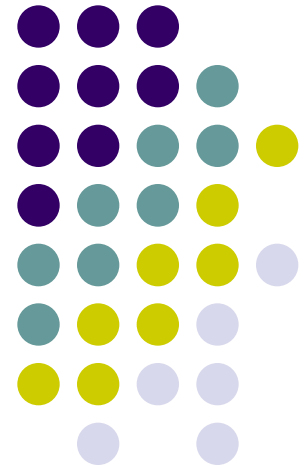




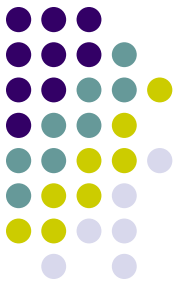
Future Focus

Council's Strategic Priorities

September 2008



Council's Future Focus: Mayor's Introduction

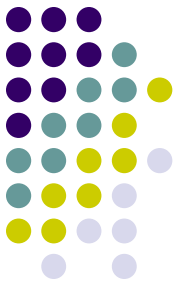


Since being elected Mayor, I have been working diligently with Council and the community to develop a consensus around the strategic issues that need to be addressed over the 2007-10 term. Important choices are facing Springwater Township. As we confront unprecedented growth pressures, we need to make important investment decisions concerning our infrastructure management and program delivery.

And of course, we need to make difficult choices about community vision, growth management, sustainability, and the environment while ensuring predictable and prudent financial planning. With choice, comes focus. And with focus comes results, prosperity and an enhanced quality of life for Springwater Township residents.

On behalf of Council, I would encourage all Springwater Township residents, community groups, and business owners to embrace Council's "Future Focus" priority setting initiative and participate in its implementation. This is an opportunity for all of us to make a positive difference in our community.

Council's Financial Management Principles



1. Pay-As-You-Go

- This Council will not postpone necessary financial decisions or “pass the buck” on taxes to Springwater’s future generation of families/taxpayers

2. Beneficiary Pay

- This Council believes that the cost of certain municipal processes or services that create benefits for private interests (e.g. land development approvals process) should be recovered from those private interests, thereby protecting taxpayers from inappropriate subsidization

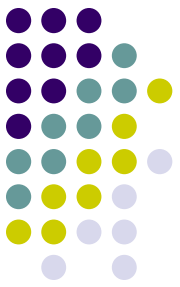
3. Life Cycle Based Infrastructure Management

- Infrastructure will be managed by this Council according to life-cycle based principles, in order to protect taxpayers’ investment and maintain it’s value. Life-cycle management will ensure capital funding for infrastructure rehabilitation and replacement will be available when required

4. Managed Taxes Via a Stable, Predictable Fiscal Framework

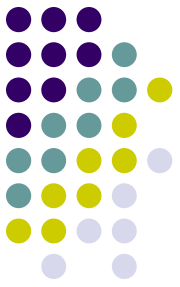
- Tax adjustments are necessary to deliver services and manage infrastructure. Tax rate adjustments will be smooth, predictable and manageable for taxpayers.

Emphasizing Public Accountability: Clear Roles & Responsibilities



1. ***Council will exercise a leadership role*** in policy development, planning for growth, community issue management & managing the relationship with the County & Province
2. ***Senior staff will excel in their supporting role*** around the provision of service delivery, strategic advice and well researched policy options for Council to consider
3. ***Council endorses the role of the Mayor*** as the primary spokesperson for the municipal government on public policy issues; thereby creating consistency of message and re-enforcing the collective voice of Council during critical community, media & intergovernmental dialogue

Future Focus **Strategic Priority Themes**



**Generated by
Council's Core
Vision ...**



**1. Promoting
Springwater Township
as a Place: Towards a
Community of
Communities Vision**

**Featuring the Following
Accomplishments...**



**2. Pragmatic Management of
Future Growth: Promoting the
Interests of Township
Residents**

**3. Sustainable Infrastructure &
Assets: Protecting Taxpayer's
Capital Investments**

**4. Predictable & Prudent Financial
Planning: Smooth Tax Rates**

**5. Staged Progress Towards a
Green Municipality**

**Achieved Via
These Approaches**

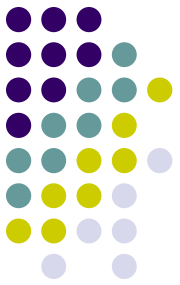


**6. Fostering Sustainable
Community Partnerships:
Participative Local
Government**

**7. Professional &
Competent
Communication &
Management of Issues**

Strategic Priority Theme #1

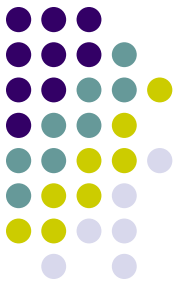
Promoting Springwater Township as a Place: Towards a Community of Communities Vision



<u>Future Focus</u> Key Work Initiatives	Council's Accountability Statement
<ol style="list-style-type: none"> 1. <i>Council will develop a visual identity program featuring consistent, updated signage at Springwater boundaries, as well as stylized signage for street identification & municipal facilities.</i> 2. <i>Council will complete the Midhurst/Hillsdale Secondary Plans – the result will promote develop complete communities within Springwater and separate from Barrie (MT)</i> 3. <i>Council will coordinate the creation of an economic development function and use this to assist in the development and implementation of a “Springwater” brand, including a municipal tagline</i> 4. <i>Council will energetically proceed with site development of Nursery Park as a key component of Springwater’s visual identity (including the new admin centre, existing features (soccer pitches), plus those featured in the recent feasibility study)</i> 	<p><i>Council’s governance and decision-making will promote a vision of Springwater Township as a place composed of a number of communities. Springwater’s growth management and economic development decisions will emphasize the primacy of the Springwater brand within a community of communities.</i></p>

Strategic Priority Theme #2

Pragmatic Management of Future Growth: Promoting the Interests of Township Residents



<u>Future Focus</u> Key Work Initiatives	Council's Accountability Statement
<p>1. Council will ensure the preparation and updating of service delivery master plans and related studies (ex. Multi Use Recreation Facility Feasibility Study) to reflect new growth projections</p> <p>2. Council will oversee the ongoing monitoring of water and wastewater capacity/availability to ensure timely servicing of growth as approved in the Township planning processes</p> <p>3. Council will develop, resource & execute appropriate advocacy strategies to ensure County awareness of the need for appropriate allocations of residential and non-residential growth</p>	<p>Council acknowledges that significant and unavoidable residential and non-residential growth is coming to Springwater, and commits to the proactive management of this growth to ensure positive outcomes for current and future taxpayers.</p> <p>Council will advocate for an appropriate share of future growth beyond that currently allocated to Springwater in the Simcoe growth management process.</p>

Strategic Priority Theme #3

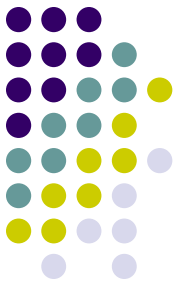
Sustainable Infrastructure & Assets: Protecting Taxpayer's Capital Investments



<u>Future Focus</u> Key Work Initiatives	Council's Accountability Statement
<ol style="list-style-type: none"> 1. <i>Council will mandate the development of a lifecycle based asset management system and associated funding plan</i> 2. <i>Council will ensure the municipality is compliant with PSAB fixed asset accounting requirements as per provincial legislation</i> 3. <i>Council will conduct operating budget reviews to ensure sufficient resources are in place for preventative maintenance activities that will lengthen the life-cycle of infrastructure & facilities</i> 	<p><i>Council will preserve and protect original taxpayer investments in infrastructure via a life-cycle approach to infrastructure funding & management. Council will commit over the long term, to reducing lifecycle infrastructure funding deficits for roads, water and wastewater, and facilities.</i></p>

Strategic Priority Theme #4

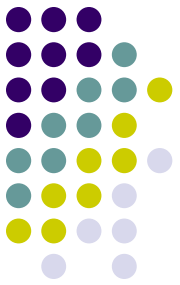
Predictable & Prudent Financial Planning: Smooth Tax Rates



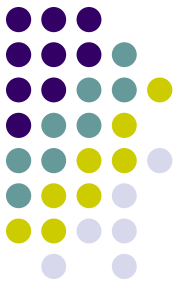
<u>Future Focus</u> Key Work Initiatives	Council's Accountability Statement
<p>1. Council will initiate an assessment of tax revenue requirements to allow for full cost recovery from taxes for operation, maintenance, and capital replacement and upgrades of road and rolling stock assets similar to work undertaken for water and sewer rate study</p> <p>2. Council will mandate the development of 5 & 10 year capital budget plans before the end of the current term</p> <p>3. Council will require staff to utilize service delivery performance indicators & peer benchmarking to justify any proposed service delivery enhancements in upcoming budget deliberations</p>	<p>Council rejects the discredited philosophy of artificial spikes and troughs in property tax rates across a term for political reasons.</p> <p>Council will instead manage tax & rate adjustments to ensure a smooth and predictable trend that will permit households and businesses to plan over a longer timeframe</p>

Strategic Priority Theme #5

Staged Progress Towards a Green Municipality



<p style="text-align: center;"><u>Future Focus</u> Key Work Initiatives</p>	<p style="text-align: center;">Council's Accountability Statement</p>
<p>1. Council will develop a long term environmental impact plan featuring carefully selected pilot projects and eventual progression towards interim targets to reduce environmental impacts of service delivery (example: green house gas emission targets/reporting)</p> <p>2. Council's Planning & growth management decisions will review the impact on the protection of Environmentally Sensitive Areas, and place primacy on conservation</p>	<p>Council will develop a prudent, affordable green agenda defined by pilot projects that have been subjected to environmental and financial due diligence.</p>



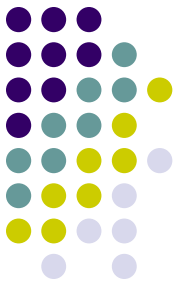
Strategic Priority Theme #6

Fostering Sustainable Community Partnerships: Participative Local Government

<p style="text-align: center;"><u>Future Focus</u> Key Work Initiatives</p>	<p style="text-align: center;">Council's Accountability Statement</p>
<p>1. Council will seek stakeholder support for ongoing efforts to “brand” Springwater as a place in community events and public communication</p> <p>2. Council will work with various stakeholders on the Nine Mile Portage Recreational Trail (Springwater Twp, NVCA, Fort Willow Improvement Group, Barrie Rotary Club, City of Barrie)</p> <p>3. Council will commit itself to ongoing support for a range of important community events (Minesing Mini-Fest, Elmvale Maple Syrup Festival, Canada Day events, Elmvale Fall Fair, Nine Mile Portage Heritage Festival)</p> <p>4. Council will continue participation in the Huronia Lookout project (Springwater Twp, County of Simcoe, NVCA, Friends of Minesing Wetland, Barrie Rotary Club, Tri Band First Nations Council)</p>	<p>Service delivery & decision-making will emphasize community, business & intergovernmental partnerships and linkages.</p> <p>Development applicants will receive professional, transparent and respectful consideration from Council & staff. Township expectations will be clear & consistent.</p>

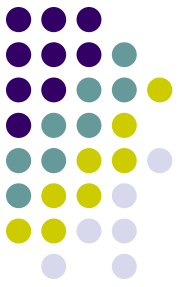
Strategic Priority Theme #7

Professional & Competent Communication & Management of Issues



<u>Future Focus</u> Key Work Initiatives	Council's Accountability Statement
<ol style="list-style-type: none"> 1. <i>Council will develop a clear & consistent protocol for staff and council dealing with resident inquiries and complaints</i> 2. <i>Township staff will receive additional training to ensure consistent application of communication protocols</i> 3. <i>Performance indicators developed by staff will address public service quality satisfaction, and will monitor the success of the Township in achieving successful results around key public policy issues</i> 	<p><i>Council will protect & advance the interests of the Township with other municipal governments, the County & the Province. Communication with the public & the media on important public policy issues will be defined by transparency, accuracy and consistency. The Mayor will be lead Council in its commitment to clear and consistent communication with taxpayers and stakeholders.</i></p>

Council's Commitment to Measuring Future Focus Results



1. *Ongoing & regular results reporting against the **Strategic Priority Themes***
2. *Ongoing & regular reporting of successfully executed **Key Work Initiatives***
3. *Development of **performance indicators & annual budget targets** for key public services delivered by the Township*