

# 2026/27 Multi-Year Budget

Internally Aligned, Externally Focused



# Agenda

- Mayoral Direction
- Presentation of 2026 Mayor's Proposed Budget
- Public Feedback
- Strong Mayor Budget Process

# Mayoral Direction



# Mayoral Direction

- On June 19, 2025, Mayor Coughlin issued Mayoral Direction MDIR-2025-002, to direct staff to prepare the 2026 Budget. Specifically, the Director of Finance was required to:
  - Prepare the 2026/27 Budget & Business Plan following practices and processes that generally conformed to processes used in the past
  - Set budget activity dates, including releasing the Mayor's Proposed Budget on October 24, 2025
  - Brief the Office of the Mayor on the progress of the draft budget
  - Obtain public feedback throughout the budget process

# 2026 Mayor's Proposed Budget & Business Plan



# 2026 Mayor's Proposed Budget & Business Plan

| Consolidated Budget                 | Gross Expenditures | Gross Revenues | Net Tax Levy Requirement |
|-------------------------------------|--------------------|----------------|--------------------------|
| Tax Supported Operating             | \$30.3M            | \$28.6M        | \$1,682,419              |
| Water Rate Supported Operating      | 3.5M               | 3.5M           | -                        |
| Wastewater Rate Supported Operating | 3.4M               | 3.4M           | -                        |
| Capital                             | 59.2M              | 59.2M          | -                        |
| <b>Total</b>                        | <b>\$96.4M</b>     | <b>\$94.7M</b> | <b>\$1,682,419</b>       |

# Impact on Typical Residential Property

| Typical Residential Tax Levy              | 2025              | 2026              | Increase \$     | Increase %   |
|---|-------------------|-------------------|-----------------|--------------|
| Township of Springwater                   | \$2,281.73        | \$2,463.62        | \$181.90        | 7.97%        |
| County of Simcoe – Estimated              | 1,542.47          | 1,596.46          | 53.99           | 3.50%        |
| Education – Estimated                     | 760.41            | 760.41            | -               | -            |
| <b>Total Typical Residential Tax Levy</b> | <b>\$4,584.60</b> | <b>\$4,820.49</b> | <b>\$235.89</b> | <b>5.15%</b> |

Based on typical single family detached residential dwelling assessed at \$497,000

# Impact on Typical Residential Property

| Typical Residential Utility Bill               | 2025            | 2026            | Increase<br>\$ | Increase<br>% |
|--|-----------------|-----------------|----------------|---------------|
| Annual Water Bill                              | 605.52          | 629.74          | 24.22          | 4%            |
| Annual Wastewater Bill                         | 1,144.57        | 1,259.03        | 114.46         | 10%           |
| <b>Total Typical Water and Wastewater Bill</b> | <b>1,750.09</b> | <b>1,888.77</b> | <b>138.68</b>  | <b>8%</b>     |

Based on typical residential average annual water consumption of 180 cubic metres

# Tax Supported Operating



# Tax Supported Operating

- The tax supported operating budget includes the requirements for Township as well as its service partners:
  - Springwater Public Library
  - Ontario Provincial Police
  - Nottawasaga Valley Conservation Authority
  - Severn Sound Environmental Association
  - Elmvale Business Improvement Area
  - Physician Recruitment
- The operating requirements for these organizations are consolidated into the Township tax levy and the Township bills, collects, and remits the funding requirements to its service partners.

# Tax Supported Operating

- The tax supported operating budget is summarized in the 2026 Mayor's Proposed Budget & Business Plan, followed by budget & business plans for each Township division.
- Budget pressures for 2026 include but are not limited to:
  - Fleet and equipment costs – increased fuel, repair, and maintenance costs associated with operating an aging fleet.
  - Aging infrastructure – lack of sustainable funding to maintain existing assets
  - Slowing development – lack of growth revenues available to offset service level demands, sustained reliance on building reserves.
  - Debt repayment – the commencement of debt repayment approved for capital projects in the 2025 budget.
  - Employee compensation – cost of living adjustments, merit increases, annualization of 2025 program changes, and market adjustments.

# Tax Supported Operating – Policing

The tax supported operating budget includes the following estimate for Ontario Provincial Police (OPP) contractual costs, of which actual amounts are expected during the budget process:

- 2026 estimated contractual increase – 11% or \$282,305
- In September 2025, the Solicitor General announced OPP policing costs would be capped at 11% over 2025 costs, excluding any service enhancements
- 2026 billing statement targeted for released in November 2025

# Tax Supported Operating

| <b>Township Levy Budget Change</b>        | <b>Net Tax Impact (\$)</b> | <b>Net Tax Impact (%)</b> |
|---|----------------------------|---------------------------|
| Township Budget Change                    | 1,918,199                  | 9.09%                     |
| Springwater Public Library                | 294,431                    | 1.40%                     |
| Ontario Provincial Police                 | 282,305                    | 1.34%                     |
| Nottawasaga Valley Conservation Authority | 42,968                     | 0.20%                     |
| Severn Sound Environmental Association    | 5,794                      | 0.03%                     |
| Elmvale Business Improvement Area         | -                          | 0.00%                     |
| Barrie Area Physician Recruitment         | -                          | 0.00%                     |
| South Georgian Bay Physician Recruitment  | -                          | 0.00%                     |
| <b>Total Township Levy Budget Change</b>  | <b>2,543,697</b>           | <b>12.05%</b>             |

# Tax Supported Operating – Budget

| Township Levy Budget Change                        | Net Tax Impact (\$) | Net Tax Impact (%) |
|--|---------------------|--------------------|
| Township Budget Change                             | 1,918,199           | 9.09%              |
| Service Partners Budget Change                     | 625,498             | 2.96%              |
| <b>Total Budget Change</b>                         | <b>2,543,697</b>    | <b>12.05%</b>      |
| Less: Assessment Growth                            | 193,445             | 0.92%              |
| Less: Transfer from Tax Rate Stabilization Reserve | 667,833             | 3.16%              |
| <b>Total Township Levy Budget Change</b>           | <b>1,682,419</b>    | <b>7.97%</b>       |

# Impact on Typical Residential Property

| Typical Residential Tax Levy              | 2025              | 2026              | Increase \$     | Increase %   |
|---|-------------------|-------------------|-----------------|--------------|
| Township of Springwater                   | \$2,281.73        | \$2,463.62        | \$181.90        | 7.97%        |
| County of Simcoe – Estimated              | 1,542.47          | 1,596.46          | 53.99           | 3.50%        |
| Education – Estimated                     | 760.41            | 760.41            | -               | -            |
| <b>Total Typical Residential Tax Levy</b> | <b>\$4,584.60</b> | <b>\$4,820.49</b> | <b>\$235.89</b> | <b>5.15%</b> |

Based on typical single family detached residential dwelling assessed at \$497,000

# Tax Supported Operating – Program Changes

- Program changes represent new staffing requests, initiatives and enhancements proposed by the Township and its service partners to assist with continuing to provide a high level of service.
- The tax supported operating budget includes five Township program changes, each supported by individual justification forms.
- The net tax impact of program changes have been factored into the levy increase.

# Tax Supported Operating – Program Changes

| Program Change                     | Department                       | Gross Costs    | Reserve/<br>Cost Sharing | Net Tax Impact (\$) | Net Tax Impact (%) |
|------------------------------------|----------------------------------|----------------|--------------------------|---------------------|--------------------|
| Fire Suppression Staff – Part-time | Fire and Emergency Services      | 114,693        | -                        | 114,693             | 0.54%              |
| Outdoor Maintenance Worker         | Public Works                     | 36,578         | -                        | 36,578              | 0.17%              |
| Operator I                         | Recreation, Parks and Facilities | 71,152         | -                        | 71,152              | 0.34%              |
| IT Research and Strategy           | Corporate Services               | 18,250         | -                        | 18,250              | 0.09%              |
| IT Technician – Summer Student     | Corporate Services               | 13,889         | -                        | 13,889              | 0.07%              |
| <b>Total Program Changes</b>       |                                  | <b>254,572</b> | <b>-</b>                 | <b>254,572</b>      | <b>1.21%</b>       |

# Rate Supported Operating



# Rate Supported Operating

- In 2023, Council approved a new water and wastewater rate structure as prepared by Watson & Associates Economists Ltd.
  - The approved rate structure stipulates annual 4.00% water rate increases, and 10.00% wastewater rate increases 2024 through 2028.
- Water and wastewater rates do not have an impact on the tax levy.
  - Only those that are provided with these services are impacted by rate changes.
- Rates charges ensure the water and wastewater systems operate at cost recovery, while also funding current and future infrastructure repair and replacement.

# Rate Supported Operating

- The Township has a contract with the Ontario Clean Water Agency (OCWA) for the maintenance and operations of the Township's water and wastewater systems.
- The most recent contract, renewed in February 2025, was impacted significantly by inflation over the previous contract:
  - Labour – 38% increase
  - Chemical costs – 62% increase
  - Insurance premiums – 64% increase
- Significant inflation increases risk the Township is not collecting enough through the rates to fund infrastructure repair and replacement.
  - A new rate study will be undertaken prior to presenting 2029 rates.

# Impact on Typical Residential Property

| Typical Residential Utility Bill               | 2025            | 2026            | Increase<br>\$ | Increase<br>% |
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| <b>Total Typical Water and Wastewater Bill</b> | <b>1,750.09</b> | <b>1,888.77</b> | <b>138.68</b>  | <b>8%</b>     |

Based on typical residential average annual water consumption of 180 cubic metres

# Capital



# Capital – 10-Year Plan 2026-2035

- The capital plan is comprised of expenditures for the acquisition, repair, or replacement of municipal assets.
- The Township's 10-year capital plan outlines \$266.1M in capital expenditures across all municipal services areas.
  - \$188.4M in growth related expenditures.
  - \$77.7M in renewal/replacement related expenditures.
- The Township's 2026 capital plan outlines \$59.2M in capital expenditures.
  - Each project is supported by individual justification forms.

# Capital – 10-Year Capital Plan 2026-2035

| 2026-2035 Consolidated Capital Program by Service Area | Budget             | Capital Program % |
|--|--------------------|-------------------|
| Roads & Related Infrastructure                         | 105,925,091        | 39.81%            |
| Municipal Buildings                                    | 99,051,585         | 37.22%            |
| Wastewater Infrastructure                              | 30,772,776         | 11.56%            |
| Fleet & Equipment                                      | 17,614,600         | 6.62%             |
| Parks & Recreation                                     | 8,044,733          | 3.02%             |
| Water Infrastructure                                   | 3,261,282          | 1.23%             |
| Information Technology                                 | 1,419,709          | 0.53%             |
| <b>Total</b>   | <b>266,089,776</b> | <b>100.00%</b>    |

# Capital – 2026 Capital Plan

- While the Township prepares a 10-year capital plan, only the current is presented for adoption, along with carry forward projects.
- The 2026 capital plan is comprised of:
  - \$38.5M in carry forward capital projects.
  - \$20.7M in new capital expenditures.
- 2026 capital plan summary provides high level snapshot of all projects
- Individual capital justification forms available for each project

# Capital – 2026 Capital Plan

| 2026 Capital Plan - Expenditures | Budget            | Capital Program % |
|----------------------------------|-------------------|-------------------|
| Roads & Related Infrastructure   | 23,936,406        | 40.43%            |
| Municipal Buildings              | 15,454,485        | 26.10%            |
| Wastewater Infrastructure        | 15,697,779        | 18.07%            |
| Fleet & Equipment                | 4,642,100         | 7.84%             |
| Parks & Recreation               | 2,468,733         | 4.17%             |
| Water Infrastructure             | 1,525,282         | 2.58%             |
| Information Technology           | 484,709           | 0.82%             |
| <b>Total</b>                     | <b>59,209,491</b> | <b>100.00%</b>    |

# Capital – 2026 Capital Plan Major Projects

- Roads and Related Infrastructure
  - Craig Road - \$9,161,376
  - Mill Street West - \$3,668,339
  - John Street - \$1,638,683
  - Flos Road 10 West - \$664,950
  - Wilson Drive - \$1,486,448
  - Old Second North - \$853,614
  - Bridge 4 – Vespra Valley Road - \$1,717,484
  - Bridge 17 – Flos Road 10 West - \$1,071,219
  - Bride 19 – Flos Road 11 West - \$1,115,000

# Capital – 2026 Capital Plan Major Projects

- Municipal Buildings
  - Fire Station 2 - \$3,964,469
  - Community Hub - \$8,422,988
  - Facility Condition Assessment Program - \$809,526
  - Minesing Bowling Alley - \$135,952
  - Elmvale Arena Dehumidification - \$670,000

# Capital – 2026 Capital Plan Major Projects

- Fleet & Equipment
  - Replace Fire Tanker 45 - \$1,200,000
  - Two Plow Trucks - \$800,000
  - Road close trailers, quick attach snow blade, tractor blower - \$135,000
  - Various end of life light duty vehicles and equipment
- Parks & Recreation
  - Pedestrian Bridge 1 – Hunter Russel Trail - \$780,000
  - Playground upgrades - \$200,000

# Capital – 2026 Capital Plan Major Projects

- Wastewater Infrastructure
  - Elmvale Pumping Station – Growth - \$700,000
  - Elmvale WWTP – Renewal - \$9,631,369
- Water Infrastructure
  - Distribution system upgrades - \$843,553
- Information Technology
  - Enterprise Resource Planning software - \$250,000
  - Server replacements - \$100,000

# Capital – 2026 Capital Plan

| 2026 Capital Plan - Revenues                                  | Budget            | Capital Program % |
|---|-------------------|-------------------|
| Development Charges   | 21,891,157        | 36.97%            |
| Debt  | 19,333,104        | 32.65%            |
| Reserves and Reserve Funds – tax supported, water, wastewater | 13,679,824        | 23.11%            |
| CCBF*, OCIF**   | 3,151,751         | 5.32%             |
| Taxation  | 1,015,268         | 1.71%             |
| Other Contributions   | 138,387           | 0.23%             |
| <b>Total</b>  | <b>59,209,491</b> | <b>100.00</b>     |

\*CCBF – Canada Community-Building Fund

\*\*OCIF – Ontario Community Infrastructure Fund

# Public Feedback

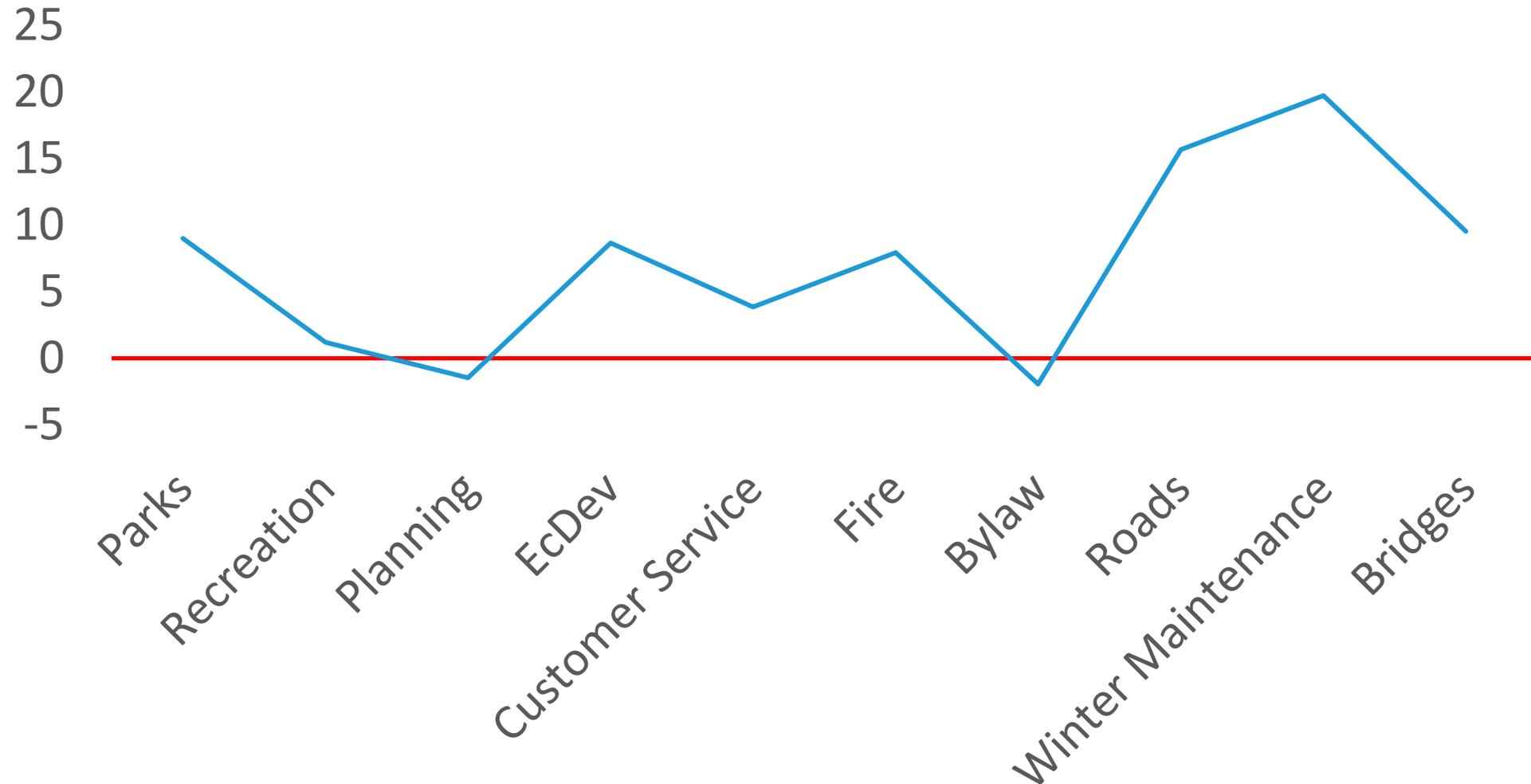


# Public Feedback

- As directed by Mayor Coughlin, public feedback was sought relating to the 2026 Mayor's Proposed Budget & Business Plan. Feedback was collected through the 2026 Budget Tool survey.
  - Survey respondents were presented the opportunity to increase or decrease service levels, as well as provide general budget feedback.
  - The budget tool survey was active October 10 through November 7, 2025.
  - The budget tool survey was soft launched during the Elmvale Fall Fair and subsequently promoted on the Township's social media accounts.

# Public Feedback - Results

## Average Change in Service Level



# Strong Mayor Budget Process



# Strong Mayor Budget Process

The 2026/27 Budget is the first Springwater budget prepared under Municipal Act, Part VI.1 Special Powers and Duties of the Head of Council. Under this framework, the Mayor is legislatively required to prepare and propose the annual budget on or before February 1, followed by a statutory process leading to budget adoption:

- Mayor releases Proposed Budget to Council, the Clerk, and the public
- Council amendment period – up to 30 days
- Mayor veto period – up to 10 days
- Council override period – up to 15 days

# Strong Mayor Budget Process - Visual

**STRONG  
MAYOR  
BUDGET  
TIMELINES**

**By February 1**  
*Mayor introduces  
proposed budget*

**Up to 30 days after  
receiving the proposed  
budget**  
*Council can shorten via  
resolution*

**Up to 10 days following  
council amendment period**  
*Mayor can shorten by  
providing document to  
members of council and  
municipal clerk*

**Up to 15 days  
following veto  
period**  
*Council can shorten  
via resolution*

**STRONG  
MAYOR  
CRITERIA**

Mayor prepares a proposed municipal budget and provides to each member of council, municipal clerk and makes available to the public

Council can make amendments to the proposed budget by passing resolutions with a simple majority vote

Mayor **vetoes** one or more council amendments

**OR**

Mayor **does not** exercise veto power

**OR**

Council **does not** make amendments to the proposed budget

Council may override some or all of the mayor's vetoes with a 2/3 majority of council vote.

Proposed budget, as amended by council deemed to be adopted by the municipality

Proposed budget, deemed to be adopted by the municipality

Proposed budget, including any amendments that were: 1) not vetoed or 2) that were vetoed, and the veto was overridden, is deemed to be adopted by the municipality

# Next Steps

- Service partner presentations – November 19, 2025
- Council amendment period – concludes December 5, 2025