



● Draft ● Not started ● Behind ● On Track ● Overdue ● Complete → Direct Alignment --- Indirect Alignment

## STRATEGIC PLAN

### A TOWN THAT GROWS

Goal	Current Completion
<b>A Town that grows in support of Complete Communities</b>	<b>54%</b>
→ Continue to foster economic development within the Town	56%
→ Support the development of sustainable cultivation/tourism opportunities including wineries, cideries, fruit stands, etc.	75%
→ Continue to build on and promote tourism resources that will bring residents and visitors to Stouffville's urban and rural communities	75%
→ Continue to foster relationships with Stouffville businesses and enable new business opportunities	75%
→ Advance servicing projects, including Sub Trunk 1, to facilitate growth and economic development opportunities	0%
→ Increase efficiency in the development process in compliance with provincial regulations	83%
→ Complete the New Whitchurch-Stouffville Official Plan	100%
→ Provide annual Development Activity Reports	50%
→ Implement CityView Software	100%
→ Acquire and identify suitable sites for new and expanded Town programs and services	23%
→ 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	50%

# A TOWN THAT MOVES

Goal	Current Completion
<b>Improve the condition and efficiency of the local road network while addressing connectivity and advancing active transportation facilities</b>	58%
→ Improve the condition of the road network by rehabilitating roadways	65%
→ Measure the condition of all roads every two years.	100%
→ Complete the annual Road Rehabilitation program.	75%
→ Implement artificial intelligence software for pothole detection : 100%	85%
→ Complete environmental assessment for Tenth Line jog elimination	0%
→ Add Active Transportation Facilities and improve awareness of active transportation safety	65%
→ Build accessible sidewalks on Lloyd Street and Edward Street.	100%
→ Update the Town's engineering standards & urban design guidelines.	30%
→ Implement the "Share the Road Program" education in rural areas	50%
→ Add on-road and separated active transportation facilities to existing neighbourhoods	80%
→ Work with transit partners to promote improvement to local commuting options	45%
→ Meet annually with York Region Transit to discuss transit priorities	90%
→ Promote York Region Transit initiatives such as Mobility on Request.	75%
→ 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.	100%
→ 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	100%
→ Revitalize the downtown core by reconstructing Main Street.	15%
→ Complete a pre-qualification process to ensure qualifications of vendors	25%
→ 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
<b>Increase Offerings &amp; Opportunities for Active Living</b>	70%
→ Increase parkland to meet 2 hectares per 1000 people by 2032 (Subject to Bill 23)	75%
→ Review and update the Parkland Dedication By-Law	75%
→ Undertake a Market Analysis to inform/introduce an alternative rate requirement and methodology	25%
→ Ensure representation and standardize park comments and conditions in the development application review process	100%
→ Improve connectivity to parks by expanding the existing trail network	75%
→ Capture Leisure and other non-core infrastructure in the Asset Management Plan	100%
→ Maximize efficient parkland allocation to meet the per capita target of 2 hectares per 1000 people by 2032 (Subject to Bill 23)	69%
→ Conduct a Land Assessment/Acquisition Study	75%
→ Allocate Cash-in-lieu (CIL) funding to Parks Trust for future acquisitions	75%
→ Establish defined criteria and standards for parkland conveyance	75%
→ Explore partnerships with other levels of government and agencies	50%
→ Improve the tree canopy	65%
→ Introduce the planting of larger trees where appropriate	75%
→ Plant and maintain resilient boulevard trees	80%
→ Improve the provision of shade in parks through tree planting and relocation	40%

## AN ENGAGING TOWN

Goal	Current Completion
<b>Increase Community Engagement &amp; Outreach</b>	91%
→ Increase our social media presence by 100%	84%
→ Develop a social media strategy	60%
→ Assess social media channels and usage	100%
→ Identify social media influencers	100%
→ Improve outreach and impressions	75%
→ Enhance Library and Art Gallery offerings	100%
→ 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	100%
→ Introduce a Digital Art Series to explore the creation of digital art and stop motion animation for youth	100%
→ Increase event attendee satisfaction by 10%	90%
→ Refine Stouffville Celebrates Program	100%
→ Conduct an annual review of the Stouffville Celebrates Sponsorship program and modify as necessary	90%
→ Incorporate Diversity, Equity & Inclusion (DE&I) best practices	85%
→ 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	80%

# A SAFE TOWN

Goal	Current Completion
<b>Make our Community SAFER</b>	<b>80%</b>
→ <b>Maintain Emergency Response Standards</b>	<b>79%</b>
→ Continue to strive to meet the 1710 (urban) and 1720 (rural) standards	<b>75%</b>
→ Implement strategy to begin transition to a career fire service	<b>77%</b>
→ Continue to meet the National Fire Protection Association (N.F.P.A) turn out time	<b>75%</b>
→ Review Fire Protection Agreements with neighbouring municipalities	<b>90%</b>
→ <b>Continue to implement Community Fire Safety Campaign</b>	<b>69%</b>
→ Continue to provide "Home Safe Home" Fire Safety Program	<b>75%</b>
→ Identify community outreach and safety programs	<b>50%</b>
→ Maintain a social media presence for safety awareness	<b>79%</b>
→ Continue to review and implement the inspection frequency program	<b>72%</b>
→ Review community risk assessment annually	<b>71%</b>
→ <b>Improve By-law Community Engagement and Efficiency</b>	<b>87%</b>
→ Streamline intake process and response rates	<b>85%</b>
→ Refine Frequently Asked Questions (FAQ's) for public education and awareness	<b>75%</b>
→ Implementation of an Administrative Money Penalty System (AMPS) program	<b>100%</b>
→ <b>Ensure Emergency Management Compliance</b>	<b>75%</b>
→ Incident Management System (IMS) 200 for all Emergency Operations Centre (EOC) members, with future goal of implementing IMS 300 for department heads	<b>75%</b>
→ Provide annual Emergency Management training for all EOC members annually	<b>73%</b>
→ Complete annual Emergency Exercise for EOC members	<b>75%</b>
→ Continue to collaborate with York Region and N6 municipalities for Emergency Management	<b>75%</b>
→ <b>Implement traffic calming improvements. : 100</b>	<b>91%</b>
→ Install additional pedestrian crosswalks to improve pedestrian safety	<b>65%</b>
→ Leverage the Road Watch Staff Working Group to initiate resident education activities and collaboration with YRP	<b>100%</b>
→ Utilize traffic calming tools, such as automated speed enforcement, to address areas of concern	<b>100%</b>
→ Implement roundabout safety improvements	<b>100%</b>

## GOOD GOVERNANCE

Goal	Current Completion
<b>Provide Good Governance</b>	<b>89%</b>
→ Review procedural by-law and associated report software	85%
→ Review municipal best practices	75%
→ Update the procedural by-law for Council approval	100%
→ Assess iCompass functionality and explore alternative software options	80%
→ 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	70%
→ 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
<b>To elevate our organizational effectiveness</b>	<b>88%</b>
→ <b>Improve the Employee Experience and Employee Engagement</b>	<b>81%</b>
→ Develop an attraction strategy to attract talent to the Town	<b>83%</b>
→ Develop a retention strategy with a focus on employee development	<b>83%</b>
→ Implement a leadership effectiveness training program	<b>75%</b>
→ <b>Implement a Customer Service Framework</b>	<b>74%</b>
→ Develop corporate wide Customer Service Standards	<b>100%</b>
→ Assess opportunities for business synergies to increase process efficiency to better support streamlined and consistent customer experience	<b>80%</b>
→ Rollout staff trainings	<b>75%</b>
→ Implement Customer Relationship Management (CRM) system	<b>40%</b>
→ <b>To improve total procurement lifecycle</b>	<b>100%</b>
→ Assess current procurement lifecycle timeline	<b>100%</b>
→ Work with stakeholders to identify efficiencies	<b>100%</b>
→ Review and update procurement by-law : 100	<b>100%</b>
→ Incorporate Procurement Planning into Budget Cycle	<b>100%</b>
→ <b>Improve IT Security Framework</b>	<b>97%</b>
→ Continue implementing user awareness training programs	<b>92%</b>
→ Implement Disaster Recovery Site	<b>100%</b>
→ Implement AirGap Backup System	<b>100%</b>