

# 2025/26 Multi-Year Budget

Internally Aligned, Externally Focused



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November 6, 2024

Mayor Coughlin and Members of Council,

Staff are pleased to present the Township of Springwater's 2025/2026 Proposed 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 2025 workloads; and,
- f) Water and wastewater rates (as approved by Council through the 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 and the 2025 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 Proposed Consolidated Budget & Business Plan is comprised of five (5) key components:

- 1) The 2025/2026 Proposed Tax Based Operating Budget – includes programs and services that are primarily funded from property taxes, reserves and user fees;
- 2) The 2025/2026 Proposed Water Rate Based Operating Budget – includes programs and services that are primarily funded from water reserve funds and user fees;
- 3) The 2025/2026 Proposed Wastewater Rate Based Operating Budget – includes programs and services that are primarily funded from wastewater reserve funds and user fees;
- 4) The 2025 Proposed Capital Budget – includes projects in which the Township acquires, constructs, and/or renews the service potential of its infrastructure assets. The 2025 Capital Budget includes carryforward funds from 2024 for projects which were not completed in 2024 and are projected to be completed in 2025; along with new funds that have been requested for projects in 2025; and,
- 5) The 2025/2026 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.

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### **2025/2026 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 2025 Budget and approve “in principle” the 2026 Budget. Council will have the opportunity to officially adopt the 2026 Budget the following year, subject to any changes and approve “in principle” the 2027 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.

### **2025 Proposed Tax Based Operating Budget:**

The 2025 Proposed Tax Based Operating Budget consists of gross expenditures in the amount of \$35.4M and revenues of \$32.7M, thus leaving a net tax levy requirement of \$2.7M. As such, the impact of the Proposed 2025 Tax Based Operating Budget is a net increase of 14.69% over 2024. This includes the requirements for the 2025 non-union compensation, estimated 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 anticipated increase of 4.00%, and the Education rate, which is to remain revenue neutral, the blended property tax increase is estimated at 8.31%. For an average residential property assessed at \$497,000, this amounts to an approximate annual increase of \$367.21 over 2023 or \$30.60 per month.

Residential properties assessed at an amount lower than \$497,000 can expect an annual increase that is lower than \$367.21 and residential properties assessed at an amount higher than \$497,000 can expect an annual increase that is higher than \$367.21.

### **Increase in Tax Levy to Support Capital Infrastructure:**

The 2025 Proposed 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. A 1% tax levy increase equates to approximately \$190,548 in net expenditures.

### **2025 Program Changes:**

The 2025 Proposed Tax Based Operating Budget currently proposes thirteen (13) program changes for the Township and three (3) program changes for Service Partners. Staff are seeking Council’s consideration of all program changes; the net impact is an additional \$1,084,303 or 5.69%. Further details regarding these program changes can be found under the 2025 Operating Budget details section of the Budget Book (under each Division Tab).

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**2025 Proposed Water & Wastewater Rate Based Operating Budgets:**

In 2023, Council approved an update to the water and wastewater rate structure through the assistance of Watson & Associates Economists Ltd. As a result of the rate structure study, at its regular meeting on December 6, 2023, Council passed Resolution C723C-2020 stipulating a 4.00% annual increase for water rates and a 10.00% annual increase for wastewater rates for 2024 to 2028. Revenue estimates for water and wastewater reflect the suggested rate increases.

Not all residents of Springwater are connected to municipal water and/or wastewater services. Only those benefiting properties are charged the water and/or wastewater rate.

**2025 Proposed Capital Budget:**

The Proposed Capital Budget is comprised of carry forward projects from 2024 in the amount of \$33.8M, as well as new capital requests for 2025 in the amount of \$22.6M, for a total 2025 Capital Budget of \$56.4M. All new capital dollars requested in 2025 have been supported with a capital project justification, further details can be found in the Budget Book under Capital.

The Proposed Capital Budget includes increased investment in roads and municipal buildings that are being funded from taxation when compared to 2024. With respect to roads, on March 6, 2024, Council passed Resolution C119C-2024, endorsing Capital Planning Scenario 2 of the 2024 Roads Needs Study. This scenario requires a \$3.5M annual capital investment in roads rehabilitation in 2025. The increase in taxation levy supporting capital infrastructure is necessary to meet Council's road rehabilitation target of \$3.5M, as well as the annual investment in the Township's facility condition assessment program

**Review and approval process:**

On November 6, 2024, staff will be tabling the Proposed 2025/2026 Budget. Furthermore, staff have scheduled Council one-on-one sessions for the week of November 11 to 15, 2024. Budget deliberation meetings are scheduled for November 18, 20, 25 and 27, 2024. Council is being requested to approve the 2025/2026 Budget on December 4, 2024.

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](http://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

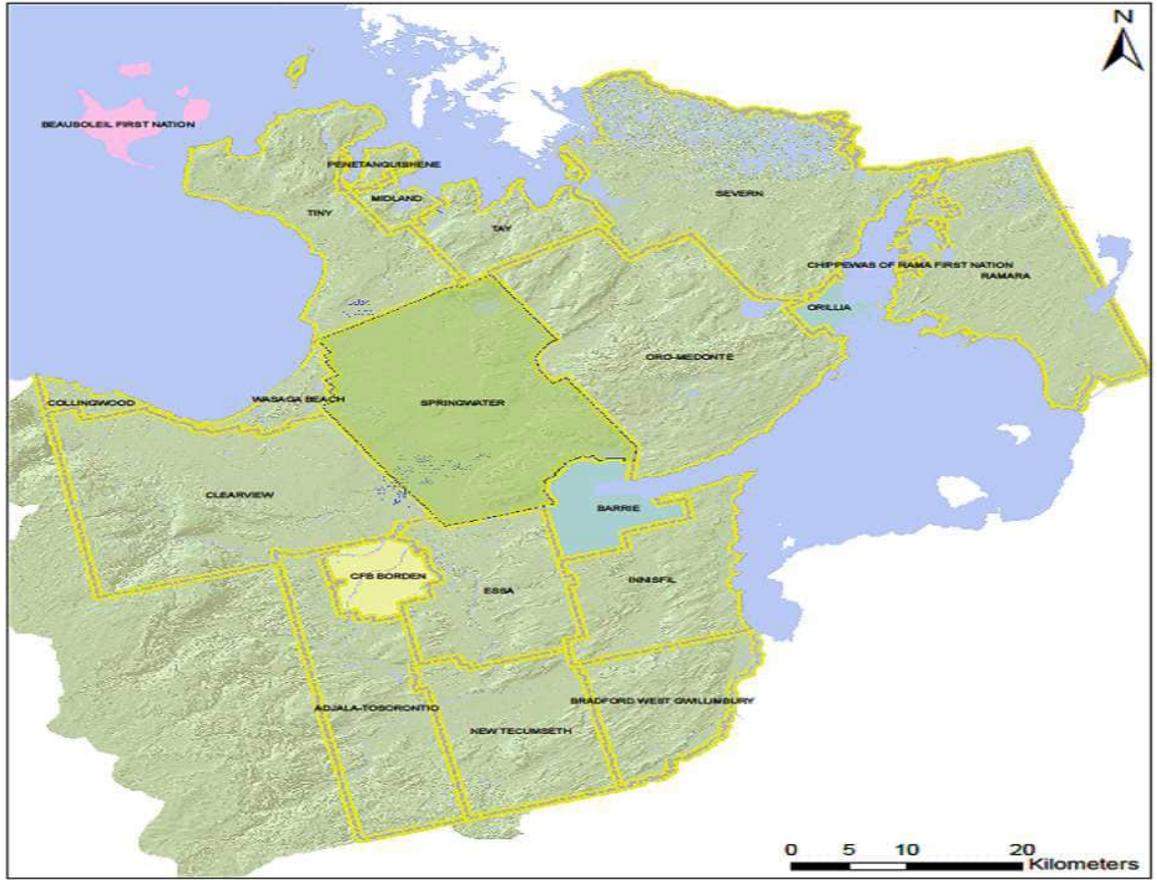
The Township prides itself in providing comprehensive and responsive services to its residents, including:

- 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.

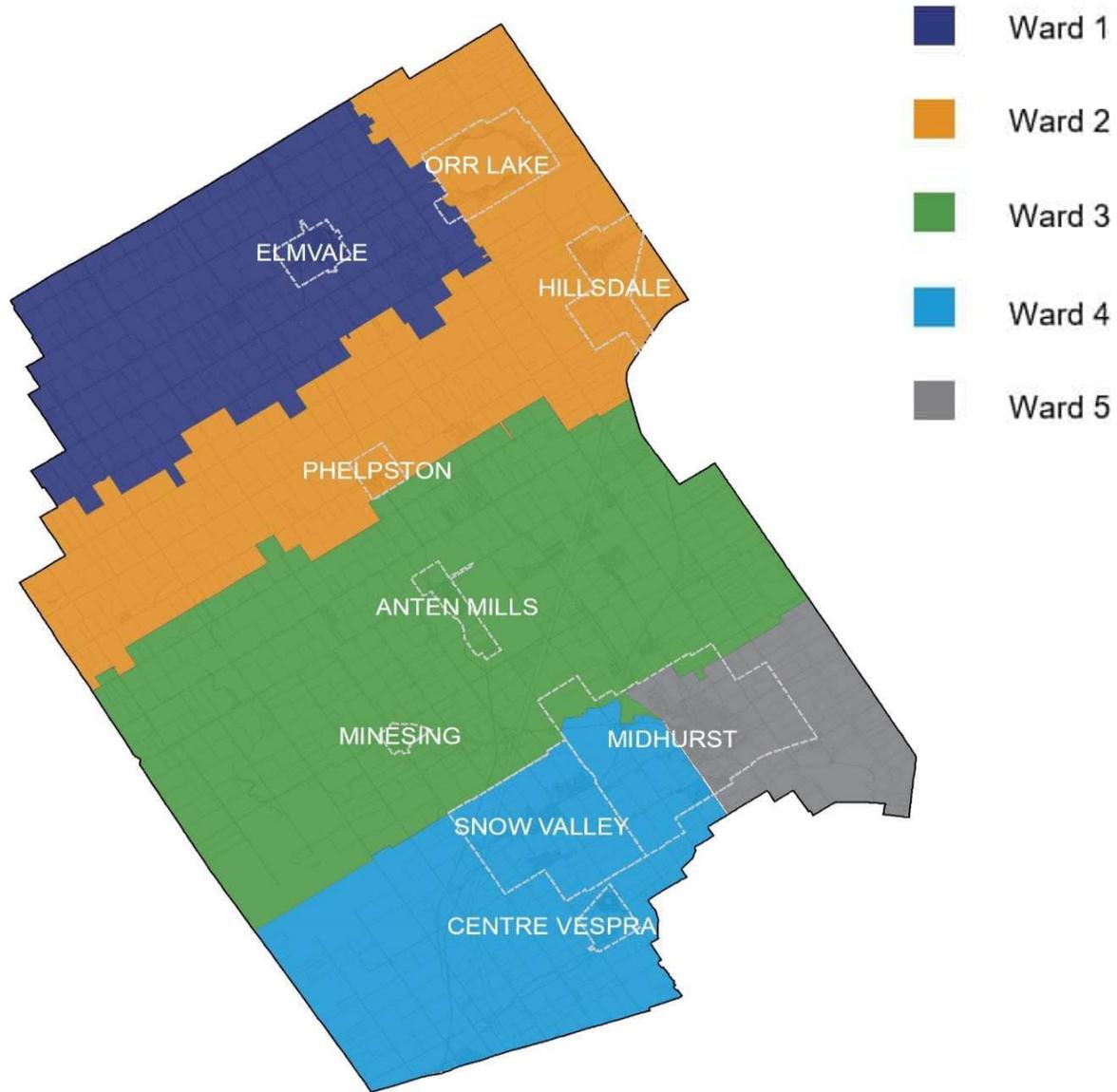
As part of proper stewardship, the Township acquires and maintains infrastructure to support its residents and aligns this process with long-range financial planning. Major infrastructure includes:

- 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



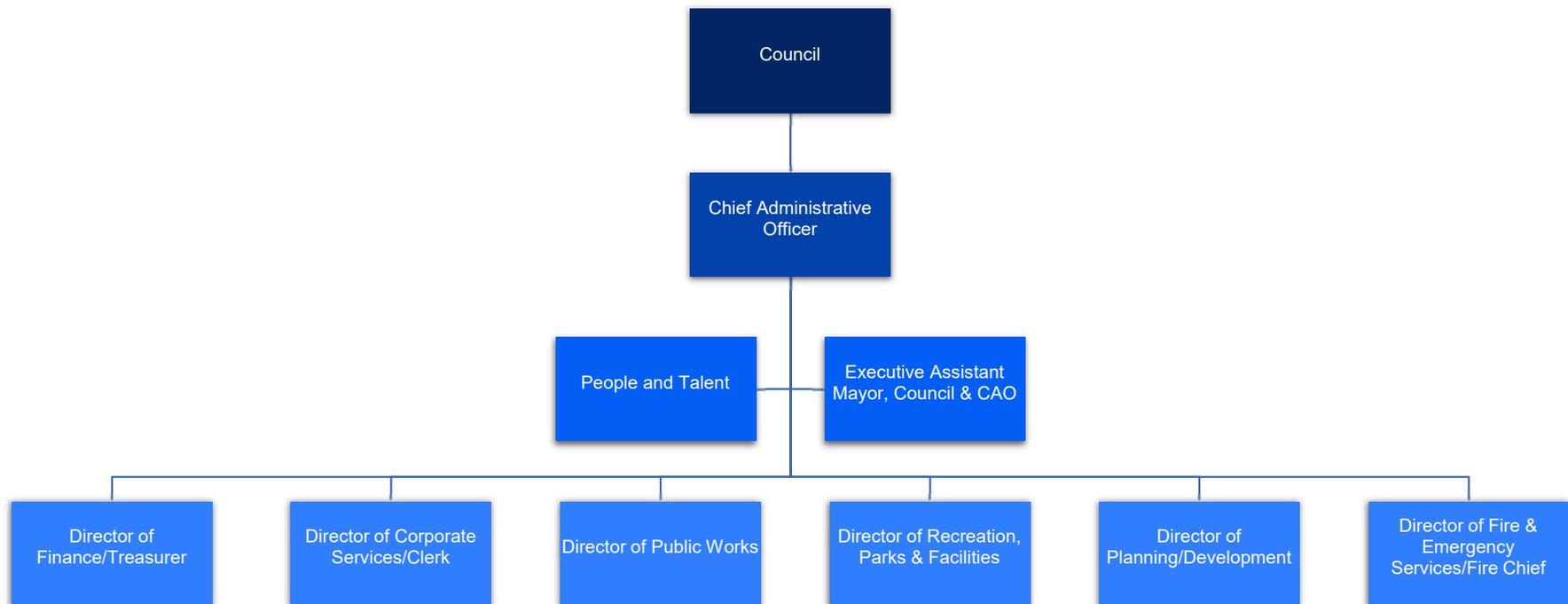
# Township of Springwater Ward Boundary Map



# Township 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:



# Township Council

Township of Springwater Council is comprised of a Mayor, a Deputy Mayor and five Councillors 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**

# 20-Year Community-Based Strategic Plan

## Annual Update

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Internally Aligned, Externally Focused



# Why a Strategy?

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Better equips the Township to decide on future priorities

Assists with infrastructure planning and budget development

Establishes a framework for development of other municipal plans

Assists in guiding the Township in decision-making, planning and execution of key initiatives throughout the next 20 years

# Community Vision

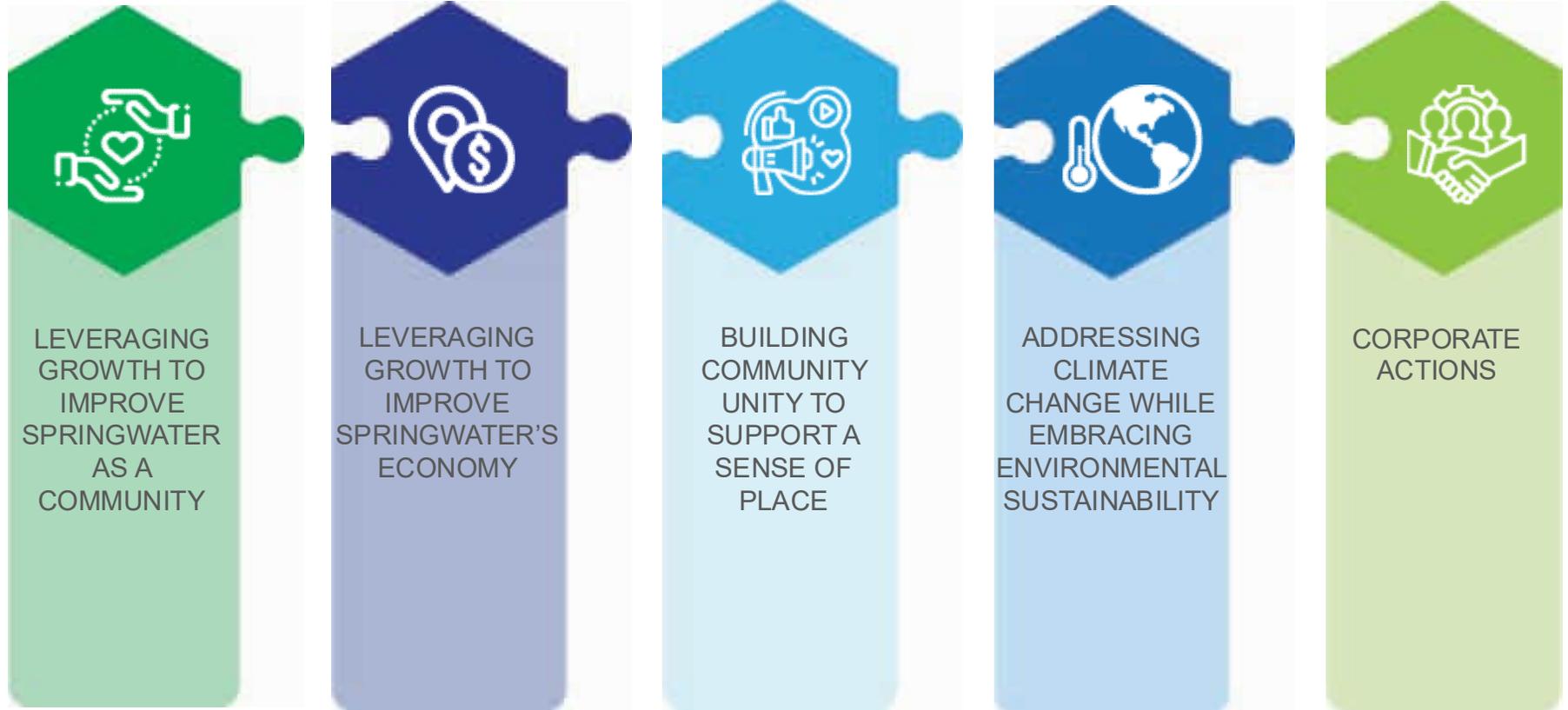
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- The Township of Springwater will provide progressive leadership and exceptional service delivery to all stakeholders in the community.
- It will strive to provide for modern sustainable communities that offer services, businesses, and required infrastructure to support its residents, while maintaining its traditions and small-town charm.
- It will be a 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.

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# Strategic Goals/Priorities

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# Goal #1: Leverage Growth to Improve Springwater as a Community

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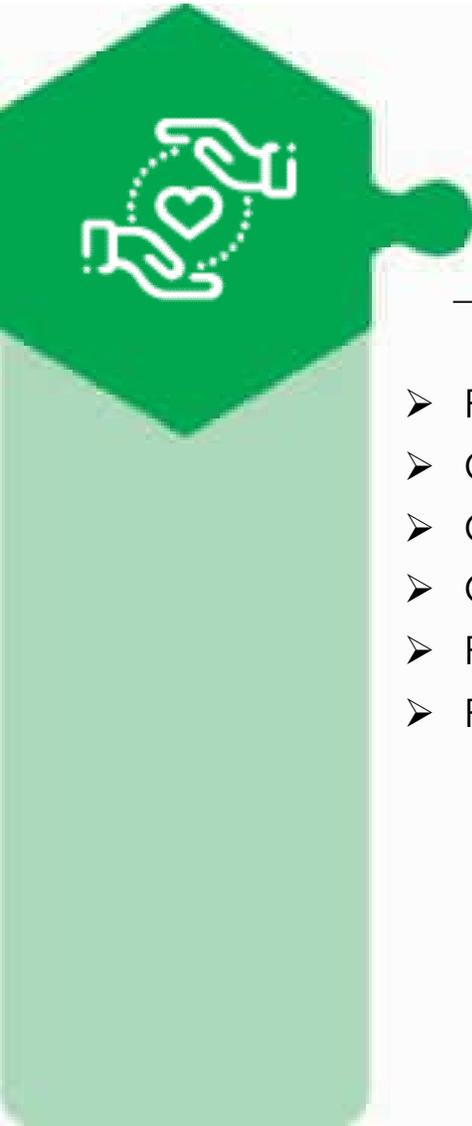
1. Build “complete communities” to support the local population, including the necessary infrastructure for people of different ages and stages in life. **(6 actions)**
2. Ensure that the Community Hub including the new fire station, Emergency Medical Services Post, multi-use recreation complex (double ice pad) and library is constructed. **(5 actions)**
3. Build partnerships to support a complete and healthy community. **(4 actions)**
4. Implement the policies of Smart Growth Management in all future planning for Springwater to manage sprawl and to protect farmland for future generations. **(6 actions)**



# Goal #1: Notable Highlights - Completed

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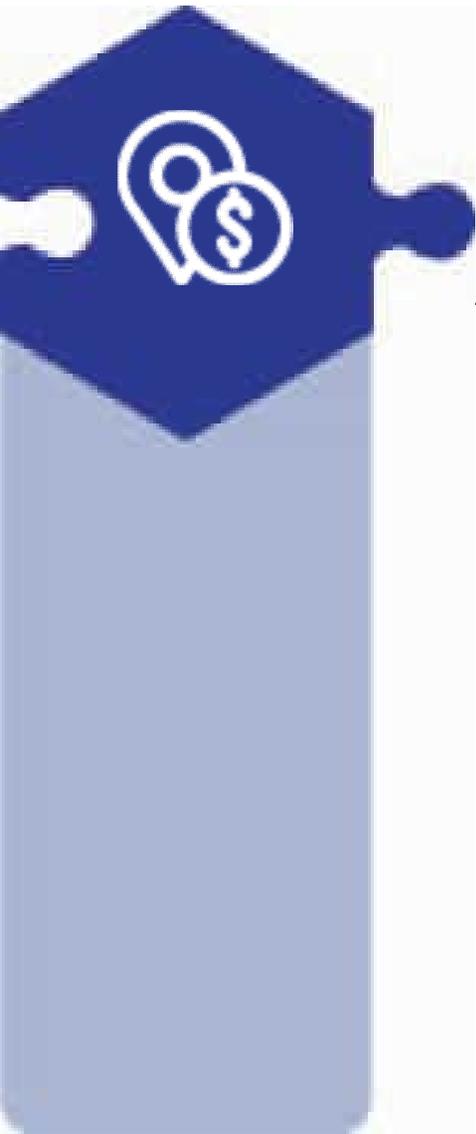
- ✓ Move forward and finalize updates to the Township Official Plan and its background studies.
  - ✓ Request Council consider adopting the updated Official Plan in the first quarter of 2023 - **Objective 4, Action 5.1**
  - ✓ Update the Development Charges Background Study - **Objective 4, Action 5.2**



# Goal #1: Notable Highlights – In Progress

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- Prepare Growth Management Study - **Objective 1, Action 1 and Objective 4, Action 2**
- Community Hub Concept Master Plan - **Objective 2, Action 1**
- Groundbreaking Ceremony new Fire Station 2 - **Objective 2, Action 3**
- Groundbreaking Ceremony new County of Simcoe EMS post - **Objective 2, Action 4**
- Proposed Springwater Health Services Complex - **Objective 3, Action 1**
- Review and update or develop new policies and by-laws including:
  - Property Standards - **Objective 1, Action 6.4**
  - Short-term Rental - **Objective 1, Action 6.7**

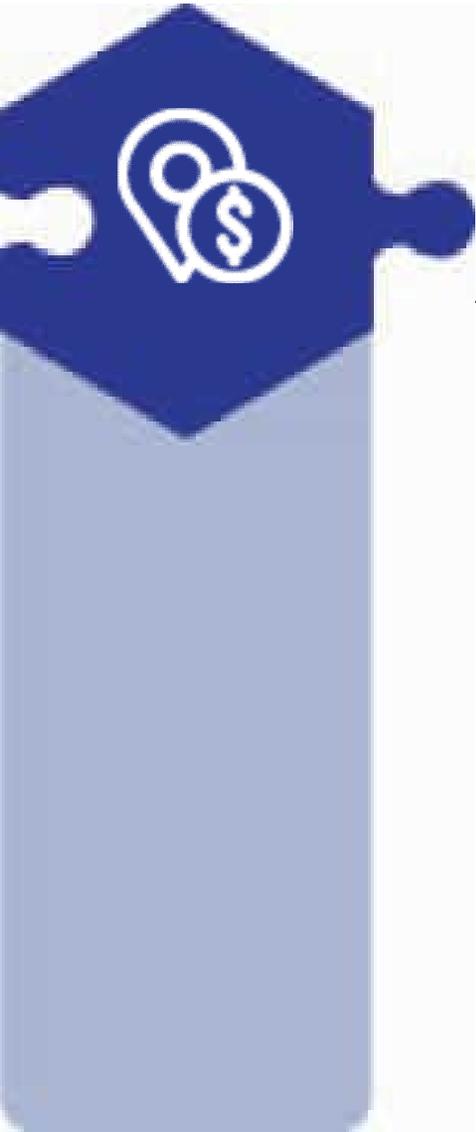


## Goal #2: Leverage Growth to Improve Springwater's Economy

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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'. (**8 actions**)
2. Revive the main streets of each core community, maintaining their uniqueness and heritage. (**5 actions**)
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. (**1 action**)
4. Provide support to the agricultural sector, as it is a key economic driver within the municipality. (**5 actions**)
5. Develop a tourism program focused on supporting recreation, arts and culture, and heritage (natural and built). (**7 actions**)

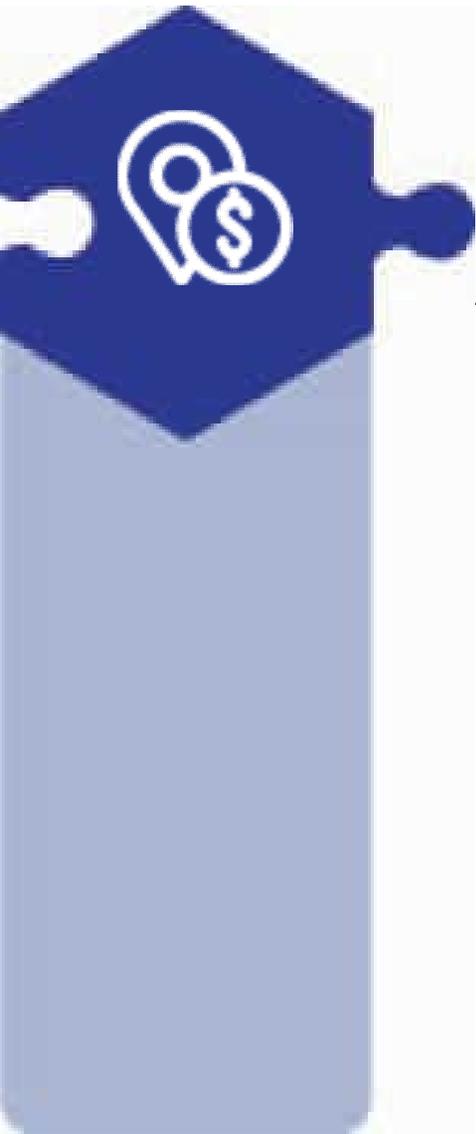
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## Goal #2: Notable Highlights - Completed

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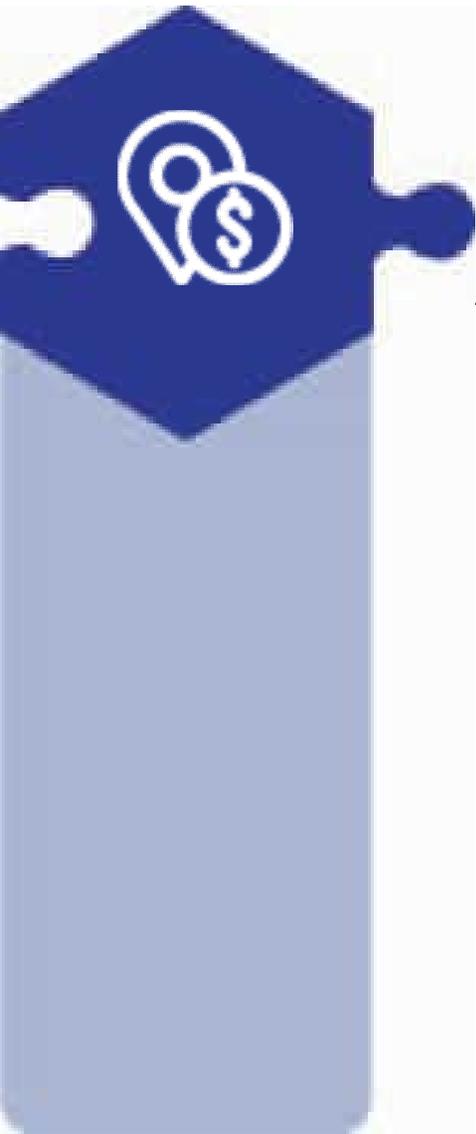
- ✓ Creation of development action review team (“DART”) - **Objective 1, Action 5**
- ✓ Review of Elmvale BIA’s Constitution - **Objective 2, Action 1**
- ✓ Provide opportunities for agritourism - **Objective 4, Action 1.1**
- ✓ Continued support for Agricultural Advisory Committee - **Objective 4, Action 3**



## Goal #2: Notable Highlights – In Progress

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- Support a long-term economic development program - **Objective 1, Action 1**
- Identify serviced employment lands - **Objective 1, Action 4**
- Extension of temporary encroachment agreements, outdoor patios - **Objective 2, Action 2**
- Support and continuation of the Springwater Farmers' Market (Elmvale) - **Objective 4, Action 2.1 and Action 2.3**
- Promotion of agricultural programs and policies - **Objective 4, Action 4**
- Promotion of local food/farm events in Springwater - **Objective 4, Action 5**



## Goal #2: Notable Highlights – In Progress

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- Explore tourism grant opportunities - **Objective 5, Action 3**
- Expansion of digital signage program - **Objective 5, Action 5**
- Partner with the Springwater Sports Heritage Board - **Objective 5, Action 6.7.2**
- Implement Trails Master Plan - **Objective 5, Action 7.1**
- Implement the Recreational Master Plan - **Objective 5, Action 7.2**



## Goal #3: Build Community Unity to Support a Sense of Place

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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 #3: Notable Highlights – Completed

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- ✓ Facilitated active engagement at Town Hall Meeting and Public Information Centres - **Objective 1, Action 3**



## Goal #3: Notable Highlights – In Progress

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- Recruitment of communications assistant - **Objective 1, Action 1**
- Fostering partnerships with local media - **Objective 1, Action 6**
- Support of a Library Master Plan - **Objective 1, Action 8**
- Ongoing support of Community Recreation Associations and local community events - **Objective 2, Action 2**
- Development of an active transportation master plan - **Objective 2, Action 3**
- Preparation for Township's 30<sup>th</sup> Anniversary celebration - **Objective 2, Action 4**



## Goal #4: Addressing Climate Change While Embracing Environmental Sustainability

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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 #4: Notable Highlights – In Progress

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- Progression through the five steps of the FCM Partners for Protection Plan - **Objective 1, Action 2**
- Procurement By-law updated to encourage Sustainable Procurement - **Objective 1, Action 3**
- Continue providing for virtual or hybrid meetings - **Objective 1, Action 4**
- Explore moving to Electric Vehicles and equipment - **Objective 1, Action 7**
- Go paperless - **Objective 1, Action 9**
- Encourage installation of EV charging stations - **Objective 2, Action 1**
- Encourage residents to be mindful of recycling and proper garbage disposal - **Objective 2, Action 3**
- Promote local green initiatives - **Objective 3, Action 2**



## Goal #4: Notable Highlights – In Progress

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- Leverage Springwater’s reality as having “the world’s purest spring water” on earth - **Objective 4, Action 1**
- Ensure regulations and/or by-laws are designed to protect Springwater’s natural beauty - **Objective 4, Action 2**
- Collaborate with community organizations to enforce rules (i.e., protect forests, natural walkways, trails, etc.) - **Objective 4, Action 3**
- Manage Springwater’s projected growth - **Objective 4, Action 4**
- Promote significance of partner organizations (NVCA, SSEA) - **Objective 5, Action 1**
- Develop community partnerships to encourage green programs - **Objective 5, Action 3**



## Goal #5: Corporate Actions

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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. (**3 actions**)
2. To improve communications internally within the Township and externally with residents, businesses, and investors. (**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**)
5. To have a clear understanding of all the strategies that are currently in place and the actions that are still required. (**3 actions**)



# Goal #5: Notable Highlights – In Progress

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- Ensure budgets and business plans are fiscally responsible - **Objective 1, Action 1**
- Continue to update and enhance Asset Management efforts - **Objective 1, Action 3**
- Undertake a Corporate Communications Strategy - **Objective 2, Action 1**
- Implement new Corporate Organizational Structure - **Objective 3, Action 1**
- Develop Corporate Human Resources Master Strategy - **Objective 3, Action 2**
- Implement Service Springwater - **Objective 4, Action 1**
- Continue to Implement Service Delivery Review Recommendations - **Objective 4, Action 2**

# 2025/26 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 2025/26 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 July 3 2024, Council was presented with the 2025 Budget Directions Report prepared by Township staff, which provided for the following:

The 2025 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 2025 workloads; and
- f) Water and wastewater rates (as approved by Council through the 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 2025 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:



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 2025/26 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 2025/26 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 2025/26 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 11, 2024.

➤ *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 2025/26 Budget & Business Plan will be tabled on November 6, 2024.

➤ *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).

# 2025/26 Budget Timeline

The development of the 2025/26 Budget is as follows:

Action Item	Date
Budget Directions from Council	July 3, 2024
Drafting of Operating & Capital Budgets	September to October 2024
Senior Management Review	October 2024
Finalization of Draft Operating & Capital Budgets	October 2024
Proposed 2025/26 Budget Tabled (Public Meeting)	November 6, 2024
Council One-on-One Sessions	November 11 to 15, 2024
Service Partner Presentations	November 18, 2024
Budget Deliberation Meeting	November 20, 25, 27 and December 3, 2024
2025/26 Budget Adopted/Approved by Council	December 18, 2024

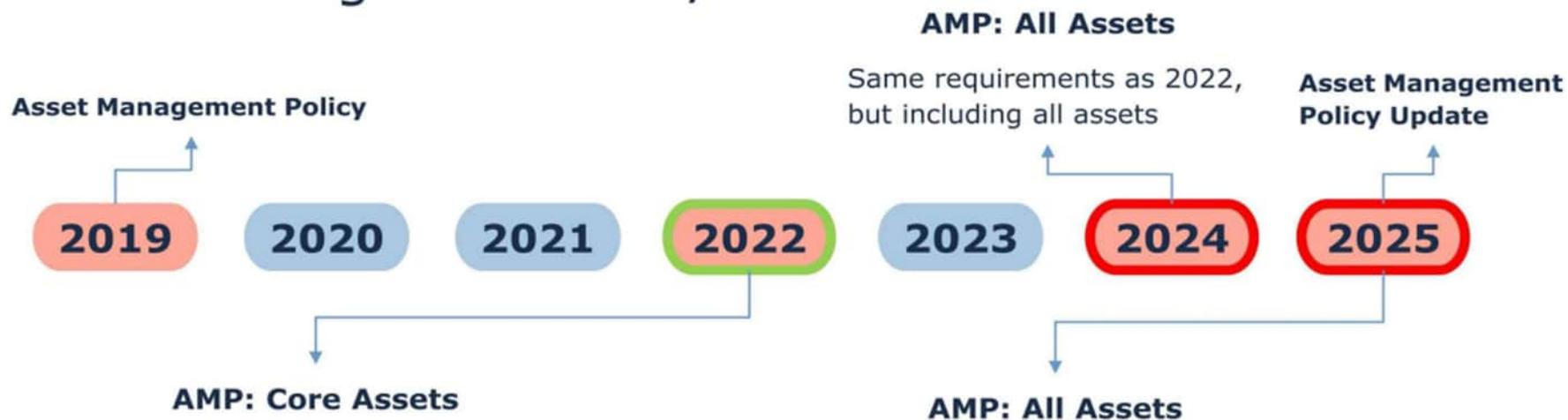
# Asset Management Plan (AMP)

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 Regular Meeting of Council on October 16, 2024, Council approved the 2024 Asset Management Plan in accordance with O. Reg 588/17.

## Ontario Regulation 588/17

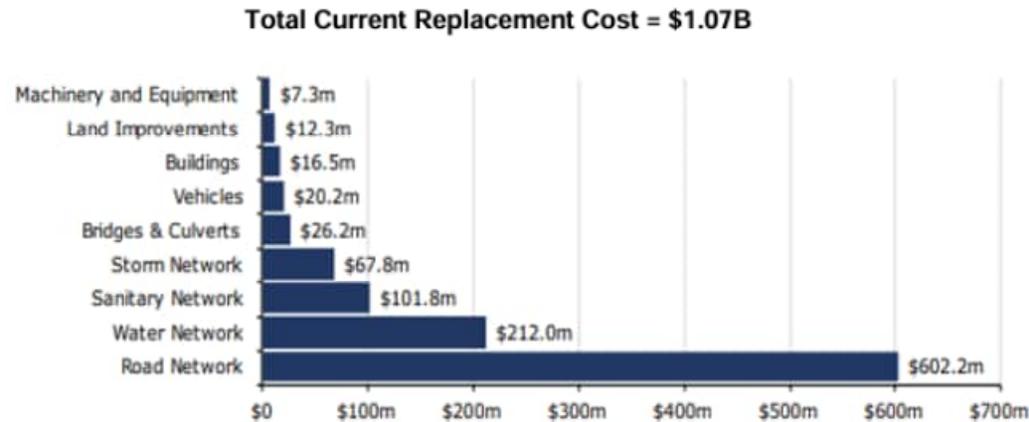


1. 2022 - Snapshot in time
2. Current levels of service
3. Inventory analysis
4. Lifecycle activities to sustain LOS
5. Cost of lifecycle activities
6. Population and employment forecasts
7. Discussion of growth impacts

1. Proposed levels of service for the next 10 years
2. Updated inventory analysis
3. Lifecycle management strategy
4. Financial strategy and addressing shortfalls
5. Discussion of how growth assumptions impacted lifecycle and financial strategy

# Asset Portfolio Summary

The asset categories captured in the 2024 Asset Management Plan have a total replacement cost of \$1.07 billion based on inventory data from 2023. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects the replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



The current condition of the assets is central to all asset management planning. Collectively, 83% of the assets that the Township of Springwater owns, based on current replacement value, are in fair or better condition. This estimate relies on both age-based and field condition data.

This Asset Management Plan relies on assessed condition data for 62% of the assets; for the remaining 38%, assessed condition data was unavailable, and asset age was used to approximate condition. This is a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement equates to approximately \$26.1 million or a target reinvestment rate of 2.4%. The Township's 2025 Capital Plan includes gross expenditures in the amount of \$55.2M. Of this amount, \$24.9M is for the repair and replacement of existing infrastructure. When compared to the annual target of \$26.1M, the Township is \$1.2M short of its recommended annual target. This funding shortfall is pushed into 2026 and subsequent years capital plan, creating a further infrastructure funding backlog.

The 2025 budget includes funding to address the July 1, 2025 O. Reg 588/17 requirements. By this date, municipalities must have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2024. This includes an identification of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities.

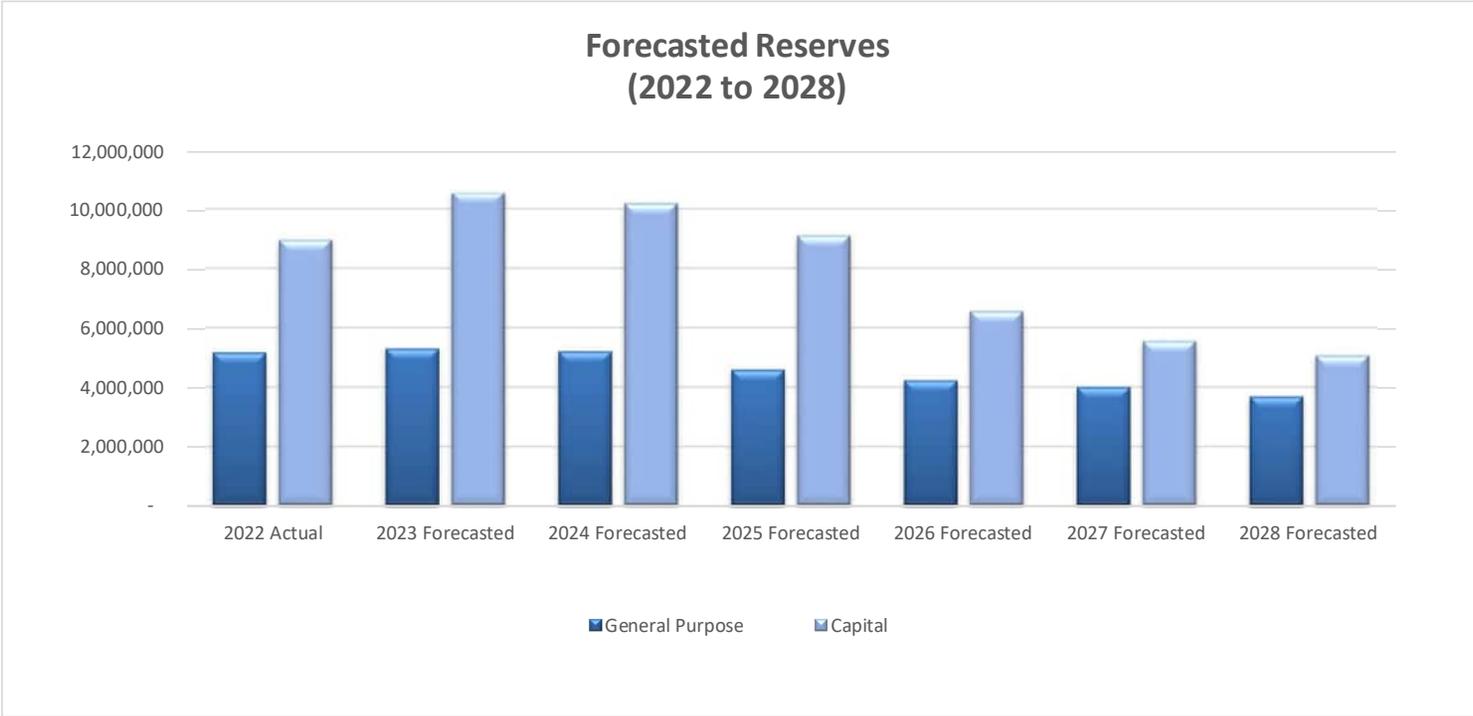
# Reserves and Reserve Funds

## 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 (2025-2034).

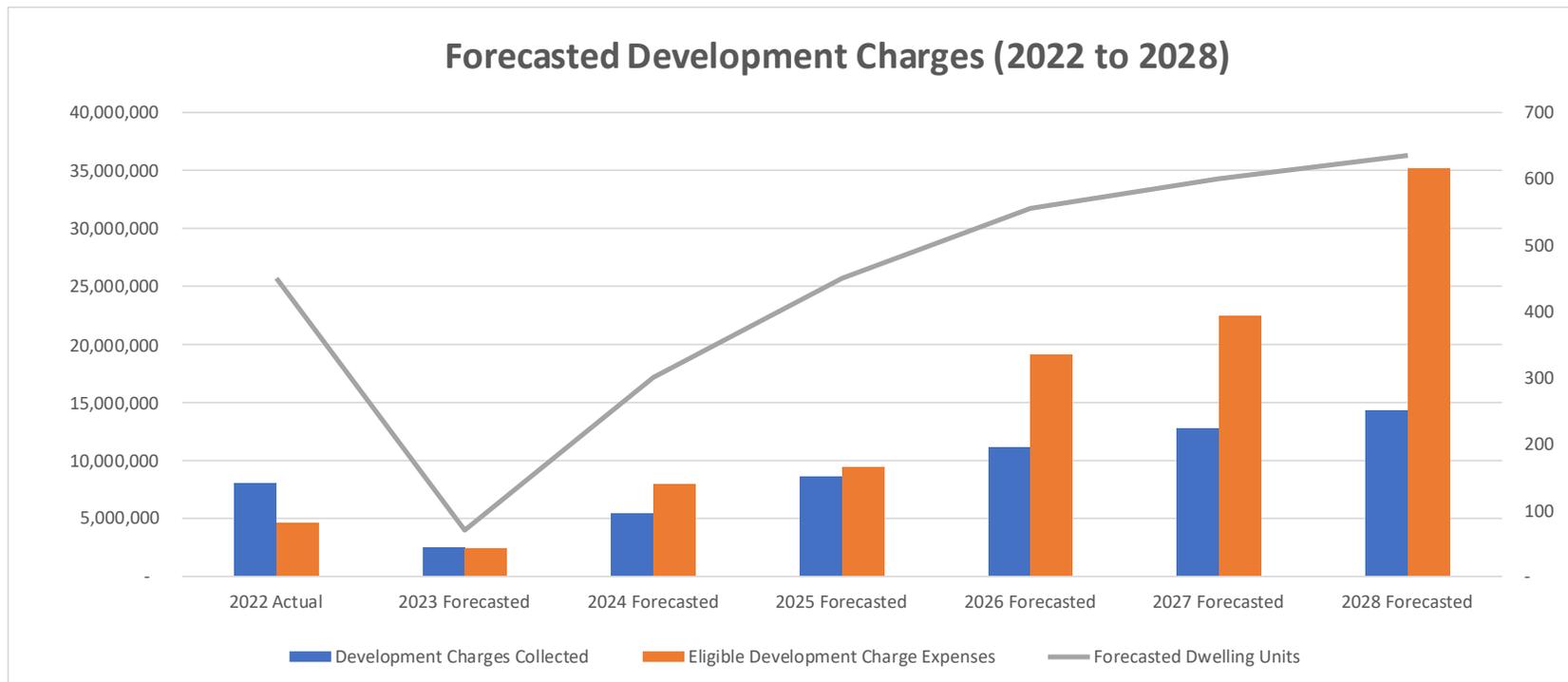


## Reserve Funds

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.

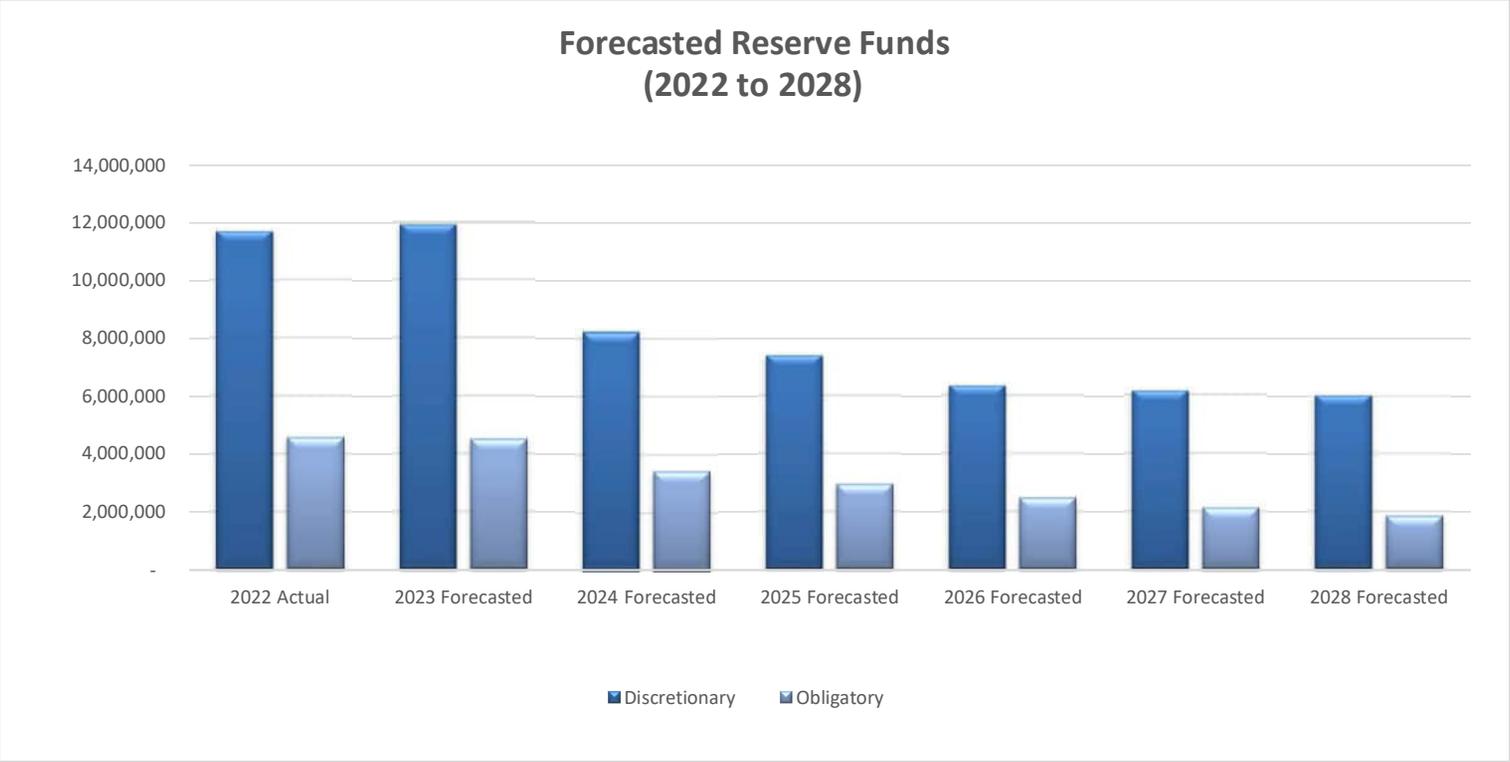
Development Charges provide for the recovery of growth-related capital expenditures from new development. The *Development Charges Act, 1997*, forms the statutory basis to recover growth-related charges. They are levied on residential and non-residential development at either subdivision approval or 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.



An updated forecasted development charges 2025 to 2029, including forecasted unfunded development charges, will be presented for Council's consideration in early 2025.

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. 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 (2025–2034) for further details regarding the specific projects that are anticipated to be constructed during this time.



# Debt

## External Debt

At year-end 2024, the Township’s outstanding external debt is estimated to be \$1.3 million, associated with the Township Administration Centre.

## Internal Debt

The Township utilizes internal debt as a funding source for projects where other sources of funding are not sufficient and the cost of issuing external debt is a hinderance. Similarly to external debt, internal debt allows the cost of assets to be spread over their useful lives. The 2024 Budget identified several projects for internal debt financing, of which only the replacement of Fire and Emergency Service Pump 31 will impact the 2025 Budget.

## Annual Debt Servicing Costs

Annual debt servicing costs are included in the amount of the property tax rate and the user rate calculations as applicable. The table below summarizes the 2025 actual annual debt charges (principal and interest) for the Township’s existing debt.

Project	Debt Issuer	Amount (\$)	Funding Source
Administration Centre	External	280,123	Taxation
Fire – Replacement of Pump 31	Internal	26,882	Taxation
<b>Total (excluding Tile Drain Loans)</b>		<b>\$307,005</b>	

**2025/2026 Debt Servicing Costs**

The Township is anticipating requiring approximately \$8.5M in new debt to finance roads and fleet capital projects, as well as the multi-purpose complex, identified through the 2025 Capital Budget. The 2025 debt allocation includes the following project categories:

Project	Amount (\$)
Roads and Related Infrastructure	\$7,370,000
Fleet and Equipment	\$575,000
Municipal Buildings	\$315,750
Parks and Recreation	\$292,000
<b>Total</b>	<b>\$8,552,750</b>

The repayment requirements of new debt will generally commence in the year after costs are incurred.

### 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 include 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., 2024’s ARL is based on the 2022 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) 2022 Net Revenues less Grants	\$27.2M
B) 25% of Net Revenues (\$27.2M x 25%)	6.8M
C) 2022 Debt Servicing Costs	0.6M
D) 2024 Estimated Annual Repayment Limit (B-C)	6.2M
<b>Available Debt Capacity (D / B)</b>	<b>91.2%</b>
<b>Used Debt Capacity (C / B)</b>	<b>8.8%</b>

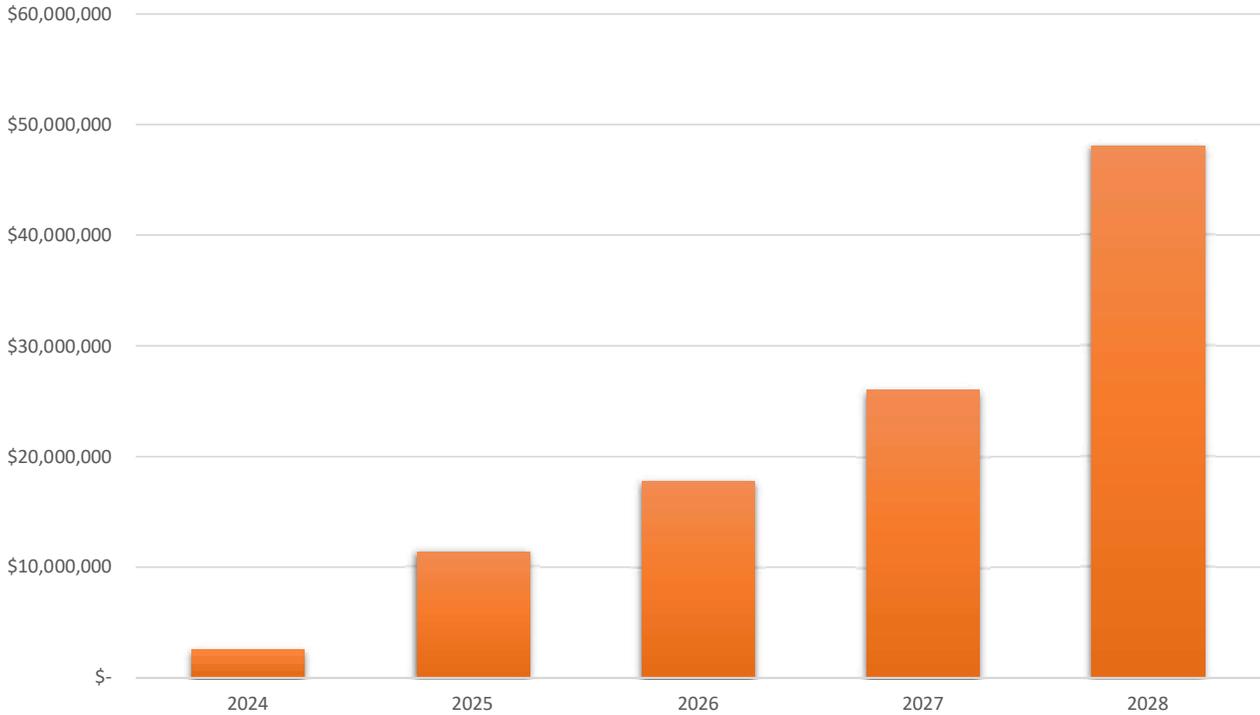
Based on the chart above, the Township has flexibility as it relates to its debt capacity. For example, the Township could issue debt in the amount of \$77M at a 5% annual rate over a term of 20 years and still be within its debt capacity.

**Forecast Debt**

The Township anticipates issuing approximately \$8.5M in renewal/repair related debt in 2025 to finance capital projects that have been identified in the 2025 and 10-Year Capital Plan. In addition, the 10-Year Capital Plan (2025-2034) proposes to utilize debt to invest in the Township’s capital infrastructure.

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.

# Annual Debt Forecast



# 2025 Consolidated Budget



The 2025 Consolidated Budget is comprised of the 2025 Tax Supported Operating Budget including proposed Program Changes, the 2025 Water Rate Supported Operating Budget, the 2025 Wastewater Rate Supported Operating Budget, and the 2025 Capital Budget.

	2023 Actual	2024 Approved	2025 Approved	Variance to 2024 Budget \$	Variance to 2024 Budget %
<b>Gross Expenditures</b>					
Tax Supported Operating Budget	\$ 28,026,692	\$ 25,495,669	\$ 27,690,412	\$ 2,194,743	8.61 %
Water Rate Supported Operating	2,716,614	3,216,245	3,390,843	174,598	5.43
Wastewater Rate Supported Operating	2,241,763	2,606,651	3,020,196	413,545	15.86
Capital	-	-	21,453,402	21,453,402	-
<b>Total Gross Expenditures</b>	<b>\$ 32,985,069</b>	<b>\$ 31,318,565</b>	<b>\$ 55,554,853</b>	<b>\$ 24,236,288</b>	<b>77.39 %</b>
<b>Gross Revenues</b>					
Tax Supported Operating Budget	\$ 25,514,485	\$ 25,495,669	\$ 26,548,524	\$ 1,052,855	4.13 %
Water Rate Supported Operating	3,260,947	3,216,245	3,390,843	174,598	5.43
Wastewater Rate Supported Operating	2,393,648	2,606,651	3,020,196	413,545	15.86
Capital	-	-	21,453,402	21,453,402	-
<b>Total Gross Revenues</b>	<b>31,169,080</b>	<b>31,318,565</b>	<b>54,412,965</b>	<b>23,094,400</b>	<b>73.74 %</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ (1,815,989)</b>	<b>\$ -</b>	<b>\$ (1,141,888)</b>	<b>\$ (1,141,888)</b>	<b>- %</b>

## Allocation of Property Taxes on Average Assessed Home

The Municipal Property Assessment Corporation (MPAC) is responsible for determining residential assessments. For 2025, 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 2025 property tax increase over 2024 on an average home assessed at \$497,000. The calculation assumes the same assessment for both years in order to facilitate comparison, as well as excluding the impact of program changes. In addition, the table below provides the blended property tax increase.

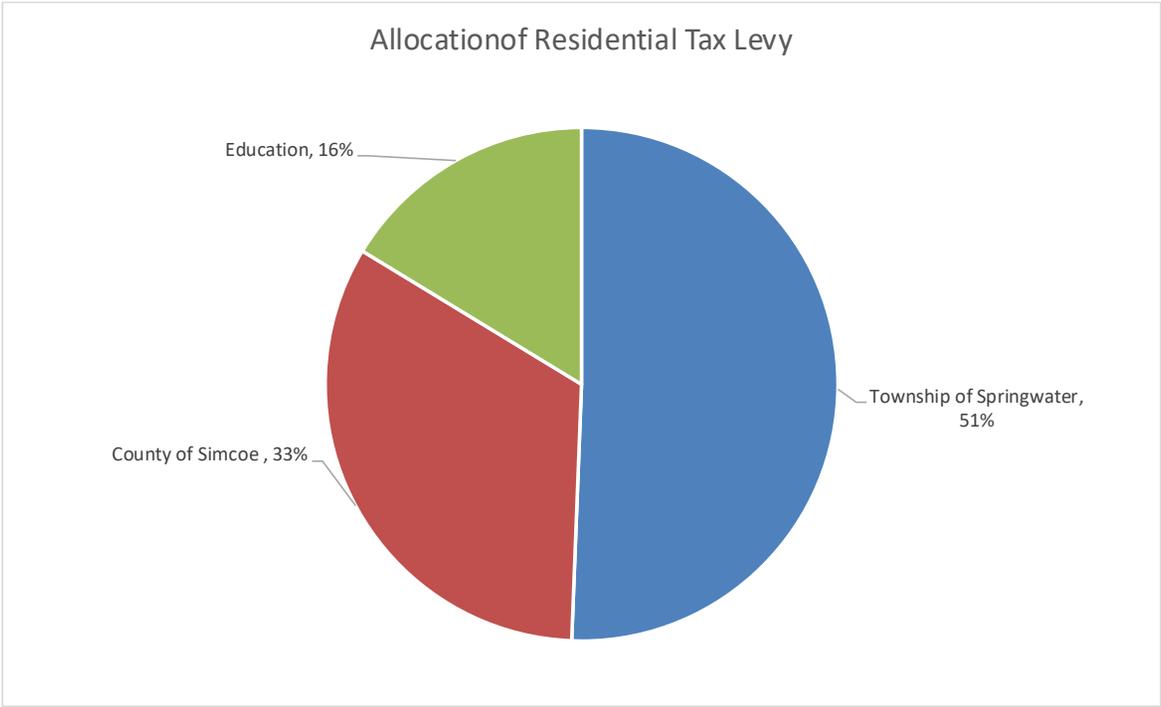
Levy	2024	2025	Change (\$)	Change (%)
Township of Springwater	2,172.22	2,297.70	125.48	5.78%
County of Simcoe	1,488.51	1,542.47	53.96	3.62%
Education - Estimated	760.41	760.41	-	0.00%
<b>Total</b>	<b>4,421.14</b>	<b>4,600.58</b>	<b>179.44</b>	<b>4.06%</b>

The estimated blended tax impact on an average assessed single family dwelling unit of \$497,000 is \$179.44 or 4.06%.

**For every \$100,000 of residential assessment, the tax impact is \$36.10.**

# 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 2025, the breakdown among these areas is:



**For every dollar that the Township collects in property taxes:**

- \$0.51 is allocated to the provision of Township services;
- \$0.33 is remitted to the County of Simcoe; and,
- \$0.16 supports education.

## 2025 Tax Supported Operating Budget

The 2025 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 2024 levels. The 2025 Base Budget described within represents a net increase of 5.78% to the Township's portion of the property tax bill. When also considering the County of Simcoe's estimated increase for their 2025 Budget, 3.625%, and that the Education Tax remaining revenue neutral, the blended property tax increase impact on residents is 4.06%. The 2025 Tax Supported Base Operating Budget proposes gross expenditures in the amount of \$27.2M excluding proposed Program Changes.

Gross Expenditures	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	Variance to 2024 Budget \$	Variance to 2024 Budget %
Salaries & Benefits	\$ 10,358,748	\$ 12,449,160	\$ 13,666,359	\$ 448,157	\$ 14,114,516	\$ 1,665,356	13.38 %
Long Term Debt	593,862	606,366	321,025	-	321,025	(285,341)	(47.06)
Fuel & Vehicle	1,040,168	944,450	987,051	-	987,051	42,601	4.51
General Operations & Other	1,224,758	903,125	1,120,885	8,000	1,128,885	225,760	25.00
Financial Expenses	73,099	89,125	89,327	-	89,327	202	0.23
Special Projects/Events	100,920	205,350	115,850	-	115,850	(89,500)	(43.58)
Contractual Services/Consultants	4,775,590	5,008,977	5,408,576	25,000	5,433,576	424,599	8.48
Legal Fees	63,741	143,500	144,000	-	144,000	500	0.35
Conservation Authorities	317,090	360,415	377,684	-	377,684	17,269	4.79
Springwater Public Library	1,015,703	947,227	982,729	26,764	1,009,493	62,266	6.57
Training, Development & Travel	205,029	325,325	367,275	-	367,275	41,950	12.89
Utilities	600,492	601,710	652,110	-	652,110	50,400	8.38
Repairs & Maintenance	461,724	516,600	538,951	-	538,951	22,351	4.33
Technology & Minor Capital	645,640	872,047	873,164	22,175	895,339	23,292	2.67
Total Transfer To	1,433,370	1,522,293	1,515,330	-	1,515,330	(6,963)	(0.46)
<b>Total Gross Expenditures</b>	<b>\$ 22,909,934</b>	<b>\$ 25,495,670</b>	<b>\$ 27,160,316</b>	<b>\$ 530,096</b>	<b>\$ 27,690,412</b>	<b>\$ 2,194,742</b>	<b>8.61 %</b>

## 2025 Tax Supported Operating Budget

The 2025 Tax Supported Operating Base Budget contains gross revenues in the amount of \$26.4M, excluding proposed Program Changes.

Revenues	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	Variance to 2024 Budget \$	Variance to 2024 Budget %
Taxation	\$ 18,869,070	\$ 19,678,068	\$ 20,391,998	\$ -	\$ 20,391,998	\$ 713,930	3.63 %
User Fees/Charges	2,099,746	2,500,286	2,647,356	113,675	2,761,031	260,745	10.43
Rental Revenue	636,007	438,850	535,250	-	535,250	96,400	21.97
Grants & Contributions	1,815,152	988,885	1,108,010	-	1,108,010	119,125	12.05
Investment & Interest Income	2,019,487	985,000	1,085,000	-	1,085,000	100,000	10.15
Other Revenue	66,032	20,000	20,000	-	20,000	-	-
Total Transfers From	8,991	884,580	584,077	63,158	647,235	(237,345)	(26.83)
<b>Total Revenues</b>	<b>25,514,485</b>	<b>25,495,669</b>	<b>26,371,691</b>	<b>176,833</b>	<b>26,548,524</b>	<b>1,052,855</b>	<b>4.13 %</b>
<b>Net Tax Levy Surplus/(Deficit) \$</b>		<b>2,604,551</b>	<b>(1)</b>	<b>(788,625)</b>	<b>(353,263)</b>	<b>(1,141,888)</b>	<b>(1,141,887)</b>

### Assessment Growth

The Township's projected assessment growth, representing additional taxation revenue from new construction within the Township, is estimated at \$713,576 in 2025, as provided for by the Municipal Property Assessment Corporation (MPAC). Projected assessment growth has been included in 2025 gross revenues.

# Budget Pressures/Drivers

There are many factors influencing or driving the 2025 Budget. The following highlights the key budget pressures/drivers impacting the 2025 Budget, excluding proposed Program Changes:

**Township Budget Pressures/Drivers:**

Township Base Budget Change	Draft 2024-11-06	Approved 2024-12-18
Labour	1,054,585	1,054,585
General operating	310,583	192,633
1% infrastructure levy	190,548	0
Investment in capital funded from taxation	1,300,236	60,049
Service partners	657,610	342,264
Less: assessment growth	(713,576)	(713,576)

# Program Changes

Where new initiatives or resources are requested, Program Changes are prepared to identify the net impact to the 2025 Budget and provide a business case to support Council’s consideration of each request.

The 2025 Tax Supported Operating Budget includes twelve (12) program changes. They have been separated into two categories: Township and Service Partners. The impact of these program changes are not reflected in the Proposed 2025 Tax Supported Operating Budget. Any staffing requests have been pro-rated to reflect salaries/benefits calculated at 10 months.

Program Change	Gross Costs	Reserve/Cost Sharing	Net Tax Impact (\$)	Net Tax Impact (%)
Township of Springwater - 9 Program Changes	484,483	157,984	326,499	1.71%
Springwater Public Library - 1 Program Change	26,764	-	26,764	0.14%
Physician Recruitment - 2 Program Changes	8,000	8,000	-	0.00%
<b>Total Township and Service Partners</b>	<b>519,247</b>	<b>165,984</b>	<b>353,263</b>	<b>1.85%</b>

The net Township tax impact for all program changes listed below is \$353,263 or 1.85%.

## Township Program Changes

Through the 2025 Budget deliberation process, nine (9) Township program changes were approved. The net impact of these program changes is \$326,499.

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

Township of Springwater	Department	Gross Costs	Reserve/Cost Sharing	Net Tax Impact (\$)	Net Tax Impact (%)
Fire Dispatching Service	Fire and Emergency Services	25,000	-	25,000	0.13%
Operator II	Recreation, Parks and Facilities	71,476	-	71,476	0.38%
Tax and Utility Coordinator	Finance	82,317	40,853	41,464	0.22%
Development Engineering Technologist	Public Works	94,825	94,825	-	0.00%
PW Support Assistant - PT to FT	Public Works	28,608	8,275	20,333	0.11%
Equipment Operator	Public Works	68,451	-	68,451	0.36%
Junior Financial Analyst	Finance	90,143	14,031	76,112	0.40%
EDHS Recreation Program Staff	Recreation, Parks and Facilities	23,663	-	23,663	0.12%
<b>Total Township Program Changes</b>		<b>484,483</b>	<b>157,984</b>	<b>326,499</b>	<b>1.71%</b>

### 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, the Severn Sound Environmental Association, Barrie Area Physician Recruitment, and South Georgian Bay Physician Recruitment.

The 2025 Tax Supported Operating Budget includes three (3) program change proposals from the Township’s service partners. The net impact of these program changes is \$26,764.

Springwater Public Library	Library Branches	Gross Costs	Reserve/Cost Sharing	Net Tax Impact (\$)	Net Tax Impact (%)
Expanded Library Hours	Elmvale and Midhurst	26,764	-	26,764	0.14%
<b>Total SPL Program Changes</b>		<b>26,764</b>	<b>-</b>	<b>26,764</b>	<b>0.14%</b>

Physician Recruitment	Organization	Gross Costs	Reserve/Cost Sharing	Net Tax Impact (\$)	Net Tax Impact (%)
Additional Funding	Georgian Bay	6,000	6,000	-	0.00%
Additional Funding	Barrie Area	2,000	2,000	-	0.00%
<b>Total Physician Recruitment</b>		<b>8,000</b>	<b>8,000</b>	<b>-</b>	<b>0.00%</b>




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Tax and Utility Coordinator  
 Position Title: Tax and Utility Coordinator  
 Division: Finance  
 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:	\$ 78,667.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 2,650.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 1,000.00
If other, please specify	Professional Development/Training
<b>Subtotal operating expenditures:</b>	<b>\$ 82,317.00</b>

**Funding Sources**

Water Reserve:	\$ 20,426.46
Wastewater Reserve:	\$ 20,426.46
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:	\$ 41,464.08

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 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Junior Financial Analyst  
 Position Title: Junior Financial Analyst  
 Division: Finance  
 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:	\$ 86,493.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 2,650.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 1,000.00
If other, please specify	Professional Development/Training
<b>Subtotal operating expenditures:</b>	<b>\$ 90,143.00</b>

**Funding Sources**

Water Reserve:	\$ 4,677.13
Wastewater Reserve:	\$ 4,677.13
Reserve:	\$ 4,677.13
Specify Reserve	Building Reserve
Government Subsidy/Grant:	\$ 0.00
Specify Subsidy/Grant	Description
Other:	\$ 0.00
Specify Source	Description
<b>Estimated Net Impact to Tax:</b>	<b>\$ 76,111.61</b>

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 Township of  
**Springwater**  
**Program Change 2025**

Program Title: New Fire Department Management Dispatch Software

Position Title:

Division: Fire & Emergency 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:	\$ 25,000.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 0.00
If other, please specify	Description
<b>Subtotal operating expenditures:</b>	<b>\$ 25,000.00</b>

**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:	\$ 25,000.00

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 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Development Engineering Technologist  
 Position Title: Development Engineering Technologist  
 Division: Public Works  
 Complement Impact: 1  
 Duration: Permanent FT  
 (Permanent FT, Permanent PT, or Temporary)

<b>Funding Impact</b>	
Is costing provided below annualized?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> One-time
If no, specify duration in # of months 10	
Estimated Salaries & Benefits:	\$ 94,825.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 3,000.00
Estimated Computer Equipment:	\$ 3,350.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 4,500.00
If other, please specify	Memberships, Training & Development
<b>Subtotal operating expenditures:</b>	<b>\$ 105,675.00</b>

<b>Funding Sources</b>	
Water Reserve:	\$ 0.00
Wastewater Reserve:	\$ 0.00
Reserve:	\$ 0.00
Specify Reserve	Description
Government Subsidy/Grant:	\$ 0.00
Specify Subsidy/Grant	Description
Other:	\$ 105,675.00
Specify Source	Development Fee (2% of Proposed Infrast)
Estimated Net Impact to Tax:	\$ 0.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Equipment Operator  
 Position Title: Equipment Operator  
 Division: Public Works  
 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:	\$ 68,451.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 0.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 0.00
If other, please specify	Description
<b>Subtotal operating expenditures:</b>	<b>\$ 68,451.00</b>

**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:	\$ 68,451.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Public Works Support Assistant  
 Position Title: Public Works Support Assistant  
 Division: Public Works  
 Complement Impact: 0.32 FTE  
 Duration: Permanent FT  
**(Permanent FT, Permanent PT, or Temporary)**

<b>Funding Impact</b>	
Is costing provided below annualized?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> One-time
If no, specify duration in # of months 10	
Estimated Salaries & Benefits:	\$ 28,608.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 0.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 0.00
If other, please specify	Description
<b>Subtotal operating expenditures:</b>	<b>\$ 28,608.00</b>

<b>Funding Sources</b>	
Water Reserve:	\$ 4,137.45
Wastewater Reserve:	\$ 4,137.45
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:	\$ 20,333.10

INTERNALLY ALIGNED, EXTERNALLY FOCUSED




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: RPF Operator II  
 Position Title: RPF Operator II  
 Division: Recreation, Parks and Facilities  
 Complement Impact: 1  
 Duration: Permanent FT  
 (Permanent FT, Permanent PT, or Temporary)

Funding Impact	
Is costing provided below annualized?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> One-time
If no, specify duration in # of months 10	
Estimated Salaries & Benefits:	\$ 68,451.00
Estimated Materials & Supplies:	\$ 675.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 850.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 1,500.00
If other, please specify	Training and Memberships
<b>Subtotal operating expenditures:</b>	<b>\$ 71,476.00</b>

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:	\$ 71,476.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: EDHS Recreation Program Staff  
 Position Title: EDHS Recreation Program Staff  
 Division: Recreation, Parks and Facilities  
 Complement Impact: 0.42  
 Duration: Temporary PT  
 (Permanent FT, Permanent PT, or Temporary)

Funding Impact	
Is costing provided below annualized?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> One-time
If no, specify duration in # of months 10	
Estimated Salaries & Benefits:	\$ 22,663.00
Estimated Materials & Supplies:	\$ 400.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 0.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 600.00
If other, please specify	Training
<b>Subtotal operating expenditures:</b>	<b>\$ 23,663.00</b>

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:	\$ 23,663.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Compensation

## Cost of Living Adjustment (COLA)

On May 1, 2024, Council approved resolution C225C-2024, which established a non-union Salary Administration Policy for the Township. The policy defines that an annual economic adjustment to wages is to be considered for all employees and shall be reviewed using the following information:

- i. Current collective agreement approved by Council for bargaining unit employees;
- ii. Cost of living adjustments approved or proposed by comparator municipalities;
- iii. General changes in the market; and
- iv. Affordability to the Township

A cost of living adjustment has been factored into the 2025/2026 Budget considering the criteria above.

## 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.

Staff have included the impact of movement along the grid for both 2025 and 2026 budget years.

# 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 2025 Budget and approve “in principle” the 2026 Budget. Council will have the opportunity to officially adopt the 2026 Budget the following year, subject to any changes and approve “in principle” the 2027 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 2026

The 2026 Proposed Tax Based Operating Budget projects are included within each departments budget for Councils consideration at a high level and will be subject to further refinement through the course of the annual internal budget preparation process. 2026 projections include the requirements for non-union compensation grid, potential collective agreement impacts, cost of living adjustment, the Library and Conservation Boards/Authorities, as well as an additional 1.00% contribution for Capital Infrastructure. It does not include any program changes, nor does it include the County or Education.

The Proposed 2026 Tax Supported Operating Budget includes two (2) program changes. The impact of these program changes is reflected in the Proposed 2026 Tax Supported Operating Budget. Any staffing requests have been annualized and calculated at 12-months.

The net tax impact for all program changes is \$255,536 or 1.34%; In terms of personnel impact, these changes would result in two (2) new permanent full-time staff positions.

Township of Springwater	Department	Gross Costs	Reserve/Cost Sharing	Net Tax Impact (\$)	Net Tax Impact (%)
Law Clerk	Corporate Services	107,231	-	107,231	0.56%
Senior Planner	Planning and Development	148,305	-	148,305	0.78%
<b>Total Township Program Changes</b>		<b>255,536</b>	-	<b>255,536</b>	<b>1.34%</b>

## 2025 Water Rate Supported Operating

In 2023, Council approved a new Water/Wastewater rate structure through the assistance of Watson & Associates Economists Ltd. Council approved a 4.00% increase to water rates from 2024 to 2028.

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

The 2025 Water Rate Supported Operating has gross expenditures in the amount of \$3.4M.

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	Variance to 2024 Budget \$	Variance to 2024 Budget %
<b>Gross Expenditures</b>							
Salaries & Benefits	\$ 98,147	\$ 143,124	\$ 162,499	\$ -	\$ 162,499	\$ 19,375	13.54 %
General Operations & Other	24,453	52,000	27,000	-	27,000	(25,000)	(48.08)
Financial Expenses	25,303	25,500	25,500	-	25,500	-	-
Contractual Services/Consultants	1,218,287	1,153,018	1,243,371	-	1,243,371	90,353	7.84
Training, Development & Travel	172	1,050	1,000	-	1,000	(50)	(4.76)
Utilities	222,316	214,580	221,200	-	221,200	6,620	3.09
Repairs & Maintenance	3,512	247,000	398,500	-	398,500	151,500	61.34
Technology & Minor Capital	464,766	254,500	377,000	-	377,000	(122,500)	(48.13)
Total Transfer To	189,304	1,125,473	934,773	-	934,773	(190,700)	(16.94)
<b>Total Gross Expenditures</b>	<b>\$ 2,246,260</b>	<b>\$ 3,216,245</b>	<b>\$ 3,390,843</b>	<b>\$ -</b>	<b>\$ 3,390,843</b>	<b>\$ 174,598</b>	<b>5.43 %</b>

The 2025 Water Rate Supported Operating contains gross revenues in the amount of \$3.4M.

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	Variance to 2024 Budget \$	Variance to 2024 Budget %
<b>Revenues</b>							
Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	- %
User Fees/Charges	3,260,947	3,210,145	3,384,843	-	3,384,843	174,698	5.44
Total Transfers From	-	6,100	6,000	-	6,000	(100)	(1.64)
<b>Total Revenues</b>	<b>3,260,947</b>	<b>3,216,245</b>	<b>3,390,843</b>	<b>-</b>	<b>3,390,843</b>	<b>174,598</b>	<b>5.43 %</b>
<b>Net Tax Levy Surplus/(Deficit)</b>	<b>\$ 1,014,687</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>

## **2025 Water Rate Supported Operating**

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### **Net Impact**

The net impact of the 2025 budget is a net transfer to the water reserve fund in the amount of \$928,773. 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.

## 2025 Wastewater Rate Supported Operating

In 2023, Council approved a new Water/Wastewater rate structure through the assistance of Watson & Associates Economists Ltd. Council approved a 10.00% increase to wastewater rates from 2024 to 2028.

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

The 2025 Wastewater Rate Supported Operating has gross expenditures in the amount of \$3.0M.

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	Variance to 2024 Budget \$	Variance to 2024 Budget %
<b>Gross Expenditures</b>							
Salaries & Benefits	\$ 95,888	\$ 136,197	\$ 153,163	\$ -	\$ 153,163	\$ 16,966	12.46 %
General Operations & Other	2,402	8,777	7,700	-	7,700	(1,077)	(12.27)
Financial Expenses	33,816	33,830	33,830	-	33,830	-	-
Contractual Services/Consultants	737,071	655,416	687,514	-	687,514	32,098	4.90
Legal Fees	309	-	-	-	-	-	-
Training, Development & Travel	133	-	-	-	-	-	-
Utilities	491,885	472,195	471,100	-	471,100	(1,095)	(0.23)
Repairs & Maintenance	4,289	399,250	533,300	-	533,300	134,050	33.58
Technology & Minor Capital	491,240	107,000	498,500	-	498,500	391,500	365.89
Total Transfer To	111,564	793,986	635,089	-	635,089	(158,897)	(20.01)
<b>Total Gross Expenditures</b>	<b>\$ 1,968,597</b>	<b>\$ 2,606,651</b>	<b>\$ 3,020,196</b>	<b>\$ -</b>	<b>\$ 3,020,196</b>	<b>\$ 413,545</b>	<b>15.86 %</b>

The 2025 Wastewater Rate Supported Operating contains gross revenues in the amount of \$3.0M.

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	Variance to 2024 Budget \$	Variance to 2024 Budget %
<b>Revenues</b>							
User Fees/Charges	\$ 2,393,648	\$ 2,384,284	\$ 2,741,906	\$ -	\$ 2,741,906	\$ 357,622	15.00 %
Total Transfers From	-	222,367	278,290	-	278,290	55,923	25.15
<b>Total Revenues</b>	<b>2,393,648</b>	<b>2,606,651</b>	<b>3,020,196</b>	<b>-</b>	<b>3,020,196</b>	<b>413,545</b>	<b>15.86</b>
<b>Net Tax Levy Surplus/(Deficit) \$</b>	<b>425,051</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>- %</b>

## **2025 Wastewater Rate Supported Operating**

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### **Net Impact**

The net impact of the 2025 Budget is a net transfer to the wastewater reserve fund in the amount of \$356,799.

### **Impact of Wastewater Rate on Average User**

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

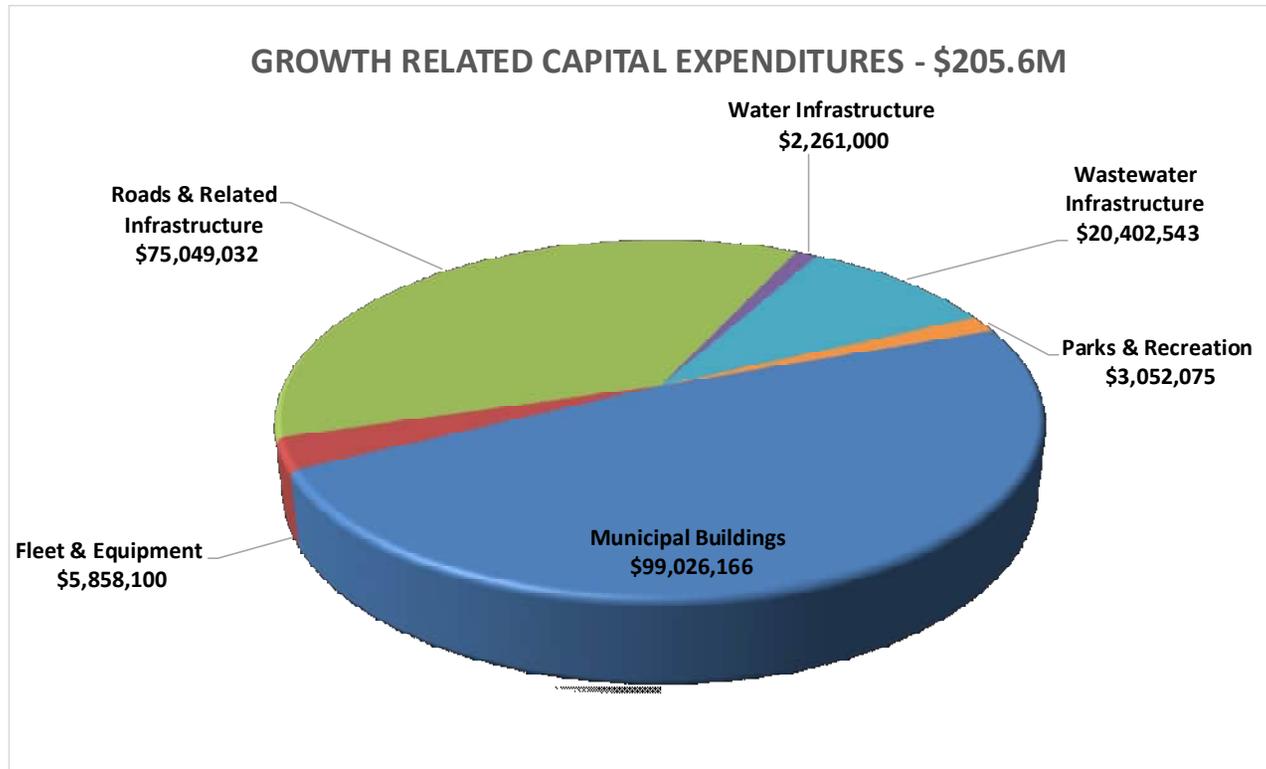
# 10-Year Capital Plan (2025 – 2034)

The Township of Springwater’s 10-Year Capital Plan (2025 – 2034) 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:

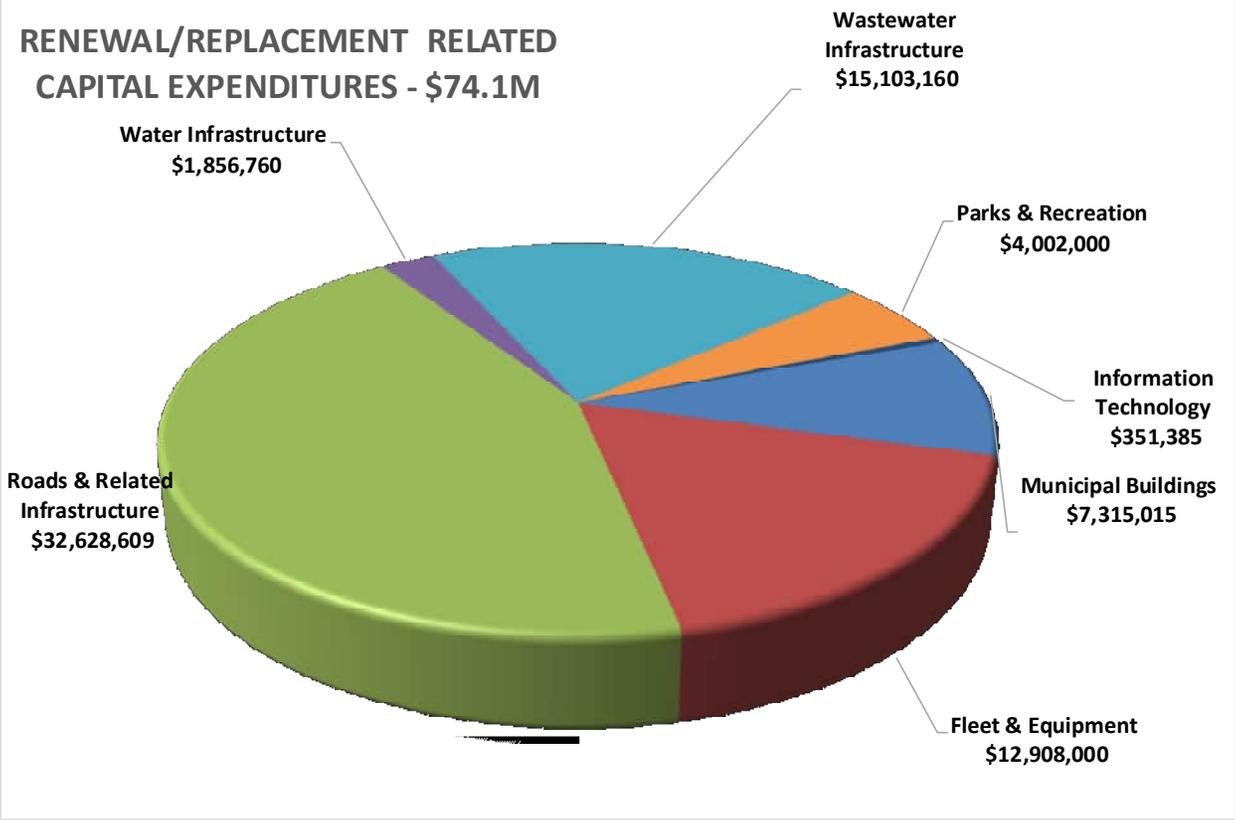
- a) Are held for use in the production of goods and services, for rental to others, for administrative purposes, and/or for the development, construction, maintenance and repair of other TCA;
- b) Are to be used on a continuing basis;
- c) Have useful lives extending beyond one accounting period; and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

The Township’s 10-Year Capital Plan (2025 – 2034) outlines \$279.8M in gross expenditures, which is comprised of \$205.6M in growth related capital expenditures and \$74.1M in renewal/replacement related capital expenditures.

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

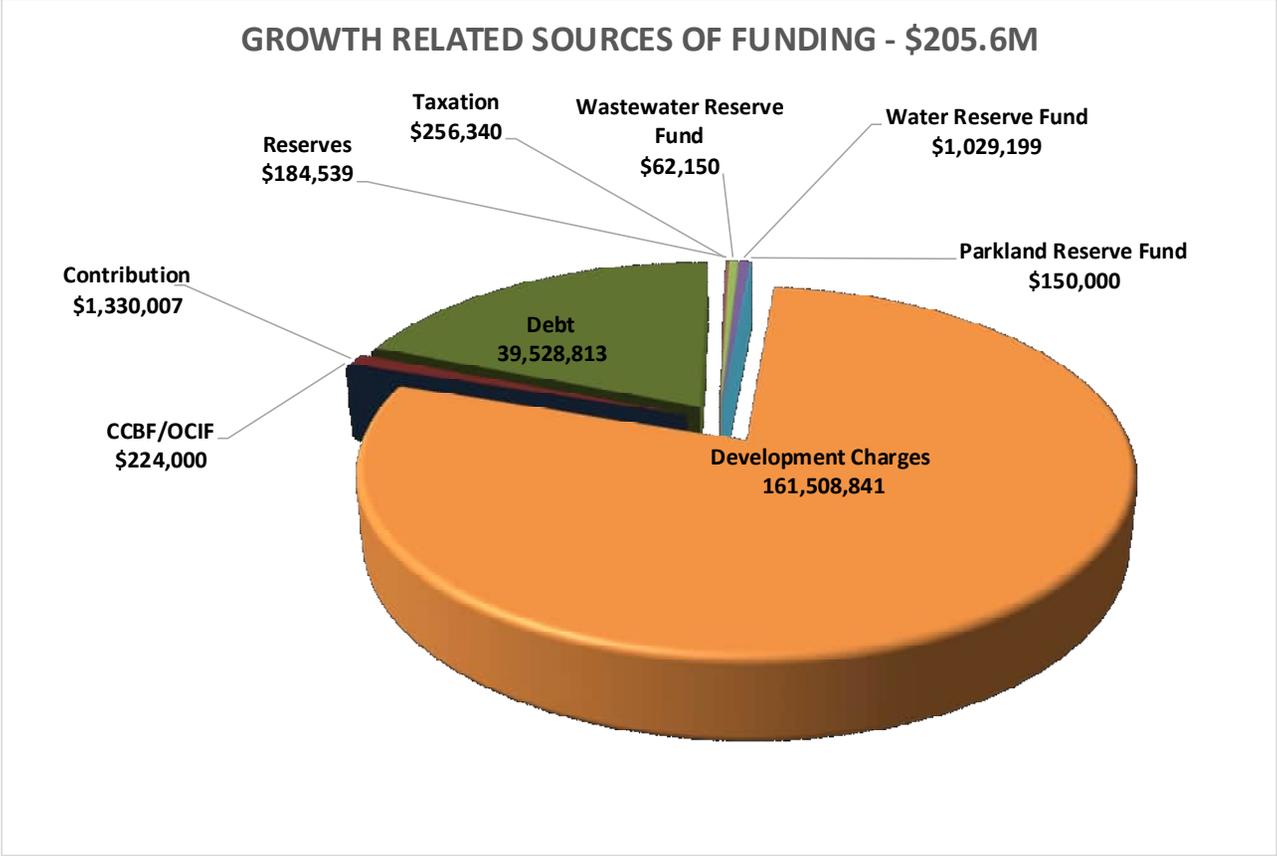


In the graph below, roads and related capital infrastructure projects and fleet & equipment make up 54% of the total renewal/replacement related capital investments over the next ten (10) years.



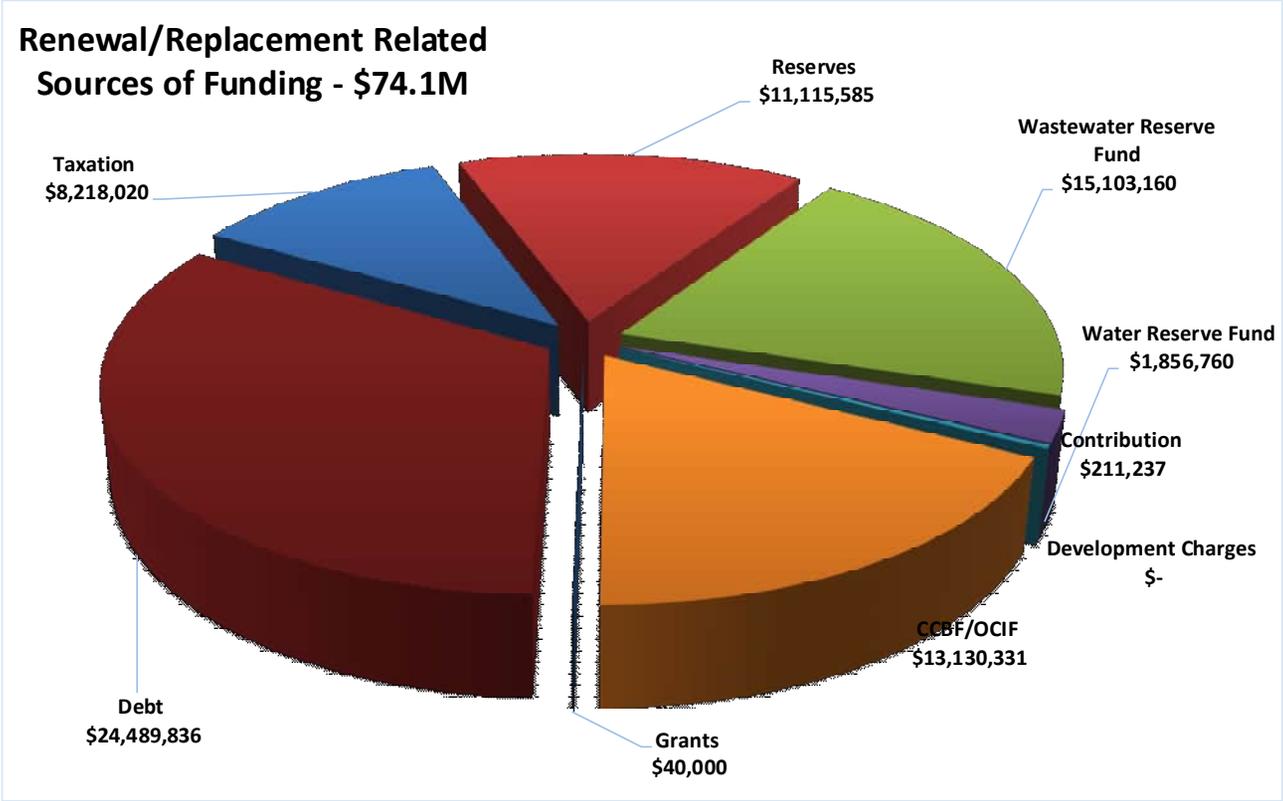
As shown in the graph above, the Township will rely significantly on development charges and debt to fund the 10-Year Growth Related Capital Plan.

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



\*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:



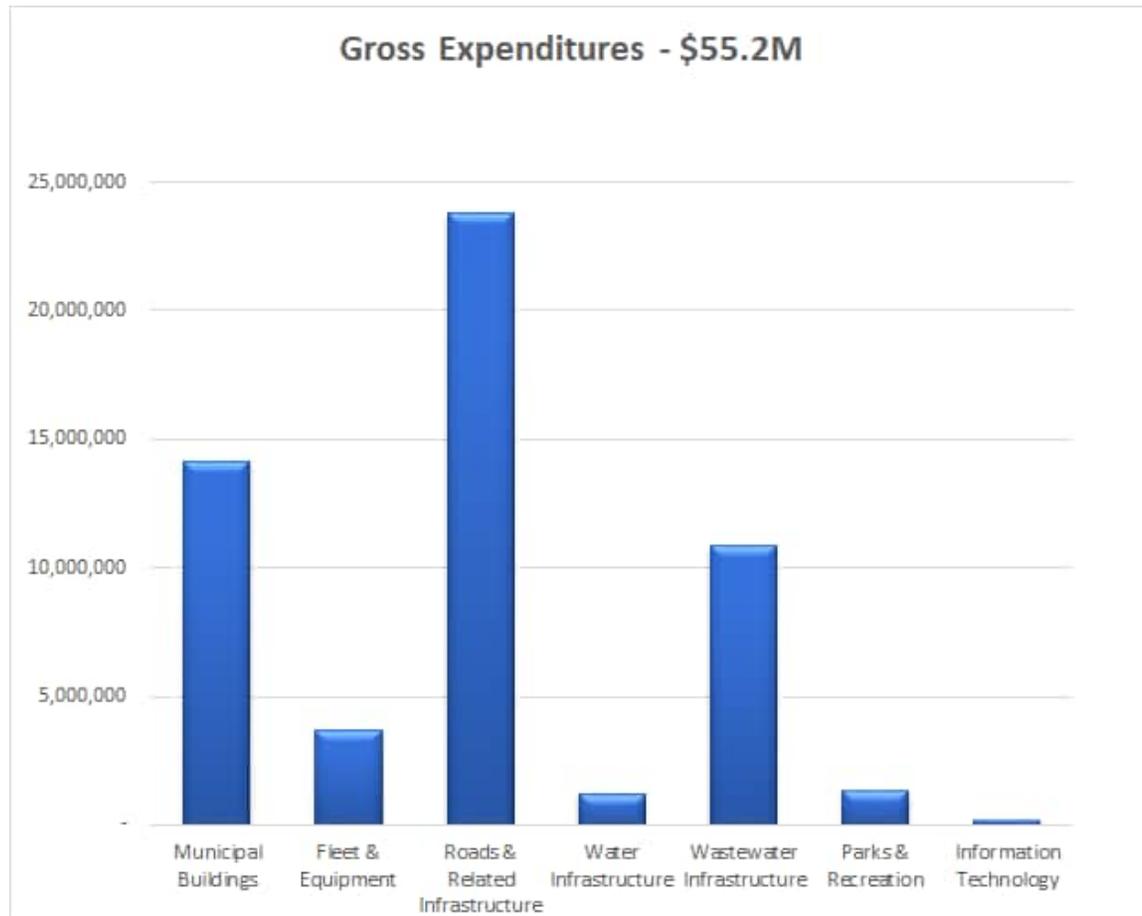
As shown in the graph above, the Township will rely significantly on property taxation, grants, CCBF, OCIF, capital reserves, the wastewater reserve fund and debt in order to fund the 10-Year renewal/replacement related Capital Plan.

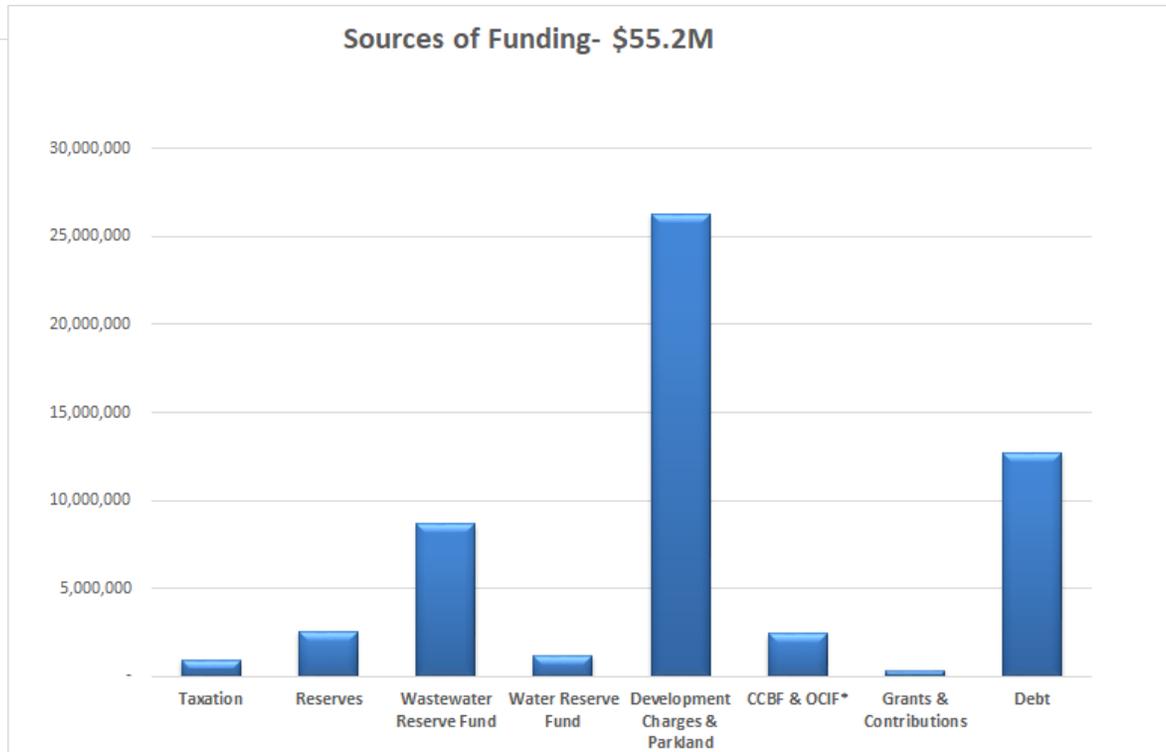
Further details regarding the specific capital projects that are planned over the next ten (10) years can be found under the “**2025– 2034 – 10-Year Capital Plan Details**” tab in the 2025/2026 Budget Book.

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

## 2025 Capital Budget/Requests

The Township has a 10-Year Capital Plan, however only the current year, 2025, is being requested to be approved, along with the carry forward projects from 2024. 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.





For further details on the projects that have been planned for 2025, please refer to the “**2025 Capital Budget Details**” tab in the 2025/2026 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	Gross Expenditure
Craig Road	10,650,000
Fire Station 2	11,616,066
Fleet and Equipment	3,684,300
Facility Condition Assessment Program	738,015
Mill Street West	3,786,000
John Street	1,136,000
Wilson Drive	1,541,127
Bridge 4 - Vespa Valley Road	1,115,000
Bridge 17 - Flos 10 West	1,115,000
Various Road Resurfacing	2,354,642
Water Infrastructure	1,336,760
Wastewater Infrastructure	10,851,129
Elmvale Tennis Courts	150,000
Hunter Russel Trail Bridge #1	250,000

# Impact on Operating Budget

The 2025 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 2025 capital budget requires funds from the operating budget to support capital initiatives in the amount of \$938,120. This represents an increase of \$60,120 over the level of operating budget support provided in the 2024 budget.

The table below provides a detailed breakdown of the capital projects planned in 2025 that are being supported by the 2025 Operating Budget.

Project	Gross Expenditure
Road Resurfacing Projects	201,120
Facility Condition Assessment Program	400,000
Fleet - Replace Tanden #32	210,000
Midhurst Union Cemetery - Phase 2	50,000
Elmvale Library	40,000
Pedestrian Bridge #5 - Bishop Park	30,000
Heritage Park Sign Refurbishment	7,000
<b>Total 2025 Investment in Capital Funded from Taxation</b>	<b>938,120</b>
<b>Total 2024 Investment in Capital Funded from Taxation</b>	<b>878,000</b>
<b>Increase in Investment in Capital Funded from Taxation</b>	<b>60,120</b>

# Tax Supported Operating



## 2025/26 Multi-Year Budget

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# Tax Supported Operating Budget

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenue</b>								
Taxation	\$ 18,869,070	\$ 19,678,068	\$ 20,391,998	\$ -	\$ 20,391,998	\$ 20,392,028	\$ -	\$ 20,392,028
User Fees/Charges	2,099,746	2,500,286	2,647,356	113,675	2,761,031	3,179,436	-	3,179,436
Rental Revenue	636,007	438,850	535,250	-	535,250	535,650	-	535,650
Grants & Contributions	1,815,152	988,885	1,108,010	-	1,108,010	911,554	-	911,554
Investment & Interest Income	2,019,487	985,000	1,085,000	-	1,085,000	1,085,000	-	1,085,000
Other Revenue	66,032	20,000	20,000	-	20,000	20,000	-	20,000
<b>Total Revenue</b>	<b>25,505,494</b>	<b>24,611,089</b>	<b>25,787,614</b>	<b>113,675</b>	<b>25,901,289</b>	<b>26,123,668</b>	<b>-</b>	<b>26,123,668</b>
<b>Expenditures</b>								
Salaries & Benefits	10,358,748	12,449,160	13,666,359	448,157	14,114,516	14,619,239	213,790	14,833,029
Long Term Debt	593,862	606,366	321,025	-	321,025	394,655	-	394,655
Fuel & Vehicle	1,040,168	944,450	987,051	-	987,051	988,550	-	988,550
General Operations & Other	1,224,758	903,125	1,120,885	8,000	1,128,885	1,089,875	-	1,089,875
Financial Expenses	73,099	89,125	89,327	-	89,327	89,327	-	89,327
Special Projects/Events	100,920	205,350	115,850	-	115,850	235,100	-	235,100
Contractual Services/Consultants	4,775,590	5,008,977	5,408,576	25,000	5,433,576	5,650,816	-	5,650,816
Legal Fees	63,741	143,500	144,000	-	144,000	124,000	-	124,000
Conservation Authorities	317,090	360,415	377,684	-	377,684	377,684	-	377,684
Springwater Public Library	1,015,703	947,227	982,729	26,764	1,009,493	1,010,296	-	1,010,296
Training, Development & Travel	205,029	325,325	367,275	-	367,275	370,175	-	370,175
Utilities	600,492	601,710	652,110	-	652,110	660,831	-	660,831
Repairs & Maintenance	461,724	516,600	538,951	-	538,951	540,451	-	540,451
Technology & Minor Capital	645,640	872,047	873,164	22,175	895,339	861,944	13,150	875,094
<b>Total Expenditures</b>	<b>21,476,564</b>	<b>23,973,377</b>	<b>25,644,986</b>	<b>530,096</b>	<b>26,175,082</b>	<b>27,012,943</b>	<b>226,940</b>	<b>27,239,883</b>
<b>Net Budget Before Transfers</b>	<b>4,028,930</b>	<b>637,712</b>	<b>142,628</b>	<b>(416,421)</b>	<b>(273,793)</b>	<b>(889,275)</b>	<b>(226,940)</b>	<b>(1,116,215)</b>

# Tax Supported Operating Budget

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Transfers From</b>								
Transfers from Reserves	8,991	557,467	398,377	63,158	461,535	200,101	-	200,101
Transfers from Reserve Funds	-	279,613	95,000	-	95,000	50,000	-	50,000
Transfers from Development Charges	-	47,500	90,700	-	90,700	47,500	-	47,500
<b>Total Transfers From</b>	<b>8,991</b>	<b>884,580</b>	<b>584,077</b>	<b>63,158</b>	<b>647,235</b>	<b>297,601</b>	<b>-</b>	<b>297,601</b>
<b>Transfer To</b>								
Transfers between Departments	(300,868)	(303,607)	(367,690)	-	(367,690)	(450,102)	-	(450,102)
Transfer to Reserves	570,288	588,500	585,500	-	585,500	582,800	-	582,800
Transfer to Capital	640,750	878,000	938,120	-	938,120	888,120	-	888,120
Capital Infrastructure (1%)	523,200	359,400	359,400	-	359,400	559,400	-	559,400
<b>Total Transfer To</b>	<b>1,433,370</b>	<b>1,522,293</b>	<b>1,515,330</b>	<b>-</b>	<b>1,515,330</b>	<b>1,580,218</b>	<b>-</b>	<b>1,580,218</b>
<b>Net Budget \$</b>	<b>2,604,551 \$</b>	<b>(1) \$</b>	<b>(788,625) \$</b>	<b>(353,263) \$</b>	<b>(1,141,888) \$</b>	<b>(2,171,892) \$</b>	<b>(226,940) \$</b>	<b>(2,398,832) \$</b>



# Division Council



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Council Summary



	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 8,000	\$ 12,000	\$ 12,000	\$ 8,000	\$ 20,000	\$ 20,000	\$ -	\$ 20,000
<b>Total Revenues</b>	<b>8,000</b>	<b>12,000</b>	<b>12,000</b>	<b>8,000</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>
<b>Expenditures</b>								
Salaries & Benefits	279,452	288,157	297,404	-	297,404	306,972	-	306,972
General Operations & Other	13,875	50,250	50,250	8,000	58,250	58,250	-	58,250
Special Projects/Events	4,714	4,250	4,250	-	4,250	4,250	-	4,250
Contractual Services/Consultants	1,243	1,250	1,300	-	1,300	1,300	-	1,300
Training, Development & Travel	11,095	34,500	35,000	-	35,000	35,000	-	35,000
Utilities	1,513	480	480	-	480	480	-	480
Technology & Minor Capital	3,242	3,600	3,600	-	3,600	3,600	-	3,600
<b>Total Expenditures</b>	<b>315,134</b>	<b>382,487</b>	<b>392,284</b>	<b>8,000</b>	<b>400,284</b>	<b>409,852</b>	<b>-</b>	<b>409,852</b>
<b>Net Budget Before Transfers</b>	<b>(307,134)</b>	<b>(370,487)</b>	<b>(380,284)</b>	<b>-</b>	<b>(380,284)</b>	<b>(389,852)</b>	<b>-</b>	<b>(389,852)</b>
<b>Net Budget \$</b>	<b>(307,134)</b>	<b>(370,487)</b>	<b>(380,284)</b>	<b>-</b>	<b>(380,284)</b>	<b>(389,852)</b>	<b>-</b>	<b>(389,852)</b>

## Explanation in Changes:

- ◆ No major variances.



**Division**  
Office of the CAO  
and People & Talent



**2025/26 Multi-Year Budget**  
INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# 2025/26 Division Business Plan

## Office of the CAO and People and Talent

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### **Departmental Roles & Responsibilities:**

The Office of the CAO and People & Talent is responsible for overall corporate management, strategic policy development and implementation, 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:**

- Play a pivotal role in fostering a productive, compliant, and supportive working environment that maximizes employee potential and aligns with the corporate strategic objectives.
- 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/feedback 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.

# 2025/26 Division Business Plan

## Office of the CAO and People and Talent

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- Recruitment of all municipal employees; including Volunteer Firefighters and Springwater Public Library employees.
- Provide leadership, coaching, mentoring, guidance on employment matters and support to all members of the Corporation.
- Provide 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.
- Ensure applicable policies are regularly reviewed, meet the needs of the Corporation, and comply with applicable legislation and recommend updates or revisions.
- Establish competitive recruitment and retention strategies to attract and maintain a diverse and skilled workforce.
- 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 and wellness initiatives.

### **Health and Safety:**

- Coordination of the municipal health and safety program and incident reporting.
- 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.
- Implement tailored training programs essential for upgrading skills, leadership development, and enhancing customer service delivery within the Township.

### **Major Initiatives/Issues:**

- Ongoing corporate oversight and ensuring for effective and efficient government

# 2025/26 Division Business Plan

## Office of the CAO and People and Talent

- Ensuring for the Health and Safety of all employees by promoting mental health resources and support systems to ensure holistic employee wellness
- Utilize multiple sourcing channels including government job boards, local networks, academic partnerships, and social media platforms to attract a broad spectrum of candidates
- Review and establish a policy framework keeping policies current, creating new ones and ensuring compliance within the Ontario Employment Standards Act and other relevant legislation
- Manage comprehensive benefits programs that support employee well-being and offer value to attract talent
- Ensure pay structures are internally equitable and competitive across the broader public sector to foster motivation and retention
- Proactively manage relationships with union representatives, with a focus on constructive dialogue and collective agreement negotiations
- Oversee and facilitate the ongoing implementation of the Township's 20-year Community Based Strategic Plan and the actions approved by Council
- Enhance Corporate Leadership Training
- Develop systematic performance review processes to assess employee contributions and align them with Township's strategic objectives.

### Staff Complement:

	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	4	4	4	5	5	5	<b>6</b>
<b>Part Time *</b>	-	-	-	-	-	-	-
<b>Student(s)</b>	1	1	1	1	1	1	<b>1</b>

### Office of the CAO and People & Talent includes:

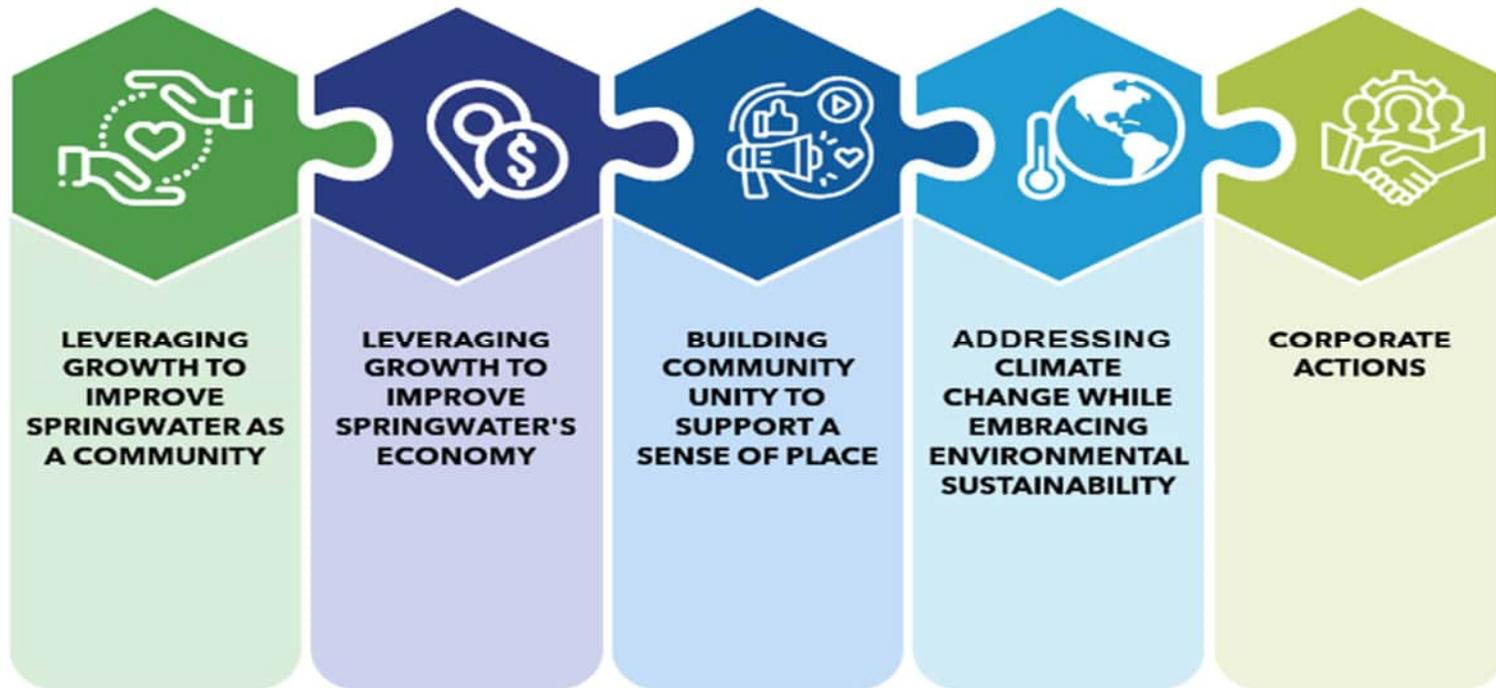
- Chief Administrative Officer (1 FTE)
- Executive Assistant – Mayor, Council & CAO (1 FTE)
- People & Talent (3 FTEs) – **1 new FTE proposed for 2025**

# 2025/26 Division Business Plan

Office of the CAO and People and Talent

## Township of Springwater – 20-Year Community-Based Strategic Plan

In April 2023, Springwater Council approved a 20-year Community-Based Strategic Plan for the municipality which includes five key strategic priorities/goals:

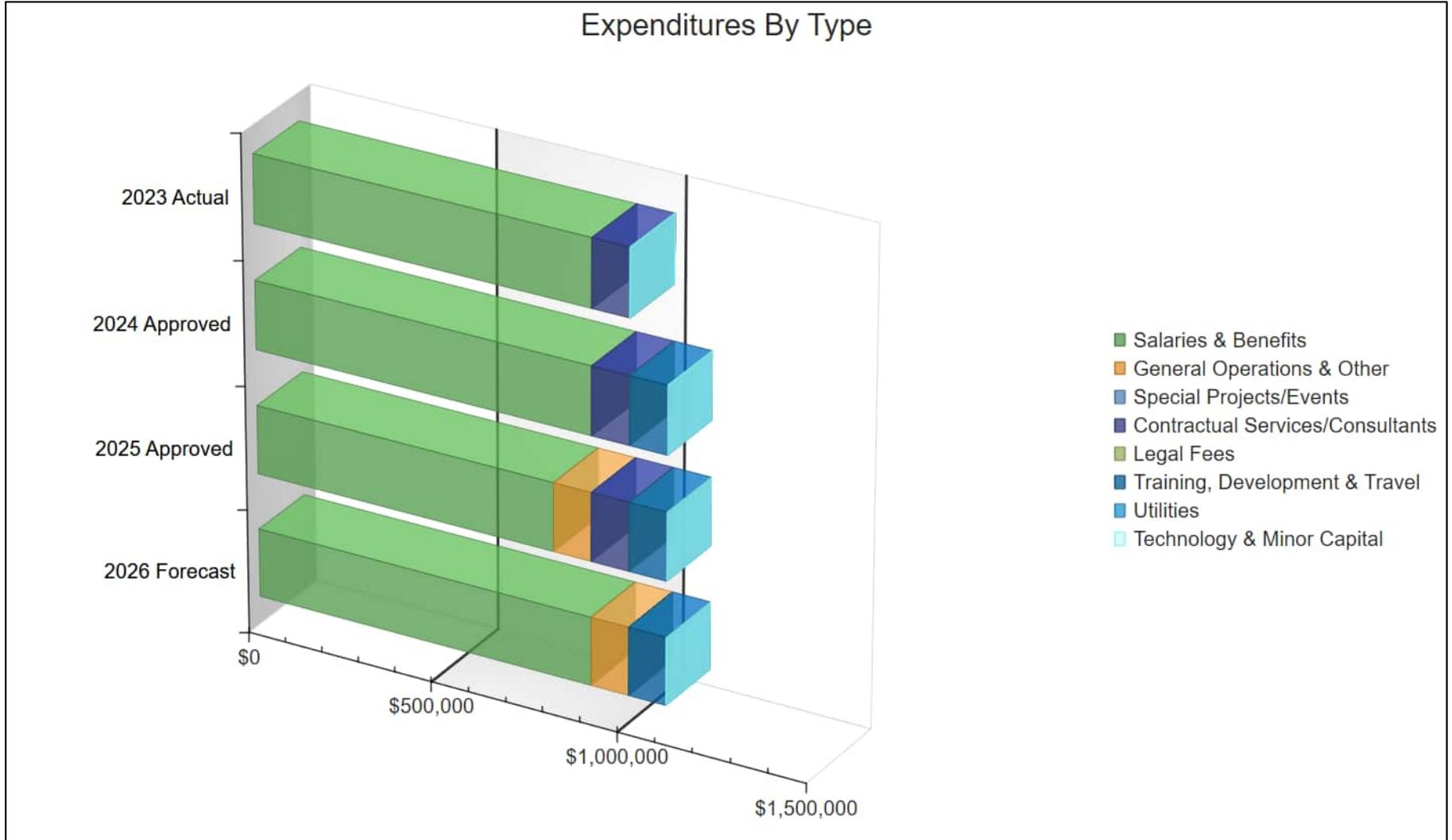


Within the strategic priorities/goals there are ninety-three (93) actions that have been identified to be completed/considered over the next twenty (20) years. Further details regarding the Strategic Plan can be found on the Township's website.

# Office of the CAO and People & Talent Summary



	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
Grants & Contributions	\$ 2,118	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>2,118</b>	<b>2,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>								
Salaries & Benefits	867,561	885,476	837,411	-	837,411	879,237	-	879,237
General Operations & Other	4,095	3,550	104,400	-	104,400	104,400	-	104,400
Special Projects/Events	9,972	17,100	17,350	-	17,350	17,350	-	17,350
Contractual Services/Consultants	62,124	56,500	66,500	-	66,500	<b>16,500</b>	-	16,500
Legal Fees	14,990	10,000	35,000	-	35,000	15,000	-	15,000
Training, Development & Travel	-	50,750	54,775	-	54,775	55,575	-	55,575
Utilities	2,282	1,900	1,200	-	1,200	1,200	-	1,200
Technology & Minor Capital	-	4,415	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>961,024</b>	<b>1,029,691</b>	<b>1,116,636</b>	<b>-</b>	<b>1,116,636</b>	<b>1,089,262</b>	<b>-</b>	<b>1,089,262</b>
<b>Net Budget Before Transfers</b>	<b>(958,906)</b>	<b>(1,027,191)</b>	<b>(1,116,636)</b>	<b>-</b>	<b>(1,116,636)</b>	<b>(1,089,262)</b>	<b>-</b>	<b>(1,089,262)</b>
<b>Transfers From</b>								
Transfers from Reserves	-	50,000	10,000	-	10,000	-	-	-
Transfers from Reserve Funds	-	21,789	-	-	-	-	-	-
<b>Total Transfers From</b>	<b>-</b>	<b>71,789</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Transfer To</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Budget \$</b>	<b>(958,906) \$</b>	<b>(955,402) \$</b>	<b>(1,106,636) \$</b>	<b>-</b>	<b>(1,106,636) \$</b>	<b>(1,089,262) \$</b>	<b>-</b>	<b>(1,089,262) \$</b>



# Office of the CAO and People & Talent Summary



	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 867,561	\$ 885,476	\$ 837,411	\$ 879,237
General Operations & Other	4,095	3,550	104,400	104,400
Special Projects/Events	9,972	17,100	17,350	17,350
Contractual Services/Consultants	62,124	56,500	66,500	16,500
Legal Fees	14,990	10,000	35,000	15,000
Training, Development & Travel	39,515	50,750	54,775	55,575
Utilities	2,282	1,900	1,200	1,200
Technology & Minor Capital	-	4,415	-	-
<b>Total Expenditures</b>	<b>\$ 1,000,539</b>	<b>\$ 1,029,691</b>	<b>\$ 1,116,636</b>	<b>\$ 1,089,262</b>

## Explanation in Changes:

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



# Division Corporate Services



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# 2025/26 Division Business Plan

## Corporate Services

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### **Departmental Roles & Responsibilities:**

#### **Clerks Department:**

The Clerks 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

# 2025/26 Division Business Plan

## Corporate Services

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- Commissioner of Oaths
- Legal Services
  - Land Sale Transactions
  - Agreement and Contracts Administration

### **By-law Enforcement Department:**

By-law Enforcement is responsible for the following:

- investigation, and enforcement regarding formal complaints regarding Township By-laws which include:
  - Provincial Offences Proceedings
    - Dog Owners Liability Act (DOLA)
  - Licencing
    - Kennel
    - Campground
    - Auctioneers
    - Refreshment Vehicles
    - Special Events
    - Signs (billboards, business signs)
    - Backyard Chickens
    - Short-Term Rental Accommodations
    - Donation Bins
  - Parking and Traffic By-law 2005-018
  - Site Plan Control By-law 2015-027
  - Comprehensive Zoning By-law 5000, as amended
  - Animal Control By-law 2020-080
  - Off-Road Vehicle By-law 2020-013, as amended
  - Clean, Safe Properties By-law 2014-037
  - Stoop n Scoop By-law 2014-031

# 2025/26 Division Business Plan

## Corporate Services

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- Signs and Advertising Devices By-law 2018-013
- Fill and Site Alteration By-law 2022-105 Road Occupancy By-law 2008-082
- Water Restrictions By-law 2009-042
- Water Regulations and Rating By-law 2023-127
- Business Licensing By-law 2008-118
- Noise By-law 2012-015, as amended
- Special Events By-law 2009-087
- Backyard Chickens By-law 2020-091
- Donation Bin By-law 2020-073
- Littering By-law 2022-032
- Property Standards 2024-074

### 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.

### **Corporate Communications:**

Springwater is committed to open communication and strives to provide accurate, timely and accessible communication to stakeholders. Using a balanced mix of media and a variety of platforms to keep stakeholders informed, Corporate

# 2025/26 Division Business Plan

## Corporate Services

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Communications ensure that all messaging from the Township is strong, consistent and aligned with corporate priorities.

### **Departmental Objectives:**

#### **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

# 2025/26 Division Business Plan

## Corporate Services

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- 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
- GIS functions including managing and analyzing geographical data to support decision-making, resource allocation, and strategic planning across municipal services and projects
- Programming and automation to improve existing business processes and creating efficiencies
- Project management of new software initiatives

### **Corporate Communications:**

Communication channels and functions include:

- Website management
- Written communications
- Mobile phone application management
- Media relations
- Township spokesperson
- Creation and design of promotional materials, advertising, and marketing materials
- Photography and videography
- Graphic design
- Social media management. Channels Include:
  - Facebook: Township of Springwater
  - X: @SpringwaterTWP, @SpringwaterFire
  - Instagram: Township of Springwater
  - YouTube: Springwater Township of Springwater
  - LinkedIn: Township of Springwater

# 2025/26 Division Business Plan

## Corporate Services

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### **Major Initiatives/Issues:**

#### **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- concluded

#### **Corporate Communications:**

- Develop and create effective communication strategies, initiatives and compelling materials across a number of platforms to create awareness and support strategic initiatives, community relations, municipal projects and special events.
- Monitoring of various social media channels and media outlets
- Public relations and community outreach
- Work with various Township departments to develop messaging for key initiatives

# 2025/26 Division Business Plan

## Corporate Services

### Staff Complement:

#### Clerks & By-law Department:

	2019	2020	2021	2022	2023	2024	2025 Proposed
Full Time	3	5	5	6	6	7	7
Part Time *	-	-	-	-	-	-	-
Student(s)/Contract	1	1	2	2	2	2	2

Clerks and By-law Enforcement Department includes:

- Director of Corporate Services/Township Clerk (1 FTE)
- Deputy Clerk (1 FTE)
- Legislative/Records Coordinator (1 FTE)
- Manager of Municipal Law Enforcement (1 FTE)
- Municipal Law Enforcement Officer I (1 FTE)
- Municipal Law Enforcement Officer/Administrative Assistant (1 FTE)
- Licensing Officer/Municipal Law Enforcement Officer (1 FTE)
- Municipal Law Enforcement Officer – Student (2)

#### Information and Technology Services (IT):

	2019	2020	2021	2022	2023	2024	2025 Proposed
Full Time	1	2	2	2	2	3	3
Part Time *	-	-	-	-	-	-	-
Student(s)	-	-	-	-	-	-	-

# 2025/26 Division Business Plan

## Corporate Services

Administration includes:

- IT Manager (1 FTE)
- IT Systems Support Technician (1 FTE)
- GIS Coordinator (1 FTE)

### Corporate Communications:

	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	1	1	1	1	1	2	2
<b>Part Time *</b>	-	-	-	-	-	-	-
<b>Student(s)</b>	-	-	-	-	1	-	-

Corporate Communications includes:

- Communications Officer (1 FTE)
- Communications Assistant (1 FTE)

### **Key Performance Indicators:**

#### Clerks Department

Indicator	Target	2019	2020	2021	2022	2023	2024 Estimate	2025 Estimate
<b>Burial Permits:</b> 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		
<b>MFIPPA:</b> Acknowledge receipt of the letter within	Within 30 days 100% of time							

# 2025/26 Division Business Plan

## Corporate Services

Township prescribed deadlines and issue a decision within 30 days of the date of the request 100% of the time.								
<b>Routine Disclosure:</b> 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 95% of time						
<b>Agendas:</b> Publish regular meeting agendas 7 days prior to meeting date 95% of the time.	7 days prior to meeting 95% of time							

# 2025/26 Division Business Plan

## Corporate Services

### **By-law Enforcement Department:**

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

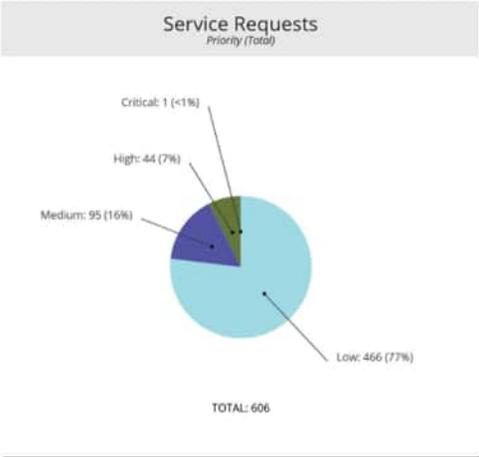
COMPLAINT VOLUME					
	NUMBER OF INCIDENCE (2020)	NUMBER OF INCIDENCE (2021)	NUMBER OF INCIDENCE (2022)	NUMBER OF INCIDENCE (2023)	NUMBER OF INCIDENCE (UP UNTIL September 30, 2024)
Complaints	1,416	1,298	1,580	1,379	1,221
Parking tickets	196	101	167	248	225
Charges	6	20	17	20	26
COVID-19 Related complaints	72	64	0	0	0

# 2025/26 Division Business Plan

## Corporate Services

### Information Technology

Departments: Information Technology



# Corporate Services Summary



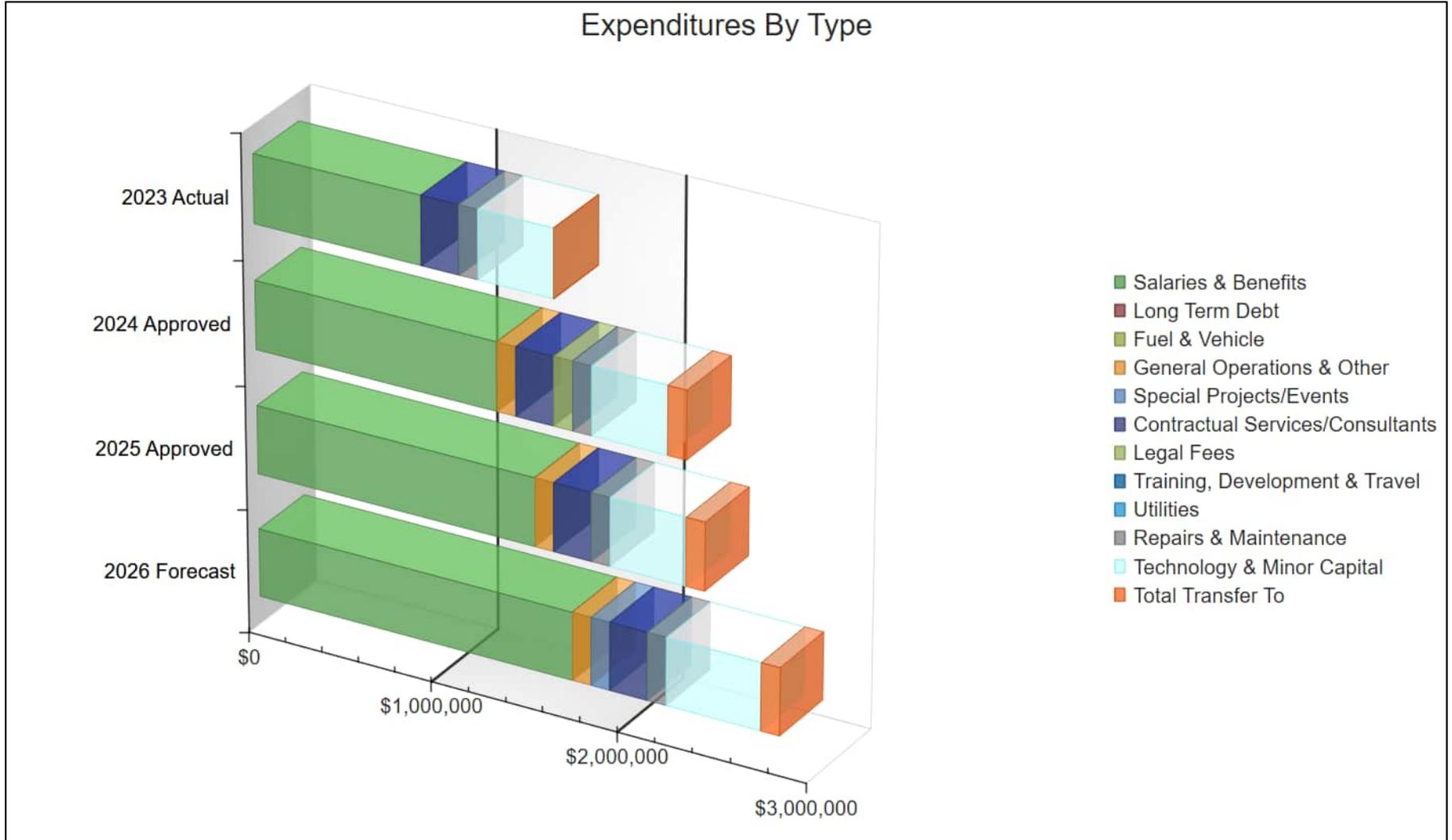
	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 130,570	\$ 73,155	\$ 105,759	\$ -	\$ 105,759	\$ 105,709	\$ -	\$ 105,709
Grants & Contributions	2,573	8,200	6,000	-	6,000	6,000	-	6,000
Investment & Interest Income	5,781	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>138,924</b>	<b>81,355</b>	<b>111,759</b>	<b>-</b>	<b>111,759</b>	<b>111,709</b>	<b>-</b>	<b>111,709</b>
<b>Expenditures</b>								
Salaries & Benefits	877,679	1,282,918	1,546,497	-	1,546,497	1,643,781	89,359	1,733,140
Long Term Debt	23,709	19,932	14,021	-	14,021	14,021	-	14,021
Fuel & Vehicle	15,057	13,700	18,500	-	18,500	18,500	-	18,500
General Operations & Other	34,998	89,490	91,220	-	91,220	91,220	-	91,220
Special Projects/Events	1,898	4,000	4,750	-	4,750	124,000	-	124,000
Contractual Services/Consultants	162,951	206,145	154,885	-	154,885	155,385	-	155,385
Legal Fees	38,751	81,000	41,000	-	41,000	41,000	-	41,000
Training, Development & Travel	-	33,550	40,325	-	40,325	41,325	-	41,325
Utilities	3,196	4,750	3,550	-	3,550	5,271	-	5,271
Repairs & Maintenance	52,810	53,900	56,751	-	56,751	56,751	-	56,751
Technology & Minor Capital	371,080	448,232	439,964	-	439,964	470,664	3,650	474,314
<b>Total Expenditures</b>	<b>1,582,129</b>	<b>2,237,617</b>	<b>2,411,463</b>	<b>-</b>	<b>2,411,463</b>	<b>2,661,918</b>	<b>93,009</b>	<b>2,754,927</b>
<b>Net Budget Before Transfers</b>	<b>(1,443,205)</b>	<b>(2,156,262)</b>	<b>(2,299,704)</b>	<b>-</b>	<b>(2,299,704)</b>	<b>(2,550,209)</b>	<b>93,009</b>	<b>(2,643,218)</b>

# Corporate Services Summary



	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Transfers From</b>								
Transfers from Reserves	2,407	163,000	10,000	-	10,000	90,000	-	90,000
Transfers from Reserve Funds	-	22,824	-	-	-	-	-	-
<b>Total Transfers From</b>	<b>2,407</b>	<b>185,824</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>90,000</b>	<b>-</b>	<b>90,000</b>
<b>Transfer To</b>								
Transfers between Departments	8,317	5,500	5,500	-	5,500	5,775	-	5,775
Transfer to Reserves	33,088	62,500	62,500	-	62,500	57,500	-	57,500
Transfer to Capital	-	-	50,000	-	50,000	-	-	-
<b>Total Transfer To</b>	<b>41,405</b>	<b>68,000</b>	<b>118,000</b>	<b>-</b>	<b>118,000</b>	<b>63,275</b>	<b>-</b>	<b>63,275</b>
<b>Net Budget \$</b>	<b>(1,482,203)</b>	<b>(2,038,438)</b>	<b>(2,407,704)</b>	<b>-</b>	<b>(2,407,704)</b>	<b>(2,523,484)</b>	<b>93,009</b>	<b>(2,616,493)</b>

# Corporate Services Summary



# Corporate Services Summary



	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 877,679	\$ 1,282,918	\$ 1,546,497	\$ 1,733,140
Long Term Debt	23,709	19,932	14,021	14,021
Fuel & Vehicle	15,057	13,700	18,500	18,500
General Operations & Other	34,998	89,490	91,220	91,220
Special Projects/Events	1,898	4,000	4,750	124,000
Contractual Services/Consultants	162,951	206,145	154,885	155,385
Legal Fees	38,751	81,000	41,000	41,000
Training, Development & Travel	19,144	33,550	40,325	41,325
Utilities	3,196	4,750	3,550	5,271
Repairs & Maintenance	52,810	53,900	56,751	56,751
Technology & Minor Capital	371,080	448,232	439,964	474,314
Total Transfer To	41,405	68,000	118,000	63,275
<b>Total Expenditures</b>	<b>\$ 1,642,678</b>	<b>\$ 2,305,617</b>	<b>\$ 2,529,463</b>	<b>\$ 2,818,202</b>

## Explanation in Changes:

- ◆ Salaries & Benefits are anticipated to increase mainly due to COLA, 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 integrity commissioner services, and Animal Control and Pound Services Contract.

## Budget Requests:

- ◆ Program Change 2026 - Law Clerk




 Township of  
**Springwater**  
**Program Change 2026**

Program Title: Law Clerk  
 Position Title: Law Clerk  
 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:	\$ 89,359.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 2,650.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 1,000.00
If other, please specify	Training & Development
<b>Subtotal operating expenditures:</b>	<b>\$ 93,009.00</b>

**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
<b>Estimated Net Impact to Tax:</b>	<b>\$ 93,009.00</b>



# Division Finance



**2025/26 Multi-Year Budget**  
INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# 2025/26 Division Business Plan

## Finance

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### Departmental Roles & Responsibilities:

The Finance Department is responsible for handling 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 Finance 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 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 Finance 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 the municipally designated financial institution;
- 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 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*.

### Departmental Objectives:

- 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 compliance with generally accepted accounting principles/standards and statutory reporting requirements
- Fulfill all statutory responsibilities of the Treasurer as required by the *Municipal Act*

# 2025/26 Division Business Plan

## Finance

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 (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

### Major Initiatives/Issues:

- 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 to identify efficiencies and increase capacity

### Staff Complement:

	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	8	8	8	9	9	9	11
<b>Part Time</b>	-	-	-	-	-	-	-
<b>Student(s)</b>	-	-	1	-	1	-	-

# 2025/26 Division Business Plan

## Finance

Finance Department includes:

- Director of Finance/Treasurer (1 FTE)
- Manager of Budget and Financial Reporting/Deputy Treasurer (1 FTE)
- Manager of Taxation and Revenue/Deputy Treasurer (1 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)
- Junior Financial Analyst (1 FTE) proposed
- Tax & Utility Coordinator (1 FTE) proposed

### Key Performance Indicators:

Indicator	Target	2019	2020	2021	2022	2023	2024 YTD Sept	2025 Estimate
Total tax receivables as a % of total taxation	<b>10%</b>	8.3%	8.9%	6.8%	6.8%	7.1%	n/a	<b>7%</b>
Adoption of Annual Budget (except in an election year)	<b>December 31<sup>st</sup></b>	Feb 20, 2019	Dec 18, 2019	Dec 16, 2020	Dec 16, 2021	Feb 15, 2023	Dec 6, 2023	<b>Dec 2024</b>
Pay 90% of invoices in 30 days.	<b>90%</b>	90%	65%	70%	75%	68%	71%	<b>75%</b>
Tax Debt payments as a % of own source revenue	<b>No More than 10%</b>	2.7%	2.5%	2.5%	2.5%	2.5	n/a	<b>No more than 5%</b>
Financial Position per Capita	<b>\$600</b>	\$625	\$617	\$744	\$1,016	n/a	n/a	<b>\$600</b>

# 2025/26 Division Business Plan

## Finance

# of tax accounts enrolled in Pre-Authorized Payment Plan	<b>20%</b>	16.7%	18.5%	18.87%	18.07%	19.77%	22.6%	<b>25%</b>
# of utility accounts enrolled in Pre-Authorized Payment Plan	<b>20%</b>	16.2%	17.8%	17.57%	19.87%	19.88%	18.5%	<b>25%</b>
Adoption of Annual Financial Statements	<b>Prior to May 31st</b>	February 3, 2021	July 7, 2021	May 18, 2022	May 3, 2023	n/a	n/a	<b>May 2026</b>

# Finance Summary



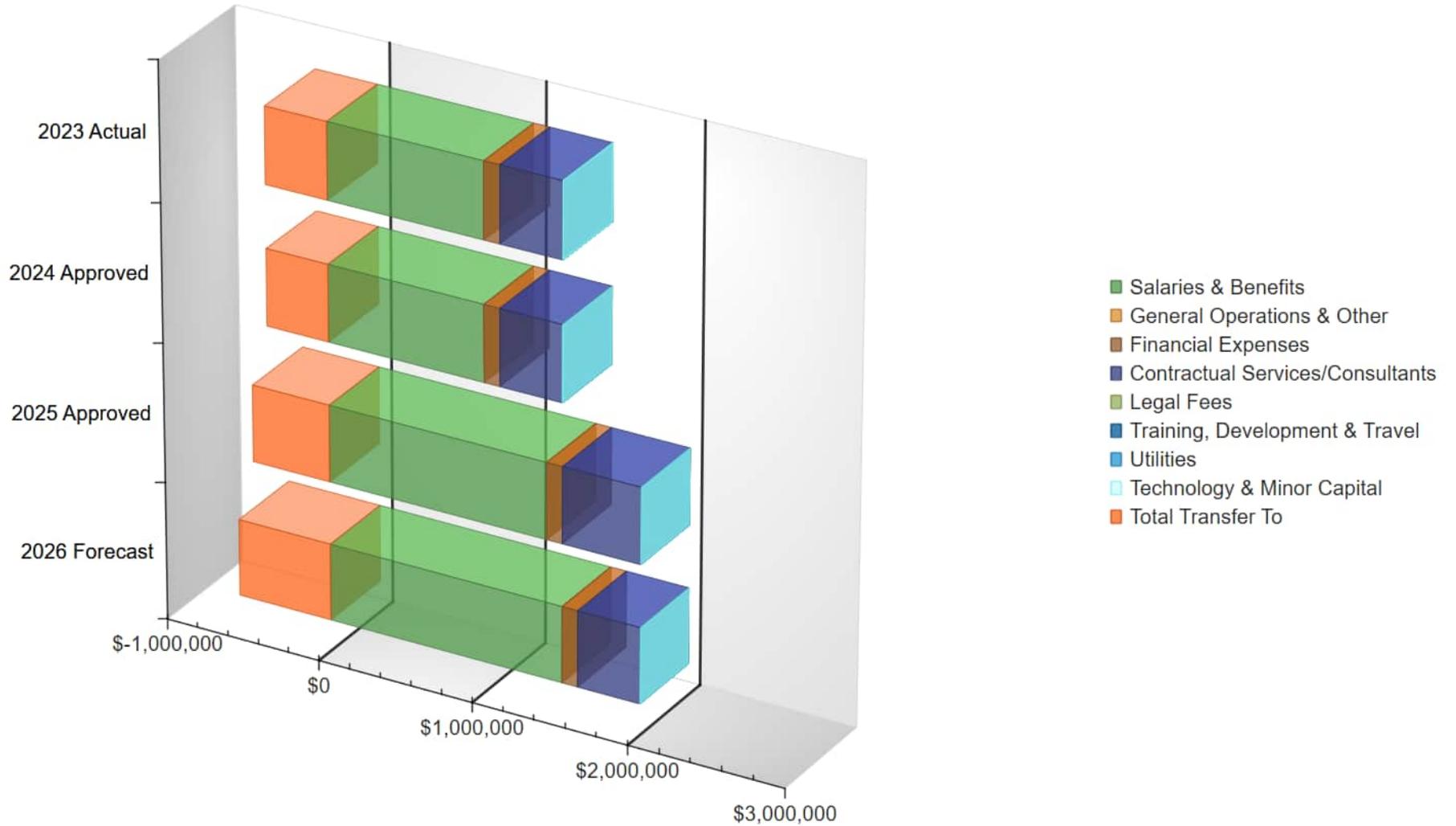
	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
Taxation	\$ 18,848,010	\$ 19,657,008	\$ 20,370,938	\$ -	\$ 20,370,938	\$ 20,370,968	\$ -	\$ 20,370,968
User Fees/Charges	78,495	71,332	69,321	-	69,321	69,321	-	69,321
Grants & Contributions	701,804	336,804	357,591	-	357,591	339,711	-	339,711
Investment & Interest Income	2,013,706	985,000	1,085,000	-	1,085,000	1,085,000	-	1,085,000
<b>Total Revenues</b>	<b>21,642,015</b>	<b>21,050,144</b>	<b>21,882,850</b>	<b>-</b>	<b>21,882,850</b>	<b>21,865,000</b>	<b>-</b>	<b>21,865,000</b>
<b>Expenditures</b>								
Salaries & Benefits	953,898	1,030,295	1,199,622	165,160	1,364,782	(1,474,610)	-	(1,474,610)
General Operations & Other	49,131	45,250	47,250	-	47,250	(48,750)	-	(48,750)
Financial Expenses	60,864	76,350	76,552	-	76,552	(76,552)	-	(76,552)
Contractual Services/Consultants	387,694	405,204	526,300	-	526,300	<b>(423,800)</b>	-	<b>(423,800)</b>
Legal Fees	10,000	-	10,000	-	10,000	(10,000)	-	(10,000)
Training, Development & Travel	-	22,050	27,800	-	27,800	(28,200)	-	(28,200)
Utilities	1,412	2,600	2,600	-	2,600	(2,600)	-	(2,600)
Technology & Minor Capital	-	-	-	7,300	7,300	-	-	-
<b>Total Expenditures</b>	<b>1,462,999</b>	<b>1,581,749</b>	<b>1,890,124</b>	<b>172,460</b>	<b>2,062,584</b>	<b>(2,064,512)</b>	<b>-</b>	<b>(2,064,512)</b>
<b>Net Budget Before Transfers</b>	<b>20,179,016</b>	<b>19,468,395</b>	<b>19,992,726</b>	<b>(172,460)</b>	<b>19,820,266</b>	<b>23,929,512</b>	<b>-</b>	<b>23,929,512</b>
<b>Transfers From</b>								
Transfers from Reserves	-	-	-	54,884	54,884	-	-	-
Transfers from Development Charges	-	-	43,200	-	43,200	-	-	-
<b>Total Transfers From</b>	<b>-</b>	<b>-</b>	<b>43,200</b>	<b>54,884</b>	<b>98,084</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Finance Summary



	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Transfer To</b>								
Transfers between Departments	(382,575)	(397,733)	(465,343)	-	(465,343)	(554,471)	-	(554,471)
<b>Net Budget</b>	<b>\$ 20,561,591</b>	<b>\$ 19,866,128</b>	<b>\$ 20,501,269</b>	<b>\$ (117,576)</b>	<b>\$ 20,383,693</b>	<b>\$ 24,483,983</b>	<b>\$ -</b>	<b>\$ 24,483,983</b>

## Expenditures By Type



# Finance Summary

	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 953,898	\$ 1,030,295	\$ 1,364,782	\$ 1,474,610
General Operations & Other	49,131	45,250	47,250	48,750
Financial Expenses	60,864	76,350	76,552	76,552
Contractual Services/Consultants	387,694	405,204	526,300	423,800
Legal Fees	10,000	-	10,000	10,000
Training, Development & Travel	16,119	22,050	27,800	28,200
Utilities	1,412	2,600	2,600	2,600
Technology & Minor Capital	-	-	7,300	-
Total Transfer To	(382,575)	(397,733)	(465,343)	(554,471)
<b>Total Expenditures</b>	<b>\$ 1,096,543</b>	<b>\$ 1,184,016</b>	<b>\$ 1,597,241</b>	<b>\$ 1,510,041</b>

## Explanation in Changes:

- ◆ Interest income has been increased by \$100,000 over 2024 to reflect expected returns.
- ◆ The overall increase in contractual services/consultant fees is driven by an anticipated increase with respect to the Township's insurance renewal, as well as the 2025 update to the Long Range Financial Plan. The total funding required for the Long Range Financial Plan is offset partly by Development Charges.

## Budget Requests:

- ◆ Program Change 2025: Junior Financial Analyst
- ◆ Program Change 2025: Tax and Utility Coordinator




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Tax and Utility Coordinator  
 Position Title: Tax and Utility Coordinator  
 Division: Finance  
 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:	\$ 78,667.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 2,650.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 1,000.00
If other, please specify	Professional Development/Training
<b>Subtotal operating expenditures:</b>	<b>\$ 82,317.00</b>

**Funding Sources**

Water Reserve:	\$ 20,426.46
Wastewater Reserve:	\$ 20,426.46
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:	\$ 41,464.08

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Program Change 2025

Program Title: Tax and Utility Coordinator  
Position Title: Tax and Utility Coordinator  
Division: Finance

## Project Justification

This Program Change is for the creation of a full-time permanent Tax and Utility Coordinator to support timely and efficient property tax billing.

In July 2024, the organizational structure of the Finance Department was realigned. This was necessary to establish the Finance Department for future success, ensuring internal and external customers are supported to the best extent possible, and that the department is well positioned to address recent and upcoming growth. As part of this realignment, a Taxation and Revenue Division was created within the Finance Department. The focus of this division is providing a high level of customer service supporting property taxation and utility billing.

Within the Taxation and Revenue Division, the current Tax and Utility Coordinator is responsible for coordinating and performing property tax billing and utility billing. Due to the significant growth in utility accounts within the Township, approximately 900 since 2017, this position has transitioned to solely supporting utility billing. The nature of quarterly utility billing, as well as the customer service requirements associated with administering collections, troubleshooting high bill complaints, and performing account maintenance, utility billing now requires a dedicated, full-time resource. As a result, the duties associated with property tax billing have been absorbed at the management level, resulting in poor internal controls, lack of segregation of duties, and the inefficient use of Township resources.

The creation of a second Tax and Utility Coordinator position will once again align the property tax billing responsibilities at the appropriate level within the organization. This new position will also build capacity within the Taxation and Revenue Division by alleviating some of the capacity constraints currently experienced with utility billing. Further, as growth in utility accounts was outlined above, it is important to note growth in property tax accounts is always greater, given growth occurs in areas with private services. As such, and in conjunction with the complexities and nuances of property taxes and property tax billing, an additional resource assigned to property tax billing will provide the level of customer service Township taxpayers expect at the first point of contact.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Program Change 2025

## Project Justification

The creation of a second Tax and Utility Coordinator position will also empower the Manager of the division to lead the division, rather than performing the day-to-day tasks. Therefore, in addition to improving customer service and aligning the use of Township resources on the appropriate tasks, this new position will improve internal controls and establish segregation of duties through the implementation of appropriate review and sign off procedures. Establishing such procedures now will allow the division to perform more efficiently, effectively, and with greater oversight.

Annualized Salaries and Benefits: \$94,401.




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Junior Financial Analyst  
 Position Title: Junior Financial Analyst  
 Division: Finance  
 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:	\$ 86,493.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 2,650.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 1,000.00
If other, please specify	Professional Development/Training
<b>Subtotal operating expenditures:</b>	<b>\$ 90,143.00</b>

**Funding Sources**

Water Reserve:	\$ 4,677.13
Wastewater Reserve:	\$ 4,677.13
Reserve:	\$ 4,677.13
Specify Reserve	Building Reserve
Government Subsidy/Grant:	\$ 0.00
Specify Subsidy/Grant	Description
Other:	\$ 0.00
Specify Source	Description
Estimated Net Impact to Tax:	\$ 76,111.61

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Program Change 2025

Program Title: Junior Financial Analyst  
Position Title: Junior Financial Analyst  
Division: Finance

## Project Justification

This Program Change is for the creation of a full-time permanent Junior Financial Analyst to support the collection of general accounts receivable, budget preparation and monitoring, and general ledger management.

In July 2024, the organizational structure of the Finance Department was realigned. This was necessary to establish the Finance Department for future success, ensuring internal and external customers are supported to the best extent possible, and that the department is well positioned to address recent and upcoming growth. As part of this realignment, a Budget and Financial Reporting Division was created within the Finance Department. The focus of this division is providing a high level of customer service supporting budget, financial reporting, accounting, accounts payable and accounts receivable.

Within the Budget and Financial Reporting Division, the AP/AR Coordinator is currently responsible for the coordinating and performing accounts payable and accounts receivable. Over the last several years, the number of invoices the Township processes on an annual basis has increased to approximately 7,000 each year. While electronic payments have decreased the number of cheques issued, time saved is offset by the number of invoices increasing on annual basis, as well as the time requirement associated with maintaining effective internal controls with respect to the verification and authentication of Township vendors banking information.

As a result of the increase in time requirement for processing payables, general accounts receivable has not been a priority and the Township is not pursuing monies owed in a timely fashion. In addition, the number of invoices the Township issues now exceeds pre-pandemic levels, averaging approximately 850 annually since 2022. The implication of not collecting monies owed to the Township is that all taxpayers must then fund a service provided to a specific benefiting party, of which all benefit was derived solely by the benefiting party.

The creation of the Junior Financial Analyst position will provide the Township with a dedicated resource to issuing invoices and collecting upon accounts receivable. Further, this new position will allow the AP/AR Coordinator position to solely focus on accounts payable. This transition will provide the AP/AR Coordinator with some capacity to address future workload increases, while ensuring that the timely payment to Township vendors remains a priority.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Program Change 2025

## Project Justification

In addition to accounts receivable, the Junior Financial Analyst will perform critical accounting tasks to help ensure the financial integrity of the Township as detailed below.

The general ledger is the cornerstone of Township's accounting system and contains all the financial transactions of the Township. Effective general ledger management is crucial for financial reporting, compliance with regulations, and decision making. The Junior Financial Analyst will improve general ledger management by supporting the accurate recording of transactions, performing account reconciliations at various intervals, and improving the quality and timeliness of internal and external financial reporting. This will ensure decision making throughout the organization is made with accurate and up to date financial information.

As the Township looks to issue external debt for capital projects such as the Community Hub, Craig Road, and Midhurst Fire Station, the timeliness and accuracy of financial reporting will be utmost importance to several of the Township's stakeholders: namely, to the Province, in evaluating the Township's debt capacity; the Township's financial institution, in evaluation the Township's credit worthiness; and current and future debt holders, in their evaluation of credit risk. In addition, the Province also requires timely financial reporting for Ontario Municipal Partnership Fund compliance. The Junior Financial Analyst will assist with month-end, quarter-end and year-end close processes, allowing the Township to proceed with adopting annual financial statements in a timeline that meets Council and Township stakeholders expectations.

Further, the Junior Financial Analyst will empower the Manager of the division to lead the division, rather than performing the day-to-day tasks. Therefore, in addition to improving customer service and aligning the use of Township resources on the appropriate tasks, this new position will improve internal controls and establish segregation of duties.

Annualized Salaries and Benefits: \$103,791.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



**Division**  
**Fire & Emergency**  
**Services**



**2025/26 Multi-Year Budget**

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# 2025/26 Division Business Plan

## Fire & Emergency Services

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### 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

# 2025/26 Division Business Plan

## Fire & Emergency Services

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### 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:

#### Operations Division

- Expected delivery of the new Pump 31 that will service the Minesing Fire Station. Currently working with manufacturer and delivery expected in Q4 of this year.
- Scheduled Fire Officer 1 course this year through OFM learning contract that will see in-house delivery and set the milestone of all supervisors within the department trained to the Mandatory Certification before the deadline of 2026. There are three outstanding new fire officers required to take this training. This will be a joint venture with the Township of Essa Fire Department.
- The Fire Administration Assistant has become a member of the Emergency Control Group and successfully completed the Basic Emergency Management Course as well as Note Taking that will play a pivotal role within the Emergency Operation Centre and the Control Group.

# 2025/26 Division Business Plan

## Fire & Emergency Services

- Recruitment of 13 firefighters to maintain the compliment of firefighters set by Council. Retention of Volunteer Firefighters continues to be an issue and is likely attributed to various things such as work/life balance, hours to become NFPA certified as mandated by the Province, balancing career versus that of the volunteer, as well as the many association events required within the communities.
- **Emergency Responses to date are up by 78 incidents from 2023**
- Addition of Chad Cook as the new Division Chief of Training
- Annual review and addition of departmental Operating Guidelines.
- Groundbreaking and commencement of construction for the new fire station

### Fire Prevention/Public Education

- The department now provides a unified and continuous Fire Prevention Service regardless of days off due to vacation time or sick time that provides focused service and programming from the Prevention Division to the community.
- Due to the addition of the FPO/Fire & Life Safety Educator position, the Prevention Division has expanded services to the community. These include public education videos with topics ranging from BBQ safety to wildland fire safety with plans to create further videos for other topics. This was done in partnership with the Communication Team from the Township.
- Home fire safety visit program is in development for later this year. The program will allow for residents to set up a visit from the fire department and get clarification on what constitutes a fire hazard in there home, home escape planning, smoke/co alarm placement and other fire safety advice. To ensure its success, this will be accomplished through a non-enforcement approach.
- The mandated Alarmed for Life program that usually ran in the fall now runs all year in conjunction with our burn permit program.
- New partnership with the OPP to deliver a community helpers /first responders program to our community, the pilot project was delivered to our township summer day camps and was well received . This partnership allowed the department to double the number of visits to the summer camps this year. We look forward to expanding the program into the grade one classes of our schools this fall.
- Number of fire code enforcement and outdoor burning by law infractions tickets are up by 33% over the 5-year average.
- Expanded Putt for Prevention Program from one event to 3 events reaching 280 people.
- Farmers market public education sessions tripled from last year.
- Dialogue between the Fire department and the By Law department have been taking place regarding the streamlining of the vender's license application and inspection process.
- Total inspections are up this year and are as follows at end of Q3:
  - Residential – 24, Fire Permits – 112, Commercial - 71, Industrial – 6, Assembly - 3 Total 216
- End of Q3 the Fire Prevention Division completed 23 public education sessions capturing 1296 people

# 2025/26 Division Business Plan

## Fire & Emergency Services

### Staff Complement:

	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	5	5	5	5	5	6	<b>6</b>
<b>Part Time</b>	90	90	86	90	90	100	<b>100</b>
<b>Student(s)</b>	0	0	0	0	0	0	<b>0</b>

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	2023	2024 YTD Sept	2025 Estimate
<b>Average response time for all stations</b> in minutes – First due truck on-scene	11:00	10:45	10:59	10:45
<b># of home visits Alarmed for Life Program</b>	400	400	112	400
<b>% fire Code violations corrected within 60 days</b>	100%	95%	100%	100%
<b># of fire permits issued</b>	2100	2024	2042	2100

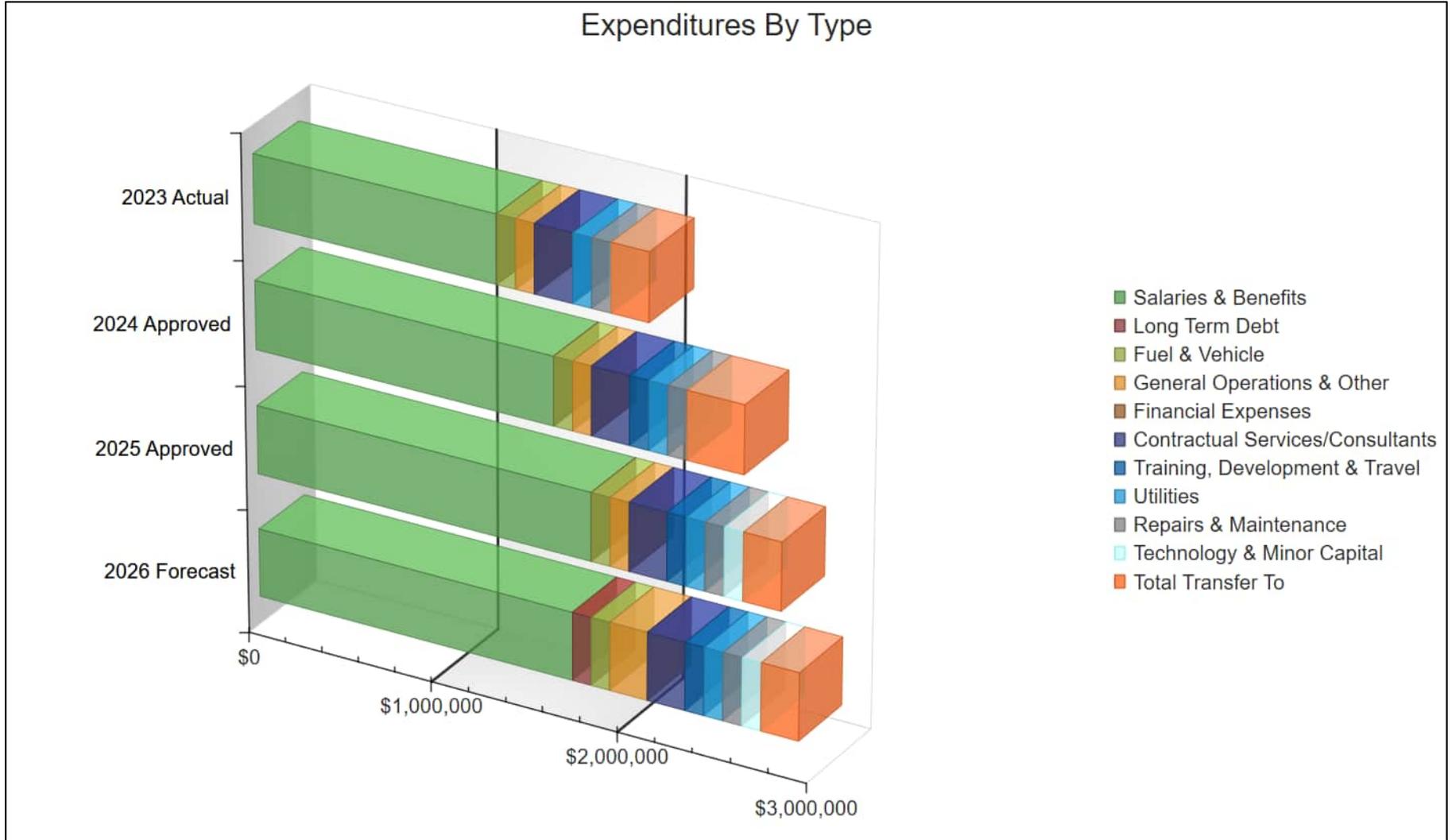
# Fire & Emergency Services Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 155,054	\$ 112,400	\$ 113,000	\$ -	\$ 113,000	\$ 112,500	\$ -	\$ 112,500
Rental Revenue	53,274	86,000	87,100	-	87,100	87,500	-	87,500
<b>Total Revenues</b>	<b>208,328</b>	<b>198,400</b>	<b>200,100</b>	<b>-</b>	<b>200,100</b>	<b>200,000</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>								
Salaries & Benefits	1,257,373	1,596,558	1,806,769	-	1,806,769	1,659,141	-	1,659,141
Long Term Debt	-	-	26,882	-	26,882	100,679	-	100,679
Fuel & Vehicle	122,991	105,000	105,000	-	105,000	106,500	-	106,500
General Operations & Other	113,649	136,700	146,200	-	146,200	159,200	-	159,200
Financial Expenses	1,474	3,500	2,000	-	2,000	2,000	-	2,000
Contractual Services/Consultants	172,203	176,990	186,540	25,000	211,540	217,850	-	217,850
Training, Development & Travel	-	65,250	65,750	-	65,750	65,750	-	65,750
Utilities	52,730	56,000	81,000	-	81,000	88,000	-	88,000
Repairs & Maintenance	75,516	74,000	76,000	-	76,000	76,000	-	76,000
Technology & Minor Capital	15,433	33,500	93,500	-	93,500	88,500	-	88,500
<b>Total Expenditures</b>	<b>1,811,369</b>	<b>2,247,498</b>	<b>2,589,641</b>	<b>25,000</b>	<b>2,614,641</b>	<b>2,563,620</b>	<b>-</b>	<b>2,563,620</b>
<b>Net Budget Before Transfers</b>	<b>(1,603,041)</b>	<b>(2,049,098)</b>	<b>(2,389,541)</b>	<b>(25,000)</b>	<b>(2,414,541)</b>	<b>(2,363,620)</b>	<b>-</b>	<b>(2,363,620)</b>

# Fire & Emergency Services Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Transfers From</b>								
Transfers from Development Charges	-	47,500	47,500	-	47,500	47,500	-	47,500
<b>Transfer To</b>								
Transfers between Departments	-	5,000	5,000	-	5,000	5,000	-	5,000
Transfer to Reserves	150,000	150,000	150,000	-	150,000	150,000	-	150,000
Transfer to Capital	86,500	120,000	-	-	-	-	-	-
<b>Total Transfer To</b>	<b>236,500</b>	<b>275,000</b>	<b>155,000</b>	<b>-</b>	<b>155,000</b>	<b>155,000</b>	<b>-</b>	<b>155,000</b>
<b>Net Budget \$</b>	<b>(1,839,541)</b>	<b>(2,276,598)</b>	<b>(2,497,041)</b>	<b>(25,000)</b>	<b>(2,522,041)</b>	<b>(2,471,120)</b>	<b>-</b>	<b>(2,471,120)</b>

# Fire & Emergency Services Summary



## Fire & Emergency Services Summary

	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 1,257,373	\$ 1,596,558	\$ 1,806,769	\$ 1,659,141
Long Term Debt	-	-	26,882	100,679
Fuel & Vehicle	122,991	105,000	105,000	106,500
General Operations & Other	113,649	136,700	146,200	159,200
Financial Expenses	1,474	3,500	2,000	2,000
Contractual Services/Consultants	172,203	176,990	211,540	217,850
Training, Development & Travel	33,120	65,250	65,750	65,750
Utilities	52,730	56,000	81,000	88,000
Repairs & Maintenance	75,516	74,000	76,000	76,000
Technology & Minor Capital	15,433	33,500	93,500	88,500
Total Transfer To	236,500	275,000	155,000	155,000
<b>Total Expenditures</b>	<b>\$ 2,080,989</b>	<b>\$ 2,522,498</b>	<b>\$ 2,769,641</b>	<b>\$ 2,718,620</b>

### Explanation in Changes:

- ◆ Salaries & Benefits are anticipated to increase due to COLA, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- ◆ Benefits have increased relating to the approved Health Spending Account for the Township's volunteer firefighters.
- ◆ 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.

### Budget Requests:

- ◆ Program Change 2025: Fire Dispatching Service




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: New Fire Department Management Dispatch Software  
 Position Title:  
 Division: Fire & Emergency Services  
 Complement Impact:  
 Duration:

(Permanent FT, Permanent PT, or Temporary)

Funding Impact	
Is costing provided below annualized?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> 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:	\$ 25,000.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 0.00
If other, please specify	Description
<b>Subtotal operating expenditures:</b>	<b>\$ 25,000.00</b>

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:	\$ 25,000.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Program Change 2025

Program Title: New Fire Department Management Dispatch Software

Position Title:

Division: Fire & Emergency Services

## Project 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. SFES requested Capital funding for this project back in 2022 as a one time fee. After further researching SFES later found out this would be an annual operating cost with a minor licensing fee for a new Record Management Software (RMS) to replace the existing Firehouse software. In order for the Township's Fire Service not to be impacted, SFES will need to purchase and utilize a new vendor software in 2025 that will be compatible with BFES CAD system and will be issuing a RFP in Q1 2025. Pricing for the fire department RMS will vary depending on the modules utilized with the new software. It is anticipated that pricing could range from \$15,000 on the low end to \$25,000 on the high end for the new software. This would be an annual operating cost to access and utilize this software.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



**Division**  
Building and Planning  
Services



**2025/26 Multi-Year Budget**

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# 2025/26 Division Business Plan

## Building and Planning Services

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### **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, and Community Improvement Plan- (CIP) etc.

# 2025/26 Division Business Plan

## Building and Planning Services

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- 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 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)
- 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
- 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 etc.
- Liaison for Economic Development Advisory Committee, Agricultural Advisory Committee and Planning 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.
- 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.
- Move towards a more energy efficient fleet.
- Enhance permit intake and review experience.
- Continually improve the customer experience, be a leader in the industry.
- Plan according to the strategic plan to ensure decisions align with corporate objectives.

# 2025/26 Division Business Plan

## Building and Planning Services

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### **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 Amendments, Site Plan)
  - Committee of Adjustment Applications (Consent and 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
  - Official Plan Review-Phase II – Adoption
  - County Municipal Comprehensive Review (MCR)
  - OLT Hearings
  - Shipping Container Provision policy
  - Short Term Rental 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 185, New Provincial Planning Statement (PPS, 2024)
  - MZO Provincial Framework update
  - Additional Residential Unit (ARU) provisions

# 2025/26 Division Business Plan

## Building and Planning Services

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### ***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)
  - Foster and enhance alliances with other levels of Government and agencies to maximize efficiencies and economic benefits available to Springwater businesses and residents
  - Work in conjunction with the Planning Department to develop an employment strategy by promoting available employment lands.
  - Develop a business and investment attraction strategy to foster and grow business opportunities in the Township.

### **Major Initiatives/Issues:**

#### **Building Department:**

- Initiated paperless permit files and inspections in 2023. Refined this further in 2024.
- Completed Septic re-inspection Program for Orr Lake in 2024 with internal building staff.
- Initiated an open permit program, reviewed hundreds of open files, sent notices and completed final inspections.
- In collaboration with IT, created GIS (searchable) on-line Additional Dwelling Unit Registry.
- Review the new version of the Ontario Building Code and develop training for staff and end users.
- Created fillable forms on-line to enhance the application process.
- Preparing for an increase in permit volume due to Midhurst Developments going forward.
- Transitioning building department fleet to more energy efficient vehicles upon replacement.
- Increase training for staff to increase the ability of new staff to inspect all areas of construction, maximizing coverage.
- Create new standard operating policies for staff to ensure consistency in review and inspections.
- Updated electronic forms and guides for easier reading and comprehension of requirements.

# 2025/26 Division Business Plan

## Building and Planning Services

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- Educate the public and increase enforcement to minimize time spent on illegal construction compliance.
- Initiated outstanding final lot grading certification program to address backlog in certifications.
- Conduct a fee review

### **Planning Department:**

Over the past year some key initiatives and accomplishments include the following, some of which are expected to carry-over into 2025:

- Growth Plan Study
- Short Term Rental Official Plan and Zoning By-law Amendment
- Official Plan and Zoning By-law compliance review to adapt to new planning legislation including the 2024 Provincial Planning Statement, Bill 185, new ARU restrictions
- Official Plan Update to 2031
- Ontario Land Tribunal (OLT) –
  - Finalized Settlements related to:
    - Ballymore Homes
    - John's Subdivision
    - 3024 Old Second South.
  - Lewis Pit Appeal - On-going
- Township Surplus Lands Review – On-going
- Township Interactive GIS Zoning Map – On-going
- Subdivision Implementation
  - Thompson Lands Subdivision - Stage 2 Subdivision Agreement
  - Midhurst Heights - Redline Revision Approval
  - Midhurst Heights - Stage 3 External Servicing Agreement
  - Midhurst Heights - Stage 2 Phase A/B Subdivision Agreement
  - Midhurst Heights - Stage 1 Phase C/D Subdivision Agreement
  - PGC Industrial Subdivision - Pre-servicing Agreement
  - Midhurst Ultimate WWTP - External Servicing Agreement
  - Springwater Development Corp. - Pre-servicing agreement and Tree Clearing
  - Hometown Hillsdale
  - Huron Creek Phase 1C (Townhome block) - Part Lot Control Agreement

# 2025/26 Division Business Plan

## Building and Planning Services

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- Estates of Anten Mills - Lift Hold
- San Diego Homes (Elmvale) – On-going
- Huron Creek Phase II (Elmvale) – On-going
- Huron Creek Condo Block (Elmvale) – On-going
- Silver Paradise (Midhurst) – On-going
- Mallory Subdivision (Midhurst) – On-going\_Springwater Development Corp (Anten Mills) – On-going
- Official Plan Amendments
  - McColgan Pit – Adopted pending County final Approval
  - 25 Yonge Street North – Adopted pending County final Approval
  - Short Term Rental Policy – On-going
- Site Plan Applications
  - 15 Bertram Industrial Parkway - Executed
  - County Paramedic Post - Executed
  - Township Fire Station #2 – Executed
  - 74 Yonge Street (B. Hatton) – Executed
  - 2333 Cassell Drive (White Owl) – Executed
  - Elmvale Active Senior’s Residence (EASR) – On-going
- MZO applications
  - Sadlon
  - Remington Group
  - Geranium / CWH Lorretto Inc.
- Source Water Protection – Ongoing
- Township Growth Management Strategy to 2051 – RFP Consultant Selection completed

### **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
- Business Information Sharing (business updates and information)

# 2025/26 Division Business Plan

## Building and Planning Services

### Staff Complement:

#### Building Department:

	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	6	7*	8*	11	11	11	11
<b>Part Time</b>				1	1	1	0
<b>Student(s)</b>	1	2	1	1	1	1	0

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)
- **\* No proposed changes to current FTE staffing levels\***

# 2025/26 Division Business Plan

## Building and Planning Services

### Planning Department:

	2017	2018	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	*7	6	6	6	6	6	7	8	9
<b>Part Time *</b>	1	-	-	-	-	-	-	-	-
<b>Student(s)</b>	1	-	-	-	-	-	-	-	-

\*2017 Additional staff due to By-law Enforcement integration under Planning Services (reallocated to clerks in 2018)

Planning Services currently includes:

- Director of Planning and Development Services (1 FTE)
- Manager of Planning Services (1 FTE)
- Senior Planner – Policy (1 FTE)
- Planner (2 FTE)
- Junior Planner (1 FTE)
- Planning Technician/ Secretary Treasurer (1 FTE)
- Planning Administrative Assistant (1 FTE)
- **Economic Development Officer proposed as part of 2025 budget**

# 2025/26 Division Business Plan

## Building and Planning Services

### Key Performance Indicators:

#### Building Department:

#### Building Permits Issued:

	2019	2020	2021	2022	2023	2024 YTD	2025 Estimate
<b>Total Building Permits</b>	455	564	704	976	452	<b>288</b>	<b>700</b>
<b>New Single Dwelling Units</b>	71	159	174	450	58	<b>19</b>	<b>330</b>

Indicator	Target	2019	2020	2021	2022	2023	2024	2025 Estimate
House: includes sheds, decks, additions, new homes, etc.	<b>10 Days</b>	10 Days	17 Days	8-12 weeks at peak	8 days	6 days	5 days	<b>5 days</b>
Small Buildings: includes building < 600m2 other than "House"	<b>15 Days</b>	15 Days	17 Days	8-12 weeks at peak	14 days	11 days	8 days	<b>8 days</b>
Large Buildings: includes building > 600m2	<b>20 Days</b>	18 Days	23 Days	8-12 weeks at peak	14 days	12 days	12 days	<b>12 days</b>

# 2025/26 Division Business Plan

## Building and Planning Services

Complex Buildings: includes Post Disaster Building	<b>30 Days</b>	None	None	None	None	None	None	<b>None</b>
Undertake field inspections of issued building permits to review compliance with Building Code	<b>N/A</b>	2588 inspections	2651 inspections	3670 inspections	4697 inspections	5106 inspections	2004 inspections	<b>4400 Inspections</b>
Prescribed time periods where Inspections are to be undertaken Sewage Inspection – 5 days Other Prescribed Inspections – 2 days	<b>Within 2 Days</b>	Within 1 day	<b>Within 1 day</b>					

**Planning Department:**

<i>Indicator</i>	2018	2019	2020	2021	2022	2023	2024 YTD 10/04
Zoning By-law Amendments							
Zoning Amendments, Lift Hold, Temporary Use By-laws, Housekeeping Amendments	17	24	27	26	21	24	24
Official Plan Amendments	4	2	1	3	2	2	5

# 2025/26 Division Business Plan

## Building and Planning Services

Site Plan Applications	3	3	3	6	5	3	1
Subdivision Applications Application, Redline revisions, agreement registration process, Part Lot Control & draft plan extensions	4	13	8	7	17	7	2
Consent Applications Severances, boundary adjustments, validation of title	29	34	10	18	17	11	15
Minor Variance Applications	17	25	17	28	38	14	33
Community Improvement Plan (CIP)	3	4	2	1	1	0	1
Deeming By-law	-	-	-	1	0	0	0
Telecommunication Tower Applications	0	2	1	3	0	0	0
Preliminary Development Applications	0	3	1	1	1	0	0
Pre-Consultations	-	6	21	22	19	21	16
NVCA Compliance Letter	-	-	-	17	43	43	7 Not required as of April 2024
Zoning Compliance Letter/Permitted Use Letters	-	-	-	83	46	34	14
MZO Applications	-	-	-	-	-	2	1

# 2025/26 Division Business Plan

## Building and Planning Services

<b>TOTAL</b>	77	116	91	117 (217 with compliance letters)	121 (210 with compliance letters)	84 (161 with compliance letters)	98 (112 with compliance letters)
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**Total New Applications 2024 (As at October 4, 2024)**

As of October 4, 2024, a total of 98 applications have been applied for and are being processed within the statutory requirements of the *Planning Act* and the Township’s protocols.

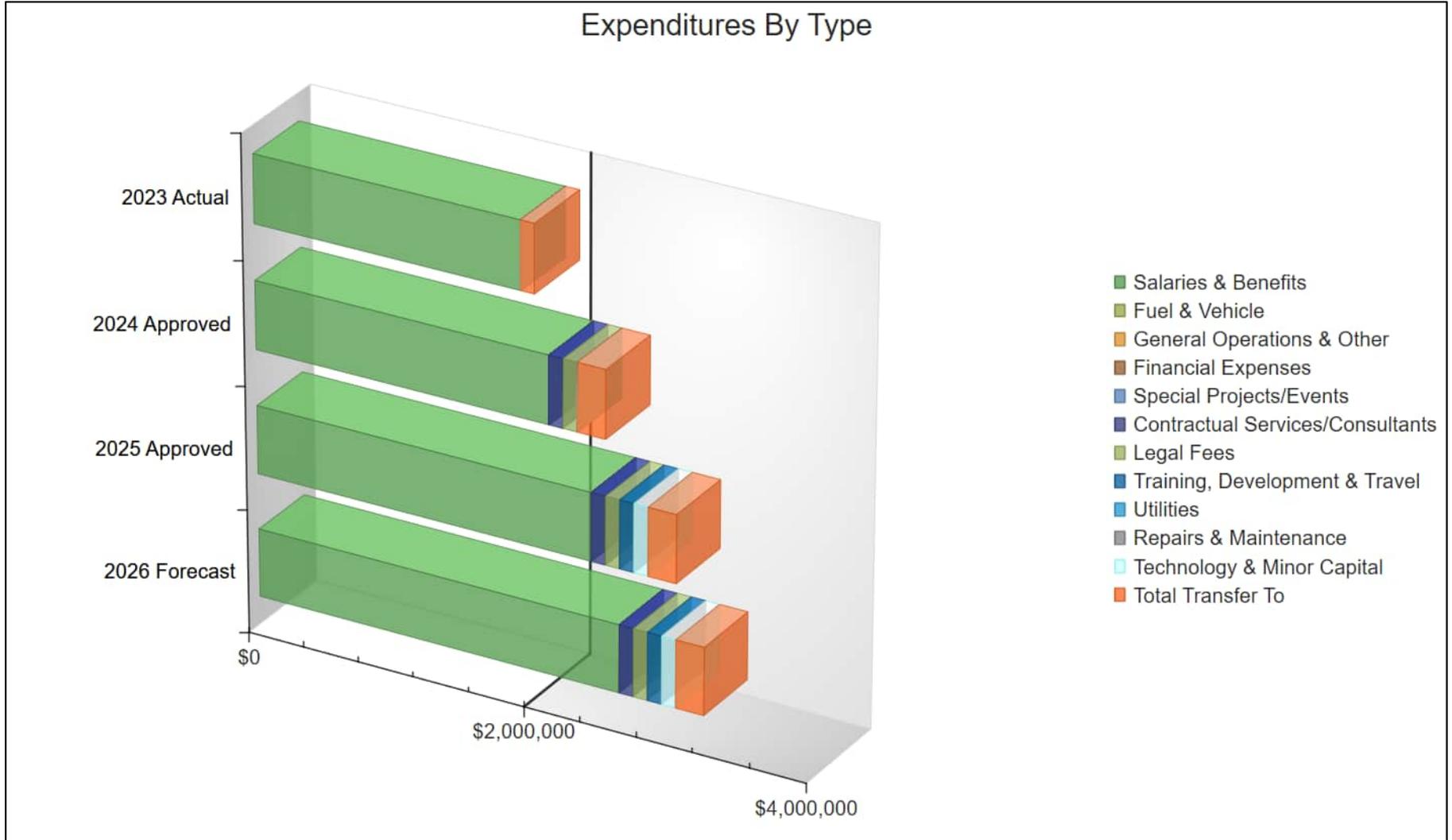
## Building & Planning Services Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 986,424	\$ 1,508,450	\$ 1,651,200	\$ -	\$ 1,651,200	\$ 1,986,200	\$ -	\$ 1,986,200
<b>Total Revenues</b>	<b>986,424</b>	<b>1,508,450</b>	<b>1,651,200</b>	<b>-</b>	<b>1,651,200</b>	<b>1,986,200</b>	<b>-</b>	<b>1,986,200</b>
<b>Expenditures</b>								
Salaries & Benefits	1,851,883	2,121,223	2,353,820	-	2,353,820	2,483,600	124,431	2,608,031
Fuel & Vehicle	11,471	13,000	13,000	-	13,000	13,000	-	13,000
General Operations & Other	9,451	22,700	27,200	-	27,200	25,200	-	25,200
Financial Expenses	355	-	-	-	-	-	-	-
Special Projects/Events	8,781	19,000	19,000	-	19,000	19,000	-	19,000
Contractual Services/Consultants	42,694	67,750	64,200	-	64,200	64,200	-	64,200
Legal Fees	-	52,500	58,000	-	58,000	58,000	-	58,000
Training, Development & Travel	-	48,250	66,650	-	66,650	67,150	-	67,150
Utilities	3,121	5,480	5,480	-	5,480	5,480	-	5,480
Repairs & Maintenance	785	5,350	5,350	-	5,350	5,350	-	5,350
Technology & Minor Capital	31,267	44,800	56,600	-	56,600	59,680	9,500	69,180
<b>Total Expenditures</b>	<b>1,959,808</b>	<b>2,400,053</b>	<b>2,669,300</b>	<b>-</b>	<b>2,669,300</b>	<b>2,800,660</b>	<b>133,931</b>	<b>2,934,591</b>
<b>Net Budget Before Transfers</b>	<b>(973,384)</b>	<b>(891,603)</b>	<b>(1,018,100)</b>	<b>-</b>	<b>(1,018,100)</b>	<b>(814,460)</b>	<b>133,931</b>	<b>(948,391)</b>

## Building & Planning Services Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Transfers From</b>								
Transfers from Reserves	-	263,729	366,962	-	366,962	102,386	-	102,386
<b>Transfer To</b>								
Transfers between Departments	145,554	163,565	180,034	-	180,034	194,649	-	194,649
<b>Net Budget \$</b>	<b>(1,118,938) \$</b>	<b>(791,439) \$</b>	<b>(831,172) \$</b>	<b>- \$</b>	<b>(831,172) \$</b>	<b>(906,723) \$</b>	<b>133,931 \$</b>	<b>(1,040,654) \$</b>

# Building & Planning Services Summary



## Building & Planning Services Summary

	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 1,851,883	\$ 2,121,223	\$ 2,353,820	\$ 2,608,031
Fuel & Vehicle	11,471	13,000	13,000	13,000
General Operations & Other	9,451	22,700	27,200	25,200
Financial Expenses	355	-	-	-
Special Projects/Events	8,781	19,000	19,000	19,000
Contractual Services/Consultants	42,694	67,750	64,200	64,200
Legal Fees	-	52,500	58,000	58,000
Training, Development & Travel	25,198	48,250	66,650	67,150
Utilities	3,121	5,480	5,480	5,480
Repairs & Maintenance	785	5,350	5,350	5,350
Technology & Minor Capital	31,267	44,800	56,600	69,180
Total Transfer To	145,554	163,565	180,034	194,649
<b>Total Expenditures</b>	<b>\$ 2,130,560</b>	<b>\$ 2,563,618</b>	<b>\$ 2,849,334</b>	<b>\$ 3,129,240</b>

### Explanation in Changes:

- ◆ Salaries & Benefits are anticipated to increase due to COLA, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- ◆ User Fees/Chargers - building permit revenue is expected to slightly increase in relation to anticipated development activity.
- ◆ User Fees/Charges - planning revenue is expected to increase as a result of the updated fee structure approved in 2024.

### Budget Requests:

- ◆ Program Change 2026: Senior Planner




 Township of  
**Springwater**  
**Program Change 2026**

Program Title: Senior Planner  
 Position Title: Senior Planner  
 Division: Building & Planning 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:	\$ 124,431.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 3,000.00
Estimated Computer Equipment:	\$ 3,500.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 3,000.00
If other, please specify	Training, Development, Memberships etc
<b>Subtotal operating expenditures:</b>	<b>\$ 133,931.00</b>

**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
<b>Estimated Net Impact to Tax:</b>	<b>\$ 133,931.00</b>

# Division Public Works



**2025/26 Multi-Year Budget**  
INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# 2025/26 Division Business Plan

## Public Works

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### **Departmental Roles & Responsibilities:**

The Public Works & Infrastructure Department is responsible for building and maintaining of Township infrastructure; such as municipal roads, bridges, water, wastewater, and stormwater. The Department provides a safe and efficient road network system that assists in moving people and goods throughout the municipality. The Public Works & Infrastructure Department is comprised of four key areas of responsibility:

- Roads & Fleet Operations
- Capital Infrastructure Delivery/Asset Management
- Water and Wastewater; and
- Development Engineering Services

### **Roads & Fleet Operations:**

The Roads & Fleet portfolio 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:**

- Road & Sidewalk Maintenance
- Winter Maintenance
- Bridge & Culvert Maintenance
- Municipal drainage, roadside ditches, and stormwater management.

# 2025/26 Division Business Plan

## Public Works

Accomplishments	2022	2023	2024 YTD
Culverts	-	144m	55 m
Micro-Resurfacing	2.3 km	2.96 km	3.11 km
Double/Single Resurfacing	15.9 km	12.1 km	6.12 km
High Shoulder Removal	8 km	12.7 km	3.0 km
Gravel Road Conversion	1.5 km	400m	3.99 km
Crack Sealing (New)	15,500 m	18,000 m	22,000 m
Sidewalk Reconstruction	115 m <sup>2</sup>	917 m <sup>2</sup>	363 m <sup>2</sup>
Roadside Ditch Clearing	6.3 km	6.9 km	14.0 km
Road-Side Brushing	100 km	100km	100 km
Bridge Repairs	1	0	0
Fence Repair	100 m	10 m repair, 85m new install	50 m
Municipal Drain Work	2.3 km of Drain Clean Out	9340m of Drain Clean Out	3930m of Drain Clean out
Parking Lot Construction/Rehabilitation		1 – Minesing Firehall Station 3 – drainage improvements	3
Trail Maintenance/Brushing	30 km	30 km	30 km
Pedestrian Crosswalk Upgrades	1 Elmvale	New signage at 4 crosswalks for the crossing guards	0
Gravel Road Resurfacing		21 km	5.0 km
Asphalt overlay		200m	5.3 km

### Capital Infrastructure Delivery/Asset Management:

The Capital Infrastructure Delivery/Asset Management portfolio are responsible for delivering on the refurbishment and replacement of the Township's existing infrastructure, in addition to ensuring compliance with O. Reg 588/17 "Asset Management Planning for Municipal Infrastructure".

# 2025/26 Division Business Plan

## Public Works

### Responsibilities:

- Delivery of Capital Infrastructure
- Ensure compliance with Provincial standards and regulations (e.g., Environmental Assessments, etc.)
- Ensure compliance with Asset Management
- Delivery of key infrastructure master plans

Accomplishments	2022	2023	2024 YTD
Infrastructure Master Plans (Ongoing)	5	4	2
Wastewater projects	30 (22 completed, 8 in progress)	- 23 planned (21 completed, 2 in progress) - 18 unplanned repair work	- 52 planned (26 completed, 26 in progress) - 20 unplanned repair work
Water projects	40 (38 completed and 2 in progress)	- 19 planned (18 completed, 1 in progress) - 10 unplanned repair work	- 39 planned (20 completed, 19 in progress) - 14 unplanned repair work
Roads projects	-	6 (3 completed, 3 in progress)	3 in progress
Asset Management projects	-	2 in progress	2 completed
Asset Management Plan - compliance	Yes	N/A	Yes

# 2025/26 Division Business Plan

## Public Works

### **Water & Wastewater (W&WW):**

The Water & Wastewater portfolio is responsible for providing Springwater residents with safe drinking water and reliable wastewater infrastructure. This portfolio is delivered in partnership with the Ontario Clean Water Agency (OCWA).

#### **Responsibilities:**

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

<b>Accomplishments</b>	<b>2022</b>	<b>2023</b>	<b>2024 YTD</b>
Water Meter Replacement	19	21	15
Drinking Water Systems in Operation	9	9	9
Drinking Water Produced (m <sup>3</sup> )	1,222,863	1,118,605	1,010,594
# Of Customers on Municipal Water	12,495	13,353	13,754
Wastewater Systems in Operation	4	5	5
Wastewater Collected and Treated (m <sup>3</sup> )	521,634	628,593	503,190
# Of Customers on Municipal Sewers	5,972	6,781	7,181

# 2025/26 Division Business Plan

## Public Works

### **Development Engineering Services:**

The Development Engineering Services portfolio is responsible for the timely and efficient review of development applications (e.g., subdivision, site plan, etc.). They are responsible for ensuring development applications follow the Township's engineering design standards and specifications.

<b>Accomplishments</b>	<b>2022</b>	<b>2023</b>	<b>2024 YTD</b>
Engineering Review of Subdivision Applications (Ongoing)	1	7	12
Engineering Review of Subdivision Construction (Ongoing)	-	9	15
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	14 – Projects: 4 Water Treatment Plants, 4 Wastewater Treatment Plants, 2 Sewage Pumping Station / Forcemain, 2 Road Upgrade and 2 Storm Water Outlet

# 2025/26 Division Business Plan

## Public Works

### Staff Complement:

	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	24	25	28	27	30	30	34
<b>Part Time</b>	-	-	-	1	1	1	-
<b>Student(s)/Seasonal</b>	7	7	7	7	7	7	7

### Public Works & Infrastructure includes:

- Director – Public Works & Infrastructure (1 FTE)
- Manager, Development Engineering Services (1 FTE)
- Manager, Roads & Fleet Operations (1 FTE)
- Manager, Capital Infrastructure Delivery (1 FTE)
- Senior Engineering Technologist (Transportation) (1 FTE)
- Development Engineering/Capital Project Technologist (1 FTE)
- Asset Management Coordinator (1 FTE)
- Engineering Technician (Transportation & Water) (1 FTE)
- Operations Technician (1 FTE)
- Operations Patroller (1 FTE)
- Road Supervisor – Both Yards (1 FTE)
- Foreperson - Yards (2 FTE)
- Maintenance Mechanic/Operator (2 FTE)
- Equipment Operator (6 FTE) – **proposed two more Equipment Operators for 2025**
- Outdoor Maintenance Worker (3 FTE)
- Truck Driver/Labourer (6 FTE)
- Public Works Support Assistant (1 Permanent Part Time) – **proposed to move to Permanent Full-Time in 2025**
- **Development Engineering Technologist – proposed for 2025**

# Public Works Summary



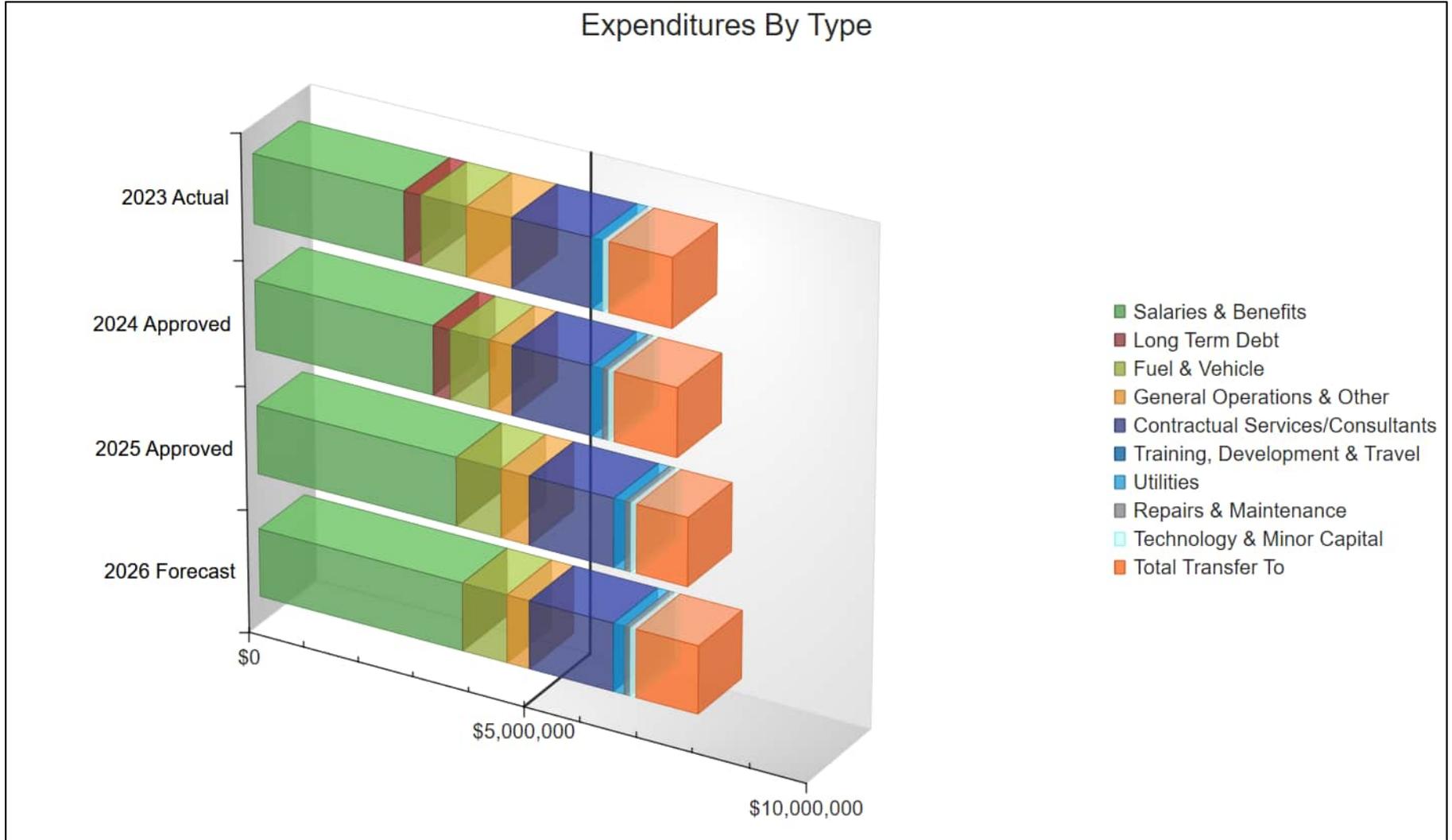
	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 371,020	\$ 472,864	\$ 444,991	\$ 105,675	\$ 550,666	\$ 577,621	\$ -	\$ 577,621
Grants & Contributions	772,102	398,617	524,363	-	524,363	356,790	-	356,790
<b>Total Revenues</b>	<b>1,143,122</b>	<b>871,481</b>	<b>969,354</b>	<b>105,675</b>	<b>1,075,029</b>	<b>934,411</b>	<b>-</b>	<b>934,411</b>
<b>Expenditures</b>								
Salaries & Benefits	2,668,159	3,225,897	3,399,821	191,884	3,591,705	3,738,182	-	3,738,182
Long Term Debt	308,924	306,311	-	-	-	-	-	-
Fuel & Vehicle	806,375	726,500	762,001	-	762,001	762,000	-	762,000
General Operations & Other	840,508	406,700	467,710	-	467,710	388,200	-	388,200
Contractual Services/Consultants	1,375,933	1,390,050	1,549,000	-	1,549,000	1,477,000	-	1,477,000
Training, Development & Travel	-	38,200	40,700	-	40,700	40,700	-	40,700
Utilities	229,672	222,400	241,400	-	241,400	241,400	-	241,400
Repairs & Maintenance	38,936	55,500	59,000	-	59,000	59,000	-	59,000
Technology & Minor Capital	97,175	83,000	70,000	10,850	80,850	75,000	-	75,000
<b>Total Expenditures</b>	<b>6,365,682</b>	<b>6,454,558</b>	<b>6,589,632</b>	<b>202,734</b>	<b>6,792,366</b>	<b>6,781,482</b>	<b>-</b>	<b>6,781,482</b>
<b>Net Budget Before Transfers</b>	<b>(5,222,560)</b>	<b>(5,583,077)</b>	<b>(5,620,278)</b>	<b>(97,059)</b>	<b>(5,717,337)</b>	<b>(5,847,071)</b>	<b>-</b>	<b>(5,847,071)</b>

# Public Works Summary



	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Transfers From</b>								
Transfers from Reserves	-	56,323	-	8,274	8,274	-	-	-
<b>Transfer To</b>								
Transfers between Departments	(15,225)	(33,000)	(38,000)	-	(38,000)	(42,930)	-	(42,930)
Transfer to Reserves	200,000	200,000	200,000	-	200,000	200,000	-	200,000
Transfer to Capital	390,875	563,000	411,120	-	411,120	411,120	-	411,120
Capital Infrastructure (1%)	523,200	359,400	359,400	-	359,400	559,400	-	559,400
<b>Total Transfer To</b>	<b>1,098,850</b>	<b>1,089,400</b>	<b>932,520</b>	<b>-</b>	<b>932,520</b>	<b>1,127,590</b>	<b>-</b>	<b>1,127,590</b>
<b>Net Budget \$</b>	<b>(6,321,410)</b>	<b>(6,616,154)</b>	<b>(6,552,798)</b>	<b>(88,785)</b>	<b>(6,641,583)</b>	<b>(6,974,661)</b>	<b>-</b>	<b>(6,974,661)</b>

# Public Works Summary



# Public Works Summary



	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 2,668,159	\$ 3,225,897	\$ 3,591,705	\$ 3,738,182
Long Term Debt	308,924	306,311	-	-
Fuel & Vehicle	806,375	726,500	762,001	762,000
General Operations & Other	840,508	406,700	467,710	388,200
Contractual Services/Consultants	1,375,933	1,390,050	1,549,000	1,477,000
Training, Development & Travel	38,673	38,200	40,700	40,700
Utilities	229,672	222,400	241,400	241,400
Repairs & Maintenance	38,936	55,500	59,000	59,000
Technology & Minor Capital	97,175	83,000	80,850	75,000
Total Transfer To	1,098,850	1,089,400	932,520	1,127,590
<b>Total Expenditures</b>	<b>\$ 7,503,205</b>	<b>\$ 7,543,958</b>	<b>\$ 7,724,886</b>	<b>\$ 7,909,072</b>

## Explanation in Changes:

- ◆ Salaries & Benefits are anticipated to increase due to COLA, merit increases (some staff are not at job rate) and increases in Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- ◆ Long Term Debt is anticipated to decrease due to the expiration of one debenture in 2024.
- ◆ Contractual Services/Consultants 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), and stormwater management contracts. In addition, the Township is seeing increases to winter maintenance contracts and roads maintenance contracts due to inflation.
- ◆ The compounding 1.00% transfer to the Capital Infrastructure Reserve is proposed to increase by approximately \$190,000 over 2024.
- ◆ Transfers to Capital have increased by \$823,000 to meet Council's road rehabilitation target of \$3.5M in 2025.

## Public Works Summary

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### **Budget Requests:**

Program Change 2025: Development Engineering Technologist

Program Change 2025: Equipment Operator

Program Change 2025: PW Support Assistant




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Development Engineering Technologist  
 Position Title: Development Engineering Technologist  
 Division: Public Works  
 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:	\$ 94,825.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 3,000.00
Estimated Computer Equipment:	\$ 3,350.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 4,500.00
If other, please specify	Memberships, Training & Development
<b>Subtotal operating expenditures:</b>	<b>\$ 105,675.00</b>

**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:	\$ 105,675.00
Specify Source	Development Fee (2% of Proposed Infrast)
Estimated Net Impact to Tax:	\$ 0.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Program Change 2025

Program Title: Development Engineering Technologist  
Position Title: Development Engineering Technologist  
Division: Public Works

## Project Justification

Springwater Township is slated for significant residential and commercial/industrial growth over the next ten to fifteen years; whereby its current population is projected to more than double. A vast majority of this growth is currently underway in the Midhurst Secondary Plan Area; although there is also some movement in other development areas of the municipality (e.g. Elmvale, Snow Valley, Centre Vespra, Anten Mills, Hillsdale). To ensure that the Township is able to assist and accommodate for all this development, a new Development Engineering Technologist position is being proposed for 2025.

The Township's Public Works Department is currently comprised of three main portfolios: development services, roads and fleet operations, and capital infrastructure delivery. The development services portfolio is currently comprised of 1.5 FTEs, of which one of these FTEs primary responsibilities is to oversee all development in the Midhurst Secondary Plan Area. As such, there is currently only 0.5 FTE available to deal with the remaining development that is currently underway or proposed to occur over the very near future in the remaining areas of Springwater (e.g. Elmvale, Snow Valley, Centre Vespra, Anten Mills, Hillsdale, etc.).

The Development Engineering Technologist position will report directly to the Manager, Development Services and will provide day-to-day support to the Township's Development Engineering function; perform application administration duties, perform timely plan review of development proposals; collect and analyze information regarding infrastructure changes; advise of possible conflicts with specifications, utilities, and contractors; make recommendations on resolving conflicts. Collect and maintain municipal infrastructure inventory for transfer to Roads/Fleet, Water/Wastewater, and Asset Management functions. This position will also be responsible for preparing reports and assisting in preparing development agreements, tender documents, requests for proposals, and other legal engineering documents. This position will also assist in addressing resident and community group concerns.

The addition of the Development Engineering Technologist position will assist the Township in coordinating, reviewing, and overseeing all development engineering works. This position will allow the Township to stay abreast of the needs and help maximize the quality of assets it assumes. This position is proposed to be 100% cost recoverable from the development community through a new development fee, subject to Council approval.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Program Change 2025

## Project Justification

This position will be responsible for carrying out advanced technical reviews of plans, reports, and studies related to development applications plus provide professional advice and assist the Manager, Development Services with all development engineering matters.

The Development Engineering Technologist position will assist the Township in pursuing the following goals/priorities in the 20-year Community-Based Strategic Plan:

Goal 1: Leveraging Growth to Improve Springwater as a Community

Goal 2: Leveraging Growth to Improve Springwater's Economy

As noted earlier, this position is proposed to be funded 100% by way of a new development fee. Should Council approve this position, staff will be proposing that a new fee be included in the Township's Fees & Charges By-law in the range of 2% - 7% based on best practices would be charged on all development applications based on the proposed infrastructure included in the development application. For example, if a new subdivision application was proposed in the Township in which internal infrastructure is proposed at a value of \$5,000,000, the Township could collect 2% of this \$5,000,000 or \$100,000. These funds would directly assist in offsetting the investment for this position.

Annualized Salaries and Benefits: \$113,790.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Equipment Operator  
 Position Title: Equipment Operator  
 Division: Public Works  
 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:	\$ 68,451.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 0.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 0.00
If other, please specify	Description
<b>Subtotal operating expenditures:</b>	<b>\$ 68,451.00</b>

**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:	\$ 68,451.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Program Change 2025

Program Title: Equipment Operator  
Position Title: Equipment Operator  
Division: Public Works

## Project Justification

This Program Change is for the addition of a Equipment Operators in Public Works. This position will support the Township's obligation to meet the Minimum Maintenance Standards for Municipal Highways as prescribed under Ontario Regulation 239/02.

The Township owns and maintains approximately 864.4 Lane kilometers of public highway and 45.6 kilometers of sidewalk. O. Reg. 239/02 specifies the Minimum Maintenance Standards which the Township is required to follow to keep public highways in a good state of repair. The Township's Road Classifications range from Class 3 to Class 6. As a result of new development, the Township's road and sidewalk network for the winter season of 2024/25 has increased by 18.6 lane kms of new roads and 6.2 kms of new sidewalk. As development continues within the Township, the road and sidewalk network will also continue to expand.

Currently, Public Works has a permanent full-time staff complement of six (6) Equipment Operators and six (6) Truck Driver/Labourers, who deliver winter and summer maintenance operations on behalf of the municipality. In addition, Public Works has a permanent full-time complement of three (3) Outdoor Maintenance Workers for the provision of sidewalk winter maintenance and grass cutting/trail maintenance during the summer months. The Township hires up to five seasonal staff and utilizes a contractor who provides two drivers to support road winter operations. This assists with providing winter operations to Springwater residents; however with the increased growth that the Township is currently experiencing there is a year round need for additional staff to complete maintenance activities such as ditching, storm pond maintenance, gravel and hardtop road maintenance.

The Township owns eleven (11) tandem trucks with one (1) currently being built, and two (2) single axle trucks for a total inventory of fourteen (14) vehicles. Two additional Equipment Operators would allow staff to reduce the twelve (12) current plow routes from 35 kms (average) to 30 kms and plow times from ten (10) hours to eight (8) hours.

Based on historical winter operations the number of deployments of two or more Township staff and equipment is 110 deployments in a winter season.

It currently takes approximately (ten) 10 hours to plow Township roads for a snow accumulation of eight (8) cms. Should the Township experience back-to-back storm events, staff would be required to suspend plow operations at 13 hours. Staff would recommence plowing after 10 hours off-duty.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Program Change 2025

## Project Justification

During the summer and shoulder months, the additional staff will provide better daily assignment coverage and continuity. Major tasks include graveling/ regrading gravel roads prior to surface treatment/ calcium chloride treatment, ditching, hot mix patching/ pothole repair, roadside shouldering/ grass cutting, storm damage response etc. and supporting capital project delivery.

This Program Change supports the following strategic goals.

Goal 1 - Leveraging growth to improve Springwater as a community; and,  
Goal 4 - Addressing climate change while embracing environmental sustainability; and,  
Goal 5 - Corporate actions.

Annualized Salaries and Benefits: \$82,142.




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: Public Works Support Assistant  
 Position Title: Public Works Support Assistant  
 Division: Public Works  
 Complement Impact: 0.32 FTE  
 Duration: Permanent FT

(Permanent FT, Permanent PT, or Temporary)

Funding Impact	
Is costing provided below annualized?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> One-time
If no, specify duration in # of months 10	
Estimated Salaries & Benefits:	\$ 28,608.00
Estimated Materials & Supplies:	\$ 0.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 0.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 0.00
If other, please specify	Description
<b>Subtotal operating expenditures:</b>	<b>\$ 28,608.00</b>

Funding Sources	
Water Reserve:	\$ 4,137.45
Wastewater Reserve:	\$ 4,137.45
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:	\$ 20,333.10

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Program Change 2025

Program Title: Public Works Support Assistant  
Position Title: Public Works Support Assistant  
Division: Public Works

## Project Justification

The Public Works Department is the largest department; budget and staffing wise, in the municipality and currently only has 0.68 FTE that provides administrative support to the team.

This Program Change proposes to transition the Public Works Assistant position from a permanent part-time (up to 24 hours/week) to a permanent/full-time position (35 hours/week). The position was filled on a permanent/part-time basis in early June 2022 and has primarily focused on providing administrative support to not only the Director of Public Works; but to the department as a whole. Daily tasks for this position generally include: front-line, telephone and email customer service support related to roads, water/wastewater and capital projects; assisting with administrative tasks including drafting, circulating and filing reports and notices; scheduling OCWA and WAMCO service calls. Additionally, this position provides coverage for the Executive Assistant to the Mayor, Council and CAO when away from the office.

The addition of this permanent part-time position has alleviated pressure from technical staff in the Public Works Department and allowed them to focus on work aligned within their areas of expertise. Despite these efforts, the current limited hours have led to gaps of information flow within the department, across the organization, and to the public.

Although this position delivers front-line customer support and serves as a primary point of contact for stakeholders, assistance can only be provided during limited operating hours. When unavailable, calls frequently forward directly to voicemail as other operations staff are often out on-site visits. This situation can cause frustration for residents unable to directly communicate their concerns. Transitioning from a permanent part-time to a permanent full-time position would offer a more comprehensive level of service by providing:

- Consistent availability during extended hours.
- Improved handling of customer inquiries and resolutions.
- Reduction in reliance on voicemail and subsequent delays.
- Greater satisfaction and communication for residents.
- An enhanced ability to address urgent issues promptly.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Program Change 2025

## Project Justification

Additionally, as the number of capital projects rises throughout the Township, the need for enhanced communication increases. Currently, communication and public engagement efforts tied to capital projects are often spearheaded by external engineering consultants and internal public works staff, resulting in disjointed and inconsistent messaging. Despite significant effort, there is a need to improve and strengthen communication efforts related to the delivery of capital projects to ensure consistent, timely and effective communication to the public. Improving these efforts would:

- Reduce the number of complaints and inquiries received by the Township concerning capital projects.
- Foster trust and transparency among residents in regards to capital projects.
- Ensure alignment of messaging across all stakeholders.
- Enhance collaborative efforts between internal and external teams.
- Promote proactive engagement with the community.

Full-time hours would allow staff to concentrate more fully on communication related to capital projects, in consultation with the Corporate Communications team, which could significantly alleviate resident frustration and elevate overall project delivery outcomes. Expanding staff coverage to full-time can significantly enhance responsiveness to community needs.

This Program Change supports the following strategic goals:

- Goal 1 - Leveraging growth to improve Springwater as a community; and,
- Goal 5 - Corporate actions.

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# Division Recreation, Parks and Facilities



**2025/26 Multi-Year Budget**  
INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# 2025/26 Division Business Plan

## Recreation, Parks & Facilities

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### **Departmental Roles & Responsibilities:**

The Recreation, Parks, & 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 programming & the development, construction & maintenance of park spaces & municipal properties.

### **Responsibilities:**

- Facility Operation & Maintenance
- Parks & Sports Fields Maintenance & Operation
- Trail Maintenance
- Recreation Programming

The Recreation, Parks and Facilities Department is responsible for supporting active and healthy living for all ages in Springwater Township, as well as providing opportunities for social connections that promote well-being. The department also maintains all Township facilities ranging from recreational to administrative to operational.

**Parks:** The Parks portfolio is responsible for maintaining approximately 127 ha (314 acres) of parkland, grooming and preparing 27 sports fields and diamonds for user groups daily, ensuring safety and liability protection in parks and open spaces that include 36 playgrounds, maintaining 31 hard court surfaces, 18km (11 miles) of Township-owned trails; including 19 trail connections. In winter, Parks staff support winter maintenance activities including at municipal parking areas, municipal sidewalks and other essential sites. The Parks department also plays a role in supporting community events on demand.

**Facilities:** The Elmvale arena operates ice for 8 months of the year with 90% of prime-time ice being permitted. In the off season the Arena supports dry pad sports and activities at the facility. Staff also manage and maintain the community room at the Arena as well as 7 Community Halls, and administrative complexes for Fire and Public Works. The primary Administration Building is also under the purview of this portfolio.

**Recreation:** To provide active living and youth recreation opportunities, the Recreation portfolio develops summer camps each year for between 500 and 600 of the Townships younger residents. In the summer of 2024, Recreation offered “Camp In Motion” to provide some outdoor camp style activities to our community at various township parks, thus expanding the service level and engaging more youth. Recreation services are also provided in the form of drop-in recreation supervision for pickleball, basketball, and volleyball.

# 2025/26 Division Business Plan

## Recreation, Parks & Facilities

Participation in these has increased steadily. Preschool programs continue to be popular within the portfolio's contract partnerships, along with some new fitness, youth/children's program options and special days on the rise.

<b>Accomplishments</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
New Adult Programs	4	12	17
Adult Participants	156	457	549
New Youth Programs	2	16	11
Youth Participants	23	79	144
Summer Camp Enrollees	539	597	528*
Park/Sports Field Upgrades	-	2	-
Facility Upgrades	2	-	1
New Parks	1	-	0
Parks Maintained + Flos Ag Fairgrounds	46	46	46
Playground Equipment + Outdoor Fitness Equipment Maintained	40	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

\*8 fewer camps offered this year due to staffing challenges. Total of 59 children who remained waitlisted either no longer needed space or, could not be registered based on camp capacity.

# 2025/26 Division Business Plan

## Recreation, Parks & Facilities

### Staff Complement:

	2019	2020	2021	2022	2023	2024	2025 Proposed
<b>Full Time</b>	14	15	15	12	14	15	20
<b>Part Time</b>	-	-	-	-	-	-	-
<b>Student(s)/Seasonal</b>	25	25	23	23	26	25	27

### Recreation, Parks & Facilities includes:

- Director – Recreation, Parks & Facilities (1 FTE)
- Manager, Recreation, Parks & Facilities (1 FTE)
- Supervisor, Programs (1 FTE)
- Supervisor, Parks (1 FTE)
- Supervisor, Facilities (1 FTE)
- Recreation & Facilities Coordinator (1 FTE)
- Parks & Facilities Operator II (4 FTE) – **two new operators proposed for 2025 (2 FTE)**
- Parks & Facilities Operator I (1 FTE) – **one new operator proposed for 2025 (1 FTE)**
- Facility Maintenance/Cleaner (1 FTE)
- Facilities Maintenance Technician (1 FTE)
- Building Maintenance Assistant (1 FTE)
- Facility Attendant (1 FTE)
- **Manager, Recreation & Culture proposed for 2025 (1 FTE)**
- **Coordinator, Culture & Events proposed for 2025 (1 FTE)**

## Recreation, Parks & Facilities Summary

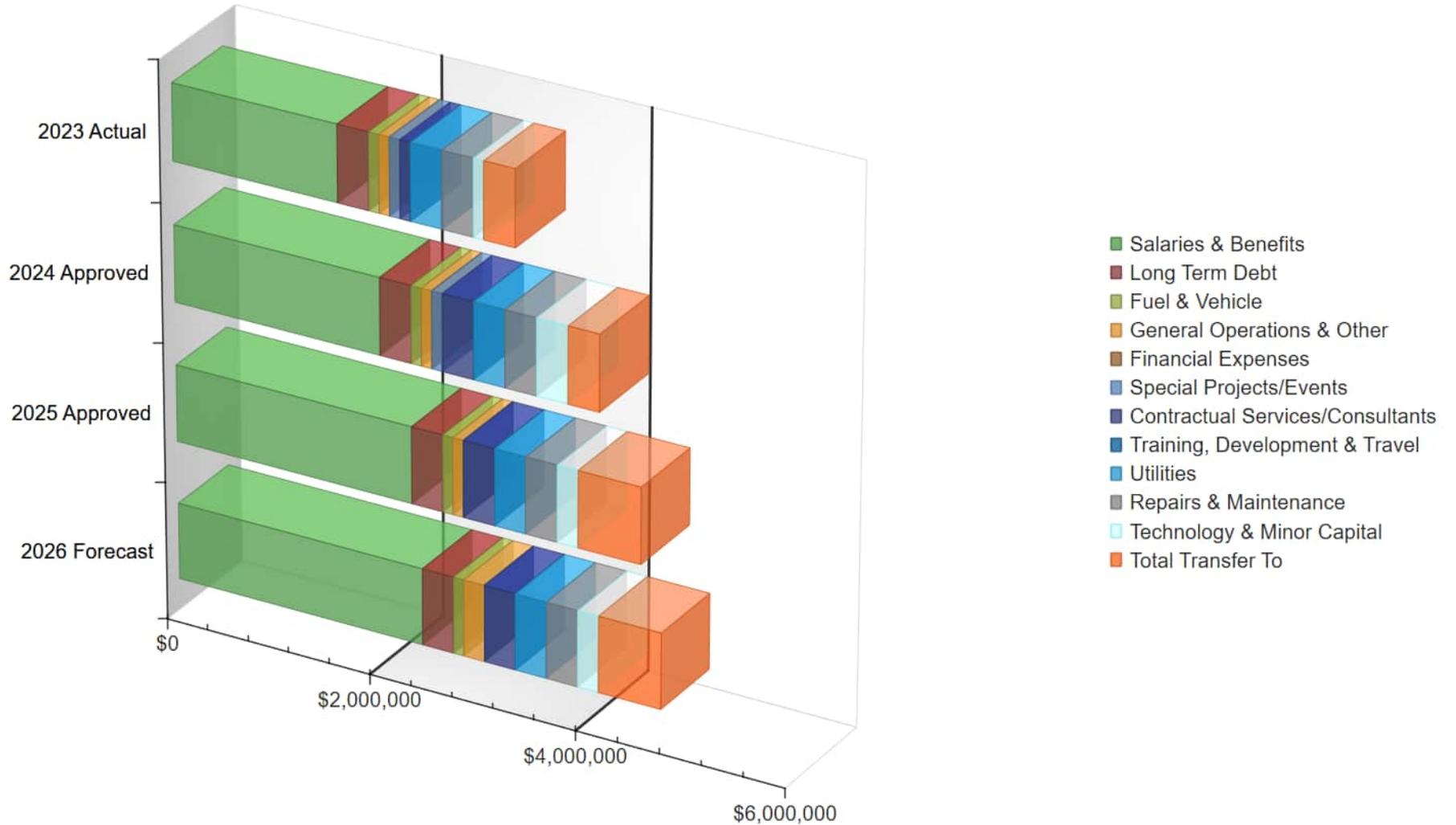
	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 259,909	\$ 195,085	\$ 176,085	\$ -	\$ 176,085	\$ 208,085	\$ -	\$ 208,085
Rental Revenue	582,733	352,850	448,150	-	448,150	448,150	-	448,150
Grants & Contributions	129,292	35,500	-	-	-	-	-	-
<b>Total Revenues</b>	<b>971,934</b>	<b>583,435</b>	<b>624,235</b>	<b>-</b>	<b>624,235</b>	<b>656,235</b>	<b>-</b>	<b>656,235</b>
<b>Expenditures</b>								
Salaries & Benefits	1,602,743	2,018,635	2,225,015	91,113	2,316,128	2,433,716	-	2,433,716
Long Term Debt	261,229	280,123	280,122	-	280,122	279,955	-	279,955
Fuel & Vehicle	84,274	86,250	88,550	-	88,550	88,550	-	88,550
General Operations & Other	148,574	113,005	131,175	-	131,175	159,175	-	159,175
Financial Expenses	10,407	9,275	10,775	-	10,775	10,775	-	10,775
Special Projects/Events	54,718	138,500	48,000	-	48,000	48,000	-	48,000
Contractual Services/Consultants	105,924	279,800	292,400	-	292,400	295,000	-	295,000
Training, Development & Travel	-	32,550	36,050	-	36,050	36,250	-	36,250
Utilities	298,598	297,000	305,300	-	305,300	305,300	-	305,300
Repairs & Maintenance	293,677	327,850	341,850	-	341,850	343,350	-	343,350
Technology & Minor Capital	127,444	254,500	209,500	4,025	213,525	164,500	-	164,500
<b>Total Expenditures</b>	<b>2,987,588</b>	<b>3,837,488</b>	<b>3,968,737</b>	<b>95,138</b>	<b>4,063,875</b>	<b>4,164,571</b>	<b>-</b>	<b>4,164,571</b>
<b>Net Budget Before Transfers</b>	<b>(2,015,654)</b>	<b>(3,254,053)</b>	<b>(3,344,502)</b>	<b>(95,138)</b>	<b>(3,439,640)</b>	<b>(3,508,336)</b>	<b>-</b>	<b>(3,508,336)</b>
<b>Transfers From</b>								
Transfers from Reserves	6,585	21,700	8,700	-	8,700	5,000	-	5,000
Transfers from Reserve Funds	-	235,000	95,000	-	95,000	50,000	-	50,000
<b>Total Transfers From</b>	<b>6,585</b>	<b>256,700</b>	<b>103,700</b>	<b>-</b>	<b>103,700</b>	<b>55,000</b>	<b>-</b>	<b>55,000</b>

## Recreation, Parks & Facilities Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Transfer To</b>								
Transfers between Departments	(56,939)	(46,939)	(54,881)	-	(54,881)	(58,125)	-	(58,125)
Transfer to Reserves	186,977	176,000	173,000	-	173,000	175,300	-	175,300
Transfer to Capital	163,375	195,000	477,000	-	477,000	477,000	-	477,000
<b>Total Transfer To</b>	<b>293,413</b>	<b>324,061</b>	<b>595,119</b>	<b>-</b>	<b>595,119</b>	<b>594,175</b>	<b>-</b>	<b>594,175</b>
<b>Net Budget \$</b>	<b>(2,302,482)</b>	<b>(3,321,414)</b>	<b>(3,835,921)</b>	<b>(95,138)</b>	<b>(3,931,059)</b>	<b>(4,047,511)</b>	<b>-</b>	<b>(4,047,511)</b>

# Recreation, Parks & Facilities Summary

Expenditures By Type



## Recreation, Parks & Facilities Summary

	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 1,602,743	\$ 2,018,635	\$ 2,316,128	\$ 2,433,716
Long Term Debt	261,229	280,123	280,122	279,955
Fuel & Vehicle	84,274	86,250	88,550	88,550
General Operations & Other	148,574	113,005	131,175	159,175
Financial Expenses	10,407	9,275	10,775	10,775
Special Projects/Events	54,718	138,500	48,000	48,000
Contractual Services/Consultants	105,924	279,800	292,400	295,000
Training, Development & Travel	22,165	32,550	36,050	36,250
Utilities	298,598	297,000	305,300	305,300
Repairs & Maintenance	293,677	327,850	341,850	343,350
Technology & Minor Capital	127,444	254,500	213,525	164,500
Total Transfer To	293,413	324,061	595,119	594,175
<b>Total Expenditures</b>	<b>\$ 3,303,166</b>	<b>\$ 4,161,549</b>	<b>\$ 4,658,994</b>	<b>\$ 4,758,746</b>

### Explanation in Changes:

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

## Recreation, Parks & Facilities Summary

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### Budget Requests:

- ◆ Program Change 2025: Operator II
- ◆ Program Change 2025; EDHS Recreation Program Staff




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: RPF Operator II  
 Position Title: RPF Operator II  
 Division: Recreation, Parks and Facilities  
 Complement Impact: 1  
 Duration: Permanent FT  
**(Permanent FT, Permanent PT, or Temporary)**

<b>Funding Impact</b>	
Is costing provided below annualized?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> One-time
If no, specify duration in # of months 10	
Estimated Salaries & Benefits:	\$ 68,451.00
Estimated Materials & Supplies:	\$ 675.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 850.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 1,500.00
If other, please specify	Training and Memberships
<b>Subtotal operating expenditures:</b>	<b>\$ 71,476.00</b>

<b>Funding Sources</b>	
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:	\$ 71,476.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Program Change 2025

Program Title: RPF Operator II  
Position Title: RPF Operator II  
Division: Recreation, Parks and Facilities

## Project Justification

The Township contains just over 130 hectares (321 acres) in managed parkland spaces and trails. This parkland is distributed throughout the 536 square kilometers of the municipality.

Current staff allocation to manage parkland spaces is 6 Full Time, 2 Seasonal, and 4 Student. At peak workforce, and applying an even distribution, a single staff member would be maintaining approximately 14 hectares (35 acres) per week, individually. As this represents an impossible proposition, in actuality, Township standards suffer and staff are forced to inefficiently pursue problem areas reactively.

The volume of public complaints in 2024 is a key insight into the insufficiency of staff resources to meet public expectations.

It is noted that the 2023 BMA Municipal Comparative Study identified Springwater's operational investment in parks to be 50% lower (per capita) than the average of comparators included in the study. When based on tax assessment (per \$100,000 property value), Springwater residents are contributing 62% less than the average of the study.

The Elmvale Arena is the Township's prime community centre offering and is very heavily used. Between September 1 and April 15, the facility averages 19.5 hours per day of staffed operation, or 136.5 hours per week. 5 Full Time Operators working in pairs for safety and effectiveness would require 54.6 hours per week to meet operational needs. In reality, overtime, solo shifts, and a dependency upon inexperienced part-time workers, is the current model.

Neither of the above theoretical scenarios include any accounting for lost staff time due to vacation entitlement, illness, and/or any other reason for not being able to serve a shift.

It is noted that the 2023 BMA Municipal Comparative Study identified Springwater's operational investment in recreation facilities to be 91% lower (per capita) than the average of comparators included in the study. When based on tax assessment (per \$100,000 property value), Springwater residents are contributing 92.5% less than the average of the study.

As the municipality and public expectations continue to grow, the ability of the municipality to catch up will decline further without adequate staff resources to address the gaps in service delivery.

Annualized Salaries and Benefits: \$82,142.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED




 Township of  
**Springwater**  
**Program Change 2025**

Program Title: EDHS Recreation Program Staff  
 Position Title: EDHS Recreation Program Staff  
 Division: Recreation, Parks and Facilities  
 Complement Impact: 0.42  
 Duration: Temporary PT  
**(Permanent FT, Permanent PT, or Temporary)**

<b>Funding Impact</b>	
Is costing provided below annualized?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> One-time
If no, specify duration in # of months 10	
Estimated Salaries & Benefits:	\$ 22,663.00
Estimated Materials & Supplies:	\$ 400.00
Estimated Capital (Furniture):	\$ 0.00
Estimated Computer Equipment:	\$ 0.00
Estimated Contracted Services:	\$ 0.00
Estimated Consulting Services:	\$ 0.00
Other estimated costs:	\$ 600.00
If other, please specify	Training
<b>Subtotal operating expenditures:</b>	<b>\$ 23,663.00</b>

<b>Funding Sources</b>	
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:	\$ 23,663.00

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Program Change 2025

Program Title: EDHS Recreation Program Staff  
Position Title: EDHS Recreation Program Staff  
Division: Recreation, Parks and Facilities

## Project Justification

Recreation Services supports vibrant, healthy, active and connected communities by providing facilities and programs to residents. Recreation program staff will help to provide an opportunity to participate in recreational activities.

Staff are requesting additional hours to support drop in and registered program times at EDHS. The request is for an addition of 864 hours annually to support recreation programs. These hours will be fulfilled by part time staff within the recreation department. The casual (temporary) PT Recreation Programmer positions will be responsible for assisting with drop in sports and gym related programs. Overall, this position will play an integral role in the delivery of the the Township's sports, recreation and gym related programs and ensuring the safety and well-being of all program participants.

This position will oversee drop-in and recreation programs in various facilities including EDHS.

Annualized Salaries and Benefits: \$27,196.

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Service Partners



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



## Service Partners

# Springwater Library



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Springwater Public Library Summary



	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Expenditures</b>								
Springwater Public Library	\$ 1,015,703	\$ 947,227	\$ 982,729	\$ 26,764	\$ 1,009,493	\$ 1,010,296	\$ -	\$ 1,010,296
<b>Total Expenditures</b>	<b>1,015,703</b>	<b>947,227</b>	<b>982,729</b>	<b>26,764</b>	<b>1,009,493</b>	<b>1,010,296</b>	<b>-</b>	<b>1,010,296</b>
<b>Net Budget Before Transfers</b>	<b>(1,015,703)</b>	<b>(947,227)</b>	<b>(982,729)</b>	<b>(26,764)</b>	<b>(1,009,493)</b>	<b>(1,010,296)</b>	<b>-</b>	<b>(1,010,296)</b>
<b>Net Budget</b>	<b>(1,015,703)</b>	<b>(947,227)</b>	<b>(982,729)</b>	<b>(26,764)</b>	<b>(1,009,493)</b>	<b>(1,010,296)</b>	<b>-</b>	<b>(1,010,296)</b>

**Explanation in Changes:**

- ◆ SPRINGWATER PUBLIC LIBRARY

**Service Partners**

Elmvale Business  
Improvement Area  
(BIA)



**2025/26 Multi-Year Budget**

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# BIA Summary



	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
Taxation	\$ 21,060	\$ 21,060	\$ 21,060	\$ -	\$ 21,060	\$ 21,060	\$ -	\$ 21,060
<b>Total Revenues</b>	<b>21,060</b>	<b>21,060</b>	<b>21,060</b>	<b>-</b>	<b>21,060</b>	<b>21,060</b>	<b>-</b>	<b>21,060</b>
<b>Expenditures</b>								
Special Projects/Events	20,836	22,500	22,500	-	22,500	22,500	-	22,500
Contractual Services/Consultants	-	1,050	1,050	-	1,050	1,050	-	1,050
Training, Development & Travel	-	225	225	-	225	225	-	225
<b>Total Expenditures</b>	<b>20,836</b>	<b>23,775</b>	<b>23,775</b>	<b>-</b>	<b>23,775</b>	<b>23,775</b>	<b>-</b>	<b>23,775</b>
<b>Net Budget Before Transfers</b>	<b>224</b>	<b>(2,715)</b>	<b>(2,715)</b>	<b>-</b>	<b>(2,715)</b>	<b>(2,715)</b>	<b>-</b>	<b>(2,715)</b>
<b>Transfers From</b>								
Transfers from Reserves	-	2,715	2,715	-	2,715	2,715	-	2,715
<b>Transfer To</b>								
Transfer to Reserves	224	-	-	-	-	-	-	-
<b>Net Budget \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>

# Service Partners Conservation



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



## Conservation Authorities Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Expenditures</b>								
Nottawasaga Valley Conservation Authority	\$ 220,320	\$ 252,377	\$ 263,789	\$ -	\$ 263,789	\$ 263,789	\$ -	\$ 263,789
Severn Sound Environmental Association	96,770	108,038	113,895	-	113,895	113,895	-	113,895
<b>Total Expenditures</b>	<b>317,090</b>	<b>360,415</b>	<b>377,684</b>	<b>-</b>	<b>377,684</b>	<b>377,684</b>	<b>-</b>	<b>377,684</b>
<b>Net Budget Before Transfers</b>	<b>(317,090)</b>	<b>(360,415)</b>	<b>(377,684)</b>	<b>-</b>	<b>(377,684)</b>	<b>(377,684)</b>	<b>-</b>	<b>(377,684)</b>
<b>Net Budget \$</b>	<b>(317,090)</b>	<b>(360,415)</b>	<b>(377,684)</b>	<b>-</b>	<b>(377,684)</b>	<b>(377,684)</b>	<b>-</b>	<b>(377,684)</b>

### Explanation in Changes:

- ◆ CONSERVATION AUTHORITIES

# Service Partners

## Policing



### 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# Police Services Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 110,274	\$ 55,000	\$ 75,000	\$ -	\$ 75,000	\$ 100,000	\$ -	\$ 100,000
Grants & Contributions	207,264	207,264	220,056	-	220,056	209,053	-	209,053
<b>Total Revenues</b>	<b>317,538</b>	<b>262,264</b>	<b>295,056</b>	<b>-</b>	<b>295,056</b>	<b>309,053</b>	<b>-</b>	<b>309,053</b>
<b>Expenditures</b>								
General Operations & Other	10,479	35,480	55,480	-	55,480	55,480	-	55,480
Contractual Services/Consultants	2,464,824	2,424,238	2,566,401	-	2,566,401	2,998,731	-	2,998,731
Utilities	7,969	11,100	11,100	-	11,100	11,100	-	11,100
<b>Total Expenditures</b>	<b>2,483,272</b>	<b>2,470,818</b>	<b>2,632,981</b>	<b>-</b>	<b>2,632,981</b>	<b>3,065,311</b>	<b>-</b>	<b>3,065,311</b>
<b>Net Budget Before Transfers</b>	<b>(2,165,734)</b>	<b>(2,208,554)</b>	<b>(2,337,925)</b>	<b>-</b>	<b>(2,337,925)</b>	<b>(2,756,258)</b>	<b>-</b>	<b>(2,756,258)</b>
<b>Net Budget</b>	<b>\$ (2,165,734)</b>	<b>\$ (2,208,554)</b>	<b>\$ (2,337,925)</b>	<b>\$ -</b>	<b>\$ (2,337,925)</b>	<b>\$ (2,756,258)</b>	<b>\$ -</b>	<b>\$ (2,756,258)</b>

### Explanation in Changes:

- ◆ Contractual policing costs through the Ontario Provincial Police have increased by approximately \$575,000 in 2025. The Province of Ontario provided one time financial relief in the amount of \$432,330 to offset the increase.

# Division Water



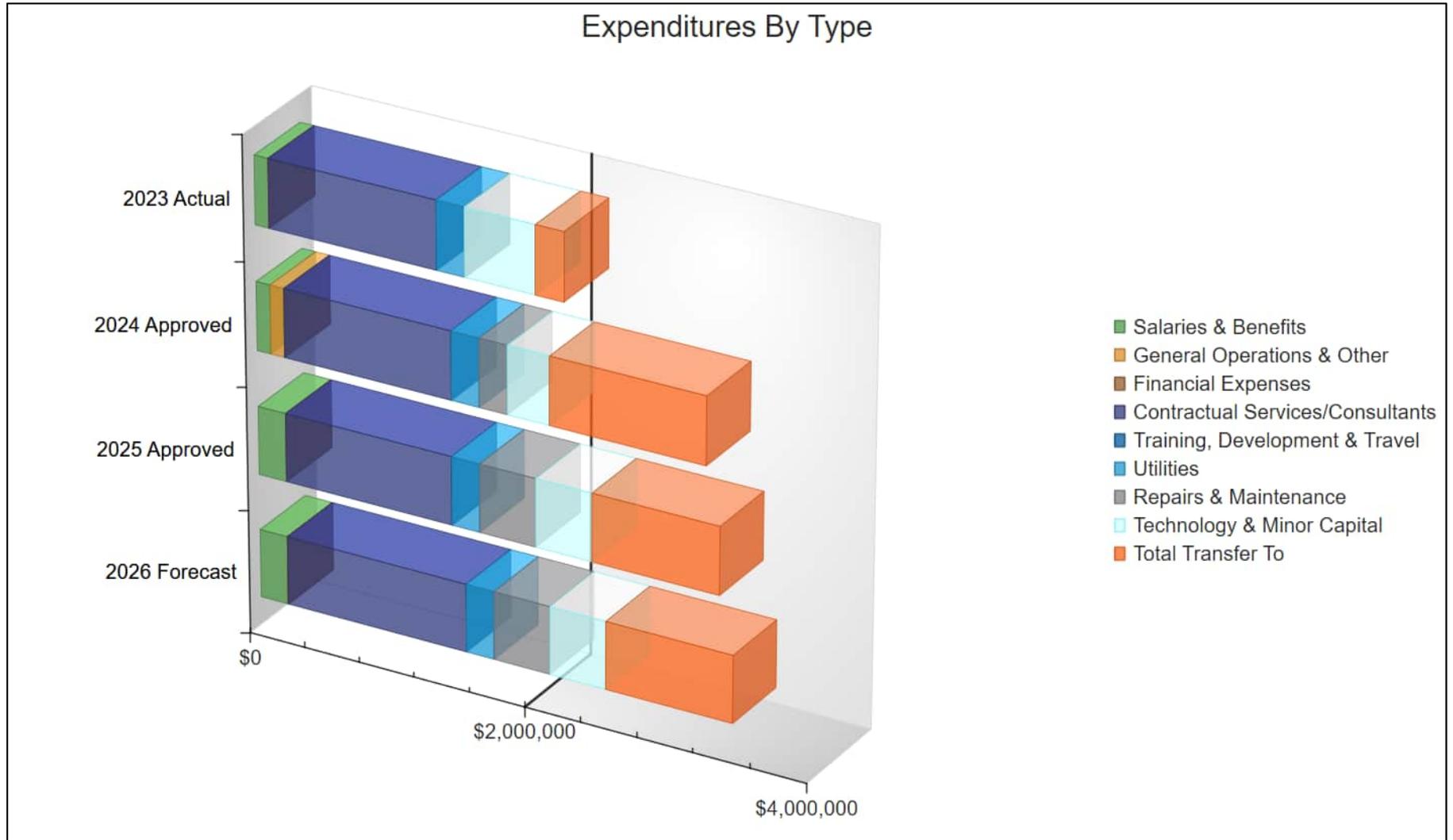
## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Water Rate Supported Operating Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 3,260,947	\$ 3,210,145	\$ 3,384,843	\$ -	\$ 3,384,843	\$ 3,461,390	\$ -	\$ 3,461,390
<b>Total Revenues</b>	<b>3,260,947</b>	<b>3,210,145</b>	<b>3,384,843</b>	<b>-</b>	<b>3,384,843</b>	<b>3,461,390</b>	<b>-</b>	<b>3,461,390</b>
<b>Expenditures</b>								
Salaries & Benefits	98,147	143,124	162,499	-	162,499	169,929	-	169,929
General Operations & Other	24,453	52,000	27,000	-	27,000	27,000	-	27,000
Financial Expenses	25,303	25,500	25,500	-	25,500	25,500	-	25,500
Contractual Services/Consultants	1,218,287	1,153,018	1,243,371	-	1,243,371	1,339,009	-	1,339,009
Training, Development & Travel	-	1,050	1,000	-	1,000	1,000	-	1,000
Utilities	222,316	214,580	221,200	-	221,200	229,200	-	229,200
Repairs & Maintenance	3,512	247,000	398,500	-	398,500	379,000	-	379,000
Technology & Minor Capital	464,766	254,500	377,000	-	377,000	368,000	-	368,000
<b>Total Expenditures</b>	<b>2,056,784</b>	<b>2,090,772</b>	<b>2,456,070</b>	<b>-</b>	<b>2,456,070</b>	<b>2,538,638</b>	<b>-</b>	<b>2,538,638</b>
<b>Net Budget Before Transfers</b>	<b>1,204,163</b>	<b>1,119,373</b>	<b>928,773</b>	<b>-</b>	<b>928,773</b>	<b>922,752</b>	<b>-</b>	<b>922,752</b>
<b>Transfers From</b>								
Transfers from Reserve Funds	-	6,100	6,000	-	6,000	6,000	-	6,000
<b>Transfer To</b>								
Transfers between Departments	189,304	195,045	226,659	-	226,659	273,006	-	273,006
Transfer to Reserves	-	930,428	708,114	-	708,114	655,746	-	655,746
<b>Total Transfer To</b>	<b>189,304</b>	<b>1,125,473</b>	<b>934,773</b>	<b>-</b>	<b>934,773</b>	<b>928,752</b>	<b>-</b>	<b>928,752</b>
<b>Net Budget</b>	<b>\$ 1,014,859</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Water Rate Supported Operating Summary



## Water Rate Supported Operating Summary

	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 98,147	\$ 143,124	\$ 162,499	\$ 169,929
General Operations & Other	24,453	52,000	27,000	27,000
Financial Expenses	25,303	25,500	25,500	25,500
Contractual Services/Consultants	1,218,287	1,153,018	1,243,371	1,339,009
Training, Development & Travel	172	1,050	1,000	1,000
Utilities	222,316	214,580	221,200	229,200
Repairs & Maintenance	3,512	247,000	398,500	379,000
Technology & Minor Capital	464,766	254,500	377,000	368,000
Total Transfer To	189,304	1,125,473	934,773	928,752
<b>Total Expenditures</b>	<b>\$ 2,246,260</b>	<b>\$ 3,216,245</b>	<b>\$ 3,390,843</b>	<b>\$ 3,467,390</b>

### 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 increase due to the number of projects being recommended by OCWA for preventative maintenance, replacements of pumps and motors and refurbishments of wells.



# Division Wastewater



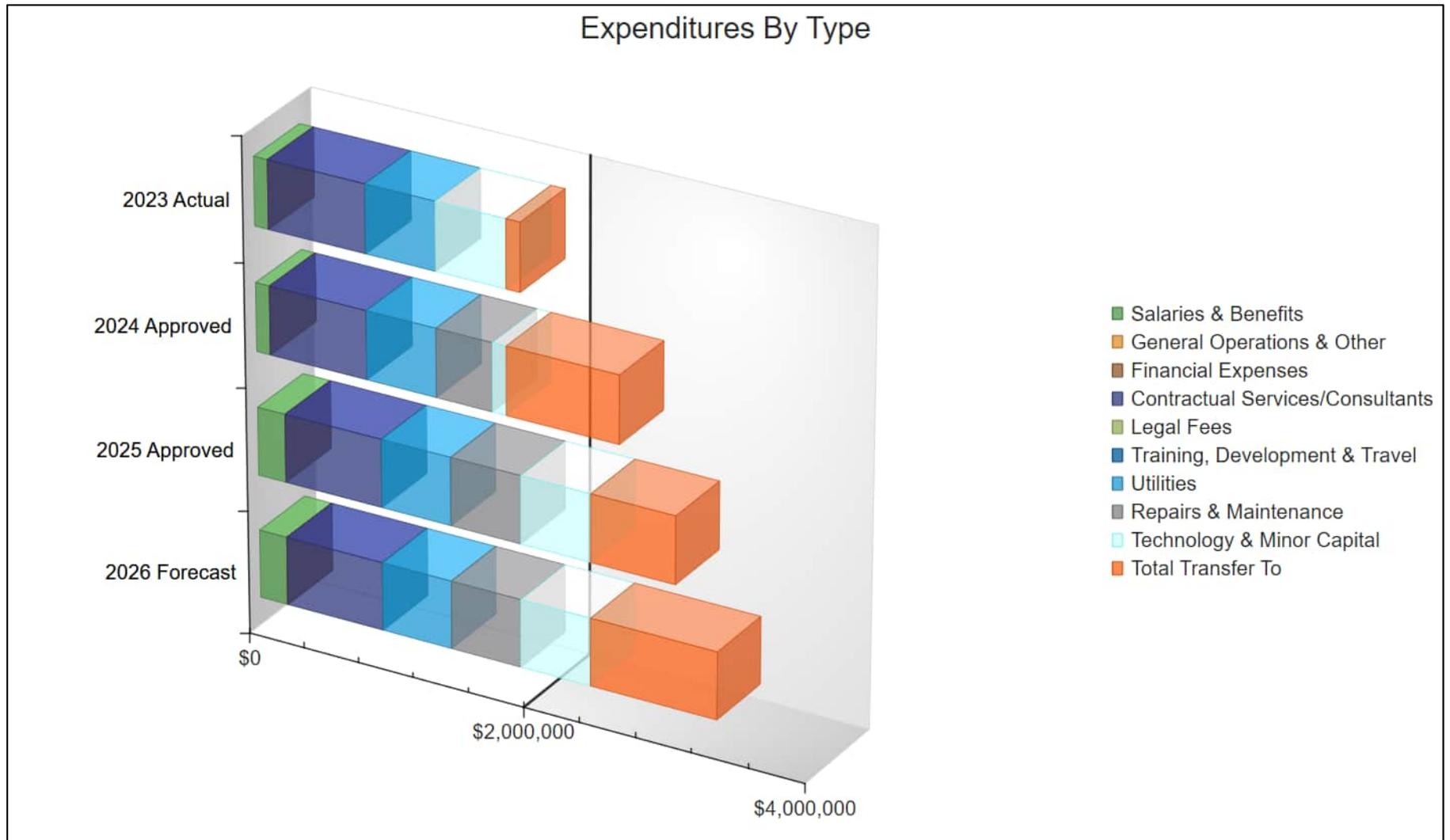
## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED

# Wastewater Rate Supported Operating Summary

	2023 Actual	2024 Approved	2025 Base	2025 Program Changes	2025 Approved	2026 Base Forecast	2026 Program Changes	2026 Proposed Forecast
<b>Revenues</b>								
User Fees/Charges	\$ 2,393,648	\$ 2,384,284	\$ 2,741,906	\$ -	\$ 2,741,906	\$ 2,981,069	\$ -	\$ 2,981,069
<b>Total Revenues</b>	<b>2,393,648</b>	<b>2,384,284</b>	<b>2,741,906</b>	<b>-</b>	<b>2,741,906</b>	<b>2,981,069</b>	<b>-</b>	<b>2,981,069</b>
<b>Expenditures</b>								
Salaries & Benefits	95,888	136,197	153,163	-	153,163	159,947	-	159,947
General Operations & Other	2,402	8,777	7,700	-	7,700	7,700	-	7,700
Financial Expenses	33,816	33,830	33,830	-	33,830	33,830	-	33,830
Contractual Services/Consultants	737,071	655,416	687,514	-	687,514	719,728	-	719,728
Legal Fees	309	-	-	-	-	-	-	-
Utilities	491,885	472,195	471,100	-	471,100	471,100	-	471,100
Repairs & Maintenance	4,289	399,250	533,300	-	533,300	490,500	-	490,500
Technology & Minor Capital	491,240	107,000	498,500	-	498,500	461,000	-	461,000
<b>Total Expenditures</b>	<b>1,856,900</b>	<b>1,812,665</b>	<b>2,385,107</b>	<b>-</b>	<b>2,385,107</b>	<b>2,343,805</b>	<b>-</b>	<b>2,343,805</b>
<b>Net Budget Before Transfers</b>	<b>536,748</b>	<b>571,619</b>	<b>356,799</b>	<b>-</b>	<b>356,799</b>	<b>637,264</b>	<b>-</b>	<b>637,264</b>
<b>Transfers From</b>								
Transfers from Reserve Funds	-	222,367	278,290	-	278,290	235,974	-	235,974
<b>Transfer To</b>								
Transfers between Departments	111,564	115,811	141,031	-	141,031	183,096	-	183,096
Transfers to Reserve Funds	-	678,175	494,058	-	494,058	690,142	-	690,142
<b>Total Transfer To</b>	<b>111,564</b>	<b>793,986</b>	<b>635,089</b>	<b>-</b>	<b>635,089</b>	<b>873,238</b>	<b>-</b>	<b>873,238</b>
<b>Net Budget \$</b>	<b>425,184</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Wastewater Rate Supported Operating Summary



# Wastewater Rate Supported Operating Summary

	2023 Actual	2024 Approved	2025 Approved	2026 Forecast
<b>Expenditures</b>				
Salaries & Benefits	\$ 95,888	\$ 136,197	\$ 153,163	\$ 159,947
General Operations & Other	2,402	8,777	7,700	7,700
Financial Expenses	33,816	33,830	33,830	33,830
Contractual Services/Consultants	737,071	655,416	687,514	719,728
Legal Fees	309	-	-	-
Training, Development & Travel	133	-	-	-
Utilities	491,885	472,195	471,100	471,100
Repairs & Maintenance	4,289	399,250	533,300	490,500
Technology & Minor Capital	491,240	107,000	498,500	461,000
Total Transfer To	111,564	793,986	635,089	873,238
<b>Total Expenditures</b>	<b>\$ 1,968,597</b>	<b>\$ 2,606,651</b>	<b>\$ 3,020,196</b>	<b>\$ 3,217,043</b>

## Explanation in Changes:

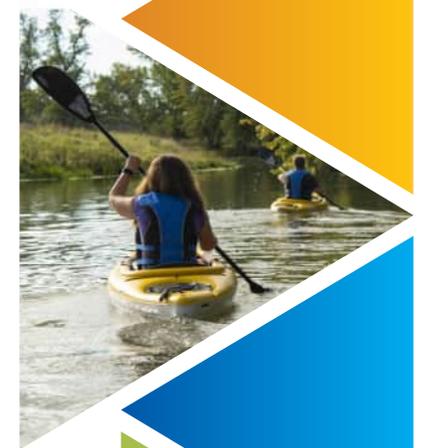
- ◆ User Fees/Charges revenue is anticipated to increase due to ongoing development resulting in increased wastewater service users and increased consumption
- ◆ Salaries & Benefits are anticipated to increase mainly due to COLA, merit increases, and Statutory Deductions (CPP, EI, EHT, WSIB, OMERS, etc.).
- ◆ Contractual Services/Consultant Fees are contracted services for wastewater with the Ontario Clean Water Agency (OCWA).
- ◆ Technology & Minor Capital are anticipated to increase due to the number of projects being recommended by OCWA for preventative maintenance and repairs.

# Capital



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



# 2025 Approved Capital Budget



Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
<b>Roads &amp; Related Infrastructure</b>																							
<b>Urban Road Reconstruction</b>																							
2017-40-3	Craig Road - Russell to Hwy 400 - Interim Measures	-	500,000	500,000	-	-	-	-	-	-	-	-	-	-	-	475,000	-	-	25,000	-	-	-	500,000
2017-40-2	Craig Road - Gill Road to West of Russell Road	4,500,000	2,000,000	6,500,000	-	-	-	-	-	-	-	-	-	-	-	6,175,000	-	-	325,000	-	-	-	6,500,000
2017-40-1	Craig Road - Utilities, Box Culvert & Property Acquisition	3,650,000	-	3,650,000	-	-	-	-	-	-	-	-	-	-	-	3,467,500	-	-	182,500	-	-	-	3,650,000
2022-02	John Street - Yonge Street to end	136,000	1,000,000	1,136,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,136,000	-	-	-	1,136,000
2021-08	Peter St - Amelia St to Yonge St N	-	100,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	72,600	27,400	100,000
2020-15	Mill St W - Old Penetang to Hwy 93	886,000	2,900,000	3,786,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,786,000	-	-	-	3,786,000
2018-16	Kerr Street - Yonge to Shaw Street	1,720,000	-	1,720,000	-	-	-	-	-	-	-	-	14,104	-	-	1,204,000	-	-	501,896	-	-	-	1,720,000
<b>Resurfacing and/or Rehabilitation</b>																							
2023-102	Wilson Drive - 1.1km North of 26	641,127	900,000	1,541,127	-	-	-	-	-	-	-	-	-	-	-	-	-	155,153	1,316,436	-	69,538	-	1,541,127
2028-31	Flos 7 East - Cty Rd 27 to 1.5km East	-	294,720	294,720	-	-	-	-	-	-	-	-	-	-	-	-	-	294,720	-	-	-	-	294,720
2028-14	Rainbow Valley Rd West - Coughlin Rd to Phelpston Rd	-	88,560	88,560	-	-	-	-	-	-	-	-	-	-	-	-	-	88,560	-	-	-	-	88,560

# 2025 Approved Capital Budget



Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Canada Comm Building Fund \$	Tax Supported \$	Total Funding \$	
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. Reserve \$	Tax Rate Stab. Reserve \$	Tax Capital Reserve \$	Water Reserve Fund \$	WW Reserve Fund \$	DC Reserve Fund \$	Library Capital Reserve Fund \$	OCIF \$	Debenture \$				Contrib. \$
2025-72	Nursery Road - 500m North of Hendrie to 700m South of Hendrie	-	281,000	281,000	-	-	-	-	-	-	-	-	-	-	-	-	281,000	-	-	-	-	-	281,000
2025-71	Russell Rd - Forbes Rd to Doran Rd	-	294,720	294,720	-	-	-	-	-	-	-	-	-	-	-	-	121,000	-	-	-	173,720	-	294,720
2025-70	Scarlett Line - Flos Road 10 E to 450m South of Vasey Road	-	263,040	263,040	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	263,040	-	-	263,040
2025-69	Old Second North - Horseshoe Valley Rd to Flos Rd 4 E	-	632,600	632,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	632,600	-	-	632,600
2025-68	Midves Court - 220m East of Frid Blvd to Cul-de-Sac	-	36,922	36,922	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36,922	-	-	-	36,922
2025-67	Midves Court - Frid Blvd to 220m East of Frid Blvd	-	58,400	58,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	58,400	-	-	58,400
2025-66	Flos 4 West - Atkinson Rd to 500m West of Riverdale	-	71,280	71,280	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	71,280	-	-	71,280
2025-65	Flos 4 West - Riverdale to 700m East of Riverdale	-	98,400	98,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	98,400	-	-	98,400
2024-15	Martin Street - Hwy 93 to Mill Street West	85,000	-	85,000	-	-	-	-	-	-	-	-	-	-	-	-	85,000	-	-	-	-	-	85,000
2021-27	Huron Street - George Johnston to Ronald (2020 RNS)	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-	150,000
<b>Master Plans</b>																							
2022-12	Township-wide Transportation Master Plan	34,000	-	34,000	-	-	-	-	-	-	-	-	-	-	-	34,000	-	-	-	-	-	-	34,000

# 2025 Approved Capital Budget



Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
	Structures - Bridge & Culverts																						
2027-23	Bridge 17 - Flos 10 West	115,000	1,000,000	1,115,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,115,000	-	-	-	1,115,000
2025-76	Culvert 210 - Vespra Valley Road	-	100,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
2025-14	Bridge 14 - Flos Road 11 West	-	115,000	115,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	115,000	-	-	-	115,000
2024-21	Bridge 4 - Vespra Valley Road	115,000	1,000,000	1,115,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,115,000	-	-	-	1,115,000
<b>TOTAL ROADS &amp; RELATED INFRASTRUCTURE</b>		<b>11,882,127</b>	<b>11,884,642</b>	<b>23,766,769</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,104</b>	<b>-</b>	<b>-</b>	<b>11,355,500</b>	<b>-</b>	<b>1,175,433</b>	<b>9,717,832</b>	<b>36,922</b>	<b>1,265,858</b>	<b>201,120</b>	<b>23,766,769</b>

# 2025 Approved Capital Budget



Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
<b>Municipal Buildings</b>																							
2024-100	FFE - Furniture, Fixtures & Equipment - New Fire Station 2	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	133,500	-	-	16,500	-	-	150,000	
2025-52	Minesing Foundation Bowling Alley	-	40,000	40,000	-	-	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,000	
2024-01	Mechanics Bay - Yard 1	275,000	-	275,000	-	-	-	-	-	-	-	-	137,500	-	-	137,500	-	-	-	-	-	275,000	
2023-80	Facility Condition Assessment Program	338,015	400,000	738,015	-	-	-	-	-	338,015	-	-	-	-	-	-	-	-	-	-	400,000	738,015	
2023-13	Midhurst Union Cemetery - Phase 2	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000	50,000	
2022-50	Elmvale Library Branch Renovation & Foundation Repair	60,000	40,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	60,000	-	-	-	40,000	100,000	
2020-34	Homer Barrett Park Washroom Facility	200,000	-	200,000	-	-	-	-	-	-	-	-	-	-	-	200,000	-	-	-	-	-	200,000	
2018-04	Renovate Fire Station 5 (Elmvale)	136,000	14,000	150,000	-	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000	
2018-01	Phase 1 - Multi-Purpose Complex - Tree Clearing, Servicing and Studies	-	825,000	825,000	-	-	22,500	-	-	-	-	-	-	-	-	503,250	-	-	299,250	-	-	825,000	
2014-07	Fire Station 2 - Construction & Furnishings	11,616,066	-	11,616,066	-	-	-	-	-	-	-	-	-	-	-	10,338,299	-	-	1,277,767	-	-	11,616,066	
<b>TOTAL MUNICIPAL BUILDINGS</b>		<b>12,625,081</b>	<b>1,519,000</b>	<b>14,144,081</b>	<b>-</b>	<b>-</b>	<b>62,500</b>	<b>-</b>	<b>150,000</b>	<b>338,015</b>	<b>-</b>	<b>-</b>	<b>137,500</b>	<b>-</b>	<b>-</b>	<b>11,312,549</b>	<b>60,000</b>	<b>-</b>	<b>1,593,517</b>	<b>-</b>	<b>-</b>	<b>490,000</b>	<b>14,144,081</b>

# 2025 Approved Capital Budget

Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$	
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. Reserve \$	Tax Rate Stab. Reserve \$	Tax Capital Reserve \$	Water Reserve Fund \$	WW Reserve Fund \$	DC Reserve Fund \$	Library Capital Reserve Fund \$	OCIF \$	Debenture \$			Contrib. \$
<b>Fleet &amp; Equipment</b>																						
<b>Vehicles</b>																						
2028-05	Replace (R-17) 2016 - 1/2 Ton	-	75,000	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	-	-	75,000
2026-05	Replace (#26)	-	70,000	70,000	-	-	-	-	-	-	-	-	-	-	-	-	-	70,000	-	-	-	70,000
2025-55	Replace 2012 450 Dump Box Truck	-	85,000	85,000	-	-	-	-	-	-	-	-	-	-	-	-	-	85,000	-	-	-	85,000
2025-54	3/4 Ton Truck with Cap	-	70,000	70,000	-	-	-	-	-	-	-	-	-	-	70,000	-	-	-	-	-	-	70,000
2025-08	Replace Pick Up (#44)	-	70,000	70,000	-	-	-	-	-	-	-	-	-	-	-	-	-	70,000	-	-	-	70,000
2025-04	Replace Fire Pump 31	1,200,000	-	1,200,000	-	-	-	-	480,000	-	-	-	120,000	-	-	-	-	600,000	-	-	-	1,200,000
2023-83	New Pickup Truck - 1/2 Ton	-	70,000	70,000	-	-	-	-	-	-	-	-	-	-	-	70,000	-	-	-	-	-	70,000
2023-82	Building Vehicle (EV or Gas)	60,000	-	60,000	-	60,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,000
2021-20	Replace (R-19) 2003 - 2 Ton	-	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
<b>Equipment</b>																						
2025-101	Replace Large Area Rotary Mower (2018)	-	90,000	90,000	-	-	-	-	-	-	-	-	-	-	-	-	-	90,000	-	-	-	90,000
2025-100	Equipment for New Hires	-	84,300	84,300	-	-	-	-	-	-	-	-	-	-	-	84,300	-	-	-	-	-	84,300
2024-102	Replace Float Trailer #56	20,000	-	20,000	-	-	-	-	-	-	-	20,000	-	-	-	-	-	-	-	-	-	20,000
2025-64	Replace Wood Chipper	-	80,000	80,000	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,000
2025-63	4 Road Close Trailers	-	40,000	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,000	-	-	40,000
2025-62	Replace Unit #60 - 2013 Bobcat Zero Turn Mower	-	30,000	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000

# 2025 Approved Capital Budget

Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
2025-61	Replace Vacuum Sweeper - Vacuum Trailer	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	150,000	
2025-60	Floor Scrubber - Replace 2014 Arena Scrubber	-	13,000	13,000	-	-	-	13,000	-	-	-	-	-	-	-	-	-	-	-	-	-	13,000	
2025-59	Replace Tilt & Load - Tandem Axle Trailer (2007)	-	10,000	10,000	-	-	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	
2025-58	Single Axle Trailer	-	5,000	5,000	-	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	
2025-57	Replace 2005 Smithco Groomer	-	30,000	30,000	-	-	-	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000	
2025-56	Flail Attachment for John Deere Tractor	-	10,000	10,000	-	-	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	
2024-10	Replace #32 Tandem (2014)	-	420,000	420,000	210,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	210,000	420,000	
2024-03	Roadside Tractor	-	250,000	250,000	-	-	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	-	250,000	
2023-17	Replace Vacuum Sweeper - Pickup Sweeper	-	35,000	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	35,000	-	-	-	35,000	
2023-15	Additional Breathing Air Compressor, Cascade & Fill Station	-	77,000	77,000	-	-	-	-	-	-	-	-	-	-	-	77,000	-	-	-	-	-	77,000	
2023-02	New Combination Tandem Snow Removal Unit	265,000	-	265,000	-	-	-	-	-	-	-	-	-	-	-	265,000	-	-	-	-	-	265,000	
2020-39	Replace Sidewalk Plow (#40)	-	235,000	235,000	235,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	235,000	
<b>TOTAL FLEET &amp; EQUIPMENT</b>		<b>1,610,000</b>	<b>2,074,300</b>	<b>3,684,300</b>	<b>555,000</b>	<b>60,000</b>	<b>-</b>	<b>143,000</b>	<b>480,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>205,000</b>	<b>-</b>	<b>-</b>	<b>816,300</b>	<b>-</b>	<b>-</b>	<b>1,175,000</b>	<b>40,000</b>	<b>-</b>	<b>210,000</b>	<b>3,684,300</b>

# 2025 Approved Capital Budget

Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$	
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. Reserve \$	Tax Rate Stab. Reserve \$	Tax Capital Reserve \$	Water Reserve Fund \$	WW Reserve Fund \$	DC Reserve Fund \$	Library Capital Reserve Fund \$	OCIF \$	Debenture \$			Contrib. \$
<b>Water Infrastructure</b>																						
2025-77	Expansion Study, followed by Design & Construction - SV Highlands	-	100,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	-	-	100,000
2024-52	Pump Inspections, Repairs, Replacements - Anten Mills	60,000	-	60,000	-	-	-	-	-	-	-	-	-	60,000	-	-	-	-	-	-	-	60,000
2022-33	Water/Wastewater Facilities Condition Assessments	200,000	50,000	250,000	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	-	-	-	250,000
2021-09	Watermain/Distribution System Upgrades	498,553	195,000	693,553	-	-	-	-	-	-	-	-	-	693,553	-	-	-	-	-	-	-	693,553
2016-27	Water Meter Replacement Program - Township Wide	133,207	-	133,207	-	-	-	-	-	-	-	-	-	133,207	-	-	-	-	-	-	-	133,207
<b>TOTAL WATER INFRASTRUCTURE</b>		<b>891,760</b>	<b>345,000</b>	<b>1,236,760</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,136,760</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>1,236,760</b>

# 2025 Approved Capital Budget



Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Canada Comm Building Fund \$	Tax Supported \$	Total Funding \$	
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. Reserve \$	Tax Rate Stab. Reserve \$	Tax Capital Reserve \$	Water Reserve Fund \$	WW Reserve Fund \$	DC Reserve Fund \$	Library Capital Reserve Fund \$	OCIF \$	Debenture \$				Contrib. \$
<b>Wastewater Infrastructure</b>																							
2023-106	Elmvale Bar Screens Replacement	1,900,000	-	1,900,000	-	-	-	-	-	-	-	-	-	-	1,900,000	-	-	-	-	-	-	-	1,900,000
2020-301	WWTP - Filter Upgrades - Tertiary filters (4) replacement	2,424,377	-	2,424,377	-	-	-	-	-	-	-	-	-	-	824,288	1,600,089	-	-	-	-	-	-	2,424,377
2027-27	Elmvale WWTP - EA for Plant Expansion	-	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-	200,000	-	-	-	-	-	-	200,000
2025-79	Inlet Pipe Modifications Engineering Design (Snow Valley)	-	75,000	75,000	-	-	-	-	-	-	-	-	-	-	75,000	-	-	-	-	-	-	-	75,000
2025-78	Elmvale WWTP - Filter Building	-	534,650	534,650	-	-	-	-	-	-	-	-	-	-	534,650	-	-	-	-	-	-	-	534,650
2023-11	WWTP - Replacement of Motor Control System	175,000	2,731,540	2,906,540	-	-	-	-	-	-	-	-	-	-	2,906,540	-	-	-	-	-	-	-	2,906,540
2022-40	Sludge Transfer Pumps (At Elmvale WWTP)	150,000	51,000	201,000	-	-	-	-	-	-	-	-	-	-	201,000	-	-	-	-	-	-	-	201,000
2022-38	Inlet Pipework Modifications/Instal Mixer (Stonemanor WWTP)	80,000	-	80,000	-	-	-	-	-	-	-	-	-	-	-	80,000	-	-	-	-	-	-	80,000
2022-18	WWTP - Replace UV Modules (12)	800,000	62,200	862,200	-	-	-	-	-	-	-	-	-	-	862,200	-	-	-	-	-	-	-	862,200
2021-18	WWTP - Replacement of SCADA System	150,000	-	150,000	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-	-	-	150,000

# 2025 Approved Capital Budget

Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
2020-43	Main Pumping Station & Forcemain (Elmvale)	-	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-	200,000	-	-	-	-	-	-	200,000
2020-29	Gravity Sewer Replacement/Repair Work	439,196	165,000	604,196	-	-	-	-	-	-	-	-	-	-	604,196	-	-	-	-	-	-	-	604,196
2019-56	MH Installation for Easement Access	125,000	100,000	225,000	-	-	-	-	-	-	-	-	-	-	225,000	-	-	-	-	-	-	-	225,000
2018-40	Inflow & Infiltration Abatement Program (Elmvale WWTP)	-	250,000	250,000	-	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	-	-	-	250,000
<b>Master Plans</b>																							
2022-39	Water and Wastewater Master Servicing Plan	38,166	200,000	238,166	-	-	-	-	-	-	-	-	-	83,358	154,808	-	-	-	-	-	-	-	238,166
<b>TOTAL WASTEWATER INFRASTRUCTURE</b>		<b>6,281,739</b>	<b>4,569,390</b>	<b>10,851,129</b>	-	-	-	-	-	-	-	-	-	<b>83,358</b>	<b>8,687,682</b>	<b>2,080,089</b>	-	-	-	-	-	-	<b>10,851,129</b>

# 2025 Approved Capital Budget

Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
<b>Information Technology</b>																							
2023-107	CityView Planning Module	94,315	-	94,315	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	94,315	-	-	94,315
2025-85	Questica Migration	-	36,000	36,000	-	-	-	-	-	-	36,000	-	-	-	-	-	-	-	-	-	-	-	36,000
2025-84	Website Migration	-	31,070	31,070	-	-	-	-	-	-	31,070	-	-	-	-	-	-	-	-	-	-	-	31,070
2021-35	Network Infrastructure Replacements/Upgrades	-	25,000	25,000	-	-	-	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000
<b>TOTAL INFORMATION TECHNOLOGY</b>		<b>94,315</b>	<b>92,070</b>	<b>186,385</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>92,070</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>94,315</b>	<b>-</b>	<b>-</b>	<b>186,385</b>

# 2025 Approved Capital Budget



Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
Parks & Recreation Equipment																							
Parks & Recreation Projects																							
2024-122	Elmvale Cenotaph Refurbishing	30,000	-	30,000	-	-	-	-	-	-	-	30,000	-	-	-	-	-	-	-	-	-	-	30,000
2025-82	Pedestrian Bridge #5 - Bishop Park	-	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000	-	30,000
2025-81	Hunter Russel Trail Bridge #1	-	250,000	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	250,000
2025-80	Heritage Park Sign Refurbishment	-	7,000	7,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,000	-	7,000
2025-16	Phelpston Rink Pavilion (Valendar Park)	-	500,000	500,000	-	-	-	-	-	-	-	-	-	-	-	500,000	-	-	-	-	-	-	500,000
2020-46	Replace Homer Barrett Park Rink Boards	-	80,000	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,000	-	-	80,000
2020-45	Replace Doran Park Tennis Court Lights	75,000	-	75,000	-	-	-	-	-	-	-	-	75,000	-	-	-	-	-	-	-	-	-	75,000
2019-57	Replace/Rebuild Elmvale Tennis Courts	150,000	-	150,000	-	-	-	-	-	-	-	35,000	115,000	-	-	-	-	-	-	-	-	-	150,000
2017-21	Park Playground Upgrades (Various Locations)	57,371	30,000	87,371	-	-	-	-	-	-	-	-	-	-	-	87,371	-	-	-	-	-	-	87,371
2016-33	Trail Development	60,000	30,000	90,000	-	-	-	-	-	-	-	-	-	-	-	90,000	-	-	-	-	-	-	90,000

# 2025 Approved Capital Budget

Project #	Department and Project / Item	Carry Forward from 2024 \$	2025 Request \$	Total Budget \$	RESERVES								RESERVE FUNDS				OTHER FUNDING			Tax Supported \$	Total Funding \$		
					Public Works Reserve \$	Building Reserve \$	Rec Facility Reserve \$	Rec Equip Reserve \$	Fire Reserve \$	Capital Infrast. Reserve \$	Tech. 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 \$
<b>Master Plans</b>																							
2022-42	Trails Master Plan	3,704	-	3,704	-	-	3,704	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,704	
2020-25	Elmvale Community Park Master Plan	-	42,000	42,000	-	-	-	-	-	-	-	-	-	-	-	42,000	-	-	-	-	-	42,000	
<b>TOTAL PARKS &amp; RECREATION EQUIPMENT</b>		<b>376,075</b>	<b>969,000</b>	<b>1,345,075</b>	<b>-</b>	<b>-</b>	<b>3,704</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,000</b>	<b>190,000</b>	<b>-</b>	<b>-</b>	<b>719,371</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>80,000</b>	<b>-</b>	<b>37,000</b>	<b>1,345,075</b>
<b>TOTAL</b>		<b>33,761,097</b>	<b>21,453,402</b>	<b>55,214,499</b>	<b>555,000</b>	<b>60,000</b>	<b>66,204</b>	<b>143,000</b>	<b>630,000</b>	<b>338,015</b>	<b>92,070</b>	<b>65,000</b>	<b>546,604</b>	<b>1,220,118</b>	<b>8,687,682</b>	<b>26,283,809</b>	<b>60,000</b>	<b>1,175,433</b>	<b>12,736,349</b>	<b>351,237</b>	<b>1,265,858</b>	<b>938,120</b>	<b>55,214,499</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Kerr Street - Yonge to Shaw Street							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Urban Road Reconstruction							
<b>Project Number:</b>	2018-16							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	1,720,000	-	-	-	-	-	-	1,720,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	1,204,000							1,204,000
Canada Comm Building Fund								-
Other								-
Reserves	14,104							14,104
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	501,896							501,896
<b>Total Project Funding</b>	<b>1,720,000</b>	-	-	-	-	-	-	<b>1,720,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Mill St W - Old Penetang to Hwy 93							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Urban Road Reconstruction							
<b>Project Number:</b>	2020-15							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	886,000	2,900,000	-	-	-	-	-	3,786,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	886,000	2,900,000						3,786,000
<b>Total Project Funding</b>	<b>886,000</b>	<b>2,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,786,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Peter St - Amelia St to Yonge St N							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Urban Road Reconstruction							
<b>Project Number:</b>	2021-08							
<b>Justification:</b>	Design of Peter Street from Amelia St to Yonge St N, followed by construction in 2026. 24 PCI. Urbanization to curb and gutter.							
	<b>Carry Over from 2024</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b>
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
	\$	\$	\$	\$	\$	\$	\$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	100,000	1,250,000	-	-	-	-	1,350,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		72,600	1,000,000					1,072,600
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		27,400	250,000					277,400
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>100,000</b>	<b>1,250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,350,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Huron Street - George Johnston to Ronald (2020 RNS)							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2021-27							
<b>Justification:</b>	Design of Huron Street from George Johnston to Ronald Road, followed by construction in 2026. 73 PCI. Urbanization required to allow for sidewalks on Huron St.							
	<b>Carry Over from 2024</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b>
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Project Costs:</b>								
Capital Expenditures	-	150,000	1,000,000	-	-	-	-	1,150,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		150,000						150,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture			1,000,000					1,000,000
<b>Total Project Funding</b>	<b>-</b>	<b>150,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,150,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	John Street - Yonge Street to end							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Urban Road Reconstruction							
<b>Project Number:</b>	2022-02							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	136,000	1,000,000	-	-	-	-	-	1,136,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	136,000	1,000,000						1,136,000
<b>Total Project Funding</b>	<b>136,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,136,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Township-wide Transportation Master Plan							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Master Plans							
<b>Project Number:</b>	2022-12							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	34,000	-	-	-	-	-	-	34,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	34,000							34,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>34,000</b>	-	-	-	-	-	-	<b>34,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Martin Street - Hwy 93 to Mill Street West							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2024-15							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	85,000	-	-	-	-	-	-	85,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other	85,000							85,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Bridge 4 - Vespra Valley Road							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Structures - Bridge & Culverts							
<b>Project Number:</b>	2024-21							
<b>Justification:</b>	Rehabilitation of Bridge 4 - Vespra Valley Road 1.6 KM south of Hwy 26. 57.1 BCI.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	115,000	1,000,000	-	-	-	-	-	1,115,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	115,000	1,000,000						1,115,000
<b>Total Project Funding</b>	<b>115,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,115,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Bridge 14 - Flos Road 11 West							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Structures - Bridge & Culverts							
<b>Project Number:</b>	2025-14							
<b>Justification:</b>	Rehabilitation of Bridge 14 - Flos Road 11 W, 0.7km West of Ushers Rd. 56.9 BCI.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	115,000	1,000,000	-	-	-	-	1,115,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		115,000	1,000,000					1,115,000
<b>Total Project Funding</b>	<b>-</b>	<b>115,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,115,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Flos 4 West - Riverdale to 700m East of Riverdale							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-65							
<b>Justification:</b>	Pulverizing, adding granular M and Double surface treating Flos Road 4 W from Riverdale to 700m East of Riverdale. 50 PCI. Flos Road 4 to be uploaded to Simcoe County in the future, therefore proposing surface treatment to hold the road until the upload.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	98,400	-	-	-	-	-	98,400
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		98,400						98,400
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>98,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,400</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Flos 4 West - Atkinson Rd to 500m West of Riverdale							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-66							
<b>Justification:</b>	Pulverize and double surface treatment Flos Road 4 W from Atkinson Rd to 500m West of Riverdale. 47 PCI. Flos Road 4 W to be uploaded to Simcoe County in the future, therefore proposing surface treatment to hold the road until the upload.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	71,280	-	-	-	-	-	71,280
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		71,280						71,280
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	71,280	-	-	-	-	-	71,280
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Midves Court - Frid Blvd to 220m East of Frid Blvd							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-67							
<b>Justification:</b>	Mill and pave 50mm Midves Court from Frid Boulevard to 220m East of Frid Boulevard. 40 PCI.							
	<b>Carry Over from 2024</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b>
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
	\$	\$	\$	\$	\$	\$	\$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	58,400	-	-	-	-	-	58,400
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		58,400						58,400
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>58,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58,400</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Midves Court - 220m East of Frid Blvd to Cul-de-Sac							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-68							
<b>Justification:</b>	Pave top lift of 40mm Midves Court from 220m East of Frid Boulevard to cul-de-sac. To be funded through securities from the development.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	36,922	-	-	-	-	-	36,922
<b>Project Funding:</b>								
Contributions		36,922						36,922
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	<b>36,922</b>	-	-	-	-	-	<b>36,922</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Old Second North - Horseshoe Valley Rd to Flos Rd 4 E							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-69							
<b>Justification:</b>	Pulverizing, adding granular M and paving 70mm on Old Second Road N from Horseshoe Valley Road to Flos Road 4 E. 21 PCI.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	632,600	650,000	-	-	-	-	1,282,600
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		632,600						632,600
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported			650,000					650,000
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>632,600</b>	<b>650,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,282,600</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Scarlett Line - Flos Road 10 E to 450m South of Vasey Road							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-70							
<b>Justification:</b>	Pulverize, adding granular M and double surface treat Scarlett Line from Flos Road 10 E to 450m South of Vasey Road. 21 PCI.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	263,040	-	-	-	-	-	263,040
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund		263,040						263,040
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>263,040</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>263,040</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Russell Rd - Forbes Rd to Doran Rd							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-71							
<b>Justification:</b>	Pulverize, add granular M and pave 70mm on Russell Road from Forbes Rd to Doran Road. To be a holding strategy as the developer will be reconstructing Russell Road in the future. 19 PCI.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	294,720	-	-	-	-	-	294,720
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		121,000						121,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		173,720						173,720
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>294,720</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>294,720</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Nursery Road - 500m North of Hendrie to 700m South of Hendrie							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2025-72							
<b>Justification:</b>	Pulverizing, adding granular M and paving 70mm on Nursery Road from 500m North of Hendrie Rd to 700m South of Hendrie Rd. 33 PCI.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	281,000	-	-	-	-	-	281,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		281,000						281,000
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>281,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>281,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Culvert 210 - Vespra Valley Road							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Structures - Bridge & Culverts							
<b>Project Number:</b>	2025-76							
<b>Justification:</b>	Rehabilitation of Culvert 210 - Vespra Valley Road, 1.5km North of Snow Valley Road. 39.2 BCI.							
	<b>Carry Over from 2024</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b>
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
	\$	\$	\$	\$	\$	\$	\$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	100,000	1,000,000	-	-	-	-	1,100,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		100,000	1,000,000					1,100,000
<b>Total Project Funding</b>	<b>-</b>	<b>100,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Bridge 17 - Flos 10 West							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Structures - Bridge & Culverts							
<b>Project Number:</b>	2027-23							
<b>Justification:</b>	Rehabilitation of Bridge 17 - Flos Road 10 W, 0.3km West of County Rd 27. 55.7 BCI.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	115,000	1,000,000	-	-	-	-	-	1,115,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	115,000	1,000,000						1,115,000
<b>Total Project Funding</b>	<b>115,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,115,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Rainbow Valley Rd West - Coughlin Rd to Phelpston Rd							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2028-14							
<b>Justification:</b>	Pulverize, add granular M, and Double Surface treatment of Rainbow Valley Road West from Coughlin Road to Phelpston Road. 41 PCI.							
	<b>Carry Over from 2024</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b>
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
	\$	\$	\$	\$	\$	\$	\$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	88,560	-	-	-	-	-	88,560
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		88,560						88,560
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>88,560</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>88,560</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Flos 7 East - Cty Rd 27 to 1.5km East							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2028-31							
<b>Justification:</b>	Pulverizing, adding granular M and paving 70mm on Flos Road 7 East from County Road 27 to 1.5km East of County Road 27. 80 PCI from County Road 27 to Baseline Road; this 1.5km stretch is in poor condition. The rest of Flos Road 7 E is asphalt.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	294,720	-	-	-	-	-	294,720
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other		294,720						294,720
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>294,720</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>294,720</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Wilson Drive - 1.1km North of 26							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Resurfacing and/or Rehabilitation							
<b>Project Number:</b>	2023-102							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	641,127	900,000	-	-	-	-	-	1,541,127
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund	69,538							69,538
Other	155,153							155,153
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	416,436	900,000						1,316,436
<b>Total Project Funding</b>	<b>641,127</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,541,127</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Craig Road - Utilities, Box Culvert & Property Acquisition							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Urban Road Reconstruction							
<b>Project Number:</b>	2017-40-1							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	3,650,000	-	-	-	-	-	-	3,650,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	3,467,500							3,467,500
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	182,500							182,500
<b>Total Project Funding</b>	<b>3,650,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,650,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Craig Road - Gill Road to West of Russell Road							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Urban Road Reconstruction							
<b>Project Number:</b>	2017-40-2							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	4,500,000	2,000,000	8,000,000	6,000,000	-	-	-	20,500,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	4,275,000	1,900,000	7,600,000	5,700,000				19,475,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	225,000	100,000	400,000	300,000				1,025,000
<b>Total Project Funding</b>	<b>4,500,000</b>	<b>2,000,000</b>	<b>8,000,000</b>	<b>6,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,500,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Craig Road - Russell to Hwy 400 - Interim Measures							
<b>Project Type:</b>	Roads & Related Infrastructure							
<b>Asset Type:</b>	- Urban Road Reconstruction							
<b>Project Number:</b>	2017-40-3							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	500,000	-	-	-	-	-	500,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		475,000						475,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		25,000						25,000
<b>Total Project Funding</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	FIRE & EMERGENCY MANAGEMENT							
<b>Project Name:</b>	Fire Station 2 - Construction & Furnishings							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2014-07							
<b>Justification:</b>	<p>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.</p> <p>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.</p> <p>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.</p>							
	<b>Carry Over from 2024 \$</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs \$</b>
		<b>2025 \$</b>	<b>2026 \$</b>	<b>2027 \$</b>	<b>2028 \$</b>	<b>2029 \$</b>	<b>2030 \$</b>	
<b>Total Project Costs:</b>								
Capital Expenditures	11,616,066	-	-	-	-	-	-	11,616,066
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	10,338,299							10,338,299
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	1,277,767							1,277,767
<b>Total Project Funding</b>	<b>11,616,066</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,616,066</b>

## Capital Project Justification

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Net Annual Operating Budget Impact	-	-	-	-	-	-	-	-
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# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Phase 1 - Multi-Purpose Complex - Tree Clearing, Servicing and Studies							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2018-01							
<b>Justification:</b>	Multi-Purpose Complex (Recreation, Library & Community Space) - Tree Clearing Site Improvements, Servicing, Project Management, Remaining Studies from April 7 2021 report to Council - 61% DC Funded							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	825,000	7,600,000	10,000,000	30,000,000	30,000,000	-	78,425,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		503,250	4,636,000	6,100,000	18,300,000	18,300,000		47,839,250
Canada Comm Building Fund								-
Other								-
Reserves		22,500						22,500
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		299,250	2,964,000	3,900,000	11,700,000	11,700,000		30,563,250
<b>Total Project Funding</b>	<b>-</b>	<b>825,000</b>	<b>7,600,000</b>	<b>10,000,000</b>	<b>30,000,000</b>	<b>30,000,000</b>	<b>-</b>	<b>78,425,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	FIRE & EMERGENCY MANAGEMENT							
<b>Project Name:</b>	Renovate Fire Station 5 (Elmvale)							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2018-04							
<b>Justification:</b>	<p>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 &amp; 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.</p>							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	136,000	14,000	-	-	-	-	-	150,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	136,000	14,000						150,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>136,000</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>

## Capital Project Justification

Net Annual Operating Budget Impact	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Homer Barrett Park Washroom Facility							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2020-34							
<b>Justification:</b>	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 2024	2025	2026	2027	2028	2029	2030	Total Project Costs
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Project Costs:</b>								
Capital Expenditures	200,000	-	-	-	-	-	-	200,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	200,000							200,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	SPRINGWATER PUBLIC LIBRARY							
<b>Project Name:</b>	Elmvale Library Branch Renovation & Foundation Repair							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2022-50							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	60,000	40,000	-	-	-	-	-	100,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	60,000							60,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		40,000						40,000
Debenture								-
<b>Total Project Funding</b>	<b>60,000</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	CORPORATE SERVICES							
<b>Project Name:</b>	Midhurst Union Cemetery - Phase 2							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2023-13							
<b>Justification:</b>	<p>In 2018, Council approved a Midhurst Union Cemetery Priority Development Master Plan. This capital project is Phase 2 of the plan which includes opening up the remaining 24 plots for sale on the east side of the cemetery which includes tree clearing, grading, topsoil and seed and the beautification of the front entrance: a replacement ornamental fence that is rusted through in spots, resetting the stones for the garden edging and garden cleanup for both sides of the driveway by the entry columns plus tree trimming around the front entrance columns, resetting the stones around the garden in front of the winter storage building and resetting the stone retaining wall and garden cleanup for the formal entry garden. Staff have included the pouring of one cement pad and installation of a bench in front of the formal entry garden to replace a rotten wooden bench and the installation of three benches by the columbaria (cement already poured for this). Phase 2 was originally planned to be \$84,200 however staff feel opening of the additional 35 urn cremation lots are not required at this time and it is a priority to open up the remaining plots to the east side of the cemetery. Benches were not part of the Master Plan however the rotten wooden bench needs replacing and the columbaria has spots for benches already. Benches are something that residents often inquire about in the cemetery.</p>							
	<b>Carry Over from 2024 \$</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs \$</b>
		<b>2025 \$</b>	<b>2026 \$</b>	<b>2027 \$</b>	<b>2028 \$</b>	<b>2029 \$</b>	<b>2030 \$</b>	
<b>Total Project Costs:</b>								
Capital Expenditures	-	50,000	-	-	-	-	-	50,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		50,000						50,000
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

# Capital Project Justification

Net Annual Operating Budget Impact	-	-	-	-	-	-	-	-
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# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Facility Condition Assessment Program							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2023-80							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	338,015	400,000	1,000,000	1,260,000	1,260,000	1,260,000	1,260,000	6,778,015
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	338,015		750,000	630,000	630,000	630,000	630,000	3,608,015
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		400,000						400,000
Debenture			250,000	630,000	630,000	630,000	630,000	2,770,000
<b>Total Project Funding</b>	<b>338,015</b>	<b>400,000</b>	<b>1,000,000</b>	<b>1,260,000</b>	<b>1,260,000</b>	<b>1,260,000</b>	<b>1,260,000</b>	<b>6,778,015</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Mechanics Bay - Yard 1							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2024-01							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	275,000	-	-	-	-	-	-	275,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	137,500							137,500
Canada Comm Building Fund								-
Other								-
Reserves	137,500							137,500
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>275,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>275,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Minesing Foundation - Bowling Alley							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2025-52							
<b>Justification:</b>	The foundation at the south west corner of the bowling alley and emergency exit is failing and rain and ground water are seeping into the bowling alley. This project will repair the foundation, remediate any mold or issues caused by water. The works will also replace sections of the back of the bowling lanes with new wood and mold resistant materials and a fan to recirculate air properly. This works is required to continue to operate the bowling alley and ensure the building is safe.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	40,000	-	-	-	-	-	40,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		40,000						40,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	FIRE & EMERGENCY MANAGEMENT							
<b>Project Name:</b>	FFE - Furniture, Fixtures & Equipment - New Fire Station 2							
<b>Project Type:</b>	Municipal Buildings							
<b>Asset Type:</b>	- Municipal Buildings							
<b>Project Number:</b>	2024-100							
<b>Justification:</b>	With the construction of the new fire station, additional Furniture, Fixtures, and Equipment (FF&E) will be required to support staff and the day-to-day operation of the new fire station headquarters. This was identified in the updated 10-year Fire Capital review and eligible for 85.7% Development Charge funding . The Director of Fire & Emergency Services with the assistance of the Manager of Facilities worked with different suppliers to ascertain a cost estimate to furnish the fire station with the necessary FF&E to support the new facility. The scope of the project included office furnishing, appliances (Kitchen/Laundry), AV equipment for the training room, monitors for apparatus floor, gym equipment, pressure washer, shelving, and other necessary equipment for the functionality of the fire station.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	150,000	-	-	-	-	-	150,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		133,500						133,500
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		16,500						16,500
<b>Total Project Funding</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace (R-7) 3/4 Ton (2012)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2018-06							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	65,000	-	-	-	-	-	-	65,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	65,000							65,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace Sidewalk Plow (#40)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2020-39							
<b>Justification:</b>	Replace a 2012 Sidewalk plow that is at it's end of life. Replacing with a new sidewalk plow complete with attachments to be utilized during summer and winter months.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	235,000	-	-	-	-	-	235,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		235,000						235,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>235,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>235,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace (R-19) 2003 - 2 Ton							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2021-20							
<b>Justification:</b>	The Recreation, Parks and Facilities division uses this vehicle within the department year round for parks, grounds and facility maintenance. The truck has been pulled off the road and is currently not in use. The replacement of the truck is required to ensure service levels standards and transport of equipment and resources to sites throughout the Township.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	75,000	-	-	-	-	-	75,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		75,000						75,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	75,000	-	-	-	-	-	75,000
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	New Combination Tandem Snow Removal Unit							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2023-02							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	265,000	-	-	-	-	-	-	265,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	265,000							265,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>265,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>265,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	FIRE & EMERGENCY MANAGEMENT							
<b>Project Name:</b>	Additional Breathing Air Compressor, Cascade & Fill Station							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2023-15							
<b>Justification:</b>	<p>On March 20, 2024 at the regular meeting of Council, a staff recommendation report was presented to Council requesting the permission to proceed with the procurement of an additional Breathing Apparatus Fill station and Compressor. This equipment was identified during the Development Charge study and through the 10-year Fire Capital review. As this was deemed part of growth within the township, the project is 100 % DC eligible. Currently, one of these units services all fire stations and is located at fire station 3. This requires three station to travel to the one location to replenish air during and after structure fires or training evolutions which is not ideal due to the size of the township. During the design phase of the new Fire Station Headquarters, services and room allocation were built into the project to ensure the building could support this unit. A second unit would be prove to be beneficial in the ability to fill cylinders at a greater rate, diminish staff's travel time to and from the fire stations, while assisting the department on efficiencies in out of service times. The approval of this project would allow the Compressor/Fill Station to be placed within the Fire Station Headquarters during construction, would be more cost effective to commence proceedings as soon as possible and would ensure the equipment would be readily available to the contractor to meet critical timelines.</p>							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	77,000	-	-	-	-	-	77,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		77,000						77,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	<b>77,000</b>	-	-	-	-	-	<b>77,000</b>

# Capital Project Justification

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Net Annual Operating Budget Impact	-	-	-	-	-	-	-	-
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# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace Vacuum Sweeper - Pickup Sweeper							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2023-17							
<b>Justification:</b>	Pickup sweeper attachment for the front end loader. Pickup sweeper to be used for ad-hoc sweeping needs, such as gravel spills, excess sand at intersections and cleanup from MVC. Spring sweeping to still be completed by our contractor.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	35,000	-	-	-	-	-	35,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		35,000						35,000
<b>Total Project Funding</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	BUILDING SERVICES							
<b>Project Name:</b>	Building Vehicle (EV or Gas)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2023-82							
<b>Justification:</b>	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 surplus off to another department to end of life or disposed of through our current sale of asset policy.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	60,000	-	-	-	-	-	-	60,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	60,000							60,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>60,000</b>	-	-	-	-	-	-	<b>60,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	New Pickup Truck - 1/2 Ton							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2023-83							
<b>Justification:</b>	DC funded roadside truck for new frontline staff to complete various road maintenance tasks.							
	<b>Carry Over from 2024</b> \$	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b> \$
		<b>2025</b> \$	<b>2026</b> \$	<b>2027</b> \$	<b>2028</b> \$	<b>2029</b> \$	<b>2030</b> \$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	70,000	-	-	-	-	-	70,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		70,000						70,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>70,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Roadside Tractor							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2024-03							
<b>Justification:</b>	DC funded roadside tractor for roadside mowing, brushing, and ditching.							
	<b>Carry Over from 2024 \$</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs \$</b>
		<b>2025 \$</b>	<b>2026 \$</b>	<b>2027 \$</b>	<b>2028 \$</b>	<b>2029 \$</b>	<b>2030 \$</b>	
<b>Total Project Costs:</b>								
Capital Expenditures	-	250,000	-	-	-	-	-	250,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		250,000						250,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace #32 Tandem (2014)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2024-10							
<b>Justification:</b>	Replace a 2014 Tandem Snow Plow with 213,000kms that is at it's end of life. To be replaced with a new Tandem complete with winter maintenance attachments.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	420,000	-	-	-	-	-	420,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		210,000						210,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		210,000						210,000
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>420,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>420,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	FIRE & EMERGENCY MANAGEMENT							
<b>Project Name:</b>	Replace Fire Pump 31							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2025-04							
<b>Justification:</b>	<p>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 queue to be built, which may meet the requirements of Springwater Fire &amp; 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%.</p>							
		NEW BUDGET REQUEST						Total Project Costs \$
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	
<b>Total Project Costs:</b>								
Capital Expenditures	1,200,000	-	-	-	-	-	-	1,200,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	600,000							600,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture	600,000							600,000
<b>Total Project Funding</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>

# Capital Project Justification

Net Annual Operating Budget Impact	-	-	-	-	-	-	-	-
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# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace Pick Up (#44)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2025-08							
<b>Justification:</b>	Replace a 2013 Pickup truck with 249,000kms that is at it's end of life. To be replaced with a new half ton truck complete with required accessories such as lightbar and back rack.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	70,000	-	-	-	-	-	70,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		70,000						70,000
<b>Total Project Funding</b>	<b>-</b>	<b>70,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	3/4 Ton Truck with Cap							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2025-54							
<b>Justification:</b>	The Recreation, Parks and Facilities division in 2023 was approved for a facility technician position. Over the past year and a bit this position has shared a vehicle with other staff members. As, the size of the municipalities. uses this vehicle within the department year round for parks and grounds maintenance as well as winter plowing maintenance. The truck is now 12 years old with failing components and rusts spots worn through the vehicle. The truck continues to incur increasing maintenance costs and not a suitable or 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. It is at the end of its useful life. The truck has approximately 172,430s on it (Sept 2024 data).							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	70,000	-	-	-	-	-	70,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		70,000						70,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	70,000	-	-	-	-	-	70,000
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace 2012 450 Dump Box Truck							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2025-55							
<b>Justification:</b>	The Recreation, Parks and Facilities division uses this vehicle within the department year round for parks and grounds maintenance as well as winter plowing maintenance. The truck is now 12 years old with failing components and rust spots worn through the vehicle. The truck continues to incur increasing maintenance costs and not a suitable or 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. It is at the end of its useful life. The truck has approximately 172,430kms on it (Sept 2024 data).							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	85,000	-	-	-	-	-	85,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		85,000						85,000
<b>Total Project Funding</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Flail Attachment for John Deere Tractor							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-56							
<b>Justification:</b>	The Township is requesting a flail arm attachment to aid in the maintenance and cutting of trails throughout the township. Currently, the machines used to cut the trails are mainly equipped for large area cutting or sidewalks and do not efficient nor properly allow for maintenance of trials. 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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	10,000	-	-	-	-	-	10,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		10,000						10,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace 2005 Smithco Groomer							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-57							
<b>Justification:</b>	The RPF department ball diamond groomers are key pieces of equipment to ensure the level of service to helping maintain 16 ball diamonds from May through November each year. The RPF is looking to replace the 2005 Smithco Groomer to ensure continued levels of service. The current groomer is 20 years old, due to the age it does not have an hours meter on it but this piece of equipment is used daily to groom multiple diamonds throughout the Township. A replacement ball diamond groomer is needed as the 20 year old groomer has been welded and repaired numerous times over the last season as well as previously had an engine rebuild to extend its life. The RPF is looking to keep the current groomer as a back up and would retire if any further significant maintenance repairs are required.							
		NEW BUDGET REQUEST						
	Carry Over from 2024	2025	2026	2027	2028	2029	2030	Total Project Costs
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Project Costs:</b>								
Capital Expenditures	-	30,000	-	-	-	-	-	30,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		30,000						30,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	<b>30,000</b>	-	-	-	-	-	<b>30,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Single Axle Trailer							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-58							
<b>Justification:</b>	The RPF Single Axle Trailer is a 2015 single axle trailer. It is used to move parks maintenance equipment throughout the Township for grass and winter maintenance. This unit is at the end of its useful life and needs to be replaced.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	5,000	-	-	-	-	-	5,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		5,000						5,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace Tilt & Load - Tandem Axle Trailer (2007)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-59							
<b>Justification:</b>	The RPF Tilt and load Trailer is a 2007 tandem trailer used to move the Townships parks equipment throughout the municipality for parks and facilities maintenance. This unit is at the end of its useful life and needs to be replaced.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	10,000	-	-	-	-	-	10,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		10,000						10,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Floor Scrubber - Replace 2014 Arena Scrubber							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-60							
<b>Justification:</b>	The floor scrubber at the Elmvale arena is nearing end of useful life and requiring more costly repairs and down time throughout the year. To ensure operational standards and working equipment the floor scrubber is recommended for replacement. This unit is used daily at the arena.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	13,000	-	-	-	-	-	13,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		13,000						13,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>13,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace Vacuum Sweeper - Vacuum Trailer							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-61							
<b>Justification:</b>	Replacing a 2010 Vacuum Sweeper that is at it's end of life. To be replaced with a tow behind vacuum trailer. Vacuum trailer to be used for hydro vac excavations for sign installation, culvert flushing, daylighting utilities etc.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	150,000	-	-	-	-	-	150,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		150,000						150,000
<b>Total Project Funding</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace Unit #60 - 2013 Bobcat Zero Turn Mower							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-62							
<b>Justification:</b>	Replace a 2013 Bobcat zero turn mower that is at it's end of life. To be replaced with a new zero turn mower.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	30,000	-	-	-	-	-	30,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		30,000						30,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	4 Road Close Trailers							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-63							
<b>Justification:</b>	Grant funding for the purchase of 4 new road close trailers. These will be used to close roadways in emergency situations. Trailers are capable of being double towed, therefore only 1 operator is needed to erect the trailers at each end of the closure. 2 trailers will be Yard 1 and 2 trailers at Yard 2.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	40,000	-	-	-	-	-	40,000
<b>Project Funding:</b>								
Contributions		40,000						40,000
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	40,000	-	-	-	-	-	40,000
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace Wood Chipper							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-64							
<b>Justification:</b>	Replacement of a 2006 Wood chipper to be used for chipping brush and limbs from cut roadside trees.							
	<b>Carry Over from 2024</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b>
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
	\$	\$	\$	\$	\$	\$	\$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	80,000	-	-	-	-	-	80,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		80,000						80,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace (#26)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2026-05							
<b>Justification:</b>	Replace a 2014 Interceptor SUV with 216,000kms that is at it's end of life. To be replaced with a new half ton truck complete with required accessories such as lightbar and back rack.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	70,000	-	-	-	-	-	70,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		70,000						70,000
<b>Total Project Funding</b>	<b>-</b>	<b>70,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace (R-17) 2016 - 1/2 Ton							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Vehicles							
<b>Project Number:</b>	2028-05							
<b>Justification:</b>	The Recreation, Parks and Facilities division is requesting the replacement of a 2016 1/2 ton pick up truck for unit R17, this truck is used year round within the RPF department. This truck is used by staff for general RPF duties and park runs/routes including garbage and routine checks.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	75,000	-	-	-	-	-	75,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		75,000						75,000
<b>Total Project Funding</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	PUBLIC WORKS							
<b>Project Name:</b>	Replace Float Trailer #56							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2024-102							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	20,000	-	-	-	-	-	-	20,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	20,000							20,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	FIRE & EMERGENCY MANAGEMENT							
<b>Project Name:</b>	Equipment for New Hires							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-100							
<b>Justification:</b>	Springwater Fire & Emergency Services (SFES) annually hires approximately 15 new firefighters per year. To outfit these new personnel, they must be out fitted in Personal Protective Equipment (PPE) that meets National Fire Protection Association (NFPA) 1851. The PPE required for each individual is Bunker Pants and a Bunker Coat, CSA approved Rubber Boots, Protective Flashhood, Gloves (structural and auto extrication), Helmet, Self Contained Breathing Apparatus (SCBA) mask, Wildland Coveralls, Safety Glasses, Hearing Protection, and a Pager. These individuals also require a station uniform which is worn to fire department events, such as training, hall duties and public events to name a few. The station uniform issued consist of, Pants, Belt, T-Shirt, Button Shirt with Tie, Job Shirt (sweater), Epauettes, Badge, Ball Cap, Touque and Coat. Pricing to outfit 15 firefighters in PPE and to supply them with a station uniform is approx. \$84,300 annually. In breaking this down, the cost of each new hire approximately \$5,620.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	84,300	84,300	84,300	84,300	84,300	84,300	505,800
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		84,300	84,300	84,300	84,300	84,300	84,300	505,800
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>84,300</b>	<b>84,300</b>	<b>84,300</b>	<b>84,300</b>	<b>84,300</b>	<b>84,300</b>	<b>505,800</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace Large Area Rotary Mower (2018)							
<b>Project Type:</b>	Fleet & Equipment							
<b>Asset Type:</b>	- Equipment							
<b>Project Number:</b>	2025-101							
<b>Justification:</b>	The Recreation, Parks and Facilities Department cuts the parks, community halls, facilities, sports fields and open spaces throughout the summer. A variety of mowers and equipment are used throughout the township; this unit is nearing the end of its useful life. This mower is used in many of the Township larger neighbourhood and community parks. Staff are recommending the purchase of a new large area rotary mower to continue to complete summer grass maintenance work. Staff would keep the old mower to be used during breakdowns to eliminate lost time.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	90,000	-	-	-	-	-	90,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		90,000						90,000
<b>Total Project Funding</b>	<b>-</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WATER							
<b>Project Name:</b>	Water Meter Replacement Program - Township Wide							
<b>Project Type:</b>	Water Infrastructure							
<b>Asset Type:</b>	- Water Infrastructure							
<b>Project Number:</b>	2016-27							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	133,207	-	-	-	-	-	-	133,207
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	133,207							133,207
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>133,207</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>133,207</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WATER							
<b>Project Name:</b>	Watermain/Distribution System Upgrades							
<b>Project Type:</b>	Water Infrastructure							
<b>Asset Type:</b>	- Water Infrastructure							
<b>Project Number:</b>	2021-09							
<b>Justification:</b>	The Township has several cast iron (CI) mains in its system. Old ductile iron watermain are in poor conditions leading to numerous watermain breaks and other operation and maintenance issues. These old watermain, especially in the Elmvale distribution system, require replacement to improve operational and maintenance efficiencies, avoid catastrophic failures and improve service levels.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	498,553	195,000	195,000	-	-	-	-	888,553
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other Reserves								-
Water Reserve Fund	498,553	195,000	195,000					888,553
WW Reserve Fund								-
Tax Supported Debenture								-
<b>Total Project Funding</b>	<b>498,553</b>	<b>195,000</b>	<b>195,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>888,553</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WATER							
<b>Project Name:</b>	Water/Wastewater Facilities Condition Assessments							
<b>Project Type:</b>	Water Infrastructure							
<b>Asset Type:</b>	- Water Infrastructure							
<b>Project Number:</b>	2022-33							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	200,000	50,000	-	-	-	-	-	250,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	200,000	50,000						250,000
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>200,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WATER							
<b>Project Name:</b>	Pump Inspections, Repairs, Replacements - Anten Mills							
<b>Project Type:</b>	Water Infrastructure							
<b>Asset Type:</b>	- Water Infrastructure							
<b>Project Number:</b>	2024-52							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	60,000	-	-	-	-	-	-	60,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	60,000							60,000
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WATER							
<b>Project Name:</b>	Expansion Study, followed by Design & Construction - SV Highlands							
<b>Project Type:</b>	Water Infrastructure							
<b>Asset Type:</b>	- Water Infrastructure							
<b>Project Number:</b>	2025-77							
<b>Justification:</b>	The Snow Valley Highlands system is at capacity and a number of developments are planned over the next few years; therefore, planning should commence soon for the expansion of the supply. It is recommended that a study & EA be completed followed by design, and construction. It is further recommended this project be undertaken from 2025 through 2030. This aligns with our water master plan recommendations for 2025.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	100,000	100,000	370,000	-	-	-	570,000
<b>Project Funding:</b>								
Contributions		100,000	100,000	370,000				570,000
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>370,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>570,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Inflow & Infiltration Abatement Program (Elmvale WWTP)							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2018-40							
<b>Justification:</b>	To keep sanitary sewer assets in good condition a yearly program of cleaning, repairing, and relining of sanitary sewer pipes will be implemented. Every 5 years a CCTV inspection and cleaning program will occur for all of Elmvale. With recommendations from the report, we can address the most severely deteriorated pipes. This will allow operations to monitor the internal condition of pipes and to know which areas of Elmvale are experiencing leaks and are in need of repairs. The assets condition will improve and allow for better sanitary system efficiency.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	250,000	250,000	250,000	250,000	575,000	-	1,575,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund		250,000	250,000	250,000	250,000	575,000		1,575,000
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>575,000</b>	<b>-</b>	<b>1,575,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	MH Installation for Easement Access							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2019-56							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	125,000	100,000	-	-	-	-	-	225,000
<b>Project Funding:</b>								
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								-
<b>Total Project Funding</b>	<b>125,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Gravity Sewer Replacement/Repair Work							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2020-29							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	439,196	165,000	165,000	165,000	165,000	165,000	165,000	1,429,196
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	439,196	165,000	165,000	165,000	165,000	165,000	165,000	1,429,196
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>439,196</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>1,429,196</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Main Pumping Station & Forcemain (Elmvale)							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2020-43							
<b>Justification:</b>	The Bishop Park (Main) SPS at Elmvale has capacity issues, especially during heavy rainfall, which will become more frequent due to climate change. The surplus flow gets directly discharged into the Wye River to avoid flooding. Nearby basements have been flooded with sewage. Remediation options may be one or a combination of complete replacement of the pumps, equipment, and internal pipework, reactivating the old 150mm forcemain, or constructing an on-site equalization chamber. As per the 2024 Budget, it is recommended that a study and pre-design be undertaken in 2025 with construction in 2026.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	200,000	5,000,000	-	-	-	-	5,200,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		200,000	5,000,000					5,200,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>200,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,200,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	WWTP - Replacement of SCADA System							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2021-18							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	150,000	-	150,000	-	-	-	-	300,000
<b>Project Funding:</b>								
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								-
<b>Total Project Funding</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	WWTP - Replace UV Modules (12)							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2022-18							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	800,000	62,200	-	-	-	-	-	862,200
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	800,000	62,200						862,200
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>800,000</b>	<b>62,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>862,200</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Inlet Pipework Modifications/Install Mixer (Stonemanor WWTP)							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2022-38							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	80,000	-	-	-	-	-	-	80,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	80,000							80,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>80,000</b>	-	-	-	-	-	-	<b>80,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Water and Wastewater Master Servicing Plan							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Master Plans							
<b>Project Number:</b>	2022-39							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	38,166	200,000	-	-	-	-	-	238,166
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund	13,358	70,000						83,358
WW Reserve Fund	24,808	130,000						154,808
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>38,166</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>238,166</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Sludge Transfer Pumps (At Elmvale WWTP)							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2022-40							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	150,000	51,000	-	-	-	-	-	201,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	150,000	51,000						201,000
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>150,000</b>	<b>51,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>201,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	WWTP - Replacement of Motor Control System							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2023-11							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	175,000	2,731,540	3,954,574	-	-	-	-	6,861,114
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other Reserves								-
Water Reserve Fund								-
WW Reserve Fund	175,000	2,731,540	3,954,574					6,861,114
Tax Supported Debenture								-
<b>Total Project Funding</b>	<b>175,000</b>	<b>2,731,540</b>	<b>3,954,574</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,861,114</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Elmvale WWTP - Filter Building							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2025-78							
<b>Justification:</b>	This project's scope includes a complete detailed condition assessment on site. Study the potential reasons for structural damage at the post-secondary filtration building. Provide structural remediation. Includes building modifications for the HVAC upgrades.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	534,650	-	-	-	-	-	534,650
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund		534,650						534,650
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>534,650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>534,650</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Inlet Pipe Modifications - Engineering Design (Snow Valley)							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2025-79							
<b>Justification:</b>	The Snow Valley Highlands WWTP experiences performance issues during peak flow events. Building an additional SBR train for the WWTP is not possible since there is no extra space for expansion on site. A feasibility study is recommended to analyze performance issues experienced during peak flow events and recommend a solution(s).							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	75,000	-	-	-	-	-	75,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund		75,000						75,000
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Elmvale WWTP - EA for Plant Expansion							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2027-27							
<b>Justification:</b>	The Elmvale WWTP is currently at about 60% of its rated flow capacity; however, development commitments could soon bring the flows to over 80% of capacity. It is recommended that planning for an expansion (a Schedule C Class EA, including preliminary design) be commenced in 2025 and completed in 2026 (with final design and construction to be completed from 2027 through 2031).							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	200,000	-	-	-	-	-	200,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		200,000						200,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	<b>200,000</b>	-	-	-	-	-	<b>200,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	WWTP - Filter Upgrades - Tertiary filters (4) replacement							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2020-301							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	2,424,377	-	-	-	-	-	-	2,424,377
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	1,600,089							1,600,089
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	824,288							824,288
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>2,424,377</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,424,377</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	WASTEWATER							
<b>Project Name:</b>	Elmvale Bar Screens Replacement							
<b>Project Type:</b>	Wastewater Infrastructure							
<b>Asset Type:</b>	- Wastewater Infrastructure							
<b>Project Number:</b>	2023-106							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	1,900,000	-	-	-	-	-	-	1,900,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund	1,900,000							1,900,000
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>1,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,900,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	CORPORATE SERVICES							
<b>Project Name:</b>	Network Infrastructure Replacements/Upgrades							
<b>Project Type:</b>	Information Technology							
<b>Asset Type:</b>	- Information Technology							
<b>Project Number:</b>	2021-35							
<b>Justification:</b>	<p>Beyond the replacements made in 2021, much of the Township's network infrastructure is at capacity and over seven years old, which is a typical lifespan for this equipment. An investment in new network hardware, particularly firewalls and access points, is necessary to maintain security and reliability, while also reducing staff time for support. This new hardware will support upcoming IT projects, including enhanced security policies to better defend against cyberattacks. One key upgrade is replacing the current 2017 firewall at the Township Administration Centre, which cannot meet present bandwidth requirements. Additionally, staff are exploring managed firewall services to complement existing outsourced security initiatives. Upgrading this infrastructure is imperative to ensure the Township is equipped for modern challenges, safeguarding operational integrity, and supporting growth.</p>							
	<b>Carry Over from 2024 \$</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs \$</b>
		<b>2025 \$</b>	<b>2026 \$</b>	<b>2027 \$</b>	<b>2028 \$</b>	<b>2029 \$</b>	<b>2030 \$</b>	
<b>Total Project Costs:</b>								
Capital Expenditures	-	25,000	-	-	-	-	-	25,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		25,000						25,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	CORPORATE SERVICES							
<b>Project Name:</b>	Website Migration							
<b>Project Type:</b>	Information Technology							
<b>Asset Type:</b>	- Information Technology							
<b>Project Number:</b>	2025-84							
<b>Justification:</b>	<p>The Township had its website redesigned in 2019 by eSolutions, utilizing their i:Create content management solution. In 2022, eSolutions was acquired by GHD Digital, a subsidiary of GHD, a global professional services provider. GHD offers a content management system called GovStack. As part of their strategic realignment, GHD Digital has approached its customers, including Springwater, to transition their i:Create websites to the GovStack platform. Notably, GHD Digital staff have informed the Township that there are plans to discontinue support and hosting for the i:Create platform, with GovStack designated as its successor. Although no definitive sunset date has been provided, GHD Digital recommends an early migration to avoid escalating costs and to ensure a smooth transition over an extended timeline. GovStack presents several key enhancements over i:Create, such as increased modularity, more flexibility, and simpler management. The added flexibility and scalability of GovStack will enable us to future-proof our website and build new functionalities with minimal disruption. Staff propose the year 2025 as an optimal timeline for completing this migration, allowing ample time for planning and execution without operational disruptions. The Town of Wasaga Beach, who has been working through their migration to GovStack, reported a positive experience so far. Moving to GovStack not only addresses the impending discontinuation of i:Create but also places us at the forefront of digital innovation with enhanced agility and robust support for our community's evolving needs.</p>							
	<b>Carry Over from 2024 \$</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs \$</b>
		<b>2025 \$</b>	<b>2026 \$</b>	<b>2027 \$</b>	<b>2028 \$</b>	<b>2029 \$</b>	<b>2030 \$</b>	
<b>Total Project Costs:</b>								
Capital Expenditures	-	31,070	-	-	-	-	-	31,070
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		31,070						31,070
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>31,070</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,070</b>

# Capital Project Justification

Net Annual Operating Budget Impact	-	-	-	-	-	-	-	-
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# Capital Project Justification

<b>Division:</b>	CORPORATE SERVICES							
<b>Project Name:</b>	Questica Migration							
<b>Project Type:</b>	Information Technology							
<b>Asset Type:</b>	- Information Technology							
<b>Project Number:</b>	2025-85							
<b>Justification:</b>	<p>Questica is the Township's internal budgeting tool, providing insight and management of Township financial data since 2021. In 2022, the IT Master Plan was completed, which included introducing a Cloud First Policy. This initiative dictates that new software implementations should be hosted by a trusted third party, unless specific needs necessitate on-premises deployment, and encourages transitioning existing on-premises software to the cloud. Township IT staff engaged with Questica support personnel to discuss updating the current Questica software. Questica personnel have indicated that they will discontinue updates and support for on-premises solutions within the next two years, making their cloud solution the sole option for continued support and updates. Migrating Questica to the cloud will negate the need for Township IT staff to perform regular updates and maintain the system's server environment. This move aligns with the Township's Cloud First Policy and supports IT strategic objectives by leveraging Questica's secure hosting on a Canadian datacenter, ensuring data residency and compliance with national data security standards. Transitioning to the Questica cloud solution will also provide advantages such as enhanced system performance, scalability, and future-proofing the budgeting tool against technology obsolescence. Therefore, Township staff are requesting that council allocate funds to facilitate the migration of Questica to their hosted cloud platform in 2025, at an estimated professional services cost of 25,250.00 plus HST for the migration, and an additional 10,000 plus HST annually for ongoing hosting fees. This strategic investment will ensure the Township's budgeting tool remains robust, secure, and up-to-date, enabling better financial management and planning for the Township.</p>							
	<b>Carry Over from 2024 \$</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs \$</b>
		<b>2025 \$</b>	<b>2026 \$</b>	<b>2027 \$</b>	<b>2028 \$</b>	<b>2029 \$</b>	<b>2030 \$</b>	
<b>Total Project Costs:</b>								
Capital Expenditures	-	36,000	-	-	-	-	-	36,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves		36,000						36,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>36,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,000</b>

## Capital Project Justification

Net Annual Operating Budget Impact	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	CORPORATE SERVICES							
<b>Project Name:</b>	CityView Planning Module							
<b>Project Type:</b>	Information Technology							
<b>Asset Type:</b>	- Information Technology							
<b>Project Number:</b>	2023-107							
<b>Justification:</b>	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.							
	<b>Carry Over from 2024 \$</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs \$</b>
		<b>2025 \$</b>	<b>2026 \$</b>	<b>2027 \$</b>	<b>2028 \$</b>	<b>2029 \$</b>	<b>2030 \$</b>	
<b>Total Project Costs:</b>								
Capital Expenditures	94,315	-	-	-	-	-	-	94,315
<b>Project Funding:</b>								
Contributions	30,000							30,000
DC Reserve Fund								-
Canada Comm Building Fund								-
Other	64,315							64,315
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>94,315</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>94,315</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Trail Development							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2016-33							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	60,000	30,000	30,000	30,000	30,000	30,000	30,000	240,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	60,000	30,000	30,000	30,000	30,000	30,000	30,000	240,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>60,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>240,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Park Playground Upgrades (Various Locations)							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2017-21							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	57,371	30,000	30,000	30,000	30,000	30,000	30,000	237,371
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund	57,371	30,000	30,000	30,000	30,000	30,000	30,000	237,371
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>57,371</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>237,371</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace/Rebuild Elmvale Tennis Courts							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2019-57							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	150,000	-	-	-	-	-	-	150,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	150,000							150,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Elmvale Community Park Master Plan							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Master Plans							
<b>Project Number:</b>	2020-25							
<b>Justification:</b>	This project will serve to establish a master plan to round out Community Parkland amenities in the Elmvale Area.							
	<b>Carry Over from 2024</b>	<b>NEW BUDGET REQUEST</b>						<b>Total Project Costs</b>
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	
	\$	\$	\$	\$	\$	\$	\$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	42,000	-	-	-	-	-	42,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		42,000						42,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>42,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace Doran Park Tennis Court Lights							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2020-45							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	75,000	-	-	-	-	-	-	75,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	75,000							75,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Replace Homer Barrett Park Rink Boards							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2020-46							
<b>Justification:</b>	<p>The Township of Springwater currently has 13 outdoor rinks that are operated throughout the winter season by community volunteer groups. The rinks are open for all users and have mixed use time for public skating and shinny. The existing rink boards was a community initiative in which a local residents dedicated time and materials to build, they have now reached their end of useful life. The existing board system has numerous deficiencies and requires a lot of maintenance throughout the year. There are existing safety issues with the board system as the external supports create tripping hazards in the park area. The supports causes inefficacies from a park maintenance lens as they require trimming around each individual post. The replacement of the Homer Barrett Park rink boards is within the 10 year capital budget. Funded via Hepburn Reserve Fund as per Budget Resolution from 2024/2025 Budget Deliberations.</p>							
		NEW BUDGET REQUEST						Total Project Costs \$
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	
<b>Total Project Costs:</b>								
Capital Expenditures	-	80,000	-	-	-	-	-	80,000
<b>Project Funding:</b>								
Contributions		80,000						80,000
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	-	<b>80,000</b>	-	-	-	-	-	<b>80,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Trails Master Plan							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Master Plans							
<b>Project Number:</b>	2022-42							
<b>Justification:</b>	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 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	3,704	-	-	-	-	-	-	3,704
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	3,704							3,704
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>3,704</b>	-	-	-	-	-	-	<b>3,704</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Phelpston Rink Pavilion (Valendar Park)							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2025-16							
<b>Justification:</b>	The Pheplston outdoor rink pavilion project is identified in the 10 year capital plan. The Pheplston community rink is currently an uncovered boarded rink.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	500,000	-	-	-	-	-	500,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund		500,000						500,000
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Heritage Park Sign Refurbishment							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2025-80							
<b>Justification:</b>	The Heritage Park entrance sign includes an information board for Township and Community messaging, a park map and park name sign. The structure is wood with a single roof. The project would include staining the structure, replacing the painted park name sign plate, updating the map. The second part of the project would include placing a commemorative plaque at the Heritage Park pavilion to commemorate Mr. Allen and his dedication to the park. Project was approved to move to 2025 budget discussion through Council Resolution C302-2024.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	7,000	-	-	-	-	-	7,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		7,000						7,000
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Hunter Russel Trail Bridge #1							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2025-81							
<b>Justification:</b>	The 2024 OSIM process identified this bridge as being at-risk and in need of immediate closure. Prior to the closure, the trail between the bridge and the Doran/Belmont trailhead was seriously challenged by increased weather event impacts, and the effects of runoff generated by the recent upgrades to Doran Road. As a result, and separate from the bridge, the connecting trail has been since damaged to a point of needing complete reconstruction.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	250,000	-	-	-	-	-	250,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture		250,000						250,000
<b>Total Project Funding</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Pedestrian Bridge #5 - Bishop Park							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2025-82							
<b>Justification:</b>	The Township completed bridge and culvert inspections as per the Ontario Structure Inspection Manual (OSIM) in 2024. The request for repainting the protective coating on the Bishop Park bridge is noted as a maintenance item to be completed to maintain the bridge in safe structural condition and ensure preventative maintenance is addressed.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	-	30,000	-	-	-	-	-	30,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves								-
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported		30,000						30,000
Debenture								-
<b>Total Project Funding</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b>Net Annual Operating Budget Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Project Justification

<b>Division:</b>	RECREATION, PARKS & FACILITIES							
<b>Project Name:</b>	Elmvale Cenotaph Refurbishing							
<b>Project Type:</b>	Parks & Recreation Equipment							
<b>Asset Type:</b>	- Parks & Recreation Projects							
<b>Project Number:</b>	2024-122							
<b>Justification:</b>	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.							
		NEW BUDGET REQUEST						
	Carry Over from 2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	Total Project Costs \$
<b>Total Project Costs:</b>								
Capital Expenditures	30,000	-	-	-	-	-	-	30,000
<b>Project Funding:</b>								
Contributions								-
DC Reserve Fund								-
Canada Comm Building Fund								-
Other								-
Reserves	30,000							30,000
Water Reserve Fund								-
WW Reserve Fund								-
Tax Supported								-
Debenture								-
<b>Total Project Funding</b>	<b>30,000</b>	-	-	-	-	-	-	<b>30,000</b>
<b>Net Annual Operating Budget Impact</b>	-	-	-	-	-	-	-	-





















<b>TOTAL - GROWTH RELATED PROJECTS - GROSS EXPENDITURES</b>	
<b>TOTAL - GROWTH RELATED PROJECTS - FUNDING SOURCES</b>	
Taxation - ("T")	-
Reserves - ("R")	215,308
Reserve Fund - Wastewater - ("WWRF")	849,096
Reserve Fund - Water - ("WRF")	13,358
Reserve Fund - Parkland - ("PRF")	-
DC Fund - ("DC")	21,718,759
Gas Tax - ("GT")	-
Grant - ("G")	-
OCIF - ("O")	-
Contribution - ("C")	-
Debtenture - ("D")	440,750
<b>TOTAL - REPAIR/REPLACEMENT RELATED PROJECTS - GROSS EXPENDITURES</b>	
<b>TOTAL - REPAIR/REPLACEMENT RELATED PROJECTS - FUNDING SOURCES</b>	
Taxation - ("T")	-
Reserves - ("R")	1,474,015
Reserve Fund - Wastewater - ("WWRF")	3,739,196
Reserve Fund - Water - ("WRF")	891,760
Reserve Fund - Parkland - ("PRF")	-
DC Fund - ("DC")	-
Gas Tax - ("GT")	69,538
Grant - ("G")	-
OCIF - ("O")	240,153
Contribution - ("C")	94,315
Debtenture - ("D")	-
<b>GRAND TOTAL - GROSS EXPENDITURES</b>	
<b>GRAND TOTAL - FUNDING SOURCES</b>	
Taxation - ("T")	-
Reserves - ("R")	1,689,323
Reserve Fund - Wastewater - ("WWRF")	4,588,292
Reserve Fund - Water - ("WRF")	905,118
Reserve Fund - Parkland - ("PRF")	-
DC Fund - ("DC")	21,718,759
Gas Tax - ("GT")	69,538
Grant - ("G")	-
OCIF - ("O")	240,153
Contribution - ("C")	94,315
Debtenture - ("D")	-

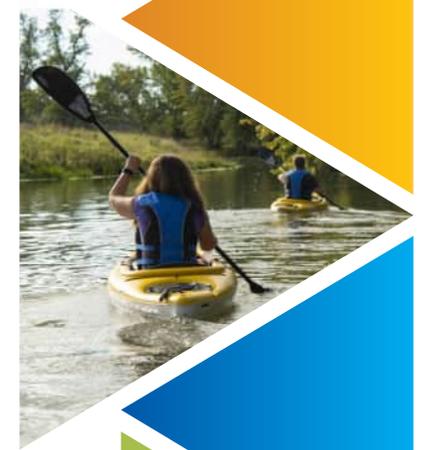
24,983,684	5,328,300	28,181,900	36,278,200	49,788,732	42,636,500	12,867,300	5,584,300	-	-	-	205,648,916
24,983,684	5,328,300	28,181,900	36,278,200	49,788,732	42,636,500	12,867,300	5,584,300	-	-	-	205,648,916
-	-	-	-	78,540	-	-	-	-	-	-	78,540
215,308	22,500	-	-	-	-	-	-	-	-	-	237,808
849,096	130,000	-	-	-	-	-	-	-	-	-	979,096
13,358	70,000	269,200	490,580	9,520	10,080	248,080	-	-	-	-	1,110,518
-	-	150,000	-	-	-	-	-	-	-	-	150,000
21,718,759	4,565,050	24,298,700	28,197,620	35,382,272	29,992,920	12,044,220	5,309,300	-	-	-	161,508,841
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	100,000	100,000	1,855,000	-	-	-	-	-	-	-	2,055,000
2,187,163	440,750	3,364,000	5,735,000	14,318,400	12,633,500	575,000	275,000	-	-	-	39,528,813
8,777,413	16,125,102	19,934,194	8,140,100	6,993,920	7,500,000	5,079,200	360,000	360,000	525,000	370,000	74,164,929
8,777,413	16,125,102	19,934,194	8,140,100	6,993,920	7,500,000	5,079,200	360,000	360,000	525,000	370,000	74,164,929
-	938,120	3,879,900	778,000	717,000	765,000	680,000	110,000	110,000	120,000	120,000	8,218,020
1,474,015	844,070	2,732,500	1,330,000	1,170,000	1,385,000	1,025,000	250,000	250,000	405,000	250,000	11,115,585
3,739,196	3,969,390	4,579,574	415,000	695,000	1,340,000	365,000	-	-	-	-	15,103,160
891,760	245,000	275,000	295,000	100,000	-	50,000	-	-	-	-	1,856,760
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
69,538	1,196,320	1,428,920	1,281,000	662,000	650,000	530,000	-	-	-	-	5,817,778
-	40,000	-	-	-	-	-	-	-	-	-	40,000
240,153	935,280	1,196,000	1,545,000	1,106,920	1,450,000	839,200	-	-	-	-	7,312,553
94,315	116,922	-	-	-	-	-	-	-	-	-	211,237
2,268,436	7,840,000	5,842,300	2,496,100	2,543,000	1,910,000	1,590,000	-	-	-	-	24,489,836
33,761,097	21,453,402	48,116,094	44,418,300	56,782,652	50,136,500	17,946,500	5,944,300	360,000	525,000	370,000	279,813,845
33,761,097	21,453,402	48,116,094	44,418,300	56,782,652	50,136,500	17,946,500	5,944,300	360,000	525,000	370,000	279,813,845
-	938,120	3,879,900	778,000	795,540	765,000	680,000	110,000	110,000	120,000	120,000	8,296,560
1,689,323	866,570	2,732,500	1,330,000	1,170,000	1,385,000	1,025,000	250,000	250,000	405,000	250,000	11,353,393
4,588,292	4,099,390	4,579,574	415,000	695,000	1,340,000	365,000	-	-	-	-	16,082,256
905,118	315,000	544,200	785,580	109,520	10,080	298,080	-	-	-	-	2,967,578
-	-	150,000	-	-	-	-	-	-	-	-	150,000
21,718,759	4,565,050	24,298,700	28,197,620	35,382,272	29,992,920	12,044,220	5,309,300	-	-	-	161,508,841
69,538	1,196,320	1,428,920	1,281,000	662,000	650,000	530,000	-	-	-	-	5,817,778
-	40,000	-	-	-	-	-	-	-	-	-	40,000
240,153	935,280	1,196,000	1,545,000	1,106,920	1,450,000	839,200	-	-	-	-	7,312,553
94,315	216,922	100,000	1,855,000	-	-	-	-	-	-	-	2,266,237
4,455,599	8,280,750	9,206,300	8,231,100	16,861,400	14,543,500	2,165,000	275,000	-	-	-	64,018,649

# Appendices



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED



## Appendix A

# 20-Year Community Based Strategic Plan



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED





Township of  
**Springwater**

# 20-YEAR COMMUNITY-BASED STRATEGIC PLAN

for the **Township of Springwater**

March 2023





Township of  
**Springwater**

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# **20-Year Community-Based Strategic Plan**

for the **Township of Springwater**

---

March 2023



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## ACKNOWLEDGEMENTS

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



## EXECUTIVE SUMMARY

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

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

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

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

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

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

## 1. SPRINGWATER'S FUTURE

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

---

### Community Vision Statement

---

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

---

### Community Aspirations

---

#### **The Township of Springwater will:**

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

---

### Key Strengths

---

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

---

## Key Challenges

---

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

---

## Sustainability for Springwater

---



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

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

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

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

## 2. PROCESS FOLLOWED



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

# SPRINGWATER'S ROADMAP

## 20-YEAR COMMUNITY-BASED STRATEGIC PLAN

### ● STEP 1: DISCOVER

Research the community

- Document review
- Community Situational Analysis

### ● STEP 2: DEFINE

Consult with the community

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

### ● STEP 3: DEVELOP

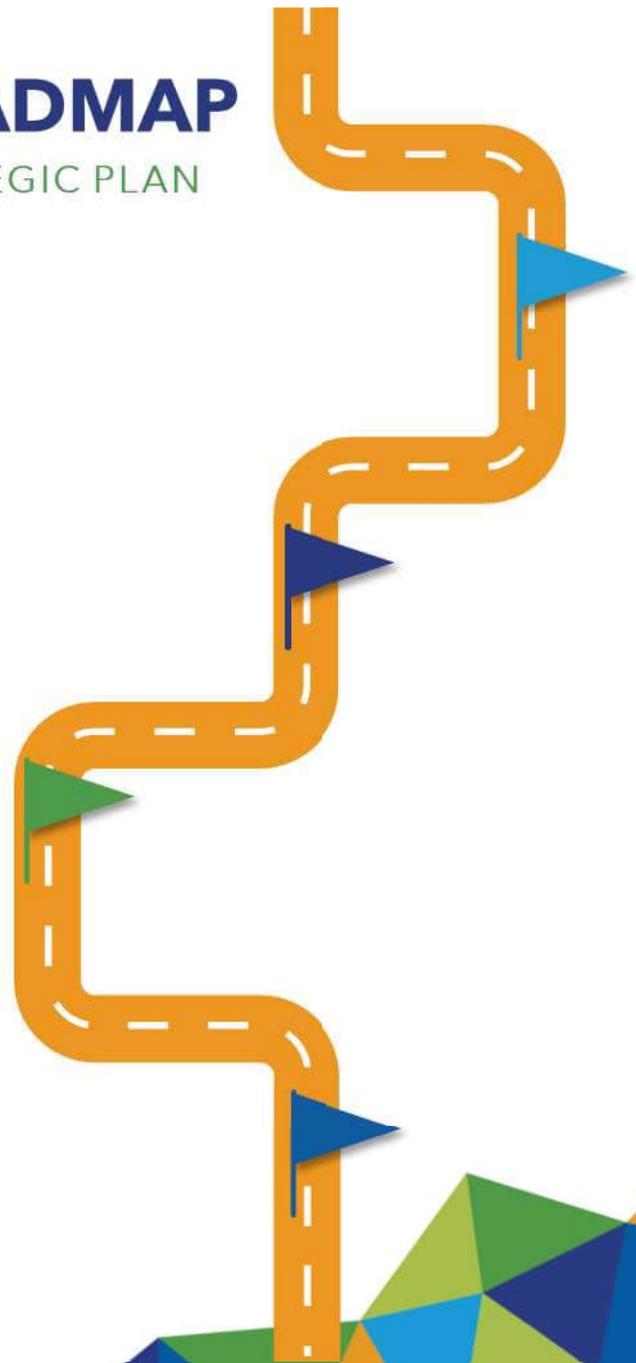
Build the plan

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

### ● STEP 4: DELIVER

Present the results

- Presentation to Council
- Implementation plan



---

## STEP 1: DISCOVER

---

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

### Document Review

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

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

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

### A Community Snapshot

## Township of Springwater Community **SNAPSHOT**



### Population Profile



### Highest Education

Population ages 15+



**25%**  
Secondary

**69%**  
Post-secondary

### Household & Earnings



**18%** ONTARIO 28%

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



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

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

**94%**

Single detached house

**5%**

Apartment/  
detached duplex

**0%**

Rowhouse

**0%**

Semi-detached house

Total number of households

**7,926**

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

### Township of Springwater Community **SNAPSHOT**



#### Labour Force & Local Economy



#### Top 5 Sectors by Business Count\*



Construction



Real Estate and Rental & Leasing



Health Care & Social Assistance



Professional, Scientific & Technical Services



Agriculture, Forestry, Fishing & Hunting

#### Top 5 Sectors by Occupation\*

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



Sales & Service



Management



Business, Finance & Administration



Education, Law & Social, Community & Government Services



Trades, Transport & Equipment Operators

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

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**STEP 2: DEFINE**

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

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

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

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



## Consultations

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

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



# 208

people completed the online survey.

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

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

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**STEP 3: DEVELOP**

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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®)<sup>1</sup> (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**.

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<sup>1</sup> 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.

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## 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.



**LEVERAGING  
GROWTH TO  
IMPROVE  
SPRINGWATER AS  
A COMMUNITY**



**LEVERAGING  
GROWTH TO  
IMPROVE  
SPRINGWATER'S  
ECONOMY**



**BUILDING  
COMMUNITY  
UNITY TO  
SUPPORT A  
SENSE OF PLACE**



**ADDRESSING  
CLIMATE  
CHANGE WHILE  
EMBRACING  
ENVIRONMENTAL  
SUSTAINABILITY**

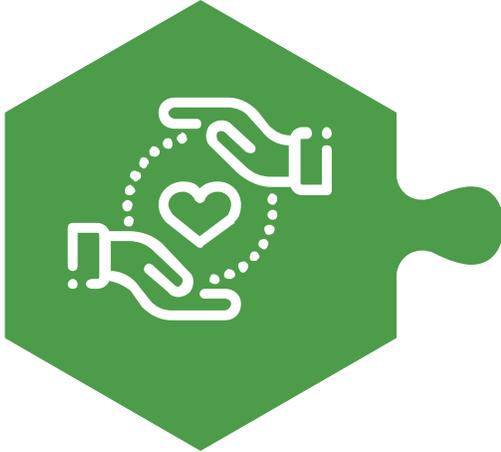


**CORPORATE  
ACTIONS**

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

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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.

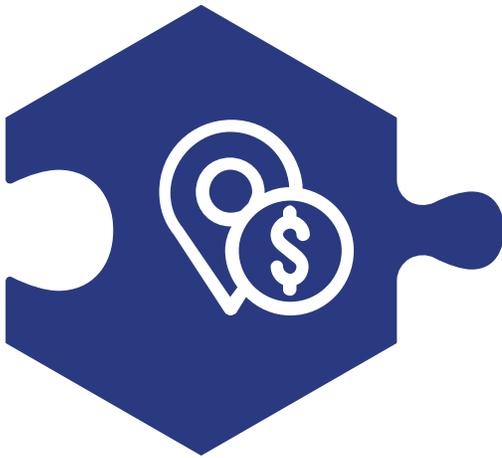
- 5.1. Request Council to consider adopting the updated Official Plan in the first quarter of 2023.
- 5.2. Update the Development Charges Background Study.
- 5.3. Update the Township's Long Range Financial Plan.
6. Continue to build and foster relationships with the development community to provide for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



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**GOAL 2: LEVERAGING GROWTH TO IMPROVE SPRINGWATER'S ECONOMY**

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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

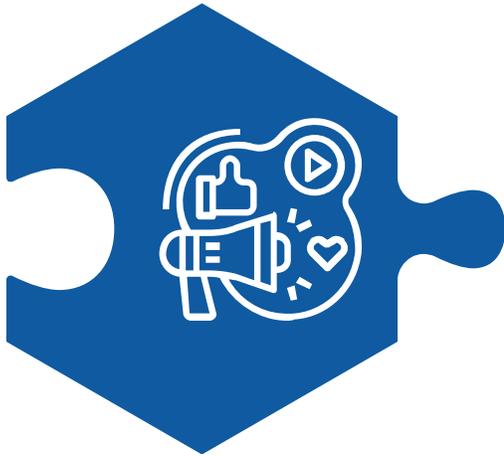
1. Put tools and resources in place to support the tourism sector.
2. Develop an inventory of all local tourism assets and market them effectively to residents and visitors.
3. Explore tourism grant opportunities at all levels of government and submit requests for grants that are relevant to supporting 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.

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

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

**OBJECTIVE 1**

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

**ACTIONS**

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

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

## OBJECTIVE 2

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

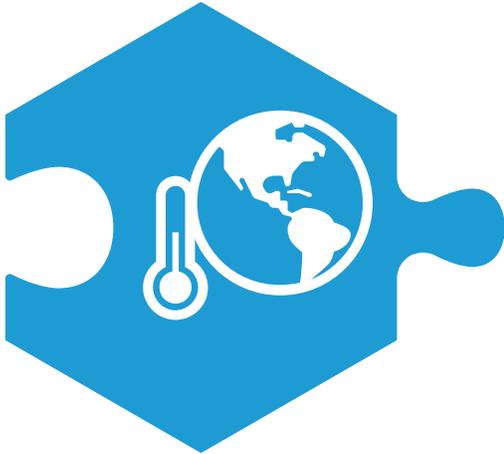
## ACTIONS

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

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**GOAL 4: ADDRESSING CLIMATE CHANGE WHILE EMBRACING ENVIRONMENTAL SUSTAINABILITY**

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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.

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**GOAL 5: CORPORATE ACTIONS**

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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

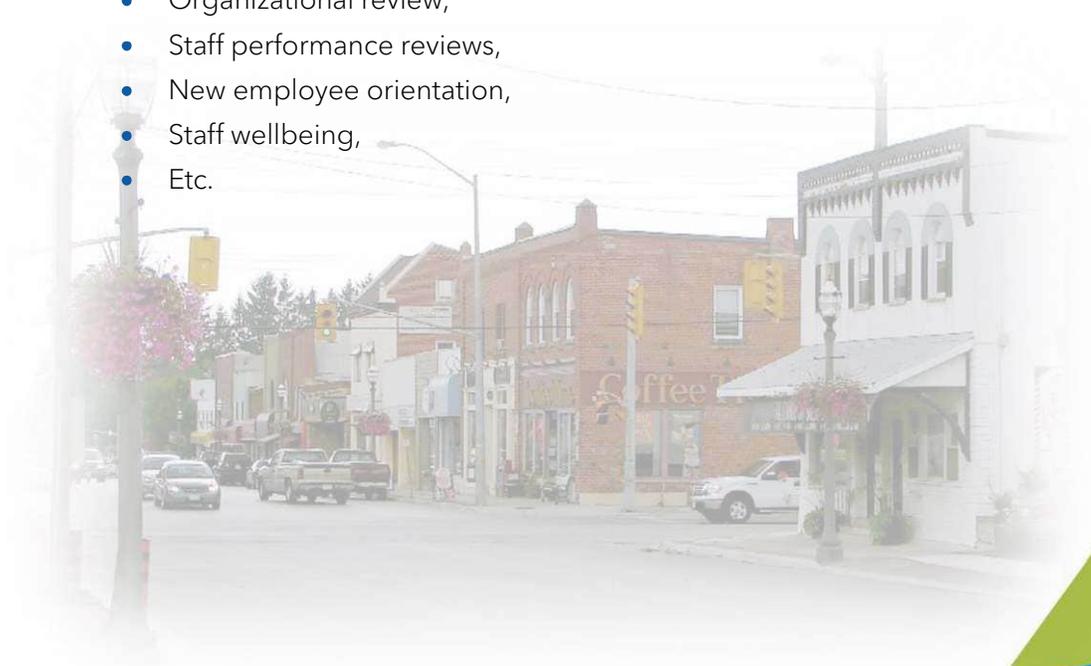
To ensure that the Township has in place, the resources and programs to support Township staff.

### 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.

	<ul style="list-style-type: none"> <li>• Road infrastructure throughout the Township.</li> <li>• Range of recreational opportunities currently available. (i.e., hiking, biking, baseball, hockey, curling, etc.).</li> <li>• Agriculture sector has some of the best farmland in Ontario.</li> </ul>
	<p style="text-align: center;"><b>Location</b></p> <ul style="list-style-type: none"> <li>○ Immediate access to Highway 400 which connects to the 400 series highways in southern Ontario.</li> <li>○ Proximity to cottage country, ski resorts, trails, beaches, and waterways.</li> <li>○ Under 2 hours to the Greater Toronto Area (by highway and GO train).</li> <li>○ Adjacent to Barrie for employment opportunities, services and shopping that cannot be found in Springwater.</li> </ul>
	<p style="text-align: center;"><b>Springwater as a Corporation</b></p> <ul style="list-style-type: none"> <li>○ Forward-thinking leaders that embrace new opportunities.</li> </ul>

- 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.



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



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

## APPENDIX 2

### Key Findings from the Situational Analysis

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

#### Population Growth

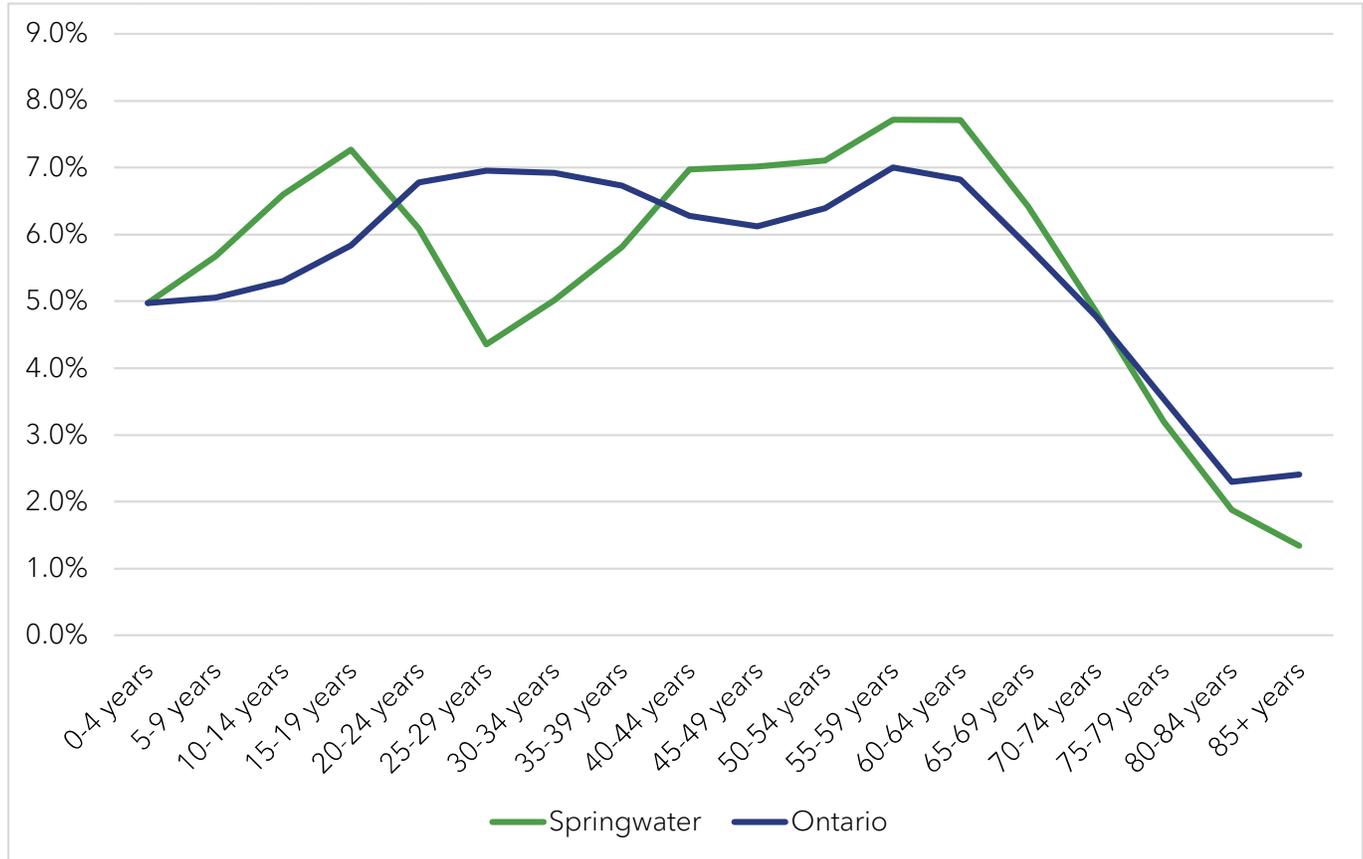
Overall, Springwater's working-age population (ages 15-64, 65.1%) is similar to Ontario's (65.8%), though its percentage of youth (0-14, 17.25%) is slightly higher. As the figure below shows, while the working age population is similar to Ontario's, it is made up of older working-age adults, as the proportion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

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

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



Percent Population by Age, Springwater vs. Ontario, 2022

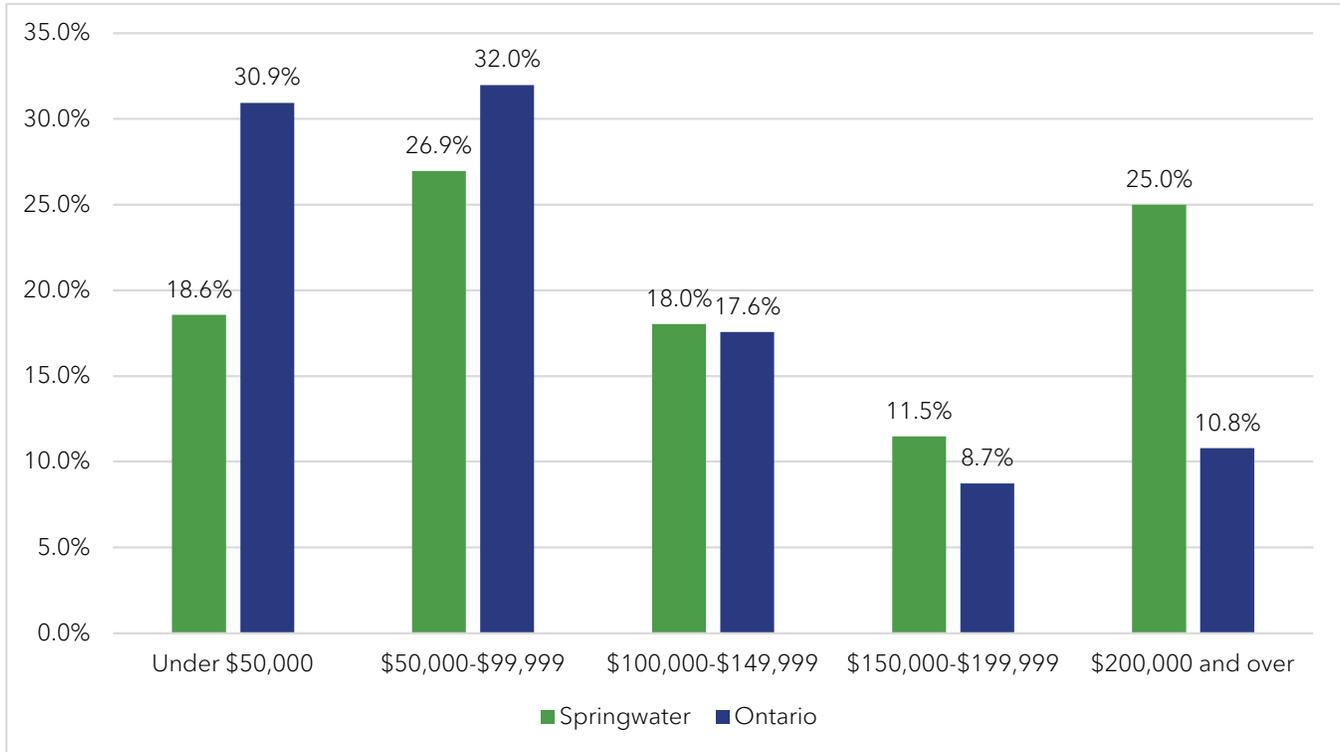


Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2022

### Income, Households and Affordability

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

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



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

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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

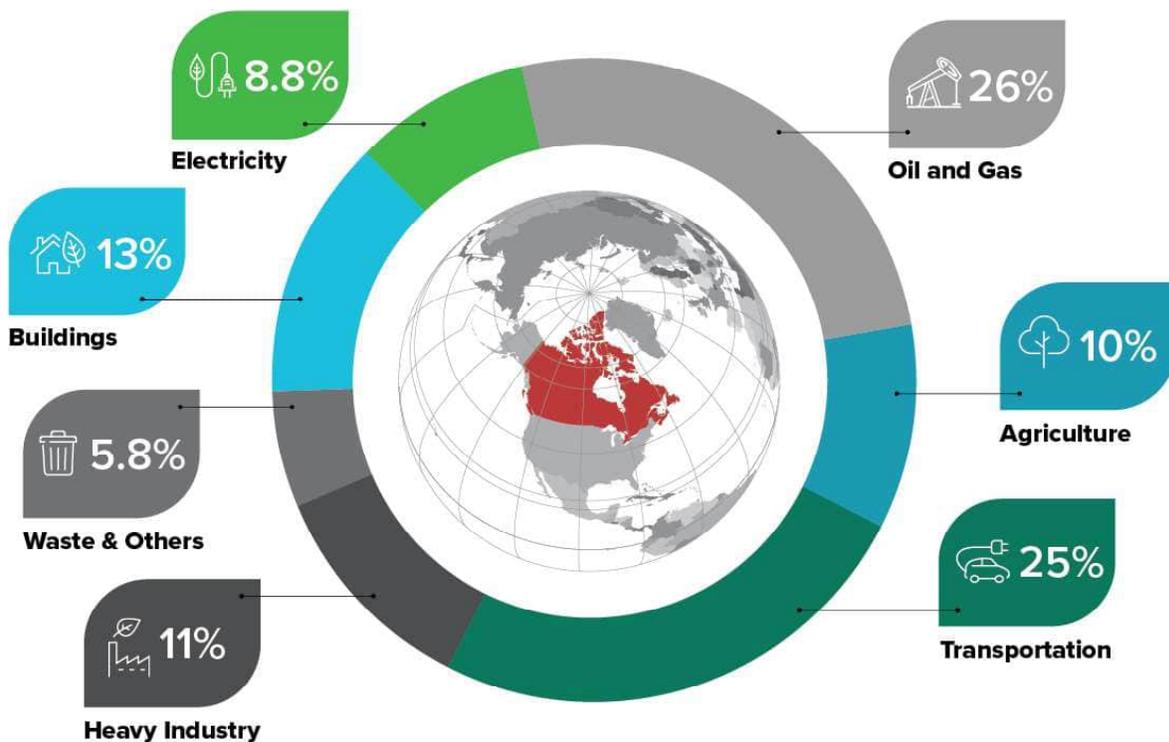
## APPENDIX 3

### 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 <b>mental health and addictions, housing and access to services</b> . 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 <b>updating the Township's Development Charges Background Study.</b>	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: <b>Customer Service, Information &amp; Communication, Transportation, Employment, Design of Public Spaces.</b>	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: <b>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.</b>	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 <b>increasing the number of residential units</b> 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

<p>Township of Springwater Service Delivery Review and Service Delivery Review Recommendations Report (2020, 2021/2022)</p>	<p>The Service Delivery Review project goals were twofold. The primary focus of the project was to 1) provide Council with qualitative and quantitative analysis of the <b>current resource</b> 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: <b>growth management; fiscal responsibility and management; asset management and improvements; municipal services improvements and investments; technology and modernization; and, economic development.</b></p>	<p>Currently Implementing</p>
<p>Township of Springwater Trails Master Plan 2008</p>	<p>The Township of Springwater Trails Master Plan ("TMP") is intended to guide the future planning and development of a comprehensive interconnected trail system for the Township. The trail system contains opportunities for <b>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.</b> There are 23 recommendations set out in the report to guide the implementation of the Springwater trail system.</p>	<p>Currently Updating</p>
<p>Township of Springwater Urban &amp; Rural Community Improvement Plan (CIP) (2017)</p>	<p>The purpose of the Township of Springwater Urban and Rural CIP is to support local industries, businesses, tourism, agri-tourism, and value-added agricultural facilities by establishing programs that will by promote private sector investment and revitalization. To accomplish this, the CIP establishes financial incentives for private property owners and tenants throughout the Township.</p>	<p>Requires Updating</p>

#### Information Reports

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

Township of Springwater Council Orientation 2022-2026 Term of Office

Township of Springwater Flexible Work Arrangement Policy

Township of Springwater Annual Report 2021

Township of Springwater 2022 Budget & Business Plan Overview

Township of Springwater Official Plan Review Discussion Paper 2018

Township of Springwater Population-Related Employment Study



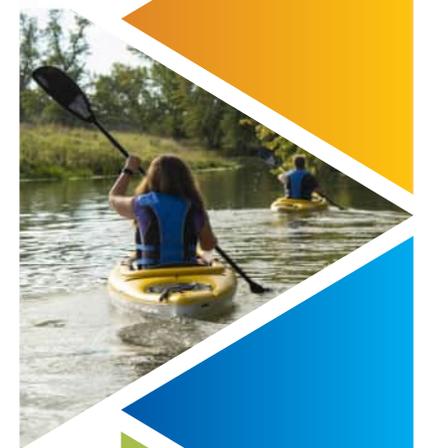
## Appendix B

# Water and Wastewater Rate Study



**2025/26 Multi-Year Budget**

INTERNALLY ALIGNED, EXTERNALLY FOCUSED





# Water and Wastewater Rate Study

Township of Springwater

November 27, 2023

Watson & Associates Economists Ltd.  
905-272-3600  
[info@watsonecon.ca](mailto:info@watsonecon.ca)

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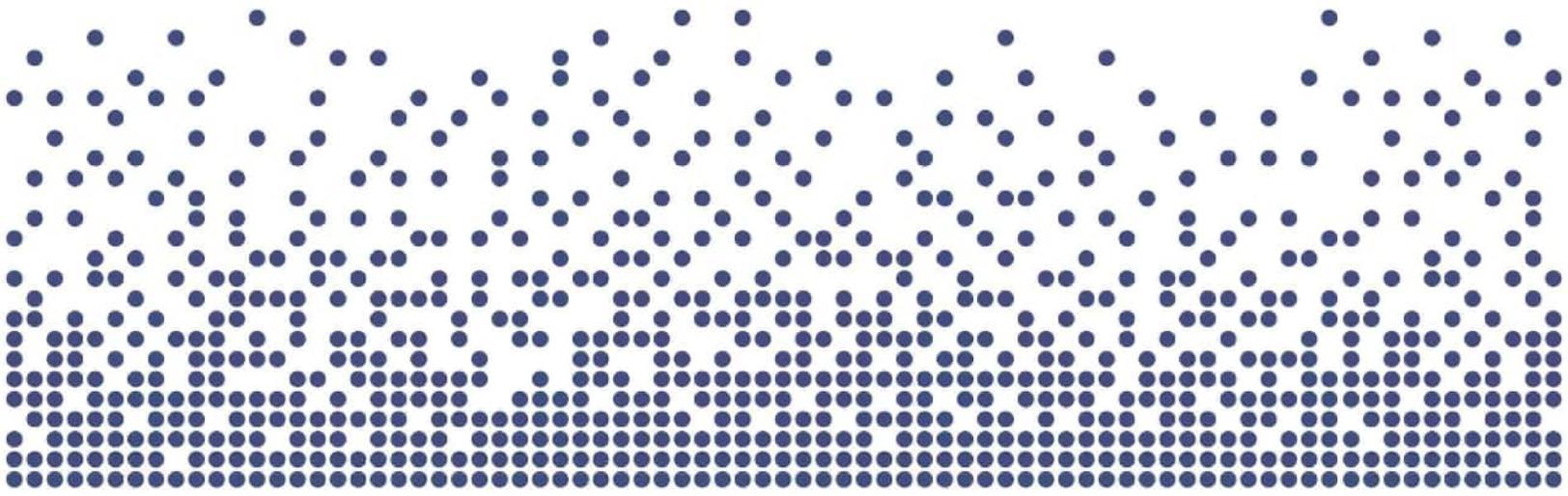
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## List of Acronyms and Abbreviations

<b>Acronym</b>	<b>Full Description of Acronym</b>
A.M.O.	Association of Municipalities of Ontario
C.W.W.F.	Clean Water and Wastewater Fund
D.C.A.	Development Charges Act, 1997
F.I.R.	Financial Information Return
I.J.P.A.	Infrastructure for Jobs and Prosperity Act, 2015
I.O.	Infrastructure Ontario
LPAT	Local Planning Appeal Tribunal
M.O.E.	Ministry of Environment
O.C.I.F.	Ontario Community Infrastructure Fund
O.M.B.	Ontario Municipal Board
O. Reg.	Ontario Regulation
O.S.I.F.A.	Ontario Strategic Infrastructure Financing Authority
P.S.A.B.	Public Sector Accounting Board
P.T.I.F.	Public Transit Infrastructure Fund
S.W.S.S.A.	Sustainable Water and Sewage Systems Act, 2002



# Executive Summary



# Executive Summary

The Township of Springwater retained Watson & Associates Economists Ltd. (Watson) to undertake a water and wastewater rate study. This study aims to prepare an analysis of the Township's water and wastewater rate forecast based on current capital and operating forecasts, costing for lifecycle replacement requirements, current volumes, and customer profiles. The results of this analysis provide updated water and wastewater base charges and volume rates for customers within the Township of Springwater. The rate analysis contained herein continues to provide fiscally responsible practices that are in line with current provincial legislation.

The analysis presented herein provides the following:

- The 2024 to 2033 capital spending program for water and wastewater is \$14.15 million and \$37.88 million (inflated), respectively;
- A significant portion of the wastewater capital spending program is related to the main pumping station and wastewater treatment plant expansion in Elmvale. As such two scenarios for rates are provided. The first scenario provides that the Township will cashflow the construction of the works, the second scenario provides that the developing landowners would cashflow the works;
- Annual operating expenditures are assumed to increase by 3% per annum for most expenditures; expenditures related to utilities, fuels, chemicals and other materials have been increased at 5% per annum;
- The present rate structure for water (base monthly charge and an increasing block volume rate structure) is continued;
- The present rate structure for wastewater (base monthly charge and a constant volume rate) is continued;
- Existing water customers total 4,387; new customers will average approximately 334 annually over the next 10-year period; and
- Existing wastewater customers total 2,116; new customers will average approximately 263 annually over the next 10-year period.

Based on the above information, rate increases have been provided in two scenarios:

1. 4% increases annually for water, and 10% increases annually for wastewater;
2. Phased increases for water and 8% annual increases for wastewater with alternative financing approach.



- a. Water: 3% annual increases from 2024 to 2025, 4% from 2026 to 2028, and 5% every year thereafter; and
- b. Wastewater: 8% annual increase with developing land owners front-ending the Elmvale main pumping station and wastewater treatment plant expansion.

Tables ES-1 and ES-2 summarize the recommended water and wastewater rates and average annual bills for each respective scenario (assuming an annual volume of 180 cu.m.) based on the analysis provided herein over the forecast period.

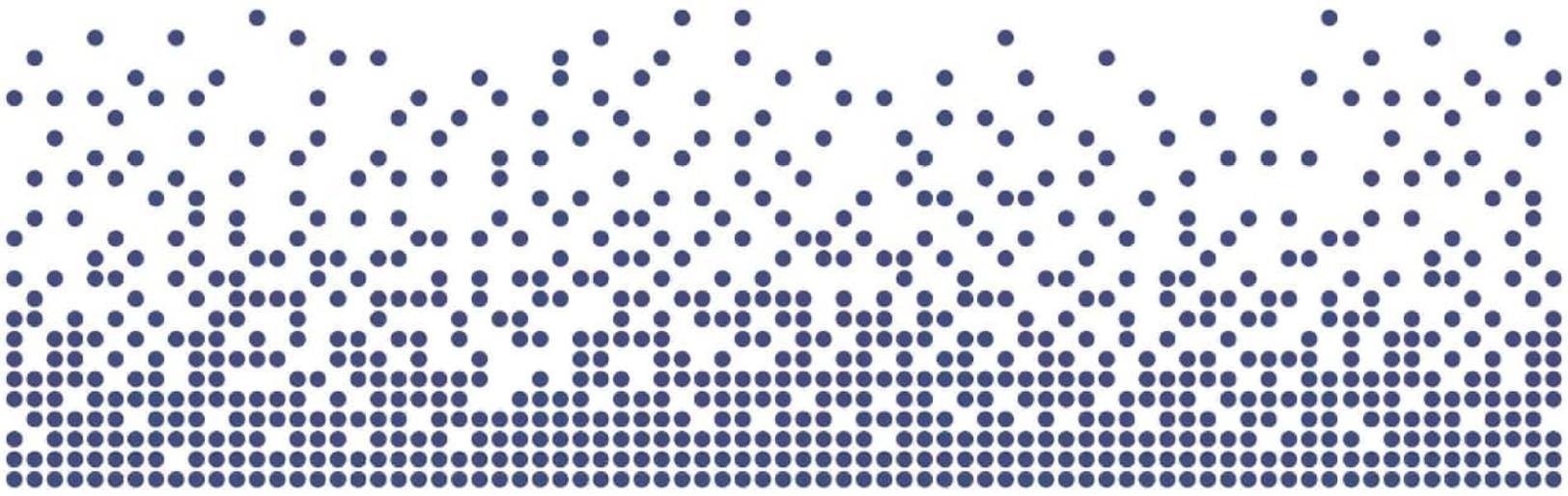


Table ES-1  
Township of Springwater  
Scenario 1  
Average Annual Residential Water and Wastewater Bill (Based on Annual Usage of 180 cu.m.)

Annual Bill for Residential User with 180 cu.m Volume	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Water</b>											
Base Charge	235	245	255	265	275	286	298	310	322	335	348
Volume	324	337	351	365	380	394	410	427	443	461	479
<b>Total Water Bill</b>	<b>559</b>	<b>582</b>	<b>606</b>	<b>630</b>	<b>655</b>	<b>681</b>	<b>708</b>	<b>736</b>	<b>765</b>	<b>796</b>	<b>827</b>
<b>Wastewater</b>											
Base Charge	459	505	556	612	673	740	814	895	985	1,083	1,192
Constant Rate	486	535	589	648	713	785	864	950	1,046	1,150	1,265
<b>Total Wastewater Bill</b>	<b>945</b>	<b>1,040</b>	<b>1,145</b>	<b>1,260</b>	<b>1,386</b>	<b>1,525</b>	<b>1,678</b>	<b>1,846</b>	<b>2,031</b>	<b>2,234</b>	<b>2,457</b>
<b>Total Combined Bill</b>	<b>1,505</b>	<b>1,622</b>	<b>1,750</b>	<b>1,890</b>	<b>2,041</b>	<b>2,205</b>	<b>2,386</b>	<b>2,582</b>	<b>2,796</b>	<b>3,029</b>	<b>3,284</b>
Annual Percentage Change		8%	8%	8%	8%	8%	8%	8%	8%	8%	8%

Table ES-2  
Township of Springwater  
Scenario 2  
Average Annual Residential Water and Wastewater Bill (Based on Annual Usage of 180 cu.m.)

Annual Bill for Residential User with 180 cu.m Volume	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Water</b>											
Base Charge	235	242	250	260	270	281	295	310	325	341	358
Volume	324	334	344	358	373	387	407	427	448	470	493
<b>Total Water Bill</b>	<b>559</b>	<b>576</b>	<b>593</b>	<b>618</b>	<b>643</b>	<b>668</b>	<b>702</b>	<b>736</b>	<b>773</b>	<b>811</b>	<b>852</b>
<b>Wastewater</b>											
Base Charge	459	496	536	579	625	675	729	787	850	919	992
Constant Rate	486	526	567	612	661	713	770	832	898	970	1,048
<b>Total Wastewater Bill</b>	<b>945</b>	<b>1,022</b>	<b>1,103</b>	<b>1,191</b>	<b>1,286</b>	<b>1,388</b>	<b>1,500</b>	<b>1,619</b>	<b>1,749</b>	<b>1,889</b>	<b>2,040</b>
<b>Total Combined Bill</b>	<b>1,505</b>	<b>1,598</b>	<b>1,696</b>	<b>1,809</b>	<b>1,928</b>	<b>2,056</b>	<b>2,201</b>	<b>2,355</b>	<b>2,522</b>	<b>2,700</b>	<b>2,891</b>
Annual Percentage Change		6%	6%	7%	7%	7%	7%	7%	7%	7%	7%



# Report



# Chapter 1

## Introduction



# 1. Introduction

## 1.1 Background

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The Township of Springwater currently provides water services to the following areas: Anten Mills, Elmvale, Hillsdale, Minesing, Phelpston, Snow Valley, Vespra Downs, Centre Vespra, Del Trend, and Midhurst. Currently there are 4,387 metered water customers within the Township. The Township also provides wastewater services to 2,116 metered customers in the areas of Elmvale, Snow Valley, and Centre Vespra.

The following provides an overview of the water and wastewater systems in Springwater.

### **Water**

The Anten Mills Water Supply System obtains its water supply from three drilled wells, each equipped with a submersible well pump and flow meter. The well water is stored in two water towers and distributed via four high lift pumps.

The Del Trend Water Supply System is supplied from three drilled wells located on the site of the water treatment plant. Water is injected with sodium hypochlorite for treatment and distributed via four high lift pumps in the pump house.

The Elmvale Water Supply System is comprised of water plants supplied by two drilled wells that are enclosed in a pump house and equipped with a vertical turbine pump and flow meter. The water is injected with sodium hypochlorite in the pump houses for treatment and stored in two storage tanks. The water is pumped from the tanks to the distribution system via four high lift pumps located in the booster station.

The Hillsdale Water Supply System is supplied from three drilled wells located on the site of the Hillsdale water treatment plant. Each well is equipped with a submersible well pump and flow meter. Water is treated with sodium hypochlorite that is injected by a chemical metering pump. A stand-by chemical pump is equipped in case the main pump fails.

The Midhurst Water Supply System is comprised of three plants. Raw water is supplied by four drilled wells each equipped with a submersible well pump and flow meter. Water is treated with sodium hypochlorite and sodium silicate injected at each pump



house. Water is stored in two elevated storage tanks and are distributed via polyvinyl chloride (P.V.C.) pipes.

The Minesing Water Supply System is supplied from four drilled wells equipped with a submersible well pump and flow meter. The raw water is treated with sodium hypochlorite and stored within two water tanks. Water is distributed throughout the system via three high lift pumps.

The Phelpston Water Supply System is comprised of a water treatment plant supplied by two drilled wells. These wells are equipped with a submersible well pump and flow meter. Sodium hypochlorite is injected for disinfection with a backup chemical meter pump. Water is stored in an underground reservoir and distributed via four high lift pumps to the distribution system.

The Snow Valley Water Supply System is comprised of buildings located in Snow Valley consisting of an 'Old' Snow Valley plant, a 'Highlands' Snow Valley plant and a booster station. Raw water is supplied by four drilled wells equipped with submersible well pumps and flow meters. The water is treated with sodium hypochlorite in the pumphouse and polyphosphate. These chemicals each have two chemical metering pumps for back-up in case of failure. Water is stored in two storage tanks and distributed via P.V.C. pipes.

The Vespra Downs Water Supply System is supplied by two drilled wells located on the site of the water treatment plant. The raw water is treated with sodium hypochlorite via one of two chemical metering pumps. Sodium silicate is injected for iron sequestering. Eight pressure tanks within the facility ensure adequate pressure is maintained. There are no storage reservoirs, and the system is comprised of P.V.C. piping.

## **Wastewater**

The Elmvale Wastewater System begins with the Main Sewage Pumping System and Queen Street lift station that collects wastewater towards the treatment plant. The treatment plant has a preliminary grit removal system, two aeration tanks, two clarifiers, four sand filter modules, and a U.V. disinfection system. The final effluent discharges into the Wye River.

The Centre Vespra (Stonemanor) Wastewater System starts with a flow balancing tank that feeds into the Inlet works via two submersible pumps. The treatment plant has



anaerobic primary settling/sludge storage changes, an integrated surge anoxic mix chamber, and a sequencing batch reactor chamber. The chemically treated effluent collects into an effluent tank and discharges via submersible pumps.

The Snow Valley Highlands Wastewater Treatment System consists of an inlet sewer, flow balancing tank, submersible pumps and grit channels in the primary treatment system. The influent then travels towards the secondary treatment system consisting of an anaerobic primary settling/sludge storage chamber, an integrated surge anoxic batch reactor chamber, a fixed decanter, and a waste sludge line to the anaerobic chamber. Effluent travels through the secondary effluent tank for treatment through sand filters and then towards the final effluent tank.

The Royal Oaks Wastewater Treatment System begins with the collection of wastewater at four pumping stations to be directed to the Royal Oaks Wastewater Treatment Plant for processing via the flow balancing tank and inlet works. Influent then moves toward two sequence batch reactors for processing. The processed effluent discharges into a tank consisting of a sand filter. The treated effluent discharged into effluent tanks.

With the legislative changes being made across Ontario as a result of the Walkerton crisis, municipalities will be required to conform to new statutes governing the management of water and wastewater systems. Watson & Associates Economists Ltd. (Watson) was retained by the Township of Springwater to assist in addressing these changes in a proactive manner as they relate to the water and wastewater systems. The assessment provided herein addresses changes recommended to the water and wastewater rates based on the most current information and forecasts the implications over the next ten-year period.

## 1.2 Current Rate Structure

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The Township currently imposes a base charge and a four-tier increasing block volumetric rate for water. A base charge and a constant volume rate structure is utilized for wastewater. Wastewater charges are based upon metered water volumes. The rates for both water and wastewater are in place to recover capital and operating costs related to the respective systems. Table 1-1 provides the existing rates currently in effect for the water and wastewater systems.



Table 1-1  
Township of Springwater  
Water and Wastewater Rates – 2023

Township of Springwater		
2023 - Water Billing Rates		
Monthly Base Charge		
Residential and Multi-Residential	\$	19.61
Commercial	\$	32.69
Volume Charge		
\$	1.80	0-15 cu.m./month
\$	1.89	16-30 cu.m./month
\$	2.36	31-45 cu.m./month
\$	3.30	45+ cu.m./month

Township of Springwater		
2023 - Wastewater Billing Rates		
Monthly Base Charge		
Residential and Multi-Residential	\$	38.29
Commercial	\$	47.87
Volume Charge		
\$	2.70	per cu.m./month

Prior to 2017, the Township’s wastewater rate structure provided for a base charge and a four-tier increasing block volumetric rate (similar to water). Through the 2017 rate study process and public consultation, it was determined that the increasing block volume charge for wastewater be replaced with a constant volume rate to reduce the impact of the wastewater bill on larger water users (e.g. residential homes with irrigation/sprinkler systems for their lawns). As a result of the Township’s prior detailed review and public consultation, this analysis maintains the current rate structures.

### 1.3 Study Process

The objectives of the study and the steps involved in carrying out this assignment are summarized below:

- Identify all current and future water and wastewater system capital needs to assess the immediate and longer-term implications;
- Identify potential methods of cost recovery from the capital needs listing. These recovery methods may include other statutory authorities (e.g. *Development Charges Act, 1997 (D.C.A.)*, *Municipal Act*, etc.) as an offset to recovery through the water and wastewater rates;
- Identify existing operating costs by component and estimate future operating costs over the next 10 years. This assessment identifies fixed and variable costs in order to project those costs sensitive to changes to the existing infrastructure inventory, as well as costs which may increase commensurate with growth; and



- Provide staff and Committee/Council the findings to assist in gaining approval of the rates for 2024 and future years.

## 1.4 Regulatory Changes in Ontario

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Resulting from the water crisis in Walkerton, significant regulatory changes have been made in Ontario. These changes arise as a result of the Walkerton Commission and the 93 recommendations made by the Walkerton Inquiry Part II report. Areas of recommendation include:

- watershed management and source protection;
- quality management;
- preventative maintenance;
- research and development;
- new performance standards;
- sustainable asset management; and
- lifecycle costing.

The legislation which would have most impacted municipal water and wastewater rates was the *Sustainable Water and Sewage Systems Act* (S.W.S.S.A.) which would have required municipalities to implement full cost pricing. The legislation was enacted in 2002, however, it had not been implemented pending the approval of its regulations. The Act was repealed as of January 1, 2013. It is expected that the provisions of the *Water Opportunities Act* will implement the fundamental requirements of S.W.S.S.A. Furthermore, on December 27, 2017, O. Reg. 588/17 was released under the *Infrastructure for Jobs and Prosperity Act, 2015* (I.J.P.A.), which outlines the requirements for asset management for municipalities. The results of the asset management review under this Act will need to be considered in light of the recent investments undertaken by the Township and the capital spending plan provided herein. The following sections describe these various resulting changes.

## 1.5 Sustainable Water and Sewage Systems Act

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As noted earlier, the S.W.S.S.A. was passed on December 13, 2002. The intent of the Act was to introduce the requirement for municipalities to undertake an assessment of the “full cost” of providing their water and wastewater services. It is noted, however,



that this Act has been repealed. To provide broader context and understanding to other legislation discussed herein, a description of the Act is provided below.

Full costs for water service was defined in subsection 3(7) of the Act and included “...source protection costs, operating costs, financing costs, renewal and replacement costs and improvement costs associated with extracting, treating or distributing water to the public and such other costs which may be specified by regulation.” Similar provisions were made for wastewater services in subsection 4(7) with respect to “...collecting, treating or discharging wastewater.”

The Act would have required the preparation of two reports for submission to the Ministry of the Environment (or such other member of the Executive Council as may be assigned the administration of this Act under the *Executive Council Act*). The first report was on the “full cost of services” and the second was the “cost recovery plan.” Once these reports were reviewed and approved by the Ministry, the municipality would have been required to implement the plans within a specified time period.

In regard to the **full cost of services** report, the municipality (deemed a regulated entity under the Act) would prepare and approve a report concerning the provision of water and sewage services. This report was to include an inventory of the infrastructure, a management plan providing for the long-term integrity of the systems, and would address the full cost of providing the services (other matters may be specified by the regulations) along with the revenue obtained to provide them. A professional engineer would certify the inventory and management plan portion of the report. The municipality’s auditor would be required to provide a written opinion on the report. The report was to be approved by the municipality and then be forwarded to the Ministry along with the engineer’s certification and the auditor’s opinion. The regulations would stipulate the timing for this report.

The second report was referred to as a **cost recovery plan** and would address how the municipality intended to pay for the full costs of providing the service. The regulations were to specify limitations on what sources of revenue the municipality may use. The regulations may have also provided limits as to the level of increases any customer or class of customer may experience over any period of time. Provision was made for the municipality to implement increases above these limits; however, ministerial approval would be required first. Similar to the first report, the municipal auditor would provide a



written opinion on the report prior to Council's adoption, and this opinion must accompany the report when submitted to the Province.

The Act provided the Minister the power to approve or not approve the plans. If the Minister was not satisfied with the report or if a municipality did not submit a plan, the Minister may have a plan prepared. The cost to the Crown for preparing the plan would be recovered from the municipality. As well, the Minister may direct two or more regulated municipalities to prepare a joint plan. This joint plan may be directed at the onset or be directed by the Minister after receiving the individual plans from the municipalities.

The Minister also had the power to order a municipality to generate revenue from a specific revenue source or in a specified manner. The Minister may have also ordered a regulated entity to do or refrain from doing such things as the Minister considered advisable to ensure that the entity pays the full cost of providing the services to the public.

Once the plans were approved and in place, the municipality would be required to submit progress reports. The timing of these reports and the information to be contained therein would be established by the regulations. A municipal auditor's opinion must be provided with the progress report. Municipalities would also revise the plans if they deem the estimate does not reflect the full cost of providing the services, as a result of a change in circumstances, regulatory or other changes that affect their plan, etc. The municipality would then revise its prior plan, provide an auditor's opinion, and submit the plan to the Minister.

## **1.6 Financial Plans Regulation**

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On August 16, 2007, the M.O.E. passed O. Reg 453/07 which requires the preparation of financial plans for water (and wastewater) systems. The M.O.E. has also provided a Financial Plan Guidance Document to assist in preparing the plans. A brief summary of the key elements of the regulation is provided below:

- The financial plan will represent one of the key elements for the municipality to obtain its Drinking Water Licence;
- The financial plans shall be for a period of at least six years, but longer planning horizons are encouraged;



- As the regulation is under the *Safe Drinking Water Act, 2002*, the preparation of the plan is mandatory for water and encouraged for wastewater;
- The plan is considered a living document (i.e. will be updated as annual budgets are prepared) but will need to be undertaken, at a minimum, every five years;
- The plans generally require the forecasting of capital, operating and reserve fund positions, providing detailed inventories, forecasting future users and volume usage and corresponding calculation of rates. In addition, P.S.A.B. information on the system must be provided for each year of the forecast (i.e. total non-financial assets, tangible capital asset acquisitions, tangible capital asset construction, betterments, write-downs, disposals, total liabilities and net debt);
- The financial plans must be made available to the public (at no charge) upon request and be available on the municipality's website. The availability of this information must also be advertised; and
- The financial plans are to be approved by Resolution of the Council or governing body indicating that the drinking water system is financially viable.

In general, the financial principles of the draft regulations follow the intent of S.W.S.S.A. to move municipalities towards financial sustainability. Many of the prescriptive requirements, however, have been removed (e.g. preparation of two separate documents for provincial approval, auditor opinions, engineer certifications, etc.).

A Guideline ("Towards Financially Sustainable Drinking Shores – Water and Wastewater Systems") had been developed to assist municipalities in understanding the Province's direction and provided a detailed discussion on possible approaches to sustainability. The Province's Principles of Financially Sustainable Water and Wastewater Services are provided below:

Principle #1: Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.

Principle #2: An integrated approach to planning among water, wastewater, and stormwater systems is desirable given the inherent relationship among these services.

Principle #3: Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.



Principle #4: Lifecycle planning with mid-course corrections is preferable to planning over the short term, or not planning at all.

Principle #5: An asset management plan is a key input to the development of a financial plan.

Principle #6: A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.

Principle #7: Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.

Principle #8: Financial plans are “living” documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.

Principle #9: Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal Council.

## 1.7 Water Opportunities Act, 2010

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As noted earlier, since the passage of the *Safe Drinking Water Act, 2002*, continuing changes and refinements to the legislation have been introduced. Some of these Bills have found their way into law, while others have not been approved. Bill 72, the *Water Opportunities Act, 2010*, was introduced into legislation on May 18, 2010 and received Royal Assent on November 29, 2010.

The Act provides for the following elements:

- The fostering of innovative water, wastewater and stormwater technologies, services and practices in the private and public sectors;
- Preparation of water conservation plans to achieve water conservation targets established by the regulations; and
- Preparation of sustainability plans for municipal water services, municipal wastewater services and municipal stormwater services.



With regard to the sustainability plans:

- The Act extends from the water financial plans and requires a more detailed review of the water financial plan and requires a full plan for wastewater and stormwater services; and
- Regulations will provide performance targets for each service – these targets may vary based on the jurisdiction of the regulated entity or the class of entity.

The financial plan shall include:

- An asset management plan for the physical infrastructure;
- A financial plan;
- For water, a water conservation plan;
- An assessment of risks that may interfere with the future delivery of the municipal service, including, if required by the regulations, the risks posed by climate change and a plan to deal with those risks; and
- Strategies for maintaining and improving the municipal service, including strategies to ensure the municipal service can satisfy future demand, consider technologies, services and practices that promote the efficient use of water and reduce negative impacts on Ontario's water resources, and increase co-operation with other municipal service providers.

Performance indicators will be established by service, with the following considerations:

- May relate to the financing, operation or maintenance of a municipal service or to any other matter in respect of what information may be required to be included in a plan;
- May be different for different municipal service providers or for municipal services in different areas of the Province.

Regulations will prescribe:

- Timing;
- Contents of the plans;
- Which identified portions of the plan will require certification;
- Public consultation process; and
- Limitations, updates, refinements, etc.

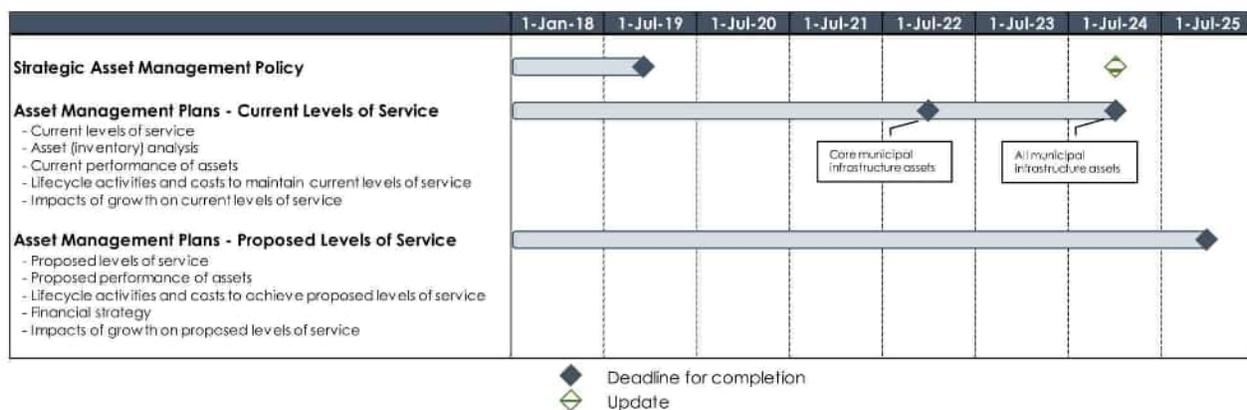


As noted earlier, it is expected that this Act will implement the principles of the S.W.S.S.A. once all regulations are put in place.

## 1.8 Infrastructure for Jobs and Prosperity Act, 2015 (I.J.P.A.)

On June 4, 2015, the Province of Ontario passed the I.J.P.A. which, over time, will require municipalities to undertake and implement asset management plans for all infrastructure they own. On December 27, 2017, the Province released Ontario Regulation 588/17 under the I.J.P.A. which has three phases that municipalities must meet:

Figure 1-1  
Legislative Timelines set out by the Infrastructure for Jobs and Prosperity Act  
Legislation related to Asset Management Plans



Note: on March 15, 2021, the Province filed Regulation 193/21 to extend all of the timelines of Regulation 588/17 by one year (reflected in the table above).

Every municipality in Ontario was to have prepared a strategic asset management policy by July 1, 2019. Municipalities will be required to review their strategic asset management policies at least every five years and make updates as necessary. The subsequent phases are as follows:

- Phase 1 – Asset Management Plan (by July 1, 2022):
  - For core assets, municipalities must have the following:
    - Inventory of assets;
    - Current levels of service measured by standard metrics; and
    - Costs to maintain levels of service.



- Phase 2 – Asset Management Plan (by July 1, 2024):
  - Same steps as Phase 1 but for all assets.
- Phase 3 – Asset Management Plan (by July 1, 2025):
  - Builds on Phase 1 and 2 by adding:
    - Proposed levels of service; and
    - Lifecycle management and financial strategy.

In relation to water and wastewater (which is considered a core asset), municipalities were to have an asset management plan that addresses the related infrastructure by July 1, 2022 (Phase 1). O. Reg. 588/17 specifies that the municipality's asset management plan must include the following for each asset category:

- The current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan;
- The current performance of each asset category, including:
  - a summary of the assets in the category;
  - the replacement cost of the assets in the category;
  - the average age of the assets in the category, determined by assessing the average age of the components of the assets;
  - the information available on the condition of the assets in the category;
  - a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate; and
- The lifecycle activities that would need to be undertaken to maintain the current levels of service.

## 1.9 Forecast Growth and Servicing Requirements

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The Township of Springwater services 4,387 metered water customers and 2,116 wastewater customers. Information on the existing number of customers and existing billable volumes was obtained from the Township.

For forecasting future water volumes, an average volume per customer of 180 cu.m. has been assumed for new water customers. This assumption was based on a review



of residential water bills over the past three (3) years. As a result, all additional water volume added by new customers is calculated using the Block 1 rate. For forecasting future billable wastewater volumes, an average volume per residential customer of 180 cu.m. has been used as wastewater charges are based on metered water volumes.

For future water and wastewater customers to be added to the systems, consideration has been given to development potential within the serviced areas of the Township over the forecast period 2024 to 2033. The growth forecast utilized in the Township's 2022 Development Charges Background Study was used to estimate future development. Significant growth in the Midhurst Secondary Plan area is anticipated over the forecast period.

Table 1-2 provides for the forecast of water users and volumes for Springwater, while Table 1-3 provides the forecast of wastewater users and volumes.



Table 1-2  
Township of Springwater  
2023 to 2033 Water System Forecast

**Water Users Forecast**

Year	Total Users	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
2023	402	201	402	402	402	402	402	402	402	402	402	402
2024	252		126	252	252	252	252	252	252	252	252	252
2025	302			151	302	302	302	302	302	302	302	302
2026	302				151	302	302	302	302	302	302	302
2027	302					151	302	302	302	302	302	302
2028	352						176	352	352	352	352	352
2029	352							176	352	352	352	352
2030	352								176	352	352	352
2031	352									176	352	352
2032	352										176	352
2033	352											176
<b>Total</b>	<b>3,672</b>	<b>201</b>	<b>528</b>	<b>805</b>	<b>1,107</b>	<b>1,409</b>	<b>1,736</b>	<b>2,088</b>	<b>2,440</b>	<b>2,792</b>	<b>3,144</b>	<b>3,496</b>
m <sup>3</sup> /user	180	180	180	180	180	180	180	180	180	180	180	180
<b>Annual Flow</b>		<b>36,180</b>	<b>95,032</b>	<b>144,885</b>	<b>199,237</b>	<b>253,590</b>	<b>312,442</b>	<b>375,794</b>	<b>439,147</b>	<b>502,499</b>	<b>565,851</b>	<b>629,204</b>

Water Customer Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387
New - Growth	201	528	805	1,107	1,409	1,736	2,088	2,440	2,792	3,144	3,496
<b>Total</b>	<b>4,588</b>	<b>4,915</b>	<b>5,192</b>	<b>5,494</b>	<b>5,796</b>	<b>6,123</b>	<b>6,475</b>	<b>6,827</b>	<b>7,179</b>	<b>7,531</b>	<b>7,883</b>



Table 1-2 (Cont'd)  
Township of Springwater  
2023 to 2033 Water System Forecast

Water Volume Forecast (m³)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Block 1</b>											
Existing	614,147	614,147	614,147	614,147	614,147	614,147	614,147	614,147	614,147	614,147	614,147
New	36,180	95,032	144,885	199,237	253,590	312,442	375,794	439,147	502,499	565,851	629,204
<b>Subtotal Block 1</b>	<b>650,327</b>	<b>709,179</b>	<b>759,032</b>	<b>813,384</b>	<b>867,737</b>	<b>926,589</b>	<b>989,941</b>	<b>1,053,294</b>	<b>1,116,646</b>	<b>1,179,998</b>	<b>1,243,351</b>
<b>Block 2</b>											
Existing	209,934	209,934	209,934	209,934	209,934	209,934	209,934	209,934	209,934	209,934	209,934
New											
<b>Subtotal Block 2</b>	<b>209,934</b>										
<b>Block 3</b>											
Existing	76,423	76,423	76,423	76,423	76,423	76,423	76,423	76,423	76,423	76,423	76,423
New											
<b>Subtotal Block 3</b>	<b>76,423</b>										
<b>Block 4</b>											
Existing	78,688	78,688	78,688	78,688	78,688	78,688	78,688	78,688	78,688	78,688	78,688
New											
<b>Subtotal Block 4</b>	<b>78,688</b>										
<b>Total</b>	<b>1,015,372</b>	<b>1,074,224</b>	<b>1,124,077</b>	<b>1,178,429</b>	<b>1,232,782</b>	<b>1,291,634</b>	<b>1,354,986</b>	<b>1,418,339</b>	<b>1,481,691</b>	<b>1,545,043</b>	<b>1,608,396</b>



**Table 1-3  
Township of Springwater  
2023 to 2033 Wastewater System Forecast**

**Wastewater Users Forecast**

Year	Total Users*	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
2023	169	85	169	169	169	169	169	169	169	169	169	169
2024	117		59	117	117	117	117	117	117	117	117	117
2025	134			67	134	134	134	134	134	134	134	134
2026	134				67	134	134	134	134	134	134	134
2027	134					67	134	134	134	134	134	134
2028	802						401	802	802	802	802	802
2029	282							141	282	282	282	282
2030	282								141	282	282	282
2031	282									141	282	282
2032	282										141	282
2033	282											141
<b>Total</b>	<b>2,898</b>	<b>85</b>	<b>228</b>	<b>353</b>	<b>487</b>	<b>621</b>	<b>1,089</b>	<b>1,631</b>	<b>1,912</b>	<b>2,194</b>	<b>2,476</b>	<b>2,757</b>
m <sup>3</sup> /user	180	180	180	180	180	180	180	180	180	180	180	180
<b>Annual Flow</b>		<b>15,300</b>	<b>41,040</b>	<b>63,540</b>	<b>87,660</b>	<b>111,780</b>	<b>196,020</b>	<b>293,518</b>	<b>344,216</b>	<b>394,914</b>	<b>445,612</b>	<b>496,310</b>

\*From 2023-2027 the Township is receiving 35% of the revenue from Midhurst units, in 2028 the Township will assume the interim WWTP and full billing revenue from Midhurst customers

Wastewater Customer Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116
New - Growth	85	228	353	487	621	1,089	1,631	1,912	2,194	2,476	2,757
<b>Total</b>	<b>2,201</b>	<b>2,344</b>	<b>2,469</b>	<b>2,603</b>	<b>2,737</b>	<b>3,205</b>	<b>3,747</b>	<b>4,028</b>	<b>4,310</b>	<b>4,592</b>	<b>4,873</b>

Wastewater Flows Forecast (m <sup>3</sup> )	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	425,973	425,973	425,973	425,973	425,973	425,973	425,973	425,973	425,973	425,973	425,973
New	15,300	41,040	63,540	87,660	111,780	196,020	293,518	344,216	394,914	445,612	496,310
<b>Total</b>	<b>441,273</b>	<b>467,013</b>	<b>489,513</b>	<b>513,633</b>	<b>537,753</b>	<b>621,993</b>	<b>719,491</b>	<b>770,189</b>	<b>820,887</b>	<b>871,585</b>	<b>922,283</b>

Note: Above flows are water flows on which the wastewater billing will be calculated



# Chapter 2

## Capital Infrastructure Needs



## 2. Capital Infrastructure Needs

### 2.1 Capital Forecast

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Capital forecasts have been provided for the water and wastewater systems and are presented in Tables 2-1 and 2-2 (Note: the costs have been provided in uninflated dollars). The basis for these forecasts is the Township's Capital Budgets in addition to capital infrastructure replacement needs based on recommendations from the Ontario Clean Water Authority (O.C.W.A.) in the Township's 2022 Asset Management Plan. The capital plan addresses both growth and replacement projects.

A summary of the capital works related to the water and wastewater services is provided in the following tables. Note, the capital plans for water and wastewater do not include the water and wastewater treatment plants as well as linear infrastructure being constructed by the developing landowners in Midhurst. For water, the anticipated total construction cost is approximately \$74 million and for wastewater the anticipated total construction cost is approximately \$181 million. As these capital projects will be funded directly by the developing landowners, the capital costs do not impact the water and wastewater rates, however, as noted in Chapter 5 of this report, this infrastructure will have an operating impact once it is assumed by the Township.



Table 2-1  
Township of Springwater  
2024 to 2033 Water Capital Forecast Summary (Uninflated \$)

Description	Total 2024 to 2033	Years Undertaken
<b>Capital Expenditures</b>		
<b>Growth Related Projects</b>		
<b>Elmvale</b>		
Additional Water Storage Reservoir (Elmvale) -	828,000	2025
<b>Minesing</b>		
Minesing - New Well (Design, EA and Construction) -	1,162,000	2025 to 2030
<b>Repair/Replacement Projects</b>		
<b>Anten Mills</b>		
Pump Inspections, Repairs, Replacements	62,000	2024
<b>Del Trend</b>		
Pump Inspections, Repairs, Replacements	33,000	2026
MCC -	180,000	2027
<b>Elmvale</b>		
Rehab storage tanks	55,000	2026
High lift pumps	51,000	2027
Booster Station MCC -	61,000	2030
<b>Hillsdale</b>		
Pumps	45,000	2027
MCC	58,000	2028
<b>Midhurst</b>		
Idlewood - MCC	56,000	2027
<b>Vespra Downs</b>		
Vespra Downs - replace generator	58,000	2028
<b>Township Wide</b>		
Watermain/Distribution system upgrades	621,000	2024 to 2026
Water/wastewater facilities condition assessments	309,000	2024
<b>Lifecycle:</b>		
OCWA Recommended Expenditures	10,572,000	2031 to 2033
<b>Total</b>	<b>14,151,000</b>	



Table 2-2  
Township of Springwater  
2024 to 2033 Wastewater Capital Forecast Summary (Uninflated \$)

Description	Total 2024 to 2033	Years Undertaken
<b>Capital Expenditures</b>		
<b>Growth Related Projects</b>		
<b>Elmvale</b>		
Main Pumping Station & Foremain (Elmvale) -	5,820,000	2024 to 2026
Flow Equalization Expansion (Royal Oaks) -	246,000	2025 to 2026
Inlet Pipework Modifications/Install Mixer (Stonemanor WWTP) - Growth	82,000	2024
Upsize Sanitary Sewer on Amelia Street -	994,000	2026
Elmvale WWTP - EA for plant expansion -	206,000	2024
Expand Wastewater Treatment Plant (Elmvale) -	12,381,000	2027
WWTP - Filter Upgrades - Tertiary filters (4) replacement	2,678,000	2024
<b>Repair/Replacement Projects</b>		
<b>Elmvale</b>		
WWTP - replacement of SCADA system	164,000	2026
WWTP - replace UV modules (12) -	824,000	2024
MH installation for easement access	106,000	2025
Gravity Sewer Replacement/repair work	1,302,000	2024 to 2030
WWTP - replacement of MCC -	133,000	2025
Sludge Transfer Pumps (At Elmvale WWTP)	155,000	2024
Inflow & Infiltration abatement program	1,796,000	2025 to 2029
WWTP - rehab jet aerators and jet pump	66,000	2026
WWTP - rehab blowers	58,000	2028
WWTP - inlet corrosion abatement	174,000	2028
WWTP - Digester complex - pump rehab/replacements	93,000	2028
WWTP- vortex grit separator upgrade -	597,000	2029
Elmvale WWTP - replace gen set	246,000	2030
Bar Screens Replacement	1,803,000	2024
<b>Snow Valley</b>		
Snow Valley WWTP - replace screw screening system	119,000	2029
<b>Lifecycle:</b>		
OCWA Recommended Expenditures	7,832,000	2031 to 2033
<b>Total</b>	<b>37,875,000</b>	



# Chapter 3

## Lifecycle Costing



## 3. Lifecycle Costing

### 3.1 Overview of Lifecycle Costing

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#### **3.1.1 Definition**

For many years, lifecycle costing has been used in the field of maintenance engineering and to evaluate the advantages of using alternative materials in construction or production design. The method has gained wider acceptance and use in the areas of industrial decision-making and the management of physical assets.

By definition, lifecycle costs are all the costs which are incurred during the lifecycle of a physical asset, from the time its acquisition is first considered to the time it is taken out of service for disposal or redeployment. The stages which the asset goes through in its lifecycle are specification, design, manufacture (or build), install, commission, operate, maintain and disposal. Figure 3-1 depicts these stages in a schematic form.

#### **3.1.2 Financing Costs**

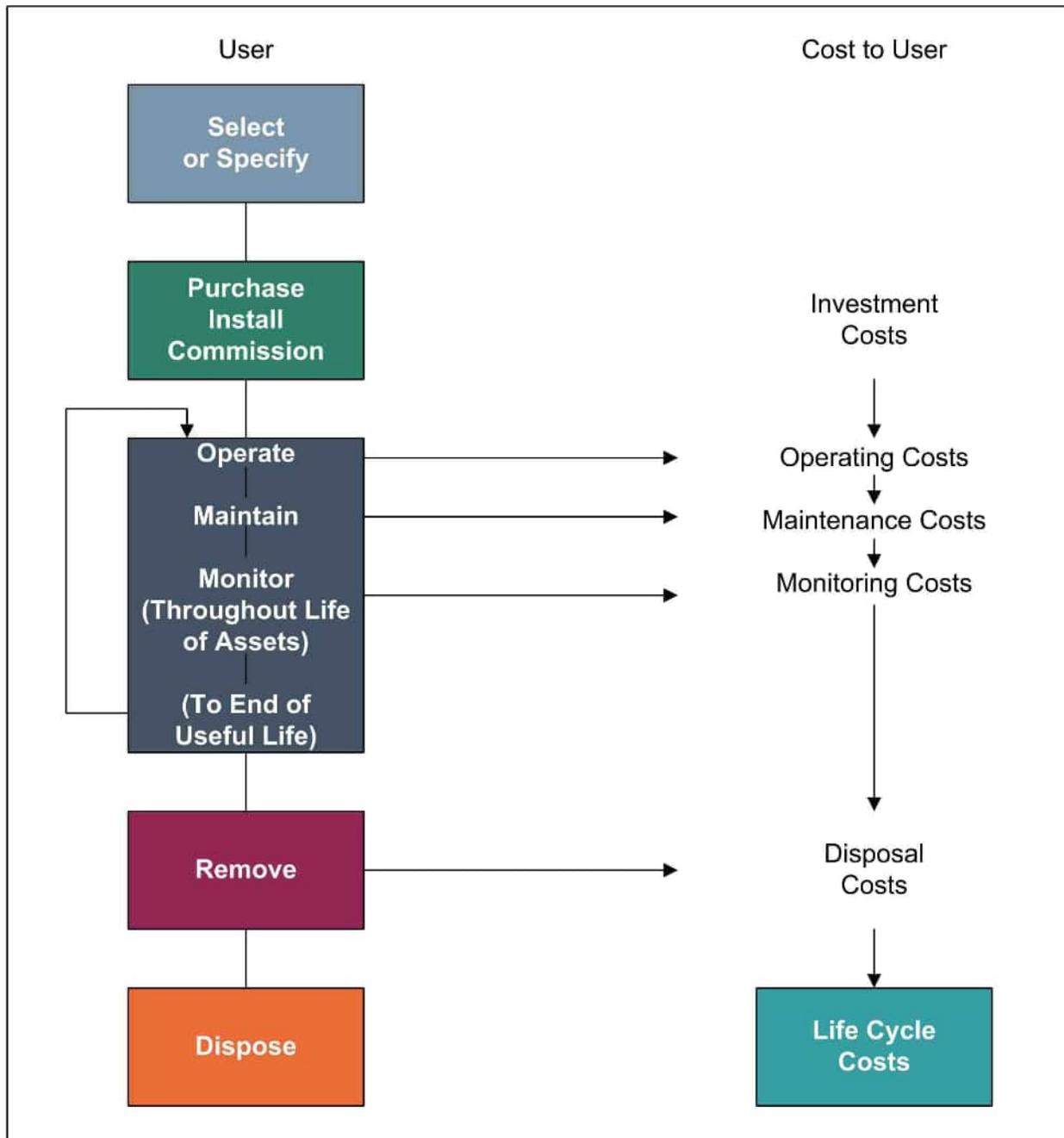
This section will focus on financing mechanisms in place to fund the costs incurred throughout the asset's life.

In a municipal context, services are provided to benefit tax/rate payers. Acquisition of assets is normally timed in relation to direct needs within the community. At times, economies of scale or technical efficiencies will lead to oversizing an asset to accommodate future growth within the Township. Over the past few decades, new financing techniques such as development charges have been employed based on the underlying principle of having tax/rate payers who benefit directly from the service paying for that service. Operating costs which reflect the cost of the service for that year are charged directly to all existing tax/rate payers who have received the benefit. Operating costs are normally charged through the tax base or user rates.

Capital expenditures are recouped through several methods, with operating budget contributions, development charges, reserves, developer contributions and debentures, being the most common.



Figure 3-1  
Lifecycle Costing



New construction related to growth could produce development charges and developer contributions (e.g. works internal to a subdivision which are the responsibility of the developer to construct) to fund a significant portion of projects, where new assets are being acquired to allow growth within the Township to continue. As well, debentures



could be used to fund such works, with the debt charge carrying costs recouped from taxpayers in the future.

Capital construction to replace existing infrastructure, however, is largely not growth-related and will therefore not yield development charges or developer contributions to assist in financing these works. Hence, a municipality will be dependent upon debentures, reserves and contributions from the operating budget to fund these works.

Figure 3-2 depicts the costs of an asset from its initial conception through to replacement and then continues to follow the associated costs through to the next replacement.

As referred to earlier, growth-related financing methods such as development charges and developer contributions could be utilized to finance the growth-related component of the new asset. These revenues are collected (indirectly) from the new homeowner who benefits directly from the installation of this asset. Other financing methods may be used as well to finance the non-growth-related component of this project, such as reserves which have been collected from past tax/rate payers, operating budget contributions which are collected from existing tax/rate payers and debenturing which will be carried by future tax/rate payers. Ongoing costs for monitoring, operating and maintaining the asset will be charged annually to the existing tax/rate payer.

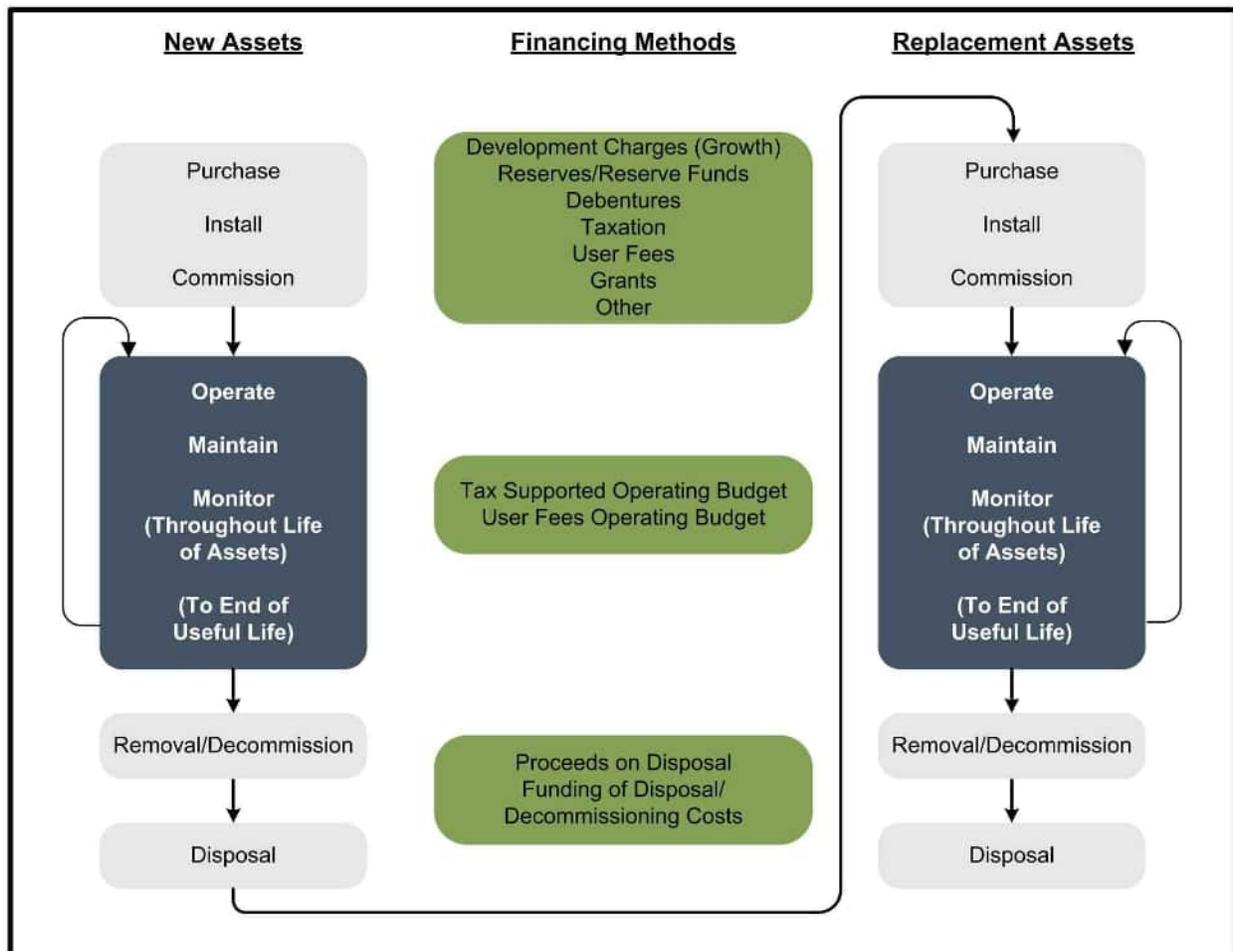
When the asset requires replacement, the sources of financing will be limited to reserves, debentures and contributions from the operating budget. At this point, the question is raised: "If the cost of replacement is to be assessed against the tax/rate payer who benefits from the replacement of the asset, should the past tax/rate payer pay for this cost or should future rate payers assume this cost?" If the position is taken that the past user has used up the asset, hence he should pay for the cost of replacement, then a charge should be assessed annually through the life of the asset, to have funds available to replace it when the time comes. If the position is taken that the future tax/rate payer should assume this cost, then debenturing and, possibly, a contribution from the operating budget should be used to fund this work.

Charging for the cost of using up an asset is the fundamental concept behind depreciation methods utilized by the private sector. This concept allows for expending the asset as it is used up in the production process. The tracking of these costs forms part of the product's selling price and, hence, end-users are charged for the asset's



depreciation. The same concept can be applied in a municipal setting to charge existing users for the asset's use and set those funds aside in a reserve to finance the cost of replacing the asset in the future.

Figure 3-2  
Financing Lifecycle Costs



### 3.1.3 Costing Methods

There are two fundamental methods of calculating the cost of the usage of an asset and for the provision of the revenue required when the time comes to retire and replace it. The first method is the Depreciation Method. This method recognizes the reduction in the value of the asset through wear and tear and aging. There are two commonly used forms of depreciation: the straight-line method and the reducing balance method (shown graphically in Figure 3-3).



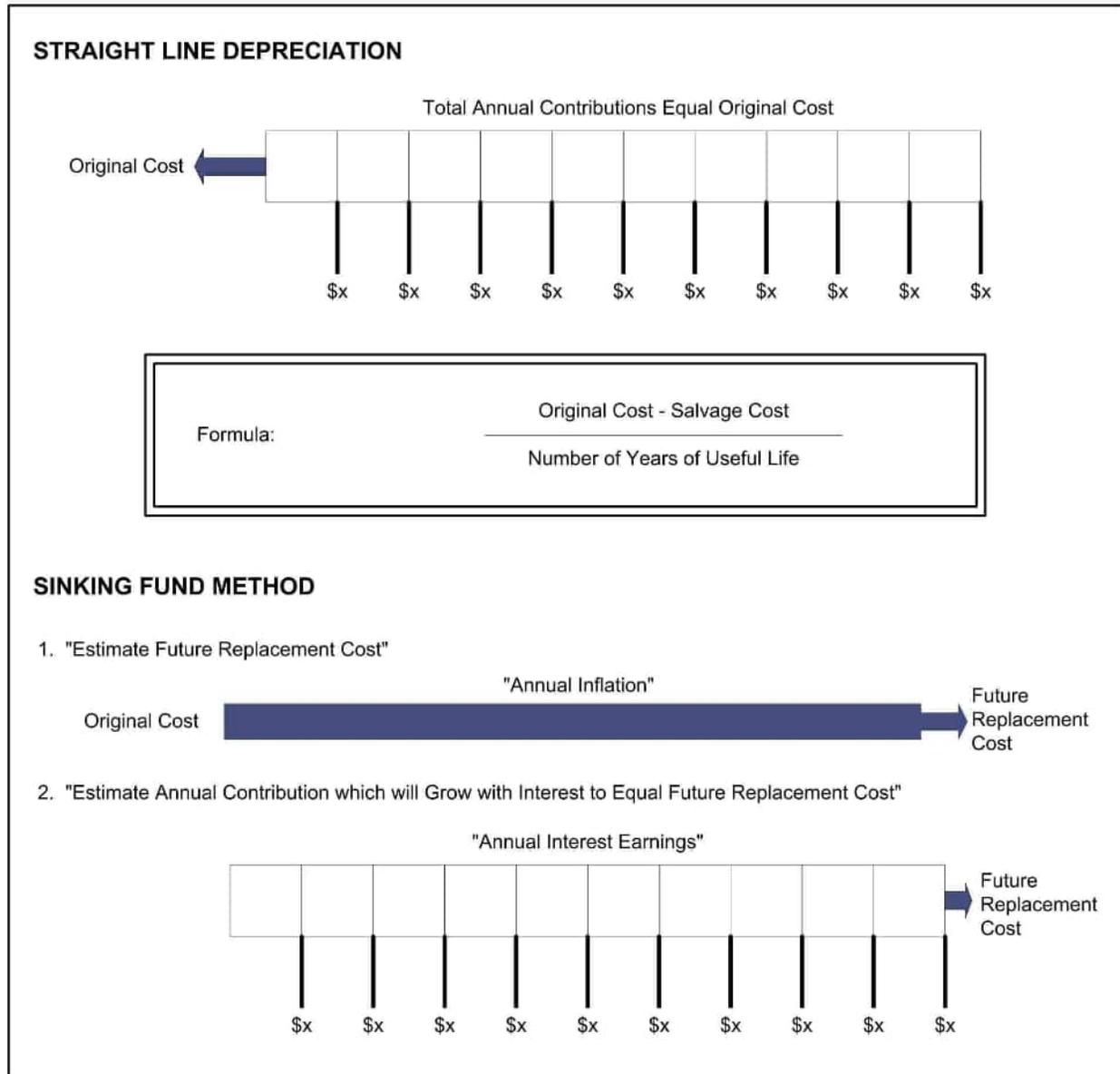
The straight-line method is calculated by taking the original cost of the asset, subtracting its estimated salvage value (estimated value of the asset at the time it is disposed of) and dividing this by the estimated number of years of useful life. The reducing balance method is calculated by utilizing a fixed percentage rate and this rate is applied annually to the undepreciated balance of the asset value.

The second method of lifecycle costing is the sinking fund method. This method first estimates the future value of the asset at the time of replacement. This is done by inflating the original cost of the asset at an assumed annual inflation rate. A calculation is then performed to determine annual contributions (equal or otherwise) which, when invested, will grow with interest to equal the future replacement cost.

The preferred method used herein for forecasting purposes is the sinking fund method of lifecycle costing.



Figure 3-3



## 3.2 Impact on Budgets

Detailed water and wastewater systems inventory information was obtained from the Township. The age of the water system dates back to the early 1960's. The wastewater system dates back to the mid 1990's. The total value of existing water infrastructure is \$195.29 million, and the value of existing wastewater infrastructure is \$92.77 million.



The detailed water and wastewater inventories are provided in Appendices A and B, respectively. As well, the lifecycle “sinking fund” contribution amounts for each piece of infrastructure have also been included. These calculations determine the level of investment the Township may wish to consider as part of its budgeting practices. This information is summarized in Figure 3-4.

Figure 3-4  
Township of Springwater  
Summary of Water and Wastewater Infrastructure

Area	Total Replacement Value	Amount included in 10-year forecast	Net Replacement for Future Lifecycle	Annual Lifecycle Replacement
<b>Water</b>				
Water Facilities	36,448,847			1,503,177
Watermains	158,838,542	10,133,360	185,154,029	6,313,148
<b>Total Water</b>	<b>195,287,389</b>	<b>10,133,360</b>	<b>185,154,029</b>	<b>7,816,326</b>
<b>Wastewater</b>				
Wastewater Facilities	32,595,640			1,335,628
Sanitary Sewers	60,176,480	14,274,900	78,497,220	2,882,651
<b>Total Wastewater</b>	<b>92,772,120</b>	<b>14,274,900</b>	<b>78,497,220</b>	<b>4,218,279</b>
<b>Total</b>	<b>288,059,509</b>	<b>24,408,260</b>	<b>263,651,249</b>	<b>12,034,605</b>

Investment per customer is \$44,515 for water and \$43,843 for wastewater

The total value of the water and wastewater systems equate to an average investment per customer of \$44,515 for water and \$43,843 for wastewater.

With respect to lifecycle costing contained in the Appendices, the following information was taken into consideration:

- approximate age;
- material type;
- main lengths;
- diameter of the mains;
- estimated useful life; and
- estimated replacement costs.

Summaries of both water and wastewater assets are shown on Figures 3-5 and 3-6. These figures show when the assets are coming due and the cost of replacement in 2023 dollars.



Figure 3-5  
Township of Springwater  
Summary of Water Infrastructure Replacement Years (2023 \$)

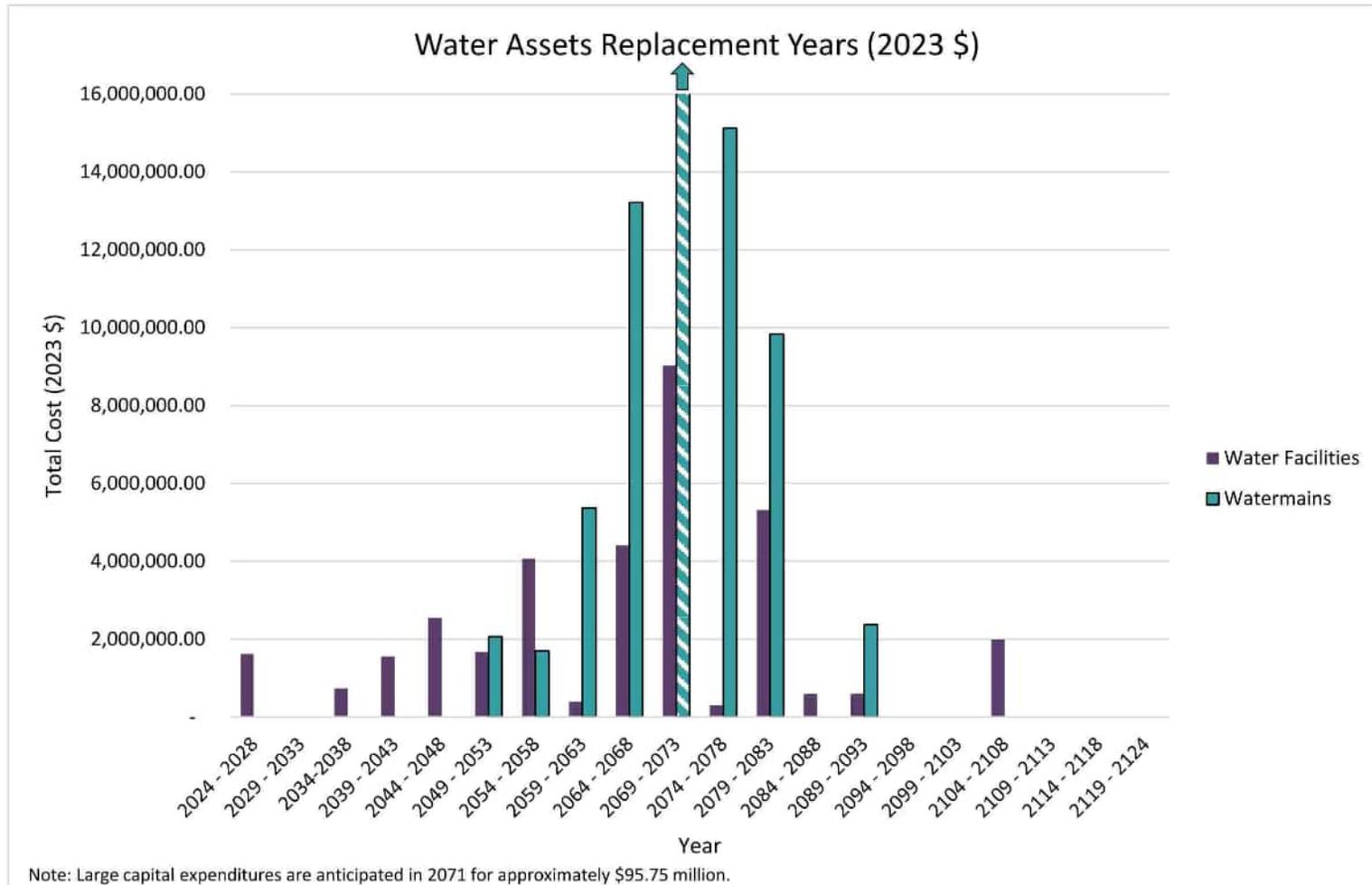
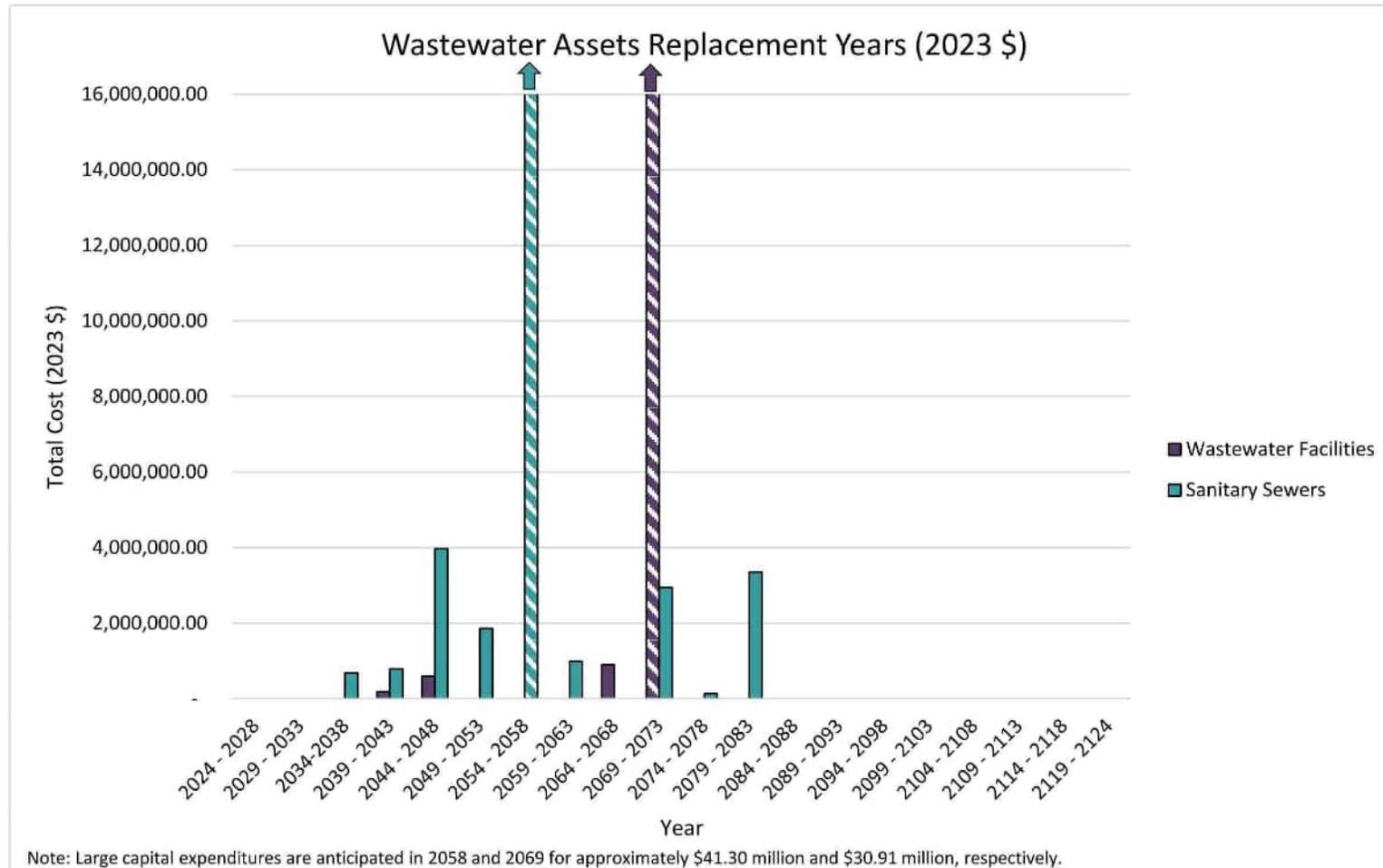




Figure 3-6  
Township of Springwater  
Summary of Wastewater Infrastructure Replacement Years (2023 \$)





# Chapter 4

## Capital Cost Financing Options



## 4. Capital Cost Financing Options

### 4.1 Summary of Capital Cost Financing Alternatives

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Historically, the powers that municipalities had to raise alternative revenues to taxation to fund capital services have been restrictive. Over the past decade, legislative reforms have been introduced. Some of these have expanded municipal powers (e.g. Bill 26 introduced in 1996 to provide for expanded powers for imposing fees and charges), while others appear to restrict them (Bill 98 in 1997 providing amendments to the D.C.A.).

The Province passed a new *Municipal Act* which came into force on January 1, 2003. Part XII of the Act and O. Reg. 584/06 govern a municipality's ability to impose fees and charges. In contrast to the previous *Municipal Act*, this Act provides municipalities with broadly defined powers and does not differentiate between fees for operating and capital purposes. It is anticipated that the powers to recover capital costs under the previous *Municipal Act* will continue within the new Statutes and Regulations, as indicated by s.9(2) and s.452 of the new *Municipal Act*.

Under s.484 of *Municipal Act, 2001*, the *Local Improvement Act* was repealed with the in-force date of the *Municipal Act* (January 1, 2003). The municipal powers granted under the *Local Improvement Act* now fall under the jurisdiction of the *Municipal Act*. To this end, on December 20, 2002, O. Reg. 390/02 was filed, which allowed for the *Local Improvement Act* to be deemed to remain in force until April 1, 2003. O. Reg. 119/03 was enacted on April 19, 2003, which restored many of the previous *Local Improvement Act* provisions; however, the authority is now provided under the *Municipal Act*.

The methods of capital cost recovery available to municipalities are provided as follows:

Recovery Methods	Section Reference
• <i>Development Charges Act, 1997</i>	4.2
• <i>Municipal Act</i>	4.3
○ Fees and Charges	
○ Sewer and Water Area Charges	
○ Connection Fees	
○ Local Improvements	



Recovery Methods	Section Reference
• Historical Grant Funding Availability	4.4
• Existing Reserves/Reserve Funds	4.5
• Debenture Financing	4.6
• Infrastructure Ontario	4.7

## 4.2 Development Charges Act, 1997

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In November, 1996, the Ontario Government introduced Bill 98, a new *Development Charges Act*. The Province's stated intentions were to "create new construction jobs and make home ownership more affordable" by reducing the charges and to "make municipal Council decisions more accountable and more cost effective." The basis for this Act is to allow municipalities to recover the growth-related capital cost of infrastructure necessary to accommodate new growth within the municipality. Generally, the Act provided the following changes to the former Act:

- Replace those sections of the 1989 Act that govern municipal development charges;
- Limit services which can be financed from development charges, specifically excluding parkland acquisition, administration buildings, and cultural, entertainment, tourism, solid waste management and hospital facilities;
- Ensure that the level of service used in the calculation of capital costs will not exceed the average level of service over the previous decade. Level of service is to be measured from both a quality and quantity perspective;
- Provide that uncommitted excess capacity available in existing municipal facilities and benefits to existing residents are removed from the calculation of the charge;
- Ensure that the development charge revenues collected by municipalities are spent only on those capital costs identified in the calculation of the development charge;
- Require municipalities to contribute funds (e.g. taxes, user charges or other non-development charge revenues) to the financing of certain projects primarily funded from development charges. The municipal contribution is 10 percent for services such as recreation, parkland development, libraries, etc.;
- Permit (but apparently not require) municipalities to grant developers credits for the direct provision of services identified in the development charge calculation



and, when credits are granted, require the municipality to reimburse the developer for the costs the municipality would have incurred if the project had been financed from the development charge reserve fund;

- Set out provisions for front-end financing capital projects (limited to essential services) required to service new development; and
- Set out provisions for appeals and complaints.

In late 2015, the Province approved further amendments to the D.C.A. With respect to water and wastewater, the only changes are for the municipality to provide an asset management calculation for the growth-related works and for the Council to consider (but not necessarily approve) area-specific rates.

As of 2019, a number of amendments to the D.C.A. were made through the Bill 108 the More Homes, More Choice Act, 2019, Bill 138 the Plan to Build Ontario Together Act, 2019, Bill 197 the COVID-19 Economic Recovery Act, 2020, and Bill 213 the Better for People, Smarter for Business Act, 2020. With respect to water and wastewater, a few changes may impact D.C. revenue collections:

1. Timing of Collection:

- a. D.C. Rate Freeze - For developments proceeding through site plan or zoning by-law amendment, the D.C. rate is frozen at the time the application is submitted. The D.C. remains frozen for two years after the application is approved. Should the D.C. study be updated to increase water and wastewater D.C. rates during this period, the Municipality would not be able to collect for this increase.
  - b. D.C. Installment Payments - For rental housing and institutional development D.C.s are paid over 5 years and for non-profit housing, D.C.s are paid over 20 years. This provides a delay in receipt of D.C. revenues which will need to be cash-flowed by the Municipality.
2. Mandatory Exemption (additional units) – For existing dwellings, one additional dwelling unit could be constructed within the existing dwelling. This additional dwelling unit is exempt from D.C.s. With the changes to the Act, one additional dwelling unit may be constructed within a new residential dwelling, which would be exempt from D.C.s. Further, one ancillary dwelling unit may be constructed on the same property as a new unit. This ancillary dwelling would be exempt



from D.C.s. As these new additional units are exempt from D.C.s, no D.C. revenue may be collected for these units, however, each additional unit provides additional population which requires capacity in the water and wastewater treatment plants. As a result, consideration for these additional units should be made during the D.C. study process to ensure all capacity available to growth is allocated appropriately.

3. **Mandatory Exemption (universities)** – A new mandatory exemption has been introduced which exempts the payment of D.C.s for developments of land intended for use by a university that receives operating funds from the Government.

The Province introduced Bill 23: *More Homes Built Faster Act*, on October 25, 2022, which subsequently received Royal Assent on November 28, 2022. The Bill amended several items within the D.C.A. and other legislation. These changes impacted a municipality's ability to recover D.C.s for growth-related water and wastewater capital costs.

## 4.3 Municipal Act

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Part XII of the *Municipal Act* provides municipalities with broad powers to impose fees and charges via passage of a by-law. These powers, as presented in s.391(1), include imposing fees or charges:

- “for services or activities provided or done by or on behalf of it;
- for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board; and
- for the use of its property including property under its control.”

Restrictions are provided to ensure that the form of the charge is not akin to a poll tax. Any charges not paid under this authority may be added to the tax roll and collected in a like manner. The fees and charges imposed under this part are not appealable to the Local Planning Appeal Tribunal (LPAT, formerly known as the O.M.B.).

Section 221 of the previous *Municipal Act* permitted municipalities to impose charges, by by-law, on owners or occupants of land who would or might derive benefit from the



construction of sewage (storm and sanitary) or water works being authorized (in a specific benefit area). For a by-law imposed under this section of the previous Act:

- A variety of different means could be used to establish the rate and recovery of the costs and could be imposed by a number of methods at the discretion of Council (i.e. lot size, frontage, number of benefiting properties, etc.);
- Rates could be imposed with respect to costs of major capital works, even though an immediate benefit was not enjoyed;
- Non-abutting owners could be charged;
- Recovery was authorized against existing works, where a new water or sewer main was added to such works, "notwithstanding that the capital costs of existing works has in whole or in part been paid;"
- Charges on individual parcels could be deferred;
- Exemptions could be established;
- Repayment was secured; and
- LPAT approval was not required.

While under the new *Municipal Act* no provisions are provided specific to the previous s.221, the intent to allow capital cost recovery through fees and charges is embraced within s.391. The new *Municipal Act* also maintains the ability of municipalities to impose capital charges for water and sewer services on landowners not receiving an immediate benefit from the works. Under s.391(2) of the Act, "a fee or charge imposed under subsection (1) for capital costs related to sewage or water services or activities may be imposed on persons not receiving an immediate benefit from the services or activities but who will receive a benefit at some later point in time." Also, capital charges imposed under s.391 are not appealable to the LPAT on the grounds that the charges are "unfair or unjust."

Section 222 of the previous *Municipal Act* permitted municipalities to pass a by-law requiring buildings to connect to the municipality's sewer and water systems, charging the owner for the cost of constructing services from the mains to the property line. Under the new *Municipal Act*, this power still exists under Part II, General Municipal Powers (s.9 (3) b of the *Municipal Act*). Enforcement and penalties for this use of power are contained in s.427 (1) of the *Municipal Act*.

Under the previous *Local Improvement Act*:



- A variety of different types of works could be undertaken, such as watermain, storm and sanitary sewer projects, supply of electrical light or power, bridge construction, sidewalks, road widening and paving;
- Council could pass a by-law for undertaking such work on petition of a majority of benefiting taxpayers, on a 2/3 vote of Council and on sanitary grounds, based on the recommendation of the Minister of Health. The by-law was required to go to the LPAT, which might hold hearings and alter the by-law, particularly if there were objections;
- The entire cost of a work was assessed only upon the lots abutting directly on the work, according to the extent of their respective frontages, using an equal special rate per metre of frontage; and
- As noted, this Act was repealed as of April 1, 2003; however, O. Reg. 119/03 was enacted on April 19, 2003 which restores many of the previous *Local Improvement Act* provisions; however, the authority is now provided under the *Municipal Act*.

## 4.4 Grant Funding Availability

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### Federal Infrastructure Funding

#### Phase 1 (April 1, 2016 to March 31, 2018)

Funding was provided by the Government of Canada to expressly help municipalities with repair and rehabilitation projects. Funding was mainly provided through the Clean Water and Wastewater Fund (C.W.W.F.) and Public Transit Infrastructure Fund (P.T.I.F.) in Federal Phase 1 projects. The C.W.W.F. was announced in Ontario on September 15, 2016. The Fund is \$1.1 billion for water, wastewater, and storm water systems in Ontario. The federal government provided \$569 million and Ontario and municipal governments provided \$275 million each.

Over 1,300 water, wastewater, and storm water projects have been approved in Ontario through the C.W.W.F. In Ontario, P.T.I.F. accounted for nearly \$1.5 billion of the national total of \$3.4 billion. The program was allocated by ridership numbers from the Canadian Urban Transit Association. The Association of Municipalities of Ontario (A.M.O.) understands that \$1 billion of Ontario's share has been approved.



## Phase 2: Next Steps

The federal government announced Phase 2 of its infrastructure funding plan with a total of \$180 billion spent over 11 years. In addition to the balance of funding for previous green, social, and public transit infrastructure funds (\$20 billion each, including Phase 1), the government has added \$10.1 billion for trade and transportation infrastructure and \$2 billion for rural and northern communities.

In Phase 2, Ontario was eligible for \$11.8 billion including \$8.3 billion for transit, \$2.8 billion for green infrastructure, \$407 million for community, culture and recreation and \$250 million for rural and northern communities.

## Federal Gas Tax

The federal Gas Tax is a permanent source of funding provided up front, twice-a-year, to Provinces and Territories, who in turn flow this funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility. Every year, the federal Gas Tax provides over \$2 billion and supports approximately 2,500 projects in communities across Canada. Each municipality selects how best to direct the funds with the flexibility provided to make strategic investments across 18 different project categories, which include other water and wastewater servicing.

## **Ontario Government**

The Province has taken steps to increase municipal infrastructure funding. The Ontario Community Infrastructure Fund (O.C.I.F.) was increased in 2016 with formula-based support growing to \$200 million, and application funding growing to \$100 million annually by 2018/2019. As well, \$15 million annually will go to the new Connecting Links program to help pay for the construction and repair costs of municipal roads that connect communities to provincial highways. This is on top of the Building Ontario Up investment of \$130 billion in public infrastructure over 10 years starting in 2015.

Recently the Province announced funding through a new Ontario Infrastructure Bank. This new, arms-length, board-governed agency will assist investors and institutions to further participate in large-scale infrastructure projects. The total amount available for municipal water and wastewater infrastructure is not yet known, however, recent



announcements suggested a share of the total available funds would be allocated to housing-enabling infrastructure.

## 4.5 Existing Reserves/Reserve Funds

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The Township has established reserves and reserve funds for water and wastewater costs. The following table summarizes the water and wastewater reserves utilized in this analysis and their respective balances at December 31, 2022:

Reserve	Dec. 31 2022
<b>Water</b>	
Capital Reserve	10,269,530
Elmvale Development Charges Reserve Fund	(10,099)
Previous Development Charge Reserve Funds	604,366
<b>Wastewater</b>	
Capital Reserve	156,727
Elmvale Development Charges Reserve Fund	(98,356)
Previous Development Charge Reserve Funds	274,504

As provided above, the Elmvale water and wastewater development charges reserve funds are in a deficit balance due to recent investments in growth-related infrastructure.

## 4.6 Debenture Financing

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Although it is not a direct method of minimizing the overall cost to the ratepayer, debentures are used by municipalities to assist in cash flowing large capital expenditures.

The Ministry of Municipal Affairs regulates the level of debt incurred by Ontario municipalities, through its powers established under the *Municipal Act*. Ontario Regulation 403/02 provides the current rules respecting municipal debt and financial obligations. Through the rules established under these regulations, a municipality's debt capacity is capped at a level where no more than 25% of the municipality's own purpose revenue may be allotted for servicing the debt (i.e. debt charges). The Township of Springwater's 2022 calculation on Debt Capacity is shown on Schedule 81 of the Township's most recent Financial Information Return (F.I.R.). This calculates to the Township's estimated annual repayment limit of approximately \$6.23 million. Based



upon 20-year financing at an assumed rate of 5.22%, the available debt for the Township is approximately \$76.20 million.

## 4.7 Infrastructure Ontario

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Infrastructure Ontario (I.O.) is an arms-length crown corporation, which has been set up as a tool to offer low-cost and longer-term financing to assist municipalities in renewing their infrastructure (this corporation has merged the former O.S.I.F.A. into its operations). I.O. combines the infrastructure renewal needs of municipalities into an infrastructure investment “pool.” I.O. will raise investment capital to finance loans to the public sector by selling a new investment product called Infrastructure Renewal Bonds to individual and institutional investors.

I.O. provides access to infrastructure capital that would not otherwise be available to smaller borrowers. Larger borrowers receive a longer term on their loans than they could obtain in the financial markets, and can also benefit from significant savings on transaction costs such as legal costs and underwriting commissions. Under the I.O. approach, all borrowers receive the same low interest rate. I.O. will enter into a financial agreement with each municipality subject to technical and credit reviews, for a loan up to the maximum amount of the loan request.

The first round of the former O.S.I.F.A.’s 2004/2005 infrastructure renewal program was focused on municipal priorities of clean water infrastructure, sewage treatment facilities, municipal roads and bridges, public transit and waste management infrastructure. The focus of the program was expanded in 2005/2006 somewhat to include:

- clean water infrastructure;
- sewage infrastructure;
- waste management infrastructure;
- municipal roads and bridges;
- public transit;
- municipal long-term care homes;
- renewal of municipal social housing and culture; and
- tourism and recreation infrastructure.



With the merging of O.S.I.F.A. and I.O., the program was broadened in late 2006 to also include municipal administrative buildings, local police and fire stations, emergency vehicles and equipment, ferries, docks and municipal airports.

To be eligible to receive these loans, municipalities must submit a formal application along with pertinent financial information. Allotments are prioritized and distributed based upon the Province's assessment of need.

The analysis provided herein assumes that the Township will require non-growth related debt financing for the capital projects identified. No non-growth related debt is required for water. Approximately \$6.63 million in non-growth related debt is required for wastewater.

## **4.8 Recommended Capital Financing Approach**

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Due to significant growth-related capital needs for wastewater, two (2) rate calculation scenarios have been provided in this rate study:

1. 4% increases annually for water, and 10% increases annually for wastewater;
2. Phased increases for water and 8% annual increases for wastewater with alternative financing approach.
  - a. Water: 3% annual increases from 2024 to 2025, 4% from 2026 to 2028, and 5% every year thereafter; and
  - b. Wastewater: 8% annual increase with developing land owners front-ending the Elmvale main pumping station and wastewater treatment plant expansion.

Of the various funding alternatives provided in this section, the following are recommended for further consideration by the Township of Springwater for the capital expenditures (inflated) provided in Chapter 2.



### Scenario 1

Description	Water	Wastewater
<b>Capital Financing</b>		
Provincial/Federal Grants	-	-
Development Charges Reserve Fund	227,040	1,296,420
Non-Growth Related Debenture Requirements	-	6,632,580
Growth Related Debenture Requirements	1,112,240	19,713,000
Operating Contributions	-	-
Lifecycle Reserve Fund	-	-
Water Reserve	12,811,720	-
Wastewater Reserve	-	10,233,000
<b>Total Capital Financing</b>	<b>14,151,000</b>	<b>37,875,000</b>

### Scenario 2

Description	Water	Wastewater
<b>Capital Financing</b>		
Provincial/Federal Grants	-	-
Developer Front-Ending Contributions (Elmvale)	-	17,713,000
Development Charges Reserve Fund	227,040	1,296,420
Non-Growth Related Debenture Requirements	-	6,632,580
Growth Related Debenture Requirements	1,112,240	2,000,000
Operating Contributions	-	-
Lifecycle Reserve Fund	-	-
Water Reserve	12,811,720	-
Wastewater Reserve	-	10,233,000
<b>Total Capital Financing</b>	<b>14,151,000</b>	<b>37,875,000</b>

Table 4-1 provides for the full capital expenditure and funding program by year for water scenarios 1 and 2 (Note: there is no change in the capital expenditure and funding program between the two scenarios for water services). Tables 4-2 and 4-3 provide for the full capital expenditure and funding program by year for wastewater scenarios 1 and 2, respectively.



Table 4-1  
Scenario 1 and 2  
Capital Budget Forecast – Water (inflated \$)

Description	Budget 2023	Total	Forecast										
			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Capital Expenditures</b>													
<b>Growth Related Projects</b>													
<b>Elmvale</b>													
Additional Water Storage Reservoir (Elmvale) -	-	828,000	-	828,000	-	-	-	-	-	-	-	-	-
<b>Minesing</b>													
Minesing - New Well (Design, EA and Construction) -	-	1,162,000	-	101,000	382,000	93,000	20,000	21,000	545,000	-	-	-	-
<b>Repair/Replacement Projects</b>													
<b>Anten Mills</b>													
Pump Inspections, Repairs, Replacements	-	62,000	62,000	-	-	-	-	-	-	-	-	-	-
<b>Del Trend</b>													
Pump Inspections, Repairs, Replacements	-	33,000	-	-	33,000	-	-	-	-	-	-	-	-
MCC -	-	180,000	-	-	-	180,000	-	-	-	-	-	-	-
<b>Elmvale</b>													
Rehab storage tanks	-	55,000	-	-	55,000	-	-	-	-	-	-	-	-
High lift pumps	-	51,000	-	-	-	51,000	-	-	-	-	-	-	-
Booster Station MCC -	-	61,000	-	-	-	-	-	-	61,000	-	-	-	-
<b>Hillsdale</b>													
Pumps	-	45,000	-	-	-	45,000	-	-	-	-	-	-	-
MCC	-	58,000	-	-	-	-	58,000	-	-	-	-	-	-
<b>Midhurst</b>													
Idlewood - MCC	-	56,000	-	-	-	56,000	-	-	-	-	-	-	-
<b>Vespra Downs</b>													
Vespra Downs - replace generator	-	58,000	-	-	-	-	58,000	-	-	-	-	-	-
<b>Township Wide</b>													
Water Meter Replacement Program - Township wide	150,000	-	-	-	-	-	-	-	-	-	-	-	-
Watermain/Distribution system upgrades	325,000	621,000	201,000	207,000	213,000	-	-	-	-	-	-	-	-
Water/wastewater facilities condition assessments	100,000	309,000	309,000	-	-	-	-	-	-	-	-	-	-
<b>Lifecycle:</b>													
OCWA Recommended Expenditures	-	10,572,000	-	-	-	-	-	-	-	-	3,420,000	3,523,000	3,629,000
<b>Total Capital Expenditures</b>	<b>575,000</b>	<b>14,151,000</b>	<b>572,000</b>	<b>1,136,000</b>	<b>683,000</b>	<b>425,000</b>	<b>136,000</b>	<b>21,000</b>	<b>606,000</b>	<b>3,420,000</b>	<b>3,523,000</b>	<b>3,629,000</b>	
<b>Capital Financing</b>													
Provincial/Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund	-	227,040	-	-	168,080	40,920	8,800	9,240	-	-	-	-	-
Non-Growth Related Debenture Requirements	-	-	-	-	-	-	-	-	-	-	-	-	-
Growth Related Debenture Requirements	-	1,112,240	-	872,440	-	-	-	-	239,800	-	-	-	-
Operating Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Lifecycle Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Reserve	575,000	12,811,720	572,000	263,560	514,920	384,080	127,200	11,760	366,200	3,420,000	3,523,000	3,629,000	
<b>Total Capital Financing</b>	<b>575,000</b>	<b>14,151,000</b>	<b>572,000</b>	<b>1,136,000</b>	<b>683,000</b>	<b>425,000</b>	<b>136,000</b>	<b>21,000</b>	<b>606,000</b>	<b>3,420,000</b>	<b>3,523,000</b>	<b>3,629,000</b>	



**Table 4-2  
Scenario 1  
Capital Budget Forecast – Wastewater (inflated \$)**

Description	Budget 2023	Total	Forecast										
			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Capital Expenditures</b>													
<b>Growth Related Projects</b>													
<b>Elmvale</b>													
Main Pumping Station & Foremain (Elmvale) -	-	5,820,000	515,000	5,305,000	-	-	-	-	-	-	-	-	-
Flow Equalization Expansion (Royal Oaks) -	-	246,000	-	27,000	219,000	-	-	-	-	-	-	-	-
Inlet Pipework Modifications/Install Mixer (Stonemanor WWTP) - Growth	-	82,000	82,000	-	-	-	-	-	-	-	-	-	-
Water and Wastewater Master Servicing Plan -	496,496	-	-	-	-	-	-	-	-	-	-	-	-
Upsize Sanitary Sewer on Amelia Street -	-	994,000	-	-	994,000	-	-	-	-	-	-	-	-
Elmvale WWTP - EA for plant expansion -	-	206,000	206,000	-	-	-	-	-	-	-	-	-	-
Expand Wastewater Treatment Plant (Elmvale) -	-	12,381,000	-	-	-	12,381,000	-	-	-	-	-	-	-
WWTP - Filter Upgrades - Tertiary filters (4) replacement	-	2,678,000	2,678,000	-	-	-	-	-	-	-	-	-	-
<b>Repair/Replacement Projects</b>													
<b>Elmvale</b>													
WWTP - replacement of SCADA system	150,000	164,000	-	-	164,000	-	-	-	-	-	-	-	-
WWTP - replace UV modules (12) -	-	824,000	824,000	-	-	-	-	-	-	-	-	-	-
MH installation for easement access	125,000	106,000	-	106,000	-	-	-	-	-	-	-	-	-
Gravity Sewer Replacement/repair work	372,500	1,302,000	170,000	175,000	180,000	186,000	191,000	197,000	203,000	-	-	-	-
WWTP - replacement of MCC -	175,000	133,000	-	133,000	-	-	-	-	-	-	-	-	-
Sludge Transfer Pumps (At Elmvale WWTP)	-	155,000	155,000	-	-	-	-	-	-	-	-	-	-
Inflow & Infiltration abatement program	-	1,796,000	-	265,000	273,000	281,000	290,000	687,000	-	-	-	-	-
WWTP - rehab jet aerators and jet pump	-	66,000	-	-	66,000	-	-	-	-	-	-	-	-
WWTP - rehab blowers	-	58,000	-	-	-	-	58,000	-	-	-	-	-	-
WWTP - inlet corrosion abatement	-	174,000	-	-	-	-	174,000	-	-	-	-	-	-
WWTP - Digester complex - pump rehab/replacements	-	93,000	-	-	-	-	93,000	-	-	-	-	-	-
WWTP- vortex grit separator upgrade -	-	597,000	-	-	-	-	-	597,000	-	-	-	-	-
Elmvale WWTP - replace gen set	-	246,000	-	-	-	-	-	-	246,000	-	-	-	-
Bar Screens Replacement	150,000	1,803,000	1,803,000	-	-	-	-	-	-	-	-	-	-
<b>Snow Valley</b>													
Snow Valley WWTP - replace screw screening system	-	119,000	-	-	-	-	-	119,000	-	-	-	-	-
<b>Lifecycle:</b>													
OCWA Recommended Expenditures	-	7,832,000	-	-	-	-	-	-	-	2,534,000	2,610,000	2,688,000	-
<b>Total Capital Expenditures</b>	<b>1,468,996</b>	<b>37,875,000</b>	<b>6,433,000</b>	<b>6,011,000</b>	<b>1,896,000</b>	<b>12,848,000</b>	<b>806,000</b>	<b>1,600,000</b>	<b>449,000</b>	<b>2,534,000</b>	<b>2,610,000</b>	<b>2,688,000</b>	
<b>Capital Financing</b>													
Provincial/Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund	446,846	1,296,420	570,480	-	725,940	-	-	-	-	-	-	-	-
Non-Growth Related Debtenture Requirements	-	6,632,580	3,862,520	-	1,170,060	-	-	1,600,000	-	-	-	-	-
Growth Related Debtenture Requirements	-	19,713,000	2,000,000	5,332,000	-	12,381,000	-	-	-	-	-	-	-
Operating Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Lifecycle Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Wastewater Reserve	1,022,150	10,233,000	-	679,000	-	467,000	806,000	-	449,000	2,534,000	2,610,000	2,688,000	-
<b>Total Capital Financing</b>	<b>1,468,996</b>	<b>37,875,000</b>	<b>6,433,000</b>	<b>6,011,000</b>	<b>1,896,000</b>	<b>12,848,000</b>	<b>806,000</b>	<b>1,600,000</b>	<b>449,000</b>	<b>2,534,000</b>	<b>2,610,000</b>	<b>2,688,000</b>	



**Table 4-3  
Scenario 2  
Capital Budget Forecast – Wastewater (inflated \$)**

Description	Budget 2023	Total	Forecast										
			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Capital Expenditures</b>													
<b>Growth Related Projects</b>													
<b>Elmvale</b>													
Main Pumping Station & Foremain (Elmvale) -	-	5,820,000	515,000	5,305,000	-	-	-	-	-	-	-	-	-
Flow Equalization Expansion (Royal Oaks) -	-	246,000	-	27,000	219,000	-	-	-	-	-	-	-	-
Inlet Pipework Modifications/Install Mixer (Stonemanor WWTP) - Growth	-	82,000	82,000	-	-	-	-	-	-	-	-	-	-
Water and Wastewater Master Servicing Plan -	496,496	-	-	-	-	-	-	-	-	-	-	-	-
Upsize Sanitary Sewer on Amelia Street -	-	994,000	-	-	994,000	-	-	-	-	-	-	-	-
Elmvale WWTP - EA for plant expansion -	-	206,000	206,000	-	-	-	-	-	-	-	-	-	-
Expand Wastewater Treatment Plant (Elmvale) -	-	12,381,000	-	-	-	12,381,000	-	-	-	-	-	-	-
WWTP - Filter Upgrades - Tertiary filters (4) replacement	-	2,678,000	2,678,000	-	-	-	-	-	-	-	-	-	-
<b>Repair/Replacement Projects</b>													
<b>Elmvale</b>													
WWTP - replacement of SCADA system	150,000	164,000	-	-	164,000	-	-	-	-	-	-	-	-
WWTP - replace UV modules (12) -	-	824,000	824,000	-	-	-	-	-	-	-	-	-	-
MH installation for easement access	125,000	106,000	-	106,000	-	-	-	-	-	-	-	-	-
Gravity Sewer Replacement/repair work	372,500	1,302,000	170,000	175,000	180,000	186,000	191,000	197,000	203,000	-	-	-	-
WWTP - replacement of MCC -	175,000	133,000	-	133,000	-	-	-	-	-	-	-	-	-
Sludge Transfer Pumps (At Elmvale WWTP)	-	155,000	155,000	-	-	-	-	-	-	-	-	-	-
Inflow & Infiltration abatement program	-	1,796,000	-	265,000	273,000	281,000	290,000	687,000	-	-	-	-	-
WWTP - rehab jet aerators and jet pump	-	66,000	-	-	66,000	-	-	-	-	-	-	-	-
WWTP - rehab blowers	-	58,000	-	-	-	-	58,000	-	-	-	-	-	-
WWTP - inlet corrosion abatement	-	174,000	-	-	-	-	174,000	-	-	-	-	-	-
WWTP - Digester complex - pump rehab/replacements	-	93,000	-	-	-	-	93,000	-	-	-	-	-	-
WWTP- vortex grit separator upgrade -	-	597,000	-	-	-	-	-	597,000	-	-	-	-	-
Elmvale WWTP - replace gen set	-	246,000	-	-	-	-	-	-	246,000	-	-	-	-
Bar Screens Replacement	150,000	1,803,000	1,803,000	-	-	-	-	-	-	-	-	-	-
<b>Snow Valley</b>													
Snow Valley WWTP - replace screw screening system	-	119,000	-	-	-	-	-	119,000	-	-	-	-	-
<b>Lifecycle:</b>													
OCWA Recommended Expenditures	-	7,832,000	-	-	-	-	-	-	-	2,534,000	2,610,000	2,688,000	
<b>Total Capital Expenditures</b>	<b>1,468,996</b>	<b>37,875,000</b>	<b>6,433,000</b>	<b>6,011,000</b>	<b>1,896,000</b>	<b>12,848,000</b>	<b>806,000</b>	<b>1,600,000</b>	<b>449,000</b>	<b>2,534,000</b>	<b>2,610,000</b>	<b>2,688,000</b>	
<b>Capital Financing</b>													
Provincial/Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Developer Front-ending Contributions (Elmvale)	-	17,713,000	-	5,332,000	-	12,381,000	-	-	-	-	-	-	-
Development Charges Reserve Fund	446,846	1,296,420	570,480	-	725,940	-	-	-	-	-	-	-	-
Non-Growth Related Debenture Requirements	-	6,632,580	3,862,520	-	1,170,060	-	-	1,600,000	-	-	-	-	-
Growth Related Debenture Requirements	-	2,000,000	2,000,000	-	-	-	-	-	-	-	-	-	-
Operating Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Lifecycle Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Wastewater Reserve	1,022,150	10,233,000	-	679,000	-	467,000	806,000	-	449,000	2,534,000	2,610,000	2,688,000	
<b>Total Capital Financing</b>	<b>1,468,996</b>	<b>37,875,000</b>	<b>6,433,000</b>	<b>6,011,000</b>	<b>1,896,000</b>	<b>12,848,000</b>	<b>806,000</b>	<b>1,600,000</b>	<b>449,000</b>	<b>2,534,000</b>	<b>2,610,000</b>	<b>2,688,000</b>	



# Chapter 5

## Overview of Expenditures and Revenues



## 5. Overview of Expenditures and Revenues

### 5.1 Water Operating Expenditures

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In this report, the forecast water budget figures (2024 to 2033) are based on the 2023 operating budgets. The costs for each component of the operating budget have been reviewed with staff to establish forecast inflationary adjustments. Most of the expenditures have been assumed to increase at a rate of 3.0% annually. Operating expenditures that involve utilities, fuels, chemicals and hydro have been inflated by 5.0% annually.

Additional costs related to the O.C.W.A. operating contract have been assumed to increase beginning in 2025. These costs are a result of the Township's assumption of new water treatment plants and distribution infrastructure to be put in place for development of the Midhurst Secondary Plan Area. Only a portion of the full costs to operate the new infrastructure are included at the time the Township assumes responsibility for these costs. The new plants and water distribution infrastructure will not be operating at full capacity until the additional customer growth in Midhurst has been fully realized. As a result, the full costs for operation are slowly phased in over the forecast period. The full costs for the proposed Carson Road and Doran Road water treatment plants, as well as the additional distribution infrastructure, are not expected to be realized until after the 2024-2033 forecast period. Additional facility related costs are also assumed to increase over and above inflation, as a result of these new plants. These costs include maintenance costs, hydro costs, and payment in lieu costs. Maintenance costs are assumed to double when the new treatment plants are assumed by the Township. Additional hydro costs are phased into the forecast in line with the phase in of the O.C.W.A. operating costs, noted above. Finally, additional payment in lieu costs are added to the forecast when the new water treatment plants are assumed (2025 and 2027).

Annual contributions have been provided to the capital reserves over the forecast period in order to minimize the need for additional debt to finance the capital program. Also included are growth-related debenture expenditures, which are to be recovered through the D.C. reserve fund.



## 5.2 Water Operating Revenues

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The Township has various miscellaneous revenue sources to help contribute towards operating expenditures. These miscellaneous revenues including land leases, connection fees, etc. are assumed to increase at 3% per year. Tables 5-1 and 5-2 provide for the operating budget for the water system scenarios 1 and 2, respectively.



**Table 5-1  
Scenario 1  
Operating Budget Forecast – Water (inflated \$)**

Description	Budget	Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Expenditures</b>												
<b>Operating Costs</b>												
512001-Regular Salaries	102,285	104,480	107,600	110,800	114,100	117,500	121,000	124,600	128,300	132,100	136,100	
512007-Vacation Pay	157	166	200	200	200	200	200	200	200	200	200	
512130-Benefits-C.P.P.	3,027	3,179	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	
512131-Benefits-E.I.	1,042	1,042	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	
512132-OMERS	11,791	12,095	12,500	12,900	13,300	13,700	14,100	14,500	14,900	15,300	15,800	
512133-Health & Dental	6,444	6,463	6,700	6,900	7,100	7,300	7,500	7,700	7,900	8,100	8,300	
512134-Benefits-E.H.T.	2,010	2,054	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	
512135-Benefits-W.S.I.B.	2,366	2,384	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	
512136-Benefits-E.A.P.	29	29	-	-	-	-	-	-	-	-	-	
532201-Materials & Supplies	5,000	5,000	5,300	5,600	5,900	6,200	6,500	6,800	7,100	7,500	7,900	
532204-Technology	2,500	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	
532205-Office Supplies	3,500	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	
532235-Insurance	38,500	38,500	39,700	40,900	42,100	43,400	44,700	46,000	47,400	48,800	50,300	
532237-Hydro	180,670	194,789	208,907	223,026	237,144	251,263	265,381	279,500	293,618	307,737	321,855	
532239-Telephone	23,000	23,000	23,700	24,400	25,100	25,900	26,700	27,500	28,300	29,100	30,000	
532303-Water Meters - Repairs (Existing)	25,000	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	31,700	32,700	
532305-Payment In Lieu	25,500	26,300	49,200	50,700	75,200	77,500	79,800	82,200	84,700	87,200	89,800	
532340-Postage & Courier	17,000	17,000	17,500	18,000	18,500	19,100	19,700	20,300	20,900	21,500	22,100	
532343-Consulting Fees	25,000	-	-	-	-	-	-	-	-	-	-	
532360-Maintenance - Grounds	10,000	10,300	21,200	21,800	44,900	46,200	47,600	49,000	50,500	52,000	53,600	
532361-Maintenance-Buildings	10,200	10,500	21,600	22,200	45,700	47,100	48,500	50,000	51,500	53,000	54,600	
532362-Maintenance Equipment	10,000	10,300	21,200	21,800	44,900	46,200	47,600	49,000	50,500	52,000	53,600	
532383-Conferences	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	
537400-Minor Capital	500,000	500,000	515,000	530,500	546,400	562,800	579,700	597,100	615,000	633,500	652,500	
542307-Contracts (Ocwa)	1,073,600	1,106,918	1,140,100	1,174,300	1,209,500	1,245,800	1,283,200	1,321,700	1,361,400	1,402,200	1,444,300	
Carson Road WTP Operating Costs (Ocwa) - Midhurst	-	-	309,000	340,000	370,900	401,800	432,700	463,600	494,500	525,400	556,300	
Doran Road WTP Operating Costs (Ocwa) - Midhurst	-	-	-	-	275,200	302,800	330,300	357,800	385,300	412,900	440,400	
Water Distribution Operating Costs - Midhurst	-	-	449,500	599,300	749,100	898,900	1,048,700	1,198,500	1,348,300	1,498,100	1,798,113	
542345-Contracts	21,000	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	31,700	32,700	
577800-Transfers between Departments	175,579	183,852	189,400	195,100	201,000	207,000	213,200	219,600	226,200	233,000	240,000	
<b>Source Water Protection</b>												
542345-Contracts	6,100	6,100	6,300	3,250	3,300	3,400	3,500	3,600	3,700	3,800	3,900	
<b>Sub Total Operating</b>	<b>2,282,599</b>	<b>2,321,751</b>	<b>3,212,707</b>	<b>3,471,876</b>	<b>4,101,844</b>	<b>4,398,463</b>	<b>4,697,081</b>	<b>4,998,000</b>	<b>5,301,318</b>	<b>5,606,837</b>	<b>6,065,569</b>	



Table 5-1 (Cont'd)  
Scenario 1  
Operating Budget Forecast – Water (inflated \$)

Description	Budget	Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Capital-Related</b>												
Existing Debt (Principal) - Growth Related												
Existing Debt (Interest) - Growth Related												
New Growth Related Debt (Principal)		-	-	25,777	27,123	28,539	30,028	31,596	40,330	42,436	44,651	
New Growth Related Debt (Interest)		-	-	45,541	44,196	42,780	41,290	39,723	50,591	48,486	46,271	
Existing Debt (Principal) - Non-Growth Related												
Existing Debt (Interest) - Non-Growth Related												
New Non-Growth Related Debt (Principal)		-	-	-	-	-	-	-	-	-	-	-
New Non-Growth Related Debt (Interest)		-	-	-	-	-	-	-	-	-	-	-
Transfer to Capital		-	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	924,295	1,175,356	588,735	673,628	405,067	504,585	653,813	823,478	1,014,099	1,242,972	1,344,684	
<b>Sub Total Capital Related</b>	<b>924,295</b>	<b>1,175,356</b>	<b>588,735</b>	<b>744,947</b>	<b>476,386</b>	<b>575,904</b>	<b>725,132</b>	<b>894,797</b>	<b>1,105,020</b>	<b>1,333,894</b>	<b>1,435,606</b>	
<b>Total Expenditures</b>	<b>3,206,895</b>	<b>3,497,106</b>	<b>3,801,442</b>	<b>4,216,822</b>	<b>4,578,230</b>	<b>4,974,367</b>	<b>5,422,213</b>	<b>5,892,797</b>	<b>6,406,339</b>	<b>6,940,731</b>	<b>7,501,174</b>	
<b>Revenues</b>												
Base Charge	1,103,349	1,227,500	1,347,092	1,480,905	1,623,267	1,781,807	1,957,876	2,145,180	2,344,336	2,555,992	2,780,830	
Other Revenue												
421419-Vespra Downs	-	-	-	-	-	-	-	-	-	-	-	-
421419-Vespra Downs	29,653	30,246	31,200	32,100	33,100	34,100	35,100	36,200	37,300	38,400	39,600	
421420-Midhurst Valley-Water	-	-	-	-	-	-	-	-	-	-	-	-
421430-5% Charge	15,300	15,300	15,800	16,300	16,800	17,300	17,800	18,300	18,800	19,400	20,000	
421434-Miscellaneous	6,800	6,800	7,000	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,700	
421435-Connection Fees	6,100	6,100	6,300	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	
481324-Land Leases	7,200	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,700	9,000	9,300	
Contributions from Development Charges												
Reserve Fund	-	-	-	71,319	71,319	71,319	71,319	71,319	90,921	90,921	90,921	
Contributions from Reserves / Reserve Funds	31,100	6,100	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>1,199,502</b>	<b>1,299,246</b>	<b>1,414,792</b>	<b>1,621,924</b>	<b>1,766,386</b>	<b>1,927,026</b>	<b>2,105,195</b>	<b>2,294,699</b>	<b>2,515,758</b>	<b>2,729,814</b>	<b>2,957,251</b>	
<b>Water Billing Recovery - Operating</b>	<b>2,007,393</b>	<b>2,197,860</b>	<b>2,386,650</b>	<b>2,594,899</b>	<b>2,811,844</b>	<b>3,047,341</b>	<b>3,317,018</b>	<b>3,598,098</b>	<b>3,890,581</b>	<b>4,210,917</b>	<b>4,543,923</b>	
Lifecycle Reserve Contribution (\$)												
<b>Water Billing Recovery - Total</b>	<b>2,007,393</b>	<b>2,197,860</b>	<b>2,386,650</b>	<b>2,594,899</b>	<b>2,811,844</b>	<b>3,047,341</b>	<b>3,317,018</b>	<b>3,598,098</b>	<b>3,890,581</b>	<b>4,210,917</b>	<b>4,543,923</b>	



**Table 5-2  
Scenario 2  
Operating Budget Forecast – Water (inflated \$)**

Description	Budget	Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Expenditures</b>												
<b>Operating Costs</b>												
512001-Regular Salaries	102,285	104,480	107,600	110,800	114,100	117,500	121,000	124,600	128,300	132,100	136,100	
512007-Vacation Pay	157	166	200	200	200	200	200	200	200	200	200	
512130-Benefits-C.P.P.	3,027	3,179	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	
512131-Benefits-E.I.	1,042	1,042	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	
512132-OMERS	11,791	12,095	12,500	12,900	13,300	13,700	14,100	14,500	14,900	15,300	15,800	
512133-Health & Dental	6,444	6,463	6,700	6,900	7,100	7,300	7,500	7,700	7,900	8,100	8,300	
512134-Benefits-E.H.T.	2,010	2,054	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	
512135-Benefits-W.S.I.B.	2,366	2,384	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	
512136-Benefits-E.A.P.	29	29	-	-	-	-	-	-	-	-	-	
532201-Materials & Supplies	5,000	5,000	5,300	5,600	5,900	6,200	6,500	6,800	7,100	7,500	7,900	
532204-Technology	2,500	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	
532205-Office Supplies	3,500	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	
532235-Insurance	38,500	38,500	39,700	40,900	42,100	43,400	44,700	46,000	47,400	48,800	50,300	
532237-Hydro	180,670	194,789	208,907	223,026	237,144	251,263	265,381	279,500	293,618	307,737	321,855	
532239-Telephone	23,000	23,000	23,700	24,400	25,100	25,900	26,700	27,500	28,300	29,100	30,000	
532303-Water Meters - Repairs (Existing)	25,000	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	31,700	32,700	
532305-Payment In Lieu	25,500	26,300	49,200	50,700	75,200	77,500	79,800	82,200	84,700	87,200	89,800	
532340-Postage & Courier	17,000	17,000	17,500	18,000	18,500	19,100	19,700	20,300	20,900	21,500	22,100	
532343-Consulting Fees	25,000	-	-	-	-	-	-	-	-	-	-	
532360-Maintenance - Grounds	10,000	10,300	21,200	21,800	44,900	46,200	47,600	49,000	50,500	52,000	53,600	
532361-Maintenance-Buildings	10,200	10,500	21,600	22,200	45,700	47,100	48,500	50,000	51,500	53,000	54,600	
532362-Maintenance Equipment	10,000	10,300	21,200	21,800	44,900	46,200	47,600	49,000	50,500	52,000	53,600	
532383-Conferences	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	
537400-Minor Capital	500,000	500,000	515,000	530,500	546,400	562,800	579,700	597,100	615,000	633,500	652,500	
542307-Contracts (Ocwa)	1,073,600	1,106,918	1,140,100	1,174,300	1,209,500	1,245,800	1,283,200	1,321,700	1,361,400	1,402,200	1,444,300	
Carson Road WTP Operating Costs (Ocwa) - Midhurst	-	-	309,000	340,000	370,900	401,800	432,700	463,600	494,500	525,400	556,300	
Doran Road WTP Operating Costs (Ocwa) - Midhurst	-	-	-	-	275,200	302,800	330,300	357,800	385,300	412,900	440,400	
Water Distribution Operating Costs - Midhurst	-	-	449,500	599,300	749,100	898,900	1,048,700	1,198,500	1,348,300	1,498,100	1,798,113	
542345-Contracts	21,000	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	31,700	32,700	
577800-Transfers between Departments	175,579	183,852	189,400	195,100	201,000	207,000	213,200	219,600	226,200	233,000	240,000	
<b>Source Water Protection</b>												
542345-Contracts	6,100	6,100	6,300	3,250	3,300	3,400	3,500	3,600	3,700	3,800	3,900	
<b>Sub Total Operating</b>	<b>2,282,599</b>	<b>2,321,751</b>	<b>3,212,707</b>	<b>3,471,876</b>	<b>4,101,844</b>	<b>4,398,463</b>	<b>4,697,081</b>	<b>4,998,000</b>	<b>5,301,318</b>	<b>5,606,837</b>	<b>6,065,569</b>	



Table 5-2 (Cont'd)  
Scenario 2  
Operating Budget Forecast – Water (inflated \$)

Description	Budget	Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Capital-Related</b>												
Existing Debt (Principal) - Growth Related												
Existing Debt (Interest) - Growth Related												
New Growth Related Debt (Principal)		-	-	25,777	27,123	28,539	30,028	31,596	40,330	42,436	44,651	
New Growth Related Debt (Interest)		-	-	45,541	44,196	42,780	41,290	39,723	50,591	48,486	46,271	
Existing Debt (Principal) - Non-Growth Related												
Existing Debt (Interest) - Non-Growth Related												
New Non-Growth Related Debt (Principal)		-	-	-	-	-	-	-	-	-	-	-
New Non-Growth Related Debt (Interest)		-	-	-	-	-	-	-	-	-	-	-
Transfer to Capital		-	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	924,295	1,142,419	513,997	594,155	320,696	414,825	605,711	823,082	1,083,649	1,374,125	1,561,804	
<b>Sub Total Capital Related</b>	<b>924,295</b>	<b>1,142,419</b>	<b>513,997</b>	<b>665,474</b>	<b>392,014</b>	<b>486,144</b>	<b>677,030</b>	<b>894,400</b>	<b>1,174,571</b>	<b>1,465,046</b>	<b>1,652,726</b>	
<b>Total Expenditures</b>	<b>3,206,895</b>	<b>3,464,170</b>	<b>3,726,704</b>	<b>4,137,349</b>	<b>4,493,859</b>	<b>4,884,607</b>	<b>5,374,111</b>	<b>5,892,400</b>	<b>6,475,889</b>	<b>7,071,883</b>	<b>7,718,295</b>	
<b>Revenues</b>												
Base Charge	1,103,349	1,215,697	1,321,311	1,452,563	1,592,201	1,747,706	1,938,871	2,144,784	2,366,440	2,604,900	2,861,291	
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	
421419-Vespra Downs	-	-	-	-	-	-	-	-	-	-	-	
421419-Vespra Downs	29,653	30,246	31,200	32,100	33,100	34,100	35,100	36,200	37,300	38,400	39,600	
421420-Midhurst Valley-Water	-	-	-	-	-	-	-	-	-	-	-	
421430-5% Charge	15,300	15,300	15,800	16,300	16,800	17,300	17,800	18,300	18,800	19,400	20,000	
421434-Miscellaneous	6,800	6,800	7,000	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,700	
421435-Connection Fees	6,100	6,100	6,300	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	
481324-Land Leases	7,200	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,700	9,000	9,300	
Contributions from Development Charges Reserve Fund	-	-	-	71,319	71,319	71,319	71,319	71,319	90,921	90,921	90,921	
Contributions from Reserves / Reserve Funds	31,100	6,100	-	-	-	-	-	-	-	-	-	
<b>Total Operating Revenue</b>	<b>1,199,502</b>	<b>1,287,443</b>	<b>1,389,011</b>	<b>1,593,582</b>	<b>1,735,320</b>	<b>1,892,925</b>	<b>2,086,190</b>	<b>2,294,302</b>	<b>2,537,862</b>	<b>2,778,722</b>	<b>3,037,712</b>	
<b>Water Billing Recovery - Operating</b>	<b>2,007,393</b>	<b>2,176,727</b>	<b>2,337,693</b>	<b>2,543,768</b>	<b>2,758,539</b>	<b>2,991,682</b>	<b>3,287,921</b>	<b>3,598,098</b>	<b>3,938,027</b>	<b>4,293,162</b>	<b>4,680,583</b>	
<b>Lifecycle Reserve Contribution (\$)</b>												
<b>Water Billing Recovery - Total</b>	<b>2,007,393</b>	<b>2,176,727</b>	<b>2,337,693</b>	<b>2,543,768</b>	<b>2,758,539</b>	<b>2,991,682</b>	<b>3,287,921</b>	<b>3,598,098</b>	<b>3,938,027</b>	<b>4,293,162</b>	<b>4,680,583</b>	



### **5.3 Wastewater Operating Expenditures**

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The wastewater operating expenditures have been adjusted over the forecast period by an annual inflationary factor of 3.0%. Operating expenditures that involve utilities, fuels, chemicals and hydro have been inflated by 5.0% annually.

Similar to water services, additional costs related to the O.C.W.A. operating contract have been assumed beginning in 2027 and 2029, when the operations of the new Midhurst interim wastewater treatment plant, and Midhurst wastewater treatment plant and collection sewers are assumed by the Township. Similar to water services, only a portion of the full costs to operate the new infrastructure are initially assumed. The full costs are slowly phased in and will be assumed after the forecast period, when all the growth in the Midhurst Secondary Plan Area has been realized. Additional facility related costs are also assumed to increase over and above inflation, as a result of these new plants. These costs include maintenance costs, hydro costs, and payment in lieu costs. Maintenance costs are assumed to double when the new treatment plants are assumed and are then projected to increase with inflation for the remainder of the forecast period. Additional hydro costs are phased into the forecast in line with the phase-in of the O.C.W.A. operating costs, noted above. Additional payment in lieu costs are added to the forecast in 2027 and 2029 when the new wastewater treatment plans are assumed.

Debenture expenditures and transfers to the capital reserve fund are also included in the operating budget.

### **5.4 Wastewater Operating Revenues**

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The operating revenue for the wastewater program comes mainly from base charges along with volumetric revenue from customers. A small amount of revenue is also generated from miscellaneous sources and connection fees. These revenues are assumed to increase at 3% over the forecast period. Table 5-3 outlines the operating budget for the Springwater wastewater system based on Scenario 1 and Table 5-4 outlines the operating budget for the Township based on Scenario 2.



**Table 5-3  
Scenario 1  
Operating Budget Forecast – Wastewater (inflated \$)**

Description	Budget	Forecast									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Expenditures</b>											
<b>Operating Costs</b>											
<b>Snow Valley</b>											
512001-Regular Salaries	16,248	16,603	16,636	16,670	16,670	17,200	17,700	18,200	18,700	19,300	19,900
512007-Vacation Pay	31	33	35	36	36	37	38	39	40	41	42
512130-Benefits-C.P.P.	476	500	502	504	504	520	540	560	580	600	620
512131-Benefits-E.I.	165	165	165	165	165	170	180	190	200	210	220
512132-OMERS	1,876	1,924	1,927	1,930	1,930	2,000	2,100	2,200	2,300	2,400	2,500
512133-Health & Dental	992	995	995	995	995	1,020	1,050	1,080	1,110	1,140	1,170
512134-Benefits-E.H.T.	319	326	327	328	328	340	350	360	370	380	390
512135-Benefits-W.S.I.B.	372	375	376	377	377	390	400	410	420	430	440
512136-Benefits-E.A.P.	5	5	5	5	5	5	5	5	5	5	5
532235-Insurance	7,565	7,565	6,379	6,474	6,700	6,900	7,100	7,300	7,500	7,700	7,900
532236-Heat	3,600	3,600	3,650	3,715	3,800	3,900	4,000	4,100	4,200	4,300	4,400
532237-Hydro	140,000	145,000	125,481	127,364	133,700	140,400	147,400	154,800	162,500	170,600	179,100
532239-Telephone	15,000	15,000	15,000	15,000	15,500	16,000	16,500	17,000	17,500	18,000	18,500
532312-Payment In Lieu	14,769	14,769	-	-	-	-	-	-	-	-	-
532340-Postage & Courier	1,500	1,500	1,500	1,500	1,550	1,600	1,650	1,700	1,750	1,800	1,850
532343-Consulting Fees	15,000	8,923	15,000	15,000	15,500	16,000	16,500	17,000	17,500	18,000	18,500
532366-Maintenance-General	25,000	25,000	40,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200
537400-Minor Capital	145,000	145,000	106,000	106,000	109,200	112,500	115,900	119,400	123,000	126,700	130,500
542307-Contracts (Ocwa)	258,997	262,882	230,941	230,941	237,900	245,000	252,400	260,000	267,800	275,800	284,100
577800-Transfers between Departments	27,891	29,177	22,331	22,331	23,000	23,700	24,400	25,100	25,900	26,700	27,500
<b>Centre Vespra</b>											
512001-Regular Salaries	17,526	17,906	17,939	17,974	17,974	18,500	19,100	19,700	20,300	20,900	21,500
512007-Vacation Pay	31	33	35	36	36	37	38	39	40	41	42
512130-Benefits-C.P.P.	513	539	541	543	543	560	580	600	620	640	660
512131-Benefits-E.I.	177	177	177	177	177	180	190	200	210	220	230
512132-OMERS	2,024	2,077	2,080	2,083	2,083	2,100	2,200	2,300	2,400	2,500	2,600
512133-Health & Dental	1,079	1,082	1,082	1,082	1,082	1,110	1,140	1,170	1,210	1,250	1,290
512134-Benefits-E.H.T.	345	352	353	353	353	360	370	380	390	400	410
512135-Benefits-W.S.I.B.	403	405	406	408	408	420	430	440	450	460	470
512136-Benefits-E.A.P.	5	5	5	5	5	5	5	5	5	5	5
532235-Insurance	5,345	5,345	4,015	4,076	4,200	4,300	4,400	4,500	4,600	4,700	4,800
532236-Heat	2,500	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400
532237-Hydro	131,605	131,605	127,573	129,486	133,400	137,400	141,500	145,700	150,100	154,600	159,200
532239-Telephone	1,800	1,800	1,200	1,200	1,240	1,280	1,320	1,360	1,400	1,440	1,480
532340-Postage & Courier	1,200	1,200	1,200	1,200	1,240	1,280	1,320	1,360	1,400	1,440	1,480
532343-Consulting Fees	-	-	3,000	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700
532360-Maintenance - Grounds	5,000	5,000	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400
532361-Maintenance-Buildings	10,000	10,000	10,000	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200
532362-Maintenance Equipment	-	-	26,000	26,000	26,800	27,600	28,400	29,300	30,200	31,100	32,000
532366-Maintenance-General	-	-	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400
537400-Minor Capital	90,500	90,500	93,200	96,000	98,900	101,900	105,000	108,200	111,400	114,700	118,100
542307-Contracts (Ocwa)	169,270	171,809	207,743	207,743	214,000	220,400	227,000	233,800	240,800	248,000	255,400



**Figure 5-3 (Cont'd)**  
**Scenario 1**  
**Operating Budget Forecast – Wastewater (inflated \$)**

Description	Budget	Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Elmvale</b>												
512001-Regular Salaries	29,041	29,651	29,684	29,719	29,719	30,600	31,500	32,400	33,400	34,400	35,400	
512007-Vacation Pay	31	33	35	36	36	37	38	39	40	41	42	
512130-Benefits-C.P.P.	827	869	871	873	873	900	930	960	990	1,020	1,050	
512131-Benefits-E.I.	283	283	283	283	283	290	300	310	320	330	340	
512132-OMERS	3,383	3,469	3,472	3,475	3,475	3,600	3,700	3,800	3,900	4,000	4,100	
512133-Health & Dental	1,811	1,816	1,816	1,816	1,816	1,900	2,000	2,100	2,200	2,300	2,400	
512134-Benefits-E.H.T.	571	583	583	584	584	600	620	640	660	680	700	
512135-Benefits-W.S.I.B.	654	658	659	660	660	680	700	720	740	760	780	
512136-Benefits-E.A.P.	8	8	8	8	8	8	8	8	8	8	8	
532201-Materials & Supplies	1,100	1,100	1,130	1,160	1,190	1,230	1,270	1,310	1,350	1,390	1,430	
532235-Insurance	12,470	12,470	9,009	9,144	9,400	9,700	10,000	10,300	10,600	10,900	11,200	
532237-Hydro	169,990	169,990	151,623	153,898	158,500	163,300	168,200	173,200	178,400	183,800	189,300	
532239-Telephone	-	-	2,000	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	
532312-Payment In Lieu	18,700	19,000	18,000	18,000	18,500	19,100	19,700	20,300	20,900	21,500	22,100	
532340-Postage & Courier	4,977	4,977	4,900	4,900	5,000	5,200	5,400	5,600	5,800	6,000	6,200	
532343-Consulting Fees	-	-	10,000	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200	
532353-Engineering Fees	-	-	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
532360-Maintenance - Grounds	5,000	5,000	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
532361-Maintenance-Buildings	5,100	5,100	2,000	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	
532362-Maintenance Equipment	-	-	25,000	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	
532366-Maintenance-General	-	-	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
537400-Minor Capital	200,000	200,000	120,000	120,000	123,600	127,300	131,100	135,000	139,100	143,300	147,600	
542307-Contracts (Ocwa)	175,254	178,760	165,557	165,557	170,500	175,600	180,900	186,300	191,900	197,700	203,600	
577800-Transfers between Departments	85,173	89,032	67,994	67,994	70,000	72,100	74,300	76,500	78,800	81,200	83,600	
<b>Midhurst</b>												
512001-Regular Salaries	39,471	40,320	40,387	40,456	40,456	41,670	42,920	44,210	45,540	46,910	48,320	
512007-Vacation Pay	63	66	69	72	72	74	76	78	80	82	84	
512130-Benefits-C.P.P.	1,211	1,272	1,276	1,280	1,280	1,320	1,360	1,400	1,440	1,480	1,520	
512131-Benefits-E.I.	417	417	417	417	417	430	440	450	460	470	480	
512132-OMERS	4,508	4,626	4,632	4,638	4,638	4,800	4,900	5,000	5,200	5,400	5,600	
512133-Health & Dental	2,563	2,571	2,571	2,571	2,571	2,600	2,700	2,800	2,900	3,000	3,100	
512134-Benefits-E.H.T.	776	793	794	795	795	820	840	870	900	930	960	
512135-Benefits-W.S.I.B.	938	946	948	950	950	980	1,010	1,040	1,070	1,100	1,130	
512136-Benefits-E.A.P.	11	11	11	11	11	12	12	12	12	12	12	
532237-Hydro	195,000	236,311	277,622	318,933	360,244	401,556	442,867	484,178	525,489	566,800	608,111	
532360-Maintenance - Grounds	-	-	-	-	10,400	10,700	22,000	22,700	23,400	24,100	24,800	
532361-Maintenance-Buildings	-	-	-	-	12,400	12,800	26,400	27,200	28,000	28,800	29,700	
532362-Maintenance Equipment	-	-	-	-	52,600	54,200	111,700	115,100	118,600	122,200	125,900	
532366-Maintenance-General	-	-	-	-	51,600	53,100	109,400	112,700	116,100	119,600	123,200	
542307-Contracts (Ocwa)	194,910	208,119	214,400	220,800	227,400	234,200	241,200	248,400	255,900	263,600	271,500	
WWTP Operating Costs (OCWA) - Midhurst - Interim	-	-	-	-	297,100	306,000	315,200	324,700	334,400	344,400	354,700	
WWTP Operating Costs (OCWA) - Midhurst	-	-	-	-	-	-	1,111,100	1,222,200	1,333,300	1,444,400	1,555,500	
Wastewater Collection Operating Costs - Midhurst	-	-	-	-	80,900	121,300	161,700	202,100	242,500	282,900	323,400	
Payment In Lieu	-	-	-	-	22,100	22,800	45,800	47,200	48,600	50,100	51,600	
542345-Contracts	-	45,986	47,400	48,800	50,300	51,800	53,400	55,000	56,700	58,400	60,200	
<b>Sub Total Operating</b>	<b>2,268,366</b>	<b>2,385,912</b>	<b>2,316,556</b>	<b>2,375,228</b>	<b>3,004,377</b>	<b>3,166,121</b>	<b>4,598,697</b>	<b>4,881,223</b>	<b>5,166,699</b>	<b>5,454,915</b>	<b>5,745,871</b>	



Figure 5-3 (Cont'd)  
Scenario 1  
Operating Budget Forecast – Wastewater (inflated \$)

Description	Budget	Forecast									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Capital-Related</b>											
Existing Debt (Principal) - Growth Related											
Existing Debt (Interest) - Growth Related											
New Growth Related Debt (Principal)		-	59,092	219,717	231,187	609,066	640,859	674,312	709,511	746,548	785,518
New Growth Related Debt (Interest)		-	104,400	379,646	368,177	1,002,397	970,604	937,151	901,952	864,915	825,945
Existing Debt (Principal) - Non-Growth Related											
Existing Debt (Interest) - Non-Growth Related											
New Non-Growth Related Debt (Principal)		-	114,123	120,080	160,919	169,319	178,157	234,731	246,984	259,877	273,442
New Non-Growth Related Debt (Interest)		-	201,624	195,666	250,475	242,075	233,237	307,457	295,204	282,312	268,746
Transfer to Capital	-	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve		232,929	363,451	773,705	571,136	1,523,839	1,512,783	2,271,629	3,329,165	4,573,048	6,032,054
<b>Sub Total Capital Related</b>	<b>-</b>	<b>232,929</b>	<b>842,690</b>	<b>1,688,815</b>	<b>1,581,894</b>	<b>3,546,696</b>	<b>3,535,640</b>	<b>4,425,280</b>	<b>5,482,816</b>	<b>6,726,699</b>	<b>8,185,705</b>
<b>Total Expenditures</b>	<b>2,268,366</b>	<b>2,618,842</b>	<b>3,159,246</b>	<b>4,064,042</b>	<b>4,586,270</b>	<b>6,712,817</b>	<b>8,134,337</b>	<b>9,306,503</b>	<b>10,649,515</b>	<b>12,181,614</b>	<b>13,931,576</b>
<b>Revenues</b>											
Base Charge	1,022,352	1,196,863	1,386,046	1,606,600	1,857,405	2,389,465	3,069,317	3,628,442	4,268,699	5,000,723	5,836,464
<b>Snow Valley</b>											
421435-Connection Fees	1,500	1,500	1,500	1,500	-	-	-	-	-	-	-
<b>Elmwale</b>											
421430-5% Charge	8,200	8,200	7,500	7,500	-	-	-	-	-	-	-
421435-Connection Fees	2,000	2,000	-	-	-	-	-	-	-	-	-
<b>Centre Vespra</b>											
421435-Connection Fees	4,000	4,500	-	-	-	-	-	-	-	-	-
<b>Midhurst</b>											
421435-Connection Fees	26,250	18,750	-	-	-	-	-	-	-	-	-
Contributions from Development Charges Reserve Fund	-	-	163,492	599,363	599,363	1,611,463	1,611,463	1,611,463	1,611,463	1,611,463	1,611,463
Contributions from Reserves / Reserve Funds	12,628	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>1,076,930</b>	<b>1,231,813</b>	<b>1,558,538</b>	<b>2,214,963</b>	<b>2,456,769</b>	<b>4,000,927</b>	<b>4,680,780</b>	<b>5,239,905</b>	<b>5,880,162</b>	<b>6,612,186</b>	<b>7,447,927</b>
<b>Wastewater Billing Recovery - Operating</b>	<b>1,191,437</b>	<b>1,387,029</b>	<b>1,600,708</b>	<b>1,849,079</b>	<b>2,129,502</b>	<b>2,711,889</b>	<b>3,453,557</b>	<b>4,066,598</b>	<b>4,769,353</b>	<b>5,569,428</b>	<b>6,483,649</b>
Lifecycle Reserve Contribution (\$)											
<b>Wastewater Billing Recovery - Total</b>	<b>1,191,437</b>	<b>1,387,029</b>	<b>1,600,708</b>	<b>1,849,079</b>	<b>2,129,502</b>	<b>2,711,889</b>	<b>3,453,557</b>	<b>4,066,598</b>	<b>4,769,353</b>	<b>5,569,428</b>	<b>6,483,649</b>



**Table 5-4  
Scenario 2  
Operating Budget Forecast – Wastewater (inflated \$)**

Description	Budget	Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Expenditures</b>												
<b>Operating Costs</b>												
<b>Snow Valley</b>												
512001-Regular Salaries	16,248	16,603	16,636	16,670	16,670	17,200	17,700	18,200	18,700	19,300	19,900	
512007-Vacation Pay	31	33	35	36	36	37	38	39	40	41	42	
512130-Benefits-C.P.P.	476	500	502	504	504	520	540	560	580	600	620	
512131-Benefits-E.I.	165	165	165	165	165	170	180	190	200	210	220	
512132-OMERS	1,876	1,924	1,927	1,930	1,930	2,000	2,100	2,200	2,300	2,400	2,500	
512133-Health & Dental	992	995	995	995	995	1,020	1,050	1,080	1,110	1,140	1,170	
512134-Benefits-E.H.T.	319	326	327	328	328	340	350	360	370	380	390	
512135-Benefits-W.S.I.B.	372	376	376	377	377	390	400	410	420	430	440	
512136-Benefits-E.A.P.	5	5	5	5	5	5	5	5	5	5	5	
532235-Insurance	7,565	7,565	6,379	6,474	6,700	6,900	7,100	7,300	7,500	7,700	7,900	
532236-Heat	3,600	3,600	3,660	3,715	3,800	3,900	4,000	4,100	4,200	4,300	4,400	
532237-Hydro	140,000	145,000	125,481	127,364	133,700	140,400	147,400	154,800	162,500	170,600	179,100	
532239-Telephone	15,000	15,000	15,000	15,000	15,500	16,000	16,500	17,000	17,500	18,000	18,500	
532312-Payment In Lieu	14,769	14,769	-	-	-	-	-	-	-	-	-	
532340-Postage & Courier	1,500	1,500	1,500	1,500	1,550	1,600	1,650	1,700	1,750	1,800	1,850	
532343-Consulting Fees	15,000	8,923	15,000	15,000	15,500	16,000	16,500	17,000	17,500	18,000	18,500	
532366-Maintenance-General	25,000	25,000	40,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200	
537400-Minor Capital	145,000	145,000	106,000	106,000	109,200	112,500	115,900	119,400	123,000	126,700	130,500	
542307-Contracts (Ocwa)	258,997	262,882	230,941	230,941	237,900	245,000	252,400	260,000	267,800	275,800	284,100	
577800-Transfers between Departments	27,891	29,177	22,331	22,331	23,000	23,700	24,400	25,100	25,900	26,700	27,500	
<b>Centre Vespra</b>												
512001-Regular Salaries	17,526	17,906	17,939	17,974	17,974	18,500	19,100	19,700	20,300	20,900	21,500	
512007-Vacation Pay	31	33	35	36	36	37	38	39	40	41	42	
512130-Benefits-C.P.P.	513	539	541	543	543	560	580	600	620	640	660	
512131-Benefits-E.I.	177	177	177	177	177	180	190	200	210	220	230	
512132-OMERS	2,024	2,077	2,080	2,083	2,083	2,100	2,200	2,300	2,400	2,500	2,600	
512133-Health & Dental	1,079	1,082	1,082	1,082	1,082	1,110	1,140	1,170	1,210	1,250	1,290	
512134-Benefits-E.H.T.	345	352	353	353	353	360	370	380	390	400	410	
512135-Benefits-W.S.I.B.	403	405	406	408	408	420	430	440	450	460	470	
512136-Benefits-E.A.P.	5	5	5	5	5	5	5	5	5	5	5	
532235-Insurance	5,345	5,345	4,015	4,076	4,200	4,300	4,400	4,500	4,600	4,700	4,800	
532236-Heat	2,500	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	
532237-Hydro	131,605	131,605	127,573	129,486	133,400	137,400	141,500	145,700	150,100	154,600	159,200	
532239-Telephone	1,800	1,800	1,200	1,200	1,240	1,280	1,320	1,360	1,400	1,440	1,480	
532340-Postage & Courier	1,200	1,200	1,200	1,200	1,240	1,280	1,320	1,360	1,400	1,440	1,480	
532343-Consulting Fees	-	-	3,000	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	
532360-Maintenance - Grounds	5,000	5,000	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
532361-Maintenance-Buildings	10,000	10,000	10,000	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200	
532362-Maintenance-Equipment	-	-	26,000	26,000	26,800	27,600	28,400	29,300	30,200	31,100	32,000	
532366-Maintenance-General	-	-	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
537400-Minor Capital	90,500	90,500	93,200	96,000	98,900	101,900	105,000	108,200	111,400	114,700	118,100	
542307-Contracts (Ocwa)	169,270	171,809	207,743	207,743	214,000	220,400	227,000	233,800	240,800	248,000	255,400	



**Table 5-4 (Cont'd)**  
**Scenario 2**  
**Operating Budget Forecast – Wastewater (inflated \$)**

Description	Budget	Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Elmvale</b>												
512001-Regular Salaries	29,041	29,651	29,684	29,719	29,719	30,600	31,500	32,400	33,400	34,400	35,400	
512007-Vacation Pay	31	33	35	36	36	37	38	39	40	41	42	
512130-Benefits-C.P.P.	827	869	871	873	873	900	930	960	990	1,020	1,050	
512131-Benefits-E.I.	283	283	283	283	283	290	300	310	320	330	340	
512132-OMERS	3,383	3,469	3,472	3,475	3,475	3,600	3,700	3,800	3,900	4,000	4,100	
512133-Health & Dental	1,811	1,816	1,816	1,816	1,816	1,900	2,000	2,100	2,200	2,300	2,400	
512134-Benefits-E.H.T.	571	583	583	584	584	600	620	640	660	680	700	
512135-Benefits-W.S.I.B.	654	658	659	660	660	680	700	720	740	760	780	
512136-Benefits-E.A.P.	8	8	8	8	8	8	8	8	8	8	8	
532201-Materials & Supplies	1,100	1,100	1,130	1,160	1,190	1,230	1,270	1,310	1,350	1,390	1,430	
532235-Insurance	12,470	12,470	9,009	9,144	9,400	9,700	10,000	10,300	10,600	10,900	11,200	
532237-Hydro	169,990	169,990	151,623	153,898	158,500	163,300	168,200	173,200	178,400	183,800	189,300	
532239-Telephone	-	-	2,000	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	
532312-Payment In Lieu	18,700	19,000	18,000	18,000	18,500	19,100	19,700	20,300	20,900	21,500	22,100	
532340-Postage & Courier	4,977	4,977	4,900	4,900	5,000	5,200	5,400	5,600	5,800	6,000	6,200	
532343-Consulting Fees	-	-	10,000	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200	
532353-Engineering Fees	-	-	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
532360-Maintenance - Grounds	5,000	5,000	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
532361-Maintenance-Buildings	5,100	5,100	2,000	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	
532362-Maintenance Equipment	-	-	25,000	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	
532366-Maintenance-General	-	-	5,000	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	
537400-Minor Capital	200,000	200,000	120,000	120,000	123,600	127,300	131,100	135,000	139,100	143,300	147,600	
542307-Contracts (Ocwa)	175,254	178,760	165,557	165,557	170,500	175,600	180,900	186,300	191,900	197,700	203,600	
577800-Transfers between Departments	85,173	89,032	67,994	67,994	70,000	72,100	74,300	76,500	78,800	81,200	83,600	
<b>Midhurst</b>												
512001-Regular Salaries	39,471	40,320	40,387	40,456	40,456	41,670	42,920	44,210	45,540	46,910	48,320	
512007-Vacation Pay	63	66	69	72	72	74	76	78	80	82	84	
512130-Benefits-C.P.P.	1,211	1,272	1,276	1,280	1,280	1,320	1,360	1,400	1,440	1,480	1,520	
512131-Benefits-E.I.	417	417	417	417	417	430	440	450	460	470	480	
512132-OMERS	4,508	4,626	4,632	4,638	4,638	4,800	4,900	5,000	5,200	5,400	5,600	
512133-Health & Dental	2,563	2,571	2,571	2,571	2,571	2,600	2,700	2,800	2,900	3,000	3,100	
512134-Benefits-E.H.T.	776	793	794	795	795	820	840	870	900	930	960	
512135-Benefits-W.S.I.B.	938	946	948	950	950	980	1,010	1,040	1,070	1,100	1,130	
512136-Benefits-E.A.P.	11	11	11	11	11	12	12	12	12	12	12	
532237-Hydro	195,000	236,311	277,622	318,933	360,244	401,556	442,867	484,178	525,489	566,800	608,111	
532360-Maintenance - Grounds	-	-	-	-	10,400	10,700	22,000	23,400	24,100	24,800	24,800	
532361-Maintenance-Buildings	-	-	-	-	12,400	12,800	26,400	27,200	28,000	28,800	29,700	
532362-Maintenance Equipment	-	-	-	-	52,600	54,200	111,700	115,100	118,600	122,200	125,900	
532366-Maintenance-General	-	-	-	-	51,600	53,100	109,400	112,700	116,100	119,600	123,200	
542307-Contracts (Ocwa)	194,910	208,119	214,400	220,800	227,400	234,200	241,200	248,400	255,900	263,600	271,500	
WWTP Operating Costs (OCWA) - Midhurst - Inte	-	-	-	-	297,100	306,000	315,200	324,700	334,400	344,400	354,700	
WWTP Operating Costs (OCWA) - Midhurst	-	-	-	-	-	-	1,111,100	1,222,200	1,333,300	1,444,400	1,555,500	
Wastewater Collection Operating Costs - Midhurst	-	-	-	-	80,900	121,300	161,700	202,100	242,500	282,900	323,400	
Payment In Lieu	-	-	-	-	22,100	22,800	45,800	47,200	48,600	50,100	51,600	
542345-Contracts	-	45,986	47,400	48,800	50,300	51,800	53,400	55,000	56,700	58,400	60,200	
<b>Sub Total Operating</b>	<b>2,268,366</b>	<b>2,385,912</b>	<b>2,316,556</b>	<b>2,375,228</b>	<b>3,004,377</b>	<b>3,166,121</b>	<b>4,598,697</b>	<b>4,881,223</b>	<b>5,166,699</b>	<b>5,454,915</b>	<b>5,745,871</b>	



Table 5-4 (Cont'd)  
Scenario 2  
Operating Budget Forecast – Wastewater (inflated \$)

Description	Budget 2023	Forecast										
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Capital-Related</b>												
Existing Debt (Principal) - Growth Related												
Existing Debt (Interest) - Growth Related												
New Growth Related Debt (Principal)		-	59,092	62,177	65,423	68,838	72,431	76,212	80,190	84,376	88,781	
New Growth Related Debt (Interest)		-	104,400	101,315	98,070	94,655	91,061	87,280	83,302	79,116	74,712	
Existing Debt (Principal) - Non-Growth Related												
Existing Debt (Interest) - Non-Growth Related												
New Non-Growth Related Debt (Principal)		-	114,123	120,080	160,919	169,319	178,157	234,731	246,984	259,877	273,442	
New Non-Growth Related Debt (Interest)		-	201,624	195,666	250,475	242,075	233,237	307,457	295,204	282,312	268,746	
Transfer to Capital	-	-	-	-	-	-	-	-	-	-	-	
Transfer to Capital Reserve		187,817	254,766	584,930	283,744	1,065,575	818,669	1,325,942	2,073,243	2,940,218	3,937,661	
<b>Sub Total Capital Related</b>	<b>-</b>	<b>187,817</b>	<b>734,005</b>	<b>1,064,168</b>	<b>858,630</b>	<b>1,640,461</b>	<b>1,393,555</b>	<b>2,031,623</b>	<b>2,778,924</b>	<b>3,645,899</b>	<b>4,643,342</b>	
<b>Total Expenditures</b>	<b>2,268,366</b>	<b>2,573,730</b>	<b>3,050,561</b>	<b>3,439,396</b>	<b>3,863,007</b>	<b>4,806,582</b>	<b>5,992,252</b>	<b>6,912,845</b>	<b>7,945,623</b>	<b>9,100,814</b>	<b>10,389,213</b>	
<b>Revenues</b>												
Base Charge	1,022,352	1,175,102	1,336,102	1,520,551	1,725,961	2,179,997	2,749,338	3,191,080	3,685,905	4,239,478	4,858,034	
<b>Snow Valley</b>												
421435-Connection Fees	1,500	1,500	1,500	1,500	-	-	-	-	-	-	-	
<b>Elmwale</b>												
421430-5% Charge	8,200	8,200	7,500	7,500	-	-	-	-	-	-	-	
421435-Connection Fees	2,000	2,000	-	-	-	-	-	-	-	-	-	
<b>Centre Vespra</b>												
421435-Connection Fees	4,000	4,500	-	-	-	-	-	-	-	-	-	
<b>Midhurst</b>												
421435-Connection Fees	26,250	18,750	-	-	-	-	-	-	-	-	-	
Contributions from Development Charges Reserve Fund	-	-	163,492	163,492	163,492	163,492	163,492	163,492	163,492	163,492	163,492	
Contributions from Reserves / Reserve Funds	12,628	-	-	-	-	-	-	-	-	-	-	
<b>Total Operating Revenue</b>	<b>1,076,930</b>	<b>1,210,052</b>	<b>1,508,595</b>	<b>1,693,044</b>	<b>1,889,453</b>	<b>2,343,490</b>	<b>2,912,831</b>	<b>3,354,572</b>	<b>3,849,397</b>	<b>4,402,971</b>	<b>5,021,526</b>	
<b>Wastewater Billing Recovery - Operating</b>	<b>1,191,437</b>	<b>1,363,678</b>	<b>1,541,966</b>	<b>1,746,352</b>	<b>1,973,554</b>	<b>2,463,092</b>	<b>3,079,421</b>	<b>3,558,273</b>	<b>4,096,226</b>	<b>4,697,843</b>	<b>5,367,687</b>	
Lifecycle Reserve Contribution (\$)												
<b>Wastewater Billing Recovery - Total</b>	<b>1,191,437</b>	<b>1,363,678</b>	<b>1,541,966</b>	<b>1,746,352</b>	<b>1,973,554</b>	<b>2,463,092</b>	<b>3,079,421</b>	<b>3,558,273</b>	<b>4,096,226</b>	<b>4,697,843</b>	<b>5,367,687</b>	



# Chapter 6

## Pricing Structures

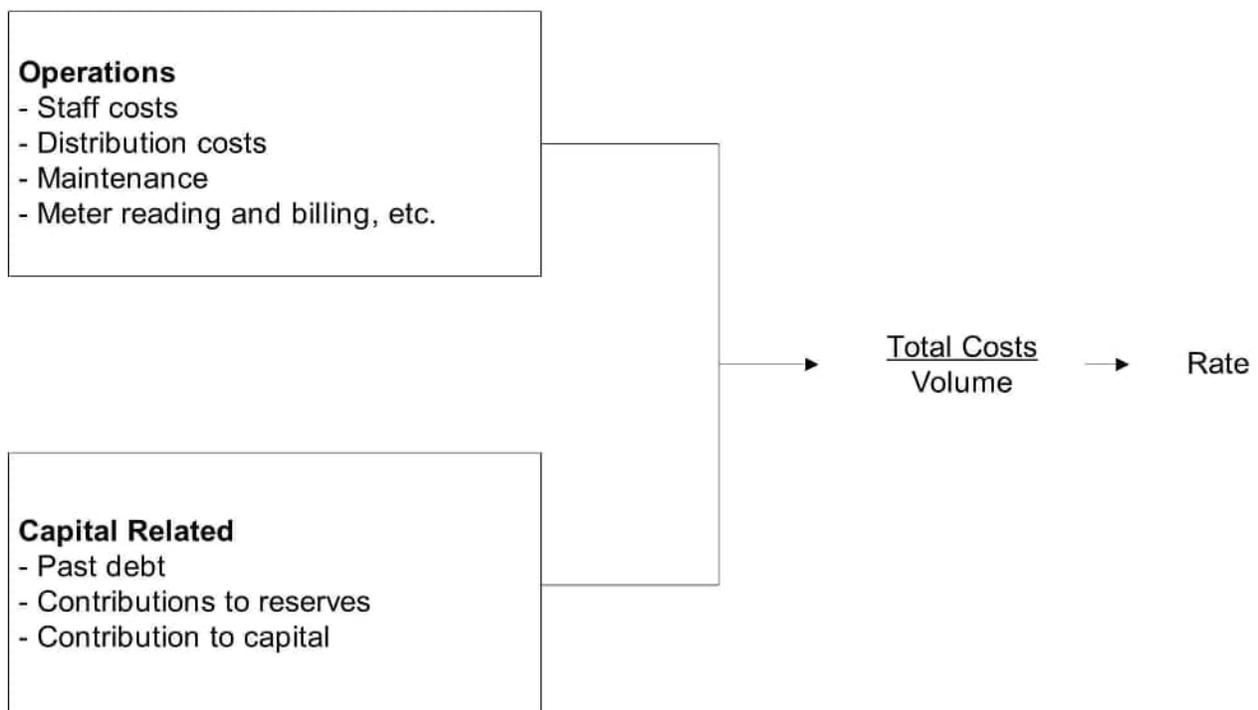


## 6. Pricing Structures

### 6.1 Introduction

Rates, in their simplest form, can be defined as total costs to maintain the utility function divided by the total expected volume to be generated for the period. Total costs are usually a combination of operating costs (e.g. staff costs, distribution costs, maintenance, administration, etc.) and capital-related costs (e.g. past debt to finance capital projects, transfers to reserves to finance future expenditures, etc.). The schematic below provides a simplified illustration of the rate calculation for water.

#### “Annual Costs”



These operating and capital expenditures will vary over time. Examples of factors that will affect the expenditures over time are provided below.

#### Operations

- Inflation;



- Increased maintenance as system ages; and
- Changes to provincial legislation.

### Capital Related

- New capital will be built as areas expand;
- Replacement capital needed as system ages; and
- Financing of capital costs are a function of policy regarding reserves and direct financing from rates (pay as you go), debt and user pay methods (development charges, *Municipal Act*).

## 6.2 Alternative Pricing Structures

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Throughout Ontario, and as well, Canada, the use of pricing mechanisms varies between municipalities. The use of a particular form of pricing depends upon numerous factors, including Council preference, administrative structure, surplus/deficit system capacities, economic/demographic conditions, to name a few.

Municipalities within Ontario have two basic forms of collecting revenues for water purposes, those being through incorporation of the costs within the tax rate charged on property assessment and/or through the establishment of a specific water rate billed to the customer. Within the rate methods, there are five basic rate structures employed along with other variations:

- Flat Rate (non-metered customers);
- Constant Rate;
- Declining Block Rate;
- Increasing (or Inverted) Block Rate;
- Hump Back Block Rate; and
- Base Charges.

The definitions and general application of the various methods are as follows:

**Property Assessment:** This method incorporates the total costs of providing water into the general requisition or the assessment base of the municipality. This form of collection is a "wealth tax," as payment increases directly with the value of property owned and bears no necessary relationship to actual consumption. This form is easy to



administer as the costs to be recovered are incorporated in the calculation for all general services, normally collected through property taxes.

**Flat Rate:** This rate is a constant charge applicable to all customers served. The charge is calculated by dividing the total number of user households and other entities (e.g. businesses) into the costs to be recovered. This method does not recognize differences in actual consumption but provides for a uniform spreading of costs across all users. Some municipalities define users into different classes of similar consumption patterns, that is, a commercial user, residential user and industrial user, and charge a flat rate by class. Each user is then billed on a periodic basis. No meters are required to facilitate this method, but an accurate estimate of the number of users is required. This method ensures set revenue for the collection period but is not sensitive to consumption, hence may cause a shortfall or surplus of revenues collected.

**Constant Rate:** This rate is a volume-based rate, in which the consumer pays the same price per unit consumed, regardless of the volume. The price per unit is calculated by dividing the total cost of the service by the total volume used by total consumers. The bill to the consumer climbs uniformly as the consumption increases. This form of rate requires the use of meters to record the volume consumed by each user. This method closely aligns the revenue recovery with consumption. Revenue collected varies directly with the consumption volume.

**Declining Block Rates:** This rate structure charges a successively lower price for set volumes, as consumption increases through a series of "blocks." That is to say that within set volume ranges, or blocks, the charge per unit is set at one rate. Within the next volume range, the charge per unit decreases to a lower rate, and so on. Typically, the first, or first and second blocks cover residential and light commercial uses. Subsequent blocks normally are used for heavier commercial and industrial uses. This rate structure requires the use of meters to record the volume consumed by each type of user. This method requires the collection and analysis of consumption patterns by user classification to establish rates at a level which does not over or under collect revenue from rate payers.

**Increasing or Inverted Block Rates:** The increasing block rate works essentially the same way as the declining block rate, except that the price of water in successive blocks increases rather than declines. Under this method the consumer's bill rises faster with higher volumes used. This rate structure also requires the use of meters to



record the volume consumed by each user. This method requires, as with the declining block structure, the collection and analysis of consumption patterns by user classification to establish rates at a level which does not over or under collect from rate payers.

**The Hump Back Rate:** The hump back rate is a combination of an increasing block rate and the declining block rate. Under this method the consumer's bill rises with higher volumes used up to a certain level and then begins to fall for volumes in excess of levels set for the increasing block rate.

### 6.3 Assessment of Alternative Pricing Structures

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The adoption by a municipality or utility of any one particular pricing structure is normally a function of a variety of administrative, social, demographic and financial factors. The number of factors, and the weighting each particular factor receives, can vary between municipalities. The following is a review of some of the more prevalent factors.

#### Cost Recovery

Cost recovery is a prime factor in establishing a particular pricing structure. Costs can be loosely defined into different categories: operations, maintenance, capital, financing and administration. These costs often vary between municipalities and even within a municipality, based on consumption patterns, infrastructure age, economic growth, etc.

The pricing alternatives defined earlier can all achieve the cost recovery goal, but some do so more precisely than others. Fixed pricing structures, such as Property Assessment and Flat Rate, are established on the value of property or on the number of units present in the municipality, but do not adjust in accordance with consumption. Thus, if actual consumption for the year is greater than projected, the municipality incurs a higher cost of production, but the revenue base remains static (since it was determined at the beginning of the year), thus potentially providing a funding shortfall. Conversely, if the consumption level declines below projections, fixed pricing structures will produce more revenue than actual costs incurred.



The other pricing methods (declining block, constant rate, increasing block) are consumption-based and generally will generate revenues in proportion to actual consumption.

### Administration

Administration is defined herein as the staffing, equipment and supplies required to support the undertaking of a particular pricing strategy. This factor not only addresses the physical tangible requirements to support the collection of the revenues, but also the intangible requirements, such as policy development.

The easiest pricing structure to support is the Property Assessment structure. As municipalities undertake the process of calculating property tax bills and the collection process for their general services, the incorporation of the water costs into this calculation would have virtually no impact on the administrative process and structure.

The Flat Rate pricing structure is relatively easy to administer as well. It is normally calculated to collect a set amount, either on a monthly, quarterly, semi-annual or annual basis, and is billed directly to the customer. The impact on administration centres mostly on the accounts receivable or billing area of the municipality, but normally requires minor additional staff or operating costs to undertake.

The three remaining methods, those being Increasing Block Rate, Constant Rate and Declining Block Rate, have a more dramatic effect on administration. These methods are dependent upon actual consumption and hence involve a major structure in place to administer. First, meters must be installed in all existing units in the municipality, and units to be subsequently built must be required to include these meters. Second, meter readings must be undertaken periodically. Hence staff must be available for this purpose or a service contract must be negotiated. Third, the billings process must be expanded to accommodate this process. Billing must be done per a defined period, requiring staff to produce the bills. Lastly, either through increased staffing or by service contract, an annual maintenance program must be set up to ensure meters are working effectively in recording consumed volumes.

The benefit derived from the installation of meters is that information on consumption patterns becomes available. This information provides benefit to administration in calculating rates which will ensure revenue recovery. Additionally, when planning what services are to be constructed in future years, the municipality or utility has documented



consumption patterns distinctive to its own situation, which can be used to project sizing of growth-related works.

### Equity

Equity is always a consideration in the establishment of pricing structures but its definition can vary depending on a municipality's circumstances and based on the subjective interpretation of those involved. For example: is the price charged to a particular class of rate payer consistent with those of a similar class in surrounding municipalities; through the pricing structure does one class of rate payer pay more than another class; should one pay based on ability to pay, or on the basis that a unit of water costs the same to supply no matter who consumes it; etc.? There are many interpretations. Equity therefore must be viewed broadly in light of many factors as part of achieving what is best for the municipality as a whole.

### Conservation

In today's society, conservation of natural resources is increasingly being more highly valued. Controversy continuously focuses on the preservation of non-renewable resources and on the proper management of renewable resources. Conservation is also a concept which applies to a municipality facing physical limitations in the amount of water which can be supplied to an area. As well, financial constraints can encourage conservation in a municipality where the cost of providing each additional unit is increasing.

Pricing structures such as property assessment and flat rate do not, in themselves, encourage conservation. In fact, depending on the price which is charged, they may even encourage resource "squandering," either because consumers, without the price discipline, consume water at will, or the customer wants to get his money's worth and hence adopts more liberal consumption patterns. The fundamental reason for this is that the price paid for the service bears no direct relationship to the volume consumed and hence is viewed as a "tax," instead of being viewed as the price of a purchased commodity.

The Declining Block Rate provides a decreasing incentive towards conservation. By creating awareness of volumes consumed, the consumer can reduce his total costs by restricting consumption; however, the incentive lessens as more water is consumed, because the marginal cost per unit declines as the consumer enters the next block



pricing range. Similarly, those whose consumption level is at the top end of a block have less incentive to reduce consumption.

The Constant Rate structure presents the customer with a linear relationship between consumption and the cost thereof. As the consumer pays a fixed cost per unit, his bill will vary directly with the amount consumed. This method presents tangible incentive for consumers to conserve water. As metering provides direct feedback as to usage patterns and the consumer has direct control over the total amount paid for the commodity, the consumer is encouraged to use only those volumes that are reasonably required.

The Inverted Block method presents the most effective pricing method for encouraging conservation. Through this method, the price per unit consumed increases as total volumes consumed grow. The consumer becomes aware of consumption through metering with the charges increasing dramatically with usage. Hence, there normally is awareness that exercising control over usage can produce significant savings. This method not only encourages conservation methods, but may also penalize legitimate high-volume users if not properly structured.

Figure 6-1 provides a schematic representation of the various rate structures (note property tax as a basis for revenue recovery has not been presented for comparison, as the proportion of taxes paid varies in direct proportion to the market value of the property). The graphs on the left-hand side of the figure present the cost per unit for each additional amount of water consumed. The right-hand side of the figure presents the impact on the customer's bill as the volume of water increases. Following the schematic is a table summarizing each rate structure.



Figure 6-1

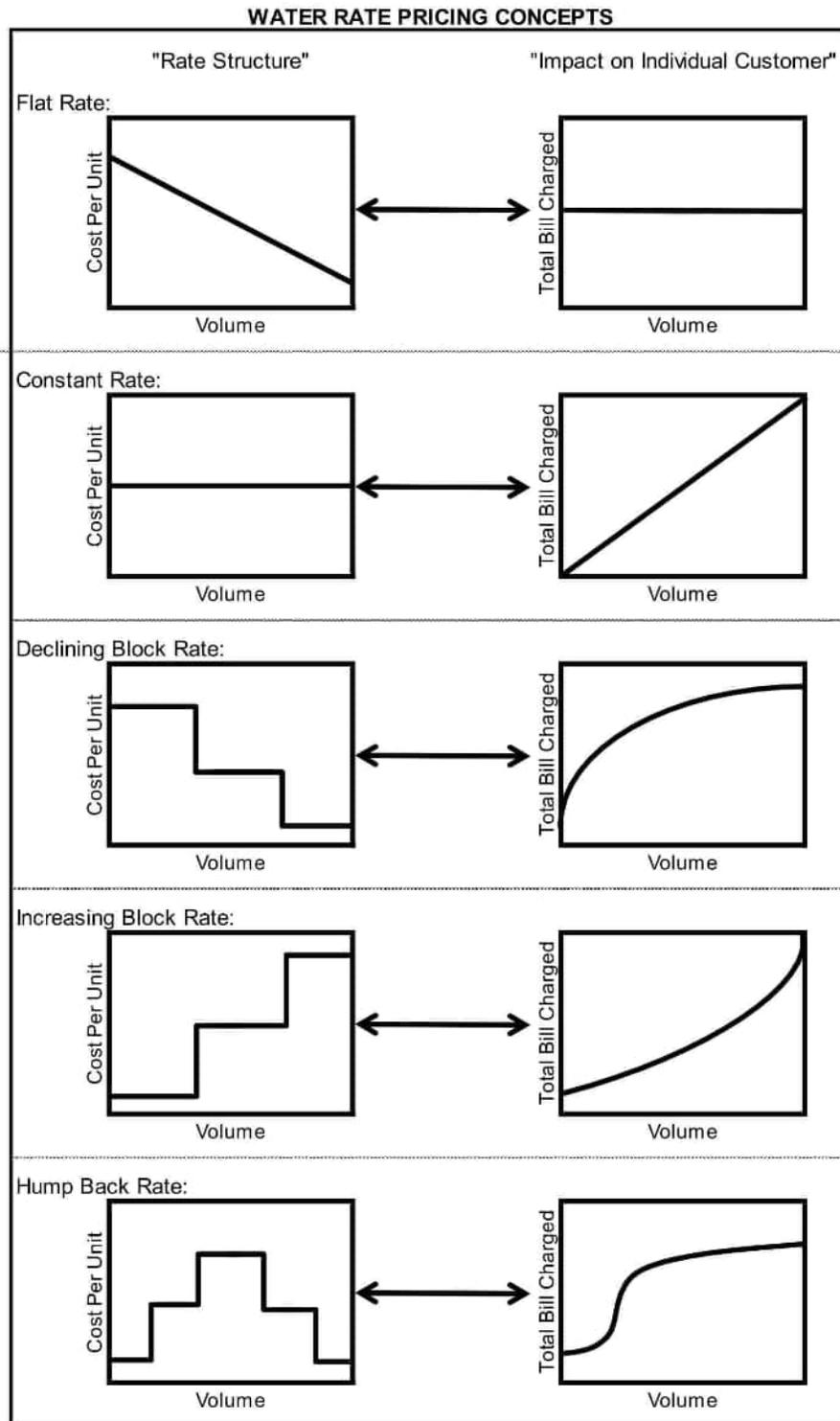




Figure 6-2  
Summary of Various Rate Structures and their Impact on Customer Bills as Volume Usage Increases

Rate Structure	Cost Per Unit As Volume Increases	Impact On Customer Bill As Volume Increases
Flat Rate	Cost per unit decreases as more volume consumed	Bill remains the same no matter how much volume is consumed
Constant Rate	Cost per unit remains the same	Bill increases in direct proportion to consumption
Declining Block	Cost per unit decreases as threshold targets are achieved	Bill increases at a slower rate as volumes increase
Increasing Block	Cost per unit increases as threshold targets are achieved	Bill increases at a faster rate as volumes increase
Hump Back Rate	Combination of an increasing block at the lower consumption volumes and then converts to a declining block for the high consumption	Bill increases at a faster rate at the lower consumption amounts and then slows as volumes increase

## 6.4 Rate Structures in Ontario

In a past survey of over 170 municipalities (approximately half of the municipalities who provide water and/or sewer), all forms of rate structures are in use by Ontario municipalities. The most common rate structure is the constant rate (for metered municipalities). Most municipalities (approximately 92%) who have volume rate structures also impose a base monthly charge.

Historically, the development of a base charge often reflected either the recovery of meter reading/billing/collection costs, plus administration or those costs plus certain fixed costs (such as capital contributions or reserve contributions). More recently, many municipalities have started to establish base charges based on ensuring a secure



portion of the revenue stream which does not vary with volume consumption. Selection of the quantum of the base charge is a matter of policy selected by individual municipalities.

## 6.5 Recommended Rate Structures

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Based on the foregoing, it is recommended that the same rate structures be continued in the future.

As noted earlier, the needs for water and wastewater are significant throughout the forecast period. Additional operating expenditures and the requirement for significant capital expenditures create pressure on the financial sustainability of the water and wastewater systems. Further, prior to 2017, the Township's wastewater rate structure provided for a base charge and a four-tier increasing block volumetric rate (similar to water). Through the 2017 rate study process and public consultation, it was determined that the increasing block volume charge for wastewater be replaced with a constant volume rate to reduce the impact of the wastewater bill on larger water users (e.g. residential homes with irrigation/sprinkler systems for their lawns). As a result of the Township's prior detailed review and public consultation, this analysis maintains the current rate structures.

Although the needs are significant for both systems, the water capital reserve fund has a balance of \$10.27 million as of December 31, 2022. This reserve balance can be used to assist in funding capital works over the forecast period without the need to issue debentures for non-growth related capital projects. In order to meet the needs for water, it is recommended that both the base rate and volume rates (all four blocks) increase by 4% annually over the forecast period (Scenario 1). As the operating and capital needs are significant for water services, this rate increase, combined with the reserve fund balance, allows the Township to fund capital works and operating expenditures without the need to issue debt for non-growth related capital projects. The second recommended scenario to meet the needs for water is to increase both the base rate and volume rates (all four blocks) by 3% from 2024 to 2025, 4% from 2026 to 2028, and 5% every year thereafter. The forecast base charges are presented in Tables 6-1 and 6-2. The volume rates are presented in section 7.2.

As for wastewater, the reserve fund has a balance of \$156,727 as of December 31, 2022. The Township has numerous required capital expenditures planned for the



forecast period, and as discussed in section 5.3, the additional operating expenditures related to the new Midhurst treatment plants are expected to be significant. Since the reserve fund does not have a significant balance, the capital program will need to be funded through debenture issuances. It is recommended that the wastewater base charge and volume charge increase by 10% per year over the forecast period (scenario 1). The second recommended scenario to meet the needs for wastewater is to increase both the base charge and volume charge by 8%, and to have the Elmvale main pumping station and wastewater treatment plant expansion front ended by the developing landowners. Both scenarios result in positive balances in the wastewater reserve funds. The forecast base charges are presented in Tables 6-3 and 6-4. The constant rates are presented in section 7.3.

For scenario 1, the combined impact of the water and wastewater rates above equal to an annual increase of 8% per year on the total water and wastewater bill for customers based on 180 cu.m. of water usage.

For scenario 2, the combined impact of the water and wastewater rates above equal to an annual increase of 6% per year for 2024 to 2025, and 7% every year thereafter on the total water and wastewater bill for customers based on 180 cu.m. of water usage.

The above increases are recommended to ensure that the Township can fund the capital and operating costs while keeping the reserve funds in a positive balance.



Table 6-1  
Township of Springwater  
Scenario 1: 4% Annual Increases  
Base Charge Forecast – Water

Water	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387
New	201	528	805	1,107	1,409	1,736	2,088	2,440	2,792	3,144	3,496
<b>Total Customers</b>	<b>4,588</b>	<b>4,915</b>	<b>5,192</b>	<b>5,494</b>	<b>5,796</b>	<b>6,123</b>	<b>6,475</b>	<b>6,827</b>	<b>7,179</b>	<b>7,531</b>	<b>7,883</b>
<b>Total Annual Revenue</b>	<b>\$1,103,349</b>	<b>\$1,227,500</b>	<b>\$1,347,092</b>	<b>\$1,480,905</b>	<b>\$1,623,267</b>	<b>\$1,781,807</b>	<b>\$1,957,876</b>	<b>\$2,145,180</b>	<b>\$2,344,336</b>	<b>\$2,555,992</b>	<b>\$2,780,830</b>

Residential and Multi-Residential Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236
New	201	528	805	1,107	1,409	1,736	2,088	2,440	2,792	3,144	3,496
<b>Subtotal Customers</b>	<b>4,437</b>	<b>4,764</b>	<b>5,041</b>	<b>5,343</b>	<b>5,645</b>	<b>5,972</b>	<b>6,324</b>	<b>6,676</b>	<b>7,028</b>	<b>7,380</b>	<b>7,732</b>
Monthly Base Charge	\$19.61	\$20.39	\$21.21	\$22.06	\$22.94	\$23.86	\$24.81	\$25.81	\$26.84	\$27.91	\$29.03
Annual Base Charge	\$235.32	\$244.73	\$254.52	\$264.70	\$275.29	\$286.30	\$297.75	\$309.67	\$322.05	\$334.93	\$348.33
<b>Total Annual Revenue</b>	<b>\$1,044,115</b>	<b>\$1,165,897</b>	<b>\$1,283,024</b>	<b>\$1,414,274</b>	<b>\$1,553,972</b>	<b>\$1,709,739</b>	<b>\$1,882,926</b>	<b>\$2,067,232</b>	<b>\$2,263,270</b>	<b>\$2,471,683</b>	<b>\$2,693,148</b>

Commercial Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	151	151	151	151	151	151	151	151	151	151	151
New											
<b>Subtotal Customers</b>	<b>151</b>										
Monthly Base Charge	\$32.69	\$34.00	\$35.36	\$36.77	\$38.24	\$39.77	\$41.36	\$43.02	\$44.74	\$46.53	\$48.39
Annual Base Charge	\$392.28	\$407.97	\$424.29	\$441.26	\$458.91	\$477.27	\$496.36	\$516.21	\$536.86	\$558.34	\$580.67
<b>Total Annual Revenue</b>	<b>\$59,234</b>	<b>\$61,604</b>	<b>\$64,068</b>	<b>\$66,631</b>	<b>\$69,296</b>	<b>\$72,068</b>	<b>\$74,950</b>	<b>\$77,948</b>	<b>\$81,066</b>	<b>\$84,309</b>	<b>\$87,681</b>



Table 6-2  
Township of Springwater  
Scenario 2: Phased Annual Increases  
Base Charge Forecast – Water

Water	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387	4,387
New	201	528	805	1,107	1,409	1,736	2,088	2,440	2,792	3,144	3,496
<b>Total Customers</b>	<b>4,588</b>	<b>4,915</b>	<b>5,192</b>	<b>5,494</b>	<b>5,796</b>	<b>6,123</b>	<b>6,475</b>	<b>6,827</b>	<b>7,179</b>	<b>7,531</b>	<b>7,883</b>
<b>Total Annual Revenue</b>	<b>\$1,103,349</b>	<b>\$1,215,697</b>	<b>\$1,321,311</b>	<b>\$1,452,563</b>	<b>\$1,592,201</b>	<b>\$1,747,706</b>	<b>\$1,938,871</b>	<b>\$2,144,784</b>	<b>\$2,366,440</b>	<b>\$2,604,900</b>	<b>\$2,861,291</b>

Residential and Multi-Residential Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236	4,236
New	201	528	805	1,107	1,409	1,736	2,088	2,440	2,792	3,144	3,496
<b>Subtotal Customers</b>	<b>4,437</b>	<b>4,764</b>	<b>5,041</b>	<b>5,343</b>	<b>5,645</b>	<b>5,972</b>	<b>6,324</b>	<b>6,676</b>	<b>7,028</b>	<b>7,380</b>	<b>7,732</b>
Monthly Base Charge	\$19.61	\$20.20	\$20.80	\$21.64	\$22.50	\$23.40	\$24.57	\$25.80	\$27.09	\$28.45	\$29.87
Annual Base Charge	\$235.32	\$242.38	\$249.65	\$259.64	\$270.02	\$280.82	\$294.86	\$309.61	\$325.09	\$341.34	\$358.41
<b>Total Annual Revenue</b>	<b>\$1,044,115</b>	<b>\$1,154,686</b>	<b>\$1,258,469</b>	<b>\$1,387,208</b>	<b>\$1,524,231</b>	<b>\$1,677,018</b>	<b>\$1,864,649</b>	<b>\$2,066,850</b>	<b>\$2,284,610</b>	<b>\$2,518,978</b>	<b>\$2,771,072</b>

Commercial Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	151	151	151	151	151	151	151	151	151	151	151
New											
<b>Subtotal Customers</b>	<b>151</b>										
Monthly Base Charge	\$32.69	\$33.67	\$34.68	\$36.07	\$37.51	\$39.01	\$40.96	\$43.01	\$45.16	\$47.42	\$49.79
Annual Base Charge	\$392.28	\$404.05	\$416.17	\$432.82	\$450.13	\$468.13	\$491.54	\$516.12	\$541.92	\$569.02	\$597.47
<b>Total Annual Revenue</b>	<b>\$59,234</b>	<b>\$61,011</b>	<b>\$62,842</b>	<b>\$65,355</b>	<b>\$67,970</b>	<b>\$70,688</b>	<b>\$74,223</b>	<b>\$77,934</b>	<b>\$81,831</b>	<b>\$85,922</b>	<b>\$90,218</b>



Table 6-3  
Township of Springwater  
Scenario 1: 10% Annual Increases  
Base Charge Forecast – Wastewater

Wastewater	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116
New	85	228	353	487	621	1,089	1,631	1,912	2,194	2,476	2,757
<b>Subtotal Customers</b>	<b>2,201</b>	<b>2,344</b>	<b>2,469</b>	<b>2,603</b>	<b>2,737</b>	<b>3,205</b>	<b>3,747</b>	<b>4,028</b>	<b>4,310</b>	<b>4,592</b>	<b>4,873</b>
<b>Total Annual Revenue</b>	<b>\$1,022,352</b>	<b>\$1,196,863</b>	<b>\$1,386,046</b>	<b>\$1,606,600</b>	<b>\$1,857,405</b>	<b>\$2,389,465</b>	<b>\$3,069,317</b>	<b>\$3,628,442</b>	<b>\$4,268,699</b>	<b>\$5,000,723</b>	<b>\$5,836,464</b>

Residential and Multi-Residential Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020
New	85	228	353	487	621	1,089	1,631	1,912	2,194	2,476	2,757
<b>Subtotal Customers</b>	<b>2,105</b>	<b>2,248</b>	<b>2,373</b>	<b>2,507</b>	<b>2,641</b>	<b>3,109</b>	<b>3,651</b>	<b>3,932</b>	<b>4,214</b>	<b>4,496</b>	<b>4,777</b>
Monthly Base Charge	\$38.29	\$42.12	\$46.33	\$50.96	\$56.06	\$61.67	\$67.83	\$74.62	\$82.08	\$90.29	\$99.31
Annual Base Charge	\$459.48	\$505.43	\$555.97	\$611.57	\$672.72	\$740.00	\$814.00	\$895.40	\$984.94	\$1,083.43	\$1,191.77
<b>Total Annual Revenue</b>	<b>\$967,205</b>	<b>\$1,136,202</b>	<b>\$1,319,319</b>	<b>\$1,533,201</b>	<b>\$1,776,666</b>	<b>\$2,300,651</b>	<b>\$2,971,622</b>	<b>\$3,520,978</b>	<b>\$4,150,488</b>	<b>\$4,870,691</b>	<b>\$5,693,429</b>

Commercial Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	96	96	96	96	96	96	96	96	96	96	96
New											
<b>Subtotal Customers</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>							
Monthly Base Charge	\$47.87	\$52.66	\$57.92	\$63.71	\$70.09	\$77.10	\$84.80	\$93.29	\$102.61	\$112.87	\$124.16
Annual Base Charge	\$574.44	\$631.88	\$695.07	\$764.58	\$841.04	\$925.14	\$1,017.66	\$1,119.42	\$1,231.36	\$1,354.50	\$1,489.95
<b>Total Annual Revenue</b>	<b>\$55,146</b>	<b>\$60,661</b>	<b>\$66,727</b>	<b>\$73,400</b>	<b>\$80,740</b>	<b>\$88,814</b>	<b>\$97,695</b>	<b>\$107,464</b>	<b>\$118,211</b>	<b>\$130,032</b>	<b>\$143,035</b>



Table 6-4  
Township of Springwater  
Scenario 2: 8% Annual Increases with Front Ending  
Base Charge Forecast – Wastewater

Wastewater	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116
New	85	228	353	487	621	1,089	1,631	1,912	2,194	2,476	2,757
<b>Subtotal Customers</b>	<b>2,201</b>	<b>2,344</b>	<b>2,469</b>	<b>2,603</b>	<b>2,737</b>	<b>3,205</b>	<b>3,747</b>	<b>4,028</b>	<b>4,310</b>	<b>4,592</b>	<b>4,873</b>
<b>Total Annual Revenue</b>	<b>\$1,022,352</b>	<b>\$1,175,102</b>	<b>\$1,336,102</b>	<b>\$1,520,551</b>	<b>\$1,725,961</b>	<b>\$2,179,997</b>	<b>\$2,749,338</b>	<b>\$3,191,080</b>	<b>\$3,685,905</b>	<b>\$4,239,478</b>	<b>\$4,858,034</b>

Residential and Multi-Residential Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020
New	85	228	353	487	621	1,089	1,631	1,912	2,194	2,476	2,757
<b>Subtotal Customers</b>	<b>2,105</b>	<b>2,248</b>	<b>2,373</b>	<b>2,507</b>	<b>2,641</b>	<b>3,109</b>	<b>3,651</b>	<b>3,932</b>	<b>4,214</b>	<b>4,496</b>	<b>4,777</b>
Monthly Base Charge	\$38.29	\$41.35	\$44.66	\$48.23	\$52.09	\$56.26	\$60.76	\$65.62	\$70.87	\$76.54	\$82.67
Annual Base Charge	\$459.48	\$496.24	\$535.94	\$578.81	\$625.12	\$675.13	\$729.14	\$787.47	\$850.47	\$918.50	\$991.98
<b>Total Annual Revenue</b>	<b>\$967,205</b>	<b>\$1,115,544</b>	<b>\$1,271,780</b>	<b>\$1,451,083</b>	<b>\$1,650,935</b>	<b>\$2,098,969</b>	<b>\$2,661,828</b>	<b>\$3,096,569</b>	<b>\$3,583,833</b>	<b>\$4,129,241</b>	<b>\$4,738,977</b>

Commercial Meter Size	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing	96	96	96	96	96	96	96	96	96	96	96
New											
<b>Subtotal Customers</b>	<b>96</b>	<b>96</b>	<b>96</b>								
Monthly Base Charge	\$47.87	\$51.70	\$55.84	\$60.30	\$65.13	\$70.34	\$75.96	\$82.04	\$88.60	\$95.69	\$103.35
Annual Base Charge	\$574.44	\$620.40	\$670.03	\$723.63	\$781.52	\$844.04	\$911.56	\$984.49	\$1,063.25	\$1,148.31	\$1,240.17
<b>Total Annual Revenue</b>	<b>\$55,146</b>	<b>\$59,558</b>	<b>\$64,323</b>	<b>\$69,468</b>	<b>\$75,026</b>	<b>\$81,028</b>	<b>\$87,510</b>	<b>\$94,511</b>	<b>\$102,072</b>	<b>\$110,238</b>	<b>\$119,057</b>



# Chapter 7

## Analysis of Water and Wastewater Rates and Policy Matters



## 7. Analysis of Water and Wastewater Rates and Policy Matters

### 7.1 Introduction

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To summarize the analysis undertaken thus far, Chapter 2 reviewed capital-related issues and responds to the provincial directives to maintain and upgrade infrastructure to required levels. Chapter 4 provided a review of capital financing options to which water and wastewater reserve contributions will be the predominant basis for financing future capital replacement. Chapter 5 established the 10-year operating forecast of expenditures including an annual capital reserve contribution. The base charge revenues are to ensure that fixed costs are recovered regardless of the amount of volume used by customers. This chapter will provide for the calculation of the volume rates over the forecast period. These calculations will be based on the net operating expenditures (the variable costs) provided in Chapter 5, divided by the water consumption forecast and wastewater volumes provided in section 1.8.

### 7.2 Water Rates

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Based on the discussion of rate structures provided in section 6.5 and the recommendation to continue with the present structures, the rates are calculated by taking the net recoverable amounts from Table 5-1 (the product of total expenditures less non-rate revenues and deduct the base charge amounts provided in section 6.5) and completes the calculation by dividing them by the volumes resulting in the forecasted rates. As stated earlier, the needs for water are significant over the forecast period. While the bulk of the revenue required is being recovered through the base charges, the volume rates are anticipated to increase at 4% per year over the entire forecast period in scenario 1, and 3% from 2024 to 2025, 4% from 2026 to 2028, and 5% every year thereafter in scenario 2. The volume rates are presented in Tables 7-1 and 7-2. Detailed calculations of the volume rates are provided in Appendix C. A summary of the recommended base charge and volume rates along with the total annual bill for an average residential user who consumes 180 cu.m. per year are as follows:



**Table 7-1**  
**Township of Springwater**  
**Scenario 1: 4% Annual Increases**  
**Average Annual Residential Water Bill (Based on an Annual Usage of 180 cu.m.)**

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Monthly Base Rate	\$19.61	\$20.39	\$21.21	\$22.06	\$22.94	\$23.86	\$24.81	\$25.81	\$26.84	\$27.91	\$29.03
Block 1 Rate (0-15 cu.m./month)	\$1.80	\$1.87	\$1.95	\$2.03	\$2.11	\$2.19	\$2.28	\$2.37	\$2.46	\$2.56	\$2.66
Block 2 Rate (16-30 cu.m./month)	\$1.89	\$1.97	\$2.05	\$2.13	\$2.22	\$2.30	\$2.39	\$2.49	\$2.58	\$2.69	\$2.79
Block 3 Rate (31-45 cu.m./month)	\$2.36	\$2.45	\$2.56	\$2.66	\$2.77	\$2.87	\$2.99	\$3.11	\$3.23	\$3.36	\$3.49
Block 4 Rate (45+ cu.m./month)	\$3.30	\$3.43	\$3.58	\$3.72	\$3.87	\$4.02	\$4.18	\$4.35	\$4.51	\$4.69	\$4.88
<b>Annual Base Rate Bill</b>	<b>\$235.32</b>	<b>\$244.73</b>	<b>\$254.52</b>	<b>\$264.70</b>	<b>\$275.29</b>	<b>\$286.30</b>	<b>\$297.75</b>	<b>\$309.67</b>	<b>\$322.05</b>	<b>\$334.93</b>	<b>\$348.33</b>
Block 1 Volume	180	180	180	180	180	180	180	180	180	180	180
Block 2 Volume	0	0	0	0	0	0	0	0	0	0	0
Block 3 Volume	0	0	0	0	0	0	0	0	0	0	0
Block 4 Volume	0	0	0	0	0	0	0	0	0	0	0
<b>Annual Volume Bill</b>	<b>\$324.00</b>	<b>\$336.96</b>	<b>\$351.00</b>	<b>\$365.40</b>	<b>\$379.80</b>	<b>\$394.20</b>	<b>\$410.40</b>	<b>\$426.60</b>	<b>\$442.80</b>	<b>\$460.80</b>	<b>\$478.80</b>
<b>Total Annual Bill</b>	<b>\$559.32</b>	<b>\$581.69</b>	<b>\$605.52</b>	<b>\$630.10</b>	<b>\$655.09</b>	<b>\$680.50</b>	<b>\$708.15</b>	<b>\$736.27</b>	<b>\$764.85</b>	<b>\$795.73</b>	<b>\$827.13</b>
% Increase - Base Rate		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
% Increase - Volume Rate		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
% Increase - Total Annual Bill		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%

**Table 7-2**  
**Township of Springwater**  
**Scenario 2: Phased Annual Increases**  
**Average Annual Residential Water Bill (Based on an Annual Usage of 180 cu.m.)**

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Monthly Base Rate	\$19.61	\$20.20	\$20.80	\$21.64	\$22.50	\$23.40	\$24.57	\$25.80	\$27.09	\$28.45	\$29.87
Block 1 Rate (0-15 cu.m./month)	\$1.80	\$1.85	\$1.91	\$1.99	\$2.07	\$2.15	\$2.26	\$2.37	\$2.49	\$2.61	\$2.74
Block 2 Rate (16-30 cu.m./month)	\$1.89	\$1.95	\$2.01	\$2.09	\$2.17	\$2.26	\$2.37	\$2.49	\$2.61	\$2.74	\$2.88
Block 3 Rate (31-45 cu.m./month)	\$2.36	\$2.43	\$2.50	\$2.61	\$2.71	\$2.82	\$2.96	\$3.11	\$3.26	\$3.42	\$3.59
Block 4 Rate (45+ cu.m./month)	\$3.30	\$3.40	\$3.50	\$3.65	\$3.80	\$3.94	\$4.14	\$4.35	\$4.57	\$4.79	\$5.02
<b>Annual Base Rate Bill</b>	<b>\$235.32</b>	<b>\$242.38</b>	<b>\$249.65</b>	<b>\$259.64</b>	<b>\$270.02</b>	<b>\$280.82</b>	<b>\$294.86</b>	<b>\$309.61</b>	<b>\$325.09</b>	<b>\$341.34</b>	<b>\$358.41</b>
Block 1 Volume	180	180	180	180	180	180	180	180	180	180	180
Block 2 Volume	0	0	0	0	0	0	0	0	0	0	0
Block 3 Volume	0	0	0	0	0	0	0	0	0	0	0
Block 4 Volume	0	0	0	0	0	0	0	0	0	0	0
<b>Annual Volume Bill</b>	<b>\$324.00</b>	<b>\$333.72</b>	<b>\$343.80</b>	<b>\$358.20</b>	<b>\$372.60</b>	<b>\$387.00</b>	<b>\$406.80</b>	<b>\$426.60</b>	<b>\$448.20</b>	<b>\$469.80</b>	<b>\$493.20</b>
<b>Total Annual Bill</b>	<b>\$559.32</b>	<b>\$576.10</b>	<b>\$593.45</b>	<b>\$617.84</b>	<b>\$642.62</b>	<b>\$667.82</b>	<b>\$701.66</b>	<b>\$736.21</b>	<b>\$773.29</b>	<b>\$811.14</b>	<b>\$851.61</b>
% Increase - Base Rate		3.0%	3.0%	4.0%	4.0%	4.0%	5.0%	5.0%	5.0%	5.0%	5.0%
% Increase - Volume Rate		3.0%	3.0%	4.0%	4.0%	4.0%	5.0%	5.0%	5.0%	5.0%	5.0%
% Increase - Total Annual Bill		3.0%	3.0%	4.0%	4.0%	4.0%	5.0%	5.0%	5.0%	5.0%	5.0%

## 7.3 Wastewater Rates

Similar to water, the calculation of the wastewater rates takes the net recoverable amounts from Table 5-2 and completes the calculation by dividing them by the volumes, resulting in the forecast rates. Detailed calculations are provided in Appendix D. As stated earlier in chapter 6, the needs for wastewater are significant over the forecast period.



Based on the significant capital and operating needs, coupled with an insignificant wastewater reserve fund balance, the wastewater base and constant rates are anticipated to increase by 10% annually in Scenario 1. In Scenario 2, the wastewater base and constant rates are anticipated to increase by 8% annually.

The following summarizes the recommended rates for wastewater and provides the average annual bill for a residential customer who uses 180 cu.m. per year:

**Table 7-3**  
**Township of Springwater**  
**Scenario 1: 10% Annual Increases**  
**Average Annual Residential Wastewater Bill (Based on an Annual Usage of 180 cu.m.)**

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Monthly Base Rate	\$38.29	\$42.12	\$46.33	\$50.96	\$56.06	\$61.67	\$67.83	\$74.62	\$82.08	\$90.29	\$99.31
Constant Rate	\$2.70	\$2.97	\$3.27	\$3.60	\$3.96	\$4.36	4.80	\$5.28	\$5.81	\$6.39	\$7.03
<b>Annual Base Rate Bill</b>	<b>\$459.48</b>	<b>\$505.43</b>	<b>\$555.97</b>	<b>\$611.57</b>	<b>\$672.72</b>	<b>\$740.00</b>	<b>\$814.00</b>	<b>\$895.40</b>	<b>\$984.94</b>	<b>\$1,083.43</b>	<b>\$1,191.77</b>
Volume	180	180	180	180	180	180	180	180	180	180	180
Annual Volume Bill	\$486.00	\$534.60	\$588.60	\$648.00	\$712.80	\$784.80	\$864.00	\$950.40	\$1,045.80	\$1,150.20	\$1,265.40
<b>Total Annual Bill</b>	<b>\$945.48</b>	<b>\$1,040.03</b>	<b>\$1,144.57</b>	<b>\$1,259.57</b>	<b>\$1,385.52</b>	<b>\$1,524.80</b>	<b>\$1,678.00</b>	<b>\$1,845.80</b>	<b>\$2,030.74</b>	<b>\$2,233.63</b>	<b>\$2,457.17</b>
% Increase - Base Rate		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
% Increase - Volume Rate		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
% Increase - Total Annual Bill		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

**Table 7-4**  
**Township of Springwater**  
**Scenario 2: 8% Annual Increases with Front-ending**  
**Average Annual Residential Wastewater Bill (Based on an Annual Usage of 180 cu.m.)**

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Monthly Base Rate	\$38.29	\$41.35	\$44.66	\$48.23	\$52.09	\$56.26	\$60.76	\$65.62	\$70.87	\$76.54	\$82.67
Constant Rate	\$2.70	\$2.92	\$3.15	\$3.40	\$3.67	\$3.96	4.28	\$4.62	\$4.99	\$5.39	\$5.82
<b>Annual Base Rate Bill</b>	<b>\$459.48</b>	<b>\$496.24</b>	<b>\$535.94</b>	<b>\$578.81</b>	<b>\$625.12</b>	<b>\$675.13</b>	<b>\$729.14</b>	<b>\$787.47</b>	<b>\$850.47</b>	<b>\$918.50</b>	<b>\$991.98</b>
Volume	180	180	180	180	180	180	180	180	180	180	180
Annual Volume Bill	\$486.00	\$525.60	\$567.00	\$612.00	\$660.60	\$712.80	\$770.40	\$831.60	\$898.20	\$970.20	\$1,047.60
<b>Total Annual Bill</b>	<b>\$945.48</b>	<b>\$1,021.84</b>	<b>\$1,102.94</b>	<b>\$1,190.81</b>	<b>\$1,285.72</b>	<b>\$1,387.93</b>	<b>\$1,499.54</b>	<b>\$1,619.07</b>	<b>\$1,748.67</b>	<b>\$1,888.70</b>	<b>\$2,039.58</b>
% Increase - Base Rate		8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
% Increase - Volume Rate		8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
% Increase - Total Annual Bill		8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%

## 7.4 Forecast of Combined Water and Wastewater Impact for the Average Residential Customer

Based on the foregoing information, the combined impact of the water and wastewater base charge and volume rate charges equal to 8% annual increases for scenario 1 and 6% in 2024 and 2025, with 7% annual increases thereafter for scenario 2. Tables 7-5 and 7-6 present the forecast combined annual bill for both scenarios for customers based on an annual usage of 180 cu.m.



Table 7-5  
Township of Springwater  
Annual Average Water and Wastewater Bill Based on 180 cu.m  
Scenario 1

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Water</b>											
Monthly Base Rate	\$19.61	\$20.39	\$21.21	\$22.06	\$22.94	\$23.86	\$24.81	\$25.81	\$26.84	\$27.91	\$29.03
Block 1 Rate (0 to 15 cu.m./month)	\$1.80	\$1.87	\$1.95	\$2.03	\$2.11	\$2.19	\$2.28	\$2.37	\$2.46	\$2.56	\$2.66
Annual Base Rate Bill	\$235.32	\$244.73	\$254.52	\$264.70	\$275.29	\$286.30	\$297.75	\$309.67	\$322.05	\$334.93	\$348.33
Annual Volume Bill	\$324.00	\$336.96	\$351.00	\$365.40	\$379.80	\$394.20	\$410.40	\$426.60	\$442.80	\$460.80	\$478.80
<b>Total Water Bill</b>	<b>\$559.32</b>	<b>\$581.69</b>	<b>\$605.52</b>	<b>\$630.10</b>	<b>\$655.09</b>	<b>\$680.50</b>	<b>\$708.15</b>	<b>\$736.27</b>	<b>\$764.85</b>	<b>\$795.73</b>	<b>\$827.13</b>
<b>Wastewater</b>											
Monthly Base Rate	\$38.29	\$42.12	\$46.33	\$50.96	\$56.06	\$61.67	\$67.83	\$74.62	\$82.08	\$90.29	\$99.31
Constant Rate	\$2.70	\$2.97	\$3.27	\$3.60	\$3.96	\$4.36	\$4.80	\$5.28	\$5.81	\$6.39	\$7.03
Annual Base Rate Bill	\$459.48	\$505.43	\$555.97	\$611.57	\$672.72	\$740.00	\$814.00	\$895.40	\$984.94	\$1,083.43	\$1,191.77
Annual Volume Bill	\$486.00	\$534.60	\$588.60	\$648.00	\$712.80	\$784.80	\$864.00	\$950.40	\$1,045.80	\$1,150.20	\$1,265.40
<b>Total Wastewater Bill</b>	<b>\$945.48</b>	<b>\$1,040.03</b>	<b>\$1,144.57</b>	<b>\$1,259.57</b>	<b>\$1,385.52</b>	<b>\$1,524.80</b>	<b>\$1,678.00</b>	<b>\$1,845.80</b>	<b>\$2,030.74</b>	<b>\$2,233.63</b>	<b>\$2,457.17</b>
<b>Total Water and Wastewater Bill</b>	<b>\$1,504.80</b>	<b>\$1,621.72</b>	<b>\$1,750.09</b>	<b>\$1,889.67</b>	<b>\$2,040.62</b>	<b>\$2,205.30</b>	<b>\$2,386.15</b>	<b>\$2,582.06</b>	<b>\$2,795.59</b>	<b>\$3,029.36</b>	<b>\$3,284.30</b>
<b>Annual % Increase</b>		<b>8.0%</b>									



Table 7-6  
Township of Springwater  
Annual Average Water and Wastewater Bill Based on 180 cu.m  
Scenario 2

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Water</b>											
Monthly Base Rate	\$19.61	\$20.20	\$20.80	\$21.64	\$22.50	\$23.40	\$24.57	\$25.80	\$27.09	\$28.45	\$29.87
Block 1 Rate (0 to 15 cu.m./month)	\$1.80	\$1.85	\$1.91	\$1.99	\$2.07	\$2.15	\$2.26	\$2.37	\$2.49	\$2.61	\$2.74
Annual Base Rate Bill	\$235.32	\$242.38	\$249.65	\$259.64	\$270.02	\$280.82	\$294.86	\$309.61	\$325.09	\$341.34	\$358.41
Annual Volume Bill	\$324.00	\$333.72	\$343.80	\$358.20	\$372.60	\$387.00	\$406.80	\$426.60	\$448.20	\$469.80	\$493.20
<b>Total Water Bill</b>	<b>\$559.32</b>	<b>\$576.10</b>	<b>\$593.45</b>	<b>\$617.84</b>	<b>\$642.62</b>	<b>\$667.82</b>	<b>\$701.66</b>	<b>\$736.21</b>	<b>\$773.29</b>	<b>\$811.14</b>	<b>\$851.61</b>
<b>Wastewater</b>											
Monthly Base Rate	\$38.29	\$41.35	\$44.66	\$48.23	\$52.09	\$56.26	\$60.76	\$65.62	\$70.87	\$76.54	\$82.67
Constant Rate	\$2.70	\$2.92	\$3.15	\$3.40	\$3.67	\$3.96	\$4.28	\$4.62	\$4.99	\$5.39	\$5.82
Annual Base Rate Bill	\$459.48	\$496.24	\$535.94	\$578.81	\$625.12	\$675.13	\$729.14	\$787.47	\$850.47	\$918.50	\$991.98
Annual Volume Bill	\$486.00	\$525.60	\$567.00	\$612.00	\$660.60	\$712.80	\$770.40	\$831.60	\$898.20	\$970.20	\$1,047.60
<b>Total Wastewater Bill</b>	<b>\$945.48</b>	<b>\$1,021.84</b>	<b>\$1,102.94</b>	<b>\$1,190.81</b>	<b>\$1,285.72</b>	<b>\$1,387.93</b>	<b>\$1,499.54</b>	<b>\$1,619.07</b>	<b>\$1,748.67</b>	<b>\$1,888.70</b>	<b>\$2,039.58</b>
<b>Total Water and Wastewater Bill</b>	<b>\$1,504.80</b>	<b>\$1,597.94</b>	<b>\$1,696.39</b>	<b>\$1,808.65</b>	<b>\$1,928.34</b>	<b>\$2,055.75</b>	<b>\$2,201.20</b>	<b>\$2,355.28</b>	<b>\$2,521.95</b>	<b>\$2,699.85</b>	<b>\$2,891.19</b>
<b>Annual % Increase</b>		<b>6.0%</b>	<b>6.0%</b>	<b>7.0%</b>							



# Chapter 8

## Recommendations

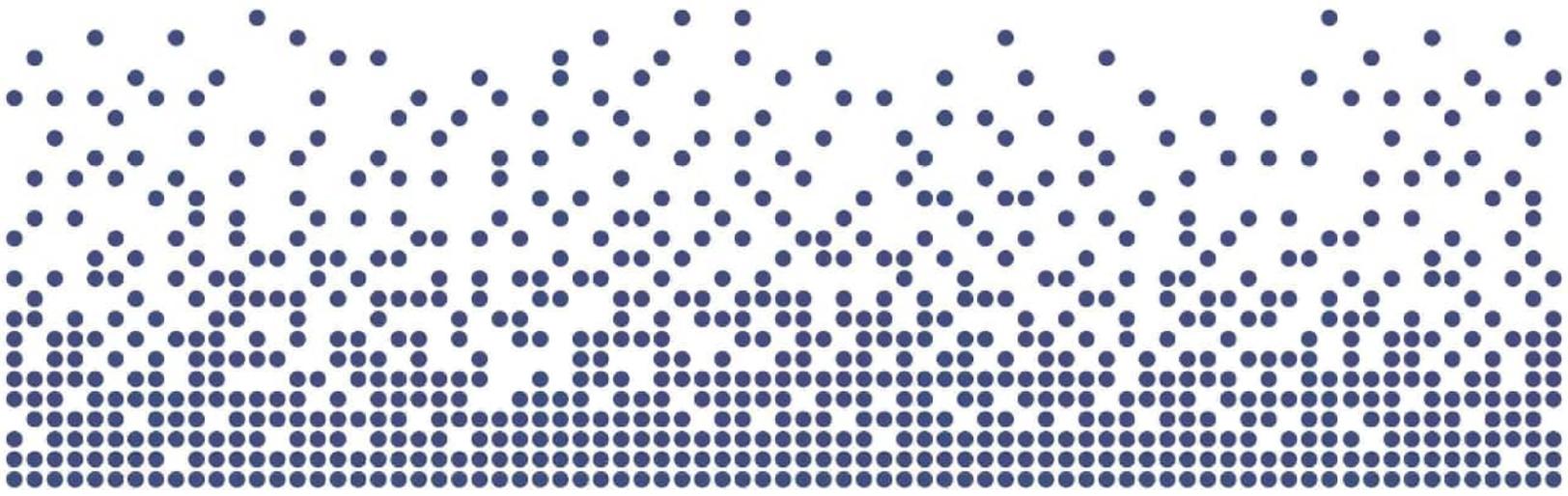


## 8. Recommendations

As presented within this report, capital and operating expenditures have been identified and forecast over a 10-year period for water and wastewater services.

Based upon the foregoing, the following recommendations are identified for consideration by Township Council:

1. That Council provide for the recovery of all water and wastewater costs through full cost recovery rates.
2. That Council consider the Capital Plan for water and wastewater as provided in Tables 2-1 and 2-2 and the associated Capital Financing Plan as set out in Tables 4-1 and 4-2 or 4-3.
3. That Council consider the base charges provided in Table 6-1 and 6-2 for water and Table 6-3 and 6-4 for wastewater.
4. That Council consider the volume rates for water and wastewater as provided in Tables 7-1 through 7-4 respectively.



# Appendices



# Appendix A

## Water System Inventory Data



# Appendix A: Water System Inventory Data

Table A-1  
Township of Springwater  
Water Facility Inventory

Asset ID	Item	Year Installed	Estimated Life	Replacement Year	Replacement Cost	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
2093	MIDHURST Booster PS - Equipment	1984	25	2023	100,048	0	suggested for 10 year capital forecast	100,048
2108	MIDHURST Booster PS - Equipment	1989	25	2023	99,758	0	suggested for 10 year capital forecast	99,758
2140	ELMVALE Booster PS - Equipment	1995	25	2023	100,449	0	suggested for 10 year capital forecast	100,449
2092	MIDHURST Booster PS - Structure	1984	75	2059	100,048	36	4,583	-
2107	MIDHURST Booster PS - Structure	1989	75	2064	99,758	41	4,261	-
2139	ELMVALE Booster PS - Structure	1995	75	2070	100,449	47	4,014	-
2071	ELMVALE Pump Station - Structural	1960	75	2035	160,146	12	16,089	-
2072	ELMVALE Pump Station - Equipment	1960	50	2023	160,146	0	suggested for 10 year capital forecast	160,146
2075	MIDHURST Pump Station - Structural	1972	75	2047	207,760	24	12,268	-
2076	MIDHURST Pump Station - Equipment	1972	50	2023	207,760	0	suggested for 10 year capital forecast	207,760
2079	MINESING Pump Station - Structural	1973	75	2048	210,447	25	12,086	-
2080	MINESING Pump Station - Equipment	1973	50	2023	210,447	0	suggested for 10 year capital forecast	210,447
2085	ANTEN MILLS Pump Station - Structural	1974	75	2049	227,571	26	12,730	-
2086	ANTEN MILLS Pump Station - Equipment	1974	50	2024	227,571	1	suggested for 10 year capital forecast	227,571
2089	MIDHURST Pump Station - Structural	1975	75	2050	217,717	27	11,880	-
2090	MIDHURST Pump Station - Equipment	1975	50	2025	217,717	2	suggested for 10 year capital forecast	217,717
2099	SNOW VALLEY Pump Station - Structural	1988	75	2063	298,107	40	12,897	-
2100	SNOW VALLEY Pump Station - Equipment	1988	50	2038	298,107	15	24,971	-
2120	DEL TREND Pump Station - Structural	1992	75	2067	301,577	44	12,434	-
2121	DEL TREND Pump Station - Equipment	1992	50	2042	301,577	19	21,054	-
2129	ELMVALE Pump Station - Structural	1994	75	2069	299,699	46	12,097	-
2130	ELMVALE Pump Station - Equipment	1994	50	2044	299,699	21	19,442	-
2131	VESPRA DOWNS Pump Station - Structural	1994	75	2069	299,699	46	12,097	-
2132	VESPRA DOWNS Pump Station - Equipment	1994	50	2044	299,699	21	19,442	-
2136	HILLSDALE Pump Station - Structural	1995	75	2070	301,347	47	12,042	-
2137	HILLSDALE Pump Station - Equipment	1995	50	2045	301,347	22	18,909	-
2158	MIDHURST Pump Station - Structural	2002	75	2077	301,400	54	11,340	-
2159	MIDHURST Pump Station - Equipment	2002	50	2052	301,400	29	15,707	-
2170	PHELSTON Pump Station - Structural	2004	75	2079	297,449	56	11,031	-
2171	PHELSTON Pump Station - Equipment	2004	50	2054	297,449	31	14,872	-
2172	SNOW VALLEY Pump Station - Structural	2004	75	2079	297,449	56	11,031	-
2173	SNOW VALLEY Pump Station - Equipment	2004	50	2054	297,449	31	14,872	-
2178	PHELSTON Pump Station - Equipment	2006	50	2056	65,097	33	3,135	-
2180	VESPRA DOWNS Pump Station - Equipment	2006	50	2056	77,241	33	3,720	-
2181	DEL TREND Pump Station - Equipment	2006	50	2056	81,761	33	3,937	-
2182	ELMVALE Pump Station - Equipment	2006	50	2056	40,448	33	1,948	-
2184	VESPRA DOWNS Pump Station - Equipment	2007	50	2057	184,620	34	8,737	-



**Table A-1 (Cont'd)**  
**Township of Springwater**  
**Water Facility Inventory**

Asset ID	Item	Year Installed	Estimated Life	Replacement Year	Replacement Cost	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
2191	Minesing Pumphouse	2018	10	2028	4,434	5	suggested for 10 year capital forecast	4,434
2091	MIDHURST Elevated Storage Tank	1983	75	2058	1,992,295	35	92,720	-
2102	SNOW VALLEY Inground Storage Tank	1988	100	2088	596,213	65	20,954	-
2109	MINESING Elevated Storage Tank	1989	75	2064	1,995,159	41	85,210	-
2112	MIDHURST Elevated Storage Tank	1990	75	2065	2,015,180	42	85,024	-
2123	DEL TREND Inground Storage Tank	1992	100	2092	603,155	69	20,801	-
2141	ELMVALE Elevated Storage Tank	1995	75	2070	2,008,979	47	80,280	-
2142	ELMVALE Elevated Storage Tank	1995	75	2070	2,008,979	47	80,280	-
2143	HILLSDALE Elevated Storage Tank	1995	75	2070	2,008,979	47	80,280	-
2144	ANTEN MILLS Elevated Storage Tank	1996	75	2071	2,005,607	48	79,377	-
2175	SNOW VALLEY Elevated Storage Tank	2004	75	2079	1,982,995	56	73,538	-
2176	SNOW VALLEY Elevated Storage Tank	2004	75	2079	1,982,995	56	73,538	-
2177	PHHELPSTON Inground Storage Tank	2004	100	2104	594,898	81	19,639	-
2179	MINESING Elevated Storage Tank	2006	75	2081	762,040	58	27,882	-
2185	DEL TREND Inground Storage Tank	2008	100	2108	1,395,876	85	45,570	-
2073	Valves & Chambers	1960	50	2023	277,586	0	suggested for 10 year capital forecast	277,586
2081	Valves & Chambers	1973	50	2023	210,447	0	suggested for 10 year capital forecast	210,447
2087	Valves & Chambers	1974	50	2024	901,181	1	suggested for 10 year capital forecast	901,181
2096	Valves & Chambers	1987	50	2037	11,983	14	1,061	-
2101	Valves & Chambers	1988	50	2038	23,849	15	1,998	-
2106	Valves & Chambers	1989	50	2039	299,274	16	23,825	-
2111	Valves & Chambers	1990	50	2040	36,273	17	2,755	-
2114	Valves & Chambers	1991	50	2041	84,513	18	6,145	-
2122	Valves & Chambers	1992	50	2042	96,505	19	6,737	-
2125	Valves & Chambers	1993	50	2043	12,037	20	809	-
2138	Valves & Chambers	1995	50	2045	373,670	22	23,447	-
2146	Valves & Chambers	1997	50	2047	144,209	24	8,515	-
2148	Valves & Chambers	1998	50	2048	228,476	25	13,121	-
2150	Valves & Chambers	1999	50	2049	59,951	26	3,354	-
2153	Valves & Chambers	2000	50	2050	71,272	27	3,889	-
2155	Valves & Chambers	2001	50	2051	191,781	28	10,221	-
2160	Valves & Chambers	2002	50	2052	192,896	29	10,053	-
2162	Valves & Chambers	2003	50	2053	169,307	30	8,587	-
2174	Valves & Chambers	2004	50	2054	321,245	31	16,062	-
2070	ELMVALE Water Supply Well	1960	50	2023	64,058	0	suggested for 10 year capital forecast	64,058
2074	MIDHURST Water Supply Well	1972	50	2023	83,104	0	suggested for 10 year capital forecast	83,104
2078	MINESING Water Supply Well	1973	50	2023	84,179	0	suggested for 10 year capital forecast	84,179
2083	ANTEN MILLS Water Supply Well	1974	50	2024	91,028	1	suggested for 10 year capital forecast	91,028



**Table A-1 (Cont'd)**  
**Township of Springwater**  
**Water Facility Inventory**

Asset ID	Item	Year Installed	Estimated Life	Replacement Year	Replacement Cost	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
2084	ANTEN MILLS Water Supply Well	1974	50	2024	91,028	1	suggested for 10 year capital forecast	91,028
2088	MIDHURST Water Supply Well	1975	50	2025	87,087	2	suggested for 10 year capital forecast	87,087
2094	MIDHURST Water Supply Well	1985	50	2035	119,459	12	12,001	-
2098	SNOW VALLEY Water Supply Well	1988	50	2038	119,243	15	9,989	-
2104	MINESING Water Supply Well	1989	50	2039	119,710	16	9,530	-
2105	SNOW VALLEY Water Supply Well	1989	50	2039	119,710	16	9,530	-
2116	ELMVALE Water Supply Well	1992	50	2042	120,631	19	8,422	-
2117	DEL TREND Water Supply Well	1992	50	2042	120,631	19	8,422	-
2118	DEL TREND Water Supply Well	1992	50	2042	120,631	19	8,422	-
2119	MINESING Water Supply Well	1992	50	2042	120,631	19	8,422	-
2127	VESPRA DOWNS Water Supply Well	1994	50	2044	119,880	21	7,777	-
2128	VESPRA DOWNS Water Supply Well	1994	50	2044	119,880	21	7,777	-
2134	HILLSDALE Water Supply Well	1995	50	2045	120,539	22	7,564	-
2135	HILLSDALE Water Supply Well	1995	50	2045	120,539	22	7,564	-
2152	DEL TREND Water Supply Well	2000	50	2050	118,787	27	6,482	-
2157	MIDHURST Water Supply Well	2002	50	2052	120,560	29	6,283	-
2164	ANTEN MILLS Water Supply Well	2004	50	2054	118,980	31	5,949	-
2165	HILLSDALE Water Supply Well	2004	50	2054	118,980	31	5,949	-
2166	PHELSTON Water Supply Well	2004	50	2054	118,980	31	5,949	-
2167	PHELSTON Water Supply Well	2004	50	2054	118,980	31	5,949	-
2168	SNOW VALLEY Water Supply Well	2004	50	2054	118,980	31	5,949	-
2169	SNOW VALLEY Water Supply Well	2004	50	2054	118,980	31	5,949	-
	<b>Total</b>				<b>36,448,847</b>		<b>1,503,177</b>	<b>3,218,028</b>



**Table A-2  
Township of Springwater  
Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
7725	148	PVC	238	150	1908	75	2023	1,295	308,118	0	suggested for 10 year capital forecast	308,118
7726	179	PVC	301	150	1975	75	2050	1,295	389,395	27	21,247	-
7727	180	PVC	115	150	1975	75	2050	1,295	149,046	27	8,133	-
7728	181	PVC	243	150	1975	75	2050	1,295	314,940	27	17,184	-
7729	182	PVC	106	150	1975	75	2050	1,295	137,204	27	7,486	-
7730	183	PVC	101	150	1975	75	2050	1,295	130,542	27	7,123	-
7731	184	PVC	182	150	1975	75	2050	1,295	235,192	27	12,833	-
7732	189	PVC	66	150	1975	75	2050	1,295	85,733	27	4,678	-
7733	191	PVC	8	150	1975	75	2050	1,295	10,133	27	553	-
7734	192	PVC	100	150	1975	75	2050	1,295	128,949	27	7,036	-
7735	224	PVC	122	150	1975	75	2050	1,295	158,258	27	8,635	-
7736	245	PVC	254	150	1975	75	2050	1,295	328,512	27	17,925	-
7737	1	PVC	87	200	1980	75	2055	1,295	112,955	32	5,540	-
7738	57	PVC	372	150	1980	75	2055	1,295	481,532	32	23,618	-
7739	149	PVC	197	150	1980	75	2055	1,295	255,750	32	12,544	-
7740	150	PVC	101	150	1980	75	2055	1,295	130,326	32	6,392	-
7741	153	PVC	25	150	1980	75	2055	1,295	32,568	32	1,597	-
7742	154	PVC	176	150	1980	75	2055	1,295	227,525	32	11,159	-
7743	247	PVC	136	200	1980	75	2055	1,295	175,739	32	8,619	-
7744	248	PVC	220	200	1980	75	2055	1,295	284,492	32	13,953	-
7745	135	PVC	127	150	1986	75	2061	1,295	164,199	38	7,300	-
7746	139	PVC	17	150	1986	75	2061	1,295	21,766	38	968	-
7747	140	PVC	96	150	1986	75	2061	1,295	124,452	38	5,533	-
7748	142	PVC	22	150	1986	75	2061	1,295	28,238	38	1,255	-
7749	143	PVC	112	150	1986	75	2061	1,295	144,834	38	6,439	-
7750	144	PVC	114	150	1986	75	2061	1,295	147,877	38	6,575	-
7751	145	PVC	102	150	1986	75	2061	1,295	131,518	38	5,847	-
7752	146	PVC	132	150	1986	75	2061	1,295	171,077	38	7,606	-
7753	147	PVC	170	150	1986	75	2061	1,295	220,755	38	9,815	-
7754	155	PVC	22	150	1986	75	2061	1,295	28,259	38	1,256	-
7755	157	PVC	399	150	1986	75	2061	1,295	516,968	38	22,984	-
7756	158	PVC	63	150	1986	75	2061	1,295	81,759	38	3,635	-
7757	159	PVC	171	150	1986	75	2061	1,295	220,916	38	9,822	-
7758	161	PVC	32	150	1986	75	2061	1,295	41,690	38	1,853	-
7759	225	PVC	110	150	1986	75	2061	1,295	142,403	38	6,331	-
7760	226	PVC	120	150	1986	75	2061	1,295	155,349	38	6,907	-
7761	227	PVC	24	150	1986	75	2061	1,295	30,458	38	1,354	-
7762	246	PVC	46	150	1986	75	2061	1,295	59,635	38	2,651	-
7763	1,075		114	0	1986	75	2061	1,295	147,347	38	6,551	-
7764	1,358	PVC	42	150	1986	75	2061	1,295	54,966	38	2,444	-
7765	162	PVC	454	150	1987	75	2062	1,295	588,119	39	25,785	-
7766	163	PVC	231	150	1987	75	2062	1,295	299,687	39	13,139	-
7767	164	PVC	284	150	1987	75	2062	1,295	367,956	39	16,133	-
7768	167	PVC	79	150	1987	75	2062	1,295	102,154	39	4,479	-
7769	168	PVC	265	150	1987	75	2062	1,295	343,524	39	15,061	-
7770	169	PVC	29	150	1987	75	2062	1,295	38,042	39	1,668	-
7771	170	PVC	73	150	1987	75	2062	1,295	94,124	39	4,127	-
7772	171	PVC	30	150	1987	75	2062	1,295	38,386	39	1,683	-
7773	172	PVC	101	150	1987	75	2062	1,295	130,524	39	5,723	-
7774	196	PVC	102	150	1987	75	2062	1,295	132,445	39	5,807	-
7775	197	PVC	167	150	1987	75	2062	1,295	215,923	39	9,467	-
7776	1,356	PVC	99	150	1987	75	2062	1,295	128,141	39	5,618	-
7777	442	PVC	90	150	1987	75	2062	1,295	116,969	39	5,128	-
7778	445	PVC	40	150	1987	75	2062	1,295	51,748	39	2,269	-
7779	446	PVC	70	150	1987	75	2062	1,295	90,293	39	3,959	-
7780	133	PVC	18	150	1989	75	2064	1,295	23,808	41	1,017	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
7781	188	PVC	117	150	1989	75	2064	1,295	151,466	41	6,469	-
7782	237	PVC	18	150	1989	75	2064	1,295	23,544	41	1,006	-
7783	274	PVC	120	150	1989	75	2064	1,295	155,939	41	6,661	-
7784	275	PVC	2	150	1989	75	2064	1,295	2,518	41	108	-
7785	276	PVC	48	150	1989	75	2064	1,295	62,795	41	2,682	-
7786	277	PVC	28	150	1989	75	2064	1,295	36,392	41	1,554	-
7787	278	PVC	22	300	1989	75	2064	1,295	28,761	41	1,228	-
7788	303	PVC	150	150	1989	75	2064	1,295	194,782	41	8,320	-
7789	304	PVC	1	300	1989	75	2064	1,294	932	41	40	-
7790	305	PVC	1	300	1989	75	2064	1,294	1,398	41	60	-
7791	306	PVC	12	100	1989	75	2064	1,295	15,029	41	642	-
7792	307	PVC	145	150	1989	75	2064	1,295	187,361	41	8,003	-
7793	308	PVC	2	150	1989	75	2064	1,295	2,226	41	95	-
7794	309	PVC	18	150	1989	75	2064	1,295	23,645	41	1,010	-
7795	310	PVC	128	150	1989	75	2064	1,295	165,262	41	7,059	-
7796	311	PVC	31	150	1989	75	2064	1,295	40,209	41	1,717	-
7797	438	PVC	81	150	1989	75	2064	1,295	105,327	41	4,499	-
7798	439	PVC	122	200	1989	75	2064	1,295	157,868	41	6,743	-
7799	669	PVC	15	150	1989	75	2064	1,295	19,835	41	847	-
7800	670	PVC	214	150	1989	75	2064	1,295	277,451	41	11,851	-
7801	671	PVC	2	150	1989	75	2064	1,295	2,373	41	101	-
7802	672	PVC	31	150	1989	75	2064	1,295	39,840	41	1,702	-
7803	673	PVC	18	150	1989	75	2064	1,295	23,548	41	1,006	-
7804	674	PVC	134	150	1989	75	2064	1,295	173,261	41	7,400	-
7805	675	PVC	18	150	1989	75	2064	1,295	23,548	41	1,006	-
7806	676	PVC	82	150	1989	75	2064	1,295	105,957	41	4,526	-
7807	706	PVC	96	150	1989	75	2064	1,295	124,289	41	5,309	-
7808	714	PVC	45	150	1989	75	2064	1,295	57,662	41	2,463	-
7809	715	PVC	70	150	1989	75	2064	1,295	90,096	41	3,848	-
7810	716	PVC	27	150	1989	75	2064	1,295	35,139	41	1,501	-
7811	717	PVC	42	150	1989	75	2064	1,295	54,582	41	2,331	-
7812	718	PVC	13	150	1989	75	2064	1,295	16,346	41	698	-
7813	719	PVC	4	150	1989	75	2064	1,295	5,562	41	238	-
7814	720	PVC	7	150	1989	75	2064	1,295	9,447	41	403	-
7815	721	PVC	16	150	1989	75	2064	1,295	20,187	41	862	-
7816	722	PVC	82	150	1989	75	2064	1,295	106,372	41	4,543	-
7817	723	PVC	17	150	1989	75	2064	1,295	21,737	41	928	-
7818	724	PVC	13	150	1989	75	2064	1,295	16,326	41	697	-
7819	725	PVC	22	150	1989	75	2064	1,295	29,074	41	1,242	-
7820	726	PVC	8	150	1989	75	2064	1,295	10,927	41	467	-
7821	727	PVC	23	150	1989	75	2064	1,295	29,428	41	1,257	-
7822	728	PVC	6	150	1989	75	2064	1,295	7,664	41	327	-
7823	729	PVC	64	150	1989	75	2064	1,295	82,755	41	3,535	-
7824	730	PVC	18	150	1989	75	2064	1,295	23,522	41	1,005	-
7825	731	PVC	95	150	1989	75	2064	1,295	123,333	41	5,268	-
7826	786	PVC	17	150	1989	75	2064	1,295	21,960	41	938	-
7827	787	PVC	113	150	1989	75	2064	1,295	146,527	41	6,259	-
7828	788	PVC	2	150	1989	75	2064	1,295	2,370	41	101	-
7829	789	PVC	18	150	1989	75	2064	1,295	23,602	41	1,008	-
7830	790	PVC	14	150	1989	75	2064	1,295	18,338	41	783	-
7831	698	PVC	40	150	1989	75	2064	1,295	52,440	41	2,240	-
7832	699	PVC	154	150	1989	75	2064	1,295	199,298	41	8,512	-
7833	700	PVC	22	150	1989	75	2064	1,295	28,432	41	1,214	-
7834	701	PVC	47	150	1989	75	2064	1,295	60,810	41	2,597	-
7835	702	PVC	18	150	1989	75	2064	1,295	23,561	41	1,006	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
7836	703	PVC	3	150	1989	75	2064	1,295	3,829	41	164	-
7837	705	PVC	287	150	1989	75	2064	1,295	371,578	41	15,871	-
7838	801	PVC	84	150	1989	75	2064	1,295	109,189	41	4,664	-
7839	818	PVC	24	150	1989	75	2064	1,295	31,598	41	1,350	-
7840	819	PVC	20	150	1989	75	2064	1,295	26,088	41	1,114	-
7841	820	PVC	13	150	1989	75	2064	1,295	16,372	41	699	-
7842	821	PVC	18	150	1989	75	2064	1,295	23,560	41	1,006	-
7843	822	PVC	125	150	1989	75	2064	1,295	161,354	41	6,892	-
7844	823	PVC	162	150	1989	75	2064	1,295	209,820	41	8,962	-
7845	824	PVC	2	150	1989	75	2064	1,295	2,331	41	100	-
7846	825	PVC	109	150	1989	75	2064	1,295	141,701	41	6,052	-
7847	826	PVC	10	150	1989	75	2064	1,295	12,525	41	535	-
7848	827	PVC	17	150	1989	75	2064	1,295	21,574	41	921	-
7849	828	PVC	20	150	1989	75	2064	1,295	25,545	41	1,091	-
7850	831	PVC	78	150	1989	75	2064	1,295	101,611	41	4,340	-
7851	983	PVC	125	150	1989	75	2064	1,295	162,097	41	6,924	-
7852	236	PVC	313	250	1989	75	2064	1,295	405,129	41	17,304	-
7853	74	PVC	76	150	1989	75	2064	1,295	99,034	41	4,230	-
7854	75	PVC	248	150	1989	75	2064	1,295	320,889	41	13,706	-
7855	76	PVC	228	150	1989	75	2064	1,295	295,533	41	12,623	-
7856	77	PVC	177	150	1989	75	2064	1,295	228,835	41	9,774	-
7857	78	PVC	140	150	1989	75	2064	1,295	181,243	41	7,741	-
7858	126	PVC	5	250	1989	75	2064	1,295	6,744	41	288	-
7859	233	PVC	55	150	1989	75	2064	1,295	71,153	41	3,039	-
7860	234	PVC	10	150	1989	75	2064	1,295	12,623	41	539	-
7861	742	PVC	63	150	1989	75	2064	1,295	82,022	41	3,503	-
7862	743	PVC	490	150	1989	75	2064	1,295	634,738	41	27,111	-
7863	940	PVC	9	150	1989	75	2064	1,295	12,060	41	515	-
7864	941	PVC	102	150	1989	75	2064	1,295	131,549	41	5,619	-
7865	942	PVC	15	150	1989	75	2064	1,295	19,403	41	829	-
7866	943	PVC	9	150	1989	75	2064	1,295	11,054	41	472	-
7867	944	PVC	15	150	1989	75	2064	1,295	19,421	41	830	-
7868	947	PVC	146	150	1989	75	2064	1,295	189,421	41	8,091	-
7869	948	PVC	1	150	1989	75	2064	1,295	1,938	41	83	-
7870	950	PVC	69	150	1989	75	2064	1,295	89,615	41	3,828	-
7871	951	PVC	105	150	1989	75	2064	1,295	136,457	41	5,828	-
7872	952	PVC	2	150	1989	75	2064	1,295	2,689	41	115	-
7873	67	PVC	255	200	1990	75	2065	1,295	330,314	42	13,936	-
7874	113	PVC	154	200	1990	75	2065	1,295	199,681	42	8,425	-
7875	209	PVC	18	200	1990	75	2065	1,295	23,711	42	1,000	-
7876	587	PVC	171	200	1990	75	2065	1,295	222,079	42	9,370	-
7877	588	PVC	38	200	1990	75	2065	1,295	49,092	42	2,071	-
7878	713	PVC	2	200	1990	75	2065	1,295	2,331	42	98	-
7879	207	PVC	1	200	1991	75	2066	1,295	1,538	43	64	-
7880	208	PVC	177	250	1991	75	2066	1,295	228,827	43	9,542	-
7881	467	PVC	32	150	1991	75	2066	1,295	41,702	43	1,739	-
7882	563	PVC	59	150	1991	75	2066	1,295	76,241	43	3,179	-
7883	740	PVC	359	150	1991	75	2066	1,295	465,437	43	19,408	-
7884	741	PVC	1	150	1991	75	2066	1,296	793	43	33	-
7885	866	PVC	2	150	1991	75	2066	1,295	2,331	43	97	-
7886	867	PVC	67	150	1991	75	2066	1,295	87,041	43	3,629	-
7887	868	PVC	1	250	1991	75	2066	1,294	672	43	28	-
7888	869	PVC	2	150	1991	75	2066	1,295	2,013	43	84	-
7889	870	PVC	42	150	1991	75	2066	1,295	53,912	43	2,248	-
7890	871	PVC	133	150	1991	75	2066	1,295	172,835	43	7,207	-



Table A-2 (Cont'd)  
Township of Springwater  
Watermain Inventory

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
7891	872	PVC	213	250	1991	75	2066	1,295	275,831	43	11,502	-
7892	873	PVC	2	250	1991	75	2066	1,295	2,351	43	98	-
7893	874	PVC	1	150	1991	75	2066	1,295	1,353	43	56	-
7894	875	PVC	1	250	1991	75	2066	1,294	1,002	43	42	-
7895	876	PVC	172	150	1991	75	2066	1,295	222,145	43	9,263	-
7896	877	PVC	151	150	1991	75	2066	1,295	196,131	43	8,178	-
7897	289	PVC	21	150	1992	75	2067	1,295	27,579	44	1,137	-
7898	419	PVC	6	150	1992	75	2067	1,295	7,586	44	313	-
7899	420	PVC	131	150	1992	75	2067	1,295	170,230	44	7,019	-
7900	421	PVC	99	150	1992	75	2067	1,295	128,223	44	5,287	-
7901	422	PVC	24	150	1992	75	2067	1,295	31,624	44	1,304	-
7902	423	PVC	334	150	1992	75	2067	1,295	432,362	44	17,826	-
7903	424	PVC	22	150	1992	75	2067	1,295	28,135	44	1,160	-
7904	425	PVC	296	150	1992	75	2067	1,295	382,689	44	15,778	-
7905	426	PVC	7	150	1992	75	2067	1,295	8,917	44	368	-
7906	427	PVC	9	150	1992	75	2067	1,295	12,291	44	507	-
7907	428	PVC	9	150	1992	75	2067	1,295	12,174	44	502	-
7908	429	PVC	103	150	1992	75	2067	1,295	133,891	44	5,520	-
7909	436	PVC	130	150	1992	75	2067	1,295	168,549	44	6,949	-
7910	437	PVC	229	150	1992	75	2067	1,295	295,925	44	12,201	-
7911	447	PVC	5	150	1992	75	2067	1,295	6,614	44	273	-
7912	448	PVC	130	150	1992	75	2067	1,295	168,571	44	6,950	-
7913	568	PVC	122	150	1992	75	2067	1,295	157,734	44	6,503	-
7914	569	PVC	11	150	1992	75	2067	1,295	14,255	44	588	-
7915	570	PVC	19	150	1992	75	2067	1,295	24,035	44	991	-
7916	571	PVC	28	150	1992	75	2067	1,295	36,503	44	1,505	-
7917	687	PVC	15	150	1992	75	2067	1,295	18,804	44	775	-
7918	934	PVC	95	150	1992	75	2067	1,295	123,483	44	5,091	-
7919	935	PVC	22	150	1992	75	2067	1,295	28,810	44	1,188	-
7920	0	PVC	218	200	1993	75	2068	1,295	282,532	45	11,523	-
7921	340	PVC	2	200	1994	75	2069	1,295	2,670	46	108	-
7922	373	PVC	8	200	1994	75	2069	1,295	9,896	46	399	-
7923	399	PVC	2	200	1994	75	2069	1,295	3,077	46	124	-
7924	166	PVC	189	150	1995	75	2070	1,295	245,263	47	9,801	-
7925	253	PVC	13	150	1995	75	2070	1,295	17,316	47	692	-
7926	257	PVC	12	200	1995	75	2070	1,295	15,025	47	600	-
7927	258	PVC	71	200	1995	75	2070	1,295	92,064	47	3,679	-
7928	262	PVC	294	200	1995	75	2070	1,295	380,115	47	15,190	-
7929	263	PVC	13	200	1995	75	2070	1,295	16,828	47	672	-
7930	370	PVC	38	150	1995	75	2070	1,295	49,295	47	1,970	-
7931	371	PVC	156	150	1995	75	2070	1,295	201,974	47	8,071	-
7932	372	PVC	40	150	1995	75	2070	1,295	51,334	47	2,051	-
7933	382	PVC	39	150	1995	75	2070	1,295	50,598	47	2,022	-
7934	391	PVC	10	150	1995	75	2070	1,295	13,206	47	528	-
7935	393	PVC	7	150	1995	75	2070	1,295	9,537	47	381	-
7936	394	PVC	20	150	1995	75	2070	1,295	26,463	47	1,057	-
7937	402	PVC	98	150	1995	75	2070	1,295	127,153	47	5,081	-
7938	404	PVC	25	150	1995	75	2070	1,295	32,107	47	1,283	-
7939	405	PVC	44	150	1995	75	2070	1,295	56,626	47	2,263	-
7940	407	PVC	22	150	1995	75	2070	1,295	29,133	47	1,164	-
7941	957	PVC	57	200	1995	75	2070	1,295	73,668	47	2,944	-
7942	958	PVC	1	150	1995	75	2070	1,294	935	47	37	-
7943	959	PVC	1	200	1995	75	2070	1,295	1,393	47	56	-
7944	960	PVC	147	150	1995	75	2070	1,295	190,847	47	7,626	-
7945	961	PVC	5	150	1995	75	2070	1,295	6,304	47	252	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
7946	962	PVC	9	150	1995	75	2070	1,295	12,188	47	487	-
7947	963	PVC	1	200	1995	75	2070	1,295	1,594	47	64	-
7948	398	PVC	9	100	1995	75	2070	1,295	12,240	47	489	-
7949	577	PVC	44	100	1995	75	2070	1,295	57,494	47	2,297	-
7950	578	PVC	3	300	1995	75	2070	1,295	3,242	47	130	-
7951	609	PVC	5	300	1995	75	2070	1,295	6,132	47	245	-
7952	610	PVC	154	300	1995	75	2070	1,295	199,822	47	7,985	-
7953	611	PVC	9	300	1995	75	2070	1,295	12,036	47	481	-
7954	612	DI	6	300	1995	75	2070	1,295	7,666	47	306	-
7955	613	PVC	45	100	1995	75	2070	1,295	58,180	47	2,325	-
7956	614	PVC	12	100	1995	75	2070	1,295	15,078	47	603	-
7957	615	PVC	0	300	1995	75	2070	1,297	179	47	7	-
7958	616	PVC	260	150	1995	75	2070	1,295	336,326	47	13,440	-
7959	617	PVC	0	150	1995	75	2070	1,292	322	47	13	-
7960	290	PVC	46	150	1995	75	2070	1,295	59,338	47	2,371	-
7961	312	PVC	15	150	1995	75	2070	1,295	19,599	47	783	-
7962	313	PVC	68	150	1995	75	2070	1,295	88,637	47	3,542	-
7963	653	PVC	54	150	1995	75	2070	1,295	69,517	47	2,778	-
7964	654	PVC	10	150	1995	75	2070	1,295	12,360	47	494	-
7965	655	PVC	65	150	1995	75	2070	1,295	84,489	47	3,376	-
7966	677	PVC	66	150	1995	75	2070	1,295	85,601	47	3,421	-
7967	678	PVC	7	150	1995	75	2070	1,295	9,456	47	378	-
7968	679	PVC	93	150	1995	75	2070	1,295	120,644	47	4,821	-
7969	680	PVC	2	150	1995	75	2070	1,295	2,821	47	113	-
7970	800	PVC	2	150	1995	75	2070	1,295	2,212	47	88	-
7971	895	PVC	128	150	1995	75	2070	1,295	165,304	47	6,606	-
7972	896	PVC	83	150	1995	75	2070	1,295	107,453	47	4,294	-
7973	897	PVC	113	150	1995	75	2070	1,295	146,745	47	5,864	-
7974	926	PVC	18	150	1995	75	2070	1,295	23,580	47	942	-
7975	12	PVC	255	250	1997	75	2072	1,295	329,665	49	12,927	-
7976	96	PVC	50	150	1997	75	2072	1,295	65,025	49	2,550	-
7977	105	PVC	0	150	1997	75	2072	1,305	39	49	2	-
7978	117	PVC	105	250	1997	75	2072	1,295	136,613	49	5,357	-
7979	30	PVC	276	200	1997	75	2072	1,295	356,980	49	13,998	-
7980	79	PVC	15	200	1997	75	2072	1,295	19,260	49	755	-
7981	80	PVC	54	200	1997	75	2072	1,295	69,910	49	2,741	-
7982	937	PVC	559	200	1997	75	2072	1,295	723,764	49	28,381	-
7983	938	PVC	277	200	1997	75	2072	1,295	358,124	49	14,043	-
7984	939	PVC	506	200	1997	75	2072	1,295	655,319	49	25,697	-
7985	971	PVC	20	200	1997	75	2072	1,295	26,138	49	1,025	-
7986	972	PVC	14	200	1997	75	2072	1,295	17,933	49	703	-
7987	973	PVC	5	200	1997	75	2072	1,295	6,389	49	251	-
7988	974	PVC	272	200	1997	75	2072	1,295	352,022	49	13,804	-
7989	975	PVC	55	200	1997	75	2072	1,295	71,224	49	2,793	-
7990	976	PVC	691	200	1997	75	2072	1,295	894,673	49	35,083	-
7991	34	PVC	27	250	1998	75	2073	1,295	34,452	50	1,339	-
7992	52	PVC	78	150	1998	75	2073	1,295	100,941	50	3,923	-
7993	53	PVC	11	150	1998	75	2073	1,295	14,097	50	548	-
7994	59	PVC	466	150	1998	75	2073	1,295	603,274	50	23,447	-
7995	89	PVC	248	150	1998	75	2073	1,295	321,132	50	12,481	-
7996	90	PVC	157	150	1998	75	2073	1,295	202,958	50	7,888	-
7997	124	PVC	3	250	1998	75	2073	1,295	4,046	50	157	-
7998	125	PVC	4	150	1998	75	2073	1,295	4,760	50	185	-
7999	882	PVC	93	200	1998	75	2073	1,295	120,851	50	4,697	-
8000	629	PVC	101	150	1998	75	2073	1,295	130,880	50	5,087	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8001	635	PVC	72	150	1998	75	2073	1,295	93,815	50	3,646	-
8002	636	PVC	99	150	1998	75	2073	1,295	128,429	50	4,991	-
8003	637	PVC	98	150	1998	75	2073	1,295	126,515	50	4,917	-
8004	638	PVC	18	150	1998	75	2073	1,295	23,614	50	918	-
8005	639	PVC	151	150	1998	75	2073	1,295	196,188	50	7,625	-
8006	641	PVC	16	150	1998	75	2073	1,295	20,167	50	784	-
8007	642	PVC	7	150	1998	75	2073	1,295	9,568	50	372	-
8008	643	PVC	2	150	1998	75	2073	1,295	2,321	50	90	-
8009	644	PVC	8	150	1998	75	2073	1,295	10,700	50	416	-
8010	791	PVC	215	150	1998	75	2073	1,295	278,610	50	10,828	-
8011	792	PVC	2	150	1998	75	2073	1,295	2,331	50	91	-
8012	793	PVC	13	150	1998	75	2073	1,295	16,192	50	629	-
8013	794	PVC	2	150	1998	75	2073	1,295	2,331	50	91	-
8014	795	PVC	78	150	1998	75	2073	1,295	101,226	50	3,934	-
8015	796	PVC	18	150	1998	75	2073	1,295	23,726	50	922	-
8016	797	PVC	9	150	1998	75	2073	1,295	11,821	50	459	-
8017	798	PVC	84	150	1998	75	2073	1,295	108,496	50	4,217	-
8018	799	PVC	2	150	1998	75	2073	1,295	2,331	50	91	-
8019	922	PVC	80	150	1998	75	2073	1,295	104,143	50	4,048	-
8020	923	PVC	126	150	1998	75	2073	1,295	163,346	50	6,349	-
8021	924	PVC	118	150	1998	75	2073	1,295	152,712	50	5,935	-
8022	35	PVC	143	150	1998	75	2073	1,295	185,499	50	7,210	-
8023	95	PVC	2	150	1998	75	2073	1,295	2,541	50	99	-
8024	886	PVC	2	150	1998	75	2073	1,295	2,381	50	93	-
8025	887	PVC	239	150	1998	75	2073	1,295	309,647	50	12,035	-
8026	1,352	PVC	33	150	1998	75	2073	1,295	42,923	50	1,668	-
8027	341	PVC	162	200	1998	75	2073	1,295	209,277	50	8,134	-
8028	342	PVC	537	150	1998	75	2073	1,295	695,853	50	27,045	-
8029	345	PVC	13	200	1998	75	2073	1,295	16,381	50	637	-
8030	354	PVC	46	150	1998	75	2073	1,295	59,487	50	2,312	-
8031	355	PVC	18	150	1998	75	2073	1,295	23,168	50	900	-
8032	364	PVC	174	200	1998	75	2073	1,295	224,791	50	8,737	-
8033	365	PVC	80	200	1998	75	2073	1,295	103,778	50	4,033	-
8034	692	PVC	1	200	1998	75	2073	1,294	828	50	32	-
8035	693	PVC	1	150	1998	75	2073	1,295	950	50	37	-
8036	746	PVC	133	150	1998	75	2073	1,295	172,493	50	6,704	-
8037	747	PVC	4	150	1998	75	2073	1,295	5,087	50	198	-
8038	832	PVC	305	150	1998	75	2073	1,295	394,932	50	15,349	-
8039	833	PVC	5	150	1998	75	2073	1,295	7,002	50	272	-
8040	956	PVC	3	200	1998	75	2073	1,295	4,361	50	169	-
8041	54	PVC	295	150	1999	75	2074	1,295	381,487	51	14,700	-
8042	94	PVC	30	150	1999	75	2074	1,295	39,401	51	1,518	-
8043	452	PVC	70	150	1999	75	2074	1,295	90,360	51	3,482	-
8044	453	PVC	2	150	1999	75	2074	1,295	2,352	51	91	-
8045	565	PVC	198	150	1999	75	2074	1,295	256,480	51	9,883	-
8046	884	PVC	8	150	1999	75	2074	1,295	10,984	51	423	-
8047	20	PVC	18	250	1999	75	2074	1,295	23,432	51	903	-
8048	888	PVC	119	250	1999	75	2074	1,295	153,493	51	5,915	-
8049	889	PVC	107	250	1999	75	2074	1,295	138,412	51	5,334	-
8050	114	PVC	10	150	1999	75	2074	1,295	13,016	51	502	-
8051	115	PVC	18	150	1999	75	2074	1,295	22,793	51	878	-
8052	885	PVC	8	150	1999	75	2074	1,295	9,867	51	380	-
8053	81	PVC	3	100	2000	75	2075	1,295	4,000	52	153	-
8054	82	PVC	5	100	2000	75	2075	1,295	5,852	52	224	-
8055	83	PVC	196	150	2000	75	2075	1,295	253,718	52	9,696	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8056	84	PVC	2	300	2000	75	2075	1,295	2,796	52	107	-
8057	85	PVC	1	300	2000	75	2075	1,295	777	52	30	-
8058	86	PVC	94	300	2000	75	2075	1,295	121,279	52	4,635	-
8059	87	PVC	3	150	2000	75	2075	1,295	3,254	52	124	-
8060	88	PVC	1	150	2000	75	2075	1,295	1,125	52	43	-
8061	108	PVC	106	150	2000	75	2075	1,295	137,133	52	5,241	-
8062	120	PVC	7	100	2000	75	2075	1,295	8,656	52	331	-
8063	121	PVC	3	100	2000	75	2075	1,295	3,959	52	151	-
8064	122	PVC	25	150	2000	75	2075	1,295	32,128	52	1,228	-
8065	165	PVC	12	50	2000	75	2075	1,295	15,407	52	589	-
8066	186	PVC	18	50	2000	75	2075	1,295	23,377	52	893	-
8067	187	PVC	12	150	2000	75	2075	1,295	15,237	52	582	-
8068	203	PVC	14	150	2000	75	2075	1,295	18,613	52	711	-
8069	204	PVC	289	150	2000	75	2075	1,295	374,817	52	14,324	-
8070	205	PVC	23	150	2000	75	2075	1,295	29,324	52	1,121	-
8071	206	PVC	175	150	2000	75	2075	1,295	227,085	52	8,679	-
8072	228	PVC	9	150	2000	75	2075	1,295	11,736	52	449	-
8073	229	PVC	13	150	2000	75	2075	1,295	16,334	52	624	-
8074	230	PVC	73	150	2000	75	2075	1,295	94,730	52	3,620	-
8075	231	PVC	75	150	2000	75	2075	1,295	97,574	52	3,729	-
8076	249	PVC	4	150	2000	75	2075	1,295	4,636	52	177	-
8077	250	PVC	38	150	2000	75	2075	1,295	49,654	52	1,898	-
8078	251	PVC	1	150	2000	75	2075	1,296	749	52	29	-
8079	252	PVC	12	150	2000	75	2075	1,295	15,198	52	581	-
8080	592	PVC	1	150	2000	75	2075	1,296	854	52	33	-
8081	593	PVC	83	150	2000	75	2075	1,295	107,704	52	4,116	-
8082	969	PVC	163	150	2000	75	2075	1,295	211,698	52	8,090	-
8083	970	PVC	2	150	2000	75	2075	1,295	2,390	52	91	-
8084	33	PVC	41	200	2001	75	2076	1,295	53,598	53	2,032	-
8085	109	PVC	3	150	2001	75	2076	1,295	4,527	53	172	-
8086	343	PVC	20	150	2001	75	2076	1,295	26,153	53	992	-
8087	344	PVC	14	150	2001	75	2076	1,295	17,587	53	667	-
8088	347	PVC	273	150	2001	75	2076	1,295	353,948	53	13,420	-
8089	358	PVC	30	200	2001	75	2076	1,295	38,615	53	1,464	-
8090	359	PVC	13	200	2001	75	2076	1,295	17,148	53	650	-
8091	360	PVC	55	200	2001	75	2076	1,295	71,784	53	2,722	-
8092	361	PVC	57	150	2001	75	2076	1,295	73,458	53	2,785	-
8093	362	PVC	6	200	2001	75	2076	1,295	7,629	53	289	-
8094	363	PVC	6	150	2001	75	2076	1,295	7,536	53	286	-
8095	366	PVC	93	200	2001	75	2076	1,295	120,344	53	4,563	-
8096	367	PVC	7	150	2001	75	2076	1,295	8,480	53	322	-
8097	368	PVC	17	150	2001	75	2076	1,295	21,440	53	813	-
8098	369	PVC	9	150	2001	75	2076	1,295	11,870	53	450	-
8099	374	PVC	18	200	2001	75	2076	1,295	23,333	53	885	-
8100	375	PVC	19	200	2001	75	2076	1,295	24,021	53	911	-
8101	377	PVC	28	200	2001	75	2076	1,295	36,199	53	1,372	-
8102	378	PVC	77	150	2001	75	2076	1,295	99,820	53	3,785	-
8103	379	PVC	101	150	2001	75	2076	1,295	130,961	53	4,965	-
8104	380	PVC	27	150	2001	75	2076	1,295	35,552	53	1,348	-
8105	381	PVC	202	150	2001	75	2076	1,295	262,148	53	9,939	-
8106	383	PVC	90	200	2001	75	2076	1,295	116,625	53	4,422	-
8107	384	PVC	283	200	2001	75	2076	1,295	366,887	53	13,910	-
8108	385	PVC	12	200	2001	75	2076	1,295	15,030	53	570	-
8109	386	PVC	18	200	2001	75	2076	1,295	23,565	53	893	-
8110	387	PVC	122	200	2001	75	2076	1,295	157,521	53	5,972	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8111	388	PVC	32	200	2001	75	2076	1,295	41,578	53	1,576	-
8112	389	PVC	26	200	2001	75	2076	1,295	33,412	53	1,267	-
8113	390	PVC	15	200	2001	75	2076	1,295	19,017	53	721	-
8114	392	PVC	7	150	2001	75	2076	1,295	8,917	53	338	-
8115	395	PVC	30	150	2001	75	2076	1,295	38,817	53	1,472	-
8116	694	PVC	7	150	2001	75	2076	1,295	9,500	53	360	-
8117	695	PVC	3	200	2001	75	2076	1,295	3,247	53	123	-
8118	696	PVC	129	150	2001	75	2076	1,295	166,459	53	6,311	-
8119	697	PVC	70	150	2001	75	2076	1,295	90,461	53	3,430	-
8120	17	PVC	0	200	2001	75	2076	1,296	537	53	20	-
8121	232	PVC	60	200	2001	75	2076	1,295	77,352	53	2,933	-
8122	255	PVC	178	150	2001	75	2076	1,295	230,287	53	8,731	-
8123	259	PVC	59	200	2001	75	2076	1,295	76,273	53	2,892	-
8124	261	PVC	22	200	2001	75	2076	1,295	29,103	53	1,103	-
8125	264	PVC	79	200	2001	75	2076	1,295	102,586	53	3,890	-
8126	265	PVC	61	150	2001	75	2076	1,295	79,109	53	2,999	-
8127	266	PVC	34	150	2001	75	2076	1,295	44,439	53	1,685	-
8128	267	PVC	6	150	2001	75	2076	1,295	7,853	53	298	-
8129	270	PVC	10	200	2001	75	2076	1,295	13,125	53	498	-
8130	332	PVC	214	150	2001	75	2076	1,295	277,177	53	10,509	-
8131	333	PVC	8	150	2001	75	2076	1,295	10,096	53	383	-
8132	335	PVC	13	150	2001	75	2076	1,295	16,264	53	617	-
8133	337	PVC	95	150	2001	75	2076	1,295	123,608	53	4,687	-
8134	338	PVC	71	150	2001	75	2076	1,295	92,380	53	3,503	-
8135	339	PVC	71	200	2001	75	2076	1,295	92,178	53	3,495	-
8136	348	PVC	6	200	2001	75	2076	1,295	7,269	53	276	-
8137	356	PVC	4	150	2001	75	2076	1,295	4,685	53	178	-
8138	357	PVC	112	150	2001	75	2076	1,295	145,235	53	5,507	-
8139	415	PVC	9	200	2001	75	2076	1,295	11,556	53	438	-
8140	416	PVC	6	200	2001	75	2076	1,295	7,270	53	276	-
8141	580	PVC	14	200	2001	75	2076	1,295	17,768	53	674	-
8142	256	PVC	109	150	2001	75	2076	1,295	141,414	53	5,362	-
8143	271	PVC	106	150	2001	75	2076	1,295	137,435	53	5,211	-
8144	331	PVC	32	150	2001	75	2076	1,295	41,951	53	1,591	-
8145	336	PVC	98	150	2001	75	2076	1,295	127,217	53	4,823	-
8146	417	PVC	18	150	2001	75	2076	1,295	23,598	53	895	-
8147	418	PVC	122	150	2001	75	2076	1,295	157,680	53	5,978	-
8148	13	PVC	5	200	2002	75	2077	1,295	6,993	54	263	-
8149	14	PVC	19	200	2002	75	2077	1,295	24,925	54	938	-
8150	36	PVC	5	150	2002	75	2077	1,295	6,085	54	229	-
8151	110	PVC	2	150	2002	75	2077	1,295	2,757	54	104	-
8152	879	PVC	1	200	2002	75	2077	1,296	741	54	28	-
8153	880	PVC	702	200	2002	75	2077	1,295	908,872	54	34,197	-
8154	967	PVC	12	150	2002	75	2077	1,295	15,196	54	572	-
8155	968	PVC	2	150	2002	75	2077	1,295	2,818	54	106	-
8156	401	PVC	156	50	2002	75	2077	1,295	201,601	54	7,585	-
8157	492	PVC	202	150	2002	75	2077	1,295	261,419	54	9,836	-
8158	493	PVC	167	150	2002	75	2077	1,295	216,874	54	8,160	-
8159	505	PVC	175	150	2002	75	2077	1,295	226,949	54	8,539	-
8160	567	PVC	175	50	2002	75	2077	1,295	226,962	54	8,540	-
8161	590	PVC	34	150	2002	75	2077	1,295	43,599	54	1,640	-
8162	591	PVC	23	150	2002	75	2077	1,295	29,574	54	1,113	-
8163	618	PVC	17	150	2002	75	2077	1,295	22,450	54	845	-
8164	619	PVC	16	150	2002	75	2077	1,295	21,231	54	799	-
8165	620	PVC	17	150	2002	75	2077	1,295	21,725	54	817	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8166	621	PVC	35	150	2002	75	2077	1,295	45,172	54	1,700	-
8167	622	PVC	13	150	2002	75	2077	1,295	16,834	54	633	-
8168	623	PVC	15	150	2002	75	2077	1,295	19,808	54	745	-
8169	624	PVC	29	150	2002	75	2077	1,295	37,560	54	1,413	-
8170	625	PVC	0	150	2002	75	2077	1,288	85	54	3	-
8171	626	PVC	170	150	2002	75	2077	1,295	219,570	54	8,261	-
8172	627	PVC	6	150	2002	75	2077	1,295	8,184	54	308	-
8173	628	PVC	23	150	2002	75	2077	1,295	29,458	54	1,108	-
8174	667	PVC	120	150	2002	75	2077	1,295	155,400	54	5,847	-
8175	668	PVC	7	150	2002	75	2077	1,295	8,797	54	331	-
8176	763	PVC	65	150	2002	75	2077	1,295	84,413	54	3,176	-
8177	764	PVC	29	150	2002	75	2077	1,295	37,092	54	1,396	-
8178	765	PVC	91	150	2002	75	2077	1,295	118,102	54	4,444	-
8179	766	PVC	63	150	2002	75	2077	1,295	80,972	54	3,047	-
8180	767	PVC	7	150	2002	75	2077	1,295	8,804	54	331	-
8181	768	PVC	6	150	2002	75	2077	1,295	7,697	54	290	-
8182	769	PVC	26	150	2002	75	2077	1,295	34,149	54	1,285	-
8183	770	PVC	97	150	2002	75	2077	1,295	125,219	54	4,711	-
8184	771	PVC	145	150	2002	75	2077	1,295	187,645	54	7,060	-
8185	772	PVC	6	150	2002	75	2077	1,295	8,133	54	306	-
8186	773	PVC	255	150	2002	75	2077	1,295	329,788	54	12,408	-
8187	774	PVC	82	150	2002	75	2077	1,295	105,640	54	3,975	-
8188	775	PVC	7	150	2002	75	2077	1,295	8,847	54	333	-
8189	776	PVC	12	150	2002	75	2077	1,295	15,050	54	566	-
8190	777	PVC	40	150	2002	75	2077	1,295	52,413	54	1,972	-
8191	778	PVC	22	150	2002	75	2077	1,295	28,780	54	1,083	-
8192	779	PVC	33	150	2002	75	2077	1,295	42,166	54	1,587	-
8193	782	PVC	181	150	2002	75	2077	1,295	234,738	54	8,832	-
8194	838	PVC	37	150	2002	75	2077	1,295	48,065	54	1,808	-
8195	839	PVC	26	150	2002	75	2077	1,295	34,067	54	1,282	-
8196	843	PVC	9	150	2002	75	2077	1,295	11,052	54	416	-
8197	844	PVC	36	150	2002	75	2077	1,295	46,736	54	1,758	-
8198	845	PVC	295	150	2002	75	2077	1,295	382,505	54	14,392	-
8199	849	PVC	52	150	2002	75	2077	1,295	67,417	54	2,537	-
8200	851	PVC	9	150	2002	75	2077	1,295	11,858	54	446	-
8201	291	PVC	47	150	2002	75	2077	1,295	60,671	54	2,283	-
8202	657	PVC	50	150	2002	75	2077	1,295	65,205	54	2,453	-
8203	598	PVC	23	150	2003	75	2078	1,295	30,031	55	1,122	-
8204	599	PVC	30	150	2003	75	2078	1,295	38,408	55	1,435	-
8205	600	PVC	24	150	2003	75	2078	1,295	31,552	55	1,178	-
8206	607	PVC	14	150	2003	75	2078	1,295	18,641	55	696	-
8207	608	PVC	16	150	2003	75	2078	1,295	20,499	55	766	-
8208	631	PVC	150	150	2003	75	2078	1,295	194,688	55	7,271	-
8209	495	PVC	20	100	2003	75	2078	1,295	25,867	55	966	-
8210	496	PVC	35	150	2003	75	2078	1,295	45,337	55	1,693	-
8211	497	PVC	11	150	2003	75	2078	1,295	14,383	55	537	-
8212	498	PVC	82	100	2003	75	2078	1,295	106,373	55	3,973	-
8213	499	PVC	82	150	2003	75	2078	1,295	105,570	55	3,943	-
8214	272	PVC	85	150	2003	75	2078	1,295	110,346	55	4,121	-
8215	349	PVC	28	150	2003	75	2078	1,295	36,737	55	1,372	-
8216	350	PVC	26	150	2003	75	2078	1,295	33,905	55	1,266	-
8217	351	PVC	64	150	2003	75	2078	1,295	82,965	55	3,099	-
8218	352	PVC	83	150	2003	75	2078	1,295	107,057	55	3,998	-
8219	353	PVC	38	150	2003	75	2078	1,295	48,700	55	1,819	-
8220	581	PVC	43	150	2003	75	2078	1,295	55,156	55	2,060	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8221	582	PVC	56	150	2003	75	2078	1,295	71,878	55	2,685	-
8222	584	PVC	228	150	2003	75	2078	1,295	295,600	55	11,040	-
8223	586	PVC	227	150	2003	75	2078	1,295	294,082	55	10,984	-
8224	748	PVC	158	150	2003	75	2078	1,295	204,169	55	7,626	-
8225	848	PVC	222	150	2003	75	2078	1,295	287,344	55	10,732	-
8226	802	PVC	30	150	2003	75	2078	1,295	38,774	55	1,448	-
8227	830	PVC	107	150	2003	75	2078	1,295	139,096	55	5,195	-
8228	71	PVC	25	200	2004	75	2079	1,295	32,038	56	1,188	-
8229	744	PVC	12	150	2004	75	2079	1,295	15,457	56	573	-
8230	745	PVC	11	150	2004	75	2079	1,295	14,293	56	530	-
8231	128	PVC	288	250	2004	75	2079	1,295	373,204	56	13,840	-
8232	129	PVC	24	250	2004	75	2079	1,295	30,510	56	1,131	-
8233	707	PVC	299	150	2004	75	2079	1,295	387,043	56	14,353	-
8234	708	PVC	130	150	2004	75	2079	1,295	167,940	56	6,228	-
8235	709	PVC	111	150	2004	75	2079	1,295	143,678	56	5,328	-
8236	710	PVC	190	150	2004	75	2079	1,295	245,524	56	9,105	-
8237	732	PVC	10	150	2004	75	2079	1,295	12,591	56	467	-
8238	733	PVC	336	150	2004	75	2079	1,295	435,042	56	16,133	-
8239	734	PVC	83	150	2004	75	2079	1,295	107,900	56	4,001	-
8240	735	PVC	32	150	2004	75	2079	1,295	41,566	56	1,541	-
8241	736	PVC	41	150	2004	75	2079	1,295	53,385	56	1,980	-
8242	737	PVC	138	250	2004	75	2079	1,295	178,304	56	6,612	-
8243	738	PVC	153	250	2004	75	2079	1,295	197,650	56	7,330	-
8244	739	PVC	896	150	2004	75	2079	1,295	1,159,930	56	43,015	-
8245	803	PVC	885	200	2004	75	2079	1,295	1,146,238	56	42,508	-
8246	804	PVC	7	150	2004	75	2079	1,295	9,431	56	350	-
8247	805	PVC	115	150	2004	75	2079	1,295	149,034	56	5,527	-
8248	806	PVC	191	150	2004	75	2079	1,295	246,883	56	9,156	-
8249	807	PVC	123	250	2004	75	2079	1,295	159,801	56	5,926	-
8250	808	PVC	66	150	2004	75	2079	1,295	85,676	56	3,177	-
8251	809	PVC	22	150	2004	75	2079	1,295	29,090	56	1,079	-
8252	810	PVC	315	250	2004	75	2079	1,295	407,856	56	15,125	-
8253	811	PVC	10	150	2004	75	2079	1,295	13,287	56	493	-
8254	812	PVC	137	150	2004	75	2079	1,295	176,788	56	6,556	-
8255	813	PVC	153	150	2004	75	2079	1,295	198,551	56	7,363	-
8256	814	PVC	219	150	2004	75	2079	1,295	283,875	56	10,527	-
8257	815	PVC	153	150	2004	75	2079	1,295	198,566	56	7,364	-
8258	816	PVC	110	150	2004	75	2079	1,295	141,869	56	5,261	-
8259	817	PVC	229	150	2004	75	2079	1,295	296,485	56	10,995	-
8260	829	PVC	235	250	2004	75	2079	1,295	304,375	56	11,288	-
8261	986	PVC	218	250	2004	75	2079	1,295	282,086	56	10,461	-
8262	1,348	PVC	159	150	2004	75	2079	1,295	206,025	56	7,640	-
8263	1,042		5	200	2006	75	2081	1,295	7,031	58	257	-
8264	1,043		153	200	2006	75	2081	1,295	198,191	58	7,251	-
8265	1,044		4	0	2006	75	2081	1,295	4,570	58	167	-
8266	1,045		169	300	2006	75	2081	1,295	218,978	58	8,012	-
8267	1,046		301	300	2006	75	2081	1,295	389,998	58	14,269	-
8268	1,048		81	300	2006	75	2081	1,295	104,248	58	3,814	-
8269	1,049		135	300	2006	75	2081	1,295	175,096	58	6,406	-
8270	1,050		12	300	2006	75	2081	1,295	14,968	58	548	-
8271	1,051		77	300	2006	75	2081	1,295	100,211	58	3,667	-
8272	1,052		300	300	2006	75	2081	1,295	387,926	58	14,194	-
8273	1,053		237	300	2006	75	2081	1,295	306,693	58	11,221	-
8274	1,105	PVC	2	200	2014	75	2089	1,295	2,350	66	82	-
8275	1,106		137	200	2014	75	2089	1,295	177,450	66	6,206	-



**Table A-2 (Cont'd)  
Township of Springwater  
Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8276	1,108	PVC	6	200	2014	75	2089	1,295	7,327	66	256	-
8277	1,109	PVC	13	200	2014	75	2089	1,295	16,194	66	566	-
8278	1,110	PVC	18	200	2014	75	2089	1,295	23,924	66	837	-
8279	1,111	PVC	5	200	2014	75	2089	1,295	6,443	66	239	-
8280	1,112	PVC	107	200	2014	75	2089	1,295	138,394	66	4,840	-
8281	1,114	PVC	100	200	2014	75	2089	1,295	130,137	66	4,551	-
8282	1,116	PVC	104	200	2014	75	2089	1,295	134,676	66	4,710	-
8283	1,117	PVC	25	200	2014	75	2089	1,295	32,787	66	1,147	-
8284	1,119	PVC	67	200	2014	75	2089	1,295	87,371	66	3,055	-
8285	1,122	PVC	41	200	2014	75	2089	1,295	53,377	66	1,867	-
8286	1,123	PVC	6	200	2014	75	2089	1,295	7,154	66	250	-
8287	1,124	PVC	165	200	2014	75	2089	1,295	214,146	66	7,489	-
8288	1,125	PVC	36	200	2014	75	2089	1,295	46,478	66	1,625	-
8289	1,127	PVC	1	200	2014	75	2089	1,295	1,367	66	48	-
8290	1,128	PVC	77	150	2014	75	2089	1,295	100,310	66	3,508	-
8291	1,130	PVC	33	150	2014	75	2089	1,295	42,458	66	1,485	-
8292	1,131	PVC	37	150	2014	75	2089	1,295	47,974	66	1,678	-
8293	1,133	PVC	87	150	2014	75	2089	1,295	112,578	66	3,937	-
8294	1,104	PVC	6	200	2015	75	2090	1,295	7,768	67	270	-
8295	1,169		608	200	2017	75	2092	1,295	786,995	69	27,140	-
8296	1,214	PVC	154	150	2018	75	2093	1,295	199,993	70	6,867	-
8297	3	PVC	24	200	1996	75	2071	1,295	31,434	48	1,244	-
8298	4	PVC	16	150	1996	75	2071	1,295	20,854	48	825	-
8299	5	PVC	421	200	1996	75	2071	1,295	545,813	48	21,602	-
8300	6	PVC	179	150	1996	75	2071	1,295	232,124	48	9,187	-
8301	7	PVC	119	150	1996	75	2071	1,295	153,511	48	6,076	-
8302	8	PVC	37	150	1996	75	2071	1,295	48,182	48	1,907	-
8303	9	PVC	48	150	1996	75	2071	1,295	61,897	48	2,450	-
8304	10	PVC	142	150	1996	75	2071	1,295	183,324	48	7,256	-
8305	11	PVC	40	250	1996	75	2071	1,295	51,423	48	2,035	-
8306	15	PVC	378	200	1996	75	2071	1,295	489,519	48	19,374	-
8307	16	PVC	370	150	1996	75	2071	1,295	478,596	48	18,942	-
8308	18	PVC	82	150	1996	75	2071	1,295	106,234	48	4,205	-
8309	19	PVC	87	150	1996	75	2071	1,295	112,137	48	4,438	-
8310	21	PVC	199	150	1996	75	2071	1,295	257,923	48	10,208	-
8311	22	PVC	118	150	1996	75	2071	1,295	153,347	48	6,069	-
8312	23	PVC	66	150	1996	75	2071	1,295	86,115	48	3,408	-
8313	24	PVC	226	200	1996	75	2071	1,295	292,975	48	11,595	-
8314	25	PVC	17	150	1996	75	2071	1,295	22,296	48	882	-
8315	26	PVC	67	150	1996	75	2071	1,295	86,867	48	3,438	-
8316	27	PVC	193	150	1996	75	2071	1,295	249,951	48	9,893	-
8317	28	PVC	18	150	1996	75	2071	1,295	23,680	48	937	-
8318	29	PVC	54	200	1996	75	2071	1,295	69,697	48	2,758	-
8319	31	PVC	39	150	1996	75	2071	1,295	50,277	48	1,990	-
8320	32	PVC	254	150	1996	75	2071	1,295	328,640	48	13,007	-
8321	37	PVC	131	150	1996	75	2071	1,295	170,013	48	6,729	-
8322	38	PVC	45	150	1996	75	2071	1,295	57,999	48	2,295	-
8323	39	PVC	4	150	1996	75	2071	1,295	5,468	48	216	-
8324	40	PVC	31	150	1996	75	2071	1,295	40,546	48	1,605	-
8325	41	PVC	123	150	1996	75	2071	1,295	159,805	48	6,325	-
8326	42	PVC	142	150	1996	75	2071	1,295	183,507	48	7,263	-
8327	43	PVC	222	150	1996	75	2071	1,295	287,560	48	11,381	-
8328	44	PVC	12	150	1996	75	2071	1,295	15,458	48	612	-
8329	45	PVC	222	250	1996	75	2071	1,295	287,551	48	11,381	-
8330	46	PVC	116	200	1996	75	2071	1,295	149,801	48	5,929	-



Table A-2 (Cont'd)  
Township of Springwater  
Watermain Inventory

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8331	47	PVC	250	200	1996	75	2071	1,295	323,591	48	12,807	-
8332	48	PVC	331	200	1996	75	2071	1,295	428,643	48	16,965	-
8333	49	PVC	0	150	1996	75	2071	1,295	515	48	20	-
8334	50	PVC	160	250	1996	75	2071	1,295	206,894	48	8,188	-
8335	51	PVC	121	200	1996	75	2071	1,295	156,067	48	6,177	-
8336	55	PVC	31	150	1996	75	2071	1,295	40,144	48	1,589	-
8337	56	PVC	189	200	1996	75	2071	1,295	245,248	48	9,706	-
8338	58	PVC	346	150	1996	75	2071	1,295	448,376	48	17,746	-
8339	60	PVC	91	200	1996	75	2071	1,295	117,536	48	4,652	-
8340	61	PVC	20	200	1996	75	2071	1,295	25,862	48	1,024	-
8341	62	PVC	18	200	1996	75	2071	1,295	22,677	48	898	-
8342	63	PVC	26	200	1996	75	2071	1,295	34,077	48	1,349	-
8343	64	PVC	8	200	1996	75	2071	1,295	10,309	48	408	-
8344	65	PVC	21	200	1996	75	2071	1,295	27,467	48	1,087	-
8345	66	PVC	100	200	1996	75	2071	1,295	129,291	48	5,117	-
8346	68	PVC	100	200	1996	75	2071	1,295	129,686	48	5,133	-
8347	69	PVC	1	150	1996	75	2071	1,295	1,611	48	64	-
8348	70	PVC	58	200	1996	75	2071	1,295	75,133	48	2,974	-
8349	72	PVC	2	150	1996	75	2071	1,295	3,117	48	123	-
8350	73	PVC	115	150	1996	75	2071	1,295	148,454	48	5,875	-
8351	91	PVC	40	150	1996	75	2071	1,295	51,294	48	2,030	-
8352	92	PVC	421	150	1996	75	2071	1,295	545,392	48	21,585	-
8353	93	PVC	17	150	1996	75	2071	1,295	21,383	48	846	-
8354	97	PVC	429	150	1996	75	2071	1,295	554,915	48	21,962	-
8355	98	PVC	10	150	1996	75	2071	1,295	13,366	48	529	-
8356	99	PVC	35	150	1996	75	2071	1,295	44,910	48	1,777	-
8357	100	PVC	188	150	1996	75	2071	1,295	243,912	48	9,653	-
8358	101	PVC	95	150	1996	75	2071	1,295	122,628	48	4,853	-
8359	102	PVC	4	150	1996	75	2071	1,295	4,948	48	196	-
8360	103	PVC	9	150	1996	75	2071	1,295	11,108	48	440	-
8361	104	PVC	363	150	1996	75	2071	1,295	469,778	48	18,593	-
8362	106	PVC	67	150	1996	75	2071	1,295	87,225	48	3,452	-
8363	107	PVC	528	200	1996	75	2071	1,295	683,493	48	27,051	-
8364	111	PVC	86	150	1996	75	2071	1,295	110,926	48	4,390	-
8365	112	PVC	151	150	1996	75	2071	1,295	194,986	48	7,717	-
8366	116	PVC	3	150	1996	75	2071	1,295	3,874	48	153	-
8367	118	PVC	100	200	1996	75	2071	1,295	129,521	48	5,126	-
8368	119	PVC	111	150	1996	75	2071	1,295	144,295	48	5,711	-
8369	123	PVC	4	150	1996	75	2071	1,295	4,836	48	191	-
8370	127	PVC	134	150	1996	75	2071	1,295	173,257	48	6,857	-
8371	130	PVC	2	150	1996	75	2071	1,295	2,590	48	103	-
8372	131	PVC	3	200	1996	75	2071	1,295	3,584	48	142	-
8373	132	PVC	2	150	1996	75	2071	1,295	2,392	48	95	-
8374	134	PVC	81	150	1996	75	2071	1,295	104,765	48	4,146	-
8375	136	PVC	0	150	1996	75	2071	#DIV/0!	-	48	-	-
8376	137	PVC	41	150	1996	75	2071	1,295	52,957	48	2,096	-
8377	138	PVC	103	150	1996	75	2071	1,295	133,243	48	5,273	-
8378	141	PVC	2	150	1996	75	2071	1,295	2,897	48	115	-
8379	151	PVC	79	150	1996	75	2071	1,295	101,688	48	4,025	-
8380	152	PVC	271	150	1996	75	2071	1,295	351,055	48	13,894	-
8381	156	PVC	144	150	1996	75	2071	1,295	186,935	48	7,398	-
8382	160	PVC	24	150	1996	75	2071	1,295	31,635	48	1,252	-
8383	173	PVC	60	150	1996	75	2071	1,295	77,973	48	3,086	-
8384	174	PVC	45	150	1996	75	2071	1,295	58,225	48	2,304	-
8385	175	PVC	3	150	1996	75	2071	1,295	4,013	48	159	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8386	176	PVC	148	200	1996	75	2071	1,295	191,100	48	7,563	-
8387	177	PVC	9	150	1996	75	2071	1,295	11,581	48	458	-
8388	178	PVC	168	200	1996	75	2071	1,295	217,838	48	8,622	-
8389	185	PVC	105	150	1996	75	2071	1,295	135,786	48	5,374	-
8390	190	PVC	18	150	1996	75	2071	1,295	23,409	48	926	-
8391	193	PVC	29	150	1996	75	2071	1,295	37,664	48	1,491	-
8392	194	PVC	201	150	1996	75	2071	1,295	260,247	48	10,300	-
8393	195	PVC	296	150	1996	75	2071	1,295	382,760	48	15,149	-
8394	198	PVC	3	150	1996	75	2071	1,295	3,460	48	137	-
8395	199	PVC	137	150	1996	75	2071	1,295	177,449	48	7,023	-
8396	200	PVC	118	150	1996	75	2071	1,295	152,824	48	6,048	-
8397	201	PVC	103	150	1996	75	2071	1,295	133,134	48	5,269	-
8398	202	PVC	250	150	1996	75	2071	1,295	323,220	48	12,792	-
8399	210	PVC	274	150	1996	75	2071	1,295	354,650	48	14,036	-
8400	211	PVC	237	150	1996	75	2071	1,295	307,370	48	12,165	-
8401	212	PVC	304	150	1996	75	2071	1,295	393,455	48	15,572	-
8402	213	PVC	223	150	1996	75	2071	1,295	288,435	48	11,416	-
8403	214	PVC	21	150	1996	75	2071	1,295	27,435	48	1,086	-
8404	215	PVC	29	150	1996	75	2071	1,295	38,137	48	1,509	-
8405	216	PVC	149	150	1996	75	2071	1,295	193,373	48	7,653	-
8406	217	PVC	2	150	1996	75	2071	1,295	2,332	48	92	-
8407	218	PVC	367	150	1996	75	2071	1,295	475,070	48	18,802	-
8408	219	PVC	51	150	1996	75	2071	1,295	65,533	48	2,594	-
8409	220	PVC	21	150	1996	75	2071	1,295	27,582	48	1,092	-
8410	221	PVC	63	150	1996	75	2071	1,295	82,157	48	3,252	-
8411	222	PVC	48	150	1996	75	2071	1,295	61,779	48	2,445	-
8412	223	PVC	9	150	1996	75	2071	1,295	11,466	48	454	-
8413	235	PVC	402	250	1996	75	2071	1,295	520,183	48	20,588	-
8414	238	PVC	81	150	1996	75	2071	1,295	104,415	48	4,132	-
8415	239	PVC	33	150	1996	75	2071	1,295	43,210	48	1,710	-
8416	240	PVC	301	200	1996	75	2071	1,295	389,883	48	15,431	-
8417	241	PVC	78	250	1996	75	2071	1,295	101,390	48	4,013	-
8418	242	PVC	95	150	1996	75	2071	1,295	122,605	48	4,852	-
8419	243	PVC	210	150	1996	75	2071	1,295	271,812	48	10,758	-
8420	244	PVC	210	250	1996	75	2071	1,295	271,727	48	10,754	-
8421	254	PVC	24	150	1996	75	2071	1,295	31,337	48	1,240	-
8422	260	PVC	6	150	1996	75	2071	1,295	7,592	48	300	-
8423	268	PVC	14	150	1996	75	2071	1,295	17,817	48	705	-
8424	269	PVC	25	150	1996	75	2071	1,295	31,940	48	1,264	-
8425	273	PVC	26	150	1996	75	2071	1,295	33,721	48	1,335	-
8426	279	PVC	4	150	1996	75	2071	1,295	4,563	48	181	-
8427	280	PVC	3	150	1996	75	2071	1,295	4,117	48	163	-
8428	281	PVC	60	150	1996	75	2071	1,295	77,083	48	3,051	-
8429	282	PVC	38	150	1996	75	2071	1,295	49,620	48	1,964	-
8430	283	PVC	67	150	1996	75	2071	1,295	86,601	48	3,427	-
8431	284	PVC	2	150	1996	75	2071	1,295	2,331	48	92	-
8432	285	PVC	201	150	1996	75	2071	1,295	260,422	48	10,307	-
8433	286	PVC	100	150	1996	75	2071	1,295	129,075	48	5,109	-
8434	287	PVC	57	150	1996	75	2071	1,295	73,965	48	2,927	-
8435	288	PVC	18	150	1996	75	2071	1,295	23,677	48	937	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8436	292	PVC	10	150	1996	75	2071	1,295	13,374	48	529	-
8437	293	PVC	9	150	1996	75	2071	1,295	11,628	48	460	-
8438	294	PVC	92	150	1996	75	2071	1,295	118,658	48	4,696	-
8439	295	PVC	69	150	1996	75	2071	1,295	89,017	48	3,523	-
8440	296	PVC	13	150	1996	75	2071	1,295	17,366	48	687	-
8441	297	PVC	9	150	1996	75	2071	1,295	11,685	48	462	-
8442	298	PVC	8	150	1996	75	2071	1,295	9,730	48	385	-
8443	299	PVC	18	150	1996	75	2071	1,295	23,480	48	929	-
8444	300	PVC	6	150	1996	75	2071	1,295	8,320	48	329	-
8445	301	PVC	19	150	1996	75	2071	1,295	24,405	48	966	-
8446	302	PVC	2	150	1996	75	2071	1,295	2,309	48	91	-
8447	314	PVC	201	150	1996	75	2071	1,295	260,842	48	10,324	-
8448	315	PVC	102	150	1996	75	2071	1,295	132,329	48	5,237	-
8449	316	PVC	11	150	1996	75	2071	1,295	13,686	48	542	-
8450	317	PVC	14	150	1996	75	2071	1,295	18,047	48	714	-
8451	318	PVC	5	150	1996	75	2071	1,295	7,060	48	279	-
8452	319	PVC	38	50	1996	75	2071	1,295	48,690	48	1,927	-
8453	320	PVC	83	150	1996	75	2071	1,295	107,067	48	4,237	-
8454	321	PVC	148	150	1996	75	2071	1,295	191,742	48	7,589	-
8455	322	PVC	15	150	1996	75	2071	1,295	19,460	48	770	-
8456	323	PVC	111	150	1996	75	2071	1,295	143,764	48	5,690	-
8457	324	PVC	12	150	1996	75	2071	1,295	14,926	48	591	-
8458	325	PVC	25	150	1996	75	2071	1,295	32,425	48	1,283	-
8459	326	DI	294	250	1996	75	2071	1,295	380,943	48	15,077	-
8460	327	DI	110	250	1996	75	2071	1,295	142,525	48	5,641	-
8461	328	CI	7	150	1996	75	2071	1,295	8,869	48	351	-
8462	329	DI	11	150	1996	75	2071	1,295	14,056	48	556	-
8463	330	DI	247	200	1996	75	2071	1,295	319,235	48	12,635	-
8464	334	PVC	8	150	1996	75	2071	1,295	10,629	48	421	-
8465	346	PVC	27	200	1996	75	2071	1,295	35,359	48	1,399	-
8466	376	PVC	9	150	1996	75	2071	1,295	11,317	48	448	-
8467	396	PVC	123	150	1996	75	2071	1,295	159,736	48	6,322	-
8468	397	PVC	16	200	1996	75	2071	1,295	21,303	48	843	-
8469	400	PVC	119	150	1996	75	2071	1,295	154,289	48	6,106	-
8470	403	PVC	127	150	1996	75	2071	1,295	164,238	48	6,500	-
8471	406	PVC	145	150	1996	75	2071	1,295	187,408	48	7,417	-
8472	408	PVC	5	150	1996	75	2071	1,295	6,844	48	271	-
8473	409	PVC	5	150	1996	75	2071	1,295	6,016	48	238	-
8474	410	PVC	15	150	1996	75	2071	1,295	20,038	48	793	-
8475	411	PVC	209	150	1996	75	2071	1,295	270,580	48	10,709	-
8476	412	PVC	6	150	1996	75	2071	1,295	7,435	48	294	-
8477	413	PVC	642	150	1996	75	2071	1,295	832,000	48	32,929	-
8478	414	PVC	83	150	1996	75	2071	1,295	107,659	48	4,261	-
8479	430	PVC	60	150	1996	75	2071	1,295	77,430	48	3,065	-
8480	431	PVC	71	150	1996	75	2071	1,295	92,414	48	3,658	-
8481	432	PVC	9	150	1996	75	2071	1,295	12,278	48	486	-
8482	433	PVC	29	150	1996	75	2071	1,295	37,874	48	1,499	-
8483	434	PVC	96	150	1996	75	2071	1,295	124,941	48	4,945	-
8484	435	PVC	119	150	1996	75	2071	1,295	154,149	48	6,101	-
8485	440	PVC	151	150	1996	75	2071	1,295	195,115	48	7,722	-
8486	441	PVC	143	150	1996	75	2071	1,295	184,656	48	7,308	-
8487	443	PVC	2	150	1996	75	2071	1,295	2,912	48	115	-
8488	444	PVC	19	150	1996	75	2071	1,295	24,115	48	954	-
8489	449	PVC	58	150	1996	75	2071	1,295	75,338	48	2,982	-
8490	450	PVC	39	150	1996	75	2071	1,295	50,162	48	1,985	-
8491	451	PVC	2	150	1996	75	2071	1,295	2,484	48	98	-
8492	454	PVC	1	150	1996	75	2071	1,295	1,899	48	75	-
8493	455	PVC	128	150	1996	75	2071	1,295	165,888	48	6,565	-
8494	456	PVC	267	150	1996	75	2071	1,295	345,571	48	13,677	-
8495	457	PVC	7	150	1996	75	2071	1,295	8,811	48	349	-



Table A-2 (Cont'd)  
Township of Springwater  
Watermain Inventory

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8496	458	PVC	226	150	1996	75	2071	1,295	293,304	48	11,608	-
8497	459	DI	92	250	1996	75	2071	1,295	118,730	48	4,699	-
8498	460	PVC	9	150	1996	75	2071	1,295	11,661	48	462	-
8499	461	PVC	22	150	1996	75	2071	1,295	28,164	48	1,115	-
8500	462	DI	7	250	1996	75	2071	1,295	9,639	48	382	-
8501	463	PVC	12	150	1996	75	2071	1,295	16,115	48	638	-
8502	464	DI	4	200	1996	75	2071	1,295	5,741	48	227	-
8503	465	PVC	38	150	1996	75	2071	1,295	49,853	48	1,973	-
8504	466	PVC	10	150	1996	75	2071	1,295	12,722	48	503	-
8505	468	PVC	154	150	1996	75	2071	1,295	200,012	48	7,916	-
8506	469	PVC	36	150	1996	75	2071	1,295	46,905	48	1,856	-
8507	470	PVC	18	150	1996	75	2071	1,295	23,667	48	937	-
8508	471	PVC	342	150	1996	75	2071	1,295	442,581	48	17,516	-
8509	472	PVC	5	150	1996	75	2071	1,295	5,986	48	237	-
8510	473	PVC	118	150	1996	75	2071	1,295	153,052	48	6,057	-
8511	474	PVC	14	150	1996	75	2071	1,295	18,384	48	728	-
8512	475	PVC	16	150	1996	75	2071	1,295	20,310	48	804	-
8513	476	PVC	19	150	1996	75	2071	1,295	24,300	48	962	-
8514	477	PVC	15	150	1996	75	2071	1,295	19,742	48	781	-
8515	478	PVC	3	150	1996	75	2071	1,295	4,090	48	162	-
8516	479	PVC	111	150	1996	75	2071	1,295	143,123	48	5,665	-
8517	480	PVC	7	150	1996	75	2071	1,295	8,457	48	335	-
8518	481	PVC	15	150	1996	75	2071	1,295	19,569	48	774	-
8519	482	PVC	36	150	1996	75	2071	1,295	46,833	48	1,854	-
8520	483	PVC	50	150	1996	75	2071	1,295	64,781	48	2,564	-
8521	484	PVC	32	150	1996	75	2071	1,295	41,737	48	1,652	-
8522	485	PVC	253	38	1996	75	2071	1,295	327,487	48	12,961	-
8523	486	PVC	4	150	1996	75	2071	1,295	4,939	48	195	-
8524	487	PVC	3	150	1996	75	2071	1,295	3,253	48	129	-
8525	488	PVC	12	150	1996	75	2071	1,295	14,893	48	589	-
8526	489	PVC	21	150	1996	75	2071	1,295	26,600	48	1,053	-
8527	490	PVC	3	150	1996	75	2071	1,295	4,233	48	168	-
8528	491	PVC	126	150	1996	75	2071	1,295	163,250	48	6,461	-
8529	494	PVC	9	150	1996	75	2071	1,295	12,086	48	478	-
8530	500	PVC	275	150	1996	75	2071	1,295	356,206	48	14,098	-
8531	501	PVC	11	150	1996	75	2071	1,295	14,274	48	565	-
8532	502	PVC	10	150	1996	75	2071	1,295	12,818	48	507	-
8533	503	PVC	121	150	1996	75	2071	1,295	156,459	48	6,192	-
8534	504	PVC	2	150	1996	75	2071	1,295	2,597	48	103	-
8535	506	PVC	32	150	1996	75	2071	1,295	41,995	48	1,662	-
8536	507	PVC	9	150	1996	75	2071	1,295	11,699	48	463	-
8537	508	PVC	93	150	1996	75	2071	1,295	120,132	48	4,755	-
8538	509	PVC	5	150	1996	75	2071	1,295	6,134	48	243	-
8539	510	PVC	32	150	1996	75	2071	1,295	41,080	48	1,626	-
8540	511	PVC	11	150	1996	75	2071	1,295	14,014	48	555	-
8541	512	PVC	319	150	1996	75	2071	1,295	412,508	48	16,326	-
8542	513	DI	227	250	1996	75	2071	1,295	293,760	48	11,626	-
8543	514	DI	79	250	1996	75	2071	1,295	102,527	48	4,058	-
8544	515	DI	15	200	1996	75	2071	1,295	19,012	48	752	-
8545	516	DI	42	200	1996	75	2071	1,295	54,416	48	2,154	-
8546	517	DI	4	200	1996	75	2071	1,295	4,674	48	185	-
8547	518	DI	311	250	1996	75	2071	1,295	402,107	48	15,915	-
8548	519	PVC	120	150	1996	75	2071	1,295	154,877	48	6,130	-
8549	520	PVC	220	150	1996	75	2071	1,295	285,540	48	11,301	-
8550	521	PVC	2	250	1996	75	2071	1,295	2,328	48	92	-



Table A-2 (Cont'd)  
Township of Springwater  
Watermain Inventory

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8551	522	PVC	129	250	1996	75	2071	1,295	166,734	48	6,599	-
8552	523	PVC	3	150	1996	75	2071	1,295	3,675	48	145	-
8553	524	PVC	2	150	1996	75	2071	1,295	3,047	48	121	-
8554	525	PVC	8	250	1996	75	2071	1,295	10,233	48	405	-
8555	526	DI	5	250	1996	75	2071	1,295	7,000	48	277	-
8556	527	DI	118	250	1996	75	2071	1,295	152,237	48	6,025	-
8557	528	PVC	109	250	1996	75	2071	1,295	140,825	48	5,574	-
8558	529	PVC	282	250	1996	75	2071	1,295	365,335	48	14,459	-
8559	530	PVC	22	150	1996	75	2071	1,295	28,361	48	1,122	-
8560	531	PVC	15	150	1996	75	2071	1,295	19,771	48	782	-
8561	532	PVC	18	250	1996	75	2071	1,295	23,714	48	939	-
8562	533	PVC	218	150	1996	75	2071	1,295	282,483	48	11,180	-
8563	534	PVC	111	150	1996	75	2071	1,295	144,240	48	5,709	-
8564	535	PVC	35	200	1996	75	2071	1,295	45,628	48	1,806	-
8565	536	PVC	9	200	1996	75	2071	1,295	12,259	48	485	-
8566	537	PVC	131	200	1996	75	2071	1,295	170,132	48	6,733	-
8567	538	PVC	68	150	1996	75	2071	1,295	88,553	48	3,505	-
8568	539	PVC	125	150	1996	75	2071	1,295	161,537	48	6,393	-
8569	540	DI	14	250	1996	75	2071	1,295	18,043	48	714	-
8570	541	DI	109	250	1996	75	2071	1,295	141,400	48	5,596	-
8571	542	DI	18	250	1996	75	2071	1,295	23,731	48	939	-
8572	543	PVC	6	200	1996	75	2071	1,295	7,677	48	304	-
8573	544	PVC	41	200	1996	75	2071	1,295	53,223	48	2,106	-
8574	545	PVC	3	200	1996	75	2071	1,295	4,467	48	177	-
8575	546	DI	6	200	1996	75	2071	1,295	7,171	48	284	-
8576	547	DI	12	200	1996	75	2071	1,295	15,431	48	611	-
8577	548	DI	3	200	1996	75	2071	1,295	3,840	48	152	-
8578	549	PVC	10	150	1996	75	2071	1,295	13,439	48	532	-
8579	550	DI	20	250	1996	75	2071	1,295	25,348	48	1,003	-
8580	551	DI	84	250	1996	75	2071	1,295	108,499	48	4,294	-
8581	552	DI	1	250	1996	75	2071	1,296	927	48	37	-
8582	553	DI	17	250	1996	75	2071	1,295	22,012	48	871	-
8583	554	PVC	168	150	1996	75	2071	1,295	217,052	48	8,590	-
8584	555	PVC	82	150	1996	75	2071	1,295	106,313	48	4,208	-
8585	556	PVC	22	200	1996	75	2071	1,295	28,044	48	1,110	-
8586	557	PVC	183	200	1996	75	2071	1,295	237,015	48	9,381	-
8587	558	PVC	9	200	1996	75	2071	1,295	12,203	48	483	-
8588	559	PVC	9	150	1996	75	2071	1,295	12,170	48	482	-
8589	560	PVC	8	150	1996	75	2071	1,295	9,722	48	385	-
8590	561	PVC	71	150	1996	75	2071	1,295	91,499	48	3,621	-
8591	562	PVC	219	150	1996	75	2071	1,295	283,871	48	11,235	-
8592	564	PVC	18	150	1996	75	2071	1,295	23,716	48	939	-
8593	566	PVC	8	150	1996	75	2071	1,295	10,719	48	424	-
8594	572	PVC	34	150	1996	75	2071	1,295	43,945	48	1,739	-
8595	573	PVC	421	150	1996	75	2071	1,295	545,198	48	21,578	-
8596	574	PVC	418	150	1996	75	2071	1,295	541,617	48	21,436	-
8597	575	PVC	2	150	1996	75	2071	1,295	2,330	48	92	-
8598	576	PVC	4	150	1996	75	2071	1,295	4,659	48	184	-
8599	579	PVC	2	150	1996	75	2071	1,295	2,336	48	92	-
8600	583	PVC	5	150	1996	75	2071	1,295	7,090	48	281	-
8601	585	PVC	80	150	1996	75	2071	1,295	103,521	48	4,097	-
8602	589	PVC	17	150	1996	75	2071	1,295	22,463	48	889	-
8603	594	PVC	4	300	1996	75	2071	1,295	5,246	48	208	-
8604	595	PVC	3	300	1996	75	2071	1,295	3,891	48	154	-
8605	596	PVC	3	300	1996	75	2071	1,295	3,886	48	154	-
8606	597	PVC	6	300	1996	75	2071	1,295	7,423	48	294	-
8607	601	PVC	5	150	1996	75	2071	1,295	7,039	48	279	-
8608	602	PVC	122	150	1996	75	2071	1,295	157,859	48	6,248	-
8609	603	PVC	31	150	1996	75	2071	1,295	40,403	48	1,599	-
8610	604	PVC	6	150	1996	75	2071	1,295	7,738	48	306	-



Table A-2 (Cont'd)  
Township of Springwater  
Watermain Inventory

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8611	605	PVC	19	150	1996	75	2071	1,295	24,668	48	976	-
8612	606	PVC	136	150	1996	75	2071	1,295	176,141	48	6,971	-
8613	630	PVC	0	150	1996	75	2071	#DIV/0!	-	48	-	-
8614	632	PVC	9	150	1996	75	2071	1,295	11,219	48	444	-
8615	633	PVC	37	150	1996	75	2071	1,295	47,954	48	1,898	-
8616	634	PVC	20	150	1996	75	2071	1,295	26,386	48	1,044	-
8617	640	PVC	0	150	1996	75	2071	#DIV/0!	-	48	-	-
8618	645	PVC	87	150	1996	75	2071	1,295	112,864	48	4,467	-
8619	646	PVC	146	150	1996	75	2071	1,295	189,057	48	7,482	-
8620	647	PVC	47	150	1996	75	2071	1,295	61,447	48	2,432	-
8621	648	DI	146	250	1996	75	2071	1,295	188,840	48	7,474	-
8622	649	PVC	18	150	1996	75	2071	1,295	23,674	48	937	-
8623	650	PVC	55	200	1996	75	2071	1,295	71,208	48	2,818	-
8624	651	PVC	25	200	1996	75	2071	1,295	31,798	48	1,258	-
8625	652	PVC	285	150	1996	75	2071	1,295	368,527	48	14,585	-
8626	656	PVC	124	150	1996	75	2071	1,295	160,660	48	6,359	-
8627	658	PVC	25	150	1996	75	2071	1,295	31,897	48	1,262	-
8628	659	PVC	158	150	1996	75	2071	1,295	205,059	48	8,116	-
8629	660	PVC	24	150	1996	75	2071	1,295	31,055	48	1,229	-
8630	661	PVC	21	150	1996	75	2071	1,295	26,617	48	1,053	-
8631	662	PVC	123	150	1996	75	2071	1,295	159,561	48	6,315	-
8632	663	PVC	162	150	1996	75	2071	1,295	209,670	48	8,298	-
8633	664	PVC	15	150	1996	75	2071	1,295	19,263	48	762	-
8634	665	PVC	102	150	1996	75	2071	1,295	132,276	48	5,235	-
8635	666	PVC	6	150	1996	75	2071	1,295	8,409	48	333	-
8636	681	PVC	20	150	1996	75	2071	1,295	25,586	48	1,013	-
8637	682	PVC	77	150	1996	75	2071	1,295	99,544	48	3,940	-
8638	683	PVC	42	150	1996	75	2071	1,295	54,513	48	2,157	-
8639	684	PVC	19	150	1996	75	2071	1,295	25,024	48	990	-
8640	685	PVC	84	150	1996	75	2071	1,295	108,752	48	4,304	-
8641	686	PVC	152	150	1996	75	2071	1,295	197,156	48	7,803	-
8642	688	PVC	91	150	1996	75	2071	1,295	117,984	48	4,670	-
8643	689	PVC	43	150	1996	75	2071	1,295	55,622	48	2,201	-
8644	690	PVC	18	150	1996	75	2071	1,295	22,889	48	906	-
8645	691	PVC	40	150	1996	75	2071	1,295	51,846	48	2,052	-
8646	704	PVC	2	150	1996	75	2071	1,295	2,465	48	98	-
8647	711	PVC	76	150	1996	75	2071	1,295	98,070	48	3,881	-
8648	712	PVC	183	150	1996	75	2071	1,295	237,187	48	9,387	-
8649	749	PVC	158	150	1996	75	2071	1,295	205,205	48	8,122	-
8650	750	PVC	18	150	1996	75	2071	1,295	23,762	48	940	-
8651	751	PVC	38	150	1996	75	2071	1,295	49,288	48	1,951	-
8652	752	PVC	8	150	1996	75	2071	1,295	10,248	48	406	-
8653	753	PVC	7	150	1996	75	2071	1,295	9,616	48	381	-
8654	754	PVC	87	150	1996	75	2071	1,295	112,873	48	4,467	-
8655	755	PVC	25	150	1996	75	2071	1,295	32,326	48	1,279	-
8656	756	PVC	9	150	1996	75	2071	1,295	11,218	48	444	-
8657	757	PVC	7	150	1996	75	2071	1,295	9,116	48	361	-
8658	758	PVC	117	150	1996	75	2071	1,295	151,289	48	5,988	-
8659	759	PVC	53	150	1996	75	2071	1,295	68,634	48	2,716	-
8660	760	PVC	39	150	1996	75	2071	1,295	50,103	48	1,983	-
8661	761	PVC	52	150	1996	75	2071	1,295	66,773	48	2,643	-
8662	762	PVC	772	38	1996	75	2071	1,295	999,864	48	39,572	-
8663	780	PVC	216	150	1996	75	2071	1,295	279,451	48	11,060	-
8664	781	PVC	83	150	1996	75	2071	1,295	107,377	48	4,250	-
8665	783	PVC	101	150	1996	75	2071	1,295	130,615	48	5,169	-
8666	784	PVC	9	150	1996	75	2071	1,295	11,790	48	467	-
8667	785	PVC	26	150	1996	75	2071	1,295	34,266	48	1,356	-
8668	834	PVC	29	150	1996	75	2071	1,295	37,301	48	1,476	-
8669	835	PVC	9	150	1996	75	2071	1,295	11,791	48	467	-
8670	836	PVC	26	150	1996	75	2071	1,295	34,008	48	1,346	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8671	837	PVC	9	150	1996	75	2071	1,295	11,494	48	455	-
8672	840	PVC	177	150	1996	75	2071	1,295	229,676	48	9,090	-
8673	841	PVC	7	150	1996	75	2071	1,295	9,373	48	371	-
8674	842	PVC	1	150	1996	75	2071	1,295	1,256	48	50	-
8675	846	PVC	57	150	1996	75	2071	1,295	73,899	48	2,925	-
8676	847	PVC	6	150	1996	75	2071	1,295	8,162	48	323	-
8677	850	PVC	127	150	1996	75	2071	1,295	164,017	48	6,491	-
8678	852	PVC	9	150	1996	75	2071	1,295	11,967	48	474	-
8679	853	PVC	109	150	1996	75	2071	1,295	141,362	48	5,595	-
8680	854	PVC	30	150	1996	75	2071	1,295	39,496	48	1,563	-
8681	855	PVC	11	150	1996	75	2071	1,295	14,767	48	584	-
8682	856	PVC	26	150	1996	75	2071	1,295	33,828	48	1,339	-
8683	857	PVC	9	150	1996	75	2071	1,295	11,830	48	468	-
8684	858	PVC	30	150	1996	75	2071	1,295	38,592	48	1,527	-
8685	859	PVC	138	150	1996	75	2071	1,295	178,972	48	7,083	-
8686	860	PVC	92	150	1996	75	2071	1,295	119,580	48	4,733	-
8687	861	PVC	91	150	1996	75	2071	1,295	117,849	48	4,664	-
8688	862	PVC	5	150	1996	75	2071	1,295	6,375	48	252	-
8689	863	PVC	90	150	1996	75	2071	1,295	116,637	48	4,616	-
8690	864	DI	60	200	1996	75	2071	1,295	77,455	48	3,066	-
8691	865	DI	198	200	1996	75	2071	1,295	255,984	48	10,131	-
8692	878	PVC	0	150	1996	75	2071	1,296	499	48	20	-
8693	881	PVC	12	200	1996	75	2071	1,295	15,609	48	618	-
8694	883	PVC	31	150	1996	75	2071	1,295	40,052	48	1,585	-
8695	890	PVC	2	150	1996	75	2071	1,295	2,003	48	79	-
8696	891	PVC	89	150	1996	75	2071	1,295	114,670	48	4,538	-
8697	892	PVC	2	150	1996	75	2071	1,295	2,130	48	84	-
8698	893	PVC	11	150	1996	75	2071	1,295	14,136	48	559	-
8699	894	PVC	110	150	1996	75	2071	1,295	143,086	48	5,663	-
8700	898	PVC	179	150	1996	75	2071	1,295	231,675	48	9,169	-
8701	899	PVC	9	150	1996	75	2071	1,295	11,741	48	465	-
8702	900	PVC	108	150	1996	75	2071	1,295	139,370	48	5,516	-
8703	901	PVC	94	150	1996	75	2071	1,295	121,361	48	4,803	-
8704	902	PVC	31	150	1996	75	2071	1,295	39,699	48	1,571	-
8705	903	PVC	8	150	1996	75	2071	1,295	10,373	48	411	-
8706	904	PVC	196	150	1996	75	2071	1,295	254,321	48	10,065	-
8707	905	PVC	138	200	1996	75	2071	1,295	179,025	48	7,085	-
8708	906	PVC	1	150	1996	75	2071	1,295	1,345	48	53	-
8709	907	PVC	110	150	1996	75	2071	1,295	141,877	48	5,615	-
8710	908	PVC	82	150	1996	75	2071	1,295	105,552	48	4,178	-
8711	909	PVC	55	150	1996	75	2071	1,295	70,832	48	2,803	-
8712	910	PVC	21	150	1996	75	2071	1,295	27,169	48	1,075	-
8713	911	PVC	2	150	1996	75	2071	1,295	2,285	48	90	-
8714	912	PVC	6	150	1996	75	2071	1,295	8,209	48	325	-
8715	913	PVC	42	150	1996	75	2071	1,295	54,339	48	2,151	-
8716	914	PVC	9	150	1996	75	2071	1,295	11,567	48	458	-
8717	915	PVC	17	150	1996	75	2071	1,295	21,849	48	865	-
8718	916	PVC	224	150	1996	75	2071	1,295	290,566	48	11,500	-
8719	917	PVC	89	150	1996	75	2071	1,295	114,835	48	4,545	-
8720	918	PVC	60	150	1996	75	2071	1,295	77,120	48	3,052	-
8721	919	DI	56	250	1996	75	2071	1,295	72,110	48	2,854	-
8722	920	PVC	14	150	1996	75	2071	1,295	18,665	48	739	-
8723	921	PVC	16	150	1996	75	2071	1,295	21,092	48	835	-
8724	925	PVC	23	150	1996	75	2071	1,295	29,794	48	1,179	-
8725	927	PVC	399	150	1996	75	2071	1,295	516,818	48	20,454	-



Table A-2 (Cont'd)  
Township of Springwater  
Watermain Inventory

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8726	928	PVC	7	150	1996	75	2071	1,295	9,438	48	374	-
8727	929	PVC	114	150	1996	75	2071	1,295	147,220	48	5,827	-
8728	930	PVC	9	150	1996	75	2071	1,295	12,051	48	477	-
8729	931	PVC	215	150	1996	75	2071	1,295	278,308	48	11,015	-
8730	932	PVC	25	150	1996	75	2071	1,295	33,001	48	1,306	-
8731	933	PVC	25	150	1996	75	2071	1,295	32,987	48	1,306	-
8732	936	PVC	14	150	1996	75	2071	1,295	18,693	48	740	-
8733	945	PVC	23	150	1996	75	2071	1,295	30,187	48	1,195	-
8734	946	PVC	54	150	1996	75	2071	1,295	69,283	48	2,742	-
8735	949	PVC	3	150	1996	75	2071	1,295	3,350	48	133	-
8736	953	PVC	16	150	1996	75	2071	1,295	20,760	48	822	-
8737	954	PVC	6	150	1996	75	2071	1,295	7,600	48	301	-
8738	955	PVC	92	150	1996	75	2071	1,295	118,670	48	4,697	-
8739	964	PVC	3	150	1996	75	2071	1,295	3,419	48	135	-
8740	965	PVC	120	150	1996	75	2071	1,295	154,987	48	6,134	-
8741	966	DI	16	200	1996	75	2071	1,295	20,502	48	811	-
8742	977	PVC	68	25	1996	75	2071	1,295	87,417	48	3,460	-
8743	978	PVC	145	250	1996	75	2071	1,295	188,172	48	7,447	-
8744	979	PVC	63	150	1996	75	2071	1,295	81,095	48	3,210	-
8745	980	PVC	74	150	1996	75	2071	1,295	95,219	48	3,769	-
8746	981	PVC	51	150	1996	75	2071	1,295	66,280	48	2,623	-
8747	982	PVC	229	150	1996	75	2071	1,295	295,934	48	11,712	-
8748	984	PVC	640	200	1996	75	2071	1,295	828,744	48	32,800	-
8749	1,355	PVC	106	150	1996	75	2071	1,295	137,677	48	5,449	-
8750	1,357	PVC	17	200	1996	75	2071	1,295	22,384	48	886	-
8751	1,361	PVC	25	150	1996	75	2071	1,295	31,952	48	1,265	-
8752	985	PVC	227	150	1996	75	2071	1,295	293,611	48	11,620	-
8753	987	PVC	173	150	1996	75	2071	1,295	224,290	48	8,877	-
8754	988		544	150	1996	75	2071	1,295	704,939	48	27,900	-
8755	989		78	200	1996	75	2071	1,295	101,039	48	3,999	-
8756	990		80	200	1996	75	2071	1,295	103,839	48	4,110	-
8757	991		322	150	1996	75	2071	1,295	416,485	48	16,484	-
8758	992		256	150	1996	75	2071	1,295	332,009	48	13,140	-
8759	993		65	150	1996	75	2071	1,295	83,857	48	3,319	-
8760	994		226	200	1996	75	2071	1,295	292,218	48	11,565	-
8761	995		170	200	1996	75	2071	1,295	219,719	48	8,696	-
8762	996		402	200	1996	75	2071	1,295	520,568	48	20,603	-
8763	997		543	150	1996	75	2071	1,295	702,605	48	27,808	-
8764	998		335	150	1996	75	2071	1,295	433,770	48	17,168	-
8765	999		78	0	1996	75	2071	1,295	100,623	48	3,982	-
8766	1,000		453	150	1996	75	2071	1,295	586,929	48	23,229	-
8767	1,001		212	150	1996	75	2071	1,295	274,009	48	10,845	-
8768	1,002		213	150	1996	75	2071	1,295	275,905	48	10,920	-
8769	1,003		195	150	1996	75	2071	1,295	251,904	48	9,970	-
8770	1,004		332	150	1996	75	2071	1,295	429,467	48	16,997	-
8771	1,005		286	150	1996	75	2071	1,295	370,817	48	14,676	-
8772	1,006		657	150	1996	75	2071	1,295	850,225	48	33,650	-
8773	1,007		147	150	1996	75	2071	1,295	189,856	48	7,514	-
8774	1,008		75	150	1996	75	2071	1,295	97,005	48	3,839	-
8775	1,009		113	150	1996	75	2071	1,295	146,238	48	5,788	-
8776	1,010		90	150	1996	75	2071	1,295	116,495	48	4,611	-
8777	1,011		633	150	1996	75	2071	1,295	819,232	48	32,423	-
8778	1,012		99	200	1996	75	2071	1,295	128,508	48	5,086	-
8779	1,013		140	150	1996	75	2071	1,295	181,824	48	7,196	-
8780	1,014		30	150	1996	75	2071	1,295	38,330	48	1,517	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8780	1,014		30	150	1996	75	2071	1,295	38,330	48	1,517	-
8781	1,015		120	200	1996	75	2071	1,295	155,459	48	6,153	-
8782	1,016		2,029	0	1996	75	2071	1,295	2,627,329	48	103,984	-
8783	1,017		794	0	1996	75	2071	1,295	1,028,250	48	40,696	-
8784	1,018		172	150	1996	75	2071	1,295	222,554	48	8,808	-
8785	1,019		114	200	1996	75	2071	1,295	147,827	48	5,851	-
8786	1,020		36	200	1996	75	2071	1,295	46,389	48	1,836	-
8787	1,021		19	0	1996	75	2071	1,295	24,143	48	956	-
8788	1,022		13	0	1996	75	2071	1,295	16,942	48	671	-
8789	1,023		68	200	1996	75	2071	1,295	88,568	48	3,505	-
8790	1,024		88	200	1996	75	2071	1,295	113,406	48	4,488	-
8791	1,025		166	150	1996	75	2071	1,295	214,544	48	8,491	-
8792	1,026		22	150	1996	75	2071	1,295	27,904	48	1,104	-
8793	1,027		13	150	1996	75	2071	1,295	16,722	48	662	-
8794	1,028		13	200	1996	75	2071	1,295	16,876	48	668	-
8795	1,029		171	150	1996	75	2071	1,295	221,102	48	8,751	-
8796	1,030		167	200	1996	75	2071	1,295	216,774	48	8,579	-
8797	1,031		154	150	1996	75	2071	1,295	199,858	48	7,910	-
8798	1,032		131	150	1996	75	2071	1,295	169,849	48	6,722	-
8799	1,033		379	200	1996	75	2071	1,295	490,281	48	19,404	-
8800	1,034		70	200	1996	75	2071	1,295	90,291	48	3,574	-
8801	1,035		281	200	1996	75	2071	1,295	363,438	48	14,384	-
8802	1,036		119	150	1996	75	2071	1,295	154,099	48	6,099	-
8803	1,037		5	0	1996	75	2071	1,295	6,840	48	271	-
8804	1,038		138	250	1996	75	2071	1,295	178,639	48	7,070	-
8805	1,039		155	300	1996	75	2071	1,295	201,213	48	7,964	-
8806	1,040		18	200	1996	75	2071	1,295	23,882	48	945	-
8807	1,041		41	300	1996	75	2071	1,295	53,642	48	2,123	-
8808	1,047		2	0	1996	75	2071	1,295	2,869	48	114	-
8809	1,054		65	300	1996	75	2071	1,295	84,211	48	3,333	-
8810	1,055		301	300	1996	75	2071	1,295	389,283	48	15,407	-
8811	1,056		300	300	1996	75	2071	1,295	388,444	48	15,374	-
8812	1,057		316	300	1996	75	2071	1,295	409,195	48	16,195	-
8813	1,058		1	0	1996	75	2071	1,295	1,885	48	75	-
8814	1,059		11	250	1996	75	2071	1,295	14,719	48	583	-
8815	1,060		61	250	1996	75	2071	1,295	78,610	48	3,111	-
8816	1,061		118	250	1996	75	2071	1,295	153,393	48	6,071	-
8817	1,062		82	250	1996	75	2071	1,295	106,021	48	4,196	-
8818	1,063		40	250	1996	75	2071	1,295	51,938	48	2,056	-
8819	1,064		122	250	1996	75	2071	1,295	157,926	48	6,250	-
8820	1,065		63	250	1996	75	2071	1,295	81,926	48	3,242	-
8821	1,066		102	250	1996	75	2071	1,295	131,915	48	5,221	-
8822	1,067		191	250	1996	75	2071	1,295	246,761	48	9,786	-
8823	1,068		3	0	1996	75	2071	1,295	4,113	48	163	-
8824	1,069		25	0	1996	75	2071	1,295	32,788	48	1,298	-
8825	1,070		72	0	1996	75	2071	1,295	93,592	48	3,704	-
8826	1,071		20	0	1996	75	2071	1,295	26,486	48	1,048	-
8827	1,072		53	0	1996	75	2071	1,295	68,226	48	2,700	-
8828	1,073		21	0	1996	75	2071	1,295	27,073	48	1,071	-
8829	1,074		112	0	1996	75	2071	1,295	144,478	48	5,718	-
8830	1,076		42	150	1996	75	2071	1,295	53,945	48	2,135	-
8831	1,077		157	150	1996	75	2071	1,295	202,984	48	8,034	-
8832	1,078		27	150	1996	75	2071	1,295	34,999	48	1,385	-
8833	1,079		11	150	1996	75	2071	1,295	14,711	48	582	-
8834	1,080		164	150	1996	75	2071	1,295	211,735	48	8,380	-
8835	1,081		14	50	1996	75	2071	1,295	18,068	48	715	-
8836	1,082		8	0	1996	75	2071	1,295	9,948	48	394	-
8837	1,083		7	0	1996	75	2071	1,295	9,404	48	372	-
8838	1,084		6	0	1996	75	2071	1,295	7,744	48	307	-
8839	1,085		6	0	1996	75	2071	1,295	7,126	48	282	-
8840	1,086		5	0	1996	75	2071	1,295	6,775	48	268	-



**Table A-2 (Cont'd)**  
**Township of Springwater**  
**Watermain Inventory**

Asset ID	Name	Material	Length (m)	Diameter (mm)	Year Installed	Estimated Life	Replacement Year	Replacement Cost / m	Total Main Replacement Costs	Years until Replacement	Annual Lifecycle Contribution	Amount to be included in 10 year Forecast
8841	1,087		6	0	1996	75	2071	1,295	8,198	48	324	-
8842	1,088		6	0	1996	75	2071	1,295	8,055	48	319	-
8843	1,089		4	0	1996	75	2071	1,295	5,212	48	206	-
8844	1,090		4	0	1996	75	2071	1,295	5,660	48	224	-
8845	1,091		4	0	1996	75	2071	1,295	5,756	48	228	-
8846	1,092		2	0	1996	75	2071	1,295	2,189	48	87	-
8847	1,093		2	0	1996	75	2071	1,295	2,144	48	85	-
8848	1,094		6	0	1996	75	2071	1,295	7,874	48	312	-
8849	1,095		2	0	1996	75	2071	1,295	2,970	48	118	-
8850	1,096		96	0	1996	75	2071	1,295	124,547	48	4,929	-
8851	1,097		3	0	1996	75	2071	1,295	3,895	48	154	-
8852	1,098		5	0	1996	75	2071	1,295	6,129	48	243	-
8853	1,099		8	0	1996	75	2071	1,295	9,823	48	389	-
8854	1,100		13	0	1996	75	2071	1,295	16,338	48	647	-
8855	1,101		4	0	1996	75	2071	1,295	4,584	48	181	-
8856	1,102		22	0	1996	75	2071	1,295	28,783	48	1,139	-
8857	1,103	PVC	40	150	1996	75	2071	1,295	51,906	48	2,054	-
8858	1,107		7	0	1996	75	2071	1,295	9,106	48	360	-
8859	1,113		7	0	1996	75	2071	1,295	9,470	48	375	-
8860	1,115		7	0	1996	75	2071	1,295	9,009	48	357	-
8861	1,118		5	0	1996	75	2071	1,295	7,013	48	278	-
8862	1,120		8	0	1996	75	2071	1,295	10,296	48	407	-
8863	1,121		10	0	1996	75	2071	1,295	13,395	48	530	-
8864	1,126		151	150	1996	75	2071	1,295	195,489	48	7,737	-
8865	1,129		4	0	1996	75	2071	1,295	4,964	48	196	-
8866	1,132		8	0	1996	75	2071	1,295	9,985	48	395	-
8867	1,134		4	0	1996	75	2071	1,295	5,815	48	230	-
8868	1,135		33	0	1996	75	2071	1,295	42,538	48	1,684	-
8869	1,136		33	0	1996	75	2071	1,295	42,635	48	1,687	-
8870	1,137		635	200	1996	75	2071	1,295	821,727	48	32,522	-
8871	1,138		127	300	1996	75	2071	1,295	163,900	48	6,487	-
8872	1,139		248	250	1996	75	2071	1,295	321,234	48	12,714	-
8873	1,140		124	300	1996	75	2071	1,295	160,901	48	6,368	-
8874	1,141		253	200	1996	75	2071	1,295	327,798	48	12,974	-
8875	1,142		299	150	1996	75	2071	1,295	386,656	48	15,303	-
8876	1,143		139	150	1996	75	2071	1,295	179,368	48	7,099	-
8877	1,144		106	300	1996	75	2071	1,295	137,082	48	5,425	-
8878	1,145		172	150	1996	75	2071	1,295	223,061	48	8,828	-
8879	1,146		106	200	1996	75	2071	1,295	137,408	48	5,438	-
8880	1,147		102	200	1996	75	2071	1,295	131,943	48	5,222	-
8881	1,148		71	300	1996	75	2071	1,295	91,881	48	3,636	-
8882	1,149		115	300	1996	75	2071	1,295	148,507	48	5,878	-
8883	1,150		499	150	1996	75	2071	1,295	646,537	48	25,588	-
8884	1,151		220	200	1996	75	2071	1,295	285,023	48	11,281	-
8885	1,152		320	250	1996	75	2071	1,295	414,202	48	16,393	-
8886	1,153		129	300	1996	75	2071	1,295	166,659	48	6,596	-
8887	1,154		142	150	1996	75	2071	1,295	183,954	48	7,280	-
8888	1,155		29	150	1996	75	2071	1,295	37,026	48	1,465	-
8889	1,156		134	150	1996	75	2071	1,295	173,705	48	6,875	-
8890	1,157		51	150	1996	75	2071	1,295	65,594	48	2,596	-
8891	1,158		91	150	1996	75	2071	1,295	117,726	48	4,659	-
8892	1,159		199	150	1996	75	2071	1,295	257,532	48	10,193	-
8893	1,160	PVC	221	200	1996	75	2071	1,295	286,605	48	11,343	-
8894	1,161		122	150	1996	75	2071	1,295	157,465	48	6,232	-
8895	1,162		118	0	1996	75	2071	1,295	152,733	48	6,045	-
8896	1,163		113	0	1996	75	2071	1,295	146,523	48	5,799	-
8897	1,164		6	0	1996	75	2071	1,295	7,717	48	305	-
8898	1,165		21	0	1996	75	2071	1,295	26,859	48	1,063	-
8899	1,166		18	0	1996	75	2071	1,295	23,568	48	933	-
8900	1,167		17	0	1996	75	2071	1,295	22,618	48	895	-



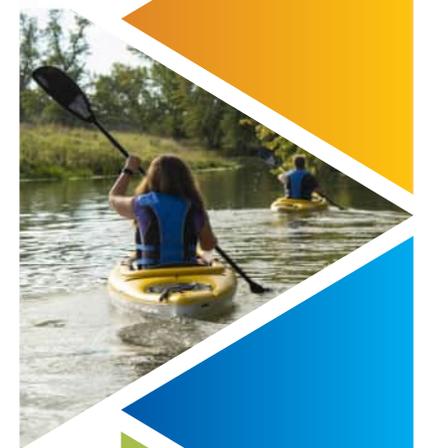
# Appendix C

# IT Master Plan



## 2025/26 Multi-Year Budget

INTERNALLY ALIGNED, EXTERNALLY FOCUSED





# IT MASTER PLAN 2022 – 2027

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

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# 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.

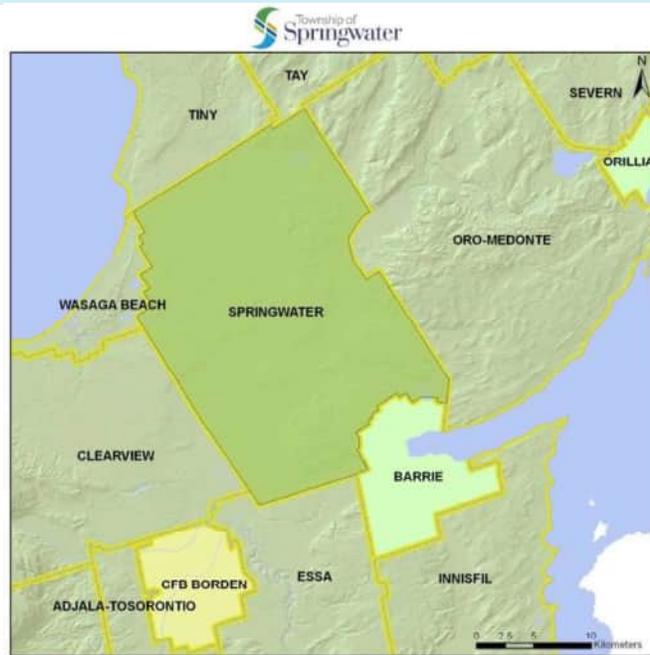
## BACKGROUND

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.<sup>1</sup> The Township expects this growth to continue in the years to come, with the total population expected to rise to 37,800 by 2031.<sup>2</sup>

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:



<sup>1</sup> [Statistics Canada, 2021 Census of Population.](#)

<sup>2</sup> [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.

<p><b>The Vision</b></p> <p>What do we want to achieve?</p>	<p><b>Vision for IT</b></p> <p>Enabling the Township to deliver efficient, customer-centric services</p>
<p><b>The Priorities</b></p> <p>What should we focus on?</p>	<p><b>Strategic Priorities</b></p> <ul style="list-style-type: none"> <li>• Digital Services</li> <li>• IT Governance</li> <li>• System Enhancements / Integration</li> </ul>
<p><b>The Strategy</b></p> <p>How will we deliver the Vision?</p>	<p><b>Proposed Initiatives</b></p> <ol style="list-style-type: none"> <li>1. Develop a Target Systems / Data Architecture</li> <li>2. Formally include IT in the procurement process</li> <li>3. Create a Cloud-First Policy</li> <li>4. Formalize IT Governance</li> <li>5. Create an IT Literacy Program</li> <li>6. Implement an IT Service Management (ITSM) Tool</li> <li>7. Create an IT Asset Refresh Policy</li> <li>8. Explore Outsourcing Security Services</li> <li>9. Create a Cyber Review Schedule</li> <li>10. Run a Data Warehouse Proof of Concept</li> <li>11. Pilot the Use of a Robotics Process Automation (RPA) Platform</li> </ol>

## 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

<b>Situation</b>	<p>Springwater has limited levels of integration between its applications. This can lead to service fractures causing more manual activities.</p> <p>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.</p>
<b>Recommendation</b>	<p>Develop a target systems / data architecture that outlines future system integration, including the expansion of GIS (integration with key systems including the website).</p>
<b>Action Plan</b>	<p><b>Step 1</b> – 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).</p> <p><b>Step 2</b> – 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.</p> <p><b>Step 3</b> – 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.</p> <p>Conduct working sessions with department managers to confirm and validate some of these changes and priorities.</p> <p><b>Step 4</b> – With this information, build a roadmap of changes to move the Township from its current position to the future.</p>

	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.
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**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	<p><b>Step 1</b> – 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.</p> <p><b>Step 2</b> – 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 <a href="#">Appendix</a>.</p> <p><b>Step 3</b> – After the first year of implementation, review the adopted guidelines and revise as required.</p>

## 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	<p><b>Step 1</b> – IT should develop a policy that describes its approach to adopting Cloud. The policy should include a decision-framework that consider:</p> <ul style="list-style-type: none"><li>• Data sensitivity and criticality (including Privacy Impact Assessment)</li><li>• Financial impact and pricing certainty</li><li>• Vendor supply chain</li><li>• Commercial terms relating to service levels, step-in, and data ownership/use</li><li>• Business requirements</li><li>• Technical requirements (latency, technical architecture, standards)</li></ul> <p>Given the size of the Township’s application estate we recommend, at a minimum, a Privacy Impact Assessment (PIA) for core systems.</p> <p><b>Step 2</b> – 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.</p> <p>For applications that do not have a SaaS product investigate the use of PaaS.</p>

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.

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## 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	<p><b>Step 1</b> – 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.</p> <p><b>Step 2</b> – 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.</p> <p><b>Step 3</b> – Review the efficacy of the governing meetings. Receive feedback and continue to shape IT Governance to meet the needs of the Township.</p>

## 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	<p>To implement this recommendation, we propose the following:</p> <p><b>Step 1</b> – 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.</p> <p>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.</p> <p><b>Step 2</b> – 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).</p> <p><b>Step 3</b> – 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:</p> <ul style="list-style-type: none"><li>• Hiring requirements</li><li>• Onboarding training</li><li>• Annual refresh training</li><li>• Introduction of new technology / systems</li><li>• Security and cyber security awareness</li></ul>

## 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	<p><b>Step 1</b> – 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.</p> <p><b>Step 2</b> – The IT Department should develop a set of ITSM requirements. This should consider key IT processes such as:</p> <ul style="list-style-type: none"><li>• Change</li><li>• Service Request</li><li>• Incident Management</li><li>• Asset and Configuration</li><li>• Access Management</li><li>• Event Management</li></ul> <p>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.</p> <p><b>Step 3</b> – 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.</p> <p><b>Step 4</b> – 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.</p> <p><b>Step 5</b> – IT should use the ITSM to create a standard report (dashboard) for its IT Steering Committee meetings.</p>

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## INITIATIVE 7 – CREATE AN IT ASSET REFRESH POLICY

Situation	<p>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.</p> <p>Keeping track of the age of the Township’s IT assets will be critical.</p>
Recommendation	Create a refresh policy for replacing IT assets.
Action Plan	<p><b>Step 1</b> – 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).</p> <p>The policy should also cover the full lifecycle of IT assets (acquisition, tracking and disposal).</p> <p>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.</p> <p><b>Step 2</b> – 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.</p>

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## 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	<p><b>Step 1</b> – 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:</p> <ul style="list-style-type: none"><li>• Gathering log information for IT assets (servers, network devices, storage, etc.)</li><li>• Aggregating and analyzing the information</li><li>• Taking action on certain issues</li><li>• Investigating alerts and potential threats</li><li>• Providing threat intelligence</li><li>• Report on risks, threats and provide recommended actions</li></ul> <p>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.</p> <p><b>Step 2</b> – The IT Department should host vendor presentations to help select an appropriate vendor.</p> <p><b>Step 3</b> – 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.</p> <p><b>Step 4</b> – The Township should decide on the business case. Consideration should be given to integrate this work with the Cloud CASB and Cyber review assessment.</p>

## INITIATIVE 9 – CREATE A CYBER REVIEW SCHEDULE

Situation	<p>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.</p>
Recommendation	<p>Formalize a cyber review schedule including cyber readiness testing as part of the Township’s incident response.</p>
Action Plan	<p><b>Step 1</b> – 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:</p> <ul style="list-style-type: none"><li>• Identifying threats</li><li>• Controls to protect users and infrastructure</li><li>• Practices that the Township should have to detect threats, respond and recovery services</li></ul> <p>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.</p> <p>Once the RFP is ready, release it to the public and select a vendor using the Township’s procurement guidelines.</p> <p><b>Step 2</b> – Once the vendor has been selected, work with them to perform the assessment.</p> <p>Provide the vendor with the relevant information and ensure the vendor undertakes the appropriate depth of review.</p> <p>The output of the assessment should identify any gaps and prioritize on a risk basis.</p> <p><b>Step 3</b> – Following the review, have the vendor work with the Township to develop a cyber readiness plan or amend the</p>

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	<p><b>Step 1</b> – 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.</p> <p>The Township should prioritize a set of use cases that it can test as part of the proof of concept.</p> <p><b>Step 2</b> – 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.</p> <p><b>Step 3</b> – 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:</p> <ul style="list-style-type: none"><li>• Take in data from varied sources through integrations with other Township systems</li><li>• Store data securely in a Cloud environment</li></ul>

- 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.

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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	<p><b>Step 1</b> – 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:</p> <ul style="list-style-type: none"><li>• Activities are repeatable and predictable</li><li>• The current process is heavily manual or relies on using Excel</li><li>• The process steps involve only a few individuals</li></ul> <p>Some examples include accounts payable, processing applications (data entry), on-/off-boarding of employees and vendors, and timesheet management.</p> <p><b>Step 2</b> – 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.</p> <p>Longer-term the Township should revisit the RPA platform of choice to make sure it is fit for purpose.</p> <p>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.</p> <p>Finally, IT will need to install the software, so it is able to learn the RPA platform and train.</p>

**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	<ul style="list-style-type: none"> <li>• Understand the business priorities</li> <li>• Address escalations</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritization of initiatives</li> <li>• Status of existing projects / initiatives</li> <li>• Resource management</li> </ul>	<ul style="list-style-type: none"> <li>• Updated list of priorities</li> <li>• Investment decisions</li> <li>• Changes to resources (address constraints)</li> <li>• Action items for escalated issues</li> </ul>	Quarterly
IT Partnership Meetings	<ul style="list-style-type: none"> <li>• Health and performance of IT</li> <li>• Mitigate risks</li> </ul>	<ul style="list-style-type: none"> <li>• Service performance</li> <li>• Problem management</li> <li>• Status of program &amp; projects</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions on improvements</li> </ul>	Monthly

SAMPLE TECHNICAL STANDARDS AND REQUIREMENTS

Technical Standards	Technical Requirements	
<ul style="list-style-type: none"> <li>• New applications preferred to be developed on Microsoft .Net Visual Studio 2013 or higher.</li> <li>• New applications preferred to be run on Windows XX, Windows Server 20XX (at least Server 20XX).</li> <li>• IIS Web server on Windows servers. Alternative Application Server Platform is Oracle WebLogic Server XXX on Windows.</li> </ul>	Data Centre	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.
	Backup and Recovery	The vendor uses an offsite (in Canada) backup strategy for all data managed within the system.
	Security	<p>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.</p> <p>The vendor will provide immediate notification to the Township of any security breach that results in the unauthorized access of any Township data.</p>

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