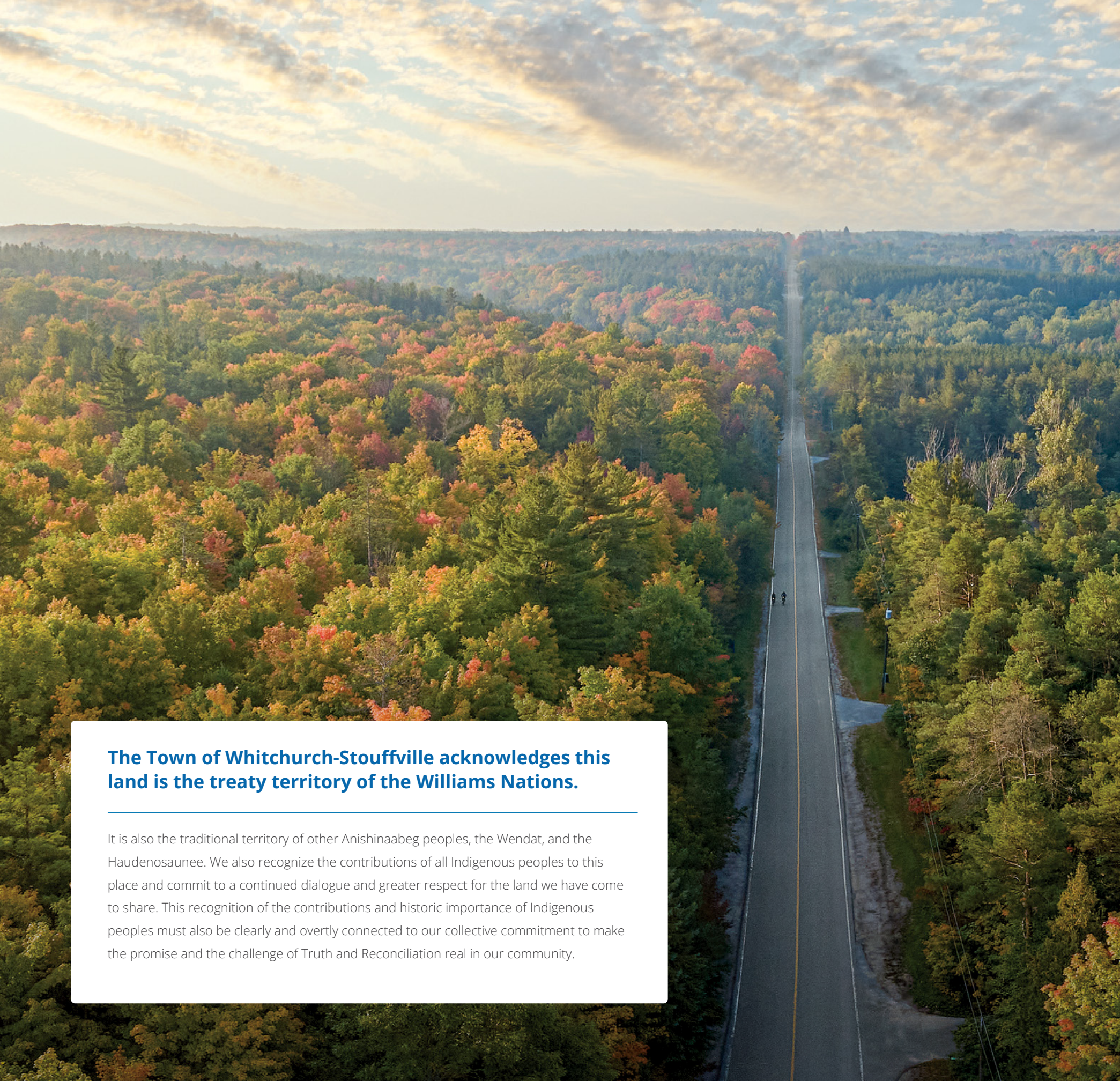




strategic plan

building our future together

2022-2026



The Town of Whitchurch-Stouffville acknowledges this land is the treaty territory of the Williams Nations.

It is also the traditional territory of other Anishinaabeg peoples, the Wendat, and the Haudenosaunee. We also recognize the contributions of all Indigenous peoples to this place and commit to a continued dialogue and greater respect for the land we have come to share. This recognition of the contributions and historic importance of Indigenous peoples must also be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our community.

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welcome to the town of Stouffville

Welcome to the vibrant town of Stouffville, a community that embraces its rich history while forging ahead into an exciting future. Nestled in the heart of Ontario, Canada, Stouffville is a thriving municipality known for its charming atmosphere, natural beauty, and entrepreneurial spirit.



With each term of Council, Town staff undertake the development of a new Strategic Plan with each Council term, our dedicated Town staff embark on the development of a new Strategic Plan, driven by a collaborative approach. We determine key priorities based on recommendations from master plans, studies, and input from our valued internal and external stakeholders. Excitingly, for the 2022-2026 Term of Council, we have introduced seven strategic pillars that align seamlessly with our Town's innovative service-based budget approach.

Based on these strategic pillars, staff have formulated an overarching goal statement for each pillar, objectives to meet the goal, and key activities to outline the achievement of the respective objective. The success and completion of these key activities will be measurable and reported to Council quarterly to ensure transparency, accountability and progress.

This commitment to regular updates fosters an environment of transparency and trust, enabling all stakeholders to track our collective achievements and contribute to our shared success.

Together, we will shape Stouffville, harnessing the collective efforts and talents of our residents, businesses, and stakeholders. As we embark on this strategic journey, let us embrace the spirit of collaboration, resilience, and innovation, for it is in the pursuit of these ideals that Stouffville will thrive, evolve, and become a shining example of a progressive, dynamic, and harmonious community.

A Message from Mayor Lovatt and CAO Sunny Bains

The 2022-2026 Strategic Plan reinforces the Town of Whitchurch-Stouffville's mission, vision, and values, to be a welcoming community with a unique rural-urban dynamic, providing an exceptional quality of life, and continuing to build a vibrant community through service excellence, collaboration and integrity.

This Strategic Plan is not just a document; it is a living framework that will shape our Town's future. It encapsulates our vision for a better tomorrow and outlines the key pillars on which we will continue to build upon our path to success.

Building on the foundation of previous Strategic Plans, this plan clearly articulates our goals, objectives and the actions required to accomplish them over the next several years. It is a comprehensive blueprint that encompasses a range of critical areas, providing emphasis to core projects and initiatives that will help to enhance programs and services offered to our residents, businesses, and visitors.

As we embark on this journey, let us remain focused, determined, and unwavering in our collective pursuit for service excellence.

On behalf of Council and the entire Senior Leadership Team, we would like to thank every member of the Stouffville team who contributed to the achievements made to date and will work to guide our shared success throughout this Term of Council.

Be well,
Iain Lovatt & Sunny Bains



2022-2026 Mayor & Members of Council



Iain Lovatt
Mayor



Hugo T. Kroon
Councillor, Ward 1



Maurice Smith
Councillor, Ward 2



Keith Acton
Councillor, Ward 3



Rick Upton
Councillor, Ward 4



Richard Bartley
Councillor, Ward 5



Sue Sherban
Councillor, Ward 6

Senior Leadership Team



Sunny Bains
Chief Administrative Officer



Rob Braid
Commissioner, Community Services



Jeremy Harness
Commissioner, Finance & Treasurer



Jack Graziosi
Commissioner, Engineering and Public Works



Claudette Banks
Director, Human Resources



Becky Jamieson
Commissioner, Corporate Services & Town Clerk



Dwayne Tapp
Commissioner, Development Services



Margaret Wallace
CEO, WS Public Library



Chief Bill Snowball
Fire Chief, Fire & Emergency Services

empowering our evolving community

Stouffville, Ontario is a vibrant town that is rapidly evolving into an urban-rural blend, attracting a diverse workforce and establishing itself as a thriving cultural hub. Over the next 20 years, the town is expected to grow and evolve, attracting new businesses and residents while preserving its unique character and charm.

As of 2021, our Town proudly maintained a population of 51,400 residents, with a steady average annual growth rate of 1.7% from 2016 to 2021. Demonstrating our unwavering commitment to progress, we anticipate this growth to persist in alignment with the broader trends observed in York Region. Projections indicate that by 2051, our population will reach approximately 103,500, marking an estimated increase of 52,100 individuals within the 2021 to 2051 timeframe. This equates to a noteworthy average annual population growth rate of 2.4% during this period.

In terms of housing, our Town's 2021 housing base comprised 16,710 units. We anticipate this number to experience substantial growth, reaching 34,730 units by 2051, in accordance with regional forecasts. It is essential to note that alongside the numerical expansion, we are witnessing a gradual shift in our housing market's composition. While historically characterized by low-density units, we anticipate a diversification of structure types, with an increased share of medium- and higher-density units over the forecast period.



28,400 jobs
projected employment base by 2051



Turning our attention to employment, our Town presently accommodates an estimated employment base of 17,000 jobs as of 2021.

By 2051, we project a significant rise in employment opportunities, with the employment base expected to expand to 28,400 jobs. This marks an estimated growth of approximately 11,400 jobs between 2021 and 2051, reflecting an average annual growth rate of 1.7% during this period.



Stouffville's vibrant community is a hub of excitement and togetherness, fueled by a rich tapestry of culture, heritage, and shared experiences.

From captivating live performances and engaging cultural festivities to the preservation of our storied history, these integral elements weave us closer as a community.

Balancing urbanization and our cherished rural roots, Stouffville offers a unique blend of natural beauty and recreational allure. From the stunning York Region Forest to the Bruce's Mill Conservation Area, our existing tourist attractions draw visitors near and far, showcasing the wonders of our region.

Engaging events like our multi-day holiday market captivate thousands, while our enchanting setting within the Greenbelt, including the Oak Ridges Moraine, adds to our appeal.

Our economy thrives through industry-based activities such as agriculture and aggregate extraction, complemented by sought-after amenities like golf courses, equestrian centres, and wineries that continue to entice visitors year after year. In this vibrant landscape, our community spirit shines brightly. We come together

to celebrate our diverse culture, embrace our shared heritage, and forge lasting connections through engaging events and activities.

From historical and heritage celebrations to electrifying live performances and immersive multi-day festivals, our Town orchestrates an array of family-friendly programs that bring joy to all. Through these collective experiences, we proudly showcase the beauty of our beloved Stouffville and create cherished moments for residents and visitors alike.



As we navigate this exciting chapter of growth, our Town remains committed to empowering our evolving community. By embracing change, preserving our heritage, and fostering an exceptional quality of life, we embark on a transformative journey, where every individual finds their place in the tapestry of our vibrant community.

about the plan

This strategic plan exemplifies our unwavering commitment to creating a welcoming community that seamlessly blends the best of rural and urban dynamics, resulting in an exceptional quality of life for all. At the heart of our vision is the aspiration to foster an environment where individuals, families, and businesses thrive harmoniously.

Vision:



To be a welcoming community with a rural-urban dynamic, providing an exceptional quality of life.

Mission:



To continue building a vibrant community through excellent service.

Values:



Service Excellence, Collaboration and Integrity.

Our mission serves as the guiding light on our journey towards continuous growth and progress. Through the delivery of excellent services, we are dedicated to building a vibrant community that surpasses expectations and meets the diverse needs of our residents. We firmly believe that exceptional service is the cornerstone of our success, and we strive to exceed the highest standards in everything we do.

Our core values—Service Excellence, Collaboration, and Integrity—drive every decision and action we take. We believe in providing service that exceeds expectations, offering innovative solutions, and constantly seeking

ways to improve the lives of our community members. Collaboration is at the heart of our approach, as we recognize that by working together with residents, businesses, and organizations, we can achieve remarkable outcomes. Above all, we maintain the highest standards of integrity, conducting ourselves with honesty, transparency, and accountability in all our endeavors.

Our strategic plan is designed to bring our vision, mission, and values to life. Through careful analysis, thoughtful planning, and robust execution, we will nurture our community's growth, enhance its livability, and ensure a prosperous future for generations to come.



The services will be categorized into seven service themes

The service inventory of the Town of Whitchurch-Stouffville consists of 42 distinct services. Of these, 28 services are provided directly to the public, and 14 are supporting services that allow the Town to effectively deliver public services and govern the municipality.

The complete service structure of the Town is presented as follows:



a town that grows



a town that moves



a healthy & greener town



an engaging town



a safe town



good governance



organizational effectiveness



the seven service themes

a town that grows

The Town of Stouffville is becoming more and more attractive for families, seniors, and businesses. It is our priority to **maintain a manageable growth rate** and create a **complete community** that helps meet the needs for people's daily living throughout a lifetime.

Areas of focus:

- Building permits
- Development services
- Business and marriage licensing
- Business attraction and retention



a town that moves

An efficient transportation system enhances people's quality of life and facilitates economic development of the Town. Our goal is to **improve the condition** and efficiency of the local road network while addressing **connectivity and advancing active transportation facilities**.

Areas of focus:

- Traffic management
- Road maintenance
- Sidewalk maintenance
- Street lighting.



a healthy & greener town

The Town of Stouffville is striving to improve the **wellbeing of its residents** by increasing offerings and opportunities for Active living and promoting responsible use and **protection of natural resources**.

Areas of focus:

- Recreation programming
- Parks, trails and open spaces
- Tree canopy maintenance
- Cemeteries
- Garbage collection
- Recycling and composting



an engaging town

We recognize the importance of **building a welcoming community where each member feels engaged, empowered, and supported**. Cultural events and community activities contribute to a positive sense of place, embrace diversity, and foster inclusivity.

Areas of focus:

- Events and community engagement
- Theatre programming
- Museum services
- Latcham Art Centre
- Library



a safe town

The Town of Stouffville is committed to becoming a safer town by **ensuring residents have access to the services that promote safety** in their neighborhoods and across the town such as Fire education and prevention, Fire response, Municipal law and parking enforcement, Animal services and Crossing guards.

Areas of focus:

- Public education - Fire
- Fire prevention
- Emergency response
- Emergency management
- Municipal law enforcement
- Parking enforcement
- Animal services
- Crossing guards
- Utility infrastructure locating



organizational effectiveness

Enabling services support the entire organization and are the foundation of service delivery to our residents. The Town will **ensure all services are provided in an effective manner**. We are committed to continuously improving our operating processes, safeguarding information and assets, and improving customer service experience across all our services.

Areas of focus:

- Communications
- Customer service
- Facility management
- Financial and infrastructure management
- Fleet management
- Human resources
- Information technology services



good governance

The Town of Stouffville is **committed to being transparent and accountable** to its residents by providing easy access to information and facilitating participation in the democratic process. We work in consultation with Council, the Community, and our Partners to strengthen the Town and the manner in which we deliver services and programs to our residents and our stakeholders.

Areas of focus:

- Council representation
- Council support
- Corporate leadership
- Internal audit
- Legal support
- Risk management
- Election management



1 a town that grows



The Town of Stouffville is becoming more and more attractive for families, seniors, and businesses.

It is our priority to maintain a manageable growth rate and create a complete community that helps meet the needs for people's daily living throughout a lifetime.



A Town that grows in support of Complete Communities.

a town that grows

objectives

1. Increase efficiency in the development process in compliance with provincial regulations.

Key Activities

- Complete the new Whitchurch-Stouffville Official Plan
- Provide annual Development Activity Reports
- Harmonize development application review processing and complete application requirements with other York Region municipalities
- Create a Fast Track Permit Program for small scale projects

2. Continue to foster economic development within the Town.

Key Activities

- Support the development of sustainable cultivation/tourism opportunities including wineries, cideries, fruit stands, etc.
- Provide quarterly economic development reports
- Continue to build on and promote tourism resources that will bring residents and visitors to Stouffville's urban and rural communities
- Continue to foster relationships with Stouffville businesses and enable new business opportunities
- Advance servicing projects, including Sub Trunk 1, to facilitate growth and economic development opportunities

3. Acquire and identify suitable sites for new and expanded Town programs and services.

Key Activities

- Identify opportunities to establish a library branch in Ballantrae, to serve the growing population in the northern parts of Whitchurch-Stouffville
- 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)
- Design & construction of Fire Station 5-2 replacement, in partnership with York Region Paramedic Response Services
- Construction of an outdoor skating trail




How much has Stouffville grown?

View the town's census data at townofws.ca/profile

2 a town that moves



An efficient transportation system enhances people's quality of life and facilitates economic development of the Town.

 Improve the **condition and efficiency** of the local road network while addressing **connectivity and advancing** active transportation facilities.

a town that moves

objectives

1. Improve the condition of the road network by rehabilitating roadways.

Key Activities

- Measure the condition of all roads every 2 years
- Complete annual Road Rehabilitation Program
- Implement artificial intelligence software for pothole detection
- Complete environmental assessment for Tenth Line jog elimination

2. Add active transportation facilities and improve awareness of active transportation safety.

Key Activities

- Build accessible sidewalks on Lloyd Street and Edward Street
- Update the Town's engineering standards & urban design guidelines
- Add on-road and separated active transportation facilities to existing neighbourhoods
- Implement the "Share the Road Program" education in rural areas

3. Work with transit partners to promote improvement to local commuting options.

Key Activities

- Meet annually with York Region Transit to discuss transit priorities
- Promote York Region Transit Initiatives such as Mobility on Request
- Complete community consultation for electric vehicle charging stations
- Assess opportunities for micro-mobility adoptions

4. Improve active transportation, network connectivity and access to downtown Main Street by reconstructing Edward Street

Key Activities

- Complete overhead utility relocations to allow for construction of an unobstructed multi-use path
- Provide traffic calming features and pedestrian crossovers to improve active transportation safety
- Open and reconstruct Edward Street through to Millard for improved access to Main Street

5. Revitalize the downtown core by reconstructing Main Street

Key Activities

- Complete a pre-qualification process to ensure qualifications of vendors
- Reconstruct downtown Main Street including traffic calming features, smart city elements and upsizing of underground infrastructure

3 a healthy & greener town



The Town of Stouffville is thriving to improve the wellbeing of its residents by increasing offerings and opportunities for Active living and promoting responsible use and protection of natural resources.



Increase offerings and opportunities for Active Living.

a healthy & greener town

objectives

1. Increase parkland to meet 2 hectares per 1000 people by 2032*

Key Activities

- Review and update the Parkland Dedication By-Law
- Undertake a Market Analysis to inform/ introduce an alternative rate requirement and methodology
- Capture Leisure and other non-core infrastructure in the Asset Management Plan
- Ensure representation and standardize park comments and conditions in the development application review and process
- Improve connectivity to parks by expanding the existing trail network

*Subject to Bill 23

2. Maximize efficient parkland allocation to meet the per capita target of 2 hectares per 1000 people by 2032*

Key Activities

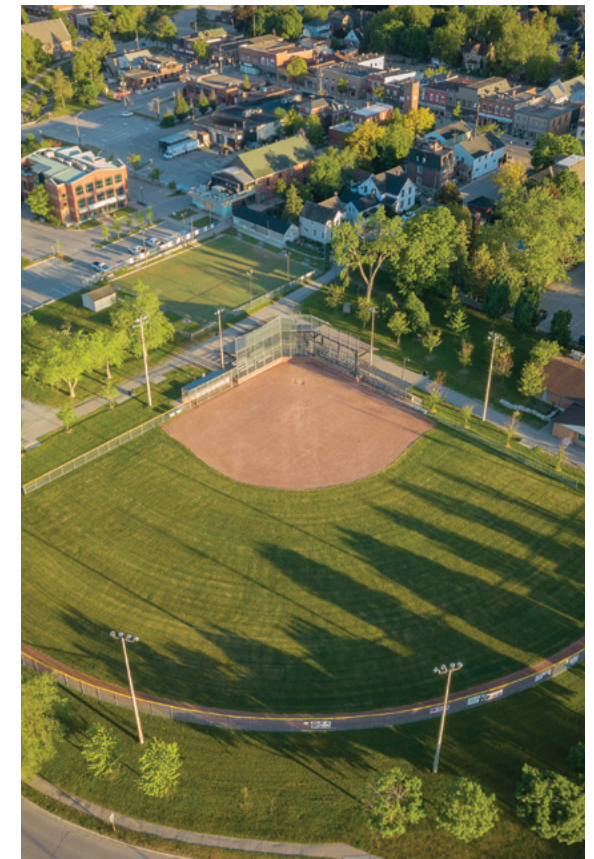
- Conduct a Land Assessment/Acquisition Study
- Allocate Cash-in-lieu (CIL) funds to Parks Trust for future acquisitions
- Establish defined criteria and standards for parkland conveyance
- Explore partnerships with other levels of government and agencies

*Subject to Bill 23

3. Improve the tree canopy

Key Activities

- Introduce the planting of larger trees where appropriate
- Plant and maintain resilient boulevard trees
- Improve the provision of shade in parks through tree planting and relocation



Want to visit one of our parks?

Visit the town's website at townofws.ca/outdoorspaces

4 an engaging town



We recognize the importance of building a welcoming community where each member feels engaged, empowered, and supported.

Cultural events and community activities contribute to a positive sense of place, embrace diversity, and foster inclusivity.



Increase Community Engagement & Outreach.

an engaging town

objectives

1. Increase activations and offerings at town-led events

Key Activities

- Refine Stouffville Celebrates Program
- Conduct an annual review of the Stouffville Celebrates Sponsorship program and modify as necessary
- Incorporate Diversity, Equity & Inclusion (DE&I) best practices
- Conduct an economic impact analysis for Town events and larger third-party events
- Explore opportunities to expand/maximize and further develop partnerships with groups, such as Chamber of Commerce, to increase event offerings



2. Increase social media presence

Key Activities

- Develop a social media strategy
- Assess social media channels and usage
- Identify social media influencers
- Improve outreach and impressions



3. Enhance Library and Art Gallery offerings

Key Activities

- Launch Sport Lending Library to provide equitable access to recreation equipment for our community members
- Explore opportunities for community art projects to support social participation and inclusion in place-making within our community
- Introduce a Digital Art Series to explore the creation of digital art and stop motion animation for youth



Want to see what's happening in Stouffville?
Visit the town's event calendar at townofws.ca/calendar

5 a safe town



The Town of Stouffville is committed to becoming a safer town by ensuring residents have access to the services that promote safety in their neighbourhoods and across the town.

These initiatives include fire education and prevention, fire response, municipal law and parking enforcement, animal services and crossing guards and traffic safety measures.



Make our community safer.

a safe town

objectives

1. Maintain Emergency Response Standards

Key Activities

- Refine Stouffville Celebrates Program
- Implement strategy to begin transition to a career fire service
- Continue to meet the 1710 (urban) and 1720 (rural) standards
- Review Fire Protection Agreements with neighbouring municipalities

2. Continue to implement Community Fire Safety Campaign

Key Activities

- Continue to provide “Home Safe Home” Fire Safety Program
- Identify community outreach and safety programs
- Maintain a social media presence for safety awareness
- Continue to review and implement the inspection frequency program
- Review community risk assessment annually

3. Improve By-law Community Engagement and Efficiency

Key Activities

- Streamline intake process and response rates
- Refine Frequently Asked Questions (FAQ’s) for public education and awareness
- Implementation of an Administrative Money Penalty System (AMPS) program

4. Enhance Emergency Management Compliance

Key Activities

- Implement Incident Management System (IMS) 200 for all Emergency Operations Centre (EOC) members, with future goal of implementing IMS 300 for department heads
- Provide annual Emergency Management training for all EOC members annually
- Complete annually Emergency Exercise for EOC members
- Continue to collaborate with York Region and N6 municipalities for Emergency Management

5. Implement traffic calming improvements

Key Activities

- Install additional pedestrian crosswalks to improve pedestrian safety
- Leverage the Road Watch Staff Working Group to initiate resident education activities and collaboration with YRP
- Utilize traffic calming tools, such as automated speed enforcement, to address areas of concern
- Implement roundabout safety improvements



What to learn more about our emergency services?

Visit the town's website at townofws.ca/fire

6 good governance



The Town of Stouffville is committed to being transparent and accountable to its residents by providing easy access to information and facilitating participation in the democratic process.

We work in consultation with Council, the Community, and our Partners to strengthen the Town and the manner in which we deliver services and programs to our residents and our stakeholders.



Provide good governance.

good governance

objectives

1. Review procedural by-law and associated report software

Key Activities

- Review municipal best practices
- Update the procedural by-law for Council approval
- Assess iCompass functionality and explore alternative software options

2. Update Development Charge Background Study and approve new Development Charge By-law

Key Activities

- Complete Master Plans for key delivery areas to ensure projects are identified and listed in DC Background Study
- Conduct comprehensive review for public engagement
- Work with key stakeholders and gather input through DC Background Study process

3. Complete Information Technology (IT) Strategic Plan

Key Activities

- Issue RFP and secure vendor
- Work with key stakeholders to establish a plan that provides a clear vision and implementation plan
- Present completed plan for Council

4. Continue to follow sound financial planning principles to ensure fiscal sustainability and responsibility

Key Activities

- Manage capital funding to ensure necessary investments are made to existing assets while investing in new assets related to growth
- 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
- 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



Stay up to date with council meetings
Visit the towns website at townofws.ca/council

7 organizational effectiveness



Enabling services that support the entire organization and are the foundation of service delivery to our residents and community.

The Town will ensure all services are provided in an effective manner. We are committed to continuously improving our operating processes, safeguarding information and assets, and improving customer service experience across all our services.



To elevate our organizational effectiveness.

objectives

1. Improve total procurement lifecycle

Key Activities

- Assess current procurement lifecycle timeline
- Work with stakeholders to identify efficiencies
- Review and update procurement by-law
- Incorporate Procurement Planning into Budget Cycle

2. Implement a customer service framework

Key Activities

- Develop corporate wide Customer Service Standards
- Assess opportunities for business synergies to increase process efficiency to better support streamlined and consistent customer experience
- Rollout of staff training and refined standards
- Implement Customer Relationship Management (CRM) system

3. Improve Information Technology (IT) security framework

Key Activities

- Continue implementing user awareness training program
- Implement Disaster Recovery Site
- Implement AirGap Backup System

4. Improve the employee experience and employee engagement

Key Activities


- Develop an attraction strategy to attract talent to the Town
- Develop a retention strategy with a focus on employee development
- Implement a leadership effectiveness training program



Want to get in touch?

Visit the towns website at townofws.ca/townhall

Follow us on social media!

 @wstouffville
@twsevents
@wstownhall
@wsmuseum
@19onthepark
@wsfes
@wsplibrary

 @townofws
@ws_townhall
@wsfes
@19onthepark
@wsplibrary

 @townofws
@19onthepark
 Whitchurch-Stouffville

myStouffville.ca

Our **mobile platform** gives you a fully customizable experience on your mobile device. Personalized waste collection schedules, community engagement opportunities and full event calendars.

townofws.ca

Visit our **website** to learn more about everything in this guide. Waste collection, history, property taxes, Council and much more at the touch of your fingers!

Town of Whitchurch-Stouffville

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