300**	**84,300**	**84,300**	**-**	**-**	**5,941,100**
	FLEET & EQUIPMENT - Repair/Replacement Projects													
	Fleet & Equipment - Repair/Replacement Projects - Gross Expenditures:													
	Parks & Recreation													
2021-20	Replace (R-19) 2003-2 Ton		-	-	75,000	-	-	-	-	-	-	-	-	75,000

2021-22	Replace Van (Admin) with Hybrid SUV	-	50,000	-	-	-	-	-	-	-	-	50,000
2018-06	Replace (R-7) 3/4 ton (2012)	-	65,000	-	-	-	-	-	-	-	-	65,000
2019-06	Replace (R-5) 2 ton (2013)	-	-	-	-	-	-	-	-	-	-	-
2024-09	Replace (R-11) 2014 Nissan Van with Light Duty Truck	-	55,000	-	-	-	-	-	-	-	-	55,000
2024-23	Refurbish (R-14) 2010 Tractor	-	25,000	-	-	-	-	-	-	-	-	25,000
2020-26	Replace 2003 Tandem Cargo Trailer	-	-	20,000	-	-	-	-	-	-	-	20,000
2025-05	Replace (R-2) 2015-3/4 Ton (Public Works Truck)	-	-	65,000	-	-	-	-	-	-	-	65,000
2025-100	Replace Jacobson large area Rotary Mower (2018)	-	-	85,000	-	-	-	-	-	-	-	85,000
2026-02	Replace (R-10) 2006 Wood Chipper	-	-	-	55,000	-	-	-	-	-	-	55,000
2028-05	Replace (R-17) 2016 - 1/2 Ton	-	-	-	-	-	50,000	-	-	-	-	50,000
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	Building	-	-	-	-	-	-	-	-	-	-	-
2026-39	Replace Pickup (2019)	-	-	-	-	-	-	60,000	-	-	-	60,000
2028-01	Replace (2017) SUV	-	-	-	-	60,000	-	-	-	-	-	60,000
2033-100	Replace 2 (two) Vehicles Purchased in 2023	-	-	-	-	-	-	-	-	-	120,000	120,000
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	By-law	-	-	-	-	-	-	-	-	-	-	-
2020-02	Replace Pickup (2014) -	-	50,000	-	-	-	-	-	-	-	-	50,000
2027-08	New By-law Vehicle (SUV)	-	-	-	-	50,000	-	-	-	-	-	50,000
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	Fire	-	-	-	-	-	-	-	-	-	-	-
2024-08	Replace Pickup Truck (C2) -	-	-	-	-	100,000	-	-	-	-	-	100,000
2025-04	Replace Pump 31	-	1,200,000	-	-	-	-	-	-	-	-	1,200,000
2027-03	Replace Tanker 35 -	-	-	-	-	-	-	1,200,000	-	-	-	1,200,000
2028-02	Replace Tanker 45 -	-	-	-	1,200,000	-	-	-	-	-	-	1,200,000
2028-03	Replace Pickup Truck (U5)	-	-	-	-	-	-	-	-	110,000	-	110,000
2028-04	Replace UTV and Trailer	-	-	-	-	-	-	-	-	-	110,000	110,000
2029-01	Replace Pump 41	-	-	-	-	-	-	1,600,000	-	-	-	1,600,000
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	Public Works	-	-	-	-	-	-	-	-	-	-	-
2019-06	Replace (R-5) 2 ton (2013)	75,000	-	-	-	-	-	-	-	-	-	75,000
2022-35	Refurbish Yard 1 Loader	-	125,000	-	-	-	-	-	-	-	-	125,000
2022-23	Replace pick up - Crew cab- Yard 2 #39	115,000	-	-	-	-	-	-	-	-	-	115,000
2020-39	Replace sidewalk plow - #40 -	-	-	115,000	-	-	-	-	-	-	-	115,000
2023-07	Replace #7 Tandem (2013)	290,000	-	-	-	-	-	-	-	-	-	290,000
2023-17	Replace Vacuum Sweeper	-	-	300,000	-	-	-	-	-	-	-	300,000
2023-18	Replace pick up - crew cab - Yard 1 (upgrade to 5 ton)	115,000	-	-	-	-	-	-	-	-	-	115,000
2024-10	Replace #32 Tandem (2014)	-	-	290,000	-	-	-	-	-	-	-	290,000
2024-11	Refurbish Yard 2 Grader	-	-	-	200,000	-	-	-	-	-	-	200,000
2024-12	Replace Yard 2 1 ton truck	-	65,000	-	-	-	-	-	-	-	-	65,000
2024-101	Replace Float Trailer (#55)	-	20,000	-	-	-	-	-	-	-	-	20,000
2024-102	Replace Float Trailer (#56)	-	20,000	-	-	-	-	-	-	-	-	20,000
2024-103	Pick up Truck - PW/Water/Wastewater (Asset Mngmnt data, W/WW Reads)	-	55,000	-	-	-	-	-	-	-	-	55,000
2024-104	Replace Pick up (#11)	-	55,000	-	-	-	-	-	-	-	-	55,000
2024-105	New Roadside Mower	-	40,000	-	-	-	-	-	-	-	-	40,000
2024-106	Two Way Radio Repeater	-	18,000	-	-	-	-	-	-	-	-	18,000
2024-107	Zero Turn Lawnmower (Replace #59)	-	25,000	-	-	-	-	-	-	-	-	25,000
2024-108	Rotary Ditching Attachment	-	15,000	-	-	-	-	-	-	-	-	15,000
2024-109	Hot Box & Trailer	-	-	50,000	-	-	-	-	-	-	-	50,000
2025-06	Replace #12 Tandem (2015)	-	-	290,000	-	-	-	-	-	-	-	290,000
2025-07	Replace Yard 1 Grader	-	-	-	400,000	-	-	-	-	-	-	400,000
2025-08	Replace pick up - Supervisors	-	-	50,000	-	-	-	-	-	-	-	50,000
2026-03	Replace #9 Single axle (2010)	-	-	-	290,000	-	-	-	-	-	-	290,000
2026-04	Replace Sidewalk Plow - #41 -	-	-	-	215,000	-	-	-	-	-	-	215,000
2026-05	Replace Interceptor	-	-	-	40,000	-	-	-	-	-	-	40,000
2026-06	Replace water tank for Tandem	-	-	-	30,000	-	-	-	-	-	-	30,000
2027-04	Replace #13 Tandem (2016)	-	-	-	-	290,000	-	-	-	-	-	290,000
2027-29	Replace tandem #15	-	-	-	-	290,000	-	-	-	-	-	290,000
2027-05	Replace Yard 1 Backhoe	-	-	-	-	160,000	-	-	-	-	-	160,000
2027-06	Replace pick up - Supervisors	-	-	-	-	50,000	-	-	-	-	-	50,000
2028-06	Replace #33 Single axle (2011)	-	-	-	-	-	290,000	-	-	-	-	290,000
2028-28	Replace tandem #42	-	-	-	-	-	290,000	-	-	-	-	290,000
2028-07	Replace Yard 2 Backhoe	-	-	-	-	-	160,000	-	-	-	-	160,000
2029-02	Replace sidewalk plow	-	-	-	-	-	-	250,000	-	-	-	250,000
2029-03	Replace tandem	-	-	-	-	-	-	290,000	-	-	-	290,000
2029-04	Replace tandem	-	-	-	-	-	-	290,000	-	-	-	290,000
2030-01	Replace tandem	-	-	-	-	-	-	-	290,000	-	-	290,000

2030-02	Replace hot box and trailer		-	-	-	-	-	-	-	45,000	-	-	-	45,000
2030-03	Replace pick up		-	-	-	-	-	-	-	50,000	-	-	-	50,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Fleet & Equipment - Repair/Replacement Projects - Gross Expenditures		**595,000**	**1,883,000**	**1,340,000**	**2,430,000**	**1,000,000**	**790,000**	**3,690,000**	**385,000**	**110,000**	**110,000**	**120,000**	**12,453,000**
	Fleet & Equipment - Repair/Replacement Related Projects - Funding Sources:													
		Taxation - **("T")**	-	753,000	390,000	697,500	550,000	500,000	975,000	240,000	110,000	110,000	-	4,325,500
		Reserves - ("**R**")	482,500	530,000	950,000	1,732,500	450,000	290,000	475,000	145,000	-	-	120,000	5,175,000
		Reserve Fund - Wastewater - ("**WWRF**")	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		DC Fund - **("DC")**	112,500	-	-	-	-	-	-	-	-	-	-	112,500
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-
		Debenture - **("D")**	-	600,000	-	-	-	-	2,240,000	-	-	-	-	2,840,000
	Total Fleet & Equipment - Repair/Replacement Projects - Funding Sources		**595,000**	**1,883,000**	**1,340,000**	**2,430,000**	**1,000,000**	**790,000**	**3,690,000**	**385,000**	**110,000**	**110,000**	**120,000**	**12,453,000**
	ROADS & RELATED INFRASTRUCTURE: (excludes all projects to be funded by the Midhurst Landowners)													
	Growth Related Projects - Gross Expenditures:													
	Urban/Rural Road Reconstruction													
2017-40-1	Craig Road - Utilities, Box Culvert & Property Acquisition -		4,067,446	-	-	-	-	-	-	-	-	-	-	4,067,446
2017-40-4	Craig Road - County Road 27 to Gill Road -		-	-	-	-	1,000,000	10,000,000	10,000,000	11,000,000	-	-	-	32,000,000
2018-16	Kerr Street - Yonge to Shaw St (Phase 2) -		48,764	1,726,000	-	-	-	-	-	-	-	-	-	1,774,764
2021-07	Old Second S - Forbes to 1km N Story Rd -		-	-	676,000	-	-	-	-	-	-	-	-	676,000
2017-40-2	Craig Road - Gill Road to West of Russell Road -		500,000	4,000,000	8,000,000	6,000,000	-	-	-	-	-	-	-	18,500,000
2017-40-3	Craig Road - Russell to Hwy 400 - Interim Measures -		-	-	500,000	-	-	-	-	-	-	-	-	500,000
2017-40-5	Craig Road - Russell to Hwy 400 - EA measures -		-	-	-	-	-	-	-	500,000	5,500,000	-	-	6,000,000
2020-22	Rainbow Valley Rd - Coughlin to County Rd 29 -		-	-	-	-	-	-	-	-	-	-	-	-
2025-09	Russell Road - Story Road to Forbes -		-	600,000	-	-	-	-	-	-	-	-	-	600,000
2026-07	Story Road - Russell Road to Old 2nd South -		-	-	-	249,000	-	-	-	-	-	-	-	249,000
2027-07	Scarlett Line (Boundary Road with Oro-Medonte)		-	-	-	-	2,970,000	-	-	-	-	-	-	2,970,000
2028-08	Centennial Avenue (Resurface and urbanize) -		-	-	-	-	-	1,162,000	-	-	-	-	-	1,162,000
2028-09	Anne St N - Snow Valley Road to Hwy 26 -		-	-	-	-	-	237,000	-	-	-	-	-	237,000
NEW	Flos Rd 4E - County Rd 27 to Hwy 93		-	-	-	-	-	154,000	850,000	-	-	-	-	1,004,000
NEW	Nursery Road - South of Horseshoe Valley Rd		-	-	-	-	-	1,660,000	-	-	-	-	-	1,660,000
NEW	Nursery Road - North of Hwy 26		-	-	-	-	-	830,000	-	-	-	-	-	830,000
NEW	Conversion to Hardtop - Victoria Road, Flos Road 7 and Flos Road 8		-	98,800	-	-	-	-	-	-	-	-	-	98,800
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Sidewalk Reconstruction		-	-	-	-	-	-	-	-	-	-	-	-
2021-25	Sidewalk Reconstruction (Barrie Hill, Dobson, Anten Mills, Midhurst) -		-	-	424,200	424,200	424,200	424,200	424,200	-	-	-	-	2,121,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Traffic Signals & Streetlights		-	-	-	-	-	-	-	-	-	-	-	-
2021-26	Yonge St at Train East Crosswalk -		-	-	110,000	-	-	-	-	-	-	-	-	110,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Master Plans		-	-	-	-	-	-	-	-	-	-	-	-
2022-12	Township-wide Transportation Master Plan -		239,600	-	-	-	-	-	-		-	-	-	239,600
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Roads & Related Infrastructure - Growth Related Projects - Gross Expenditures		**4,855,810**	**6,424,800**	**9,710,200**	**6,673,200**	**4,394,200**	**14,467,200**	**11,274,200**	**11,500,000**	**5,500,000**	**-**	**-**	**74,799,610**
	Roads & Related Infrastructure - Growth Related Projects - Funding Sources:													
		Taxation - **("T")**	-	98,800	-	-	-	78,540	-	-	-	-	-	177,340
		Reserves - ("**R**")	254,229	-	-	-	-	-	-	-	-	-	-	254,229
		Reserve Fund - Wastewater - ("**WWRF**")	-	-	-	-	-	-	-	-	-	-	-	-

		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		DC Fund - **("DC")**	4,373,209	5,608,200	9,285,200	6,373,200	1,374,200	13,170,260	10,340,700	10,925,000	5,225,000	-	-	66,674,968
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	-	-	-	-	1,485,000	-	-	-	-	-	-	1,485,000
		Debenture - **("D")**	228,372	717,800	425,000	300,000	1,535,000	1,218,400	933,500	575,000	275,000	-	-	6,208,072
	Total Roads & Related Infrastructure - Growth Related Projects - Funding Source		**4,855,810**	**6,424,800**	**9,710,200**	**6,673,200**	**4,394,200**	**14,467,200**	**11,274,200**	**11,500,000**	**5,500,000**	**-**	**-**	**74,799,610**
	ROADS & RELATED INFRASTRUCTURE - Repair/Replacement Projects													
	Repair/Replacement Projects - Gross Expenditures: (excludes all projects to be funded by the Midhurst Landowners)													
	Urban Road Reconstruction													
2020-15	Mill St W - Old Penetang to Hwy 93		31,703	1,020,000	-	-	-	-	-	-	-	-	-	1,051,703
2021-08	Peter St - Maria to Amelia and Yonge to Maria.		-	-	45,000	850,000	-	-	-	-	-	-	-	895,000
2022-03	Albert St W - Penetanguishene Rd to Old Penetanguishene Rd -		-	-	-	40,000	1,000,000	-	-	-	-	-	-	1,040,000
2022-02	John Street - Yonge Street to end		-	150,000	750,000	-	-	-	-	-	-	-	-	900,000
2025-10	Stone Street - Yonge to Lawson		-	-	50,000	500,000	-	-	-	-	-	-	-	550,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Resurfacing and/or Rehabilitation		-	-	-	-	-	-	-	-	-	-	-	-
2020-51	Flos 8 West - 500 metres west of Cty Rd 27 to Cty Rd 29 -		-	-	200,000	-	-	-	-	-	-	-	-	200,000
2022-04	Golf Course Rd - Hwy 26 to Hendrie Rd		628,153	-	-	-	-	-	-	-	-	-	-	628,153
2018-10	Golf Course Rd - Hendrie Rd to 1.7km N -		-	-	-	-	-	137,000	-	-	-	-	-	137,000
2020-03	Old Orchard Rd - Grenfel to Pinegrove -		-	-	-	-	-	75,000	-	-	-	-	-	75,000
2020-04	Portage Trail - George Johnston to Grenfel -		-	-	-	-	-	75,000	-	-	-	-	-	75,000
2026-15	Pineview Avenue - Alexander to Lawrence -		-	-	-	-	-	25,000	-	-	-	-	-	25,000
2022-59	Vigo Road - Flos 4 to Flos 5		-	-	-	-	-	75,000	-	-	-	-	-	75,000
2029-09	Peacher Street 150 metres -		-	-	-	-	-	15,000	-	-	-	-	-	15,000
2029-10	Lawrence Avenue 840 metres -		-	-	-	-	-	75,000	-	-	-	-	-	75,000
2021-28	Archer Crescent - Nash to Nash -		110,025	-	-	-	-	-	-	-	-	-	-	110,025
2021-29	Nash Avenue - Queen Street East to Bertram -		73,270	-	-	-	-	-	-	-	-	-	-	73,270
2021-30	Bertram Drive - Queen Street East to Nash -		145,575	-	-	-	-	-	-	-	-	-	-	145,575
2020-41	Old Second South -South of Sutton Heights -		-	-	-	-	-	-	-	-	-	-	-	-
2023-09	Flos 3 W - Hwy 27 to 1.6 w of Hwy 27		-	150,000	-	-	-	-	-	-	-	-	-	150,000
2023-19	McLaughlin Street - Ghibb to Wilson		-	-	-	-	85,000	-	-	-	-	-	-	85,000
2023-20	Vespra Valley Road - Snow Valley Road to Eder Trail, add Eder to cul de sac -		-	-	-	-	90,000	-	-	-	-	-	-	90,000
2019-16	Cedar Creek Rd - Willow Landing Rd to St. Vincent St -		-	-	-	-	60,000	-	-	-	-	-	-	60,000
2019-17	Cardinal Crescent - Willow Landing Rd to Cedar Creek Rd -		-	-	-	-	36,000	-	-	-	-	-	-	36,000
2020-10	Sandy Bend Rd -		-	-	-	-	-	20,000	-	-	-	-	-	20,000
2022-07	Wattie Road - St. Vincent to Park Trail -		-	-	-	42,000	-	-	-	-	-	-	-	42,000
2022-26	Queen Street West - Yonge Street to bridge -		-	475,000	-	-	-	-	-	-	-	-	-	475,000
2022-32	Noraline Avenue - St. Vincent to Holloway-		-	245,000	-	-	-	-	-	-	-	-	-	245,000
2024-15	Martin Street - Hwy 93 to Mill Street West		-	85,000	-	-	-	-	-	-	-	-	-	85,000
2024-16	Deamicis Crescent - Idlewood to Idlewood		-	85,000	-	-	-	-	-	-	-	-	-	85,000
2024-17	Malta Crescent		-	-	-	105,000	-	-	-	-	-	-	-	105,000
2024-18	McCartney Gate		-	-	-	-	60,000	-	-	-	-	-	-	60,000
2024-50	Baseline Road - South Orr Lake Road to County Road 27		-	250,000	-	-	-	-	-	-	-	-	-	250,000
2028-15	Ronald Road - Foyston Gate to Fralick Road -		-	120,000	-	-	-	-	-	-	-	-	-	120,000
2021-27	Huron Street - George Johnston to Ronald (2020 RNS),		-	-	250,000	-	-	-	-	-	-	-	-	250,000
2021-31	George Street - Amelia St to Yonge St -		-	-	-	120,000	-	-	-	-	-	-	-	120,000
2024-20	Currie Drive		-	-	50,000	-	-	-	-	-	-	-	-	50,000
2025-50	Flos 6 West - Elliott to County Rd 27		-	-	175,000	-	-	-	-	-	-	-	-	175,000
2025-13	Cassell Drive		-	-	-	-	300,000	-	-	-	-	-	-	300,000
2021-19	Fralick Road -		-	-	-	-	245,000	-	-	-	-	-	-	245,000
2026-08	Coles Court		-	-	-	67,000	-	-	-	-	-	-	-	67,000
2026-09	Deluca Court		-	-	-	20,000	-	-	-	-	-	-	-	20,000
2026-10	Mills Circle		-	-	-	100,000	-	-	-	-	-	-	-	100,000
2026-11	Nervetva Street		-	-	-	100,000	-	-	-	-	-	-	-	100,000
2026-12	Pierce Court		-	-	-	90,000	-	-	-	-	-	-	-	90,000
2026-13	Rosewood Avenue - Frid to Silverwood		-	-	-	95,000	-	-	-	-	-	-	-	95,000
2026-16	Riverview Court -		-	150,000	-	-	-	-	-	-	-	-	-	150,000
2022-08	Cowdray Park -		-	-	-	-	63,000	-	-	-	-	-	-	63,000
2022-27	Frid Boulevard - South of Silverwood to Rosewood -		-	-	-	-	80,000	-	-	-	-	-	-	80,000
2022-28	Glen Echo - Bayfield to Heatherwood -		-	-	-	-	50,000	-	-	-	-	-	-	50,000
2027-50	Flos 10 West - Twp limit to Crossland Road		-	-	-	-	225,000	-	-	-	-	-	-	225,000

2027-09	Flos 3 West - Glengarry to 1.6 east of Glengarry -	-	-	-	-	190,000	-	-	-	-	-	-	190,000
2027-11	Ghibb Avenue - Wilson to Lawrence	-	-	-	-	75,000	-	-	-	-	-	-	75,000
2027-12	Frid - Neretva to St. Vincent	-	-	-	-	85,000	-	-	-	-	-	-	85,000
2027-13	Graham - Simcoe to Hunter	-	-	-	-	24,000	-	-	-	-	-	-	24,000
2027-15	Train Avenue East	-	-	-	-	43,000	-	-	-	-	-	-	43,000
2027-17	Innisfree -	-	-	-	-	20,000	-	-	-	-	-	-	20,000
2027-18	Phelpston Road - Rainbow Valley to Marl Creek-	-	-	-	-	120,000	-	-	-	-	-	-	120,000
2027-19	Glengarry Landing North - Rainbow to .3km south of Flos 3 West -	-	-	-	-	30,000	-	-	-	-	-	-	30,000
2027-20	Riverdale Road -	-	-	-	-	15,000	-	-	-	-	-	-	15,000
2027-21	Sleamish Drive -	-	-	-	-	26,000	-	-	-	-	-	-	26,000
2019-18	Idlewood Dr - Pooles Rd to Frid Blvd -	-	-	-	-	200,000	-	-	-	-	-	-	200,000
2021-06	Flos Rd 7W - County Rd 29 to Vigo Rd	-	-	-	-	150,000	-	-	-	-	-	-	150,000
2027-51	Pinery - Laddie to Luella	-	-	-	-	120,000	-	-	-	-	-	-	120,000
2027-52	Sunnidale Road - Cty Rd 90 to Baldwick Lane.	-	75,000	-	-	-	-	-	-	-	-	-	75,000
2028-30	Adams Avenue - Huron to Stokes	-	-	-	-	-	110,000	-	-	-	-	-	110,000
2028-31	Flos 7 East - Cty Rd 27 to Victoria Road	-	-	-	-	-	10,000	-	-	-	-	-	10,000
2028-10	Flos 6 West - Crossland to 1.8km east -	-	-	-	-	-	170,000	-	-	-	-	-	170,000
2028-12	Old Second North - Flos 4 East to Mill Street add Mill to 7th -	-	-	-	-	-	225,000	-	-	-	-	-	225,000
2028-13	Pinegrove Rd - 1.2 km north Sunnidale to Old Orchard -	-	-	-	-	-	240,000	-	-	-	-	-	240,000
2028-14	Rainbow Valley West - Coughlin Rd to Cty. 27	-	-	-	-	-	275,000	-	-	-	-	-	275,000
2028-17	Second Avenue	-	-	-	-	-	20,000	-	-	-	-	-	20,000
2028-18	Story Road	-	-	-	-	-	75,000	-	-	-	-	-	75,000
2028-19	Sant Road - Highway 26 to Spence.	-	-	-	100,000	-	-	-	-	-	-	-	100,000
2023-10	Woods Drive	-	-	-	-	-	147,000	-	-	-	-	-	147,000
2028-20	Silverwood Crescent	-	-	-	-	-	85,000	-	-	-	-	-	85,000
2028-21	Winter Court - Eder Trail to Cul de sac	-	-	-	-	-	25,000	-	-	-	-	-	25,000
2019-15	Willow Landing Rd - Cedar Creek Rd to St. Vincent St -	-	-	-	-	-	250,000	-	-	-	-	-	250,000
2021-05	Flos Rd 10 W - Crossland Rd to Vigo Rd	-	-	-	-	-	175,000	-	-	-	-	-	175,000
2022-06	Park Trail -	-	-	-	-	-	-	130,000	-	-	-	-	130,000
2029-12	Stokes - Huron to Adams	-	-	-	-	-	-	130,000	-	-	-	-	130,000
2029-13	William - Yonge to Amelia	-	-	-	-	-	-	250,000	-	-	-	-	250,000
2027-14	Paddy Dunn's Circle -	-	-	-	-	-	-	200,000	-	-	-	-	200,000
2029-14	Crystalwood Lane - Hillview to end	-	-	-	-	-	-	20,000	-	-	-	-	20,000
2029-15	Vigo - Flos Rd 5 to Flos Rd 8	-	-	-	-	-	-	10,000	-	-	-	-	10,000
2029-06	Hillview Crescent 1700 metres	-	-	-	-	-	-	100,000	-	-	-	-	100,000
2029-07	Flos 7 East - Baseline to Old Second 1300 metres	-	-	-	-	-	-	120,000	-	-	-	-	120,000
2029-16	Barrie Hill Road - Sunnidale to 125 m south of Sunnidale - Agreement with Pit Owner	10,000	-	-	-	-	-	-	-	-	-	-	10,000
2029-17	Flos Rd 10 East - Cty Rd 27 to Old Second North	-	-	-	-	-	-	400,000	-	-	-	-	400,000
2029-18	Old Second North - Horseshoe Valley to Flos 4	-	-	-	-	-	-	250,000	-	-	-	-	250,000
2029-19	Grenfel Rd - Sunnidale to Portage Trail	-	-	-	-	-	-	100,000	-	-	-	-	100,000
2029-20	Hendrie Road - .4 west of Golf Course to Golf Course	-	-	-	-	-	-	150,000	-	-	-	-	150,000
2021-32	Holmes Drive West -	-	-	-	-	-	-	-	20,000	-	-	-	20,000
2030-04	Hendrie Road - Wilson to Nursery	-	-	-	-	-	-	-	250,000	-	-	-	250,000
2030-05	Lilac Lane - cul de sac to 0.05 south of Strathmore	-	-	-	-	-	-	-	160,000	-	-	-	160,000
2030-06	Maple Avenue East	-	-	-	-	-	-	-	50,000	-	-	-	50,000
2030-07	Maple Avenue West	-	-	-	-	-	-	-	50,000	-	-	-	50,000
2030-09	Miller Drive - Edgehill to end	-	-	-	-	-	-	-	70,000	-	-	-	70,000
2030-10	Mostar Court	-	-	-	-	-	-	-	35,000	-	-	-	35,000
2030-11	Seadon - George Johnston to 0.7 km east George	-	-	-	-	-	-	-	150,000	-	-	-	150,000
2025-new	Strongville Road from CR 26 to 2000m south.	-	-	650,000	-	-	-	-	-	-	-	-	650,000
2023-102	Wilson Dr from 1.1 km north of 26 to 1.6km north	810,985	-	-	-	-	-	-	-	-	-	-	810,985
2024-110	Idlewood Drive - Pooles to Pooles	-	315,000	-	-	-	-	-	-	-	-	-	315,000
2024-111	Idlewood Dr - Pooles Rd to Frid Blvd	-	315,000	-	-	-	-	-	-	-	-	-	315,000
NEW - 2026	Rosewood Avenue to Idlewood	-	-	-	30,000	-	-	-	-	-	-	-	30,000
2024-112	Vigo Road to Flos 4 1000m	-	75,000	-	-	-	-	-	-	-	-	-	75,000
2024-113	Ghibb Ave Wilson Dr to 600m West	-	25,000	-	-	-	-	-	-	-	-	-	25,000
NEW - 2025	McGuinness Court at Finlay Mill	-	-	15,000	-	-	-	-	-	-	-	-	15,000
NEW - 2025	Flos 4 West - East Limit Phelpston.	-	-	250,000	-	-	-	-	-	-	-	-	250,000
NEW - 2026	Flos 4 West - to Clearview Townline.	-	-	-	450,000	-	-	-	-	-	-	-	450,000
NEW - 2026	Midves Court	-	-	-	40,000	-	-	-	-	-	-	-	40,000
NEW - 2026	Lorne St to George -	-	-	-	70,000	-	-	-	-	-	-	-	70,000
NEW - 2026	Old Second to Pooles Rd -	-	-	-	60,000	-	-	-	-	-	-	-	60,000
NEW - 2026	Huron Street 150m to Macguire -	-	-	-	50,000	-	-	-	-	-	-	-	50,000
NEW - 2026	Huron Street Mcquire to Maple	-	-	-	30,000	-	-	-	-	-	-	-	30,000
NEW - 2026	Old Second North - Flos 4	-	-	-	145,000	-	-	-	-	-	-	-	145,000
NEW - 2026	Old Second South - Pooles to Walt	-	-	-	60,000	-	-	-	-	-	-	-	60,000
NEW - 2026	Old Second North - Flos 4 E to Main St	-	-	-	150,000	-	-	-	-	-	-	-	150,000
NEW - 2026	Old Second South at Forbes Road	-	-	-	400,000	-	-	-	-	-	-	-	400,000
NEW - 2026	Scarlett to Blueberry Marsh Road 1300m	-	-	-	90,000	-	-	-	-	-	-	-	90,000

NEW - 2026	Scarlett to Whetham Rd 100m	-	-	-	10,000	-	-	-	-	-	-	-	10,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Gravel Rd conversion to Hard Top:	-	-	-	-	-	-	-	-	-	-	-	-
	double surface treatment-roads over 100 traffic count	-	-	-	-	-	-	-	-	-	-	-	-
2023-61	Ushers Rd - Hwy 92 to Flos Rd 10,	-	-	-	-	-	-	-	-	-	-	-	-
2024-51	Rainbow Valley Rd - Coughlin Rd to Crossland Rd,	-	-	240,000	-	-	-	-	-	-	-	-	240,000
2025-51	Atkinson Rd - Flos Rd 4 to Flos Rd 6,	-	-	-	210,000	-	-	-	-	-	-	-	210,000
2026-50	Flos Rd 10 E - East of Hwy 93 to Scarlett Line,	-	-	-	-	165,000	-	-	-	-	-	-	165,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Traffic Signals/Crosswalks:	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
ROADS & RELATED INFRASTRUCTURE (cont'd):		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Structures - Bridge & Culverts over 3m:	-	-	-	-	-	-	-	-	-	-	-	-
2022-55	Bridge 20 - Tiny Flos Townline Minor Rehab -	10,000	100,000	-	-	-	-	-	-	-	-	-	110,000
2024-24	Bridge 6 - Wilson Drive - 2.1km south of Hendrie -	10,000	110,000	-	-	-	-	-	-	-	-	-	120,000
2025-17	Bridge 1 - Grenfel Road -	-	-	127,000	-	-	-	-	-	-	-	-	127,000
2019-53	Culvert 207 - reline - Baseline Road -	-	-	286,000	-	-	-	-	-	-	-	-	286,000
2024-21	Bridge 4 - Vespra Valley Road -	-	-	308,000	-	-	-	-	-	-	-	-	308,000
2025-14	Bridge 19 - Flos Road 11 West -	-	-	345,200	-	-	-	-	-	-	-	-	345,200
2024-22	Culvert 202 - Fralick Road -	-	-	591,000	-	-	-	-	-	-	-	-	591,000
2026-51	Culvert 208- Tiny Flos Townline Replace Culvert -	-	-	-	196,300	-	-	-	-	-	-	-	196,300
2027-53	Culvert 204 - Old Second North Replace Culvert -	-	-	-	-	466,100	-	-	-	-	-	-	466,100
2023-22	Bridge 9 - Nursery Road -	-	-	-	-	-	280,000	-	-	-	-	-	280,000
2027-22	Bridge 18 - Flos Road 11 East -	-	-	-	-	-	270,000	-	-	-	-	-	270,000
2029-11	Bridge 3 - Finlay Mill Rd	-	-	-	-	-	220,000	-	-	-	-	-	220,000
2027-23	Bridge 17- Flos 10 West -	-	-	-	-	-	-	394,300	-	-	-	-	394,300
2028-29	Bridge 15 - Scarlett Line	-	-	-	-	-	-	-	584,200	-	-	-	584,200

		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Total Roads & Related Infrastructure - Repair/Replacement Projects - Gross Expenditures	**1,829,711**	**3,745,000**	**4,332,200**	**4,220,300**	**4,023,100**	**3,074,000**	**2,254,300**	**1,369,200**	**-**	**-**	**-**	**24,847,811**
	Roads & Related Infrastructure - Repair/Replacement Related Projects - Funding Sources:												
	Taxation - **("T")**	-	-	160,000	369,000	158,000	75,000	187,720	-	-	-	-	949,720
	Reserves - **("R")**	218,845	-	-	-	-	-	-	-	-	-	-	218,845
	Reserve Fund - Wastewater - **("WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	DC Fund - **("DC")**	-	-	-	-	-	-	-	-	-	-	-	-
	Gas Tax - **("GT")**	634,727	1,165,000	850,000	680,000	631,000	662,000	650,000	530,000	-	-	-	5,802,727
	Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
	OCIF - ("O")	934,436	1,410,000	915,000	1,420,000	1,305,000	1,142,000	1,180,000	839,200	-	-	-	9,145,636
	Contribution - **("C")**	10,000	-	-	-	-	-	-	-	-	-	-	10,000
	Debenture - **("D")**	31,703	1,170,000	2,407,200	1,751,300	1,929,100	1,195,000	236,580	-	-	-	-	8,720,883
	Total Roads & Related Infrastructure - Repair/Replacement Projects - Funding Sources	**1,829,711**	**3,745,000**	**4,332,200**	**4,220,300**	**4,023,100**	**3,074,000**	**2,254,300**	**1,369,200**	**-**	**-**	**-**	**24,847,811**
	WATER INFRASTRUCTURE												
	Water Infrastructure - Growth Related Projects - Gross Expenditures:												
	Elmvale:												
2025-15	Additional Water Storage Reservoir (Elmvale) -	-	-	780,000	-	-	-	-	-	-	-	-	780,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Hillsdale:	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Minesing:												
2020-42	Minesing - New Well (Design, EA and Construction) -	-	-	95,000	350,000	83,000	17,000	18,000	443,000	-	-	-	1,006,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Total Water Infrastructure - Growth Related Projects - Gross Expenditures	**-**	**-**	**875,000**	**350,000**	**83,000**	**17,000**	**18,000**	**443,000**	**-**	**-**	**-**	**1,786,000**
	Water Infrastructure - Growth Related Projects - Funding Sources:												
	Taxation - **("T")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserves - **("R")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Wastewater - **("WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Water - **("WRF")**	-	-	53,200	196,000	46,480	9,520	10,080	248,080	-	-	-	563,360
	Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	DC Fund - **("DC")**	-	-	821,800	154,000	36,520	7,480	7,920	194,920	-	-	-	1,222,640
	Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
	Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
	OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
	Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-
	Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Water Infrastructure - Growth Related Projects - Funding Sources	**-**	**-**	**875,000**	**350,000**	**83,000**	**17,000**	**18,000**	**443,000**	**-**	**-**	**-**	**1,786,000**
	Water Infrastructure - Repair/Replacement Projects - Gross Expenditures:												
	Anten Mills:												
2024-52	Pump Inspections, Repairs, Replacements	-	60,000	-	-	-	-	-	-	-	-	-	60,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Del Trend:	-	-	-	-	-	-	-	-	-	-	-	-
2026-52	Pump Inspections, Repairs, Replacements	-	-	-	30,000	-	-	-	-	-	-	-	30,000

2028-22	MCC -	-	-	-	-	160,000	-	-	-	-	-	-	160,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Elmvale:	-	-	-	-	-	-	-	-	-	-	-	-
2026-53	Rehab storage tanks	-	-	-	50,000	-	-	-	-	-	-	-	50,000
2027-24	High lift pumps	-	-	-	-	45,000	-	-	-	-	-	-	45,000
2028-23	Booster Station MCC -	-	-	-	-	-	-	-	50,000	-	-	-	50,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Hillsdale:	-	-	-	-	-	-	-	-	-	-	-	-
2027-25	Pumps	-	-	-	-	40,000	-	-	-	-	-	-	40,000
2028-24	MCC	-	-	-	-	-	50,000	-	-	-	-	-	50,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Midhurst:	-	-	-	-	-	-	-	-	-	-	-	-
2027-26	Idlewood - MCC	-	-	-	-	50,000	-	-	-	-	-	-	50,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Vespra Downs:	-	-	-	-	-	-	-	-	-	-	-	-
2028-32	Vespra Downs - replace generator	-	-	-	-	-	50,000	-	-	-	-	-	50,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Minesing	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Township Wide:	-	-	-	-	-	-	-	-	-	-	-	-
2016-27	Water Meter Replacement Program - Township wide	147,925	-	-	-	-	-	-	-	-	-	-	147,925
2021-09	Watermain/Distribution system upgrades	325,000	195,000	195,000	195,000	-	-	-	-	-	-	-	910,000
2022-33	Water/wastewater facilities condition assessments	100,000	100,000	200,000	-	-	-	-	-	-	-	-	400,000
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Total Water Infrastructure - Repair/Replacement Projects - Gross Expenditures	**572,925**	**355,000**	**395,000**	**275,000**	**295,000**	**100,000**	**-**	**50,000**	**-**	**-**	**-**	**2,042,925**
	Water Infrastructure - Repair/Replacement Related Projects - Funding Sources:												
	Taxation - **("T")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserves - **("R")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Wastewater - **("WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Water - **("WRF")**	572,925	355,000	395,000	275,000	295,000	100,000	-	50,000	-	-	-	2,042,925
	Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	DC Fund - **("DC")**	-	-	-	-	-	-	-	-	-	-	-	-
	Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
	Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
	OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
	Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-
	Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Water Infrastructure - Repair/Replacement Projects - Funding Sources	**572,925**	**355,000**	**395,000**	**275,000**	**295,000**	**100,000**	**-**	**50,000**	**-**	**-**	**-**	**2,042,925**
	WASTEWATER INFRASTRUCTURE												
	Wastewater Infrastructure - Growth Related Projects - Gross Expenditures:												
	Elmvale:												
2020-43	Main Pumping Station & Foremain (Elmvale) -	-	-	500,000	5,000,000	-	-	-	-	-	-	-	5,500,000

2020-44	Flow Equalization Expansion (Royal Oaks) -	-	-	25,000	200,000	-	-	-	-	-	-	-	-	225,000
2022-38	Inlet Pipework Modifications/Install Mixer (Stonemanor WWTP) - Growth	-	80,000	-	-	-	-	-	-	-	-	-	-	80,000
2022-39	Water and Wastewater Master Servicing Plan -	351,270	-	-	-	-	-	-	-	-	-	-	-	351,270
2026-18	Upsize Sanitary Sewer on Amelia Street -	-	-	-	910,000	-	-	-	-	-	-	-	-	910,000
2027-27	Elmvale WWTP - EA for plant expansion -	-	-	200,000	-	-	-	-	-	-	-	-	-	200,000
2028-25	Expand Wastewater Treatment Plant (Elmvale) -	-	-	-	-	11,000,000	-	-	-	-	-	-	-	11,000,000
2020-301	WWTP - Filter Upgrades - Teritary filters (4) replacement	-	2,600,000	-	-	-	-	-	-	-	-	-	-	2,600,000
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Wastewater Infrastructure - Growth Related Projects - Gross Expenditures	**351,270**	**2,680,000**	**725,000**	**6,110,000**	**11,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**20,866,270**
	Wastewater Infrastructure - Growth Related Projects - Funding Sources:													
	Taxation - **("T")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Reserves - **("R")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Wastewater - **("WWRF")**	228,326	884,000	-	-	-	-	-	-	-	-	-	-	1,112,326
	Reserve Fund - Water - **("WRF")**	122,945	-	-	444,100	-	-	-	-	-	-	-	-	567,045
	Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	DC Fund - **("DC")**	-	1,796,000	725,000	5,665,900	11,000,000	-	-	-	-	-	-	-	19,186,900
	Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-	-
	Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Wastewater Infrastructure - Growth Related Projects - Funding Sources	**351,270**	**2,680,000**	**725,000**	**6,110,000**	**11,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**20,866,270**
	Wastewater Infrastructure - Repair/Replacement Related Projects - Gross Expenditures:													
	Elmvale:													
		-	-	-	-	-	-	-	-	-	-	-	-	-
2021-18	WWTP - replacement of SCADA system	150,000	-	-	150,000	-	-	-	-	-	-	-	-	300,000
2022-18	WWTP - replace UV modules (12) -	-	800,000	-	-	-	-	-	-	-	-	-	-	800,000
2019-56	MH installation for easement access	125,000	-	100,000	-	-	-	-	-	-	-	-	-	225,000
2020-29	Gravity Sewer Replacement/repair work	372,500	165,000	165,000	165,000	165,000	165,000	165,000	165,000	-	-	-	-	1,527,500
2023-11	WWTP - replacement of MCC -	175,000	-	125,000	-	-	-	-	-	-	-	-	-	300,000
2022-40	Sludge Transfer Pumps (At Elmvale WWTP)	-	150,000	-	-	-	-	-	-	-	-	-	-	150,000
2018-40	Inflow & Infiltration abatement program	-	-	250,000	250,000	250,000	250,000	575,000	-	-	-	-	-	1,575,000
2026-54	WWTP - rehab jet aerators and jet pump	-	-	-	60,000	-	-	-	-	-	-	-	-	60,000
2028-33	WWTP - rehab blowers	-	-	-	-	-	50,000	-	-	-	-	-	-	50,000
2028-26	WWTP - inlet corrosion abatement	-	-	-	-	-	150,000	-	-	-	-	-	-	150,000
2028-27	WWTP - Digester complex - pump rehab/replacments	-	-	-	-	-	80,000	-	-	-	-	-	-	80,000
2027-28	WWTP- vortex grit separator upgrade -	-	-	-	-	-	-	500,000	-	-	-	-	-	500,000
2030-12	Elmvale WWTP - replace gen set	-	-	-	-	-	-	-	200,000	-	-	-	-	200,000
2023-106	Bar Screens Replacement	150,000	1,750,000	-	-	-	-	-	-	-	-	-	-	1,900,000
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
	Snow Valley:	-	-	-	-	-	-	-	-	-	-	-	-	-
2029-21	Snow Valley WWTP - replace screw screening system	-	-	-	-	-	-	100,000	-	-	-	-	-	100,000
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Wastewater Infrastructure - Repair/Replacement Related Projects - Gross Expenditures	**972,500**	**2,865,000**	**640,000**	**625,000**	**415,000**	**695,000**	**1,340,000**	**365,000**	**-**	**-**	**-**	**-**	**7,917,500**
	Wastewater Infrastructure - Repair/Replacement Related Projects - Funding Sources:													
	Taxation - **("T")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Reserves - **("R")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Wastewater - **("WWRF")**	972,500	2,865,000	640,000	625,000	415,000	695,000	1,340,000	365,000	-	-	-	-	7,917,500
	Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	DC Fund - **("DC")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-	-
	OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-	-
	Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-	-

		Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Wastewater Infrastructure - Repair/Replacement Related Projects - Funding Sources		**972,500**	**2,865,000**	**640,000**	**625,000**	**415,000**	**695,000**	**1,340,000**	**365,000**	**-**	**-**	**-**	**7,917,500**
	PARKS & RECREATION													
	Parks & Recreation - Growth Related Projects - Gross Expenditures:													
2020-24	Neighborhood Park - Stone Manor - Phase 2 -		-	-	-	-	-	-	-	-	-	-	-	-
2016-33	Trail Development -		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	-	-	-	240,000
2017-21	Park Playground Upgrades (Various locations) -		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	-	-	-	240,000
2022-41	Parks and Recreation Master Plan Update -		25,204	-	-	-	-	-	-	-	-	-	-	25,204
2022-42	Trails Master Plan -		38,030	-	-	-	-	-	-	-	-	-	-	38,030
2021-17	Splash Pad South Service Area - Area TBD -		-	-	-	496,000	-	-	-	-	-	-	-	496,000
2018-25	Elmvale Community Parkland acquisition -		-	-	150,000	-	-	-	-	-	-	-	-	150,000
2020-25	Elmvale Community Park Master Plan -		-	-	30,000	-	-	-	-	-	-	-	-	30,000
2025-16	Phelpston Rink Pavilion (Valendar Park) -		-	-	500,000	-	-	-	-	-	-	-	-	500,000
2021-16	Elmvale Community Park Development -		-	-	-	1,383,000	-	-	-	-	-	-	-	1,383,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Parks & Recreation - Growth Related Projects - Gross Expenditures		**123,234**	**60,000**	**740,000**	**1,939,000**	**60,000**	**60,000**	**60,000**	**60,000**	**-**	**-**	**-**	**3,102,234**
	Parks & Recreation - Growth Related Projects - Funding Sources:													
		Taxation **- ("T")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserves - ("**R")**	63,234	-	30,000	-	-	-	-	-	-	-	-	93,234
		Reserve Fund - Wastewater - ("**WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	150,000	-	-	-	-	-	-	-	-	150,000
		DC Fund - **("DC")**	60,000	60,000	560,000	1,939,000	60,000	60,000	60,000	60,000	-	-	-	2,859,000
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-
		Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Parks & Recreation - Growth Related Projects - Funding Sources		**123,234**	**60,000**	**740,000**	**1,939,000**	**60,000**	**60,000**	**60,000**	**60,000**	**-**	**-**	**-**	**3,102,234**
	Parks & Recreation - Repair/Replacement Related Projects - Gross Expenditures:													
2019-57	Replace/Rebuild Elmvale Tennis Courts -		25,000	125,000	-	-	-	-	-	-	-	-	-	150,000
2020-45	Replace Doran Park Tennis Court Lights -		75,000	-	-	-	-	-	-	-	-	-	-	75,000
2020-46	Replace Homer Barret Park Rink Boards -		-	-	80,000	-	-	-	-	-	-	-	-	80,000
2017-39	Midhurst Community Sign -		-	-	-	75,000	-	-	-	-	-	-	-	75,000
2024-121	10 Stone St - Paving & Parking Lot Upgrades		-	55,000	-	-	-	-	-	-	-	-	-	55,000
2024-122	Elmvale Cenotaph Refurbishing		-	30,000	-	-	-	-	-	-	-	-	-	30,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Elmvale Arena		-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Parks & Recreation - Repair/Replacement Projects - Gross Expenditures		**100,000**	**210,000**	**80,000**	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**465,000**
	Parks & Recreation - Repair/Replacement Related Projects - Funding Sources:													
		Taxation **- ("T")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserves - ("**R")**	100,000	210,000	80,000	75,000	-	-	-	-	-	-	-	465,000
		Reserve Fund - Wastewater - ("**WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-

		DC Fund - **("DC")**	-	-	-	-	-	-	-	-	-	-	-	-
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-
		Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Parks & Recreation - Repair/Replacement Projects - Funding Sources		**100,000**	**210,000**	**80,000**	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**465,000**
	INFORMATION TECHNOLOGY:													
	Information Technology - Repair/Replacement Related Projects - Gross Expenditures:													
2021-35	Network Infrastructure Replacements/Upgrades		-	-	25,000	-	-	-	30,000	-	-	-	35,000	90,000
2022-43	Fire Department Management Dispatch System		20,000	-	-	-	-	-	-	-	-	-	-	20,000
2022-44	HRIS Software		26,147	-	-	-	-	-	-	-	-	-	-	26,147
2023-46	Server Infrastructure Replacements/Upgrades		-	-	-	100,000	-	-	-	-	-	-	-	100,000
2023-107	CityView Planning Module		75,000	30,000	-	-	-	-	-	-	-	-	-	105,000
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-
	Total Information Technology - Repair/Replacement Projects - Gross Expenditures		**121,147**	**30,000**	**25,000**	**100,000**	**-**	**-**	**30,000**	**-**	**-**	**-**	**35,000**	**341,147**
	Information Technology - Repair/Replacement Related Projects - Funding Sources:													
		Taxation **- ("T")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserves - **("R")**	20,000	-	25,000	100,000	-	-	30,000	-	-	-	35,000	210,000
		Reserve Fund - Wastewater - **("WWRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Water - **("WRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
		DC Fund - **("DC")**	-	-	-	-	-	-	-	-	-	-	-	-
		Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
		Grant - **("G")**	101,147	30,000	-	-	-	-	-	-	-	-	-	131,147
		OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
		Contribution - **("C")**	-	-	-	-	-	-	-	-	-	-	-	-
		Debenture - **("D")**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Information Technology - Repair/Replacement Projects - Funding Sources		**121,147**	**30,000**	**25,000**	**100,000**	**-**	**-**	**30,000**	**-**	**-**	**-**	**35,000**	**341,147**

TOTAL - GROWTH RELATED PROJECTS - GROSS EXPENDITURES		16,305,320	9,900,800	14,307,500	21,097,900	29,898,200	49,628,500	42,636,500	12,087,300	5,584,300	-	-	201,446,320
TOTAL - GROWTH RELATED PROJECTS - FUNDING SOURCES		16,305,320	9,900,800	14,307,500	21,097,900	29,898,200	49,628,500	42,636,500	12,087,300	5,584,300	-	-	201,446,320
	Taxation - **("T")**	-	223,800	-	-	-	78,540	-	-	-	-	-	302,340
	Reserves - ("**R")**	389,963	-	180,000	-	-	-	-	-	-	-	-	569,963
	Reserve Fund - Wastewater - ("**WWRF")**	228,326	884,000	-	-	-	-	-	-	-	-	-	1,112,326
	Reserve Fund - Water - **("WRF")**	122,945	-	53,200	640,100	46,480	9,520	10,080	248,080	-	-	-	1,130,405
	Reserve Fund - Parkland - **("PRF")**	-	-	150,000	-	-	-	-	-	-	-	-	150,000
	DC Fund - **("DC")**	13,959,744	8,031,910	13,047,800	18,987,800	22,480,720	35,222,040	29,992,920	11,264,220	5,309,300	-	-	158,296,454
	Gas Tax - **("GT")**	-	-	-	-	-	-	-	-	-	-	-	-
	Grant - **("G")**	-	-	-	-	-	-	-	-	-	-	-	-
	OCIF - ("O")	-	-	-	-	-	-	-	-	-	-	-	-
	Contribution - **("C")**	100,000	-	-	-	1,585,000	-	-	-	-	-	-	1,685,000
	Debenture - **("D")**	1,504,343	761,090	876,500	1,470,000	5,786,000	14,318,400	12,633,500	575,000	275,000	-	-	38,199,833
TOTAL - REPAIR/REPLACEMENT RELATED PROJECTS - GROSS EXPENDITURES		4,539,152	9,423,000	7,864,700	8,985,300	6,993,100	6,041,000	8,574,300	3,429,200	110,000	110,000	155,000	56,224,752
TOTAL - REPAIR/REPLACEMENT RELATED PROJECTS - FUNDING SOURCES		4,539,152	9,423,000	7,864,700	8,985,300	6,993,100	6,041,000	8,574,300	3,429,200	110,000	110,000	155,000	56,224,752
	Taxation - **("T")**	-	753,000	635,000	1,066,500	708,000	697,000	1,162,720	240,000	110,000	110,000	-	5,482,220
	Reserves - ("**R")**	1,095,830	1,075,000	2,022,500	2,537,500	1,080,000	920,000	1,135,000	775,000	-	-	155,000	10,795,830
	Reserve Fund - Wastewater - ("**WWRF")**	972,500	2,865,000	640,000	625,000	415,000	695,000	1,340,000	365,000	-	-	-	7,917,500
	Reserve Fund - Water - **("WRF")**	572,925	355,000	395,000	275,000	295,000	100,000	-	50,000	-	-	-	2,042,925
	Reserve Fund - Parkland - **("PRF")**	-	-	-	-	-	-	-	-	-	-	-	-
	DC Fund - **("DC")**	112,500	-	-	-	-	-	-	-	-	-	-	112,500
	Gas Tax - **("GT")**	634,727	1,165,000	850,000	680,000	631,000	662,000	650,000	530,000	-	-	-	5,802,727
	Grant - **("G")**	101,147	30,000	-	-	-	-	-	-	-	-	-	131,147
	OCIF - ("O")	934,436	1,410,000	915,000	1,420,000	1,305,000	1,142,000	1,180,000	839,200	-	-	-	9,145,636
	Contribution - **("C")**	83,384	-	-	-	-	-	-	-	-	-	-	83,384
	Debenture - **("D")**	31,703	1,770,000	2,407,200	2,381,300	2,559,100	1,825,000	3,106,580	630,000	-	-	-	14,710,883
GRAND TOTAL - GROSS EXPENDITURES		20,844,472	19,323,800	22,172,200	30,083,200	36,891,300	55,669,500	51,210,800	15,516,500	5,694,300	110,000	155,000	257,671,072
GRAND TOTAL - FUNDING SOURCES		20,844,472	19,323,800	22,172,200	30,083,200	36,891,300	55,669,500	51,210,800	15,516,500	5,694,300	110,000	155,000	257,671,072
	Taxation - **("T")**	-	976,800	635,000	1,066,500	708,000	775,540	1,162,720	240,000	110,000	110,000	-	5,784,560
	Reserves - ("**R")**	1,485,793	1,075,000	2,202,500	2,537,500	1,080,000	920,000	1,135,000	775,000	-	-	155,000	11,365,793
	Reserve Fund - Wastewater - ("**WWRF")**	1,200,826	3,749,000	640,000	625,000	415,000	695,000	1,340,000	365,000	-	-	-	9,029,826
	Reserve Fund - Water - **("WRF")**	695,870	355,000	448,200	915,100	341,480	109,520	10,080	298,080	-	-	-	3,173,330
	Reserve Fund - Parkland - **("PRF")**	-	-	150,000	-	-	-	-	-	-	-	-	150,000
	DC Fund - **("DC")**	14,072,244	8,031,910	13,047,800	18,987,800	22,480,720	35,222,040	29,992,920	11,264,220	5,309,300	-	-	158,408,954
	Gas Tax - **("GT")**	634,727	1,165,000	850,000	680,000	631,000	662,000	650,000	530,000	-	-	-	5,802,727
	Grant - **("G")**	101,147	30,000	-	-	-	-	-	-	-	-	-	131,147
	OCIF - ("O")	934,436	1,410,000	915,000	1,420,000	1,305,000	1,142,000	1,180,000	839,200	-	-	-	9,145,636
	Contribution - **("C")**	183,384	-	-	-	1,585,000	-	-	-	-	-	-	1,768,384
	Debenture - **("D")**	1,536,046	2,531,090	3,283,700	3,851,300	8,345,100	16,143,400	15,740,080	1,205,000	275,000	-	-	52,910,716

Appendices



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Appendix A

20-Year Community Based Strategic Plan



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Township of Springwater

20-YEAR COMMUNITY-BASED STRATEGIC PLAN

for the Township of Springwater



March 2023

20-Year Community-Based Strategic Plan

for the **Township of Springwater**

March 2023

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

Table of Contents

EXECUTIVE SUMMARY 2
1. SPRINGWATER'S FUTURE 3
Community Vision Statement 3
Community Aspirations 3
Key Strengths 3
Key Challenges 4
Sustainability for Springwater 4
2. PROCESS FOLLOWED 5
STEP 1: DISCOVER 6
Document Review 6
A Community Snapshot 7
STEP 2: DEFINE 9
Consultations 10
STEP 3: DEVELOP 11
SCOAR® Analysis 11
Strategic Working Session 12
Strategic Directions and Action Planning Session 12
STEP 4: DELIVER 12
3. FUTURE STRATEGIC PRIORITIES– ACTIONS FOR THE TOWNSHIP OF SPRINGWATER 13
GOAL 1: LEVERAGING GROWTH TO IMPROVE SPRINGWATER AS A COMMUNITY 14
OBJECTIVE 1 14
OBJECTIVE 2 16
OBJECTIVE 3 16
OBJECTIVE 4 17
GOAL 2: LEVERAGING GROWTH TO IMPROVE SPRINGWATER'S ECONOMY 19
OBJECTIVE 1 19
OBJECTIVE 2 20

OBJECTIVE 3 ..... *21*
OBJECTIVE 4 ..... *21*
OBJECTIVE 5 ..... *22*
GOAL 3: BUILDING COMMUNITY UNITY TO SUPPORT A SENSE OF PLACE 24
OBJECTIVE 1 ..... *24*
OBJECTIVE 2 ..... *25*
GOAL 4: ADDRESSING CLIMATE CHANGE WHILE EMBRACING ENVIRONMENTAL SUSTAINABILITY 26
OBJECTIVE 1 ..... *26*
OBJECTIVE 2 ..... *27*
OBJECTIVE 3 ..... *28*
OBJECTIVE 4 ..... *29*
OBJECTIVE 5 ..... *29*
GOAL 5: CORPORATE ACTIONS 30
OBJECTIVE 1 ..... *30*
OBJECTIVE 2 ..... *32*
OBJECTIVE 3 ..... *33*
OBJECTIVE 4 ..... *33*
APPENDIX 1 34
SCOAR® Analysis for the Township of Springwater *34*
APPENDIX 2 40
Key Findings from the Situational Analysis *40*
APPENDIX 3 44
Today's Situation on Climate Change *44*
APPENDIX 4 46
Document Review *46*

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.

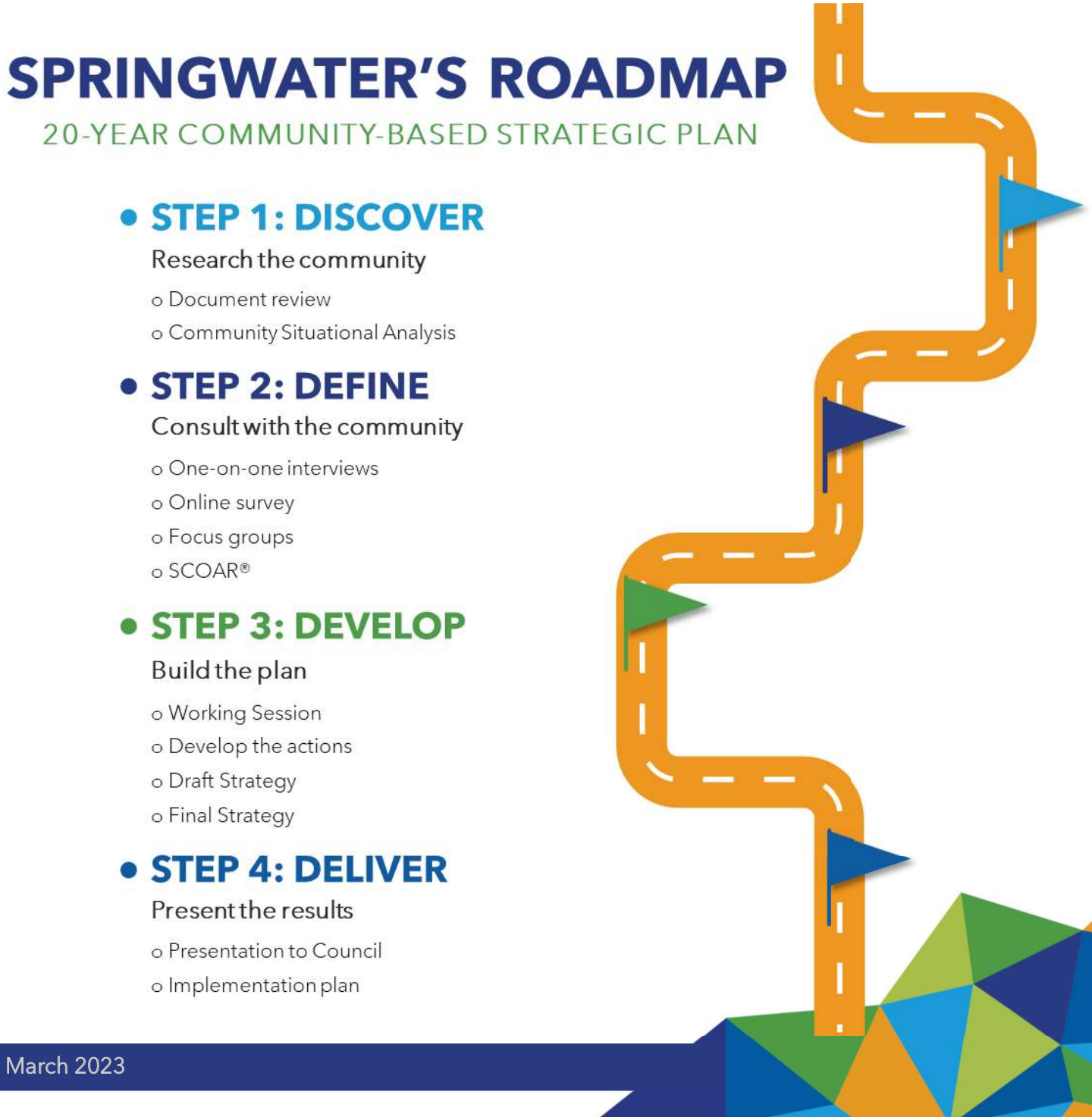
In the context of community development, what we heard consistently from stakeholders is that building sustainability should be a mindset comprising the basis for any action taken by Springwater.

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.



STEP 1: DISCOVER

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

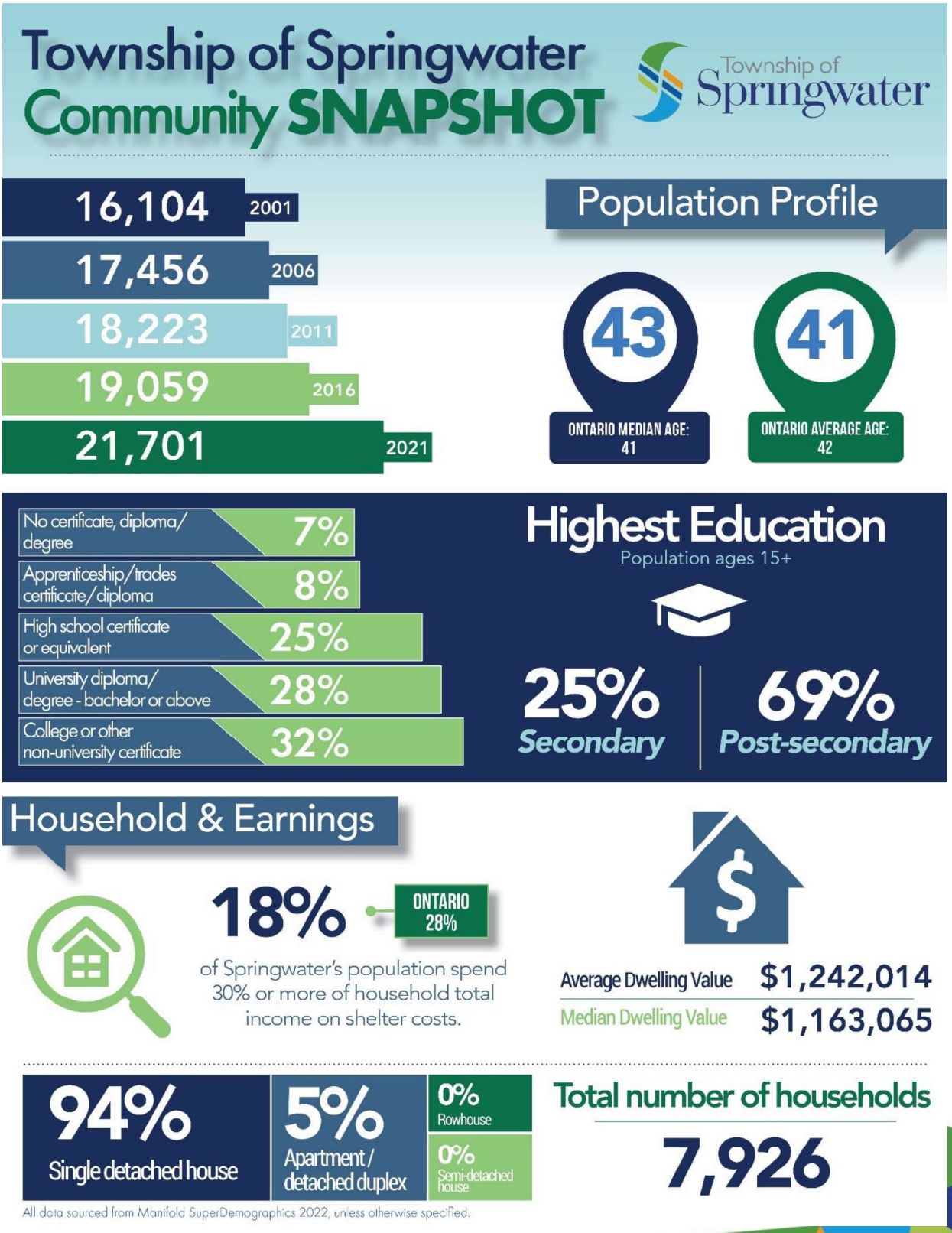
Document Review

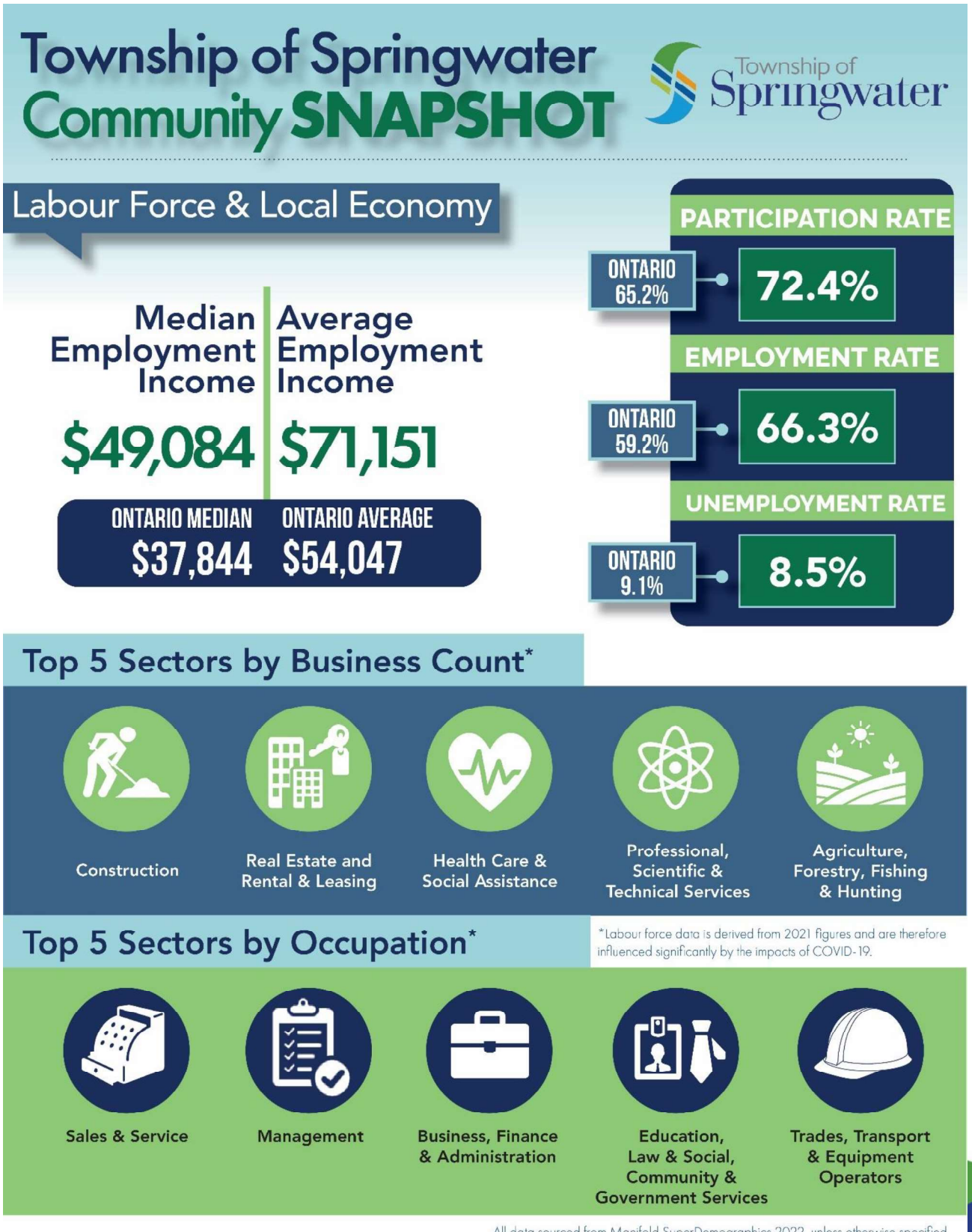
The following documents were reviewed providing background information on the Township of Springwater.

- 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
Township of Springwater
Labour Force & Local Economy
Median Employment Income
$49,084
Average Employment Income
$71,151
ONTARIO MEDIAN
$37,844
ONTARIO AVERAGE
$54,047
PARTICIPATION RATE
ONTARIO 65.2%
72.4%
EMPLOYMENT RATE
ONTARIO 59.2%
66.3%
UNEMPLOYMENT RATE
ONTARIO 9.1%
8.5%
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.



Township of Springwater

Let's write our future together!

SHARE YOUR VISION: SPRINGWATER'S COMMUNITY-BASED STRATEGIC PLAN

The Township of Springwater is expected to grow from 22,700 people today to 37,800 people in 2031. As Springwater grows, *what matters most to you over the next 10 to 20 years?*

We're looking for your assistance to build a **Community-Based Strategic Plan** for the Township with a 20-year outlook. The Strategic Plan will be our community vision and blueprint. It will allow us to consider what we love about Springwater, what we'd like our future to look like, and how we will get there. The goal is to build a vibrant and prosperous community where people want to live, work, play and retire.

Look for upcoming opportunities to have your say at www.springwater.ca/OurFuture.

Your voice matters. We're listening.
#OurFutureSpringwater

June 2022 Township of Springwater



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.

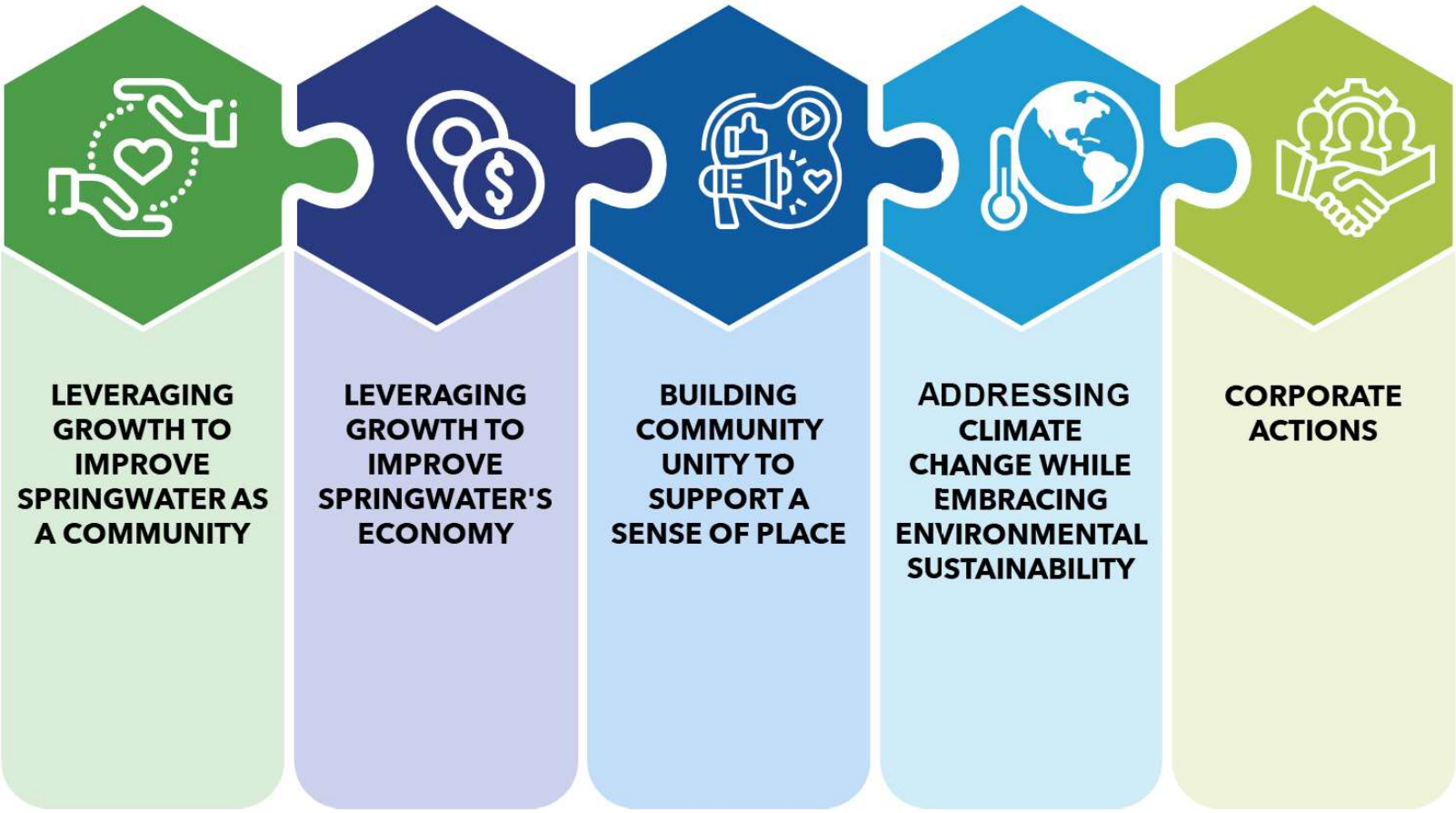
STEP 4: DELIVER

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

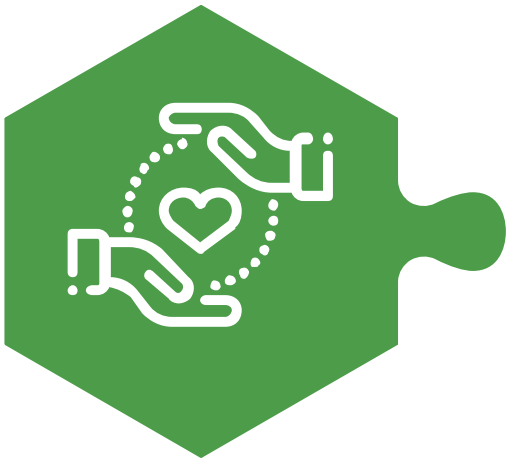
3. FUTURE STRATEGIC PRIORITIES– ACTIONS FOR THE TOWNSHIP OF SPRINGWATER

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.

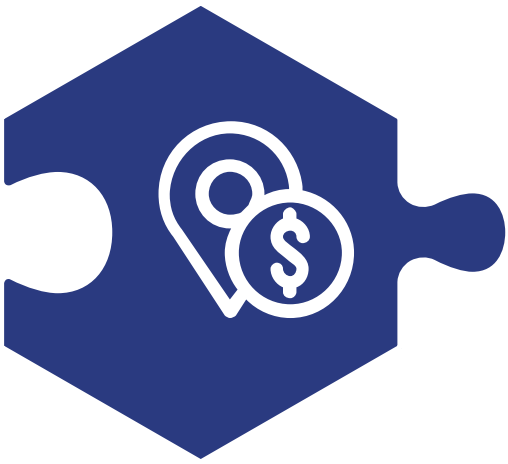
5.2. Update the Development Charges Background Study.

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).

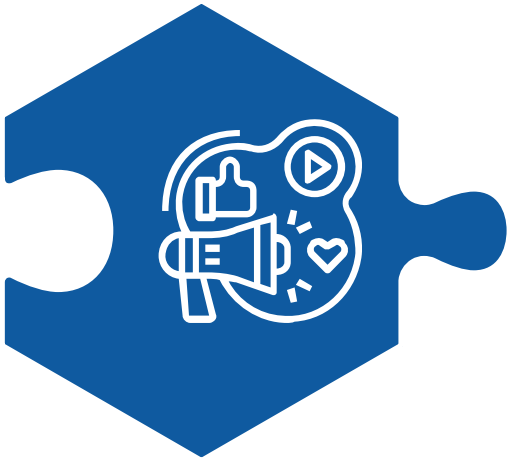
6.9. Establish an information program (e.g., onsite signage) highlighting historic locations, starting with designated properties across the Township and create a driving/walking tour to connect these locations.

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 underserviced including the development of the new library and enhancements to the library in Elmvale.

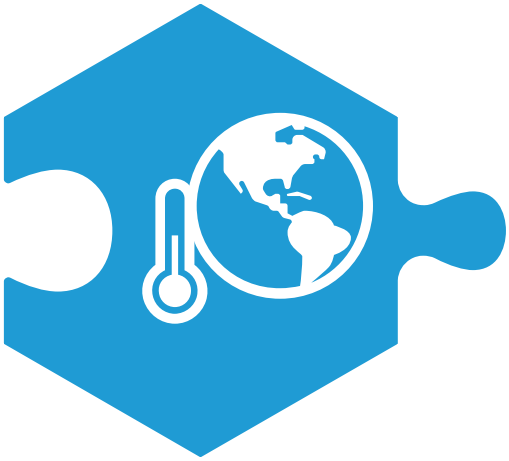
OBJECTIVE 2

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.

S Strengths

- 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).

- 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.

Diversity of Population

- Lower percentage of 20-39-year-olds vs Ontario
- Decreasing volunteer base

Growth and Development

- 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

Corporation of Springwater Service Delivery

- 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).

Commercial/Industrial Development Challenges

- 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.
A Aspirations	• 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.
R Results	• 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

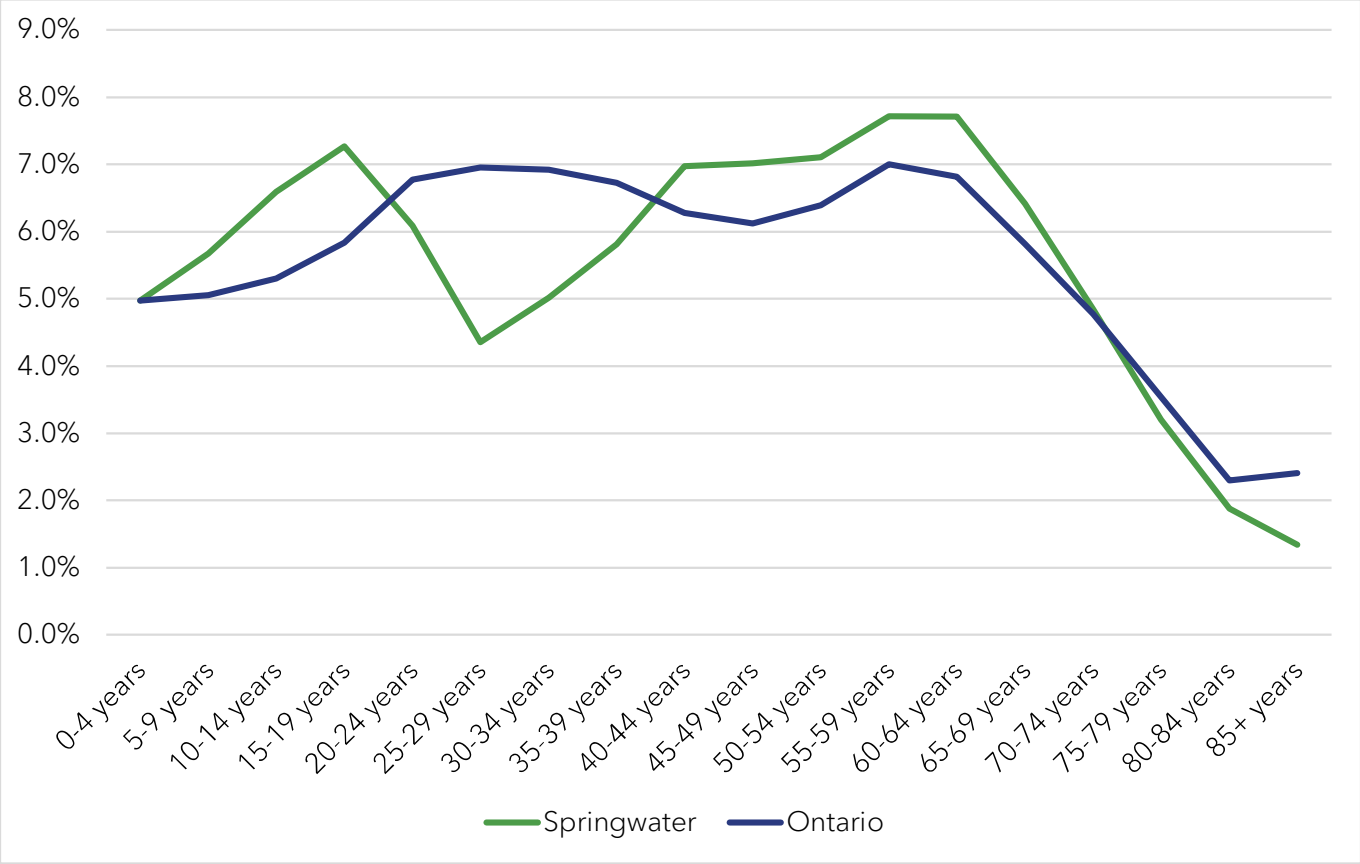
Overall, Springwater's working-age population (ages 15-64, 65.1%) is similar to Ontario's (65.8%), though it's percentage of youth (0-14, 17.25%) is slightly higher. As the figure below shows, while the working age population is similar to Ontario's, it is made up of older working-age adults, as the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

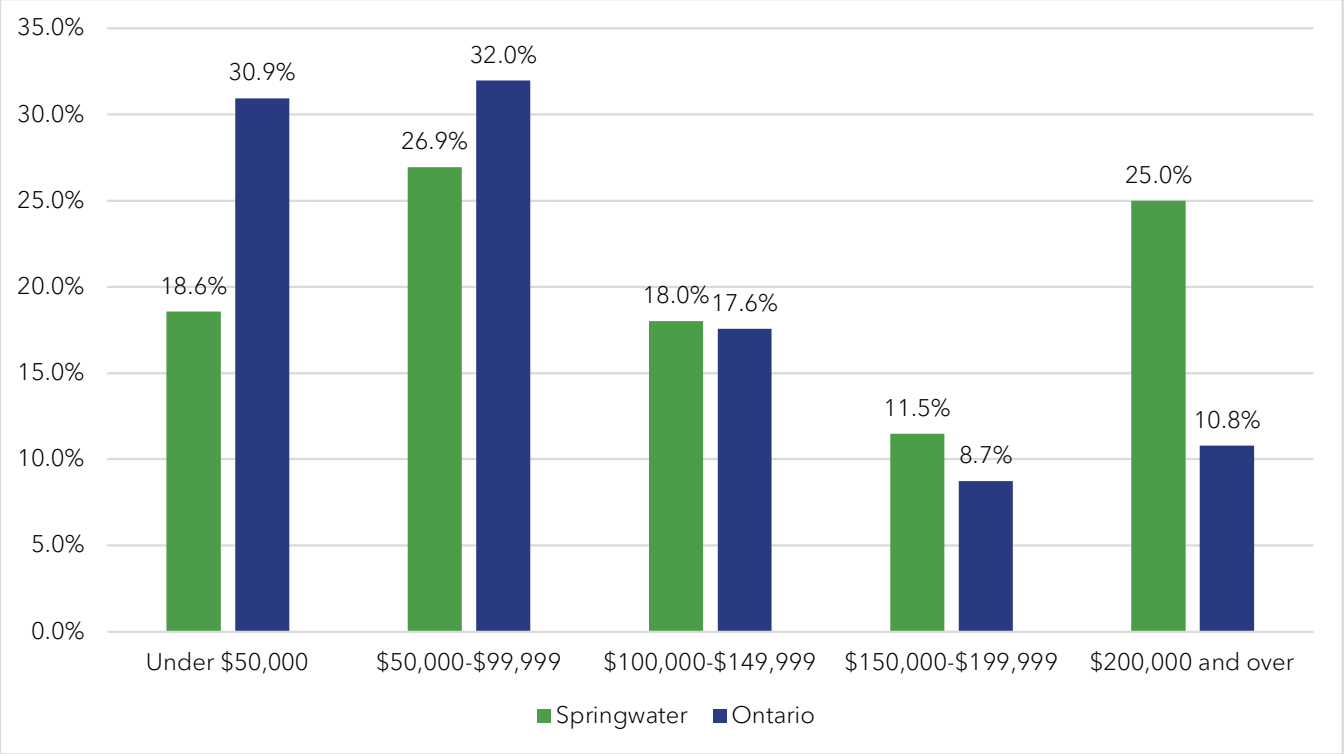


Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2022

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

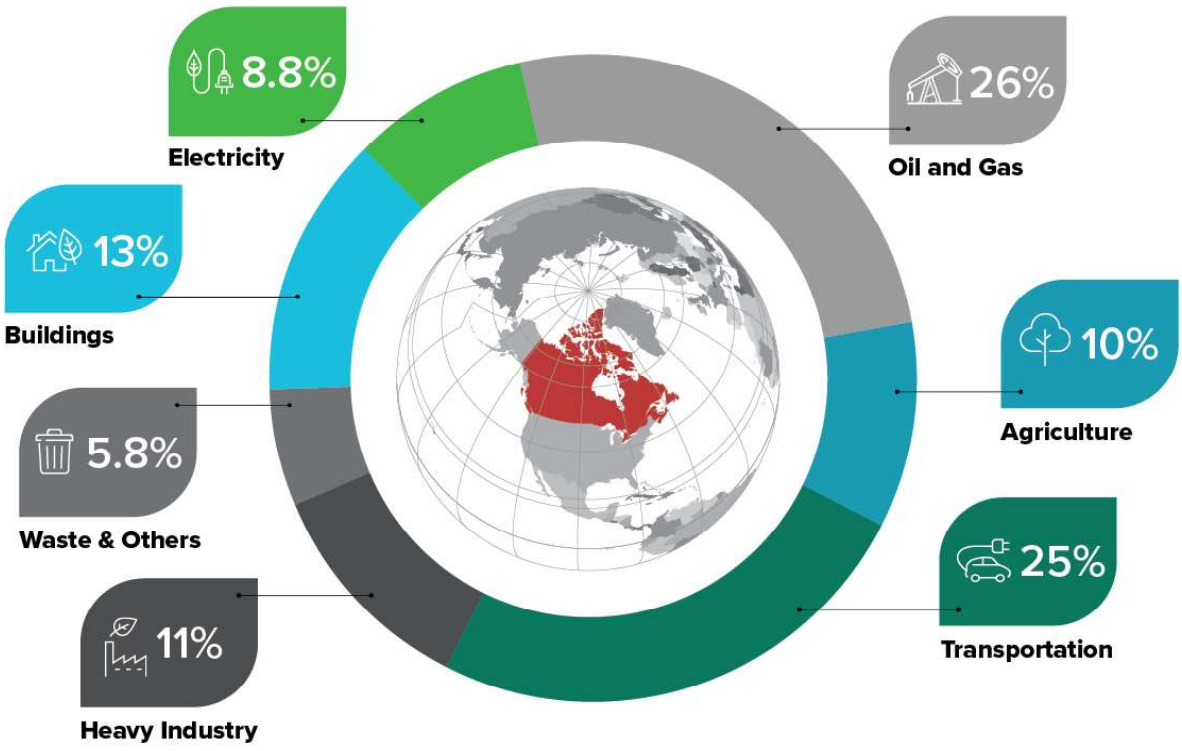
APPENDIX 3

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

Township of Springwater Economic Development Strategy (2010)	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.	Requires Updating
Township of Springwater Long-Term Fiscal Impact Assessment of Growth (2021-2041)	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.**	Currently Implementing
Township of Springwater Multi-year Accessibility Plan 2021-2025 & Annual Accessibility Status Report	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.**	Currently Implementing
Township of Springwater Municipal Culture Plan 2012	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**.	Requires Updating

Township of Springwater Official Plan (2018)	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.	Update required to the Official Plan based on the Official Plan Review Draft Discussion Paper
	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.	Requires Approval
	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.	Requires Implementing
Recreation and Parks Master Plan Update (Draft 2016)	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.	Currently Updating

Township of Springwater Service Delivery Review and Service Delivery Review Recommendations Report (2020, 2021/2022)	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.**	Currently Implementing
Township of Springwater Trails Master Plan 2008	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.	Currently Updating
Township of Springwater Urban & Rural Community Improvement Plan (CIP) (2017)	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.	Requires Updating

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



Appendix B

Non-Union Management Salary Grid



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Springwater
2024 Salary Grid

Pay Band	Job Title	Hours Annual	Salary Range Step 1	Step 2	Step 3	Step 4	Step 5 (Job Rate)
14	Chief Administrative Officer (CAO)	1,820	$187,063.21	$194,545.14	$202,327.67	$210,420.31	$218,836.82
13		1,820	$163,059.42	$169,581.37	$176,364.75	$183,419.09	$190,756.02
12		1,820	$139,054.56	$144,617.59	$150,401.83	$156,417.86	$162,674.15
11	Director, Finance/Treasurer	1,820	$124,873.92	$129,869.64	$135,064.34	$140,466.49	$146,085.61
11	Director, Public Works	1,820					
11	Director, Recreation, Parks & Facilities	1,820					
11	Director, Fire & Emergency Services	1,820					
11	Director, Corporate Services/Clerk	1,820					
11	Director, Planning & Development	1,820					
10	Chief Building Official	1,820	$110,693.28	$115,120.62	$119,725.79	$124,515.11	$129,496.02
10	Deputy Fire Chief	1,820					
10	Director, CEO - Library Services	1,820					
10	Manager, People - Talent, Payroll and Benefits	1,820					
10	Manager, People - Safety, Learning and Employee Relations	1,820					
10	Senior Project Engineer	1,820					
9	Manager, Roads and Fleet	1,820	$98,843.26	$102,797.50	$106,909.44	$111,185.44	$115,632.89
9	Deputy Treasurer	1,820					
9	Development Engineering Coordinator	1,820					
9	IT Manager	1,820					
9	Manager, Recreation, Parks and Facilities	1,820					
9	Senior Planner	1,820					
8	Development Engineering Technologist	1,820	$86,829.20	$90,301.85	$93,914.22	$97,670.54	$101,577.14
8	Senior Engineering Technologist (Transportation)	1,820					
8	Deputy Chief Building Official	1,820					
8	Division Chief - Prevention	1,820					
8	Division Chief - Training	1,820					
8	Supervisor, By-law Services	1,820					
8	Planner/EcD	1,820					
8	Deputy Clerk	1,820					
7	Supervisor, Recreation	1,820	$76,566.80	$79,628.80	$82,814.62	$86,127.46	$89,572.61
7	Communications Officer	1,820					
7	Asset Management Coordinator	1,820					
7	Planner	1,820					
7	Procurement and Claims Administration Coordinator	1,820					
7	Financial Analyst	1,820					
7	Fire Prevention Officer / Fire and Life Safety Educator	1,820					
7	Engineering Technician (Transportation and Water)	1,820					
7	Building Inspector	1,820					
7	Supervisor, Roads	2,080	$87,504.91	$91,004.34	$94,645.28	$98,431.38	$102,368.70
7	Supervisor, Facilities	2,080					
7	Supervisor, Parks	2,080	$42.07	$43.75	$45.50	$47.32	$49.22
6	Executive Assistant, CAO and Council	1,820	$69,409.34	$72,185.72	$75,073.14	$78,076.06	$81,199.12
5	Junior Planner	1,820	$62,778.73	$65,289.87	$67,901.47	$70,675.95	$73,442.23
5	Planning Technician / Secretary - Treasurer	1,820					
5	Tax and Utility Coordinator	1,820					
5	Coordinator, People - Payroll and Benefits	1,820					
5	Children and Youth Librarian	1,820					
5	Zoning Compliance Coordinator	1,820					
5	Junior Plans Examiner / Intern Insepctor	1,820					
5	Municipal Law Enforcement Officer	1,820					
5	Operations Techncian II	2,080	$71,747.12	$74,616.99	$77,601.68	$80,772.51	$83,933.98
5	Foreperson, Roads and Fleet	2,080	$34.49	$35.87	$37.31	$38.83	$40.35
4	Municipal Law Enforcement Officer / Administrative Assistant	1,820	$55,442.66	$57,662.61	$59,975.83	$62,363.67	$64,863.44
4	Library Technician III - Technical Services	1,820	$30.46	$31.68	$32.95	$34.27	$35.64
4	Library Technician III - Administrative Services	1,820					
4	Committee Coordinator / Administrative Assistant	1,820					
4	IT Technician	1,820					
4	Fire and Emergency Services Assistant	1,820					
4	AP/AR Clerk	1,820					
4	Coordinator, Building Services Administration	1,820					
3	Building Assistant	1,820	$51,419.74	$53,502.54	$55,647.87	$57,867.81	$60,181.03
3	Recreation and Facilities Administrator	1,820					
3	Planning Administrative Assistant	1,820					
3	Customer Service Representative	1,820					
3	Support Assistant , Public Works & Recreation, Parks & Facilities	950	$28.25	$29.40	$30.58	$31.80	$33.07
3	Library Technician II	950		.			
3	Library Technician II - Communications	950					
2	Library Technician I	950	$26.18	$27.22	$28.31	$29.45	$30.62
2	Arena Operator						
1	Crossing Guards		$24.24	$25.22	$26.22	$27.27	$28.35
1	Arena Attendant						

Appendix C

IT Master Plan



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

Township of Springwater

IT MASTER PLAN 2022 – 2027

2231 Nursery Road,
Minesing, Ontario, Canada
L9X 1A8

TABLE OF CONTENTS

Introduction 1
Purpose
Background
Approach
IT Master Plan on a Page 3
The Future Role of IT
Roadmap 5
Strategic Initiatives 6
Governance 21
Appendix 22

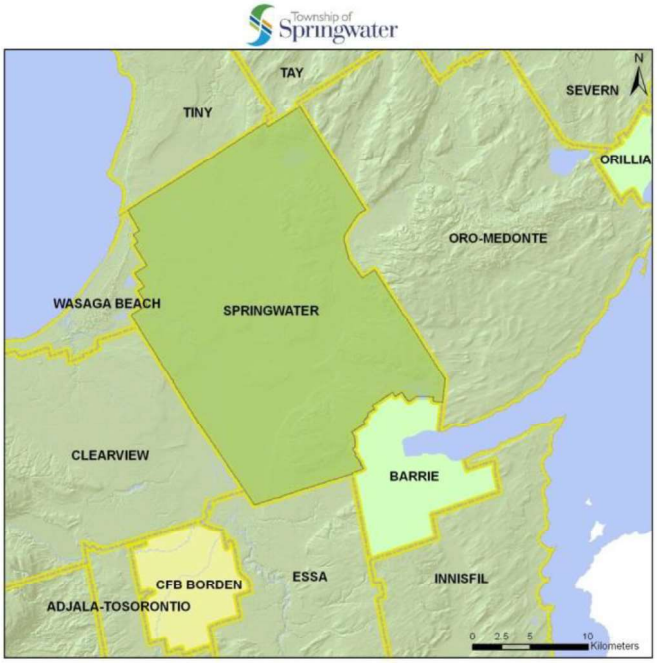
INTRODUCTION

PURPOSE

This document communicates the five-year IT Master Plan of the Corporation of the Township of Springwater ("Township"). It outlines the Township's new vision for IT, strategic initiatives and organizational changes that are required to deliver the strategy.

BACKGROUND

The Township is located in Central Ontario. It is the county seat of Simcoe County with a population of 21,701. Springwater's population grew 13.9% over the last 5 years.[1] The Township expects this growth to continue in the years to come, with the total population expected to rise to 37,800 by 2031.[2]



As noted by Township staff, this growth is introducing a younger, higher educated demographic that have different service expectations, particularly around digital services. The impact of COVID-19 is also accelerating the adoption of online services.

The Township is creating an IT Master Plan (ITMP) based on a recent review of its use of technology and performance of the IT Department. Priorities for the Township include:



[1] Statistics Canada, 2021 Census of Population.
[2] Township of Springwater, Ontario - "A Community of Communities"

APPROACH

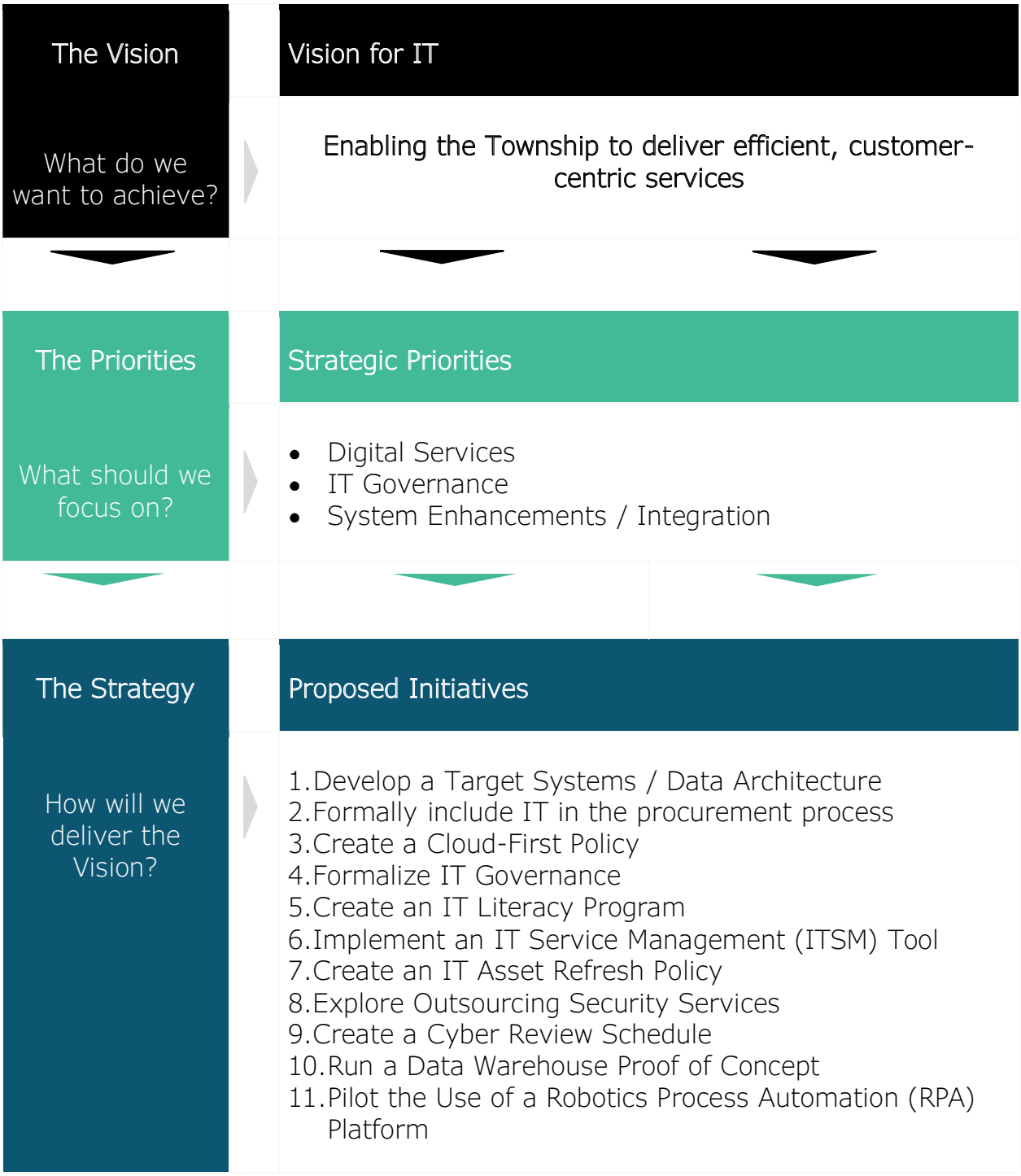
Development of the ITMP was highly collaborative, engaging senior management and staff from all departments of the Township.

The overall approach was, by design, driven from a non-technical perspective to ensure alignment with the needs of the residents and staff. The approach includes four phases outlined below.



IT MASTER PLAN ON A PAGE

We summarize the five-year IT Master Plan below.



THE FUTURE ROLE OF IT

As the needs of the Township continue to evolve, so does the role of IT. IT will:

- Lead the decision-making process and collaborate with departments when acquiring new technology
- Continue to be accountable and responsible for core IT services (network, infrastructure, and compute & storage)
- Be responsible (but not accountable) for helping departments optimize processes with technology
- Be responsible to schedule and coordinate updates/upgrades/replacements to existing technology. IT will collaborate with all parties of interest (e.g. departments, third parties)
- Be a steward of data across the Township; including where information resides (information architecture) Data management is the accountability of the business
- Consult and inform future communities of interests
- Focus on initiatives and services that span the Township or multiple departments

ROADMAP

This roadmap is a high-level indicative timeline (starting in year 2023) of the initiatives outlined in this strategic plan. It is based on an initial analysis of priority, dependencies, and resource requirements. Following the acceptance of this strategy and roadmap the Township should further validate the timeframes and develop detailed capital budget plans for each and 1–2-year operational plans.

Initiatives	23	24	25	26	27
1. Develop a Target Systems / Data Architecture					
2. Formally include IT in the procurement process					
3. Create a Cloud-First Policy					
4. Formalize IT Governance					
5. Create an IT Literacy Program					
6. Implement an IT Service Management (ITSM) Tool					
7. Create an IT Asset Refresh Policy					
8. Consider Outsourcing Security Services					
9. Create a Cyber Review Schedule					
10. Run a Data Warehouse Proof of Concept					
11. Pilot the Use of a Robotics Process Automation (RPA) Platform					

STRATEGIC INITIATIVES

INITIATIVE 1 – DEVELOP A TARGET SYSTEMS / DATA ARCHITECTURE

Situation	Springwater has limited levels of integration between its applications. This can lead to service fractures causing more manual activities. In addition, opportunities exist to further use GIS data to better serve residents as well as streamline internal activities. A Township-wide approach to application acquisition could help in situations where multiple departments need systems to meet similar needs.
Recommendation	Develop a target systems / data architecture that outlines future system integration, including the expansion of GIS (integration with key systems including the website).
Action Plan	Step 1 – Using the recent IT assessment and existing system documentation, develop a data model that outlines the type of data that each system includes. This will help determine where there is similar data but in different systems. Then we will indicate via data flow, where ideally the data would link, including the direction (uni or bi). This will provide a blueprint for our target state (including any planned systems so that the picture is complete). Step 2 – Once the data model is complete, begin developing the target architecture to achieve it. This should outline current integration as well as any gaps. Be sure to include the website as this has become a primary layer of interaction for residents to receive services. Step 3 – For any gaps (integration, data, or system gaps), develop alternatives. This may include new modules, APIs, scripting, or use of Robotic Process Automation (RPA). Design a future state that considers different alternatives and their pros / cons. Conduct working sessions with department managers to confirm and validate some of these changes and priorities. Step 4 – With this information, build a roadmap of changes to move the Township from its current position to the future.

	Consider urgency, dependency, and constraints to build the roadmap. Once complete, seek estimates for the cost of change and discuss it with the Township leadership as part of the annual budgeting process. Finally, execute on the agreed plan and budget.

INITIATIVE 2 - FORMALLY INCLUDE IT IN THE PROCUREMENT PROCESS

Situation	The Township's current procurement by-law outlines responsibilities and terms. However, the Township does not have any guidelines for IT's involvement.
Recommendation	Create procurement guidelines that describes the role of IT and a set of technical standards the Township will use.
Action Plan	**Step 1 –** The IT department should work with the Director of Finance and the Procurement Coordinator to establish criteria for involving IT. This may include the type of procurement (e.g. anything technology-related, cost thresholds, impact on the current IT architecture). Once established, IT should work with procurement to draft a guidelines document on the role of IT and circulate it to the Management team so that all are aware. **Step 2 –** In addition to Step 1, IT should develop a set of technical standards. The intent of the standards is to make sure any purchases conform with existing preferred technology that the Township is using. The requirements are meant to ensure the Township can get information about the vendors' solutions. We provide examples of both in the Appendix. **Step 3 –** After the first year of implementation, review the adopted guidelines and revise as required.

INITIATIVE 3 – CREATE A CLOUD-FIRST POLICY

Situation	The Township currently does not have a policy to guide decision-making on the use of Cloud. In recent years, the Township has shifted to more Software-as-a-Service (SaaS) products. We expect this trend to continue.
Recommendation	Create a policy and guidelines for use of Cloud.
Action Plan	Step 1 – IT should develop a policy that describes its approach to adopting Cloud. The policy should include a decision-framework that consider: • Data sensitivity and criticality (including Privacy Impact Assessment) • Financial impact and pricing certainty • Vendor supply chain • Commercial terms relating to service levels, step-in, and data ownership/use • Business requirements • Technical requirements (latency, technical architecture, standards) Given the size of the Township's application estate we recommend, at a minimum, a Privacy Impact Assessment (PIA) for core systems. Step 2 – Create a migration plan that outlines how the Township will move its remaining on-premises workload to the Cloud. Determine dependencies by creating "move groups". Move groups are a grouping of applications that typically interact together to deliver a service. Other factors to consider when creating move groups is the user impact, complexity of the migration, and technical dependencies (e.g. the server and storage it resides on). Categorizing applications into move groups and understanding their dependencies / interrelatedness is vital to ensure that the migration runs smoothly. For applications that do not have a SaaS product investigate the use of PaaS.

Develop a migration plan that considers:

- Move groups
- Current asset replacement (servers, storage, and data centre)
- Application upgrades
- Other IT initiatives
- Decommissioning the disaster recovery site and hardware

This will help identify the ideal timing of migration activities from a risk, expense, and resource perspective.

Step 3 – Historically, a major drawback of Cloud was that it did not have the same level of security and visibility that IT operating practices have when it is on-premises. Over the past few years Cloud Access Security Brokers (CASB) have emerged to provide the same level of operating and security practices. Broadly, the services cover five categories: visibility, compliance, data security, threat protection, and enterprise integration.

Prior to implementing the Township's Cloud migration plan, it is important that the IT department updates its IT operating and security practices and considers selecting and using a CASB.

Depending on the migration plan (speed, timeframe, resources, etc.) the Township may wish to implement it as transformation program. This will require the Township to have appropriate program/project resources and processes to execute efficiently.

INITIATIVE 4 – FORMALIZE IT GOVERNANCE

Situation	IT does not have formal governing body to oversee decision-making, track progress or escalating needs. As the Township increases its use and reliance on technology, complexities may require more formality of its IT governance.
Recommendation	Formalize IT governance by creating an IT Steering Committee.
Action Plan	Step 1 – Formalize partnership meetings at the Township. Until this point meetings between the IT Department and Department Heads have been ad-hoc and have occurred on demand. Department Heads should work with IT to set a formal schedule for these meetings. Meetings as needed will still occur, but with a predetermined schedule the IT Coordinator will have a more up-to-date picture of the technology needs across the organization. Step 2 – Include IT as a member of the Leadership Team Meetings tasked with providing direction to the Township's IT Department. The IT discussion will focus more on setting priorities for IT rather than discussing day-to-day activities. The Township will need to ensure adequate time is given to discussing IT priorities. See the Appendix for a description of the different governance forums that should occur. Step 3 – Review the efficacy of the governing meetings. Receive feedback and continue to shape IT Governance to meet the needs of the Township.

INITIATIVE 5 – CREATE AN IT LITERACY PROGRAM

Situation	Effective use of technology is important to support the Township's investments as well as to ensure an efficient use of staff resources. As such, training and IT literacy are key enablers to accomplish this objective.
Recommendation	Work with HR to create an IT literacy program and change adoption process for implementing new systems / technology.
Action Plan	To implement this recommendation, we propose the following: Step 1 – HR should lead an assessment of staff to understand their current knowledge level. This assessment should be customized to their job description, responsibilities, and use of technology. For example, field staff will have a different IT literacy program than those in the finance department. The assessment may use different approaches (e.g. testing, interviews, surveys). HR should also work with IT and Management to understand any future technology changes (e.g. new systems or devices) staff will be using. The output of this assessment should be a list of skills and expertise staff need to perform their job now and in the near future. Step 2 – Following the assessment, HR should perform a gap analysis of the current training program staff have and the needs assessment. This may highlight areas that staff require greater attention (e.g. no training available) or a change in the current training (e.g. online course versus on-the-job training or in-person). Step 3 – Based on the information from step 1 and 2 above, HR, working with IT, should create an IT literacy program. This program should cover at a minimum: • Hiring requirements • Onboarding training • Annual refresh training • Introduction of new technology / systems • Security and cyber security awareness

INITIATIVE 6 – IMPLEMENT AN IT SERVICE MANAGEMENT (ITSM) TOOL

Situation	Few IT processes are documented, placing reliance on key IT individuals and their knowledge. In addition, the IT Department has few tools to manage IT processes and track tickets. This creates a higher work effort on the IT Department making it difficult to scale and react to growing demands (e.g. new projects).
Recommendation	Implement an ITSM system and revise IT processes to automate and time intensive activities.
Action Plan	Step 1 – IT should undertake ITIL training course. ITIL is a common practice in IT to help organizations manage IT. This training will help build a reference for IT to leverage as it designs its future IT processes. Step 2 – The IT Department should develop a set of ITSM requirements. This should consider key IT processes such as: • Change • Service Request • Incident Management • Asset and Configuration • Access Management • Event Management Next, the Township should issue an RFP to select an ITSM using the aforementioned requirements and follow the Township's procurement guidelines to select a vendor. Step 3 – After selecting a vendor, the IT department should work with them to roll out their solution. IT should be mindful at this stage to incorporate HR and provide all staff with the training necessary to utilize self-service tools. Step 4 – In tandem with the implementation of the ITSM system at the Township, IT staff should be exploring opportunities to revise their processes and reduce manual effort as they support the rest of the organization. Step 5 – IT should use the ITSM to create a standard report (dashboard) for its IT Steering Committee meetings.

INITIATIVE 7 – CREATE AN IT ASSET REFRESH POLICY

Situation	Regarding IT asset age, the Township does well despite not having a defined refresh policy. The IT department deployed a large set of new laptops and desktops for Township staff in 2020. Work to keep staff well-equipped continued in 2021 with the rollout of the Zoom Phone system. Keeping track of the age of the Township's IT assets will be critical.
Recommendation	Create a refresh policy for replacing IT assets.
Action Plan	Step 1 – To ensure standardization, IT should develop a refresh policy that covers all major IT assets (desktops, laptops, tablets, servers, storage devices, network equipment). For each asset category IT should determine an appropriate lifespan. This is typically between three and seven years (or dependent on support contracts). The policy should also cover the full lifecycle of IT assets (acquisition, tracking and disposal). IT should also meet with Finance to determine if there are any guidelines for purchasing assets versus leasing. As well as to align the policy with existing corporate policies such as the Tangible Capital Asset Policy. Step 2 – Using the Township's new ITSM, IT should automate IT asset tracking. At a minimum, this should include the model, age, asset tag, mac address, firmware, and OS information. IT should review the asset inventory data quarterly or at least annually (as part of budget) to make sure the data is up to date.

INITIATIVE 8 – CONSIDER OUTSOURCING SECURITY INFORMATION AND EVENT MANAGEMENT

Situation	In recent years, the Township decided to insource IT Services. However, given the challenge of keeping up with security trends, and considering the size of the IT department, outsourcing this niche service may be valuable.
Recommendation	Consider outsourcing Security Information and Event Management (SIEM) services.
Action Plan	Step 1 – IT should develop a set of requirements to test the market on using a third party to provide SIEM services. The requirement should cover the following: • Gathering log information for IT assets (servers, network devices, storage, etc.) • Aggregating and analyzing the information • Taking action on certain issues • Investigating alerts and potential threats • Providing threat intelligence • Report on risks, threats and provide recommended actions Next, the Township should issue an RFP to select an SIEM vendor using the aforementioned requirements and follow the Township's procurement guidelines to select a vendor. Step 2 – The IT Department should host vendor presentations to help select an appropriate vendor. Step 3 – Once the Township selects a vendor, IT should undertake a proof of concept with them to evidence the value the vendor can provide. This will provide the Township with sufficient information to build a business case (cost, benefits) of using a third-party SIEM provider. Step 4 – The Township should decide on the business case. Consideration should be given to integrate this work with the Cloud CASB and Cyber review assessment.

INITIATIVE 9 – CREATE A CYBER REVIEW SCHEDULE

Situation	Cyber threats are on the rise and municipalities are a target. In the years since 2019, there has been a sharp increase in the level of cyber attacks on municipalities and other public bodies. In 2020, municipalities were the target of 44% of all ransomware attacks globally. In Ontario, notable attacks in 2021 targeted the Township of Clarence-Rockland, Durham Region, and the Toronto Transit Commission. While the Township has made advancements with respect to security (e.g. security audits and ongoing monitoring), when a cyber event occurs it is best to have tested your response.
Recommendation	Formalize a cyber review schedule including cyber readiness testing as part of the Township's incident response.
Action Plan	Step 1 – The Township should go to market with an RFP to select a vendor who can conduct cyber readiness assessments. The scope of the RFP should include but not limited to: • Identifying threats • Controls to protect users and infrastructure • Practices that the Township should have to detect threats, respond and recovery services The scope should also include helping the Township develop a cyber response plan so that the Township has a step-by-step plan to follow when a cyber event occurs. Once the RFP is ready, release it to the public and select a vendor using the Township's procurement guidelines. Step 2 – Once the vendor has been selected, work with them to perform the assessment. Provide the vendor with the relevant information and ensure the vendor undertakes the appropriate depth of review. The output of the assessment should identify any gaps and prioritize on a risk basis. Step 3 – Following the review, have the vendor work with the Township to develop a cyber readiness plan or amend the

Township's Incident Response Plan. This should be similar to a business continuity plan and cover at a minimum:

- Criteria for assessing the threat level of a cyber event and appropriate response
- Different scenarios for which the Township has a response
- Description of the response governance, roles, and responsibilities
- Communications (internally and externally)
- A "playbook" or cheat sheet that allow users easy access to relevant information during a cyber event

The Township should consider aligning the cyber response with any existing emergency plans to make it easier for adoption.

The Township should work with the vendor to ensure the cyber response plan is fit for purpose.

Step 4 – Once the plan is complete, the vendor should facilitate a "table-top" exercise, mimicking a real-life cyber event with the Township to evaluate how well the Township performs. During this exercise, the vendor should capture observations (opportunities for improvements), as well as timing to see how well the Township responds.

Following the table-top, the Township should have a debrief with the vendor to discuss its performance and future enhancements.

Step 5 – As a final step, the Township should document the results, develop a remediation plan to address any gaps from the cyber readiness assessment as well as any enhancements to the cyber response plan.

The Township should perform a "table-top" exercise annually using internal staff and perform a cyber readiness assessment every two years.

INITIATIVE 10 – RUN A DATA WAREHOUSE PROOF OF CONCEPT

Situation	The Township does not have an enterprise-wide solution for data mining and visualization. In addition, at a corporate level, there is desire to use more data for decision-making.
Recommendation	Following the target architecture, perform a proof of concept to use a data warehouse to enable Township departments to become more data driven.
Action Plan	Step 1 – Following the target architecture the Township will have a better understanding of its current data and future systems. However, the value of a data warehouse is to help the various departments. As such, IT should meet with each department and understand their current reporting requirements, key issues and challenges, and questions they would like to answer. For example, a growing trend is for departments to be able to model scenarios or work volume and growth so that they can predict the staff levels, equipment, etc. This requires data from a number of sources. IT should work with each department to determine their data reporting and analytic needs to help inform decisions on selecting and using a data warehouse. The Township should prioritize a set of use cases that it can test as part of the proof of concept. Step 2 – The Township should conduct a market scan of data warehouse/BI solutions to better understand potential solutions, costs, and architectural impacts. This will help ensure the Township is able to select a solution that is most appropriate for its current and future needs. Step 3 – The Township should develop an RFP with a focus on performing a proof of concept with the vendor. This work should be carried out in accordance with the Township's procurement by-law. The Township should seek a vendor whose solution can: • Take in data from varied sources through integrations with other Township systems • Store data securely in a Cloud environment

- Provide the Township with powerful tools to query, analyze, and visually present relevant data.
- Become the backbone of reports on activity and performance which will lead to data driven decisions within departments and across the organization.

Step 3 – After selecting a vendor, the IT department and other departmental staff should work with them on specific use cases to perform a proof of concept to assess the viability and value of their data warehouse solution.

Step 4 – Following the proof-of-concept work, the Township should consider the value of continuing to use the vendor's solution. Key considerations would be:

- Is the data warehouse providing Department Heads with the information they need to make data driven decisions for their teams?
- Are staff able to effectively sync relevant data to the data warehouse for analysis without the process becoming arduous and impeding their work?
- Is the solution providing value to the Township given its cost? Cost-benefit analysis at this stage would compare the solution's fees and staff effort to the value of the insights the data warehouse provides.

Step 5 – The Township should decide on its future use of a data warehouse and visualization, the implications it will have on the Township's architecture and build a plan on the appropriate option.

INITIATIVE 11 - PILOT THE USE OF A ROBOTICS PROCESS AUTOMATION PLATFORM

Situation	Robotics Process Automation (RPA) is becoming widely adopted as a cost-effective and quick solution to address manual, repetitive processes. It can also help address areas where integration is cost prohibitive.
Recommendation	Following the development of a target architecture, pilot the use of an RPA tool for enhancing business processes.
Action Plan	Step 1 – Work with each department to identify priority process improvements. Consider processes that require a lot of staff time and effort and do not have a system that supports all their activities. Prime characteristics for process automation include but not limited to: • Activities are repeatable and predictable • The current process is heavily manual or relies on using Excel • The process steps involve only a few individuals Some examples include accounts payable, processing applications (data entry), on-/off-boarding of employees and vendors, and timesheet management. Step 2 – Select an RPA platform to pilot. Given the Township's use of Microsoft products and expertise IT should consider using Microsoft's RPA product. This will help the speed to which the Township and pilot and adopt the use of RPA. Longer-term the Township should revisit the RPA platform of choice to make sure it is fit for purpose. Once selected, IT should undergo some RPA training (see IT Literacy Program). There are several courses available to help guide individuals with basic IT knowledge and develop RPA scripts. Finally, IT will need to install the software, so it is able to learn the RPA platform and train.

Step 3 – Work with management to determine a process to perform a proof of concept. From Step 1, the Township should have a list of process improvement areas to use as a basis for selection. Alternatively, IT can select an IT process to perform the Proof of Concept (PoC).

Once selected, IT should work with the appropriate stakeholders to document the current process steps, then assess to what extent the RPA platform and automate those activities.

IT should then begin developing RPA scripts to automate the in-scope activities and determine its feasibility. To test its feasibility, we recommend a dual run approach – performing the process with no change and concurrently running it using the RPA platform and checking the results. For PoCs that are successful, the Township should continue to Step 4, otherwise it should capture the reasons for the PoCs failure in case factors change in the future.

Step 4 – For successful PoCs the Township should quantify the benefits (compare the current process time, effort, etc.) to the PoC results. This will serve as a baseline on the impact of the change.

Next, the Township should document the new process (using RPA tool), ensure appropriate training to staff occurs and roll out the change once the staff are ready.

Over a set period (determined based on the frequency of using the RPA scripts), IT and the involved staff should monitor the processing closely to ensure it is operating correctly and where necessary make adjustments.

GOVERNANCE

The future role of IT represents a fundamental shift to the role today. To ensure IT is able to fulfill its role, the Township needs a new governance model. The definition of governance in the context of this ITMP is: "Specifying the decision rights and accountability framework to encourage desirable behavior in using IT".

Below we summarize the key decisions and who should make them:

	Purpose	Agenda	Outcomes	Frequency
IT Steering Committee	• Understand the business priorities • Address escalations	• Prioritization of initiatives • Status of existing projects / initiatives • Resource management	• Updated list of priorities • Investment decisions • Changes to resources (address constraints) • Action items for escalated issues	Quarterly
IT Partnership Meetings	• Health and performance of IT • Mitigate risks	• Service performance • Problem management • Status of program & projects	• Decisions on improvements	Monthly

APPENDIX

SAMPLE TECHNICAL STANDARDS AND REQUIREMENTS

<table>
<tr><th>Technical Standards</th><th colspan="2">Technical Requirements</th></tr>
<tr><td rowspan="4">New applications preferred to be developed on Microsoft .Net Visual Studio 2013 or higher.
New applications preferred to be run on Windows XX, Windows Server 20XX (at least Server 20XX).
IIS Web server on Windows servers. Alternative Application Server Platform is Oracle WebLogic Server XXX on Windows.</td><td>Data Centre</td><td>The vendor operates a secondary, geographically dispersed data centre which can provide redundancy, load balancing, and seamless failover should a critical failure take place at the primary data centre.</td></tr>
<tr><td>Backup and Recovery</td><td>The vendor uses an offsite (in Canada) backup strategy for all data managed within the system.</td></tr>
<tr><td rowspan="2">Security</td><td>The vendor conducts annual (at minimum) third-party penetration testing and vulnerability scans of its network infrastructure. Provide details such as type of testing performed, frequency, etc. in your response.</td></tr>
<tr><td>The vendor will provide immediate notification to the Township of any security breach that results in the unauthorized access of any Township data.</td></tr>
</table>

End of Document

Appendix D

Service Delivery Review: KPI & Customer Service Review



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

March 24, 2022

Township of Springwater

Service Delivery Review

Recommendations Report

Prepared by:

Jessica Cryer, Managing Partner | jessica@mycspn.com
Shawn Ashley, Director CX Advisory | shawn@mycspn.com
Jenelle McCulloch, CX Consultant | jenelle@mycspn.com

Table of Contents

1.0 Executive Summary 3
1.1 Project Background and Report Structure 3
1.2 Township Service Levels 3
1.3 Service Improvement Recommendations 5
1.4 Performance Measurement (KPI) Framework 6
2.0 Key Findings & Observations Summary 9
3.0 Service Recommendations 11
4.0 Performance Measurement (KPI) Framework 18
4.1 Comparator Municipal KPIs 18
4.2 Framework Structure & Details 19
4.3 Recommended Township KPIs 22
5.0 Reporting Framework Recommendation 29
6.0 Conclusion 32
Appendix 33
Appendix I: Additional Recommendations 33
Appendix II: Example KPIs Used by Other Municipalities / Regions 39
Appendix III: Detailed List of all Discussed KPI's 53
Appendix IV: Full-Size Infographics 64
Appendix V: Scorecard & Reporting Examples 68

1.0 Executive Summary

1.1 Project Background and Report Structure

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. Aligned to the recommendations is the identification of Key Performance Indicators (KPIs) for service delivery and the high-level structure of a Reporting Framework (analysis and socialization of customer data).

The findings and recommendations provided to the Township in the Resource Capacity Report empowered Council with the insights required to make confident staffing decisions impacting service delivery. From the insights, members of Council approved eight (8) additional staff resources. The addition of these resources will help ensure departments / teams have the capacity to consistently deliver great service to all residents today and in the near-term future. The approved resources are listed below.

New Resources & Positions Planned for 2022:

1. Junior Plans Examiner/Intern Inspector
2. Accounts Payable/Accounts Receivable Coordinator
3. Administrative Assistant / By-law Enforcement Officer
4. Facilities Supervisor
5. Part-time Infrastructure & Operations Admin Clerk
6. Senior Project Engineer
7. Development Engineering Technologist
8. Librarian – Children & Youth

As an addendum to the initial Resource Capacity Report, this report is meant to be used as a "Road Map" that will allow the Township of Springwater to effectively and confidently determine the levels of service delivered to customers from both an internal and external perspective. With the design and implementation of the Townships Strategic Plan, the organization and individual departments / teams can begin tracking KPI's effectively and efficiently to enable data-driven decisions.

1.2 Township Service Levels

A detailed analysis into the current service levels of the Township was outside of the scope of this project. The primary focus of this engagement and where most of the effort was allocated was on auditing / analyzing the Activity Worksheets and conducting one-on-one staff interviews. This work effort was required to develop a detailed Resource Capacity Report during Phase 1.0.

A high-level summary of best practices for determining and auditing Service Levels has been provided to support the Township with this activity moving forward.

What Are Service Levels?

Service levels are indicators that reflect the goals of a region / municipality (i.e., social, economic, customer, etc.) and are defined by what the customer receives and / or the outcomes. These customer outcomes are measured by the performance of assets, and by activities that support the service and the assets.

Common parameters within service levels may include any of the following:

- Safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability.
- The levels of service can be any combination of the above. It is important that they align with what is deemed a priority by each unique municipality / region.

Levels of service is therefore a balance of the cost, risk and benefits of the services being provided. This is based on the performance of the assets, and of the activities supporting the assets and delivering the services.

What Are They Used For?

Service Levels are used by municipal leaders to:

- Assist and support decision making, and investment planning related to planning, development, operation, maintenance, rehabilitation, and replacement of municipal infrastructure.
- Promote good practice, sustainable development, and environmental stewardship.
- Facilitate community involvement and a public sense of ownership, and incorporate community values.

The benefits in achieving and maintaining levels of service include health and safety, physical/natural development, economic/social development, quality of life/living standards and reducing life cycle cost.

How to Determine Service Levels

Having a Service-Level framework is a methodology that is used to determine what kind of service truly meets the wants and needs of customers, while still being manageable by service providers. It is knowing what levels of service customers expect, and what they are willing to pay for. Understanding customer expectations for the service and the assets that support them is an important part of determining appropriate service levels.

Defining levels of service is unique for each municipality / region and requires the individual organization to determine what is “just right” for their operations and customer landscape. Effective service levels neither “overdeliver” nor “underdeliver” and are accurately defined by collecting data overtime to gauge what level fits this “just right” window for the organization.

Comparing service levels to similar municipalities / regions can be a good start to targeting a range for levels but is not recommended to be copied as the uniqueness of each individual organization requires a unique set of service levels.

It is important to note that determining service levels is a major project for municipalities. As an example, the Town of Newmarket had undergone an 8-month initiative to effectively determine the regions service levels.

How to Audit Service Levels

Service-Levels will often evolve alongside changes to the municipal / region operations and customer landscape. Effective management of service levels require formal "check-ins" that can be done on an annual basis to review and revise. Like defining service levels, these audits of existing service levels look to understand how well the levels identify if the service is "just right" in its delivery or if it is "over / under" delivering based on the defined level. When auditing service levels, it is important to address the following key questions.

- Have there been any changes to the Strategic Priorities?
- Are we consistently under or over performing on the level?
- Have there been changes to customer needs and wants?
- Have there been major fluctuations to financial constraints to meet the level?
- Are there any new or potential risks associated with meeting the level?

1.3 Service Improvement Recommendations

Within this report, CSPN has identified five (5) priority recommendations to drive service improvement. These recommendations will help the Township of Springwater build the foundation for improved service delivery by:

1. Defining a Customer Service Strategy to direct improvement initiatives towards a common vision of service excellence.
2. Incorporating a customer-lens into the IT Masterplan to ensure future technology advancements support and enable the defined customer service vision.
3. Expanding CityWide service-related functionality to support enhanced service-related data gathering, tracking and analysis.
4. Developing an approach for a centralized / shared service model to streamline service delivery across departments and optimize service-related data gathering, tracking and analysis.
5. Designing a formal voice-of-the-customer program to actively and consistently collect citizen feedback to support decision-making and prioritization of service improvements.

The below diagram outlines the sequence of how the recommendations should be implemented. The sequence of recommendations laid out is based on importance, timeframes to complete, dependencies, and alignment of recommendations relative to one another.

RECOMMENDATION	IMPLEMENTATION TIMELINE

	Short-Term	Medium-Term	Long-Term
SERVICE-RELATED RECOMMENDATIONS (Outward Facing)			
1.0 Design a Formal Customer Experience / Service Strategy	■		
2.0 Incorporate the "Customer-Lens" Into IT Masterplan	■	■	
3.0 Expand CityWide Service-Related Functionality		■	
4.0 Develop Approach for Centralized / Shared Service Model			■
5.0 Design a Formal Voice-of-the-Customer (VoC) Program			■

Note: Detailed list of recommendations found in Section 3.0
**Full-Size Version Found in Appendix IV*

CSPN has also identified six (6) additional service-related recommendations. These can be found in Appendix I.

1.4 Performance Measurement (KPI) Framework

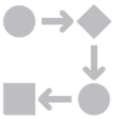
CSPN has worked collaboratively with the Township to identify Key Performance Indicators related to the efficiency and effectiveness of service delivery. The KPIs identified have been selected as the most appropriate to reflect service delivery capabilities, expectations, and standards for the Township of Springwater.

The recommended Performance Measurement Framework consists of five (5) categories which are based on best-practices for Springwater's service landscape and operating model of lower-tier municipalities / regions. Within each category, the top five (5) KPIs have been identified. These KPIs are intended to demonstrate that the Township is adequately meeting the needs of residents and clients. For each KPI, a baseline for acceptable performance needs to be established. This could include response times or percentage of satisfied respondents. The KPIs outlined within this report should be tracked at both the organizational and individual departmental level.

Township of Springwater KPI Framework



Category	Definition	Top Five Prioritized KPIs
Strategic Priorities 	KPIs measure Leadership and Council actions at the organizational level related to long-term strategic goals and planning.	To be defined through the Community Based Strategic Plan initiative
Customer Service 	KPIs measure external interactions and customer related activities and sentiment.	1. Number of "Inquiry or Complaint" Emails Received by Customers 2. Number of "Inquiry or Complaint" Phone Calls Received by Customers 3. CSAT: Customer Satisfaction Score 4. CES: Customer Effort Score 5. Number of "Inquiry or Complaint" Phone Calls / Emails Resolved within Defined Agreements (SLA)
Public Engagement 	KPIs measure customer involvement with the Township and related activities and sentiment.	1. Number of Website Views by Customers 2. Number of Active Social Media Customers 3. Number of Formal PR / Media Releases Provided 4. Number of Social Media Responses to Customer Posts 5. Number of Customers Enrolled in Online Account / Platform
Financial Performance 	KPIs measure internal operating costs and asset management and external revenue generation for the Township.	1. Reserves as a % of Expenditures 2. Annual Debt 3. Investments / Cashflow 4. Service Revenue Received 5. Service Operating Costs

Operational Effectiveness 	KPIs measure internal operations and employee related activities, sentiment, and outputs.	1. Work Hours Lost Due to Absenteeism / Sick Leave 2. Employee Turnover (FTE) 3. Offer Acceptance Rate 4. Number of Online / Self-Serve Tasks Performed by Customers 5. Roads & Infrastructure Maintenance Hours Performed

The Township currently has the capability to track most of the recommended KPIs. However, this is generally being done manually through digital tools that are not integrated. There is no formal governance structure for capturing, analyzing, and reporting on data. This is further exacerbated by the challenges in using the disconnected, manual systems to track KPI's consistently or continuously across the organization. However, there is a broad spectrum of technology that can support with more seamless and integrated KPI tracking. Some of the technology currently exists within the Township (e.g., CityWide/CityView), but is not being used to its full functionality. In other instances, new technology would need to be purchased (e.g., Voice of the Customer / Employee Programs).

As the Township looks to activate the KPI recommendations through technology and process enhancements, it should do so by assessing two main approaches:

IT Driven Approach: Update major IT infrastructure and tools to automate the capture / tracking of KPI's in a single system (in line with identified IT Masterplan and Expansion of CityWide Service Functionality Recommendations).

Employee Driven Approach: Allocate staff resources to continue the more predominantly manual capture / tracking of KPI's in separate systems that are already available (SurveyMonkey, CityWide/CityView). Some digital / automated data capture will be viable within single systems. However, the lack of IT integration across systems will still require manual effort / staff resources to track and report on KPIs.

The Township must weigh the costs and prioritization of purchasing / upgrading technology solutions that support automated KPI tracking with the balance of allocating additional resources to support manual data capture. For both approaches, the Township will need to ensure the correct process and governance is in place to support the design, collection, analysis, and reporting of KPIs.

Acknowledgement

We would like to take the opportunity to acknowledge the assistance and cooperation provided by staff at the Township of Springwater that participated in the development of this Recommendations Report. We appreciate that reviews such as this require a substantial contribution of time and effort on the part of Township employees, and we would be remiss if we did not express our appreciation for the cooperation afforded.

As the scope of our review is intended to focus on future-state opportunities, we have not provided commentary on the numerous positive aspects of the Township's operations identified during our review.

2.0 Key Findings & Observations Summary

The following section provides background information and context specific to the identified recommendations related to service delivery.

Note: Detailed current state findings can be found in the Resource Capacity Report.

Senior Staff Role-Misalignment

The analysis from the Resource Capacity Report (based on interviews and Activity Worksheet Reviews) documented a strong sense that Senior Management day-to-day workload and assigned responsibilities are disconnected from the core functions/priorities of service delivery. Management is spending significant time on daily operational and administrative tasks versus strategic priorities. This negatively impacts overall staff direction and morale.

Governance

In the absence of a long-term strategic plan to guide the Township and KPI's for the Township's resident-facing services, Council is not able to function as a strategic governing body that can make decisions above the fray of daily operations. Although Council has developed nine strategic priorities for this term of Council, they have not established a strategic vision for the future of the municipality.

The limited visibility into performance measurements and long-term plans / goals has resulted in Council becoming involved with daily governance and operational challenges. Specific requests coming from Council members to address ad-hoc concerns or granular / specific issues requires staff to expend unplanned effort. Staff are expending additional time responding to inquiries that Council of the Whole is not aware of and/or may not be of priority to Council as an entire body.

As noted in the Resource Capacity Report, staff have finite / limited capacity to expend on Council directed tasks and/or their own core work priorities. These competing sets of work demand on Township staff are creating inefficiencies, eroding focus, and impacting service delivery quality.

Ideally, Council would be focused on establishing and reviewing KPIs for the Township's services and require staff to report results on a periodic timeframe to Council as a Whole. Reporting of selected KPIs would be referenced against progress towards achieving the strategic vision of the Township. This top-down measurement driven governance role for Council is best practice and will allow for consistent and transparent communication amongst all of Council.

IT Enabled Performance Measurements

Springwater does not appear to rely upon KPIs to benchmark internal service delivery or operational performance on a consistent basis. Across the organization, stakeholders identified limitations in the collection, review, and analysis of data and information due to technology limitations and staff capacity constraints. The Township's current state has not enabled the development of a culture that embraces the use of data, or rigor in processes to use data in decision making. Note, this should not be considered a

criticism against staff as many staff and leadership members made comments expressing a desire to move in this direction.

Future-State Resource Requirements and Skills

The preliminary analysis identified a gap in future-state planning aligned to resource and skill requirements. Staff across departments do not have clear visibility into succession plans, upskilling / onboard training requirements, and change in workload capacity due to environmental shifts (e.g., population growth). Staff do not feel the Township is positioned to meet future resident requirements based on current service delivery resources, skills, and capacity.

Resource Planning

Talent retention and acquisition is important for the Township to support change and maintain performance standards. Staff with accredited or technical competencies are in-demand across Ontario, making it difficult to recruit for these positions. Examples of scarce/sought after staff include Planners, Building Staff, Engineering Staff, CAO leaders, and Municipal Finance leaders. It is important for the Township to identify and include these skills in their formal Learning & Development ("L&D") planning to address gaps and/or ensure competitiveness in the market to attract these resources.

3.0 Service Recommendations

High-level service recommendations have been defined based on insights gathered throughout the service review engagement. They have been discussed and validated with Township leaders and the project working team.

Analysis of Recommendations and related Implementation Planning includes the following information outlined in the table below. The criteria below have been used to define the overall roadmap / workplan and financial impacts of all recommendations.

Item	Description
Recommendation	Summary of high-level improvement opportunity identified through the Service Delivery Review. Key focus is on interconnected opportunities aligned to resource capacity findings.
Key Outcomes	Summary of the "value" recommendations have to the Township, including the most impactful benefits that can be realized from implementing improvement opportunities.
Requirements to Implement	Estimated Financial Resources (One-Time Costs) to Implement: • $0, $0 - $50,000, $50,000 - $100,000, $100,000+, N/A Timeline to Implement: • Short-Term (>1yr), Medium, (1-3yr), Long-Term (3-5yr) Project Owner: • Internal Team / Role Accountable for Project Definition & Success (e.g., Service Springwater Sub-Committee ("SS Committee") or specific department) Delivery Owner: • Vendor-Delivery (Issue RFP and partner with a vendor) • In-House Delivery (Allocate in-house resources to project delivery) Dependencies: • Key Impacts, Influences and / or Sequence Considerations Caused by Other Recommendations

The following service-related recommendations are a priority to help the Township establish the foundation for improved service delivery.

Recommendation Details	Key Outcomes	Requirements to Implement
1.0 Design a Formal Customer Experience / Service Strategy What It Is • A formal organization-wide Customer Service / Experience strategy which connects the dots between what citizens expect from their local government, how the Township can participate in the transformation of customer service, and how all departments within the Township can, together, build a consistently positive customer service/experience. • The strategy should include the customer perspective (e.g., needs, wants, expectations) and incorporate and align internal objectives and operating considerations of the organization (e.g., Service/ Experience Vision, Guiding Principles, Service-Level Standards). • Additional elements of the Strategy include Approach for Knowledge Transfer & Reporting, Customer Journey Maps (CJM) / Process Maps for Key Services, Formalized Service Agreements for CSR Roles, and Customer-Service Focused Training to all employees.	• Provides a way to bring the customer perspective into the room during discussions and decision making. • Provides clear guidelines that employees can reference for customer-related activities and service delivery expectations. • Enables employees to focus resources, time, and effort on activities that support organizational goals and the broader Strategy, while minimizing effort on misaligned / non-value add activities.	Upfront Cost • $25,000 - $50,000 Timeline • Short-Term Project Owner • Service Springwater Committee Delivery Owner • Vendor-Delivery Dependencies • This is a critical project that needs to be completed first; output of the strategy will inform and guide subsequent recommendations including KPI benchmarks. • The Township has issued an RFP for a Community Based Strategic Plan to commence in 2022. Community input may assist/guide a Formal Customer Experience/Service Strategy. • The success of the strategy execution can be measured with benchmarked KPIs over time.

How It Is Used • The Strategy identifies "Success Factors" that are then measured through the Performance Framework. It is the overarching values / guiding principles that are used to drive any service-related initiative. Alignment to KPIs • Defined values, guiding, principles and success factors within the strategy need to align with KPIs.		• KPIs should continually influence strategy refinement over time.
2.0 Incorporate the "Customer-Lens" Into IT Masterplan What It Is • Build on the IT Masterplan currently in development to ensure infrastructure and system functionality are architected to drive value for customers and employees (e.g., service-oriented, user functionality, robustness of options). • This includes the review of existing system functionality to ensure platforms / solutions are being fully leveraged (e.g., CityWide). How It Is Used • Provides insight and design considerations to support the integration of KPI tracking and reporting with existing and future solutions. • Ensure system / solution architecture supports customer and employee requirements (e.g., self-serve functionality, online payments, service transparency).	• Capture customer data / feedback effectively across the end-to-end journey, regardless of the department involved in delivering services. • Maximize customer self-serve capabilities to reduce time / effort of employees.	Upfront Cost • $0 - $25,000 Timeline • Short-Term Project Owner • IT Team • Must work collaboratively with departments and SS Committee to ensure alignment of needs into IT Masterplan Build. Delivery Owner • Vendor-Delivery Dependencies This is an input to the design of the Voice of the Customer and Voice of the Employee technologies and should be completed before design phase of any technology solution.

Alignment to KPIs • Technology solutions that support automated collection of KPIs will enable more consistent metric tracking and robust reporting.		
3.0 Expand CityWide Service-Related Functionality What It Is • Currently, system functionality for CityWide is heavily underutilized. CityWide has the capabilities to support a more robust end-to-end workflow management of customer requests. • Functionality of this existing system should be expanded to include the following features: (1) resident, property, and issue tracking (2) system integration to enhance visibility into resident requests (3) reporting on related metrics and (4) job costing for service requests. • Expansion of CityWide functionality (outlined above) needs to be supported by people and process changes to ensure the on-going and consistent input, use and application of data. How It Is Used • With better data entry, tracking and centralization, CityWide will provide richer visibility into resident requests. • Better visibility will enable more streamlined workflow management, tracking and KPI reporting.	• Improve service operations by enabling Customer Service Reps to solve customer problems by bringing front, middle, and back offices together. • Decrease employee time / effort for internal follow-ups and investigations of service updates. • Streamline the internal management of customer interactions.	Upfront Cost • $0 - $25,000 Timeline • Medium-Term Project Owner • IT Team • Must work collaboratively with SS Committee to ensure alignment with centralized service model requirements. Delivery Owner • In-House Delivery Dependencies • Potential for vendor scope of work to support with required integrations / deployments of existing CityWide functionality. • Defined processes for data capture, analysis and application are critical for success. • All impacted departments should be part of initial scoping requirements (especially customer service).

Alignment to KPIs • Expanded use of CityWide functionality for service-related requests will support an automated approach to KPI tracking and analysis. This will minimize resource time to manually collect the identified KPIs.		• All impacted departments / roles need to be trained on how to use enhanced features of CityWide
4.0 Develop Approach for Centralized / Shared Service Model What It Is • The design of a single "Service Team" that is responsible for the intake and triage of all incoming customer service needs through all channels (phone, email, in-person). • The Centralized Model should align people, process, and technology around the single service team's ability to be the only "first" point of contact. How It Is Used • The Centralized Strategy / Approach is used to organize and define the governance, operations, technology requirements and resource management considerations (e.g., work expectations, training requirements) of delivering services through one centralized team. • The Strategy / Approach will be activated through training for new / impacted roles and supported by technology solutions (e.g., CityView/CityWide for managing customer inquiries).	• Improved customer communication through a single point of contact for customers who can be transferred to the appropriate department for service. • Improved analytics and error reduction with a centralized location that makes it easier to gather data for analysis, and to address errors and other issues quickly.	Upfront Cost • $0 - $25,000 Timeline • Medium-Term Project Owner • Leadership • Service Springwater Committee • Will require buy-in and support from all departments Delivery Owner • Vendor-Delivery • Vendor scope of work should include the centralized model design (process, service level agreements, governance, technology) and training. Dependencies • The vendor and Internal Project Owner will need to work collaboratively with all departments to ensure alignment of roles and responsibilities of

Alignment to KPIs • Collection of service related KPIs (e.g., number of interactions, complaints, requests across departments) will be more seamless and consistent once service is centralized.		centralized vs. department specific tasks. • The IT Masterplan needs to align to the centralized service model; requirements should be considered during the design phase of technology builds. • Service Level Agreements (SLAs) should be used as an input to the build of the centralized model.
5.0 Design a Formal Voice-of-the-Customer (VoC) Program What It Is • A successful VoC Program is designed to capture, analyze, and report on customer feedback (supported by a technology solution and governance model). • It establishes a strong foundation for feedback data capture and should progressively scale to enable more feedback capture channels (e.g., digital surveys, phone surveys, focus groups). How It Is Used • Customer insights collected from the VoC Program should be used to inform service delivery improvements and prioritization of strategic priorities.	• Identify unsatisfied customers to minimize negative word of mouth and decrease cost to serve. • Transform complaints into sources of focused improvements. • Amplify the voice of positive experiences to encourage positive word of mouth. • Identify improvements in current service delivery models to improve organization efficiency and productivity. Use the	Upfront Cost • $50,000 - $100,000 Timeline • Long-Term Project Owner • Service Springwater Committee Delivery Owner • Vendor-Delivery Dependencies • Scope of work includes VoC Strategy design and technology solution. • Complete in tandem and ensure alignment with the Service Strategy and IT Masterplan.

<u>Alignment to KPIs</u> • Identified KPIs related to customer feedback and perceptions should be included within the design of the VoC Program.	Voice of the Customer to fuel innovation. • More seamlessly collect identified KPIs along the customer journey.	

4.0 Performance Measurement (KPI) Framework

To ensure on-going effective customer service, it is imperative to develop a continuous improvement approach to Township service delivery. This consists of developing business outcomes for each service program, then developing key performance indicators that are aligned with the business outcomes. This in turn will generate performance information which can be used in the business planning and management decision making process.

The focus of this section is on the identification of Key Performance Indicators (KPIs) which demonstrate the efficiency and effectiveness of Township service delivery. **The KPIs identified below have been selected as the most appropriate to reflect service delivery capabilities, expectations, and standards.** It is important to note that the identified KPIs are not inclusive of all operational metrics that the Township should track to make operating and budgetary decisions. The focus of the KPIs is to track service performance to measure current expectations and support future planning.

In the development of KPIs, CSPN followed these KPI Guiding Principles:

1. KPIs should align to the Township's purpose and priorities
2. KPIs should link with the Township's activities and the outcome of those activities
3. KPIs should influence the Township's decision-making
4. KPIs should be consistent with internal / external benchmarks, where appropriate
5. KPIs should be meaningful and useful for internal and external stakeholders

The Township should refer to these KPI Guiding Principles for future developments.

4.1 Comparator Municipal KPIs

There are thousands of measures and metrics used across many jurisdictions, agencies, and industries and they are often used in different contexts. As a result, KPI tracking across municipalities varies and is directly influenced by strategic goals, priorities and improvement efforts at the department and organizational level. For each municipality, recommended KPIs help inform decision making for leadership.

As such, a direct comparison of KPI metrics across municipalities is not recommended. However, insight into the types of metric categories, value drivers, KPI objectives and the visualization / process of how KPIs are tracked will enable the Township to action the recommended Performance Measurement Framework detailed below.

Within the KPI types listed in Appendix II, certain municipalities have selected relevant KPI's to track and report on. Specifically, as part of a broader commitment to regular and transparent reporting to the community, some municipalities have launched an online Key Performance Indicator Dashboard. Dashboards are designed to ensure municipalities are providing more consistent, up-to-date information and supporting Council's commitment to transparency and accountability. In some instances, dashboards are being used to replace static monthly overview of statistics reported to the CAO and Council. They provide more interactive and comprehensive reporting that

can visualize high-level data / trends, while providing users the ability to drill-down into specific details and view trends over time.

Further information and detailed list of common KPIs in use by municipalities can be found in Appendix II.

4.2 Framework Structure & Details

Key Performance Indicators specific to the Township will help Springwater better understand how well they are performing in direct relation to strategic goals and objectives. This will ultimately help the Township to monitor the execution of strategy (planning) and performance (operating).

There are two types of KPIs: internal and external. The combination of KPIs provide complete visibility into the operational health and service experience delivered.

Internal KPIs

- Used to assess operational performance and budget variances due to units of service delivered and cost of unit of service
- Often financial in nature
- Internally reported
- Relatively complicated to calculate and typically require more extensive budget assumptions and data collection and analysis
- Used to support budget, compliance with legislation and variance reporting

External KPIs

- Designed based on strategic priorities established by Leadership and Council
- Reflect service levels, program outcomes or strategic priorities
- Externally reported
- Intended to be easily calculated and understood. Should be limited in number and focus on strategic priorities of the organization

As a best-practice, internal and external KPIs provide insight across three metric categories:

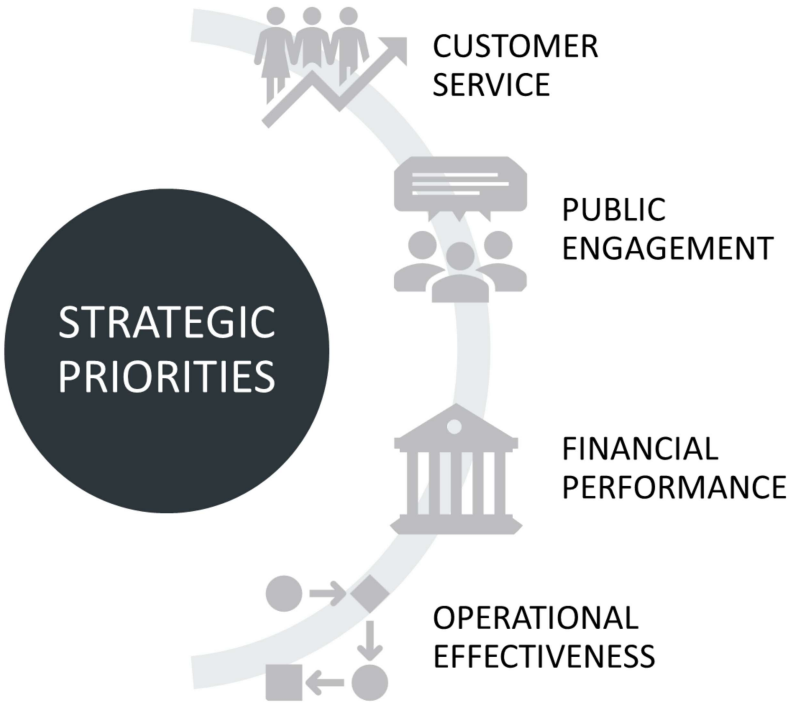
- **Service Units (Output):** These KPI's track countable units of activities / services completed to the public.
- **Service Cost & Revenue (Efficiency):** These KPI's track the financial impacts of services delivered to the public.
- **Service Quality (Effectiveness):** These KPI's track the effectiveness of services delivered to the public (from the perspectives of customers interacting and employees delivering services).

Across all KPIs, the primary lens for measuring / tracking performance should focus on "Springwater vs. Springwater" over time. Internal and external benchmarks will allow the Township to assess progress with the most relevance rather than conducting comparisons to "unlike" municipalities/Townships. KPIs for Springwater should address

all three considerations to set performance targets and transparently report actual results against targets for internal and external KPIs.

CSPN has developed an initial Framework to support the Township in organizing and tracking key metrics. It provides a structure to identify the key KPI categories to be tracked at an overall level and identifies areas where KPIs can be further detailed to align to organizational and departmental goals and strategies.

Springwater Performance Measurement (KPI) Framework



Example of the Framework in Action: Customer Service KPI

Service Units (Output)	Example
The number of countable service-related requests received from customers	How many recreational programs were wanted by customers?
The number of countable services / tasks delivered to customers (direct / indirect)	How many recreational programs were delivered to customers?

Service Cost & Revenue (Efficiency)	Example
The amount of direct operating & indirect maintenance costs required to deliver services	How much did it cost to provide the programs to customers?
The amount of sales revenue received from services delivered to customers	How much was received from customers for provided programs?

Service Quality (Effectiveness)	Example
The level of satisfaction that customers receive from delivered services	How positive of an experience was the program for customers?
The number of countable services / tasks delivered by employees to customers that meet defined service level agreements	Permits completed / issued within required timelines

As an initial start in the development of KPIs, the Township may want to take an incremental approach where the organization focuses on only the top five prioritized KPIs per category, then look to further track / report on more detailed KPIs as recommend in Appendix II. This incremental approach allows for the Township to build KPIs and determine their suitability on an annual basis while minimizing resources required to support the on-going measurement / analysis. As a best practice, municipalities often limit total KPIs to around the ~20 most impactful.

4.3 Recommended Township KPIs

KPIs are intended to demonstrate that the Township is adequately meeting the needs of residents and clients. For each KPI, a baseline for acceptable performance needs to be established. This could include response times or percentage of satisfied respondents.

The KPIs outlined below should be tracked at both the organizational level and departmental level. Departmental tracking of these KPIs will provide a bottom-up analysis of overall Township performance. As KPI tracking within the Township matures, for each of the recommended KPIs, more detailed information can be collected based on data availability and maturity of analysis. This additional segmentation will enable the Township to splice data (at the departmental and organizational level) to better understand the drivers of the KPIs. Examples of this additional segmentation are captured in the Metric Sub-Categories column.

CSPN has identified the top five (5) KPI's to be tracked for each category based on our understanding and the needs of the Township. Additional recommended KPIs for each category can be found in Appendix III.

Note: Each department will need to align on what Metric Sub-Categories are most relevant and feasible to track. This tracking will need to align to department specific goals, strategies, and capabilities.



Strategic Priorities KPIs

Strategic Priorities KPIs have not been included as the Township's long-term Strategic Plan is not currently defined by Leadership and Council. The upcoming Community Based Strategic Plan project will uncover these target areas and the resulting KPIs that should be included.



Customer Service KPIs

Metric	KPI	KPI Segmentation (Sub-Category)	Description	Current Ability to Track
Service Units	Number of "Inquiry or Complaint" Emails Received by Customers for the	Type of complaints Frequency of common complaints	The number of contacts (via email) into the Township made by customers relating to a general	**Yes** Manual through e-mail system by department (not

	Township as a whole and by department.		inquiry / issue. Tracked at the organization and department level.	centralized or automated) Categorization of complaints not standardized
Service Units	Number of "Inquiry or Complaint" Phone Calls Received by Customers for the Township as a whole and by department.	Type of complaints Frequency of common complaints	The number of contacts (via phone) into the Township made by customers relating to a general inquiry / issue. Tracked at the organization and department level.	**Yes** Manual through telephone system by department (not centralized or automated) Categorization of complaints not standardized
Service Quality	CSAT: Customer Satisfaction Score	CSAT measured by services delivered (overall or specific interaction) CSAT measured for overall Township experience	The general positivity / satisfaction customers have with the organization as a whole or any individual aspect.	**Yes** Manual through SurveyMonkey (done ad-hoc by department; not centralized)
Service Quality	CES: Customer Effort Score	CES measured by services delivered (overall or specific interaction) CES measured for overall Township experience	The level of effort / simplicity that customers' experience when interacting with the organization or services.	**Yes** Manual through SurveyMonkey (done ad-hoc by department; not centralized)
Service Quality	Number of "Inquiry or Complaint" Phone Calls /	Type of complaints	The total number of received customer inquiries that were able to be resolved / completed within the	**No**

	Emails Resolved within Defined Agreements (SLA).	Frequency of common complaints resolved	set timelines and/or formalized Service Level Agreements. Tracked at the organization and department level aligned to defined SLA's.	

Tracking Considerations: Due to the variability in different service offerings across the organization, multiple data tracking systems are required. The PerfectMind software which is used as a customer management, scheduling, and marketing software for facility events / programs has untapped functionality which should be incorporated into the IT Masterplan (as recommended). Additionally, many indirect and direct customer facing services activities can be tracked by expanding existing functionality with software programs already in use. If existing systems are to be used, it is very important to identify within IT master planning how they will be integrated to ensure the capability to track end-to-end service / customer data.



Public Engagement KPIs

Metric	KPI	KPI Segmentation (Sub-Category)	Description	Current Ability to Track
Service Units	Number of Website Views by Customers	Overall visits of the Township webpage Specific Page views / Forms downloaded within the website	The total number of unique website views, pages viewed, and time spent on website / pages by Customers	**Yes** Manual through Google Analytics / Social Media Analytics per Platform
Service Units	Number of Active Social Media Customers	Based on overall complaints / positive comments Based on each service	The total number of members, likes, views, comments, video views, etc. (similarly with other platforms: Twitter - number of followers, tweets, mentions, etc.)	**Yes** Minimal tracking capability (Online accounts and forms completed can be tracked)
Service Units	Number of Formal PR / Media Releases Provided	Related to general information / updates	The total number of "mass" communications sent and / or	**Yes** Manual

		Related to response to issues / concerns	posted publicly for customers (general information, updates, etc.)	
Service Units	Number of Social Media Responses to Customer Posts	Based on overall complaints / positive comments Based on each service	The total number of replies / responses completed to customer posts on social media channels	**Yes** Social Media Analytics per Platform / Hootsuite
Service Units	Number of Customers Enrolled in Online Account / Platform	Based on Active vs inactive users Based on different service activities being performed	The total number of customers who have access to and utilize the municipal online account / portal	**Yes** Dynamics GP

Tracking Considerations: IT Systems are readily available for tracking online traffic and utilization (i.e., Google Analytics, Hootsuite). The organization has been leveraging these tools, but not consistently or in a continuous way. Further utilization of "Hootsuite" style software is important to capture customer service details and interactions across all social media platforms. This will also enable integration of online service data with other systems.



Financial Performance KPIs

Metric	KPI	KPI Segmentation (Sub-Category)	Description	Current Ability to Track
Service Costs	Reserves as a % of Expenditures	N/A	Annual reserves as a total percentage of expenditures	**Yes** Questica - increase tracking detail planned (i.e., monthly)
Service Costs	Annual Debt	N/A	Total annual debt of Municipality	**Yes** Questica - increase tracking

				detail planned (i.e., monthly)
Service Costs	Investments / Cashflow Performance	N/A	The overall yields / returns of invested funds to manage and move funds based on rates	**Yes** Questica - increase tracking detail planned (i.e., monthly)
Service Costs	Service / Tax Revenue Received	Based on various revenue streams / detail levels (i.e., Program sales, Facility Rentals, Property Taxes, Large Events, etc.)	The amount of generated sales revenue per each definable service offering (Service-Based Accounting)	**No** Great Plains (GP), Laserfiche (ad-hoc right now, not able to track at the per service level)
Service Costs	Service Operating Costs	Based on various detail levels (i.e., Organizational, Departmental, per Individual Service, etc.)	The amount of costs each definable service offering either indirect (roads maintenance) or direct (deliver an event / program)	**No** Great Plains (GP), Laserfiche (ad-hoc right now, not able to track at the service level)

Tracking Considerations: The implementation of Questica is planned to address many current metric tracking issues. The primary focus is on increasing the frequency of data collection and analysis to provide quarterly / monthly measures. The Finance department is working to structure financial data-gathering around Service-Based Accounting. This will provide detail related to individual services delivered as well as organization-level insights.

Operational Effectiveness KPIs

Metric	KPI	KPI Segmentation (Sub-Category)	Description	Current Ability to Track
Service Units	Number of Online / Self-Serve Tasks Performed by Customers	By type of customer group completing tasks By department / service being completed	The total number of end-to-end service-related activities completed independently by customers – completed through self-serve channels without any employee support (i.e., payments, applications, permits, licenses, information request, etc.)	**No** Minimal detail - online forms have metrics
Service Units	Work Hours Lost Due to Absenteeism / Sick Leave	Based on reason for absenteeism / sick leave Based on individual departments / teams	The total employee "out-of-office" hours from non-vacation related absences	**Yes** Manual through referencing GP, Laserfiche, Excel files
Service Units	Employee Turnover (FTE)	Based on reason for leaving the organization Based on individual departments / teams	The total annual number of employees who left / no longer work for the municipality (resign, terminated, retired, etc.)	**Yes** Manual through referencing employee database info
Service Quality	Time Taken to Complete Various Services & Service Activities	Based on departments / teams completing the service Based on individual service being completed	The amount of time the Township takes to deliver services to customers I.e., complete permit, make payment, act on complaint, etc.)	**Yes** Manual / Multiple Sources (Timesheets, CityWide). Based on departments -

				no overarching system
Service Units	Roads & Infrastructure Maintenance Tasks Performed	Based on individual service task being completed	The total number of activities completed by employees to maintain roads and infrastructure installations used by customers	**Yes** Manual / Multiple Sources (Timesheets, Equip. Logs, CityWide)

Tracking Considerations: Although there are multiple systems in place that can be used to track operational KPIs, there is no centralized IT system that is being used to capture customer data. *Note: CityWide functionality can and should be expanded to fill this gap as recommend.* Employees are leveraging self-designed tools (i.e., Excel Models) to capture elements of service tracking. These models are not comprehensive or integrated with one another, causing gaps in the collection and viability of data.

Overall Tracking Considerations: Organizationally, the Township has the capability to track many of the recommended KPIs. However, this is currently done through manual tools (i.e., SurveyMonkey, CityView, CityWide, Excel Files) which are not integrated into any other systems to provide continuous and consistent data tracking. However, the current technology does not support easy / accessible capture of segmented data outlined in the Metric Sub-Categories.

It is important for the Township to build the underlying IT infrastructure to automate the capture of metrics and to define "success / Service Level Agreements" criteria that can be incorporated. As the Township continues to develop the IT Master Plan, the inclusion of technology solutions (e.g., Qualtrics, ServiceNow etc.) to capture customer-specific metrics should be considered. Requirements for this will need to be defined with each department to ensure alignment with the Metric Sub-Categories.

5.0 Reporting Framework Recommendation

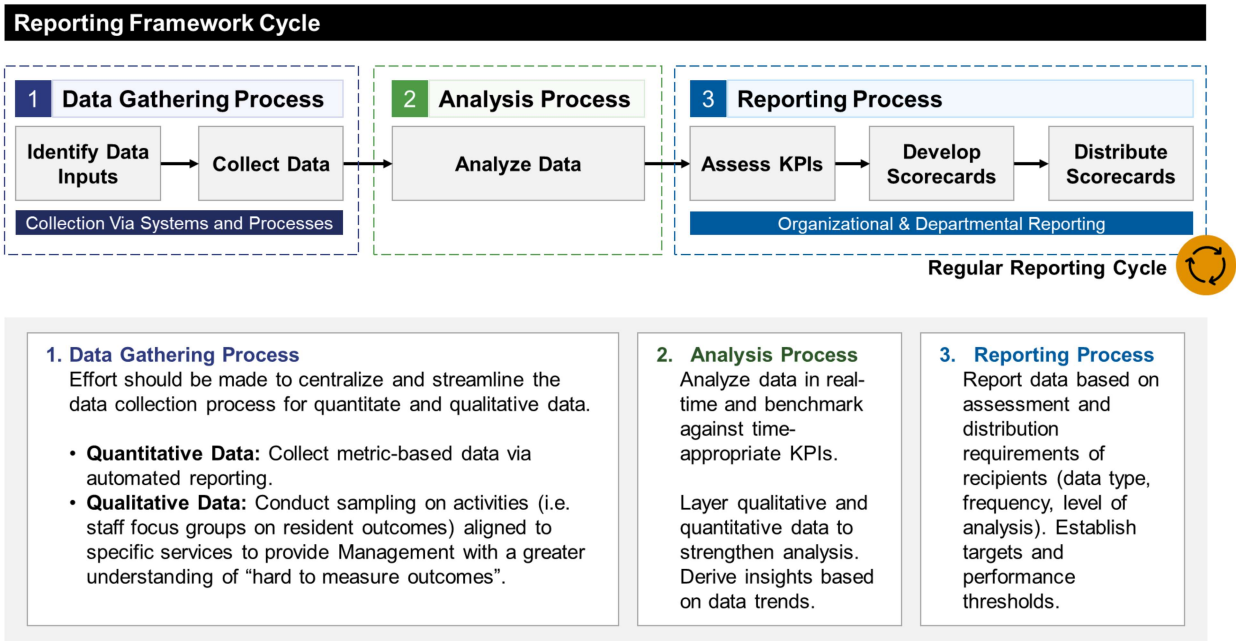
Springwater should consider the eventual development of a more robust Reporting Framework to drive continuous improvement activities and culture. A Reporting Framework involves the structured collection, analysis, and regular reporting of KPIs across the organization. Better visibility into data will also provide Council and Management with more relevant, timely and consistent information and oversight into services' performance. This will support better resource management.

To set the foundation for quality reporting and the improvement of service provision/operations, the Reporting Framework needs clear standards and expectations. This can be done by developing and implementing service standards and performance indicators as part of the program management. Suggested KPIs have been outlined within Section 4.0.

At a high-level, key functions of the Reporting Framework include:

- **Data Gathering:** Structure and guidance to bring together KPIs, data collection standards and variability of data sources (can include automated internal inputs).
- **Analysis:** Use of quantitative data and qualitative input from staff to drive insight.
- **Reporting & Socializing:** Ability to provide the executive teams and Council with increased visibility, understanding, and oversight into services' performance and support better planning and resource management.

An overview of the Reporting Framework is pictured below.



**Full-Size Version Found in Appendix V*

As part of the reporting process, departments may be responsible for reporting on specific KPIs within one or all five (5) KPI categories. An example of a department specific KPI share-out / scorecard can be found below.

PEOPLE & TALENT

Supporting District Divisions and All Employees in All Human Resources Activities

Example Department KPI Scorecard

Supporting Strategic Priorities			
Strategic Priority #1	Strategic Priority #2	Strategic Priority #3	Strategic Priority #4
KPI Score	KPI Score	KPI Score	KPI Score

Divisional Goals	Divisional Strategies
1. To reach fair and equitable bargaining agreements	A. Bargain to reach a new employment agreement with the Employees' Association
2. To recruit the best possible employees for the District	B. Implement the position control module of the HRIS system
3. To incorporate Human Resources best practices into all we do	C. Update and revise all District class specifications and job profiles
4. To support employee health, welfare, and engagement	D. Continue to implement recommendations from the 2021 Employee Engagement Survey

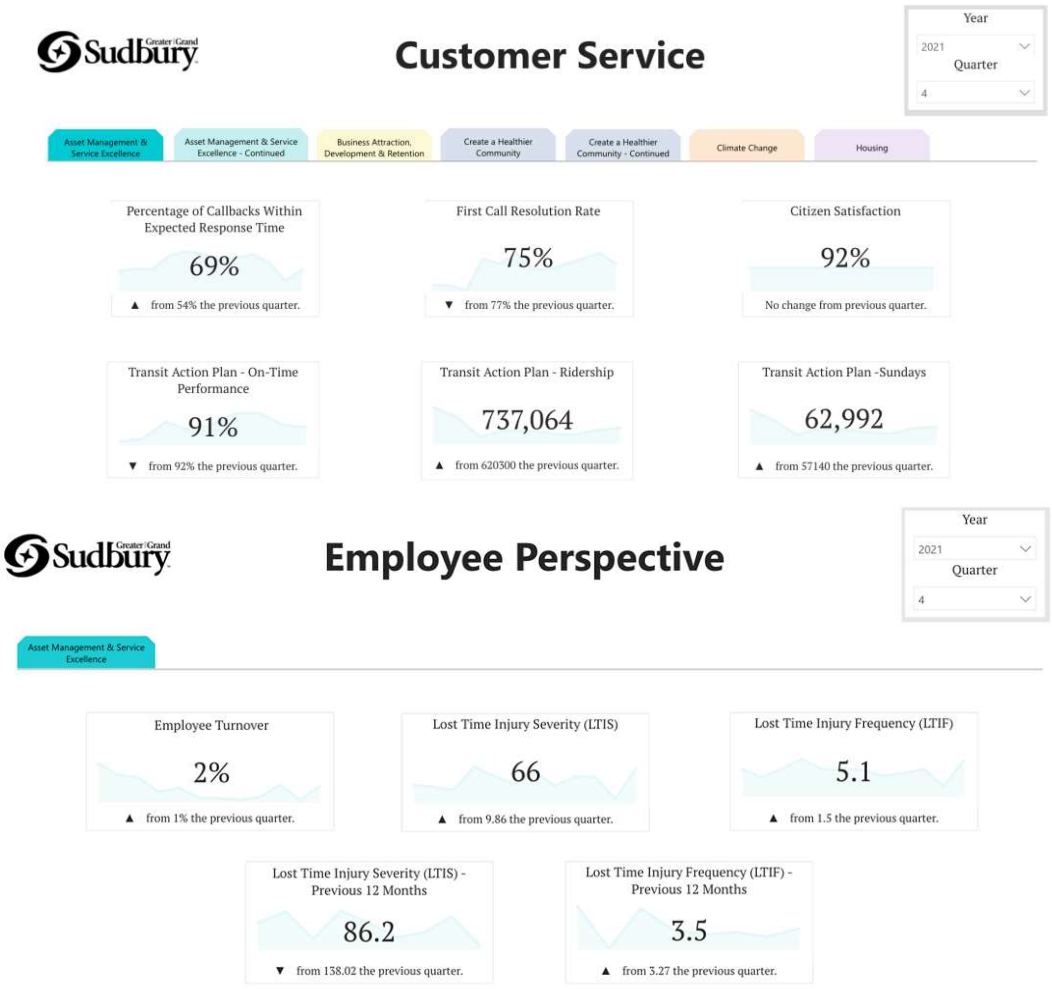
Performance Measures	Benchmark Target	2014 Actual	2015 Actual	2016 Actual	2017 Target	2018 Target	Priority Alignment
Customer Service KPIs	98%	98%	95%	94%	94%	93%	2
Public Engagement KPIs	10.0%	12.8%	16.2%	10.9%	11.0%	11.0%	3
Financial Performance KPIs	0.0% (on budget)	+12.8%	+16.2%	-10.9%	-11.0%	-11.0%	3
Operational Effectiveness KPIs							
Employee Turnover (FTE)	25	29	28	25	25	25	4
Work Hours Lost Due to Absenteeism / Sick Leave	25	n/a	25	38	38	38	4

**Full-Size Version Found in Appendix V.*

In addition to department-specific scorecards which are typically shared-out internally, the Township may choose to leverage automated reporting tools (e.g., Microsoft Power BI) to visually track and report on KPIs. These dashboards provide an over-time perspective on progress in different service areas. Example Dashboard's are pictured below. These images are meant to provide the Township and Council inspiration on what the end-reporting capabilities could entail.

Greater Sudbury Dashboard - *Powered by Microsoft BI*





**Additional Dashboard Samples Found in Appendix IV.*

6.0 Conclusion

The Township of Springwater has prioritized customer service as a strategic focus and is committed to continuously improving service delivery to exceed customer expectations.

The recommendations found within this report provide a reference guide of improvement opportunities that build on past successes and focus resources on current initiatives to maximize the beneficial impacts from implementation.

Documenting formalized customer service strategies is a critical first step to long-term transformation towards customer-centricity and an area that is already planned by the leadership team for development. From there, it is possible to implement further tactical operations and technology initiatives (as recommended) that align to the overarching strategies and drive service excellence.

Appendix

Appendix I: Additional Recommendations

ID	Recommendation Details	Key Outcomes	Requirements to Implement
6.0	**Develop a Customer-Centric Performance Measurement Framework with Service KPI's** <u>What It Is</u> • A Performance Measurement Framework is a set of KPIs designed with a customer lens while incorporating internal business requirements. • It provides visibility into the operational health of the organization, while ensuring customer satisfaction goals are measured and achieved. <u>How It Is Used</u> • The Performance Framework lays the foundation to capture, track and analyze insights to better and more consistently understand the effectiveness and efficiency of services delivered. • Within this report, CSPN has provided an initial KPI framework and identified priority KPIs to collect in Section 4.0. • As a next step, the Township should identify the Strategic KPIs along with department specific KPIs aligned to each category in the framework. • The final list of KPIs should validated by leadership and signed-off by all departments.	• Increase internal visibility into the effectiveness and efficiency of services delivered. • Enable scoring criteria to measure / benchmark over the long-term. • Identify delivery gaps / challenges and validate with data-driven insights. • *Note: Further detail found in Section 4.0.*	<u>Upfront Cost</u> • $0 <u>Timeline</u> • Short-Term <u>Project Owner</u> • Service Springwater Committee • Ensure alignment of KPIs with all departments. <u>Delivery Owner</u> • In-House Delivery <u>Dependencies</u> • Develop in tandem with the Service Strategy and IT Masterplan (IT implementation in line with Plan)

6.1	**Develop Formal Reporting Framework (for KPIs)**
	
	What It Is
	
	• A Reporting Framework involves the structured collection, analysis, and regular reporting of KPIs at the organization and department level.
	
	• At a high-level, key functions of the Reporting Framework include:
	  ○ Data Gathering: Structure and guidance to bring together KPIs, data collection standards and variability of data sources (can include automated internal inputs).
	  ○ Analysis: Use of quantitative data and qualitative input from staff to drive insight.
	  ○ Reporting & Socializing: Ability to provide the executive team and Council with increased visibility, understanding, and oversight into services' performance and support better planning and resource management.
	
	How It Is Used
	
	• The Reporting Framework details the process and outcome of KPI collection and analysis.
	
	• Outputs of the reporting process should be used to continually re-assess the Customer Service / Experience Strategy by benchmarking current vs. tracked vs. expected performance.
	
	• Within this report, CSPN has provided a preliminary framework for Springwater to leverage in the development of an organization-wide Performance Measurement Framework. Details can be found section 5.0
		• KPIs and data become a more strategic input into the broader planning and operation functions.
		
		• Go beyond only summarizing metrics and outcomes to support continuous improvement and decision-making associated with service delivery.
		
		• Better visibility into data provides more relevant, timely and consistent information and oversight into services' performance and resource management.
			Upfront Cost
			• $0
			
			Timeline
			• Short-Term
			
			Project Owner
			• Service Springwater Committee
			• Will require input / buy-in from all departments.
			
			Delivery Owner
			• In-House Delivery
			
			Dependencies
			• To be completed in tandem with Performance Measurement Framework

7.0	**Design a Formal Voice-of-the-Employee (VoE) Program** What It Is • A successful VoE Program is designed to capture, analyze, and report on employee feedback. • It allows employees to provide feedback on their experiences throughout the employee lifecycle in a consistent and safe way. Key criteria of the program can include employee feedback surveys, exit interviews and informal 1-on-1 meetings. How It Is Used • Feedback from the program can be used to measure employee satisfaction and engagement. • The program provides the insights which can be used to drive decision making and action improvement opportunities. Alignment to KPIs • Identified KPIs related to People & Talent will be included within the VoE Program design.	• Provide leaders with tangible insights to action which can improve the employee experience. • Identify areas of concern and opportunity. • Establish a positive employee culture of sharing and communication. • Increase employee engagement, satisfaction, and productivity. • Decrease employee attrition and turnover rates.	Upfront Cost • $50 - $100,000 Timeline • Long-Term Project Owner • Leadership • People & Talent Team Delivery Owner • In-House Delivery Dependencies • The build of the VoE program should be aligned to the VoC program, leveraging similar technologies and strategy.
8.0	**Define an Organizational Performance Scorecard** What It Is • Formal Performance Scorecards are designed to outline organization wide “Success Measures” that can be quantified to evaluate Township priorities. • Scorecards should be defined for the organization first, then can be leveraged to build individual departmental scorecards that are tailored to unique operations and human resources.	• Provide clarity and transparency into what positive vs. negative performance looks like at the Township. • Incorporate service KPIs into scorecards to drive a customer-centric focus and culture.	Upfront Cost • $0 Timeline • Medium-Term Project Owner • People & Talent Delivery Owner • In-House Delivery

	How It Is Used • Municipal leaders can use scorecards to gauge the strategic, operational, and service performance of the organization and departments. Performance is assessed based on metrics / KPIs. • Scorecards provide defensible data to articulate good / poor performance related to service goals. • Within this report, CSPN has provided a preliminary template that can be used to build Springwater-specific scorecards by department and at the organizational level. • An example Framework for the structure of integrating organizational and departmental scorecards can be found in Appendix V. Alignment to KPIs • Scorecards should incorporate identified KPIs relevant to service goals.	• Promote and reinforce desired decision-making approach and actions / behaviours aligned to service goals.	Dependencies • Scorecards should be completed after and align with Service Strategy / values and service KPIs in the Performance Measurement Framework

9.0	**Update / Finalize Formal Succession Plans** What It Is • Succession Plans outline the approach, activities, and requirements for how employee turnover is handled. They are performed individually for each department and for key roles. • Note: Springwater has draft versions of Succession Plans, however plans should be reviewed, updated, and finalized where applicable. How It Is Used • Leadership and management can use these formal plans to ensure future resource needs are understood and there are no gaps to service delivery during planned or unforeseen resourcing changes.	• Mitigate any gaps in resources or delays in filling roles. • Ensure institutional knowledge is retained moving forward.	Upfront Cost • $0 Timeline • Medium-Term Project Owner • People & Talent • Dept. Heads contribute to the development. Delivery Owner • In-House Delivery Dependencies • Revisit and build on previous work completed.
10.0	**Design a Formal L&D / Training Approach for the Organization** What It Is • An organization's plan to enhance the experience, skills, and competencies of their employees. • The L&D strategy / approach becomes the foundation that links the desired skillsets to learning paths. It identifies what curriculum is important to be learned (for roles) and how / when employees will have the opportunity to learn. How It Is Used	• Organizations that invest in L&D see improvement in traditional HR metrics, such as absenteeism or turnover • There is a need to focus on L&D to attract and retain talent in an increasingly competitive job market.	Upfront Cost • $25 - $50,000 Timeline • Medium-Term Project Owner • People & Talent • Input required from departments to identify role-specific learning paths. Delivery Owner • Vendor-Delivery

	• The L&D strategy / approach will support people managers with the on-going development and upskilling required for current and future role expectations of their teams. • An L&D Strategy includes Policies for “Hybrid” Working & Service Model and an understanding of Future-Forward Skills & Competency Needs.		• Vendor scope should include an organization-wide approach to learning (e.g., mandated curriculum) and department / role learning paths. <u>Dependencies</u> • Identified knowledge and curriculum is critical to activate the centralized service model.

Appendix II: Example KPIs Used by Other Municipalities / Regions

For select, relevant service areas (metric categories), a general Value Statement (written from the citizen perspective on what the service-delivery experience is expected) and internal Objectives for KPI tracking are detailed below. This summary is intended to provide the Township direction when completing recommendation 6.0 Develop a Customer-Centric Performance Framework with Service KPIs.

Service Area	Citizen Value Statement	KPI Objectives
Accounts Payable	I expect invoice payments to be processed in an accurate, timely and efficient manner.	• Timely processing of invoices • Accurate payment of bills • Analyzing patterns in expenses and taking advantage of available discounts • Maintaining relationships with suppliers • Providing customer service to internal departments and vendors
Build Permits and Inspections	I expect my municipality to ensure the safety of buildings in accordance with legislative requirements. As an applicant. I expect my municipality to provide clear information about building code requirements and ensure the application process is convenient, timely and accordable.	• Ensuring buildings and structures are constructed, renovated, or demolished in a safe and orderly manner • Undertaking reviews and inspections to verify whether new construction or renovation has incorporated the minimum building standards for health, life safety, accessibility, structural sufficiency, environmental integrity, and energy efficiency • Issuing building permits and enforcing provincial building code legislation and applicable law
By-Law Enforcement	I expect my by-laws to be enforced fairly to maintain acceptable standards and safety in my neighbourhood, and I expect that complaints will be resolved in a fair and timely manner.	• Yard maintenance • Property standards • Noise control • Zoning enforcement • Animal control

Clerks	I expect my municipality to provide information and access for my municipal government and meet legislative requirements regarding council operations and access to information in a timely and readily accessible manner.	• Legislative support to Councils, Standing Committees, Sub-committee, and Volunteer committees • Processing of official correspondence to and from Councils • Coordination of all requests received under the Municipal Freedom of Information and Protection of Privacy Act • Registration of Births and Deaths • Issuance of marriage licenses and various other business licenses and permits • Coordination of municipal elections (every four years)
Culture	I expect a diverse range of cultural programs and services that are accessible and affordable and bring the community together.	• Display local culture • Promote interest in cultural festivals and events • Encourage development of the culture sector in each municipality • Fund and support non-profit cultural organizations to provide arts and heritage programs across the community • Promote and display local heritage through our museums and heritage initiatives
Emergency Medical Services	I expect that if I have a medical emergency, the ambulance will arrive in a timely manner; and I will be assessed, cared for and/or delivered to an appropriate destination, promptly and safely as required.	• All people should have equal access to ambulance services • Paramedic services are an integral part of the overall health care system • The most appropriate paramedic assigned resource will respond to a patient regardless of political, administrative, or other artificial boundaries • Ambulance service operators are medically, operationally, and financially accountable to provide service of the highest possible caliber • Ambulance services must adapt to the changing health care, demographic, socio-economic and medical needs in their area
Facilities	Municipality buildings should be accessible, clean, and safe; and environmental and financial	• Accessible design standards and space planning related to municipal spaces: Administrative space, arenas, housing, medical and emergency, operations facilities, police services, public works, and public health

	sustainability are considered in facility design and operation.	
Fire and Rescue Services	I need a fire and rescue service that educates the public on fire prevention and responds quickly in a time of emergency to ensure my safety and minimize loses.	• Public education and fire prevention • Fire safety standards and enforcement • Emergency response
General Revenue	I expect to receive a bill that is timely, easy to understand, and accurate with options to pay in simple and convenient ways.	• Services related to this include: (1) Cash receipts (2) Local improvement billing (3) Special assessment billing (4) Processing bill payments and collections, (5) Monitoring the performance of accounts receivable
Human Resources	I expect fair hiring practices and an equitable employment environment in compliance with applicable legislation; and the provision of opportunities to develop skills to support employee growth and organizational needs.	• Labour Relations which promote positive relations between management and unions • Compensation and Benefits which oversees and administers the total rewards plans for all employees • Training and Development which includes technical, legislative, and soft skill training for employees, senior management, and department heads • Disability Management for workers compensation, illness, and employee accommodation • Health and Safety and Employee Wellness • HR Technology and People Analytics • Job evaluation as part of compensation • Recruitment and Retention • Organizational Development and Effectiveness • Employee Engagement and Recognition • Equity and Diversity Programming • Pension Administration

Information Technology	I expect to be able to access municipal information and services when, where and how it is convenient for me.	• Providing reliable, secure service to residents, businesses and municipal staff across multiple channels including counter, call-centre, and the wired and mobile internet • Developing and supporting information and technology infrastructure. • Establishing best practices to monitor the efficacy of service delivery results and make solutions flexible enough to meet future demands
Licensing	I expect my municipality to ensure my safety by issuing licenses and responding to emerging business models and citizen complaints.	• Issuing licenses to businesses that meet the standards set by the by-laws, • Ensuring the standards are maintained • Investigating complaints and any non-compliant issues
Parking	I expect parking to be available within a reasonable distance of my destination, at a competitive rate with a variety of payment options.	• Managed parking rates with hours of use conducive to turnover and to the needs of the business • Supporting business, commercial, institutional and entertainment patrons by optimizing the availability of on-street parking for short visits, and providing supplemental, off-street parking for longer visits • Balancing the availability of residential street parking between the needs of the residents, and the needs of the greater community • Equitable enforcement of parking by-laws to ensure compliance and safety for the community

Parks	I expect to have equitable access to safe and resilient parks and natural areas that meet my recreational and leisure needs, support heath and well-being and offer opportunities for me to connect with nature and other in my community.	• The public has equitable access to and uses high-quality and connected parks and natural spaces • Public spaces and parks are safe and climate change resilient • The public has awareness of the benefits of trees, green infrastructure, and ravines
Planning	I expect to have clear information about planning requirements in adherence with legislation, and that the application process is convenient, timely, predictable, and affordable, while supporting sustainable community development.	• Overseeing the creation and management of a municipality's Official Plan • Processing development applications received for specific projects; applications are reviewed and processed about provincial legislation, Council -approved policies, and by-laws • Leading municipal strategic planning, including environmental initiatives, urban design, transportation planning, area studies and policy development in support of sustainable growth • Growth management
Roads	I expect roads to be well-maintained which allow me to get to where I need to go in a safe, predictable, and timely manner.	• Ensure adequate road maintenance • Ensure maintenance supports anticipated growth
Sport and Recreation	I expect fair and equitable access to a variety of affordable recreation and wellness activities in an environment that is welcoming and inclusive in my community.	• Ensure the public has equitable access to affordable and high-quality programs and recreational facilities • Ensure municipalities continuously invest in and deliver safe and sustainable Sports & Recreation infrastructure that enhances the quality of life

**Information sourced from MBN Performance Report*

Municipality / Region List of Common KPIs

Region Legend

CAL	Calgary	WIND	Windsor
HAM	Hamilton	WINN	Winnipeg
LON	London	DUR	Durham
MTL	Montreal	HAL	Halton
REG	Regina	NAIG	Niagara
SUD	Sudbury	WAT	Waterloo
TBAY	Thunder Bay	YORK	York Region
TOR	Toronto	WIND	

Service Area	KPIs	Municipalities Tracking KPIs
Accounts Payable	• Percent of Payments that are Electronic • Accounts Payable Operating Cost per Invoice Processed • Number of Invoices Processed per Accounts Payable FTE • Percent of Invoices Paid Within 30 Days	• CAL • DUR • HAL • HAM • LON • MTL • NIAG • REG • SUD • TBAY • TOR • WAT • WIND • WINN • YORK

Build Permits and Inspections	• Number of Residential and ICI (Industrial, Commercial, and Institutional) Building Permits Issued in the Fiscal Year • New Residential Units Created per 100,000 Population • Operating Cost of Building Permits and Inspection Services per $1,000 of Residential and ICI (Industrial, Commercial and Institutional) Construction Value	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND • WINN
By-Law Enforcement	• Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population • Number of Inspections per Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaint • Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws • Percent of All By-Law Complaints Represented by Noise, Property Standards, Yard Maintenance and • Zoning By-Laws • Operating Cost of Enforcement for Noise, Property Standards, Yard Maintenance and Zoning By-Laws per 100,000 Population • Operating Cost of Enforcement for Animal Control By-Laws per 100,000 Population • Percent of Recovery of Animal Control Costs	• CAL • HAM • LON • REG • SUD • TBDAY • TOR • WIND • WINN

Clerks	• Number of Formal Freedom of Information Requests per 100,000 Population • Direct Cost for Freedom of Information Program per Formal Request • Percent of Formal Freedom of Information Requests Completed Within 30 Days • Percent of Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	• CAL • DUR • HAL • HAM • LON • NIAG • REG • SUD • TBAY • TOR • WAT • WIND • WINN • YORK
Culture	• Arts, Heritage & Festival Grants Only per Capita • and bring the community together • Operating Cost for Arts, Heritage and Festival Grants Only per Capita • Culture Total Cost per Capita	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND

Emergency Medical Services	• Unique Responses per 1,000 Population • Percent of Ambulance Time Lost to Hospital Turnaround • EMS Weighted Vehicle In-Service Hours per 1,000 Population • EMS Total Cost per Weighted Vehicle In-Service Hour	• DUR • HAL • HAM • LON • NIAG • SUD • TBAY • TOR • WAT • WIND • WINN • YORK
Facilities	• Gross Square Footage of All Buildings Owned and Leased by Municipality • Gross Square Footage of Headquarter (HQ) Building • Total Equivalent kWh Energy Consumption for Headquarter Building (HQ) per Square Foot of HQ Building • Total Direct Cost of Facility Operations for Headquarter Building (HQ) per Square Foot of HQ Building	• CAL • DUR • HAL • HAM • LON • MTL • NIAG • REG • SUD • TBAY • TOR • WAT • WIND • WINN • YORK

Fire and Rescue Services	• Number of Staffed Fire In-Service Vehicle Hours per Capita • Residential Fire Related Civilian Fatalities per 100,000 Population • Rate of Residential Structural Fires with Losses per 1,000 Population • Total Fire Cost per 1,000 Population • Actual 90th Percentile Fire Station Notification Response Time (Mins/Secs) (Rural Area)	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND • WINN • HAM • SUD
General Revenue	• Total Percent of General Revenues Billed • Bad Debt Write-off as a Percent of Billed Revenue • Operating Cost of Accounts Receivable Function per Invoice • Average Collection Period (Days)	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND • WINN • DUR • HAL • NAIG • WAT • YORK

Human Resources	• Total Cost for Human Resources Administration per T4 Supported • Permanent Voluntary Employee Turnover Rate • Proportion of Resignations and Retirements	• CAL • DUR • HAL • HAM • LON • MTL • NIAG • REG • SUD • TBAY • TOR • WAT • WIND • WINN
Information Technology	• Number of Visitor Sessions to Municipal Website per Capita • Number of Information Technology Devices per Total Supported Municipal Full Time Equivalent (FTE) • Total Cost for Information Technology per Total Supported Municipal Full Time Equivalent (FTE)	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND • WINN • DUR • HAL • NIAG • WAT • YORK

Licensing	• Number of Taxi Driver Licences Issued per 100,000 Population • Number of Taxi Plate-Holder Licences Issued per 100,000 Population • Total Cost for Taxi (Driver and Plate-Holder) Licensing per 100,000 Population • Total Cost for Taxi (Driver and Plate-Holder) Licensing per License Issued • Number of Business Licences Issued per 100,000 Population • Total Cost for Business Licensing per 100,000 Population • Total Cost for Business Licensing per Licence Issued	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WAT • WIND • WINN
Parking	• Number of Paid Parking Spaces Managed per 100,000 Population • Gross Parking Revenue Collected per Paid Parking Space Managed • Total Cost per Paid Parking Space Managed • Revenue to Cost Ratio (RC Ratio): On-street and Off-street Parking Spaces	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND • WINN
Parks	• All Parkland in Municipality as a Percent of Total Area of Municipality • Hectares of Maintained and Natural Parkland in Municipality per 100,000 Population • Operating Cost of Parks per Capita • Operating Cost per Hectare - Maintained and Natural Parkland	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND • WINN

Planning	• Total Cost for Planning per Capita	• CAL • HAM • LON • REG • SUD • TBAY • TOR • WIND • WINN • DUR • HAL • NIAG • WAT • YORK
	• Percent of Development Applications Meeting Timeline Commitments (Single Tier Municipalities Only)	• CAL • LON • REG • SUD • TBAY • WIND

Roads	• Total Cost for Paved Roads per Lane Km (Hard Top) • Total Cost for Roads - All Functions Per Lane Km • Total Cost for Winter Maintenance of Roads per Lane Km Maintained • Percent of Paved Lane Km Where the Condition is Rated as Good to Very Good • Percent of Bridges, Culverts and Viaducts Where the Condition is Rated as Good to Very Good • On-Road Traffic Collision Rate (Collisions per Million Vehicle Km) • Vehicle Km Traveled per Lane Km	• CAL • HAM • LON • MTL • REG • SUD • TBAY • TOR • WIND • WINN • DUR • HAL • NIAG • WAT • YORK
Sport and Recreation	• Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population • Number of Participant Visits per Capita (Directly Provided Registered Programs) • Overall Participant Capacity for Directly Provided Registered Programs • Utilization Rate for Directly Provided Registered Programs • Total Cost for Recreation Programs and Facilities per Participant Visit Based on Usage	• CAL • HAM • LON • REG • SUD • TBAY • TOR • WIND • WINN

Appendix III: Detailed List of all Discussed KPI's

#	Category	Metric	KPI	Description	Metric Type	Priority	Able to Track	Details
1	Customer Service	Service Units	Number of "Inquiry or Complaint" Emails Received by Customers	The number of contacts (via email) into the Township made by customers relating to a general inquiry / issue.	Likert Scale	High	Yes	Manual through e-mail system
2	Customer Service	Service Units	Number of "Inquiry or Complaint" Phone Calls Received by Customers	The number of contacts (via phone) into the Township made by customers relating to a general inquiry / issue.	Likert Scale	High	Yes	Manual through telephony system
3	Customer Service	Service Quality	CSAT: Customer Satisfaction Score	The general positivity / satisfaction customers have with the organization as a whole or any individual aspect.	Quantity Figure	High	Yes	Manual through SurveyMonkey
4	Customer Service	Service Quality	CES: Customer Effort Score	The level of effort / simplicity that customers' experience when interacting with the organization or services.	Quantity Figure	High	Yes	Manual through SurveyMonkey
5	Customer Service	Service Quality	Number of "Inquiry or	The total number of received customer	Quantity Figure	High	No	

			Complaint" Phone Calls / Emails Resolved within Defined Agreements (SLA)	inquiries that were able to be resolved / completed within the set timelines and/or formalized Service Level Agreements.				
6	Customer Service	Service Quality	CIP: Customer Interaction Preferences	The general preferences customers have when interacting with the organization / services (questions based on what channels they use, when they interact, how often / frequently they interact, how they want to be communicated with, etc.)	Quantity Figure	High	Yes	Manual through SurveyMonkey / CityWide
7	Customer Service	Service Quality	ART: Average Resolution Time	The total time that is taken by the support team to solve the issue once it has been received / "opened"	Time Figure	High	No	
8	Customer Service	Service Quality	IPR: Interactions Per Resolution	The number of interactions the support employees / team and the customer have about	Quantity Figure	High	No	

				a single issue before coming to a resolution.				
9	Customer Service	Service Quality	FRT: First-Response Time	The time it takes from when a customer makes a request to the time an employee "picks up / opens" the ticket / case / inquiry	Time Figure	Medium	No	
10	Customer Service	Service Quality	ABR: Abandon Rate	The number of calls “abandoned / hung-up” while a customer was waiting on hold to connect with a human employee.	Quantity Figure	Medium	Yes	**Yes** Manual through phone log (can’t differentiate call purpose)
11	Customer Service	Service Units	Number of FOI Requests Received	The total number of FOI request received into the department from customers	Quantity Figure	High	Yes	Manual through referencing GP, Laserfiche, Excel files
12	Customer Service	Service Quality	Number of FOI Requests Completed in Defined Service Level Agreements	The total number of FOI request completed within set timelines by department employees	Quantity Figure	High	Yes	Manual through referencing GP, Laserfiche, Excel files
13	Customer Service	Service Units	Number of Licenses / Tags / Certificates Issued	The total number of Licenses / Tags requests received into the department from customers. Also tracking the number of Licenses / Tags	Quantity Figure	High	Yes	Manual through referencing GP, Laserfiche, Excel files

				issued to customers from requests.				
14	Customer Service	Service Units	Number of Emergency Response Calls Received	The total number of emergency contacts received by customers	Quantity Figure	High	Yes	Firehouse Software
15	Customer Service	Service Units	Number of Applications Received by Customers	The number of new development applications received annually (i.e., Sub-division Applications, Condo Applications, Site-Plans, Zoning Applications, Official Plan Amendments, Housing Starts, etc.)	Quantity Figure	High	Yes	Excel
16	Customer Service	Service Units	Number of License Applications Received	The total number of business licenses received by customers	Quantity Figure	High	Yes	Manual through Excel tools
17	Customer Service	Service Units	Number of Business Licenses Issued	Total number of business licenses issued	Quantity Figure	High	Yes	Manual through Excel tools
18	Customer Service	Service Quality	Number of Applications / Permits Completed within Defined Service Level Agreements	The total number of received customer applications / permits that were able to be resolved / completed within the set timelines.	Quantity Figure	High	No	

19	Customer Service	Service Units	Number of Permits Received / Reviewed (+value of)	The total number of construction / renovation permits received by all customer types (i.e., residential, commercial, etc.)	Quantity Figure	High	Yes	CityView
20	Customer Service	Service Units	Number of Customers Enrolled in Recreational Programs	The total number of customers that participate in recreational programs	Quantity Figure	High	Yes	PerfectMind
21	Public Engagement	Service Units	Number of Website Views by Customers	The total number of unique website views, pages viewed, and time spent on website / pages by Customers	Quantity Figure	High	Yes	Manual through Google Analytics / Social Media Analytics per Platform
22	Public Engagement	Service Units	Number of Active Social Media Customers	The total number of members, likes, views, comments, video views, etc. (similarly with other platforms: Twitter - number of followers, tweets, mentions, etc.)	Quantity Figure	High	Yes	Minimal tracking capability (Online accounts and forms completed can be tracked)
23	Public Engagement	Service Units	Number of Formal PR / Media Releases Provided	The total number of "mass" communications sent and / or posted publicly for customers	Quantity Figure	High	Yes	Manual

				(general information, updates, etc.)				
24	Public Engagement	Service Units	Number of Social Media Responses to Customer Posts	The total number of replies / responses completed to customer posts on social media channels	Quantity Figure	High	Yes	Social Media Analytics per Platform / Hootsuite
25	Public Engagement	Service Units	Number of Customers Enrolled in Online Account / Platform	The total number of customers who have access to and utilize the municipal online account / portal	Quantity Figure	Medium	Yes	Dynamics GP
26	Public Engagement	Service Units	Number of Active Volunteer Firefighters	The total number of people available to be utilized as volunteer firefighters	Quantity Figure	High	Yes	Firehouse Software
27	Public Engagement	Service Units	Number of Safety Events / Programs Delivered	The total number of fire and safety related information sessions, events, training delivered to the public	Quantity Figure	High	Yes	Firehouse Software
28	Financial Performance	Service Costs	Reserves as a % of Expenditures	Annual reserves as a total percentage of expenditures	Dollar Figure	Medium	No	Questica - increase tracking detail planned (i.e., monthly)
29	Financial Performance	Service Costs	Annual Debt	Total annual debt of Municipality	Dollar Figure	Medium	No	Questica - increase tracking detail planned (i.e., monthly)

30	Financial Performance	Service Costs	Municipal Tax Rates	Actual rate / level of individual tax groups (i.e., commercial, residential, Industrial)	Quantity Figure	Medium	Yes	Great Plains (GP)
31	Financial Performance	Service Costs	Number of Taxable Properties	The total number of taxable proprieties within the Municipality	Quantity Figure	Medium	Yes	Great Plains (GP)
32	Financial Performance	Service Costs	Accounts payable invoicing	The number of invoices paid, dollar values, time taken to payout / process invoice	Time Figure	High	Yes	Great Plains (GP), Laserfiche (ad-hoc right now, not able to track at the per service level)
33	Financial Performance	Service Costs	Investments / cashflow	The overall yields / returns of invested funds to manage and move funds based on rates	Dollar Figure	Low	No	Questica - increase tracking detail planned (i.e., monthly)
34	Financial Performance	Service Costs	Service Revenue Received	The amount of generated sales revenue per each definable service offering (Service-Based Accounting)	Dollar Figure	High	No	Great Plains (GP), Laserfiche (ad-hoc right now, not able to track at the per service level)
35	Financial Performance	Service Costs	Service Operating Costs	The amount of costs each definable service offering either indirect (roads maintenance) or direct (deliver an event / program)	Dollar Figure	High	No	Great Plains (GP), Laserfiche (ad-hoc right now, not able to track at the per service level)

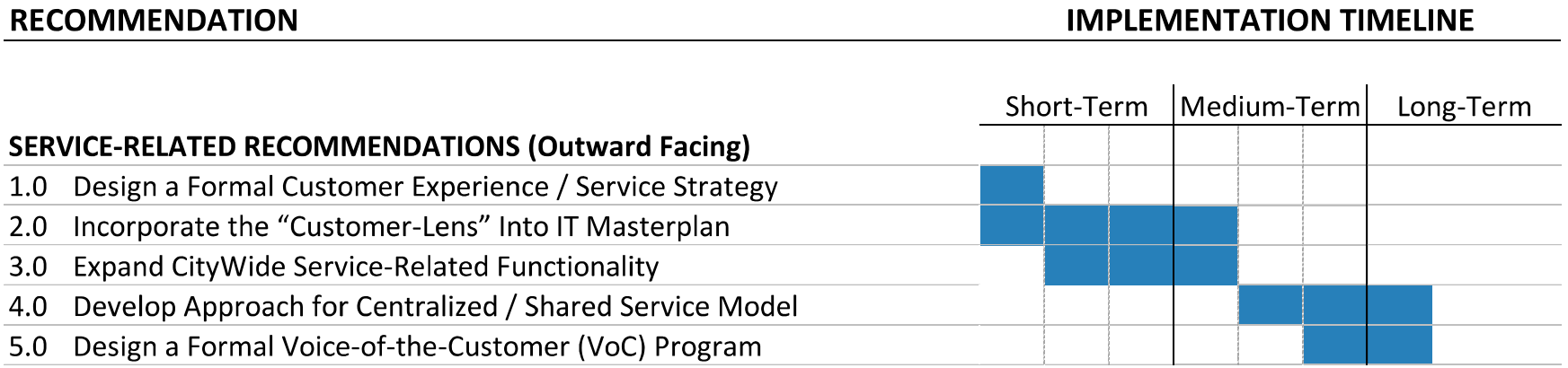
36	Financial Performance	Service Units	Dollar Amount of Issued Fines Received from Customers	The total dollar amount of revenue received from issued bylaw infraction fines.	Dollar Figure	Medium	Yes	Manual
37	Financial Performance	Service Units	Number of Outdoor Amenities Hours Rented-Out by Customers	The total number of hours that outdoor amenities were rented by customers (i.e., Baseball / Soccer Fields, Pavilions, etc.)	Time Figure	High	Yes	PerfectMind
38	Financial Performance	Service Units	Number of Facility Hours Rented-Out by Customers	The total number of hours that facilities / spaces were rented and utilized by customers (Arena / Ice-Time, Event Rooms, etc.)	Quantity Figure	High	Yes	PerfectMind
39	Financial Performance	Service Costs	Cost of Equipment & Fleet Maintenance / Repair	The total amount spent on all types of repairs for various service delivery / maintenance equipment and tools.	Dollar Figure	High	Yes	Manual Sources (AP, timesheets)
40	Financial Performance	Service Units	Number of Facility Hours Rented-Out to Customers at no Charge / Cost	The cost / hours associated with facilities / amenities that are provided to the customer at no charge.	Dollar Figure	Medium	No	

41	Operational Effectiveness	Service Units	Number of Online / Self-Serve Tasks Performed by Customers	The total number of end-to-end service-related activities completed independently by customers - done self-serve without any employee support (i.e., payments, applications, permits, licenses, information request, etc.)	Quantity Figure	High	No	All online forms have metrics
42	Operational Effectiveness	Service Units	Number of Training Courses / Opportunities	The total number of training / learning & development opportunities made available to employees (legislative required)	Quantity Figure	High	Yes	HR Downloads / Excel
43	Operational Effectiveness	Service Units	Work Hours Lost Due to Absenteeism / Sick Leave	The total employee "out-of-office" hours from non-vacation related absences	Time Figure	High	Yes	Manual through referencing GP, Laserfiche, Excel files
44	Operational Effectiveness	Service Units	Employee Turnover (FTE)	The total annual number of employees who left / no longer work for the municipality (resign, terminated, retired, etc.)	Quantity Figure	High	Yes	Manual through referencing employee database info
45	Operational Effectiveness	Service Units	Offer Acceptance Rate	% of the number of offers that were accepted from total	Quantity Figure	High	No	

				number of offers sent out				
46	Operational Effectiveness	Service Units	Number of Bylaw Infraction Investigations Performed	The total number of investigations / inspections performed by employees for bylaw related infractions	Quantity Figure	High	Yes	CityView
47	Operational Effectiveness	Service Units	Number of Bylaw Infractions / Fines Issued	The total number of formal citations / fines issued to customers due to bylaw related infractions	Quantity Figure	High	Yes	CityView
48	Operational Effectiveness	Service Units	Time & Effort Spent in Meetings	Time spent prepping, in, and post / follow-up for different meetings	Time Figure	High	No	
49	Operational Effectiveness	Service Quality	Response Time for Emergency Calls that Meet Defined Service Levels	The number of emergency response calls that were responded to within the set timelines.	Time Figure	High	Yes	Firehouse Software
50	Operational Effectiveness	Service Units	Number of Fire / Safety Inspections Performed	The total number of fire / safety related inspections performed by department employees	Quantity Figure	High	Yes	Firehouse Software
51	Operational Effectiveness	Service Units	Safety-Related	The total amount of safety training (hours	Quantity Figure	Low	Yes	Firehouse Software

			Training Performed	delivered, # people completed, etc.				
52	Operational Effectiveness	Service Units	Number of Inspections Performed	The total number of permit related inspections performed by department employees	Quantity Figure	High	Yes	CityView
53	Operational Effectiveness	Service Quality	Time taken to complete an inspection	Time spent prepping, in, and post / follow-up for completing an inspection	Quantity Figure	High	No	Manual
54	Operational Effectiveness	Service Units	Number of Major Maintenance Tasks Performed	The total number of major repairs / maintenance tasks performed on equipment (requiring the equipment / machinery to be out-of-service)	Quantity Figure	High	Yes	Manual Sources (Timesheets, Equip. Logs, CityWide)
55	Operational Effectiveness	Service Units	Outdoor Space Maintenance / Plowing Hours Performed	The total number of hours completed by employees to maintain outdoor spaces and amenities used by customers	Time Figure	High	Yes	Manual through multiple sources (dependent on plowing, grass cutting, etc.)
56	Operational Effectiveness	Service Units	Roads & Infrastructure Maintenance Hours Performed	The total number of hours completed by employees to maintain roads and infrastructure installations used by customers	Time Figure	Medium	Yes	Manual / Multiple Sources (Timesheets, Equip. Logs, CityWide)

Appendix IV: Full-Size Infographics



Dryden Dashboard

Welcome to Dryden's Municipal Dashboard

The Municipal Dashboard showcases performance data for most City of Dryden municipal services.

Administration



Airport



Building and Planning

Community Development

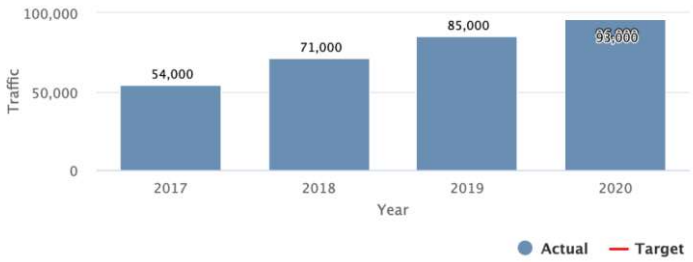
Scorecards KPIs

Administration

Administration

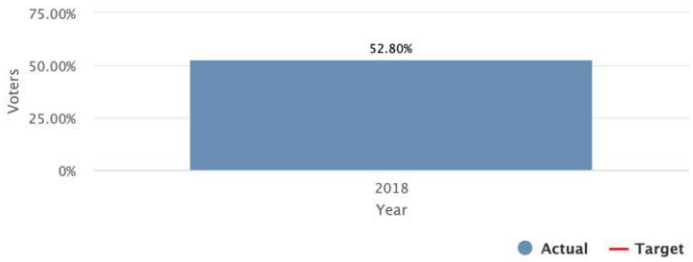
Website Traffic - Total Website Users

Website Traffic - Total Website Users



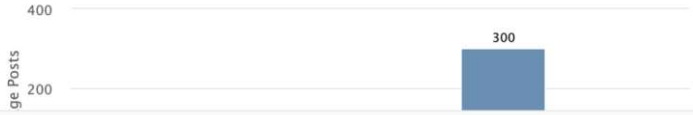
Voters (%)

Voters (%)



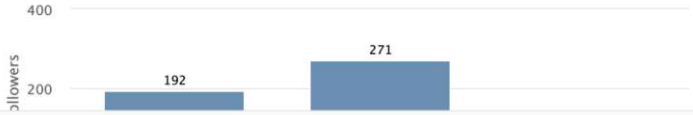
Twitter Page Posts

Twitter Page Posts



Twitter Page Followers

Twitter Page Followers



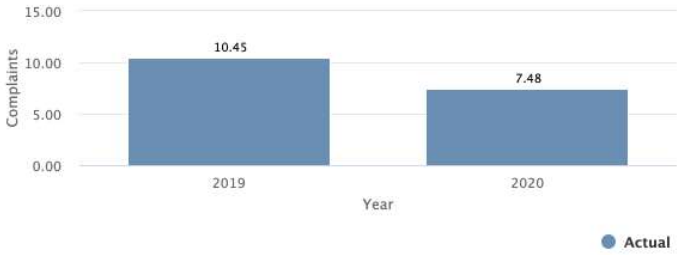
Scorecards KPIs

Building and Planning

Building and Planning

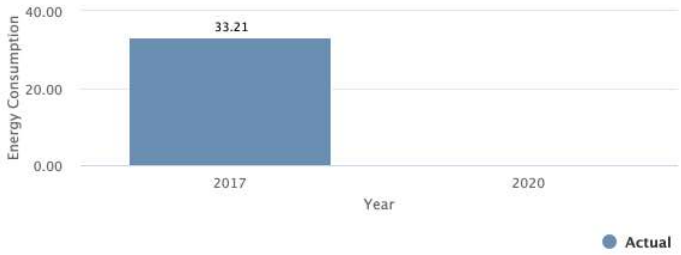
Noise, Property Standards, Yard Maintenance & Zoning By-Law Complaints per 1,000 Pop.

Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 1,000 Pop.



Energy Consumption (kWh) per Square Foot of All Buildings

Energy Consumption (kWh) per Square Foot of All Buildings



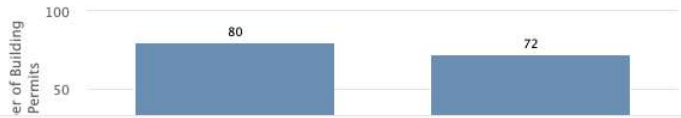
Construction Value of all Building Permits ($)

Construction Value of all Building Permits ($)

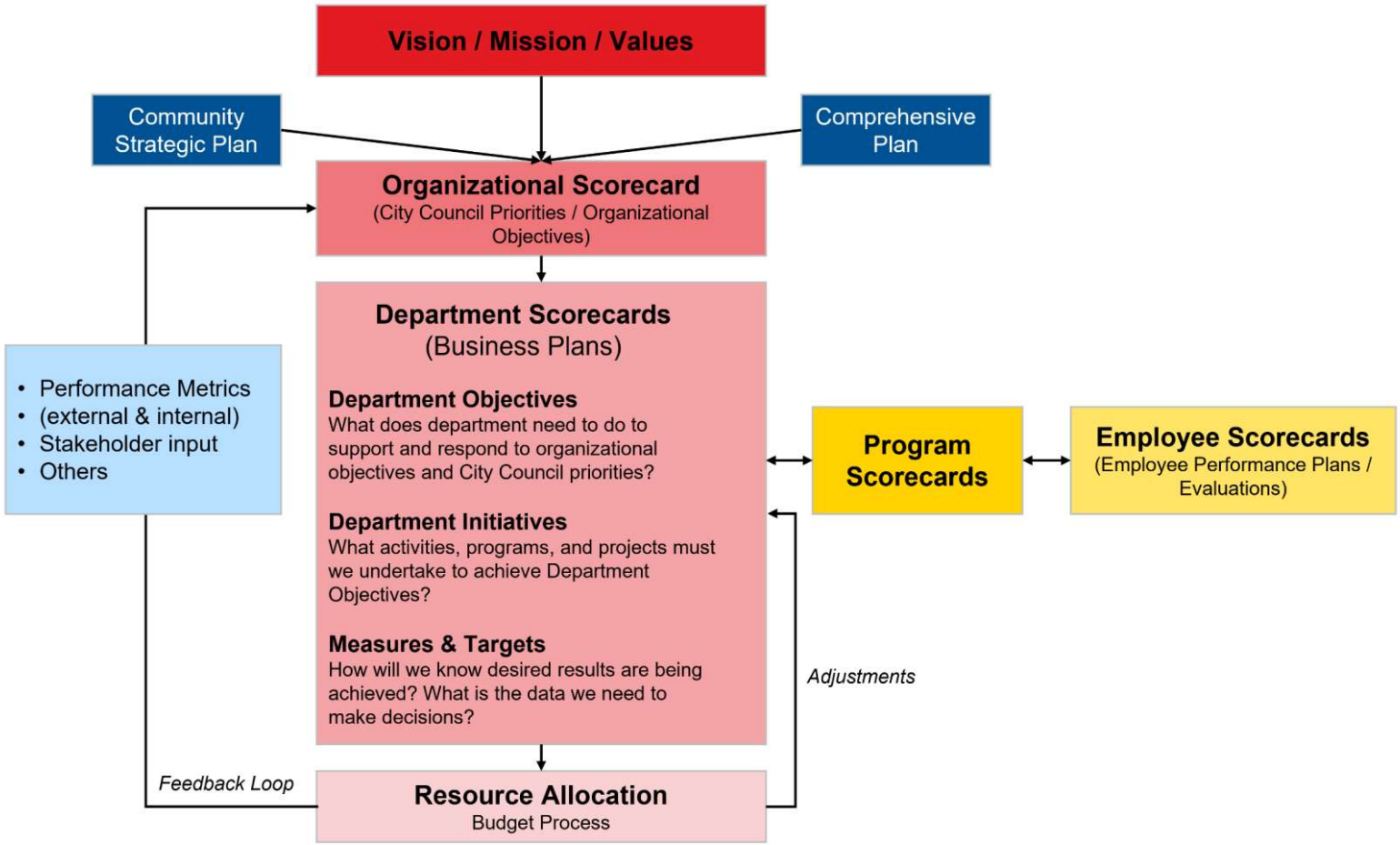


Residential, Industrial, Commercial & Institutional Building Permits Issued in Fiscal Year

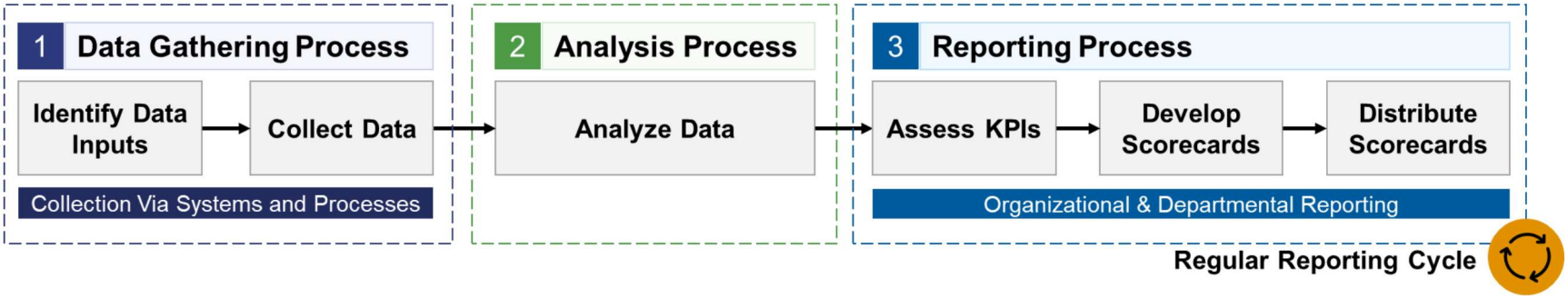
Residential. Industrial, Commercial & Institutional Building Permits Issued in Fiscal Year



Appendix V: Scorecard & Reporting Examples



Reporting Framework Cycle



1. Data Gathering Process

Effort should be made to centralize and streamline the data collection process for quantitate and qualitative data.

- **Quantitative Data:** Collect metric-based data via automated reporting.
- **Qualitative Data:** Conduct sampling on activities (i.e. staff focus groups on resident outcomes) aligned to specific services to provide Management with a greater understanding of "hard to measure outcomes".

2. Analysis Process

Analyze data in real-time and benchmark against time-appropriate KPIs.

Layer qualitative and quantitative data to strengthen analysis. Derive insights based on data trends.

3. Reporting Process

Report data based on assessment and distribution requirements of recipients (data type, frequency, level of analysis). Establish targets and performance thresholds.

PEOPLE & TALENT

Supporting District Divisions and All Employees in All Human Resources Activities

Example Department
KPI Scorecard

Supporting Strategic Priorities			
Strategic Priority #1	Strategic Priority #2	Strategic Priority #3	Strategic Priority #4
KPI Score	KPI Score	KPI Score	KPI Score

Divisional Goals	Divisional Strategies
1. To reach fair and equitable bargaining agreements	A. Bargain to reach a new employment agreement with the Employees' Association
2. To recruit the best possible employees for the District	B. Implement the position control module of the HRIS system
3. To incorporate Human Resources best practices into all we do	C. Update and revise all District class specifications and job profiles
4. To support employee health, welfare, and engagement	D. Continue to implement recommendations from the 2021 Employee Engagement Survey

Performance Measures	Benchmark Target	2014 Actual	2015 Actual	2016 Actual	2017 Target	2018 Target	Priority Alignment
Customer Service KPIs	98%	98%	95%	94%	94%	93%	2
Public Engagement KPIs	10.0%	12.8%	16.2%	10.9%	11.0%	11.0%	3
Financial Performance KPIs	0.0% (on budget)	+12.8%	+16.2%	-10.9%	-11.0%	-11.0%	3
Operational Effectiveness KPIs							
Employee Turnover (FTE)	25	29	28	25	25	25	4
Work Hours Lost Due to Absenteeism / Sick Leave	25	n/a	25	38	38	38	4



20 Bay Street – 11th Floor

Toronto, ON. M5J 2N8

Tel: 905-477-5544 | Fax: 905-940-1278



@myCSPN



Customer Service Professionals Network



Customer Service Professionals Network

Appendix E

Service Delivery Review: Resource Capacity Summary Report



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

November 20, 2021



Service Delivery Review

Resource Capacity Summary Report

Prepared by:



Jessica Cryer, Managing Partner | jessica@mycspn.com

Shawn Ashley, Director CX Advisory | shawn@mycspn.com

Jenelle McCulloch, CX Consultant | jenelle@mycspn.com

Table of Contents

1.0 Overview....3
1.1 Purpose of the Document....3
1.2 Executive Summary....4
1.3 Research Methodology....6
2.0 Comparable Municipalities....11
3.0 Organizational Resource Capacity....14
4.0 Departmental & Role Resource Capacity....22
4.1 General Administration....22
4.1.1 CAO and People & Talent (HR)....28
4.1.2 Information Technology (IT) and Communications....33
4.1.3 Financial Services....37
4.1.4 Clerks & By-Law Enforcement....43
4.2 Fire & Emergency Services....48
4.3 Building Services....57
4.4 Planning Services....67
4.5 Infrastructure & Operational Services....74
5.0 Moving Forward....90
Appendix....91
Appendix A: Comparable Municipality Details....91
Appendix B: Exhaustive Role-Based Capacity List....99

1.0 Overview

The objective of this report is to provide Council with the attached qualitative and quantitative analysis of the current resource capacity of full-time staff at the Township of Springwater. Specifically, the key focus of the review was to determine resource capacity (defined by working hours divided by total available hours) at the individual role level, department level, and organizational level.

1.1 Purpose of the Document

This report has been prepared for Council and the management at the Township of Springwater. The development of the report includes a review of existing information (Activity Worksheets and supporting internal documentation) from the Township as well as inputs from:

- CAO, People & Talent (3 Interviews)
- Financial Services (3 Interviews)
- IT, Communications (2 Interviews)
- Clerks & Bylaw Enforcement (4 Interviews)
- Fire & Emergency Services (4 Interviews)
- Building Services (3 Interviews)
- Infrastructure & Operational Services (6 Internal/10 Outside Employee Interviews)
- Planning Services (3 Interviews)

This report provides a summary of the resource capacity levels at the individual role, department, and organizational level. The report includes the following information:

- An overview of the research methodology to support robust quantitative and qualitative analysis on resource capacity and task focus.
- Summary of comparable municipalities, analyzing headcount and staffing structures.
- Strategic Themes and Role-Task categories to assess the current capacity of the Township at the organization, departmental and role level.
- Ranking of the organization and each department across a Resource Sustainability Scale.

Core Assumptions

The following assumptions have helped shape the research and analysis in this report:

- Inputs to the analysis are the sole responsibility of each individual role. Inputs were pressure tested by the consultants.
- Activity Worksheets completed by individuals within all in-scope roles are deemed as an accurate reflection of hours worked.
- For any in-scope roles with missing activity data, general assumptions and averages have been applied.
- The analysis herein is in summary form. Selecting portions of this analysis without considering all of the factors in the larger context may create a misleading view of the output and results.

Acknowledgement

We would like to take the opportunity to acknowledge the assistance and cooperation provided by staff at the Township of Springwater that participated in the development of resource capacity review. We recognize that reviews such as this require a substantial contribution of time and effort on the part of Township employees. We would be remiss if we did not express our appreciation for the cooperation afforded to us.

As the scope of our review is intended to focus on the current resource capacity challenges and opportunities, we have not provided commentary on the numerous positive aspects of the Township's operations identified during the course of our review.

1.2 Executive Summary

Through detailed analysis of the Activity Worksheets and role-based interviews and workshops, the following key insights were captured.

Organization-Level

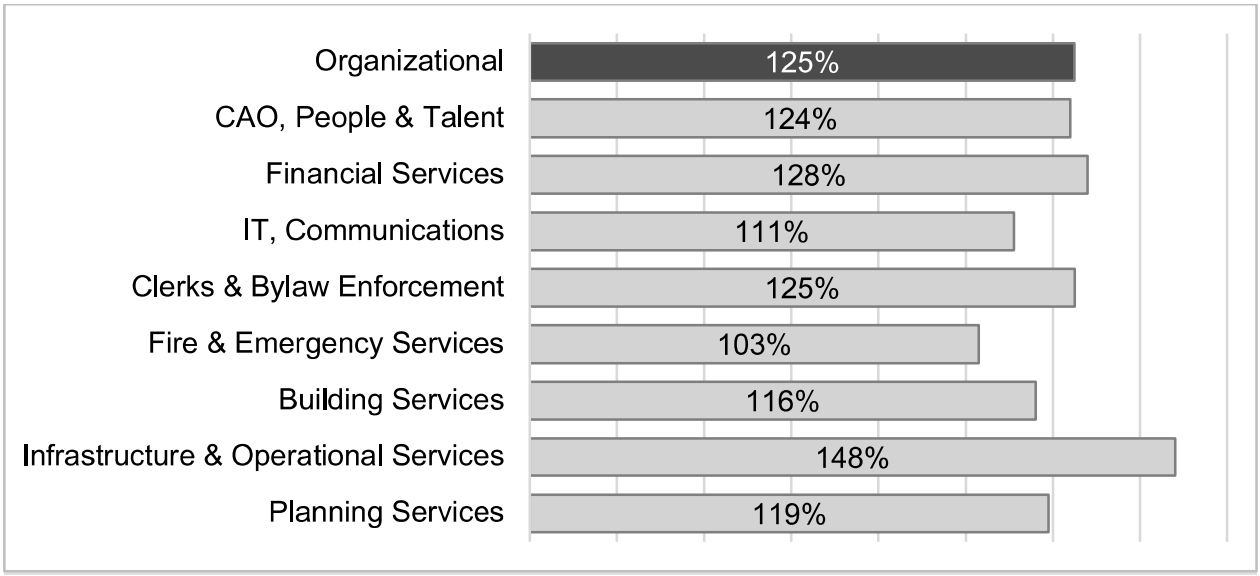
Across the Township employees are working at or over capacity to meet service delivery standards. The average operating capacity for the Township is 125%. All departments and roles reported a high volume / demand for services, requiring them to put in additional time / effort to complete in-scope work tasks.

Organizationally, most of the time spent across roles is completing tasks within their "Core Function" (71% of time). Core Tasks are aligned to strategic and operational priorities. For many roles and departments, tasks within Customer Service and Administrative Support have required employees to work overtime to complete. These tasks are typically vertically below or horizontally related to role level.

Department-Level

At the department-level, resource capacity varies from 103% to 148%, with the Infrastructure & Operational Services department reporting the highest capacity.

Chart 1. Summary of Departmental Capacity Levels



Overall, employees have expressed that the current workload is unsustainable to meet service demands today and in the future. Employees are taking on more work, picking up extra shifts and being asked to do more. This has resulted in employees working non-paid overtime to complete daily tasks, leaving little to no-time to focus on more strategic priorities that could support the advancement of the Township. Across many departments, the volume of "Administrative Support" and "Customer Service" work has been prohibitive to complete "Core Tasks". The re-allocation of priorities to complete work below role-levels due to staffing shortages has resulted in slippage in capital projects, missed deadlines in day-to-day activities, and in some instances non-compliance of mandated operating rules (e.g., adequate number and level of staff onsite at outdoor construction / maintenance related activities).

This lack of resource support has resulted in many tenured and new employees vocalizing frustrations. Employee burnout and low morale have been cited as recent and progressively worsening implications resulting from staff shortages. Hiring and retention have also been challenging for the Township as the market for labour is becoming more competitive. As a result, the organization is deemed **High Risk** for employee burnout.

Image 1. Resource Sustainability Scale: Organizational Summary



1.3 Research Methodology

CSPN's research and analysis included both a quantitative and qualitative lens. Below is an overview of the structure of the analysis and report.

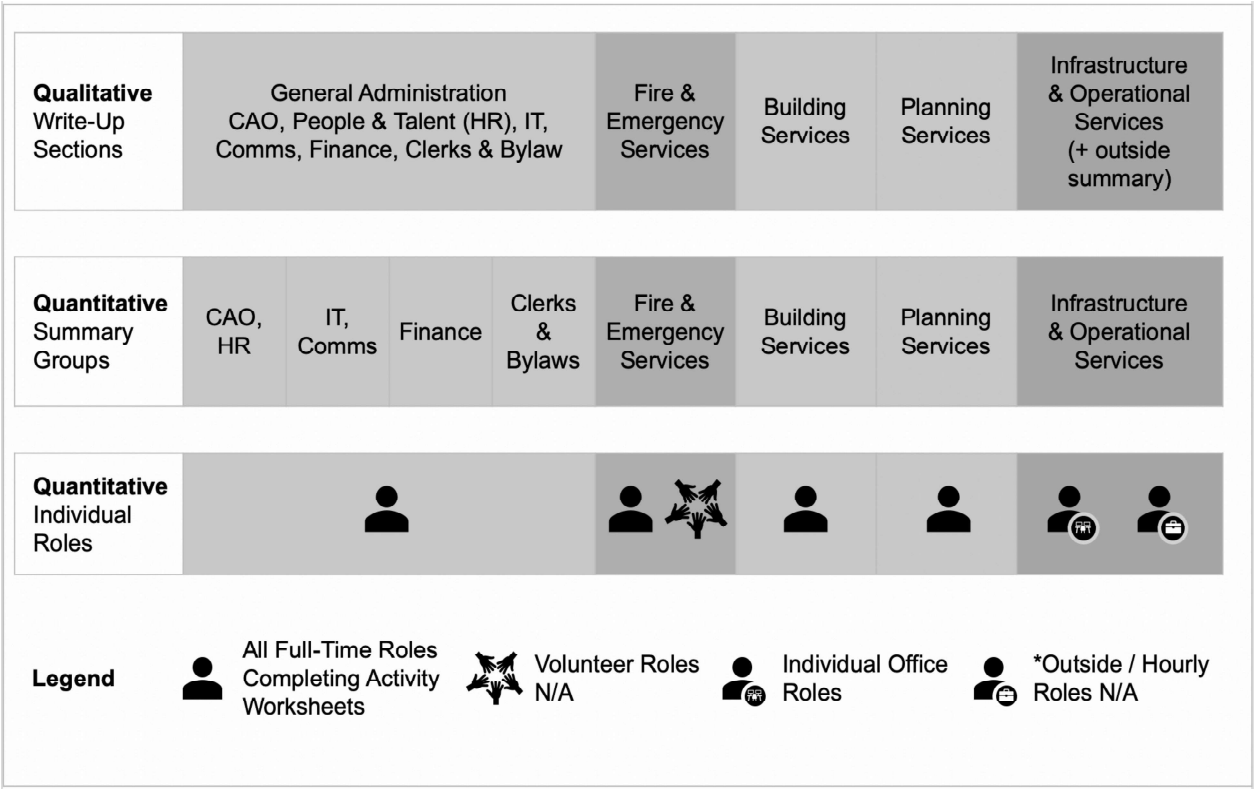
Structure of Analysis

A multi-layered analysis was conducted to ensure insights were uncovered at the Organization, Department and Role level.

Aligned to the general structure of the Townships budgetary reporting, content has been categorized into groups based on organizational structure, services delivered, and activities performed by employees. Qualitative research identified common themes across similar departments / services. A rich qualitative analysis was performed at the individual role level aligned to each respective department / business unit within the structure.

The image below provides a visual representation of how report content is structured. This can be used as a "Legend" to guide readers through the various analyses.

Image 2. Structure for Quantitative & Qualitative Analysis of Capacity



Strategic Themes & Role-Task Categories

Research activities were structured into four (4) Findings & Insights Categories and four (4) Capacity Categories. This framework was used to review and assess the current capacity of the Township. The findings from the current review have been categorized, diagnosed, and utilized in this framework to support the identification and prioritization of future insights.

The following four (4) Findings & Insights Categories assess the qualitative “Human Resource” impacts of employee capacity at the Township:

- **Motivators**: The impact that employee attitudes / behaviors have on capacity.
- **Alignments:** The impact that tasks beyond job-descriptions have on capacity.
- **Competencies**: The impact that skills / training for the role has on capacity.
- **Efficiencies**: The impact that inefficient process / systems have on capacity.

Findings and Insights were assessed at the departmental and organizational level.

The following Capacity Categories are utilized to classify the tasks completed within a role and/or service delivery. These categories group similar tasks together to create a standardized approach to describe the structure of a role's workflow across the Township. Capacity Categories include:

- **Core Function**: Time being spent on tasks that are required to complete the objectives and responsibility of the role (i.e., job-specific duties).
- **Administrative Support**: Time being spent on tasks required to maintain daily operations and tasks outside of typical core function activities / functions (i.e., scheduling meetings, updating time sheets, assisting other roles or departments).
- **Customer Service**: Time being spent on tasks required to respond to and resolve customer related inquiries / complaints (i.e., answering customer calls / emails).
- **Internal Commitments**: Time being spent on tasks required to uphold commitments required of the role (i.e., personal training, meetings, conferences, development).

Capacity Categories were assessed at the role, departmental and organizational level.

Activity Worksheet Analysis Approach

The primary data source for the quantitative analysis of resource time, effort, and capacity was through Activity Worksheets completed by employees. For each full-time role, employees captured key information including but not limited to:

1) The various tasks performed in their role.
2) The frequency in which they perform the task.
3) The estimated amount of time spent performing each task.

All Activity Worksheets were then reviewed and transferred into a standardized template to ensure the consistency of data when analyzing across roles and departments. Discrepancies in the worksheets were identified and discussed during employee interviews. The final capacity figures were input into a resourcing data model to uncover insights at the overall organization, department, and individual role level. All templated Activity Worksheets and Data Model excel files have been shared with the Township of Springwater Project Working Team ("PWT").

The purpose of this quantitative analysis was to provide a directional understanding of the time / effort demands placed on employees in their roles. The following assumptions were used to guide the quantitative analysis of Activity Worksheet data:

- Employees provided an accurate representation of activities and the time / effort associated with their roles.

- Categorization of activities into “Core Function”, “Administrative Support”, “Customer Service”, and “Internal Commitments” align to the definitions in the report (outlined above).
- An average of 1617 hrs./ year of “Available Effort” is used in capacity calculations as a representative figure of the overall full-time employee group.
- Note: An average of 1944 hrs / year was used to ensure accuracy of capacity for the Supervisor of Parks role and the Facilities Attendant (Acting Interim Supervisor) role.
- Analysis is not meant to provide precise capacity findings for all figures at a two (2) decimal point level. Above assumptions and rounding errors impact the figures between the starting Activity Worksheets and the final summations.
- The purpose of findings is to provide the knowledgebase to drive confident decision making towards resourcing at the Township.

Resource Sustainability Scale

Insights from research activities identified opportunities for the Township of Springwater to improve the effectiveness and efficiency of delivered services through resource augmentation. Opportunities incorporate research findings based on time / effort requirements, capacity levels, and sustainability implications. These factors cumulatively were used to define a standardized capacity “Resource Sustainability Scale”. The scale scores department resource requirements across four (4) stages and outlines considerations for resource augmentation.

The following table outlines the related criteria for the Resource Sustainability Scale.

Table 1. Criteria for Resource Sustainability Scale

Rank-Scale Stage	High Risks for Burnout	Moderate Risks for Burnout	Manageable Workflow	Positioned for Growth
Capacity Level	>115%	100% - 115%	90% - 100%	<90%
Time / Effort Level	Not able to Meet Service & Demand Levels	Sometimes able to Meet Service & Demand Levels	Consistently able to Meet Service & Demand Levels	Able to Meet Future Service & Demand Levels
Sustainability Level	Not Sustainable	Short-Term Sustainable	Medium-Term Sustainable	Long-Term Sustainable

Resource Requirements	Immediate Addition of Resource(s) Required	Near-Term Addition of Resource(s) Required	No Short-Term Addition of Resource(s) Required	Additional Resource(s) in Place to Meet Future Demand

2.0 Comparable Municipalities

The review looked at three (3) comparable public sector peer Townships to examine best practices. The analysis looked at the following characteristics: (1) general organizational structure, (2) overall department headcount, and (3) any notable differences or similarities to other surrounding municipalities.

The peer comparators selected, Oro-Medonte Township, Town of Midland, and Clearview Township, reside in Simcoe County and share geographic and/or population similarities with Springwater.

Further detail into the department and role staffing levels for comparable municipalities can be found in Appendix A.

Township of Oro-Medonte

Population: 21,036

Geographic size: 586 km^2

Oro-Medonte was selected as a peer comparator for the similar population and geographic size to the Township of Springwater. The analysis of Oro-Medonte provides comparison of headcount and allocation of resources to support service delivery.

Notable findings include:

- Within Development Services (Building & Planning Services), Oro-Medonte has additional resources. In addition, these resources are more specific to service delivery (i.e., GIS-specific, zoning-specific). Another notable difference is that Oro-Medonte combines planning and building services within one department, whereas Springwater manages these services separately.
- Oro-Medonte dedicates one (1) role to Economic Development and has an Environmental Services department that dedicates ten (10) roles to environmental services. The Township of Springwater does not have a dedicated economic development role and outsources environmental services.
- Oro-Medonte has an additional IT resource (total headcount of three (3) roles).
- Within Operations & Community Department, Oro-Medonte has a greater number of management and coordinator roles relative to Springwater's Infrastructure & Operational Services. In addition, Oro-Medonte has more specific, service delivery focused roles (i.e., roles focused on Infrastructure & Capital Projects).

Town of Midland

Population: 16,864

Geographic Size: 29 km^2

The Town of Midland was chosen as a peer comparator for the similar population size to the Township of Springwater. The analysis of the Town of Midland provides comparison of headcount and allocation of resources to support service delivery.

Notable findings include:

- The Town of Midland structure consists of four (4) departments, not including the CAO and the direct reporting Executive Assistant. These departments include: (1) Community & Development Services, (2) Corporate Services, (3) Environment & Infrastructure Services, and (4) Human Resources. Each department is led by an Executive Director or a Director.
- Midland utilizes additional levels of leadership (i.e., Executive Director overseeing Director and Management roles) and additional supporting roles (i.e., Executive & Administrative Assistants reporting to Executive Director / Director roles).
- Midland utilizes two (2) additional IT resources, one (1) additional Finance Student resource, and two (2) additional contract-based Human Resource resources. In addition, Midland dedicates two (2) roles to culture and tourism.
- Fire & Emergency Services structure is similar to Springwater (i.e., similar FTE headcount and volunteer base), yet Midland possesses FTE Firefighter roles in addition to the volunteer Firefighters.

Clearview Township

Population: 14,151

Geographic size: 557.3 km^2

Clearview Township was chosen as a peer comparator within the County of Simcoe. Given the smaller population size to that of Springwater, this analysis provides insight into organization and department structure (i.e., division of roles). Understanding comparable organizational structures will help with managing resource capacity by better defining role clarity. A comparison of capacity headcount is not relative to that of Springwater.

Notable findings include:

- The Township of Clearview organizational structure utilizes departments that are smaller and specific to service offerings (i.e., Transportation & Drainage Department versus within a broader department, such as Public Works).
- The Township of Clearview has additional administrative support roles. This is notably different than the Township of Springwater, specifically evident within the Infrastructure & Operational department.
- The Township of Clearview does not have specific Customer Service Representative roles, unlike Springwater. Comparable Townships to Springwater have additional and/or specialized roles. Most notable variants include specific roles or departments, such as economic development, and the increased administrative support per department.

3.0 Organizational Resource Capacity

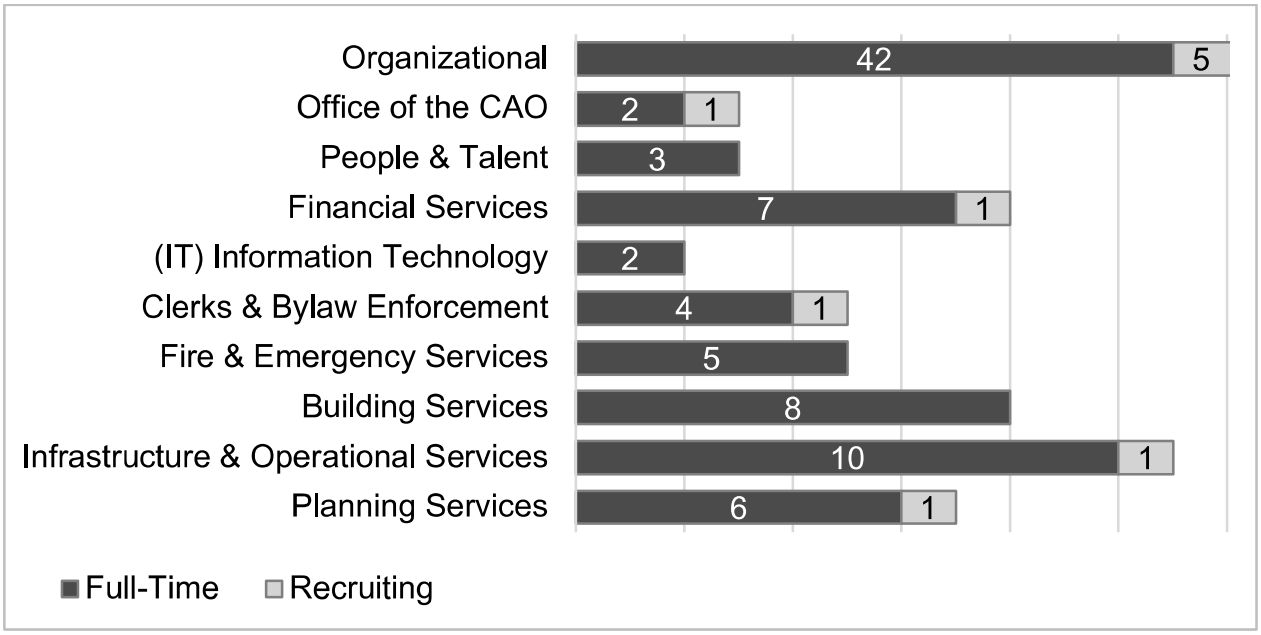
The organization was analyzed to better understand the resource capacity requirements that impact Springwater's ability to deliver services and meet customer demands. Resources include the individuals that are currently in place to carry out roles and responsibilities at the expected service levels. This primarily includes human resources (e.g., in terms of activities, time / effort, frequency) and other supporting internal resources (e.g., processes, technology).

To ensure an accurate and holistic understanding of resource capacity a detailed analysis was conducted at three levels: **1) Department, 2) Service, and 3) Role-based.** The analysis focused on the quantitative effort-hours to complete key job tasks and qualitative impacts / causes of capacity-levels to provided additional context on job focus, productivity and efficiency challenges and opportunities.

Organizational Structure

The following information provides a summary of the current staffing levels of the Township, including the Full-time, Part-Time, Seasonal / Contract and/or Approved / Recruiting but not yet implemented headcount of employees. The summary showcases overall and departmental staffing figures that were included in the capacity analysis. Further detail into the capacity of roles is provided in section 4.0 "Departmental & Role Resource Capacity" section of the report.

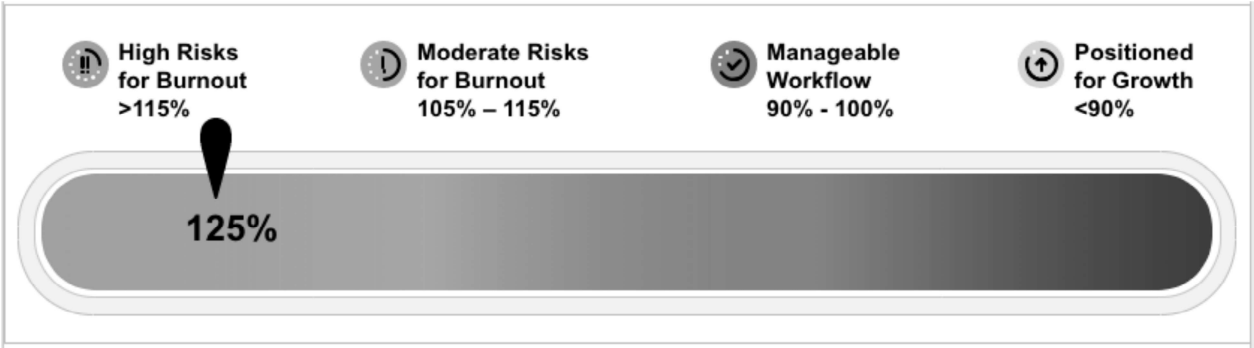
Chart 2. Summary of Staffing Headcount included in Analysis (by Department)



Note: Office of the CAO includes the CAO role, the Communications Coordinator role, and the recruiting Executive Assistant to the CAO role.

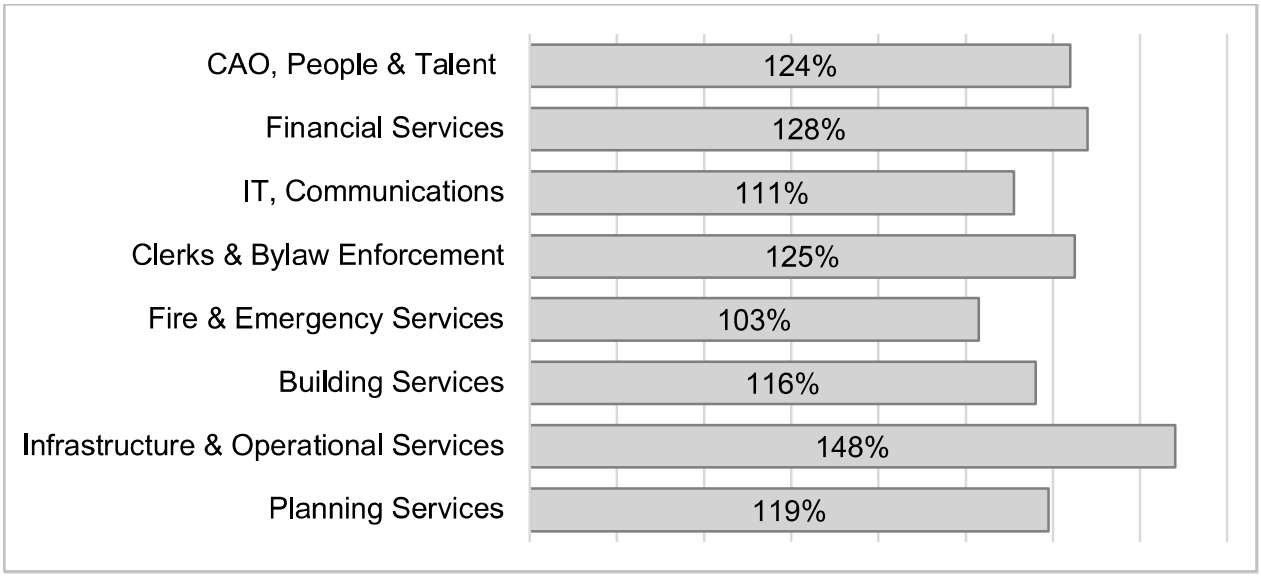
Organizational Capacity

As an organization, The Township of Springwater is **currently operating at 125% capacity**. This shows that overall, there is a significant strain on resources across departments to continuously meet demand and service levels. Further detail into the capacity of roles is provided in section 4.0 “Departmental & Role Resource Capacity” section of the report.



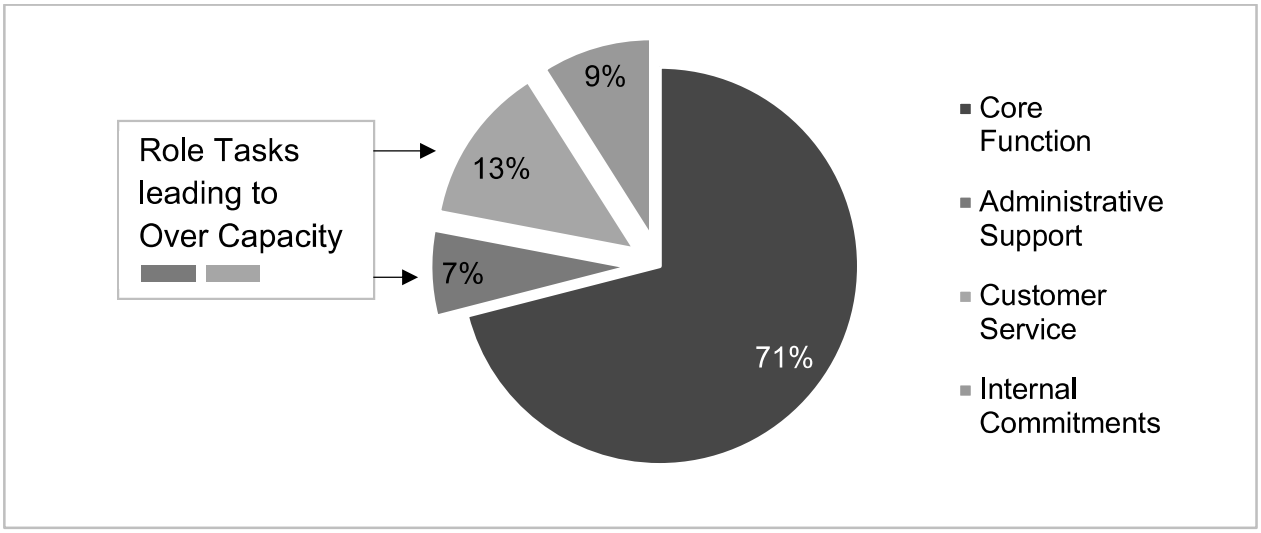
At the department-level, resource capacity varies from 103% to 148%, with the Infrastructure & Operational Services department reporting the highest capacity. Departments experiencing significant capacity constraints are the most understaffed. Employees are required to complete job tasks outside of normal working hours to manage work volume. The current resource model for overcapacity departments is not sustainable to meet service demands today and in the future.

Chart 3. Summary of Departmental Capacity Levels



How employees manage time and effort of tasks has been categorized into four (4) Role Task Categories. At the organizational level, employees spend the majority of time, 71% on their Core Function, which is aligned to role level and expectations. The additional time spent on Administrative and Customer Service tasks is often associated with workload vertically below or horizontally related to role levels. These tasks are time-consuming and are required to be done consistently to support daily operations. The additional hours required to complete these tasks is a major contributor to overcapacity. This is especially prominent in leadership roles where time spent completing these tasks results in a de-prioritization of strategic and role-appropriate work.

Chart 4. Summary of Organizational "Role Task" Categories



Organizational Causes & Considerations

This section outlines key findings related to capacity strains experienced by the Township. Findings are organized in line with the four (4) Findings & Insights Categories referenced in the Research Methodology. The insights reflect the sentiments and experiences voiced by the employees of the Township through interviews and group workshops.

General Capacity Constraints

Across the Township employees are working at or over capacity to meet service delivery standards. The average operating capacity for the Township is 125%. All departments and roles reported a high volume / demand for services, requiring them to put in additional time / effort to complete in-scope work tasks.

Findings & Insights Category #1: Motivators

- The drive to deliver great service to the public and continuously meet targets is apparent across all departments and roles within the Township.
- There is a very positive culture of teamwork and collaboration amongst employees. This is evidenced by individuals supporting positions horizontally and vertically aligned to complete tasks related to service delivery.
- The ability to consistently deliver services is being done at the expense of many employees' personal hours. Across departments employees cited working outside of normal hours, including weekends to complete service delivery tasks. Often this was motivated by the desire to deliver quality service to the public as well as a need to complete tasks to prevent having a 'spillover' effect into coming days or weeks. The sustainability of this is unrealistic, with many staff voicing wellness concerns from work pace / volume.
- Research findings show leading indicators to employee burnout. One major indicator identified is employee turnover. The Township has seen a 300% increase in turnover rate since 2015. High turnover has impacted training effectiveness and transfer of institutional knowledge. This has and continues to have a negative impact on employee's productivity and the time / effort to complete tasks.
- Employees cited self-imposed restrictions on taking time off for fear that it would negatively impact team members who are also operating at overcapacity. These restrictions were fuelled by the fear of returning to work to unmanageable workloads. Many employees cited that "Taking a day off for personal reasons or illness was 'not worth' returning to a backlog of tasks." In most instances, there was not coverage for their role due to lack of cross-training / knowledge or teammates were also over capacity.
- Senior roles across the Township cited difficulty in recruiting appropriate resources for roles. Many felt that the overall compensation package and working environment is not competitive relative to surrounding municipalities. It is believed that job seekers are deprioritizing Springwater and/or use Springwater as a short-term "training ground" before moving on to more favourable employment opportunities in other municipalities.

Findings & Insights Category #2: Alignments

- Due to limited resources across departments, many individuals have widespread responsibilities and are wearing 'many hats' within the Township. This has an impact on individual productivity and ability to meet role-specific deadlines. This also impacts the quality and thoroughness of work. Switching between tasks and/or roles adds additional strain on cognitive and attentional capacity, leading to inefficient work practices.
- Many roles within the Township combine two roles which traditionally would be separate (as seen in comparative municipalities). In some instances, there is not enough demand for separating the roles, yet there are challenges in completing the role as currently designed.

- Multiple departments have essential positions that are currently not filled, due to turnover and/or an inability to successfully recruit for the position. The responsibilities of these positions are temporarily being taken on by other colleagues within the department, causing added strain. Coverage for these roles puts significant strain on the individual required to formally assist in the role and has a cascading effect on the department for delays in completing tasks to deliver services.
- For Leadership and Management roles, a significant amount of time is required to complete daily activities and administrative tasks. This reduces the amount of available time / effort dedicated to larger projects or strategic priorities that will advance the Township.
- Across multiple departments, Customer Service / Administrative roles have been identified that are not approved but are an essential to effective service delivery. These vacancies require leadership to complete tasks that are below their role level, minimizing time spent on operational and/or strategic projects and process improvements. Furthermore, the tasks cannot be delegated as there is a gap in skillset / knowledge amongst staff or direct reports are already operating over capacity.

Findings & Insights Category #3: Competencies

- Staff noted across the Township that being able to retain institutional knowledge was a risk to the organization. There is a need for formal documentation of policies and procedures, and digitization of key files and documents. This will mitigate loss of essential organizational knowledge that may occur due to retirement or turnover.
- Due to high turnover rates and temporary roles, many roles have been recently filled. Some roles citied difficulty receiving adequate training due to the high volume of work. Both new employees and leaders with direct reports recognize this and are understanding of the complexity of the situation. Many hires are required to 'learn as they go' and leaders do their best to support the needs of their reports. However, with better workload management, new resource training would be more effective, leading to higher productivity sooner.
- Many departments and leaders have identified the need for additional specialized skillsets or knowledge that would be beneficial to service delivery. There is an opportunity for these skillsets to be developed in-house, through training or new hires, or utilization of contractors. Additionally, many departments noted the ability to specialize roles dependent on knowledge and skillset rather than utilizing more generalist roles.

Findings & Insights Category #4: Efficiencies

- Many departments are currently engaged in process and task improvements and technology upgrades to streamline service activities (further detail into specific initiatives found in section 4.0 "Departmental & Role Resource capacity).

- Services / tasks that are shared or common across all departments do not typically utilize any form of centralized function / system. Within the Township, this is most evident by the dispersed process when responding to customer inquiries. This leads to lost opportunity to alleviate general non-role specific inquiry requests from specialized roles and to improve the customer service experience for the resident.
- Many departments are currently utilizing manual processes, which increases time and effort to complete service delivery. Of the departments implementing automated tasks, there are considerations for the planning and implementation of key projects. However, there must be a recognition of the time and effort investment that is required to process improvements (i.e., additional task of project management on top of current role).
- Many members of leadership have cited the need for more time and effort to put towards strategic and operational improvements. The need to upkeep day-to-day functionality of the department and 'firefighting' issues keeps the department leadership in a reactive mode, rather than take a proactive approach to plan for and eliminate inefficiencies.
- Processes and services that span across departments (i.e., permit approvals requiring both Planning and Building Departments) have noted inefficiencies due to communication and shared knowledge between departments. The siloed nature of information and/or unclear communication processes leads to inefficiencies and delays.

Sustainability Challenges

Overall, the township is operating over capacity. This has resulted in employees working over their normal hours, difficulty in maintaining timely service delivery, and/or an inability to focus on strategic or process improvement initiatives. The current operating capacity is not sustainable and may lead to decreased employee experience and morale, an inability to meet volume and quality of service delivery necessary, and negatively impact the completion of projects outside of day-to-day functions.

If the organization continues to operate over capacity, it will impact the efficiency and effectiveness of service delivery, quality of customer service, and the ability for the Township to remain proactive in the face of changing demands and customer expectations. Further detail into individual department challenges with sustainability of delivering services found in section 4.0 "Departmental & Role Resource capacity.

Growth Impacts to Service-Demand Levels

As the Township of Springwater and surrounding municipalities continue to grow, the population growth will impact the sustainability of the current resource model. The Township needs to consider the impact of service both from an internal and external lens, evaluating the changes to the volume and complexity of service delivery.

Specifically, this includes:

External Service-Volume: Increased population will cause a relatively proportional increase in volume / demand of all external services delivered to the public. Increased volume of requests will require additional employees to manage. This will impact everything from the number of by-law and permitting requests to on-going maintenance and management of roads and infrastructure.

External Service Offerings: New residents relocating from larger metropolitan areas may have progressive expectations of service offerings (i.e., online billing, recreational programs / facilities, access to information). To meet these demands, the Township may choose to expand the existing service portfolio and supporting delivery channels. Expansion of offerings will require additional resources to design, build and manage.

External Service Complexity: Aligned to service expansion is the possibility of more complex service requests. Staff will require new skillsets to manage the complexity of service inquiries. This will require training and upskilling existing employees and recruiting new talent.

Service Delivery Communication: With more service requests, the flow of information to the public and incoming requests needs to be streamlined. Residents need to be proactively aware of services provided by the Township. Outlining updated services and key contact positions for each of the services provides transparency and clarity to residents about services offered and how to get more information.

Internal Service-Support Activities: Expansion of services, increased service-volume and complexity of service resolution could also cause a relatively proportional increase of internal tasks to support the delivery model (i.e., payroll & benefits, training, IT onboarding). More resources will be required to support the daily operational requirements of the Township.

Organizational Resource Sustainability Scale

Overall, the Township of Springwater resources are **High Risk for Burnout**.



The following considerations are highlighted:

- The current capacity levels are not sustainable for existing service delivery standards and expectations.
- The current capacity levels do not position the Township to support service delivery required for anticipated population growth. This includes both volume and complexity of service requests.
- Most departments are working at High Risk for Burnout or Moderate Risk for Burnout due to high volume of workload, staff turnover, and/or lack of resources (i.e., enough available positions to be filled).
- At the current capacity, the Township is at risk for burnout and low employee morale. This will negatively impact the productivity and efficiency of service delivery.
- More resources are recommended to support current service delivery expectations. Process and technology solutions will help, but more resources is the limiting factor to managing workload capacity.
- Comparable Townships have additional resources to support with similar service volume and complexity requirements. Specifically, amongst comparable municipalities, additional resources are noted within building / planning related departments and/or administrative or support roles (i.e., department-specific administrative roles).

4.0 Departmental & Role Resource Capacity

Individual departments were analyzed to better understand the resource capacity requirements that impact Springwater's ability to deliver services and meet customer demands. The analysis was conducted at three levels: **1) Department, 2) Service, and 3) Role-based.** The analysis focused on the quantitative effort-hours to complete key job tasks and qualitative impacts / causes of capacity-levels to provided additional context on job focus, productivity and efficiency challenges and opportunities.

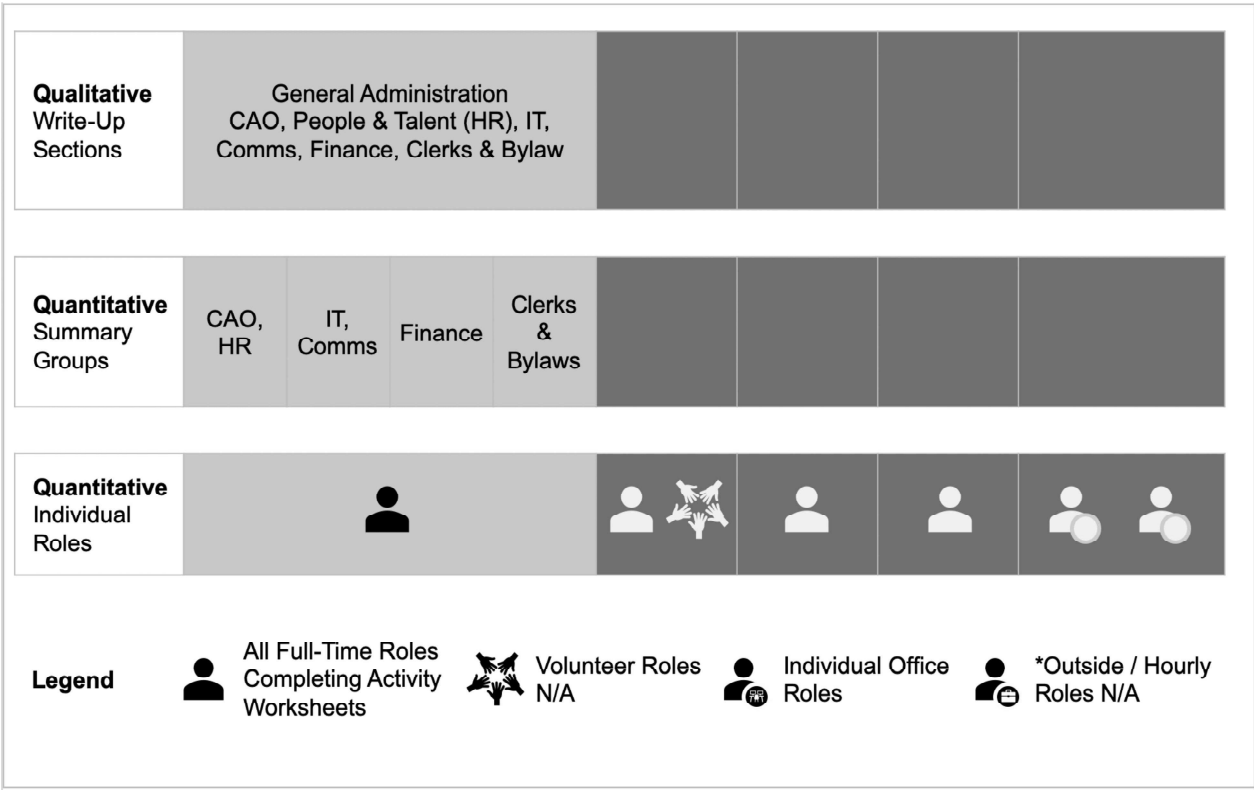
4.1 General Administration

The following section provides an analysis of the General Administration departments and roles which includes:

- Chief Administrative Officer (role)
- Communications Coordinator (role)
- People & Talent (department)
- Information Technology (department)
- Financial Services (department)
- Clerk's & By-Law Enforcement (department)

Aligned to the overall analysis structure, the General Administration group of departments / roles was analyzed collectively as well as broken down into four individual units. Summary capacity figures are based on the group as well as by each unit as defined below. Due to the similarities in activities across groups and the internal nature of services, key causes and considerations look at commonalities across all departments. Important differences and nuances between departments are also identified as required.

Image 3. Structure for Quantitative & Qualitative Analysis of Capacity – General Administration



The table below outlines each department, supporting roles and FTE / Recruit counts.

Table 1. General Administration

Department / Unit	Roles	FTE	Recruit
Office of the CAO	• CAO • *Executive Assistant (FTE role) • Communications Coordinator	2	1*
Information Technology (IT)	• IT Technician • IT Coordinator	2	-
People & Talent	• Manager, People – Safety, Learning & Employee Relations • Manager, People – Talent, Payroll, & Benefits • Coordinator, People – Payroll & Benefits	3	-
Financial Services	• Director of Finance • Deputy Treasurer • Customer Service Representative	7	1*

	• *Customer Service Representative • Tax & Utility Coordinator • Procurement & Claims Coordinator • Financial Analyst • Supervisor of Revenue		
Clerks & By-Law Enforcement	• Clerk • Deputy Clerk • Committee Coordinator / Admin Assistant • Supervisor – Municipal By-Law Enforcement • *By-Law Enforcement Officer (FTE role currently being recruited)	4	1*

Service-Based Findings: General Administration

The following information outlines the current employees involved in delivering external-facing services that are shared or performed by multiple departments. Note that this is not a comprehensive list of all services provided. Key considerations impacting the ability to meet demand are noted.

Service 1: General Customer Service Inquiries & Complaints

- Resource Needs: Multiple Departments involved (Finance, Clerks & By-Law, Communication); Inquiries completed separately by department / siloed efforts.
- Demand Level: Consistent
- Service Level: Some Delays / Strain to Complete
- Considerations: Lack of centralized / 'one-stop' customer inquiry system or process; Requires multiple hand-offs to complete queries; Specialized knowledge required for complex requests.

Service 2: Providing Specific Information / Documentation (FOI Requests, Land Use, Property Tax, etc.)

- Resource Needs: Single department responsible, however involvement of other departments required to complete task / access information as needed (Clerks & By-Law, Financial Services)
- Demand Level: Moderate (as needed)
- Service Level: Strain to Complete (due to lack of resources for efficient Records Management)
- Considerations: Knowledge-based tasks require specific departmental knowledge (i.e., FOI request require legislative knowledge)

Service 3: Completing Requests (Licenses, Permits, Certificates, Payments, etc.)

- Resource Needs: Multiple Departments perform similar task (Clerks & By-Law, Finance)
- Demand Level: Consistent (upwards trend in volume)
- Service Level: Some Delays / Strain to Complete
- Considerations: Increase in volume proportionate to resident growth

Service 4: Providing External Communications to Residents

- Resource Needs: Multiple departments required (Communication, IT, People & Talent, Clerks & By-Law, others as necessary)
- Demand Level: Moderate
- Service Level: Some Delays
- Considerations: Communications provides internal and external communications services to complete service delivery

Service-based findings indicate similar services / tasks are performed across all departments. Shared services across departments include General Customer Services / Inquiries, while Processing Licences / Permits are completed by multiple departments but are not shared (i.e., each department processes documentation pertaining to their department).

Causes & Considerations

The General Administration departments and roles face similar constraints on capacity. Currently, the department resources are operating over capacity to deliver all required services. Many departments face high and increasing workloads, process inefficiencies, and changing internal resources due to turnover.

Motivators

- Overall, the General Administration departments are over capacity to complete all necessary services / tasks.
- Across multiple departments, there is strong motivation to problem solve and figure out more efficient practices to cope with demands (i.e., the research and implementation of DocuPET). Most departments cited the desire (but lack of time) to allocate more time and effort to strategic level tasks that will improve operating efficiencies.

Competencies

- Overall, there are inconsistencies in training and development across all departments. While some departmental staff are senior and tenured and have

deep expertise and experience, there are direct reports which have cited not receiving proper support or guidance.
- Due to high demands on upper management, direct reports cited: (1) difficulty speaking with and getting direction from management, and (2) management not having enough time to support needs for professional development. It is important to note, that these deficiencies that are being cited by direct reports are not out of ignorance, but rather an effect of capacity strains that is being placed on management.
- In addition, direct reports cited a need for training on tools and systems to efficiently complete their work (i.e., adequate resources / training on systems such as Great Plains and CityView).
- Many individuals across departments possess the required skill sets to be competent and proficient in their roles. Many staff are senior in their role and/or industry and possess a wealth of industry and Township experience to aid in completing their work / tasks.

<u>Alignments</u>

- Lack of role clarity was cited among People & Talent and IT due to the nature of their work and spillover from other roles. This lack of clarity was cited at a cross-departmental level, in which there is a lack of a general understanding of the responsibilities of each department.
    - For example, there is no distinct recruitment process within the Township that involves collaboration with People & Talent and departments. This requires People & Talent to manage the entire recruitment process. The lack of departmental support is due to either the supervisor / manager of the department not having the appropriate tools or are too overwhelmed with the capacity of their work. This has resulted in hiring delays and loss of talent.
- The impact of turnover has also influenced the spillover of tasks onto other roles. In a recent example, IT Services was required to take over the project management of the CityView implementation after the original project lead had resigned.
- In most instances, there are strains to accomplish project-based work due to the volume of day-to-day tasks. This is most evident within the IT and Communications Coordinator roles. Both roles cited difficulty in accomplishing strategic projects that are core to the role and that would enable overall improvements within the department and across the Township. Specifically, within IT, it was noted the lack of time available to stay proactive in upkeeping IT security measures. The lack of capacity to support this need could detrimentally impact the Township should a security breech occur.
- Due to multiple customer touchpoints and no directive / triage system to direct calls to the appropriate department, incoming inquiries do not always go to the right role or department. This causes strain for both internal processes (i.e.,

inability to complete core function tasks) and customer service satisfaction (i.e., inquires not answered in timely manner).

Efficiencies

- Across all departments, leadership cited an inability to allocate time to larger, strategic projects and time to evaluate processes and make improvements. Due to high workloads and inefficient processes (i.e., manual, time intensive administrative processes) most departments have the mindset of "just keep swimming".
- Departments cited manual tasks (i.e., tracking documents in excel), lack of technology to support and/or unsuitable technology for the task (i.e., HR software), and lack of automation / database integration.
- CityView is currently being implemented which poses short-term process inefficiencies and increased effort (i.e., training, implementation, back-up of information). However, in the long-term proper and consistent use of the application will streamline and automate inefficient tracking processes across the Township.

Sustainability Challenges

Currently, many of the General Administration departments are operating over capacity resulting in employees working over their normal hours, difficulty in maintaining timely service delivery, and/or an inability to focus on strategic or process improvement initiatives. The current operating capacity is not sustainable and may lead to decreased employee experience and morale, an inability to meet volume and quality of service delivery necessary, and negatively impact the completion of projects outside of day-to-day functions.

Many delays or strains to service delivery for one department has a domino effect on the overall well-being and functioning of the Township. The capacity strain within People & Talent over time will lead to challenges for the department to provide essential HR services, such as succession planning, recruitment and hiring, and well-being supports that are necessary for employee retention. IT Services additionally plays a crucial role in the overall functioning of the Township. IT provides not only day-to-day IT support and employee onboarding but also plays an essential role in the creation and implementation of new technology solutions.

This domino effect is also seen with the increased frequency of tasks. In particular, the increase of Council Meetings (due to increased demands / decision making within the Township) increases the workload on legislative services to prepare for and facilitate each meeting. Similar strains are being seen within taxation services. Currently, the frequency of water bills (every 4 months) leads to an increase in inquiries / complaints. The role is currently at capacity which does not allow the Township to shorten the billing

period to accommodate resident expectations. The inability to upkeep current and already increasing demands impacts the quality of service delivered to stakeholders and residents.

If these departments continue to operate at over capacity, it will impact the efficiency and effectiveness of service delivery, quality of customer service, and the ability for the Township to remain proactive in the face of changing demands and customer expectations.

4.1.1 CAO and People & Talent (HR)

The Chief Administrative Officer (CAO) is the Township's senior executive and oversees the day-to-day running of the organization. The CAO guides the senior management team and directs the human resources, legal, corporate communications, and information technology service areas.

People & Talent Services provide oversight and maintenance of all internal human resource functions. The main department services include:

- Recruitment and talent management, including corporate training
- Payroll and benefits
- Employee relations and disability management, including Health and Safety

Department-Based Findings: CAO, People & Talent (HR)

The following information outlines the overall structure, headcount, and capacity levels involved with delivering all departmental services. Further analysis outlines key causes / considerations impacting how the department operates to meet demand.

Table 2. CAO and People & Talent

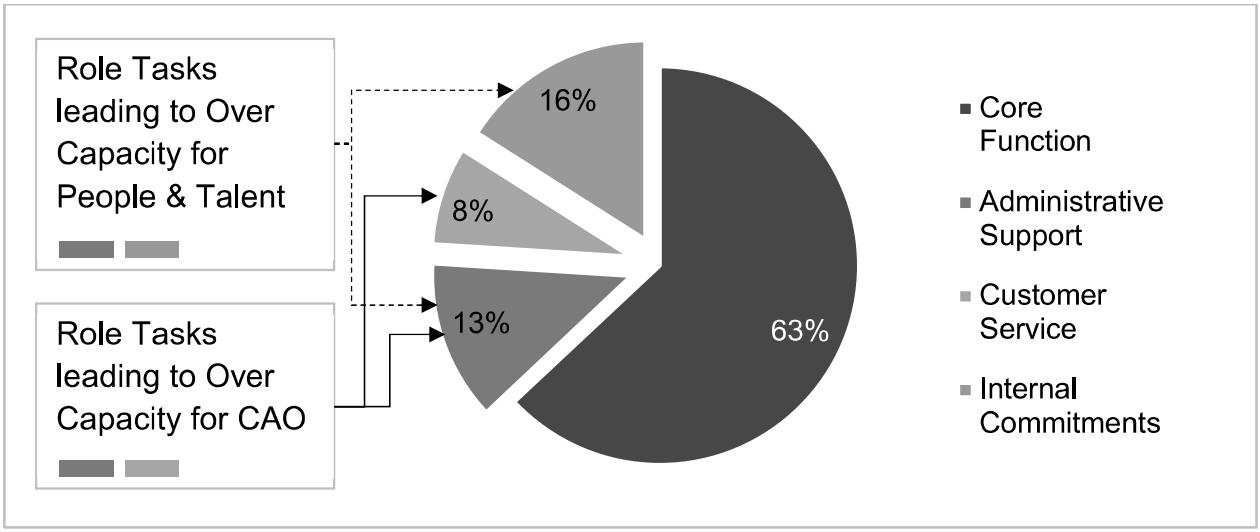
	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	4*	6,468	8,166	+1,698	+124%

**Note: New Executive Assistant role reporting to CAO not included in capacity figures*

Time and Effort Allocation

Specific to the CAO and People & Talent department, work effort is allocated across the four (4) Role Task categories as follows:

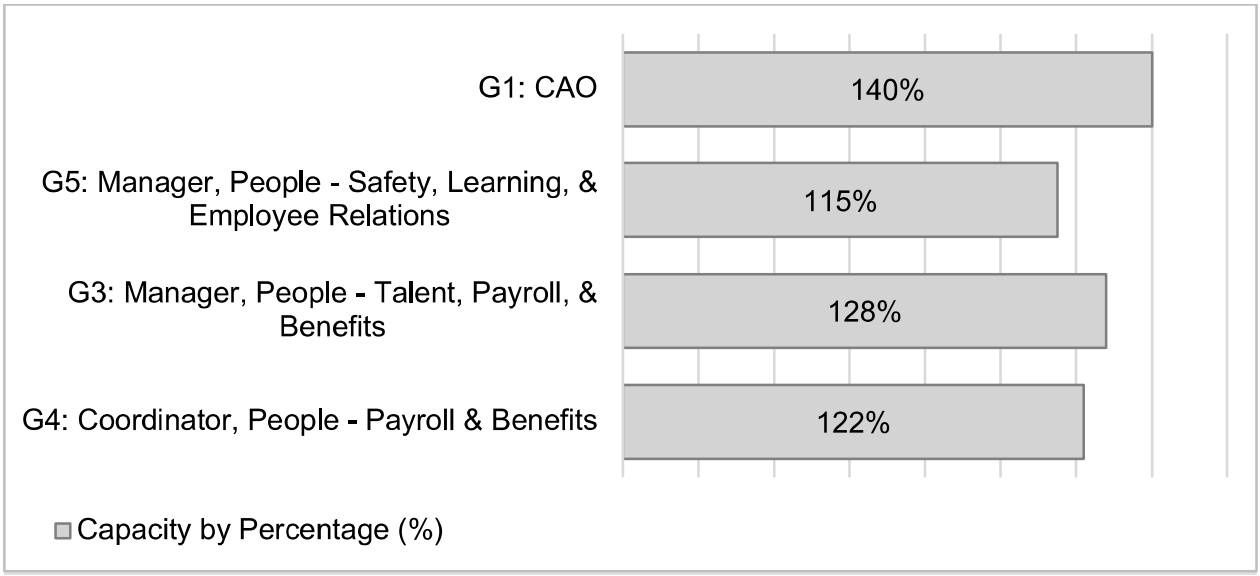
Chart 5. Summary of CAO, People & Talent (HR) "Role-Task" Categories



The majority of hours within the department are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. Capacity constraints are mainly due to time spent on Customer Service and Administrative Support tasks for the CAO and Administrative and Internal Commitments for People & Talent.

Role-Based Findings: CAO, People & Talent

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



The analysis below highlights key activities by role tasks and associated capacity levels.

G1: Chief Administrative Officer (CAO)

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+140%*		
Core Function	59%	Bi-Weekly – Annual, as needed	• Oversight of strategy & operations for the Township • Prepare for and attend meetings, including preparation/presentation of reports • Review & approval of plans & reports (i.e., Budget & Business Plan, review of policy)
Administrative Support	5%	Bi-Weekly – Quarterly, as needed (project dependent)	• Review of documents (i.e., invoices, RFPs, policies)

Customer Service	27%	Bi-Weekly	• Email management / telephone inquiries • *Note: EA position will be responsible for these tasks moving forward*
Internal Commitments	9%	Quarterly – Annual (fluctuations dependent on recruitment)	• Training / development of internal staff • Attend personal training / development • Hiring and recruitment (i.e., interviews)

**With the recruitment of a new Executive assistant position it is estimated to reduce the CAO roles total capacity to 105% (total decrease of 35% capacity)*

G5: Manager, People - Safety, Learning & Employee Relations

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+115%		
Core Function	60%	Daily, As needed	• Workplace health and safety oversight (including COVID policy / procedure development) • Employee relations (i.e., staff inquiries, incident investigations & tracking) • New employee orientation
Administrative Support	9%	Daily, As needed	• Email administration • Maintenance of employee training records • Agenda prep for meetings
Customer Service	0%	N/A	• N/A
Internal Commitments	31%	Weekly – Annually	• Internal and external meetings / seminars & conferences

G3: Manager, People - Talent, Payroll, & Benefits

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+128%		
Core Function	66%	Daily – Annual, As needed	• Recruitment planning, maintenance, and review

			• Employee experience research and development (i.e., performance appraisals, surveys) • Review and generation of reports (i.e., Summer Jobs Grant Program)
Administrative Support	17%	Daily – Quarterly	• Invoice / payroll approvals • Email administration • File tracking and management (i.e., timesheet tracking, update payroll files)
Customer Service	1%	Daily	• General recruitment inquiries
Internal Commitments	19%	Bi-Weekly – Annual, Ongoing	• Internal and external meetings / seminars & conferences • Event planning / support

G4: Coordinator, People - Payroll & Benefits

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+122%		
Core Function	67%	Bi-Weekly – Annually, as needed	• Preparing reports (i.e., FIR, ROE, T4) • Preparing / processing payroll • Resolving staff inquiries regarding payroll, benefits, & pension • Support in recruitment tasks
Administrative Support	24%	Daily – Weekly	• Email administration • File tracking and management (i.e., inputting remote work forms / timesheets, scanning paper copies to input into Fiche)
Customer Service	1%	Ad-Hoc / As needed (low priority)	• Responding to surveys • CPA inquiries
Internal Commitments	9%	Weekly – Quarterly	• Internal meetings with managers • External meetings (H&S, Wellness Committee) • Payroll research and training webinars

Resource Sustainability Scale: CAO, People & Talent

The CAO and People & Talent departments are considered **High Risk for Burnout.**



The CAO and People & Talent departments are considered High Risk for Burnout. The following considerations are highlighted:

- All roles are operating over capacity due to the volume of workload. People & Talent Service roles face added strain due to inefficient workflows (i.e., lack of or inappropriate technology tools / systems) and lack of role clarity (i.e., spillover of tasks from other roles / departments).
- Capacity constraints are predominately a result of lack of resources.
- Additional resources should be strongly considered to support current service delivery.

4.1.2 Information Technology (IT) and Communications

Reporting to the CAO are Information Technology (IT) Services and the role of Communications Coordinator:

- IT Services provides internal IT support to the Township, including, general IT support and troubleshooting hardware and software setup and maintenance, implementation of new technology tools and systems, and cyber-security monitoring.
- The Communications Coordinator is responsible for internal and external communications for the Township, including, creation and publication of communications, assisting the Mayor and departments with the creation of materials, monitoring and upkeep of social media accounts and inquiries, and event / project-based communications as needed.

Department-Based Findings: IT, Communications

The following information outlines the overall structure, headcount, and capacity levels involved with delivering all departmental services. Further analysis outlines key causes / considerations impacting how the department operates to meet demand.

Table 3. IT & Communications Coordinator Resource Capacity

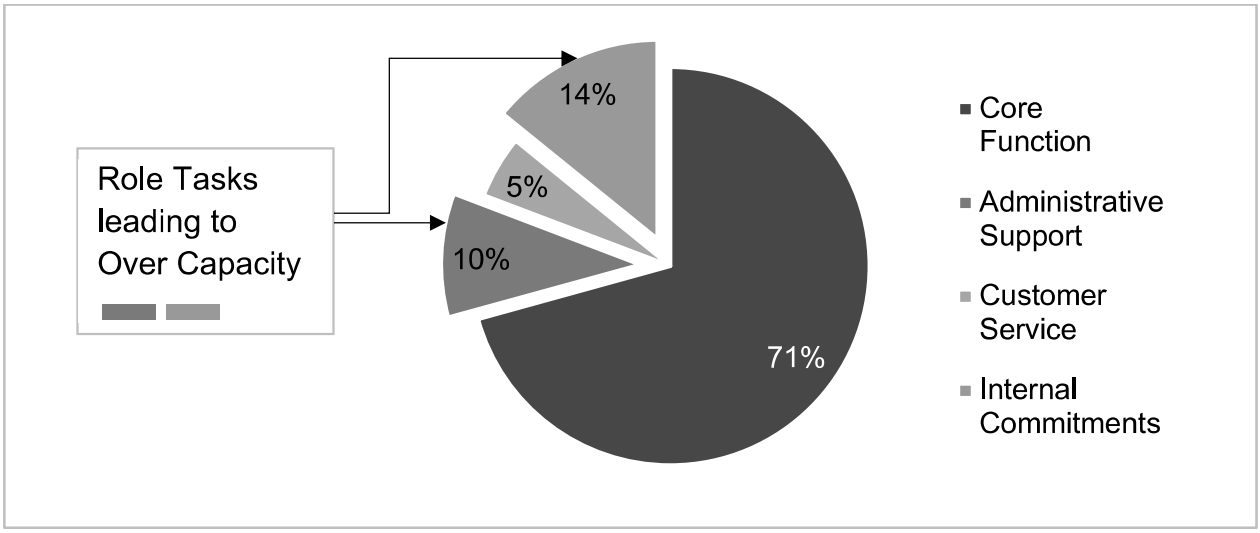
	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	3	4,851	5,415	+564	+112%

Overall, the department units are operating moderately over capacity to meet service demands.

Time and Effort Allocation

Specific to the IT Services and Communication Coordinator, work effort is allocated across the four (4) Role Task categories as follows:

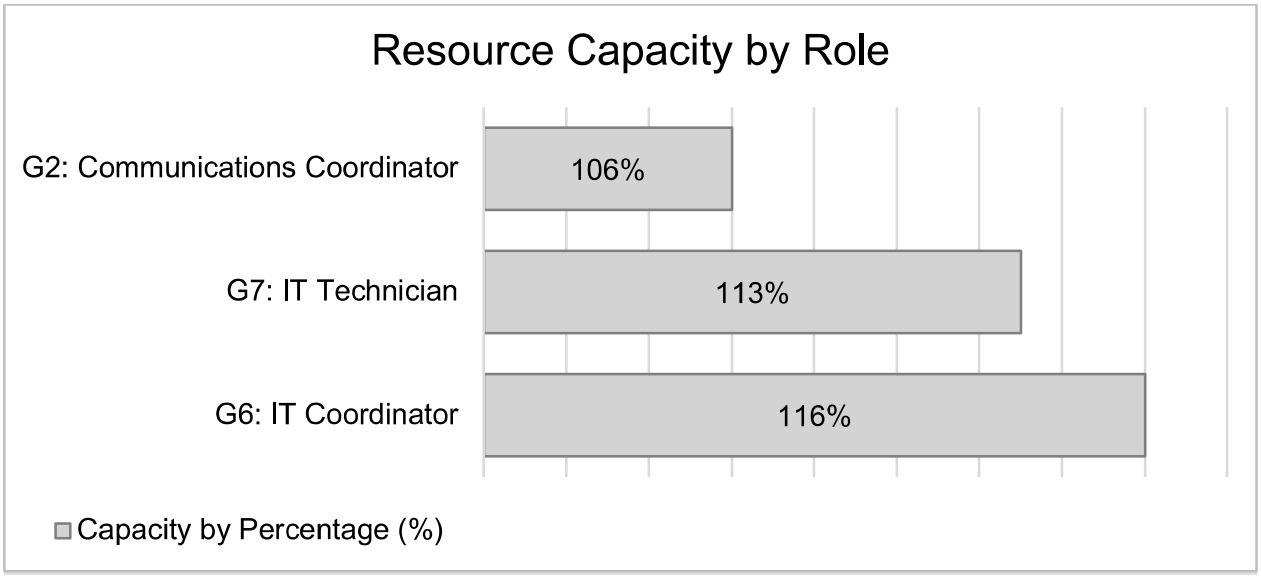
Chart 6. Summary of IT & Communications "Role Task" Categories



The majority of hours within the department are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. The department is oriented towards providing support to other departments, which is reflective of time spent on Administrative Support and Internal Commitments. These two Role Task categories are leading to capacity challenges.

Role-Based Findings: IT, Communications

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



The analysis below highlights key activities by role tasks and associated capacity levels.

G2: Communications Coordinator

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+106%		
Core Function	76%	Daily – Annually	• Social media communications / management (i.e., article / posts to social media accounts, review comments, provide information) • Maintenance of internal and external communications (i.e., creation of guides, logos, brochures)
Administrative Support	4%	Weekly – Monthly	• Email / file management (ensure records files in Laserfiche) • Attend events & write briefing notes for Mayor
Customer Service	15%	Daily	• Internal / external email inquiries
Internal Commitments	5%	Monthly – Annually	• Internal and external meetings / conferences

G7: IT Technician

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+113%		
Core Function	82%	Daily – Annually, As needed	• New device deployments / refreshes, replacements, & repairs • Backup maintenance and offline backups • General IT internal assistance • Support on internal projects, as needed
Administrative Support	11%	Daily – Weekly	• Email administration • Equipment / office maintenance
Customer Service	0%	N/A	• N/A
Internal Commitments	7%	As needed	• Internal and external meetings / conferences

G6: IT Coordinator

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	116%		
Core Function	71%	Daily, Project-based	• New device deployments / refreshes, replacements, & repairs • Backup maintenance and offline backups • Employee onboarding & setup • General IT internal assistance • Support on internal projects, as needed (currently implementing CityView & Paymentus) • IT projects oversight & implementation (i.e., network switch implementation, security penetration testing, IT master plan)
Administrative Support	12%	Daily – Weekly	• Email administration • Back-up IT maintenance • AP Invoicing
Customer Service	0%	N/A	• N/A
Internal Commitments	17%	Bi-Weekly – Annually	• Internal and external meetings / conferences

Resource Sustainability Scale: IT, Communications

The IT and Communications department is considered **Moderate Risk for Burnout.**



The following considerations are highlighted:

- All roles are operating at capacity or moderately over capacity due to workload.
- All positions are completing necessary tasks yet have cited an inability to complete 'lower priority' projects or tasks. 'Lower priority' tasks are those that do not immediately impact the day-to-day functioning of the Township, rather, compounded or ignored they will impact strategic direction and/or growth. An example, IT cited the need to upkeep security practices (i.e., multifactor authentication) yet does not have the time to allocate to this task due to day-to-day upkeep.

4.1.3 Financial Services

Financial Services oversees and maintains the financing infrastructure of the Township, including all revenue and expenditure decisions and documentation. In addition, the department responds to general customer service inquiries, as the department oversees the only Customer Service Representative positions within the Township. The main department services include:

- Overseeing operating revenues and expenditures, including reporting and budgeting
- Taxation services and inquiries
- Water/Wastewater billing and inquiries
- Procurement and claims
- General customer service inquiries

Department-Based Findings: Financial Services

The following information outlines the overall structure, headcount, and capacity levels involved with delivering all departmental services. Further analysis details key causes / considerations impacting how the department operates to meet demand.

Table 4. Financial Services Resource Capacity

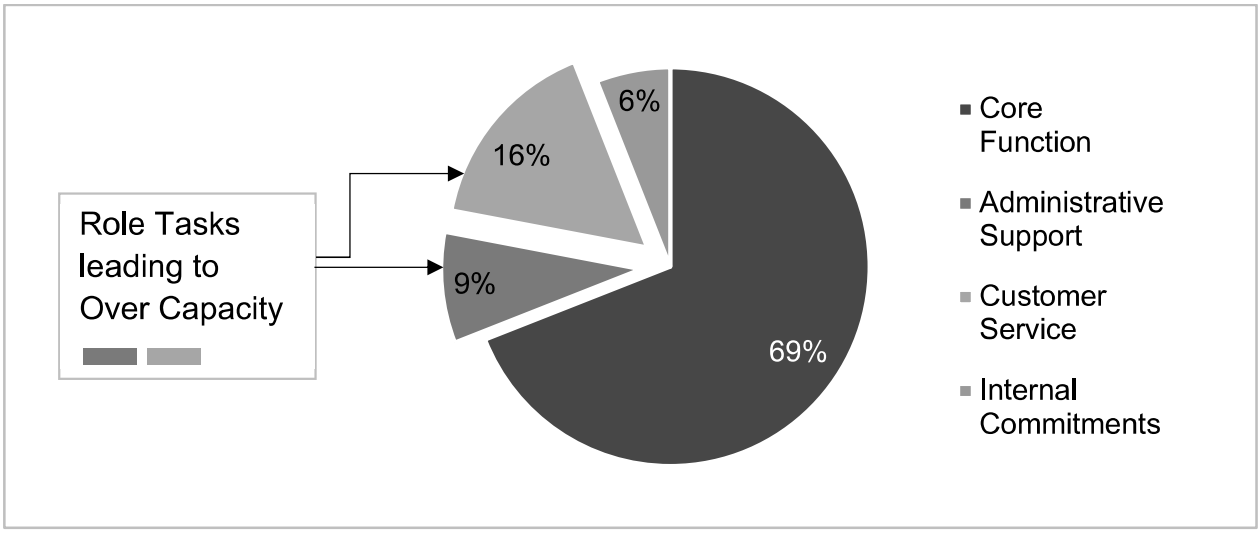
	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	8*	12,936	16,585	+3,649	+128%

**One FTE CSR role recently resigned, and position is currently not filled – Activity Worksheet based on current CSR role.*

Time and Effort Allocation

Specific to Financial Services, work effort is allocated across the four (4) Role Task categories as follows:

Chart 7. Summary of Financial Services "Role Task" Categories

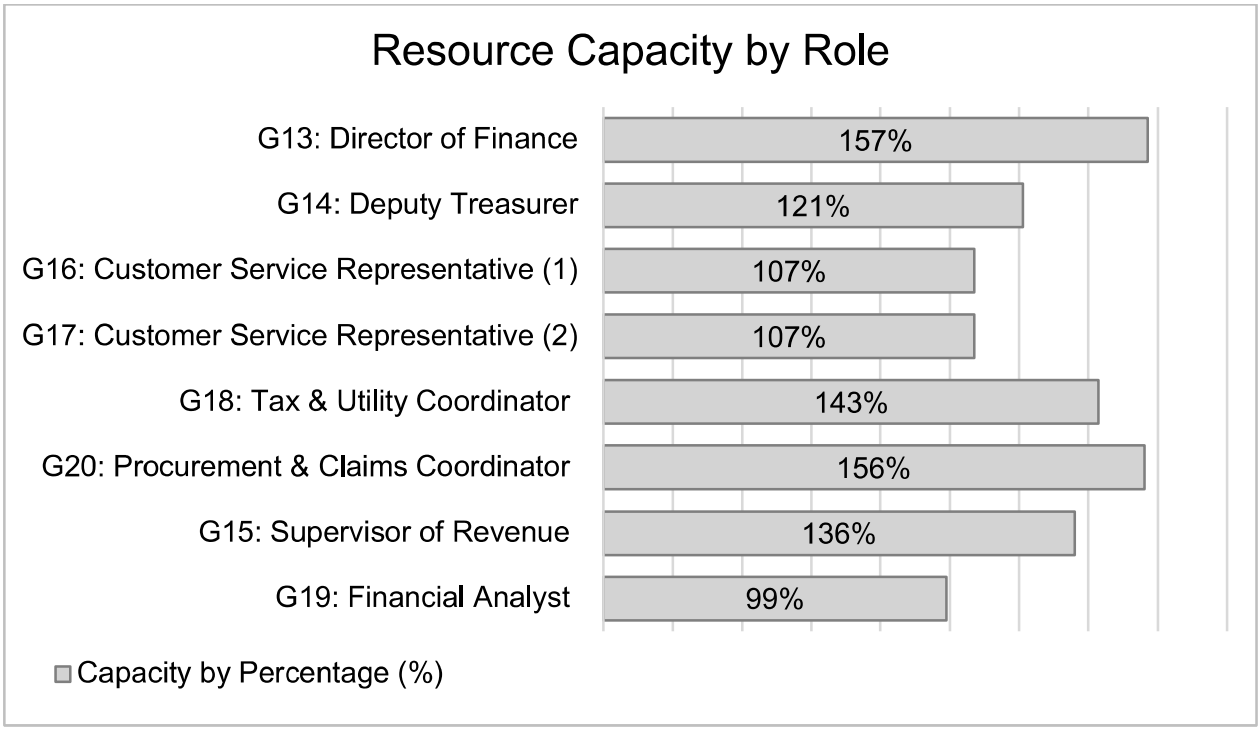


The majority of hours within the department are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. Capacity constraints are a result of hours spent on Customer Service tasks and Administrative Support tasks. It is important to note that the vacant customer service role is adding

additional strain to supporting roles to manage inflow of work that would be otherwise completed by this position.

Role-Based Findings: Financial Services

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



The analysis below highlights key activities by role tasks and associated capacity levels.

G13: Director of Finance

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+157%		
Core Function	76%	Monthly - Annual	• Budget, year-end, quarterly preparation and consolidation • Report Reviews / Approvals / Close-Out • Preparation for meetings
Administrative Support	11%	Daily	• Advice & Assistance to Other Depts/Staff • Approval of invoices / timesheets

			• Review internal processes / policies
Customer Service	4%	Biweekly	• Review / Respond to Taxpayer Complaints
Internal Commitments	9%	Monthly	• Council, Dept., Sr, Management Meeting • Internal staff check-in / meetings & employee relations

G14: Deputy Treasurer

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+121%		
Core Function	85%	Daily – Annually	• Preparation / approval of documents (budget, development charges, AP) • Processing of payments / documents (i.e., tax certificates, payroll support) • Maintenance of filing / systems (Questica update, Citywide)
Administrative Support	7%	Bi-Weekly – Semi-Annually	• Maintenance of documents / files (timesheets, approvals)
Customer Service	0%	N/A	• N/A
Internal Commitments	9%	Weekly – Annually	• Internal meetings, training & development

G16: Customer Service Representative (1)

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+107%		
Core Function	51%	Daily – Quarterly	• Preparation of reports / documents (cash receipting, AP, billing) • Office maintenance (opening the office, mail / courier) • Stuff / mail billing & notices
Administrative Support	8%	Daily	• File maintenance
Customer Service	38%	Daily	• Responding / resolution of inquiries (phone, email, front counter)
Internal Commitments	3%	Monthly, As needed	• Internal meetings and trainings / webinars

G17: Customer Service Representative (2) – *role is currently not filled*

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+107%		
Core Function	51%	Daily – Quarterly	• Preparation of reports / documents (cash receipting, AP, billing) • Office maintenance (opening the office, mail / courier) • Stuff / mail billing & notices
Administrative Support	8%	Daily	• File maintenance
Customer Service	38%	Daily	• Responding / resolution of inquiries (phone, email, front counter)
Internal Commitments	3%	Monthly, As needed	• Internal meetings and trainings / webinars

G18: Tax & Utility Coordinator

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+143%		
Core Function	78%	Daily – Quarterly	• Preparation / management of billing (i.e., water bills, WAMCO) • Data input (spreadsheet tracking, inputting water meter sheets) • Adjustments / corrections (wrong payments, water meter change outs)
Administrative Support	1%	Daily	• Resolution of returned mail
Customer Service	20%	Daily	• Responding / resolution of inquiries regarding water billing (phone, email, front counter)
Internal Commitments	1%	Monthly	• Internal meetings

G20: Procurement and Claims Coordinator

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+156%		
Core Function	65%	Daily – Monthly	• Preparation of reports / documents (procurement related, insurance) • Accounts Receivable / invoicing / collections
Administrative Support	23%	Daily	• Documentation management / filing • Filing emails (WSIB, COI, misc. communication)
Customer Service	2%	Daily	• Responding / resolution of inquiries
Internal Commitments	11%	Weekly – Annually	• Internal and external meetings / conferences

G15: Supervisor of Revenue

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	136%		
Core Function	57%	Daily – Annually, Ad Hoc	• Preparation of reports / documents (cash receipting, billing, adjustments) • Daily staff support on projects / tasks • Tax adjustments / billing • Ownership changes
Administrative Support	2%	Daily	• Document management / filing
Customer Service	36%	Daily	• Responding / resolutions of inquiries (phone, email)
Internal Commitments	6%	Ad Hoc	• Internal and external meetings • Staff oversight / training

G19: Financial Analyst

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	99%		
Core Function	85%	Daily	• Accounts Payable, Processing, and Approvals
Administrative Support	9%	Weekly	• Accounts payable processing & approvals

			• General support and coordination for staff • Budget development (operating and capital)
Customer Service	0%	N/A	• N/A
Internal Commitments	6%	Weekly	• Internal meetings / training & development

Resource Sustainability Scale: Financial Services

The Financial Services Department is considered **High Risk for Burnout.**



The following considerations are highlighted:

- All roles are considered High Risk for burnout due to volume of work required. In addition to volume of work, difficulty in managing distractions and interruptions (i.e., problem solving ad-hoc inquires) impacts productivity.
- Some roles cited difficulty with manual, time consuming processes (i.e., excel document tracking) as additional causes to capacity challenges.
- Additional resources should be strongly considered to support current service delivery.

4.1.4 Clerks & By-Law Enforcement

Clerks & By-Law Enforcement are responsible for legislative services and enforcement of municipal by-laws and certain provincial legislation. The Clerks team supports Council/Committee services, as well as assists the Townships' stakeholders with legislative services (such as FOI requests, permits and licensing). The By-law Enforcement team is committed to serving, protecting, and providing a desired quality of life for residents and visitors. The By-law Enforcement department operates on a complaint basis and investigates infractions related to animal control, noise, property maintenance, parking, illegal dumping, and zoning. The main department services include:

- Legislative Services, including Council/Committee secretariat, land sales, Freedom of Information requests, licensing, permits, legal services, cemetery services, AODA compliance and election management.
- Management and Enforcement of Municipal By-laws and certain Provincial Legislation.

Department-Based Findings: Clerks & By-law Enforcement

The following information outlines the overall structure, headcount, and capacity levels involved with delivering all departmental services. Further analysis details key causes / considerations impacting how the department operates to meet demand.

Table 5. Clerk's & By-Law Enforcement Resource Capacity

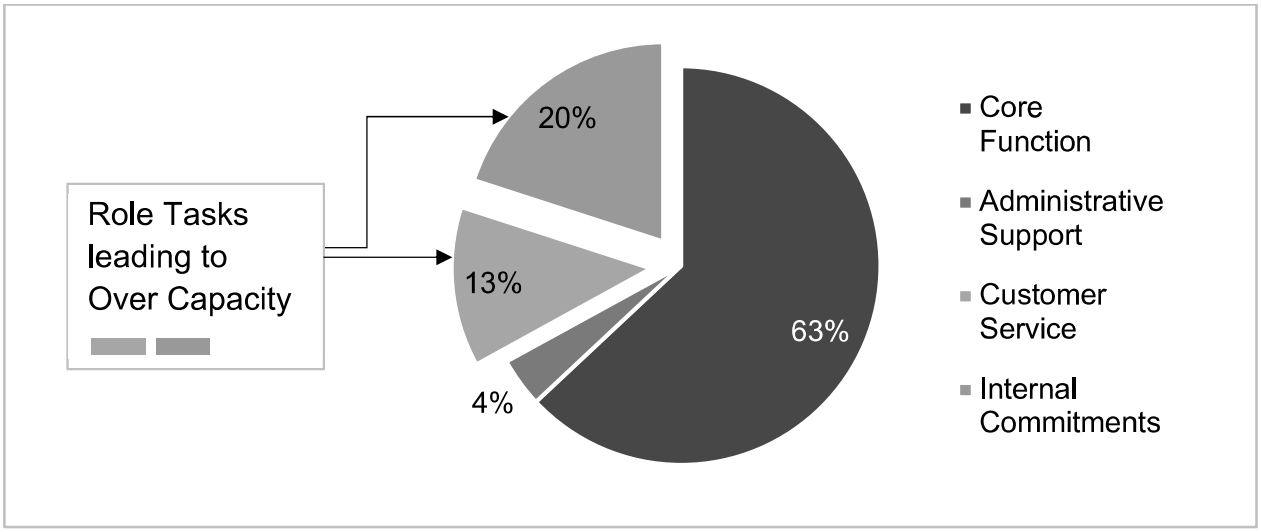
	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	5*	8,085	10,106	+2021	+125%

** By-Law Enforcement Officer role currently being recruited (quantitative figures included in capacity)*

Time and Effort Allocation

Specific to Clerks & By-Law Enforcement, work effort is allocated across the four (4) Role Task categories as follows:

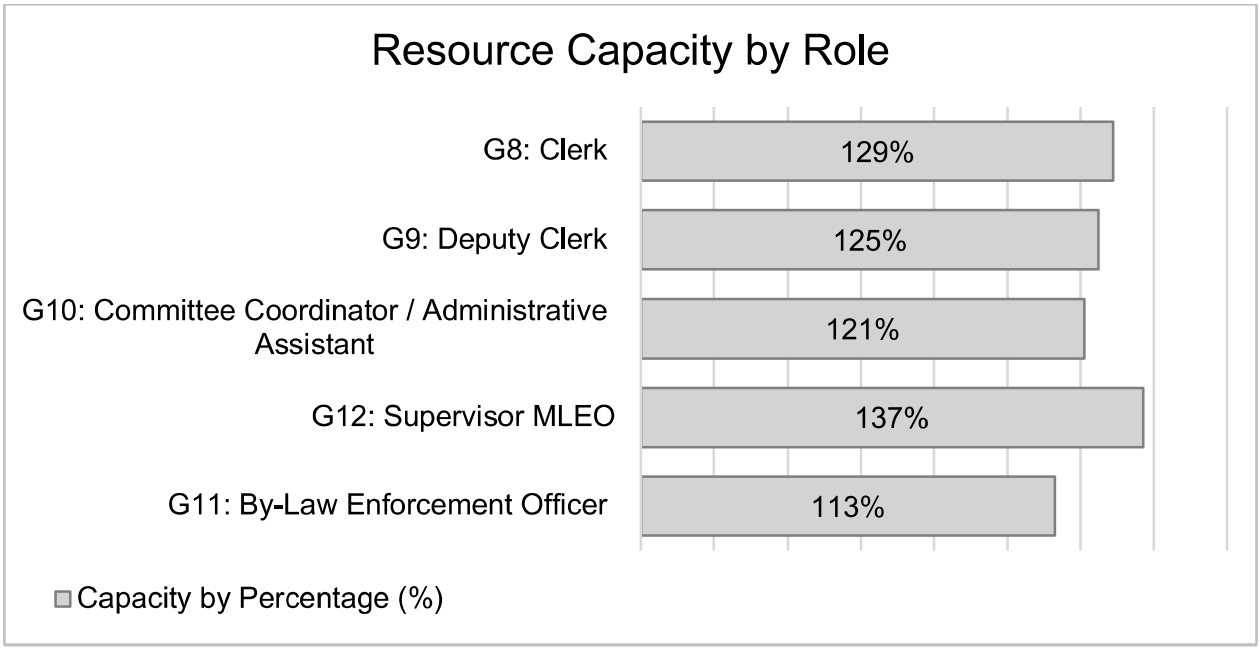
Chart 8. Summary of Clerks & By-Law Enforcement "Role Task" Categories



The majority of hours within the department are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. Capacity challenges are a result of hours spent on Customer Service and Internal Commitments, which is reflected by the hours spent preparing for and attending meetings.

Role-Based Findings: Clerks & By-law Enforcement

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



The analysis below highlights key activities by role tasks and associated capacity levels.

G8: Clerk

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	129%		
Core Function	66%	Weekly – Annually	• Agenda preparation / scheduling for meetings • Review / approval of reports (annual budget, planning application circulation) • Minutes & follow-up to meetings • Review by-law policy / complaints

Administrative Support	2%	Weekly	• Maintenance of documents / files (agreements, timesheets, invoices)
Customer Service	3%	Bi-Weekly – Annually	• Responding to inquiries (land scale, review and advice on legal matters) • Administering viewings
Internal Commitments	29%	Daily – Annually	• Attendance at meetings / conferences • Staff oversight

G9: Deputy Clerk

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	125%		
Core Function	70%	Weekly – Quarterly	• Agenda preparation / scheduling for meetings • Preparation / review of reports (FOI, IPC) • Advice / assistance to council & staff • Document / file management (Vital Statistics, heritage related)
Administrative Support	11%	Weekly – Bi-Annually	• Reviewing / approval of invoices • Additional support for other roles (sign permits, business licensing)
Customer Service	5%	Bi-Weekly – Monthly	• Responding to inquiries (general information, FOI)
Internal Commitments	15%	Bi-Weekly – Monthly	• Attendance at meetings / conferences

G10: Committee Coordinator / Administrative Assistant

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	121%		
Core Function	68%	Daily – Quarterly	• Agenda preparation / scheduling for meetings (draft agenda, set-up details) • Obtain signature approvals
Administrative Support	2%	Weekly – Quarterly	• Coordinating meeting invitations
Customer Service	9%	Daily	• Return voicemail & e-mail inquiries
Internal Commitments	21%	Monthly - Quarterly	• Attendance at meetings / training • Check-in with manager / department

G12: Supervisor MLEO

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	137%		
Core Function	48%	Daily - Quarterly	• Monitoring incoming complaints for department • Preparation / maintenance of documents (ticketing, animal services) • Invoice reporting (dog tags, pound services) • Parking tickets (ticketing / notices)
Administrative Support	5%	Daily – Weekly	• Assist other departments • Timesheet tracking
Customer Service	27%	Daily	• Responding / resolution of complaints • Respond to animal control calls
Internal Commitments	19%	Daily – Bi-Weekly	• Attendance at meetings • Staff oversight

G11: Bylaw Enforcement Officer

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	113%		
Core Function	62%	Daily	• General Patrols (weekday / weekend) • Permit / application processing (sign permits, refreshment vehicle, campgrounds) • Letters of contravention to residents
Administrative Support	1%	Weekly	• Completing Timesheets
Customer Service	21%	Daily	• Received / Investigated Complaints
Internal Commitments	16%	Bi-Weekly	• Department Meetings • Supervisor check-ins

Resource Sustainability Scale: Clerks & Bylaw Enforcement

The Clerk's and By-Law Enforcement department is considered **High Risk for Burnout**.



The following considerations are highlighted:

- All roles are considered High Risk for burnout due to high volume of work and/or the impacts of turnover. Legislative roles have been experiencing an increase in volume of work due to increased need for special council meetings. Cited was an inability to proactively plan for meetings (i.e., best practice is to plan further in advance than they currently can).
- By-Law Enforcement is experiencing heightened capacity strain as one role became recently vacant. The Township is currently recruiting for an FTE to fill this position. Due to high volume of work and shortage of staff resourcing it is difficult to maintain service delivery. The division cited difficulty 'getting on the road' due to high volume of in-office administrative work and inquiries.

Summation

Overall, the General Administration services are High Risk for burnout. Contributing factors are unique to each department, yet all are impacted by high and increasing volume of work and lack of available resources to support. This impacts the ability for department leaders to focus on strategic initiatives to improve work processes and practices. Implications for employee experience and morale are also considered.

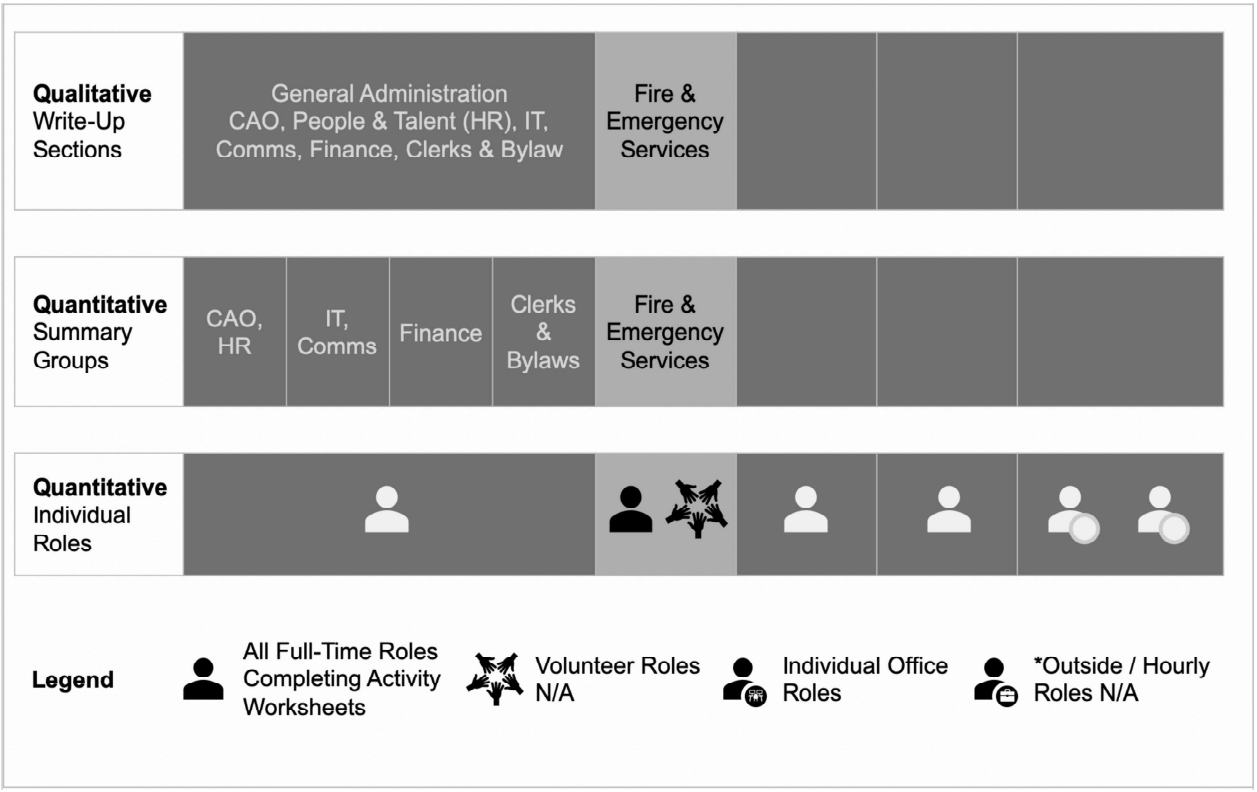
4.2 Fire & Emergency Services

Springwater Fire and Emergency Services works with Simcoe County Paramedic Services and Ontario Provincial Police (OPP) to protect the community. The Township has a volunteer organizational structure, which currently meets its fire and emergency needs. The fire department has ~100 volunteer firefighters, supported by a full-time Director of Fire & Emergency Services, Deputy Fire Chief, Division Chief – Prevention, Division Chief – Training, and an Emergency Services Assistant. The main department services include:

- Emergency response and fire suppression
- Fire safety inspections and training
- Public education and outreach
- Emergency management
- Enforcement of open air and recreational burn permits

The department manages four (4) Firehall Stations, which are primarily overseen by the Deputy Fire Chief. Each station is led by a District Chief who provides oversight to the reporting Captains and Firefighters.

Image 4. Structure for Quantitative & Qualitative Analysis of Capacity – Fire & Emergency Services



Department-Based Findings: Fire & Emergency Services

The following information outlines the overall structure, headcount, and capacity levels involved with delivering all departmental services. Further analysis details key causes / considerations impacting how the department operates to meet demand.

Table 6. Fire and Emergency Services Overview

Role	FTE	Recruit
• Director of Fire & Emergency Services • Deputy Fire Chief • Division Chief – Prevention • Division Chief – Training • Emergency Services Assistant • Volunteer Firefighters (not included in capacity analysis)	5	-

Table 7. Fire and Emergency Services Resource Capacity

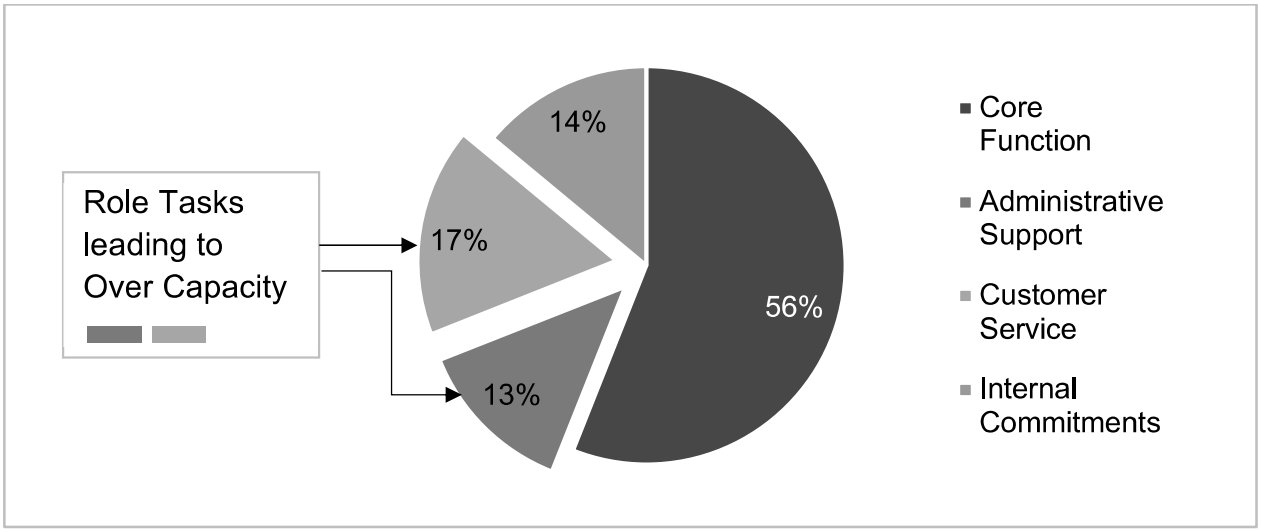
	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	5	8,085	8,366	+281	+103%
Student / Volunteer	~100*	-	-	-	-

**Note: Volunteer Firefighters were not involved in completing the Activity Worksheets – as a result, quantitative data for that resource group is not included.*

Time and Effort Allocation

Specific to the Fire & Emergency Services department, work effort is allocated across the four (4) Role Task categories as follows:

Chart 9. Summary of Fire & Emergency Services "Role Task" Categories



Just over half of the department's hours are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. Capacity challenges are a result of additional hours spent on Customer Service and Administrative tasks outside of the core job function. The largest allocation, by role, to customer service tasks is within the Division Chief - Prevention and Emergency Services Assistant roles.

Service-Based Findings: Fire & Emergency Services

The following information outlines the current employees involved in delivering services and key considerations impacting the ability to meet demand.

Service 1: General Customer Service / Inquiries

- Resource Needs: All employees involved; Activities completed individually (in general – some escalation required)
- Demand Level: Relatively Consistent
- Service Level: Some Delays / Strain to Complete
- Considerations: Customers have direct access to many employees

Service 2: Emergency Response & Fire Suppression

- Resource Needs: Volunteer resources required; Division Chiefs & Director involved sporadically to backfill / support
- Demand Level: Moderate Seasonal Fluctuations
- Service Level: Priority #1 – Always able to Complete
- Considerations: Dependency on volunteer contingent (recruiting and retaining)

Service 3: Public Education & Outreach

- Resource Needs: Key single employee involvement; Activities completed individually (in general – some escalation required)
- Demand Level: Moderate Seasonal Fluctuations
- Service Level: Some Delays / Strain to Complete
- Considerations: Increased services in Post COVID-19 environment

Service 4: Fire / Safety Related Inspection, Permitting, Plan Reviews

- Resource Needs: Multiple employees involved; Cross-functional coordination with other departments required
- Demand Level: Relatively Consistent (As Needed)
- Service Level: Some Delays / Strain to Complete
- Considerations: Current cross-train for ES Assistant role (support demand)

Service 5: Internal Fire / Service-Related Training

- Resource Needs: Volunteer resources required; Division Chiefs & Director involved sporadically to backfill / support
- Demand Level: January Spike in Demand
- Service Level: Some Delays / Strain to Complete
- Considerations: After-hours time / effort commitment required to train

Service-based findings indicate high coordination among individuals in the department and sharing of tasks. The collaboration and co-dependence across full-time roles is due to the volunteer resource-base deployed to respond to emergency services. Delays / strains to complete routine service delivery are largely dependent on resource levels to meet demands (i.e., backfilling volunteer resource-base, volume of workload).

Causes & Considerations

As a department, current resources are operating marginally over capacity to deliver all required services. Resources are adequately trained to complete daily, weekly and monthly tasks related to operational requirements and strategic planning. The volume of departmental work fluctuates based on season and ad-hoc demand for fire and emergency services. These surges in volume often results in a re-prioritization of work effort across all roles which requires overtime hours to complete tasks.

<u>Motivators</u>

- Overall, the department is slightly overcapacity while completing necessary services / tasks. However, employees generally feel the resource structure and capacity requirements are balanced and realistic.
- Across the department members aim to be proactive to 'stay ahead of the wave', yet with expected growth this does not feel sustainable. In particular, it is anticipated with growth there will be an upward trend of volume and complexity of calls, increased volume of inspections, and greater complexity of resident needs with changing demographics.
- There is a positive culture of support and collaboration from the full-time staff and large volunteer firefighter contingent. Staff are willing to work across roles to get required work done, and often lean on one another for support during busy periods.
- Some roles require employees to work outside of normal hours, including weekends (i.e., training / meetings with volunteer workforce), while most work overtime to maintain service delivery standards.

Competencies

- Overall, appropriate training and development is provided to employees within the department. Most employees are senior in their roles and industry and possess the necessary knowledge / skills.
- Seasoned employees possess knowledge acquired through tenure / experience with the Township. This is not always fully documented and accessible.
- The department provides in-house training for all volunteer firefighters and mentorship for reporting roles (i.e., Emergency Services Assistant). Training planning and delivery is well managed, ensuring legislative requirements are met.
- No gaps in capability or training needs were identified for current employees.

Alignments

- Out of the full-time roles analyzed, all roles complete the necessary tasks for their role, yet there are opportunities for alleviating general or non-role specific administrative and inquiry tasks. Although these tasks are a function of the roles, they require time / effort and distract from Core Function tasks.
- The volunteer contingent Firefighter workforce requires the core full-time team to backfill emergency response calls in addition to the core functions of their role. This ad-hoc support results in a re-prioritization of work, creating challenges in completing daily operational tasks (e.g., burning permits, responding to customer inquiries) in a consistent timeframe.
- General staff coverage of the five (5) full-time employees requires backfill / support from adjacent roles. There is no formal coverage plan aligned to skills / capabilities. This results in all staff completing work outside of their role-level and job description.

Efficiencies

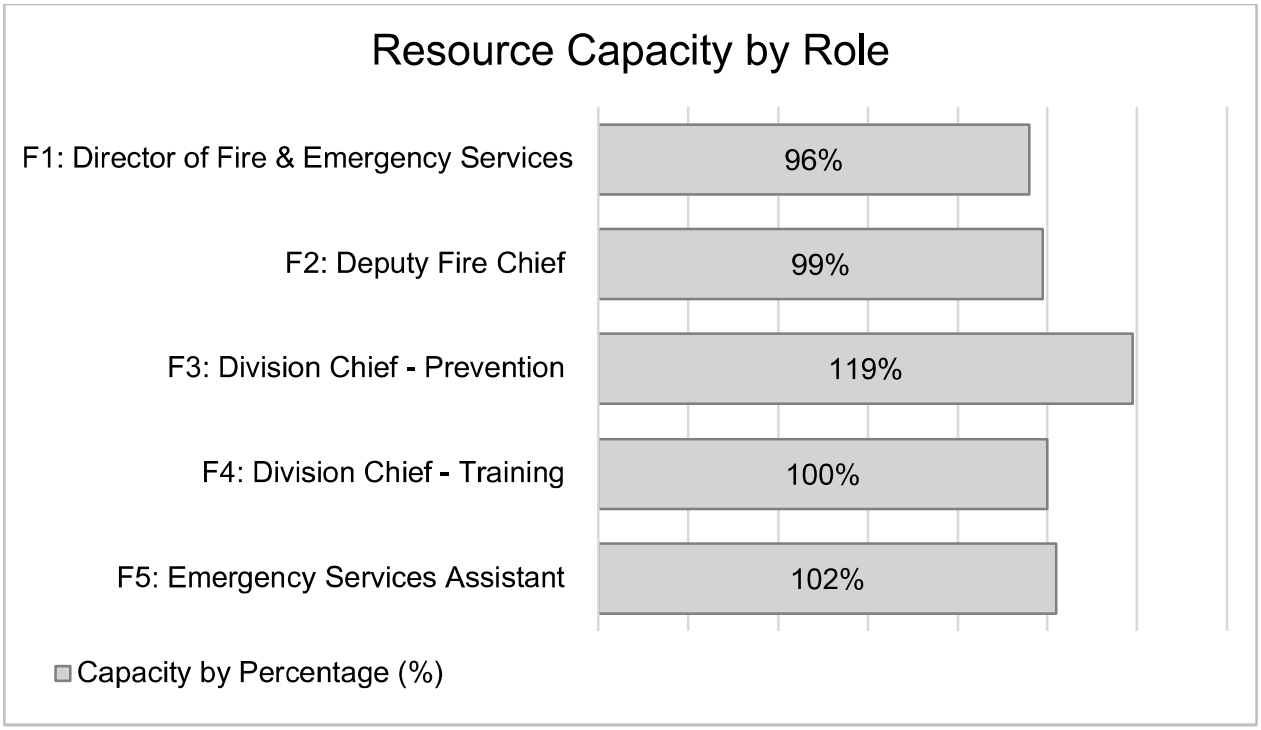
- Many processes and activities are manual / labor-intensive. This results in an increased work effort and duplication of work due to lack of visibility / clarity on who is completing what, when and how.
- Some customer requests currently being completed by staff can be self-managed (e.g., burn permits) if customer awareness / education on processes was more accessible. This could reduce administrative time for full-time staff.
- Bottlenecks to complete routine processes / tasks can arise with demand spikes (i.e., unforeseen emergency calls). Employees are not always able to keep up with the increased workload. This has a cascading effect on time available to complete other service tasks.
- Process and task efficiencies are currently being implemented to address some of the above challenges. These include: (1) an internal department triage system for inquiries and (2) switching from manual to digital tasks within the operational functions.

Sustainability Challenges

The current capacity constraints are most notable within the delivery of routine customer service-related tasks. Given the nature of the department, priority and frequency of time allocated to tasks is largely dictated by demand (i.e., emergency call response, incoming inquiries). The ability to allocate time to core function tasks in a timely and efficient manner requires the management of unforeseen incoming demands, in particular, non-emergency inquiries.

Role-Based Findings: Fire & Emergency Services

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



The analysis below highlights key activities by role tasks and associated capacity levels.

F1: Director of Fire & Emergency Services

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+96%		
Core Function	44%	Daily	• Emails & communications • Emergency incidents response

			• Research & preparation of documents (budget, legislative compliance, PTSD plan)
Administrative Support	11%	Daily	• Admin centre activities • Invoice payments & approvals
Customer Service	20%	Weekly	• General inquiries & correspondence • Complaints escalations
Internal Commitments	26%	Monthly	• Department training • Council meetings

F2: Deputy Fire Chief

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+99%		
Core Function	64%	Daily – Annually	• General correspondence (phone, email) • Emergency call response & cleanup • Volunteer training nights • Recruit interview & testing
Administrative Support	15%	Daily	• Firehouse entries • Maintenance records & reviews
Customer Service	12%	Daily	• Customer complaints • General inquiries
Internal Commitments	9%	Monthly – Quarterly	• General meetings & conferences

F3: Division Chief - Prevention

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+119%		
Core Function	52%	Daily – Annually	• Build & deliver public education programs (Ask Sparky, Information Booths, etc.) • Complete & approve inspections / permits (care homes, campgrounds, etc.) • Complete plans reviews (cite plans, residential subdivision, construction, etc.) • Emergency call response

Administrative Support	19%	Weekly	• Station / truck maintenance • Pick-ups & drop-offs
Customer Service	19%	Daily	• Customer complaints / inquiries • Social media maintenance
Internal Commitments	10%	Monthly	• Personal training & meetings • ESA role mentoring / training

F4: Division Chief – Training

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	100%		
Core Function	77%	Daily – Weekly	• Training research, preparation & Delivery (station training, recruit training, month end training) • Facilitator coordination • Emergency calls & inspections
Administrative Support	10%	Bi-Weekly – Monthly	• Maintenance of training collateral • Data entry and management
Customer Service	6%	Daily	• Customer complaints • Customer inquiry responses
Internal Commitments	7%	Monthly – Quarterly	• Personal & committee meetings • Personal training (Cyber / EOC)

F5: Emergency Services Assistant

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+102%		
Core Function	43%	Daily – Yearly	• Assisting with fire inspections • Reporting / permit processing (burial permits) • Assisting Volunteer Firefighters with payroll, inquiries, general admin., etc.
Administrative Support	10%	Weekly	• General support of all services • Recruitment admin management
Customer Service	26%	Daily	• Customer complaints / inquiries • Call tracking & management
Internal Commitments	21%	Monthly – Yearly	• Personal training & meetings • Personal & prevention role training

Resource Sustainability Scale: Fire & Emergency Services

The Clerk's and By-Law Enforcement department is operating at a capacity level that is considered **Moderate Risk for Burnout**



The following considerations are highlighted:

- The department can upkeep current service demand but is not positioned for anticipated population growth, resulting in more calls and a potential increase in complexity of calls.
- To prioritize emergency-based calls, full-time FTEs are required to manage in-office and onsite requests. The balance of workload at times can cause a backlog of office work, however this volume is still manageable.
- The volunteer resource model has proven effective to-date. Volunteers have expressed a desire to serve their community and are consistently and adequately informed about recruitment opportunities.

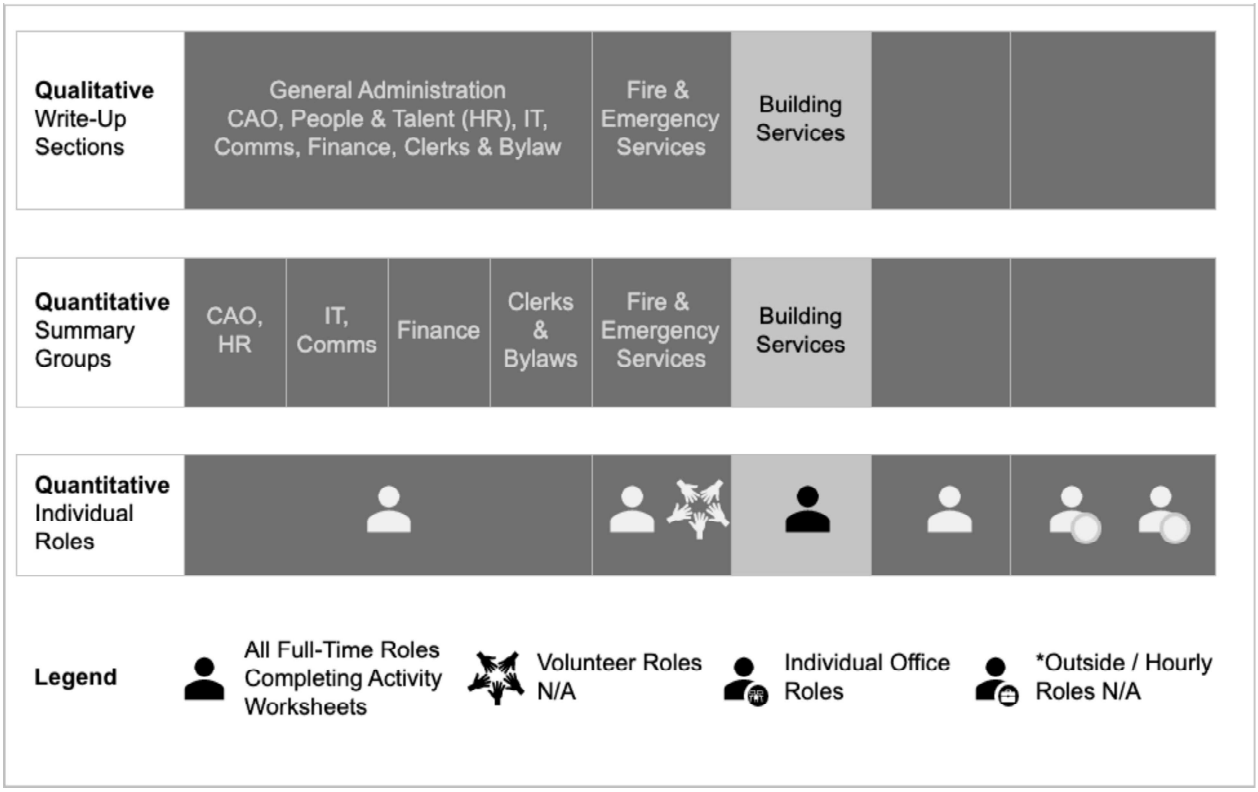
4.3 Building Services

The Building Services department is responsible for the administration, supervision, and/or enforcement of building regulation. The main department services include:

- Approval of Residential and Commercial Building Permits
- Perform Various Inspections & Plans Reviews
- Provide Subject Matter Expertise for Inquiries & Information

Aligned to the overall analysis structure, the Building Services department was analyzed as a single unit. Summary capacity figures are based on the department as a whole with further detail of individual employee capacity at the role level for full-time positions.

Image 5. Structure for Quantitative & Qualitative Analysis of Capacity – Building Services



Department-Based Findings: Building Services

The following information outlines the overall structure, headcount, and capacity levels involved with delivering all departmental services. Further analysis details key causes / considerations impacting how the department operates to meet demand.

Building Services

Table 8. Building Services Overview

Role	FTE	Recruit
• Chief Building Official • Deputy Chief Building Official* • Building Official / Plans Examiner • Building Official • Building Official / Examiner • Building / Permit Coordinator (1) • Building / Permit Coordinator (2) • Building / Permit Coordinator (3)	8*	-

Table 9. Building Service Resource Capacity

	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	8*	12,936	14,949	+2,013	+116%

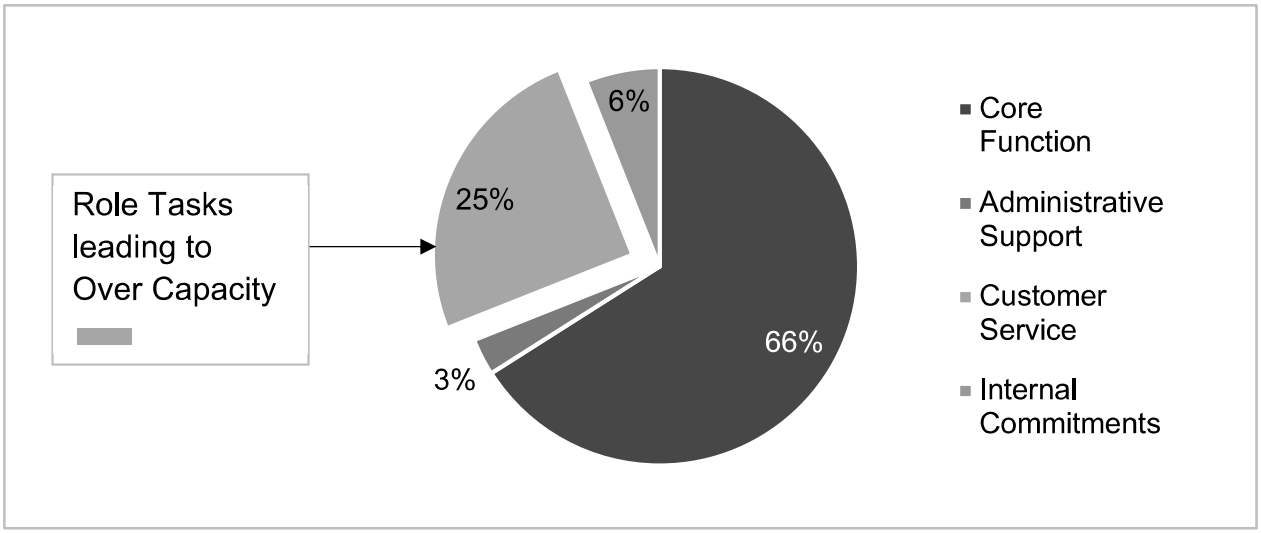
**Note: Activity Worksheet was provided for the Deputy CBO role before promotion to CBO. The Deputy CBO role is currently not filled. Both CBO and Deputy CBO roles completed Activity Worksheets and are included in capacity figures.*

Overall, the department is operating over capacity to meet service demands.

Time and Effort Allocation

Specific to the Building Services department, work effort is allocated across the four (4) Role Task categories as follows:

Chart 10. Summary of Building Services "Role Task" Categories



The majority of hours within the department are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. Capacity challenges are mainly due to additional hours spent on Customer Service tasks outside of the core job function. This is especially evident for the Building Assistant / Permit Coordinator roles which intake inquiries and applications.

Service-Based Findings: Building Services

The following information outlines the current employees involved in delivering the key external-facing services and considerations impacting the ability to meet demand. *Note: This is not an exhaustive list of all services delivered by department.*

Service 1: General Customer Services / Inquiries

- Resource Needs: Multiple employees involved (intake by mainly Permit Coordinators); Calls triaged or support needed from other departments (i.e., Planning Services)
- Demand Level: Consistent
- Service Level: Strain to complete
- Considerations: Most calls are permit related and require support / information from other departments

Service 2: Providing Inspections / Plans Examinations

- Resource Needs: Multiple employees involved (Building Officials)
- Demand Level: Consistent
- Service Level: Strain to complete
- Considerations: Difficult to remain proactive due to time constraints / high workload

Service 3: Processing / Approving Permits

- Resource Needs: Multiple employees / other departments involved; Other departments: Planning, Finance, and Infrastructure & Operational Services
- Demand Level: Consistent
- Service Level: Strain to complete
- Considerations: challenges with communications and transparency in tracking progress of activities between building and planning can have a significant on time / effort due to constant follow-ups with staff for status updates and delays in hand-offs of tasks / inquiries.

Service-based findings indicate that key services are shared among multiple employees and/or require support from other departments. Majority of the services listed are permit related which requires communication with other departments.

Causes & Considerations

As a department, current resources are operating at over capacity to deliver all required services. Due to the volume of work and/or turnover, all employees are working extra hours to meet service demands.

Motivators

- All roles within the department are working over capacity due to high volume of work. Despite high motivation levels, the employees are at risk of burnout as many cited working ~10-12 hours per day to meet demands.
- Employees cited passion for their work, noting it is "motivating and rewarding when they get reviews saying, 'I couldn't have done this without you'". In addition, leadership has voiced the dedication and hard work displayed by their team.

Competencies

- Most employees possess the necessary skills, knowledge, and competencies within their roles (with the exception of CityView training). Employees cited that 'time is their biggest enemy' in completing service delivery.
- Additional staff training will be required to integrate CityView into current processes as staff is not yet 'up to speed'.
- Outside of the current identified competencies, increased knowledge, and training (i.e., knowledge of building code) for customer service / administrative staff would lessen the number of triaged inquiries.

Alignments

- Most employees cited the largest challenges to service delivery, besides volume of work, are time constraints and interruptions. This was most prominent within the administrative roles who are required to process permits and answer customer service inquires for the department (via phone, email, and in-person). Employees who share this role have attempted to make process / efficiency improvements (i.e., splitting up tasks based on who is in the physical office).
- Customer inquiries answered at the administrative level often require information or support from other departments (~70% of time). This causes delays and increased need to track inquiries.
- Due to staff turnover, the current CBO has taken on additional Deputy duties. Normally, the Deputy would be completing plans reviews but the CBO is in absence of the role being filled. Additionally, this contributes to ~90% of leadership time being allocated to day-to-day tasks without leaving not much time for projects, meetings, or more efficiencies (i.e., need more time to research CityView program).

Efficiencies

- The department currently is undergoing technology support improvements, which require additional effort to implement and integrate.
- The department is moving towards a more structured approach / system for permit approvals. With the transition to CityView staff will have documented and defined roles for each stage of the process (i.e., plans review, preparing for issue). This will allow for more clarity in roles and process.

Sustainability Challenges

Many of the processes within Building Services is time dependent. The inability to keep up with the current volume of work has implications for quality of work, customer service, and possible legal issues. Some notable examples are captured below.

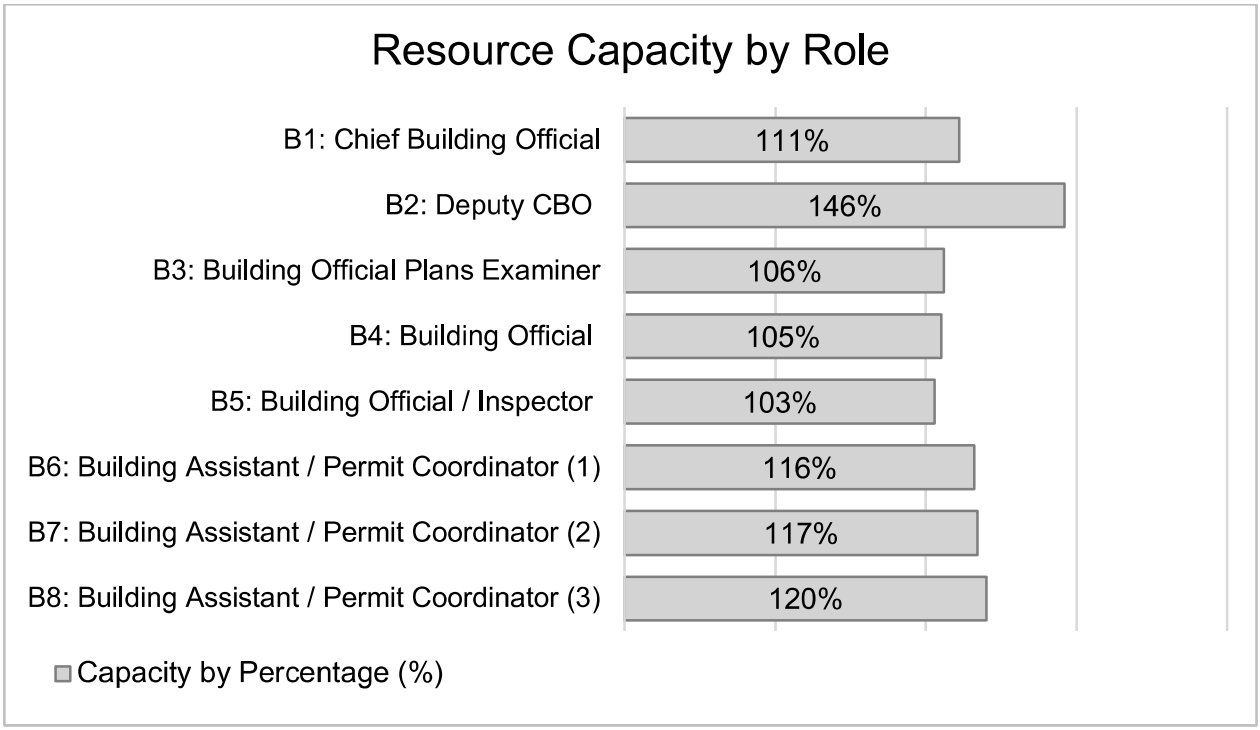
Inspections must be performed within two (2) days of receiving a request, making it difficult to plan ahead and remain agile. Inspection volume is currently very high, and time required for each inspection is unknown. Inspectors have cited they are forced to 'move on' and not take breaks to 'keep going until they're done'. This impacts the time they are able to spend on each inspection and impacts perceptions of customer service.

Employees cite they are 'already stretched thin' and the department's constraints are mainly a staffing issue. They mention having all of the tools but need the time to get trained on software. The backlog of work doesn't allow for them to take the time to do the things that will get them ahead.

In addition, a response to a decision is to be given within ten (10) days of the application being submitted to Planning Services. There are legal implications of not meeting this deadline that could result in litigations.

Role-Based Findings: Building Services

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



The analysis below highlights key activities by role tasks and associated capacity levels.

B1: Chief Building Official

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	111%		
Core Function	94%	Daily	• Preparation of reports / documents (capital close out, audit & financial statements, annual insurance update, etc.) • Review / respond to taxpayer complaints (re: water) • Review / maintain policy on legislative changes to acts
Administrative Support	0%	N/A	• N/A
Customer Service	0%	N/A	• N/A
Internal Commitments	6%	Monthly	• General meetings • Training and conferences

B2: Deputy Chief Building Official

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	146%		
Core Function	75%	Daily	• Preparation of reports / documents (budget, financial policy framework) • Complete & review site inspections / permit drawings • Consult with other building officials on inspections / plans reviews
Administrative Support	3%	Daily	• General office duties (printing, scanning, looking for files, etc)
Customer Service	17%	Daily	• General inquiries / complaints from public/record keeping
Internal Commitments	4%	Monthly	• Attend training sessions / AMTS

B3: Building Official / Plans Examiner

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	106%		
Core Function	64%	• Daily - Weekly	• Complete & review site inspections / permit drawings • Consult with other building officials on inspections / plans reviews • Vehicle circle check / cleaning
Administrative Support	5%	• Daily	• General office duties (printing, scanning, looking for files, etc.)
Customer Service	25%	• Daily	• General inquiries / complaints from public/record keeping
Internal Commitments	6%	• Monthly	• Training sessions / AMTS

B4: Building Official

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	105%		
Core Function	86%		• Review & approve permit drawings / changes to plans • Perform site inspections • Vehicle circle check / cleaning

Administrative Support	3%	Daily	• General office duties (printing, scanning, looking for files, etc.)
Customer Service	4%	Weekly	• General inquiries / complaints from public/record keeping
Internal Commitments	7%	Monthly - Annual	• Training sessions / AMTS • Chapter meetings

B5: Building Official / Inspector

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	103%		
Core Function	94%	Daily	• Review & approve permit drawings / changes to plans • Perform site inspections & septic (including prep & travel) • Vehicle circle check / cleaning
Administrative Support	1%	Daily	• General office duties (printing, scanning, looking for files, etc.)
Customer Service	2%	Daily	• General inquiries / complaints from public/record keeping
Internal Commitments	2%	Monthly - Annual	• Chapter Meetings

B6: Building Assistant / Permit Coordinator (1)

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	116%		
Core Function	45%	Daily	• Initial processing of permits • Assisting / completing payments, issuance, inspections / inspection reports • Monthly reports & records management
Administrative Support	1%	Ad Hoc	• Website updating • CityWide testing / MTCE
Customer Service	49%	Daily	• General inquiries / complaints (email, phone, front counter)
Internal Commitments	5%	Ad Hoc - Monthly	• Training and meetings

B7: Building Assistant / Permit Coordinator (2)

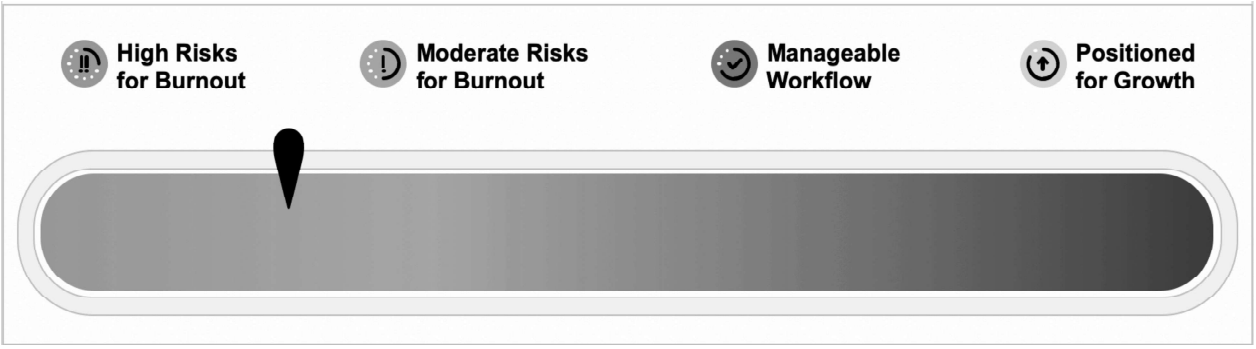
	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	117%		
Core Function	38%	Daily	• Initial processing of permits • Assisting / completing payments, issuance, inspections / inspection reports • Monthly reports & records management • Completes / oversees civic addressing
Administrative Support	1%	Ad Hoc	• Website updating • CityWide testing / MTCE
Customer Service	56%	Daily	• General inquiries / complaints (email, phone, front counter)
Internal Commitments	5%	Ad Hoc - Monthly	• Training and meetings

B8: Building Assistant / Permit Coordinator (3)

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	120%		
Core Function	57%	Daily	• Initial processing of permits • Assisting / completing payments, issuance, inspections / inspection reports • Monthly reports & records management • Completes / oversees civic addressing
Administrative Support	6%	Weekly	• Staff Questions • Website Updating • CityWide testing / MTCE
Customer Service	25%	Daily	• General inquiries / complaints (email, phone, front counter)
Internal Commitments	12%	Ad Hoc - Monthly	• Training and meetings

Resource Sustainability Scale: Building Services

The Building Services are considered **Moderate - High Risk for Burnout.**



The following considerations are highlighted:

- All roles within the department are operating at or over capacity.
- Capacity constraints are greatly influenced by the amount of time spent on customer service inquiries.
- At the time of analysis, the Deputy CBO role was operating greatly overcapacity. It is important to note that the increase in hours worked is not reflective of the department being short-staffed (capacity was measured at normal staffing levels).
- The department has seen turnover in staff which is currently adding increased strain on service delivery and capacity constraints.
- The department is currently evaluating how to best resolve employee burnout. This will be critical to support hiring and retention of talent.

4.4 Planning Services

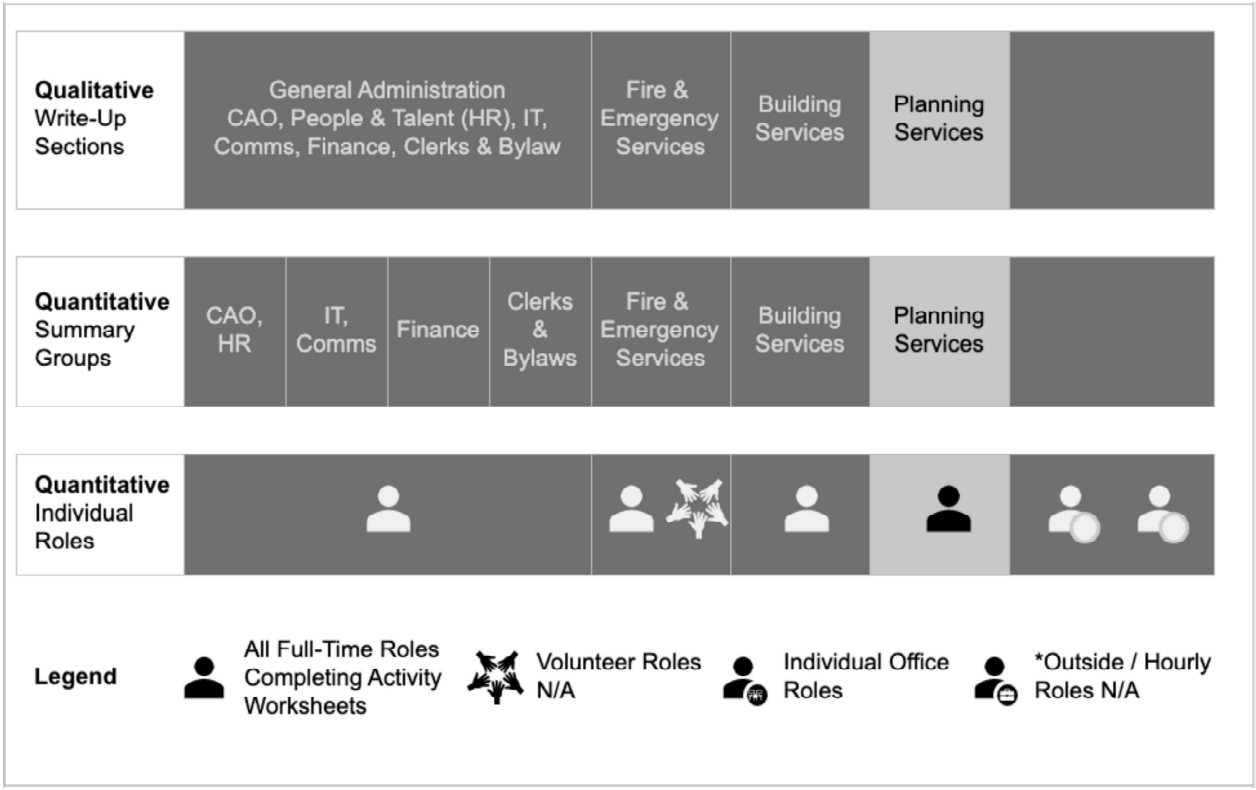
The Planning Services department is responsible for the review, development, and implementation of land use policies and by-laws. The main department services include:

- Performing Planning Application Reviews & Approvals
- Developing Zoning / Land Use Policy
- Building Long-Term Strategic Plan within Economic Development

Important Note for Planning Services Department: Due to high volume of service demand within the department, the Planning Services team was only able to complete the Activity Worksheets for the Director and Planner roles only. Therefore, quantitative analysis of capacity is included for these two (2) roles. Qualitative information is informed by interviews conducted with additional staff members beyond the two roles mentioned above.

Aligned to the overall analysis structure, the Planning Services department was analyzed as a single unit. Summary capacity figures are based on the department with further detail of individual employee capacity at the role level for full-time positions.

Image 5. Structure for Quantitative & Qualitative Analysis of Capacity – Planning Services



Department-Based Findings: Planning Services

The following information outlines the overall structure and headcount involved with delivering all departmental services. Further analysis details key causes / considerations impacting how the department operates to meet demand.

Planning Services

Table 10. Planning Services Overview

Roles	FTE	Recruit
• Director of Planning Services • Senior Planner (on paternity leave)* • Planner (on maternity leave)*	6*	1**

• Planner • Planning Technician / Secretary Treasurer • Junior Planner** • Planning Assistant		

- **The positions of Senior Planner on paternity leave and Planner on maternity leave have not been able to be successfully backfilled after two rounds of recruiting.*
- ***Recruiting a Junior Planner position to backfill the Planner's maternity leave.*

Service-Based Findings: Planning Services

The following information outlines the current employees involved in delivering the key external-facing services that the department provides and considerations impacting the ability to meet demand.

Service 1: General Customer Service / Inquiries

- Resource Needs: Multiple employees required; Front desk intakes all general inquiries (i.e., Planning Assistant)
- Demand Level: Consistent
- Service Level: Strain to Complete
- Considerations: Inquiries go to a general inbox / leads to duplicated efforts; Inquiries require research and can be time consuming

Service 2: Review / Consult Customer on Applications

- Resource Needs: Multiple employees required; Initial consultation completed by administrative staff then directed to planner
- Demand Level: Consistent
- Service Level: Strain to Complete
- Considerations: All employees within department assist due to volume of applications (i.e., director assists despite outside of role responsibilities)

Service 3: Support Planning / Implementation of Economic Development Projects

- Resource Needs: Cross-functional departments required for large-scale planning projects (numerous roles involved)
- Demand Level: Fluctuations
- Service Level: Some Strain to Complete
- Considerations: Not enough time to allocate to economic development

Service-based findings indicate there is little role clarity within the department due two factors: (1) to the nature of how the role is designed, and (2) the volume of work / inability to keep up with demand.

Table 11. Planning Service Resource Capacity

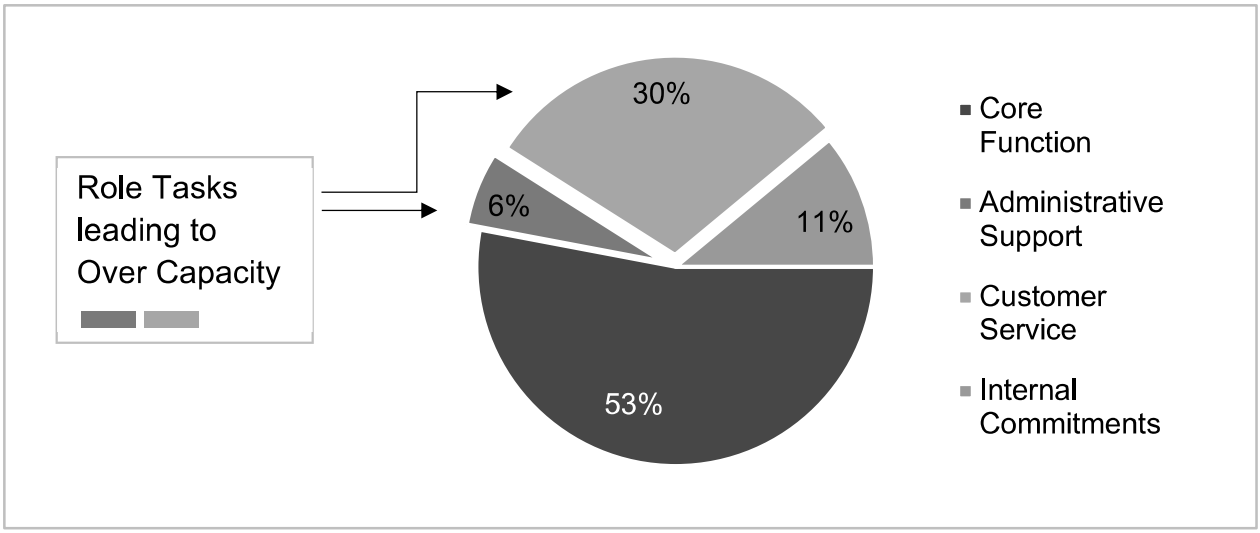
	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	6*	3,234	3,844	+610	+119%

**Activity Worksheets completed for Director and Planner roles – included in capacity*

Time and Effort Allocation

Specific to the Planning Services department, work effort is allocated across the four (4) Role Task categories as follows:

Chart 11. Summary of Planning Services "Role Task" Categories



The majority of hours within the department are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. Capacity challenges are mainly due to additional hours spent on Customer Service tasks which for some roles are an integral part of the role function. Capacity challenges are also a result of added time spent on Administrative Support tasks.

Causes & Considerations

As a department, current resources are operating over capacity to deliver all required services. Contributing to the strain is the inability to keep up with service delivery due to the high volume of work. All employees cited working additional hours.

Motivators

- Overall, the department does not have the adequate staffing levels to upkeep with service demand. This is most evident within the review and approval of permits / applications. Every employee in the department works together to 'stay afloat', yet it puts employees at risk for burnout and/or low morale.
- Employees within the department have open lines of communication and assist each other in tasks (i.e., director helping with application reviews).
- Currently the Senior Planner and one Planner role are on leave (paternity / maternity) and the positions have not been backfilled increasing the workload / strain on the department. The Township has tried on 2 or 3 separate occasions to recruit for contract planners however to date have been unsuccessful.

Competencies

- Overall, employees possess the necessary skills, knowledge, and competencies to complete their role responsibilities. Almost all employees are senior within their role and/or have previous experience within a similar role.
- Individuals with tenure in the department have experience and knowledge to support entry-level positions with mentorship / training. Yet, this adds additional pressure to the tenured position, as it is an added responsibility to their role (i.e., not a formal responsibility / was 'defaulted' to the role).

Alignments

- Very high workload reviewing permits requires all employees in the department to assist, including the director, to keep up with service demand.
- There is a lot of overlap between roles within the department and a lack of role clarity. This causes each individual to take on more work than they are capable of, leading to working extra hours and potential for burnout / low morale.
- Tasks to complete service delivery are shared (i.e., all tasks required to review / approve applications). Employees share files / workload due to sheer volume and cannot assign tasks to specific individuals due to workload. In addition, a focus on cross-training staff to prepare for 'when the rubber hits the road'. There is anticipation of increased volume of work with new subdivision builds coming to the Township.
- Leadership does not have enough time to allocate to strategic priorities of the department. Most time is spent dealing with issues or on-the-job coaching / mentoring of staff.

Efficiencies

- When reviewing applications, the team tries to follow a best practice of reviewing applications in a hierarchal order of when applications are received. This is not

always possible as it is difficult to keep organized with workload. In addition, there is no standardization of how to prioritize tasks but follow direction / request from Building Services.

- Building reviews applications at the same time as planning which poses more confusion due to lack of communication / coordination between departments.
- Employees feel they do not have time for process changes / efficiencies or activities that make more economical sense for the Township. Although, employees cited the main contributor to constraints are caused by a shortage of staff rather than process inefficiencies.

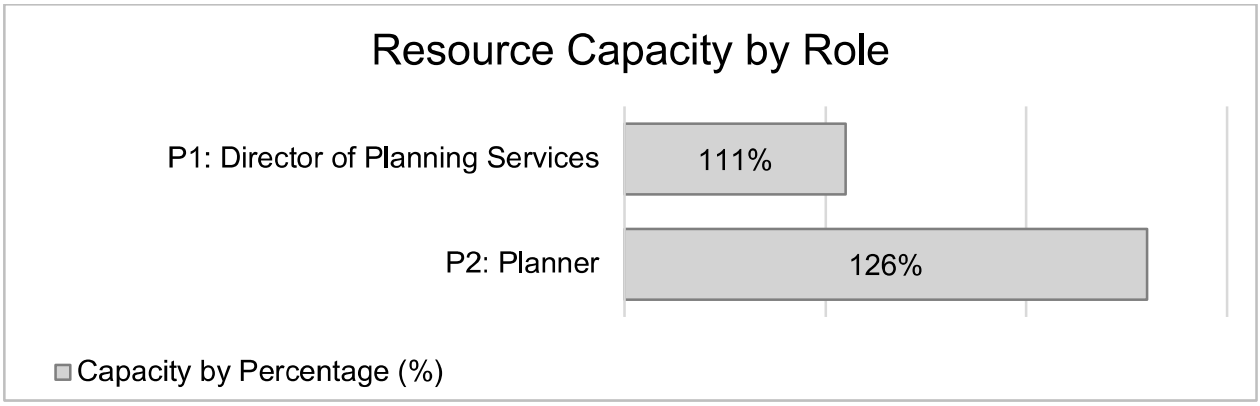
Sustainability Challenges

Currently the department is working over capacity to keep up with current demand. This has an impact on the Building Department service delivery as the permit approval process is shared. The Planning Department shares similar implications of capacity constraints with the Building Department, such as impacts on legislative and customer service concerns. As noted, missed deadlines (i.e., response has to be within 10 days) can lead to litigations.

Anticipated growth within the Township (i.e., new developments / subdivisions) will increase the volume of permit applications, economic development, and inquiries incoming into the department. With the current backlog and increasing volume at work, the department is not sustainable for growth. This strain will continue to increase and have impact on service delivery and employee experience / morale.

Role-Based Findings: Planning Services

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



Note: Consulting services are utilized to complete in-house activities due to volume of work and current lack of in-house resources

The analysis below highlights key activities by role tasks and associated capacity levels.

P1: Director of Planning Services

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+111%		
Core Function	33%	Daily	• Overseeing policy development & reporting • Overseeing Ontario Tribunal Matters • Assisting with building permit reviews • Holding pre-consultation meetings
Administrative Support	4%	Annually	• Director support responsibilities • Participating in Service Review projects
Customer Service	41%	Daily	• Respond to inquiries (phone, voicemail, email, counter visit)
Internal Commitments	22%	Daily	• Staff mentoring & direction

P2: Planner

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+126%		
Core Function	42%	Daily - Monthly	• Site Plan Agreement, Permit Review, Minor Variance • Review applications (Cell Tower Application, Community Improvement Application) • Holding pre-consultation meetings
Administrative Support	12%	Daily	• Correspond with internal staff and assist other departments
Customer Service	40%	Daily	• General inquiries / additional correspondence with applicants
Internal Commitments	6%	Weekly - Annually	• Department Meetings, EDCO Conference

Resource Sustainability Scale: Planning Services

The Planning Services department is considered **High Risk for Burnout.**



The following considerations are highlighted:

- All roles are operating at High Risk for burnout due increased demands / volume of work. The department is unable to upkeep current service demand and is not positioned for anticipated growth. Additional resources are strongly recommended.
- A review of current department structure and roles is suggested. This review should focus on creating greater role clarity to ensure alignment of roles and responsibilities are being met (i.e., leadership focused on strategic / operational oversight) and work is completed efficiently (i.e., decrease redundancy among roles).

4.5 Infrastructure & Operational Services

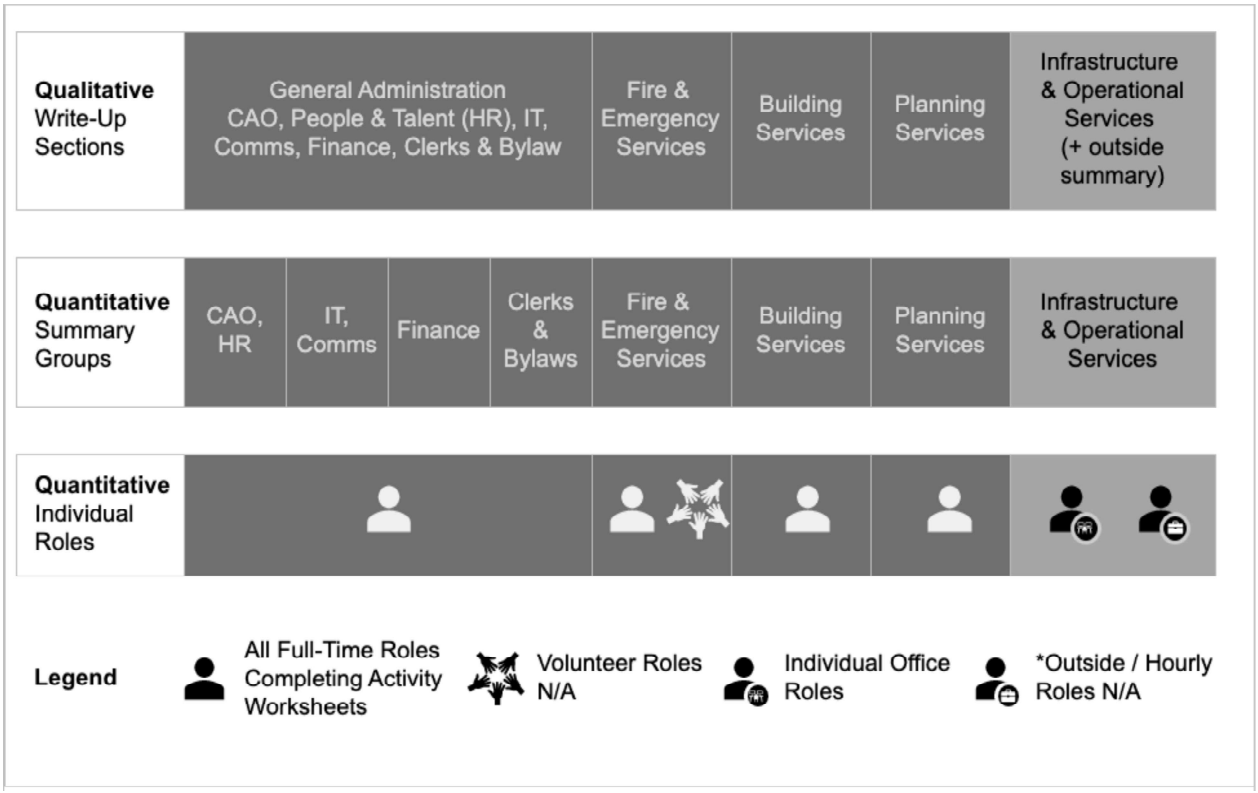
The Infrastructure & Operational Services department provides oversight of Parks, Recreation, and Facilities and Roads and Fleet divisions. Recreation, Parks, and Facilities is responsible for overseeing all municipal parks, facilities, and recreation programming, as well as creating lasting partnerships with community groups. Roads and Fleet are responsible for nearly 430 km of road, 25 km of sidewalk and numerous streetlights, roadside ditches, and municipal drains. In addition, they maintain and construct roads according to the Township's Engineering Standards. The department also oversees Infrastructure and Water & Wastewater Services that are administered by OCWA for the Township. The main department services include:

- Manage maintenance of outdoor municipal parks, roads, public areas, fleet, etc.
- Manage maintenance of indoor municipal facilities, buildings, arenas, etc.
- Deliver recreational programming & services to public
- Support / manage municipal assets and development
- Coordination and construction of Township infrastructure
- Oversight management of Water & Wastewater services.

Aligned to the overall analysis structure, the Infrastructure and Operational Services department was analyzed as a single unit. Summary capacity figures are based on the department as a whole with further detail of individual employee capacity at the role

level for full-time positions. “Outside” employees were interviewed to capture their important feedback and perspectives but were not included in the Activity Worksheets.

Image 6. Structure for Quantitative & Qualitative Analysis of Capacity – Infrastructure & Operational Services



The following information outlines the overall structure, headcount, and capacity levels involved with delivering all departmental services related to Infrastructure and Operational Services. Further analysis details key causes / considerations impacting how the department operates to meet demand.

Table 12. Infrastructure & Operational Services Overview

Division	Roles	FTE	Recruit
Management / Direct Report to the General Manager of Infrastructure & Operational Services	• General Manager • Development Engineering Coordinator • Asset Management Coordinator • Manager Recreation, Parks & Facilities • Manager Roads and Fleet	5	-

Reporting to Manager of Recreation, Parks, & Facilities	• Facilities Attendant (Interim Supervisor)* • Supervisor – Parks • Program Supervisor é Rec Coordinator	3	*1
Reporting to Programs Supervisor	• Booking / Scheduling Clerk	1	-
Reporting to Manager of Roads & Fleet	• Operations Technician – Drainage • **Roads Supervisor - Yard 1 • **Roads Supervisor - Yard 2	1**	-

*It is planned to recruit additional resource to fill the "Supervisor" Facilities role
**Roads Supervisor – Yard 1 and Roads Supervisor Yard 2 did not complete Activity Worksheets – not included in capacity analysis

Table 13. Infrastructure & Operational Services Resource Capacity

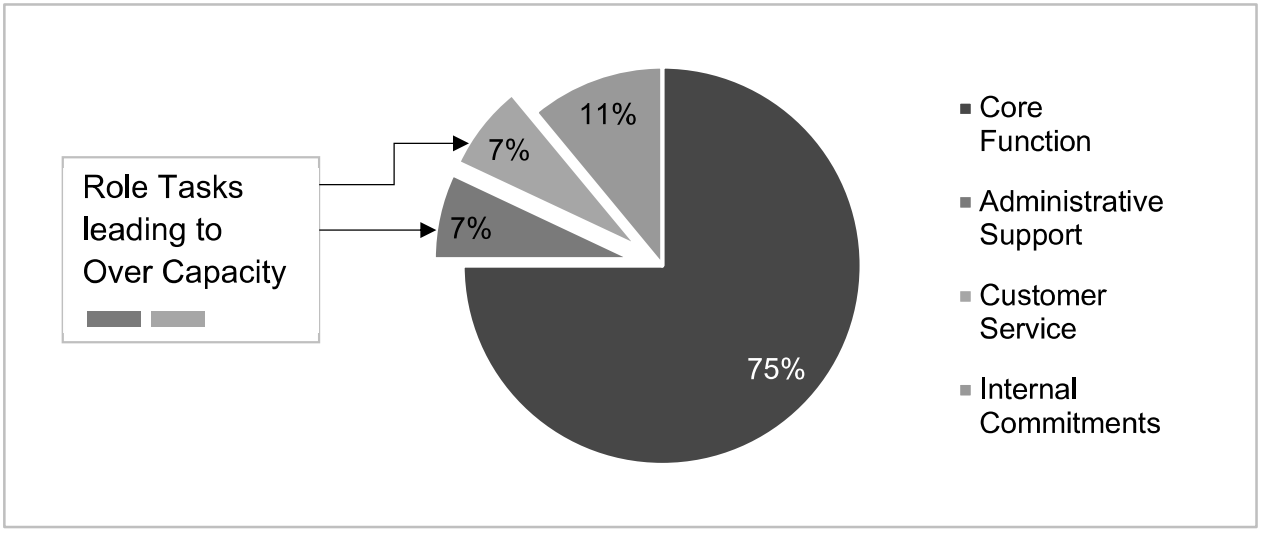
	# of Positions	Available Effort (Hrs.)	Used Effort (Hrs.)	Total Capacity (Hrs.)	Total Capacity (%)
Full-Time	10*	16,824	24,658	+7,824	+146%

- **3rd Party Consultants / Professional Services are utilized on Contract basis if needed*
- *Note: Outside Workers" as defined in department summary are not included in capacity analysis and figures*

Time and Effort Allocation

Specific to the Infrastructure & Operational Services department, work effort is allocated across the four categories as follows.

Chart 12. Summary of Infrastructure & Operational Services "Role Task" Categories



The majority of hours within the department are allocated to complete Core Function tasks which are aligned to role-level and strategic / operational priorities. Capacity challenges are mainly due to additional hours spent on Customer Service and Administrative tasks.

Service-Based Findings: Infrastructure & Operational Services

The following information outlines the current employees involved in delivering external-facing services and key considerations impacting the ability to meet demand.

Service 1: General Customer Service / Inquiries

- Resource Needs: Multiple employees / divisions involved; Activities completed individually (some triage / escalation required)
- Demand Level: Consistent
- Service Level: Strain to complete
- Considerations: No Customer Service / Administrative role within department

Service 2: Booking / Scheduling of Recreation Programs

- Resource Needs: Single employee involvement (Booking / Scheduling Clerk)
- Demand Level: Fluctuations (dependent on program start / end dates)
- Service Level: Strain to complete
- Considerations: Spikes in demand due to seasonality and / or start of new program

Service 3: Provide Maintenance of Public Spaces (i.e., parks, facilities, roads & sidewalks)

- Resource Needs: Multiple employees / divisions involved
- Demand Level: Fluctuations
- Service Level: Strain to complete
- Considerations: Training for specific equipment / licensing reduces the number of available resources to complete key activities

Service-based findings indicate service delivery across the department is shared by multiple employees and/or roles. Notably, the department does not have a customer service focused role or a centralized point of contact for inquiries leading to many roles completing this service.

Causes & Considerations

As a department, current resources are operating over capacity to deliver all required services. The department is experiencing strain due to lack of staffing resources, missing competencies / skillsets, and high turnover of roles.

Motivators

- Across the department, individuals are working over their normal working hours to meet demands.
- Many of the FTE positions interviewed indicated they complete tasks outside of their formal job descriptions to ensure successful service delivery (i.e., management intaking general customer service inquiries, leadership level overseeing project management).
- There is a culture of teamwork and collaboration to ensure service needs are met despite levels of high stress and demand (i.e., manager and supervisor levels share workload / certain tasks such as customer inquiries or administrative work to ensure service delivery is met as timely as possible).

Competencies

- Management resources within the department do not have the necessary skillsets / abilities to effectively lead teams and complete strategic tasks. In some instances, management skillsets are limited to completing administrative duties only versus proactive planning and project delivery.
- When asked about improvements to the department, one participant noted: “Technology helps, but at the end of the day it’s about the people, the skillsets, the decision-making ability, and ability to provide input. We are a people driven service type delivery model. I don’t think it needs to happen at the senior level, senior level needs support to do their jobs.”

- Staff often need to complete tasks that are outside of their formal role description. This results in missed opportunities for the Township. A cited example notes that there are ~$10 million in projects to get done but are 'side of the desk' because it is not within the role description of current employees or employees do not have the background, knowledge, or skillset required to successfully complete them.
- The department struggles to attract and retain talent. The Township is not well known for recruitment relative to other municipalities. It was cited that Springwater does not compensate to attract and retain the right people. This is evident by the short-term contracts and salary bands. As a result, The Township is seen as a 'training ground' for individuals to gain experience, resulting in high turnover.
- A lack of resources has resulted in the department being 'very reactionary' to work requests. This is a result of stagnant staffing levels which have not been adjusted to reflect growth, turnover (i.e., a lot of interim positions / positions being filled / new positions), and COVID-19 impacts on work structure. The resource strain limits dedicated time spent on strategic / operational level work, leading to the inability to be agile in the face of change or disruption.
- There are opportunities to improve onboarding practices and training / career development for current employees. Noted gaps are within providing employees time to grasp the role, setting clear expectations for the role, and providing the right training. In addition, there is a need for career development and succession planning as experienced staff will be leaving the job force.

<u>Alignments</u>

- Due to high volume of work and current capacity constraints, management and leadership level staff are often required to complete day-to-day administrative tasks that are outside of their role. As a result, management does not have time to prioritize strategic or operational projects or provide their teams with adequate mentorship and direction.
- To manage the volume of work, roles have informally merged, and individuals are 'putting on many hats' to complete jobs that are outside of their skillset. Employees cited that they have 'too much on their plate' to focus on core-function tasks which leads to low team morale.
- Lack of role clarity exists between management and supervisor levels due to reactionary processes / high volume of work. The spillover of work creates a chain reaction of events which ultimately leads to delays and incomplete work. For example, managers cited not having the ability to oversee project management (due to upkeep of day-to-day tasks such as inquiries / administrative processes). This scope of work is then completed by supervisors who in turn cannot appropriately complete their job responsibilities. In addition, lack of role clarity was noted among roles that work closely together and have taken on a 'teamwork' approach to get tasks done.
- A significant pain-point within the department is responding to and resolving customer inquiries. There is no administrative role within the department to support with processing requests. Incoming calls are not triaged by a central team which

leads to many non-department-specific requests / questions (i.e., complaints about new garbage collection system out of their jurisdiction or public works related calls which are 'lower tier' issues). Since the department deals directly with the public, often there are a high volume of inquiries that require management intervention to respond. The effort to manage customer inquiries is significant and does not allow roles that should be focusing on oversight of the department and/or 'in the field' work to fulfill their responsibilities (i.e., many staff indicated they should be in field more but need to spend a lot of time answering calls). Individuals work off-hours to keep up with the workload (i.e., going into office early to 'try to stay afloat').

- The alignment between contractor versus full-time in-house staff for specialized skills / jobs is not clearly defined (i.e., utilizing contractors with specialized skill sets for development reviews). Where contractors are being utilized, management of these individuals is lacking. In some instances, roles are not aligned with the right skillsets and the most effective staffing structure (i.e., FTE, contract, student).
- Note: There is recent unionization within the department.

Efficiencies

- Employees cited a lot of processes / procedures within the department are outdated, yet technology is being utilized to digitize the process instead of redesigning the process. Improvement opportunities have been noted within timesheet processing and the work order management system.
- The large department size and variety of services / roles increases amount and/or opportunity for contact with other departments that share similar tasks / processes.
- Perfect Mind software has recently been implemented and CityWide will likely be implemented within the department in the near future. Successes of these technology solutions often hinge on the allocation of dedicated time to support with configuration, implementation, and training. If used properly, these solutions will support more efficient processes and procedures.

Sustainability Challenges

The department has not increased staff to reflect the growth of the Township (i.e., staffing levels are similar to 2008). Despite many employees working overtime to meet current demands, there are implications resulting from staff shortages including, increased turnover and low morale, inability to remain proactive and agile, and missed efficiency and revenue opportunities.

Staff do not have the capacity to dedicate time to priority areas for the Township. This may result in lost opportunities and/or revenue. Some cited examples include:

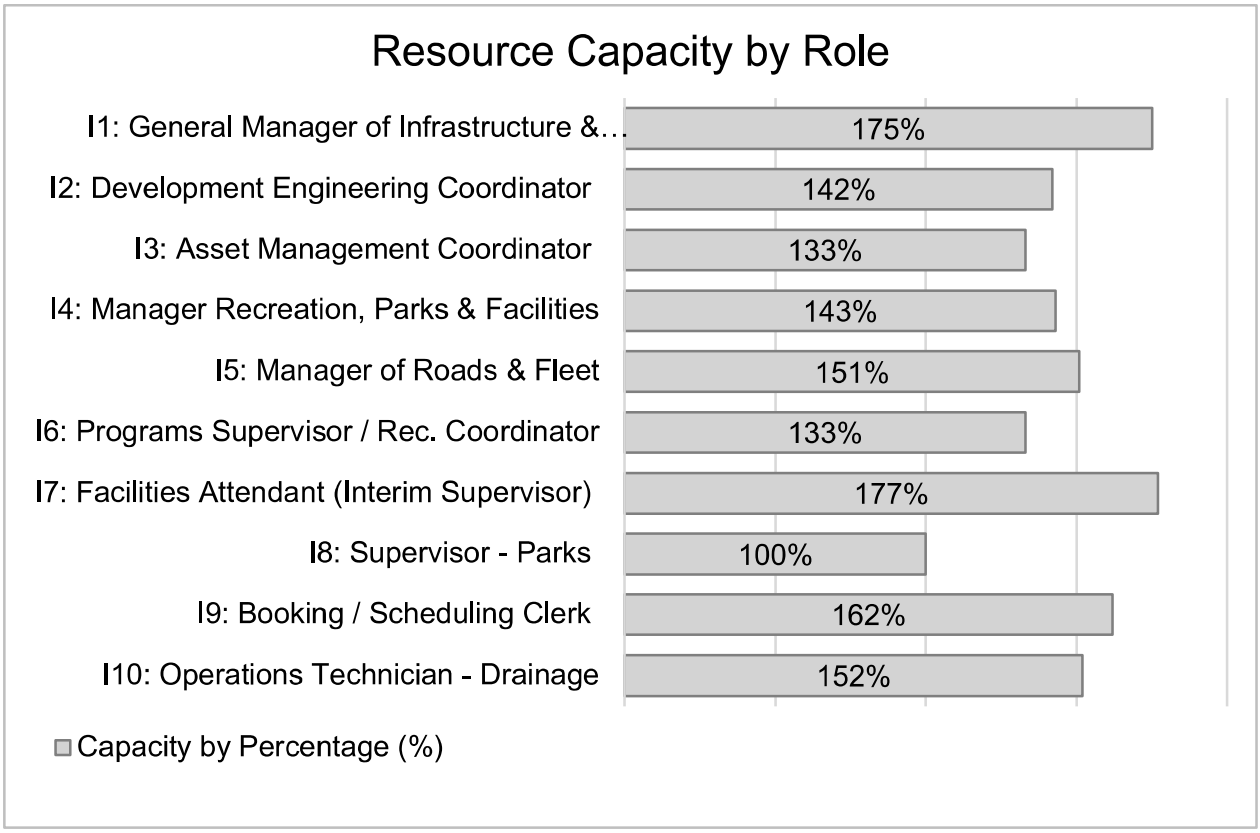
- Capacity constraints result in not having appropriate amount of time for strategic oversight and future-forward planning. This means there are challenges with developing and executing initiatives that will improve the operating capacity away

from current levels and instead, towards levels that are much more sustainable and / or positioned for growth.

- The utilization of 3rd party resources (i.e., consultants and professional services) for specialized expertise and skills is a key strategy for the operating model of department resources and one that is expected to continue as the population of the Township grows.
- The department cited difficulty in attracting and retaining staff. This is believed to be caused by a lack of competitive compensation packages and a much more demanding range of responsibilities within defined roles relevant to other municipalities

Role-Based Findings: Infrastructure & Operational Services

The following section provides a breakdown of each role, including the current capacity effort and time allocated to each capacity category.



The analysis below highlights key activities by role tasks and associated capacity levels.

I1: General Manager of Infrastructure & Operational Services

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+175%		
Core Function	49%	Daily - Weekly	• Department oversights (status meetings, project follow-up & guidance, addressing critical issues) • Report / document preparation (budget, funding, strategic planning / adjustments) • Project planning / SOPs
Administrative Support	23%	Ad Hoc	• Review / approve invoices & reports • Advice/Assistance to Other Depts and Staff • Completing timesheets
Customer Service	5%	Weekly	• Addressing resident concerns
Internal Commitments	22%	Daily	• Staff mentorship / guidance • Internal and external meetings / events

I2: Development Engineering Coordinator

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+142%		
Core Function	93%		• Prepare / review development applications • Coordinate on-site inspections & meetings • Prepare reporting / other documentation (RFPs, building permits)
Administrative Support	1%		• Advice / assistance to Planning Services & other departments
Customer Service	1%		• Resolve resident concerns / one-off project requests
Internal Commitments	4%		• HR Training & Personal Development

I3: Asset Management Coordinator

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+133%		
Core Function	87%	Weekly	• Asset management data scrubbing, review, & uploads • Organize data collection & review (i.e., traffic encounters) • Asset management plan & policy work • Review application & correspondence with residents / council
Administrative Support	5%	Weekly	• Tablet / tech support
Customer Service	2%	Ad Hoc	• Resolve resident concerns / one-off project requests
Internal Commitments	6%	Semi-Annual	• Internal training & meetings

I4: Manager of Recreation, Parks & Facilities

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+143%		
Core Function	57%	Daily - Weekly	• Staff oversight (mentorship / guidance, project follow-up) • Prepare reporting / other documentation (RFPs, recreation policy) • Invoice review / approval
Administrative Support	16%	Weekly	• Timesheets, Vacation, LT • Website support
Customer Service	6%	Weekly	• Resolve resident concerns / one-off project requests
Internal Commitments	21%	Bi-Weekly	• Status Meetings • Training, Conferences

I5: Manager of Roads & Fleet

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+151%		
Core Function	79%	Daily	• Staff oversight (mentorship / guidance, project follow-up) • Prepare reporting / other documentation (RFPs, tenders, quotes) • Work order management
Administrative Support	6%	Weekly	• Timesheets, Vacation, LT • Meter reads (backup), mechanic fleet direction, municipal drainage
Customer Service	7%	Daily	• Resolve resident concerns / one-off project requests
Internal Commitments	8%	When Required	• General Meetings • Corporate Training

I6: Programs Supervisor / Recreation Coordinator

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+133%		
Core Function	74%	Daily	• COVID-19 Management • Program planning (recreational & seasonal) • Camp management & staff training • Prepare reports / documentation (guides, council / committee reports, grants)
Administrative Support	5%	Daily - Weekly	• Payroll, Supplies, AP, etc. • Website & social media updates
Customer Service	7%	Daily	• Responding to customer inquiries (phone, email) • Community engagement
Internal Commitments	13%	Bi-Weekly	• Training / Development • Meetings

I7: Facilities Attendant (Acting Interim Supervisor)

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+177%		
Core Function	84%	Monthly - Weekly	• Oversight & maintenance of facilities & buildings • Facility inspections / audits (i.e., fire safety, cleaning) & maintenance • Work order creation & assignment
Administrative Support	1%	Bi-Weekly	• Creation / approval of timesheets • Scheduling
Customer Service	2%	Ad Hoc	• Facility audit correspondence • Inquiries / correspondence (phone, email)
Internal Commitments	13%	Annual	• Personal training / development • Advice / assistant to other departments & staff

I8: Supervisor Parks

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+100%		
Core Function	69%	Daily	• Site visits / quality checks for service standards • Work order creation & assignment • Reviewing / approving invoices & bookings
Administrative Support	8%	Ad Hoc	• Advice/Assistance to other depts and staff • Follow-up on COVID protocols
Customer Service	11%	Daily - Weekly	• Inquiries / correspondence (phone, email) • Resident concerns
Internal Commitments	12%	Weekly	• Personal Training • Department Meetings

I9: Booking / Scheduling Clerk

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+162%		
Core Function	71%	Daily	• Facility contract / scheduling management • Scheduling & editing bookings • Building bookings for user groups • Assist recreation manager
Administrative Support	0%	N/A	• N/A
Customer Service	27%	Daily	• Responding to inquiries (phone, email) • Coordinate site visits
Internal Commitments	2%	Monthly	• Training / Online Course

I10: Operations Technician - Drainage

	Capacity	Frequency	Main Activities Requiring Time / Effort
Overall	+152%		
Core Function	89%	Weekly - Monthly	• Complete Ontario One Calls • Review of reporting / documents (entrance permits, road occupancy) • Complete municipal drain inspections • Update GIS
Administrative Support	5%	Weekly	• Assist Fleet Operations • Weekend Snowplows • Print timesheets for staff
Customer Service	5%	Daily	• Address resident & streetlight concerns
Internal Commitments	1%	Weekly	• Staff Meetings

Outside / Casual Employee Findings

A total of ten (10) in-person interviews were conducted with outside / casual employees within the department (one (1) session included Supervisors only). Overall, employees felt constraints on service delivery due to lack of resources and support (i.e., equipment / tool upgrades, training, and development) and lack of role clarity (i.e., increasing responsibilities on tenured staff). Employees also cited frustrations with the level of skills / expertise in management capabilities.

Aligned with the strategic themes, the following insights were found:

Motivators

- Overall, the large majority of employees felt that due to the lack of resources many of their job tasks could not be completed (e.g., seasonal inspection of trails, clean-up of ditches, playground inspections). This has a compounding effect on the volume of work, resulting in departments always trying to play catch-up.
- Across departments, there is a general frustration on how schedules are set and managed. For some departments, schedules are set on a weekly basis, providing limited visibility for staff to plan time off.
- There is a perceived lack of skills / expertise in management capabilities. Employees cited a belief that many current Supervisors and Managers have been promoted into their roles based on tenure, but do not have the skills to effectively lead and manage teams. In addition, performance reviews are conducted inconsistently across departments and are not positively viewed by employees. Reviews are seen as process-oriented versus value-add conversations for employees and managers.
- Contract durations for seasonal work are not competitive relative to other municipalities. Contract lengths for positions offered by Springwater are much shorter than surrounding municipalities (e.g., 8-months vs. 16-18 months). This is especially evident for temporary winter ploughing positions. This makes recruiting and hiring for these positions very difficult.

Competencies

- Many tenured employees felt they were not provided with adequate training to safely and successfully complete job tasks (i.e., training for use of new equipment). They cited being asked to perform tasks which they have not been properly or legally trained to do (i.e., manage propane, operate lawn equipment). However newer employees cited training has met their expectations.
- Many tenured employees feel they are not given adequate time or opportunity to attend training for relevant skill development.

- Historically training was not formally documented. There was no central tracking for who completed what training and when. In recent months, there has been an initiative to create a records management system to upkeep training records.

Alignments

- There is a lack of role clarity across some divisions within the department and/or roles (specifically within Recreation and Parks). To manage workflow, individuals are required to complete many different types of tasks outside of their formal job description. As an example, management is required to complete daily operational tasks which should be done by their respective teams. This re-prioritization of work results is office / administrative duties being incomplete.
- Specifically related to roads, capacity constraints have resulted in difficulties managing supervisory capacity and scheduling to ensure all worksites are supervised.
- Staff in departments who support with snow removal (e.g., roads, general labourers) voiced frustration with the "mandatory voluntary week-end work." Resource shortages to support with winter ploughing requires full-time FTEs to take-on extra work. Staff have limited flexibility to manage their own schedules and often end up working 6-days a week with many on-call / standby weekend shifts.
- Tenured employees cite a continuous increase in the volume of work required for their role, but do not receive additional resources to support (i.e., equipment / tool upgrades, new staff member).
- Staggered shift scheduling and lack of cross-training can cause employees to not be able to complete key tasks because they are dependent on a team member with certain skills / licenses who may not be "on-the-clock" when needed.
- Many employees are tenured and possess industry and experience knowledge. This working knowledge will be lost as employees retire and quit. Succession planning for skill development is not evident.

Efficiencies

- All supervisors felt that clear role definition by skillset would be the most beneficial resource model. Currently too many employees are required to complete multiple jobs / tasks which is ultimately leading to inefficiencies.
- Due to capacity constraints within both the department and within People & Talent, hiring for contract positions is a lengthy process. The delays on approvals have resulted in lost opportunities and unfilled positions which further perpetuates capacity constraints.
- From the findings, we can infer that the outside / casual employees are currently working over capacity, which is indicated by: (1) overtime hours being worked (i.e., employees working six (6) days a week), (2) a need for individuals to complete responsibilities outside their job description, and (3) cited lack of mentorship and

management oversight. These strains on capacity are resulting in frustration, low morale, and an inability to attract new talent.

Resource Sustainability Scale: Infrastructure & Operational Services

The Infrastructure & Operational Services department is considered **High Risk for Burnout.**



The following considerations are highlighted:

- The volume of administrative and customer service-oriented activities is placing the biggest strain on employee's capacity.
- Both the time available to complete services and the competencies needed to complete services are causing challenges to meeting service-demand levels.
- Utilizing external consultants for specialized professional services has proven to be an effective temporary staffing model.
- Having a competitive position in the job market is critical to recruiting the right talent to drive long-term productivity.
- The collective bargaining agreement for "Outside Employees" will impact role definitions and work allocation across levels. This known to Springwater leadership. Consideration must be made for the additional time / effort placed on supervisors and people managers who will be leading in this new environment.

5.0 Moving Forward

The information found in this report will support with budget discussions between the Township of Springwater's Leadership Team and Council Members (note: support with the preparation of resource budgets is outside the scope of this project). The information in the report will also be used to inform the two additional focus-areas for the project which include **1) Identifying Key Performance Indicators and 2) Identifying Data Collection & Reporting Framework.** A summary analysis of the additional focus-areas and this report will be incorporated into a single document and submitted in February 2022, in line with the project workplan.

Appendix

Appendix A: Comparable Municipality Details

Oro-Medonte

Department	Roles	Comparison Details	FTE / PTE
Administration	• CAO • Executive Assistant	• Springwater is currently recruiting for EA role	2 FTE
Development Services (Building / Septic & Planning Divisions)	• Director, Development Services • Chief Building Official • Septic Inspector • Plans Examiner / Building Inspector (3 FTE) • Building Inspector • Permit Coordinator / Junior Plans Examiner • Septic Administrative Assistant • Manager, Planning Services • Senior Planner • Intermediate Planner • Planner • GIS Technician • Zoning Coordinator • Development Services Assistant	• Oro-Medonte has one (1) additional resource within building services / septic-specific roles • Oro-Medonte has two (2) additional resources within planning services / GIS-specific and zoning-specific roles	16 FTE
Clerk's Office	• Clerk • Supervisor, Clerk's Services / Deputy Clerk • Records Management Clerk	• Similar structure to Springwater	3 FTE
Corporate Services (Economic Development, Corporate Communications,	• Director, Corporate Services • Coordinator, Economic Development / Communications	• Springwater does not have an economic development specific division / role	4 FTE

Customer Service)	• Communications & Public Relations Officer • Customer Service Representative	• Springwater has two (2) Customer Service Representatives (one currently not filled)	
Fire & Emergency Services	• Fire Chief • Deputy Chief • Emergency Services Assistant • Fire Prevention Officer • Division Chief of Training	• Similar structure to Springwater	5 FTE
Human Resources	• Director, Human Resources • Human Resources Assistant • Health & Safety / Human Resources Advisor	• Similar structure to Springwater	3 FTE
Information Technology	• Manager, Information Technology • Information Technology Technician (2 FTE)	• Oro-Medonte has one (1) additional IT resource	3 FTE
Municipal Law (By-law) Enforcement	• Manager, Municipal Law • Municipal Law Enforcement Supervisor • Municipal Law Assistant • Municipal Law Enforcement Officer (3 FTE)	• Oro-Medonte possesses / has four (4) additional resources (Manager, Assistant, two (2) Officers)	6 FTE
Operations & Community	• Director, Operations & Community Services • Manager, Facilities & Parks • Coordinator, Facilities & Parks • Operations & Community Services Assistant (3 FTE) • Manager, Operations • Manager, Infrastructure & Capital Projects • Infrastructure & Capital Projects Coordinator	• Oro-Medonte has additional management and coordinator roles / more specialized roles • Specific additional and/or specialized roles include Manager & Coordinator positions for Infrastructure & Capital Projects;	11 FTE

	• Operations Technical Coordinator • Operations Coordinator, Transportation (2 FTE)	additional Operations Coordinator / Transportation roles	
Taxes & Finance	• Chief Financial Officer / Treasurer • Manager, Finance / Deputy Treasurer • Financial Analyst • Accounting Clerk • Senior Revenue Clerk • Revenue Clerk	• Similar structure to Springwater	6 FTE
Environmental Services	• Director, Environmental Services • Environmental Services Coordinator • Environmental Systems Manager • Environmental Services Assistant • Environmental Services Lead Hand • Environmental Services Technician (5 FTE)	• Springwater outsources environmental services	10 FTE

Clearview Township

Department	Roles	Comparison Details	FTE / PTE
CAO	• CAO • Administrative Assistant • Communications / Marketing Coordinator • Manager, Human Resources	• Similar structure to Springwater • Springwater has additional human resource roles for Payroll & Benefits	4 FTE
Environmental Services	• GM, Environmental Services • Manager, Water & Sewer • Compliance / QMS Coordinator	• Springwater does not have Environmental Services / responsibilities fall under Infrastructure & Operational Services	4 FTE + additional unknown amount*

	• Public Works Clerk • Water / Sewer Lead Hand & Workers (unknown FTE count)*	• Additional administrative role (Public Works Clerk) not present within Springwater	
Transportation & Drainage	• GM, Transportation & Drainage • Planner – Subdivision Administrator • Manager, Roads • Foreman, Roads • Roads Lead Hand & Workers (unknown FTE count)*	• Springwater does not have Transportation & Drainage Department • Drainage Superintendent responsibilities within Springwater taken on by Operational Technician	4 FTE + additional unknown amount*
Finance	• Director of Finance / Treasurer • Deputy Treasurer • Tax Collector • Payroll / Benefits • Finance Assistant • Tax / Billing Services • IT Coordinator	• Similar structure to Springwater (with exception of Payroll & Benefits and IT)	7 FTE
Culture, Recreation, and Tourism	• GM, Culture, Recreation, and Tourism • Supervisor, Recreational Facilities • Arena / Parks / Pool Lead Hand and Workers (5 FTE / 6 Seasonal) • Parks and Recreation Clerk • Community Culture and Tourism Coordinator	• Springwater does not have Culture, Recreation, and Tourism / responsibilities fall under Infrastructure & Operational Services • Additional administrative role (Parks and Recreation Clerk) not present within Springwater	9 FTE / 6 Seasonal
Community Services	• Director, Community Services • Planner (2 FTE) • Planning and Dev Technician	• Springwater does not have Community Services / responsibilities fall under Planning	9 FTE

	• G.I.S. Technician • Chief Building Official • Building Inspectors (2 FTE) • Planning / Building Assistant	Services and Building Services • Springwater does not have a G.I.S. specialized role	
Legislative Services / Municipal Clerk	• Director, Legislative Services / Municipal Clerk • Deputy Clerk • Record Management Coordinator • Senior By-Law Officer • Crossing Guards (7 FTE) • By-Law / Fire Prevention Officer (shared with Fire Department)	• Similar structure to Springwater (with exception of Crossing Guards) • Crossing Guards fall under Infrastructure & Operational Services at Springwater • By-law / Fire Prevention Officer responsibilities fall under two roles / department at Springwater	6 FTE
Fire Department	• Fire Chief • Deputy Fire Chief • Training Officer (1 PTE) • Admin Assistant (1 PTE) • Volunteer Firefighters (95 volunteer)	• Similar structure with Springwater • Training Officer and Admin Assistant are FTE roles at Springwater • Prevention is responsibility of Fire Department at Springwater	2 FTE / 2 PTE / 95 Volunteer

**Note: Do not have data for select roles.*

The Township of Midland

Department	Roles	Comparison Details	FTE / PTE
Leadership	• CAO • Senior Executive Assistant	• Similar structure to Springwater	2 FTE

Community & Development	• Executive Director • Executive Assistant (reports to Executive Director) • Director of Community Services • NSSRC Operations Manager • Procurement Coordinator • Transit driver (3 FTE) • Customer Service Representative (reports to NSSRC Manager) • Booking & Events Coordinator • Labourer (2FTE) • Operations Technician (8 FTE) • Chief Building Official • Deputy Chief Building Official / Building Inspector • Building Inspector (1 FTE / 1 contract) • Administrative Assistant (reports to CBO) • Manager of Planning • Senior Planner • Planning Co-op Student • Fire Chief • Deputy Fire Chief • Fire Prevention Officer • Fire Trainer Officer • Executive Assistant (reports to Fire Chief) • 1st Class Firefighter (3 FTE) • 3rd Class Firefighter • Fire Captain (4 FTE) • Probationary Firefighter (2 FTE)	• Similar roles / departments to Springwater would consist of the combination of Planning Services, Building Services, Infrastructure & Operational Services, and Fire & Emergency Services • Midland utilizes additional levels of leadership (i.e., Executive Director overseeing Director and Management roles) and Executive & Administrative Assistants • Fire & Emergency service structure is similar to Springwater but possesses FTE Firefighter roles in addition to the volunteer Firefighters.	41 FTE / 2 Contract

Environment & Infrastructure	• Executive Director • Acting Engineer Manager • Executive Assistant (reporting to Executive Director) • Harbour Master • Manager of Water & Wastewater Services • Administrative Assistant (reporting to Manager of Water & Wastewater Services) • Manager of Operations • Administrative Assistant (reports to the Manager of Operations) • Environmental Operator I (6 FTE) • Environmental Operator II (3 FTE) • Environmental Operator III • Environmental Supervisor • Environmental Technician II / OIT • Labourer • Process Coordinator • Utilities Billing Clerk • Operations Supervisor • Operations Technician • Equipment Operator (7 FTE) • Lead Hand (3 FTE) • Senior Mechanic (2 FTE) • Mechanic • Operations Technician (9 FTE)	• Similar roles / departments to Springwater would consist of the combination of some Infrastructure & Operational Services • Springwater outsources environmental services (i.e., Water & Wastewater Services)	47 FTE
Corporate Services	• Executive Director • Clerk • Committee Coordinator / Deputy Clerk	• Similar roles / departments to Springwater would combine Clerks & By-Law Services,	22 FTE

	• Cultural Development Coordinator • Culture, Tourism, and Special Events Manager • Executive Assistant • Marketing & Communications Coordinator • Municipal Law Enforcement Officer • Traffic By-Law Officer II • Customer Service Representative • Chief Financial Officer • Financial Clerk (2 FTE) • Financial Officer • Financial Student (contract) • Budget & Financial Analyst • Financial Planning Analyst • Manager of Financial Operations / Deputy Treasurer • Supervisor of IT • GIS / IT Technician • IT Support • IT Technician II	Financial Services, IT Services, and the Communications Coordinator role. • Midland dedicates two (2) roles to culture and tourism. • Financial Services headcount similar to Springwater, with the exception of utilizing an additional Financial Student (contract) role. In addition, Midland possess two (2) Financial Clerk roles separate from the CSR role. Springwater CSR role currently completes finance-related tasks. • Midland possesses two (2) additional IT roles which are more specialized (i.e., GIS, support-focused)	
Human Resources	• Director of Human Resources / Health & Safety • H&S/HR Coordinator • HR, Payroll & Benefits • HR Support (contract) • Payroll & Benefits Admin (contract)	• Similar FTE headcount to Springwater with the exception of utilizing two (2) contract positions.	3 FTE / 2 Contract

Appendix B: Exhaustive Role-Based Capacity List

ID	Role	Effort Available	Effort Utilized	Capacity
	GENERAL ADMINISTRATION			
G1	CAO	1617.00	2262.40	139.91%
G2	Communications Coordinator	1617.00	1709.60	105.73%
G3	Manager, People – Talent, Payroll & Benefits	1617.00	2067.00	127.83%
G4	Coordinator, People – Payroll & Benefits	1617.00	1980.00	122.45%
G5	Manager, People – Safety, Learning, Employee Relations	1617.00	1853.00	114.59%
G6	IT Coordinator	1617.00	1871.00	115.71%
G7	IT Technician	1617.00	1788.88	113.23%
G8	Clerk	1617.00	2091.25	129.33%
G9	Deputy Clerk	1617.00	2016.35	124.70%
G10	Committee Coordinator / Administrative Assistant	1617.00	1962.50	121.37%
G11	By-Law Enforcement Officer	1617.00	1820.00	112.55%
G12	Supervisor MLEO	1617.00	2215.80	137.03%
G13	Director of Finance	1617.00	2538.30	156.98%
G14	Deputy Treasurer	1617.00	1964.00	121.46%
G15	Supervisor of Revenue	1617.00	2191.52	135.53%
G16	Customer Service Rep (1)	1617.00	1722.44	106.52%
G17	Customer Service Rep (2)	1617.00	1722.44	106.52%
G18	Tax & Utility Coordinator	1617.00	2319.49	143.44%
G19	Financial Analyst	1617.00	1600.00	98.95%
G20	Procurement & Claims Coordinator	1617.00	2519.00	155.78%
	FIRE & EMERGENCY SERVICES			
F1	Director of Fire & Emergency Services	1617.00	1552.80	96.03%
F2	Deputy Fire Chief	1617.00	1605.20	99.27%
F3	Division Chief - Prevention	1617.00	1932.00	119.48%
F4	Division Chief - Training	1617.00	1621.00	100.25%
F5	Emergency Services Assistant	1617.00	1650.00	102.04%
	BUILDING SERVICES			
B1	Chief Building Official	1617.00	1800.00	111.32%
B2	Deputy Chief Building Official	1617.00	2355.00	145.64%
B3	Building Official / Plans Examiner	1617.00	1718.00	106.25%
B4	Building Official	1617.00	1695.00	104.82%
B5	Building Official / Inspector	1617.00	1670.00	103.28%
B6	Building Assistant / Permit Coordinator (1)	1617.00	1881.71	116.37%
B7	Building Assistant / Permit Coordinator (2)	1617.00	1894.84	117.18%
B8	Building Assistant / Permit Coordinator (3)	1617.00	1934.67	119.65%
	PLANNING SERVICES			

P1	Director of Planning	1617.00	1798.25	111.21%
P2	Planner	1617.00	2043.75	126.39%
	INFRASTRUCTURE & OPERATIONAL SERVICES			
I1	General Manager of Infrastructure & Operational Services	1617.00	2832.50	175.17%
I10	Operations Technician - Drainage	1617.00	2464.00	152.38%
I2	Development Engineering Coordinator	1617.00	2288.30	141.52%
I3	Asset Management Coordinator	1617.00	2145.50	132.68%
I4	Manager Recreation, Parks & Facilities	1617.00	2314.00	143.10%
I5	Manager Roads & Fleet	1617.00	2437.50	150.74%
I6	Programs Supervisor / Recreation Coordinator	1617.00	2157.00	133.40%
I7	Facilities Attendant (Acting Interim Supervisor)	1944.00	3444.70	177.20%
I8	Supervisor - Parks	1944.00	1948.70	100.24%
I9	Booking & Scheduling Clerk	1617.00	2616.00	161.78%



25 Royal Crest Court, Suite 201

Markham, ON. L3R 9X4

Tel: 905-477-5544 | Fax: 905-940-1278

Website: www.myCSPN.com

Appendix F

Summary of Contracted Services & Consultants



Township of Springwater

2024/25 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

TOWNSHIP OF SPRINGWATER
SUMMARY OF 2024 BUDGET CONTRACTED SERVICES/CONSULTANTS

Division	Council	Office of the CAO and People & Talent		Corporate Services					Fire & Emergency Services	Building and Planning Services				Water		Wastewater		
Department	Council	CAO	HR	Finance	Clerks	Bylaw	IT	Cemetery	Fire	Building	Planning	Economic Development	Community Improvement Plan	Water	Source Water Protection	Snow Valley Sewer	Elmvale Sewer	Centre Vespra Sewer
Advertising		60,000	6,500							2,200	1,000	6,000						
Insurance	1,250			343,000		1,570		1,075	68,500	23,550				40,000		8,890	12,000	6,075
Audit Fees				39,304														
Dca Study																		
Strategic Plan																		
Land Purchases/Leases																		
Livestock Valuator Fees					500													
Consulting/Prosecutions						2,500												
Fenceviewers					450													
Evaluator Mileag					250													
Livestock Claims					4,000													
Consulting Fees				15,000	15,000					20,000						15,000		
CIP													15,000					
Strategic Development																		
Engineering Fees																		
Springwater Op Updates																		
Contracts Pxo																		
Garbage Contract				1,400														
Springwater Police Charge																		
Wasaga B Aerial Agreement																		
Essa Fire Agreement									3,000									
Barrie Fire Agreement									12,200									
Contracts (Ocwa)														1,106,918		262,882	178,760	171,809
Contracts				6,500		60,000	5,000	5,800	93,290						6,100			
Program Fees																		
Cleaning Contracts																		
Total (by department)	**$ 1,250**	**$ 60,000**	**$ 6,500**	**$ 405,204**	**$ 20,200**	**$ 64,070**	**$ 5,000**	**$ 6,875**	**$ 176,990**	**$ 45,750**	**$ 1,000**	**$ 6,000**	**$ 15,000**	**$ 1,146,918**	**$ 6,100**	**$ 286,772**	**$ 190,760**	**$ 177,884**
Total (by division)	**$ 1,250**	**$ 66,500**		**$ 501,349**					**$ 176,990**	**$ 67,750**				**$ 1,153,018**		**$ -**		

TOWNSHIP OF SPRINGWATER
SUMMARY OF 2024 BUDGET CONTRACTED SERVICES/CONSULTANTS

Division	Infrastructure & Operational Services										Service Partners		
Department	Roads Overhead	Road Maintenanace	Road Winter Maintenanace	Stormwater Management	Streetlights	Parks & Recreation	Recreation Programs	Facility Management (Rec Centres & Admin)	EDHS Facility	Elmvale Arena	Sports Heritage	Library	BIA	Policing
Advertising	1,000						2,000				7,000			
Insurance	49,050					33,350		31,600		10,750		19,050		
Audit Fees												2,100	1,050	
Dca Study														
Strategic Plan														
Land Purchases/Leases														
Livestock Valuator Fees														
Consulting/Prosecutions														
Fenceviewers														
Evaluator Mileag														
Livestock Claims														
Consulting Fees														
CIP														
Strategic Development												500		
Engineering Fees		30,000												
Springwater Op Updates														
Contracts Pxo														
Garbage Contract												100		
Springwater Police Charge														
Wasaga B Aerial Agreement														
Essa Fire Agreement														
Barrie Fire Agreement														
Contracts (Ocwa)														
Contracts		828,000	292,000	160,000	30,000	85,100	50,000		60,000					2,424,238
Program Fees												2,500		
Cleaning Contracts												15,000		
Total (by department)	**$ 50,050**	**$ 858,000**	**$ 292,000**	**$ 160,000**	**$ 30,000**	**$ 118,450**	**$ 52,000**	**$ 31,600**	**$ 60,000**	**$ 10,750**	**$ 7,000**	**$ 39,250**	**$ 1,050**	**$ 2,424,238**
Total (by division)	**$ 1,669,850**											**$ 2,464,538**		