



Township of Selwyn

Fundraising and Revenue Generation Strategy

May 2023



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Strategy Overview

The Township of Selwyn initiated the Fundraising and Revenue Generation Strategy project in 2022 to research opportunities to increase non-tax-based revenues for the Township and to assist local non-profit organizations in their fundraising efforts.

Municipalities must meet rising expectations for service delivery without increasing taxes, which means municipalities must increase revenues from existing sources and create new revenue streams.

Non-tax-based revenues refer to the municipality's income from sources other than property taxes. These sources include grants, service fees, sponsorships, rental income, and investments.

This report explores how General Government, Fire, Parks and Recreation, and the Library generate revenue and the potential for expanding these efforts in the future.



Research & Analysis

The project included stakeholder engagement, a benchmark analysis, and best practices.

Data for the project was collected between October and December 2022. It included two online surveys, one-on-one interviews with staff and non-profit representatives, a peer municipality benchmark analysis, best practices review, and a non-profit analysis.

Seventeen staff participated in an internal online survey, and 92 businesses and non-profits participated in an external online survey. Twelve one-on-one interviews with Township staff and local non-profits were conducted. Fourteen participants attended a stakeholder roundtable to review the Strategy and give feedback.

The benchmark analysis included nine peer municipalities. The Towns and Townships of Pelham, Clearview, Greater Napanee, Wilmot, and Springwater were selected because they are growing communities with similar populations, household numbers, income, and municipal facilities. The Townships of Asphodel-Norwood, Otonabee South Monaghan, Douro-Dummer, and Cavan Monaghan were chosen because of their proximity to Selwyn Township.

There are several areas where Selwyn can focus its revenue-generating priorities. After analyzing peer communities, there is growth potential in festival sponsorships, arena advertising, and new rate opportunities.

The best practices included in this report highlight how utilizing a municipality's assets, creating an environment of fun and excitement, and leveraging local artists and talent can benefit the community.

Selwyn Township has been successful in receiving grant funding. In 2021, they were awarded nearly \$3 million in grants, including government transfers and conditional grants. As part of this Fundraising and Revenue Generation Strategy, the Township received access to Grant Connect, a fund database that can improve an organization's grant-seeking and fundraising efforts.

There is a strong non-profit community in Selwyn Township. From 2019 to 2021, nearly \$9 million in grant funding was successfully awarded to local non-profits. The top three categories of funding were animals, education, and religion. Local non-profits will also benefit from the Township's Grant Connect access. This Strategy recommends that the Library share the Grant Connect resource with businesses and non-profits.

Strategic Priorities

Three strategic priorities were identified in this project.

Internal Support	Revenue Growth	Non-Profit Advocate
Processes and strategies that support revenue generation among departments and staff.	Actions that directly increase revenue.	Methods that support, promote, and encourage local non-profits.

Internal Support

This Strategy identified several processes staff can implement to support overall revenue generation.

Selwyn staff do an excellent job communicating on social media, through email, and e-newsletters. Strategy recommendations include developing a communications plan to raise awareness of sponsorship opportunities, available facilities, volunteer opportunities, and fundraising events. The Fire Department can support the communications by sharing a quarterly social media calendar to help promote fire initiatives.

Staff stated that not every business is approached for advertising and sponsorship opportunities. A central database for internal use would benefit the sales process. The same application can also manage the Library's donor database to ensure adequate donor recognition and loyalty.



The Library and the Board would benefit from an annual fundraising plan. This plan would identify fundraising goals, event budgets and resources needed.

Limited staff resources make additional planning and promotion difficult. The Library and Parks and Recreation would both benefit from a grant for a Community Outreach position to assist with social media, event planning, and volunteer attraction.

Expanding the food and retail options at the Lakefield Marina and offering water or land rental equipment were identified as priorities in this Strategy. It is recommended that the Township develop a business plan to focus on these priorities and create a unique destination to increase visitor numbers and spending.

Revenue Growth

The Township can take action to increase revenues through technology, marketing, and rate increases.

Library, Makerspace, and Township events do not have a point-of-sale (POS) terminal. Cash and cheque are currently the only methods of payment. To increase sales and improve the customer experience, the Township can purchase mobile POS systems for use at multiple locations.

To better align rates with peer communities, the Township can increase selected rates, including rink board and wallboard advertising rates and tax and marriage certificate fees. The Township can also introduce new opportunities, including additional advertising spaces in the Ennismore Arena and a non-residential adult prime-time ice rate.

New sponsorship packages can be designed for the Shamrock Festival, the Lakefield Jazz, Art & Craft Festival, Polarfest, public skating, and Fire and Library events. Modern and enticing sponsorship packages will encourage more business participation. It is recommended that the Shamrock Festival and the Lakefield Jazz, Art & Craft Festival redesign their sponsorship programs (sponsorship levels and rates) to create a sense of significance for the sponsors.

Fire Department events that were cancelled during COVID have not resumed. The Department is interested in new opportunities, particularly selling Fire Department branded merchandise. The sale of Selwyn Fire Department branded items will raise funds and create a sense of pride in the community.

The Causeway Treasure Trove and Ennismore Community Thrift Shop are the most significant fundraising generators for the Library. The stores are currently short-staffed, resulting in reduced hours. It is recommended that the Library, in collaboration with Community Care, recruit more volunteers and increase public awareness by promoting the stores and the merchandise on social media.





Non-Profit Advocate

Selwyn recognizes the contributions of service clubs, non-profits and their volunteers. This Strategy includes action items and resources to assist external organizations in fundraising, including a Fundraising Tool Kit.

The Township will support non-profits by sharing knowledge, best practices, funding opportunities, and promoting fundraising events.

The Library can share Grant Connect, a grant funding database, with non-profits and businesses. Each Library branch will have a computer that has access to the database.

It is recommended that the Township create partnerships with businesses and non-profits to establish successful events that can be incorporated into the Shamrock Festival, Polarfest, and Lakefield Jazz, Art & Craft Festival. Businesses and non-profits will be encouraged to create fundraising events that benefit the community and organizations.

Results

This Strategy includes 28 recommendations to support General Government, Fire, Parks and Recreation, and the Library. It also provides resources to help staff complete the recommendations, including the Fundraising Tool Kit, a communications plan, and promotional materials. This Strategy aims to build stronger relationships with local non-profits and businesses, increase public awareness of volunteer opportunities and fundraising events, and develop more efficient management processes.



Stakeholder Engagement

Stakeholder engagement was held between October and December 2022. Seventeen staff and 92 businesses and non-profits participated in online surveys. Twelve one-on-one interviews with Township staff and local non-profits were conducted.

Over

66%

of staff are in favour of creating an advertising or sponsorship bundle.

60%

of staff are in favour of increasing Shamrock sponsorship rates.

Township Staff Feedback

80%

of staff are in favour of a food truck park.

Township Staff want:

- Fresh new township festivals or events to generate more revenue.
- More promotions to fill unused meeting rooms.

Stakeholder Engagement

Businesses are interested in advertising or sponsoring:

- Online events
- In-person gardening or golf events

Non-Profit & Business Feedback

Nearly

70%

of the respondents that had challenges with grant funding said the biggest challenge was understanding the requirements and eligibility.

Nearly

60%

of the respondents that do not advertise with the Township said no one from the Township has ever approached them or they did not know about the opportunities.

Non-Profits want the Township to:

- Share what volunteer opportunities are out there.
- Share what events are going on in the community.
- Inform non-profits of the current funding opportunities.

Benchmark Analysis

The benchmark analysis included nine peer municipalities. Data was analyzed using the most current Statistics Canada and Financial Information Return (FIR) that was available for each community.

Benchmarking peer communities is a non-direct comparison due to differences in service levels at each municipality. The peer municipalities were selected for multiple reasons. Pelham, Clearview, Greater Napanee, Wilmot, and Springwater were chosen because they are growing communities with similar populations, household numbers, income, and municipal facilities. Asphodel-Norwood, Otonabee South Monaghan, Douro-Dummer, and Cavan Monaghan were chosen because of their proximity to Selwyn Township.

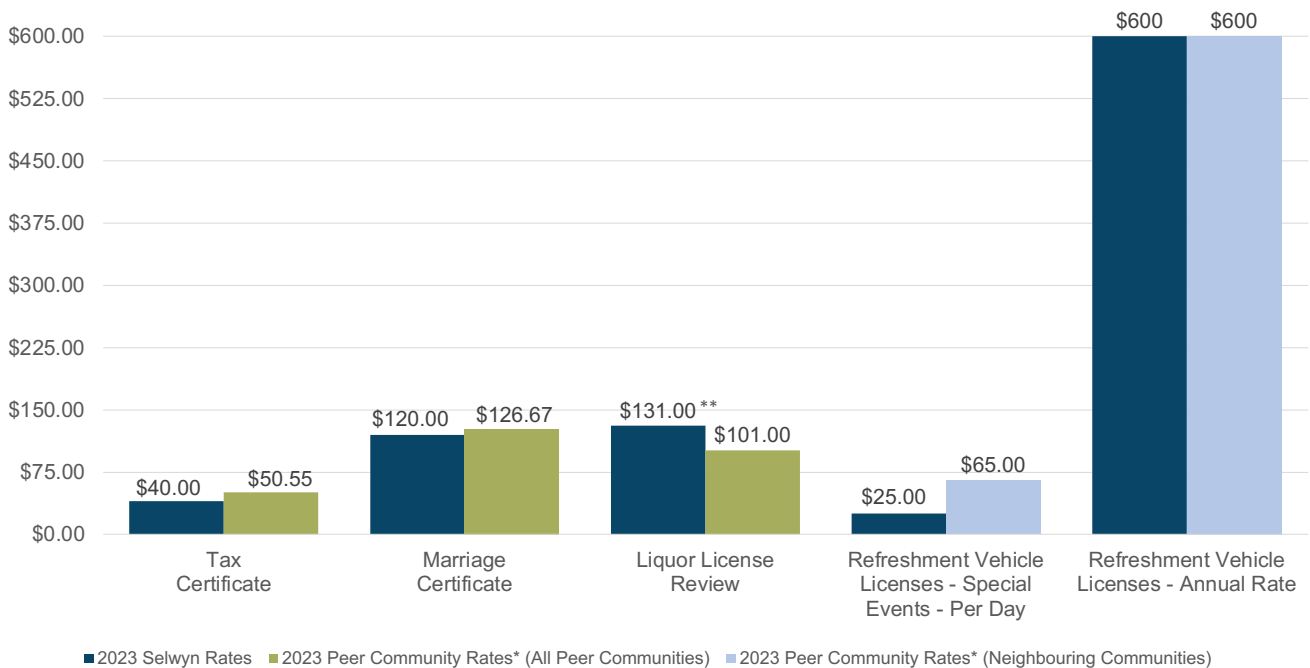
Peer Community Overview

	Township of Selwyn	Town of Pelham	Township of Clearview	Town of Greater Napanee	Township of Wilmot	Township of Springwater	Township of Asphodel Norwood	Township of Otonabee South Monaghan	Township of Douro-Dummer	Township of Cavan Monaghan
<i>Data Source: FIR Year</i>	2021	2021	2020	2021	2021	2021	2020	2021	2019	2021
County/Region	Peterborough	Niagara	Simcoe	Lennox & Addington	Waterloo	Simcoe	Peterborough	Peterborough	Peterborough	Peterborough
Population	18,653	18,192	14,814	16,879	21,429	21,701	4,109	7,087	7,632	10,016
Pop % change, 2016 to 2021	9.3	6.3	4.7	6.2	4.3	13.9	13.4	6.3	13.8	13.4
Total Households	8,841	7,123	6,296	7,461	8,035	7,845	1,632	2,591	3,687	3,572
Land Area (sq. kms.)	316.12	126.35	556.37	462.3	263.81	535.85	161.62	346.15	459.46	306.39
Annual Median Household Income	\$95,000	\$110,000	\$97,000	\$77,500	\$114,000	\$122,000	\$80,000	\$97,000	\$96,000	\$110,000
Total Library Branches	3	4	3	1	3	3	2	3	1	2
Total Arenas	2	1	2	1	3	1	1	1	2	2
Total Community Meeting Rooms	8	2	7	4	19	7	3	3	5	1

Source: Statistics Canada, FIR 2019, 2020 & 2021.

General Government Fees

Fees and Service Charges



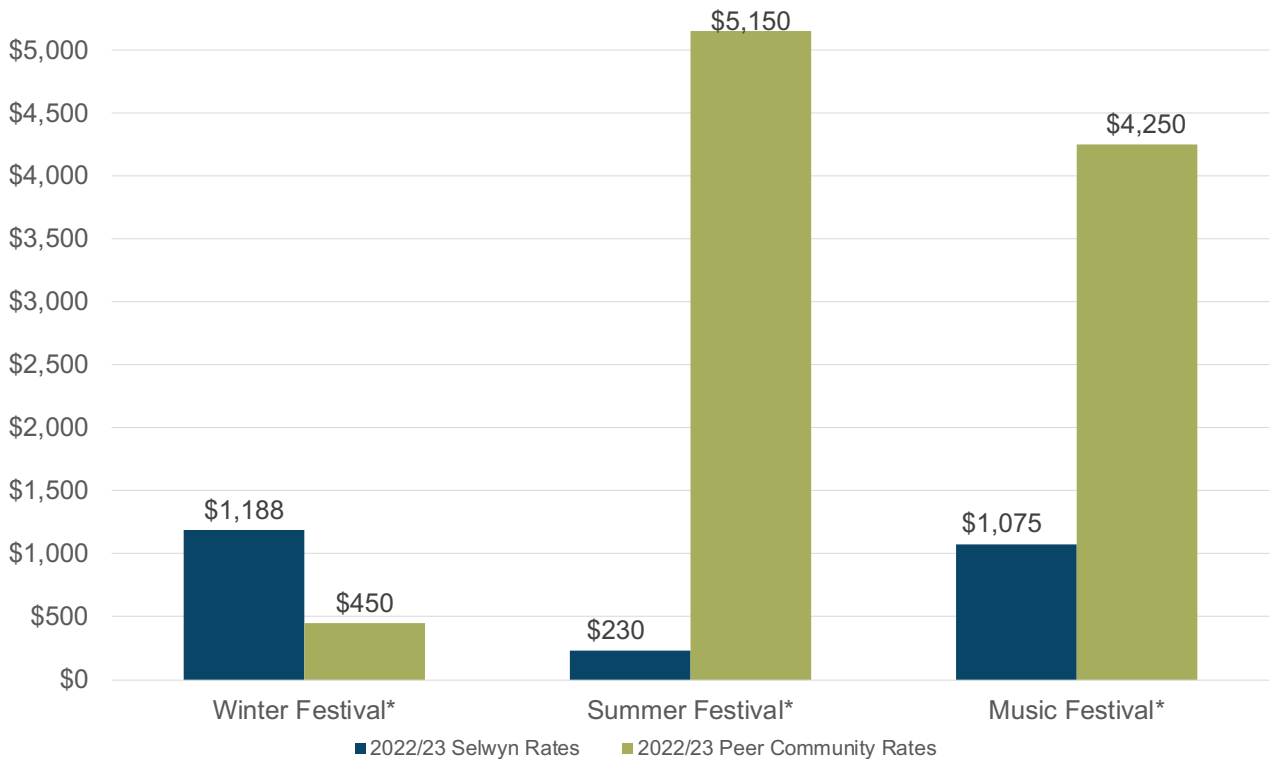
* Peer community average.

** Liquor License Review includes both a Fire Department fee and Building Department fee.

- The rates for tax certificate and daily refreshment vehicle licences were more than 20% lower than peer communities.
- Only neighbouring communities were compared for refreshment vehicle licenses, as these communities are direct competitors to Selwyn.

Sponsorship Rates

Festival Sponsorship Rates



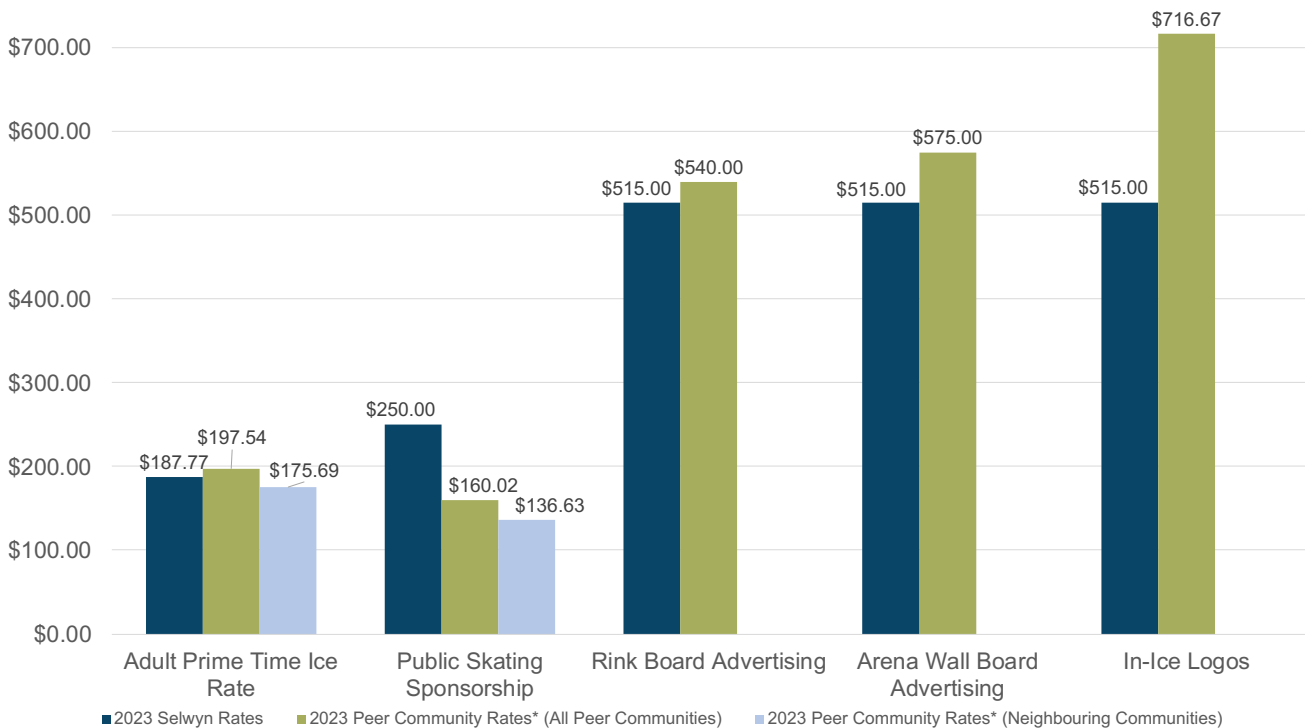
* Average across all sponsorship levels.

Winter Festivals	Summer Festivals	Music & Cultural Festivals
PolarFest	Shamrock Festival	Lakefield Jazz Festival
Winterrama (Clearview)	Summerfest (Pelham)	Small Halls Festival (Clearview)
Family Day (Pelham)	Swing (Springwater)	

- Selwyn Township generates less sponsorship revenue for summer and music festivals when compared to the peer community averages.

Sponsorship Rates

Arena Ice Time, Sponsorship and Advertising Rates

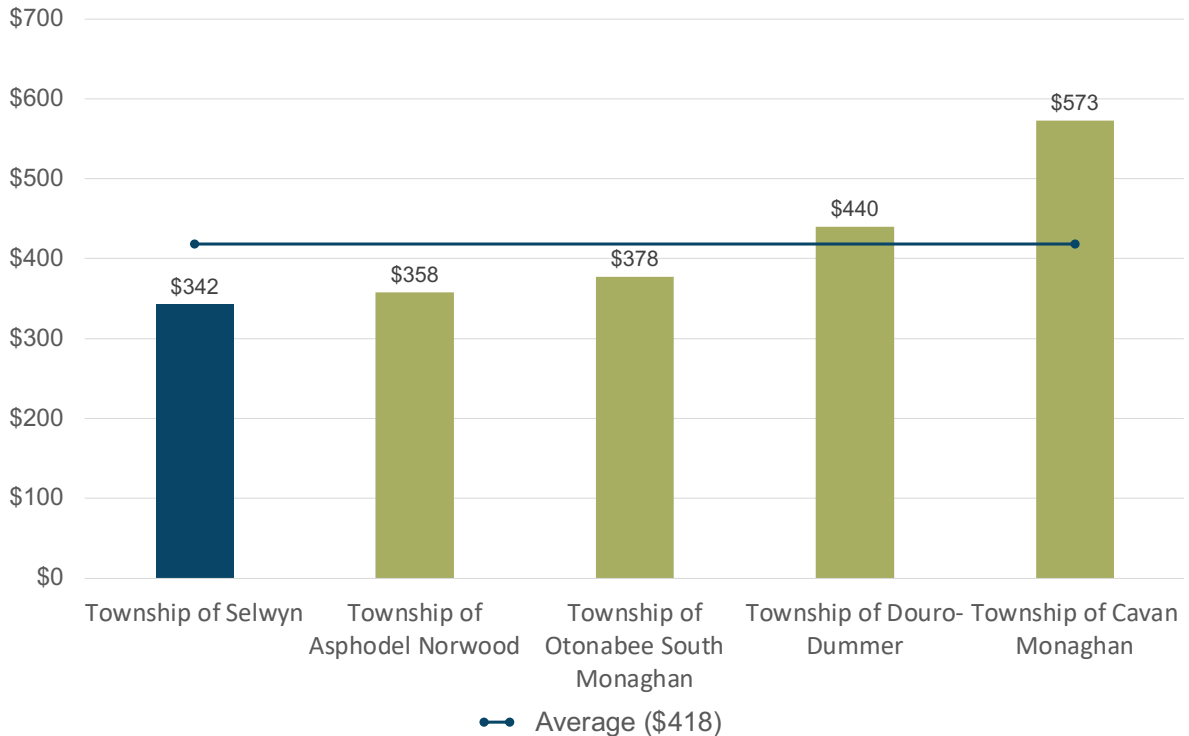


*Peer community average.

- Selwyn Township rates for arena advertising (rink boards, wall boards, and in-ice logos) were lower than peer community averages.
- Although the adult prime-time ice rate was lower than the overall peer community rate average, Selwyn's rate is above the neighbouring community average.
- Selwyn's public skating sponsorship is above both the neighbouring and all peer community averages.

Reception Room Rates

Daily Room Rental Rate for Comparable Reception Rooms



	Township of Selwyn	Township of Asphodel Norwood	Township of Otonabee South Monaghan	Township of Douro-Dummer	Township of Cavan Monaghan
Room Name	Ennismore Auditorium	Millennium Room	Gold Room	Wellington Room	Community Hall
Capacity	200	240	210	200	200
Daily Rates (low)	\$236.90 up to 11pm	\$288.00	\$324.78	\$275 weekday	\$456.96 before 5pm
Daily Rates (high)	\$448.05 up to 1am			\$440 weekend, stat holidays	\$485.52 after 5pm
Daily Average	\$342.48	\$288.00	\$324.78	\$357.50	\$471.24
Kitchen Fee	\$0.00	\$70.00	\$53.10	\$82.50	\$102.00
Total Average Daily Rate	\$342.48	\$358.00	\$377.88	\$440.00	\$573.24

- Comparing reception rooms with approximately 200 seat capacity and a kitchen, Selwyn charges 18% less than the peer community average.



User Fee and Service Charge Revenues

	Township of Selwyn	Town of Pelham	Township of Clearview	Town of Greater Napanee	Township of Wilmot	Township of Springwater
<i>Data Source: FIR Year</i>	2021	2021	2020	2021	2021	2021
Total Households	8,841	7,123	6,296	7,461	8,035	7,845
General Government	\$189,856*	\$28,105	\$43,828	\$30,747	\$96,802	\$39,555
Fire Department	\$35,503	\$24,981	\$122,605**	\$119,895	\$14,072	\$67,617
Parks and Recreation	\$364,167	\$238,320	\$186,344	\$645,278	\$697,552	\$151,584
Library	\$31,904	\$6,849	\$10,793	Managed at County Level		\$4,547
Total User Fees and Service Charges	\$621,430	\$298,255	\$363,570	\$795,920	\$808,426	\$263,303

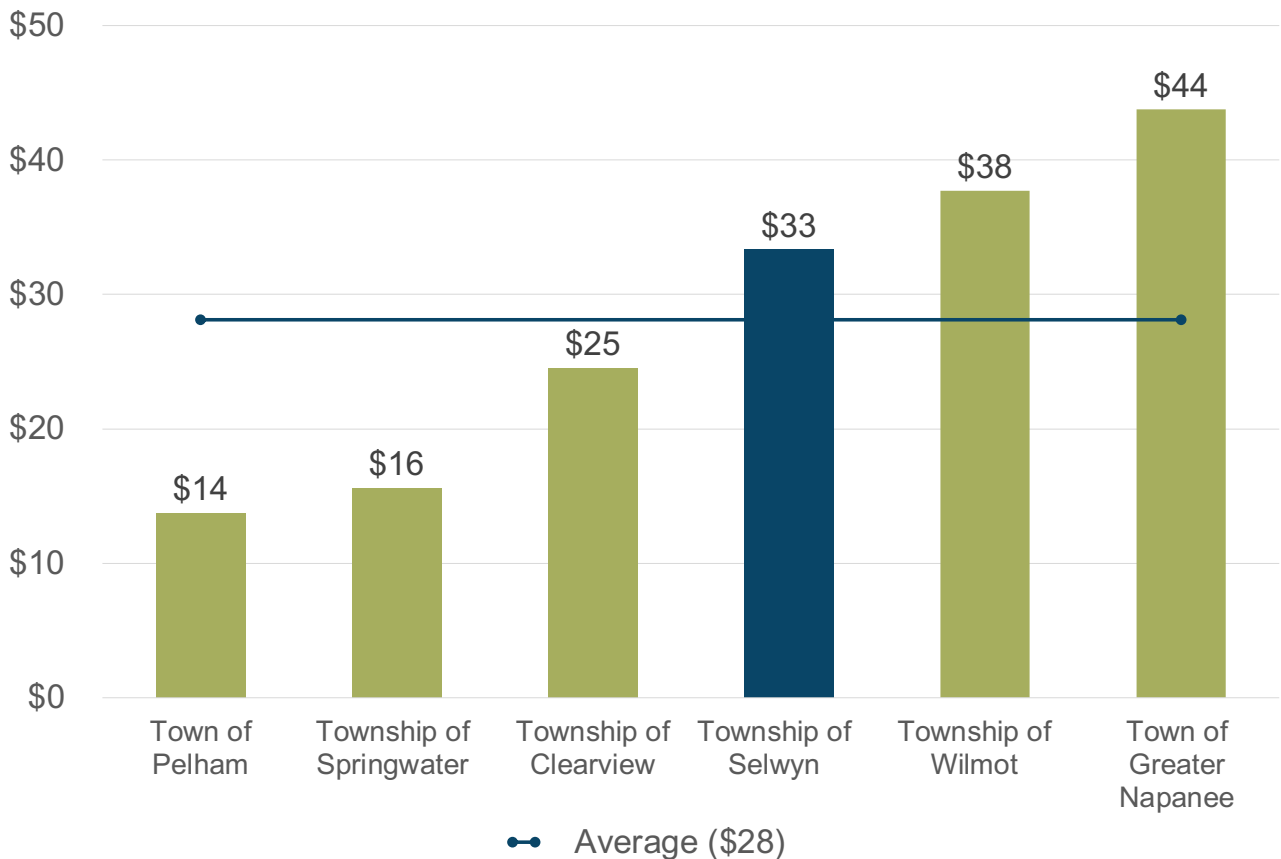
* Selwyn General Government includes solar generation revenue.

** Clearview Fire Department includes revenue from neighbouring municipal partnerships.

User Fee & Service Charges

Annual User Fee and Service Charge Revenue per Capita

(General Government, Fire, Parks & Rec, and Library)



- Each year, Selwyn generates \$33 per person from user fees and service charges in General Government, Fire, Parks & Rec, and Library, compared to the peer community average of \$28.

Government Funding

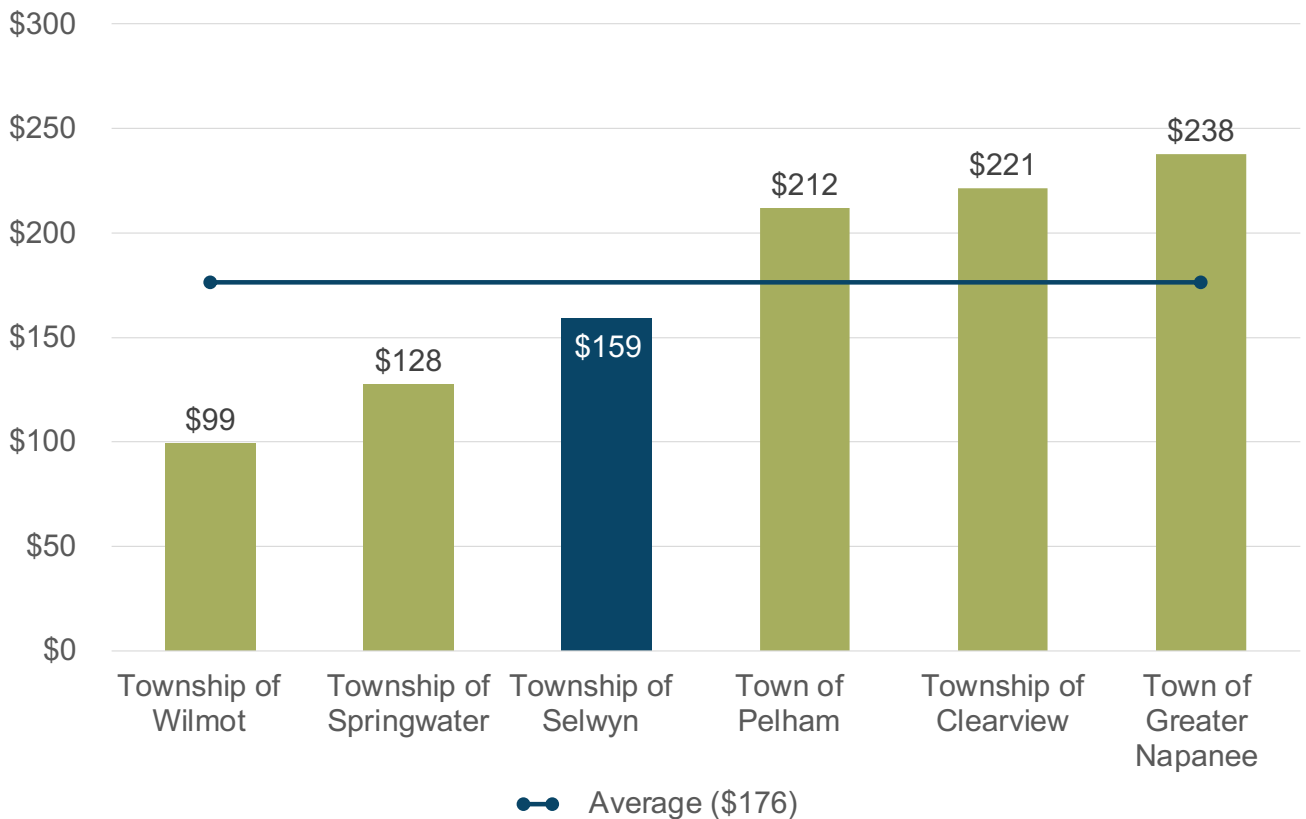
	Township of Selwyn	Town of Pelham	Township of Clearview	Town of Greater Napanee	Township of Wilmot	Township of Springwater
Data Source: FIR Year	2021	2021	2020	2021	2021	2021

Government Transfers						
OMPF	\$1,068,500	\$40,900	\$971,900	\$1,633,900	\$712,300	\$1,005,500
Safe Restart Agreement: Municipal Operating Funding	\$118,689	\$86,000	\$382,100	\$223,349	\$333,709	\$157,104
Provincial COVID-19 Recovery Funding	\$158,809	\$347,890	\$0	\$0	\$0	\$0
Deferred Revenue Earned (Provincial Gas Tax)	\$0	\$20,000	\$0	\$0	\$0	\$0
Deferred Revenue Earned (Canada Gas Tax)	\$826,469	\$0	\$542,677	\$988,543	\$0	\$0
Total Government Transfers	\$2,172,467	\$494,790	\$1,896,677	\$2,845,792	\$1,046,009	\$1,162,604

Conditional Grants						
Municipal Modernization	\$0	\$213,996	\$0	\$0	\$0	\$0
Ontario Conditional Grants	\$772,820	\$461,628	\$405,233	\$455,550	\$351,359	\$164,067
Ontario Grants for Tangible Capital Assets	\$0	\$1,477,039	\$961,483	\$676,414	\$614,765	\$1,404,636
Canada Conditional Grants	\$25,042	\$89,564	\$15,680	\$4,000	\$13,935	\$32,926
Canada Grants for Tangible Capital Assets	\$0	\$1,118,368	\$0	\$28,314	\$104,113	\$2,993
Total Conditional Grants	\$797,862	\$3,360,595	\$1,382,396	\$1,164,278	\$1,084,172	\$1,604,622
Total Grants	\$2,970,329	\$3,855,385	\$3,279,073	\$4,010,070	\$2,130,181	\$2,767,226

Government Funding

Government Funding Revenue Per Capita



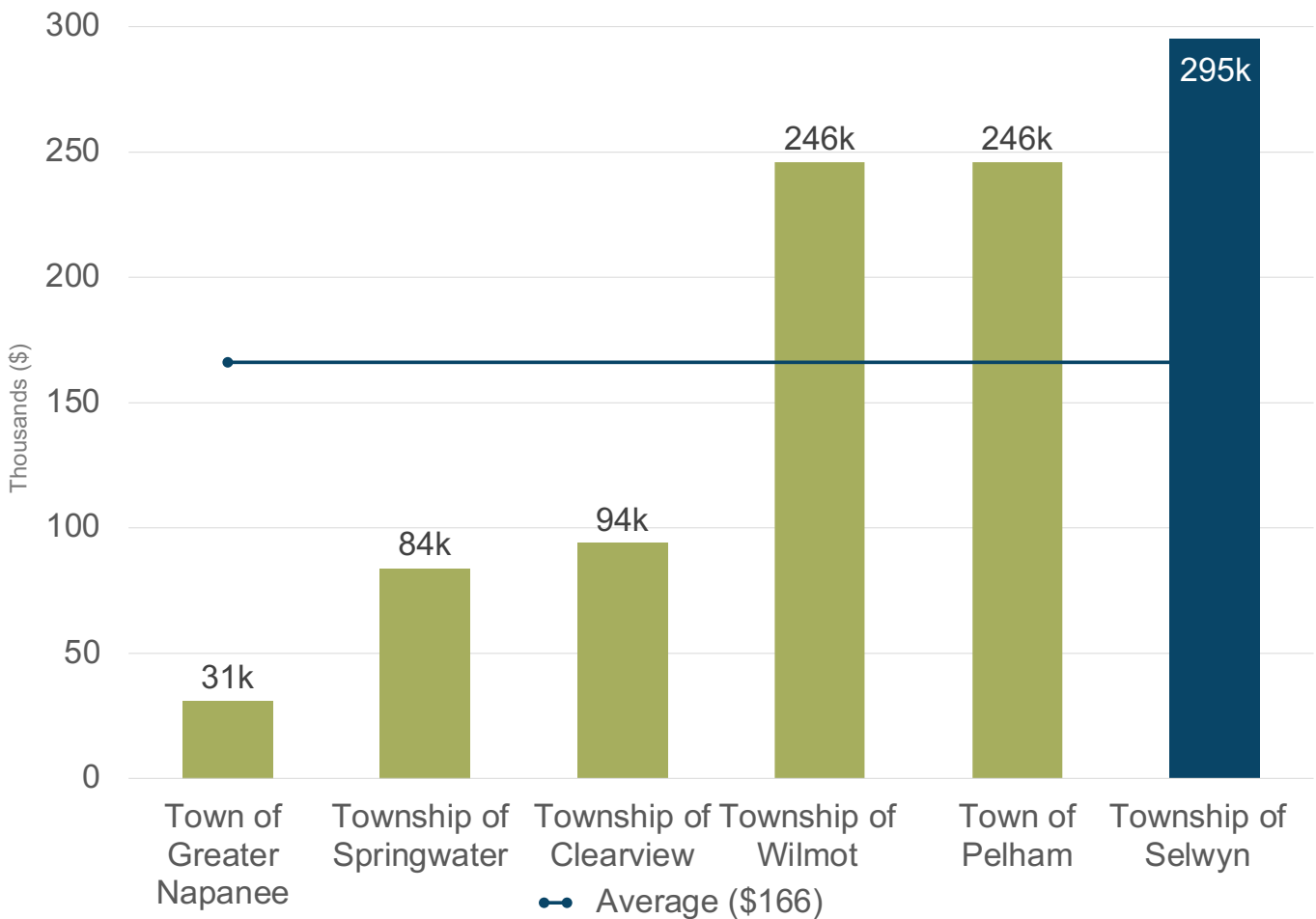
- Selwyn receives \$159 per person through government funding and grants.
- On average, Selwyn and its peer communities receive \$176 per person through grant revenue.

Non-Tax-Based Revenue by Department

	Township of Selwyn	Town of Pelham	Township of Clearview	Town of Greater Napanee	Township of Wilmot	Township of Springwater
Data Source: FIR Year	2021	2021	2020	2021	2021	2021
Revenues General Government						
Provincial Grants	\$84,087	\$166,677	\$0	\$0	\$120,115	\$44,189
Federal Grants	\$21,052	\$41,667	\$0	\$0	\$3,600	\$0
Other Municipalities	\$0	\$10,000	\$50,000	\$0	\$25,730	\$0
User Fees and Service Charges	\$189,856	\$28,105	\$43,828	\$30,747	\$96,802	\$39,555
Total	\$294,995	\$246,449	\$93,828	\$30,747	\$246,247	\$83,744
Revenues Fire Dept.						
Provincial Grants	\$59,337	\$0	\$19,950	\$0	\$9,600	\$19,856
Federal Grants	\$0	\$0	\$0	\$0	\$0	\$0
Other Municipalities	\$170,224	\$0	\$27,689	\$0	\$5,471	\$36,328
User Fees and Service Charges	\$35,503	\$24,981	\$122,605	\$119,895	\$14,072	\$67,617
Total	\$265,064	\$24,981	\$170,244	\$119,895	\$29,143	\$123,801
Revenues Parks & Rec						
Provincial Grants	\$0	\$69,514	\$4,839	\$0	\$0	\$19,833
Federal Grants	\$0	\$17,644	\$0	\$0	\$0	\$11,973
Other Municipalities	\$0	\$5,000	\$3,750	\$0	\$0	\$650
User Fees and Service Charges	\$364,167	\$238,320	\$186,344	\$645,278	\$697,552	\$151,584
Total	\$364,167	\$330,478	\$194,933	\$645,278	\$697,552	\$184,040
Revenues Library						
Provincial Grants	\$89,388	\$90,796	\$25,803	Managed at County Level		\$62,740
Federal Grants	\$3,990	\$0	\$0			\$2,994
Other Municipalities	\$0	\$0	\$3,906			\$16,452
User Fees and Service Charges	\$31,904	\$6,849	\$10,793			\$4,547
Total	\$125,282	\$97,645	\$40,502			\$86,733

General Government

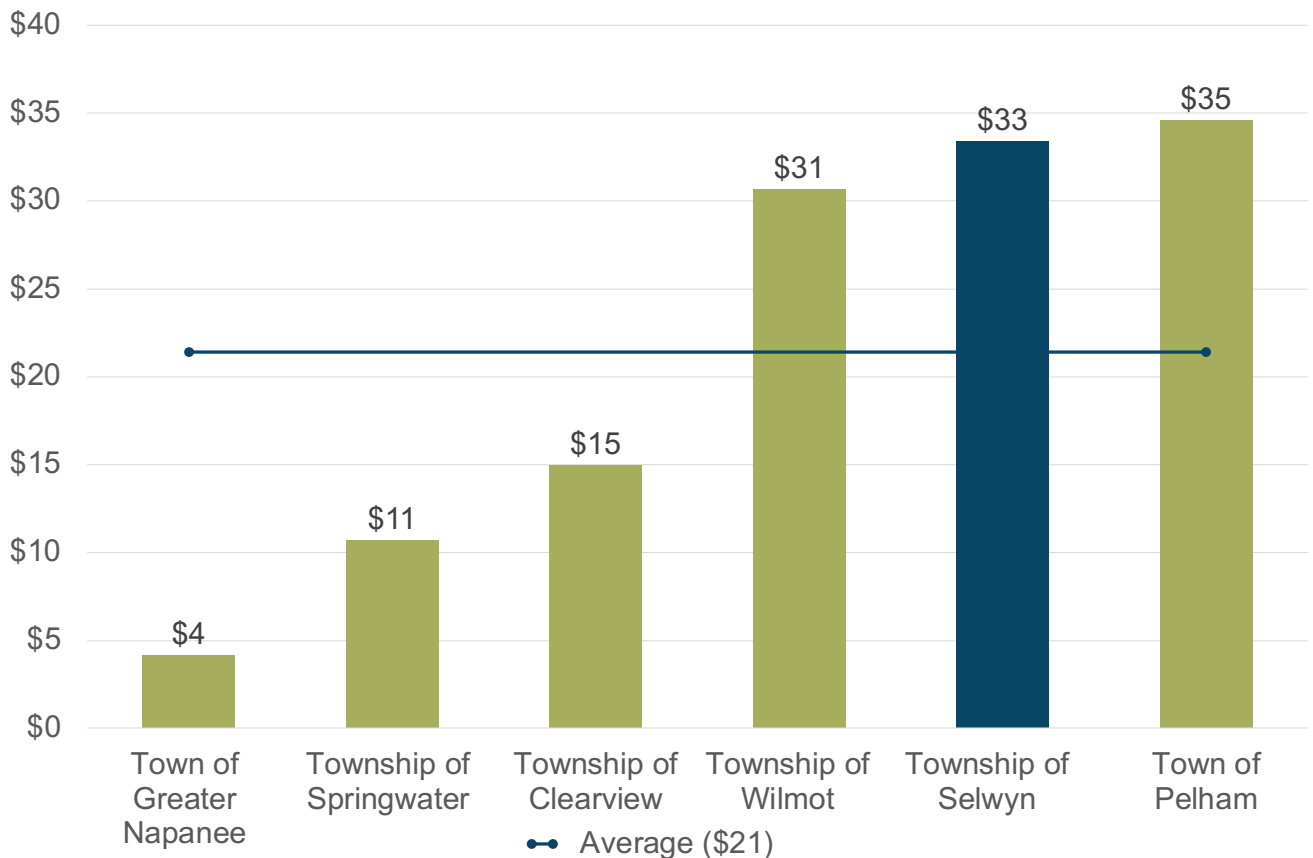
Annual General Government Grant, Fee and Service Charge Revenue



- Selwyn General Government receives 2.5 times more than the peer average in non-tax-based revenue in general government.

General Government

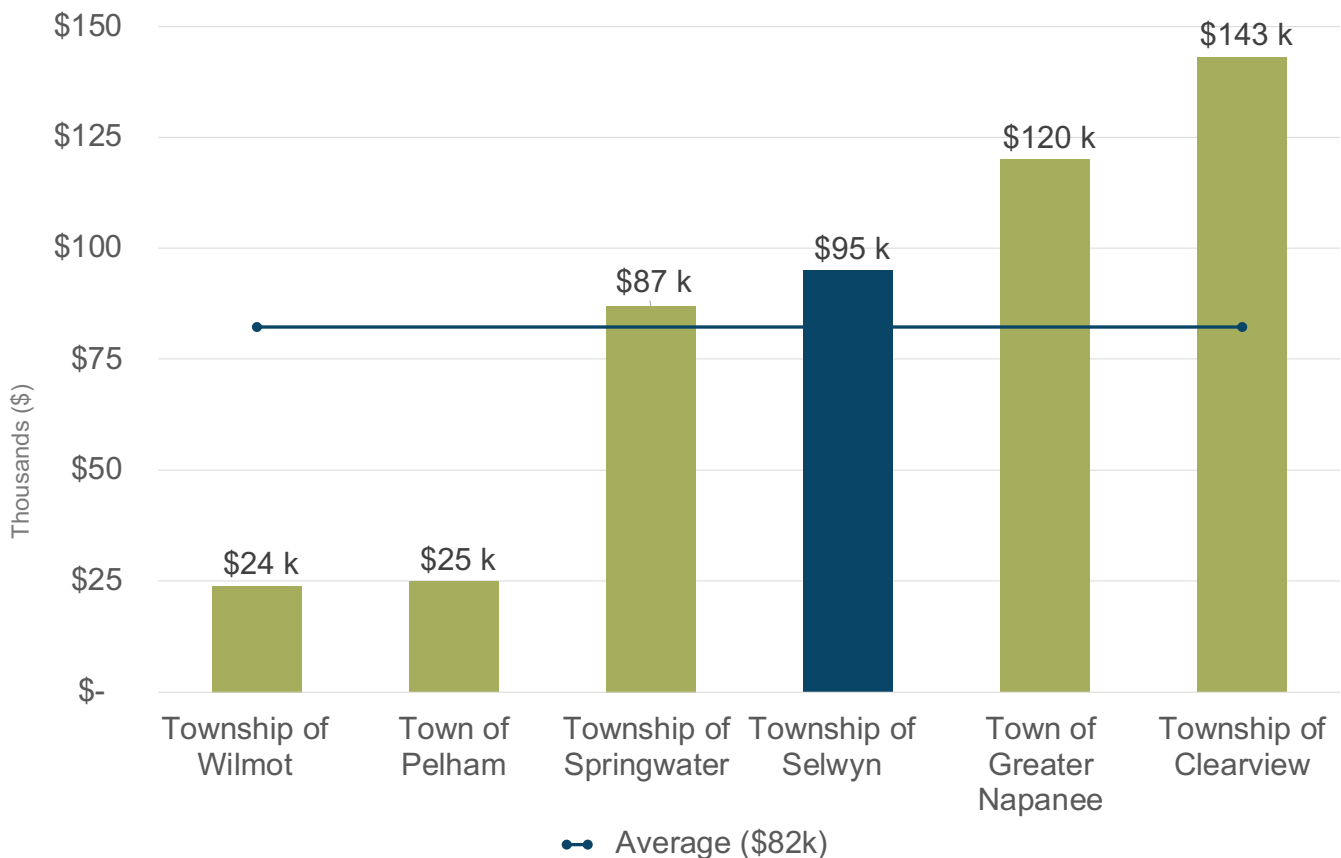
Annual General Government Grant, Fee and Service Charge Revenue by Household



- Per household, Selwyn's General Government generates \$33 in revenue annually.

Fire Department

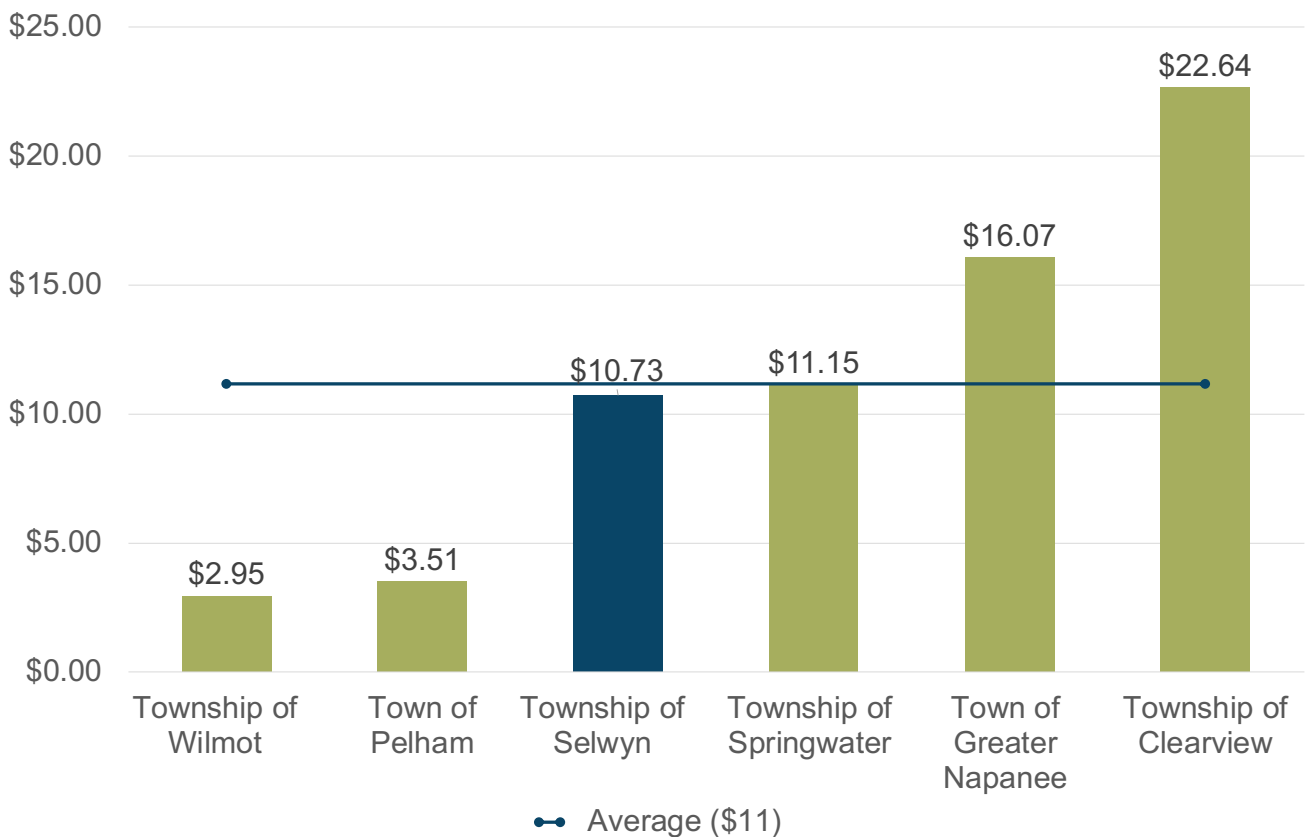
Annual Fire Department Grant, Fee and Service Charge Revenue



- Annually, Selwyn Fire generates \$95,000 from grants, fees and service charges.
- This total does not include revenue from other municipalities.

Fire Department

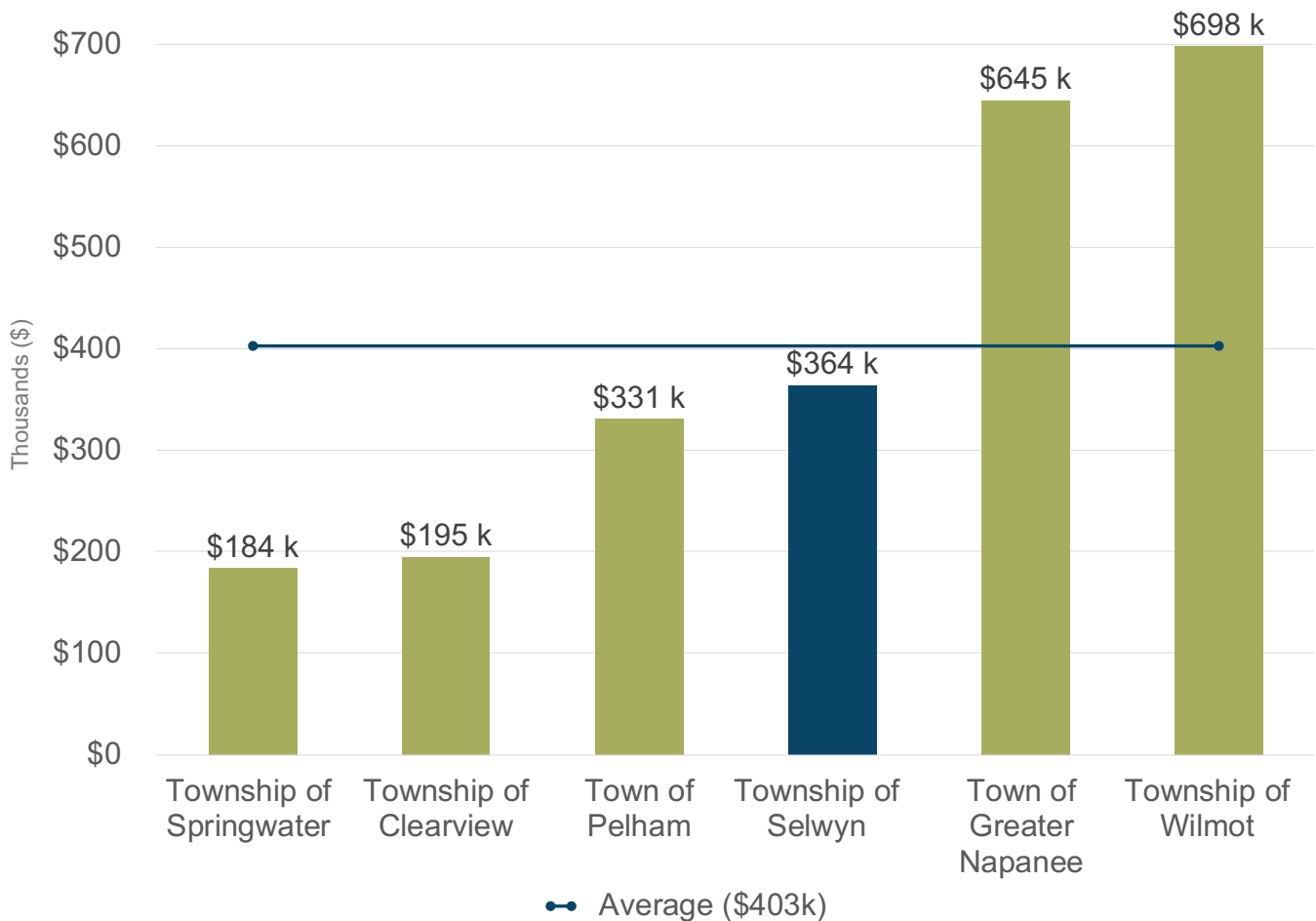
Annual Fire Department Grant, Fee and Service Charge Revenue by Household



- Per household, Selwyn's Fire Department generates \$10.73 in revenue annually.

Parks and Recreation

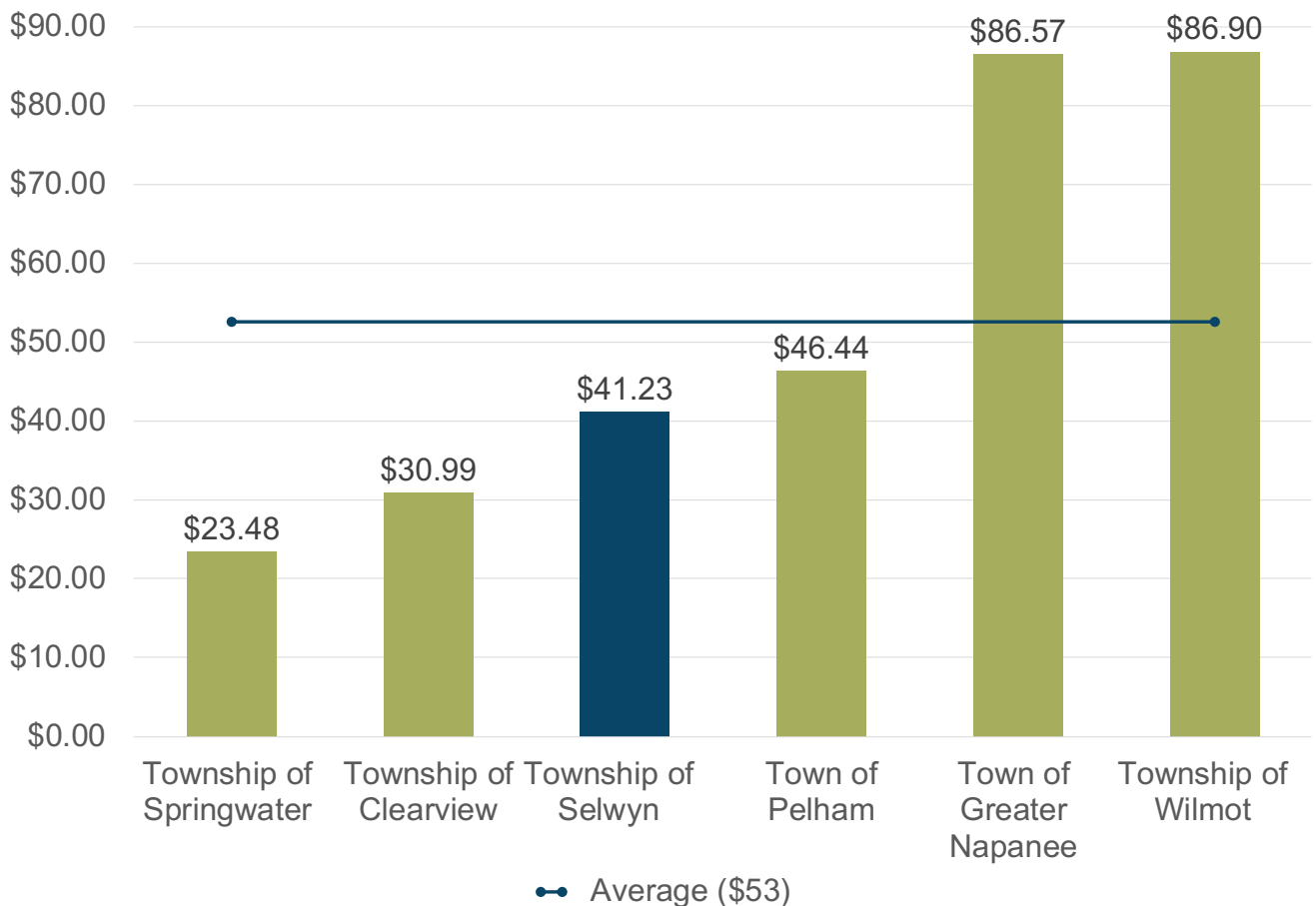
Annual Parks and Recreation Grant, Fee and Service Charge Revenue



- Selwyn's Parks and Recreation department generates \$364,000 in grants, fees, and service charges.

Parks and Recreation

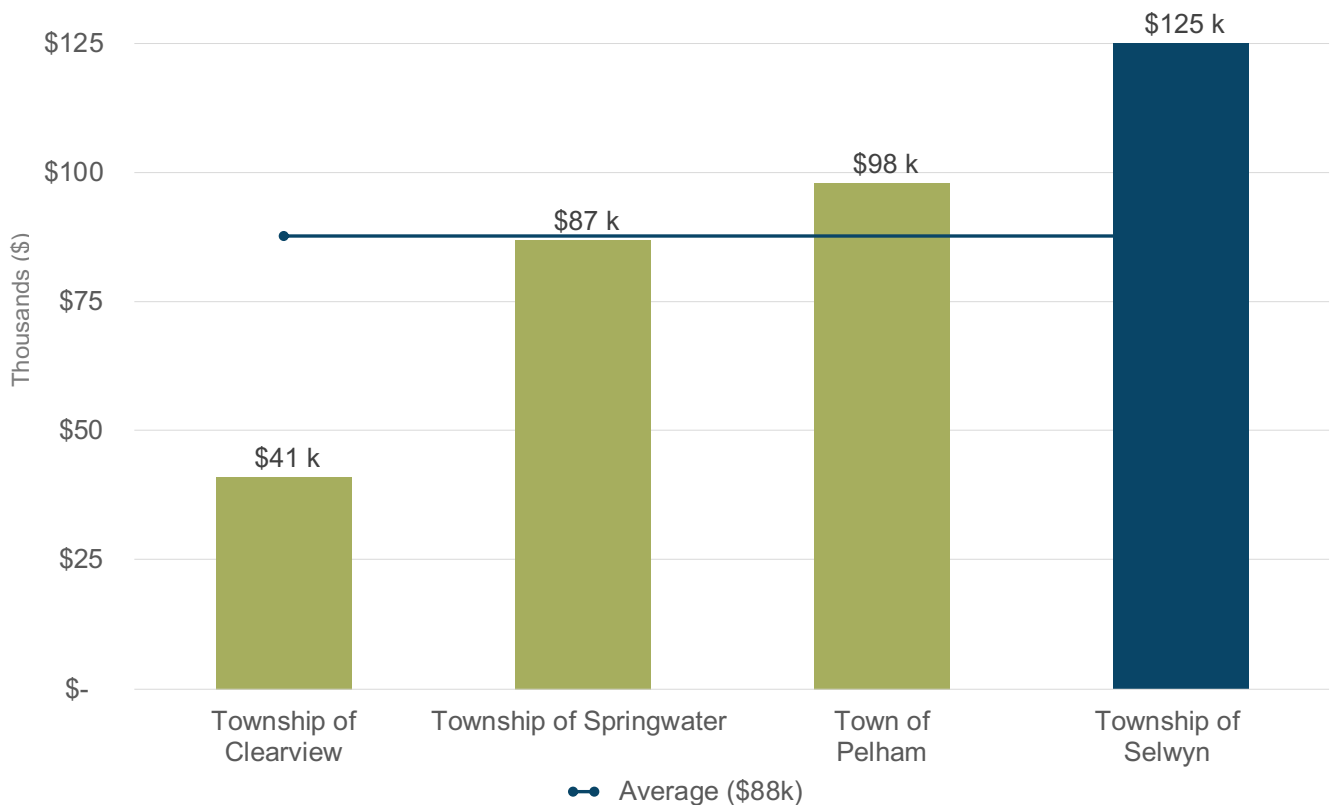
Annual Parks and Recreation Grant, Fee and Service Charge Revenue by Household



- Per household, Selwyn's Parks and Recreation department generates \$41.23 in grants, fees, and service charges annually.

Library

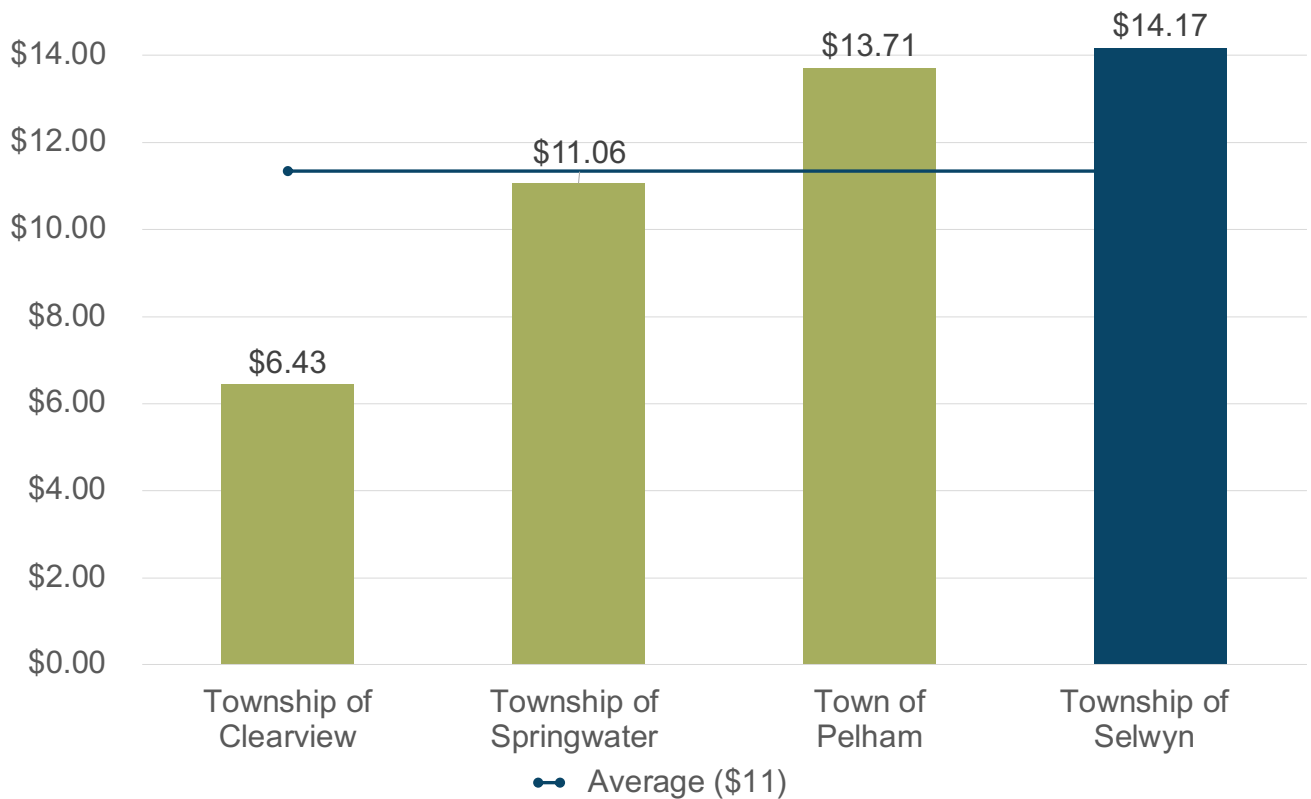
Annual Library Grant, Fee and Service Charge Revenue



- The Selwyn Public Library generates \$125,000 in grants, fees and service charges, 30% more than the peer average.
- Greater Napanee and Wilmot were not included in this comparison as these libraries are managed at the county level.

Library

Annual Library Grant, Fee and Service Charge Revenue by Household



- Annually, The Selwyn Public Library generates \$14.17 per household in grants, fees and service charges.
- Greater Napanee and Wilmot were not included in this comparison as these libraries are managed at the county level.

Best Practices

- Pop-Ups On The Bay, Belleville
- Small Halls Festival, Clearview
- 50/50 Draw, Amherst Firefighters Association



Pop-Ups On The Bay, Belleville

Pop-Ups on the Bay is a waterfront pop-up village and the City of Belleville's initiative to enhance recreational and economic activity. This project has created a hub of interest and creates an opportunity to fully experience and enjoy Belleville's waterfront, trails and parks. The City of Belleville has been operating Pop-Ups On The Bay since 2018 with a capital investment of \$275,000 over four years.

The park provides visitors with tastes from around the world with a diverse range of food experiences and outdoor gear rentals.

Pop-ups on the Bay has been infused with murals to showcase the culture and draw from the exceptional talent that exists in the region. Fourteen artists brought life to the park by creating a space for artistic expression and celebration.

The park includes:

- Beverage Bar
- Pizza Truck
- Middle Eastern Cuisine
- French Fries
- Lemonade Stand
- Sandwiches
- Micro Golf
- Indian Cuisine
- Bakery
- Ice Cream
- Bike, Canoe, and Kayak Rentals



Small Halls Festival, Clearview

This award-winning festival is held each Fall throughout Clearview Township. The Community Halls, or “Small Halls” as they are known, are often referred to as the heart of Clearview Township. The Halls have been the cornerstone of this proud rural agricultural community for generations. The Small Halls Festival, founded in 2014, was created to celebrate the legacy of the Small Halls. To showcase their uniqueness and the value they add to the communities in the Township. This festival commemorates and celebrates the rural way of life they continue to enjoy today.

The Small Halls Festival has welcomed outstanding performers, including Ron James, Terry O'Reilly and the Hot Pants.

The events includes:

- Chicken Races
- Family Bowling Night
- The Taste of the Township, Food Vendors and Food Trucks
- Trivia Night
- Concerts
- A BBQ, Murder Mystery Dinner, and Pancake & Sausage Breakfast
- Whiskey Tasting
- Backroad ATV Tour
- Indigenous Hoop Dance Performance



The Festival is the winner of numerous awards including:

2019 'Sponsorship of the Year' awarded by Festivals & Events Ontario

2019 'Top 100' awarded by Festivals & Events Ontario

2018 'Top 100' awarded by Festivals & Events Ontario

2018 'Best Social Media Campaign' awarded by Festivals & Events Ontario

2017 'Top 100' awarded by Festivals & Events Ontario

2016 'Best Promotional Campaign' awarded by Festivals & Events Ontario

2015 'Best New Festival or Event' awarded by Festivals & Events Ontario

2015 Tourism Industry Association of Ontario 'Tourism Event of the Year' Finalist

50/50 Draw, Amherst Firefighters Association

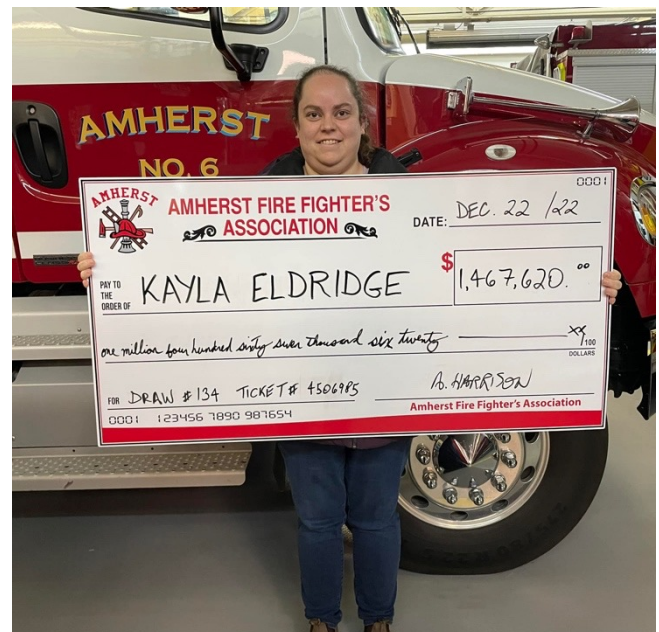
Due to COVID-19, Nova Scotia Firefighters had to get creative with their fundraising. In June 2020, The Amherst Firefighters Association began a weekly 50-50 draw using the online platform, Rafflebox (<https://www.rafflebox.ca/>).

The weekly raffle has raised millions of dollars. Tickets are one for \$5, three for \$10, 20 for \$20 or 100 for \$50.

Amherst Firefighters Association created a Facebook page to promote the draws and build excitement. They regularly share photos of new breathing masks, headlamps, thermal cameras, fire suits and other equipment bought with the draws' proceeds.

The largest draw was in December 2022. The total ticket sales were over \$2.9 million, and the winner walked away with over \$1.4 million.

The raffle is making the most impact in rural areas. These volunteer departments can buy equipment for which they normally would not have the funding.



Strategic **Priorities**

The background of the slide is a photograph of a park. It shows bare tree branches in the upper right, a river with a bridge in the middle right, and a path covered in fallen orange leaves in the lower right. The left side of the slide is a solid dark blue.

Internal Support

Processes and strategies that support revenue generation among departments and staff.

Revenue Growth

Actions and procedures that directly increase revenue.

Non-Profit Advocate

Methods that support, promote, and encourage local non-profits.

General Government

Recommendation #1

Opportunity	Action		
Internal Centralized Business Database	Cancel the current YLM subscription and replace it with a more robust and free web-based application, such as HubSpot. With this new business database, staff can manage sponsorship and advertising activity. This activity can include keeping a record of which companies have been approached and when, and the type of advertising the business is interested in or has purchased in the past.		
Goal		Strategic Priority	Timeline
A more efficient sponsorship management process for staff. Save \$2400/year with the elimination of the YLM subscription.		Internal Support	Q3 2023

Recommendation #2

Opportunity	Action		
Communications Plan	Develop a Communications Plan to promote Township facilities, promote and support the local non-profits, increase the demand for skating sponsors, and support the Fire Department by promoting their events. See Appendix A: Communication Plan Details		
Goal		Strategic Priority	Timeline
Effective communication to target audiences.		Internal Support	Q2 2023

General Government

Recommendation #3

Opportunity	Action	
Streamline Funding Reporting	Review project accounts receivable and accounts payable 60 days prior to calendar year end and 30 days prior to final report submission.	
Goal	Strategic Priority	Timeline
All project expenses captured including incurred HST.	Internal Support	Annually by October 31st

Recommendation #4

Opportunity	Action	
Mobile Point of Sale Terminal	Purchase mobile POS systems that can be used at events, Library branches, and Makerspace. See Appendix B: POS System Review	
Goal	Strategic Priority	Timeline
Improve the customer experience and increase sales and donation revenues.	Revenue Growth	Q3 2023

General Government

Recommendation #5

Opportunity	Action		
Increase Existing Rates	Increase base rates each year for the next two years for the following as part of the annual Tariff of Fees review: <ul style="list-style-type: none">• Tax certificates• Refreshment vehicle licenses (special event and seasonal)• Marriage certificates Appendix C: Rate Recommendations (p.54)		
Goal	Strategic Priority	Timeline	
Increase rates to better align with the peer community average.	Revenue Growth	Q1 2024 Q1 2025	

Recommendation #6

Opportunity	Action		
Introduce New Rates	Introduce new General Government fees for 2024. <ul style="list-style-type: none">• New roll set-up• Change of address• Copy of Tax Receipt• Copy of Tax Bill• Copy of Tax Statement• Ownership Change• Mortgage Company Account Administration Fee		
	Appendix C: Rate Recommendations (p.55)		
Goal		Strategic Priority	Timeline
Create additional revenue streams.		Revenue Growth	Q4 2023

General Government



Recommendation #7

Opportunity	Action		
Share Knowledge & Best Practices	A Fundraising Tool Kit has been created for charities and non-profits. Post the Tool Kit on the Selwyn Township website and share it via email, social media and e-newsletters.		
Goal		Strategic Priority	Timeline
Stronger relationships with local non-profits and businesses.		Non-Profit Advocate	Q2 2023 with ongoing promotion

Recommendation #8

Opportunity	Action		
Promote Volunteer Opportunities	<p>Create a dedicated page on the Township's website to promote all local non-profit, service groups and volunteer opportunities.</p> <p>Include on the webpage:</p> <ul style="list-style-type: none">• A list of Selwyn based non-profits and service groups• A link to each organization's website• Township committees and events <p>See Appendix D: Sample Volunteer Webpage</p>		
Goal		Strategic Priority	Timeline
Increased public awareness of volunteer opportunities.		Non-Profit Advocate	Ongoing

Fire Department

Recommendation #9

Opportunity	Action	
Social Media Content Calendar	<p>In collaboration with the Selwyn Firefighters Association, provide the Communications Coordinator with a quarterly social media content calendar to help promote Fire Department initiatives.</p> <p>Appendix E: Sample Social Media Content Calendar</p>	
Goal	Strategic Priority	Timeline
More effective communications between Fire and the public.	Internal Support	Quarterly

Recommendation #10

Opportunity	Action	
Streamline Application Process	<p>Document the Liquor License Review process as it relates to the Fire, Building and Community & Corporate Services/Clerks Department; and make process improvements.</p>	
Goal	Strategic Priority	Timeline
Simplify the process for applicants.	Internal Support	Q1 2024

Fire Department

Recommendation #11

Opportunity	Action		
Branded Merchandise	<p>In collaboration with the Selwyn Firefighters Association, design and sell Selwyn Fire Department branded items (water bottle, coffee mug, tote). These items can be sold at events including:</p> <ul style="list-style-type: none">• Pancake Breakfast• Sidewalk Sale• Halloween Open House• Car Wash <p>Appendix F: Fire Department Promotional Samples</p>		
Goal		Strategic Priority	Timeline
\$1000-\$3000/year		Revenue Growth	Q4 2023 with ongoing promotion



Parks and Recreation

Recommendation #12

Opportunity	Action		
Create Vendor Opportunities at Lakefield Marina	To align with the 2022 Lakefield Marina Utilization Study, develop a business plan that will focus on marina food and retail expansion, and outfitter lease and rentals.		
Goal		Strategic Priority	Timeline
Create a unique destination that will increase visitor numbers and visitor spending.		Internal Support	Explore 2023 Implementation 2024

Recommendation #13

Opportunity	Action		
Additional Staff	Apply for a grant for a Community Outreach Support/Resource to assist with social media presence, event planning, and volunteer attraction.		
Goal		Strategic Priority	Timeline
\$15,000-\$20,000 + Increased promotions, volunteers and event support.		Internal Support	Q3 2023

Parks and Recreation

Recommendation #14

Opportunity	Action	
Increase Existing Rates	Increase base rates each year for the next two years for the following as part of the annual Tariff of Fees review: <ul style="list-style-type: none"> • Rink board advertising • Arena wall board advertising • In-ice logos Appendix C: Rate Recommendations (p.54)	
Goal		Timeline
Increase rates to better align with the peer community average.		Revenue Growth Q1 2024 Q1 2025

Recommendation #15

Opportunity	Action	
New Advertising	Introduce additional advertising opportunities in the Ennismore Arena. <ul style="list-style-type: none"> • West side boards (lower visibility) at a lower price point than east side boards • Penalty box • Score clock (around or beside the score clock) • Arena lobby (physical signage in the lobby) Appendix C: Rate Recommendations (p.56)	
Goal		Timeline
Create additional revenue streams and more options for businesses to support the Township.		Revenue Growth Q2 2023

Parks and Recreation

Recommendation #16

Opportunity	Action		
Introduce New Rates (Ice time)	<p>Introduce a non-resident adult prime-time ice rate. Recommended rate: 5% increase from standard adult prime-time ice rate.</p> <p>Appendix C: Rate Recommendations (p.56)</p>		
Goal		Strategic Priority	Timeline
Create additional revenue streams.		Revenue Growth	Q1 2024

Recommendation #17

Opportunity	Action		
Introduce New Rates (Room rentals)	<p>Implement a \$70 kitchen fee for rentals using kitchen facilities.</p> <p>Appendix C: Rate Recommendations (p.56)</p>		
Goal		Strategic Priority	Timeline
Create additional revenue streams.		Revenue Growth	Q1 2024

Parks and Recreation

Recommendation #18

Opportunity	Action		
Advertising & Sponsorship Menu	Create a webpage that shows all advertising and sponsorship opportunities within the Township. The page can include all arena opportunities, Library and Makerspace events, classes and programs, and Fire events. The page can include a form with checkboxes next to each opportunity and can be easily submitted online.		
Goal		Strategic Priority	Timeline
Reduce the time staff solicit advertising and sponsorships.		Revenue Growth	Implementation 2024



Parks and Recreation

Recommendation #19

Opportunity	Action	
Sponsorship Program	Redevelop the Shamrock Festival sponsorships to create a program that describes the sponsorship purpose. <ul style="list-style-type: none"> • Event Sponsor \$1400 (one available) • Food and Drink Sponsor \$700 (one available) • Activity Sponsors \$350 	
Goal		Timeline
Increase revenue from event and create a sense of significance for the sponsor.		Q2 2023

Recommendation #20

Opportunity	Action	
Sponsorship Program	Redevelop the Lakefield Jazz, Art & Craft Festival sponsorships to create a program that describes the sponsorship purpose. <ul style="list-style-type: none"> • Event Sponsor \$4000 (one available) • Food and Drink Sponsor \$2000 (one available) • Music Sponsor \$1000 (one per performer) • Craft Sponsor \$500 • Community Sponsor \$250 	
Goal		Timeline
Increase revenue from event and create a sense of significance for the sponsor.		Implementation 2024

Parks and Recreation

Recommendation #21

Opportunity	Action		
Sponsorship Packages	<p>Design new sponsorship packages for events. Include information about the event, the benefits to the sponsors, pricing details, past sponsors, and images of the events.</p> <ul style="list-style-type: none">• Shamrock Festival• Lakefield Jazz, Art & Craft Festival• Polarfest• Public Skating• Fire Department and Library Events <p>Appendix G: Sponsorship Package Sample</p>		
Goal		Strategic Priority	Timeline
Increase the number of sponsors.		Revenue Growth	Q1 2024

Recommendation #22

Opportunity	Action		
Create Partnerships for Event Organization and Management	Create partnerships with business and non-profits to establish successful events that can be incorporated into the Shamrock Festival, Polarfest, and the Lakefield Jazz, Art & Craft Festival. Encourage partners to develop the events as fundraisers.		
Goal		Strategic Priority	Timeline
Successful local events with more volunteer support.		Non-Profit Advocate	Q2-Q4 2023 Implementation 2024 Events

Library

Recommendation #23

Opportunity	Action		
Donor Recognition Guidelines	Using a database application (ie. HubSpot), create and maintain a database of Library donors to ensure adequate recognition. Acknowledge donors, at a minimum, on an annual basis, through a combination of e-newsletter, in-person events, website, and social media.		
Goal		Strategic Priority	Timeline
Increase in repeat donations and loyalty.		Internal Support	Q2 2023

Recommendation #24

Opportunity	Action		
Fundraising Plan	<p>Develop an annual fundraising plan, in collaboration with the Library Board, that will establish a fundraising goal, calendar of events, and promotions. Include specific event details, budgets, communications, staff and Board resources.</p> <p>Include promotions for:</p> <ul style="list-style-type: none"> • Donation days and seasonal giving, such as Giving Tuesday, Library Week, holidays, and end of the year (Dec 30th & 31st). • Thrift stores as they are a primary funding source. <p>Reference Fundraising Tool Kit</p>		
Goal		Strategic Priority	Timeline
Proper resources, budgeting and board participation.		Internal Support	Annually

Library

Recommendation #25

Opportunity	Action		
Additional Staff	Apply for a grant for a Community Outreach Support/Resource to assist with social media presence, event planning, and volunteer attraction.		
Goal		Strategic Priority	Timeline
\$15,000-\$20,000 + Increased promotions, volunteers and event support.		Internal Support	Q3 2023

Recommendation #26

Opportunity	Action		
Increase Thrift Store Revenues	<p>In collaboration with Community Care, work to increase the hours of operation and public awareness of the Causeway Treasure Trove and Ennismore Community Thrift Shop.</p> <ul style="list-style-type: none"> Recruit volunteers Promote on social media <ul style="list-style-type: none"> Locations Types of items needed Create excitement for higher end items <p>Reference Fundraising Tool Kit</p>		
Goal		Strategic Priority	Timeline
\$3,000/year (20% increase from 2021 revenue).		Revenue Growth	Q3 2023

Library

Recommendation #27

Opportunity	Action
Library Bequests	<p>Give community members resources and tools for estate planning.</p> <ul style="list-style-type: none"> • Register the Library at Will Power and promote the site resources. https://www.willpower.ca/legacy-calculator/ • Add 'Will Wording' to the Library website to assist community members when they are writing or updating their will. This can be a fill in the blank pdf to help people add a separate letter to their will. • Make a video to inspire others to give and post to the Library website and social media. Example video: https://www.slv.vic.gov.au/get-involved/donate/make-bequest

Goal	Strategic Priority	Timeline
Increase Library bequests.	Revenue Growth	Q3 2023

Recommendation #28

Opportunity	Action
Share Funding/Grant Information	<p>Provide Grant Connect funding information to non-profits and businesses by setting up one computer in each branch that can login to the Grant Connect database.</p> <p>Annual cost for Grant Connect \$667.</p>

Goal	Strategic Priority	Timeline
Stronger relationships with local non-profits and businesses.	Non-Profit Advocate	Q2 2023

Appendix A: Communications Plan Details

1. Promote Facilities

Objective:	Increase facility occupancy during off-peak times by promoting facilities and meeting rooms.	
Target Audience:	<ul style="list-style-type: none"> • Businesses • Entrepreneurs • Work from home residents • Older adults • Schools • Service/community groups • Younger adults • Summer camp operators • Children's sport/activity organizers • Funeral homes • Retirement residences 	
Message	What do we want the audience to know?	<ul style="list-style-type: none"> • Available spaces/locations • Price • Activities and events that are perfect for the spaces
	What do we want the audience to do?	<ul style="list-style-type: none"> • Book the space (easy, quick, online) • Contact the Township office
	What is the benefit to the audience?	<ul style="list-style-type: none"> • Inexpensive • In-person interaction • Convenient locations
Communication Tools:	<ul style="list-style-type: none"> • Social media • E-newsletters • Targeted emails 	

2. Promote Non-Profits

Objective:	Increase awareness of non-profit organizations.	
Target Audience:	<ul style="list-style-type: none"> Residents of Selwyn Township Businesses of Selwyn Township 	
Message	What do we want the audience to know?	<ul style="list-style-type: none"> Volunteer opportunities Fundraising event information Township's Calendar of Events
	What do we want the audience to do?	<ul style="list-style-type: none"> Navigate to more information
	What is the benefit to the audience?	<ul style="list-style-type: none"> Giving back to the community Being social Having fun
Communication Tools:	<ul style="list-style-type: none"> Social media E-newsletters 	

3. Support Non-Profits

Objective:	Educate and inform local non-profits.	
Target Audience:	<ul style="list-style-type: none"> • Local Non-Profits • Local Service Groups • Local Community Groups 	
Message	What do we want the audience to know?	<ul style="list-style-type: none"> • Support offered by the Township • Fundraising Tool Kit • Funding Opportunities
	What do we want the audience to do?	<ul style="list-style-type: none"> • Email Township for Support • Download the Tool Kit • Apply for Funding
	What is the benefit to the audience?	<ul style="list-style-type: none"> • Increased funding revenues
Communication Tools:	<ul style="list-style-type: none"> • Email • E-newsletters • Social Media 	

4. Skate Sponsor

Objective:	Increase the demand and number of skate sponsors. Create excitement about the skate.	
Target Audience:	<ul style="list-style-type: none"> • Current Skate Sponsors • Local Businesses (potential sponsors) 	
Message	What do we want the audience to know?	<ul style="list-style-type: none"> • Date of sponsored skate • Name of sponsor • Number of people that could be in attendance • How they can get involved and create excitement
	What do we want the audience to do?	<ul style="list-style-type: none"> • Create excitement • Share on social media • Participate at the event (team skate, post on social media, table set up at event)
	What is the benefit to the audience?	<ul style="list-style-type: none"> • Better return on investment • Publicity • Supporting the community • Team building
Communication Tools:	<ul style="list-style-type: none"> • Direct email to current sponsor • Social Media • Email results to potential sponsors 	

5. Support Fire Department

Objective:	Create awareness of Fire Department programs and events.	
Target Audience:	<ul style="list-style-type: none"> Residents of Selwyn Township Businesses of Selwyn Township 	
Message	What do we want the audience to know?	<ul style="list-style-type: none"> Event details
	What do we want the audience to do?	<ul style="list-style-type: none"> Click through to get more information
	What is the benefit to the audience?	<ul style="list-style-type: none"> Supporting the community Win prizes
Communication Tools:	<ul style="list-style-type: none"> Social Media E-newsletters 	

Appendix B: POS System Review

	Square Terminal	Stripe BBPOS WisePOS E
Set Up Fee	\$0	\$0
Monthly Fee	\$0	\$0
Processing Rate (credit card)	2.65%	2.7% + 5¢
Processing Rate (Interact)	10¢	15¢
Hardware	\$399	\$299
Free Trial	30 days	Unknown
Additional Info	Able to take payments with no wifi connection	Assign card readers to physical locations or events
URL	https://squareup.com/ca/en/hardware/terminal	https://stripe.com/en-ca/pricing

Appendix C:

Rate Recommendations

Existing Rate Recommendations

	2023 Selwyn Rate	2023 Peer Community Average Rate	Proposed Selwyn Rate 2024	Proposed Selwyn Rate 2025
General Government				
Tax Certificate	\$40.00	\$50.55	\$45.00	\$55.00
Refreshment Vehicle Licenses – Special Events – Per Day	\$25.00	\$65.00	\$35.00	\$45.00
Refreshment Vehicle Licenses – Annual	\$600.00	\$600.00*	\$650.00	\$700.00
Marriage Certificate	\$120.00	\$126.67	\$125.00	\$130.00
Parks & Recreation Department				
Ennismore Community Centre Rink Board Advertising	\$515.00	\$540.00	\$525.00	\$535.00
Ennismore Community Centre Arena Wall Board Advertising	\$515.00	\$575.00	\$535.00	\$555.00
Ennismore Community Centre In-Ice Logos Advertising	\$515.00	\$716.67	\$535.00	\$555.00

* Neighbouring Community Average.

Note: Lakefield-Smith Community Centre under contract with Lakefield Chiefs.

New Rate Recommendations

Type of Revenue	Peer Community	2023 Peer Community Rate	Proposed Selwyn Rate 2024
General Government			
New Roll Set Up Fee	Cavan Monaghan	\$60.00	\$50.00
	Wilmot	\$25.00	
	Clearview	\$50.00	
	Pelham	\$40.00	
Change of Address	Pelham	\$124.00	\$50.00
Additional Copy of Tax Receipt	Douro-Dummer	\$10.00	\$7.50
	Asphodel-Norwood	\$5.00	
	Greater Napanee	\$5.00	
Additional Copy of Tax Bill	Douro-Dummer	\$10.00	\$7.50
	Asphodel-Norwood	\$5.00	
	Greater Napanee	\$10.00	
	Pelham	\$10.00	
Copy of Tax Statement	Clearview	\$25.00	\$20.00
	Cavan Monaghan	\$40.00	
	Douro-Dummer	\$10.00	
	Pelham	\$10.00	
Ownership Change	Wilmot	\$40.00	\$35.00
	Cavan Monaghan	\$30.00	
	Pelham	\$40.00	
Mortgage Company Account Administration Fee	Springwater	\$7.00	\$15.00
	Clearview	\$15.00	
	Pelham	\$15.00	

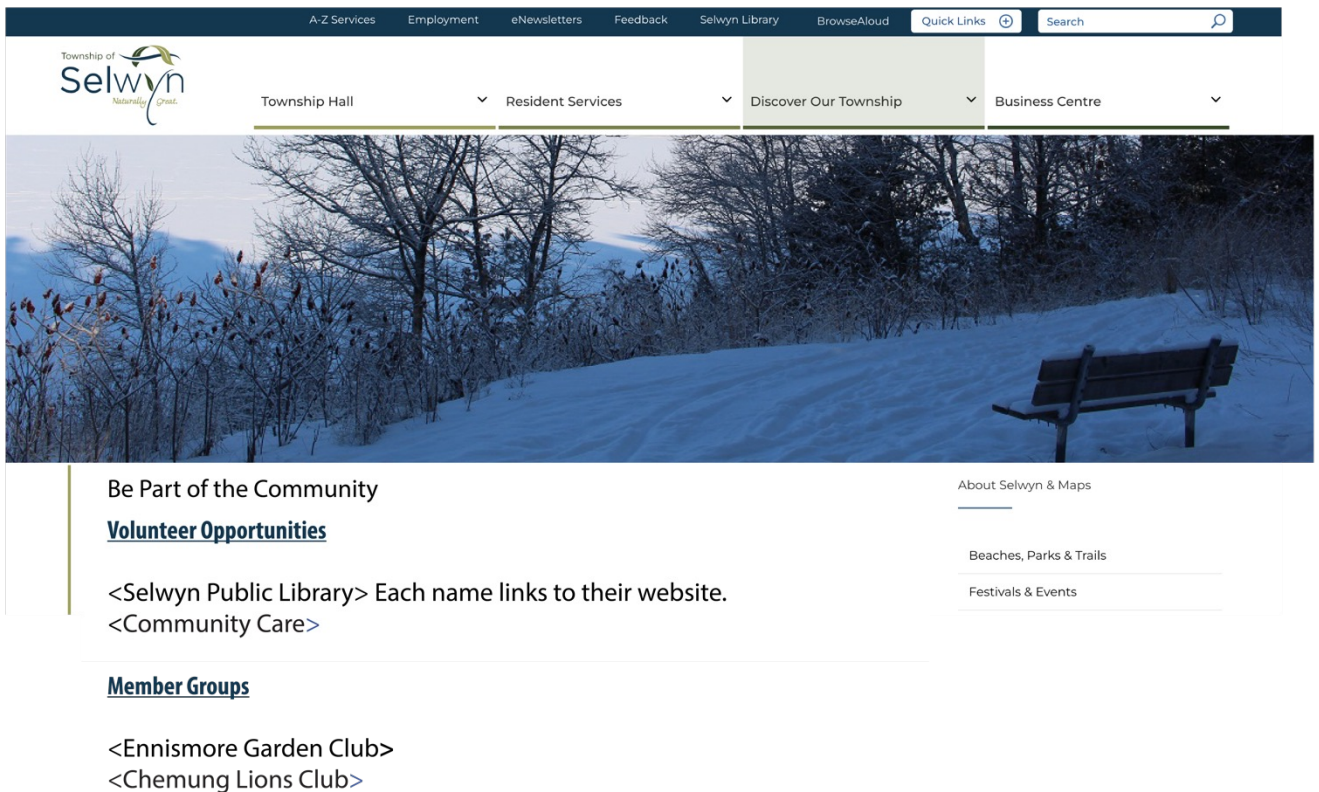
New Rate Recommendations

Type of Revenue	Peer Community	2023 Peer Community Rate	Proposed Selwyn Rate 2024
Parks & Recreation Department			
Kitchen Fee (in addition to room rental)	Asphodel-Norwood	\$70.00	\$70.00
	Otonabee South Monaghan	\$53.10	
	Douro-Dummer	\$82.50	
	Cavan Monaghan	\$102.00	
Lower Visibility Arena Advertising (in front of players benches and sides of blue lines)	Clearview	\$292.79	\$300.00
	Greater Napanee	\$300.00	
Penalty Box Advertising	Greater Napanee	\$450.00-550.00	\$300.00
Score Clock Advertising	Greater Napanee	\$650.00-800.00	\$400.00
Arena Lobby Advertising	Springwater	\$150.00	\$150.00
	Otonabee South Monaghan	\$132.74	
Non-Resident Adult Prime-Time Ice Rate	Springwater	\$250.53	\$197.00*

* Recommended 5% increase from standard adult prime-time ice rate.




Appendix D:

Sample Volunteer Webpage



Appendix E:

Sample Social Media Content Calendar

2023 Q2	Images/Videos	Week 1	Week 2	Week 3	Week 4
Monthly		"Support our Volunteer Firefighters. Selwyn firefighter gear available now. www.abc.com for more details.			
April		<p>Fire Safety! Win a \$250 Visa Gift Card. All you need to do is send us a video of you testing your smoke/carbon monoxide detector by April 30, 2023, to enter the contest. Email your video to ABC@selwyntownship.ca</p> <ul style="list-style-type: none"> • Post twice a week 	<ul style="list-style-type: none"> • Repeat twice a week. 	<ul style="list-style-type: none"> • Hurry, contest closes soon. 	<ul style="list-style-type: none"> • Hurry, contest closes tomorrow. • Announce winner.
May		<p>Enjoy a great pancake breakfast in support of the Selwyn Firefighters Association! Selwyn Township Volunteer Firefighter's Pancake Breakfast. This Sunday, May 27th from 7:30AM to 1:00PM at the Bridgenorth Fire Hall (833 Ward St. Bridgenorth). Cost: \$6 per person (children at a reduced rate). Enjoy pancakes with real syrup, sausages, coffee and juice!</p>	<ul style="list-style-type: none"> • Repeat twice a week. 	<ul style="list-style-type: none"> • Pancake breakfast is tomorrow! 	
June					

Appendix F:

Fire Department Promotional Samples

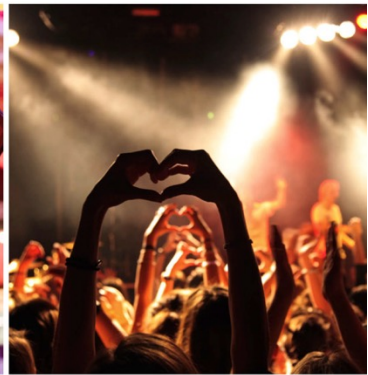
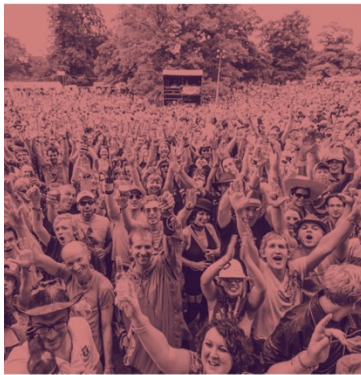


Appendix G: Sponsorship Package Sample



SPONSORSHIP PACKAGES

6 DECEMBER - TROXY, LONDON | WWW.FESTIVALAWARDS.COM



THE EVENT

An awards ceremony that will leave UK festival organisers feeling celebrated, indulged and inspired.

A highlight of the UK Festivals Calendar, the UKFA was founded in 2002 and is now celebrating its 15th year. With over 650 festival organisers, music agents and trade suppliers in attendance, the evening brings together the UK Festival scene's key players for a night of entertainment, networking, street food, innovative cocktails and an exclusive after party – all held at the historic Troxy in London.

Recognising the festival industries' brightest and best, previous award winners include Michael Eavis (Glastonbury Festival), Peter Gabriel (WOMAD), Download Festival, Latitude and TRNSMT.

We look forward to celebrating 2018's triumphs with this year proving to be bigger and better than ever.



THE BENEFITS

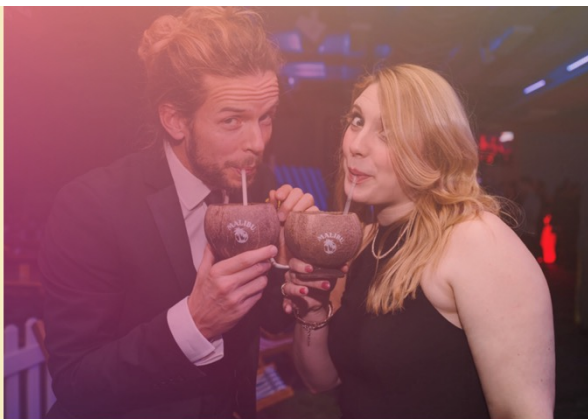
The Awards offer sponsors the opportunity to network with the UK's leading festival influencers and gain extensive exposure:

EXCLUSIVE NETWORKING OPPORTUNITIES

With the UK festival industry's key players in attendance, the Awards offers unparalleled opportunity to network and engage one-on-one with decision makers.

POSITION YOUR BRAND IN FRONT OF THE UK'S TOP FESTIVAL ORGANISERS

Last year's shortlisted festivals are the most influential, established and recognisable in the country. The UK's greatest influencers will be attending the event and sponsors will have the opportunity to showcase products and services to a broad prospect base.



UK FESTIVAL AWARDS 2017 SPONSORS & SUPPORTERS



SPONSORSHIP OPPORTUNITIES

HEADLINE PARTNER SPONSORSHIP £20,000

The Headline Partner package is designed to offer your brand maximum exposure before, during and after the event. The sponsor will receive prime branding and placement on all marketing materials and throughout the venue.

OFFICIAL DRINKS PARTNER SPONSORSHIP £15,000 per category

Becoming an official drinks partner would provide category exclusivity to supply our 650 industry patrons throughout the evening, from the reception through to the after-party, and achieve visibility before, during, and after the event with many of the UK festival scene's key players.

AWARD SPONSORSHIP £10,000 per award

Each individual award is available for sponsorship. The sponsor will have visible branding in all pre and post-event promotional materials, as well as printed on the physical trophy, on décor around the venue, and projected onto screens before & during the ceremony.

Bespoke Sponsor Packages

If you are looking for a more unique package, contact us for details about bespoke sponsorship packages. We can create a sponsorship package that fits your needs can include the below (this list is not exhaustive of bespoke options):

- Logo/name credit on all house ads, invitations, programme
- Logo on screens and AV during the event
- Logo on all event banners/signage at the event and pre-event promotions
- Verbal name checks by host
- Award Sponsorship
- Free tickets to awards dinner
- 50 word company biography in event programme
- Full page advert in event programme
- Registration list post-event
- Potential sponsorship of event décor
- Stand/Banner space in networking area

Exhibitors

We have space for a limited number of activations on-site at the event, and we're open to hearing ideas on what form these.

Opportunities start at £2,500



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Un organisme du gouvernement de l'Ontario

This report was prepared by:

