

2023-2026  
TOWN OF STOUFFVILLE  
DRAFT

*Operating & Capital*  
BUDGET BOOK

**Version 2**, as tabled  
March 1, 2023

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# ABOUT Stouffville

Nestled within the rolling hills of the Oak Ridges Moraine, is a community with everything. Close enough to one of Canada's largest cities, yet far enough away to hear the call of the wild. Large enough to be home to over 26,000 people in the labour force, yet small enough to retain our neighborhoods and quiet way of life. Young enough to enjoy our high standards of education families deserve, yet comfortable enough to retire and relax in.

Every great community evolves over time. For us right now, we are families, we are young and we are growing.

At the end of 2021, the population was estimated to be 49,864. This marks a 8.8% increase in population since 2016. The median age is 40 years (1 year lower than Ontario's average).

We have a very diverse population in Whitchurch-Stouffville, where close to 46% of our entire population belongs to a visible minority group. Our four largest groups, as defined by population, are South Asian, Chinese, Black and Filipino. Our municipality's European history goes back over 200 years while the first evidence of a native residency can be found as far back as the 1500s. The founding of Whitchurch-Stouffville's largest community, Stouffville, occurred in 1803 when Pennsylvanian Mennonite Abraham Stouffer settled on the shores of Duffin's Creek, near present day Main Street and Market Street.

This long history shows in our population. Our deep Canadian heritage runs throughout the community, with over 31% of our population enjoying

third generation status in Canada. Our ancestors, however, hailed from many parts of the globe. Over 20% of our residents have European ancestors, while 66% of people in Whitchurch-Stouffville have ancestors from Asia.

Those ancestral roots are also evident in our languages. An incredible 46% of residents have knowledge of more than one language, with over 80 languages spoken in Whitchurch-Stouffville. The top non-official languages spoken at home are Yue (Cantonese) and Mandarin.

51% of Whitchurch-Stouffville's Indigenous population report a First Nations identity, followed by 38% Metis and 7% Inuit.

Over half of the population of Whitchurch-Stouffville over the age of 15 is currently married or in a common-law relationship. The average size of the 14,900 families in Town is 3.1 persons, which includes single-parent families. Therefore, over 90% of the people of our town are living within their family unit.

These families are enjoying our many family-oriented programs and attractions, including our theatre Nineteen on the Park, our Museum and the many recreation programs we offer for children and adults alike. Families swarm to our events like RibFest, Doors Open, Stouffville Holiday Market and the Strawberry Festival.

We have a very diverse local economy in our Town. Our strengths lie in hightech and knowledge-based industries, manufacturing, building and construction as well as agriculture and tourism sectors. We have a labour force

of over 26,000 people.

Being so close to other major urban areas is a huge asset for the town. Major transportation and communication routes run through our town directly connecting us to areas within York Region, the GTA and internationally. GO Transit and local York Region bus service provide constant and reliable transportation to/from and within the Town. We are a short 35 minute drive to the City of Toronto.

Of the over 23,000 residents currently employed 38% work from home, and 17% are self-employed. For those that commute to work, 30% live and work in Stouffville and 38% within York Region.

Whitchurch-Stouffville is becoming more urbanized, while retaining its rural roots – offering the best of both worlds. Owing to the area's natural beauty and recreational assets, the Town has strong existing tourist attractions including the York Region Forest, Bruce's Mill Conservation Area, and many spread across the Oak Ridges Moraine.

Bruce's Mill Conservation Area attracts thousands during the spring and summer for the Maple Syrup Festival and one of the few Tree Top Trekking locations in Southern Ontario.

Most of our town is located within the Greenbelt, which includes the Oak Ridges Moraine. We are known for our beautiful setting, however industry-based activities such as agriculture and aggregate extraction help drive our economy forward. Golf courses, equestrian centers and wineries attract thousands every year to take in Whitchurch-Stouffville.

Whitchurch-Stouffville truly has everything. Country life, city life and everything in between. Not only for our residents, but for our businesses and our visitors.

# Message from MAYOR IAIN LOVATT



On behalf of Council, I am pleased to present our 2023 Whitchurch-Stouffville Operating and Capital Budget. By reading this document, we invite you to learn and participate in our budget process. This budget highlights strategic priorities and goals that are shared by all of us.

Council's mission is to provide you with a budget that best represents the priorities of our residents. It is the mission of the Town's Staff to share that vision and understanding in carefully developing operating and capital budgets, with the best interests of everyone in mind and which are fiscally responsible and sustainable, in pursuit of service excellence.

Overall, Council & Staff are committed to enhancing our residents experience in town, and I believe this budget demonstrates that. While there will be some budgetary pressure Council will need to address this year, I am confident in our Staff's ability to

provide us with responsible and well-researched recommendations before you for Councils' consideration and adoption.

Strategic investments in our future will be key as we move forward – thank you for trusting myself and Council with these important decisions for our future and thank you for your interest in your community by participating in this budget process.

A handwritten signature in black ink, appearing to read 'Iain Lovatt'.

# Message from

## INTERIM CAO WILLIAM SNOWBALL



As the Town's Interim Chief Administrative Officer, I am extremely proud of the dedication and commitment of all our staff to provide quality services to our community. The Finance and Communications teams work diligently each year to provide a budget book that is easily understood, and their efforts have not gone unnoticed. Congratulations are in order as the 2022 budget book received two prestigious awards from two international organizations: The Distinguished Budget Presentation Award from the Government Finance Officers Association and The Hermes Award – Platinum, from the Association of Marketing and Communication Professionals.

I want to thank all Town staff who once again have worked with great determination to produce the draft Capital and Operating Budget for 2023 with the goal of providing services of the highest caliber to our residents and taxpayers, staff have presented a sustainable, fiscally responsible budget which realizes the vision and leadership of the Mayor and Council.

The focus on linking the Budget to Council's 2023-26 Strategic Plan will assist in the timing of the implementation of the Strategic

Plan as well as the integration and alignment with long-term development plans and initiatives.

To this end, we are making significantly progressive moves to the way we budget. One is adopting Service Based Budgeting which provides a more transparent and comprehensive view of the true cost of services and therefore how tax dollars are spent. Another is Multi-Year Budgeting which enables the alignment of longer-term goals and objectives with longer-term funding plans thus providing greater certainty for the future direction of taxes. Multi-year budgets also allow for the flexible allocation of resources over time and provides more efficient use of time and resources as the Town is not in "perpetual budget mode". The application of Service Based and Multi-Year Budgeting will provide Council with even better information to make more focused decisions towards the realization of the goals and objectives of Council's Strategic Plan.

# Mayor AND COUNCIL 2022 -2026



MAYOR  
IAIN LOVATT



FROM LEFT:  
WARD 1: COUNCILLOR HUGO KROON  
WARD 2: COUNCILLOR MAURICE SMITH  
WARD 3: COUNCILLOR KEITH ACTON



WARD 4: COUNCILLOR RICK UPTON  
WARD 5: COUNCILLOR RICHARD BARTLEY  
WARD 6: COUNCILLOR SUE SHERBAN



# Senior MANAGEMENT

The Draft Operating Budget is compiled every year by the Town's Senior Management Team, Managers and expert staff. In total, the Town has one Chief Administrative Officer, five Directors, a Fire Chief and the Library's Chief Executive Officer on the senior leadership team. All of them oversee the various departments within the

Town.

The Chief Administrative Officer is the head of the corporation and is the primary liaison between staff and Council.

Whitchurch-Stouffville Council, which is comprised of the Mayor and six Councillors, is responsible for approving the operating, rate-based and capital

budgets. These budgets must meet Council's objectives in a fiscally prudent manner. The senior management team is comprised of the individuals on the right.



INTERIM CHIEF ADMINISTRATIVE OFFICER  
WILLIAM SNOWBALL



FROM LEFT:  
SUNNY BAINS: LEISURE & COMMUNITY SERVICES  
JEREMY HARNESS: FINANCE & INFORMATION TECHNOLOGY  
BRIAN KAVANAGH: PUBLIC WORKS



DWAYNE TAPP: DEVELOPMENT SERVICES  
MARGARET WALLACE: CEO WS PUBLIC LIBRARY  
INTERIM CHIEF TREVOR WAWRYK: FIRE & EMERGENCY SERVICES

# Services WE OFFER

In order for the Town of Whitchurch-Stouffville to become, and to stay, the greatest town in Ontario in which to live, we must supply you - our citizens, businesses and tourists - the best services we can. Your family must have the best parks to play in, and you must have the best quality water available.

These services help create and maintain many of the programs, initiatives, buildings, events and protection services that you use everyday. It is our responsibility to bring these to you in a reliable, convenient manner.

The funds that are needed to offer

these services are allocated in the Town's operating budget. These funds go toward the day-to-day operations of the Town of Whitchurch-Stouffville. In the past, the services used to be categorized based on which department oversaw them, but in order for the budget to be more transparent and reader-oriented, the Town will be presenting a service based-budget going forward. The services will be categorized into seven service themes: "A Town that Grows", "A Town that Moves", "A Healthy and Greener Town", "An Engaging Town", "A Safe Town",

"Good Governance" and "Organizational Effectiveness". The service inventory of the Town of Whitchurch-Stouffville consists of 44 distinct services. Of these, 28 services are provided directly to the public, and 16 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 below.



## 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 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.



## 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.





## 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.



## 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.



## 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.



## 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.

# Full-time STAFF COMPLEMENT

Position	Count
Development Services	33
Administration	2
Director, Development Services	1
Administrative Assistant to Director Development Services	1
Building	11
Manager, Building Services/CBO	1
Deputy CBO/Building Engineer	1
Deputy CBO/Supervisor Inspections	1
Senior Building Official	4
Building Official I	1
Building Code Technician	1
Permit Administrator	1
Plans & Zoning Examiner	1
Development Engineering	6
Manager, Engineering Services	1
Senior Development Engineer	1
Development Engineering Coordinator	1
Engineering Coordinator	1
Engineering Technologist	2
Economic Development	2
Economic Development Officer	2
Development Planning	7
Manager, Development	1
Sr Planner	2
Planner I	1
Planner II	2
Assistant Planner, Development Services	1
Planning Policy	5
Manager, Policy	1
Senior Planner, Policy	1
Policy Planner II	2
Assistant Planner, Development Services	1
Finance & Technology Services	29
Administration	2
Director of Finance/Treasurer	1
Admin Assistant - Director of Finance	1
Financial Services	11
Manager, Finance & Co-Deputy Treasurer	1
Manager, Budgets & Finance Planning	1
Manager, Procurement Services	1
Finance Specialist	5
Procurement Analyst	1
Procurement Coordinator	1
Accounts Payable Clerk	1

Position	Count
Information Technology	9
Manager, IT Services	1
Systems Architect	1
Network Architect	1
Business Systems Analyst	3
Business Analyst	1
GIS Systems Analyst	1
Client Services Coordinator	1
Revenue & Taxation	7
Manager, Revenue & Taxation	1
Tax Analyst	1
Tax Clerk	1
Water Billing Coordinator	1
Water Meter Administrator	1
Revenue & Taxation Associate	1
Revenue Clerk	1
Office of the CAO	34
Administration	4
Chief Administrative Officer	1
Executive Assistant CAO	1
Executive Assistant Mayor	1
Executive Assistant Mayor & Council	1
Clerks	6
Town Clerk	1
Senior Clerk's Coordinator	1
Council Coordinator	1
Committee Coordinator	1
Licensing and Public Services Coordinator	1
Records Coordinator	1
Human Resources	7
Associate Director, Human Resources	1
Human Resources Business Partner	2
Human Resources Programs Specialist	1
Health & Safety Specialist	1
Payroll Specialist	1
Human Resources Coordinator	1
Legal	3
Town Solicitor	1
Senior Law Clerk	2
Municipal Law Enforcement	10
Manager, Municipal Law Enforcement	1
Senior Municipal Law Enforcement Officer	2
Municipal Law Enforcement Officer	3
Municipal Law Enforcement Officer - Animal Services	1
Municipal Law Enforcement Officer - Parking	2
By-Law Administration & Corporate Support	1

Position	Count
Corporate Communications	4
Corporate Communication Manager	1
Corporate Communications Coordinator	1
Digital Communications Coordinator	1
Marketing Coordinator	1
Fire & Emergency Services	44
Administration	3
Fire Chief	1
Deputy Fire Chief	1
Administrative Assistant to Fire Chief	1
Fire Prevention	4
Fire Prevention Inspector	3
Fire Training Officer	1
Fire Suppression	36
Captain	8
FireFighter	27
Training Officer	1
Training	1
FireFighter	1
Leisure & Community Services	62
Administration	2
Director of Leisure Community Services	1
Administrative & Project Coordinator	1
Centralized Customer Service	7
Manager, Customer Service	1
Customer Service Associate	6
Facilities Development & Operations	21
Manager, Facilities Development & Operations	1
Facilities Supervisor	2
Maintenance Technician	4
Leadhand Facilities	3
Operator	11
Heritage, Events & Theatre Operations	9
Manager, Heritage, Events & Theatre Operations	1
Supervisor & Curator, Museum and Heritage Services	1
Supervisor, Theatre Operations	1
Events Coordinator	3
Theatre Operations & Rental Coordinator	1
Heritage Education & Public Program Coordinator	1
Heritage & Operations Coordinator	1

Position	Count
Parks Development & Operations	9
Manager, Parks Development & Operations	1
Parks Supervisor	1
Leadhand Parks	3
Operator	4
Recreation	14
Manager, Recreation Services	1
Recreation Supervisor	1
Fitness Supervisor	1
Aquatics Supervisor	1
Recreation Admin Supervisor	1
Aquatic Programmer	1
Fitness Programmer	1
Recreation Programmer	4
Facility Bookings Clerk	3
Public Works	36
Administration	2
Director, Public Works	1
Admin Assistant to Director Public Works	1
Capital Projects	6
Manager, Capital Projects	1
Senior Project Manager	1
Project Manager	1
Asset Management/GIS Technician	1
Capital Projects Technologist	1
Financial Coordinator	1
Operations	28
Manager, Operations	1
Supervisor, Roads	1
Supervisor, Water / Waste Water	1
Operations Technologist	3
Operations Coordinator	1
Leadhand Arborist	1
Arborist	1
Leadhand Water/ Wastewater	2
Certified Waterworks Operator	4
Leadhand Roads	1
Mechanic/Operator	2
Operator	8
Operator, Locates	1
Operations Clerk	1
Grand Total	238

Position	Count
Library	15
Administration	3
Chief Executive Officer	1
Administrative Assistant	1
Coordinator, Finance & Business Administration	1
Collections & Customer Service	4
Manager, Collections & Customer Service	1
Coordinator, Information Technology	1
Coordinator, Service Delivery	1
Technical Services Assistant	1
Latcham Art Gallery	4
Manager, Latcham Art Centre	1
Coordinator of Exhibitions	1
Coordinator, Education Program	1
Coordinator, Events & Fundraising	1
Programs & Engagement	4
Manager, Programs & Engagement	1
Coordinator, Adult Services	1
Coordinator, Children's Services	1
Library Assistant, Children's	1
Grand Total	15

# OPERATING BUDGET *Summary*

# CONSOLIDATED FINANCIAL Schedule

Expenses:	2021 Actual (Audited)	2022 Budget	2023 Proposed Budget	2024 Projected Budget	2025 Projected Budget	2026 Projected Budget
Personnel	\$26.75	\$31.13	\$32.58	\$34.97	\$36.22	\$37.35
Transfer to Reserves	\$16.95	\$11.23	\$13.00	\$14.12	\$15.22	\$15.83
Professional & Contracted Services	\$5.39	\$5.39	\$5.67	\$6.09	\$6.26	\$6.46
Property Maintenance	\$3.09	\$3.42	\$3.34	\$3.44	\$3.52	\$3.57
Debt Repayments	\$3.85	\$3.01	\$3.00	\$2.70	\$2.69	\$2.35
Utilities & Telecommunications	\$2.44	\$2.78	\$2.94	\$3.05	\$3.15	\$3.25
Grants & Transfers	\$2.47	\$2.95	\$2.85	\$3.05	\$3.21	\$3.34
Materials & Supplies	\$1.11	\$1.46	\$1.59	\$1.61	\$1.62	\$2.03
Licence & Fees	\$0.61	\$0.95	\$1.32	\$1.35	\$1.37	\$1.39
Vehicle Operations	\$0.91	\$0.82	\$1.06	\$1.04	\$1.05	\$1.07
Insurance	\$0.68	\$0.79	\$0.84	\$0.85	\$0.87	\$0.89
Recoveries - Internal Expenses	\$0.59	\$0.64	\$0.66	\$0.67	\$0.68	\$0.69
Interest & Bank Charges	\$0.11	\$0.20	\$0.22	\$0.23	\$0.23	\$0.24
Write Offs	\$0.21	\$0.15	\$0.20	\$0.20	\$0.20	\$0.20
<b>Total Expenses</b>	<b>\$65.16</b>	<b>\$64.93</b>	<b>\$69.26</b>	<b>\$73.37</b>	<b>\$76.30</b>	<b>\$78.66</b>

(\$ Rounded to millions)

Revenue:	2021 Actual (Audited)	2022 Budget	2023 Proposed Budget	2024 Projected Budget	2025 Projected Budget	2026 Projected Budget
Property Taxation**	-\$39.11	-\$39.67	-\$41.20	-\$44.14	-\$49.17	-\$52.07
User Fees	-\$10.68	-\$9.47	-\$10.44	-\$10.52	-\$10.60	-\$10.66
Recoveries - Internal & External Revenue	-\$3.39	-\$3.75	-\$3.93	-\$3.95	-\$3.98	-\$4.01
Grants & Donations	-\$3.60	-\$2.17	-\$3.19	-\$3.17	-\$3.15	-\$3.13
Transfer from Reserves	-\$3.23	-\$4.39	-\$2.54	-\$1.73	-\$1.73	-\$2.13
Rental Income	-\$1.36	-\$2.64	-\$2.07	-\$2.08	-\$2.09	-\$2.10
Deferred Revenue Earned	-\$2.80	-\$2.00	-\$2.00	-\$1.78	-\$1.78	-\$1.78
Investment Income	-\$0.64	-\$0.58	-\$1.03	-\$1.06	-\$0.98	-\$0.93
Fines	-\$0.35	-\$0.27	-\$0.30	-\$0.30	-\$0.30	-\$0.30
<b>Total Revenue</b>	<b>-\$65.16</b>	<b>-\$64.93</b>	<b>-\$66.71</b>	<b>-\$68.73</b>	<b>-\$73.78</b>	<b>-\$77.12</b>

<b>Net Budget</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$2.55</b>	<b>\$4.64</b>	<b>\$2.52</b>	<b>\$1.54</b>
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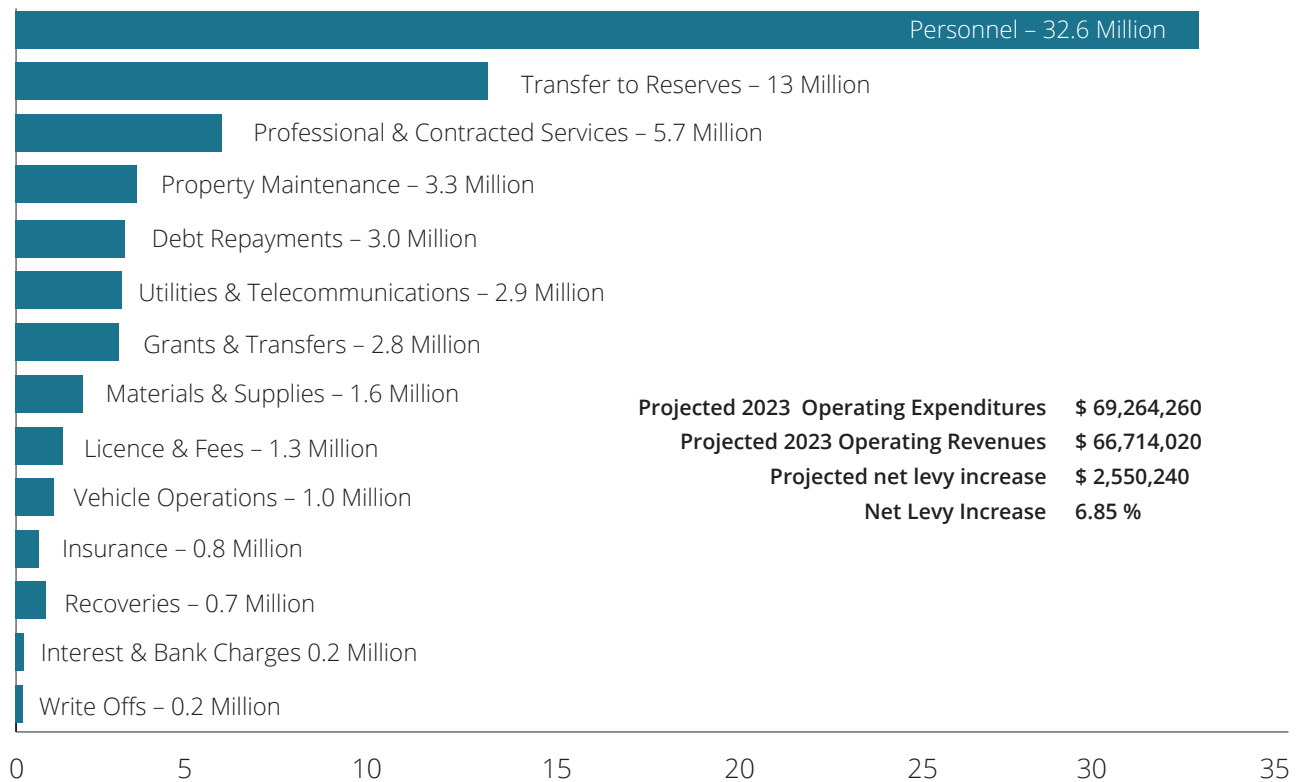
(\$ Rounded to millions)

\*Includes Cemetery, Building Funds and Grant to the WS Public Library

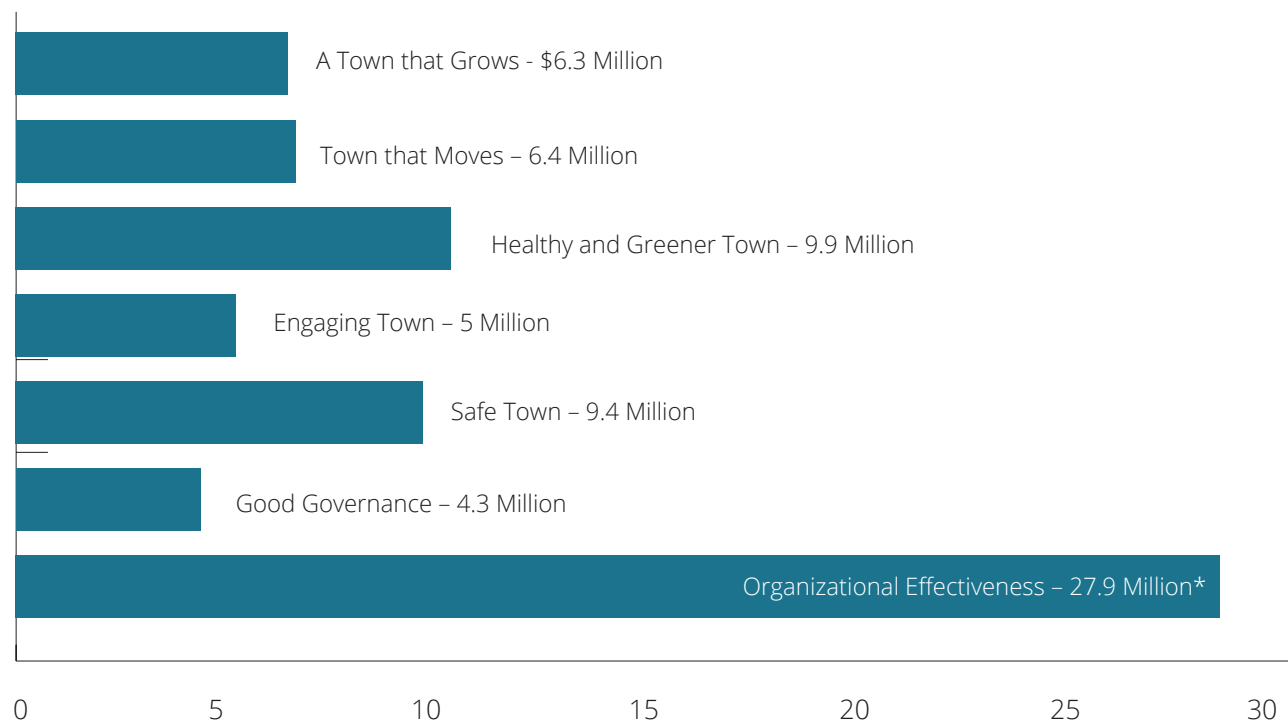
\*\* 2024-2026 Property Taxation include the prior year(s) proposed tax levy increase

\*\*\*Capital budget is part of the reserve and reserve fund details

## Expenses by Expense Type 2023



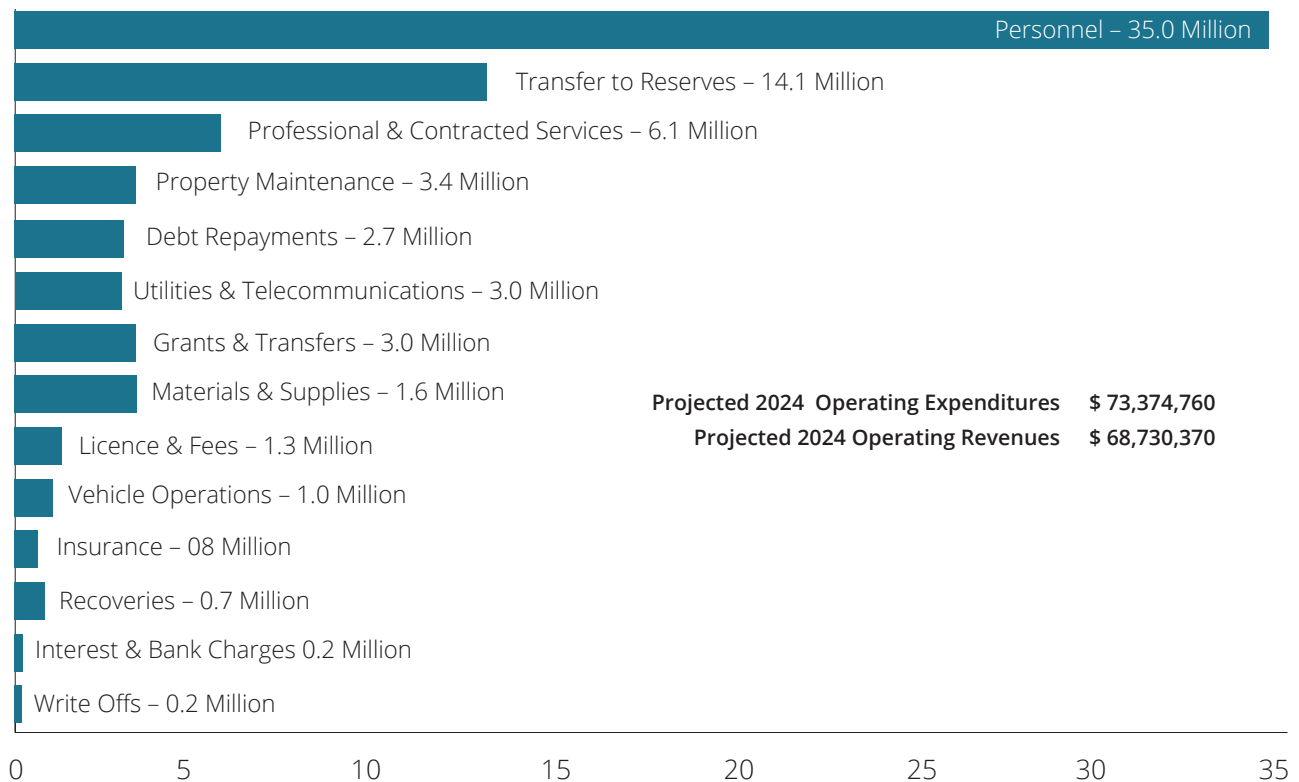
## Expenses by Services Theme 2023



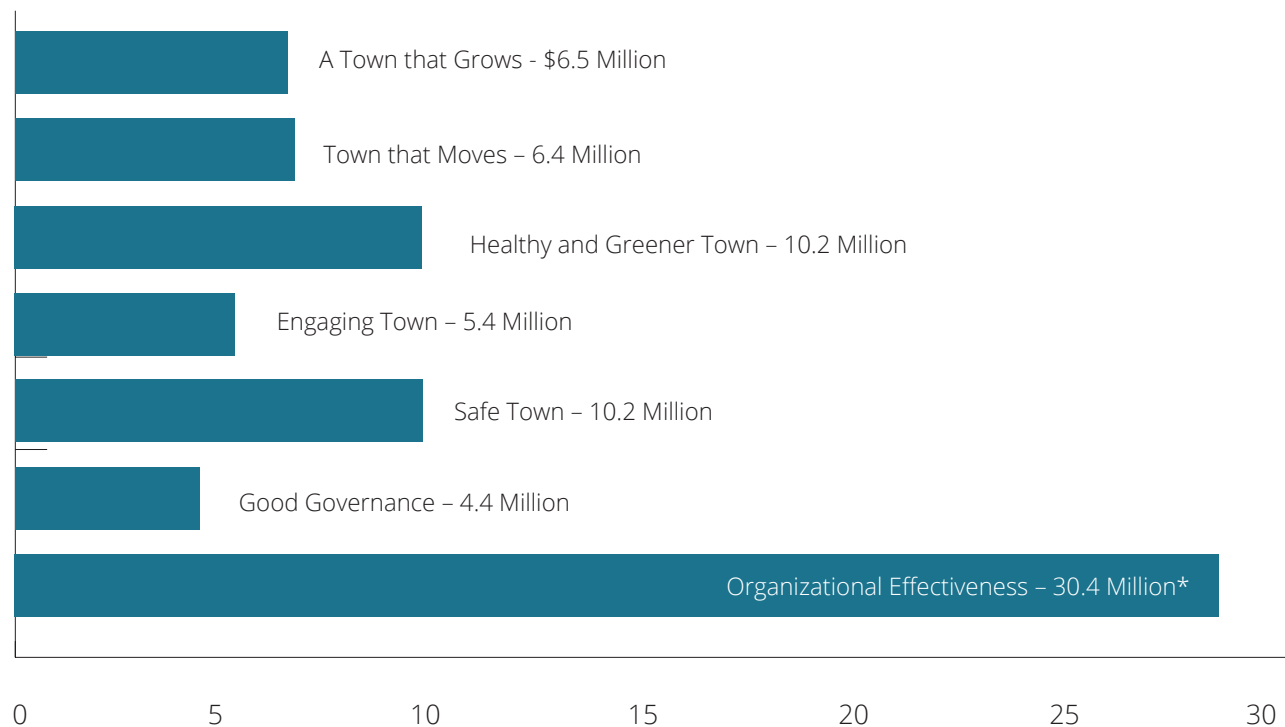
\* Organizational Effectiveness includes transfer to reserves including capital dedicated levy and library grants etc..



## Expenses by Expense Type 2024

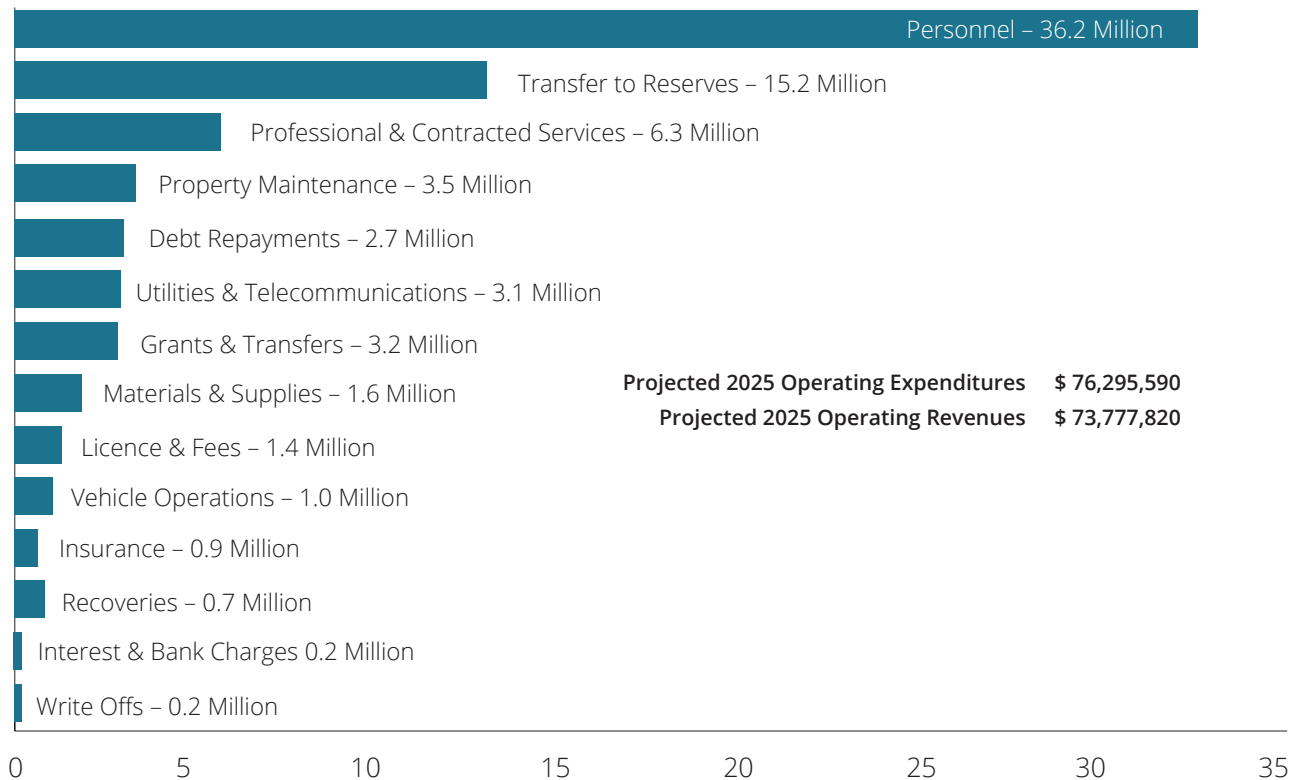


## Expenses by Services Theme 2024

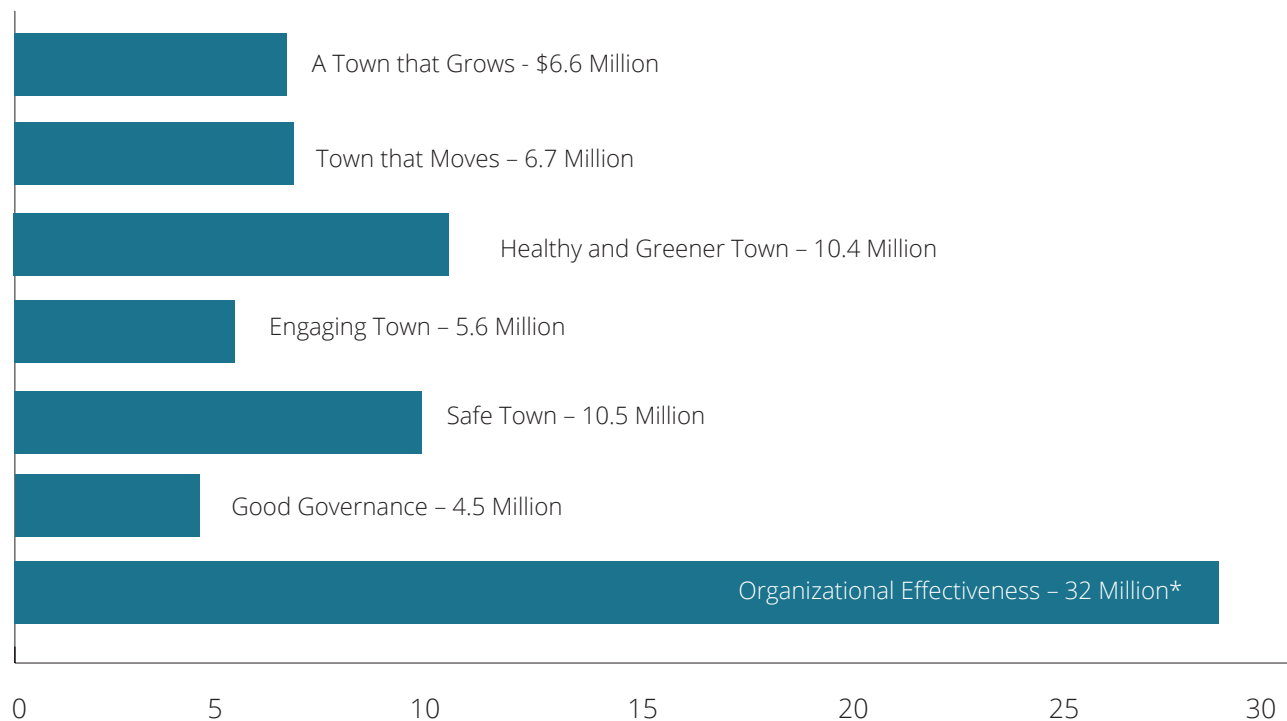


\* Organizational Effectiveness includes transfer to reserves including capital dedicated levy and library grants etc..

## Expenses by Expense Type 2025

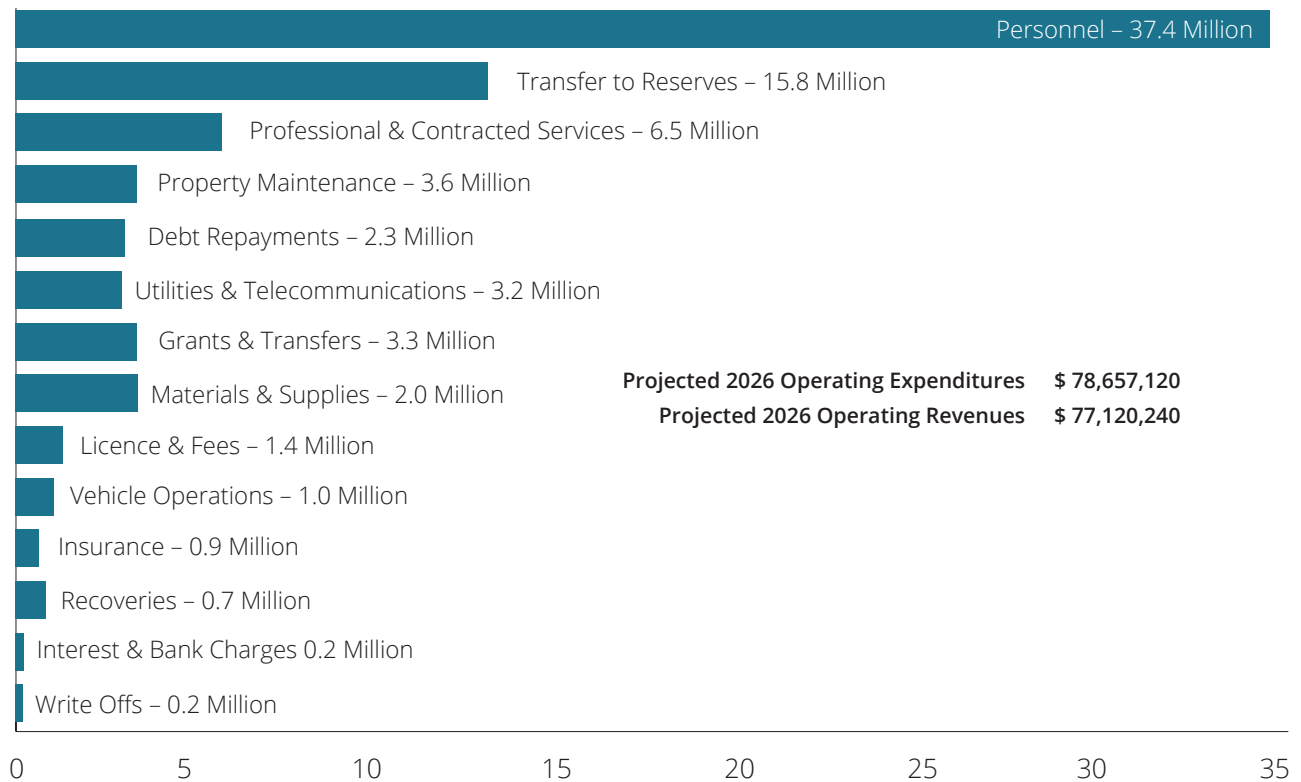


## Expenses by Services Theme 2025

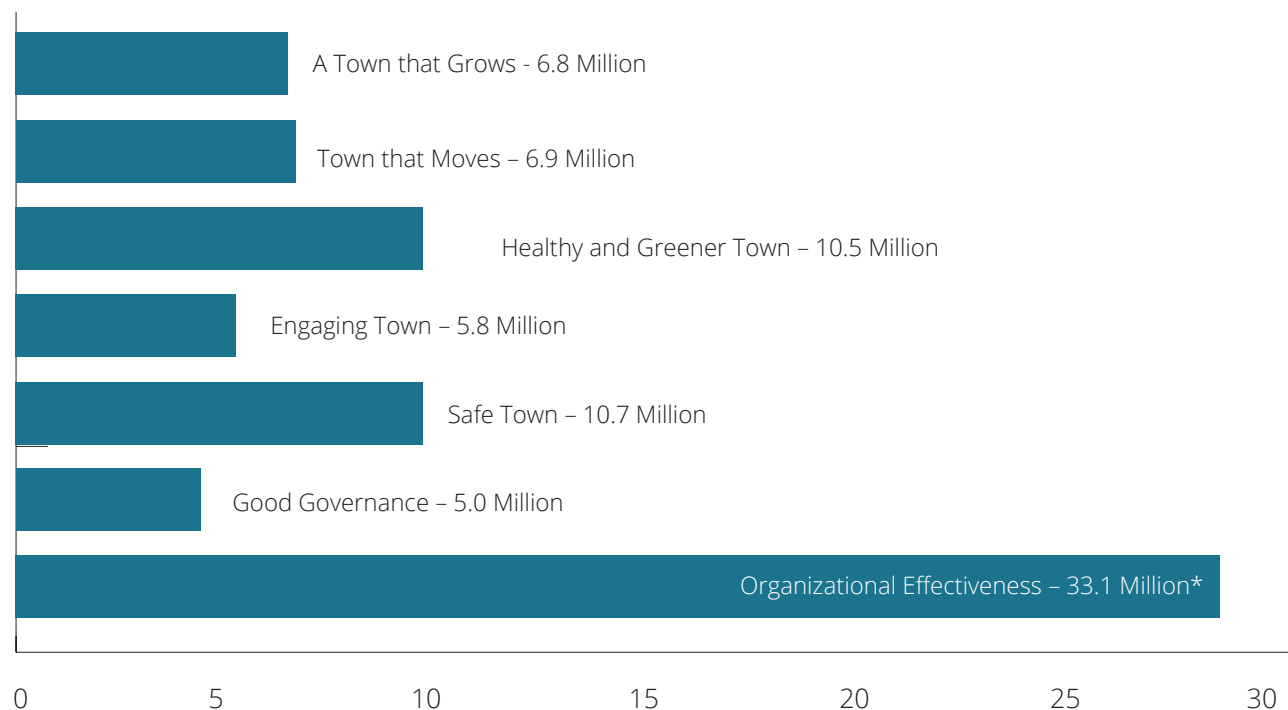


\* Organizational Effectiveness includes transfer to reserves including capital dedicated levy and library grants etc..

## Expenses by Expense Type 2026



## Expenses by Services Theme 2026



\* Organizational Effectiveness includes transfer to reserves including capital dedicated levy and library grants etc..

# WHERE DOES OUR MONEY *Come from?*

## 1 PROPERTY TAXES

One of the carrying costs that come with home ownership is your property tax. Property taxes are charged by the municipality you live in and are used to pay for services such as garbage and recycling collection, sewer protection, road and draining maintenance, snow removal, street lighting, policing, fire protection and administration. How much you have to pay depends on the municipality you live in, as well as the value of the other properties around you.

Once a year, Whitchurch-Stouffville, (and all other municipalities across the province) determine your property tax rate. In Ontario, the assessed value of your property is determined by the Municipal Property Assessment Corporation (MPAC). The estimated 2023 property taxes are calculated using the assessed value and multiplying it by the combined municipal and education tax rates (also known as blended tax rate) for each property class:

$$\text{Assessment (e.g. 776,000)} \times \text{2022 Tax Rate (e.g. 0.724655\%)} = \text{Total Taxes (\$5,623.32)}$$

Property assessments for the 2023 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2022 taxation year).

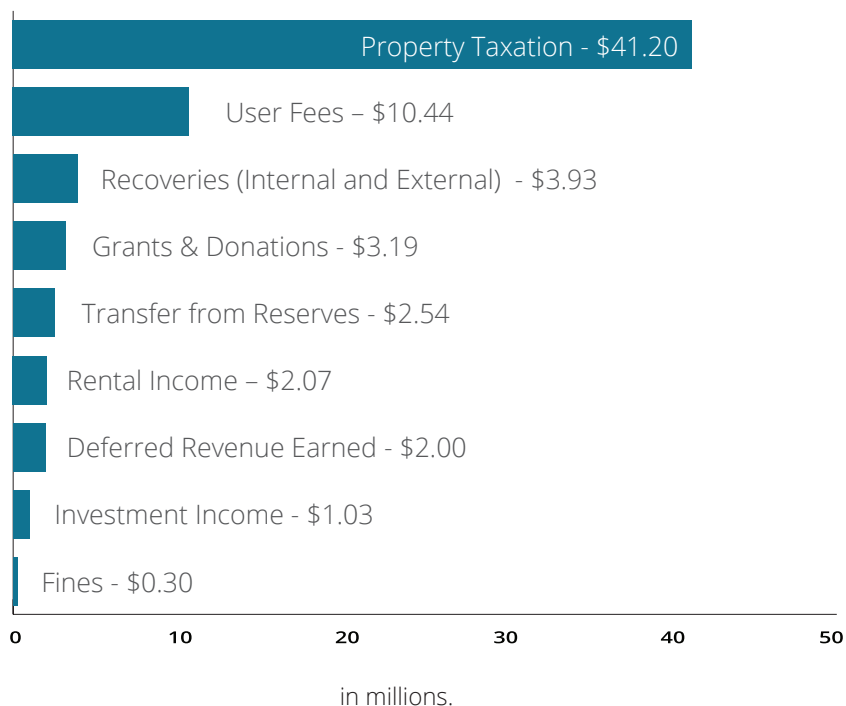
Your 2016 Notice reflects the assessed value and classification of your property as of January 1, 2016 and this will be used as the basis for calculating your 2023 property taxes.

Property taxes are ultimately determined by how much money the municipality needs to supply you and your family with the services that you require.

The Town's property tax revenue has increased from \$37.2 million in 2020 to a planned \$43.8 million (\$41.2m base + \$2.6m proposed increase) in 2023. Property tax revenue amounts to 62.9% of the overall revenue for 2023 (pending Council approval).

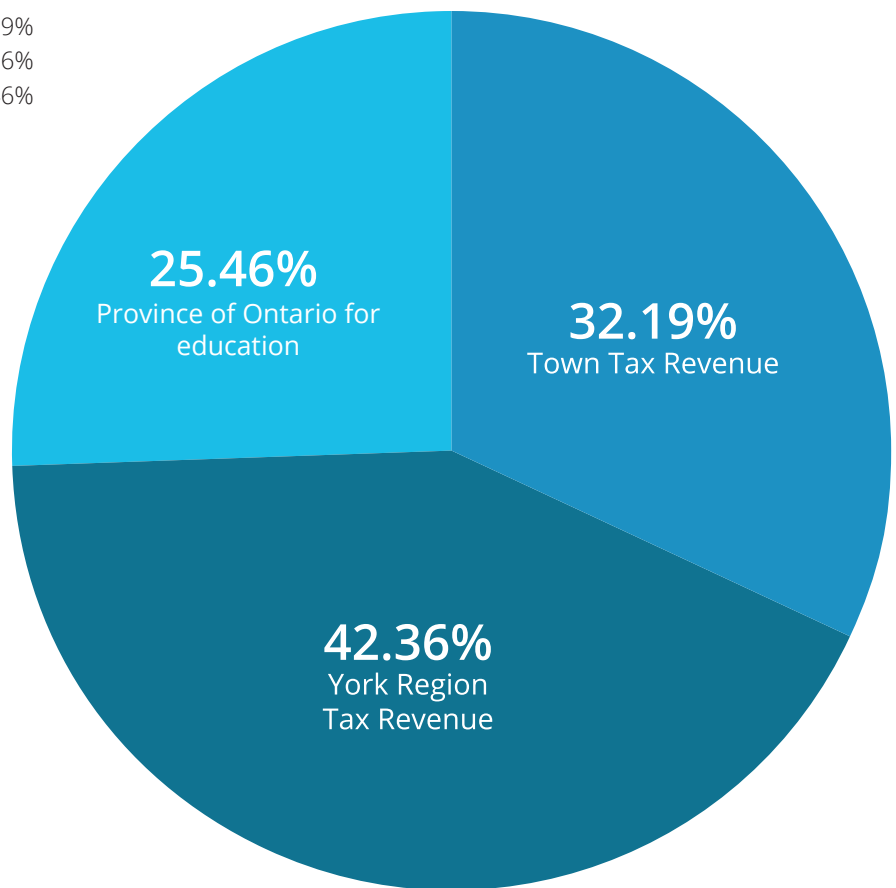
## 2 USER FEES

A user fee is the amount of money paid by a user in order to gain access to a particular activity or service. The Town of Whitchurch-Stouffville is proud to provide a wide range of cultural and recreational programs throughout the year to Stouffville residents of all ages. Whether it be for swimming lessons at the Leisure Centre, March Break programs at the Museum or Seniors activities at 6240 Main St. All program user fees charged for these activities assist in the funding of Town services.



## 2022 Tax Allocation

Town Tax Revenue	32.19%
York Region Tax Revenue	42.36%
Province of Ontario for education	25.46%



### 3 RECOVERIES - EXTERNAL SOURCES

External recoveries are revenues for services that are provided between the Town and external organizations or entities such as York Region. Examples of when we would use external sources include: engineering staff time and administrative overhead for site inspections; meetings for site and development agreements; recovery for roads/sidewalk winter maintenance for unassumed subdivisions; or cost and administrative overhead for work done on behalf of the developers.

### 4 RECOVERIES - INTERNAL SOURCES

Internal recoveries are revenues for services that are provided between Town departments. The revenues net against expenses, so the overall budget impact is zero. Amounts are allocated to more completely reflect the cost of providing services, particularly to areas that have a self-sustaining mandate such as the rates budgets, Building Services and the Library. Examples include: direct and indirect costs to support the Building division, computer rentals, licenses and maintenance.

### 5 RENTAL INCOME

The Town of Whitchurch-Stouffville boasts nine rental facilities available for a vast range of events including tournaments, fundraisers and weddings. These buildings include the various Town arenas, halls, sports fields and the Whitchurch-Stouffville Museum. The rental income earned as a result of Town venue bookings provides a large contribution to the annual Town of Whitchurch-Stouffville Operating Budget.

## 6 FINES

The Town of Whitchurch-Stouffville's By-Law Department is responsible for enforcing Municipal By-Laws to ensure the Town of Whitchurch-Stouffville remains a safe, quiet and respectful place for all residents to live. There are many Municipal By-Laws that require permits for activities such as fires & open-air burning, fireworks, temporary signs, etc. Failure to obtain a permit for such activities will result in a fine. These fines and permit fees all contribute to our Operating Budget funds.

## 7 DEFERRED REVENUE

The main component of deferred revenues are the draw-downs from development charge reserves, which fund the repayment of growth-related capital debt. Development charges draw on the operating budget as amounts required to service debt which pays for previous investments in growth-related capital projects. In Whitchurch-Stouffville's municipal Budget, debt service includes both interest and repayment of principal.

## 8 TRANSFERS FROM RESERVES

Reserves that are unrestricted can be transferred to stabilize operations due to unexpected events, losses of income, and large unbudgeted expenses. Transfers from reserves refers to the contribution from the Town of Whitchurch-Stouffville reserves to fund operating expenses.

## 9 GRANTS

A grant is a non-repayable sum of money provided to a municipality for a particular project or plan. An example of this would be when the Town of Whitchurch-Stouffville received funds from the Federal and Provincial Governments under the Investing in Canada Infrastructure Program for the Town's planned skating trail. Grants may be for operating or capital projects.

## 10 INVESTMENT INCOME

The Town utilizes a range of investment options, including the ONE Investment Program (OIP), direct investment in fixed income securities and maintaining cash balances in a High Interest Savings Account (HISA). The OIP invests on behalf of municipalities, is always in compliance with the Regulation, and utilizes external professional investment firms to manage the funds under administration.



# CONSOLIDATED FINANCIAL SCHEDULE BY

## Service Theme

(\$ rounded to millions)

Service Theme	2022 Approved Net Budget	2023 Proposed Expenses	2023 Proposed Net Budget	2024 Projected Expenses	2024 Projected Net Budget	2025 Projected Expenses	2025 Projected Net Budget	2026 Projected Expenses	2026 Projected Net Budget	2023 Daily Tax Payer Impact*
Town that Grows	\$0.70	\$6.29	\$0.26	\$6.46	\$0.35	\$6.62	\$0.42	\$6.77	\$0.49	\$0.04
Town that Moves	\$4.55	\$6.36	\$4.86	\$6.40	\$5.14	\$6.69	\$5.44	\$6.89	\$5.64	\$0.81
Healthy and Greener Town	\$3.12	\$9.93	\$3.19	\$10.17	\$3.43	\$10.42	\$3.68	\$10.47	\$3.72	\$0.53
Engaging Town	\$3.26	\$5.10	\$3.80	\$5.35	\$4.06	\$5.57	\$4.27	\$5.76	\$4.45	\$0.63
Safe Town	\$8.00	\$9.42	\$8.49	\$10.18	\$9.26	\$10.53	\$9.60	\$10.69	\$9.76	\$1.42
Good Governance	\$3.86	\$4.28	\$3.37	\$4.41	\$3.52	\$4.50	\$3.61	\$5.01	\$4.12	\$0.56
Organizational Effectiveness	\$13.74	\$27.88	\$16.76	\$30.40	\$19.99	\$31.97	\$21.63	\$33.07	\$22.38	\$2.80
Tax Levy**	-\$37.24	\$0.00	-\$38.17	\$0.00	-\$41.11	\$0.00	-\$46.14	\$0.00	-\$49.04	
<b>Total</b>	<b>\$0.00</b>	<b>\$69.26</b>	<b>\$2.55</b>	<b>\$73.37</b>	<b>\$4.64</b>	<b>\$76.30</b>	<b>\$2.52</b>	<b>\$78.66</b>	<b>\$1.54</b>	<b>\$6.81</b>

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.

\*\* The increase is the 2022 base plus new assessment growth uptake during the year.

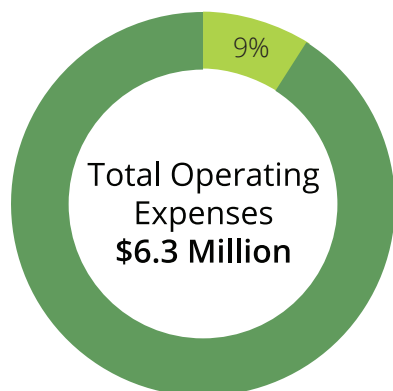
# A Town That Grows

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.

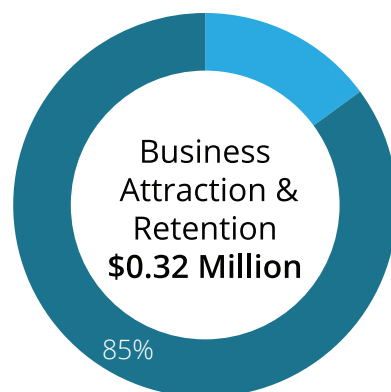
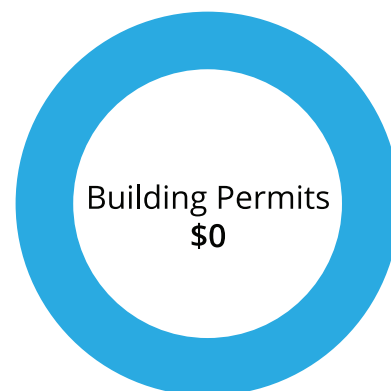
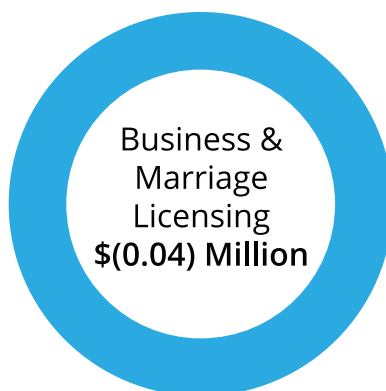
## Key Drivers

- Step increases in salaries and benefits
- Inflationary pressures
- Development revenue opportunities

## Percentage of 2023 Budget



## Percentage of 2023 Operating Expenses Funded by Property Taxes



- Other revenues and recoveries
- Net property tax supported

	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
<b>A Town that Grows</b>											
Business & Marriage Licensing											
Expenses	8,668	6,480	6,480	-	6,480	-	6,480	-	6,480	-	
Revenues	(36,705)	(42,630)	(44,090)	(1,460)	(44,090)		(44,090)		(44,090)		
Total Business & Marriage Licensing	(28,037)	(36,150)	(37,610)	(1,460)	(37,610)	-	(37,610)	-	(37,610)	-	\$(0.01)
Building Permits											
Expenses	3,699,152	2,190,600	2,203,300	12,700	2,239,300	36,000	2,275,300	36,000	2,311,300	36,000	
Revenues	(3,699,152)	(2,190,600)	(2,203,300)	(12,700)	(2,239,300)	(36,000)	(2,275,300)	(36,000)	(2,311,300)	(36,000)	
Total Building Permits	-	-	-	-	-	-	-	-	-	-	-
Development Services											
Expenses	2,925,201	3,683,330	3,705,360	22,030	3,830,140	124,780	3,942,250	112,110	4,040,900	98,650	
Revenues	(3,306,945)	(3,328,640)	(3,735,150)	(406,510)	(3,778,750)	(43,600)	(3,823,040)	(44,290)	(3,859,110)	(36,070)	
Total Development Services	(381,744)	354,690	(29,790)	(384,480)	51,390	81,180	119,210	67,820	181,790	62,580	\$(0.00)
Business Attraction & Retention											
Expenses	330,427	435,310	379,470	(55,840)	388,510	9,040	397,300	8,790	406,420	9,120	
Revenues	(70,966)	(56,700)	(56,700)	-	(56,700)	-	(56,700)	-	(56,700)	-	
Total Business Attraction & Retention	259,461	378,610	322,770	(55,840)	331,810	9,040	340,600	8,790	349,720	9,120	\$0.05
<b>A Town that Grows Total (Net Budget)</b>	<b>(150,320)</b>	<b>697,150</b>	<b>255,370</b>	<b>(441,780)</b>	<b>345,590</b>	<b>90,220</b>	<b>422,200</b>	<b>76,610</b>	<b>493,900</b>	<b>71,700</b>	<b>\$0.04</b>

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.

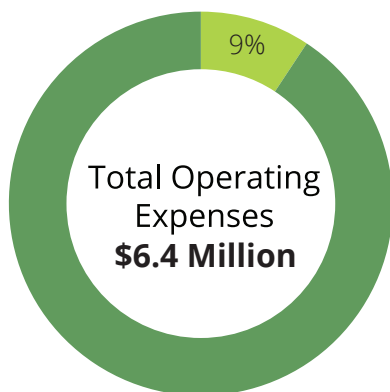
# A Town That Moves

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.

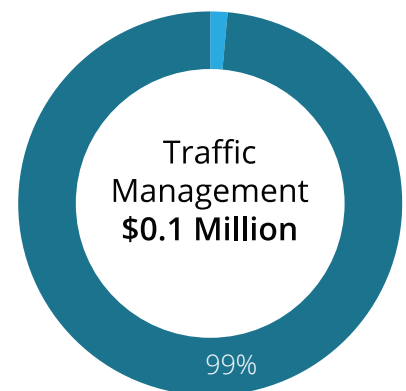
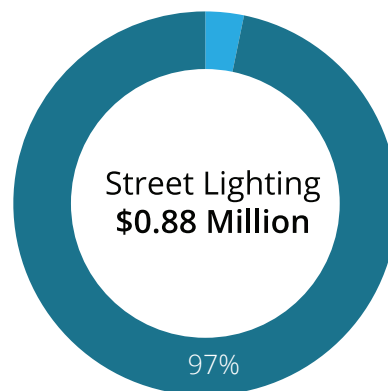
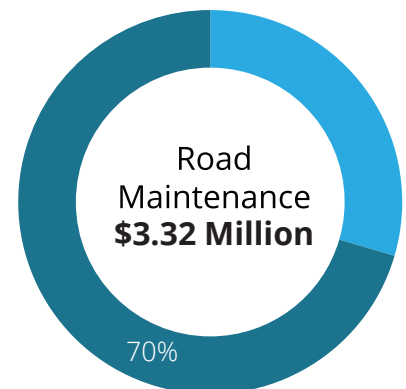
## Key Drivers



- Step increases in salaries and benefits
- Inflationary pressures and contractual cost increases
- Increase in winter sidewalk maintenance due to the acquisition of a new unit for growth

## Percentage of 2023 Budget



## Percentage of 2023 Operating Expenses Funded by Property Taxes



 Other revenues and recoveries  
 Net property tax supported

	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
<b>A Town that Moves</b>											
Road Maintenance											
Expenses	4,564,850	4,681,294	4,748,080	66,786	4,733,390	(14,690)	4,981,030	247,640	5,142,970	161,940	
Revenues	(2,234,827)	(1,539,775)	(1,430,980)	108,795	(1,177,660)	253,320	(1,177,660)		(1,177,660)		
Total Road Maintenance	2,330,022	3,141,519	3,317,100	175,581	3,555,730	238,630	3,803,370	247,640	3,965,310	161,940	\$0.55
Sidewalk Maintenance											
Expenses	491,564	523,796	604,440	80,644	621,560	17,120	638,190	16,630	654,180	15,990	
Revenues	(16,814)	(42,447)	(42,450)	(3)	(42,170)	280	(42,170)		(42,170)		
Total Sidewalk Maintenance	474,750	481,349	561,990	80,641	579,390	17,400	596,020	16,630	612,010	15,990	\$0.09
Street Lighting											
Expenses	848,480	859,653	907,330	47,677	933,260	25,930	958,260	25,000	982,030	23,770	
Revenues	(16,771)	(29,347)	(29,350)	(3)	(28,870)	480	(28,870)		(28,870)		
Total Street Lighting	831,709	830,307	877,980	47,673	904,390	26,410	929,390	25,000	953,160	23,770	\$0.15
Traffic Management											
Expenses	79,514	98,836	103,830	4,994	106,820	2,990	109,690	2,870	112,420	2,730	
Revenues	(602)	(1,506)	(1,510)	(4)	(1,450)	60	(1,450)		(1,450)		
Total Traffic Management	78,912	97,330	102,320	4,990	105,370	3,050	108,240	2,870	110,970	2,730	\$0.02
<b>A Town that Moves</b>	<b>3,715,394</b>	<b>4,550,505</b>	<b>4,859,390</b>	<b>308,885</b>	<b>5,144,880</b>	<b>285,490</b>	<b>5,437,020</b>	<b>292,140</b>	<b>5,641,450</b>	<b>204,430</b>	<b>\$0.81</b>
<b>Total (Net Budget)</b>											

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.

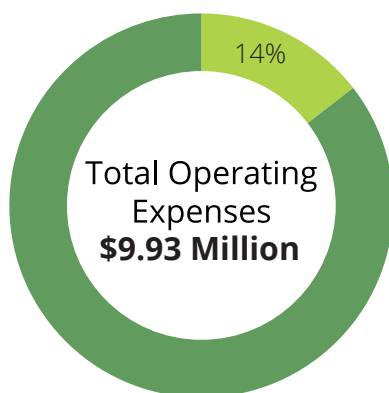
# A Healthy & Greener Town

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.

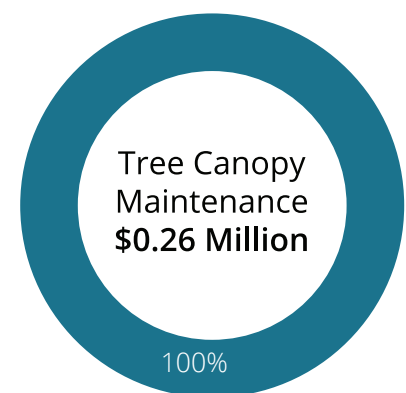
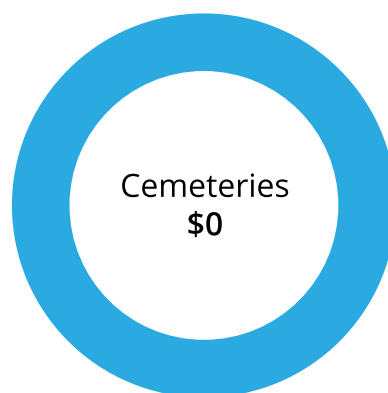
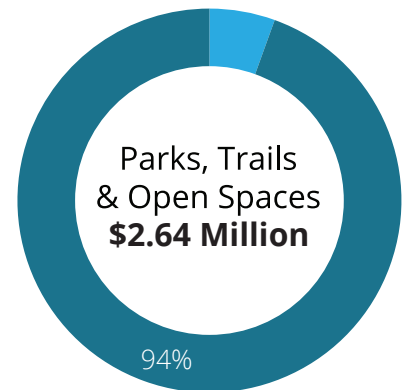
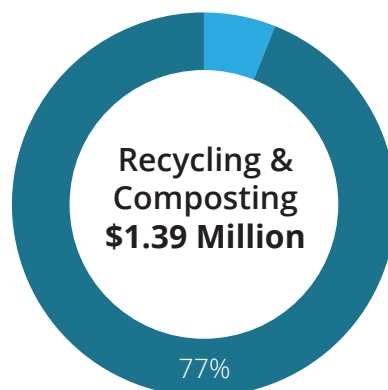
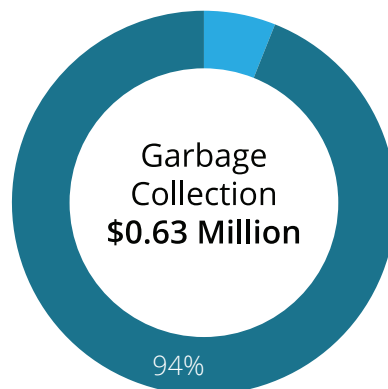
## Key Drivers



- Step increases in salaries and benefits
- Contractual cost increases and budget for growth for Garbage Collection / Recycling & Composting
- Increase in water expenses for splash-pads to right size the budget
- Inflationary pressures
- Significant net revenue resulting from Facility maintenance costs being segregated into a separate service
- Increase in Recreational programs offerings to maintain pre-covid service levels
- Revenue opportunities from increased ice rentals and fitness memberships
- Portion of the tree canopy maintenance reallocated to the Capital budget

## Percentage of 2023 Budget



## Percentage of 2023 Operating Expenses Funded by Property Taxes



 Other revenues and recoveries  
 Net property tax supported



	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
<b>A Healthy and Greener Town</b>											
Garbage Collection											
Expenses	632,245	632,047	670,560	38,513	694,750	24,190	718,950	24,200	742,620	23,670	
Revenues	(34,978)	(34,249)	(40,500)	(6,251)	(40,150)	350	(40,150)		(40,150)		
Total Garbage Collection	597,268	597,798	630,060	32,262	654,600	24,540	678,800	24,200	702,470	23,670	\$0.11
Recycling & Composting											
Expenses	1,753,634	1,662,723	1,801,940	139,217	1,860,610	58,670	1,918,620	58,010	1,975,600	56,980	
Revenues	(437,158)	(355,377)	(415,060)	(59,683)	(414,300)	760	(414,300)		(414,300)		
Total Recycling & Composting	1,316,476	1,307,345	1,386,880	79,535	1,446,310	59,430	1,504,320	58,010	1,561,300	56,980	\$0.23
Parks, Trails & Open Spaces											
Expenses	2,726,960	2,584,111	2,793,220	209,109	2,853,940	60,720	2,933,360	79,420	2,810,790	(122,570)	
Revenues	(518,091)	(319,630)	(148,750)	170,880	(148,750)		(148,750)		(148,750)		
Total Parks, Trails & Open Spaces	2,208,869	2,264,481	2,644,470	379,989	2,705,190	60,720	2,784,610	79,420	2,662,040	(122,570)	\$0.44
Recreation Services & Programming											
Expenses	3,036,272	3,785,784	4,250,040	464,256	4,334,050	84,010	4,417,680	83,630	4,502,880	85,200	
Revenues	(2,510,023)	(5,214,980)	(5,971,940)	(756,960)	(5,977,220)	(5,280)	(5,980,080)	(2,860)	(5,983,010)	(2,930)	
Total Recreation Services & Programming	526,249	(1,429,196)	(1,721,900)	(292,704)	(1,643,170)	78,730	(1,562,400)	80,770	(1,480,130)	82,270	\$(0.29)
Cemeteries											
Expenses	208,415	154,580	161,530	6,950	161,530		161,530		161,530		
Revenues	(208,415)	(154,580)	(161,530)	(6,950)	(161,530)		(161,530)		(161,530)		\$-
Total Cemeteries											
Tree Canopy Maintenance											
Expenses	479,530	382,564	255,380	(127,184)	265,290	9,910	271,310	6,020	277,600	6,290	
Total Tree Canopy Maintenance	479,530	382,564	255,380	(127,184)	265,290	9,910	271,310	6,020	277,600	6,290	\$0.04
<b>A Healthy and Greener Town Total (Net Budget)</b>	<b>5,128,391</b>	<b>3,122,992</b>	<b>3,194,890</b>	<b>71,898</b>	<b>3,428,220</b>	<b>233,330</b>	<b>3,676,640</b>	<b>248,420</b>	<b>3,723,280</b>	<b>46,640</b>	<b>\$0.53</b>

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.

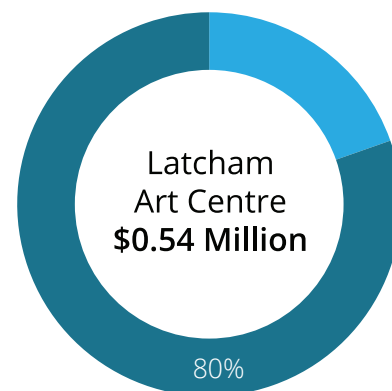
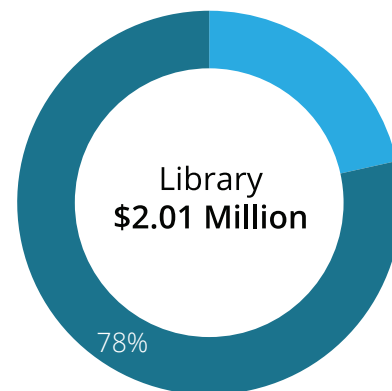
# An Engaging Town

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.

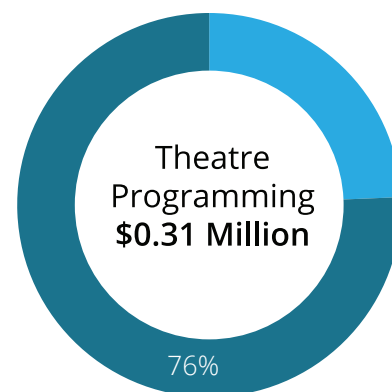
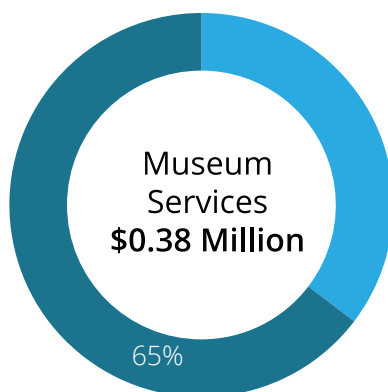
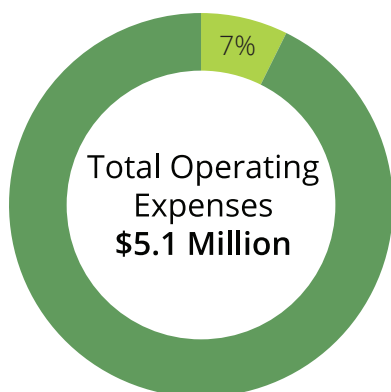
## Key Drivers



- Annualization and step increases in salaries and benefits
- Increased Part-time salaries due to increased offerings to residents
- Inflationary and contractual pressures
- Software improvements
- Reduced grants and donations funding
- Program Revenue opportunities
- Holiday Market reallocated from the capital budget
- Stouffville Celebrates sponsorship revenue increases

## Percentage of 2023 Operating Expenses Funded by Property Taxes



## Percentage of 2023 Budget



 Other revenues and recoveries  
 Net property tax supported

	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
<b>An Engaging Town</b>											
Latcham Art Centre											
Expenses	346,462	664,541	676,140	11,599	765,870	89,730	800,180	34,310	835,510	35,330	
Revenues	(158,077)	(259,000)	(132,710)	126,290	(133,090)	(380)	(133,480)	(390)	(133,880)	(400)	
Total Latcham Art Centre	188,385	405,541	543,430	137,889	632,780	89,350	666,700	33,920	701,630	34,930	\$0.09
<b>Events &amp; Community Engagement</b>											
Expenses	804,594	825,286	866,430	41,144	891,810	25,380	908,620	16,810	926,240	17,620	
Revenues	(154,332)	(197,790)	(310,020)	(112,230)	(310,270)	(250)	(310,520)	(250)	(310,790)	(270)	
Total Events & Community Engagement	650,262	627,496	556,410	(71,086)	581,540	25,130	598,100	16,560	615,450	17,350	\$0.09
<b>Library</b>											
Expenses	2,478,835	2,592,669	2,557,980	(34,689)	2,658,650	100,670	2,784,220	125,570	2,879,190	94,970	
Revenues	(932,025)	(849,640)	(550,470)	299,170	(539,310)	11,160	(542,250)	(2,940)	(545,270)	(3,020)	
Total Library	1,546,810	1,743,029	2,007,510	264,481	2,119,340	111,830	2,241,970	122,630	2,333,920	91,950	\$0.34
<b>Theatre Programming</b>											
Expenses	234,422	398,794	410,270	11,476	431,490	21,220	451,270	19,780	472,170	20,900	
Revenues	(39,112)	(162,850)	(99,890)	62,960	(103,520)	(3,630)	(107,340)	(3,820)	(108,350)	(1,010)	
Total Theatre Programming	195,310	235,944	310,380	74,436	327,970	17,590	343,930	15,960	363,820	19,890	\$0.05
<b>Museum Services</b>											
Expenses	371,988	444,774	584,300	139,526	607,050	22,750	627,350	20,300	645,420	18,070	
Revenues	(163,744)	(192,590)	(206,610)	(14,020)	(206,610)		(206,610)		(206,610)		
Total Museum Services	208,244	252,184	377,690	125,506	400,440	22,750	420,740	20,300	438,810	18,070	\$0.06
<b>An Engaging Town Total (Net Budget)</b>	<b>2,789,010</b>	<b>3,264,194</b>	<b>3,795,420</b>	<b>531,226</b>	<b>4,062,070</b>	<b>266,650</b>	<b>4,271,440</b>	<b>209,370</b>	<b>4,453,630</b>	<b>182,190</b>	<b>\$0.63</b>

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.

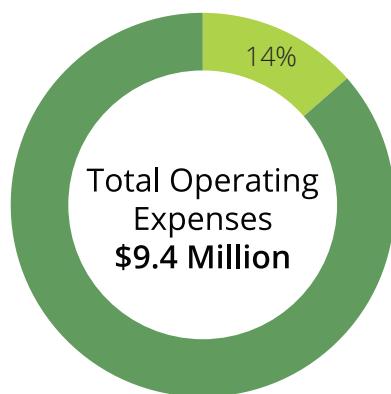


The Town of Stouffville is committed to becoming a safer town by ensuring residents have access to the services that promote safety in their neighborhoods and across the town such as Fire education and prevention, Fire response, Municipal law and parking enforcement, Animal services and Crossing guards.

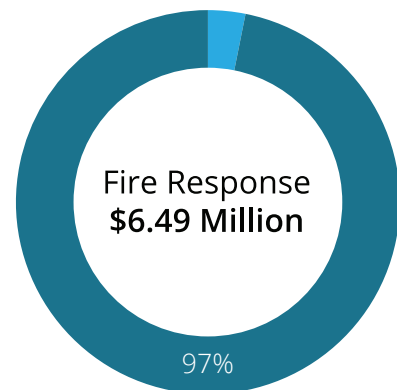
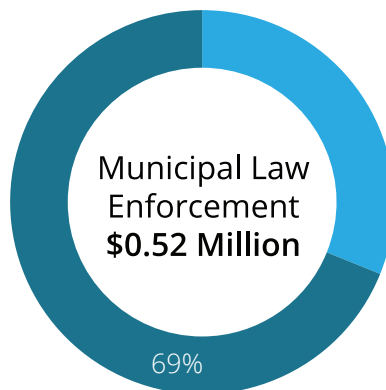
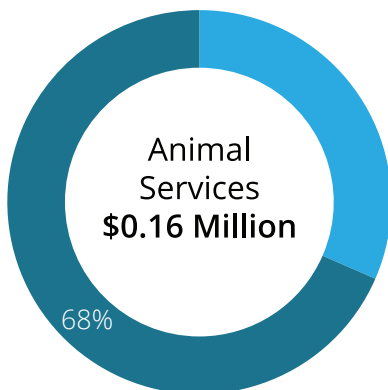
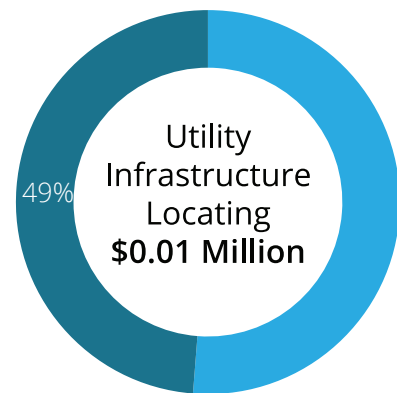
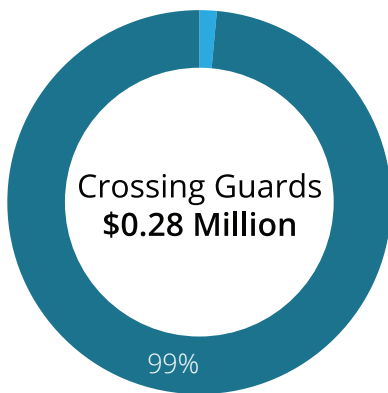
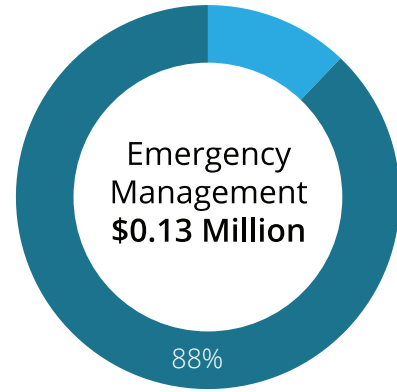
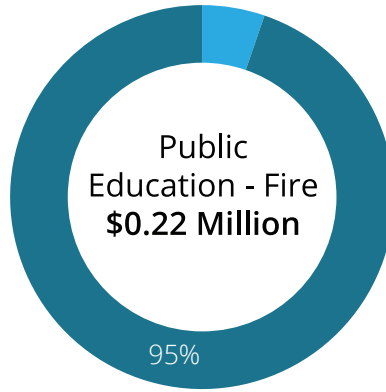
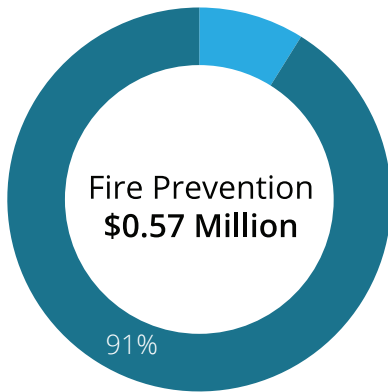
## Key Drivers

- Step increases in salaries and benefits
- Annualization and increase in Fire Response and Prevention salaries due to classification changes
- Inflationary pressures

## Percentage of 2023 Budget



## Percentage of 2023 Operating Expenses Funded by Property Taxes



■ Other revenues and recoveries  
■ Net property tax supported

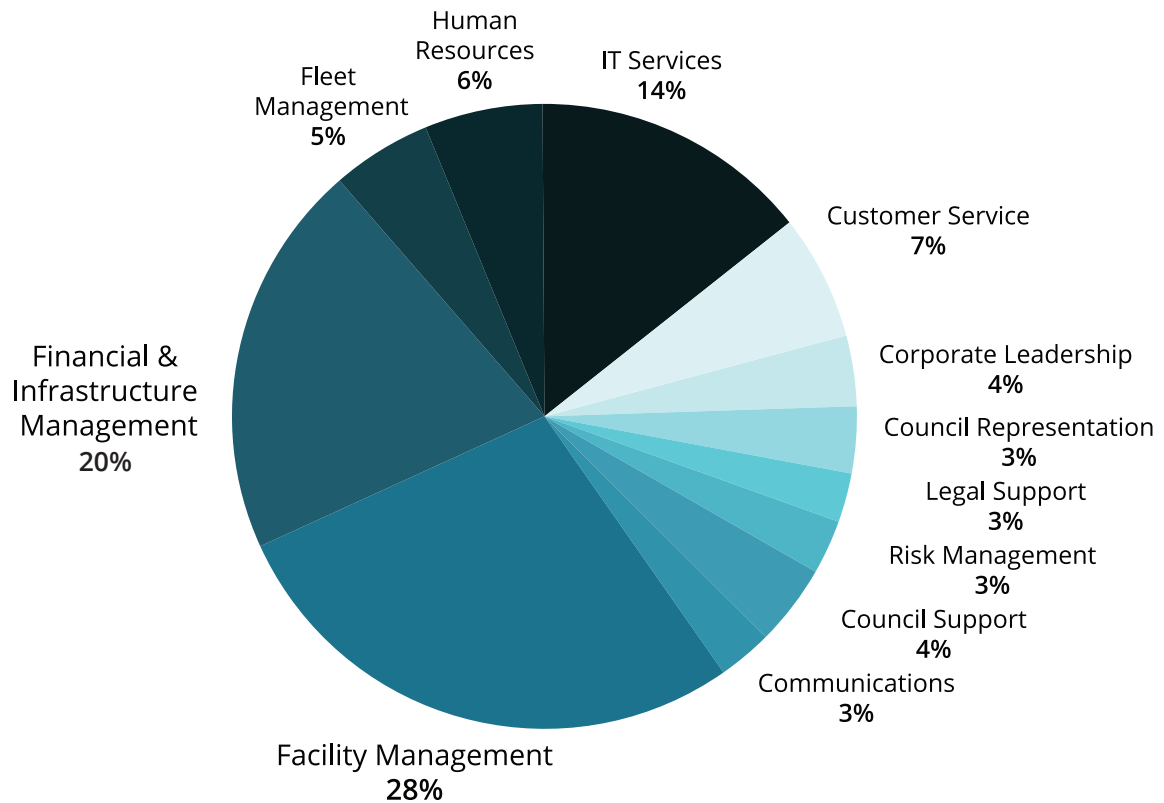
	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
<b>A Safe Town</b>											
Crossing Guards											
Expenses	138,498	268,352	279,770	11,418	294,470	14,700	301,610	7,140	308,290	6,680	
Revenues	(1,634)	(4,089)	(4,090)	(1)	(3,940)	150	(3,940)		(3,940)		
Total Crossing Guards	136,864	264,263	275,680	11,417	290,530	14,850	297,670	7,140	304,350	6,680	\$0.05
Emergency Management											
Expenses	499,447	156,418	152,530	(3,888)	532,830	380,300	538,940	6,110	525,520	(13,420)	
Revenues	(18,631)	(18,863)	(18,520)	343	(18,520)		(18,520)		(18,520)		
Total Emergency Management	480,816	137,556	134,010	(3,546)	514,310	380,300	520,420	6,110	507,000	(13,420)	\$0.02
Animal Services											
Expenses	196,296	231,087	228,290	(2,797)	236,220	7,930	243,520	7,300	247,050	3,530	
Revenues	(48,214)	(72,000)	(72,000)		(72,000)		(72,000)		(72,000)		
Total Animal Services	148,082	159,087	156,290	(2,797)	164,220	7,930	171,520	7,300	175,050	3,530	\$0.03
Fire Prevention											
Expenses	553,986	613,640	625,870	12,230	656,240	30,370	681,230	24,990	663,770	(17,460)	
Revenues	(46,707)	(55,738)	(55,670)	68	(55,670)		(55,670)		(55,670)		
Total Fire Prevention	507,279	557,903	570,200	12,298	600,570	30,370	625,560	24,990	608,100	(17,460)	\$0.10
Municipal Law Enforcement											
Expenses	578,619	688,526	755,510	66,984	791,340	35,830	825,250	33,910	850,040	24,790	
Revenues	(101,594)	(220,000)	(235,000)	(15,000)	(235,000)		(235,000)		(235,000)		
Total Municipal Law Enforcement	477,025	468,526	520,510	51,984	556,340	35,830	590,250	33,910	615,040	24,790	\$0.09
Parking Enforcement											
Expenses	293,689	319,727	415,160	95,433	430,830	15,670	441,170	10,340	449,300	8,130	
Revenues	(369,970)	(284,500)	(308,500)	(24,000)	(308,500)		(308,500)		(308,500)		
Total Parking Enforcement	(76,281)	35,227	106,660	71,433	122,330	15,670	132,670	10,340	140,800	8,130	\$0.02

	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
Public Education - Fire											
Expenses	207,730	232,732	234,400	1,668	244,760	10,360	253,300	8,540	245,520	(7,780)	
Revenues	(12,421)	(12,575)	(12,350)	225	(12,350)		(12,350)		(12,350)		
Total Public Education	195,309	220,157	222,050	1,893	232,410	10,360	240,950	8,540	233,170	(7,780)	\$0.04
Utility Infrastructure Locating											
Expenses	21,049	16,480	22,540	6,060	22,900	360	23,270	370	23,640	370	
Revenues	(22,409)	(11,550)	(11,550)		(11,550)		(11,550)		(11,550)		
Total Utility Infrastructure Locating	(1,360)	4,930	10,990	6,060	11,350	360	11,720	370	12,090	370	\$0.00
Fire Response											
Expenses	5,756,820	6,412,470	6,702,810	290,340	6,973,960	271,150	7,223,210	249,250	7,377,230	154,020	
Revenues	(206,240)	(257,265)	(210,730)	46,535	(210,730)		(210,730)		(210,730)		
Total Fire Response	5,550,580	6,155,205	6,492,080	336,875	6,763,230	271,150	7,012,480	249,250	7,166,500	154,020	\$1.09
<b>A Safe Town Total (Net Budget)</b>	<b>7,418,314</b>	<b>8,002,853</b>	<b>8,488,470</b>	<b>485,617</b>	<b>9,255,290</b>	<b>766,820</b>	<b>9,603,240</b>	<b>347,950</b>	<b>9,762,100</b>	<b>158,860</b>	<b>\$1.42</b>

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.

# Supporting Services

## GOOD GOVERNANCE AND ORGANIZATIONAL EFFECTIVENESS:

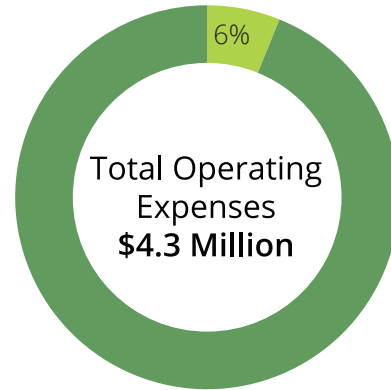






The Town of Stouffville is committed to being transparent and accountable to its residents by providing easy access to information and facilitating participation in the democratic process. We work in consultation with Council, the Community, and our Partners to strengthen the Town and the manner in which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

## Percentage of 2023 Budget



## Key Drivers

- Corporate reorganization savings
- Professional services cost increase

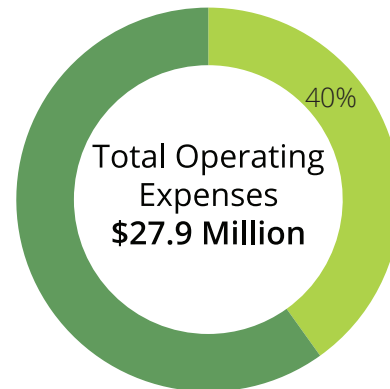
Good Governance	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
Corporate Leadership											
Expenses	885,522	1,058,919	733,860	(325,059)	750,790	16,930	767,240	16,450	804,300	37,060	
Total Corporate Leadership	885,522	1,058,919	733,860	(325,059)	750,790	16,930	767,240	16,450	804,300	37,060	\$0.12
Council Representation											
Expenses	698,627	683,590	693,970	10,380	709,740	15,770	724,630	14,890	747,630	23,000	
Total Council Representation	698,627	683,590	693,970	10,380	709,740	15,770	724,630	14,890	747,630	23,000	\$0.12
Election Management											
Expenses	10,123	302,500	2,500	(300,000)	2,500		2,500		402,500	400,000	
Total Election Management	10,123	302,500	2,500	(300,000)	2,500		2,500		402,500	400,000	\$0.00
Internal Audit											
Expenses	20,174	22,000	22,000		22,000		22,000		22,000		
Total Internal Audit	20,174	22,000	22,000		22,000		22,000		22,000		\$0.00
Legal Support											
Expenses	1,073,016	1,189,330	1,256,440	67,110	1,269,780	13,340	1,282,690	12,910	1,296,100	13,410	
Revenues	(979,614)	(771,120)	(746,120)	25,000	(721,120)	25,000	(721,120)		(721,120)		
Total Legal Support	93,402	418,210	510,320	92,110	548,660	38,340	561,570	12,910	574,980	13,410	\$0.09
Risk Management											
Expenses	612,726	703,870	721,330	17,460	737,590	16,260	754,210	16,620	771,200	16,990	
Revenues	(125,300)	(148,500)	(156,920)	(8,420)	(160,370)	(3,450)	(163,910)	(3,540)	(167,520)	(3,610)	
Total Risk Management	487,426	555,370	564,410	9,040	577,220	12,810	590,300	13,080	603,680	13,380	\$0.09
Council Support											
Expenses	759,169	825,600	846,680	21,080	913,120	66,440	942,670	29,550	967,870	25,200	
Revenues	(569)	(2,510)	(2,510)		(2,510)		(2,510)		(2,510)		
Total Council Support	758,600	823,090	844,170	21,080	910,610	66,440	940,160	29,550	965,360	25,200	\$0.14
<b>Good Governance</b>	<b>2,953,874</b>	<b>3,863,679</b>	<b>3,371,230</b>	<b>(492,449)</b>	<b>3,521,520</b>	<b>150,290</b>	<b>3,608,400</b>	<b>86,880</b>	<b>4,120,450</b>	<b>512,050</b>	<b>\$0.56</b>
<b>Total (Net Budget)</b>											

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.

# 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.

## Percentage of 2023 Budget



## Key Drivers

- Proposed 3% Capital Levy
- Add back 2022 contribution from Tax Rate stabilization reserve
- Covid grant no longer available in 2023
- Annualization and step increases in salaries and benefits
- Inflationary pressures: fuel and utility costs
- Consulting and professional services cost increase
- Increase in annual software subscription/maintenance costs due to the implementation of new software and contractual cost increases for existing software
- Revenue opportunities: Investment income on Long Term investments; Penalties and Interest

Organizational Effectiveness	2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change (\$)	2024 Projected Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2023 Daily Tax Payer Impact Per Household*
Communications											
Expenses	290,427	474,780	564,230	89,450	586,720	22,490	600,400	13,680	612,980	12,580	
Total Communications	290,427	474,780	564,230	89,450	586,720	22,490	600,400	13,680	612,980	12,580	\$0.09
Facility Management											
Expenses	4,987,865	6,063,291	6,001,880	(61,411)	6,163,870	161,990	6,286,820	122,950	6,412,770	125,950	
Revenues	(908,288)	(890,740)	(395,110)	495,630	(403,650)	(8,540)	(412,390)	(8,740)	(421,310)	(8,920)	
Total Facility Management	4,079,577	5,172,551	5,606,770	434,219	5,760,220	153,450	5,874,430	114,210	5,991,460	117,030	\$0.94
Financial & Infrastructure Management											
Expenses	18,734,575	15,394,800	17,547,540	2,152,740	19,974,140	2,426,600	21,366,710	1,392,570	22,243,770	877,060	
Revenues	(14,048,120)	(12,849,020)	(13,440,210)	(591,190)	(12,902,460)	537,750	(12,974,020)	(71,560)	(13,444,290)	(470,270)	
Total Financial Management	4,686,455	2,545,780	4,107,330	1,561,550	7,071,680	2,964,350	8,392,690	1,321,010	8,799,480	406,790	\$0.69
Fleet Management											
Expenses	1,193,501	1,158,535	1,413,730	255,195	1,400,410	(13,320)	1,421,970	21,560	1,444,120	22,150	
Revenues	(247,871)	(262,120)	(373,160)	(111,040)	(373,160)		(373,160)		(373,160)		
Total Fleet Management	945,630	896,415	1,040,570	144,155	1,027,250	(13,320)	1,048,810	21,560	1,070,960	22,150	\$0.17
Human Resources											
Expenses	1,013,022	975,500	1,232,840	257,340	1,199,360	(33,480)	1,241,420	42,060	1,318,690	77,270	
Total Human Resources	1,013,022	975,500	1,232,840	257,340	1,199,360	(33,480)	1,241,420	42,060	1,318,690	77,270	\$0.21
IT Services											
Expenses	1,999,217	2,534,930	3,036,260	501,330	3,126,070	89,810	3,206,070	80,000	3,278,870	72,800	
Revenues	(103,730)	(105,930)	(133,590)	(27,660)	(136,070)	(2,480)	(138,610)	(2,540)	(141,190)	(2,580)	
Total IT Services	1,895,487	2,429,000	2,902,670	473,670	2,990,000	87,330	3,067,460	77,460	3,137,680	70,220	\$0.49
Customer Service											
Expenses	1,002,037	1,260,620	1,322,200	61,580	1,375,160	52,960	1,427,630	52,470	1,472,500	44,870	
Revenues	(3,990)	(17,000)	(17,500)	(500)	(18,000)	(500)	(18,500)	(500)	(19,000)	(500)	
Total Customer Service	998,047	1,243,620	1,304,700	61,080	1,357,160	52,460	1,409,130	51,970	1,453,500	44,370	\$0.22
Organizational Effectiveness Total (Net Budget)	13,908,645	13,737,646	16,759,110	3,021,464	19,992,390	3,233,280	21,634,340	1,641,950	22,384,750	750,410	\$2.80

\* Calculated based on the average assessment value of \$776,000 for a typical residential property.



# Operating BUSINESS CASES

Business Case	Service Theme	Service	Start Date	Hourly rate*	2023 Tax Levy \$	2023 Tax Levy %
<b>FTE Requests</b>						
Graphic Designer	Organizational Effectiveness	Communications	2023-04-01	31.51	56,470	0.15%
Finance Specialist - Conversion	Organizational Effectiveness	Financial Management	2023-03-01	46.82	63,640	0.17%
Client Services Coordinator	Organizational Effectiveness	IT Services	2023-05-01	46.82	78,920	0.21%
Suppression Firefighter	A Safe Town	Fire Response	2023-05-01	27.39	49,015	0.13%
Suppression Firefighter	A Safe Town	Fire Response	2023-05-01	27.39	49,015	0.13%
Suppression Firefighter	A Safe Town	Fire Response	2023-05-01	27.39	49,015	0.13%
Suppression Firefighter	A Safe Town	Fire Response	2023-05-01	27.39	49,015	0.13%
Deputy Fire Chief	A Safe Town	Fire Response/Fire Prevention/Emergency Management/Public Education	2023-05-01	74.62	133,170	0.36%
Building Code Technician	A Town that Grows	Building Permits	2023-05-01	40.78	-	0.00%
Planning Coordinator	A Town that Grows	Development Services	2023-05-01	31.51	27,910	0.07%
Development Services Administration Clerk	A Town that Grows	Development Services	2023-05-01	25.79	-	0.00%
Operator	A Healthy and Greener Town/ Organizational Effectiveness	Parks, Trails & Open Spaces/Facility Management	2023-07-01	28.55	41,235	0.11%
Operator	A Healthy and Greener Town/ Organizational Effectiveness	Parks, Trails & Open Spaces/Facility Management	2023-07-01	28.55	41,235	0.11%
Maintenance Technician	Organizational Effectiveness	Facility Management	2023-07-01	37.71	48,060	0.13%
Supervisor, Events & Community Partnerships	An Engaging Town	Events & Community Engagement	2023-04-03	47.54	89,600	0.24%
Marketing & Communications Coordinator	An Engaging Town	Library	2023-07-01	40.78	44,140	0.12%
Manager, Environmental Services	A Town that Moves/ A Healthy and Greener Town	Roads Maintenance/Sidewalk Maintenance/Recycling&Composiing/ Garbage Collection/Tree Canopy Maintenance/Street Lighting/Traffic Management/	2023-07-01	63.08	77,060	0.21%
Water/Wastewater Operator	A Town that Moves	Roads Maintenance	2023-04-01	36.22	6,800	0.02%
<b>Total FTE requests</b>					<b>904,300</b>	<b>2.43%</b>
<b>Non-FTE Requests</b>						
Community Improvement Program 1 - Grants	A Town that Grows	Business Attraction and Retention	2023-01-01		50,000	0.13%
Community Improvement Program 2 - Patio Program	A Town that Grows	Business Attraction and Retention	2023-01-01		40,000	0.11%
<b>Total Non-FTE requests</b>					<b>90,000</b>	<b>0.24%</b>
<b>Total Requests for Council Consideration</b>					<b>994,300</b>	<b>2.67%</b>

\* Non-Union FT hourly rate is based on 2022 Salary Grid adjusted for 1.9% COLA

# GRAPHIC DESIGNER

OFFICE OF THE CAO

## PROBLEM SOLVING

The key advantage to having a staff member on board has been the devotion of the hours to our projects. The Town had outsourced freelancers, all with other clients and commitments. Meeting specific timelines and deadlines thus became a challenge with the designer(s) having other responsibilities.

The workload for the PT graphic designer has been at a maximum for quite some time. With Leisure Services recently reinstating the quarterly Leisure Guide, the Library producing the seasonal Program Guide and Communications producing, not only the Year In Review and the Budget Book, but also the new Residents' Guide, the need for a full-time graphic designer has reached extreme urgency. The addition of the Latham Art Center under the umbrella of the Library in 2021 has only exasperated this need.

The addition of a part-time graphic designer has greatly improved the situation within marketing and communications within the past half year. Having a full-time dedicated person would drastically improve the productivity moving forward for Communications, and all the departments requesting our services.

## TAXPAYER VALUE

The Town has experienced a drastic increase for the need to produce graphic marketing and corporate materials inhouse over the past 12 months. This need facilitated the hiring of a part-time graphic designer in June of 2022 with funds allocated from the Library, Leisure Services and Corporate Communications budgets. Prior to this hire, the Communication division either outsourced graphic design from several freelance individuals or material was made in-house by leisure or communications staff. These staff members, along with having many important duties interrupted to produce such work, had no specific skills or knowledge in graphic design. With the hire of a part-time graphic designer, the Town

now had an expert on staff, devoting 30 hours per week to the production of marketing and corporate material. The Town no longer needed to outsource design to external vendors.

It was, and still is, of utmost importance for us to produce top-quality material, and on time, for the growing number of events, initiatives and announcements. Our part-time graphic designer now has the knowledge and understanding of the Town's new brand and works within its guidelines for every project. It is critical that residents and community members identify our brand through our consistent graphics and communications – something only a Town graphic designer can provide.

## STRATEGIC FIT

Supporting a collaborative, timely, customer-focused approach to operations that enhances efficiency, effectiveness, and customer satisfaction: Communications has now reached the saturation point with graphic requests that non-graphically trained staff are back producing material. This has created the undesirable situation where:

- Non designer staff are taken away from critical needs in other areas to produce material;
- Work is being created by non-experts, in a field they are not trained in; and
- The created material lacks visual consistency.



Operating Costs	Total	2023	2024
Salaries	57,354	44,120	13,240
Benefits	16,059	12,350	3,710
<b>Total Operating Costs:</b>	<b>73,414</b>	<b>56,470</b>	<b>16,950</b>
Cost recovery			
<b>Total Cost Recovery:</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Tax Levy Impact	73,414	56,470	16,950
% Tax Levy Impact	0.20%	0.15%	0.05%
Capital Requirements			
Computer Hardware	5,000	5,000	-

Cost Recovery: 0%

Start date: April 1, 2023

Classification: Expand Service Level

# FINANCE SPECIALIST - ASSET MANAGEMENT

## FINANCE & TECHNOLOGY SERVICES

### TAXPAYER VALUE

Asset management helps the Town manage municipal infrastructure assets and make better investment decisions. It also helps reduce risks so that Staff can provide reliable and affordable services and a high quality of life to residents. This desired service level can only occur with the implementation of a new asset management software, which is slated to be procured later this year and with implementation in 2023. However, software in itself cannot provide a desired level of service but requires the assistance of a champion that coordinates the development of decision frameworks, business processes and tools that incorporate capital and operating budgets, prioritization, risk analysis, levels of service and life-cycle costing. Furthermore, the champion leads the development, implementation, and review of departmental asset management plans in collaboration with the asset management network team. The team will complete various projects including: condition assessments, life-cycle analysis and forecasts, operations and maintenance practices development, capability and gap assessments, capital and operating budget forecasting and roll out of an asset management information system.

### PROBLEM SOLVING

Asset management planning can bring great benefits to municipalities across Ontario, including enhanced long-term financial planning and decision making, as well as meeting potential eligibility requirements for senior government funding. However, many municipalities are challenged with limited resources, training and experience in this field of practice. The latter results in significant dollars being invested in consultants that provide the product required and leave with the knowledge. A well thought out plan will include a dedicated in-house resource that acts as a champion, advisor and expert in the delivery of asset management planning and for increased levels of service in the future. By doing so, this will ensure

that the Town does not have to expend future dollars on consultants for the legislative requirements. In 2022, staff have made a conscious decision to transfer the knowledge from consultants to staff during the completion of the Asset Management Plan - core assets that was due July 1, 2022. As part of this endeavour, staff ensured that several meetings with the consultant would assist in ensuring that we transition from the use of consultants to retained knowledge within the department. This transition will assist the Town in the upcoming legislative asset management requirements that require to meet plans by deadlines and to tie these plans for future provincial funding.

### STRATEGIC FIT

This item addresses Pillar number 4: Successful stewardship of the infrastructure and facilities required to support a growing community and vibrant economy. This can be achieved by: Address /

plan for maintenance of existing assets & infrastructure; create new infrastructure; and focus on continuous improvement of the asset register for asset management planning.

Operating Costs	Total	2023	2024
Salaries	85,222	72,110	13,110
Benefits	23,862	20,190	3,670
<b>Total Operating Costs:</b>	<b>109,084</b>	<b>92,300</b>	<b>16,780</b>

Cost recovery			
PT Salaries	40,000	26,890	13,110
PT Benefits	5,440	1,770	3,670

<b>Total Cost Recovery:</b>	<b>45,440</b>	<b>28,660</b>	<b>16,780</b>
-----------------------------	---------------	---------------	---------------

Net Tax Levy Impact	63,644	63,640	-
% Tax Levy Impact	0.17%	0.17%	0.00%

Capital Requirements			

Cost Recovery: 42%

Start date: March 1, 2023

Classification: Expanded Service Level

# IT CLIENT SERVICES COORDINATOR

## FINANCE & TECHNOLOGY SERVICES

### TAXPAYER VALUE

With the addition of second Client Services Coordinator, we will be able to meet our set Service Level Agreement with respect to the Help Desk service response times and also be able to handle multiple service requests from multiple users from different departments to prevent wait times. This will help the Town staff to work more efficiently and be able to provide better service to taxpayers.

### PROBLEM SOLVING

There are a number of service pressures being experienced by the IT Department which support the addition of a Client Services Coordinator. Over the past four plus years, the town has experienced growth in excess of 30% in the number of desktops, notebook computers, smartphones, tablets and other devices. This growing base of client end point devices requires more resources to service, maintain and respond to end user support requests. Historically, end-client related service requests have comprised close to half of the annual volume of IT Helpdesk tickets in each of the last three years (2019 to 2022). There are several factors that contribute to this high volume of demand, including more than

500 desktops, notebooks, tablets, and smartphones in circulation with the Town's 350 users. In addition, due to the growth in the Town's Enterprise Systems, there is more support demand from end users. To address the increased levels of support required, existing IT staff are reassigned from their daily responsibilities to assist with the support requests, causing delays in project delivery and completion of key tasks. The addition of a second Client Services Coordinator to provide Tier 1 support will alleviate the current pressures being experienced and will improve response time.

### STRATEGIC FIT

Service excellence is IT's number one priority and this role is critical in providing better and improved services to Town staff. This position was also identified in last IT Strategic Plan which was aligned with the Town's Corporate Strategic Plan and was approved by the Council. This

person will also support technology used in Council meetings and will be available during after-hours as needed. Additional supporting documentation is also provided with this request.

Operating Costs	Total	2023	2024
Salaries	85,221	57,360	27,860
Benefits	23,862	16,060	7,800
Training	3,000	3,000	-
Computer H/S	2,500	2,500	-
<b>Total Operating Costs:</b>	<b>114,583</b>	<b>78,920</b>	<b>35,660</b>

Cost recovery			

<b>Total Cost Recovery:</b>	-	-	-
Net Tax Levy Impact	114,583	78,920	35,660
% Tax Levy Impact	0.31%	0.21%	0.10%

Capital Requirements			
Computer Hardware	2,500	2,500	-

Cost Recovery: 0%

Start date: May 1, 2023

Classification: Expanded Service Level

# SUPPRESSION FIREFIGHTERS (4)

FIRE & EMERGENCY SERVICES

## TAXPAYER VALUE

- Allows 1 station to be staffed with a minimum of 4 firefighters 24/7
- Increases minimum total on duty suppression staff from 6 to 7 - 24/7
- Increased compliance with NFPA standards and industry best practices
- Having 4 firefighters arrive on scene allows for immediate interior fire operations improving occupant survivalbility

## PROBLEM SOLVING

- Volunteer/Paid On Call firefighters numbers are significantly reducing (high turnover rate)
- Having 4 firefighters arrive on scene allows for immediate interior fire operations, search, rescue and fire control
- Increased compliance with current standards and industry best practices

## STRATEGIC FIT

The Fire Prevention and Protection Act 1997 identifies Councils responsibility to set the level of Fire Service for the community. This request meets the 2021-2031 Master Fire Plan as adopted by Council on June 15, 2022, Report FR-003-22. The Master Fire Plan contains a 10 Year staffing chart located at Page 104.

The staffing chart is based on current and future population, future growth and planned built form and meets the requirement s for structural interior attack firefighting, search and rescue as identified in NFPA 1710 and 1720

Operating Costs	Total	2023	2024
Salaries	239,296	161,060	78,230
Benefits	67,003	45,100	21,900
<b>Total Operating Costs:</b>	<b>306,299</b>	<b>206,160</b>	<b>100,130</b>

Cost recovery			
Overtime	5,000	3,370	1,630
PT Salaries	10,000	6,730	3,270
<b>Total Cost Recovery:</b>	<b>15,000</b>	<b>10,100</b>	<b>4,900</b>

Net Tax Levy Impact	291,299	196,060	95,230
% Tax Levy Impact	0.79%	0.53%	0.26%

Capital Requirements			
Equipment & Gear	33,200	33,200	-

Cost Recovery: 5%

Start date: May 1, 2023

Classification: Expanded Service Level

# DEPUTY FIRE CHIEF

FIRE & EMERGENCY SERVICES

## TAXPAYER VALUE

- Senior Officer available 365 days a year
- Improves operational readiness
- Improves command options - currently firefighters are used in senior officer roles
- Improves span of control

## PROBLEM SOLVING

The filling of this position will allow the department an opportunity to manage some much needed succession planning. The current Fire Chief is employed on a contract basis and although has no immediate intention to leave, the hiring of the second Deputy at this point will offer an opportunity for the Chief to mentor and train his possible replacement. It is understood that the current Deputy is uninterested in being promoted to the Chief's position at this time. The workload for the Chief and Deputy with new Legislative requirements,

Town programs is becoming unmanageable and having an impact on any sort of work/life balance. The Chief and/or Deputy are expected to be on call 24/7 365 days of the year between them as they are the only management positions in the department and act as Incident Commanders for large fires/incidents forming a part of the response. If the individual hired for this position becomes the future chief then a recruitment would take place for a Deputy. This position was identified in the Master Fire Plan adopted by Council June 15, 2022.

## STRATEGIC FIT

The Fire Protection and Prevention Act 1997 identifies that it is Council's responsibility to determine the level Fire Service for the community. This request is also in alignment with the 2021-2031 Master Fire Plan adopted by Council on June 15, 2022. Report FR-003-22



Operating Costs	Total	2023	2024
Salaries	145,519	97,950	47,570
Benefits	40,745	27,420	13,320
Fuel	7,300	7,300	-
Vehicle Maintenance	500	500	-
<b>Total Operating Costs:</b>	<b>194,064</b>	<b>133,170</b>	<b>\$60,890</b>

Cost recovery			

<b>Total Cost Recovery:</b>	-	-	-
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Net Tax Levy Impact	194,064	133,170	60,890
% Tax Levy Impact	0.52%	0.36%	0.16%

Capital Requirements			
Equipment & Gear	8,500	8,500	-
Vehicle	90,000	90,000	-

Cost Recovery: 0%

Start date: May 1, 2023

Classification: Expanded Service Level

# BUILDING CODE TECHNICIAN

## DEVELOPMENT SERVICES

### PROBLEM SOLVING

Positions within the Building Services are subject to sudden changes in staffing vacancies, and high permit demands, the potential risk of a vacancy exposes significant delays in processing applications and permit issuance. Vacancies in the past has resulted in significant delays in regulated timelines as required by the Ontario Building Code. The Building Code Technician position provides the ability to temporarily backfill in the instance of a vacancy or in times of high permit demands and provide support to other program areas(zoning, code review etc.) The development industry has experienced significant staff shortages, the role of Building Code Technician will provide the ability to develop staff for difficult to fill or recruit positions within the division, solving or addressing a common problem affecting municipalities in the GTA.

### TAXPAYER VALUE

Building permit applications/ activity continue to increase year over year, and client-facing positions are key in engaging clients at our counters while maintaining service levels in inputting, reviewing and issuing applications. The Building Services Department is introducing an electronic service delivery in Q1(2023) which will provide a further need for designated positions to process applications online while serving in-person clients/ residents at the Building Service counter. Building Services has and will continue to be impacted by the population growth and increased service requests both

electronically and at our counters. Additionally, the Building Code Technician position includes backfilling duties in other critical areas related to administrative work and zoning examination work when required. This would provide the ability to accomplish the following:

- Supports new program areas related to routine disclosure and zoning reviews to be deployed in 2023
- Maintaining customer service with residents and external stakeholders (developer, builders)
- Succession planning for hard to fill positions within the division

### STRATEGIC FIT

Service Excellence - provides service excellence to stakeholders by providing an additional customer-facing position that works primarily at the building services counter at Town Hall serving residents and stakeholders in person. This position serves as the primary contact for visitors inquiring at the counter concerning development/building permit/zoning information and

provides the ability to triage to the appropriate staff in a collaborative method. This will provide an efficient and effective process to answer inquiries and direct inquiries, in particular in-person assistance which addresses a need to serve our residents who prefer in-person integration with an ultimate goal of customer satisfaction.

Operating Costs	Total	2023	2024
Salaries	74,225	49,960	24,270
Benefits	20,783	13,990	6,790
Memberships	120	120	-
Cell Phone	240	240	-
<b>Total Operating Costs:</b>	<b>95,369</b>	<b>64,310</b>	<b>31,060</b>

Cost recovery			
Bill 124 Reserve	88,409	57,350	31,060
Routine Disclosure/Zoning Revenue	6,960	6,960	-
<b>Total Cost Recovery:</b>	<b>95,369</b>	<b>64,310</b>	<b>31,060</b>

Net Tax Levy Impact			
% Tax Levy Impact	0.00%	0.00%	0.00%

Capital Requirements			
Computer Hardware	4,500	4,500	-

Cost Recovery: 100%  
Start date: May 1, 2023  
Classification: Growth

# PLANNING COORDINATOR

## DEVELOPMENT SERVICES

### TAXPAYER VALUE

The importance of a Planning Coordinator is critical to the department's success moving forward. Development Services has been impacted by the population growth, and the volume of Development Activity.

Service required for:

- Acts as the first point of contact for the Planning Division with respect to planning inquiries at Planning counter, telephone, email, and appointment bookings. This position will also triage public inquiries and redirect to relevant planning staff. This will improve and streamline the customer service to residents and customers.
- Provide assistance and information, including planning policy, zoning, and other similar information, to staff and the public on routine Planning matters and/or redirect to relevant staff members. Improves customer service quality and assists planning staff while focussing on the core planning functions.
- Address requests for information outside of planning applications from consultants, realtors, appraisers, etc. These include but are not limited to property information, background research, requests for reports and studies from previous applications, previous council decisions, historic by-laws, etc.. This service is often requested and currently planning staff are delivering the service. This will improve customer service and allow planning staff to focus on core functions.
- Assists with Intake of all planning applications, fee processing, invoicing, file creation, file numbering, By-law numbering, etc. This will ensure application intake is accurate, complete submissions are being accepted and assist with processing of planning applications.
- Maintain records and numbering of OPA and ZBL Amendments. Avoid clerical errors and improves record management
- General maintenance of Planning Drives records. Improve record management
- When City View is launched, the point person for administrative matters related to City View and troubleshooting. This would be a critical service when City View is launched and this position will be the key point of contact.
- Assists Planning staff with some elements of the processing of Planning applications, including determination of completeness of applications, circulations, mailouts, sign posting, compiling Zoning, Official Plan and other related technical planning information preparation and coordination of circulations, statutory public notifications, issuance of notices according to statutory requirements of the Planning Act, etc. Creates efficiencies in application processing and ensures meeting statutory requirements
- Maintains and regularly updates agency and departmental contact list for purposes of planning circulations and Planning Division web-site page and performs other duties as assigned.
- Assist with the consolidation of the Zoning By-law on the website. Improves customer service
- Assist the GIS Planner with updated information on Development Tracking portals and WS Maps . Improves customer service
- File Maintenance and file closure implementation. Maintain records and ensures active file maintenance, also a source of revenue.

## PROBLEM SOLVING

'Currently Planning staff have no administrative assistance for planning functions. Planners are conducting all administrative tasks as noted in the previous column, in addition to their core duties, which interferes with Planners core functions of processing and review of planning applications and necessary coordination of applications from initiation to approvals. This causes reduced time for planners for necessary planning review and processing of applications, coordination with

departments and agencies, resolution of issues, negotiation, completion of agreements, and significant delays in review and management of applications and delivery of planning approvals which results in frustrations to taxpayers and customers.

This would also improve Planning Staff retention within the Division so that they can focus on core functions of Planning and complete planning duties efficiently.

## STRATEGIC FIT

This position is important and a priority to the Development Services Department to improve service levels to desired levels as per Council Strategic Priority 3

Operating Costs	Total	2023	2024
Salaries	57,355	38,600	18,750
Benefits	16,059	10,810	5,250
Training	500	500	-
<b>Total Operating Costs:</b>	<b>73,914</b>	<b>49,910</b>	<b>24,000</b>
<b>Cost recovery</b>			
Staff cost recovery	10,000	10,000	
App for Legal Non-conforming revenue	2,000	2,000	
File maintenance revenue	10,000	10,000	
<b>Total Cost Recovery:</b>	<b>22,000</b>	<b>22,000</b>	<b>-</b>
Net Tax Levy Impact	51,914	27,910	24,000
% Tax Levy Impact	0.13%	0.07%	0.06%
<b>Capital Requirements</b>			
Computer Hardware	4,500	4,500	-

Cost Recovery: 30%  
 Start date: May 1, 2023  
 Classification: Growth

# ADMINISTRATOR/CLERK

## DEVELOPMENT SERVICES

### TAXPAYER VALUE

The importance of a Development Services Administrator/Clerk is critical to the department's success moving forward. Development Services has been impacted by population growth and the volume of Development Activity. Service required for:

- Development Services Reception and Administration person for Planning, Building and Engineering. This will improve and streamline the customer service to residents and customers.
- Process all timesheets and invoices from Planning and Engineering staff. This will provide greater efficiency in revenue generation and accounts for staff time
- Maintain and track Peer Review Consultants Accounts for all Planning Applications and Engineering Projects, as well as monitor accounts. Significant financial risks will be mitigated and removed as one dedicated person will be responsible for full time maintenance of the Peer review accounts.
- Receive and process all invoices from Planning and Engineering Peer Review consultants. Significant financial risks will be mitigated and removed as one dedicated person will be responsible for full time processing and maintenance of the Peer review accounts.
- Process invoices for Capital and Planning Studies (Development Planning, Policy Planning and Engineering). Significant financial risks will be mitigated and removed as one dedicated person will be responsible for full time processing and maintenance of the accounts for Capital projects and Planning studies
- Process Freedom of Information requests for all divisions will ensure accurate and timely completion of FOI requests as required by the MFIPPA legislation
- Support Building Services department in processing Routine Disclosure requests
- Ensures that necessary payments and securities have been received on accepted Conditional Building Permit applications
- Supports Building Services Division in calculating and reviewing applicable development fees related to Development Charges, interest payments and Cash in Lieu of Parkland.
- Maintains a record of Development Charges, Interest and Parkland Dedication Appraisals on behalf of the Building Services Division
- Assist staff with Coordinating meetings with multiple staff, external agencies and department, create efficiencies
- Administer the release of securities and deposits for Site Plan and Development Agreements and liaise with the Finance Department. This is an important administrative function of Planning and Engineering Division, which involves receiving and coordinating information from clients, researching records, arranging inspections, filing of paperwork, preparing financial paper work for releases, etc.. This process needs to be streamlined for customer service. Significant financial risks will be mitigated and removed as one dedicated person will be responsible for this process
- Maintain the Development Services Master Report List for Council agendas, coordinate reports and By-laws with DS staff, format and proof read Council Staff reports for quality control. This will ensure Quality control and timely delivery of Council staff reports and will avoid internal department conflicts i.e. coordination with Clerks, SLT, etc.
- Assists DS staff with preparation, circulation of Legal checklists for Site Plan Agreements and Development Agreements and coordination with legal department. This will ensure timely completion of Site Plan Approvals and Development Approvals.
- Assist in preparation, maintenance and update of manuals, policies and procedure documents for Development Planning, Policy Planning and Engineering. Required to ensure efficiencies in service delivery and standardization of functions
- Track Action items arising from Council resolutions. This will ensure Council directions are being completed, tracked and monitored

- Paper and electronic records management systems Avoid clerical errors and improves record management
- Liaise with the Communications team and keep the Town's website updated with Development Services information which improves customer service.
- Oversee disposition of public inquiries and complaints in a timely manner which are received from customer service and member Council
- Improves customer service

## PROBLEM SOLVING

The development Services Department has limited administrative assistance in general. The functions noted in the previous column are mostly administrative matters which are currently being conducted by Staff. These additional administrative staff duties, as listed in the previous column, interfere with Staff's core functions and often result in delays, errors, issues, and compromised service in financial and administrative areas while affecting

the delivery of development approvals. Furthermore, the Administration/Clerk position will provide reception support to the Building Services counter and triage inquiries to the appropriate division.

Time spent by Development Services staff needs to be recorded effectively and cost should be recovered from the Applicants and not be borne by the tax payers

## STRATEGIC FIT

This position is a priority for the Development Services Department to improve service levels to desired levels as per Council Strategic Priority 3. It will also provide service excellence to stakeholders by

providing an additional customer-facing position that works primarily at the building services counter.

Operating Costs	Total	2023	2024
Salaries	46,941	31,600	15,350
Benefits	13,144	8,850	4,300
Training	500	500	-
<b>Total Operating Costs:</b>	<b>60,585</b>	<b>40,950</b>	<b>19,650</b>
Cost recovery			
Cost Recovery - Development Planning	20,195	13,650	6,550
Cost Recovery - Engineering	20,195	13,650	6,550
Cost Recovery - Bill 124 reserve	20,195	13,650	6,550
<b>Total Cost Recovery:</b>	<b>60,585</b>	<b>\$40,950</b>	<b>19,650</b>
Net Tax Levy Impact			
% Tax Levy Impact	0.00%	0.00%	0.00%
Capital Requirements			
Computer Hardware	4,500	4,500	-

Cost Recovery:

100%

Start date:

May 1, 2023

Classification:

Growth

# CUPE OPERATORS (2)

LEISURE & COMMUNITY SERVICES

## TAXPAYER VALUE

To operate Stouffville's newest recreational amenity, the skating trail, two (2) new operator positions, are required to maintain and operate the refrigeration systems, facility equipment and ice re-surfacer on a daily basis throughout the fall and winter season. We are anticipating opening the trail for public use 7 days per week. Current staff complements in both facilities or parks are not suitable to allow for those staff members to transition to the skating trail for any length of time while maintaining expected service levels in their own area. These two staff positions will assist in providing necessary support to the growing needs of our Parks division throughout the summer season, to meet the growing service needs with new parks coming on board. Of note, for 2023, these positions would not start until July 1st, reducing their financial impact to this year's budget.

## PROBLEM SOLVING

In order to operate our new skating trail, staff is necessary to be on site to maintain the ice surface and ensure the safety of our recreational users. Two staff members will be required to be on site at all times of operation (one must be able to operate the ice re-surfacer) to perform all regular ice related maintenance and facility cleaning while enforcing all public safety measures related to this unique facility's use. There is a significant safety risk to have this facility unstaffed or staffed with only a single operator, both to the general public and to our staff. With no staff presence, the cleanliness and safety of patrons both on and off the ice reduces significantly. With just a single staff member working, a significant safety risk of operating the ice re-surfacer is prevalent as there

are many blind spots both in front of and behind the machine when in operation.

With the growth of development, the Town is currently witnessing, and anticipating into the future, comes the delivery of additional parkland that will put increased demand on service levels and staff resources. This growth also includes areas of intensification and added pressure on existing parkland infrastructure. The use of both Operators, during the months outside of skating trail operation, will help to meet these demands and ensure enough resources are available to maintain service. The multi-purpose value of these positions for parks and facilities demonstrates an efficient and effective use of staff.

## STRATEGIC FIT

This recreational amenity must be staffed to allow full functionality throughout the fall and winter season. Council approved this initiative in 2020 and a shared federal and provincial grant was awarded in 2021 to assist in funding the project. The two operator positions

will support the increased service level demand in our parkland system during the spring and summer months.



Operating Costs	Total	2023	2024
Salaries	118,748	61,660	57,090
Benefits	37,762	19,610	18,150
Clothing Allowance	400	400	-
Cell phone	800	800	-
<b>Total Operating Costs:</b>	<b>157,710</b>	<b>82,470</b>	<b>75,240</b>
<b>Cost recovery</b>			
<b>Total Cost Recovery:</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Tax Levy Impact	157,710	82,470	75,240
% Tax Levy Impact	0.42%	0.22%	0.20%
<b>Capital Requirements</b>			

Cost Recovery: 0%

Start date: July 1, 2023

Classification: Growth

# MAINTENANCE TECHNICIAN

LEISURE & COMMUNITY SERVICES

## TAXPAYER VALUE

The Maintenance Technician position has evolved over the past several years, from dealing with the general repairs and maintenance on our aging infrastructure to now, utilizing these talented staff members for in-house projects, event support and emergency repair and response. The expansion of this role has saved the Town hundreds of thousands of dollars in third-party repair and maintenance fees, contracted project support and after-hours emergency calls through an outside provider.

Over the past 18 months, our two current maintenance technicians have worked diligently in managing the Town's facility assets in ensuring our equipment is in a good state of repair, diagnosing and troubleshooting potential mechanical failures and offering suggestions for immediate or future capital repair to reduce financial impact on our residents. The expansion of their role to

include project construction and event support, founded through the inability to utilize third-party contractors during the COVID-19 pandemic, has resulted in a substantial financial savings for our taxpayers. Our maintenance technicians were used exclusively for the construction of safe, separate plexi-glass housings for our Vaccine clinic (\$10-\$15k savings), COVID plexiglass installation in all facilities (\$20-30k savings), Municipal Office 2nd Floor re-design projects (\$100k+ savings), Holiday Market Lettering (\$6-\$8k savings), Lemonville Renovations (\$60-\$70k savings), the Museum flooring installation (\$8-\$10k savings) and in 2023 are scheduled to renovate the lawn bowling clubhouse, build a new Tax and Water service centre in the Municipal Offices, build a new office in Station 5-1 all while attending to their regular maintenance and event support responsibilities.

We also utilize our Maintenance Technicians as our first call during emergency issues that arise in our facilities including alarm calls, fire panel trouble and mechanical failure resulting in the loss of services. The financial savings of not using a third-party provider, after hours in each of these cases is significant.

Given the obvious savings in bringing projects in house, we have overloaded the current staff. A third maintenance technician would undoubtedly have an immediate and annual return on investment in picking up tasks that our current staff cannot get to in a timely manner due to obligations associated to the aforementioned workload.

The cost of this position is fully offset from savings that will be realized by using internal forces versus third-party contractors.

## PROBLEM SOLVING

A third Maintenance Technician will ensure that we continue to meet our service levels for short-term and long-term maintenance, increasing the lifecycle of our current equipment while reducing the financial impact on our taxpayers. The addition of another staff member with the technical aptitude to assist our HVAC Technician and Master

Electrician in performing their duties will ensure the timeliness of repair by not having to wait for a second set of qualified hands. Currently, we seek third-party assistance when these two staff members are completing complex tasks that require more than one staff member which can be costly given the nature of the project. Similar to bring-

ing the cleaning of satellite facilities in-house, the cost savings is almost immediate, the performance is elevated to in-house expectations, and we can redeploy this staff member to any other urgent matters that may arise over time.

Operating Costs	Total	2023	2024
Salaries	68,626	35,630	32,990
Benefit	19,215	9,980	9,240
Cell phone	240	120	120
Clothing Allowance	250	250	-
Fuel	2,500	1,300	1,190
Vehicle Maintenance	1,500	780	710
<b>Total Operating Costs:</b>	<b>92,331</b>	<b>48,060</b>	<b>44,250</b>
<b>Cost recovery</b>			
<b>Total Cost Recovery:</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Tax Levy Impact	92,331	48,060	44,250
% Tax Levy Impact	0.25%	0.13%	0.12%
<b>Capital Requirements</b>			
Vehicle	75,000	75,000	-

Cost Recovery: 0%  
Start date: July 1, 2023  
Classification: Expanded Service Level

## STRATEGIC FIT

Saving time and money is critically important to the success of any operation, especially given its residual impact on its end user, our residents. An additional Maintenance Technician provides the opportunity for our department to continue to meet the varying needs of our facilities and events, save time and money in

performing tasks that would typically require a third-party contractor and extend the life of the equipment that drives our facility functions on a daily basis. Our growing municipality and the needs of additional services that accompany growth suggest that there will a requirement for reciprocal need for increased maintenance and support.

Our Maintenance Technicians continue to exemplify the pillars set forth in our corporate identity assisting with the engaging positive experience for our residents and doing so with the passion and warming care that make our community what it is, powered by neighbours!

# SUPERVISOR, EVENTS & COMMUNITY PARTNERSHIPS

LEISURE & COMMUNITY SERVICES

## PROBLEM SOLVING

With the expanded portfolio within the Events division, there is a requirement for a Supervisor to be onsite during events (evenings and weekends) for staff supervisor and oversee all public health and safety protocols for Town-run events.

The Town's Community Festivals and Event Policy has been updated to respond to an increased demand and support required to operate third party events. This Supervisor will be responsible for Town event communication, documentation review, Event emergency planning, identifying potential risks to the community and health and safety protocols. This position will enhance the Town's commitment to provide safe and successful festivals and events with community safety at the forefront.

## TAXPAYER VALUE

The Supervisor, Events and Community Development will be responsible for leading the Events team to plan and execute inclusive, diverse, and engaging programs and events for residents and visitors to Stouffville. As part of this role, the Supervisor will oversee the Community Festivals and Events Policy, ensuring that the Town's parks and facilities are used for the benefit of the entire community. The Supervisor will also:

- Lead and deliver the annual "Stouffville Celebrates" calendar of community focused events, including staff supervision, event sponsorship, revenue generating opportunities and new engagement initiatives.
- Provide oversight and supervision of third party community events, specifically related to the matters

of security, public health and safety as per the revised Community Festivals and Events Policy.

- Leverage opportunities for expanded community partnerships, outreach initiatives, including collaboration with BIPOC community members.
- Provide guidance and leadership on new event offerings including but not limited to: Heritage events including Indigenous gatherings, Groundbreaking and new facility openings, Community partnership events, Grant announcements and act as the Town liaison with the Stouffville Chamber of Commerce.
- the cost of this position is being fully offset by savings within the department

## STRATEGIC FIT

This Supervisor role addresses the Council Priority of Service Excellence to support a collaborative and customer-focused approach to operations. This role has been identified in the following

Strategic/Master Plans: Leisure and Community Services Master Plan. SLT priority to enhance community development and partnership opportunities.

Operating Costs	Total	2023	2024
Salaries	92,707	69,530	23,180
Benefits	25,958	19,470	6,490
Cell Phone	600	600	-
<b>Total Operating Costs:</b>	<b>119,264</b>	<b>89,600</b>	<b>29,670</b>

Cost recovery			

<b>Total Cost Recovery:</b>	-	-	-
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Net Tax Levy Impact	119,264	89,600	29,670
% Tax Levy Impact	0.32%	0.24%	0.08%

Capital Requirements			
Computer Hardware	4,500	4,500	-

Cost Recovery: 0%

Start date: April 3, 2023

Classification: Expanded Service Level

# MARKETING & COMMUNICATIONS COORDINATOR

WS PUBLIC LIBRARY

## PROBLEM SOLVING

In 2021 the governance and management of the Latcham Art Gallery was transferred to the Library - increasing our requirement for targeted graphics, marketing, and social media. For our taxpayers, understanding what the Whitchurch-Stouffville Public Library and the Latcham Art Centre have to offer, only occurs through marketing of our services and resources.

Additionally, today's residents expect timely and consistent social media efforts and responses to queries. Social Media has become another service point that must be staffed consistently for both the Library and the Art Centre. During the Community Survey portion of the 2022 Library Master Plan process, one of the main issues raised was the lack of awareness as to the range of programs and services available, and the need for more targeted marketing through e-newsletters and social media. This has always been the case, but will be even more urgent in the post COVID environment as Library operations 'open up' again to the public.

Marketing and staying active on social media is the primary way the Library and Art Centre can maximize revenue from programs, and ensure taxpayers are aware of the wonderful and diverse offerings we provide. To deliver this, an additional staff member devoted to our Marketing, Graphics, and Communications is mandatory.

## TAXPAYER VALUE

The need for a Marketing and Communications Coordinator was first identified for the Library through a community consultation process in 2013 and has continued to be an ongoing recommendation from residents and strategic consultants.

The position of Library Marketing and Communications Coordinator was created and approved as part of the 2019 Council Budget discussions and filled in June of 2019. The position allowed the Library to increase its marketing and advertising reach and strengthen existing customer relations through the increased usage of social media, print marketing, press relations, and community outreach. The position proved to be very successful with increases in all of the KPMs of the above areas.

During the 2020 budget process, Council moved this position to the Town so that it could fill a needed gap in Town marketing strategies and still provide some support to the Library. With many Town departments and competing initiatives that are priorities, the Library has been unable to utilize this position for many projects outside of the quarterly newsletter. The current operating budget only allows for this quarterly newsletter to be distributed. A devoted marketing resource ensures our taxpayers are receiving information and communication on all of the programs and resources we have to offer, and thus ensuring their opportunity to maximize their use of these resources and programs.

## STRATEGIC FIT

Achieving this position connects strongly to the second pillar of the Library's Strategic Plan: Increase marketing and social media capacity to achieve optimal connection to our community. To this end we will:

- Strengthen our brand to ensure that WSPL remains top-of-mind as a place to go for innovative learning, creativity, reading, and fun;
- Enhance our website and our social media channels as priority digital communication tools.

This position was also identified as

high priority and endorsed by Council in the 2022 Library Master Plan: "Hire Additional Marketing Personnel: This will require an additional two staff positions: a Marketing Coordinator and a Graphics Designer (to ensure that marketing messages and approaches are developed and implemented in an attractive and compelling manner). As this is a large task, and the Library is a distinct operation with its own public face, these positions should be dedicated to the WSPL and not 'shared' with the Town."

Operating Costs		Total	2023	2024
Salaries		74,225	38,540	35,690
Benefits		20,783	10,790	9,900
Total Operating Costs:		95,009	49,330	45,680
Cost recovery				
Advertising		10,000	5,190	4,810
Total Cost Recovery:		10,000	5,190	4,810
Net Tax Levy Impact		85,009	44,140	40,870
% Tax Levy Impact		0.23%	0.12%	0.11%
Capital Requirements				

Cost Recovery: 11%  
Start date: July 1, 2023  
Classification: Growth

# MANAGER, ENVIRONMENTAL SERVICES

## PUBLIC WORKS

### PROBLEM SOLVING

Creating a focused approach to environmental and transportation services between two Manager positions improves response times, quality of service for residents and allows additional efficiencies in service levels to be implemented.

A focus on risk management can be achieved through specialization and separation of duties between two managers to continue to exceed changing Provincial standards and legislation.

The new position also allows for an increased focus on labour relations and leadership for a growing operations team.

### TAXPAYER VALUE

Public Works has had a single complement for the Manager, Operations position since 2001 providing oversight of the Town's transportation, waste management, water and sewer infrastructure. The group has a complement of 26 full time employees reporting to one manager. The average number of full time employees reporting to other Town managers is seven.

The Town's population has increased by 114% and full time staff have increased by 63% since 2001. Infrastructure quantities have

increased by over 30% since 2008. This growth requires a more focused approach to managing the Town's Transportation and Environmental Services under two managers.

Four of the N6 municipalities have a two-manager model for their Public Works services to increase efficiency of their operations.

The Manager, Environmental Services would be responsible for the oversight of day to day activities of the Town's Water, Wastewater, Waste Management and Arboriculture programs.

### STRATEGIC FIT

Service excellence resulting in higher level of service for water, wastewater, waste management and arboriculture services. This would result in a higher level of service due to a greater degree of background knowledge and consistent decision making on individual inquiries.

Successful stewardship of the infrastructure required to support a growing community for maintenance of existing and future environmental related infrastructure.



Operating Costs	Total	2023	2024
Salaries	122,999	63,860	59,130
Benefits	34,440	17,880	16,560
Clothing	540	540	
Mileage	1,500	1,500	
Training	1,000	1,000	
Cell Phone	229	120	110
<b>Total Operating Costs:</b>	<b>160,708</b>	<b>84,900</b>	<b>75,800</b>

Cost recovery			
Allocation to W / WW	15,085	7,840	7,250
<b>Total Cost Recovery:</b>	<b>15,085</b>	<b>7,840</b>	<b>7,250</b>

Net Tax Levy Impact	145,622	77,060	68,550
% Tax Levy Impact	0.39%	0.21%	0.18%

Capital Requirements			
	-	-	-

Cost Recovery: 9%

Start date: July 1, 2023

Classification: Growth

# WATER/WASTEWATER OPERATOR

## PUBLIC WORKS

### PROBLEM SOLVING

With the increasing of staffing complements as growth continues in the Town which improves response times and quality of service for residents. This allows additional efficiencies in service levels to be implemented.

A focus on risk management can be achieved through specialization of duties to continue to exceed changing Provincial standards and legislation.

Six licenced waterworks operators report to the Water/Wastewater Supervisor. Absences due to vacation, illness and injury frequently lead to a small complement of available licensed operators. Increasing the staff complement will decrease the risk of staffing shortages and associated challenges in meeting regulatory requirements and providing excellent service to residents.

Water/Wastewater operators work significant overtime hours due to the workload and small size of the group. An additional staff complement would decrease the overtime hours worked, thus partially offsetting the additional cost of the position.

### TAXPAYER VALUE

The Town's population has increased by 114% and full time staffing has increased by 63% since 2001. Public Works water and sewer infrastructure has increased by 30% since 2008.

As the Town is proposed to grow by almost double the existing population between 2023 & 2035, it

is important to review and implement staffing complement increases as the growth happens to ensure residents continue to receive a high level of service provided by the Water/Wastewater team. The team provides highly regulated services that require staffing 24 hours a day, 365 days a year.

### STRATEGIC FIT

With Water/Wastewater Operations performing more duties in-house (i.e. watermain breaks, hydrant inspection & maintenance) has increased time demands on individual Operators.

Service excellence results in a higher level of service for water & wastewater operations. This would result in a higher level of service due

to a greater degree of background knowledge and consistent decision making on individual inquiries. Successful stewardship of the infrastructure required to support a growing community for maintenance of existing and future transportation related infrastructure.

Operating Costs	Total	2023	2024
Salaries	75,340	57,950	17,390
Benefits	24,862	19,120	5,740
Clothing	540	540	
Toughbook/Cell Phone	400	310	90
<b>Total Operating Costs:</b>	<b>101,142</b>	<b>77,920</b>	<b>23,220</b>

Cost Recovery			
Allocation to W / WW	67,404	51,850	15,550
Overtime	25,051	19,270	5,780
	<b>92,454</b>	<b>71,120</b>	<b>21,330</b>

Tax Levy Impact	8,688	6,800	1,890
% Tax Levy Impact	0.03%	0.02%	0.01%

Computer Hardware	5,000	5,000	

Cost Recovery: 91%  
Start date: April 1, 2023  
Classification: Growth

# COMMUNITY IMPROVEMENT PROG. 1: GRANTS

## DEVELOPMENT SERVICES

### TAXPAYER VALUE

Continue Council's annual commitment to the Community Improvement Program (CIP). The CIP is suite of business improvement grants, geared to generate positive outcomes (increased property tax, jobs and wealth). Council's commitment is intended to be reviewed on an annual basis.

### PROBLEM SOLVING

Expanding the Tax Base is a Council Strategic Priority. The Community Improvement Plan, as a tool, was created by Council, and further endorsed in the Economic Development Strategy. The business community of Whitchurch-Stouffville has significantly suffered during the

COVID-19 pandemic. Resources like the CIP provide Town and Council with the means to legally 'bonus' businesses to ensure their survival as required. Additionally, resources like the CIP help Whitchurch-Stouffville to remain competitive in the attraction and retention of businesses.

### STRATEGIC FIT

Business survival and community competitiveness. Expanding the Tax Base is a Council Strategic Priority. The Community Improvement Plan, as a tool, was created by Council, and further endorsed in the Economic Development Strategy.

Operating Costs	Total	2023	2024
CIP - Incentive	50,000	50,000	
<b>Total Operating Costs:</b>	<b>50,000</b>	<b>50,000</b>	
Cost recovery			
<b>Total Cost Recovery:</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Tax Levy Impact	50,000	50,000	
% Tax Levy Impact	0.13%	0.13%	
Capital Requirements			

Cost Recovery: 0%

Start date: January 1, 2023

Classification: Maintenance / Replacement

# COMMUNITY IMPROVEMENT PROG. 2: PATIOS

## DEVELOPMENT SERVICES

### TAXPAYER VALUE

Continue Council's annual commitment to the Patio Program through the Community Improvement Program. As a result of the COVID-19 pandemic, Council funded the Patio Program to help ensure business survival in both 2020, 2021 and 2022. In 2022, Council committed \$40,000 through the CIP for general patio improvement grants. 2023 is projected to be the final year of this program, as Main Street Reconstruction is expected to commence in 2024. At present, Economic Development has a "soft commitment" from a federal agency to fund the program in 2023. For now, we request that Council commit \$40,000 to the 2023 budget in case the grant is not received.

### PROBLEM SOLVING

Expanding the Tax Base is a Council Strategic Priority. The Community Improvement Plan, as a tool, was created by Council, and further endorsed in the Economic Development Strategy. The business community of Whitchurch-Stouffville has significantly suffered during the

COVID-19 pandemic. Resources like the Patio Program provide Town and Council with the means to legally 'bonus' businesses to ensure their survival as required.

### STRATEGIC FIT

Business survival and community competitiveness. Expanding the Tax Base is a Council Strategic Priority. The Community Improvement Plan, as a tool, was created by Council, and further endorsed in the Economic

Development Strategy. Supporting the local economy is a primary component of the Council-approved 2021 Economic Development Strategy.

Operating Costs	Total	2023	2024
CIP - Patio Program	40,000	40,000	
<b>Total Operating Costs:</b>	<b>40,000</b>	<b>40,000</b>	
Cost recovery			
<b>Total Cost Recovery:</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Tax Levy Impact	40,000	40,000	
% Tax Levy Impact	0.11%	0.11%	
Capital Requirements			

Cost Recovery: 0%

Start date: January 1, 2023

Classification: Maintenance / Replacement



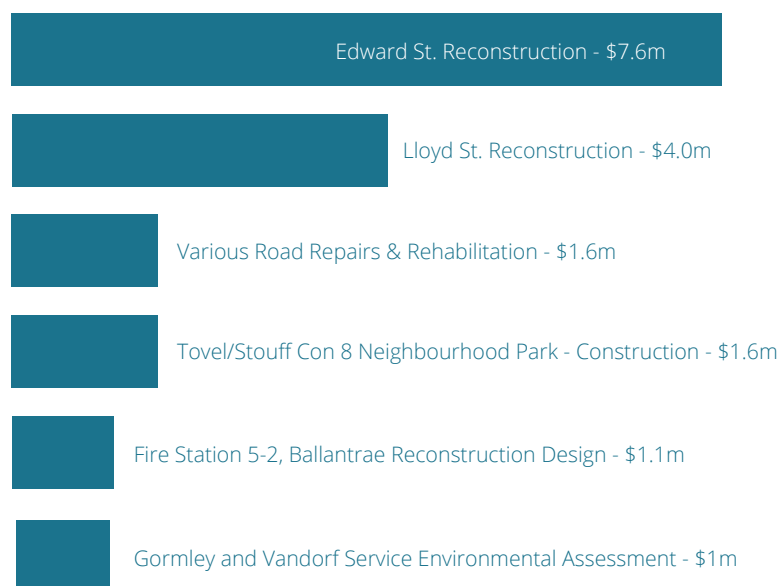


2023-2032

# Capital Budget

# Capital BUDGET OVERVIEW

## 2023 LARGEST PLANNED PROJECTS



### 2023:

Project Category	Cost (\$)	%
Growth-Related Projects	7,905,700	29
Asset Management	16,331,500	59
Strategic Initiatives	3,258,300	12
<b>Total:</b>	<b>27,495,500</b>	<b>100</b>

### 2023-2032:

Project Category	Cost (\$)	%
Growth-Related Projects	61,721,176	31
Asset Management	110,522,000	55
Strategic Initiatives	27,468,000	14
<b>Total:</b>	<b>199,711,176</b>	<b>100</b>

# Operating IMPACTS

What is the impact of capital spending for buildings, equipment, and other facilities on future operating expenditures of the Town?

Operating impacts can be classified in terms of increased revenues, increased expenditures and/or cost savings in relation to a capital project that is completed. To ensure that operating impacts and life cycle costs are identified, the following items are of key importance:

Development of policies and procedures that require capital planning and asset management documents (or plans) to include operating impacts and life cycle costs when submitted in order for approval to be obtained.

Staff involved with estimating operating impacts should be trained on documentation of their assumptions/ methodology. Items to consider when making assumptions include:

- Timeframe to determine when costs, savings or revenue will start;
- Various anticipated phases of the project;
- In-house versus external operations;
- Type of work being done; and
- Whether the costs, savings, or revenues are recurring or non-recurring.

Operational costs arising from the Town's capital program include asset maintenance costs, inflationary pressures and incremental reserve contributions to save for the replacement of growth-related infrastructure assumed or constructed in prior years.

For 2023, there are four capital projects identified in the business cases seeking Council approval that have operating impacts.

Project Number		Operating Impact
1323	Department Technology Requests	5,700
1128	Secondary Data Center	85,000
1254	7.5-Ton Mini-Excavator	5,000
1453	Maintenance Technician Van	4,000
Grand Total:		99,700

# Capital BUDGET FUNDING

In 2023 approximately 59% of asset management is funded by the Town's reserves.

Growth-related projects are funded from a combination of development charges and the Town's contribution to the New Infrastructure reserve, which funds the portion of growth-related expenditures not recoverable under the Development Charges Act.

Twelve percent of the Capital Plan relates to Strategic Initiatives. The Strategic Initiatives reserve is funded from the tax levy.

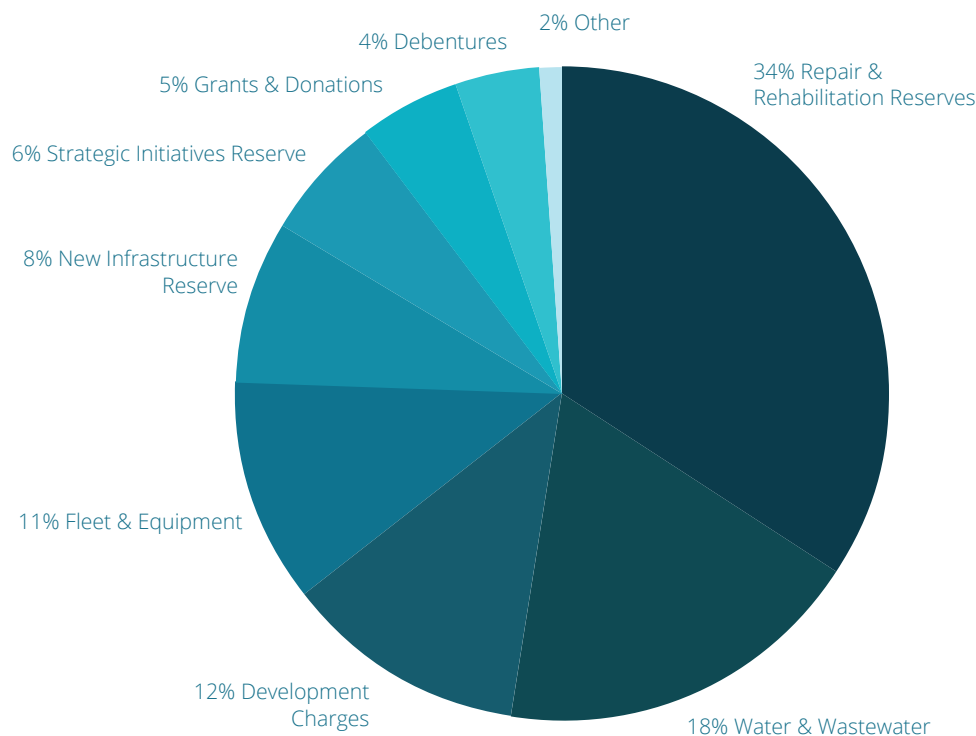
The Town's reserve structure

reflects three priority funding streams: Rehabilitation and Replacement, New Infrastructure and Strategic Initiatives. Together these 3 reserves receive all of the reserve allocations from the tax-levy. Water and wastewater user fees directly support the Water & Wastewater Capital reserves.

Overall, Development Charge collections have declined in 2022 from the previous two years. The Town has not been able to attract significant commercial and industrial development; to that end, Council has made expanding the tax base a priority of the Strategic

Plan. As a result, Development Charge reserves are significantly under the expected balanced forecast in the 2018 Development Charges Background Study and will necessitate an increased use of long-term funding strategies such as front-ending agreements, possibly Development Charge funded debt and project rescheduling.

## SOURCES OF CAPITAL FUNDING



## 10 YEAR CAPITAL PLAN BY FUNDING SOURCE

Funding Source	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Bill 124	15,000	35,000		50,000							100,000
Canada Community-Building Fund	2,880,300	3,350,000	425,000	2,000,000	2,510,000	4,130,000	1,400,000				16,695,300
Cemetery Reserve	25,000										25,000
Debenture		8,850,000									8,850,000
Development Charges	1,948,485	6,665,919	5,918,545	4,020,004	1,959,499	1,936,470	576,910	736,405	127,335	127,335	24,016,907
Fleet & Equipment Reserve	2,926,000	2,499,000	2,982,000	2,010,000	2,307,000	1,258,000	2,510,000	1,617,000	1,520,000	2,225,000	21,854,000
Grants	1,176,000	726,000	726,000	726,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	9,954,000
Library Reserve	54,300	119,118	72,318	452,318	42,318	110,513	50,000	50,000	90,000	80,000	1,120,885
Museum Capital Donations	25,000	75,000									100,000
New Infrastructure Reserve	4,146,019	2,561,349	3,162,843	1,641,764	2,014,669	1,411,569	328,019	1,346,639	27,569	27,569	16,668,009
Park Trust	1,555,300										1,555,300
R & R Reserve	6,073,000	8,584,000	3,497,250	8,022,500	5,214,000	3,663,000	4,952,250	5,684,560	2,920,000	2,920,000	51,530,560
Sewer Reserve	2,836,031	3,046,681	434,306	1,375,431	2,109,681	1,600,181	998,556	824,681	149,681	437,181	13,812,410
Stormwater Infrastructure Reserve	330,000	130,000	570,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,940,000
Strategic Initiatives Reserve	1,163,300	2,382,500	1,330,000	1,411,700	1,855,500	860,000	125,000	1,195,000	660,000	710,000	11,693,000
Water Reserve	2,341,765	2,514,215	677,920	1,520,165	4,349,415	5,034,915	1,358,665	1,269,415	164,415	564,915	19,795,805
<b>Grand Total</b>	<b>27,495,500</b>	<b>41,538,782</b>	<b>19,796,182</b>	<b>23,359,882</b>	<b>23,592,082</b>	<b>21,234,648</b>	<b>13,529,400</b>	<b>13,953,700</b>	<b>6,889,000</b>	<b>8,322,000</b>	<b>199,711,176</b>

## 10 YEAR CAPITAL PLAN BY DEPARTMENT

Department	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total Forecast
Office of the CAO	210,000	235,000	35,000	225,000	120,000	50,000	55,000	185,000	130,000	135,000	1,380,000
Finance and Technology Services	697,900	1,792,500	625,000	850,000	990,000	1,080,000	640,000	855,000	830,000	1,110,000	9,470,400
Fire & Emergency Services	1,198,700	326,900	1,121,300	137,000	867,000	177,000	827,000	652,000	117,000	342,000	5,765,900
Development Services	2,190,000	1,735,000	1,745,000	779,700	2,095,500	920,000	90,000	927,000	345,000	717,000	11,544,200
Public Works	17,253,100	21,400,200	10,143,100	15,445,600	12,926,400	14,385,000	9,702,400	9,311,700	3,863,000	3,895,000	118,325,500
Waste Water	130,000	630,000	232,900	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,902,900
Water	135,000	773,000	1,141,500	400,000	2,650,000	2,650,000	150,000	150,000	150,000	150,000	8,349,500
Leisure & Community Services	5,563,300	14,278,000	4,479,200	4,739,400	3,570,000	1,627,000	1,885,000	1,693,000	1,234,000	1,763,000	40,831,900
Library	117,500	368,182	273,182	653,182	243,182	215,648	50,000	50,000	90,000	80,000	2,140,876
<b>Grand Total</b>	<b>27,495,500</b>	<b>41,538,782</b>	<b>19,796,182</b>	<b>23,589,882</b>	<b>23,592,082</b>	<b>21,234,648</b>	<b>13,529,400</b>	<b>13,953,700</b>	<b>6,889,000</b>	<b>8,322,000</b>	<b>199,711,176</b>

# Debt FORECAST

Long Term Debt can be used to fund capital projects, such as, roads and infrastructure. The Province of Ontario sets guidelines on municipal borrowing that helps municipalities use debt responsibly. Ministry of Municipal Affairs and Housing determines a municipalities debt repayment limit annually called the Annual Repayment Limited (ARL). The ARL is set at 25% of a municipalities own-sourced revenue, for example, property taxes and user fees. In addition, the Town has adopted its own debt policy for issuing debt, AP85 Corporate Debt. This policy sets a limitation on annual debt repayments to 12.5%. As shown below, the Town's annual debt repayments are well below these limits.

The Town of Whitchurch-Stouffville's 2022 outstanding debt is \$26.7 million with annual debt repayments of \$3.8 million. The Annual Repayment limit determined by the Ministry of Municipal Affairs and Housing is \$13.7 million.

The Town has used debt to facilitate investments in many important infrastructure projects, including most recently, the expansion of the Leisure Centre and Library.

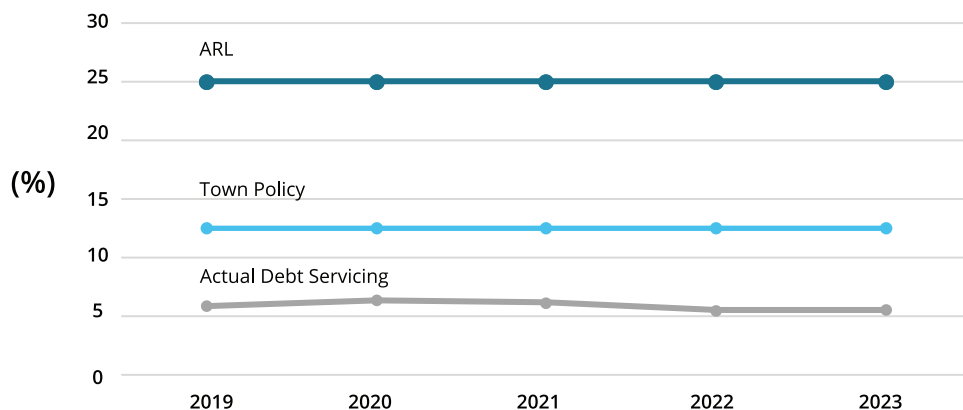
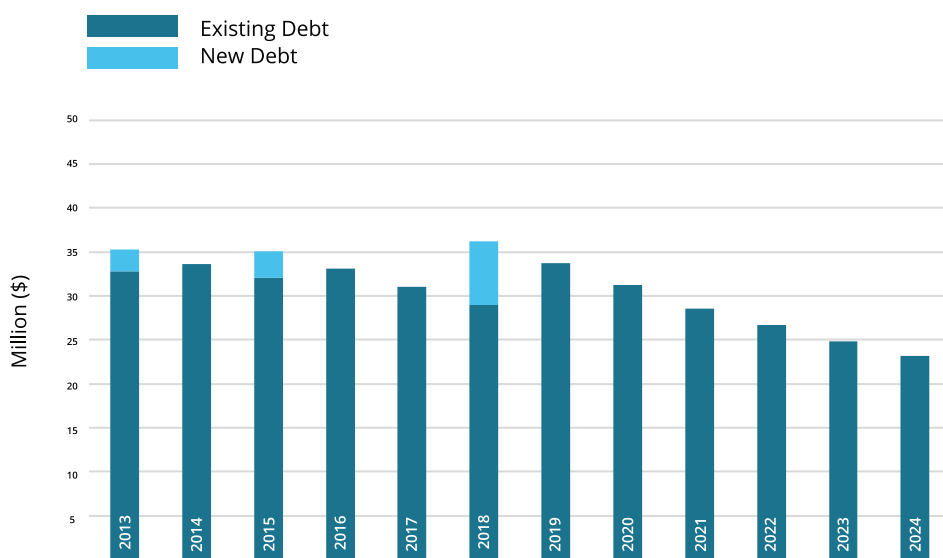
While the Town continues to face funding pressures due to the cost of infrastructure associated with new growth, the impact of slower than expected development activity, and potential other new initiatives, no new debt is currently proposed in the current capital plan except for Ballantrae Fire Station 5-2 if funding does not become available from higher orders of government.

In the face of uncertainties and high debt levels, only projects with identified funding sources are included

in the recommended 2023-2032 Capital Plan. Unfunded projects include the \$17.2 million aquatic and facility space expansion; the \$10.9 million upgrades to Bethesda Road between Highway 48 and Tenth Line; and the development of numerous parks and parkettes including the Ballantrae South parkette, Gormley parkettes and the Ballymore Park.

One hundred and eight million dollars in projects remain unfunded as staff work with partners in the development community and other levels of government to advance priority initiatives.

The complete list of 2023-2032 unfunded projects can be found page 118.



# Debt PORTFOLIO

The Town of Whitchurch-Stouffville is a two-tier municipality and is part of the Region of York. For the most part, the Town would consult with the Region in order to obtain funding for large and/or one-off projects. Any debt that the Town contemplates undertaking requires to be approved by Council and Region Council before a tri-party agreement between the Town, Region and Infrastructure Ontario is executed. This process therefore requires that York Region be in a good credit standing for the lower tier

municipalities to request any debt.

York Region has a broad range of investments and maintains a prudent approach to investing to ensure its obligations and responsibilities to residents, as well as municipal services are achieved. In December 2022, the credit profile of the Regional Municipality of York (AAA stable) reflects strong governance and prudent fiscal management. A large and diversified economy underpins growth in the regional tax base which, along with

stable and predictable revenue sources and significant provincial and federal funding, support strong fiscal outcomes, and shelter the region from fiscal pressures relating to the pandemic and high inflation. Rising levels of wealth and liquidity ensure healthy growth in reserves and coverage of debt and expenses. York's debt burden is elevated relative to many AAA-rated municipal peers, although the region's debt mitigation strategy has ensured a decline in the debt burden from 145% in 2016 to an estimated 87% in 2022. Increased new borrowing over the next few years for capital projects including the subway extension could put upward pressure on debt levels.

## DEBT PORTFOLIO

Operating Fund	2010-2022	2023	2024	2025	2026	2027-2051
Beginning Principal Balance	\$13,998,751.00	\$8,757,781.99	\$8,121,054.58	\$7,519,954.66	\$6,903,024.42	\$6,531,242.52
Principal Repayment	5,240,969.01	636,727.41	601,099.92	616,930.24	371,781.90	6,531,242.52
Ending Principal Balance	8,757,781.99	8,121,054.58	7,519,954.66	6,903,024.42	6,531,242.52	0.00
Interest Payments	4,910,981.78	\$348,040.00	\$326,154.24	304,025.15	283,456.40	2,555,416.57
<b>Total Debt Payments</b>	<b>10,151,950.79</b>	<b>984,767.41</b>	<b>927,254.15</b>	<b>920,955.38</b>	<b>655,238.30</b>	<b>9,086,659.09</b>

Development Charges Reserve Fund	2010-2022	2023	2024	2025	2026	2027-2051
Beginning Principal Balance	33,423,655.81	\$17,084,751.06	\$15,875,763.57	\$14,850,708.98	\$13,781,527.57	\$12,736,462.30
Principal Repayment	16,338,904.75	1,208,987.49	1,025,054.59	1,069,181.41	1,045,065.27	12,736,462.30
Ending Principal Balance	17,084,751.06	15,875,763.57	14,850,708.98	13,781,527.57	12,736,462.30	0.00
Interest Payments	11,195,080.17	718,613.43	670,905.29	626,778.47	581,146.07	2,945,104.18
<b>Total Debt Payments</b>	<b>27,533,984.92</b>	<b>\$1,927,600.92</b>	<b>\$1,695,959.88</b>	<b>\$1,695,959.88</b>	<b>\$1,626,211.33</b>	<b>15,681,566.48</b>

New Infrastructure Reserve Fund	2010-2022	2023	2024	2025	2026	2027-2051
Beginning Principal Balance	\$1,185,379.19	\$890,097.32	\$830,320.12	\$777,993.46	\$723,960.99	\$676,426.41
Principal Repayment	295,281.87	59,777.20	52,326.66	54,032.47	47,534.58	676,426.41
Ending Principal Balance	\$890,097.32	\$830,320.12	\$777,993.46	\$723,960.99	\$676,426.41	\$0.00
Interest Payments	\$167,000.85	\$29,071.67	\$27,200.30	\$25,494.49	\$23,786.67	\$143,767.96
<b>Total Debt Payments</b>	<b>\$462,282.73</b>	<b>\$88,848.86</b>	<b>\$79,526.96</b>	<b>\$79,526.96</b>	<b>\$71,321.25</b>	<b>\$820,194.37</b>

# 2023 PROJECT LIST

Project Number	Project Title	Description	Project Type	Budget	Operating Impact
<b>Community Planning</b>					
016	Hwy 48 Multi-use Pathway and Streetlights - Ballantrae Rd to Pine Vista Ave	Design rescheduled from 2020 to 2023 with construction to start in 2024, installation of streetlights on Highway 48 in Ballantrae from Pine Vista Avenue (south limit) to Ballantrae Common (north limit).	Growth	\$ 100,000	
019	Traffic System - Collector Roads	Undertake a traffic operations and/or signal coordination study for collector roads.	Growth	\$ 177,700	
064	Gormley & Vandorf Servicing EA	Schedule B EA to bring lake based services into the Gormley and Vandorf areas. These projects may be bumped up into a Schedule C EA if the Schedule B EA determines that lake based services can not be supported.	Strategic Initiatives	\$ 1,000,000	
317	Climate Change Action Plan and Policy Study	Municipal climate change adaptation and mitigation plan. Plan will provide direction to undertake the necessary plans and actions to protect both the community and the corporation in terms of climate change adaptation and mitigation.	Growth	\$ 200,000	
983	Comprehensive Zoning Bylaw Update (New Zoning Bylaw)	A statutory requirement to update the Town's Zoning Bylaw after the new Official Plan is approved. Town's Zoning	Growth	\$ 210,000	
1048	Town of Stouffville Urban Design Guidelines	Stouffville Urban Design Guidelines which includes Main St corridor, growth areas and other communities.	Growth	\$ 175,000	
1054	Parkland Dedication Study	Study determined by the Leisure Master Plan	Growth	\$ 100,000	
1127	Flow Monitoring WW31	Annual water flow monitoring program.	Growth	\$ 174,000	
1373	Sustainable Development Standards	To help encourage and enhance sustainable development across the Town. New development will be encouraged to be constructed in a sustainable manner. The Sustainable Development Standards will identify ways in which developers can exceed the minimum building standards.	Strategic Initiatives	\$ 150,000	
1376	Stouffville Major Transit Station Area (MTSA) - w/Inclusionary Zoning Study	An Inclusionary Zoning Study will examine the possibility of creating policies to require affordable units in new developments in protected Major Transit Station Areas in the Town.	Strategic Initiatives	\$ 100,000	
1390	Complete Streetscape Design, Public Realm and Standards Manual	A new Complete Streetscape design. Public realm and Standards Manual will provide direction on how the public realm including streets, public spaces, key gateway locations in the Town, etc. ought to be designed to help implement the Town's New Official Plan vision for building complete communities, be inclusive of all elements of attractive and complete public realm to enhance the character of the community and other Town building objectives.	Strategic Initiatives	\$ 100,000	
1418	Financial/Non-Financial Incentives for Affordable Housing	Examine opportunities for both financial and non-financial incentives to increase the supply of affordable housing in Town, including purpose-built rental buildings	Strategic Initiatives	\$ 50,000	
<b>Community Safety</b>					
083	Station 5-2, Ballantrae Reconstruction	Design and reconstruction for Station 5-2 in Ballantrae with design in 2023 and construction to follow in 2024.	Strategic Initiatives	\$ 1,080,000	
188	Bunker Gear Replacement	In-Service Gear replacement as required by legislation and to accommodate volunteer recruitment.	Repair & Replacement	\$ 40,000	
577	Replace 5920 (521) - 2008 Pumper	Replacement of 2008 Pumper/Rescue. This is a 2-phase project with completion in 2024.	Repair & Replacement	\$ 900,000	
826	Misc. Equipment, Tools & Firefighter Gear	Provision for the replacement of various small tools and equipment as required. It also funds modernization of equipment on trucks when needed	Repair & Replacement	\$ 30,000	
940	Replace 5928 (5101) 2013 Vehicle - Forestry Unit	Replacement of 5928 (5101) 2013 pick-up truck, Forestry Unit, with slip-in tank/pump.	Repair & Replacement	\$ 75,000	
1000	Drone Replacement	Replacement of Drone aerial device that allow staff to access areas on properties that otherwise cannot be accessed. Provides video, photographic and volumetric information.	Repair & Replacement	\$ 16,000	
1002	By-law Vehicle, Replace - 2013 By-law 1	By-law Vehicle, Replace - 2013 By-law 1.	Repair & Replacement	\$ 65,000	





Project Number	Project Title	Description	Project Type	Budget	Operating Impact
1059	Fire Vehicle - Deputy Chief	New Vehicle for a Deputy Fire Chief identified in the Fire Master Plan for hire in 2023, inclusive of lights and radio.	Growth	\$ 90,000	
1062	Equipment & Gear - Assistant Deputy Chief	Equipment and gear to outfit the new Deputy Chief identified in the Fire Master Plan.	Growth	\$ 8,500	
1064	Equipment & Gear - Firefighters (New)	Equipment and gear to outfit the new Firefighters identified in the Fire Master Plan (16 Firefighters identified in '18 DC study for 100% DC funding-10 funded so far, 6 remaining). Four Firefighters in 2023-pending approval, two in 2024. (The new 2021 MHP indicates 4 in 2023, captured in this project, 4 in 2024-2 captured in this project, 2 in project 1346 Future DC, along with 2 in 2025, 2 in 2026, 4 in 2027, 4 in 2028, 2 in 2029, 2 in 2030).	Growth	\$ 33,200	
1269	Lifecycle Upgrades - Fire Halls	Provisions for annual facility maintenance and enhancements at the Fire Hall.	Repair & Replacement	\$ 30,000	
1412	Traffic Calming Improvements	Implement various traffic calming initiatives including roundabout improvements, accident prediction technology, rumble strips, traffic delineators, radar speed signs and educational programs.	Repair & Replacement	\$ 345,000	
1427	Water Rescue Equipment	New / Replacement of Ice/Water Rescue Equipment	Repair & Replacement	\$ 12,000	
1429	Station Fitness Equipment	New/Replacement fitness equipment at both stations as part of lifecycle	Repair & Replacement	\$ 10,000	
<b>Community Spaces</b>					
234	Lifecycle Upgrades - WS Leisure Centre	Provisions for annual facility maintenance and enhancements at the Leisure Centre.	Repair & Replacement	\$ 100,000	
263	Community Parking Lot Improvements	General repairs through the community to parking lots located around Town facilities.	Repair & Replacement	\$ 50,000	
276	Replace Microfilm Reader	Replacement of existing equipment. Equipment lifespan is 5 years.	Repair & Replacement	\$ 20,000	
426	Lifecycle Upgrades - Operations Centre	Provision for annual facility maintenance and enhancements at the Operations Centre.	Repair & Replacement	\$ 15,000	
427	Lifecycle Upgrades - 19 on the Park	Provision for annual facility maintenance and enhancements at 190TP	Repair & Replacement	\$ 25,000	
594	Fitness Equipment Replacement - WS Leisure Centre	Annual provision for lifecycle replacement of fitness equipment in use at the Leisure Centre.	Repair & Replacement	\$ 45,000	
780	Lifecycle Upgrades - Arenas	Provision for annual repairs and maintenance requirements at the Stouffville Arena and Stouffville Clippers Sports Complex.	Repair & Replacement	\$ 80,000	
787	Lifecycle Upgrades - Museum	Provision for annual facility maintenance and enhancements at the Museum.	Repair & Replacement	\$ 30,000	
795	Corporate Accessibility - Facilities	Corporate Accessibility Annual Program	Repair & Replacement	\$ 35,000	
796	Facilities Lifecycle Upgrades	Provision for annual repairs and maintenance requirements of various Town facilities.	Repair & Replacement	\$ 100,000	
805	Facility Conservation & Sustainability Upgrades	Facility sustainability upgrades as set out in the 5-year Energy Conservation and Demand Management Plan including: energy audits, recommissioning of old equipment, lighting upgrades, peak savings equipment, etc.	Repair & Replacement	\$ 50,000	
1083	Additional Furniture & Equipment	Additional furniture and equipment for the Library.	Growth	\$ 20,000	
1242	General Facility Upgrades	Annual provision needed for general facility upgrades for repair and rehabilitation.	Repair & Replacement	\$ 75,000	
1268	Lifecycle Upgrades - Town Hall	Provisions for annual facility maintenance and enhancements at the Town Hall.	Repair & Replacement	\$ 40,000	
1270	Life Safety Upgrades	Provision for annual maintenance, repair, upgrades and enhancements of life safety systems such as generators, fire sprinklers, etc.	Repair & Replacement	\$ 75,000	
1271	Office Furniture	Provision for various workstations and office furniture needs at all municipal locations.	Repair & Replacement	\$ 15,000	
1290	Clock Tower Rehabilitation	Rehabilitation of clock tower to ensure state of good repair - re-pointing brick, replacement of roof, updates to clock mechanism	Repair & Replacement	\$ 575,000	
1364	Cemetery Lifecycle Upgrades	Provisions for capital repairs and maintenance requirements for the Cemetery.	Repair & Replacement	\$ 25,000	



Project Number	Project Title	Description	Project Type	Budget	Operating Impact
1432	New Logo and Branding	New logo to incorporate our growing library system and the addition of the Art Centre. Update branding to embrace the new exciting and vibrant branding of the Town.	Repair & Replacement	\$ 27,500	
1442	Automatic Window Blinds for Studio	Automated Window Blinds for Studio	Repair & Replacement	\$ 50,000	
1447	Revitalization of Museum Barn	Due to damage caused by the May 2022 wind storm and general lifecycle maintenance this project is required to ensure the maintenance and protection of the Town's heritage asset.	Repair & Replacement	\$ 75,000	
1448	Bogartown School House Classroom Expansion	The current classroom does not align with the original and historic size, this project will ensure that historical integrity of the original classroom size is restored (design & engineer in year one, construction in year two)	Repair & Replacement	\$ 25,000	
1451	Leisure Centre Exterior Wall	Due to damage caused by the May 2022 wind storm and general lifecycle maintenance this project is required to ensure the restoration of the exterior wall	Repair & Replacement	\$ 75,000	
<b>Customer Service Excellence</b>					
581	Strategic Planning	Corporate strategic planning project.	Strategic Initiatives	\$ 120,000	
761	General Admin Study	General Admin Study.	Strategic Initiatives	\$ 25,000	
937	Town Corp Online Permit & Fee Acceptance Software	Modernize Building Services to improve access to customers	Strategic Initiatives	\$ 15,000	
1424	AIMS Code Inspection Module	AIMS Code inspection is a functionality needed to be added to the existing AIMS solution. This functionality would include ability to manage non-parking bylaw enforcement within AIMS. This includes the addition of online by-law ticket payments, screening requests (appeals), late notice (biling) letters and reporting. Existing AIMS mobile licenses will be updated to allow for non-parking tickets to be issued by officers. Operational impact of \$3,900 in 2024.	Strategic Initiatives	\$ 20,000	
<b>Infrastructure Rehabilitation &amp; Replacement</b>					
176	Tandem Dump Truck, Replace (#08-68)	Replacement of unit #08-68, tandem dump truck.	Repair & Replacement	\$ 500,000	
196	Repair/Rehabilitation	Annual repair and rehabilitation of various roads.	Repair & Replacement	\$ 1,560,000	
407	U/G Condition Assessment/ Asset Management	Annual amount to perform underground infrastructure structure condition assessments as needed.	Repair & Replacement	\$ 20,000	
490	Hardware Lifecycle Upgrades to Servers & Infrastructure	Annual upgrades required for hardware upgrades involving servers and infrastructure.	Repair & Replacement	\$ 170,000	
556	Single Axle Dump Truck, Replace (#09-67)	Replacement of unit 09-67, single axle dump truck.	Repair & Replacement	\$ 375,000	
570	Software Licensing Lifecycle Upgrades to Servers & Infrastructure	Additional software licensing requirements related to new software and/or additional staffing.	Repair & Replacement	\$ 80,000	
584	Traffic Control Signs	Annual provision for the purchase of new traffic control signs.	Repair & Replacement	\$ 25,000	
586	Sewer System Improvements	Annual amount ear-marked for unforeseen circumstances and work that doesn't constitute a separate capital project, i.e. Replacement of valves, hydrant, sections of pipe, etc.	Repair & Replacement	\$ 100,000	
587	Water System Improvements	Annual amount ear-marked for unforeseen circumstances and work that doesn't constitute a separate capital project i.e. Replacement of valves, hydrant, sections of pipe, etc.	Repair & Replacement	\$ 100,000	
709	Edward St. Reconstruction	Edward St. 250mm Watermain Replacement from Rupert Ave to Main St Incl Road & Sewer. Construction budget for Edward St including Hydro relocation and road, water and wastewater works and land.	Repair & Replacement	\$ 7,560,000	
718	Lloyd St. Reconstruction (W27)	W27 - 150 mm watermain upgrade along Lloyd Street from Main Street to Rose Avenue. Design and reconstruction of the road, watermain and sanitary sewer with potential addition of a storm sewer and catch basins. There is an existing sidewalk. Street lights are cobra heads that will be upgraded to LED under a separate project. The road length is approximately 370m. The Lloyd St. project was included in the 2019 budget and the design is now complete. However, the latest construction estimate which is based on the recently completed detailed design exceeds the 2021 construction budget. As a result, the construction portion of the project is rescheduled to 2023 to match the latest estimate.	Growth	\$ 4,000,000	



Project Number	Project Title	Description	Project Type	Budget	Operating Impact
750	Project Management & Administration	Project management and administration for 2021	Growth	\$ 177,000	
834	Various Sidewalk Repairs	Annual capital fund for sidewalk repairs as required through the year	Repair & Replacement	\$ 100,000	
847	3/4 Ton Cargo Van Replace (#14-130W)	Replacement of unit #14-130W 3/4 ton cargo van.	Repair & Replacement	\$ 113,000	
850	Wood Chipper Replace (#128-14)	Replace #128 - 2014 Bandit 990XP Wood Chipper	Repair & Replacement	\$ 140,000	
878	Small Equipment	To support service to residents, a variety of small equipment is required.	Repair & Replacement	\$ 50,000	
895	Streetlight Improvements, Various Locations	Annual provisions for streetlight repairs, improvements and additions as required through the year.	Repair & Replacement	\$ 100,000	
898	Stormwater Systems & Facility Management Improvements	Annual provisions for storm sewer system repairs, improvements, additions as required through the year. i.e. Replacement of sections of pipe, maintenance holes, catch basins etc. Along with stormwater management pond rehabilitation, which can include landscaping, cleaning, infrastructure repair/ replacement (i.e. path repair, inlets & outfalls, etc.)	Repair & Replacement	\$ 130,000	
951	Controlled Crossing Infrastructure Safety Assessment and Repairs	Infrastructure improvements at controlled crossings. To undertake a detailed design, which includes signage installation and improvements to sidewalks, pedestrian barriers and pavement markings. To facilitate the implementation of whistle cessation at the three remaining urban rail crossings located at Main Street, Hoover Park Drive, and Reeves Way Boulevard.	Repair & Replacement	\$ 250,000	
961	PC Equipment - Desktop and Notebook PC Refresh	Desktop and notebook PC refresh to address lifecycle replacement of the Town's PC assets. Fluctuations to the project cost occurs due to size of lifecycle pool that requires replacement.	Repair & Replacement	\$ 170,000	
1006	Small Equipment (Water)	Purchase of small equipment to support Public Works water activities, including bulk water station for 2020.	Repair & Replacement	\$ 35,000	
1007	Small Equipment (Wastewater)	Purchase of small equipment to support Public Works wastewater activities.	Repair & Replacement	\$ 10,000	
1021	Lifecycle Upgrades - Gormley Pumping Station	Provisions to provide general facility upgrades.	Repair & Replacement	\$ 15,000	
1022	Westfield Estates Drainage Easement Rehabilitation Ph2	Drainage easement restoration and improvements in numerous areas within Westfield Estates.	Repair & Replacement	\$ 200,000	
1128	IT Disaster Recovery	In the event of a catastrophe which would incapacitate the Town Hall data center, there would be a widespread and prolonged disruption to critical IT services which will impact business continuity and greatly affect the Town's ability to deliver services to residents. As such, it is recommended that the Town establish cloud based DRaaS (Disaster Recovery As A Service partner with a vendor partner) to safeguard the most critical IT services necessary to support the Town's overarching business continuity and emergency management plans. There will be an estimated \$85,000 annual operating hosted service cost.	Strategic Initiatives	\$ 35,000	\$ 85,000
1200	12' Utility Trailer, Replace 2016 #TR-9	2016 Advantage 10' Utility Trailer Replace #TR-9, Parks with 12' to accommodate equipment	Repair & Replacement	\$ 10,000	
1202	20' Landscape Trailer, Replace 2015 #TR-11	2015 Trailers Plus 20' Landscape Trailer Replace #TR-11	Repair & Replacement	\$ 23,000	
1212	4320 Farm Groomer Tractor Replace #P-6	John Deere 4320 Replace #P-6, Parks	Repair & Replacement	\$ 125,000	
1218	Heavy Duty Utility Vehicles Replace 2018 #P-19	Toro Utility Vehicle Replace #P-19	Repair & Replacement	\$ 50,000	
1248	Post Construction Restoration	Annual allocation for out of warranty construction items (e.g. boulevard) as required throughout the year.	Repair & Replacement	\$ 30,000	
1323	Department Requests for Hardware & Software	Annual hardware and software requests from different departments to support strategic initiatives and delivery operational efficiency. There is an operational cost of \$5,700.	Strategic Initiatives	\$ 57,900	\$ 5,700
1380	Repair & Replacement - Design and Contract Administration	Design and construction administration for the annual repair and rehabilitation of various roads to address the next year's R&R program.	Repair & Replacement	\$ 200,000	
1381	Pavement Preservation	Annual Slurry seal, fog seal, micro surfacing, crack sealing program. Applying the appropriate process for the road's condition allows the road surface to remain safe for the driving public until resurfacing of the road can be scheduled in the repair & restoration budget.	Repair & Replacement	\$ 200,000	



Project Number	Project Title	Description	Project Type	Budget	Operating Impact
1426	AIR GAP Backup Solution	Mitigating the risk of data loss in our organization involves comprehensive planning and the application of multiple techniques. One of the most effective data loss techniques is air gapping. Air Gapping provides the Town with an offline copy of our critical systems data and sensitive information, which will tremendously reduce the risk of data loss to our organization	Strategic Initiatives	\$ 115,000	
1463	Tree Removal and Planting	Annual provisions for removal and planting of boulevard and roadside trees.	Repair & Replacement	\$ 125,000	
1465	Emergency Access Improvements - Conner Dr. & Cedarvale Blvd.	Emergency Access on the north side of Musselman's Lake was identified during the May 2022 wind storm.	Repair & Replacement	\$ 150,000	
1468	Asset Management Plan	As per O.Reg. 588/17 the Town must have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service. Deadline is July 1, 2025 the Town is to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2024. This includes an identification of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities.	Repair & Replacement	\$ 50,000	
1469	Project - Final Close Out	Project is intended to capture final costs associated with closing out infrastructure projects that are one hundred per cent complete and warranty on projects have been achieved.	Repair & Replacement	\$ 30,000	
<b>New Infrastructure</b>					
840	Bethesda Side Rd Resurfacing 2km between (Hwy 404 to Hwy 48)	Road resurfacing of Bethesda Rd, 2km of road identified as being most in need of upgrade between (Hwy 404 to Hwy 48). Section Woodbine to Warden Ave. is scheduled for 2023.	Growth	\$ 300,000	
1076	Small Dump Truck - Parks	Purchase of a new small dump truck to assist with park project efficiencies.	Growth	\$ 100,000	
1077	Trailer - Parks	New trailer - Parks designated as growth.	Growth	\$ 30,000	
1080	Zero Turn Mower	Increasing the complement of our zero turn mowers to meet the growing demands of parkland maintenance. Two units were approved in the DC Study. One scheduled in 2023, the other in 2026.	Growth	\$ 35,000	
1081	Tractor - Parks	New tractor - Parks designated as growth.	Growth	\$ 125,000	
1082	ATV Utility Vehicle - Parks	Purchase of a new ATV utility vehicle to assist with transportation of staff and materials.	Growth	\$ 35,000	
1254	7.5-Ton Mini-Excavator	Purchase of a new mid-size mini-excavator to perform road maintenance activities. This equipment would reduce reliance and associated costs on contractors and rented equipment (typically \$60-65,000 annually). Re-budget from 2022 capital project due to budget constraints.	Strategic Initiatives	\$ 190,000	\$ 5,000
1309	Main Street Pedestrian Crossover Installation	The design and construction of a pedestrian crossover on Main Street between Lloyd Street and Freeland Lane. The PXO will include the use of regulatory signs, pavement markings, mast arms, aluminum poles, and rectangular rapid flashing beacons (RRFBs).	Strategic Initiatives	\$ 125,400	
1453	Maintenance Technician Van, - contingent of New 2023 FTE request	Maintenance Technician Van for the new FTE request - pending Council approval during budget deliberation.	Strategic Initiatives	\$ 75,000	\$ 4,000
<b>Parks &amp; Open Spaces</b>					
131	Baker Hill North Park (Tovrel / Scouff Con 8 Neighbourhood Park)	New neighbourhood park which includes 2 tennis courts and splash pad, design in 2022, construction in 2023.	Growth	\$ 1,555,300	
509	Diamond 3 Bethesda Park	New Diamond 3 to become Regulation Size Field with Irrigation and Lights, design 2025, construction 2026.	Growth	\$ 260,000	
618	Tree Replacement Program	Annual tree replacement program is required on a yearly basis due to the Emerald Ash Borer disease and to enhance the Town's tree canopy.	Repair & Replacement	\$ 50,000	
791	Park Amenities	Annual provision for the repair and maintenance of park amenities.	Repair & Replacement	\$ 40,000	
792	Lifecycle Upgrades - Parks	Annual provision for park maintenance work.	Repair & Replacement	\$ 60,000	
793	Small Equipment	Annual budget to capture the purchase of small equipment for parks.	Repair & Replacement	\$ 15,000	
1140	Playground Resurfacing Replacement	All playground locations to be scheduled throughout the multi year term. Remove pea stone and replace with engineered wood fiber for safety and cleanliness.	Repair & Replacement	\$ 50,000	





Project Number	Project Title	Description	Project Type	Budget	Operating Impact
1146	Asphalt Path Maintenance	Asphalt maintenance at various parking and trail locations.	Repair & Replacement	\$ 60,000	
1304	Relocation Bethesda Cricket Pitch	The Bethesda cricket pitch has been relocated with the addition of significant top soil that was added in 2022. the amount requested is for the addition of the pitch. This project will allow for simultaneously play at Bethesda Park for soccer and cricket.	Repair & Replacement	\$ 30,000	
1306	Playground Equipment Replacement	Annual allotment for the replacement of playground equipment.	Repair & Replacement	\$ 100,000	
<b>Total 2023 Capital Budget</b>				<b>\$ 27,495,500</b>	<b>\$ 99,700</b>



# 5-Year PROJECT LIST

Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
Office of the CAO								
General Admin								
581	Strategic Planning	Strategic Initiatives	120,000	-	-	120,000	-	220,000
761	General Admin Study	Strategic Initiatives	25,000	30,000	35,000	40,000	45,000	175,000
1444	Analysis and Establishment of KPIs	Strategic Initiatives	-	75,000	-	-	-	75,000
By-law Fleet								
1002	By-law Vehicle, Replace - 2013 By-law 1	Repair & Replacement	65,000	-	-	-	-	65,000
1003	By-law Vehicle, Replace - 2013 By-law 2	Repair & Replacement	-	65,000	-	-	-	65,000
1004	By-law Vehicle - 2016 By-law 3	Repair & Replacement	-	-	-	65,000	-	65,000
1005	New Vehicle - By-law	Growth	-	65,000	-	-	-	65,000
1232	Full Size Van By-Law Animal Control - Replace 2018 By-law 5	Repair & Replacement	-	-	-	-	75,000	75,000
Office of the CAO Total			210,000	235,000	35,000	225,000	120,000	825,000
Finance and Technology Services								
Finance Admin								
1051	Development Charge Study	Strategic Initiatives	-	-	-	-	100,000	100,000
1468	Asset Management Plan	Repair & Replacement	50,000	50,000	-	-	-	100,000
Info Technology								
490	Hardware Lifecycle Upgrades to Servers & Infrastructure	Strategic Initiatives	170,000	245,000	280,000	335,000	245,000	1,275,000
570	Software Licensing Lifecycle Upgrades to Servers & Infrastructure	Repair & Replacement	80,000	80,000	80,000	80,000	80,000	400,000
961	PC Equipment - Desktop and Notebook PC Refresh	Repair & Replacement	170,000	150,000	220,000	50,000	50,000	640,000
1045	Electronic Document & Records Management System	Repair & Replacement	-	300,000	-	-	-	300,000
1128	IT Disaster Recovery	Repair & Replacement	35,000	-	-	-	250,000	285,000
1129	Storage Area Network (SAN) Replacement	Repair & Replacement	-	100,000	-	-	100,000	200,000
1238	Future Emerging Technology Needs	Strategic Initiatives	-	350,000	-	350,000	-	700,000
1295	Server Chassis and Cluster Replacement	Strategic Initiatives	-	100,000	-	-	-	100,000
1296	Microsoft Windows Server Operating System Upgrades	Repair & Replacement	-	100,000	-	-	-	100,000
1297	IT Security Audit	Strategic Initiatives	-	30,000	-	35,000	-	65,000
1302	Corporate Mobile Smartphone Refresh	Repair & Replacement	-	85,000	-	-	85,000	170,000
1320	DMZ Server Replacement	Repair & Replacement	-	80,000	-	-	80,000	160,000
1323	Department Requests for Hardware & Software	Strategic Initiatives	57,900	-	-	-	-	57,900
1327	Additional Diamond/Microsoft GP Licenses	Repair & Replacement	-	-	45,000	-	-	45,000
1413	Latham Art Centre - IT Integrations	Repair & Replacement	-	60,000	-	-	-	60,000
1423	Fleet Management System	Strategic Initiatives	-	25,000	-	-	-	25,000



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
1424	AIMS Code Inspection Module	Strategic Initiatives	20,000	-	-	-	-	20,000
1425	Monitoring and Alerting System	Strategic Initiatives	-	37,500	-	-	-	37,500
1426	AIR GAP Backup Solution	Strategic Initiatives	115,000	-	-	-	-	115,000
<b>Finance and Technology Services Total</b>			<b>697,900</b>	<b>1,792,500</b>	<b>625,000</b>	<b>850,000</b>	<b>990,000</b>	<b>4,955,400</b>
<b>Fire &amp; Emergency Services</b>								
<b>Fire Suppression</b>								
188	Bunker Gear Replacement	Repair & Replacement	40,000	40,000	40,000	40,000	45,000	205,000
190	Replace One Set Rescue Tools & Air Bags	Repair & Replacement	-	50,000	-	-	-	50,000
824	Defib Equipment Replacement	Repair & Replacement	-	40,000	-	-	-	40,000
826	Misc. Equipment, Tools & Firefighter Gear	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
998	Firefighter Rescue Gear	Repair & Replacement	-	-	-	-	25,000	25,000
1061	Equipment & Gear - Fire Prevention Staff	Growth	-	8,300	-	-	-	8,300
1062	Equipment & Gear - Assistant Deputy Chief	Growth	8,500	-	-	-	-	8,500
1063	Equipment & Gear - Training Officer	Growth	-	-	8,300	-	-	8,300
1064	Equipment & Gear - Firefighters (New)	Growth	33,200	16,600	-	-	-	49,800
1347	Community Risk Assessment - Fire	Strategic Initiatives	-	-	-	-	20,000	20,000
1427	Water Rescue Equipment	Repair & Replacement	12,000	12,000	12,000	12,000	12,000	60,000
1429	Station Fitness Equipment	Repair & Replacement	10,000	10,000	10,000	10,000	10,000	50,000
1466	Fire Master Plan - Update	Strategic Initiatives	-	-	-	-	50,000	50,000
<b>Fire &amp; Emergency Services Fleet</b>								
577	Replace 5920 (521) - 2008 Pumper	Repair & Replacement	900,000	-	-	-	-	900,000
579	Replace 2008 Rescue Heavy #5923 (519)	Repair & Replacement	-	-	-	-	600,000	600,000
931	Replace 5921 (514) 2008 Pumper / Tanker	Repair & Replacement	-	-	900,000	-	-	900,000
940	Replace 5928 (5101) 2013 Vehicle - Forestry Unit	Repair & Replacement	75,000	-	-	-	-	75,000
994	Replace 5938 2018 - Deputy Chief's Vehicle	Repair & Replacement	-	-	-	-	75,000	75,000
995	Replace Fire Prevention Vehicle (5931) 2016	Repair & Replacement	-	40,000	-	-	-	40,000
996	Replace Fire Prevention Vehicle (5932) 2016	Repair & Replacement	-	-	46,000	-	-	46,000
997	Replace Fire Prevention Vehicle (5933) 2016	Repair & Replacement	-	40,000	-	-	-	40,000
1059	Fire Vehicle - Deputy Chief	Growth	90,000	-	-	-	-	90,000
1066	Fire Vehicle - Training Officer	Growth	-	-	75,000	-	-	75,000
1259	Fire Vehicle - Fire Prevention Officer (2026)	Growth	-	40,000	-	-	-	40,000
1340	Replace Cargo Trailer 2016 (Fleet#5934)	Repair & Replacement	-	-	-	10,000	-	10,000
1341	Replace Polaris 2016 (Fleet #5935)	Repair & Replacement	-	-	-	35,000	-	35,000
<b>Fire &amp; Emergency Services Total</b>			<b>1,198,700</b>	<b>326,900</b>	<b>1,121,300</b>	<b>137,000</b>	<b>867,000</b>	<b>3,650,900</b>



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
Development Services								
Development Services								
064	Gormley & Vandorf Servicing EA	Strategic Initiatives	1,000,000	-	-	-	-	1,000,000
095	Stouffville Secondary Plan	Strategic Initiatives	-	-	-	-	111,100	111,100
311	Gormley Secondary Plan	Strategic Initiatives	-	350,000	-	-	-	350,000
312	Vandorf - Preston Lake Secondary Plan	Strategic Initiatives	-	-	-	150,000	-	150,000
315	Ballantrae-Muselman's Lake Secondary Plan	Strategic Initiatives	-	-	-	-	94,400	94,400
317	Climate Change Action Plan and Policy Study	Growth	200,000	-	-	-	-	200,000
330	Various Planning Studies	Strategic Initiatives	-	20,000	20,000	20,000	20,000	80,000
582	Economic Development Strategy Update	Strategic Initiatives	-	-	50,000	-	-	50,000
632	Traffic Operation Study (Linked to Transportation Master Plan)	Strategic Initiatives	-	-	-	266,700	-	266,700
937	Town Corp Online Permit & Fee Acceptance Software	Strategic Initiatives	15,000	-	-	-	-	15,000
938	Online Inspection & Status request Software	Strategic Initiatives	-	35,000	-	-	-	35,000
939	Mobile Inspection Software & Hardware, Building	Strategic Initiatives	-	-	-	50,000	-	50,000
983	Comprehensive Zoning Bylaw Update (New Zoning Bylaw)	Growth	210,000	-	-	-	-	210,000
986	Land Supply Analysis & Employment Land Needs Study Update	Strategic Initiatives	-	-	-	-	100,000	100,000
987	Background Studies for Official Plan Policy Review	Strategic Initiatives	-	-	-	-	350,000	350,000
988	Provincial Policy Conformity Exercise	Strategic Initiatives	-	100,000	-	-	100,000	200,000
989	Transportation Master Plan Update	Strategic Initiatives	-	-	-	275,000	-	275,000
990	Water and Wastewater Servicing Master Plan Update	Strategic Initiatives	-	-	-	-	500,000	500,000
1000	Drone Replacement	Repair & Replacement	16,000	-	-	18,000	-	34,000
1048	Town of Stouffville Urban Design Guidelines	Growth	175,000	-	-	-	-	175,000
1050	Future Service Area Study - Water & Wastewater	Strategic Initiatives	-	500,000	-	-	250,000	750,000
1055	Age Friendly Policy Strategy	Strategic Initiatives	-	-	100,000	-	-	100,000
1231	Engineering Standard Review	Strategic Initiatives	-	56,000	-	-	-	56,000
1317	Stouffville Secondary Plan	Strategic Initiatives	-	-	-	-	120,000	120,000
1373	Sustainable Development Standards	Strategic Initiatives	150,000	-	-	-	-	150,000
1374	Expansion Lands Secondary Plan	Strategic Initiatives	-	-	250,000	-	350,000	600,000
1376	Stouffville Major Transit Station Area (MTSA) - Inclusionary Zoning Study	Strategic Initiatives	100,000	-	-	-	-	100,000
1389	Agri-tourism Policy Strategy	Strategic Initiatives	-	-	75,000	-	-	75,000
1390	Complete Streetscape Design, Public Realm and Standards Manual	Strategic Initiatives	100,000	-	-	-	-	100,000
1418	Financial/Non-Financial Incentives for Affordable Housing	Strategic Initiatives	50,000	-	-	-	-	50,000
1419	Natural Features Restoration and Enhancement Strategy	Strategic Initiatives	-	-	100,000	-	-	100,000
1420	Housing Strategy Five-Year Review	Strategic Initiatives	-	-	-	-	100,000	100,000





Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
<b>Engineering Development Roads</b>								
1243	Tenth Line Roundabout - Street G	Growth	-	-	919,000	-	-	919,000
<b>Engineering Development Waste Water</b>								
1127	Flow Monitoring WW31	Growth	174,000	174,000	174,000	-	-	522,000
<b>Engineering Development Parks</b>								
1068	Pedestrian Bridge - Savana Cove / Wingarden	Growth	-	500,000	-	-	-	500,000
<b>Development Services Fleet</b>								
1041	Replace Vehicle 2017 Eng 17-2	Repair & Replacement	-	-	57,000	-	-	57,000
<b>Development Services Total</b>			<b>2,190,000</b>	<b>1,735,000</b>	<b>1,745,000</b>	<b>779,700</b>	<b>2,095,500</b>	<b>8,545,200</b>
<b>Public Works</b>								
<b>Public Works Admin</b>								
177	Contracted Plow Unit	Growth	-	218,900	-	-	-	218,900
850	Wood Chipper Replace (#128-14)	Repair & Replacement	140,000	-	-	-	-	140,000
878	Small Equipment	Repair & Replacement	50,000	50,000	50,000	50,000	50,000	250,000
934	Stormwater Master Plan	Strategic Initiatives	-	-	440,000	-	-	440,000
985	Corridor Improvement Studies and Municipal Class EAs	Strategic Initiatives	-	200,000	-	-	-	200,000
1020	Vac Trailer - Replacement (#132-14)	Repair & Replacement	-	-	-	100,000	-	100,000
1088	Lakeshore Rd Environmental Assessment	Growth	-	168,300	-	-	-	168,300
1090	Tenth Line Improvements & Jog Elimination Environmental Assessment	Growth	-	-	-	224,400	-	224,400
1163	Asphalt Reclaimer Trailer - Replace (#135-15)	Repair & Replacement	-	-	-	-	75,000	75,000
1378	Standard Specifications	Strategic Initiatives	-	50,000	-	-	-	50,000
<b>Roads</b>								
004	Boyer St. Reconstruction	Repair & Replacement	-	-	425,000	2,000,000	-	2,425,000
012	Streetslights-Hwy 48 - Bethesda Rd to Main St	Growth	-	-	527,100	-	-	527,100
016	Hwy 48 Multi-use Pathway and Streetslights - Ballantrae Rd to Pine Vista Ave	Growth	100,000	1,423,000	-	-	-	1,523,000
019	Traffic System - Collector Roads	Growth	177,700	-	-	-	-	177,700
020	Traffic Timing System-Other Roads	Growth	-	-	-	-	149,200	149,200
023	Winona Dr, Main to Rupert Reconstruction	Repair & Replacement	-	2,000,000	-	-	-	2,000,000
028	Pedestrian Bridge-Stouffville Reservoir - Millard St	Growth	-	-	300,000	-	-	300,000
034	Signals-Hwy 48/Bethesda Rd North Leg	Growth	-	-	285,000	-	-	285,000
074	Loretta Crescent	Repair & Replacement	-	-	425,000	2,000,000	-	2,425,000
103	Main St Reconstruction, Ninth Line to Stouffer St. W22	Growth	-	12,000,000	-	-	3,200,000	15,200,000
107	Signal - Tenth Line North/Forsyth Farm Rd	Growth	-	285,000	-	-	-	285,000
108	Signals - RR#30/Hoover Park Dr	Growth	-	285,000	-	-	-	285,000
116	Streetslights & Sidewalks - Ninth Line S. Limit Existg Musselmans Lake to N. Limit Existg	Growth	-	150,000	722,000	-	-	872,000
122	Pedestrian Bridge - Little Rouge at Ringwood SWM	Growth	-	-	300,000	-	-	300,000



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
124	Pedestrian Bridge - Reesor Creek	Growth	-	-	300,000	-	-	300,000
155	Glengall Lane Reconstruction	Repair & Replacement	-	-	-	425,000	2,000,000	2,425,000
196	Repair/Rehabilitation	Repair & Replacement	1,560,000	1,760,000	1,760,000	2,000,000	2,000,000	9,080,000
304	Frederick St, Church St and Duchess St. Reconstruction	Repair & Replacement	-	-	-	-	425,000	425,000
340	Somerville St - O'Brien to Civic	Repair & Replacement	-	-	-	-	425,000	425,000
584	Traffic Control Signs	Repair & Replacement	25,000	25,000	30,000	30,000	35,000	145,000
657	Ninth Line - Multi-use Pathway & Streetlights, Bethesda Rd to Rupert Ave	Growth	-	-	200,000	888,800	-	1,088,800
660	Multi-use Pathway in Blvd Main St - Hwy 48 to Ninth Line	Growth	-	150,000	-	-	423,800	573,800
662	Tenth Line Multi-use Pathway and Streetlights - Bethesda to Main St	Growth	-	-	250,000	1,417,400	-	1,667,400
665	RR30 Multi-use Pathways - Main to S. Limit & Streetlights - N. Limit of Development to S. Limit	Growth	-	-	200,000	1,626,000	-	1,826,000
709	Edward St. Reconstruction	Repair & Replacement	7,560,000	-	-	-	-	7,560,000
718	Lloyd St. Reconstruction (W27)	Growth	4,000,000	-	-	-	-	4,000,000
750	Project Management & Administration	Growth	177,000	177,000	177,000	177,000	177,000	885,000
840	Bethesda SideRd Resurfacing 2km between (Hwy 404 to Hwy 48)	Growth	300,000	-	-	-	-	300,000
895	Streetlight Improvements, Various Locations	Repair & Replacement	100,000	100,000	100,000	100,000	100,000	500,000
898	Stormwater Systems & Facility Management Improvements	Repair & Replacement	130,000	130,000	130,000	130,000	130,000	650,000
951	Controlled Crossing Infrastructure Safety Assessment and Repairs	Repair & Replacement	250,000	-	-	-	-	250,000
956	Maystone Ave Reconstruction	Repair & Replacement	-	-	-	425,000	2,000,000	2,425,000
958	South St Reconstruction	Repair & Replacement	-	-	425,000	2,000,000	-	2,425,000
1022	Westfield Estates Drainage Easement Rehabilitation Ph2	Repair & Replacement	200,000	-	-	-	-	200,000
1084	Multi-use Pathway in Blvd - Main St, Tenth Line to Ninth Line	Growth	-	-	-	120,000	584,400	704,400
1085	Intersection Improvements - Lakeshore at Hwy 48	Growth	-	50,000	103,000	-	-	153,000
1099	McCowan Rd Shared Route Treatment - Davis Dr to Bloomington Rd	Growth	-	-	-	-	116,000	116,000
1100	Lakeshore Rd Shared Route Treatment - Hwy 48 to Ninth Line	Growth	-	-	27,800	-	-	27,800
1103	Stouffville Trails Plan Shared Route Treatment	Growth	-	174,000	-	-	-	174,000
1161	LED Streetlight Conversion Project	Strategic Initiatives	-	450,000	-	-	-	450,000
1248	Post Construction Restoration	Repair & Replacement	30,000	30,000	-	-	-	60,000
1309	Main Street Pedestrian Crossing Design	Strategic Initiatives	125,400	-	-	-	-	125,400
1380	Repair & Replacement - Design and Contract Administration	Repair & Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
1381	Pavement Preservation	Repair & Replacement	200,000	275,000	300,000	300,000	300,000	1,375,000
1412	Traffic Calming Improvements	Repair & Replacement	345,000	-	-	-	-	345,000
1463	Tree Removal and Planting	Repair & Replacement	125,000	150,000	175,000	200,000	210,000	860,000
1465	Emergency Access Improvements - Conner Dr. & Cedarvale Blvd.	Repair & Replacement	150,000	-	-	-	-	150,000
1469	Project - Final Close Out	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
<b>Sidewalks</b>								
115	Ninth Line & Bloomington Rd Sidewalk & Streetlights-N. to S., W. to E. Limit Hamlet of Bloomington	Growth	-	-	905,000	-	-	905,000
673	Sidewalk Hwy 48 - Millard St to Sam's Way	Growth	-	-	453,400	-	-	453,400
675	Sidewalk Downtown Intensification Area - Various Locations	Growth	-	-	100,800	-	-	100,800
834	Various Sidewalk Repairs	Repair & Replacement	100,000	100,000	100,000	125,000	125,000	550,000
<b>Public Works Fleet</b>								
175	Single Axle Dump Truck, Replace (#13-93)	Repair & Replacement	-	-	350,000	-	-	350,000
176	Tandem Dump Truck, Replace (#08-68)	Repair & Replacement	500,000	-	-	-	-	500,000
556	Single Axle Dump Truck, Replace (#09-67)	Repair & Replacement	375,000	-	-	-	-	375,000
844	Tractor, Mower and Snowblower Replace (#09-77)	Repair & Replacement	-	-	-	175,000	-	175,000
847	3/4 Ton Cargo Van Replace (#14-130)W	Repair & Replacement	113,000	-	-	-	-	113,000
849	Tandem Dump Truck Replace (#11-89)	Repair & Replacement	-	500,000	-	-	-	500,000
851	2 Ton Dump Truck, Replace (#14-131)	Repair & Replacement	-	-	-	147,000	-	147,000
1012	1/2 Ton Pick-Up Truck Replace (#15-133)	Repair & Replacement	-	-	81,000	-	-	81,000
1014	1 Ton Pick-Up Truck Replace (#16-149)	Repair & Replacement	-	-	104,000	-	-	104,000
1015	1/2 Ton Pick-Up Truck Replace (#16-151)	Repair & Replacement	-	-	81,000	-	-	81,000
1016	3/4 Ton Pick-Up Truck Replace (#16-152)W	Repair & Replacement	-	-	86,000	-	-	86,000
1017	1/2 Ton Pick-Up Truck Replace (#17-159)	Repair & Replacement	-	-	-	81,000	-	81,000
1018	1/2 Ton Pick-Up Truck Replace (#158-17)	Repair & Replacement	-	-	-	81,000	-	81,000
1166	3/4 Ton Pick-Up Truck Replace (#18-161)	Repair & Replacement	-	-	-	86,000	-	86,000
1167	3/4 Ton Cargo Van Replace (#18-162) WW	Repair & Replacement	-	-	-	113,000	-	113,000
1168	1/2 Ton Pick-Up Truck Replace (#18-163)	Repair & Replacement	-	-	-	81,000	-	81,000
1169	Mid-size Pick-Up Truck Replace (#19-164)	Repair & Replacement	-	-	-	-	57,000	57,000
1170	Mid-Size Pick-Up Truck Replace (#19-165)	Repair & Replacement	-	-	-	-	57,000	57,000
1171	Mid-Size Pick-Up Truck Replace (#19-166)	Repair & Replacement	-	-	-	-	57,000	57,000
1172	3/4 Ton Cargo Van Replace (#18-168)W	Repair & Replacement	-	-	-	113,000	-	113,000
1254	7.5-Ton Mini-Excavator	Strategic Initiatives	190,000	-	-	-	-	190,000
1333	Service Vehicle	Strategic Initiatives	-	110,000	-	-	-	110,000
1334	Skid Steer	Strategic Initiatives	-	159,000	-	-	-	159,000
<b>Public Works Total</b>			<b>17,253,100</b>	<b>21,400,200</b>	<b>10,143,100</b>	<b>15,445,600</b>	<b>12,926,400</b>	<b>77,168,400</b>
<b>Waste Water</b>								
<b>Waste Water Capital</b>								
407	U/G Condition Assessment/Asset Management	Repair & Replacement	20,000	20,000	20,000	20,000	20,000	100,000
586	Sewer System Improvements	Repair & Replacement	100,000	100,000	100,000	100,000	100,000	500,000
697	S10 Abandon Sewer S. Limit Beryl Ave to Ninth Line 20m S. of Wingarden Ct	Growth	-	-	102,900	-	-	102,900



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
1007	Small Equipment (Wastewater)	Repair & Replacement	10,000	10,000	10,000	10,000	10,000	50,000
1367	Subtrunk #1 Ext. Amendment to EA, Design & Agency Approvals WW08, WW09, WW10	Growth	-	500,000	-	-	-	500,000
<b>Waste Water Total</b>			<b>130,000</b>	<b>630,000</b>	<b>232,900</b>	<b>130,000</b>	<b>130,000</b>	<b>1,252,900</b>
<b>Water</b>								
<b>Water Capital</b>								
587	Water System Improvements	Repair & Replacement	100,000	100,000	100,000	100,000	100,000	500,000
701	Thicketwood Blvd 300mm from E. Side of Stouffer St to W. Side of Stouffer	Repair & Replacement	-	-	35,500	-	-	35,500
742	W23 Second St 200mm Ninth Line to Albert St	Growth	-	399,000	-	-	-	399,000
746	W39 & W40 Gormley Fire Protection - New 300mm on Stouffville Rd & Union St	Growth	-	160,000	956,000	-	-	1,116,000
1006	Small Equipment (Water)	Repair & Replacement	35,000	45,000	50,000	50,000	50,000	230,000
1098	W29 Millard St. - Pressure Reducing Valve	Growth	-	69,000	-	-	-	69,000
1173	Hwy 48 Watermain Replacement (13501 Hwy 48 to Vandorf Rd)	Repair & Replacement	-	-	-	250,000	2,500,000	2,750,000
<b>Water Total</b>			<b>135,000</b>	<b>773,000</b>	<b>1,141,500</b>	<b>400,000</b>	<b>2,650,000</b>	<b>5,099,500</b>
<b>Leisure &amp; Community Services</b>								
<b>Leisure Services</b>								
1054	Parkland Dedication Study	Growth	100,000	-	-	-	-	100,000
1392	Energy Conservation and Demand Management Plan (ECDM)	Repair & Replacement	-	25,000	-	-	-	25,000
1410	Leisure Master Plan	Strategic Initiatives	-	-	-	150,000	-	150,000
<b>Parks</b>								
052	Bloomington Parkette	Growth	-	-	50,000	370,000	-	420,000
128	Pedestrian Bridges - Little Rouge E. StouffCon 8 & Mattamy/Maio	Growth	-	-	-	-	870,000	870,000
131	Baker Hill North Park (Tovrel / Stouff Con 8 Neighbourhood Park)	Growth	1,555,300	-	-	-	-	1,555,300
132	Tenth Line South Neighbourhood Park	Growth	-	70,000	1,530,000	-	-	1,600,000
134	Courtney Valley Parkette	Growth	-	-	-	50,000	370,000	420,000
135	Sorbara Parkette	Growth	-	50,000	370,000	-	-	420,000
509	Diamond 3 Bethesda Park	Growth	260,000	-	-	351,100	-	611,100
513	Memorial Park Ph 7 - (Zone 8)	Growth	-	1,900,000	-	-	-	1,900,000
618	Tree Replacement Program	Repair & Replacement	50,000	50,000	50,000	50,000	50,000	250,000
640	Phase 3 Parkette Park (NP5)	Growth	-	-	-	50,000	370,000	420,000
641	Fieldgate Parkette (P8)	Growth	-	-	-	50,000	370,000	420,000
645	Asphalt Off Road Trail-SW Quadrant to Ninth Line	Growth	-	-	60,300	-	-	60,300
648	Off Road Trail in Memorial Park - Park Dr. to Lori Ave Path	Growth	-	-	-	19,000	-	19,000
649	Asphalt Off Road Trail-Bethesda Park Connection	Growth	-	-	22,900	-	-	22,900
791	Park Amenities	Repair & Replacement	40,000	40,000	40,000	40,000	40,000	200,000





Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
792	Lifecycle Upgrades - Parks	Repair & Replacement	60,000	60,000	60,000	60,000	60,000	300,000
793	Small Equipment	Repair & Replacement	15,000	15,000	15,000	15,000	15,000	75,000
1031	Conversion of Pedestrian Bridge to Vehicle bridge/EA - Vandonrf Park	Strategic Initiatives	-	-	350,000	-	-	350,000
1072	Asphalt Off Road Trail-Stouffville Arena Field	Growth	-	-	-	22,300	-	22,300
1140	Playground Resurfacing Replacement	Repair & Replacement	50,000	50,000	50,000	50,000	50,000	250,000
1146	Asphalt Path Maintenance	Repair & Replacement	60,000	15,000	15,000	15,000	15,000	120,000
1175	Park Shelter Upgrades	Repair & Replacement	-	30,000	-	-	-	30,000
1220	Stouffville Creek Pedestrian Bridge & Foot Path, Design & Construction	Strategic Initiatives	-	-	350,000	-	-	350,000
1273	Memorial Park - Hydro Distribution Upgrade	Repair & Replacement	-	-	-	350,000	-	350,000
1304	Relocation Bethesda Cricket Pitch	Repair & Replacement	30,000	-	-	-	-	30,000
1306	Playground Equipment Replacement	Repair & Replacement	100,000	100,000	100,000	100,000	100,000	500,000
1364	Cemetery Lifecycle Upgrades	Repair & Replacement	25,000	-	-	-	-	25,000
1446	Vandorf Outdoor Rink Resurfacing	Repair & Replacement	-	120,000	-	-	-	120,000
1452	Permanent Interpretive Signage at the Jean-Baptiste Lainé Site	Strategic Initiatives	-	30,000	-	-	-	30,000
<b>Facilities</b>								
083	Station 5-2, Ballantrae Reconstruction	Strategic Initiatives	1,080,000	9,750,000	-	-	-	10,830,000
242	Ballantrae Community Centre HVAC Replace	Repair & Replacement	-	-	-	100,000	-	100,000
244	Ballantrae Community Centre Roof Replace	Repair & Replacement	-	-	-	200,000	-	200,000
250	Latham Hall HVAC Replace	Repair & Replacement	-	-	-	60,000	-	60,000
263	Community Parking Lot Improvements	Repair & Replacement	50,000	-	-	-	-	50,000
795	Corporate Accessibility - Facilities	Repair & Replacement	35,000	35,000	35,000	35,000	35,000	175,000
796	Facilities Lifecycle Upgrades	Repair & Replacement	100,000	100,000	100,000	100,000	100,000	500,000
805	Facility Conservation & Sustainability Upgrades	Repair & Replacement	50,000	50,000	50,000	50,000	50,000	250,000
1021	Lifecycle Upgrades - Gormley Pumping Station	Repair & Replacement	15,000	15,000	15,000	16,000	16,000	77,000
1148	Ballantrae Community Centre Flooring and Kitchen Replacement	Repair & Replacement	-	-	-	50,000	-	50,000
1242	General Facility Upgrades	Repair & Replacement	75,000	75,000	75,000	75,000	75,000	375,000
1262	Interim Downtown Indigenous Interpretive Centre	Strategic Initiatives	-	200,000	-	-	-	200,000
1268	Lifecycle Upgrades - Town Hall	Repair & Replacement	40,000	40,000	40,000	40,000	40,000	200,000
1269	Lifecycle Upgrades - Fire Halls	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
1270	Life Safety Upgrades	Repair & Replacement	75,000	75,000	75,000	75,000	75,000	375,000
1271	Office Furniture	Repair & Replacement	15,000	15,000	15,000	15,000	15,000	75,000
1290	Clock Tower Rehabilitation	Repair & Replacement	575,000	-	-	-	-	575,000
<b>Clippers Sports Complex</b>								
780	Lifecycle Upgrades - Arenas	Repair & Replacement	80,000	80,000	80,000	80,000	80,000	400,000
1178	Floor Scrubber - SCSC	Repair & Replacement	-	-	-	-	40,000	40,000
1180	Munters Units Lifecycle Upgrades	Repair & Replacement	-	75,000	-	-	-	75,000
1279	SCSC - HVAC Replacement (5 units)	Repair & Replacement	-	-	-	-	80,000	80,000
1280	SCSC - Boiler Room Pump & Motor Replacement	Repair & Replacement	-	80,000	-	-	-	80,000
1282	SCSC - Gutter Replacement	Repair & Replacement	-	-	-	80,000	-	80,000
1349	Replace Ammonia plant (3) compressor replacements/ pumps - SCSC	Repair & Replacement	-	-	40,000	-	-	40,000



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
<b>Stouffville Arena</b>								
1284	Stouffville Arena - Pad A Lobby Roof	Repair & Replacement	-	-	-	100,000	-	100,000
1285	Stouffville Arena - HVAC Replacement (3 units)	Repair & Replacement	-	-	-	100,000	-	100,000
1286	Stouffville Arena - Roll Up Doors	Repair & Replacement	-	-	50,000	-	-	50,000
1287	Stouffville Arena - Upgrade Security System	Repair & Replacement	-	40,000	-	-	-	40,000
1288	Stouffville Arena - Replace Lochinar boilers and HWT Replacement	Repair & Replacement	-	-	-	120,000	-	120,000
1356	Sprinkler dry system replacement Pad B - Stouffville Arena	Repair & Replacement	-	100,000	-	-	-	100,000
1358	Pad A Replacement Roof - Stouffville Arena	Repair & Replacement	-	-	-	900,000	-	900,000
1361	Automatic Floor Scrubber - Stouffville Arena	Repair & Replacement	-	30,000	-	-	-	30,000
<b>Operations Centre</b>								
426	Lifecycle Upgrades - Operations Centre	Repair & Replacement	15,000	15,000	15,000	15,000	15,000	75,000
<b>Leisure Centre</b>								
234	Lifecycle Upgrades - WS Leisure Centre	Repair & Replacement	100,000	100,000	100,000	100,000	100,000	500,000
594	Fitness Equipment Replacement - WS Leisure Centre	Repair & Replacement	45,000	45,000	45,000	45,000	45,000	225,000
1179	Advanced Floor Scrubber - Leisure Centre	Repair & Replacement	-	-	-	19,000	-	19,000
1451	Leisure Centre Exterior Wall	Repair & Replacement	75,000	-	-	-	-	75,000
<b>Museum and CC Facilities</b>								
787	Lifecycle Upgrades - Museum	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
1305	Downtown Initiatives	Strategic Initiatives	-	40,000	-	40,000	-	80,000
1401	Roof and Eavestrough upgrades - Museum	Repair & Replacement	-	40,000	-	-	-	40,000
1447	Revitalization of Museum Barn	Repair & Replacement	75,000	-	-	-	-	75,000
1448	Bogartown School House Classroom Expansion	Repair & Replacement	25,000	75,000	-	-	-	100,000
<b>19 on the Park</b>								
427	Lifecycle Upgrades - 19 on the Park	Repair & Replacement	25,000	25,000	25,000	25,000	25,000	125,000
<b>Leisure Services Fleet</b>								
224	Ice Resurfacer - Replace #526	Repair & Replacement	-	-	-	150,000	-	150,000
292	Landscaping Trailers Replace 2012 #TR-5 & #TR-7	Repair & Replacement	-	-	46,000	-	-	46,000
294	Loader Tractor 5105, Replace #P-14	Repair & Replacement	-	-	-	-	117,000	117,000
295	Skid Steer + Attachments, Replace #07-4	Repair & Replacement	-	90,000	-	-	-	90,000
302	Tractor 5105 Replace #P-15	Repair & Replacement	-	82,000	-	-	-	82,000
788	Wide Deck Mower	Growth	-	-	90,000	-	-	90,000
789	3/4 Ton 4x4 Truck - Parks	Growth	-	86,000	-	-	-	86,000
790	Tractor - Parks	Growth	-	-	-	82,000	-	82,000
1076	Small Dump Truck - Parks	Growth	100,000	-	-	-	-	100,000
1077	Trailer - Parks	Growth	30,000	-	-	-	-	30,000



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
1080	Zero Turn Mower	Growth	35,000	-	-	35,000	-	70,000
1081	Tractor - Parks	Growth	125,000	-	-	-	-	125,000
1082	ATV Utility Vehicle - Parks	Growth	35,000	-	-	-	-	35,000
1181	Ice Resurfacer - Replace #525	Repair & Replacement	-	110,000	-	-	-	110,000
1182	3/4 Ton Single Cab with Long Box Pickup Truck, Replace #12-02	Repair & Replacement	-	-	86,000	-	-	86,000
1188	3/4 Ton 4 Door 4WD Long Box Pickup Truck, Replace #15-14	Repair & Replacement	-	-	86,000	-	-	86,000
1190	3/4 Ton 4WD Plow Long Box Pickup Truck, Replace #16-01	Repair & Replacement	-	-	90,000	-	-	90,000
1191	3/4 Ton 4WD Plow Long Box Pickup Truck, Replace #16-03	Repair & Replacement	-	-	90,000	-	-	90,000
1192	3/4 Ton 4WD Long Box Pickup Truck, Replace #16-16 (Crew Cab)	Repair & Replacement	-	-	-	86,000	-	86,000
1193	3/4 Ton 4WD Long Box Pickup Truck, Replace #16-15 (Plow Truck)	Repair & Replacement	-	-	90,000	-	-	90,000
1194	3/4 Ton 4WD Crew Cab with Power Liftgate, Long Deck Pickup Truck, Replace #17-17	Repair & Replacement	-	-	-	-	86,000	86,000
1195	3/4 Ton 4WD Crew Cab with Dump Body Pickup Truck, Replace #17-18	Repair & Replacement	-	-	-	-	86,000	86,000
1196	Medium-Duty 2 Ton Cab Dump Truck, Replace #12-13	Repair & Replacement	-	95,000	-	-	-	95,000
1197	Enclosed Utility Trailer - 2012 Replace #TR-2	Repair & Replacement	-	-	18,000	-	-	18,000
1200	12' Utility Trailer, Replace 2016 #TR-9	Repair & Replacement	10,000	-	-	-	-	10,000
1202	20' Landscape Trailer, Replace 2015 #TR-11	Repair & Replacement	23,000	-	-	-	-	23,000
1207	Forklift Replace #P-2	Repair & Replacement	-	-	-	68,000	-	68,000
1208	Front Deck Mower c/w Attachments Replace 2012 #P-3	Repair & Replacement	-	50,000	-	-	-	50,000
1211	Front Deck Mower c/w Attachments Replace 2012 #P-5	Repair & Replacement	-	50,000	-	-	-	50,000
1212	4320 Farm Groomer Tractor Replace #P-6	Repair & Replacement	125,000	-	-	-	-	125,000
1213	Zero Turn Mower Replace 2016 #P-8	Repair & Replacement	-	-	-	38,000	-	38,000
1214	Zero Turn Mower Replace 2016 #P-9	Repair & Replacement	-	-	-	38,000	-	38,000
1218	Heavy Duty Utility Vehicles Replace 2018 #P-19	Repair & Replacement	50,000	-	-	-	-	50,000
1233	Maintenance Technician Van, Replace FA-CP-17-03	Repair & Replacement	-	-	-	-	75,000	75,000
1411	Gator and Spray Cart	Strategic Initiatives	-	-	-	-	45,000	45,000
1453	Maintenance Technician Van, - contingent of New 2023 FTE request	Strategic Initiatives	75,000	-	-	-	-	75,000
<b>Leisure &amp; Community Services Total</b>			<b>5,563,300</b>	<b>14,278,000</b>	<b>4,479,200</b>	<b>4,739,400</b>	<b>3,570,000</b>	<b>32,629,900</b>



Project Number	Project Title	Type	2023	2024	2025	2026	2027	Total
<b>Library</b>								
276	Replace Microfilm Reader	Repair & Replacement	20,000	-	-	-	-	20,000
565	Misc Furniture/Equipment	Repair & Replacement	-	-	20,000	20,000	20,000	60,000
908	Library Collection Materials	Growth	-	223,182	-	-	-	223,182
909	Library Collection Materials	Growth	-	-	223,182	-	-	223,182
910	Library Collection Materials	Growth	-	-	-	223,182	223,182	446,364
1083	Additional Furniture & Equipment	Growth	20,000	20,000	-	-	-	40,000
1221	Automated Materials Handling Equipment	Repair & Replacement	-	-	-	200,000	-	200,000
1222	Security Gates	Repair & Replacement	-	-	-	50,000	-	50,000
1386	Library Master Plan - Update	Strategic Initiatives	-	-	-	70,000	-	70,000
1387	Strategic Plan and Community Needs Assessment	Strategic Initiatives	-	60,000	-	-	-	60,000
1430	Strategic Plan Initiatives	Strategic Initiatives	-	-	30,000	-	-	30,000
1431	Replace Self Check-Out	Repair & Replacement	-	-	-	90,000	-	90,000
1432	New Logo and Branding	Repair & Replacement	27,500	-	-	-	-	27,500
1441	WSPL Teen Area Revitalization	Repair & Replacement	-	30,000	-	-	-	30,000
<b>Latcham</b>								
1442	Automatic Window Blinds for Studio	Repair & Replacement	50,000	-	-	-	-	50,000
1443	Sound Proofing for Studio	Repair & Replacement	-	35,000	-	-	-	35,000
<b>Library Total</b>			<b>117,500</b>	<b>368,182</b>	<b>273,182</b>	<b>653,182</b>	<b>243,182</b>	<b>1,655,228</b>
<b>Grand Total</b>								
			<b>27,495,500</b>	<b>41,538,782</b>	<b>19,796,182</b>	<b>23,359,882</b>	<b>23,592,082</b>	<b>135,782,428</b>





# 2023-32

## DEVELOPER FRONT-ENDED PROJECTS

Project Number	Project Title	Type	2024	2025	2026	Total
<b>Engineering Development Roads</b>						
106	Creek Crossing-Structure, Forsyth Farm Rd at Reesor Creek (R805)	Growth	-	-	3,300,000	3,300,000
<b>Engineering Development Waste Water</b>						
040	Sanitary Pumping Strn & Forcemain-S. of Sam's Way to Rougeview SPS Forcemain (WW03 & WW04)	Growth	-	250,000	2,240,000	2,490,000
692	Subtrunk #3 Ext. 300mm Sewer N. of Greenwood Rd to N. Side of Go Railway WW16	Growth	1,109,000	-	-	1,109,000
1120	Subtrunk #1 Ext. 450mm Sewer on Forsyth Farm Dr form RR#30 to Keeler Ave WW11	Growth	-	3,414,000	-	3,414,000
1121	Subtrunk #1 Ext. 450mm Sewer on Keeler Ave from Forsyth Farm Dr to Connection Subtrunk #15 WW12	Growth	-	773,000	-	773,000
1126	Rougeview SPS Decommission WW24	Growth	-	-	50,000	50,000
1372	Subtrunk 18 - 200mm Sewer on Bethesda, west of creek, WW18	Growth	686,000	-	-	686,000
<b>Engineering Development Water</b>						
143	W08 300mm, Watermain along Bethesda Road between Highway 48 and Dickson Hill Creek	Growth	-	-	440,000	440,000
714	W05 New PRV Station along Highway 48	Growth	95,000	-	-	95,000
715	W04 - New 300mm Watermain along Highway 48, Main St. to Hoover Park Dr.	Growth	2,326,000	-	-	2,326,000
739	W07 York Durham Line#2 - New 200mm Watermain between Bethesda SidRd & Main St to (W38)	Growth	-	570,000	-	570,000
1095	W38 York Durham Line#3 - New 200mm Watermain (W07 to Forsyth Farm Dr)	Growth	-	304,000	-	304,000
1097	W34 Future Rd #15 S. of Bethesda and E. of Ninth Line 300mm Watermain,	Growth	-	2,104,000	-	2,104,000
1368	W36 - HWY 48 #2, New 300 mm diameter watermain along Hwy 48 from Norman Jones Place to Bethesda Rd	Growth	-	-	1,077,000	1,077,000
1369	W01 Bethesda SidRd #1 Watermain between Dickson Hill Creek to Mid-Concession	Growth	2,482,000	-	-	2,482,000
1370	W02 Bethesda SidRd #2 Watermain between Mid-Concession to Bloomington Brook	Growth	544,000	-	-	544,000
1371	W03 Bethesda SidRd #3 Watermain between Bloomington Brook to Ninth Line	Growth	908,000	-	-	908,000
<b>Front Ended Total</b>			<b>8,150,000</b>	<b>7,415,000</b>	<b>7,107,000</b>	<b>22,672,000</b>



# 2023-32 UNFUNDED PROJECTS

Forecast Year	Project Number	Project Title	Total Cost
2023	1449	6343 Main Street option 1 - Revitalization of the Building	1,750,000
	1450	6343 Main Street option 2 (Demo, Landscaping)	200,000
	1433	WSPL Ballantrae Branch	700,000
	51	Ballantrae S. Parkette Park	52,000
2024	79	Bethesda SideRd Hwy48 to Ninth Line, Reconstruction, including Creek Crossing and Paved Shoulders	554,360
	90	Aquatic Expansion	1,200,000
	650	Asphalt Off Road Trail-Ringwood Pond Connection	22,900
	655	Land Acquisition - Expansion of Sports Field Development	5,000,000
	1057	Aquatic Expansion Feasibility & Concept Study	50,000
	1240	Cemetery Lifecycle Upgrades	25,000
	1343	Equipment & Gear - Firefighters (New)	16,600
	1346	New Training Facility - Fire & Emergency Services	250,000
	1385	2 Ton Dump Truck, W	147,000
2025	30	Bethesda SideRd Reconstruction - Ninth Line to Tenth Line with Creek Crossing	675,000
	51	Ballantrae S. Parkette Park	370,000
	79	Bethesda SideRd Hwy48 to Ninth Line, Reconstruction, including Creek Crossing and Paved Shoulders	1,957,740
	90	Aquatic Expansion	6,450,000
	429	Aquatic Expansion - Multi Purpose Facility Space	3,999,800
	652	Aquatic Expansion - Recreational Facility Space (Additional)	5,550,000
	654	Bethesda Park Picnic Shelter	150,000
	689	Subtrunk #1 Ext. 600mm Sewer on RR#30 N. of Hoover Pk Dr to Main St. WW08	4,917,000
	1067	Ballymore Park	50,000
	1118	Subtrunk #1 Ext. 450mm Sewer on RR#30 from Main St to N. Limit of Cam Fella WW09	2,923,000
	1119	Subtrunk #1 Ext. 450mm Sewer on RR#30 from N. Limit of Cam Fella to Forsyth Farm Dr WW10	1,000,000
	1240	Cemetery Lifecycle Upgrades	25,000
	1343	Equipment & Gear - Firefighters (New)	16,600
	1362	Phase 3 Neighbourhood Park (NP8) West	80,000
	1464	Tandem Bucket Truck	500,000
	1433	WSPL Ballantrae Branch	7,000,000
	1434	WSPL Ballantrae Branch - Collection Material	750,000
	1435	WSPL Ballantrae Branch - Technology	100,000
	1436	WSPL Ballantrae Branch - Furniture, Fixtures & Equipment	2,200,000



Forecast Year	Project Number	Project Title	Total Cost
2026	61	Bethesda Pk Sr Soccer Flds	611,100
	79	Bethesda SideRd Hwy48 to Ninth Line, Reconstruction, including Creek Crossing and Paved Shoulders	2,918,500
	651	Asphalt Off Road Trail-Stouffville Cres- Main to North of Mill St (up to Stouffville Reservoir)	37,700
	1067	Ballymore Park	370,000
	1074	Skateboard Park	750,000
	1240	Cemetery Lifecycle Upgrades	25,000
	1318	Flow Monitoring WW31	174,000
	1343	Equipment & Gear - Firefighters (New)	16,600
	1362	Phase 3 Neighbourhood Park (NP8) West	1,520,000
	30	Bethesda SideRd Reconstruction - Ninth Line to Tenth Line with Creek Crossing	4,820,600
2027	78	Gormley Parkette	50,000
	133	Ronco Neighbourhood Ph1 (Fairgate)	70,000
	615	Cricket Pitch	400,000
	616	10 Micro Soccer Fields	506,600
	639	Phase 3 Neighbourhood Park (NP8) East	80,000
	1069	Naturalized Off Road Trails-Hoover Pk Dr Woodlot E	21,300
	1070	Naturalized Off Road Trail-Hoover Pk Dr Woodlot W	20,000
	1240	Cemetery Lifecycle Upgrades	25,000
	1318	Flow Monitoring WW31	174,000
	1343	Equipment & Gear - Firefighters (New)	33,200
2028	78	Gormley Parkette	370,000
	133	Ronco Neighbourhood Ph1 (Fairgate)	1,576,000
	639	Phase 3 Neighbourhood Park (NP8) East	1,520,000
	653	Micro/Mini Sports Fields	1,159,900
	1240	Cemetery Lifecycle Upgrades	25,000
	1318	Flow Monitoring WW31	174,000
	1343	Equipment & Gear - Firefighters (New)	33,200
	1437	WSPL New Main Branch - HWY 48 Corridor	1,000,000
	512	New Sport Fields Baseball Expansion (3), Community Park	1,500,000
	1240	Cemetery Lifecycle Upgrades	25,000
2029	1318	Flow Monitoring WW31	174,000
	1343	Equipment & Gear - Firefighters (New)	16,600
	1437	WSPL New Main Branch - HWY 48 Corridor	27,000,000
	1438	WSPL Main Branch HWY 48 Corridor - Collection Material	3,300,000
	1439	WSPL Main Branch HWY 48 Corridor - Technology	400,000
	1440	WSPL Main Branch HWY 48 Corridor - Furniture, Fixtures & Equipment	8,300,000



Forecast Year	Project Number	Project Title	Total Cost
<b>2030</b>	1071	Naturalized Off Road Trail-McCowan Rd	51,400
	1240	Cemetery Lifecycle Upgrades	25,000
	1318	Flow Monitoring WW31	174,000
	1343	Equipment & Gear - Firefighters (New)	16,600
<b>2031</b>	1240	Cemetery Lifecycle Upgrades	25,000
	1318	Flow Monitoring WW31	235,000
<b>2032</b>	1240	Cemetery Lifecycle Upgrades	25,000
	1318	Flow Monitoring WW31	245,000
			<b>\$108,676,300</b>







# Capital BUSINESS CASES

The next few pages highlight the departments' new capital project initiatives that require funding from Strategic Initiatives. Since these are new capital dollars, the reserve that would fund these projects historically would be Strategic Initiatives. For 2023, any new capital project initiatives that departments have included during the intake process now require Council to approve such projects as part of Council's strategic objectives and priorities. To assist Council, the following pages summarize the department's business cases with specific categories

namely Project Description, Taxpayer Value, Problem Solving, Strategic Fit and Financial Implications. The following is a summary table of the department business cases for the 2023 budget year along with capital project dollars required as well as any operating impacts.

Please note that the Strategic Initiative reserves has a limited amount of funds available annually to meet the minimum capital reserve requirements as mandated by the Town's 2019 Reserve and Reserve Fund Policy. For 2023, the envelope that is available

is \$1,000,000, requiring the above mentioned capital projects to be approved to no more than the 2023 envelope.

Business Cases	Capital Project (\$)	Operating Impact (\$)
General Administration	25,000	
Transformation, Strategy and Innovation	120,000	
Incentives for Affordable Housing	50,000	
MTSA Inclusionary Zoning	100,000	
Streetscape Manual	100,000	
Sustainable Development Standards	150,000	
AIMS Code Enforcement	20,000	3,900
AIR GAP Backup Solution	115,000	
Department Requests for Hardware & Software	57,900	5,700
Disaster Recovery / Business Continuity	35,000	85,000
Maintenance Technician Van	75,000	4,000
Main Street Pedestrian Crossing	125,400	
7.5 Ton Mini Excavator	190,000	(35,000)
<b>TOTAL</b>	<b>1,163,300</b>	<b>63,600</b>

Business Cases (Unfunded)	Capital Project (\$)	Operating Impact (\$)
6343 Main Street Option 1 - Revitalization of the building	1,750,000	
6343 Main Street Option 2 - Demo and landscaping	200,000	
WSPL Ballantrae Branch (Phase 1) - Architectural Design	700,000	905,000

# GENERAL ADMINISTRATION

OFFICE OF THE CAO

## DESCRIPTION

The General Admin Project has been a routine amount set aside in case of the need for a study of or consultation or project management and administration on a matter(s) that require urgent study within the fiscal year, at the discretion of the CAO.

## TAXPAYER VALUE

This gives the Town the opportunity to provide a new service or enhance existing services. If an unplanned need arises, the funds can assist to minimize risk or provide for the need. In all instances the funds would be used strategically and at the discretion of the CAO ensuring the best possible outcome and the betterment of WS.

## STRATEGIC FIT

The funds would be strategically applied by the CAO towards any project that would achieve the Council priorities of Fiscal Sustainability; Expanding the tax base through a growing, diversified economy; Service Excellence; Asset Planning, Maintenance and Development through continuous improvement of operations.

## PROBLEM SOLVING

The General Admin Project would be a capital project fund that acts as a contingency for unexpected issues.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$25,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$25,000</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$25,000</b>
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- Vendor in place by: -
- Joint/collaborative procurement? -
- Project related to a previous one? -
- More than one procurement? -
- Procurement project budget process? -
- Procurement methodology: -

# TRANSFORMATION, STRATEGY & INNOVATION

OFFICE OF THE CAO

## DESCRIPTION

Through the strategic planning process, the Town determines their long-term vision and goals, while creating a Plan to achieve these goals during the term of the incoming Council.

The process begins as early as possible following each municipal election. Council and the Senior Leadership Team work together to determine the pillars, then the goals that are needed to support those pillars. The Strategic Plan is the What and the Why. Next an Implementation Plan is drafted wherein the tasks for each goal are identified, responsibility is assigned as well as target dates as to the start and finish of each task or step in accomplishing the goal. The Implementation Plan is the How and the Who. Reporting to Council is frequent and at many stages, Council directive is sought. Budget is required during the first fiscal year of the new term of Council to ensure funding is available to begin the planning process. Specialized staffing is required for planning sessions, research, identification of best practices, any necessary software and/or hardware, changes in methods and procedures including staffing. Since September 2022, the Town has engaged a contract employee as the Associate Director of Transformation, Strategy & Innovation. This position has led the specialized work described and is key in managing the adoption of new, necessary and revised methodologies for the Town to realize the Strategic Plan.

## TAXPAYER VALUE

By clearly identifying the priorities of Council, those priorities, in addition to the primary business of the Town, will be what drives the organization for a minimum of the term of Council. Senior Leadership is able to focus on these priorities, determining and executing the steps and tasks needed to be taken to meet those priorities. The work of achieving the goals of the Strategic Plan (the What and Why) are contained within the ancillary Implementation Plan (the How and Who). Strategic Planning allows clear communications to staff and our stakeholders, for setting benchmarks and key performance indicators which can be tracked and measured to gauge whether the organization is on track or if there needs to be changes in methodology. The role of Associate Director of Transformation, Strategy & Innovation is key to effect and manage the necessary changes in methodology. This role is responsible for assisting the Senior Leadership

Team in setting the aforementioned key performance benchmarks through the establishment and use of Objectives & Key Results (OKRs); researching and identifying those best practices for the operations of the Town then organizing and potentially leading needed trainings in these better practices; assist in communicating the changes to staff and stakeholders. This role will transverse the overall organization to bring the change to the entire Town as it supports the achievement and success of the Strategic Plan.

## PROBLEM SOLVING

It is the collaborative effort between Council and Senior Leadership that identifies and prioritizes risks, problems and opportunities. For example: in the 2019 Strategic Plan, Council set Pillar 2 “Create a more balanced community by increasing the commercial/industrial tax base”. This pillar was vital to the continued growth and development of WS in meeting Provincial growth targets, coming population growth, value of WS as a place to live AND work, the infrastructure budgeting for future growth and increasing the tax base all necessarily well planned and informing the Official Plan review.

- Goal 2.1 Focus on servicing and development of Provincially Significant Employment Zones
- Goal 2.2 Identify expansion areas for Industrial / Commercial growth
- Goal 2.3 Refresh the Economic Development strategy (Continue to attract businesses to locate in WS)
- Goal 2.4 Establish a vision for the community

To achieve these four goals within this pillar, 19 separate and necessary tasks were identified with each having start

and completion dates identified by quarters in each year of Council's term. The tasks were assigned to specific Departments and sometimes inter-departmentally where collaboration was key. The tasks included:

- working in collaboration with the Province, Region and surrounding municipalities to identify “roadblocks” for the Town’s Industrial and Commercial Inventory; and
- taking steps to strategize and attract businesses.

The role of Associate Director, TS&I would be responsible for supporting the departments in realizing the various goals of the pillar. Through transforming current methods or to new methods, finding best practices, identifying potential weaknesses, the role would work to bridge the gaps between departments. With the role’s guidance, the approach to each goal would be across departments rather than within departments which can result in silos and efforts that are not connected and cohesive. Through supporting departments in the adoption of new software, the Town would have

a position dedicated to working with all departments to remove obstacles, identify better methodologies, making smoother transitions to reach goals in a more efficient and cohesive manner. The role would assist in clarifying the targets and how the Town would accomplish them.

# TRANSFORMATION, STRATEGY & INNOVATION

OFFICE OF THE CAO

## STRATEGIC FIT

Strategic Planning is a top Council Priority. The role of Associate Director of TS&I will support the execution of the Council Approved Strategic Plan and other Master Plans through the provision of better tools, training and communications for all departments and all staff. The Capital Budget for Strategic Planning is intended for the creation of the Strategic Plan for each term of the incoming Council. The budget allows for the necessary steps to achieve Council's Strategic Plan.

The realization of the Strategic Plan has many stages from strategy and business planning to streamline phases, processes, roles and responsibilities, governance, training sessions for all levels of management and staff; integration with Operating and Capital budgets; the development and introduction of performance indicators to measure progress, and the change management of continuous improvement as in many instances, extensive changes in work

processes, business functions and accountability as to how work is done/ approached impacts the organization's culture.

It is necessary to develop a framework of transformation for the organization as improved organizational effectiveness, as efficiency and excellence in delivery are pursued. The key business plan points must be identified and only then can only be resolved through collaborative brainstorming between the affected business areas be resolved.

The role of Associate Director, Transformation, Strategy & Innovation (ADTSI) is key to supporting the Senior Leadership Team (SLT) in successfully identifying, introducing, and guiding the organization through the implementation of new software, new processes and systems, performance management and measurement; best practices and strategies; training and coaching; tracking and monitoring progress and making adjustments

as needed to ensure continuous improvement. Existing processes and systems will be re-examined and likely re-engineered for better, more effective results; data management with the new software will allow for easier access and retrieval of information through automated reports thereby freeing staff to address other initiatives.

This business case proposes that the key role of ADTSI be accomplished by a contract employee who will provide the Town with internal consulting and coaching on transformation and change management thereby negating the need to employ consultants.



Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$120,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$120,000</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$120,000</b>
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- Vendor in place by: -
- Joint/collaborative procurement? -
- Project related to a previous one? -
- More than one procurement? -
- Procurement project budget process? -
- Procurement methodology: -

# STOUFFVILLE MTSAs - INCLUSIONARY ZONING STUDY

DEVELOPMENT SERVICES

## DESCRIPTION

The adopted York Region Official has designated Major Transit Station Areas in municipalities across the Region. The Town has two such MTSAs (Stouffville and Old Elm). The Town's draft new Official Plan has proposed to designate these areas for intensification to encourage more development around transit stations. The Growth Plan permits Inclusionary Zoning in Protected MTSAs. This is a tool municipalities can use to require a portion of new units in future developments located in protected major transit areas to be provided at affordable rates. Inclusionary Zoning could help to bring more affordable housing units to the Town over the long term. The Council endorsed Housing Strategy also recommends implementing Inclusionary Zoning if deemed possible.

## TAXPAYER VALUE

An Inclusionary Zoning Study will examine the possibility of creating policies to require affordable units in new developments in protected Major Transit Station Areas. More affordable units in the Town provides value to the taxpayer in terms of providing housing at a more appropriate economic scale.

## PROBLEM SOLVING

If implemented through policy, an Inclusionary Zoning study may help bring additional affordable residential units to the Town.

## STRATEGIC FIT

Council has expressed through the endorsed Housing Strategy the need and desire for more affordable housing in the Town. Inclusionary Zoning is one tool the municipalities can utilize to implement policies requiring affordable units.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$100,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$100,000</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$100,000</b>
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Vendor in place by:	June
Joint/collaborative procurement?	No
Project related to a previous one?	No
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	RFP

# INCENTIVES FOR AFFORDABLE HOUSING

DEVELOPMENT SERVICES

## DESCRIPTION

The Council endorsed Housing Strategy, which has also served as input into the new draft Official Plan, provided a number of recommendations to increase both housing supply, diversity of housing typologies and affordable housing within the Town. A specific recommendation of the Housing Strategy was that the Town research opportunities for financial and non-financial incentives to increase opportunities and supply of affordable housing. This study will help to achieve that specific recommendation.

## TAXPAYER VALUE

Creating opportunities in the Town for more affordable housing will directly benefit the households and members of the community.

## PROBLEM SOLVING

Housing affordability has become an issue for households and municipalities across Canada. Municipalities can contribute to the solution by providing the opportunities and incentives to

increase affordable housing supply in their communities. This study will inform the Town as to what opportunities or incentives (both financial and non-financial) are at its disposal to take specific action.

## STRATEGIC FIT

This study is a direct recommendation of the Council endorsed Housing Strategy, which has been completed to provide input to the Official Plan Review.

Completion of the study will achieve that recommendation and set the Town on a course towards the provision of affordable housing in the community.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$50,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$50,000</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$50,000</b>
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Vendor in place by:	April
Joint/collaborative procurement?	No
Project related to a previous one?	No
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	RFP

# STREETSCAPE DESIGN, PUBLIC REALM & STANDARDS MANUAL

DEVELOPMENT SERVICES

## DESCRIPTION

Planning and Engineering combined project - Within the Town's new Draft Official Plan of the Town of Whitchurch-Stouffville, the enhancement of streetscape and building attractive public realm has been discussed as key objectives of creating complete communities and healthier environments. The Town's New Official plan envisions quality urban design and streetscape as visible elements of the public realm. The Manual would intend to provide a new approach for how we design and build our Town streets, public spaces to make livable and attractive streetscapes. A Complete Streetscape Design, Public realm and Standards Manual will provide direction on how the public realm including streets, public spaces, key gateway locations in the Town, etc. ought to be designed to help implement the Town's New Official Plan vision for building complete communities, be inclusive of all elements of attractive and complete public realm to enhance the character of the community and other Town building objectives. The project will be initiated after the Official Plan is adopted by Council.

## TAXPAYER VALUE

The Manual would establish the Town's vision aligned with the New Official Plan and will provide the guiding direction to Development Services as well as Public Works when preparing street designs and public spaces. The manual would also assist with reviewing development applications and how the private realm would integrate the public

realm so that all elements work seamlessly. In addition, the document would provide the tool to require the development applicants to include public spaces, enhance key locations of the Town (e.g. gateway locations as identified in the Urban Design Guidelines, etc.). The Manual will help improve the service levels.

## PROBLEM SOLVING

The Town of Whitchurch-Stouffville (the "Town") is becoming increasingly urbanized, as it transitions from a small town to a mid-sized urban municipality. The town does not have new standards for road design, and public realm to accommodate

the new growth. It is imperative that the Town's public realm is designed and built accordingly to manage the urbanization and impact of growth and development in the Town and to foster the development of complete and attractive communities.

## STRATEGIC FIT

Once the new OP is adopted by Council, this would be a critical document to implement the Council adopted vision for creating complete community. The Manual will provide

the appropriate guidance to both staff and applicants in terms of the expectations for the provision of public spaces.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$100,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$100,000</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$100,000</b>
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Vendor in place by:	June
Joint/collaborative procurement?	Yes
Project related to a previous one?	No
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	RFP

# SUSTAINABLE DEVELOPMENT STANDARDS

DEVELOPMENT SERVICES

## DESCRIPTION

The Town's new draft Official Plan is recommending implementation of sustainable development standards to help encourage and enhance sustainable new development across the Town. These new standards will help ensure new developments in the Town are constructed with sustainability in mind and identifies ways in which developers can go above and beyond to exceed these criteria.

## TAXPAYER VALUE

Sustainable communities are desirable places to live, work and play. Sustainable development standards will help guide new development in the creation of a sustainable and complete community offering a high quality of life to residents, and a vibrant place of business.

## PROBLEM SOLVING

Climate change is a significant risk to humans, animals and the environment. Sustainable development standards is one tool that will help in the transformation and creation of a sustainable community. Further, sustainable development standards will go beyond climate change to help create a complete community that is walkable, safe, and transit-friendly where residents will be able to access the services to live, work and play in this community.

## STRATEGIC FIT

Sustainable Development Standards will help achieve the following priorities of Council: Fiscal Sustainability, and Expanding the Tax base through a growing and diversified economy. The creation of Sustainable Development Standards is also a policy recommendation in the new draft Official Plan.



Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$150,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$150,000</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$150,000</b>
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Vendor in place by:	June
Joint/collaborative procurement?	No
Project related to a previous one?	No
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	RFP

# AIMS CODE ENFORCEMENT SOFTWARE

FINANCE & TECHNOLOGY SERVICES

## DESCRIPTION

Proposal to purchase the AIMS Code Enforcement Software for January 1, 2023. This software is meant to compliment the Town's parking enforcement software, allowing the Municipal Law Enforcement and Animal Services Department to shift over to the Administrative Monetary Penalty System. This software can be purchased through AIMS Support.

## TAXPAYER VALUE

The value of this software to the taxpayers of Stouffville will be in bringing most adjudications in house. By procuring the AIMS Code Enforcement software, the Town will be able to turn its parking enforcement software into a system that can administer the Administrative Monetary Penalty System (AMPS). Since the start of the pandemic, it has been increasingly more difficult to get charges heard in a timely manner by a Justice of the Peace. This is due to the back log the Ontario Court of Justice is currently facing. Without those prosecutions, the Municipal Law Enforcement and Animal Services Department has had challenges bringing properties into compliance, as well as a loss of

revenue. The Ontario Government is encouraging municipalities to switch over to AMPS, as they have recognized the backlog in the court system and understand the frustration of the taxpayer. Once this software is installed, the Town can begin the process of switching over to AMPS, allowing taxpayers to have their complaints adjudicated quickly, saving on staff time for adjournments and court appearances. For those who wish to defend their actions, having their cases heard in a more relaxed setting can offer reduced stress which would be aided by not having to make the drive to the Ontario Court of Justice in Newmarket.

## PROBLEM SOLVING

The AIMS Code Enforcement Software fixes a significant problem that the Municipal Law Enforcement and Services Department has been facing. With the backlog in the courts due to the pandemic, there has been very few chances to get a case in front of a Justice of the Peace. The cases staff had prior to the pandemic

have been tossed out because of the length of time, properties changing ownership, or non-emergency status. With this software, the Town can switch over to the Administrative Monetary Penalty System, which would allow charges brought forth by staff to be heard on a monthly basis.

# STRATEGIC FIT

Obtaining the AIMS Code Enforcement Software will ensure two of the four strategic priorities are hit, that being Fiscal Sustainability and Service Excellence. Court closures have impacted the ability of the Municipal Law Enforcement and Animal Services Department to completely fulfill the strategic pillars. AMPS, which this software will allow for, will provide the

Department with greater control and allow it to become less reliant on the court system. From the Service Excellence side, this software will expedite adjudications allowing both the resident that complained and the resident whose property may have been in violation the peace of mind to receive a ruling the day the hearing is heard.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$20,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Annual maintenance and support			\$3,900					

Total Capital Cost:	\$20,000	Total Operating impact:	\$3,900	Total Cost:	\$23,900
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Vendor in place by:January

Joint/collaborative procurement?No

Project related to a previous one?Yes

More than one procurement?No

Procurement project budget process?New

Procurement methodology:RFI

# AIR GAP BACKUP SOLUTION

FINANCE & TECHNOLOGY SERVICES

## DESCRIPTION

One of the main takeaways from our most recent security audit is the need for an Air Gap backup solution.

Mitigating the risk of data loss in our organization involves comprehensive planning and the application of multiple techniques. One of the most effective data loss techniques is air gapping.

Air gapping provides the Town with an offline copy of our critical systems and sensitive information, which will tremendously mitigate the risk of data loss to our organization.

## TAXPAYER VALUE

Air Gap solution will bring the Town in compliance with the industry standard of data protection and ensure that taxpayers' data is secure

at all times. With the proliferation of ransomware attacks on the public sector, it is incumbent on the Town to protect its data.

## PROBLEM SOLVING

Despite best efforts, there is always a risk of compromise with any device connected to the internet. With this risk comes an inherent risk to our online (traditional) backups. Air Gap backup solution helps to mitigate the risk of data loss. An air gap backup strategy means ensuring that, at any given time, one copy of your organization's data is

offline (disconnected) and cannot be accessed. If a file or system of files has no connection to the internet or network, it can't be remotely hacked or corrupted. This enables storage of a secondary copy that is immutable. This investment will also allow to decrease our cyber insurance premium.

## STRATEGIC FIT

The Town's recent security audit identified the need for an Air Gap in our backup solution to mitigate the risk of data loss. A recent investment

in a new backup appliance will enable us to implement an air gap with minimal administrative overhead or added complexity.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$115,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$115,000</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$115,000</b>
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Vendor in place by:	February
Joint/collaborative procurement?	No
Project related to a previous one?	No
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	IRFQ

# REQUESTS FOR HARDWARE & SOFTWARE

FINANCE & TECHNOLOGY SERVICES

## DESCRIPTION

The standard corporate desktop is likely to change dramatically over the next decade with innovations such as desktop virtualization, thin-client computing, PC support automation, and hosted applications. But the most significant change occurring today is the steady shift toward mobile computing and laptop computers, as COVID-19 continues to change how we work. A majority of the front-facing departments switched to laptops to increase mobility, flexibility, and productivity while ensuring customer service remained the key focus. A few more Town staff are left to transition from desktop to laptops in 2023. Improvements in laptop capabilities, coupled with falling prices, are prompting more and more organizations to replace desktops with laptop PCs. With the increase in number of staff, besides provision of laptop PCs, additional software licenses and other computer peripherals and accessories are also required to support efficiency.

## TAXPAYER VALUE

Most departments in the Town have migrated to laptops over the past few years and with COVID-19, the transition has been accelerated as hybrid models of working have arose. Despite the transition, the

Town has been able to deliver its services internally and externally at optimal service levels. The last of the transition is to occur in 2022-23 as staff switch to laptops.

## PROBLEM SOLVING

When in a hybrid working arrangement, connectivity issues with the current technology have resulted in loss of time, the use of limited monitors to access group meetings or inability to complete tasks in the

time allotted. The remaining staff have documented the ongoing struggles of the current setup, with no option being available other than transitioning to laptops.

## STRATEGIC FIT

This item addresses Pillar number 3: Service Excellence Supporting a collaborative, timely, customer-focused approach to operations that enhances efficiency, effectiveness

and customer satisfaction. This can be achieved by creating service-driven policies and procedures/ streamline processes.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$57,900						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Annual technological costs		\$5,700						

<b>Total Capital Cost:</b>	<b>\$57,900</b>	<b>Total Operating impact:</b>	<b>\$5,700</b>	<b>Total Cost:</b>	<b>\$63,600</b>
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Vendor in place by:	January
Joint/collaborative procurement?	No
Project related to a previous one?	Yes
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	RFI

# DISASTER RECOVERY/BUSINESS CONTINUITY

FINANCE & TECHNOLOGY SERVICES

## DESCRIPTION

The town of Whitchurch-Stouffville (TWS) currently lacks a Disaster Recovery/Business Continuity (DR/BC) solution. While TWS currently employs a comprehensive backup solution, this will not provide business continuity in a disaster situation. A Disaster Recovery/Business Continuity solution will ensure that we can restore we can restore our disrupted Business mission critical operations and public services quickly and efficiently with minimum disruption to our staff and residents.

## TAXPAYER VALUE

Disaster Recovery (DR) encompasses the entire strategy for responding to a disaster event such as fire, flood, hurricane, earthquake, including cyber attack, by continuous data replication and failover to a DR or alternate (cloud hosted) site to support the continuity of business operation. This will enable the town staff to continue providing uninterrupted services to the residents.

## PROBLEM SOLVING

Having a Disaster Recovery/Business Continuity plan in place is mission critical for the Town. Despite our comprehensive backup solution, TWS and residents could suffer a lengthy disruption in the event of a disaster. This presents an inherent risk to our business users and residents. In a disaster, an outage could range from days, weeks up to months depending on the extent of the damage. With a robust DRaaS (Disaster Recovery As A Service) solution in place we could mitigate this by resuming business operations and services to residents in a matter of minutes or hours in case of a disaster.

## STRATEGIC FIT

The Town's recent Financial/Technology Audit identified the need of a Disaster Recovery and Business Continuity Plan to be in place as soon as possible. Information Technology Services is the backbone of Town's communication and operation. With the implementation of a DRaaS (Disaster Recovery As A Service) solution, Town could continue to provide essential services to its residents in case of a disaster, which is Town's top priorities as part of service excellence.



Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$35,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Hosted service charge		\$85,000						

<b>Total Capital Cost:</b>	<b>\$35,000</b>	<b>Total Operating impact:</b>	<b>\$85,000</b>	<b>Total Cost:</b>	<b>\$120,000</b>
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Vendor in place by:	January
Joint/collaborative procurement?	No
Project related to a previous one?	No
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	IRFQ

# MAINTENANCE TECHNICIAN VAN

LEISURE & COMMUNITY SERVICES

## DESCRIPTION

In association with the Maintenance Technician, a vehicle is required to allow for this staff member to travel from worksite to worksite.

## TAXPAYER VALUE

Without a vehicle, this staff member would not be able to respond to immediate maintenance needs off-site, pick up equipment required for a project from an off-site supplier, or have the necessary tools needed to complete a specific task. The position cannot function with significant benefit to the

Town without the use of a vehicle. A van is the most suitable mode of transportation as it provides significant space for tool storage and/or supply acquisition and transit.

## PROBLEM SOLVING

As mentioned, the access to a vehicle is critical to the success of this position. Independent transportation to and from work sites is an absolute

necessity if the Town is to reap the benefits of this position, versus utilizing third-party contractors.

## STRATEGIC FIT

The service level expectation of our community and our Council, while being fiscally responsible, requires the necessary staff complement to perform at this level. A third maintenance technician not only allows our department to meet the varying needs of our facilities and events, their ability to perform tasks

that would typically require a third-party contractor to perform saves our taxpayers a significant amount of money on an annual basis. Again, in order to see that benefit, a method of independent transportation is necessary to meet the needs of this role.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$75,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Fuel		\$2,500						
Vehicle Maintenance		\$1,500						

<b>Total Capital Cost:</b>	<b>\$75,000</b>	<b>Total Operating impact:</b>	<b>\$4,000</b>	<b>Total Cost:</b>	<b>\$79,000</b>
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Vendor in place by:	March
Joint/collaborative procurement?	No
Project related to a previous one?	Yes
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	IRFQ

# MAIN STREET PEDESTRIAN CROSSING DESIGN

PUBLIC WORKS

## DESCRIPTION

The design and construction of a pedestrian crossover on Main Street between Lloyd Street and Freel Lane. The PXO will include the use of regulatory signs, pavement markings, mast arms, aluminum poles, and rectangular rapid flashing beacons (RRFBs).

## TAXPAYER VALUE

This crossing would provide a safer method for pedestrians to cross Main St, as PXO's give pedestrians legal right-of-way priority over motor vehicles. This crossing would be located close to the GO station, between Lloyd Street and Freel Lane. This location is preferred

based on pedestrian desire lines, as well as it being farther from the at-grade railway crossing, decreasing the chance of queuing at the rail crossing.

## PROBLEM SOLVING

There are few ways pedestrians can cross on Main St especially when close to the GO station. By implementing a PXO, it would provide

a safer method for pedestrians to cross the road giving them legal right-of-way over motor vehicles.

## STRATEGIC FIT

Vision Zero (pedestrian safety program) is a Town Council priority. Successful stewardship of Town infrastructure to support a growing community and vibrant economy.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$125,400						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$125,400</b>	<b>Total Operating impact:</b>	<b>-</b>	<b>Total Cost:</b>	<b>\$125,400</b>
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Vendor in place by:	June
Joint/collaborative procurement?	No
Project related to a previous one?	Yes
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	RFT

# 7.5 TON MINI EXCAVATOR

PUBLIC WORKS

## DESCRIPTION

Public Works currently rents mini excavators (8 ton size) and if required, retains a contractor to perform excavation work for areas that the existing equipment cannot adequately conduct. This equipment will bring more work in-house, reducing the costs of contractors and rentals.

## TAXPAYER VALUE

Purchase of a mini excavator will reduce outsourced work for ditching and other restoration activities, while reducing cost to the Town. Staff will get more work done in a season for ditching as Operator costs are less than a contractor. Having the equipment will allow the Supervisor to have more flexibility in scheduling ditching and restoration activities.

## PROBLEM SOLVING

In recent years, the quality of work conducted by contractors has decreased. Keeping restoration activities in-house allows Public Works more control of the quality assurance and level of service provided by the Town.

## STRATEGIC FIT

Service excellence is achieved by creating a positive culture, with sense of accountability and empowerment. Staff take more pride and satisfaction in work completed as a team. The ditching and restoration requirements are streamlined, as scheduling does not require working around a contractor's time frame. Work conducted in-house allows greater flexibility, creating a more efficient ditching program and having a greater amount of restorations performed in a year.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$190,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Ditching Material			(\$45,000)					
Diesel Fuel		\$2,500	\$2,500					
Vehicle Maintenance		\$2,500	\$2,500					

<b>Total Capital Cost:</b>	<b>\$190,000</b>	<b>Total Operating impact:</b>	<b>(\$35,000)</b>	<b>Total Cost:</b>	<b>\$155,000</b>
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Vendor in place by:	January
Joint/collaborative procurement?	No
Project related to a previous one?	Yes
More than one procurement?	No
Procurement project budget process?	New
Procurement methodology:	RFT

# 6343 MAIN STREET OPTION 1 (BUILDING RESTORATION)

LEISURE & COMMUNITY SERVICES

## DESCRIPTION

Revitalizing the property/ building at 6343 Main Street has been captured in our Leisure and Community Services Master Plan as an opportunity for additional recreational space on Main Street, adjacent to our theatre.

## TAXPAYER VALUE

Rehabilitating the building, which has been deemed to have heritage significance, would provide an asset within our Civic Square to be utilized as a community space for user groups and public meetings, a

destination for Town and third-party events, and a collaborative space for Town-related gatherings in the heart of our downtown core.

## PROBLEM SOLVING

Currently, the building in place is unoccupied and in poor condition. We do not have sufficient space (indoor or outdoor) along Main Street to utilize for event space and/ or public gatherings. Rehabilitating

this property will not only capture the desire to have an aesthetically-pleasing landscape in our downtown corridor but it will provide necessary functional space that is currently lacking on our Town's busiest street.

## STRATEGIC FIT

The desire for additional programming space has been highlighted in our recently adopted Leisure and Community Services Master Plan. As a staple of our downtown core, this property is front

and center in whatever its final state may be. Whether it addresses the need for activity space or open space, this property must be revitalized in 2023.



Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Strategic Initiatives		\$1,750,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Total Capital Cost:		\$1,750,000	Total Operating impact:			Total Cost:		\$1,750,000

Vendor in place by:

April

Joint/collaborative procurement?

No

Project related to a previous one?

Yes

More than one procurement?

No

Procurement project budget process?

New

Procurement methodology:

RFP

# 6343 MAIN STREET

## OPTION 2 (DEMO, LANDSCAPING)

LEISURE & COMMUNITY SERVICES

### DESCRIPTION

Option #2 proposes to demolish the existing commercial building and proceed with the subsequent expansion of the Civic Square through the development of a landscaped open space with preserved heritage features.

Redevelopment of the site will help to further activate the area and enhance the public realm within the downtown core and allow residents and visitors to enjoy a more complete urban open space that is connected to the theatre.

### TAXPAYER VALUE

Option #2 expands the existing Civic Square and offers more passive recreational activities to take place in Town's central business district. It will help to further activate the area and enhance the public realm within the downtown core and allow residents and visitors to enjoy a more complete urban open space that is connected to the theatre. Heritage features will be incorporated into the design to ensure history and art seamlessly blend into the urban fabric.

### PROBLEM SOLVING

The Town will not have to incur the significant costs associated with revitalizing the existing building or consider the appropriate type of use.

### STRATEGIC FIT

The development of this property is a Council priority since it was acquired last year through funding from the parkland trust. A vacant building is not a positive image for the Town and there needs to be a decision made to expedite its redevelopment.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Park Trust		\$200,000						
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost

<b>Total Capital Cost:</b>	<b>\$200,000</b>	<b>Total Operating impact:</b>				<b>Total Cost:</b>			<b>\$200,000</b>
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Vendor in place by: -

Joint/collaborative procurement? No

Project related to a previous one? No

More than one procurement? No

Procurement project budget process? New

Procurement methodology: RFP

# WSPL BALLANTRAE BRANCH (PHASE 1) ARCHITECTURAL DESIGN

WS PUBLIC LIBRARY

## DESCRIPTION

Create architectural design for the new Ballantrae Branch. Plan is for a 10,000 square foot library branch to be located next to/near the current Ballantrae Community Centre. The branch would serve approximately 10,000 to 13,000 people expected in that area by 2031 from the two northern quadrants and potentially some residents in the northern portion of the southeast zone. Construction expected to take place in 2025 for \$7 million.

## TAXPAYER VALUE

Using library standards, the 2022 Master Plan study has identified a current deficit of almost 12,000 sq. ft. of library space in Whitchurch-Stouffville required to serve the population of the municipality. With significant growth expected in the Town in future decades, this existing deficit will only become larger. Accordingly, a two-phase expansion plan for library facilities

is recommended over the next ten years, which will bring the municipality into alignment with recommended space provision standards by the end of that period. Phase 1: Ballantrae Branch: By the end of 2026 - build and open a new library branch to serve the relatively large and growing population in the northern parts of Whitchurch-Stouffville.

## PROBLEM SOLVING

Whitchurch-Stouffville is a large, rapidly growing, and relatively wealthy community. At present it is served by only one library facility that, while quite new and well-functioning, is too small to serve the community by contemporary library standards due to the unprecedented and very significant growth of the community

(one of the fastest growing in Canada). If unaddressed, this situation will only become worse as a result of the rapid population growth anticipated for the municipality – resulting in a single facility struggling to serve the needs of the now much-larger Town.

## STRATEGIC FIT

Library Master Plan, approved May 2022. Council Strategic Priority #2 Expanding the tax base through a growing, diversified economy; #3 - Customer Service; #4 Asset Planning, Maintenance and Development.

Funding of Capital Costs		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Design		\$700,000						
Construction				\$7,000,000				
Collection Material				\$750,000				
Technology				\$100,000				
Furniture, Fixtures and Equipment				\$2,200,000				
Operating Impact								
Description		2023	2024	2025	2026	2027	Forecast Year	Forecast Year Cost
Staffing & operational costs					\$905,000			
<b>Total Capital Cost:</b>		<b>\$10,750,000</b>		<b>Total Operating impact:</b>		<b>\$905,000</b>		<b>Total Cost: \$11,655,000</b>

Vendor in place by: June  
 Joint/collaborative procurement? No  
 Project related to a previous one? Yes  
 More than one procurement? No  
 Procurement project budget process? New  
 Procurement methodology: RFP



# Appendices

- Budget by Department
- 2024-2026 Staffing Plan

# BUDGET BY DEPARTMENT

## COUNCIL

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	578,538	599,290	601,070	1,780	616,840	15,770	631,730	14,890	650,230	18,500
Professional & Contracted Services	2,539	5,000	5,000	-	5,000	-	5,000	5,000	5,000	-
Materials & Supplies	31,520	49,300	50,400	1,100	50,400	-	50,400	-	54,900	4,500
Transfer to Reserves	30,000	30,000	37,500	7,500	37,500	-	37,500	-	37,500	-
<b>Total Expenses</b>	<b>642,597</b>	<b>683,590</b>	<b>693,970</b>	<b>10,380</b>	<b>709,740</b>	<b>15,770</b>	<b>724,630</b>	<b>14,890</b>	<b>747,630</b>	<b>23,000</b>
<b>Revenues</b>										
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Council (Net Budget)</b>	<b>642,597</b>	<b>683,590</b>	<b>693,970</b>	<b>10,380</b>	<b>709,740</b>	<b>15,770</b>	<b>724,630</b>	<b>14,890</b>	<b>747,630</b>	<b>23,000</b>



# OFFICE OF THE CAO

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	3,744,070	4,287,590	4,369,140	81,550	4,557,810	188,670	4,721,640	163,830	4,886,220	164,580
Personnel - Part-Time	203,431	206,280	211,010	4,730	211,010	-	211,010	-	211,010	-
Utilities & Telecommunications	9,055	13,150	12,750	(400)	13,050	300	13,350	300	13,620	270
Licence & Fees	8,668	6,480	6,480	-	6,480	-	6,480	-	6,480	-
Professional & Contracted Services	73,266	385,200	511,800	126,600	461,980	(49,820)	461,980	-	496,980	35,000
Materials & Supplies	385,465	471,890	187,040	(284,850)	191,040	4,000	191,040	-	591,040	400,000
Vehicle Operations	28,358	21,400	48,800	27,400	49,720	920	50,660	940	51,540	880
Property Maintenance	24,923	42,000	42,000	-	42,000	-	42,000	-	42,000	-
Grants & Transfers	7,853	8,600	9,200	600	9,200	-	9,200	-	9,200	-
Write Offs	3,503	-	50,000	50,000	50,000	-	50,000	-	50,000	-
Interest & Bank Charges	-	800	800	-	820	20	840	20	860	20
Transfer to Reserves	522,264	520,000	520,000	-	520,000	-	520,000	-	520,000	-
Recoveries - Internal Expenses	65,000	50,000	50,000	-	50,000	-	50,000	-	50,000	-
<b>Total Expenses</b>	<b>5,661,449</b>	<b>6,013,390</b>	<b>6,019,020</b>	<b>5,630</b>	<b>6,163,110</b>	<b>144,090</b>	<b>6,328,200</b>	<b>165,090</b>	<b>6,928,950</b>	<b>600,750</b>
<b>Revenues</b>										
User Fees	(1,018,269)	(871,690)	(912,850)	(41,160)	(912,850)	-	(912,850)	-	(912,850)	-
Fines	(353,849)	(273,000)	(297,000)	(24,000)	(297,000)	-	(297,000)	-	(297,000)	-
Grants & Donations	-	(2,000)	(2,000)	-	(2,000)	-	(2,000)	-	(2,000)	-
Transfer from Reserves	(10,123)	(352,500)	(27,500)	325,000	(2,500)	25,000	(2,500)	-	(402,500)	(400,000)
Recoveries - Internal & External Revenue	(287,223)	(194,870)	(169,870)	25,000	(169,870)	-	(169,870)	-	(169,870)	-
Total Revenues	(1,669,464)	(1,694,060)	(1,409,220)	284,840	(1,384,220)	25,000	(1,384,220)	-	(1,784,220)	(400,000)
<b>Total Office of the CAO (Net Budget)</b>	<b>3,991,985</b>	<b>4,319,330</b>	<b>4,609,800</b>	<b>290,470</b>	<b>4,778,890</b>	<b>169,090</b>	<b>4,943,980</b>	<b>165,090</b>	<b>5,144,730</b>	<b>200,750</b>

## FINANCE & TECHNOLOGY SERVICES

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	3,228,981	2,942,340	3,163,320	220,980	4,309,350	1,146,030	4,460,250	150,900	4,598,670	138,420
Personnel - Part-Time	289,571	92,890	190,740	97,850	192,240	1,500	193,780	1,540	195,360	1,580
Utilities & Telecommunications	209,668	262,040	266,690	4,650	270,380	3,690	275,560	3,180	277,150	3,590
Licence & Fees	599,258	947,300	1,309,110	361,810	1,339,410	30,300	1,361,350	21,940	1,383,190	21,840
Insurance	68,222	760,920	801,500	40,580	817,400	15,900	833,650	16,250	850,260	16,610
Professional & Contracted Services	440,778	150,800	148,120	(2,680)	532,750	384,630	532,970	220	537,790	4,820
Materials & Supplies	285,879	290,370	324,420	34,050	329,920	5,500	335,420	5,500	340,920	5,500
Write Offs	94,851	152,000	152,000	-	152,000	-	152,000	-	152,000	-
Interest & Bank Charges	57,946	46,800	60,700	13,900	62,040	1,340	63,400	1,360	64,670	1,270
Transfer to Reserves	14,216,079	10,420,080	12,295,560	1,875,480	13,415,860	1,120,300	14,551,340	1,135,480	15,201,570	650,230
<b>Total Expenses</b>	<b>19,491,233</b>	<b>16,065,540</b>	<b>18,712,160</b>	<b>2,646,620</b>	<b>21,421,350</b>	<b>2,709,190</b>	<b>22,757,720</b>	<b>1,336,370</b>	<b>23,601,580</b>	<b>843,860</b>
<b>Revenues</b>										
Property Taxation	(39,039,538)	(39,592,720)	(41,127,340)	(1,534,620)	(44,059,320)	(2,931,980)	(49,089,260)	(5,029,940)	(51,996,440)	(2,907,180)
User Fees	(2,499,810)	(1,457,160)	(1,466,080)	(8,920)	(1,466,080)	-	(1,466,080)	-	(1,466,080)	-
Investment Income	(604,098)	(543,940)	(999,740)	(455,800)	(1,024,740)	(25,000)	(949,740)	75,000	(899,740)	50,000
Grants & Donations	(2,971,280)	(1,923,260)	(2,620,470)	(697,210)	(2,595,560)	24,910	(2,574,380)	21,180	(2,556,380)	18,000
Transfer from Reserves	(2,851,237)	(3,589,490)	(2,296,930)	1,292,560	(1,546,930)	750,000	(1,546,930)	-	(1,546,930)	-
Recoveries - Internal & External Revenue	(646,753)	(784,830)	(840,350)	(55,520)	(857,230)	(16,880)	(874,460)	(17,230)	(892,000)	(17,540)
<b>Total Revenues</b>	<b>(48,612,716)</b>	<b>(47,891,400)</b>	<b>(49,350,910)</b>	<b>(1,459,510)</b>	<b>(51,546,390)</b>	<b>(2,195,480)</b>	<b>(56,467,220)</b>	<b>(4,920,830)</b>	<b>(59,312,590)</b>	<b>(2,845,370)</b>
<b>Total Finance and Technology Services (Net Budget)</b>	<b>(29,121,483)</b>	<b>(31,825,860)</b>	<b>(30,638,750)</b>	<b>1,187,110</b>	<b>(30,128,510)</b>	<b>510,240</b>	<b>(33,743,130)</b>	<b>(3,614,620)</b>	<b>(35,755,990)</b>	<b>(2,012,860)</b>

## FIRE & EMERGENCY SERVICES

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	5,767,376	6,362,590	6,703,510	340,920	7,014,300	310,790	7,291,650	277,350	7,526,370	234,720
Personnel - Part-Time	260,463	356,800	356,000	(800)	356,500	500	356,900	400	357,300	400
Utilities & Telecommunications	132,200	143,750	149,800	6,050	155,270	5,470	161,010	5,740	167,160	6,150
Insurance	13,133	15,000	15,000	-	15,000	-	15,000	-	15,000	-
Professional & Contracted Services	271,286	283,950	252,950	(31,000)	255,170	2,220	262,400	7,230	269,620	7,220
Materials & Supplies	36,959	52,000	45,500	(6,500)	45,500	-	45,500	-	45,500	-
Vehicle Operations	127,858	140,400	155,700	15,300	156,930	1,230	158,180	1,250	159,340	1,160
Property Maintenance	53,794	70,000	70,000	-	70,000	-	70,000	-	70,000	-
Debt Financing	76,659	71,730	65,270	(6,460)	58,560	(6,710)	51,600	(6,960)	45,240	(6,360)
Debt Principle	180,265	186,490	192,950	6,460	199,660	6,710	205,760	6,100	80,300	(125,460)
<b>Total Expenses</b>	<b>6,919,993</b>	<b>7,682,710</b>	<b>8,006,680</b>	<b>323,970</b>	<b>8,326,890</b>	<b>320,210</b>	<b>8,618,000</b>	<b>291,110</b>	<b>8,735,830</b>	<b>117,830</b>
<b>Revenues</b>										
User Fees	(157,056)	(220,310)	(173,180)	47,130	(173,180)	-	(173,180)	-	(173,180)	-
Rental Income	(27,546)	(33,810)	(30,860)	2,950	(30,860)	-	(30,860)	-	(30,860)	-
Grants & Donations	(15,900)	(100)	-	100	-	-	-	-	-	-
Deferred Revenue Earned	(74,704)	(75,320)	(75,320)	-	(75,320)	-	(75,320)	-	(75,320)	-
Recoveries - Internal & External Revenue	(4,326)	(14,900)	(17,900)	(3,000)	(17,900)	-	(17,900)	-	(17,900)	-
<b>Total Revenues</b>	<b>(279,532)</b>	<b>(344,440)</b>	<b>(297,260)</b>	<b>47,180</b>	<b>(297,260)</b>	<b>-</b>	<b>(297,260)</b>	<b>-</b>	<b>(297,260)</b>	<b>-</b>
<b>Total Fire and Emergency Services (Net Budget)</b>	<b>6,640,461</b>	<b>7,338,270</b>	<b>7,709,420</b>	<b>371,150</b>	<b>8,029,630</b>	<b>320,210</b>	<b>8,320,740</b>	<b>291,110</b>	<b>8,438,570</b>	<b>117,830</b>

## DEVELOPMENT SERVICES

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	3,192,021	4,090,710	4,190,190	99,480	4,371,960	181,770	4,551,510	179,550	4,716,580	165,070
Personnel - Part-Time	14,731	40,920	63,690	22,770	63,690	-	63,690	-	63,690	-
Utilities & Telecommunications	6,315	8,180	10,860	2,680	11,130	270	11,400	270	11,680	280
Professional & Contracted Services	859,546	1,019,220	1,049,220	30,000	1,019,220	(30,000)	1,019,220	-	1,019,220	-
Materials & Supplies	151,827	158,100	164,840	6,740	166,810	1,970	168,750	1,940	170,730	1,980
Vehicle Operations	3,600	4,000	4,500	500	4,600	100	4,700	100	4,790	90
Property Maintenance	161	150	150	-	150	-	150	-	150	-
Grants & Transfers	71,814	90,000	-	(90,000)	-	-	-	-	-	-
Transfer to Reserves	2,065,095	238,120	122,120	(116,000)	125,390	3,270	87,750	(37,640)	51,190	(36,560)
Recoveries - Internal Expenses	520,000	589,100	607,340	18,240	618,290	10,950	629,440	11,150	640,790	11,350
<b>Total Expenses</b>	<b>6,885,110</b>	<b>6,238,500</b>	<b>6,212,910</b>	<b>(25,590)</b>	<b>6,381,240</b>	<b>168,330</b>	<b>6,536,610</b>	<b>155,370</b>	<b>6,678,820</b>	<b>142,210</b>
<b>Revenues</b>										
User Fees	(5,795,698)	(4,127,820)	(4,493,710)	(365,890)	(4,565,320)	(71,610)	(4,637,470)	(72,150)	(4,701,260)	(63,790)
Grants & Donations	(73,959)	(56,700)	(58,800)	(2,100)	(58,800)	-	(58,800)	-	(58,800)	-
Recoveries - Internal & External Revenue	(1,210,033)	(1,392,620)	(1,444,140)	(51,520)	(1,452,130)	(7,990)	(1,460,270)	(8,140)	(1,468,550)	(8,280)
<b>Total Revenues</b>	<b>(7,079,690)</b>	<b>(5,577,140)</b>	<b>(5,996,650)</b>	<b>(419,510)</b>	<b>(6,076,250)</b>	<b>(79,600)</b>	<b>(6,156,540)</b>	<b>(80,290)</b>	<b>(6,228,610)</b>	<b>(72,070)</b>
<b>Total Development Services (Net Budget)</b>	<b>(194,580)</b>	<b>661,360</b>	<b>216,260</b>	<b>(445,100)</b>	<b>304,990</b>	<b>88,730</b>	<b>380,070</b>	<b>75,080</b>	<b>450,210</b>	<b>70,140</b>

## PUBLIC WORKS

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	2,395,238	2,639,120	2,816,430	177,310	2,959,440	143,010	3,100,330	140,890	3,195,500	95,170
Personnel - Part-Time	122,767	308,180	316,640	8,460	328,390	11,750	332,990	4,600	337,640	4,650
Utilities & Telecommunications	513,103	530,830	558,220	27,390	570,620	12,400	583,270	12,650	596,480	13,210
Professional & Contracted Services	3,247,143	3,284,640	3,460,900	176,260	3,573,620	112,720	3,736,390	162,770	3,880,990	144,600
Materials & Supplies	31,756	38,180	51,530	13,350	52,740	1,210	53,970	1,230	55,230	1,260
Vehicle Operations	327,913	253,550	317,100	63,550	281,530	(35,570)	284,660	3,130	287,600	2,940
Property Maintenance	1,752,402	1,923,620	1,787,800	(135,820)	1,881,540	93,740	1,953,470	71,930	1,999,670	46,200
Debt Financing	203,144	186,580	171,410	(15,170)	157,480	(13,930)	148,530	(8,950)	139,220	(9,310)
Debt Principle	925,015	426,140	441,310	15,170	229,840	(211,470)	238,790	8,950	248,100	9,310
<b>Total Expenses</b>	<b>9,518,481</b>	<b>9,590,840</b>	<b>9,921,340</b>	<b>330,500</b>	<b>10,035,200</b>	<b>113,860</b>	<b>10,432,400</b>	<b>397,200</b>	<b>10,740,430</b>	<b>308,030</b>
<b>Revenues</b>										
User Fees	(370,731)	(274,700)	(340,630)	(65,930)	(340,630)	-	(340,630)	-	(340,630)	-
Rental Income	(1,332)	(4,500)	(4,500)	-	(4,500)	-	(4,500)	-	(4,500)	-
Grants & Donations	(296,636)	(74,000)	(74,000)	-	(74,000)	-	(74,000)	-	(74,000)	-
Deferred Revenue Earned	(1,097,476)	(581,730)	(581,730)	-	(360,240)	221,490	(360,240)	-	(360,240)	-
Transfer from Reserves	(279,360)	(363,910)	(133,910)	230,000	(100,000)	33,910	(100,000)	-	(100,000)	-
Recoveries - Internal & External Revenue	(719,658)	(719,500)	(840,700)	(121,200)	(840,700)	-	(840,700)	-	(840,700)	-
<b>Total Revenues</b>	<b>(2,765,193)</b>	<b>(2,018,340)</b>	<b>(1,975,470)</b>	<b>42,870</b>	<b>(1,720,070)</b>	<b>255,400</b>	<b>(1,720,070)</b>	<b>-</b>	<b>(1,720,070)</b>	<b>-</b>
<b>Total Public Works (Net Budget)</b>	<b>6,753,288</b>	<b>7,572,500</b>	<b>7,945,870</b>	<b>373,370</b>	<b>8,315,130</b>	<b>369,260</b>	<b>8,712,330</b>	<b>397,200</b>	<b>9,020,360</b>	<b>308,030</b>

# LEISURE & COMMUNITY SERVICES

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	5,777,052	6,553,970	6,590,750	36,780	6,874,780	284,030	7,125,990	251,210	7,365,360	239,370
Personnel - Part-Time	1,393,014	2,619,780	2,971,960	352,180	3,079,710	107,750	3,142,740	63,030	3,206,860	64,120
Utilities & Telecommunications	1,567,990	1,820,500	1,941,640	121,140	2,032,090	90,450	2,104,420	72,330	2,181,220	76,800
Insurance	14,000	14,000	16,380	2,380	16,740	360	17,110	370	17,490	380
Professional & Contracted Services	417,101	173,810	153,140	(20,670)	155,220	2,080	157,410	2,190	159,690	2,280
Materials & Supplies	172,421	395,000	759,930	364,930	762,250	2,320	764,640	2,390	767,120	2,480
Vehicle Operations	422,013	401,720	535,730	134,010	545,910	10,180	556,310	10,400	565,980	9,670
Property Maintenance	1,257,568	1,380,120	1,438,490	58,370	1,444,790	6,300	1,448,440	3,650	1,454,250	5,810
Grants & Transfers	30,401	123,430	87,080	(36,350)	87,080	-	87,080	-	87,080	-
Interest & Bank Charges	55,698	156,790	159,190	2,400	162,980	3,790	166,840	3,860	170,750	3,910
Debt Financing	947,887	908,990	859,050	(49,940)	808,680	(50,370)	755,760	(52,920)	703,940	(51,820)
Debt Financing	1,514,628	1,227,140	1,271,230	44,090	1,248,990	(22,240)	1,293,400	44,410	1,135,970	(157,430)
Transfer to Reserves	44,000	1,000	1,000	-	1,000	-	1,000	-	1,000	-
<b>Total Expenses</b>	<b>13,613,773</b>	<b>15,776,250</b>	<b>16,785,570</b>	<b>1,009,320</b>	<b>17,220,220</b>	<b>434,650</b>	<b>17,621,140</b>	<b>400,920</b>	<b>17,816,710</b>	<b>195,570</b>
<b>Revenues</b>										
Property Taxation	(72,767)	(74,930)	(75,870)	(940)	(76,120)	(250)	(76,370)	(250)	(76,640)	(270)
User Fees	(662,050)	(2,385,840)	(2,919,680)	(533,840)	(2,925,450)	(5,770)	(2,928,880)	(3,430)	(2,932,440)	(3,560)
Rental Income	(1,331,372)	(2,605,800)	(2,039,500)	566,300	(2,048,040)	(8,540)	(2,056,810)	(8,770)	(2,062,810)	(6,000)
Investment Income	(6,253)	(7,600)	(7,600)	-	(7,600)	-	(7,600)	-	(7,600)	-
Grants & Donations	(243,135)	(113,440)	(435,610)	(322,170)	(435,610)	-	(435,610)	-	(435,610)	-
Deferred Revenue Earned	(1,627,325)	(1,343,650)	(1,347,300)	(3,650)	(1,347,300)	-	(1,347,300)	-	(1,347,300)	-
Transfer from Reserves	(84,913)	(84,940)	(84,940)	-	(84,940)	-	(84,940)	-	(84,940)	-
Recoveries - Internal & External Revenue	(517,636)	(641,500)	(612,480)	29,020	(616,120)	(3,640)	(619,840)	(3,720)	(623,640)	(3,800)
<b>Total Revenues</b>	<b>(4,545,451)</b>	<b>(7,257,700)</b>	<b>(7,522,980)</b>	<b>(265,280)</b>	<b>(7,541,180)</b>	<b>(18,200)</b>	<b>(7,557,350)</b>	<b>(16,170)</b>	<b>(7,570,980)</b>	<b>(13,630)</b>
	-	-	-	-	-	-	-	-	-	-
<b>Total Leisure and Community Services (Net Budget)</b>	<b>9,068,322</b>	<b>8,518,550</b>	<b>9,262,590</b>	<b>744,040</b>	<b>9,679,040</b>	<b>416,450</b>	<b>10,063,790</b>	<b>384,750</b>	<b>10,245,730</b>	<b>181,940</b>

## LIBRARY

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	1,086,294	1,437,910	1,669,100	231,190	1,754,640	85,540	1,841,050	86,410	1,926,520	85,470
Personnel - Part-Time	308,159	630,540	672,520	41,980	736,240	63,720	791,420	55,180	807,030	15,610
Utilities & Telecommunications	18,314	15,840	17,490	1,650	17,870	380	18,260	390	18,670	410
Licence & Fees	5,215	5,140	5,220	80	5,220	-	5,220	-	5,220	-
Insurance	16,582	15,600	18,250	2,650	18,650	400	19,060	410	19,480	420
Professional & Contracted Services	619,968	577,700	209,370	(368,330)	212,670	3,300	214,170	1,500	216,490	2,320
Materials & Supplies	195,324	257,030	309,530	52,500	334,460	24,930	338,320	3,860	352,260	13,940
Collection Material	260,499	309,750	321,640	11,890	333,530	11,890	345,420	11,890	357,310	11,890
Interest & Bank Charges	5,177	7,700	11,000	3,300	11,240	240	11,480	240	11,710	230
Transfer to Reserves	330,447	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>2,845,979</b>	<b>3,257,210</b>	<b>3,234,120</b>	<b>(23,090)</b>	<b>3,424,520</b>	<b>190,400</b>	<b>3,584,400</b>	<b>159,880</b>	<b>3,714,690</b>	<b>130,290</b>
<b>Revenues</b>										
User Fees	(43,508)	(110,800)	(130,360)	(19,560)	(130,360)	-	(130,360)	-	(130,360)	-
Investment Income	(1,653)	(4,000)	(7,000)	(3,000)	(7,000)	-	(7,000)	-	(7,000)	-
Fines	(12,995)	(25,000)	(25,000)	-	(25,000)	-	(25,000)	-	(25,000)	-
Grants & Donations	(2,592,403)	(2,909,890)	(2,856,900)	52,990	(3,061,300)	(204,400)	(3,221,180)	(159,880)	(3,351,470)	(130,290)
Deferred Revenue Earned	(195,420)	(195,420)	(200,860)	(5,440)	(200,860)	-	(200,860)	-	(200,860)	-
Transfer from Reserves	-	(12,100)	(14,000)	(1,900)	-	14,000	-	-	-	-
<b>Total Revenues</b>	<b>(2,845,979)</b>	<b>(3,257,210)</b>	<b>(3,234,120)</b>	<b>23,090</b>	<b>(3,424,520)</b>	<b>(190,400)</b>	<b>(3,584,400)</b>	<b>(159,880)</b>	<b>(3,714,690)</b>	<b>(130,290)</b>
<b>Total Library (Net Budget)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## TOWN GRANT TO LIBRARY

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Grants & Transfers	2,356,075	2,732,260	2,751,080	18,820	2,955,480	204,400	3,115,360	159,880	3,245,650	130,290
<b>Total Expenses</b>	<b>2,356,075</b>	<b>2,732,260</b>	<b>2,751,080</b>	<b>18,820</b>	<b>2,955,480</b>	<b>204,400</b>	<b>3,115,360</b>	<b>159,880</b>	<b>3,245,650</b>	<b>130,290</b>
<b>Revenues</b>										
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Library Grant (Net Budget)</b>	<b>2,356,075</b>	<b>2,732,260</b>	<b>2,751,080</b>	<b>18,820</b>	<b>2,955,480</b>	<b>204,400</b>	<b>3,115,360</b>	<b>159,880</b>	<b>3,245,650</b>	<b>130,290</b>

# CEMETERY

	Dec. 3, 2021 Actuals (Audited)	2022 Budget	2023 Proposed Budget	Budget Change Over PY (\$)	2024 Projected Budget	Budget Change Over PY (\$)	2025 Projected Budget	Budget Change Over PY (\$)	2026 Projected Budget	Budget Change Over PY (\$)
<b>Expenses</b>										
Personnel - Full-Time	31,550	32,190	35,030	2,840	35,730	700	36,440	710	37,170	730
Utilities & Telecommunications	230	230	250	20	270	20	290	20	310	20
Insurance	2,900	2,900	3,390	490	3,460	70	3,540	80	3,620	80
Professional & Contracted Services	82,340	85,050	86,070	1,020	86,070	-	86,070	-	86,070	-
Materials & Supplies	9,929	7,920	8,710	790	8,810	100	8,910	100	9,010	100
Property Maintenance	4,223	4,080	4,080	-	4,080	-	4,080	-	4,080	-
Transfer to Reserves	77,243	22,210	24,000	1,790	23,110	(890)	22,200	(910)	21,270	(930)
<b>Total Expenses</b>	<b>208,415</b>	<b>154,580</b>	<b>161,530</b>	<b>6,950</b>	<b>161,530</b>	-	<b>161,530</b>	-	<b>161,530</b>	-
<b>Revenues</b>										
User Fees	(174,138)	(129,180)	(136,130)	(6,950)	(136,130)	-	(136,130)	-	(136,130)	-
Investment Income	(34,277)	(24,000)	(24,000)	-	(24,000)	-	(24,000)	-	(24,000)	-
Grants & Donations	-	(1,400)	(1,400)	-	(1,400)	-	(1,400)	-	(1,400)	-
<b>Total Revenues</b>	<b>(208,415)</b>	<b>(154,580)</b>	<b>(161,530)</b>	<b>(6,950)</b>	<b>(161,530)</b>	-	<b>(161,530)</b>	-	<b>(161,530)</b>	-
<b>Total Cemetery (Net Budget)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





# 2024-2026 STAFFING PLAN

Department/Position	2024	2025	2026
<b>Office of the CAO</b>			
Animal Services Officer	92,500	-	-
Associate Town Solicitor	194,150	-	-
Community Engagement Specialist	106,570	-	-
Compensation and Benefits	111,260	-	-
Corporate Communications Officer	96,390		
Marketing Assistant	80,080	-	-
Municipal Law Enforcement Supervisor	132,170		
By-law Officer	-	-	96,240
<b>Finance and Technology Services</b>			
Accounts Payable Clerk (Conversion)	12,680	-	-
Financial Analyst (Conversion)	48,370	-	-
Information Technology/ Project Manager/Senior BA	99,640	47,110	-
IT Security Analyst	99,640	47,110	-
Procurement Analyst	104,180	-	-
Revenue and Taxation Associate	77,480	-	-
Financial Analyst	-	110,260	-
Business Analyst/Database Administrator	-	83,080	38,590
Help Desk Analyst	-	77,370	35,680
Client Services Coordinator/ Help Desk Analyst	-	-	88,290
Systems Architect	-	-	103,670
<b>Fire and Emergency Services</b>			
Fire Prevention Inspector	53,250	43,310	14,150
Suppression Firefighter	53,250	43,310	14,150
Suppression Firefighter	53,250	43,310	14,150
Suppression Firefighter	53,250	43,310	14,150
Suppression Firefighter	53,250	43,310	14,150
Suppression Firefighter	-	54,320	101,950
Suppression Firefighter	-	54,320	47,630
Training Officer	-	114,920	60,900
Suppression Firefighter	-	-	55,410
Suppression Firefighter	-	-	55,410
<b>Development Services</b>			
Environmental Planner - Development Planning	62,410	-	-
GIS Technician - Policy Planning	101,070	-	-
Planner I - Sustainability Planner/Climate Change Specialist	98,940	-	-
Planner II - Development Planning	25,980	-	-
Landscape Architect - Development Planning	-	116,670	-
Planner III - Development Planning	-	21,260	-
Climate Change Coordinator - Policy Planning	-	-	133,670

Department/Position	2024	2025	2026
<b>Leisure and Community Services</b>			
Customer Service Supervisor	116,460	-	-
Parks Operator (CUPE)	-	85,960	-
Customer Service Associate	-	-	83,310
Facility Supervisor	-	-	139,070
Facility Operations Clerk	-	-	79,530
<b>Library</b>			
Graphic Designer - Library	37,440	38,190	-
Human Resources Generalist - Library	93,210	-	-
Library Assistant, Teen Services (Leisure Branch)	42,990	31,320	-
Coordinator /Branch Supervisor (Ballantrae Branch)	-	62,430	45,490
Library Assistant, Children's (Ballantrae Branch)	-	43,840	31,940
Library Assistant, Adult (Ballantrae Branch)	-	43,840	31,940
<b>Public Works</b>			
Arborist (CUPE)	66,460	-	-
Downtown Maintenance Operator (CUPE)	40,270	39,530	-
Lead Hand, Fleet (CUPE)	125,960	-	-
Public Works Operator	88,350	-	-
Water/Wastewater Clerk	(480)	(2,610)	-
Water/Wastewater Operator (CUPE)	75,860	23,120	-
Operator (CUPE)	60,410	19,770	-
Mechanic (CUPE)	-	55,910	51,620
Operator (CUPE)	-	59,300	20,160
Water/Wastewater Operator (CUPE)	-	-	76,160
Operator (CUPE)	-	-	60,490
<b>Total</b>	<b>2,556,690</b>	<b>1,443,570</b>	<b>1,507,900</b>
<b>Tax Levy Impact</b>	<b>6.77%</b>	<b>3.78%</b>	<b>3.91%</b>

