STRATEGIC PLAN QUARTERLY SNAPSHOT

Q4 2024

⬤ Draft ⬤ Not started ⬤ Behind ⬤ On Track ⬤ Overdue ⬤ Complete → Direct Alignment ⇢ Indirect Alignment

STRATEGIC PLAN

A TOWN THAT GROWS

Goal	Current Completion
A Town that grows in support of Complete Communities	53%
→ **Increase efficiency in the development process in compliance with provincial regulations**	87%
→ **Complete the New Whitchurch-Stouffville Official Plan**	100%
→ **Provide annual Development Activity Reports**	33%
→ **Implement CityView Software**	100%
→ **Harmonize development application review processing & complete application requirements with other York Region municipalities**	100%
→ **Create a Fast Track Permit Program for small scale projects**	100%
→ **Continue to foster economic development within the Town**	38%
→ **Support the development of sustainable cultivation/tourism opportunities including wineries, cideries, fruit stands, etc.**	50%
→ **Continue to build on and promote tourism resources that will bring residents and visitors to Stouffville's urban and rural communities**	50%
→ **Continue to foster relationships with Stouffville businesses and enable new business opportunities**	50%
→ **Advance servicing projects, including Sub Trunk 1, to facilitate growth and economic development opportunities**	0%
→ **Acquire and identify suitable sites for new and expanded Town programs and services**	35%
→ **Identify opportunities to establish a library branch in Ballantrae, to serve the growing population in the northern parts of Whitchurch-Stouffville**	20%
→ **Identify land and secure site location for a future multi-use Leisure Centre, equipped with aquatic, fitness, library and arena facilities, along with site for future fire station(s)**	0%
→ **Design & construction of Fire Station 5-2 replacement, in partnership with York Region Paramedic Response Services**	20%
→ **Construction of an outdoor skating trail**	100%

A TOWN THAT MOVES

Goal	Current Completion
Improve the condition and efficiency of the local road network while addressing connectivity and advancing active transportation facilities	39%
Improve the condition of the road network by rehabilitating roadways	35%
Measure the condition of all roads every two years.	50%
Complete the annual Road Rehabilitation program.	40%
Implement artificial intelligence software for pothole detection : 2 Task(s)	50%
Complete environmental assessment for Tenth Line jog elimination	0%
Add Active Transportation Facilities and improve awareness of active transportation safety	42%
Build accessible sidewalks on Lloyd Street and Edward Street.	61%
Update the Town's engineering standards & urban design guidelines.	15%
Implement the "Share the Road Program" education in rural areas	25%
Add on-road and separated active transportation facilities to existing neighbourhoods	65%
Work with transit partners to promote improvement to local commuting options	39%
Meet annually with York Region Transit to discuss transit priorities	90%
Promote York Region Transit initiatives such as Mobility on Request.	50%
Complete community consultation for electric vehicle charging stations.	16%
Assess opportunities for micro-mobility adoptions	0%
Improve active transportation, network connectivity and access to downtown Main Street by reconstructing Edward Street.	75%
Complete overhead utility relocations to allow for construction of an unobstructed multi-use path on Edward Street.	100%
Provide traffic calming features and pedestrian crossovers to improve active transportation safety	100%
Open and reconstruct Edward Street through to Millard for improved access to Main Street	25%
Revitalize the downtown core by reconstructing Main Street.	3%
Complete a pre-qualification process to ensure qualifications of vendors	0%
Reconstruct downtown Main Street including traffic calming features, smart city elements and upsizing of underground infrastructure	5%

A HEALTHY AND GREENER TOWN

Goal	Current Completion
Increase Offerings & Opportunities for Active Living	47%
Increase parkland to meet 2 hectares per 1000 people by 2032 (Subject to Bill 23)	66%
Review and update the Parkland Dedication By-Law	75%
Undertake a Market Analysis to inform/introduce an alternative rate requirement and methodology	25%
Capture Leisure and other non-core infrastructure in the Asset Management Plan	100%
Ensure representation and standardize park comments and conditions in the development application review process	80%
Improve connectivity to parks by expanding the existing trail network	50%
Maximize efficient parkland allocation to meet the per capita target of 2 hectares per 1000 people by 2032 (Subject to Bill 23)	16%
Conduct a Land Assessment/Acquisition Study	0%
Allocate Cash-in-lieu (CIL) funding to Parks Trust for future acquisitions	0%
Establish defined criteria and standards for parkland conveyance	25%
Explore partnerships with other levels of government and agencies	40%
Improve the tree canopy	58%
Introduce the planting of larger trees where appropriate	60%
Plant and maintain resilient boulevard trees	80%
Improve the provision of share in parks through tree planting and relocation	35%

AN ENGAGING TOWN

Goal	Current Completion
Increase Community Engagement & Outreach	76%
→ **Increase event attendee satisfaction by 10%**	74%
→ **Refine Stouffville Celebrates Program**	100%
→ **Conduct an annual review of the Stouffville Celebrates Sponsorship program and modify as necessary**	80%
→ **Incorporate Diversity, Equity & Inclusion (DE&I) best practices**	80%
→ **Conduct an economic impact analysis for Town events and larger third-party events**	40%
→ **Explore opportunities to expand/maximize and further develop partnerships with groups, such as the Chamber of Commerce, to increase event offerings**	70%
→ **Increase our social media presence by 100%**	64%
→ **Develop a social media strategy**	50%
→ **Assess social media channels and usage**	100%
→ **Identify social media influencers**	55%
→ **Improve outreach and impressions**	50%
→ **Enhance Library and Art Gallery offerings**	92%
→ **Launch Sport Lending Library to provide equitable access to recreation equipment for our community members**	100%
→ **Explore opportunities for community art projects to support social participation and inclusion in place-making within our community**	75%
→ **Introduce a Digital Art Series to explore the creation of digital art and stop motion animation for youth**	100%

A SAFE TOWN

Goal	Current Completion
Make our Community SAFER	61%
Maintain Emergency Response Standards	63%
Continue to strive to meet the 1710 (urban) and 1720 (rural) standards	50%
Implement strategy to begin transition to a career fire service	50%
Continue to meet the National Fire Protection Association (N.F.P.A) turn out time	60%
Review Fire Protection Agreements with neighbouring municipalities	90%
Continue to implement Community Fire Safety Campaign	48%
Continue to provide "Home Safe Home" Fire Safety Program	50%
Identify community outreach and safety programs	50%
Maintain a social media presence for safety awareness	43%
Continue to review and implement the inspection frequency program	60%
Review community risk assessment annually	38%
Improve By-law Community Engagement and Efficiency	52%
Streamline intake process and response rates	23%
Refine Frequently Asked Questions (FAQ's) for public education and awareness	33%
Implementation of an Administrative Money Penalty System (AMPS) program	100%
Implement traffic calming improvements. : 100	81%
Install additional pedestrian crosswalks to improve pedestrian safety	30%
Leverage the Road Watch Staff Working Group to initiate resident education activities and collaboration with YRP	100%
Utilize traffic calming tools, such as automated speed enforcement, to address areas of concern	100%
Implement roundabout safety improvements	95%
Ensure Emergency Management Compliance	59%
Continue to collaborate with York Region and N6 municipalities for Emergency Management	60%
Incident Management System (IMS) 200 for all Emergency Operations Centre (EOC) members, with future goal of implementing IMS 300 for department heads	75%
Provide annual Emergency Management training for all EOC members annually	50%
Complete annually Emergency Exercise for EOC members	50%

GOOD GOVERNANCE

Goal	Current Completion
Provide Good Governance	80%
→ **Review procedural by-law and associated report software**	75%
→ **Review municipal best practices**	50%
→ **Update the procedural by-law for Council approval**	100%
→ **Assess iCompass functionality and explore alternative software options**	75%
→ **Update Development Charge Background Study and approve new Development Charge By-law**	100%
→ **Complete Master Plans for key delivery areas to ensure projects are identified and listed in DC Background Study**	100%
→ **Conduct comprehensive review for public engagement**	100%
→ **Work with key stakeholders and gather input through DC Background Study process**	100%
→ **Complete Information Technology (IT) Strategic Plan**	100%
→ **Issue RFP and secure vendor**	100%
→ **Work with key stakeholders to establish a plan that provides a clear vision and implementation plan**	100%
→ **Present completed plan for Council**	100%
→ **Continue to follow sound financial planning principles to ensure fiscal sustainability and responsibility**	46%
→ **Manage capital funding to ensure necessary investments are made to existing assets while investing in new assets related to growth**	60%
→ **Continue to build reserve balances to ensure that money is available to repair and replace existing assets to optimize their service life and limit downtime**	60%
→ **Improve the linkage between the asset management plan and capital forecasting to provide a more detailed capital plan to aid in decision making, prioritization and debt management**	60%

ORGANIZATIONAL EFFECTIVENESS

Goal	Current Completion
To elevate our organizational effectiveness	72%
To improve total procurement lifecycle	100%
Assess current procurement lifecycle timeline	100%
Work with stakeholders to identify efficiencies	100%
Review and update procurement by-law : 100	100%
Incorporate Procurement Planning into Budget Cycle	100%
Implement a Customer Service Framework	49%
Implement Customer Relationship Management (CRM) system	20%
Develop corporate wide Customer Service Standards	100%
Assess opportunities for business synergies to increase process efficiency to better support streamlined and consistent customer experience	40%
Rollout staff trainings	35%
Improve IT Security Framework	78%
Implement AirGap Backup System	100%
Continue implementing user awareness training programs	35%
Implement Disaster Recovery Site	100%
Improve the Employee Experience and Employee Engagement	62%
Develop an attraction strategy to attract talent to the Town	67%
Develop a retention strategy with a focus on employee development	83%
Implement a leadership effectiveness training program	35%