



operating & capital budget book

operating budgets
capital budgets & forecasts
service themes
revenue & expenses

2024 - 2026



Table of Contents

Mayor's message	4
-----------------	---

Executive summary	6
-------------------	---

Introduction	7
--------------	---

About Stouffville	8
-------------------	---

Services we offer	10
-------------------	----

Stouffville's 2022-2026 strategic plan	12
--	----

Long-term fiscal & community planning	15
---------------------------------------	----

Full-time staffing summary	16
----------------------------	----

2023 Corporate organizational chart	18
-------------------------------------	----

Budget process	20
----------------	----



Operating Budget	22
------------------	----

Operating budget summary	22
--------------------------	----

Consolidated financial schedule	25
---------------------------------	----

2024-2026 proposed expenses	26
-----------------------------	----

Where does our money come from?	28
---------------------------------	----

Operating budget summary by service theme	34
---	----

• A town that grows	36
---------------------	----

• A town that moves	40
---------------------	----

• An engaging town	44
--------------------	----

• A healthy & greener town	50
----------------------------	----

• A safe town	58
---------------	----

• Good governance	64
-------------------	----

• Organizational effectiveness	68
--------------------------------	----

Capital Budget	74
----------------	----

How we are investing	76
----------------------	----

Capital budget overview	78
-------------------------	----

Asset management	81
------------------	----

Capital budget funding	82
------------------------	----

Project prioritization & funding	85
----------------------------------	----

Debt forecast	86
---------------	----

Debt portfolio	88
----------------	----

Capital Reserves	90
------------------	----

Operating impacts	93
-------------------	----

2024 projects	96
---------------	----

10-yr forecast	110
----------------	-----

Front-ended projects	140
----------------------	-----

Strategic initiatives	144
-----------------------	-----

Unfunded projects	150
-------------------	-----

Appendices	157
------------	-----

Town of Whitchurch-Stouffville

111 Sandiford Drive
Stouffville, ON L4A 0Z8





Mayor's message

On behalf of Council, I am pleased to present our 2024 Whitchurch-Stouffville Operating and Capital Budget. The budget highlights the Town's strategic priorities and sets the road map for investments in our future.

The preparation of this year's budget was a little different than in previous years. On October 31, 2023, I was given Strong Mayor Powers by the Province of Ontario under Part VI.1 of the Municipal Act, 2001. Strong Mayor Powers provide Mayors with powers related to administrative and organizational structure, powers to advance provincial priorities, and the responsibility for preparing and presenting the budget.

On October 31, 2023, I directed Staff to draft the 2024 Operating and Capital Budget for me to table on November 8th and present at the November 15, 2023 council meeting.

Despite being given these powers, I have committed to my Council colleagues that we will continue to work together as a team to advance a budget that focuses on our shared priorities, implementing our strategic plan for the Town and most importantly, you the residents. Year after year, staff have shared this vision and understanding and have provided us with a well-researched and fiscally responsible budget.

Council & Staff are committed to enhancing our residents' experience in town, and I believe this budget demonstrates that. Strategic investments in our future will be key as we move forward. Thank you for trusting me and Council with these important decisions for our future.

Be well,
Iain Lovatt, Mayor
November 29, 2023

2022 - 2026 Mayor & Members of Council



Iain Lovatt
Mayor



Hugo T. Kroon
Councillor, Ward 1



Maurice Smith
Councillor, Ward 2



Keith Acton
Councillor, Ward 3



Rick Upton
Councillor, Ward 4



Richard Bartley
Councillor, Ward 5



Sue Sherban
Councillor, Ward 6

Senior Leadership Team



Sunny Bains
Chief Administrative
Officer



Jeremy Harness
Commissioner,
Finance & Treasurer



Rob Braid
Commissioner,
Community Services



Jack Graziosi
Commissioner,
Engineering & Public
Works



Becky Jamieson
Commissioner,
Corporate Services &
Town Clerk



Dwayne Tapp
Commissioner,
Development Services



Bill Snowball
Fire Chief, Fire &
Emergency Services



Margaret Wallace
CEO, WS Public
Library & Latham Art
Centre



Joshua Silver
Town Solicitor



Claudette Banks
Director, Human
Resources

Executive summary

The 2024-2026 budget is focused on the term of Council and Council's objectives using the multi-year and service-based budget framework. For 2024, the Senior Leadership Team strives to consistently improve service levels for our citizens and businesses through the implementation of the multi-year budget.

On November 29, 2023, Council approved a 1.47% tax levy increase with an additional 2% for capital asset needs and 1% for Main St. reconstruction. The 1.47% tax levy increase is to maintain and increase service levels with an investment in human capital. This budget provides a Skating Trail Operator, Fire Prevention Inspector and Utility Locate Operator (fully rate funded and no cost to the taxpayer). The Operating Budget Summary on page 20 and the following service-based budget highlights explore how we are to attain a balanced budget in 2024.

The 2024 Capital Budget continues to address each of the Town's strategic pillars with an opportunity to take on capital projects in preparation for the Main St. reconstruction and to complete carry-forward approved projects. Incorporating the longer-term approach to ensure reserve adequacy and deliver strategic initiatives is the objective. Overall, the 2024 capital budget demonstrates the Town's commitment to its residents by making the appropriate plans to invest in their future needs.

The 2024 Capital and 10-year capital plan is a comprehensive process that ensured capital requests are aligned with the Town's strategic plan, as well as ensuring that Town assets are being maintained and replaced effectively and efficiently, and that investment in new assets and infrastructure meets resident needs over the longer-term. The Capital Budget overview found on [page 78](#) explores the various capital projects over the ten years as well as the 2024 capital plan.

Some of the 2024 capital initiatives include:

- Commercial Street reconstruction
- O'Brien Avenue reconstruction
- Bethesda Sideroad Resurfacing
- Main Street reconstruction design

Moving through 2024, Council and staff will continue work collaboratively to provide excellent municipal services in a responsible and balanced manner.

November 29, 2023

Introduction

2024 - 2026 operating & capital budgets

Welcome to the 2024-2026 Budget Book, a comprehensive document that outlines the Town's financial plan and strategic priorities for the upcoming year and forecast period ending 2026. This budget reflects the Town's commitment to responsible fiscal management, transparency, and the pursuit of the Town's strategic goals and objectives.

In the face of a rapidly changing economic landscape and evolving societal needs, the 2024-2026 budget is designed to be both a roadmap and a tool for prudent financial decision-making. It reflects the Town's dedication to delivering value and excellence in all our endeavors, while ensuring that the resources entrusted to us are utilized effectively.

Within these pages, you will find a detailed breakdown of revenue projections, expenditures, and financial strategies that will guide our Town's operations and capital infrastructure investments over the current term of Council. We have carefully considered the input from various stakeholders, evaluated past performance, and considered current economic conditions to construct a budget that aligns with our vision for a prosperous future.

This budget book is structured to provide a clear and comprehensive view of our financial plans. It begins with an overview of our organization's mission, vision, and strategic priorities, setting the stage for the financial decisions that follow. From there, it delves into revenue sources, expense categories, and capital investments, all of which are integral to our ability to fulfill our mission.

Our commitment to transparency and accountability is central to our fiscal responsibility. Throughout this budget book, you will find explanations of key financial concepts, performance metrics, and progress indicators. We want to empower our stakeholders with the information they need to understand how their resources are allocated and how we intend to achieve our objectives.

As we navigate the complexities of 2024, we acknowledge the challenges and uncertainties that lie ahead. However, we are also inspired by the opportunities for growth, innovation, and community impact. This budget reflects our unwavering dedication to making sound financial decisions and human capital investments that support our mission, advance our vision, and serve the best interests of all those we engage with.

We encourage you to explore this budget book thoroughly and to reach out with any questions or feedback you may have. Your input and engagement are essential as we work together to shape a successful 2024 and beyond.

About Stouffville

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

Population & growth

Located amid the undulating landscapes of the Oak Ridges Moraine, Stouffville provides a wealth of opportunities. It's conveniently close to one of Canada's major cities, yet remote enough to catch the sounds of nature's wilderness. With a robust labour force of over 23,000 individuals, it maintains a cozy atmosphere that preserves our cherished neighbourhoods and tranquil lifestyle. It caters to the younger generation, ensuring access to high-quality education, while also offering a comfortable haven for retirees seeking relaxation.

In 2021, our Town proudly maintained a population of 51,400 residents, experiencing a consistent average annual growth rate of 1.7% from 2016 to 2021. Our unwavering commitment to progress leads us to anticipate a continued expansion in line with the broader trends observed in York Region. Projections indicate that by 2051, our population is expected to reach around 103,500, representing an estimated increase of 52,100 individuals between 2021 and 2051. This reflects a significant average annual population growth rate of 2.4% during this period.

Stouffville boasts a rich tapestry of diversity. In 2021, nearly 46% of its total population hailing from various visible minority groups. Among these, the largest groups by population are South Asian, Chinese, Black, and Filipino. The municipality's European roots date back over two centuries, while traces of indigenous presence can be traced as far back as the 1500s. The town's largest community, Stouffville, was established in 1803 when Abraham Stouffer, a Mennonite from Pennsylvania, settled

along the banks of Duffin's Creek, near the modern-day intersection of 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.

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

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



**To learn more about
Stouffville, visit**
townofws.ca/profile

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.

Economy & Employment

Our Town boasts a highly diverse local economy, with strengths rooted in high-tech and knowledge-based industries, manufacturing, construction, agriculture, and the thriving tourism sector. Our robust labour force exceeds 23,000 individuals, contributing to our economic vibrancy.

Proximity to major urban centers is a substantial advantage for our Town. Crucial transportation and communication arteries traverse our community, establishing direct links to locations within York Region, the Greater Toronto Area (GTA), and international connections. The seamless access to GO Transit and local York Region bus services ensures reliable transportation both to and within the Town, while a mere 35-minute drive places us in the heart of Toronto.

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 centres and wineries attract thousands every year to take in Whitchurch-Stouffville.

Among our 23,000 employed residents, 38% are engaged in remote work, and 17% are self-employed, reflecting a dynamic workforce. Commuters benefit from convenient options, with 30% living and working in Stouffville and 38% within York Region.



**For more economic
development info, visit**
stouffville.com

Stouffville presently accommodates an estimated employment base of 17,000 jobs as of 2021.

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

Recreation & Attractions

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

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



**What events would your
kids love?**
townofws.ca/events

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

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

Services we offer

A municipal government typically offers a wide range of essential services to its residents, including services related to public safety such as by-law enforcement and fire departments, public infrastructure maintenance like road repairs and waste management, as well as community services like libraries, parks, and recreational facilities. Additionally, municipal governments often provide administrative services such as permitting and zoning regulations to ensure the orderly development and operation of the community.

Serving the community

To establish and sustain Whitchurch-Stouffville as the premier town in Ontario for its residents, businesses, and visitors, we are committed to delivering exceptional services. Our goal is to provide your families with top-tier parks and access to the highest quality water resources.

These services play a pivotal role in upholding numerous programs, initiatives, infrastructure, events, and safety measures that enhance your daily life. It is our duty to ensure these services are delivered reliably and with utmost convenience.

The necessary funds to provide these services are meticulously allocated in the Town's operating budget. Historically, services were categorized based on overseeing departments. However, to enhance transparency and

accessibility for our community, we are transitioning to a service-based budget approach. Services are now organized into seven thematic categories: 'A Town that Grows,' 'A Town that Moves,' 'A Healthy and Greener Town,' 'An Engaging Town,' 'A Safe Town,' 'Good Governance,' and 'Organizational Effectiveness.' Whitchurch-Stouffville offers a diverse inventory of 41 distinct services, with 27 directly serving the public and 14 supporting services that enable efficient service delivery and governance. The comprehensive service structure is detailed below.



To learn more about
Town Hall, visit
townofws.ca/townhall



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.

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



Organizational effectiveness



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.

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



A town that moves

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

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



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.

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



A healthy & greener town

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

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



A safe town

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

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



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.

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

Stouffville's 2022 - 2026 strategic plan

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

Empowering our evolving community

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

Our core values—Service Excellence, Collaboration, and Integrity—drive every decision and action we take. We believe in providing service that exceeds expectations, offering innovative solutions, and constantly seeking ways to improve the lives of our community members. Collaboration is at the heart of our approach, as we recognize that by working together with residents, businesses, and organizations, we can achieve remarkable outcomes. Above all, we maintain the highest standards of integrity, conducting ourselves with honesty, transparency, and accountability in all our endeavours.

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



Vision

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



Mission

To continue building a vibrant community through excellent service.



Values

Service Excellence, Collaboration and Integrity.



To learn more about Stouffville's strategy, visit townofws.ca/stratplan

Organizational effectiveness

The Stouffville strategic plan outlines “Areas of Focus” for each of the seven Service Themes. Under these areas, are a set of objectives for each theme. See [Appendix 5 \(page 164\)](#) for a complete list of objectives and their current completion status.

Areas of focus:

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



A town that grows

Areas of focus:

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



A town that moves

Areas of focus:

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



An engaging town

Areas of focus:

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



A healthy & greener town

Areas of focus:

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



A safe town

Areas of focus:

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



Good governance

Areas of focus:

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





Long-term fiscal & community planning

The staff of a municipal government is crucial as they are responsible for implementing and delivering essential public services, maintaining infrastructure, and ensuring the day-to-day operations of the community run smoothly. Their expertise, dedication, and efficiency directly impact the well-being and quality of life for the residents they serve.

Strategic financial planning

The Operating Budget seeks to deliver the services contemplated from the Master Plans completed in 2022 and 2023, and within the fiscal capacity of the Town of Whitchurch-Stouffville.

Keeping pace with a growing community and continuing to excel in service delivery are the two dominant themes for the current budget and through this term of Council. The 2023-2026 term of Council has highlighted many infrastructure projects as the community grows as well as staff additions that addresses service delivery and the overall customer service experience.

The operating budget contribution to capital, in excess of \$7.6 million, is critical to the maintenance of existing assets and the delivery of strategic initiatives. The adequacy of growth-related capital funding through Development Charges continues to be a challenge and the uncertainty with respect to development activity affects our taxing capacity. It is difficult to forecast the growth in service delivery without some confidence in the timing of development and the form of development.

The Town has completed its 2023 Development Charge Background Study with the new by-laws effective on January 1, 2024.

The information technology infrastructure has received great attention over the last three years to prepare for the

modernization of productivity software systems. There is a well-developed strategy for systems implementation that will enhance the quality of service and information flowing to Council and to staff.

Many of these new systems are 'cloud' based with annual subscription costs; this has changed from capital funded, onsite hosted systems, to externally hosted systems that places a greater pressure on operating costs, but conversely, reduces the demand on capital.

While no debt is contemplated in 2024, council decisions that require significant funding via new debt, uncertainties with inflationary pressures and legislative challenges such as Bill 23 can increase our debt commitments and servicing costs on an annual basis.

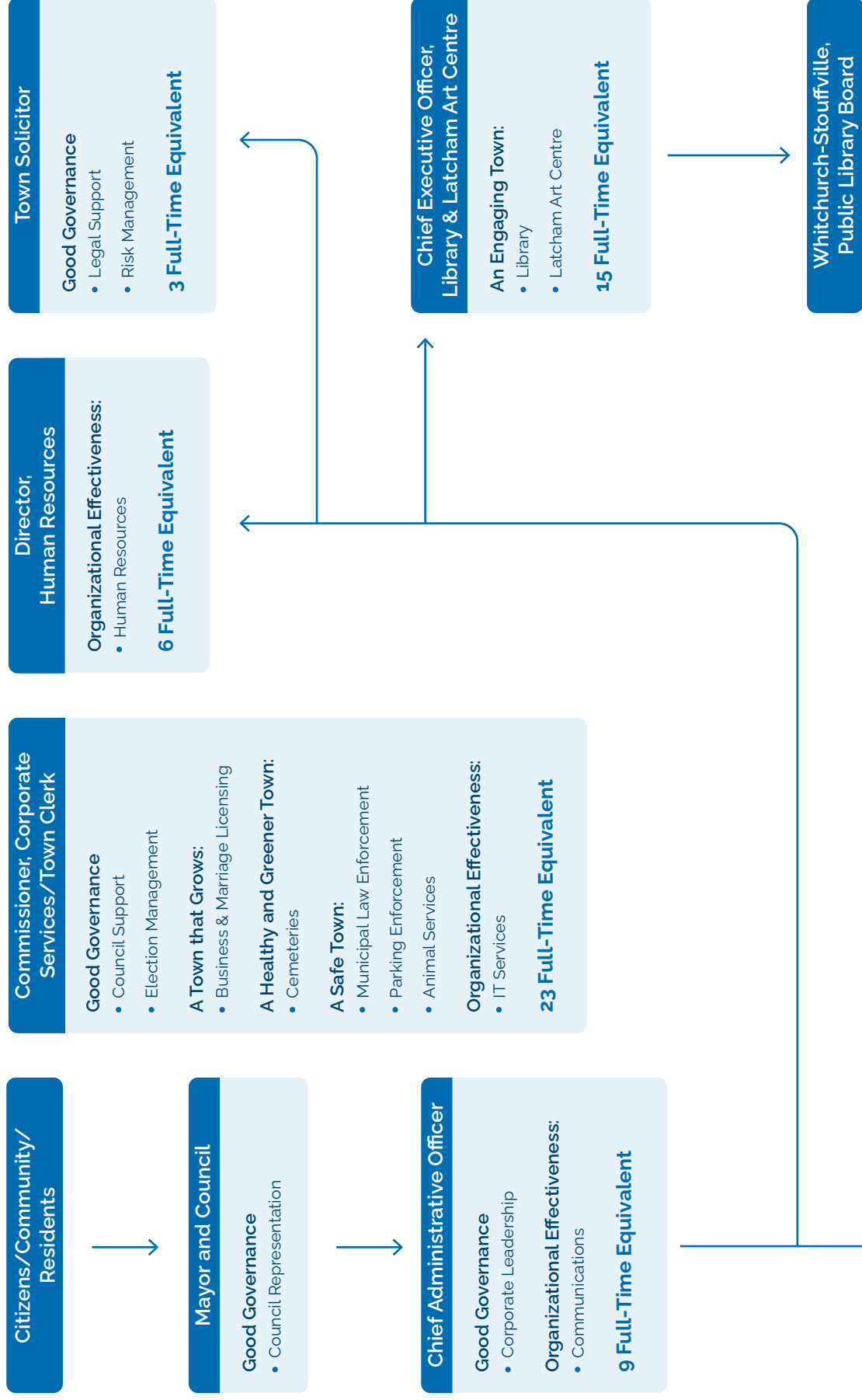
Full-time staffing summary

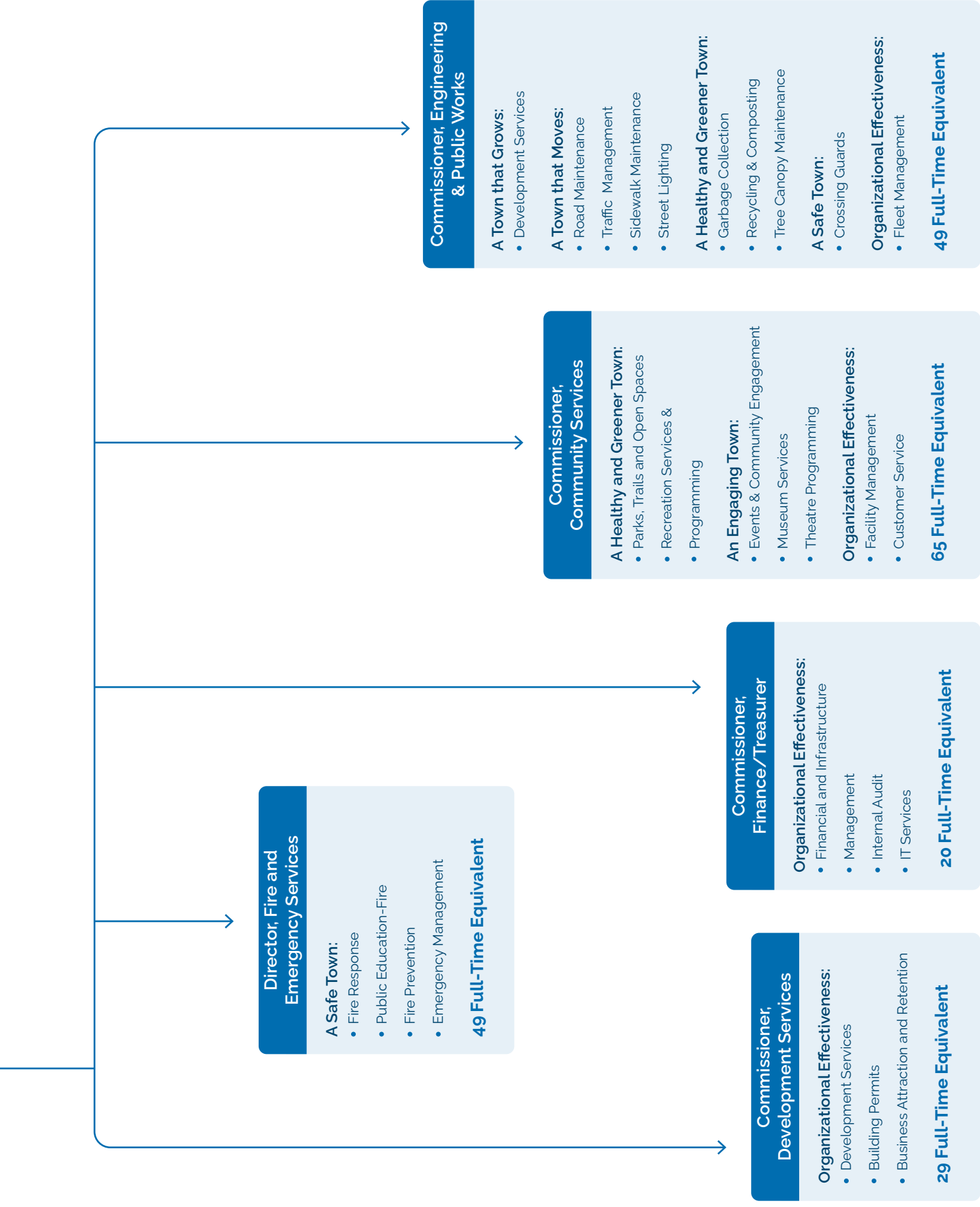
The staff of a municipal government is crucial as they are responsible for implementing and delivering essential public services, maintaining infrastructure, and ensuring the day-to-day operations of the community run smoothly. Their expertise, dedication, and efficiency directly impact the well-being and quality of life for the residents they serve.

Service theme / service	2022	2023	2024
A Town that Grows	33.0	36.0	36.0
Development Services	20.0	22.0	22.0
Building Permits	11.0	12.0	12.0
Business Attraction & Retention	2.0	2.0	2.0
A Town that Moves	27.5	29.2	29.2
Roads Maintenance	24.7	26.2	26.2
Traffic Management	0.1	0.2	0.2
Sidewalk Maintenance	1.0	1.1	1.1
Street Lighting	1.7	1.8	1.8
A Healthy and Greener Town	25.9	27.2	28.2
Garbage Collection	1.3	1.4	1.4
Recycling & Composting	2.7	2.9	2.9
Parks, Trails & Open Spaces	9.6	10.6	11.6
Recreation Services & Programming	10.4	10.4	10.4
Tree Canopy Maintenance	2.0	2.0	2.0
An Engaging Town	24.4	26.4	26.4
Events & Community Engagement	3.6	4.6	4.6
Museum Services	3.4	3.4	3.4
Theatre Programming	2.4	2.4	2.4
Library	11.0	12.0	12.0
Latcham Art Centre	4.0	4.0	4.0

Service theme / service	2022	2023	2024
A Safe Town	54.6	59.6	60.6
Fire Response	37.9	42.2	42.2
Public Education	1.5	1.6	1.9
Fire Prevention	3.9	4.2	5.0
Emergency Management	0.8	1.0	1.0
Municipal Law Enforcement	6.0	6.0	6.0
Parking Enforcement	2.9	2.9	2.9
Animal Services	1.2	1.2	1.2
Crossing Guards	0.6	0.6	0.6
Good Governance	13.0	12.0	12.0
Corporate Leadership	4.0	3.0	3.0
Council Support (includes staff from Mayor's Office and Clerks Division)	6.0	6.0	6.0
Legal Support	3.0	3.0	3.0
Organizational Effectiveness	74.6	79.6	79.6
Communications	4.0	6.0	6.0
Human Resources	7.0	7.0	7.0
Customer Service	11.0	11.0	11.0
Financial & Infrastructure Management	20.0	21.0	21.0
IT Services	9.0	10.0	10.0
Facility Management	21.6	22.6	22.6
Fleet Management	2.0	2.0	2.0
Grand Total	253.0	270.0	272.0

2024 Corporate organizational chart





The budget process

A municipal government's budget process involves the planning, allocation, and management of financial resources to fund essential public services and projects for the community. This process typically includes the identification of revenue sources, prioritization of spending, and public input to ensure responsible and transparent fiscal decision-making.

Budget preparation

Departments begin the budget process by analyzing the prior year's budget, quarterly reporting, prior year actuals and year-to-date actuals to identify trends and service level efficiencies. Departments begin to prepare a multi-year operating budget and a ten-year capital plan starting in June of each year.

Review

The budget review process is a staff level detailed review, balancing service delivery and capital management with fiscal constraints and long-term sustainability. At this stage, staff look at all the divisions and departments. The financial plan is reviewed in the context of the entire Corporation. The budget review process ensures the protection and maintenance of core services to residents as well as developing cost saving strategies and efficiencies within the Town.

Approval

The budget approval process consists of Council's review of all the operating and capital budgets that are put forth by Staff. Members of Council will approve a budget that meets their objective and mandate. Council approves the first year (2024) of the multi-year operating budget and adopts in principle the next two years (2025-2026).

Post budget approvals

Throughout the year, departments may become aware of changes that are required to the Operating and/or Capital Budgets.

Operating Budget Amendments Process: Where authority has been given for an expenditure, an increase to the approved amount is authorized in accordance with Section 8.5 Authority to Approve Contract Amendments of the Procurement By-law. Where authority has not been given in the Operating budget for an expenditure or line item, a department will not extend funds unless: the Department obtains approval from Council through a report outside the budget process, or an emergency occurred in accordance with the Emergency Purchase Guidelines of the Procurement By-law and a subsequent report is presented to Council outlining the details of the emergency and how it was rectified.

Capital Budget Amendments Process: A capital project shortfall would primarily be funded with savings from another approved capital project with similar funding source. The Director of the department must notify the Treasurer by email. Finance staff will recommend the use of other funding sources where savings cannot be identified. In addition, where authority has been given in the Capital Budget for a project, a subsequent increase to the approved budget amount must be authorized, subject to the provision of the Procurement By-law for contract amendments before making or committing to any expenditure.

Opportunities for public input

Residents were encouraged to provide their input on the 2024 Town of Whitchurch-Stouffville Budget at the public meeting and prior to approval and through discussions with their Ward Councillors. Mayor and Council that receive resident feedback use these to assist in making sound decisions regarding approving the draft Operating and Capital Budgets.

For 2024, the Mayor presented a Service Based Budget model which will pivot the Town while engaging the residents through several modalities such as surveys on levels of service, service quality and service benchmarking, public consultations and presentations.

1 April 2023

Budget timetable is approved by Council

2 June 2023

Distribute Operating Budget Guidelines for the preparation of Departments submission. Operating Budget development kick-off.

3 July 2023

Departments submit their Draft Operating Budget and Business Cases to the Finance Department. Distribute Capital Budget guidelines for the preparation of Department's 10 Year Capital Budget.

4 August 2023

Operating Budget & Business Case review by Finance Team, Treasurer & CAO (3 reviews)
Departments submit Draft Capital Budget and Business Cases to Finance Department.

The 2024 budget process

The 2024-2026 budget process (below) began in April 2023 when staff drafted a budget timeline for Council to consider. However, with Strong Mayor Powers coming into effect November 1, 2023, budget timelines were slightly modified to ensure the 2024 budget is passed before end of the year.

At each milestone, senior management reviewed budget requests including new staff hires.

5 September 2023

Operating Budget & Business Case review by Treasurer & CAO with Departments (4th review) Capital Budget and Business Cases review by Finance Team, Treasurer and CAO (3 reviews).

6 October 2023

Operating Budget & Business Case review by Treasurer & CAO with Departments (4th review) Capital Budget and Business Cases review by Finance Team, Treasurer and CAO (3 reviews).

7 November 2023

With the Town receiving Strong Mayor Powers effective October 31, 2023, the Mayor now has the responsibility for preparing and presenting the Town's annual operating and capital budgets. The Mayor issued a Mayoral Directive to staff directing the Director of Finance/Treasurer and Chief Administrative Officer to prepare the proposed 2024 Operating Budget, Capital Budget and Capital Forecast by November 8th for the November 15th Council meeting. Council approved the 2024-2026 Budget on November 29th, 2023.

Operating budget summary

A municipal operating budget is a comprehensive financial plan that outlines a local government's anticipated revenues and expenditures for a specific fiscal period, typically a year. It serves as a detailed roadmap for allocating resources to provide essential public services and manage the daily operations of the municipality. The goal of a municipal operating budget is to ensure fiscal responsibility, transparency, and efficient resource management, ultimately supporting the well-being and quality of life for the community's residents.

The 2024 - 2026 Whitchurch-Stouffville Operating Budgets is a financial roadmap that guides the Town's financial decisions, helping it achieve its goals while maintaining financial stability. This book includes the Town's Strategic Plan, its master plans, and statutory obligations. The Town of Whitchurch-Stouffville is a broadly diversified service entity, operating within a highly regulated statutory environment, and with reporting obligations (greatly more than private sector entities).

The 2024 gross operating expenditures of \$76,603,270 includes the Library Grant of \$3,081,060 for a net levy increase of \$611,080 or 1.47% with an additional 2% invested in the Town's current capital assets and 1% directly invested in the Main Street reconstruction project. When the Town's 2024 tax levy increase is combined with the Region and Education portions, the estimated blended property tax increase is 3.03% for a resident.

The projected 2025 - 2026 budget is provided in this budget book as an indication to Council. Future years will be re-evaluated during the upcoming budget process as staff continue to refine their respective budgets based on new and recent information.

The pillars of the Town's Strategic Plan are: 1) A Town that Grows: A Town that grows in support of complete communities; 2) A Town that Moves: Improve the condition and efficiency of the local road network while addressing connectivity and advancing active transportation facilities;

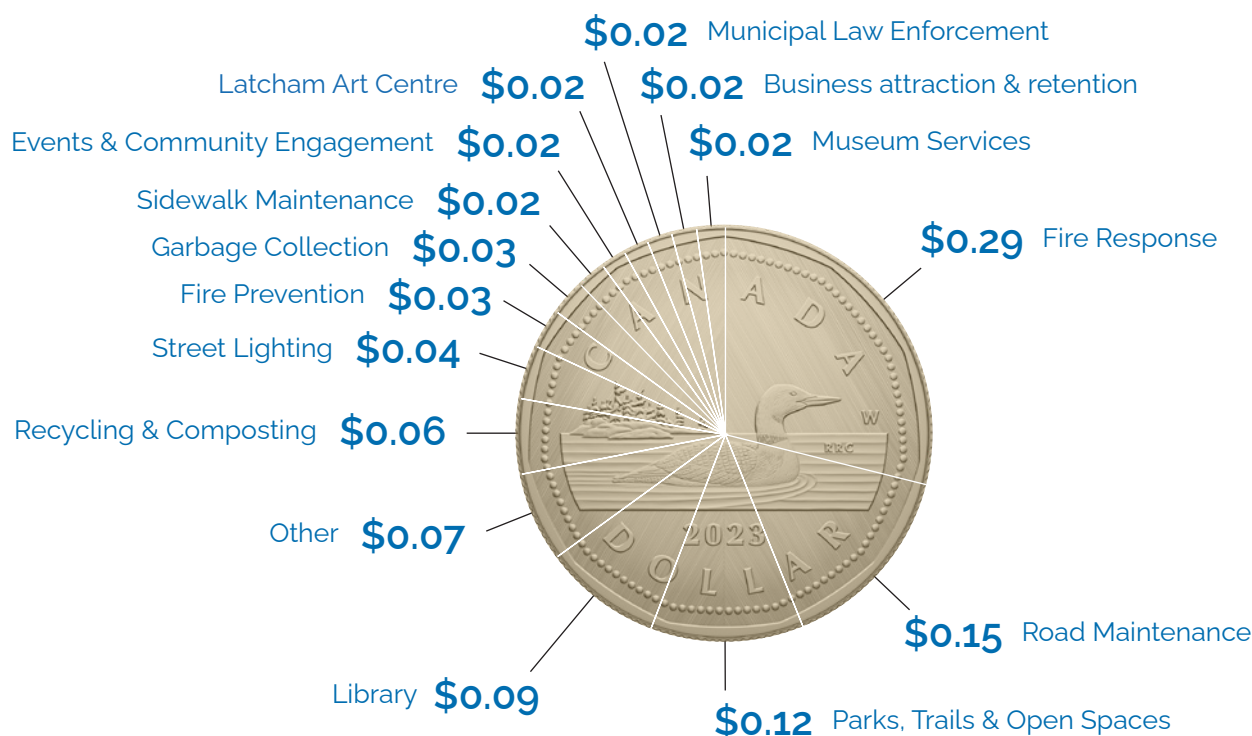
3) A Healthy and Greener Town: Increase Offerings and Opportunities for Active Living; 4) An Engaging Town: Increase Community Engagement & Outreach; 5) A Safe Town: Make Our Community Safer; 6) Good Governance: Provide Good Governance; 7) Organizational Effectiveness: To Elevate our Organizational Effectiveness.

In comparison to 2023, many of the Town's current projects continue to aid in sustainable development or fiscal sustainability through effective and efficient administration, improved long-term planning, and enhanced reporting to senior leadership and Council to assist with effective decision making.

These systems are expected to generate operating savings by improving administrative efficiency, enhancing service delivery, expanding the quality of financial and operating reporting, and supporting asset management and maintenance. Budget drivers include two staffing additions; inflation; and other budget pressures to maintain service levels.

Salaries and benefits are the most significant operating investment, representing approximately 48.34% of gross expenditures. The Town has completed a review of its overall competitiveness of remuneration for non-union employees to ensure we retain and hire industry experts to pave the path for the Town's short- and long-term goals.

How is your tax dollar spent?



"Other" includes:

Theatre programming
 Crossing guards
 Tree canopy maintenance
 Public education - fire
 Animal services
 Emergency management
 @ \$0.01 each

Parking enforcement
 Traffic management
 @ < \$0.01

2024 - 2026 inflation assumptions

Expenditure Category	2024 inflation	2025 inflation	2026 inflation
Salaries and Wages - FT & PT	3.00%	2.00%	2.00%
Group Health Benefits	10.90%	8.00%	8.00%
Education and Training	2.40%	2.00%	2.20%
Hydro	2.20%	2.00%	2.00%
Natural Gas	2.20%	2.00%	2.00%
Water	5.40%	3.90%	4.00%
Fuel	2.20%	2.00%	2.00%
Phone/Internet	2.20%	2.00%	2.00%
Insurance – preliminary	2.40%	2.00%	2.00%
Administrative expenses	2.40%	2.00%	2.00%
Consulting and Professional Services	2.40%	2.00%	2.00%
Contracted Services	2.40%	2.00%	2.00%
Materials and Supplies	2.40%	2.00%	2.00%
Bank Charges	2.20%	2.00%	2.00%



Consolidated financial schedule

Expenses:	Dec. 31 2022 Actual (Audited)	2023 Budget	2024 Proposed Budget	2024 Approved Budget	2025 Projected Budget**	2026 Projected Budget**
Personnel	32.20	33.47	36.95	36.96	38.32	39.68
Transfer to Reserves	17.10	12.93	14.92	14.92	16.13	16.85
Professional & Contracted Services	5.98	5.67	5.82	5.85	6.38	6.60
Property Maintenance	3.82	3.34	3.64	3.64	3.71	3.77
Grants & Transfers	2.94	2.98	3.07	3.23	3.54	3.65
Utilities & Telecommunications	2.80	2.94	3.08	3.08	3.15	3.23
Debt Principle	1.84	1.91	1.68	1.68	1.73	1.46
Materials & Supplies	1.56	1.59	1.65	1.62	1.64	2.05
Licence & Fees	0.67	1.32	1.02	1.46	1.58	1.61
Debt Financing	1.15	1.10	1.09	1.02	0.96	0.89
Vehicle Operations	1.11	1.07	0.96	1.09	1.10	1.12
Insurance	0.74	0.84	1.46	0.96	0.96	0.96
Recoveries - Internal Expenses	0.59	0.67	0.63	0.63	0.64	0.65
Interest & Bank Charges	0.22	0.22	0.24	0.24	0.24	0.25
Write Offs	0.19	0.20	0.22	0.22	0.22	0.22
Total Expenses	72.90	70.24	76.43	76.60	80.30	82.99

Revenue:	Dec. 31 2022 Actual (Audited)	2023 Budget	2024 Proposed Budget	2024 Approved Budget	2025 Projected Budget**	2026 Projected Budget**
Property Taxation	-40.31	-44.57	-46.83	-47.31	-50.62	-53.13
User Fees	-14.16	-10.48	-11.96	-12.03	-12.18	-12.24
Recoveries - Internal & External Revenue	-3.90	-3.95	-2.55	-4.03	-4.06	-4.09
Grants & Donations*	-3.39	-3.28	-4.03	-3.45	-3.43	-3.41
Investment Income	-1.30	-1.03	-3.45	-3.41	-3.67	-3.79
Transfer from Reserves	-4.55	-2.54	-2.09	-2.17	-2.13	-2.12
Rental Income	-2.41	-2.07	-1.77	-2.09	-2.10	-2.10
Deferred Revenue Earned	-1.96	-2.00	-3.41	-1.77	-1.77	-1.77
Fines	-0.35	-0.30	-0.35	-0.35	-0.35	-0.35
Total Revenues	-72.33	-70.24	-76.43	-76.60	-80.30	-82.99

Net Budget	0.56
-------------------	-------------

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

** 2025-2026 Property Taxation include the prior year(s) proposed tax levy increase

\$ rounded to millions

2024 - 2026 proposed expenses

Expenses:	Dec. 31 2022 Actual (Audited)	2023 Budget	2024 Budget	Budget Change Over PY (%)	2025 Projected Budget	Budget Change Over PY (%)	2026 Projected Budget	Budget Change Over PY (%)
Personnel	32.20	33.47	36.96	10.43%	38.32	3.70%	39.68	3.54%
Transfer to Reserves	17.10	12.93	14.92	15.41%	16.13	8.11%	16.85	4.43%
Professional & Contracted Services	5.98	5.67	5.85	3.19%	6.38	9.09%	6.60	3.49%
Property Maintenance	3.82	3.34	3.64	8.94%	3.71	1.77%	3.77	1.62%
Grants & Transfers	2.94	2.98	3.23	8.18%	3.54	9.70%	3.65	3.29%
Utilities & Telecommunications	2.80	2.94	3.08	4.76%	3.15	2.36%	3.23	2.39%
Debt Principle	1.84	1.91	1.68	-11.91%	1.73	3.15%	1.46	-15.80%
Materials & Supplies	1.56	1.59	1.62	1.83%	1.64	0.71%	2.05	25.44%
Licence & Fees	0.67	1.32	1.46	10.93%	1.58	7.99%	1.61	2.31%
Debt Financing	1.15	1.10	1.02	-6.48%	0.96	-6.72%	0.89	-7.06%
Vehicle Operations	1.11	1.07	1.09	2.09%	1.10	1.31%	1.12	1.32%
Insurance	0.74	0.84	0.96	14.82%	0.96	0.05%	0.96	0.05%
Recoveries - Internal Expenses	0.59	0.67	0.63	-5.89%	0.64	1.77%	0.65	1.77%
Interest & Bank Charges	0.22	0.22	0.24	7.71%	0.24	2.12%	0.25	2.12%
Write Offs	0.19	0.20	0.22	8.91%	0.22	0.00%	0.22	0.00%
Total Expenses	72.90	70.24	76.60	9.06%	80.30	4.83%	82.99	3.35%

Projected 2024 Operating Expenditures: **\$76,603,270**

Projected 2024 Operating Revenues: **\$74,745,086**

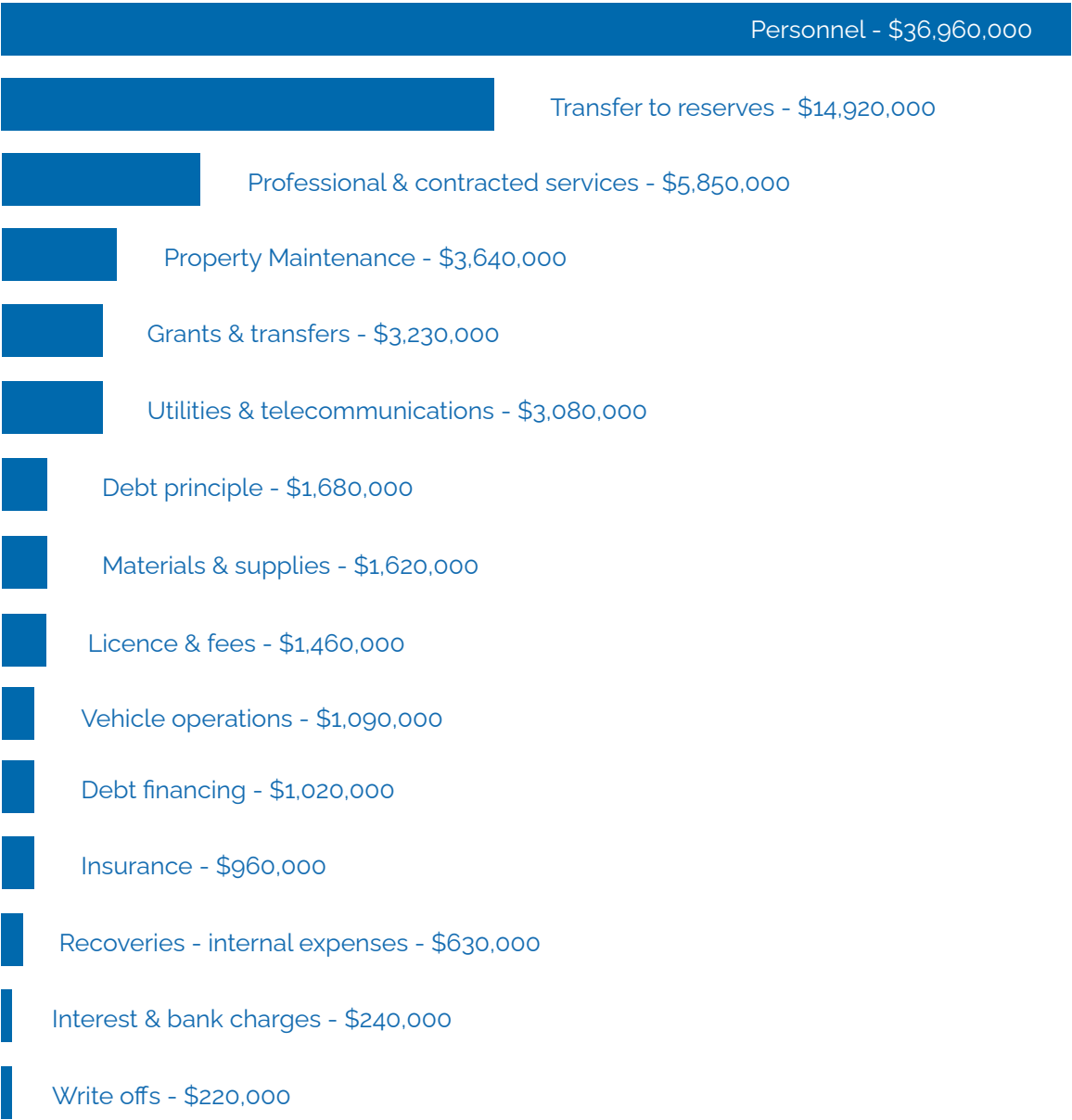
Projected net levy increase: **\$1,858,184**

Operating levy increase: **1.47%**

Capital dedicated levy - Asset management: **2.00%**

Capital dedicated levy - Main Street reconstruction: **1.00%**

2024 proposed expenses by expense type



Where does our money come from?

Municipalities need to supply services, such as road maintenance, wastewater, parks, and libraries to their citizens. Towns and cities that do not supply adequate services will lose their economic advantage. There are nine ways the Town of Stouffville funds our services for the citizens that we serve.

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 maintenance, snow removal, street lighting, 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) determines your property tax rate. In Ontario, the assessed value of your property is determined by the Municipal Property Assessment Corporation (MPAC). The Town of Whitchurch-Stouffville is responsible for collecting taxes on behalf of the Regional Municipality of York (upper tier municipal government) and the Province of Ontario for Education. These amounts are not included in the Town of Whitchurch-Stouffville tax revenues shown in this document but are included on the property tax bills sent to the Town of Whitchurch-Stouffville property owners. The 2023 property taxes are calculated using the assessed value and multiplying it by the combined municipal, regional and education tax rates (also known as blended tax rate) for each property class:

$$\begin{aligned} &\text{Assessment (e.g. 800,000)} \times \text{2023} \\ &\text{Tax rate (e.g. 0.77925 \%)} = \text{Total} \\ &\text{Taxes (\$6,234)} \end{aligned}$$

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 \$44.6 million in 2023. Property tax revenue is the largest funding source for the Town of Whitchurch-Stouffville and amounts to 63.5% of the overall revenue for 2023.

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.

This is the second largest revenue source for the Town and is reviewed and updated annually. The user fees are adjusted to reflect the inflationary pressures facing the

Town using a customized Municipal Price Index (MPI). The MPI measures and reflects forecasted inflationary increases in the mix of goods and services purchased by the municipality. In calculating the MPI, the inflationary increases used for the major categories of goods and services is weighted proportionally, reflecting the relative size of the expense within overall Town costs. The MPI for 2023 is 3.3% and the projected MPI for 2024-2026 is 1.8% per year.

3

Recoveries - internal & external revenue

Internal recoveries are revenues for services that are provided between Town departments. 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.

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.

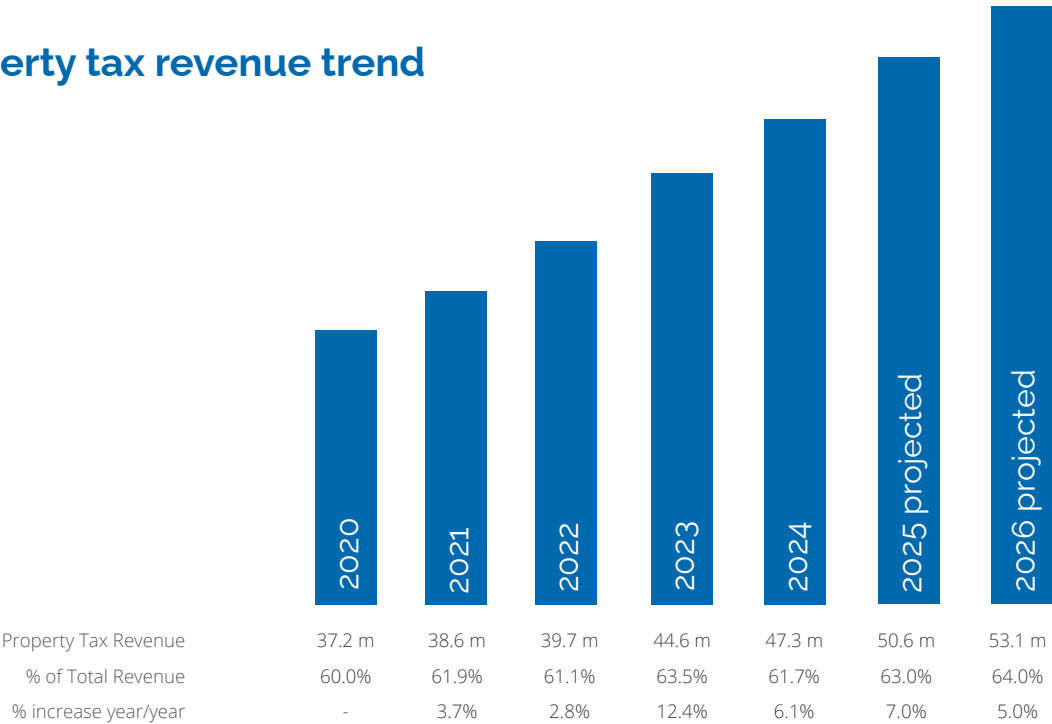
4

Grants

A grant is a non-repayable sum of money provided to a municipality for a particular project or plan. A significant portion of this revenue comes from funding from the Federal and Provincial Governments. 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 annual roads repair and rehabilitation. Grants may be for operating or capital projects.

Trends for grants are difficult to predict as the programs being offered could be stopped by the originating body at any time. The Town budgets for grants annually and will adjust based on Federal/Provincial information of new grants, grant increases or cancellation/reduction in grant programs.

Property tax revenue trend



Property tax rates in the GTHA

In 2023, the Town of Whitchurch-Stouffville had the **6th lowest residential tax rate in the entire Greater Toronto-Hamilton Area**, making it one of the most affordable locations in Southern Ontario.

Municipality	Residential Rates		Multi-Residential	
	%	Rank	%	Rank
Oshawa	1.3762	1	2.0759	6
Hamilton	1.3265	2	0.8033	23
Barrie	1.2912	3	1.2912	14
Brock	1.2808	4	1.6642	9
Clarington	1.2241	5	2.2580	3
Whitby	1.1994	6	1.5699	10
Ajax	1.1832	7	1.3389	13
Scugog	1.1773	8	2.1523	4
Pickering	1.1606	9	0.8210	22
Innisfil	1.0744	10	1.0688	18
Georgina	1.0688	11	1.5524	11
Brampton	1.0393	12	2.7552	1
New Tecumseth	0.9857	13	1.0744	17
Mississauga	0.8815	14	0.8290	21

Municipality	Residential Rates		Multi-Residential	
	%	Rank	%	Rank
Burlington	0.8614	15	0.6627	27
Halton Hills	0.8527	16	1.0750	16
Caledon	0.8415	17	0.9857	19
Newmarket	0.8413	18	0.8413	20
King	0.8290	19	1.3679	12
East Gwillimbury	0.8210	20	2.4361	2
Aurora	0.8033	21	2.0337	8
Whitchurch-Stouffville	0.7793	22	0.7793	24
Oakville	0.7604	23	2.0649	7
Vaughan	0.6951	24	1.1278	15
Richmond Hill	0.67065	25	0.67065	26
Markham	0.64502	26	0.64502	27
Toronto	0.63193	27	1.09338	17

5

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.

6

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.

7

Deferred income

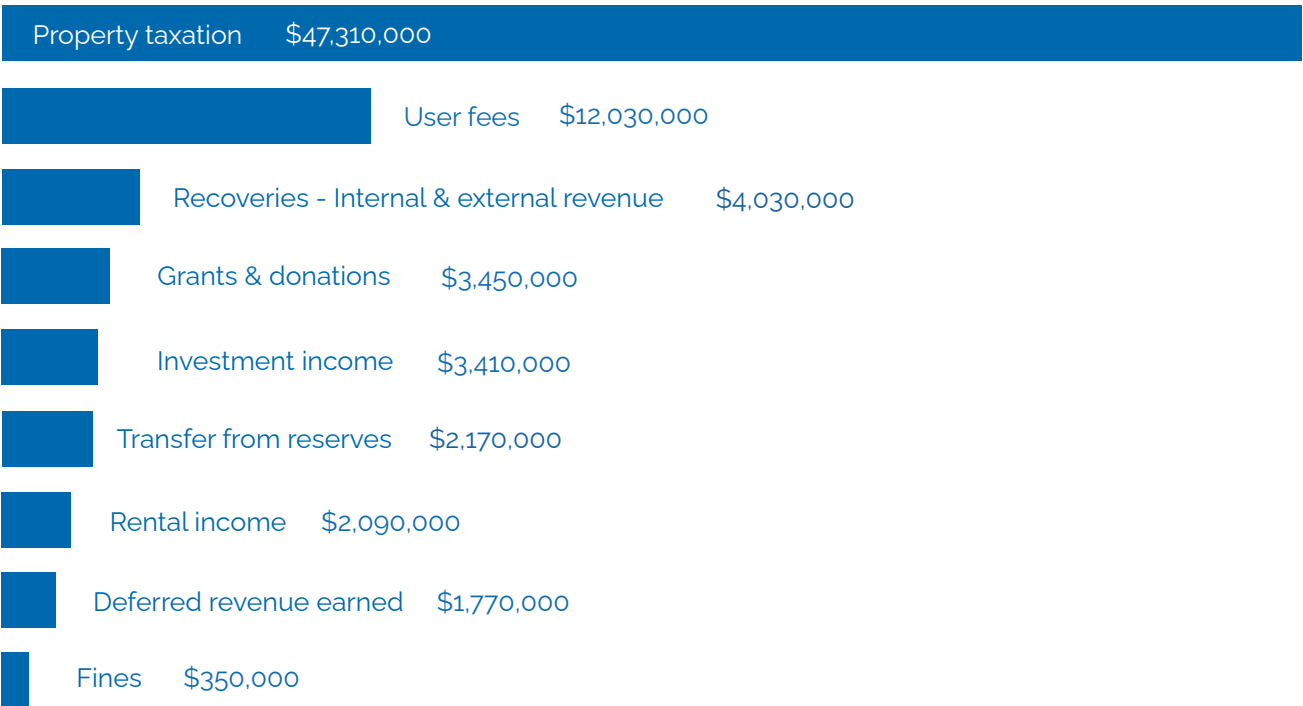
The main component of deferred revenues are the drawdowns from development charge reserves, which fund the repayment of growth-related capital debt. Development charges draw on the operating budget as amounts required to service debt which pays for previous investments in growth related capital projects.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

2024 - 2026 approved revenues

Revenues	2022 Actual (Audited)	2023 Budget	2024 Approved Budget	Budget Change Over PY (%)	2025 Projected Budget	Budget Change Over PY (%)	2026 Projected Budget	Budget Change Over PY (%)
Property Taxation	-40.31	-44.57	-47.31	6.14%	-50.62	7.01%	-53.13	4.95%
User Fees	-14.16	-10.48	-12.03	14.73%	-12.18	1.23%	-12.24	0.54%
Recoveries - Internal & External Revenue	-3.90	-3.95	-4.03	1.94%	-4.06	0.70%	-4.09	0.70%
Grants & Donations	-3.39	-3.28	-3.45	5.08%	-3.43	-0.61%	-3.41	-0.53%
Investment Income	-1.30	-1.03	-3.41	230.61%	-3.67	7.63%	-3.79	3.27%
Transfer from Reserves	-4.55	-2.54	-2.17	-14.78%	-2.13	-1.50%	-2.12	-0.72%
Rental Income	-2.41	-2.07	-2.09	0.92%	-2.10	0.07%	-2.10	0.07%
Deferred Revenue Earned	-1.96	-2.00	-1.77	-11.86%	-1.77	0.00%	-1.77	0.00%
Fines	-0.35	-0.30	-0.35	17.85%	-0.35	0.00%	-0.35	0.00%
Total Revenues	-72.33	-70.24	-76.60	9.06%	-80.30	4.83%	-82.99	3.35%

\$ rounded to millions

2024 approved revenue sources



8

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 invest on behalf of municipalities and utilizes external professional investment firms to manage the funds under administration.

The trends in the Investment income depends on the Bank of Canada's monetary policy, rates of inflation, market forces and supply of money in the economy.

9

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.



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

Compared to other municipalities, in 2023 Whitchurch-Stouffville enjoys...

a mid-range net municipal tax levy per capita of

\$1,791

a mid-range percentage of property tax & water fees of household income of

4.4%



Operating budget summary by service theme

Service Theme	2023 Approved Net Budget*	2024 Approved Expenses*	2024 Approved Net Budget*	2025 Projected Expenses*	2025 Projected Net Budget*	2026 Projected Expenses*	2026 Projected Net Budget*	2023 Daily Tax Payer Impact ACTUAL**	2024 Daily Tax Payer Impact PROJECTED**
Town that Grows	0.39	6.90	-0.21	7.04	-0.15	7.19	-0.08	0.06	-0.03
Town that Moves	4.92	6.71	5.41	6.97	5.67	7.20	5.90	0.72	0.77
Healthy and Greener Town	3.26	10.51	3.61	10.74	3.77	10.77	3.79	0.48	0.52
Engaging Town	3.84	5.83	4.30	6.10	4.66	6.28	4.83	0.56	0.62
Safe Town	8.81	10.70	9.74	11.54	10.58	11.85	10.89	1.29	1.39
Good Governance	3.37	4.84	3.95	4.94	4.05	5.47	4.57	0.49	0.57
Organizational Effectiveness	16.95	31.11	17.57	32.98	19.12	34.24	20.28	2.48	2.51
Tax Levy	-41.54	0.00	-44.38	0.00	-47.69	0.00	-50.20		
Total	0.00	76.60	0.00	80.30	0.00	82.99	0.00	6.08	6.35

* \$ rounded to millions

** Calculated based on the average assessment value of \$800,000 for a typical residential property

2024 Expenses by Service Theme

Organizational Effectiveness

\$31,110,000

A Safe Town

\$10,700,000

A Healthy & Greener Town

\$10,510,000

A Town That Grows

\$6,900,000

A Town That Moves

\$6,710,000

An Engaging Town

\$5,830,000

Good Governance

\$4,840,000

2025 Expenses by Service Theme

Organizational Effectiveness

32,980,000

A Safe Town

\$11,540,000

A Healthy & Greener Town

\$10,740,000

A Town That Grows

\$7,040,000

A Town That Moves

\$6,970,000

An Engaging Town

\$6,100,000

Good Governance

\$4,940,000

2026 Expenses by Service Theme

Organizational Effectiveness

\$34,240,000

A Safe Town

\$11,850,000

A Healthy & Greener Town

\$10,770,000

A Town That Grows

\$7,190,000

A Town That Moves

\$7,200,000

An Engaging Town

\$6,280,000

Good Governance

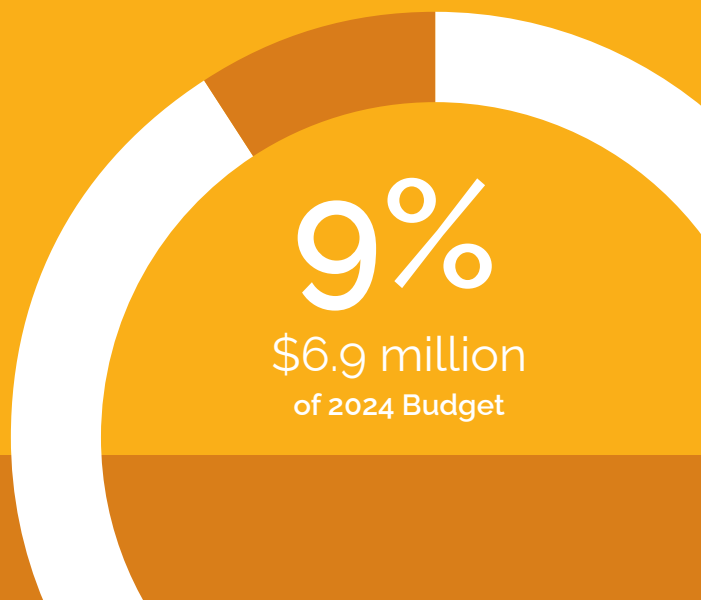
\$5,470,000



a town that grows

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.



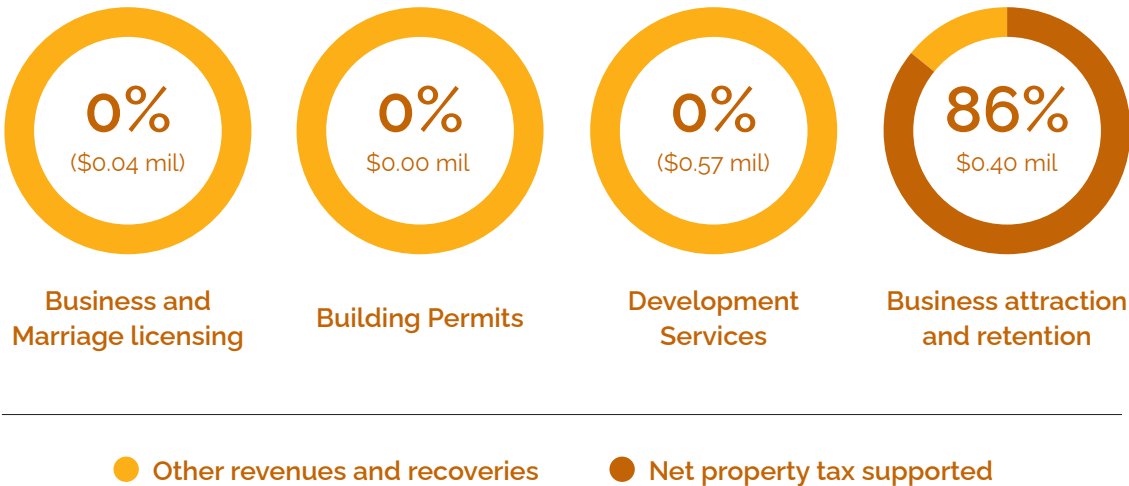
How much has Stouffville grown?

View the town's census data at
[at townofws.ca/profile](http://townofws.ca/profile)

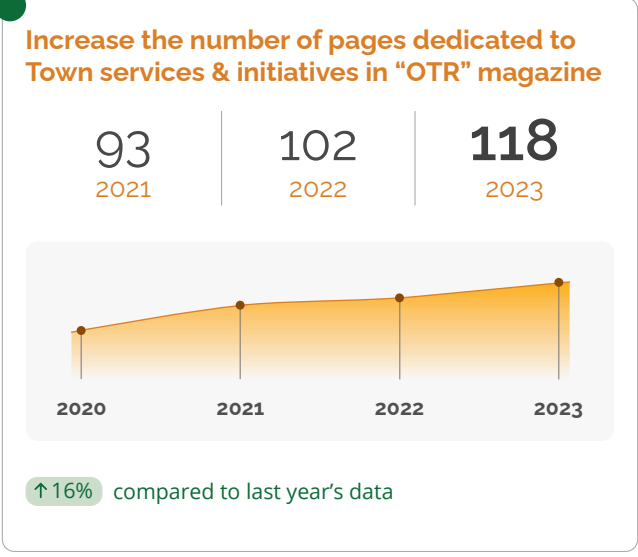
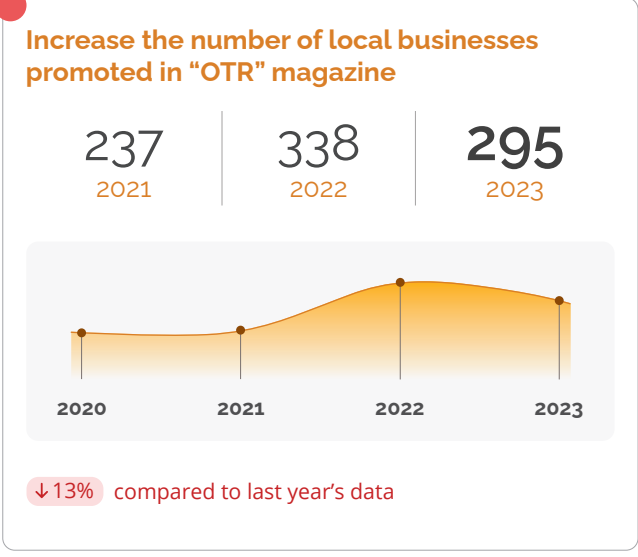
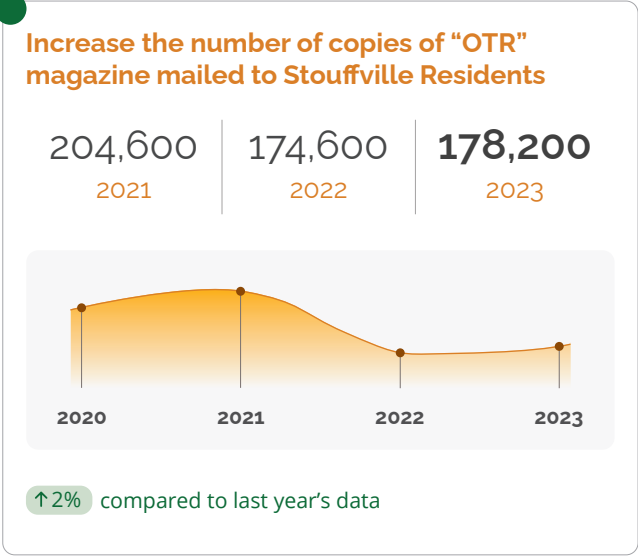
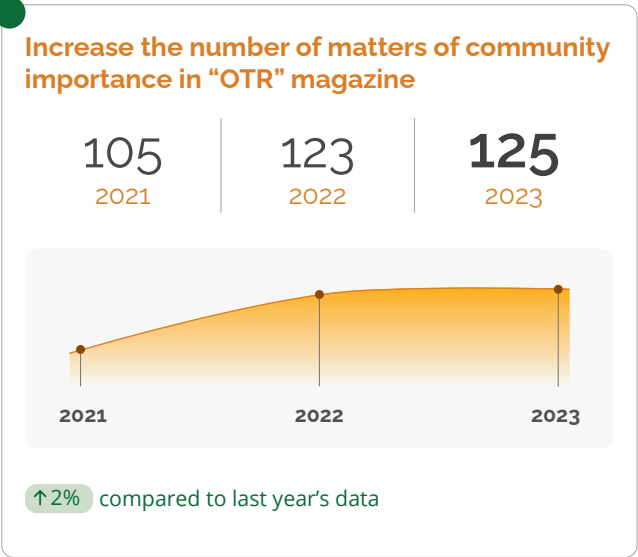
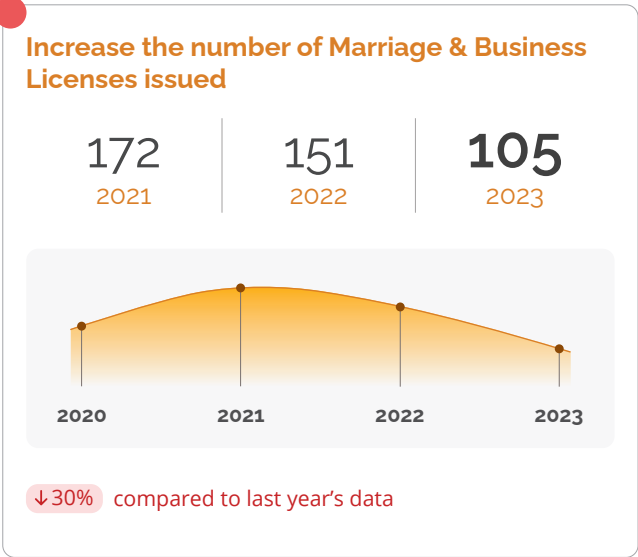
2022-2024 staffing

Full Time Staffing (FTEs)	2022	2023	2024
Development Services	20	22	22
Building Permits	11	12	12
Business Attraction & Retention	2	2	2
Business & Marriage Licensing (no FTE allocation)			
	33	36	36

Percentage of 2024 Operating Expenses Funded by Property Taxes



Goal:
A Town that grows at a manageable rate and contributes to a complete community.



- 2024 Key drivers:
- Step increases in salaries and benefits
 - Inflationary pressures
 - Development revenue opportunities

A Town That Grows									
	2022 Actuals (Audited)	2023 Budget	2024 Approved Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2024 Daily Tax Payer Impact Per Household*
Business & Marriage Licensing									
Expenses	4,320	6,480	6,480		6,480		6,480		
Revenues	(31,509)	(44,090)	(44,090)		(44,090)		(44,090)		
Total Business & Marriage Licensing	(27,189)	(37,610)	(37,610)		(37,610)		(37,610)		-
Building Permits									
Expenses	4,322,255	2,210,260	2,315,370	105,110	2,350,810	35,440	2,385,350	34,540	
Revenues	(4,322,258)	(2,210,260)	(2,315,370)	(105,110)	(2,350,810)	(35,440)	(2,386,340)	(35,530)	
Total Building Permits	(3)						(990)	(990)	-
Development Services									
Expenses	3,461,903	3,796,220	4,118,350	322,130	4,209,120	90,770	4,312,140	103,020	
Revenues	(4,160,919)	(3,784,450)	(4,686,620)	(902,170)	(4,730,910)	(44,290)	(4,766,980)	(36,070)	
Total Development Services	(699,016)	11,770	(568,270)	(580,040)	(521,790)	46,480	(454,840)	66,950	(0.08)
Business attraction & retention									
Expenses	491,985	469,470	463,940	(5,530)	472,570	8,630	481,500	8,930	
Revenues	(79,400)	(56,700)	(65,700)	(9,000)	(65,700)		(65,700)		
Total Business attraction & retention	412,585	412,770	398,240	(14,530)	406,870	8,630	415,800	8,930	0.05
Total A Town that Grows	(313,623)	386,930	(207,640)	(594,570)	(152,530)	55,110	(77,640)	74,890	\$(0.03)

* Calculated based on the average assessment value of \$800,000 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.



How do we manage our roads?

View the town's road, traffic and parking info at townofws.ca/roads

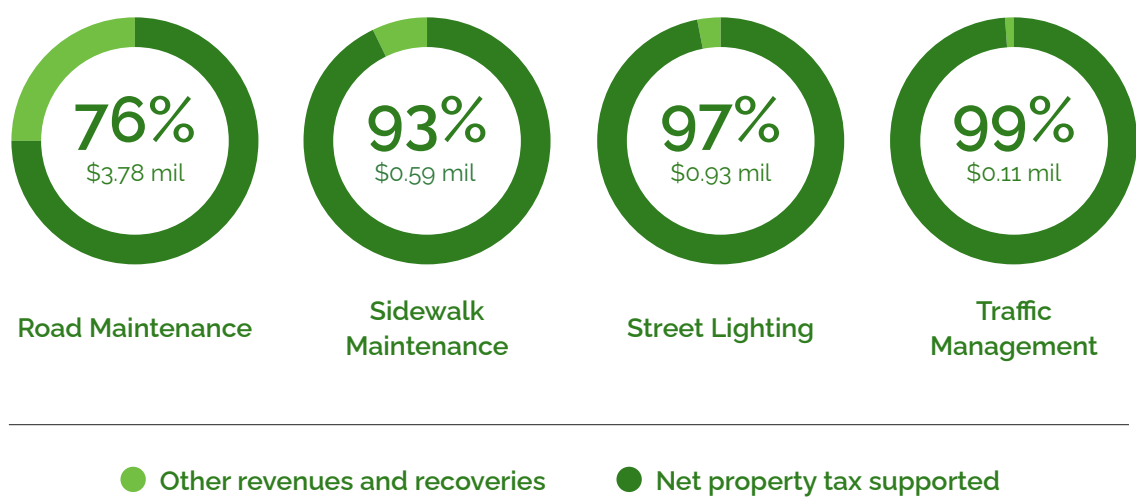
9%

\$6.7 million
of 2024 Budget

2022-2024 staffing

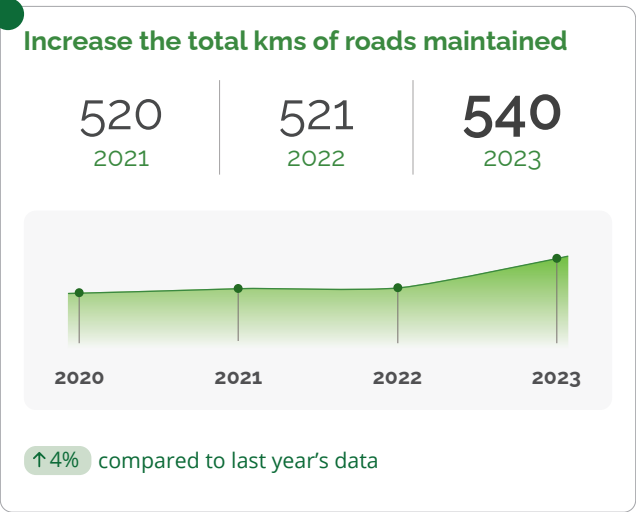
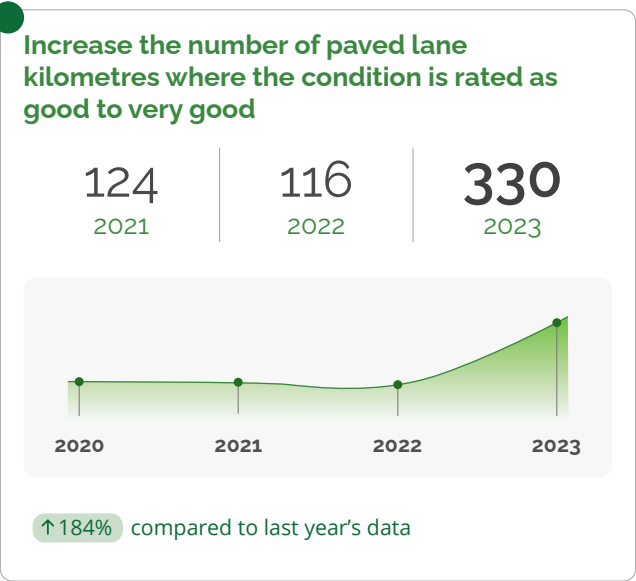
Full Time Staffing (FTEs)	2022	2023	2024
Roads Maintenance	24.7	26.2	26.2
Traffic Management	0.1	0.2	0.15
Sidewalk Maintenance	1.0	1.1	1.05
Street Lighting	1.7	1.8	1.8
	27.5	29.2	29.2

Percentage of 2024 Operating Expenses Funded by
Property Taxes



Goal:

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



- 2024 Key drivers:
- Step increases in salaries and benefits
 - Inflationary pressures and contractual cost increases
 - Increase in winter maintenance and stormwater management costs

A Town That Moves									
	2022 Actuals (Audited)	2023 Budget	2024 Approved Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2024 Daily Tax Payer Impact Per Household*
Road Maintenance									
Expenses	4,879,944	4,790,880	5,010,980	220,100	5,215,170	204,190	5,380,890	165,720	
Revenues	(1,595,268)	(1,430,980)	(1,227,190)	203,790	(1,227,190)		(1,227,190)		
Total Road Maintenance	3,284,676	3,359,900	3,783,790	423,890	3,987,980	204,190	4,153,700	165,720	0.53
Sidewalk Maintenance									
Expenses	665,896	609,970	628,420	18,450	655,210	26,790	695,970	40,760	
Revenues	(39,322)	(42,450)	(42,530)	(80)	(42,530)		(42,530)		
Total Sidewalk Maintenance	626,574	567,520	585,890	18,370	612,680	26,790	653,440	40,760	0.09
Street Lighting									
Expenses	874,461	916,850	962,540	45,690	984,320	21,780	1,007,280	22,960	
Revenues	(31,298)	(29,350)	(29,480)	(130)	(29,480)		(29,480)		
Total Street Lighting	843,163	887,500	933,060	45,560	954,840	21,780	977,800	22,960	0.13
Traffic Management									
Expenses	84,096	104,940	110,240	5,300	112,840	2,600	115,580	2,740	
Revenues	(986)	(1,510)	(1,520)	(10)	(1,520)		(1,520)		
Total Traffic Management	83,110	103,430	108,720	5,290	111,320	2,600	114,060	2,740	0.02
Total A Town that Moves	4,837,523	4,918,350	5,411,460	493,110	5,666,820	255,360	5,899,000	232,180	0.77

* Calculated based on the average assessment value of \$800,000 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.

8%

\$5.83 million
of 2024 Budget



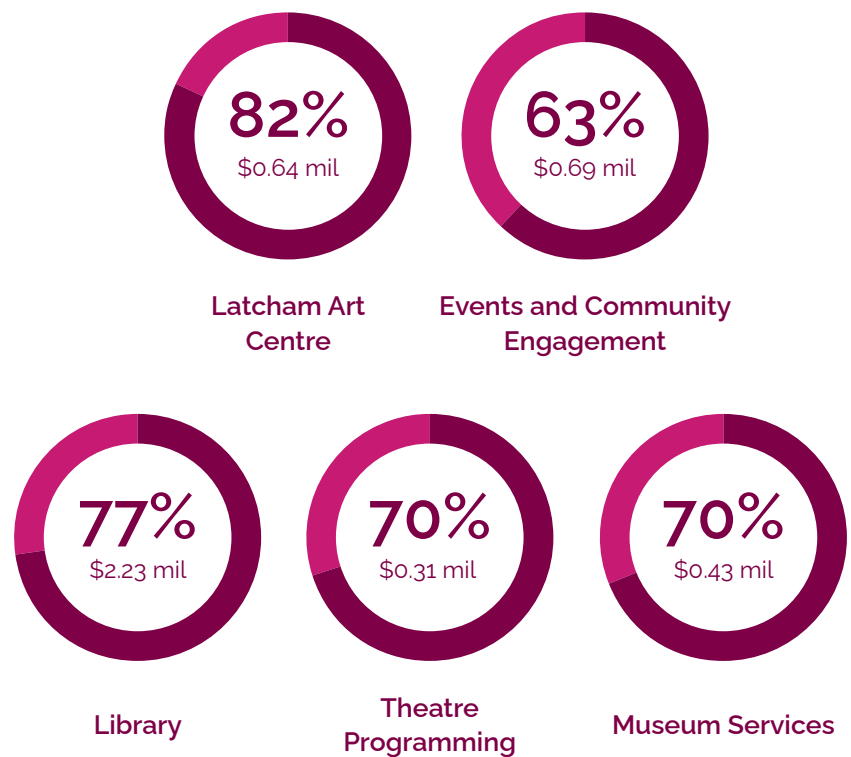
How can I participate in town projects?

Visit the town's community engagement website at cometogetherws.ca

2022-2024 staffing

Full Time Staffing (FTEs)	2022	2023	2024
Events & Community Engagement	3.6	4.6	4.56
Museum Services	3.4	3.4	3.42
Theatre Programming	2.4	2.4	2.42
Library	11.0	12	12
Latcham Art Centre	4	4	4
	24.4	26.4	26.4

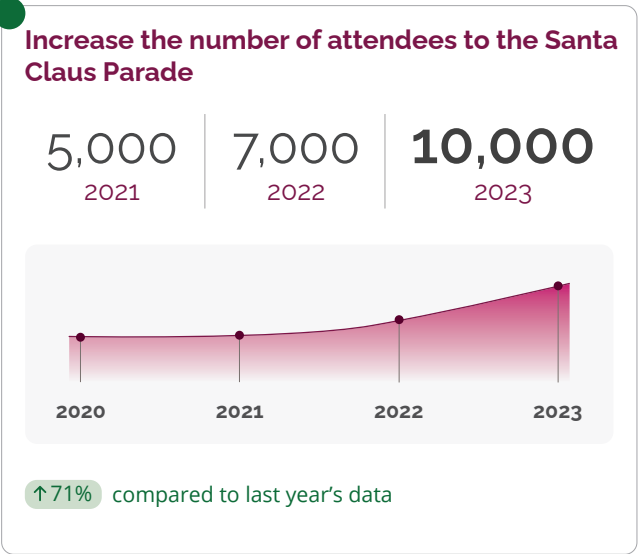
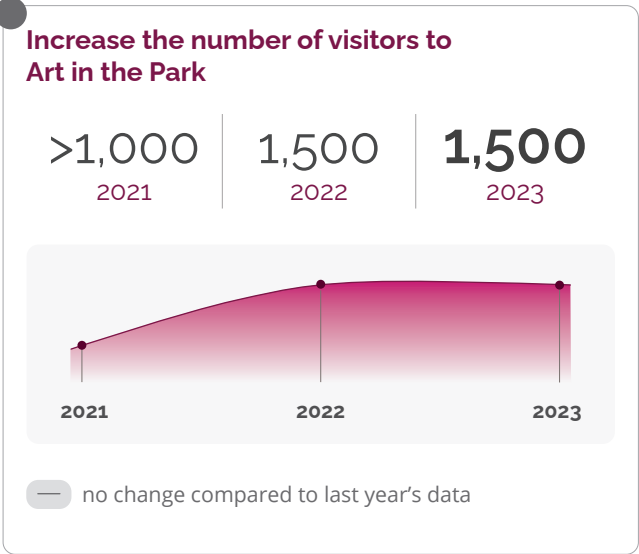
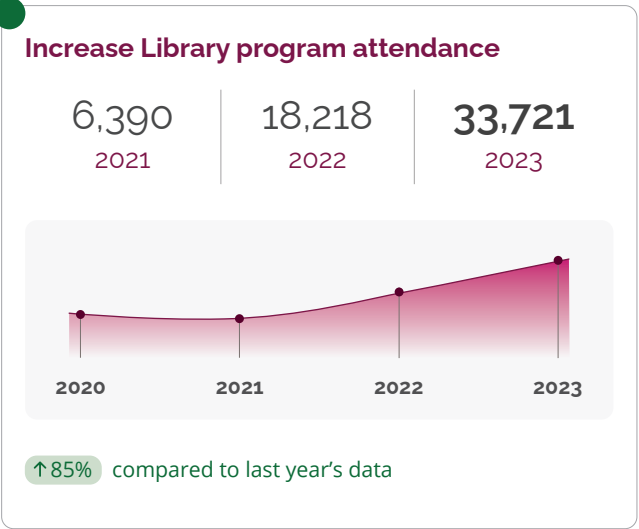
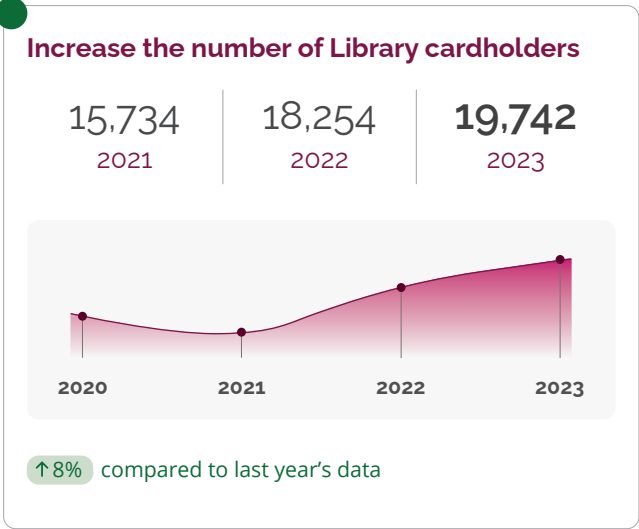
Percentage of 2024 Operating Expenses Funded by Property Taxes



Other revenues and recoveries

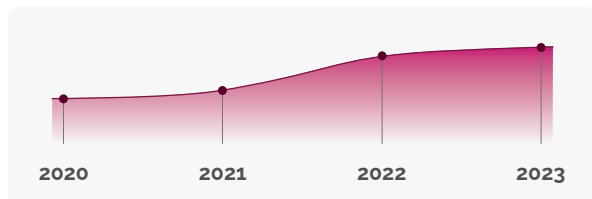
Net property tax supported

Goal:
Increase Community Engagement & Outreach



Increase the amount of Library physical materials in circulation

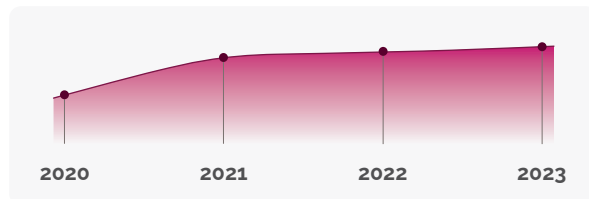
146,770	265,543	296,621
2021	2022	2023



↑ 12% compared to last year's data

Increase the amount of Library digital materials in circulation

412,657	453,931	491,668
2021	2022	2023



↑ 8% compared to last year's data

2024 Key drivers:

- Step increases in salaries and benefits
- Increased Part-time salaries due to increased offerings to residents
- Increased software costs
- Increase in events expenses
- Increase in sponsorship revenue
- Increased library costs partially funded from Library Reserve

An Engaging Town									
	2022 Actuals (Audited)	2023 Budget	2024 Approved Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2024 Daily Tax Payer Impact Per Household*
Latcham Art Centre									
Expenses	728,254	676,140	773,430	97,290	805,910	32,480	838,460	32,550	
Revenues	(370,783)	(132,710)	(135,990)	(3,280)	(136,380)	(390)	(136,780)	(400)	
Total Latcham Art Centre	357,471	543,430	637,440	94,010	669,530	32,090	701,680	32,150	\$0.09
Events & Community Engagement									
Expenses	1,022,798	955,670	1,093,080	137,410	1,106,620	13,540	1,129,970	23,350	
Revenues	(385,340)	(399,620)	(407,500)	(7,880)	(407,750)	(250)	(408,020)	(270)	
Total Events & Community Engagement	637,458	556,050	685,580	129,530	698,870	13,290	721,950	23,080	\$0.10
Library									
Expenses	2,654,359	2,602,120	2,913,700	311,580	3,090,190	176,490	3,174,030	83,840	
Revenues	(911,333)	(550,470)	(678,660)	(128,190)	(577,750)	100,910	(580,770)	(3,020)	
Total Library	1,743,026	2,051,650	2,235,040	183,390	2,512,440	277,400	2,593,260	80,820	\$0.32
Theatre Programming									
Expenses	316,799	410,450	442,000	31,550	463,340	21,340	484,840	21,500	
Revenues	(95,374)	(99,890)	(130,470)	(30,580)	(134,290)	(3,820)	(138,300)	(4,010)	
Total Theatre Programming	221,425	310,560	311,530	970	329,050	17,520	346,540	17,490	\$0.04

Museum Services										
Expenses		452,193	584,480	611,980	27,500	633,370	21,390	654,810	21,440	
Revenues		(210,460)	(206,610)	(184,400)	22,210	(184,400)		(184,400)		
Total Museum Services		241,733	377,870	427,580	49,710	448,970	21,390	470,410	21,440	\$0.06
Total An Engaging Town		3,201,113	3,839,560	4,297,170	457,610	4,658,870	361,700	4,833,850	174,980	\$0.62

* Calculated based on the average assessment value of \$800,000 for a typical residential property



a healthy & greener town

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

14%

\$10.5 million
of 2024 Budget



What recreation programs do we have?

Visit the town's leisure and recreation page at
townofws.ca/leisure

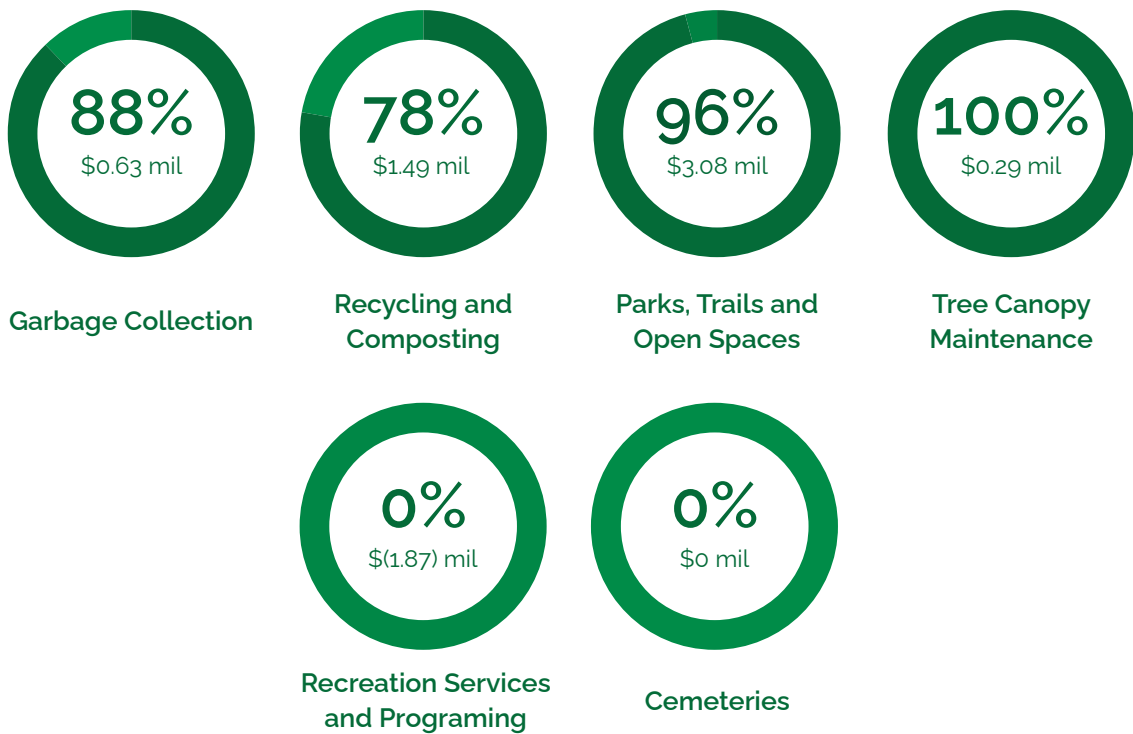
2022-2024 staffing

Full Time Staffing (FTEs)	2022	2023	2024
Garbage Collection	1.3	1.4	1.35
Recycling & Composting	2.7	2.9	2.85
Parks, Trails & Open Spaces	9.6	10.6	11.6
Recreation Services & Programming	10.4	10.4	10.4
Cemeteries (no FTE allocation)			
Tree Canopy Maintenance	2	2	2
	25.9	27.2	28.2

2024 approved business case

Skating Trail Operator (CUPE)				Parks, Trails & Open Spaces
To support the operation of the Town's newest recreation amenity, the skating trail, and the increased service level demand in the Town's parkland system. This position will maintain and operate the refrigeration systems, facility equipment and ice re-surfacer throughout the fall and winter season, and will assist in providing necessary support to the growing needs of the Parks division throughout the summer season.				
	2024 Net Budget \$	2024 Net Budget \$	Total Budget	
	\$78,180	-	\$78,180	

Percentage of 2024 Operating Expenses Funded by Property Taxes

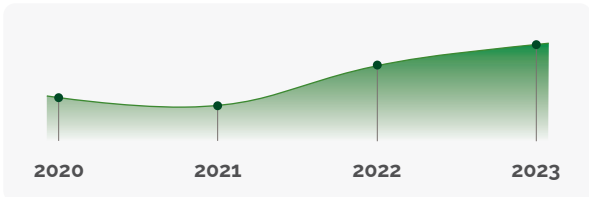


● Other revenues and recoveries ● Net property tax supported

Goal:
Increase Offerings & Opportunities for Active Living

Increase the number of Leisure Centre public swim participants

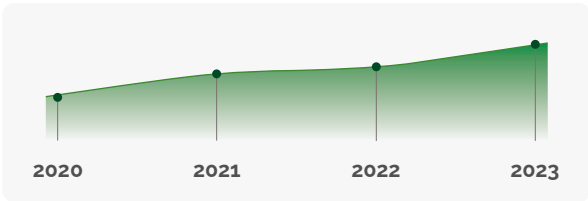
7,217*	25,212*	34,448
2021	2022	2023



↑37% compared to last year's data

Increase the number of recreation program participants

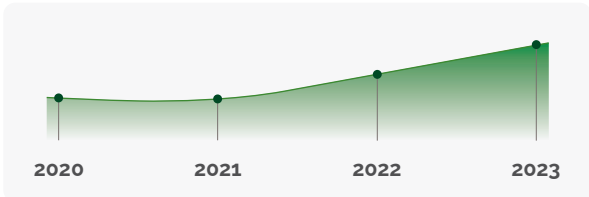
3,400*	4,352*	7,233
2021	2022	2023



↑66% compared to last year's data

Increase the number of group fitness participants

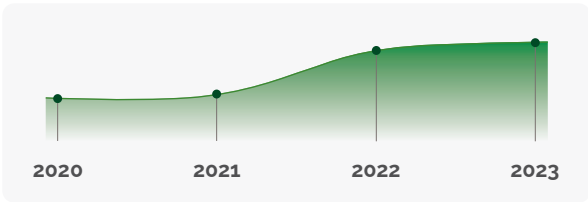
8,353*	21,923*	35,891
2021	2022	2023



↑64% compared to last year's data

Increase the number of swimming lesson participants

669*	4,176*	4,822
2021	2022	2023

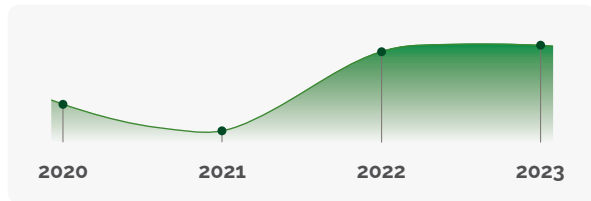


↑15% compared to last year's data

*Affected by COVID

Increase the number of Drop-in Recreation participants

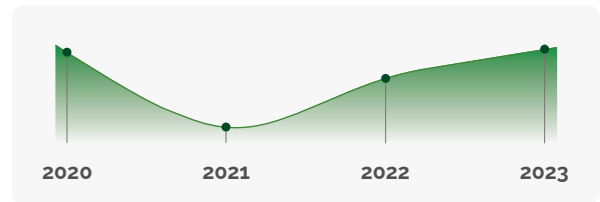
609*	9,709*	10,183
2021	2022	2023



↑5% compared to last year's data

Increase the average number of Aquatic & Fitness Memberships per month

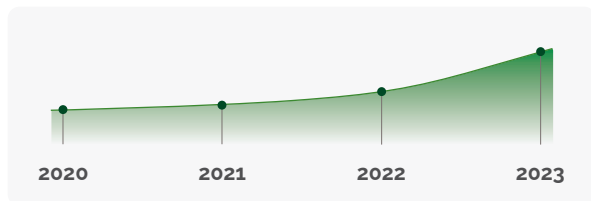
216*	786*	1,097
2021	2022	2023



↑40% compared to last year's data

Increase the number of 55+ Club Members

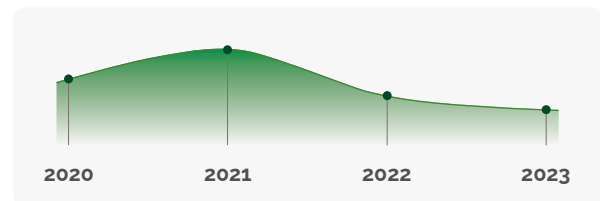
202*	420*	1,071
2021	2022	2023



↑155% compared to last year's data

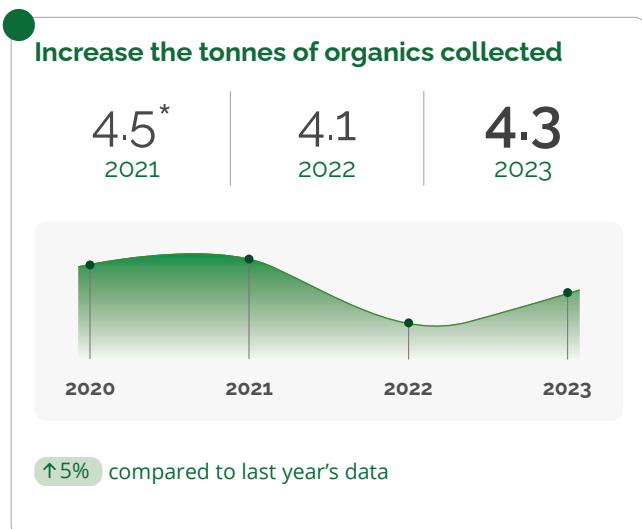
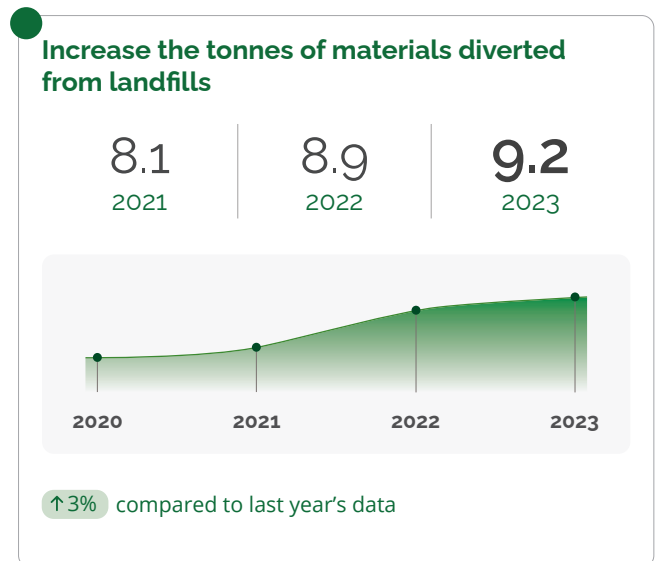
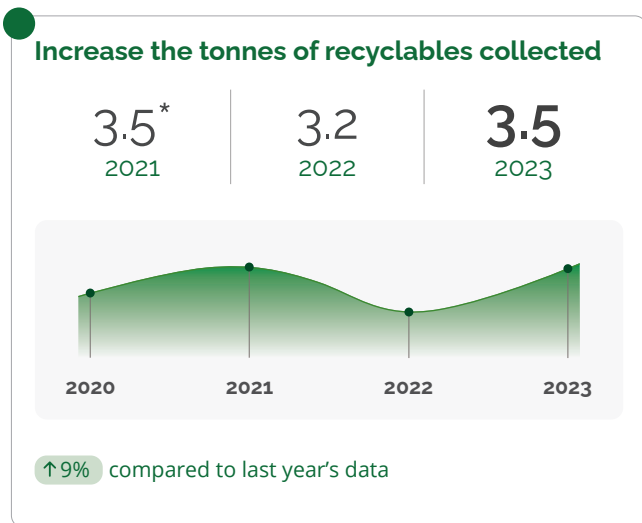
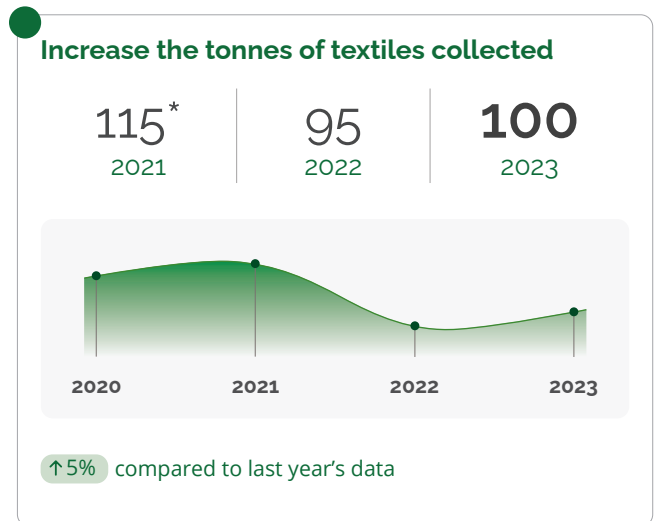
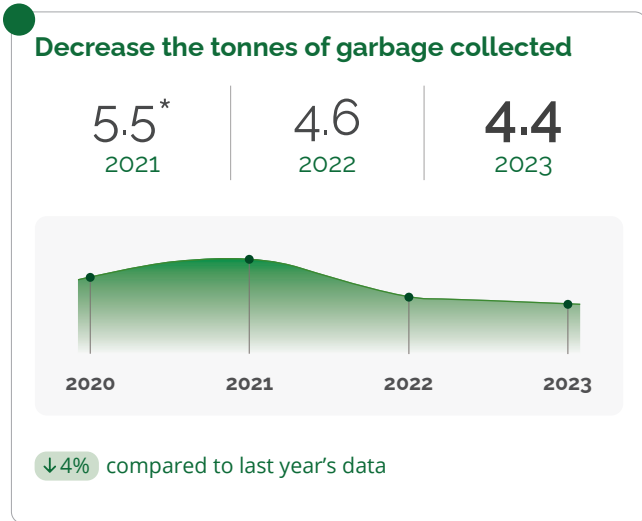
Increase the number of trees planted

700	370	280
2021	2022	2023



↓23% compared to last year's data

*Affected by COVID



*Affected by COVID

2024 key drivers:

- Step increases in salaries and benefits
- Addition of skating trail operating costs to the budget
- Budget for growth for Garbage Collection/Recycling & Composting partially offset by increased revenues
- Inflationary pressures

A Healthy & Greener Town									
	2022 Actuals (Audited)	2023 Budget	2024 Approved Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2024 Daily Tax Payer Impact Per Household*
Garbage Collection									
Expenses	620,496	677,420	710,420	33,000	733,080	22,660	756,970	23,890	
Revenues	(30,736)	(40,500)	(83,390)	(42,890)	(83,390)		(83,390)		
Total Garbage Collection	589,760	636,920	627,030	(9,890)	649,690	22,660	673,580	23,890	0.09
Recycling & Composting									
Expenses	1,800,962	1,816,940	1,898,470	81,530	1,953,200	54,730	2,010,670	57,470	
Revenues	(459,014)	(415,060)	(412,270)	2,790	(412,270)		(412,270)		
Total Recycling & Composting	1,341,948	1,401,880	1,486,200	84,320	1,540,930	54,730	1,598,400	57,470	0.21
Parks, Trails & Open Spaces									
Expenses	2,819,185	2,834,450	3,210,150	375,700	3,282,960	72,810	3,147,090	(135,870)	
Revenues	(287,248)	(148,750)	(132,750)	16,000	(132,750)		(132,750)		
Total Parks, Trails & Open Spaces	2,531,937	2,685,700	3,077,400	391,700	3,150,210	72,810	3,014,340	(135,870)	0.44
Recreation Services & Programming									
Expenses	3,698,010	4,250,040	4,202,790	(47,250)	4,272,540	69,750	4,343,700	71,160	
Revenues	(4,740,070)	(5,971,940)	(6,070,890)	(98,950)	(6,147,050)	(76,160)	(6,148,280)	(1,230)	
Total Recreation Services & Programming	(1,042,060)	(1,721,900)	(1,868,100)	(146,200)	(1,874,510)	(64,100)	(1,804,580)	69,930	(0.27)

Cemeteries										
Expenses		211,954	161,530	197,460	35,930	197,460		197,460		
Revenues		(211,953)	(161,530)	(197,460)	(35,930)	(197,460)		(197,460)		
Total Cemeteries		1								\$-
Tree Canopy Maintenance										
Expenses		345,660	255,380	290,760	35,380	300,140	9,380	313,050	12,910	
Total Tree Canopy Maintenance		345,660	255,380	290,760	35,380	300,140	9,380	313,050	12,910	0.04
Total - A Healthy and Greener Town										
		3,767,246	3,257,980	3,613,290	355,310	3,766,460	153,170	3,794,790	28,330	0.52

* Calculated based on the average assessment value of \$800,000 for a typical residential property



a safe town

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

These include fire education and prevention, fire response, Municipal law and parking enforcement, Animal Services and crossing guards.

14%

\$10.7 million
of 2024 Budget



What do our Bylaw enforcement officers do?

Visit the town's Bylaw enforcement page at townofws.ca/bylaw

2022-2024 staffing

Full Time Staffing (FTEs)	2022	2023	2024
Fire Response	37.9	42.2	42.2
Public Education	1.5	1.6	1.85
Fire Prevention	3.9	4.2	4.95
Emergency Management	0.75	1	1
Municipal Law Enforcement	6	6	6
Parking Enforcement	2.9	2.9	2.85
Animal Services	1.2	1.2	1.15
Crossing Guards	0.6	0.6	0.6
	54.6	59.6	60.6

2024 approved business cases

Fire Prevention Inspector

Public Education / Fire Prevention

The position assists in meeting the safety demands of the community as it continues to grow. It allows the Town to meet the legislated requirements to complete a Community Risk Assessment and inspections of retirement and long term care homes annually.

	2024 Net Budget \$	2024 Net Budget \$	Total Budget
	\$86,930	-	\$86,930

Utility Locate Operator

Water/Wastewater

With Town growth Increasing the underground infrastructure, more construction requiring utility locates required to meet the legislated timelines on conducting the locates, and an increase to resident requests for private work, an additional contract staff compliment will ensure the Town stays in compliance with the Provincial Public Utilities Act.

	2024 Net Budget \$	2024 Net Budget \$	Total Budget
	fully rate funded	-	-

Percentage of 2024 Operating Expenses Funded by Property Taxes



Crossing Guards



Emergency Management



Animal Services



Fire Prevention



Municipal Law Enforcement



Parking Enforcement



Public Fire Education



Fire Response

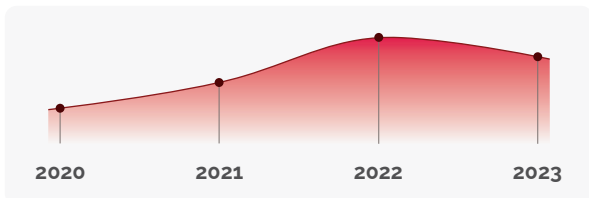
● Other revenues and recoveries ● Net property tax supported

Goal:

To make our community safer

Increase the number of Fire Inspections conducted

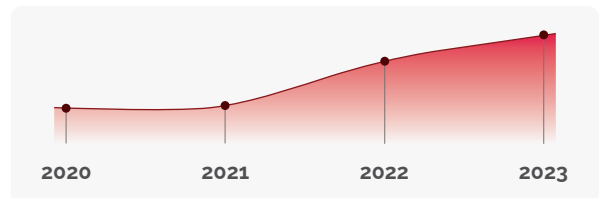
521	707	625
2021	2022	2023



↓ 12% compared to last year's data

Increase the number of Public Education events held

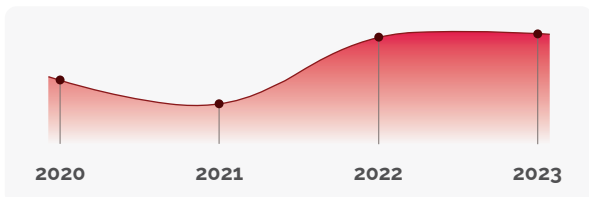
43	89	115
2021	2022	2023



↑ 25% compared to last year's data

Decrease the number of emergency responses initiated

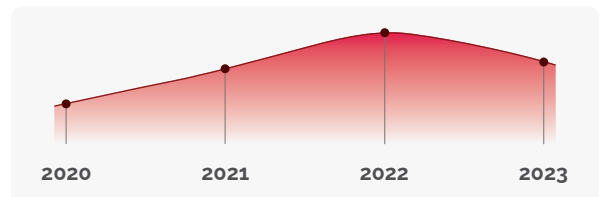
1,146	1,701	1,720
2021	2022	2023



↑ 1% compared to last year's data

Increase the number of Fire Prevention Plans reviewed

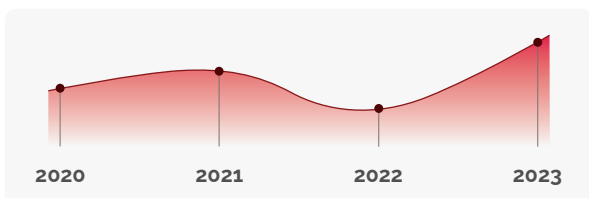
283	394	300
2021	2022	2023



↓ 24% compared to last year's data

Decrease the number of Animal Services cases opened

465	390	525
2021	2022	2023



↑ 35% compared to last year's data

- 2024 Key drivers:
- Step increases in salaries and benefits
 - Annualization and increase in Fire Response and Prevention salaries due to classification changes
 - Inflationary pressures

A Safe Town									
	2022 Actuals (Audited)	2023 Budget	2024 Approved Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2024 Daily Tax Payer Impact Per Household*
Crossing Guards									
Expenses	231,009	282,800	296,280	13,480	321,340	25,060	327,860	6,520	
Revenues	(2,677)	(4,090)	(4,130)	(40)	(4,130)		(4,130)		
Total Crossing Guards	228,332	278,710	292,150	13,440	317,210	25,060	323,730	6,520	0.04
Emergency Management									
Expenses	509,641	263,560	294,990	31,430	713,470	418,480	698,400	(15,070)	
Revenues	(35,276)	(30,870)	(31,030)	(160)	(31,030)		(31,030)		
Total Emergency Management	474,365	232,690	263,960	31,270	682,440	418,480	667,370	(15,070)	0.04
Animal Services									
Expenses	212,754	228,290	244,190	15,900	248,030	3,840	251,540	3,510	
Revenues	(43,829)	(72,000)	(62,000)	10,000	(62,000)		(62,000)		
Total Animal Services	168,925	156,290	182,190	25,900	186,030	3,840	189,540	3,510	0.03
Fire Prevention									
Expenses	647,477	703,320	840,250	136,930	875,330	35,080	875,900	570	
Revenues	(68,900)	(61,840)	(63,770)	(1,930)	(63,770)		(63,770)		
Total Fire Prevention	578,577	641,480	776,480	135,000	811,560	35,080	812,130	570	0.11
Municipal Law Enforcement									
Expenses	734,427	755,510	844,100	88,590	875,940	31,840	904,240	28,300	
Revenues	(288,316)	(235,000)	(210,000)	25,000	(210,000)		(210,000)		
Total Municipal Law Enforcement	446,111	520,510	634,100	113,590	665,940	31,840	694,240	28,300	0.09

Parking Enforcement									
Expenses		400,313	415,160	448,450	33,290	457,950	9,500	466,000	8,050
Revenues		(369,144)	(308,500)	(377,250)	(68,750)	(377,250)		(377,250)	
Total Parking Enforcement		31,169	106,660	71,200	(35,460)	80,700	9,500	88,750	8,050
									0.01
Public Education - Fire									
Expenses		269,638	293,050	347,100	54,050	358,480	11,380	354,720	(3,760)
Revenues		(21,166)	(18,520)	(18,620)	(100)	(18,620)		(18,620)	
Total Public Education		248,472	274,530	328,480	53,950	339,860	11,380	336,100	(3,760)
									0.05
Utility Infrastructure Locating									
Expenses		100,893	22,540		(22,540)				
Revenues		(3,802)	(11,550)		11,550				
Total Utility Infrastructure Locating		97,091	10,990		(10,990)				-
Fire Response									
Expenses		6,040,407	6,777,110	7,379,860	602,750	7,687,000	307,140	7,967,810	280,810
Revenues		(192,548)	(186,040)	(186,240)	(200)	(186,240)		(186,240)	
Total Fire Response		5,847,859	6,591,070	7,193,620	602,550	7,500,760	307,140	7,781,570	280,810
									1.03
Total A Safe Town									
		8,120,901	8,812,930	9,742,180	929,250	10,584,500	842,320	10,893,440	308,940
									1.39

* Calculated based on the average assessment value of \$800,000 for a typical residential property



good governance

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.



When is the next Council meeting?

Visit the town's Council schedule at townofws.ca/council

6%

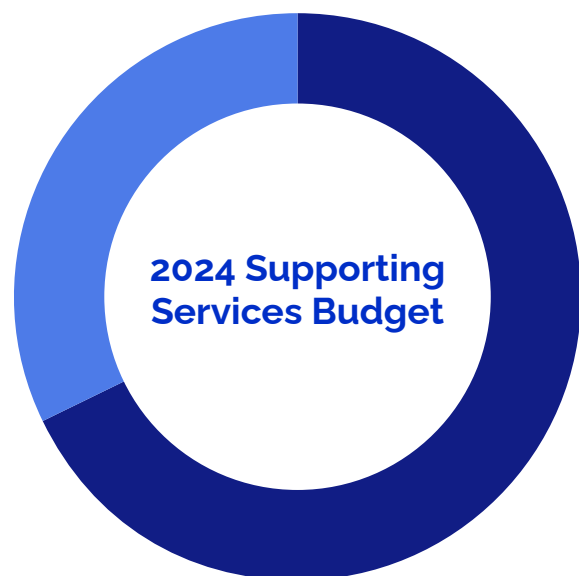
\$4.84 million
of 2024 Budget

2022-2024 staffing

Full Time Staffing (FTEs)	2022	2023	2024
Corporate Leadership	4	3	3
Council Support	6	6	6
Legal Support	3	3	3
Council Representation	-	-	-
Election Management	-	-	-
Internal Audit	-	-	-
Risk Management	-	-	-
	13	12	12



- **27%** Facility Management
- **18%** Financial & Infrastructure Management
- **16%** IT Services
- **6%** Customer Service
- **6%** Human Resources
- **5%** Fleet Management
- **6%** Corporate Leadership
- **4%** Council Representation
- **3%** Legal Support
- **3%** Risk Management
- **3%** Council Support
- **3%** Communications



- **69%** \$39,634,620 Expenses
- **31%** \$18,113,300 Revenues

2024 Key drivers: • Insurance contract cost increase

Good Governance									
	2022 Actuals (Audited)	2023 Budget	2024 Approved Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget	Budget Change (\$)	2024 Daily Tax Payer Impact Per Household*
Corporate Leadership									
Expenses	1,590,178	733,860	1,173,380	439,520	1,218,850	45,470	1,286,200	67,350	
Total Corporate Leadership	1,590,178	733,860	1,173,380	439,520	1,218,850	45,470	1,286,200	67,350	0.17
Council Representation									
Expenses	709,986	693,970	745,900	51,930	761,260	15,360	791,810	30,550	
Total Council Representation	709,986	693,970	745,900	51,930	761,260	15,360	791,810	30,550	0.11
Election Management									
Expenses	238,544	2,500	2,500		2,500		402,500	400,000	
Total Election Management	238,544	2,500	2,500		2,500		402,500	400,000	
Internal Audit									
Expenses		22,000	22,000		22,000		22,000		
Total Internal Audit		22,000	22,000		22,000		22,000		
Legal Support									
Expenses	626,242	1,256,440	1,293,990	37,550	1,307,070	13,080	1,320,420	13,350	
Revenues	(247,311)	(746,120)	(721,120)	25,000	(721,120)		(721,120)		
Total Legal Support	378,931	510,320	572,870	62,550	585,950	13,080	599,300	13,350	0.08

Risk Management									
Expenses		651,989	721,330	861,760	140,430	862,130	370	862,510	380
Revenues		(148,500)	(156,920)	(163,210)	(6,290)	(166,750)	(3,540)	(170,360)	(3,610)
Total Risk Management		503,489	564,410	698,550	134,140	695,380	(3,170)	692,150	(3,230)
									0.10
Council Support									
Expenses		853,827	846,680	737,160	(109,520)	762,850	25,690	783,370	20,520
Revenues		(308)	(2,510)	(2,510)		(2,510)		(2,510)	
Total Council Support		853,519	844,170	734,650	(109,520)	760,340	25,690	780,860	20,520
									0.11
Total Good Governance		4,274,647	3,371,230	3,949,850	578,620	4,046,280	96,430	4,574,820	528,540
									0.57

* Calculated based on the average assessment value of \$800,000 for a typical residential property



organizational effectiveness

We are committed to continuously improving our operating processes, safeguarding information and assets, and improving customer service experience across all our services.

41%

\$31.11 million
of 2024 budget



Meet the Stouffville team!

Visit the town's departmental pages
at townofws.ca/team

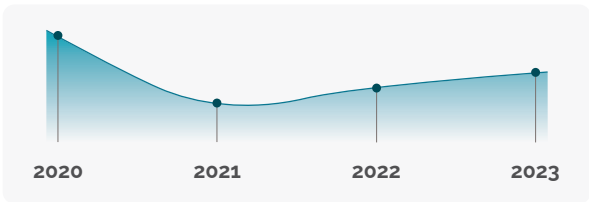
2022-2024 staffing

Full Time Staffing (FTEs)	2022	2023	2024
Communications	4	6	6
Human Resources	7	7	7
Customer Service	11	11	11
Financial & Infrastructure Management	20	21	21
IT Services	9	10	10
Facility Management	21.6	22.6	22.6
Fleet Management	2	2	2
	74.6	79.6	79.6

Goal:
To elevate our organizational effectiveness

Reduce the number of Helpdesk tickets processed

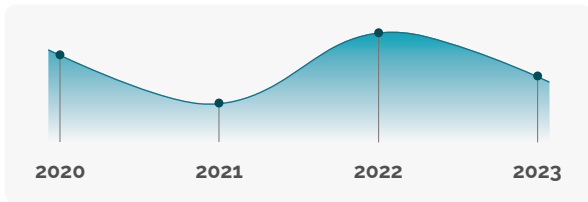
3,758 | 3,903 | 3,992
2021 | 2022 | 2023



↑ 2% compared to last year's data

Decrease the number of cheque payments processed

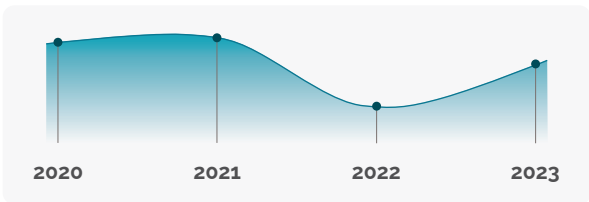
807 | 1,244 | 940
2021 | 2022 | 2023



↓ 24% compared to last year's data

Increase the number of projects/contracts completed

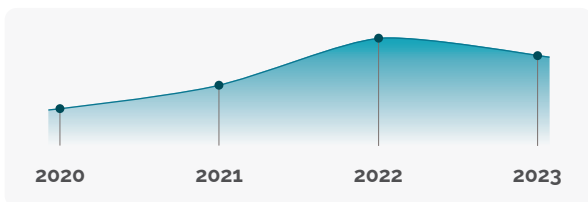
102* | 56 | 86
2021 | 2022 | 2023



↑ 54% compared to last year's data

Increase the number of invoices processed

9,001 | 10,644 | 10,067
2021 | 2022 | 2023

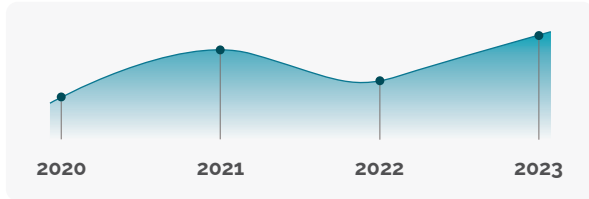


↓ 5% compared to last year's data



Increase % of payments processed electronically

83%	79%	83%
2021	2022	2023

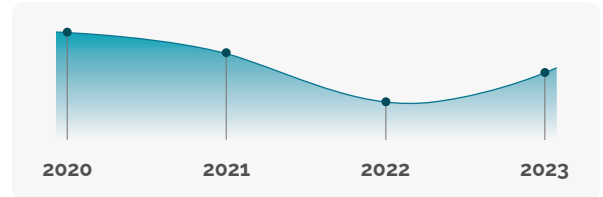


↑ 5% compared to last year's data



Decrease the amount of calls received by customer service

39,000*	34,821	37,816
2021	2022	2023



↑ 9% compared to last year's data

2024 Key drivers:

- 3% Capital Levy
- Step increases in salaries and benefits
- MCR review implementation
- Increase in Investment income
- Indexation of reserve contributions
- Net increase 2023 contribution from Tax Rate stabilization reserve
- Inflationary pressures: fuel and utility costs
- Increased software costs

Organizational Effectiveness							
	2022 Actuals (Audited)	2023 Budget	2024 Approved Budget	Budget Change (\$)	2025 Projected Budget	Budget Change (\$)	2026 Projected Budget
2024 Daily Tax Payer Impact Per Household*							
Communications							
Expenses	524,038	620,700	709,710	89,010	730,990	21,280	758,180
Total Communications	524,038	620,700	709,710	89,010	730,990	21,280	758,180
							0.10
Facility Management							
Expenses	5,990,015	6,001,880	6,279,900	278,020	6,370,210	90,310	6,484,270
Revenues	(788,992)	(395,110)	(386,490)	8,620	(386,870)	(380)	(387,250)
Total Facility Management	5,201,023	5,606,770	5,893,410	286,640	5,983,340	89,930	6,097,020
							0.84
Financial Management							
Expenses	19,613,911	17,655,320	20,242,780	2,587,460	21,918,300	1,675,520	22,897,060
Revenues	(17,852,444)	(13,497,990)	(16,302,260)	(2,804,270)	(16,829,130)	(526,870)	(17,040,050)
Total Financial Management	1,761,467	4,157,330	3,940,520	(216,810)	5,089,170	1,148,650	5,857,010
							0.56
Fleet Management							
Expenses	1,409,248	1,421,530	1,446,250	24,720	1,462,080	15,830	1,481,800
Revenues	(311,463)	(373,160)	(381,370)	(8,210)	(381,370)		(381,370)
Total Fleet Management	1,097,785	1,048,370	1,064,880	16,510	1,080,710	15,830	1,100,430
							0.15

Human Resources									
Expenses		1,351,381	1,232,840	1,352,000	119,160	1,393,840	41,840	1,473,000	79,160
Total Human Resources		1,351,381	1,232,840	1,352,000	119,160	1,393,840	41,840	1,473,000	\$0.19
IT Services									
Expenses		2,138,216	3,115,180	3,453,280	338,100	3,628,820	175,540	3,726,140	97,320
Revenues		(105,930)	(133,590)	(138,840)	(5,250)	(141,380)	(2,540)	(143,960)	(2,580)
Total IT Services		2,032,286	2,981,590	3,314,440	332,850	3,487,440	173,000	3,582,180	0.47
Customer Service									
Expenses		1,327,929	1,322,200	1,314,010	(8,190)	1,376,310	62,300	1,433,160	56,850
Revenues		(7,344)	(17,500)	(17,500)		(18,000)	(500)	(18,500)	(500)
Total Customer Service		1,320,585	1,304,700	1,296,510	(8,190)	1,358,310	61,800	1,414,660	0.19
Total Organizational Effectiveness		13,288,565	16,952,300	17,571,470	619,170	19,123,800	1,552,330	20,282,480	1,158,680
									2.51

capital budget

Building the
foundation for a
better Stouffville!

A municipal capital budget is a financial plan that outlines a town or city's projected spending on long-term assets.

These assets are essential for the municipality's operations and growth. Capital budgeting is a critical component of Stouffville's financial management, and will help us make informed decisions about investing in projects or acquiring assets.



**For more info about the Town's
capital budget, visit**

townofws.ca/capital

A young child with curly hair is swinging happily on a swing set in a park. The child is wearing a green t-shirt and is smiling broadly, looking towards the camera. The background shows a sunlit park with trees and a gravel path.

2024 - 2033 capital budget

In 2024, Stouffville Council will invest \$21.5 million, which will be allocated to infrastructure improvements, acquiring equipment, and conducting essential studies. This budget includes over \$2.7 million designated for strategic goals, more than \$12.3 million for projects related to growth, and over \$6.3 million earmarked for the repair and replacement of critical assets.

For 2024 to 2027, the departments have identified \$33.9 million worth of projects that require the collaboration of the development community. Additionally, there are around \$146 million worth of projects categorized as “unfunded,” meaning that their full funding has yet to be identified within the 10-year capital program.

The Capital Budget is designed to align with the strategic goals of the organization, with a particular focus on fiscal sustainability, asset planning, maintenance and development, and delivering exceptional customer service. It is informed by the projected sustainable maintenance costs as outlined in the 2022 Asset Management Plan, with a primary emphasis on core assets such as roads, bridges, culverts, and the infrastructure necessary for providing water, wastewater, and stormwater services. The remaining assets, referred to as non-core assets, are scheduled for completion by July 1, 2024, in accordance with O. Reg. 588/17.

How we are investing

In Stouffville, strategic financial investments play a crucial role in ensuring effective financial management and the realization of specific community goals. Stouffville receives revenue from various sources, such as local taxes, grants, development charges, and fees. Stouffville invests a portion of these funds to plan for future community needs, or safeguard against economic uncertainties.

54.0
%

A town that moves

- Investment in the repair and rehabilitation of Town-wide Road infrastructure including Commercial Street, Library Lane and Mill Street Road reconstruction and O'Brien Avenue road and watermain reconstruction.
- Main Street reconstruction between 9th Line and Park Drive.
- Transportation related fleet & equipment replacement as recommended in the Town's Asset Management Plan.

14.6
%

A healthy & greener town

- Significant lifecycle upgrades will be completed to maintain vibrant Town-wide community spaces.
- Tree replacement and planting program to enhance the Town's tree canopy, including boulevard and roadside tree replacements and planting.
- Parks and recreation related fleet & equipment replacement as recommended in the Town's Asset Management Plan.
- Various future growth-related neighborhood parks and parkettes to be constructed.

8.0
%

A safe town

- Traffic Calming improvements; an initiative to improve safety in the Town. Several considerations are being reviewed such as roundabout improvements and traffic delineators.
- Investments in fire equipment and firefighter gear.
- Replacement of fire rescue vehicles.
- Reconstruction of Ballantrae Fire Station 5-2 to commence in 2025 when design is completed.

8.0
%

Organizational effectiveness

- The Town is committed to improving operational processes, safeguarding information, and assets across all Town services.
- Investing in technology infrastructure to build capacity to provide effective and efficient services into the future.
- Council Chambers and boardrooms video conferencing systems
- Electronic Document & Records Management System, to manage inventory of documents and related records collected and retained by the Town.
- Supporting services involving Town facilities related fleet & equipment replacement as recommended in the Town's Asset Management Plan.

6.8
%

Water/wastewater infrastructure

- Additional sewer and water related infrastructure projects will be initiated with developers as growth in the Phase 3 (NE corner of Stouffville, bound by Tenth line, York Durham line, Bethesda Road and Forsyth Farm Drive) area begins.
- Significant systems improvements and monitoring programs for water and wastewater infrastructure.
- Water and wastewater related fleet & equipment replacement as recommended in the Town's Asset Management Plan.
- Please refer to 2024 Water/Wastewater Budget

5.8
%

A town that grows

- A *Climate Change Action Plan & Policy Study* that 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.
- An *Affordable Housing Partnerships action plan*, to build partnerships with affordable housing providers to increase the supply of affordable housing in the Town.
- *Vandorf - Preston Lake Secondary Plan*, technical studies and associated policy updates related to the Vandorf Preston Lake secondary plan area to accommodate growth.

1.9
%

An engaging town

- Lifecycle upgrades and enhancements will be completed to maintain vibrant community spaces Town wide, including community centres, library, art centre, museum, and theatre.
- Additions to library collection materials based on population growth.
- Planning and design of an express library location at the Ballantrae Community Centre.
- Bogarttown schoolhouse classroom expansion keeping the historical integrity of the original classroom.

0.9
%

Good governance

- Strategic initiative studies, IT security audits and land acquisition strategies for parks and open spaces are contemplated to strengthen the Town's services and programs to our residents.

2024 - 2033 capital investing	\$ (millions)	% of total investments
A Town That Moves	105,892,100	54.0%
A Healthy and Greener Town	28,692,600	14.6%
A Safe Town	15,871,600	8.0%
Organizational Effectiveness	15,646,000	8.0%
Water/Wastewater Infrastructure	13,335,400	6.8%
A Town That Grows	11,316,200	5.8%
An Engaging Town	3,825,194	1.9%
Good Governance	1,810,000	0.9%
Total	196,389,094	100%

Capital budget overview

A capital budget is the financial compass for organizations navigating the dynamic terrain of resource allocation and strategic planning. It plays a fundamental role in steering the course of growth-related project funding, providing a roadmap for organizations to invest in expansion, innovation, and competitiveness. In addition, capital budgets serve as the cornerstone for realizing strategic initiatives, addressing the complexities of unfunded or front-ended projects, and incorporating the adaptability required to navigate the ever-present uncertainties of the financial landscape.

Growth-related project funding

Growth related capital projects are normally wholly or substantially funded through Development Charge (DC) revenues. Development Charges are generally paid at the time when building permits are drawn. The authority for Development Charges is the Development Charge Act, 1997. The Act requires that a Development Charge Background Study (DCBS) be prepared that formulates the rationale for each charge that has been brought into service through a DC By-law.

The Act is highly prescriptive with respect to how the charge is to be calculated. The growth forecast in the DCBS considers the historical construction activity, the economic and market outlook, construction underway, intensification objectives, designated lands, and servicing capacity. The outlook must conform with the Town's Official Plan and the growth objectives of York Region. The reader is referred to the 2023 Development Charge Background Study for a full detail of the forecasted growth.

However, the achievability of growth does not always correspond to projections. For example, if the units or square metres of development are below projections, then DC revenue is below projection, and with respect to Whitchurch-Stouffville (WS), dramatically below projections. In fact, WS has been below projections since the 2013 DCBS and continues with the 2018 DCBS.

Strategic initiatives

Strategic Initiatives projects are central to the continued improvement of the administration of the Town which includes service and productivity software and systems; high priority studies and reports; the combination of studies and systems that responds to legislative requirements such as asset management and the Official Plan Review, and other projects that enhance the community that are not growth or asset renewal (repair and rehabilitation).

For 2024, there are \$2.7 million projects planned as follows: \$1.336M as found on [pages 98-109](#), \$1.1M for strategic acquisition of property and the remaining for Columbarium, Council Chambers Video Conferencing and Community Engagement totaling \$280,000.

Uncertainties

Economic Outlook 2024. The past year has been complicated for the U.S. and Canadian economies. This time last year many were calling for at least a mild recession in North America in 2023. The good news is we have so far managed to avoid that scenario.

While the U.S. and global economies have beaten expectations, Canada's economy has struggled to grow, and it appears that it will continue to do so through much

of 2024. Consumer spending was essentially unchanged in quarter 2 2023, and we look for a further slowdown in both quarter 3 2023, and beyond. Spending on goods has softened significantly with retail sales volumes falling 3% at an annualized rate in quarter 2 2023. Though spending on services has been stronger, it is also showing signs of slowing down. Aggressive interest rate increases over the last year and a half will continue to ripple through to consumers, pushing household debt payments (and delinquency rates) higher. Business investment has also shown signs of slowing and housing markets have cooled again after bouncing back sharply in the spring when the Bank of Canada temporarily paused interest rate increases.

Development Activity. The section above on growth funding outlines uncertainties with respect to development charge revenue. In circumstances where it is very difficult to reliably forecast development activity, prudent budgeting would suggest not taking on the funding risk of large infrastructure projects or the assumption of debt, even if the debt is theoretically funded from development charges. Bill 23 and a number of the other changes, currently being considered and/or proposed by the Province, will have significant implications for the local implementation of land use planning, development charges, parks planning, environmental and heritage protections, and various other matters. These changes will require substantial review and/or update of various regional and town policies, documents, processes and standards, as well as consideration of related staffing and financial resource implications.

Grant Funding. There are two forms of grant funding available to municipalities: formula-based grants and discretionary grants. Formula-based grants such as Canada Community-Building Fund (CCBF), formerly Federal Gas Tax (FGT), and the Ontario Community Infrastructure Program (OCIF) are set from year to year and municipalities may plan well ahead for the funding available. Discretionary grants are by application and uncertain with respect to amounts, timing of receipt, and deadlines for the use of funds.

Unfunded / Front-ended projects

The use of the 'Front Ended' and 'Unfunded' designations is a response to the funding shortfalls as illustrated above. Unfunded and front-ended projects are those for which no current source of funding is identified. The term "front-end" applies to projects for which Development Charges would otherwise fund the projects in whole or substantially, but the reserves are currently insufficient to provide the necessary funding. It is the expectation that the relevant developer (or developers) will construct the infrastructure and that repayment will come from the applicable portion of the development charges as building permits are drawn.

Unfunded projects are beyond the current funding capacity of the Town.

2024 Largest Planned Projects

Commercial St., Library Lane & Mill St. Reconstruction

\$3,600,000

O'Brien Ave. Reconstruction

\$2,264,000

Bethesda Side Rd. Resurfacing

\$1,550,000

Main St. Reconstruction (9th Line to Park Drive) - Design

\$1,000,000

2024 capital budget by service theme

Service theme	Capital budget in \$
A Town That Moves	13,061,000
Water/Wastewater Infrastructure	2,139,000
Organizational Effectiveness	1,951,000
A Healthy and Greener Town	1,391,000
Good Governance	1,130,000
A Town That Grows	1,080,000
An Engaging Town	470,000
A Safe Town	257,300
Total	21,479,300

2024

Project Category	Cost (\$)	% of total costs
Growth-Related Projects	12,343,300	57%
Asset Management	6,385,000	30%
Strategic Initiatives	2,751,000	13%
Total	21,479,300	100%

2024-2033

Project Category	Cost (\$)	% of total costs
Growth-Related Projects	65,322,394	33%
Asset Management	102,893,500	52%
Strategic Initiatives	28,173,200	14%
Total	196,389,094	100%

Asset management

Asset management refers to the systematic management of a corporation or individual's assets, with the goal of maximizing returns and minimizing risk. It involves the allocation of resources and the monitoring of performance to ensure the optimal utilization of assets.

Legislation

Asset management planning for existing assets is primarily driven by the Infrastructure for Jobs and Prosperity Act, 2015 and the attendant O. Reg. 588/17. The Act makes it compulsory to meet planning objectives outlined in the Act and Regulation. The objectives are detailed at greater length in the 2018 Comprehensive Asset Management Plan as well as the 2022 Asset Management Plan for core assets. Additionally, municipalities have an obligation to meet the lifecycle asset management provisions of the Development Charges Act, 1997 and O. Reg. 82/98; the fiscal plan requirements of the Safe Drinking Water Act, 2002 and O. Reg. 453/07; and the requirements for lifecycle planning for Canada Community-Building Fund supported projects as administered by the Association of Municipalities of Ontario (AMO).

In 2022, the Town completed an Asset Management Plan (AMP) for its core assets which will direct the Town's investments in asset rehabilitation and renewal over the next 10 years.

Contributions to the Town's infrastructure maintenance reserves are primarily funded from the tax levy and are informed by the recommendations of the AMP.

For 2020, Council supported an annual 3% capital levy to continue the work of building up the necessary reserve contributions to target levels. However, due to the pandemic and Council's direction to limit a significantly

higher tax levy impact, the levy was reduced to 1% for 2021.

For 2022, Council opted to defer the 1% capital dedicated levy. It is expected that staff will be seeking capital dedicated levy support in future years that help provide additional funding for the 10-year capital infrastructure needs.

The 2023 and 2024 budget has the much needed 3% capital dedicated levy as we continue to look to replenish the reserves and set aside monies for aging infrastructure and Main Street reconstruction.

2024 reserve contributions of \$7.42 million, along with federal and provincial grant funding of \$3.36 million provide \$10.78 million for rehabilitation. While significant, a funding gap of \$5.12 million remains when compared to the \$15.9 million annual investment recommended by the 2022 AMP for the Town's core assets.

Fifty-two percent of the projects included in the Town's 10-year Capital Plan relate to the repair and renewal of existing assets, representing a commitment of \$102.9 million.

As part of the legislative requirements, increased efforts will be placed in 2025 to procure and implement an asset management system that tracks and reports on the Town's assets. Asset management is one of the cornerstones to ensure that the Town's assets are maintained and replaced in a timely manner.

Making timely investments in the Town's existing infrastructure will contribute to the Town's long-term financial sustainability. This will ensure that the Town will be able to sustain its vibrant community areas, open spaces and infrastructure for generations to come.

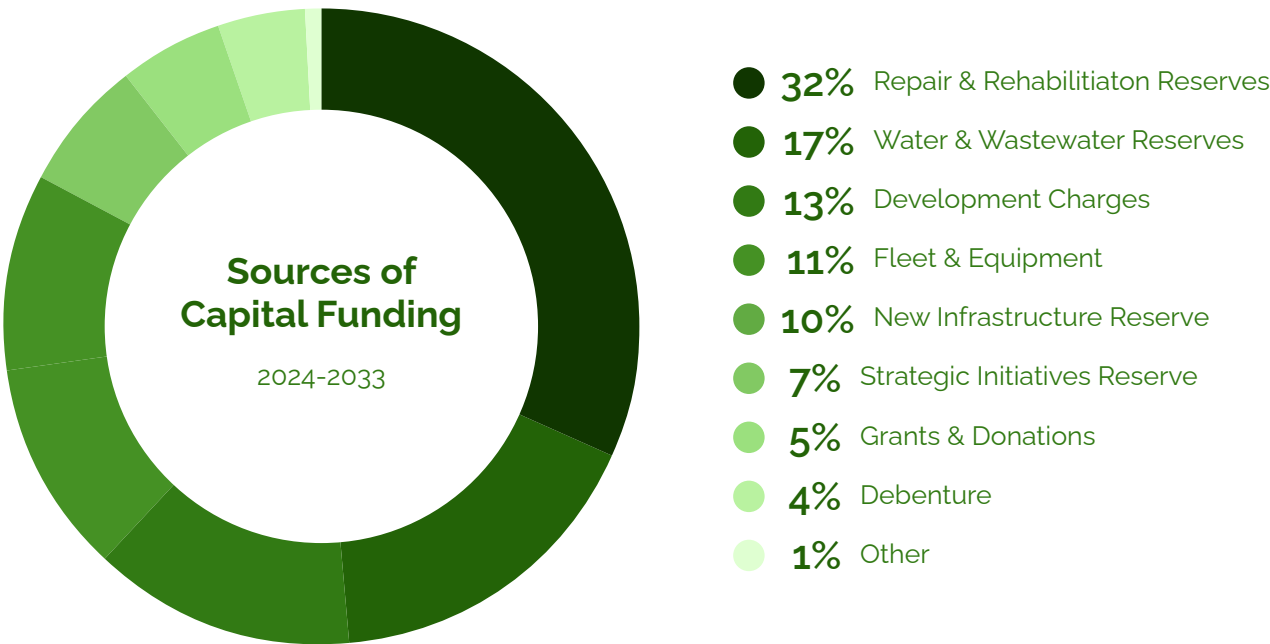
Capital budget funding

Approximately 60% of asset management needs are funded from Repair & Rehabilitation reserves and Fleet & Equipment reserves. Key asset management capital projects in 2024 include road repairs, Commercial St. Library Ln. and Mill St, O'Brien Ave. Reconstruction, Bethesda Side Rd. Resurfacing, and replacement of essential fleet used by Fire, Parks and Recreation and Public Works.

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.

Fourteen 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 three 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 2023 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 growth forecast historically and will necessitate an increased use of long-term funding strategies such as front-ending agreements, possibly Development Charge funded debt and project rescheduling.



10 year capital plan by funding source

Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
Bill 124	35,000	-	50,000	-	-	-	-	-	-	-	85,000
Canada Community-Building Fund	1,909,800	680,000	7,155,000	2,255,000	2,000,000	-	-	-	-	-	13,999,800
Cemetery Reserve	175,000	-	-	-	-	-	-	-	-	-	175,000
Debenture	-	8,400,180	-	-	-	-	-	-	-	-	8,400,180
Development Charges	4,207,475	7,364,345	6,868,944	3,623,379	1,790,470	737,910	834,205	151,335	151,335	784,035	26,513,433
Fleet & Equipment Reserve	1,980,000	3,063,000	1,990,000	2,354,000	1,479,000	3,175,000	1,805,000	1,605,000	2,475,000	1,117,000	21,043,000
Grants	910,000	1,000,000	1,000,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	10,610,000
Library Reserve	111,800	72,318	452,318	42,318	110,513	50,000	50,000	90,000	80,000	70,000	1,129,267
Museum Capital Donations	50,000	-	-	-	-	-	-	-	-	-	50,000
New Infrastructure Reserve	3,172,469	5,015,843	2,643,444	4,329,789	1,425,569	365,019	1,354,839	27,569	27,569	1,294,869	19,656,979
Repair & Rehabilitation Reserve	3,059,000	4,768,250	10,043,500	5,398,000	3,657,000	4,730,250	6,432,560	3,168,000	4,163,000	3,208,000	48,627,560
Sewer Reserve	1,311,801	929,306	4,285,431	2,024,681	510,181	838,556	824,681	149,681	437,181	149,681	11,461,180
Stormwater Infrastructure Reserve	130,000	570,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,740,000
Strategic Initiatives Reserve	1,336,000	2,730,000	1,711,700	2,230,500	880,000	145,000	1,490,000	825,000	905,000	965,000	13,218,200
Water Reserve	3,090,955	1,687,840	3,784,545	4,339,415	3,099,915	1,213,665	1,344,415	239,415	639,915	239,415	19,679,495
Grand Total	21,479,300	36,281,082	40,114,882	27,827,082	16,182,648	12,485,400	15,365,700	7,486,000	10,109,000	9,058,000	196,389,094

10 year capital plan by service

Service	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
A Town That Grows	1,080,000	1,917,000	1,179,700	2,595,500	920,000	90,000	1,327,000	445,000	892,000	870,000	11,316,200
A Town That Moves	13,061,000	13,108,000	30,336,600	13,159,400	8,690,000	7,403,400	9,196,700	3,798,000	3,717,000	3,422,000	105,892,100
Water/Wastewater Infrastructure	2,139,000	1,617,400	1,787,000	2,855,000	2,855,000	549,000	355,000	355,000	468,000	355,000	13,335,400
A Healthy and Greener Town	1,391,000	5,717,200	3,613,400	6,113,000	1,317,000	1,877,000	2,236,000	1,087,000	2,401,000	2,940,000	28,692,600
An Engaging Town	470,000	683,182	1,228,182	318,182	330,648	125,000	165,000	165,000	195,000	145,000	3,825,194
A Safe Town	257,300	10,933,300	326,000	1,146,000	255,000	1,115,000	711,000	236,000	626,000	266,000	15,871,600
Good Governance	1,130,000	65,000	75,000	45,000	90,000	55,000	100,000	65,000	110,000	75,000	1,810,000
Organizational Effectiveness	1,951,000	2,240,000	1,569,000	1,595,000	1,725,000	1,271,000	1,275,000	1,335,000	1,700,000	985,000	15,646,000
Grand Total	21,479,300	36,281,082	40,114,882	27,827,082	16,182,648	12,485,400	15,365,700	7,486,000	10,109,000	9,058,000	196,389,094

Project prioritization & funding

Project prioritization

Within the limits of the funding available for capital projects, the Town will prioritize potential capital projects. Prioritization will be driven by the results of strategic plans, business plans, master plans and asset management plans. Adjustments will be made each year in addition to technical assessments of the long-term needs and timing requirements. In determining what expenditures will be funded and when those expenditures should occur, the Town will evaluate capital projects against the following ranked priorities:

- Ensure health, safety, and basic environmental concerns.
- Provide operating expense savings and/or match contributions by partners to support community and systems infrastructure to leverage external investment dollars for community development and improvement.
- Maintain current capital assets in a state of good repair.
- Improve or expand facilities, technology systems and infrastructure to meet needs of growth or establish a higher service level.

Funding sources

Funding for each capital project will be allocated according to the uses set out in the Town's Reserve and Reserve Fund policy and the Town's Federal Gas Tax guideline.

Funding envelopes

Departments will be provided with a "funding envelope" each year to help guide their project allocation decisions.

Horizon projects

These are projects that are not or cannot be funded in the Capital Plan but represent expected future priority projects for the Town in the next 10 years. These should be provided to Finance for inclusion in a list of Horizon Projects. These projects are included in the budget report to Council and tracked for inclusion in future Capital Plans. Typically, these are projects for which business cases, timing and project cost estimates need to be better defined, or for which the priority ranking caused the project to fall below the funding thresholds.

Debt forecast

Long-term debt refers to financial obligations or loans that have a maturity period typically exceeding one year, often used by corporations or individuals to finance large projects, acquisitions, or investments. These debts are typically repaid over an extended period, and they may involve periodic interest payments in addition to the repayment of the principal amount.

Long term debt

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. The 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-source 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% of ARL. As shown below, the Town's annual debt repayments are well below these limits.

The Town of Whitchurch-Stouffville's 2023 outstanding debt is \$24.8 million with annual debt repayments of \$3.8 million. The Annual Repayment limit determined by the Ministry of Municipal Affairs and Housing is \$13.6 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.

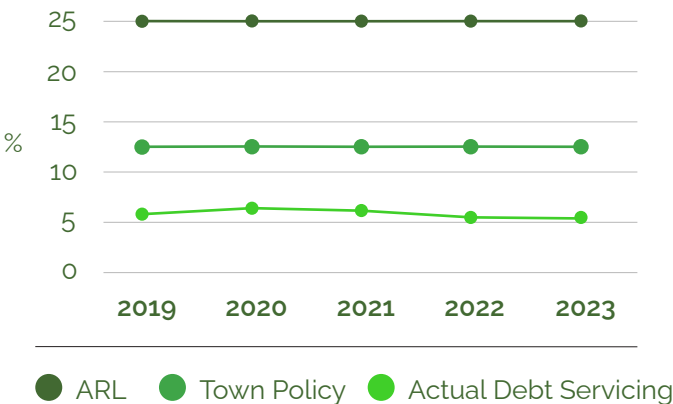
While the Town continues to face funding pressures due to the cost of infrastructure associated with new growth, the impact of slower than expected development activity, and potential other new initiatives, no new debt is currently proposed in the current capital plan, except for Ballantrae Fire Station 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 2024-2033 Capital Plan. Unfunded projects include the \$27 million Highway 48 corridor Library Branch; \$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.

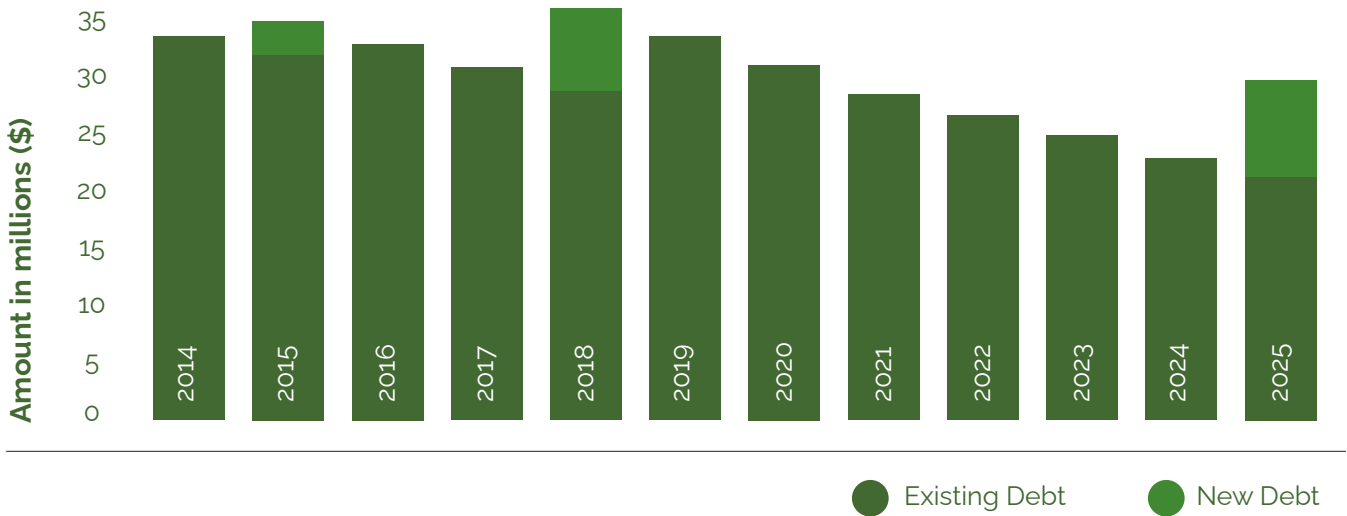
\$145.9 million in projects remain unfunded as staff work with partners in the development community and other levels of government to advance priority initiatives.

The complete list of 2024-2033 unfunded projects can be found on [page 150](#).

Debt servicing ratio



Historical & projected debt



Debentures

Project	Whitchurch - Stouffville By-Law	Region of York By-Law	Term	Annual Interest	Debenture \$
Fire Hall/Arena	2008-152-FI	2010-8	25	4.89%	13,400,000
Operations Centre/Main St	2009-151-FI	2011-38	25	4.45%	9,200,000
Municipal Office	2010-154-FI	2011-63	40	3.90%	6,000,000
Aerial Firetruck / Greenwood Park / Sunnyridge Park	2015-084-FI	2015-57	10	2.63%	2,953,550
Leisure Centre Expansion	2017-045-FI	2017-41 & 2018-38	20	3.34%	4,497,553
Baker Hill Bridge	2017-045-FI	2017-41 & 2018-57	20	3.31%	2,820,000
					38,871,103

Debt portfolio

A debt portfolio refers to a collection of various debt securities or loans held by an individual or entity, typically for investment or financial management purposes. It can include bonds, promissory notes, mortgages, and other forms of debt instruments that generate income through interest payments or are intended for eventual repayment.

Debt management

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. 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 July 2023, S&P Global Ratings' long-term issuer credit rating on the Regional Municipality of York is 'AAA'. S&P expect the region's diverse and wealthy economy will continue to foster economic stability. They estimate that the Region will continue posting healthy operating balances but that its after capital surpluses will fall as it proceeds with its capital plan. York Region will issue debt to help fund part of its capital spending plan but we expect the debt burden will slightly decrease as a result of debt repayment, contributions to sinking funds, and revenue growth. S&P estimate debt service coverage will remain higher than 100% in our forecast horizon.

York Region's diverse and wealthy economy benefits from its proximity to and integration with the City of Toronto. The Region boasts the sixth-largest municipal population in Canada, with an estimated 1.24 million residents in 2022, as well as a sizable employment base of about 594,000 jobs. The Region's economy has added more than 16,000 jobs since 2019 with a very important contribution from the finance, insurance, and real estate sectors. Building

activity and assessment growth continue to support regional revenues. Although municipal GDP data are unavailable, we believe that York Region's GDP per capita is higher than the national level, which we estimate will be more than US\$54,700 in 2023, based on the region's high income levels.

To maintain the highest possible ratings from the agencies, the Region must continue its commitment to fiscal sustainability and closely monitor the capital plan to ensure capital spending remains consistent with population growth. These are key parts of the fiscal strategy.



For further bond rating details for York Region, visit

york.ca/york-region/finances/credit-ratings

Operating funds

Operating Fund	2010-2023	2024	2025	2026	2027	2028-2051
Beginning Principal Balance	13,998,751.00	8,121,054.58	7,519,954.66	6,903,024.42	6,531,242.52	6,149,336.89
Principal Repayment	5,877,696.42	601,099.92	616,930.24	371,781.90	381,905.62	6,149,336.89
Ending Principal Balance	8,121,054.58	7,519,954.66	6,903,024.42	6,531,242.52	6,149,336.89	0.00
Interest Payments	5,259,021.78	326,154.24	304,025.15	283,456.40	267,482.68	2,287,933.89
Total Debt Payments	11,136,718.20	927,254.15	920,955.38	655,238.30	649,388.31	8,437,270.78

Development charges reserve fund

Development Charges Reserve Fund	2010-2023	2024	2025	2026	2027	2028-2051
Beginning Principal Balance	33,423,655.81	15,875,763.57	14,850,708.98	13,781,527.57	12,736,462.30	11,645,110.72
Principal Repayment	17,547,892.24	1,025,054.59	1,069,181.41	1,045,065.27	1,091,351.58	11,645,110.72
Ending Principal Balance	15,875,763.57	14,850,708.98	13,781,527.57	12,736,462.30	11,645,110.72	0.00
Interest Payments	11,913,693.60	670,905.29	626,778.47	581,146.07	534,859.75	2,410,244.42
Total Debt Payments	29,461,585.84	1,695,959.88	1,695,959.88	1,626,211.33	1,626,211.33	14,055,355.14

New infrastructure reserve fund

New Infrastructure Reserve Fund	2010-2023	2024	2025	2026	2027	2028-2051
Beginning Principal Balance	1,185,379.19	830,320.12	777,993.46	723,960.99	676,426.41	627,290.92
Principal Repayment	355,059.07	52,326.66	54,032.47	47,534.58	49,135.49	627,290.92
Ending Principal Balance	830,320.12	777,993.46	723,960.99	676,426.41	627,290.92	0.00
Interest Payments	196,072.52	27,200.30	25,494.49	23,786.67	22,185.76	121,582.21
Total Debt Payments	551,131.59	79,526.96	79,526.96	71,321.25	71,321.25	748,873.12

Capital reserves

Capital reserves are funds set aside by a corporation or financial institution, often from retained earnings, to cover future obligations or unforeseen liabilities. These reserves serve as a financial cushion, enhancing the entity's stability and solvency.

Town's 2024-2026 capital reserves

The 2024–2026 Capital Plan includes infrastructure repair, community safety, community planning, new infrastructure, community spaces, customer service initiatives and parks and open spaces. Some of these are ongoing projects that will continue into the 2024 to 2026 budget period.

Many of these projects are funded from reserves that will result in a drawdown of the reserve fund balances from 2024 to 2026. The following table summarizes the capital reserve activity and indicates a healthy growth in reserve balances.

The additions to the Town's development reserves tend to fluctuate due to the variance in the overall level and type of development activity which affects the amount

and timing of the related development revenues. The remaining reserves tend to have a more constant and steady increase mainly due to the Town's contributions to asset replacement. The Town actively utilizes these reserves for funding of a variety of related capital projects. The significant increase in 2023 withdrawals and related decrease in reserve balances is due to the funding of the proposed capital works for asset management and growth-related projects.

Capital reserves

Capital Reserves	Actuals			Projected			
	2020	2021	2022	2023*	2024	2025	2026
Cemetery Reserve	70,290	227,692	199,379	260,988	259,988	123,878	161,868
Additions	168,177	77,243	81,800	24,000	38,890	37,990	37,070
Withdrawals	10,775	105,556	20,191	25,000	175,000	0	0
Balance @ December 31	227,692	199,379	260,988	259,988	123,878	161,868	198,938
Development Charges	845,131	10,553,278	23,708,365	28,022,262	15,244,860	23,402,384	48,522,618
Additions	15,583,428	17,015,295	7,824,127	2,389,495	14,060,958	36,249,538	38,099,380
Withdrawals	5,875,281	3,860,208	3,510,230	15,166,897	5,903,434	11,129,304	10,564,154
Balance @ December 31	10,553,278	23,708,365	28,022,262	15,244,860	23,402,384	48,522,618	76,057,844
Canada Community-Building Fund	6,592,085	6,375,075	8,587,578	10,052,805	6,105,442	6,288,025	7,238,978
Additions	1,694,229	3,149,617	1,918,049	1,848,113	1,812,383	1,910,953	1,649,531
Withdrawals	1,911,239	937,113	452,823	5,795,476	1,629,800	960,000	5,779,000
Balance @ December 31	6,375,075	8,587,578	10,052,805	6,105,442	6,288,025	7,238,978	3,109,509
Fleet & Equipment Reserve	0	3,111,039	4,118,308	3,425,082	614,574	1,373,684	576,531
Additions	3,683,437	1,510,408	1,591,865	1,900,081	2,339,110	2,665,847	3,011,008
Withdrawals	572,398	503,139	2,285,091	4,710,589	1,580,000	3,463,000	1,990,000
Balance @ December 31	3,111,039	4,118,308	3,425,082	614,574	1,373,684	576,531	1,597,539
Grants	625,546	466,496	2,054,582	1,494,335	270,752	792,904	1,225,056
Additions	918,833	1,780,551	2,624,361	5,416,507	1,432,152	1,432,152	1,432,152
Withdrawals	1,077,883	192,465	3,184,608	6,640,090	910,000	1,000,000	1,000,000
Balance @ December 31	466,496	2,054,582	1,494,335	270,752	792,904	1,225,056	1,657,208
Library Reserve	119,486	228,627	362,720	486,159	411,458	317,436	344,318
Additions	112,628	164,569	188,584	10,000	17,778	99,200	145,645
Withdrawals	3,487	30,476	65,145	84,701	111,800	72,318	452,318
Balance @ December 31	228,627	362,720	486,159	411,458	317,436	344,318	37,645
New Infrastructure Reserve	9,992,522	4,578,221	6,399,144	10,081,395	520,117	0	0
Additions	2,982,930	2,193,970	4,501,934	2,713,714	2,731,878	5,095,369	2,714,764
Withdrawals	8,397,231	373,047	819,683	12,274,991	3,251,995	5,095,369	2,714,764
Balance @ December 31	4,578,221	6,399,144	10,081,395	520,117	0	0	0

Capital reserves, con't

Capital Reserves	Actuals			Projected			
	2020	2021	2022	2023*	2024	2025	2026
Park Trust	1,234,368	5,199,627	6,686,070	6,822,937	6,066,227	6,364,413	6,741,278
Additions	4,006,879	1,631,186	1,640,456	1,165,918	303,186	381,865	202,163
Withdrawals	41,620	144,743	1,503,589	1,922,628	5,000	5,000	5,000
Balance @ December 31	5,199,627	6,686,070	6,822,937	6,066,227	6,364,413	6,741,278	6,938,441
Repair & Rehabilitation Reserve	0	5,655,243	6,075,213	5,743,427	2,755,028	3,473,003	3,948,693
Additions	8,893,528	2,742,693	2,224,419	2,950,842	3,881,975	5,072,940	6,338,185
Withdrawals	3,238,285	2,322,723	2,556,205	5,939,241	3,164,000	4,597,250	9,380,500
Balance @ December 31	5,655,243	6,075,213	5,743,427	2,755,028	3,473,003	3,948,693	906,378
Sewer Reserve	390,638	1,846,182	3,099,192	5,155,011	3,907,989	4,578,818	5,150,042
Additions	1,532,980	1,944,390	2,460,720	2,001,080	1,722,630	1,728,530	1,739,640
Withdrawals	77,436	691,380	404,901	3,248,102	1,051,801	1,157,306	3,483,431
Balance @ December 31	1,846,182	3,099,192	5,155,011	3,907,989	4,578,818	5,150,042	3,406,251
Stormwater Infrastructure Reserve	0	481,717	597,145	741,099	641,099	650,589	227,049
Additions	505,349	130,000	246,371	130,000	139,490	146,460	153,780
Withdrawals	23,632	14,572	102,416	230,000	130,000	570,000	130,000
Balance @ December 31	481,717	597,145	741,099	641,099	650,589	227,049	250,829
Strategic Initiatives Reserve	0	1,850,816	2,332,480	2,549,531	1,998,346	1,748,236	2,050,916
Additions	2,095,000	794,000	878,903	1,245,000	1,335,890	1,402,680	1,402,680
Withdrawals	244,184	312,336	661,852	1,796,185	1,586,000	1,100,000	1,100,000
Balance @ December 31	1,850,816	2,332,480	2,549,531	1,998,346	1,748,236	2,050,916	2,353,596
Water Reserve	-3,543	3,173,564	4,606,478	6,364,363	5,376,391	5,122,036	4,927,056
Additions	4,169,878	1,718,301	2,077,170	2,458,440	2,012,600	2,224,860	2,454,820
Withdrawals	992,771	285,387	319,285	3,446,412	2,266,955	2,419,840	3,343,545
Balance @ December 31	3,173,564	4,606,478	6,364,363	5,376,391	5,122,036	4,927,056	4,038,331

* Unaudited

Alternate funding sources have been considered, which include debt financing, reserve optimization, future grants that may be applicable.

Operating impacts

Operating impact typically refers to the immediate and direct consequences or effects that an event, decision, or action has on the day-to-day operations and functions of a business or organization. It often involves changes in revenue, costs, efficiency, or productivity resulting from a specific event or operational change.

Capital projects having 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:

1. 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.
2. Subject matter experts provide the necessary assumptions/methodology in determining the operating impacts for the capital projects put forward.
3. 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.

Operating 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 2024, there are several capital projects identified that have operating impacts.



For further operating budget details, visit
townofws.ca/operating

2024 Operating impacts

Project Number	Project Title	2024 Operating Impact in \$
031-003	Council Chambers/boardroom Video Conferencing System Upgrades	13,000
1323	Department Technology Needs	4,300
1333	Service Truck - Roads	4,300
1334	Skid Steer - Roads	5,000
789	3/4 Ton 4x4 Truck - Parks	5,000
799-001	Mini Excavator - Parks	3,000
1005	New Vehicle - By-law	3,000
1259	Vehicle - Fire Prevention Inspector	3,600
Total		41,200

2024 projects

Enhancing Stouffville's quality of life!

The following proposed capital projects will have a positive impact on both the quality of life for our residents and the town's economic development.

By strategically investing in infrastructure and services, Stouffville can create a more attractive and competitive environment for businesses and residents, ultimately contributing to its long-term sustainability and growth.



To become more involved in the
Town's projects, visit
cometogetherws.ca



2024 proposed capital projects

The proposed capital projects in Stouffville hold the promise of delivering significant long-term benefits to the community.

Firstly, these projects are designed to enhance the town's infrastructure, such as roads, public transportation, and utilities. Improved infrastructure not only makes daily life more convenient but also attracts businesses and residents, ultimately boosting the local economy. By investing in modern, efficient infrastructure, Stouffville can create a foundation for sustainable growth and development, positioning itself as an attractive destination for businesses and families looking for a thriving community.

The proposed capital projects will also foster a sense of community and civic pride. Projects like

parks, cultural centres, and recreational facilities provide spaces for residents to come together, socialize, and engage in various activities. This not only improves the overall quality of life but also strengthens the community's bonds and creates a positive atmosphere.

A thriving community with access to recreational and cultural amenities is more likely to attract new residents and retain current ones, leading to long-term social and economic stability for Stouffville.

In summary, the proposed capital projects are not just investments in physical infrastructure; they are investments in the town's future, its sustainability, and its sense of community.

2024 Proposed capital project list

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
A Town That Grows					
312	Vandorf - Preston Lake Secondary Plan	Technical studies and associated policy updates related to the Vandorf Preston Lake Secondary Plan Area.	Growth	150,000	
330	Various Planning Studies	Provision for additional planning studies and support as required throughout the year.	Strategic Initiatives	20,000	
938	Online Inspection & Status request Software	Modernize Building Services to improve access to customers.	Strategic Initiatives	35,000	
985	Corridor Improvement Studies and Municipal Class EAs	To identify the needs to improve Town roads. Some roads may need to be adjusted from serving mainly the vehicular traffic to support pedestrians and cyclists. There may also be needs to improve intersection levels of service, widen existing Town roads and/or build new roads.	Repair & Replacement	200,000	
988	Provincial Policy Conformity Updates	To conduct analysis and policy conformity work related to any provincial policy changes due to Provincial elections.	Strategic Initiatives	100,000	
317	Climate Change Action Plan and Policy Study	This Climate Change Action Plan will provide direction to undertake the necessary actions and possible incentives to protect both the community and the corporation in terms of climate change adaptation and mitigation. This may include upgrades to buildings related to climate adaptation and energy efficiency.	Growth	200,000	
1418	Affordable Housing Initiatives	Examine opportunities for both financial and non-financial incentives to increase the supply of affordable housing in Town, including purpose-built rental buildings and additional residential units	Strategic Initiatives	150,000	
200-001	High Density Housing	Action plan (as part of the Town's Housing Accelerator Fund application) to increase the supply and construction of high density housing to support the missing middle housing needs.	Strategic Initiatives	25,000	
200-002	Affordable Housing Partnerships	Action plan (as part of the Town's Housing Accelerator Fund application) to build partnerships with affordable housing providers to increase the supply of affordable housing in the Town.	Strategic Initiatives	200,000	

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
A Town That Moves					
103	Main St Reconstruction, Ninth Line to Park Drive St. W22	Upgrade of Main St from Ninth Line to Park Drive which includes water, wastewater, stormwater, streetscape, road, and other elements. This project is being carried out in three phases. Phase 1 Park to Stouffer is complete. This is for the design and project administration of Phase 2 which is the downtown portion from Park Dr. to before 9th Line.	Growth	1,000,000	
107	Signal - Tenth Line North/Forsyth Farm Rd.	Work with York Region to undertake traffic signals at Tenth Line and Forsyth Farm Dr.	Growth	285,000	
108	Signals - RR#30/Hoover Park Dr.	Work with York Region to undertake traffic signals at Regional Rd 30 and Hoover Park Dr.	Growth	285,000	
116	Streetslights & Sidewalks -Ninth Line S. Limit existing Musselmans Lake to N. Limit existing Musselmans Lake	Streetslights & Sidewalks - Ninth Line from south limit existing Musselman Lake to north limit existing Musselman Lake.	Growth	150,000	
584	Traffic Control Signs	Annual provision for the purchase of new traffic control signs.	Repair & Replacement	25,000	
660	Multi-use Pathway in Blvd Main St - Hwy 48 to Ninth Line	Investigate and design a multi-use pathway along Main St. from Hwy 48 to Ninth Line.	Growth	150,000	
733	O'Brien Ave. Reconstruction Main St. to Rose Ave. (W26)	W26 - 150 mm watermain upgrade along O'Brien Avenue from Main Street to Burkholder Street. Design and contract administration in 2022, construction in 2024.	Growth	2,264,000	
750	Project Management & Administration	Project management and administration	Growth	177,000	
834	Various Sidewalk Repairs	Annual capital fund for sidewalk repairs as required through the year.	Repair & Replacement	100,000	
840	Bethesda Side Road Resurfacing 2km between Hwy 404 to Hwy 48	Bethesda Side Road Resurfacing - 2km between Woodbine Ave. and Warden Ave. Design in 2023 Construction in 2024	Growth	1,550,000	
858	Commercial St, Library Ln & Mill St. (Commercial to Main) Reconstruction & WM on Church St W24-25,31	Reconstruction of road, watermain and sanitary sewer on Commercial Street, Library Lane and Mill Street from Commercial Street to Main Street. Design in 2020, construction in 2024.	Growth	3,600,000	
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	

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
A Town That Moves					
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, catchbasins 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	
1085	Intersection Improvements - Lakeshore Rd. at Hwy 48	Work with MTO to investigate and design intersection improvements at Lakeshore Road and Hwy 48. Design in 2024, construction in 2025.	Growth	50,000	
1103	Stouffville Trails Plan Shared Route Treatment	Stouffville Trails Plan Shared Route Treatment.	Growth	174,000	
1248	Post Construction Restoration	Annual allocation for out of warranty construction items (e.g. boulevard) as required throughout the year.	Repair & Replacement	30,000	
1378	Standard Specifications	Compile a set of Standard Specifications for the use in Town water, wastewater, and road projects to allow for better onsite enforcement of construction requirements.	Strategic Initiatives	75,000	
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	50,000	
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	275,000	
1469	Project - Final Close Out	Project is intended to capture final costs associated with closing out infrastructure projects that are complete and warranty on projects have been achieved.	Repair & Replacement	30,000	
838	Lakeshore Drainage Easement	Construction of Lakeshore Drainage Easement improvements	Repair & Replacement	350,000	
1256	Burkholder Neighbourhood EA outcome	Construction of recommended traffic calming measures identified in the EA	Repair & Replacement	260,000	
300-001	Fleet Management Master Plan	Master plan for current status of Town fleet, future needs, staffing, EV implementation, software and shop requirements	Strategic Initiatives	70,000	
310-002	Community Sign Replacement	Replace 45 community signs at end of lifecycle	Repair & Replacement	360,000	

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
A Town That Moves					
310-003	Traffic Signal Box Upgrades	York Region has upgraded infrastructure for traffic control. The Town needs to perform upgrades to 14 traffic control boxes to comply with the Region's system. This is a three-year program to replace (5, 5, 4)	Repair & Replacement	425,000	
849	Tandem Dump Truck Replace (#11-89)	Replacement of unit #11-89, tandem dump truck to include a water tank (the current truck's tank won't be compatible with the new truck due to design changes)	Repair & Replacement	650,000	
1163	Asphalt Reclaimer Trailer - Replace (#15-135)	Replace unit 15-135, Heat Design Equipment HDE2THBR-T Asphalt Reclaimer Trailer.	Repair & Replacement	90,000	
1333	Service Truck	Purchase of a new 2-ton cab and chassis truck equipped with an equipment service body to provide off-site servicing of Town fleet from the Operations Centre (i.e. vehicle breakdown, Zamboni repairs, etc)	Growth	147,000	4,300
1334	Skid Steer	Purchase of a new mid-size skid steer to perform road maintenance activities.	Growth	159,000	5,000

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
Water/Wastewater Infrastructure					
407	U/G Condition Assessment/Asset Management	Annual amount to perform underground infrastructure structure condition assessments as needed.	Repair & Replacement	20,000	
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, sections of pipe, etc.	Repair & Replacement	150,000	
746	System Study - W39 & W40 Gormley Fire Protection - New 300mm on Stouffville Rd & Union St	Undertake a study of the Gormley fire protection system.	Growth	100,000	
1006	Small Equipment (Water)	Purchase of small equipment to support Public Works water activities inclusive of leak detection equipment.	Repair & Replacement	100,000	
1007	Small Equipment (Wastewater)	Purchase of small equipment to support Public Works wastewater activities.	Repair & Replacement	20,000	
1127	Flow Monitoring WW31	Annual water and wastewater flow monitoring program.	Growth	174,000	
1367	Subtrunk #1 Ext. Amendment to EA, Design & Agency Approvals WW08, WW09, WW10	To undergo Subtrunk #1 extension amendment to the EA, undertake geotechnical and hydrogeological analysis, design and agency approvals prior to the construction of portions WW08, WW09 and WW10 of the wastewater system as defined in the DC Study.	Growth	500,000	
550-001	Bulk Water Station Replacement	Lifecycle Replacement of the Town's bulk water station on Ringwood Dr.	Repair & Replacement	100,000	
250-002	WW35 - MZO1 Lands Sewer	600mm sewer in street A (future road) of MZO1 between Highway 48 and Willowgrove Creek Tributary B (east branch)	Growth	875,000	

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
A Healthy & Greener Town					
132	Tenth Line South Neighbourhood Park (McKean Dr. & Yakefarm Blvd.)	New neighbourhood park, located at 185 McKean Drive (Intersection of McKean Drive and Yakefarm Boulevard.) Design in 2024, construction in 2025.	Growth	70,000	
135	Sorbara Parkette (Busato Dr.)	New parkette, located at 330 Busato Drive. Design in 2024, construction in 2025.	Growth	50,000	
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	
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	30,000	
780	Lifecycle Upgrades - Arenas	Provision for annual repairs and maintenance requirements at the Stouffville Arena and Stouffville Clippers Sports Complex.	Repair & Replacement	80,000	
791	Park Amenities	Annual provision for the repair and maintenance of park amenities.	Repair & Replacement	40,000	
792	Playground Maintenance and Equipment Replacement	Annual provision for playground maintenance work and equipment replacement	Repair & Replacement	120,000	
793	Small Equipment	Annual provision for 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	
1146	Asphalt Path Maintenance	Asphalt maintenance at various parking and trail locations.	Repair & Replacement	15,000	
1175	Park Shelter Upgrades	Pergolas in various parks and parkettes	Repair & Replacement	30,000	
1240	Cemetery Lifecycle Upgrades	Provisions for capital repairs and maintenance requirements for the Cemetery.	Repair & Replacement	25,000	
1287	Stouffville Arena - Upgrade Security System	Security system upgrades/improvements to Stouffville Arena replacing current analog system with a digital security system.	Repair & Replacement	40,000	
1392	Energy Conservation and Demand Management Plan (ECDM)	Update our Energy Conservation and Demand Management Plan (Required every 5 years)	Repair & Replacement	25,000	
1463	Tree Removal and Planting	Annual provisions for removal and planting of boulevard and roadside trees.	Repair & Replacement	150,000	
723-001	Parking Lot Light Pole Replacement	Replacement of Parking Lot Light Poles at Stouffville Arena	Repair & Replacement	50,000	
789	3/4 Ton 4x4 Truck - Parks	Additional truck required due to Park growth.	Growth	95,000	5,000

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
A Healthy & Greener Town					
1181	Ice Resurfacer - Replace #525 (2010)	Electric Ice Resurfacer - Replace #525	Repair & Replacement	110,000	
1213	Zero Turn Mower Replace 2016 #P-8	Toro Z-Master Zero Turn Replace #P-8	Repair & Replacement	38,000	
1214	Zero Turn Mower Replace 2016 #P-9	Toro Z-Master Zero Turn Replace #P-9	Repair & Replacement	38,000	
799-001	Mini Excavator	Purchase of new 3.5-4 ton mini excavator for parks and trails maintenance.	Strategic Initiatives	125,000	3,000
60-001	Columbarium at Stouffville Cemetery	Construction of an additional double-sided, 120 niche curved Columbarium at Stouffville Cemetery and foundation.	Strategic Initiatives	150,000	

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
An Engaging Town					
427	Lifecycle Upgrades - 19 on the Park	Provision for annual facility maintenance and enhancements at 19OTP	Repair & Replacement	25,000	
787	Lifecycle Upgrades - Museum	Provision for annual facility maintenance and enhancements at the Museum.	Repair & Replacement	30,000	
1083	Additional Furniture & Equipment	Additional furniture and equipment for the Library.	Growth	20,000	
1305	Downtown Initiatives	Funds are required to advance various strategic initiatives in the downtown to support revitalization/beautification and tourism opportunities including banner program and additional signage	Strategic Initiatives	15,000	
1387	Community Engagement - Library	Develop a new 3 - 5 year strategic plan for the Library and Latcham Art Centre. Plan to be developed in-house but with community engagements sessions.	Strategic Initiatives	5,000	
1441	WSPL Teen Area Revitalization	Teen Area Revitalization - The 2021 WSPL Master Plan identifies areas in which optimization of the existing space at 2 Park Dr. will improve functionality.	Repair & Replacement	50,000	
1448	Bogarttown 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 & engineering in 2023; construction in 2024.	Repair & Replacement	75,000	
771-001	General Event Upgrades	Additional marquee tent for third-party and Town-led events, and upgrade of power requirements in Memorial Park.	Strategic Initiatives	50,000	
772-001	19OTP Technical upgrades - sound	Updates to sound system, speakers, audio mixer board and audio equipment to bring it up to industry standards.	Repair & Replacement	75,000	
800-001	Library Planning	Planning and design of an express library location at the Ballantrae Community Centre	Strategic Initiatives	75,000	
820-001	New Website - Latcham Art Gallery	The current Latcham website no longer meets functional requirements for the business. The wordpress template that was used to create it by the third party vendor no longer supports the calendar function for program registration. A new website is required.	Repair & Replacement	50,000	

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
A Safe Town					
188	Bunker Gear Replacement	In-Service Gear replacement as required by legislation and to accommodate volunteer recruitment.	Repair & Replacement	34,000	
824	Defibrillator Equipment Replacement	9 Units for apparatus and stations.	Repair & Replacement	40,000	
826	Miscellaneous 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	25,000	
1061	Equipment & Gear - Fire Prevention Inspector	Equipment and gear to outfit the new Fire Prevention Inspector identified in the Fire Master Plan.	Growth	8,300	
1269	Lifecycle Upgrades - Fire Halls	Provisions for annual facility maintenance and enhancements at the Fire Hall.	Repair & Replacement	30,000	
1427	Water Rescue Equipment	New / Replacement of Ice/Water Rescue Equipment	Repair & Replacement	10,000	
1005	New Vehicle - By-law	Mid-size SUV; to include toughbook and printer.	Growth	65,000	3,000
1259	Fire Vehicle - Fire Prevention Inspector	New Vehicle for the new Fire Prevention Inspector.	Growth	45,000	3,600

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
Good Governance					
761	General Admin Study	Provision for a study, or consultation, project management and administration on a matter(s) that require urgent study within the fiscal year, at the discretion of the CAO.	Strategic Initiatives	30,000	
020-001	Strategic Property Acquisition	To provide the Town funding for land acquisitions to advance Town priorities, services and initiatives.	Strategic Initiatives	1,100,000	

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
Organizational Effectiveness					
234	Lifecycle Upgrades - Leisure Centre	Provisions for annual facility maintenance and enhancements at the Leisure Centre.	Repair & Replacement	85,000	
426	Lifecycle Upgrades - Operations Centre	Provision for annual facility maintenance and enhancements at the Operations Centre.	Repair & Replacement	15,000	
490	Soft / Hardware Upgrades	Annual upgrades required for soft/hardware upgrades.	Repair & Replacement	200,000	
570	Software Licensing	Additional software licensing requirements related to new software and/or additional staffing.	Repair & Replacement	40,000	
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	
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	150,000	
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 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	
1296	Microsoft Windows Server Operating System Upgrades	Replacement of Town Hall data center (primary) server chassis and cluster due to reaching end of service life.	Repair & Replacement	100,000	
1302	Corporate Mobile Smartphone Refresh	Replacement of corporate mobile smartphones due to reaching end of service life.	Repair & Replacement	40,000	
1320	DMZ Server Replacement	Replacement of DMZ VRTZ server cluster in the Town Hall data center (primary) due to reaching end of service life.	Repair & Replacement	80,000	
1323	Department Technology Needs (Request for Hardware/Software)	Annual hardware and software requests from different departments to support strategic initiatives and delivery operational efficiency.	Strategic Initiatives	63,500	4,300

Project number	Project title	Description	Project type	Budget \$	Operating impact \$
Organizational Effectiveness					
1423	Fleet Management System	Dedicated Fleet Management Software for consistent inventory management, reporting and analysis for budgeting purposes, accurate maintenance records and maintenance cost forecasting.	Strategic Initiatives	\$25,000	
1425	Monitoring and Alerting System	Monitoring and Alerting System to monitor performance and IT systems and services.	Strategic Initiatives	37,500	
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, 2024. 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	
720-001	Common Space Renovations	Renovations of Common Spaces, lunch rooms at town facilities.	Repair & Replacement	50,000	
720-002	Window Replacement	Replacement of Windows at Town Facilities.	Repair & Replacement	80,000	
741-001	Boiler Replacement - pool #2 & 3	Replacement of pool boilers #2 & 3 (2001) at Leisure Centre to increase efficiencies and energy conservation	Repair & Replacement	80,000	
724-001	Fuel Tank Replacement	Replacement of Fuel Tank at Operations Centre	Repair & Replacement	30,000	
031-001	Growth Management Tool	An interactive population, housing and employment growth tracking tool to enable staff to spatially track, monitor and report out on population and housing trends at all levels of geography on a monthly basis through the input of local residential building permit data and other relevant local data sources. Potential grant funding	Strategic Initiatives	100,000	
031-002	Projects as a Result of the IT Strategy	To fund various high priority projects identified through the development of the IT Strategy including policy updates, governance structure etc.	Strategic Initiatives	50,000	
031-003	Council Chambers/boardroom Video Conferencing System Upgrades	Council Chambers/boardroom Video Conferencing System Upgrades	Strategic Initiatives	250,000	13,000
720-003	Flooring Repairs	Original flooring in high-traffic areas of the library has become permanently stained and damaged. Many of these areas require full replacement.	Repair & Replacement	35,000	
Total				21,479,300	41,200

10-yr forecast

Our vision of the future!

Planning capital projects over the next ten years is crucial for effective long-term planning and resource allocation.

It allows Stouffville to prioritize investments, allocate budgets, and coordinate efforts more efficiently. Such a roadmap provides clarity on the timing and scope of major initiatives and ensures that projects align with strategic goals.



For details about development activity in Stouffville, visit townofws.ca/development

A large yellow road roller is shown from a low angle, paving a road. The sun is low in the sky, creating a warm, golden glow over the scene. The roller's large drum is in the foreground, and the operator's cab is visible above it. The background shows a line of trees under the bright sky.

10-year capital forecast

Having a list of capital projects over the next ten years is important for several reasons.

Firstly, it provides a clear roadmap for an organization's or government's long-term development and infrastructure improvement. This helps in efficient resource allocation and budget planning.

Secondly, it aids in prioritizing projects based on their strategic importance and potential impact, ensuring that limited resources are directed towards the most critical initiatives.

Additionally, a ten-year plan enhances transparency and accountability, allowing stakeholders to track progress and make informed decisions. It also helps in securing funding, both internally and externally, as investors and taxpayers are more likely to support projects with well-defined, long-term plans.

Overall, a list of capital projects over the next ten years is a vital tool for strategic planning, resource management, and sustainable growth.

2024-2028 capital forecast

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Town That Grows								
95	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	Growth	150,000					150,000
315	Ballantrae-Musselman'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	20,000	100,000
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
934	Stormwater Master Plan	Strategic Initiatives		440,000				440,000
938	Online Inspection & Status request Software	Strategic Initiatives	35,000					35,000
939	Mobile Inspection Software & Hardware, Building	Strategic Initiatives			50,000			50,000
957	Review of Town's Zoning By-law	Strategic Initiatives					50,000	50,000
985	Corridor Improvement Studies and Municipal Class EAs	Repair & Replacement	200,000					200,000
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 Updates	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
991	Official Plan Update	Strategic Initiatives					350,000	350,000
1000	Drone Replacement	Repair & Replacement			18,000			18,000
1041	Replace Vehicle 2017 Eng 17-E-2	Repair & Replacement		57,000				57,000
1050	Future Service Area Study - Water & Wastewater	Strategic Initiatives		500,000		250,000		750,000
1051	Development Charge Study	Strategic Initiatives				100,000		100,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Town That Grows								
1055	Age-Friendly Policy Strategy	Strategic Initiatives			100,000			100,000
1231	Engineering Standard Review	Strategic Initiatives		75,000				75,000
1317	Stouffville Secondary Plan	Strategic Initiatives				120,000		120,000
1331	Water and Wastewater Servicing Master Plan	Strategic Initiatives					500,000	500,000
1373	Sustainable Development Standards	Strategic Initiatives		150,000				150,000
1374	Expansion Lands Secondary Plan	Strategic Initiatives		550,000		750,000		1,300,000
1389	Agri-tourism Policy Strategy	Strategic Initiatives		75,000				75,000
1418	Affordable Housing Initiatives	Strategic Initiatives	150,000					150,000
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
200-001	High Density Housing	Strategic Initiatives	25,000					25,000
200-002	Affordable Housing Partnerships	Strategic Initiatives	200,000					200,000
Total			1,080,000	1,917,000	1,179,700	2,595,500	920,000	7,692,200

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Town That Moves								
4	Boyer St. Reconstruction	Repair & Replacement		425,000	2,000,000			2,425,000
12	Streetslights-Hwy 48 - Bethesda Rd. to Main St.	Growth		527,100				527,100
16	Hwy 48 Multi-Use Pathway and Streetslights - Ballantrae Rd to Pine Vista Ave	Growth		100,000	1,423,000			1,523,000
19	Traffic System - Collector Roads	Growth		177,700				177,700
20	Traffic Timing System-Other Roads	Growth				149,200		149,200
23	Winona Dr., Main St to Rupert Ave. Reconstruction	Repair & Replacement		2,000,000				2,000,000
34	Signals-Hwy 48/Bethesda Rd. North Leg	Growth		285,000				285,000
74	Loretta Crescent	Repair & Replacement		425,000	2,000,000			2,425,000
103	Main St. Reconstruction, Ninth Line to Park Drive W22	Growth	1,000,000		11,000,000	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
115	Ninth Line & Bloomington Rd. Sidewalk & Streetslights-N. to S., W. to E. Limit Hamlet of Bloomington Rd.	Growth		905,000				905,000
116	Streetslights & Sidewalks -Ninth Line S. Limit existing Musselmans Lake to N. Limit existing Musselmans Lake	Growth	150,000	722,000				872,000
122	Pedestrian Bridge - Little Rouge at Ringwood SWM	Growth		900,000				900,000
155	Glengall Lane Reconstruction	Repair & Replacement			425,000	2,000,000		2,425,000
196	Repair/Rehabilitation	Repair & Replacement		1,000,000	1,000,000	2,000,000	2,000,000	6,000,000
304	Frederick St., Church St., George St. and Duchess St. Reconstruction	Repair & Replacement		425,000	3,550,000			3,975,000
340	Somerville St. - O'Brien Ave. to Civic	Repair & Replacement				425,000	2,000,000	2,425,000
584	Traffic Control Signs	Repair & Replacement	25,000	30,000	30,000	35,000	35,000	155,000
657	Ninth Line - Multi-use Pathway & Streetslights, 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

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Town That Moves								
662	Tenth Line Multi-use Pathway and Streetlights - Bethesda Rd. 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
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
705	Blake St. Reconstruction	Repair & Replacement					425,000	425,000
733	O'Brien Ave. Reconstruction Main St. to Rose Ave. (W26)	Growth	2,264,000					2,264,000
750	Project Management & Administration	Growth	177,000	177,000	177,000	177,000	177,000	885,000
834	Various Sidewalk Repairs	Repair & Replacement	100,000	100,000	125,000	125,000	150,000	600,000
838	Lakeshore Drainage Easement	Repair & Replacement	350,000					350,000
840	Bethesda Side Road Resurfacing 2km between (Hwy 404 to Hwy 48)	Growth	1,550,000					1,550,000
858	Commercial St., Library Ln & Mill St (Commercial to Main) Reconstruction & WM on Church St W24-25,31	Growth	3,600,000					3,600,000
878	Small Equipment	Repair & Replacement	50,000	50,000	50,000	50,000	75,000	275,000
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
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
1084	Multi-use Pathway in Blvd - Main St., Tenth Line to Ninth Line	Growth			120,000	584,400		704,400
1085	Intersection Improvements - Lakeshore Rd. at Hwy 48	Growth	50,000	103,000				153,000
1088	Lakeshore Rd. Environmental Assessment	Growth		168,300				168,300
1090	Tenth Line Improvements & Jog Elimination Environmental Assessment	Growth			224,400			224,400
1099	McCowan Rd. Shared Route Treatment - Davis Dr. to Bloomington Rd.	Growth				116,000		116,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Town That Moves								
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
1108	Highway 48 Paved Shoulders - Davis Dr. to S. Limit (Excludes Ballantrae Rd. to Pine Vista Ave.)	Growth					1,950,800	1,950,800
1114	St John's Sideroad Paved Shoulders - Woodbine Ave. to McCowan Rd.	Growth					817,200	817,200
1243	Tenth Line Roundabout	Growth				919,000		919,000
1248	Post Construction Restoration	Repair & Replacement	30,000					30,000
1256	Burkholder Neighbourhood EA outcome	Repair & Replacement	260,000					260,000
1315	Corridor Improvement Studies and Municipal Class EAs	Strategic Initiatives					250,000	250,000
1378	Standard Specifications	Strategic Initiatives	75,000					75,000
1380	Repair & Replacement - Design and Contract Administration	Repair & Replacement	50,000	200,000	200,000	200,000	200,000	850,000
1381	Pavement Preservation	Repair & Replacement	275,000	300,000	300,000	300,000	350,000	1,525,000
1469	Project - Final Close Out	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
300-001	Fleet Management Master Plan	Strategic Initiatives	70,000					70,000
310-002	Community Sign Replacement	Repair & Replacement	360,000					360,000
310-003	Traffic Signal Box Upgrades	Repair & Replacement	425,000					425,000
310-004	Traffic Signal Box Upgrades	Repair & Replacement		425,000				425,000
310-005	Traffic Signal Box Upgrades	Repair & Replacement			340,000			340,000
175	Single-Axle Dump Truck, Replace (#13-93)	Repair & Replacement		400,000				400,000
177	Contracted Plow Unit	Growth		218,900				218,900

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Town That Moves								
844	Tractor, Mower and Snowblower Replace (#09-77)	Repair & Replacement			175,000			175,000
849	Tandem Dump Truck Replace (#11-89)	Repair & Replacement	650,000					650,000
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		290,000				290,000
1015	1/2 Ton Pick-Up Truck Replace (#16-151)	Repair & Replacement		81,000				81,000
1017	1/2 Ton Pick-Up Truck Replace (#17-159)	Repair & Replacement			81,000			81,000
1018	1/2 Ton Pick-Up Truck Replace (#17-158)	Repair & Replacement			81,000			81,000
1020	Vacuum Trailer - Replacement (#14-132)	Repair & Replacement			100,000			100,000
1163	Asphalt Reclaimer Trailer - Replace (#15-135)	Repair & Replacement	90,000					90,000
1166	3/4 Ton Pick-Up Truck Replace (#18-161)	Repair & Replacement			90,000			90,000
1168	1/2 Ton Pick-Up Truck Replace (#18-163)	Repair & Replacement			81,000			81,000
1169	1/2 Ton Pick-Up Truck Replace (#18-164)	Repair & Replacement				65,000		65,000
1170	1/2 Ton Pick-Up Truck Replace (#18-165)	Repair & Replacement				65,000		65,000
1171	1/2 Ton Pick-Up Truck Replace (#18-166)	Repair & Replacement				65,000		65,000
1333	Service Truck	Growth	147,000					147,000
1334	Skid Steer	Growth	159,000					159,000
1464	Tandem Bucket Truck	Growth		500,000				500,000
399-001	Backhoe (Replace 22-187)	Repair & Replacement		175,000				175,000
Total			13,061,000	13,108,000	30,336,600	13,159,400	8,690,000	78,355,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
Water/Wastewater								
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
587	Water System Improvements	Repair & Replacement	150,000	150,000	150,000	150,000	150,000	750,000
697	S10 Abandon Sewer S. Limit Beryl Ave. to Ninth Line 20m S. of Wingarden Ct.	Growth		102,900				102,900
701	Thicketwood Blvd. 300mm from E. Side of Stouffer St. to W. Side of Stouffer St.	Repair & Replacement		35,500				35,500
742	W23 Second St 200mm Ninth Line to Albert St	Growth		399,000				399,000
746	System Study - W39 & W40 Gormley Fire Protection - New 300mm on Stouffville Rd. & Union St.	Growth	100,000					100,000
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	100,000	75,000	75,000	75,000	75,000	400,000
1007	Small Equipment (Wastewater)	Repair & Replacement	20,000	10,000	10,000	10,000	10,000	60,000
1098	W29 Millard St. - Pressure Reducing Valve	Growth		69,000				69,000
1127	Flow Monitoring WW31	Growth	174,000	174,000				348,000
1173	Hwy 48 Watermain Replacement (13501 Hwy 48 to Vandorf Rd.)	Repair & Replacement			250,000	2,500,000	2,500,000	5,250,000
1367	Subtrunk #1 Ext. Amendment to EA, Design & Agency Approvals WW08, WW09, WW10	Growth	500,000					500,000
250-002	WW35 - MZO1 Lands Sewer	Growth	875,000					875,000
550-001	Bulk Water Station Replacement	Repair & Replacement	100,000					100,000
1016	3/4 Ton Pick-Up Truck Replace (#16-152)W	Repair & Replacement		175,000				175,000
1167	3/4 Ton Cargo Van Replace (#18-162) WW	Repair & Replacement			113,000			113,000
1172	3/4 Ton Cargo Van Replace (#18-168)W	Repair & Replacement			113,000			113,000
1385	2 Ton Dump Truck, W	Growth		147,000				147,000
Total			2,139,000	1,617,400	1,787,000	2,855,000	2,855,000	11,253,400

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Healthy & Greener Town								
28	Pedestrian Bridge-Stouffville Reservoir - Millard St.	Growth		900,000				900,000
51	Ballantrae S. Parkette Park	Growth		52,000	370,000			422,000
52	Bloomington Parkette	Growth		50,000	370,000			420,000
124	Pedestrian Bridge - Reesor Creek	Growth		900,000				900,000
128	Pedestrian Bridges (x2) - Little Rouge E. Stouff Con 8 & Mattamy/Maio Lands	Growth				870,000		870,000
132	Tenth Line South Neighbourhood Park (McKean Drive & Yakefarm Boulevard)	Growth	70,000	1,530,000				1,600,000
133	Ronco Neighbourhood Ph1 (Baker Hill)	Growth			70,000	1,576,000		1,646,000
134	Courtney Valley Parkette	Growth					50,000	50,000
135	Sorbara Parkette (Busato Dr.)	Growth	50,000	370,000				420,000
509	Diamond 3 Bethesda Park	Growth			351,100			351,100
594	Fitness Equipment Replacement - WS Leisure Centre	Repair & Replacement	45,000	45,000	45,000	45,000	45,000	225,000
618	Tree Replacement Program	Repair & Replacement	30,000	50,000	50,000	50,000	50,000	230,000
640	Phase 3 Parkette Park (NP5) (Hwy 48 & Sam's Way)	Growth			50,000	370,000		420,000
641	Fieldgate Neighbourhood Park	Growth			150,000	1,700,000		1,850,000
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
780	Lifecycle Upgrades - Arenas	Repair & Replacement	80,000	80,000	80,000	80,000	80,000	400,000
791	Park Amenities	Repair & Replacement	40,000	40,000	40,000	40,000	40,000	200,000
792	Playground Maintenance and Equipment Replacement	Repair & Replacement	120,000	120,000	120,000	120,000	120,000	600,000
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 - Vandorf Park	Strategic Initiatives		350,000				350,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Healthy & Greener Town								
1068	Pedestrian Bridge - Savana Cove / Wingarden	Growth				500,000		500,000
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	15,000	15,000	15,000	15,000	15,000	75,000
1175	Park Shelter Upgrades	Repair & Replacement	30,000					30,000
1180	Munters Units Lifecycle Upgrades	Repair & Replacement			75,000			75,000
1220	Stouffville Creek Pedestrian Bridge & Foot Path, Design & Construction	Strategic Initiatives		350,000				350,000
1240	Cemetery Lifecycle Upgrades	Repair & Replacement	25,000					25,000
1273	Memorial Park - Hydro Distribution Upgrade	Repair & Replacement			350,000			350,000
1279	SCSC - HVAC Replacement (5 units)	Repair & Replacement				150,000		150,000
1280	SCSC - Boiler Room Pump & Motor Replacement	Repair & Replacement			80,000			80,000
1282	SCSC - Gutter Replacement	Repair & Replacement		80,000				80,000
1284	Pad A Lobby Roof replacement Stouffville Arena	Repair & Replacement		140,000				140,000
1285	Stouffville Arena - HVAC Replacement (3 units)	Repair & Replacement			100,000			100,000
1287	Stouffville Arena - Upgrade Security System	Repair & Replacement	40,000					40,000
1288	Replace Lochinvar boilers and HWT Replacement-Stouffville Arena	Repair & Replacement			120,000			120,000
1349	Replace or rebuild Ammonia plant (3) compressor / pumps in plant and boiler room (SCSC)	Repair & Replacement		30,000				30,000
1358	Pad A Replacement Roof (Stouffville Arena)	Repair & Replacement			500,000			500,000
1392	Energy Conservation and Demand Management Plan (ECDM)	Repair & Replacement	25,000					25,000
1397	Condenser Replacement (SCSC)	Repair & Replacement					140,000	140,000
1410	Leisure Master Plan	Strategic Initiatives			150,000			150,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Healthy & Greener Town								
1446	Vandorf Outdoor Rink Resurfacing	Repair & Replacement		120,000				120,000
1463	Tree Removal and Planting	Repair & Replacement	150,000	175,000	200,000	210,000	220,000	955,000
723-001	Parking Lot Light Pole Replacement	Repair & Replacement	50,000					50,000
224	Ice Resurfacer - Replace #526 (2017)	Repair & Replacement				150,000		150,000
292	Landscaping Trailers Replace 2012 #TR-5 & #TR-7	Repair & Replacement					46,000	46,000
788	Wide Deck Mower	Growth					90,000	90,000
789	3/4 Ton 4x4 Truck - Parks	Growth	95,000					95,000
1080	Zero Turn Mower	Growth			35,000			35,000
1181	Ice Resurfacer - Replace #525 (2010)	Repair & Replacement	110,000					110,000
1182	1/2 Ton Single Cab with Long Box Pickup Truck, Replace #12-02	Repair & Replacement		86,000				86,000
1192	1/2 Ton 4WD Long Box Pickup Truck, Replace #16-16 (Crew Cab)	Repair & Replacement			86,000			86,000
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					150,000	150,000
1197	Enclosed Utility Trailer - 2012 Replace #TR-2	Repair & Replacement		18,000				18,000
1204	7 Ton Dump Trailer Replace 2018 #TR-13	Repair & Replacement					28,000	28,000
1205	10 Ton Deckover Trailer Replace 2018 #TR-14	Repair & Replacement					30,000	30,000
1206	Drop Deck Trailer Replace 2018 #TR-15	Repair & Replacement					18,000	18,000
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

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Healthy & Greener Town								
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
1217	Wide Deck Mower 4010 Replace 2018 #P-13	Repair & Replacement					100,000	100,000
1219	Replace 2018 Utility Vehicle	Repair & Replacement					30,000	30,000
799-001	Mini Excavator	Strategic Initiatives	125,000					125,000
60-001	Columbarium at Stouffville Cemetery	Strategic Initiatives	150,000					150,000
Total			1,391,000	5,717,200	3,613,400	6,113,000	1,317,000	18,151,600

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
An Engaging Town								
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
276	Replace Microfilm Reader	Repair & Replacement					20,000	20,000
427	Lifecycle Upgrades - 19 on the Park	Repair & Replacement	25,000	25,000	25,000	25,000	25,000	125,000
565	Miscellaneous Furniture/Equipment	Repair & Replacement		20,000	20,000	20,000	20,000	80,000
787	Lifecycle Upgrades - Museum	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
909	Library Collection Materials	Growth		223,182				223,182
910	Library Collection Materials	Growth			223,182	223,182	115,648	562,012
1083	Additional Furniture & Equipment	Growth	20,000					20,000
1148	Ballantrae Community Centre Flooring and Kitchen Replacement	Repair & Replacement			100,000			100,000
1221	Automated Materials Handling Equipment	Repair & Replacement			200,000			200,000
1222	Security Gates	Repair & Replacement			50,000			50,000
1262	Downtown Indigenous Interpretive Centre	Strategic Initiatives		200,000				200,000
1305	Downtown Initiatives	Strategic Initiatives	15,000		40,000		40,000	95,000
1386	Library Master Plan - Update	Strategic Initiatives			70,000			70,000
1387	Strategic Plan and Community Needs Assessment	Strategic Initiatives	5,000				60,000	65,000
1401	Roof and Eavestrough upgrades - Museum	Repair & Replacement		40,000				40,000
1430	Strategic Plan Initiatives	Strategic Initiatives		30,000				30,000
1431	Replace Self Check-Out	Repair & Replacement			90,000			90,000
1441	WSPL Teen Area Revitalization	Repair & Replacement	50,000					50,000
1448	Bogartown School House Classroom Expansion - Construction	Repair & Replacement	75,000					75,000
1452	Permanent Interpretive Signage at the Jean-Baptiste Lainé Site	Strategic Initiatives		30,000				30,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
An Engaging Town								
771-001	General Event Upgrades	Strategic Initiatives	50,000	20,000	20,000	20,000	20,000	130,000
771-002	Museum Courtyard Exterior Wood Replacement	Repair & Replacement		50,000				50,000
772-001	19OTP Technical upgrades - sound	Repair & Replacement	75,000					75,000
772-002	19OTP Technical upgrades - lighting	Repair & Replacement		15,000				15,000
800-001	Library Planning	Strategic Initiatives	75,000					75,000
820-001	New Website - Latcham Art Gallery	Repair & Replacement	50,000					50,000
Total			470,000	683,182	1,228,182	318,182	330,648	3,030,194

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Safe Town								
83	Station 5-2, Ballantrae Reconstruction	Strategic Initiatives		9,750,000				9,750,000
188	Bunker Gear Replacement	Repair & Replacement	34,000	40,000	40,000	45,000	50,000	209,000
190	Replace One Set Rescue Tools & Air Bags	Repair & Replacement		50,000			50,000	100,000
824	Defibrillator Equipment Replacement	Repair & Replacement	40,000					40,000
826	Miscellaneous Equipment, Tools & Firefighter Gear	Repair & Replacement	25,000	30,000	30,000	30,000	30,000	145,000
998	Firefighter Rescue Gear	Repair & Replacement				25,000	25,000	50,000
1061	Equipment & Gear - Fire Prevention Inspector	Growth	8,300					8,300
1063	Equipment & Gear - Training Officer	Growth		8,300				8,300
1064	Equipment & Gear - Firefighters (New)	Growth		24,000				24,000
1269	Lifecycle Upgrades - Fire Halls	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
1343	Equipment & Gear - Firefighters (New)	Growth		24,000	24,000	24,000	48,000	120,000
1346	New Training facility	Strategic Initiatives		250,000				250,000
1347	Community Risk Assessment	Strategic Initiatives				20,000		20,000
1427	Water Rescue Equipment	Repair & Replacement	10,000	12,000	12,000	12,000	12,000	58,000
1429	Station Fitness Equipment	Repair & Replacement		10,000	10,000	10,000	10,000	40,000
1466	Fire Master Plan - Update	Strategic Initiatives				50,000		50,000
110-001	Replace Emergency Radios	Repair & Replacement		500,000				500,000
579	Replace 2008 Rescue Heavy #5923	Repair & Replacement				750,000		750,000
994	Replace 5938 2018 - Deputy Chief's Vehicle	Repair & Replacement				75,000		75,000
995	Replace Fire Prevention Vehicle (#5931) 2016	Repair & Replacement		45,000				45,000
996	Replace Fire Prevention Vehicle (#5932) 2016	Repair & Replacement		45,000				45,000
997	Replace Fire Prevention Vehicle (#5933) 2016	Repair & Replacement			55,000			55,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
A Safe Town								
1003	By-law Vehicle, Replace - 2013 By-law 2	Repair & Replacement		40,000				40,000
1004	By-law Vehicle, Replace - 2016 By-law 3	Repair & Replacement			65,000			65,000
1005	New Vehicle - By-law	Growth	65,000					65,000
1066	Fire Vehicle - Training Officer	Growth		75,000				75,000
1232	Full Size Van By-Law Animal Control - Replace 2018 By-law 5	Repair & Replacement				75,000		75,000
1259	Fire Vehicle - Fire Prevention Inspector	Growth	45,000					45,000
1340	Replace Cargo Trailer	Repair & Replacement			10,000			10,000
1341	Replace Polaris 2016 (Fleet #5935)	Repair & Replacement			50,000			50,000
Total			257,300	10,933,300	326,000	1,146,000	255,000	12,917,600

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
Good Governance								
761	General Admin Study	Strategic Initiatives	30,000	35,000	40,000	45,000	50,000	200,000
1297	IT Security Audit	Repair & Replacement		30,000	35,000		40,000	105,000
020-001	Strategic Property Acquisition	Strategic Initiatives	1,100,000					1,100,000
Total			1,130,000	65,000	75,000	45,000	90,000	1,405,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
Organizational Effectiveness								
234	Lifecycle Upgrades - WS Leisure Centre	Repair & Replacement	85,000	100,000	100,000	100,000	100,000	485,000
426	Lifecycle Upgrades - Operation Centre	Repair & Replacement	15,000	15,000	15,000	15,000	15,000	75,000
490	Soft / Hardware Upgrades	Repair & Replacement	200,000	280,000	335,000	245,000	340,000	1,400,000
570	Software Licensing	Repair & Replacement	40,000	80,000	80,000	80,000	80,000	360,000
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
961	PC Equipment - Desktop and Notebook PC Refresh	Repair & Replacement	150,000	220,000	150,000	50,000	50,000	620,000
1045	Electronic Document & Records Management System	Strategic Initiatives		300,000				300,000
1128	IT Disaster Recovery	Strategic Initiatives				250,000		250,000
1129	Storage Area Network (SAN) Replacement	Repair & Replacement		120,000		100,000		220,000
1179	Advanced Floor Scrubber - Leisure Centre	Repair & Replacement			19,000			19,000
1238	Future Emerging Technology Needs	Strategic Initiatives		350,000	350,000		350,000	1,050,000
1242	General Facility Upgrades	Repair & Replacement	75,000	75,000	75,000	75,000	75,000	375,000
1268	Lifecycle Upgrades - Town Hall	Repair & Replacement	40,000	40,000	40,000	40,000	40,000	200,000
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
1295	Server Chassis and Cluster Replacement	Repair & Replacement		120,000			100,000	220,000
1296	Microsoft Windows Server Operating System Upgrades	Repair & Replacement	100,000				120,000	220,000
1302	Corporate Mobile Smartphone Refresh	Repair & Replacement	40,000			40,000		80,000
1320	DMZ Server Replacement	Repair & Replacement	80,000			80,000		160,000
1323	Department Technology Needs (Request for Hardware/Software)	Strategic Initiatives	63,500					63,500
1327	Additional Diamond/Microsoft GP Licenses	Repair & Replacement		45,000				45,000

Project number	Project title	Type	2024	2025	2026	2027	2028	Total in \$
Organizational Effectiveness								
1423	Fleet Management System	Strategic Initiatives	25,000					25,000
1425	Monitoring and Alerting System	Strategic Initiatives	37,500					37,500
1468	Asset Management Plan	Repair & Replacement	50,000					50,000
031-001	Growth Management Tool	Strategic Initiatives	100,000					100,000
031-002	Projects as a Result of the IT Strategy	Strategic Initiatives	50,000	50,000				100,000
031-003	Council Chambers/boardroom Video Conferencing System Upgrades	Strategic Initiatives	250,000					250,000
720-001	Common Space Renovations	Repair & Replacement	50,000	50,000	50,000	50,000		200,000
720-002	Window Replacement	Repair & Replacement	80,000	120,000	80,000	80,000	180,000	540,000
720-003	Flooring Repairs	Repair & Replacement	35,000					35,000
724-001	Fuel Tank Replacement	Repair & Replacement	30,000					30,000
741-001	Boiler Replacement - pool #2 & 3	Repair & Replacement	80,000					80,000
741-002	Boiler Replacement - pool #1	Repair & Replacement				40,000		40,000
1233	Maintenance Technician Van, Replace FA-CP-17-03	Repair & Replacement				75,000		75,000
Total			1,951,000	2,240,000	1,569,000	1,595,000	1,725,000	9,080,000
Grand Total			21,479,300	36,281,082	40,114,882	27,827,082	16,182,648	141,884,994

2029-2033 capital forecast

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
A Town That Grows								
330	Various Planning Studies	Strategic Initiatives	20,000	20,000	20,000	20,000	20,000	100,000
582	Economic Development Strategy Update	Strategic Initiatives	50,000					50,000
988	Provincial Policy Conformity Exercise	Strategic Initiatives			100,000			100,000
1000	Drone Replacement	Repair & Replacement	20,000			22,000		42,000
1050	Future Service Area Study - Water & Wastewater	Strategic Initiatives		250,000				250,000
1314	Replace Vehicle 2020 Eng-Fill 20-E-1	Repair & Replacement		57,000				57,000
1316	Comprehensive Zoning Bylaw Update (New Zoning Bylaw)	Strategic Initiatives		250,000				250,000
1374	Expansion Lands Secondary Plan	Strategic Initiatives		750,000				750,000
1420	Housing Strategy Five-Year Review	Strategic Initiatives				100,000		100,000
1421	Transportation Master Plan	Strategic Initiatives			325,000			325,000
1422	Water and Wastewater Servicing Master Plan	Strategic Initiatives				575,000		575,000
200-003	Land Supply Analysis & Employment Land Needs Study Update	Strategic Initiatives				175,000		175,000
200-004	Official Plan Review	Strategic Initiatives					850,000	850,000
Total			90,000	1,327,000	445,000	892,000	870,000	3,624,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
A Town That Moves								
36	Mobile Debris Vacuum Unit	Growth	80,000					80,000
196	Repair/Rehabilitation	Repair & Replacement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
584	Traffic Control Signs	Repair & Replacement	40,000	40,000	45,000	45,000	50,000	220,000
661	Main St Reconstruction - Tenth Line to RR#30 with Storm Sewer & Growth - Multi-Use Path Lane in Blvd	Growth	350,000	1,790,700				2,140,700
705	Blake St. Reconstruction	Repair & Replacement	2,200,000					2,200,000
736	Orchard Pk Reconstruction (W28)	Growth	425,000	2,000,000				2,425,000
750	Project Management & Administration	Growth	177,000	177,000	177,000	177,000	177,000	885,000
834	Various Sidewalk Repairs	Repair & Replacement	150,000	150,000	150,000	150,000	175,000	775,000
878	Small Equipment	Repair & Replacement	75,000	75,000	85,000	85,000	85,000	405,000
895	Streetlight Improvements, Various Locations	Repair & Replacement	150,000	150,000	150,000	150,000	175,000	775,000
898	Stormwater Systems & Facility Management Improvements	Repair & Replacement	130,000	130,000	130,000	130,000	130,000	650,000
959	Market St Reconstruction	Repair & Replacement	425,000	2,000,000				2,425,000
1102	Ninth Line Shared Route Treatment - Vivian Rd to Aurora Rd	Growth	46,400					46,400
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	350,000	350,000	350,000	350,000	400,000	1,800,000
1469	Project - Final Close Out	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
1164	Stump Grinder - Replace (#18-176)	Repair & Replacement	75,000					75,000
1255	Tandem Dump Truck, Replace (#19-178)	Repair & Replacement	500,000					500,000
1337	Single Axle Dump Truck, Replace (#21-182)	Repair & Replacement			400,000			400,000
1338	Single Axle Dump Truck, Replace (#21-183)	Repair & Replacement				400,000		400,000
1382	1 Ton Pick-Up Truck, Replace (#21-184)	Repair & Replacement		104,000				104,000
1383	1/2 Ton Ton Pick-Up Truck, Replace (#22-188)	Repair & Replacement			81,000			81,000
Total			7,403,400	9,196,700	3,798,000	3,717,000	3,422,000	27,537,100

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
Water/Wastewater Infrastructure								
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
587	Water System Improvements	Repair & Replacement	150,000	150,000	150,000	150,000	150,000	750,000
1006	Small Equipment (Water)	Repair & Replacement	75,000	75,000	75,000	75,000	75,000	375,000
1007	Small Equipment (Wastewater)	Repair & Replacement	10,000	10,000	10,000	10,000	10,000	50,000
1335	1/2 Ton Pick-Up Truck, Replace (#21-181)W	Repair & Replacement	81,000					81,000
1336	3/4 Ton Cargo Van, Replace (#21-180)W	Repair & Replacement	113,000					113,000
1384	3/4 Ton Cargo Van, Replace (#23-189)W	Repair & Replacement				113,000		113,000
Total			549,000	355,000	355,000	468,000	355,000	2,082,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
A Healthy & Greener Town								
134	Courtney Valley Parkette	Growth	370,000					370,000
220	Pad B Boards and Glass Arena	Repair & Replacement		275,000				275,000
513	Memorial Park Ph 7 - (Zone 8)	Growth					1,900,000	1,900,000
594	Fitness Equipment Replacement - WS Leisure Centre	Repair & Replacement	45,000	45,000	45,000	45,000	45,000	225,000
618	Tree Replacement Program	Repair & Replacement	50,000	50,000	50,000	50,000	50,000	250,000
780	Lifecycle Upgrades - Arenas	Repair & Replacement	80,000	80,000	80,000	80,000	80,000	400,000
790	Tractor - Parks	Growth		82,000				82,000
791	Park Amenities	Repair & Replacement	40,000	40,000	40,000	40,000	40,000	200,000
792	Playground Maintenance and Equipment Replacement	Repair & Replacement	120,000	120,000	120,000	120,000	120,000	600,000
793	Small Equipment	Repair & Replacement	15,000	15,000	15,000	15,000	15,000	75,000
1140	Playground Resurfacing Replacement	Repair & Replacement	50,000	50,000	50,000	50,000	50,000	250,000
1146	Asphalt Path Maintenance	Repair & Replacement	15,000	15,000	15,000	15,000	15,000	75,000
1178	Floor Scrubber - SCSC	Repair & Replacement	40,000					40,000
1281	SCSC - Upgrade Security System	Repair & Replacement	60,000					60,000
1286	Stouffville Arena - Roll Up Doors	Repair & Replacement	75,000					75,000
1353	Replace Cooler Tower (SCSC)	Repair & Replacement		130,000				130,000
1354	Lower Roof Replacement (SCSC)	Repair & Replacement	100,000					100,000
1359	Stouffville Arena - HVAC Replacement (3 units)	Repair & Replacement		85,000				85,000
1360	Pad B Roof Metal Replacement (Stouffville Arena)	Repair & Replacement			75,000			75,000
1392	Energy Conservation and Demand Management Plan (ECDM)	Repair & Replacement	25,000					25,000
1446	Vandorf Outdoor Rink Resurfacing	Repair & Replacement					120,000	120,000
1463	Tree Removal and Planting	Repair & Replacement	230,000	240,000	250,000	250,000	275,000	1,245,000
722-001	Parking Lot Asphalt Replacement at SCSC	Repair & Replacement		600,000				600,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
A Healthy & Greener Town								
722-002	Hot water holding tank/boiler replacement	Repair & Replacement			130,000			130,000
722-003	Roof resurfacing - Stouffville Clippers Sports Complex	Repair & Replacement				1,200,000		1,200,000
294	Loader Tractor 5300, Replace #P-14	Repair & Replacement		117,000				117,000
295	Skid Steer + Attachments, Replace #07-4	Repair & Replacement	120,000					120,000
302	Tractor 5105 Replace #P-15	Repair & Replacement		120,000				120,000
1188	3/4 Ton 4 Door 4WD Long Box Pickup Truck, Replace #15-14	Repair & Replacement		86,000				86,000
1190	1 Ton 4WD Plow Long Box Pickup Truck, Replace #16-01	Repair & Replacement	90,000					90,000
1191	1 Ton 4WD Plow Long Box Pickup Truck, Replace #16-03	Repair & Replacement	90,000					90,000
1193	1 Ton 4WD Long Box Pickup Truck, Replace #16-15 (Plow Truck)	Repair & Replacement	90,000					90,000
1265	3/4 Ton 4WD Long Box Pickup Truck, Replace #19-01	Repair & Replacement	86,000					86,000
1266	3/4 Ton 4WD Long Box Pickup Truck, Replace #19-02	Repair & Replacement	86,000					86,000
1352	Ice Resurfacer - Replace #520 (2020)	Repair & Replacement					120,000	120,000
1365	3/4 Ton Crew Cab Pickup Truck, Replace #21-22	Repair & Replacement		86,000				86,000
1404	3/4 Ton Single Cab with Long Box Pickup Truck, Replace #22-10	Repair & Replacement			86,000			86,000
1405	3/4 Ton 4 Door 4WD Pickup Truck, Replace #21-07	Repair & Replacement			86,000			86,000
1407	Front Deck Mower c/w Attachments, Replace 2022 #P-18	Repair & Replacement				50,000		50,000
1411	Gator and Spary Cart	Strategic Initiatives			45,000			45,000
1454	2 Ton Diesel Single Axle Dump Truck, Replace #22- 09	Repair & Replacement				115,000		115,000
1455	3/4 Ton 4WD with 6ft Box Pickup Truck, Replace #22- 11	Repair & Replacement				86,000		86,000
1456	Pick-up Truck - 6ft Extended Cab, Replace #23-23	Repair & Replacement				57,000		57,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
A Healthy & Greener Town								
1457	Diamond Groomer, Replace #22- 03	Repair & Replacement				7,000		7,000
1458	Trailer, Replace 2022 TR-16	Repair & Replacement				18,000		18,000
1459	12' Utility Trailer, Replace 2022 TR-8	Repair & Replacement				10,000		10,000
1460	Landscape Trailer, Replace 2022 TR-10	Repair & Replacement				23,000		23,000
1461	Wide Deck Mower 5910, Replace P-11	Repair & Replacement				170,000		170,000
799-002	Ice Resurfacer - #526	Repair & Replacement					110,000	110,000
Total			1,877,000	2,236,000	1,087,000	2,401,000	2,940,000	10,541,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
An Engaging Town								
276	Replace Microfilm Reader	Repair & Replacement					20,000	20,000
427	Lifecycle Upgrades - 19 on the Park	Repair & Replacement	25,000	25,000	25,000	25,000	25,000	125,000
469	Replace Children's Self Check-Out	Repair & Replacement		30,000				30,000
565	Misc Furniture/Equipment	Repair & Replacement	20,000	20,000	20,000	20,000	20,000	100,000
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
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	60,000
771-001	General Event Upgrades	Strategic Initiatives	20,000	20,000	20,000	20,000	20,000	100,000
Total			125,000	165,000	165,000	195,000	145,000	795,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
A Safe Town								
188	Bunker Gear Replacement	Repair & Replacement	55,000	60,000	65,000	70,000	75,000	325,000
190	Replace One Set Rescue Tools & Air Bags	Repair & Replacement				50,000		50,000
823	Fire Extinguisher Simulator	Repair & Replacement		40,000				40,000
824	Defibrillator Equipment Replacement	Repair & Replacement				40,000		40,000
826	Miscellaneous Equipment, Tools & Firefighter Gear	Repair & Replacement	30,000	30,000	30,000	30,000	40,000	160,000
1155	Fire Helmet Replacement	Repair & Replacement	30,000					30,000
1258	Fire Master Plan	Strategic Initiatives				130,000		130,000
1269	Lifecycle Upgrades - Fire Halls	Repair & Replacement	30,000	30,000	30,000	30,000	30,000	150,000
1339	Replace Fire tanker	Repair & Replacement	900,000					900,000
1342	Fire Prevention Officer Vehicle, Replace 2020	Repair & Replacement		45,000				45,000
1343	Equipment & Gear - Firefighters (New)	Growth	48,000	24,000	24,000	24,000	24,000	144,000
1344	Fire SCBA Replacement	Repair & Replacement		450,000				450,000
1388	By-law Vehicle, Replace - 2022 By-law 4	Repair & Replacement			65,000			65,000
1427	Water Rescue Equipment	Repair & Replacement	12,000	12,000	12,000	12,000	12,000	60,000
1428	Rapid Deployment Craft - Water / Ice Rescue	Repair & Replacement		10,000				10,000
1429	Station Fitness Equipment	Repair & Replacement	10,000	10,000	10,000	10,000	10,000	50,000
1445	By-law Vehicle, Replace - 2023 By-law 1	Repair & Replacement				65,000		65,000
199-001	Replace 5946 2023 - Chief's Vehicle	Repair & Replacement				75,000		75,000
199-002	Replace 2023 Forestry Unit 5101	Repair & Replacement				90,000		90,000
199-003	Replace 2023 Deputy Chief Vehicle CH53 (Fleet #5946)	Repair & Replacement					75,000	75,000
Total			1,115,000	711,000	236,000	626,000	266,000	2,954,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
Good Governance								
761	General Admin Study	Strategic Initiatives	55,000	60,000	65,000	70,000	75,000	325,000
1297	IT Security Audit	Repair & Replacement		40,000		40,000		80,000
Total			55,000	100,000	65,000	110,000	75,000	405,000

Project number	Project title	Type	2029	2030	2031	2032	2033	Total in \$
Organizational Effectiveness								
234	Lifecycle Upgrades - WS Leisure Centre	Repair & Replacement	100,000	100,000	100,000	100,000	100,000	500,000
426	Lifecycle Upgrades - Operation Centre	Repair & Replacement	15,000	15,000	15,000	15,000	15,000	75,000
490	Soft / Hardware Upgrades	Repair & Replacement	300,000	140,000	250,000	300,000	300,000	1,290,000
570	Software Licensing	Repair & Replacement	80,000	80,000	80,000	80,000	80,000	400,000
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
961	PC Equipment - Desktop and Notebook PC Refresh	Repair & Replacement	260,000	80,000	150,000	120,000	100,000	710,000
1128	IT Disaster Recovery	Strategic Initiatives			250,000			250,000
1129	Storage Area Network (SAN) Replacement	Repair & Replacement			100,000			100,000
1238	Future Emerging Technology Needs	Strategic Initiatives		350,000		350,000		700,000
1242	General Facility Upgrades	Repair & Replacement	75,000	75,000	75,000	75,000	75,000	375,000
1268	Lifecycle Upgrades - Town Hall	Repair & Replacement	40,000	40,000	40,000	40,000	40,000	200,000
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
1292	Maintenance Technician Van, Replace FA-CP-19-04	Repair & Replacement	63,000					63,000
1293	Maintenance Technician Van, Replace FA-CP-19-05	Repair & Replacement	63,000					63,000
1295	Server Chassis and Cluster Replacement	Repair & Replacement				100,000		100,000
1296	Microsoft Windows Server Operating System Upgrades	Repair & Replacement				120,000		120,000
1302	Corporate Mobile Smartphone Refresh	Repair & Replacement		40,000				40,000
1320	DMZ Server Replacement	Repair & Replacement		80,000				80,000
1406	Maintenance Technician Van, Replace 22-01	Repair & Replacement				75,000		75,000
1462	Upright Lift (One Man), Replace unit#22-xx	Repair & Replacement				50,000		50,000
Total			1,271,000	1,275,000	1,335,000	1,700,000	985,000	6,566,000
Grand Total			12,485,400	15,365,700	7,486,000	10,109,000	9,058,000	54,504,100

front-ended

Sharing the investment!

Developer-fronted financing can be an effective way for cities, towns or governments to undertake capital projects when they lack the necessary funds upfront.

It requires careful planning, risk assessment, and contractual agreements to ensure that the project is successful and that the public interest is protected.



For a calendar of Council meetings, visit

calendar.townofws.ca/council



2024 - 2033 developer front-ended projects

Developer front-ended projects are crucial for municipalities because they provide a means to unlock economic and infrastructure development that might otherwise be financially unattainable for the public sector. Private developers bring in much-needed capital, expertise, and efficiency, expediting the realization of vital urban initiatives.

These partnerships facilitate the construction of key infrastructure, such as public transportation systems, affordable housing, and commercial centres, resulting in improved urban amenities and a higher quality of life for residents. They

also stimulate economic growth by generating jobs and fostering local business activity.

Furthermore, these projects enable towns and cities to share the risks and rewards of development, ensuring the successful execution of projects while optimizing the allocation of public resources. In essence, developer front-ended projects represent a collaborative approach to urban development that balances the public interest with the benefits of private investment and expertise, promoting the overall well-being and prosperity of municipalities and their residents.

2024 - 2033 developer front-ended projects

Project number	Project title	Type	2024	2025	2026	2027	Total in \$
Engineering Development Roads							
106	Creek Crossing-Structure, Forsyth Farm Rd at Reesor Creek (RB05)	Growth			3,300,000		3,300,000
Engineering Development Waste Water							
040	Sanitary Pumping Stn & 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 North Side of Go Railway WW16	Growth		2,991,000			2,991,000
1120	Subtrunk #1 Ext. 450mm Sewer on Forsyth Farm Dr form RR#30 to Keeler Ave WW11	Growth		7,200,000			7,200,000
1121	Subtrunk #1 Ext. 450mm Sewer on Keeler Ave from Forsyth Farm Dr to Connection Subtrunk #15 WW12	Growth		1,088,000			1,088,000
1126	Rougeview - Sanitary Pumping Station Decommission WW24	Growth			450,000		450,000
1372	Subtrunk 18 - 300mm Sewer on Bethesda, west of creek, WW18	Growth		686,000			686,000
Engineering Development Water							
143	W08 300mm, Watermain along Bethesda between Hwy. 48 and Dickson Hill Creek	Growth		480,000			480,000
714	W05 New Pressure Reducing Valve Station along Highway 48	Growth	1,000,000				1,000,000
715	W04 New 300mm Watermain along Highway 48, Main St. to Hoover Park Dr.	Growth	3,138,000				3,138,000
739	W07 York Durham Line#2 - New 200mm Watermain between Bethesda Sideroad & Main St to (W38)	Growth				686,000	686,000
1095	W38 York Durham Line#3 - New 200mm Watermain (W07 to Forsyth Farm Dr)	Growth				417,000	417,000
1097	W34A Future Rd #15 S. of Bethesda and E. of Ninth Line 300mm Watermain	Growth				1,921,000	1,921,000
1097	W34B Future Rd #15 S. of Bethesda and E. of Ninth Line 300mm Watermain					2,856,000	2,856,000
1368	W36 - HWY 48 #2, New 300 mm diameter watermain along Highway 48 from Norman Jones Place to Bethesda Rd	Growth			1,062,000		1,062,000
1369	W01 Bethesda SidRd #1 Watermain between Dickson Hill Creek to Mid-Concession	Growth		2,277,000			2,277,000
1370	W02 Watermain along Bethesda Road between Highway 48 and Ninth Line	Growth		435,000			435,000
1371	W03 Watermain along Bethesda Road between Highway 48 and Ninth Line	Growth		1,437,000			1,437,000
Front Ended Total			4,138,000	16,844,000	7,052,000	5,880,000	33,914,000

strategy

Strategic projects drive success!

Municipal strategic planning involves a systematic and comprehensive process of setting goals and priorities to guide the growth, development, and management over the long term.

Stouffville's strategic initiatives adapt to the changing circumstances and the evolving needs of the community.



For details about the Town's
strategic plan, visit

townofws.ca/strategicplan



2024 strategic initiative projects

Strategic initiative projects are specific, time-bound endeavours undertaken by organizations to implement critical aspects of their strategic plans. These projects are the actionable steps that help transform high-level strategic goals and objectives into concrete, achievable outcomes. They are designed to drive an organization forward, whether that means expanding into new markets, developing innovative products, streamlining operations, or achieving other strategic imperatives. Each project within a strategic initiative has a defined scope, goals, timelines, and resource allocation, ensuring that it contributes to the overarching strategic vision.

The success of strategic initiative projects hinges on their alignment with an organization's long-term goals, careful planning, and robust project management. These projects are instrumental in guiding an organization's strategic direction, fostering growth, enhancing competitiveness, and adapting to changing market conditions. They provide a structured approach to translating strategic intent into tangible results, helping organizations stay agile and responsive in an ever-evolving business landscape.

2024 strategic initiatives project list

Project number	Project title	Description	Budget \$	Strategic Initiatives Reserve	Fleet & Equipment Reserve	2024 Operating Impact	2025 Operating Impact
A Town That Grows							
330	Various Planning Studies	Provision for additional planning studies and support as required throughout the year.	20,000	20,000			
988	Provincial Policy Conformity Updates	To conduct analysis and policy conformity work related to any provincial policy changes due to Provincial elections.	100,000	100,000			
200-001	High Density Housing	Action plan (as part of the Town's Housing Accelerator Fund application) to increase the supply and construction of high density housing to support the missing middle housing needs.	25,000	25,000			
200-002	Affordable Housing Partnerships	Action plan (as part of the Town's Housing Accelerator Fund application) to build partnerships with affordable housing providers to increase the supply of affordable housing in the Town.	200,000	200,000			
1418	Affordable Housing Initiatives	Examine opportunities for both financial and non-financial incentives to increase the supply of affordable housing in Town, including purpose-built rental buildings and additional residential units.	150,000	150,000			

Project number	Project title	Description	Budget \$	Strategic Initiatives Reserve	Fleet & Equipment Reserve	2024 Operating Impact	2025 Operating Impact
A Town That Moves							
300-001	Fleet Management Master Plan	Master plan for current status of Town fleet, future needs, staffing EV implementation, software and shop requirements.	70,000	70,000			
1378	Standard Specifications	Compile a set of Standard Specifications for the use in Town water, wastewater, and road projects to allow for better onsite enforcement of construction requirements.	75,000	75,000			

Project number	Project title	Description	Budget \$	Strategic Initiatives Reserve	Fleet & Equipment Reserve	2024 Operating Impact	2025 Operating Impact
A Healthy & Greener Town							
799-001	Mini Excavator	Purchase of new 3.5-4 ton mini excavator for parks and trails maintenance.	125,000	125,000		3,000	

Project number	Project title	Description	Budget \$	Strategic Initiatives Reserve	Fleet & Equipment Reserve	2024 Operating Impact	2025 Operating Impact
An Engaging Town							
1305	Downtown Initiatives	Funds are required to advance various strategic initiatives in the downtown to support revitalization/beautification and tourism opportunities including banner program and additional signage.	15,000	15,000			
771-001	General Event Upgrades	Additional marquee tent for third-party and Town-led events, and upgrade of power requirements in Memorial Park.	50,000	50,000			
800-001	Library Planning	Planning and design of an express library location at the Ballantrae Community Centre	75,000	75,000			

Project number	Project title	Description	Budget \$	Strategic Initiatives Reserve	Fleet & Equipment Reserve	2024 Operating Impact	2025 Operating Impact
Good Governance							
761	General Admin Study	Provision for a study, or consultation, project management and administration on all matter(s) that require urgent study within the fiscal year, at the discretion of the CAO.	30,000	30,000			

Project number	Project title	Description	Budget \$	Strategic Initiatives Reserve	Fleet & Equipment Reserve	2024 Operating Impact	2025 Operating Impact
A Healthy & Greener Town							
1423	Fleet Management System	Dedicated Fleet Management Software for consistent inventory management, reporting and analysis for budgeting purposes, accurate maintenance records and maintenance cost forecasting.	25,000	25,000			19,000
1323	Department Technology Needs (Request for Hardware/Software)	Annual hardware and software requests from different departments to support strategic initiatives and delivery operational efficiency.	63,500	63,500		4,300	
1425	Monitoring and Alerting System	Monitoring and Alerting System to monitor performance and IT systems and services.	37,500	37,500			8,000
031-001	Growth Management Tool	An interactive population, housing and employment growth tracking tool to enable staff to spatially track, monitor and report out on population and housing trends at all levels of geography on a monthly basis through the input of local residential building permit data and other relevant local data sources.	100,000	100,000			
031-002	Projects as a Result of the IT Strategy	To fund various high priority projects identified through the development of the IT Strategy including policy updates, governance structure etc.	50,000	50,000			
031-003	Council Chambers/boardroom Video Conferencing System Upgrades	Council Chambers/boardroom Video Conferencing System Upgrades	250,000	125,000	125,000	13,000	
Total			1,461,000	1,336,000	125,000	20,300	27,000

unfunded

Connecting vision and venture!

Unfunded projects highlight the challenges local governments face in addressing critical community needs due to resource constraints.

These projects underscore our necessity of having effective resource management to ensure the overall well-being and growth of Stouffville.



For more details about the Town's
budgets, visit
townofws.ca/budgets



Unfunded projects

Unfunded municipal projects refer to proposed or planned initiatives, developments, or improvements that a town or city intends to undertake but lacks the necessary financial resources to support. These projects could encompass a wide range of areas, such as infrastructure upgrades, public services expansion, economic development efforts, or community enhancement programs. The reasons for projects being unfunded can vary and might include budget constraints, competing priorities, economic challenges, or a lack of available grants or funding sources.

Addressing unfunded municipal projects can be a complex task for local governments. They often need to prioritize projects based on their importance, potential impact, and alignment with the town's strategic goals. Municipalities may explore various funding options, such as seeking grants, public-private partnerships, issuing bonds, or implementing tax increases. Ultimately, the goal is to find creative and sustainable financial solutions to turn these unfunded projects into reality, benefiting the town and its residents.

2024-2033 unfunded project list

Project number	Project title	Total cost in \$
2025		
30	Bethesda Sideroad Reconstruction - Ninth Line to Tenth Line with Creek Crossing	675,000
90	Aquatic Expansion	1,200,000
650	Asphalt Off Road Trail - Ringwood Pond Connection	22,900
654	Bethesda Park Picnic Shelter	150,000
655	Land Acquisition - Expansion of Sports Field Development	5,000,000
689	Subtrunk #1 Ext. 600mm Sewer on RR#30 N. of Hoover Park Dr to Main St WW08	4,917,000
1057	Aquatic Expansion Feasibility & Concept Study	50,000
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
110-003	Land for a Lincolnville Fire Station	3,500,000

Project number	Project title	Total cost in \$
2026		
61	Bethesda Park Senior Soccer Fields	611,100
79	Bethesda Sideroad Hwy48 to Ninth Line, Reconstruction, including Creek Crossing and Paved Shoulders	554,360
90	Aquatic Expansion	6,450,000
429	Aquatic Expansion - Multi Purpose Facility Space	3,999,800
651	Asphalt Off Road Trail - Stouffville Cres.-Main to North of Mill St (up to Stouffville Reservoir)	37,700
652	Aquatic Expansion - Recreational Facility Space (Additional)	5,550,000
1067	Ballymore Park	370,000
1074	Skateboard Park	750,000
1240	Cemetery Lifecycle Upgrades	25,000
1318	Flow Monitoring WW31	174,000
110-003	NEW Lincolnville Fire Station - 53	7,850,000
110-006	Equipment & Gear - Firefighters (New) - Station 53	180,800
110-007	Equipment & Gear - Firefighters (New) - Station 53	22,600
199-004	Pumper 531 - Lincolnville Fire Station 53	1,200,000

Project number	Project title	Total cost in \$
2027		
30	Bethesda Sideroad Reconstruction - Ninth Line to Tenth Line with Creek Crossing	4,820,600
78	Gormley Parkette	50,000
79	Bethesda Sideroad Hwy48 to Ninth Line, Reconstruction, including Creek Crossing and Paved Shoulders	1,957,740
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
1362	Phase 3 Neighbourhood Park (NP8) West	80,000
110-002	Land for a Gormley Fire Station	3,500,000
110-008	Equipment & Gear - Firefighters (New) - Station 53	22,600
250-001	WW34 - Highway 48 Crossing	5,953,000
250-003	WW36 - MZO2 Lands Sewer	8,500,000

Project number	Project title	Total cost in \$
2028		
78	Gormley Parkette	370,000
79	Bethesda Sideroad Hwy48 to Ninth Line, Reconstruction, including Creek Crossing and Paved Shoulders	2,918,500
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
1362	Phase 3 Neighbourhood Park (NP8) West	1,520,000
1437	WSPL New Main Branch - Highway 48 Corridor	1,000,000
110-002	NEW Gormley Fire Station 54	7,850,000
110-010	Equipment & Gear - Firefighters (New) - Station 54	180,800
199-005	Pumper 541 - Gormley Fire Station 54	1,200,000

Project number	Project title	Total cost in \$
2029		
512	New Sport Fields Baseball Expansion (3), Community Park	1,500,000
1240	Cemetery Lifecycle Upgrades	25,000
1318	Flow Monitoring WW31	174,000
1437	WSPL New Main Branch - HWY 48 Corridor	27,000,000
1438	WSPL Main Branch Highway 48 Corridor - Collection Material	3,300,000
1439	WSPL Main Branch Highway 48 Corridor - Technology	400,000
1440	WSPL Main Branch Highway 48 Corridor - Furniture, Fixtures & Equipment	8,300,000
110-004	Land for a Ringwood Fire Station	3,500,000
110-011	Equipment & Gear - Firefighters (New) - Station 54	22,600

Project number	Project title	Total cost in \$
2030		
1071	Naturalized Off Road Trail - McCowan Rd	51,400
1240	Cemetery Lifecycle Upgrades	25,000
1318	Flow Monitoring WW31	174,000
110-004	New Ringwood Fire Station 55	7,850,000
110-012	Equipment & Gear - Firefighters (New) -Station 54	22,600
110-014	Equipment & Gear - Firefighters (New) -Station 55	180,800
199-006	Pumper 551 - Ringwood Fire Station 55	1,200,000

Project number	Project title	Total cost in \$
2031		
1240	Cemetery Lifecycle Upgrades	25,000
1318	Flow Monitoring WW31	235,000
110-015	Equipment & Gear - Firefighters (New) -Station 55	22,600

Project number	Project title	Total cost in \$
2032		
1240	Cemetery Lifecycle Upgrades	25,000
1318	Flow Monitoring WW31	245,000
110-016	Equipment & Gear - Firefighters (New) -Station 55	22,600

Project number	Project title	Total cost in \$
2033		
1240	Cemetery Lifecycle Upgrades	25,000
1318	Flow Monitoring WW31	245,000
	Total	145,887,900

appendices

1. 2025 - 2026 Staffing plan	158
2. Fund structure & overview	160
3. Fund by commission relationship	162
4. Basis of budgeting & accounting	163
5. Strategic plan implementation plan	164
6. 2022 Municipal Performance Measurement Program	172
7. Financial dashboard	178
8. Financial policies, strategies & plans	198
9. Definitions & glossary of terms	200

2025 - 2026 staffing plan forecast

A staffing plan is important because it ensures that an organization has the right number and type of employees to meet its goals and operate efficiently. It helps in budgeting and resource allocation, allowing for proper management of personnel costs and avoiding under or overstaffing. Additionally, a staffing plan supports talent management by identifying future staffing needs and gaps, facilitating recruitment, training, and succession planning to maintain a skilled and adaptable workforce.

Service Theme / Service	2025	2026
A Town that Grows		
Development Services		
Landscape Architect - Development Planning	1	
Planner III - Development Planning	1	
Principal Planner - Policy Planning	1	
GIS Technician - Planning	1	
Policy Planner I	1	1
Senior Development Technologist	1	
Planner II	1	
Supervisor Facilitation Development Applications	1	
A Town that Moves		
Roads Maintenance		
Operator – Roads	1	
Operator (CUPE)	1	1
Transportation Technologist	1	
Water/Wastewater Operator (CUPE)		1
A Healthy and Greener Town		
Parks, Trails & Open Spaces		
Parks Operator (CUPE)	1	
Tree Canopy Maintenance		
Arborist (CUPE)	1	

Service Theme / Service	2025	2026
An Engaging Town		
Events & Community Engagement		
Events Coordinator		1
Library		
Makerspace Coordinator	1	
Human Resources Generalist - Library/Latcham	0.7	
Library Assistant (Leisure Branch)	1	
Branch Manager (Ballantrae Branch)	1	
Library Assistant, Children's (Ballantrae Branch)	1	
Library Assistant, Adult (Ballantrae Branch)	1	
Latcham Art Centre		
Human Resources Generalist - Library/Latcham	0.3	
A Safe Town		
Fire Response		
Suppression Firefighter	6	2
Training Officer	1	
Municipal Law Enforcement		
Municipal Law Enforcement Supervisor	1	
By-law Officer		1
Animal Services		
Animal Services Officer	1	

Service Theme / Service	2025	2026
Organizational Effectiveness		
Customer Service		
Customer Service Supervisor	1	
Customer Service Associate		1
Financial & Infrastructure Management		
Financial Analyst (conversion)	1	
Collections Officer - Tax	1	
IT Services		
Project Manager- IT (conversion)	1	
Business Analyst/Database Administrator	1	
Help Desk Analyst	1	
Client Services Coordinator/Help Desk Analyst		1
Systems Architect		1
Facility Management		
Operator (Facilities)	1	
Facilities Supervisor		1
Facility Operations Clerk		1
Fleet Management		
Supervisor – Fleet	1	
Mechanic (CUPE)	1	

Service Theme / Service	2025	2026
Good Governance		
Legal Support		
Associate Town Solicitor	1	
Corporate Leadership		
Administrative Assistant	1	
Council Support		
Clerks Assistant	1	

Fund structure & overview

A Fund is a set of accounts used for a specific purpose. The Town primarily uses three major funds: an Operating Fund, Capital Fund, Reserve and Reserve Funds. Inter-fund transfers between Funds are recorded as revenues or expenses.

Operating fund

The Operating Fund underpins the operating budget. The operating fund provides for the normal operating expenditures and revenues associated with the day-to-day provision of services. The main sources of revenue for the operating fund are the tax levy, user fees, and senior government funding for operating purposes.

Capital fund

The Capital Fund provides for significant expenditures to acquire, construct, or improve land, buildings, roads, engineering structures, or machinery and equipment used in providing municipal services. Capital expenditures result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. Annual maintenance costs related to capital assets are included in the operating budget.

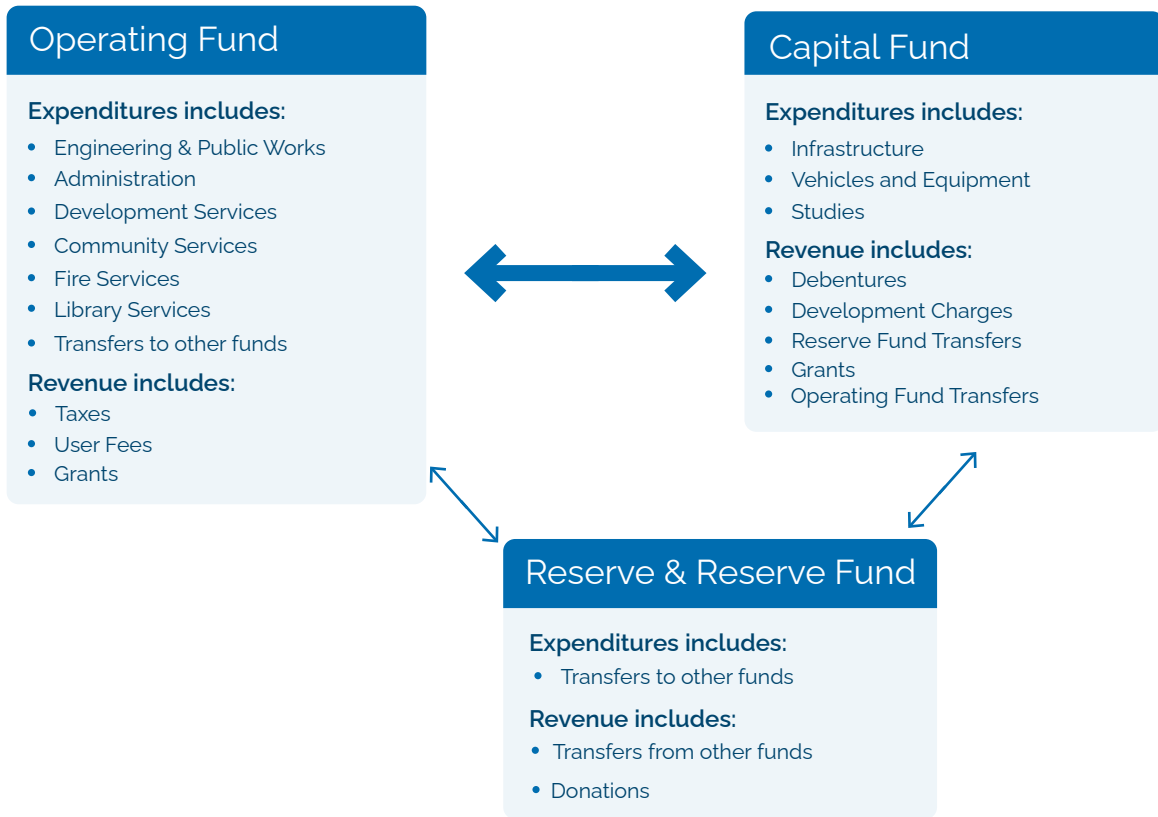
The capital budget is prepared on a project-commitment basis with actual budget spending often occurring over one or more fiscal years. Large projects requiring several years to complete have been budgeted over multiple years. Its main funding sources are debentures (a form of debt), contributions from development charge and other reserves, and senior government grants and subsidies for capital.

Reserve & Reserve fund

Reserves and reserve funds are resources set aside to meet expected future demands and are intended to provide the organization with increased financial flexibility. They allow the Town to save for future needs, mitigate the impact of unexpected financial changes, manage risks, and ensure that the Town is positioned to take advantage of opportunities as they arise.

Reserves are funds that have been earmarked, at the discretion of Council for any purpose for which they have the authority to spend money. Reserves do not require the physical segregation of money or assets. Examples of reserves currently used to mitigate budgetary fluctuations include the Stabilization Reserve and Election Reserve,

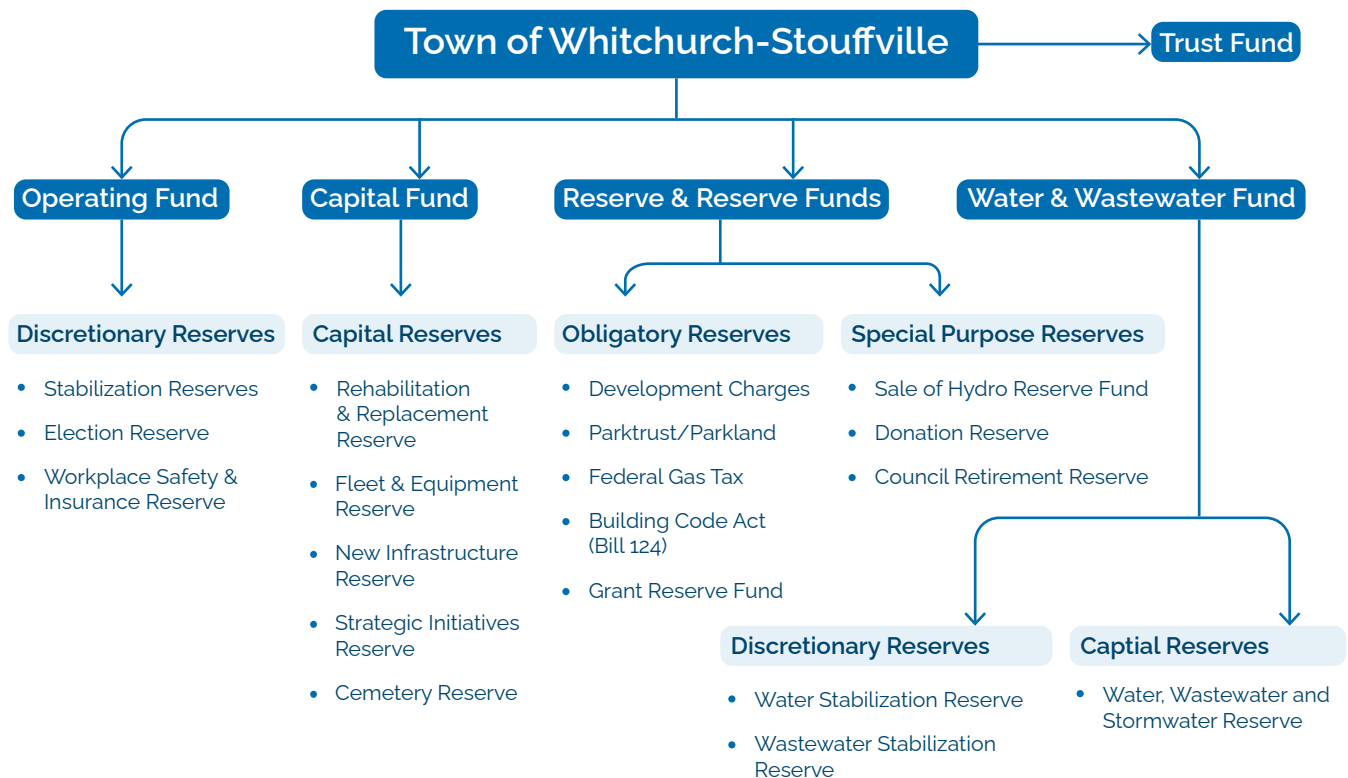
Reserve Funds are funds that have been set aside either by by-law of the municipality or by a requirement of legislation or contract to meet the financial obligations associated with a future event. Reserve Funds are either "Discretionary" being those set up by Council or "Obligatory" being those set up by virtue of a requirement of legislation. Council may set up a Reserve Fund for any purpose for which they have the authority to spend money. Reserve funds will be invested in accordance with the Town's Investment Policy and earnings from combined investments will be allocated according to the Reserve Fund's proportionate share of invested funds.



Note: refer to [Appendix 8](#) on [page 198](#) - Reserve & Reserve Fund Policy No.86 for fund descriptions

Note: refer to [page 164](#) that highlights actual and projected activity for major funds that the Town appropriates

Note: Funds included in the Audited Financial Statements are Obligatory Funds i.e. Park Trust, Development Charges and Federal Gas Tax. Stabilization Reserve, Capital Reserve and Special Purpose Reserves



Fund by commission relationship

Operating Fund

- Council
- Cemeteries
- Office of the CAO
- Finance
- Fire & Emergency Services
- Development Services
- Engineering & Public Works
- Community Services
- Library

Capital Fund

- Office of the CAO
- Finance
- Fire & Emergency Services
- Development Services
- Engineering & Public Works
- Community Services
- Library
- Water
- Wastewater

Basis of budgeting & accounting

Budgeting and accounting are fundamental financial management practices. Budgeting involves creating a plan for how an organization or individual will allocate and manage their financial resources over a specific period, focusing on estimating income, allocating expenses, and setting financial goals. Accounting, on the other hand, is the systematic recording, analyzing, and reporting of financial transactions, which helps in tracking the financial health and performance of the entity over time.

Basis of budgeting

The budget is prepared on the modified accrual basis which combines aspects of the accrual basis and cash basis of accounting. The basis for budgeting differs from the Town's audited financial statements that is prepared on the full accrual basis of accounting under Public Sector Accounting Board (PSAB) guidelines.

Basis of accounting

The Town's audited financial statements are prepared on the full accrual basis of accounting. All revenues are recognized as they become available and measurable. Expenditures are recognized as they are incurred and measurable as a result of receipt of goods and services and the creation of a legal obligation to pay.

The main differences between the basis of budgeting & the basis of accounting:

- the budget anticipates the use of surplus accumulated in previous years to offset current year expenditures in excess of current year revenues
- the budget does not expense transactions related to tangible capital assets, including amortization, except for the operating contributions to reserves required to fund the capital budget.
- Any transfers to or from reserves and unappropriated surplus accounts are revenues or expenses to balance budget but, are not included in the Statement of Operations in the Town's financial statements.
- Debt principle repayments are included in the budget expenses however, for the Town's financial statements these are excluded from the Statement of Operations and Accumulated Surplus and included as a reduction to the Consolidated Statement of Cash Flows.

Strategic plan implementation plan

A strategic plan implementation plan is crucial because it transforms abstract goals into actionable steps, ensuring that the organization's vision and objectives are effectively operationalized. It provides a clear roadmap for teams and individuals, outlining specific tasks, timelines, and responsibilities, which fosters alignment and accountability within the organization. Additionally, it allows for continuous monitoring and adjustment of strategies, enabling the organization to adapt to changes in the business environment and measure progress towards achieving its long-term goals.

A town that grows

Goal		Current Completion
A Town that grows in support of Complete Communities		35%
	Continue to foster economic development within the Town	8%
	Support the development of sustainable cultivation/tourism opportunities including wineries, cideries, fruit stands, etc.	15%
	Continue to build on and promote tourism resources that will bring residents and visitors to Stouffville's urban and rural communities	0%
	Continue to foster relationships with Stouffville businesses and enable new business opportunities	15%
	Advance servicing projects, including Sub Trunk 1, to facilitate growth and economic development opportunities	0%
Acquire and identify suitable sites for new and expanded Town programs and services		19%
	Identify opportunities to establish a library branch in Ballantrae, to serve the growing population in the northern parts of Whitchurch-Stouffville	0%
	Identify land and secure site location for a future multi-use Leisure Centre, equipped with aquatic, fitness, library and arena facilities, along with site for future fire station(s)	0%
	Design & construction of Fire Station 5-2 replacement, in partnership with York Region Paramedic Response Services	5%
	Construction of an outdoor skating trail	70%
Increase efficiency in the development process in compliance with provincial regulations		78%
	Complete the New Whitchurch-Stouffville Official Plan	95%
	Provide annual Development Activity Reports	25%
	Implement CityView Software	70%
	Harmonize development application review processing & complete application requirements with other York Region municipalities	100%
	Create a Fast Track Permit Program for small scale projects	100%

A town that moves

Goal		Current Completion
Improve the condition and efficiency of the local road network while addressing connectivity and advancing active transportation facilities		15%
	Improve active transportation, network connectivity and access to downtown Main Street by reconstructing Edward Street.	32%
	Complete overhead utility relocations to allow for construction of an unobstructed multi- use path	95%
	Provide traffic calming features and pedestrian crossovers to improve active transportation safety	0%
	Open and reconstruct Edward Street through to Millard for improved access to Main Street	0%
Revitalize the downtown core by reconstructing Main Street.		0%
	Complete a pre-qualification process to ensure qualifications of vendors	0%
	Reconstruct downtown Main Street including traffic calming features, smart city elements and upsizing of underground infrastructure	0%
Improve the condition of the road network by rehabilitating roadways		31%
	Complete environmental assessment for Tenth Line jog elimination. Measure the condition of all roads every two years.	0%
	Complete the annual Road Rehabilitation program.	50%
	Implement artificial intelligence software for pothole detection : 2 Task(s)	25%
	Harmonize development application review processing & complete application requirements with other York Region municipalities	50%
Add Active Transportation Facilities and improve awareness of active transportation safety		5%
	Build accessible sidewalks on Lloyd Street and Edward Street.	10%
	Add on-road and separated active transportation facilities to existing neighbourhoods	10%
	Update the Town's engineering standards & urban design guidelines.	0%
	Implement the "Share the Road Program" education in rural areas	0%
Work with transit partners to promote improvement to local commuting options		6%
	Assess opportunities for micro-mobility adoptions	0%
	Meet annually with York Region Transit to discuss transit priorities	25%
	Promote York Region Transit initiatives such as Mobility on Request.	0%
	Complete community consultation for electric vehicle charging stations.	0%

A healthy & greener town

Goal		Current Completion
Increase Offerings & Opportunities for Active Living		21%
	Increase parkland to meet 2 hectares per 1000 people by 2032 (Subject to Bill 23)	7%
	Review and update the Parkland Dedication By-Law	10%
	Undertake a Market Analysis to inform/introduce an alternative rate requirement and methodology	10%
	Capture Leisure and other non-core infrastructure in the Asset Management Plan	0%
	Ensure representation and standardize park comments and conditions in the development application review process	15%
	Improve connectivity to parks by expanding the existing trail network	0%
Maximize efficient parkland allocation to meet the per capita target of 2 hectares per 1000 people by 2032 (Subject to Bill 23)		6%
	Conduct a Land Assessment/Acquisition Study	0%
	Allocate Cash-in-lieu (CIL) funding to Parks Trust for future acquisitions. Establish defined criteria and standards for parkland conveyance. Explore partnerships with other levels of government and agencies	0%
	Design & construction of Fire Station 5-2 replacement, in partnership with York Region Paramedic Response Services	5%
	Construction of an outdoor skating trail	70%
Improve the tree canopy		50%
	Introduce the planting of larger trees where appropriate Plant and maintain resilient boulevard trees	50%
	Improve the provision of shade in parks through tree planting and relocation	75%
	Implement CityView Software	70%

An engaging town

Goal			Current Completion
Increase Community Engagement & Outreach			11%
	Enhance Library and Art Gallery offerings		0%
		Launch Sport Lending Library to provide equitable access to recreation equipment for our community members	0%
		Explore opportunities for community art projects to support social participation and inclusion in place-making within our community	0%
		Introduce a Digital Art Series to explore the creation of digital art and stop motion animation for youth	0%
	Increase event attendee satisfaction by 10%		22%
		Conduct an economic impact analysis for Town events and larger third-party events	10%
		Explore opportunities to expand/maximize and further develop partnerships with groups, such as the Chamber of Commerce, to increase event offerings	30%
		Refine Stouffville Celebrates Program	35%
		Conduct an annual review of the Stouffville Celebrates Sponsorship program and modify as necessary	10%
		Incorporate Diversity, Equity & Inclusion (DE&I) best practices	25%
	Increase our social media presence by 100%		11%
		Develop a social media strategy	0%
		Assess social media channels and usage	10%
		Identify social media influencers	7%
		Improve outreach and impressions	25%

A safe town

Goal			Current Completion
Make our Community SAFER			23%
	Increase parkland to meet 2 hectares per 1000 people by 2032 (Subject to Bill 23)		0%
		Install additional pedestrian crosswalks to improve pedestrian safety	0%
		Leverage the Road Watch Staff Working Group to initiate resident education activities and collaboration with YRP	0%
		Utilize traffic calming tools, such as automated speed enforcement, to address areas of concern	0%
		Implement roundabout safety improvements	0%
Ensure Emergency Management Compliance			33%
		Implement Incident Management System (IMS) 200 for all Emergency Operations Centre (EOC) members, with future goal of implementing IMS 300 for department heads	90%
		Provide annual Emergency Management training for all EOC members annually	19%
		Complete annually Emergency Exercise for EOC members	25%
		Continue to collaborate with York Region and N6 municipalities for Emergency Management	0%
Maintain Emergency Response Standards			28%
		Continue to meet the National Fire Protection Association (N.F.P.A) turn out time	60%
		Review Fire Protection Agreements with neighbouring municipalities	25%
		Continue to strive to meet the 1710 (urban) and 1720 (rural) standards	25%
		Implement strategy to begin transition to a career fire service	0%
Continue to implement Community Fire Safety Campaign			21%
		Continue to review and implement the inspection frequency program	15%
		Review community risk assessment annually	22%
		Continue to provide “Home Safe Home” Fire Safety Program	25%
		Identify community outreach and safety programs	25%
		Maintain a social media presence for safety awareness	20%
Improve By-law Community Engagement and Efficiency			31%
		Implementation of an Administrative Money Penalty System (AMPS) program	50%
		Streamline intake process and response rates	23%
		Refine Frequently Asked Questions (FAQ’s) for public education and awareness	20%

Good governance

Goal		Current Completion
Provide Good Governance		51%
	Review procedural by-law and associated report software	32%
	Review municipal best practices	15%
	Update the procedural by-law for Council approval	40%
	Assess iCompass functionality and explore alternative software options	42%
	Update Development Charge Background Study and approve new Development Charge By-law	90%
	Complete Master Plans for key delivery areas to ensure projects are identified and listed in DC Background Study	80%
	Conduct comprehensive review for public engagement	100%
	Work with key stakeholders and gather input through DC Background Study process	90%
	Complete Information Technology (IT) Strategic Plan	58%
	Issue RFP and secure vendor	100%
	Work with key stakeholders to establish a plan that provides a clear vision and implementation plan	75%
	Present completed plan for Council	0%
	Continue to follow sound financial planning principles to ensure fiscal sustainability and responsibility	25%
	Manage capital funding to ensure necessary investments are made to existing assets while investing in new assets related to growth	25%
	Continue to build reserve balances to ensure that money is available to repair and replace existing assets to optimize their service life and limit downtime	25%
	Improve the linkage between the asset management plan and capital forecasting to provide a more detailed capital plan to aid in decision making, prioritization and debt management	25%

Organizational effectiveness

Goal		Current Completion
To elevate our organizational effectiveness		37%
	Improve the Employee Experience and Employee Engagement	17%
	Develop an attraction strategy to attract talent to the Town	33%
	Develop a retention strategy with a focus on employee development. Implement a leadership effectiveness training program	17%
	Assess iCompass functionality and explore alternative software options	0%
To improve total procurement lifecycle		73%
	Incorporate Procurement Planning into Budget Cycle	50%
	Assess current procurement lifecycle timeline	90%
	Work with stakeholders to identify efficiencies	90%
	Review and update procurement by-law	60%
Implement a Customer Service Framework		1%
	Implement Customer Relationship Management (CRM) system	0%
	Develop corporate wide Customer Service Standards	0%
	Assess opportunities for business synergies to increase process efficiency to better support streamlined and consistent customer experience	5%
	Rollout staff trainings	0%
Improve IT Security Framework		58%
	Implement AirGap Backup System	70%
	Continue implementing user awareness training programs Implement Disaster Recovery Site	25%
	Improve the linkage between the asset management plan and capital forecasting to provide a more detailed capital plan to aid in decision making, prioritization and debt management	80%

2022 Municipal Performance Measurement Program

Municipal Performance Measurement Programs are important because they provide data-driven insights into the efficiency and effectiveness of local government services, enabling better decision-making and resource allocation. By tracking key performance indicators, these programs help identify areas for improvement, ensuring that municipal services meet the evolving needs and expectations of the community. Furthermore, they promote transparency and accountability in local governance, building public trust and facilitating informed civic engagement.

* Data as presented below is using 2022 data filed with the Province in Q2 2023

Building permits



Total value of construction activity (based on permits issued)

	2020	2021	2022	Year over Year change
What method does your municipality use to determine total construction value?	Applicant's declared value	Applicant's declared value	Applicant's declared value	
Total value of Construction activity (based on permits issued)	280,000,000	249,000,000	333,000,000	84,000,000

Value of construction activity based on building permits issued

Property Class		2020	2021	2022	Year over Year change
Residential Properties	Number of Building Permits	589	473	649	176
	Total Value of Building Permits	206,000,000	193,000,000	240,000,000	47,000,000
Multi-Residential Properties	Number of Building Permits	-	-	1	1
	Total Value of Building Permits	-	-	26,000,000	26,000,000
All other property classes	Number of Building Permits	255	325	343	18
	Total Value of Building Permits	74,000,000	56,000,000	67,000,000	11,000,000
Total	Number of Building Permits	844	798	993	195
	Total Value of Building Permits	280,000,000	249,000,000	333,000,000	84,000,000

Median number of days to review and complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

Permit Category	2020	2021	2022	Year over Year change
a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres)	10	10	10	-
b) Category 2: Small Buildings (small commercial/ industrial not exceeding 3 storeys/600 square metres)	15	15	15	-
c) Category 3: Large Buildings (large residential/ commercial/ industrial/ institutional)	20	20	20	-
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/ police/EMS, communications)	N/A	N/A	N/A	

Number of building permit applications

Permit Category		2020	2021	2022	Year over Year change
a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres)	Complete	18	34	75	41
	Incomplete	530	439	673	234
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)	Complete	5	2	0	(2)
	Incomplete	7	10	5	(5)
c) Category 3: Large Buildings (large residential/commercial/industrial/ institutional)	Complete	0	2	0	(2)
	Incomplete	38	65	30	(35)
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications)	Complete	-	-	-	-
	Incomplete	2	-	-	-

Planning and Development Services



Unit Type		2020	2021	2022	Year over Year change
Number of residential units in new detached houses (based on building permit information)	Residential Units within Settlement Areas	253	344	412	68
	Total Residential Units	264	359	475	116
Number of residential units in new semi-detached houses (based on building permit information)	Residential Units within Settlement Areas	-	-	-	-
	Total Residential Units	-	-	-	-
Number of residential units in row houses (based on building permit information)	Residential Units within Settlement Areas	284	114	174	60
	Total Residential Units	284	114	174	60
Number of residential units in new apartments/condo apartments (based on building permit information)	Residential Units within Settlement Areas	91	97	97	-
	Total Residential Units	91	97	97	-

Value of Construction Activity based on Building Permits issued

	2020	2021	2022	Year over Year change
Hectares of land designated for agricultural purposes in the Official Plan as of Dec 31	8,165	8,165	8,165	-

Procurement



Contract		2020	2021	2022	Year over Year change
Construction contracts awarded	Total number	24	22	15	(7)
	Total \$ value	3,490,016	5,704,746	3,807,039	(1,897,707)
Construction contracts awarded at \$100,000 or greater	Total number	5	10	8	(2)
	Total \$ value	2,674,865	5,050,113	3,456,354	(1,593,760)



Paved Roads

Road Category	2020	2021	2022	Year over Year change
Roads: Total kilometres of paved roads	517	520	521	1
Condition of Roads: Number of paved lane kilometres where the condition is rated as good to very good	124	124	116	(8)
Has the entire municipal road system been rated?	Yes	Yes	Yes	
Indicate the rating system used and the year the rating was conducted	Stantec Pavement Condition Assessment - 2018	Stantec Pavement Condition Assessment - 2018	Stantec Pavement Condition Assessment - 2021	

Unpaved Roads

Road Category	2020	2021	2022	Year over Year change
Roads: Total kilometres of unpaved roads	4	4	4	-

Winter Control

Road Category	2020	2021	2022	Year over Year change
Total kilometres of roads maintained in the winter	526	533	533	-

Bridges and Culverts

Road Category	2020	2021	2022	Year over Year change
Total square metres of surface area on bridges and culverts	1,657	1,657	2,235	578

Rating of bridges and culverts

Road Category		2020	2021	2022	Year over Year change
Bridges	Number of structures where condition of primary components is rated as good to very good requiring only repair	7	7	7	-
	Total number	7	7	7	-
Culverts	Number of structures where condition of primary components is rated as good to very good requiring only repair	8	8	7	(1)
	Total number	8	8	9	1
Have all bridges & culverts in the municipal been rated?		Yes	Yes	Yes	
Indicate the rating system used and the year the rating was conducted		Municipal Bridge & Culvert Appraisal - 2020	Municipal Bridge & Culvert Appraisal - 2020	Municipal Bridge & Culvert Appraisal - 2022	

Environmental Services



Wastewater

Wastewater Category	2020	2021	2022	Year over Year change
Total number of backed up wastewater mains	1	-	-	-
Total kilometres of wastewater mains	121	124	126	2
Total megalitres of wastewater treated	3,435	3,393	3,519	126

Storm Water

Stormwater Category	2020	2021	2022	Year over Year change
Total number of backed up wastewater mains	157	161	163	2
Total kilometres of wastewater mains	7	7	7	-

Water

Water Category	2020	2021	2022	Year over Year change
Total megalitres of drinking water treated	3,990	3,893	3,980	87
Number of watermain breaks	6	5	5	-
Total kilometres of water distribution/ transmission pipe	196	200	202	2

Solid Waste

Solid Waste Category	2020	2021	2022	Year over Year change
Total tonnes collected from all property classes	4,993	5,132	4,648	(484)
Total tonnes disposed from all property classes	4,993	5,132	4,648	(484)
Total tonnes diverted from all property classes	9,370	9,294	8,895	(400)

Parks & Recreation



Trail Category	2020	2021	2022	Year over Year change
Total kilometres of trails (owned by the municipality and third parties)	145	145	145	-

Indoor recreation facilities

Facility Category	2020	2021	2022	Year over Year change
Indoor recreation facility space: square metres of indoor recreation facilities (municipally owned)	32,218	32,218	32,218	-

Outdoor recreation facilities

Facility Category	2020	2021	2022	Year over Year change
Outdoor recreation facility space: square metres of outdoor recreation facility space (municipally owned)	784,707	784,707	784,707	-

Financial dashboard

Financial dashboards are versatile tools used to track financial performance, identify areas for improvement, and make data-driven decisions. They are essential for financial planning, budgeting, and managing the overall financial well-being of the Town.

Overview



A town that grows



A town that moves



A healthy & greener town



An engaging town



A safe town



Good governance



Organizational effectiveness

The financial dashboard for Whitchurch-Stouffville offers a clear overview of the town's financial health, focusing on three main areas:

1. Growth & Socio-economic Indicators
2. Financial Key Performance Indicators
3. Sustainability Indicators

These indicators are essential for the town's management, council, and residents to compare Whitchurch-Stouffville's financial status with similar towns, track its performance over time, spot trends, and pinpoint areas needing urgent attention. The dashboard categorizes key indicators into three groups for easy understanding:

- Flexibility
- Sustainability
- Cost of Service & Affordability

All financial decisions in the town are guided by the Stouffville 2022-2026 Strategic Plan, which you can find detailed on [page 12](#). This plan includes seven Service Themes, which are consistently referenced throughout the budget, and specific "Areas of Focus" for each theme (detailed on [page 13](#)). The dashboard's results reflect the priorities set out in this strategic plan.

Results

The Town's staff have reviewed the 2023 financial results and created a visual summary with comments. This is to help in planning the Town's budget for 2024 to 2026.

The summary shows the Town is doing well financially. There's been a growth in population and property values,

Financial key performance indicators

Indicator	Target	2022	2021	2023 result	Trend	Benchmark group	Total survey
Flexibility							
Working Capital & Reserves							
Reserves as a % Own Source Revenue	93%	73%	77%	X	Declining	93%	127%
Reserves per Capita	\$1,113	\$811	\$753	X	Improving	\$1,113	\$1.517
Debt							
Total Debt Servicing Costs	<4.3%	3.8%	5.5%	✓	Improving	4.3%	5.3%
Tax Supported Debt Servicing Costs	<2.8%	1.5%	1.8%	✓	Improving	2.8%	2.8%
Total Debt Outstanding per Capita	\$479	\$ 494	\$ 538	X	Improving	\$479	\$903
Debt to Reserve Ratio	<1	0.5	0.6	✓	Improving	0.4	0.7
Sustainability							
Taxes Receivable	<6%	13.1%	12.5%	X	Declining	6.6%	5.0%
Tax Asset Consumption Ratio	<50%	38.4%	36.4%	✓	Declining	41.1%	41.0%

Indicator	Target	2023	2022	2023 result	Benchmark group	GTA	Total survey
Cost & Affordability							
Property Tax Rate	Below average	0.77925	0.74404	Low	0.93694	0.95033	1.31702
Net Municipal Levy per Capita	Below average	\$1,791	\$1,671	Mid	\$1,714	\$1,744	\$1,611
Net Municipal Levy per \$100,000 Assessment	Below average	\$641	\$603	Low	\$781	\$790	\$918
Property Tax as a % of Household Income	Below average	3.7%	3.8%	Mid	3.6%	3.7%	3.6%
Property Tax + Water/Wastewater as a % of Household Income	Below average	4.4%	4.5%	Mid	4.4%	4.4%	4.6%

Source: 2023 BMA Draft Municipal Study

Declining	Trend is improving, stay the course	X	Within target range
Stable	Results are stable	✓	Outside target range
Improving	Trend is declining, take corrective action		
High	In the high range of municipal rankings		
Mid	In the mid range of municipal rankings		
Low	In the low range of municipal rankings		

and the average household income is one of the highest in the Province. The Town also has a low property tax rate, making it an affordable place compared to similar areas. The average amount of income spent on property taxes and water/wastewater costs is reasonably low.

During the COVID-19 pandemic, the Town saw more unpaid taxes due to the economic challenges faced by property owners. Tax collection was temporarily paused because of the uncertain times.

In 2023, the Town restarted its efforts to collect taxes and successfully reduced the amount of unpaid taxes.

The Town is carefully managing its debt. No new debts were added in 2022 and 2023, which has improved its debt situation.

However, the Town's savings are still below the average of similar towns and not enough to fully cover the costs in the capital plan and the annual investment recommendations from the 2022 Asset Management Plan. The Town is focusing on making better infrastructure investments, getting more external funding, and putting more money into capital reserves through a special levy. This should help reduce the gap in infrastructure funding over time and achieve long-term financial stability.

The analysis in this report is based on data from the 2023 Draft BMA Municipal Study and the 2022 Financial Information Return (FIR).

Background

The benchmarking analysis is an annual report that provides an evaluation of the Town's financial condition and the progress made in reaching the established targets. Staff is continuously working to improve the benchmarking process to ensure that the selected financial indicators address key pressures facing the Town, that the comparators are closely correlated to the Town and that the targets are realistic. A financial dashboard has been developed to summarize the analysis and highlight the areas that need immediate attention.

Municipal comparators

In the selection process of comparable municipalities, consideration is given not only to population, land area, density, urban/rural mix and proximity to the GTA but also to similarities in terms of economic challenges, growth pressures and services provided by the municipality. Some comparators are more closely correlated to the Town than the others and some municipalities are selected as a model for setting the Town's objectives.

The benchmark group consists of the following municipalities: Aurora, Caledon, East Gwillimbury, Georgina, Halton Hills, King, Newmarket, New Tecumseth, and Orangeville.

Growth & socio-economic indicators

As shown in the table below, growth and socio-economic indicators describe and quantify the Town's wealth and overall economic condition and provide insight into the community's ability to pay taxes for the public services they require. Monitoring economic, demographic, and social changes over time can help Council and staff to develop sound financial policies, identify when to shift priorities or propose changes to service delivery.

Growth & socio-economic indicators

Indicator	2023	2022	Indicator	Benchmark Group	Total survey
Population	54,064	53,099	Increasing	57,353	112,628
Population density per sq. km.*	262	257	Mid Range	774	557
Est. Average Household Income	\$165,719	\$150,990	High	155,745	\$121,388
Weighted Assessment per Capita	\$279,206	\$277,245	High	229,495	\$156,516
Weighted Residential Assessment %	88.8%	88.7%	High	84.4%	67.0%
Construction Value per Capita *	\$6,159 (2022)	4,689 (2021)	Increasing	\$5,287	\$4,718

Sources: Manifold Data Mining; 2023 Draft BMA Municipal Study data
 *Construction activity based on issued building permits per Building department

Population & density

The 2023 population count is based on the projections by Manifold Data Mining and there is an estimated increase of 1.8% from the 2022 projection. Population density indicates the number of residents living in a square kilometre. Density readings can lend insight in the age of the municipality, growth patterns, zoning practices and new development opportunities. The density remains stable but is expected to increase as the Town moves closer toward build out.

Household income

The average household income continues to be among the highest in the Province. While a higher relative household income is a positive indicator of the overall local economy, it may lead to a greater expectation by residents and additional challenges in balancing desired levels of service with a willingness to pay for programs and services. High household incomes combined with a moderate municipal tax levy has made the Town an affordable location relative to its peers.

Assessment per capita

Property assessment is the basis upon which municipalities raise taxes. A strong assessment base is critical to a municipality's ability to generate revenues. Similar to the other municipalities in the GTA, the Town has a high assessment per capita which is an indicator of the "richness" of the assessment base.

Residential assessment %

Residential assessment is relatively unchanged. The high reliance on the residential tax base increases financial pressures on the Town's residents who must bear most of the costs associated with maintaining and expanding assets and services.

Construction activity

Construction activity per capita is based on the issued residential and non-residential building permits in the year.

Recommendation

To reduce the financial pressures on the Town's residents, the non-residential development should continue to be monitored and facilitated. One of the strategic objectives in the Town's 2023-2026 Strategic Plan is A Town that Grows at a manageable rate and contributes to a complete community. Council's desire this term is to increase the developed industrial/commercial land area thereby reducing the burden on residents and create new employment opportunities.

The Town is making good progress and actively working with the Region and other levels of government to plan, design, and construct infrastructure to support employment growth and economic development along the identified development areas. The Town should continue to promote the economic growth by setting a reasonable residential/non-residential assessment ratio target and incorporate into planning and economic development strategies, strengthen, and clarify employment land conversion policies and develop a community improvement plan geared toward identifying and attracting key employment sectors. The Town should also continue to work with local businesses and associations to identify and address barriers to business activity and growth.

Financial key performance indicators

The indicators selected for benchmarking evaluate the Town's financial performance in three (3) key areas: flexibility, sustainability, and affordability and are aimed at protecting the organization's long-term fiscal sustainability.

1

Flexibility Indicators

Flexibility indicators assess a municipality's ability to respond to unexpected issues and changes outside its control.

- Working capital & reserves indicators
- Reserves as a percentage of own source revenues
- Reserves per capita
- Debt indicators
- Debt charges as a % of own source revenues ("Debt Service Ratio")
- Debt outstanding per capita
- Debt to service ratio

Working capital & reserves indicators

Reserves are a critical component of a municipality's long-term financial plan. Operating reserves offer liquidity which enhances the municipality's flexibility in addressing operating requirements, acting as a buffer against economic changes and provide stability of the tax rates in the face of variable and uncontrollable factors. The purpose of the capital reserves is to provide for

replacement/acquisitions of assets/infrastructure that are currently being consumed and depreciated, avoid spikes in funding requirements of the capital budget by reducing the reliance on long-term borrowing, and provide flexibility to manage debt levels and protect the municipality's financial position.

Reserves indicators

Indicator	Target	2022	2021	Trend	Benchmark Group
Reserves as % Own Source Revenue	93%	73%	77%	Declining	93%
Reserves per Capita	\$1,113	\$811	\$753	Improving	\$1,113

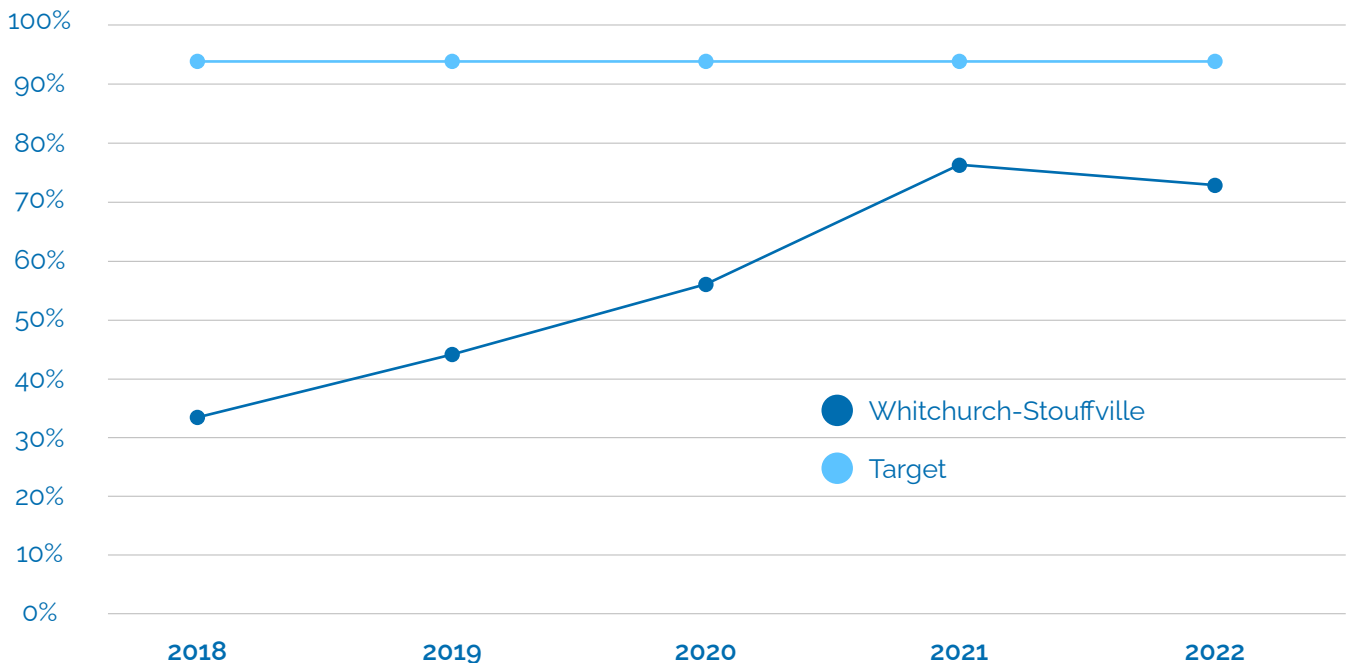
Source: 2023 BMA Draft Municipal Study

Reserves as a percentage of own source revenues

This measure includes discretionary reserves set up and controlled by Council and municipal by-laws but does not include obligatory reserves such as Development Charges (DCs) and water and wastewater reserves. “Own source

revenues” refer to the revenue generated by the Town such as taxation and fees but excludes external revenue sources such as grants and government transfers.

Reserves as a percentage of own source revenues



Source: 2023 Draft BMA Municipal Study data

Reserves per capita

This indicator provides the tax levy supported reserves in relation to the population.

The overall reserve balances were higher in 2022 in comparison to 2021 due to the one-time transfers and the low capital spending throughout 2022. Factors contributing to the unspent capital funds include labour shortages, supply chain issues and delays resulting from other factors that are out of the Town’s control. Several projects were re-budgeted to 2023 resulting in funds being returned to the reserves.

Both reserve indicators are under the benchmark group average and unable to fully meet the funding requirements

in the capital plan and the annual investment recommendations outlined in the 2022 Asset Management Plan – core assets. The inflation factor which surfaced in 2021, peaked in 2022 as the prices of construction materials has rebounded after the drop at the onset of the pandemic causing further erosion in the purchasing power of reserve balances.

In the 2023 budget, Council approved the 3% capital dedicated levy as we look to replenish the reserves and dedicate money for the Town’s aging infrastructure. To continue to build up the reserve balances to the target, the 3% capital levy was approved in the 2024 budget. Also, in order to avoid erosion in the purchasing power of reserve

balances, the 2024 budget includes an indexing of the reserve contributions based on the annual inflation rates.

In the 2024 budget, the reserve contributions for asset management (including the 3% capital dedicated levy) of \$7.4 million, along with the federal and provincial grant funding of \$3.4 million provide \$10.8 million for repair and rehabilitation reserves for all assets (core and non-core). While significant, a funding gap of \$5.1 million remains when compared to the \$15.9 million annual investment recommended by the 2022 Asset Management Plan for the Town's core assets. The gap will be larger when the renewal needs of non-core service assets are considered. In addition, a significant number of projects remain unfunded meaning that no current source of funding is identified.

The Town also maintains a general tax rate stabilization reserve, which under the Town's reserve policy may be accessed to support the Town's operations due to

unanticipated revenue decreases and emergency events. The reserve is projected to be \$7.4 million as of December 31, 2023. The \$7.4 million exceeds the minimum of one months operating expenditures of \$4.6 million but is below the target balance of \$9.2 million that represents two months of operating expenditures.

Recommendation

Reserves are a critical component in the Town's long-term financial plan. An ongoing focus on optimizing infrastructure investments, leveraging external capital funding and an increased allocation of funds to capital reserves through a dedicated capital levy will help to shrink the infrastructure gap over time and move the Town towards its long-term financial sustainability objectives.

Debt indicators

Strong debt management practices balance the need to finance longer life infrastructure and infrastructure related to growth that are not fully recovered through development charges with the need to minimize interest costs and maintain future financial flexibility. Debt financing also spreads the cost of new projects over a longer period, sharing the cost between current and future beneficiaries of the assets.

However, when debt levels get too high, higher proportions of the Town's tax revenues must be allocated to debt servicing costs and the Town's ability to fund new projects is limited.

Debt indicators

Indicator	Target	2022	2021	Trend	Benchmark Group
Total Debt Servicing Costs	<4.3%	3.8%	5.5%	Improving	4.3%
Tax Supported Debt Servicing Costs	<2.8%	1.5%	1.8%	Improving	2.8%
Total Debt Outstanding per Capita	\$479	\$494	\$538	Improving	\$479
Debt to Reserve Ratio	<1	0.5	0.6	Improving	0.4

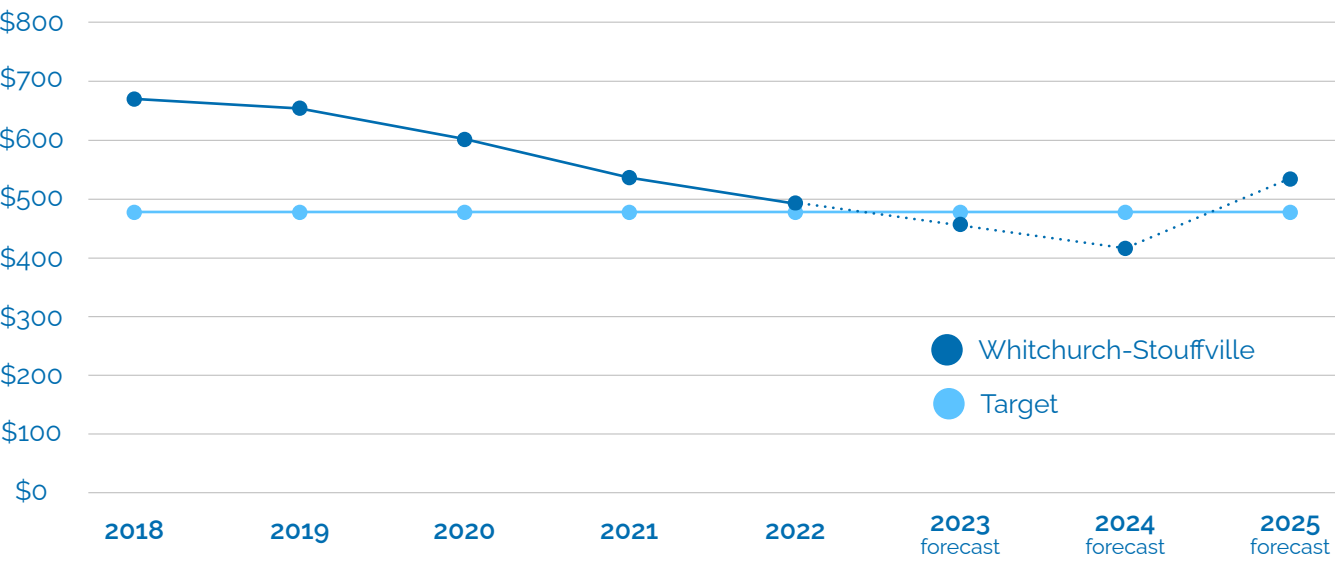
Source: 2023 BMA Draft Municipal Study

Debt charges as a % of own source revenues ("Debt Service Ratio")

Debt servicing cost is the amount of principal and interest that the Town must pay each year to service the debt. The ratio shows the percentage of revenues that must be directed to principal and interest repayments. The Town's debt policy limits debt servicing costs to 12.5% of revenues

and is significantly more stringent than the Province's upper limit of 25%. A policy limit of 12.5% is consistent with many municipal debt policies.

Debt outstanding per capita



Source: 2023 Draft BMA Municipal Study data and Finance projections

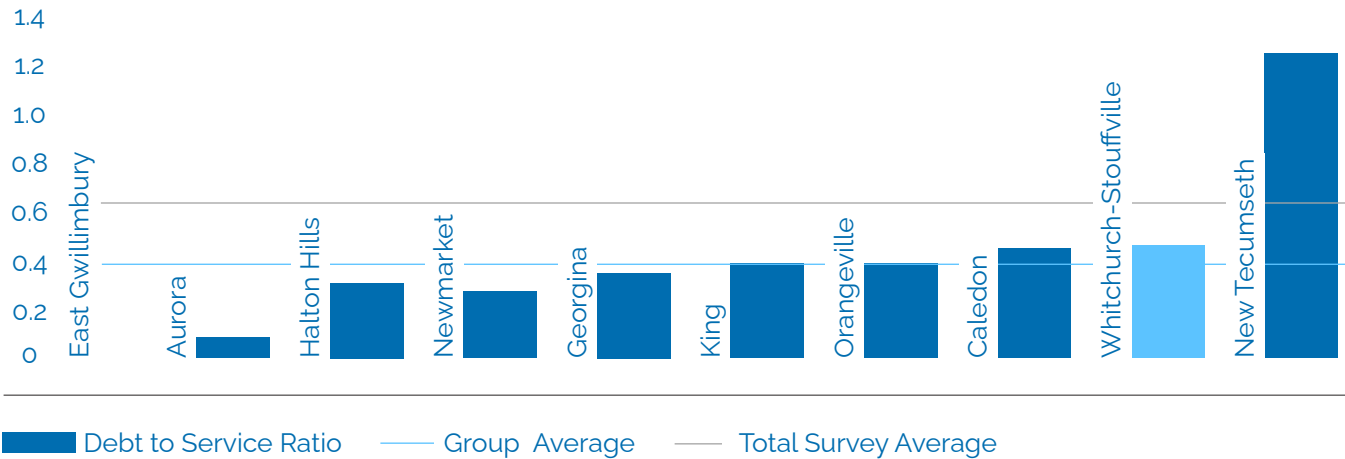
This indicator is calculated as the debt outstanding divided by total population.

Analysis

The Debt Servicing Cost and the Debt Outstanding per Capita ratios are stable as no new debt was issued in 2022. The total debt servicing cost for the Town is below the target and the debt policy limit of 12.5%. The Town continues to face funding pressures due to the cost of infrastructure associated with new growth as identified in the masterplans, and potential other new initiatives.

It is possible that the initiatives/projects identified in the masterplans may result in new debt being considered. In the 2024 capital budget, new debt is proposed for the funding of the reconstruction of Ballantrae Station 5-2 in 2025.

Debt to reserve ratio



Source: 2023 Draft BMA Municipal Study data

This indicator provides a measure of the Town's financial prudence by comparing total debt to the total reserve balances. The best practice target for this ratio is 1:1, indicating that total debt should not exceed total reserves and reserve fund balances.

As shown above, the Town has a higher debt to reserve ratio in comparison to its peers. However, the Debt to Reserve Ratio is below the best practices benchmark of 1:1 indicating that total reserves and reserve funds exceed the total outstanding debt. The improvement is due not only to the reduction in the outstanding debt, but also to the increase in the closing reserve balances as discussed in the Working Capital and Reserve indicators section above.

Recommendation

An ongoing focus on optimizing infrastructure investments, leveraging external capital funding and an increased allocation of funds to capital reserves through a dedicated capital levy will help to shrink the infrastructure gap over time and move the Town towards its long-term financial-sustainability objectives.

Sustainability indicators

Sustainability indicators describe the Town's ability to support its financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees, and others, without issuing debt or increasing the tax burden.

- Tax receivable
- Asset consumption ratio

Sustainability indicators

Indicator	Target	2022	2021	Trend	Benchmark Group
Taxes Receivable	< 6%	13.1%	12.5%	Declining	6.6%
Tax Asset Consumption Ratio	< 50%	38.4%	36.4%	Declining	41.1%

Source: 2023 Draft BMA Municipal Study data.

Tax receivable

The indicator shows the percentage of property owners who have not paid their property taxes. A high level of uncollected property taxes causes the Town's cash resources to decrease, as uncollected funds are not available to pay for day-to-day operations. The target is set at 6% based on the best practices' recommendation.

Analysis

The increase in the Taxes Receivable is partially due to the economic pressures caused by the pandemic as some residents were unable to pay their property taxes. In late 2022 and all of 2023, the Town resumed dedicated collection efforts witnessing a noticeable decrease in the outstanding property taxes.

Recommendation

The Revenue and Taxation Department has a dedicated resource to assist in the collection efforts.

Asset consumption ratio

This ratio shows the value of the tangible capital assets that have been 'consumed' through operational use based on depreciation and the related age of the assets. It highlights the aged condition of the assets and the extent of potential asset replacement needs. The Ministry of Municipal Affairs and Housing considers a ratio of 25% or under to reflect assets that are relatively new; 26%-50% to be moderately new; 51%-75% to be moderately old and over 75% to be old. If assets are replaced on a timely basis, the ratio will stay consistent or decrease over time.

Analysis

The Asset Consumption Ratio highlights the aged condition of the assets and the extent of potential asset replacement needs. Year-over-year the ratio is increasing, indicating the increase of the tangible capital assets value that have been 'consumed' through operational use based on depreciation and the related age of the assets.

The growth in the Town's total asset inventory and the aging of the existing assets will continue to put pressure on the Town's asset rehabilitation and replacement reserves over the longer term.

Recommendation

The Town should resume with the recommended strategies in order to close the infrastructure funding gap and improve the overall financial health. These strategies include:

- Alignment with the Asset Management Plan - Contribution levels to Rehabilitation and Repair reserves to be established by the Town's 2022 Asset Management Plan for core assets. This will ensure that sufficient funds are available to make the required asset investments at the right time, as determined by the risk and priority associated with the underlying capitals assets.
- Indexing contributions based on annual inflation rates to avoid erosion in the purchasing power of reserve balances. The 2024 budget approves indexing of contributions to reserves using the annual inflation rates.
- Reserve contributions to be increased for asset addition in the prior year including the assets contributed by developers when subdivisions are assumed.
- As debt is retired, consideration could be given to reallocating the tax levy previously used for debt repayment into a reserve contribution for the rehabilitation of the related asset class.
- Inclusion of capital surcharges in user fees to support an appropriate portion of the capital investment required for new infrastructure, particularly where the benefit is limited to a small community of individual users.

Continue to pursue federal and provincial governments grant opportunities. The Town should identify priority projects and complete the related design preparation in order to take advantage of these opportunities when they arise. Healthy reserve balances will also ensure that the Town has sufficient capital reserves available to contribute its share where the funding requires local contributions.

Cost of service & affordability indicators

Cost of municipal services and affordability metrics ensure that there is an alignment between the cost of municipal programs, services with the ability and willingness of taxpayers to support the proposed service levels. This is an indicator of the affordability of the Town relative to its peers.

- Property tax rate
- New municipal levy per capita
- Net municipal levy per \$100,000 assessment
- Property taxes as a percentage of household income
- Property taxes + water/wastewater as a percentage of household income

Cost of service & affordability indicators

Indicator	Target	2023	2022	2023 results	Benchmark group	GTA	Total survey
Property Tax Rate	Below average	0.77925	0.74404	Low	0.93694	0.95033	1.31702
Net Municipal Levy per Capita	Below average	\$1,791	\$1,671	Mid	\$1,714	\$1,744	\$1,611
Net Municipal Levy per \$100,000 Assessment	Below average	\$641	\$603	Low	\$781	\$790	\$918
Property Taxes as % of Household Income	Below average	3.7%	3.8%	Mid	3.6%	3.7%	3.6%
Property Taxes + Water/Wastewater as % of Household Income	Below average	4.4%	4.5%	Mid	4.4%	4.4%	4.6%

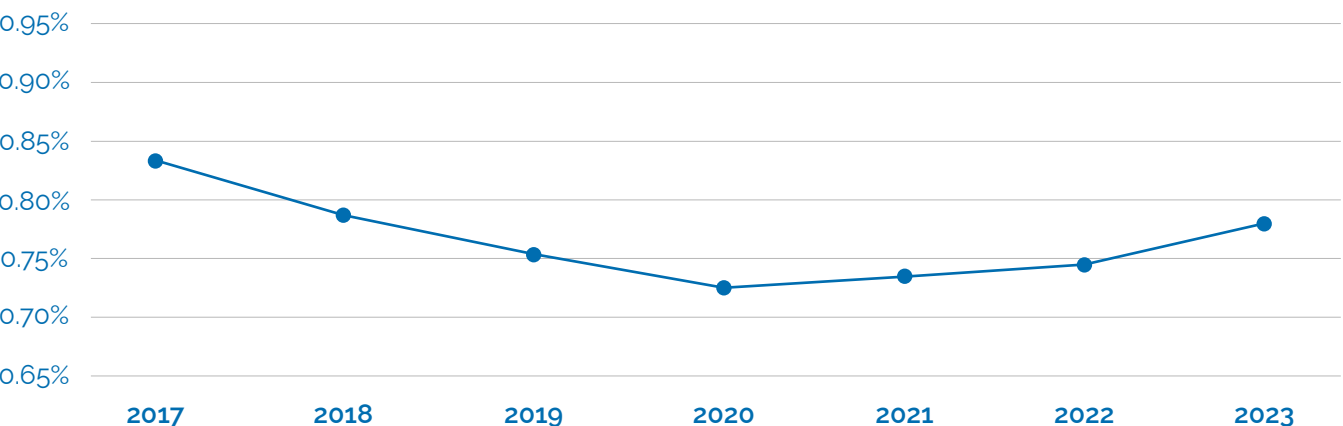
Sources: 2023 Draft BMA Municipal Study data.

Analysis

Residential property class assessment represents approximately 90% of the total assessment base for the Town and therefore is the primary focus of analysis. The Town of Whitchurch-Stouffville has one of the lowest rates in GTHA, ranking 22 out of 27 (see [page 192](#)). The seven-year trend of the Town's residential tax rate is shown on [page 191](#).

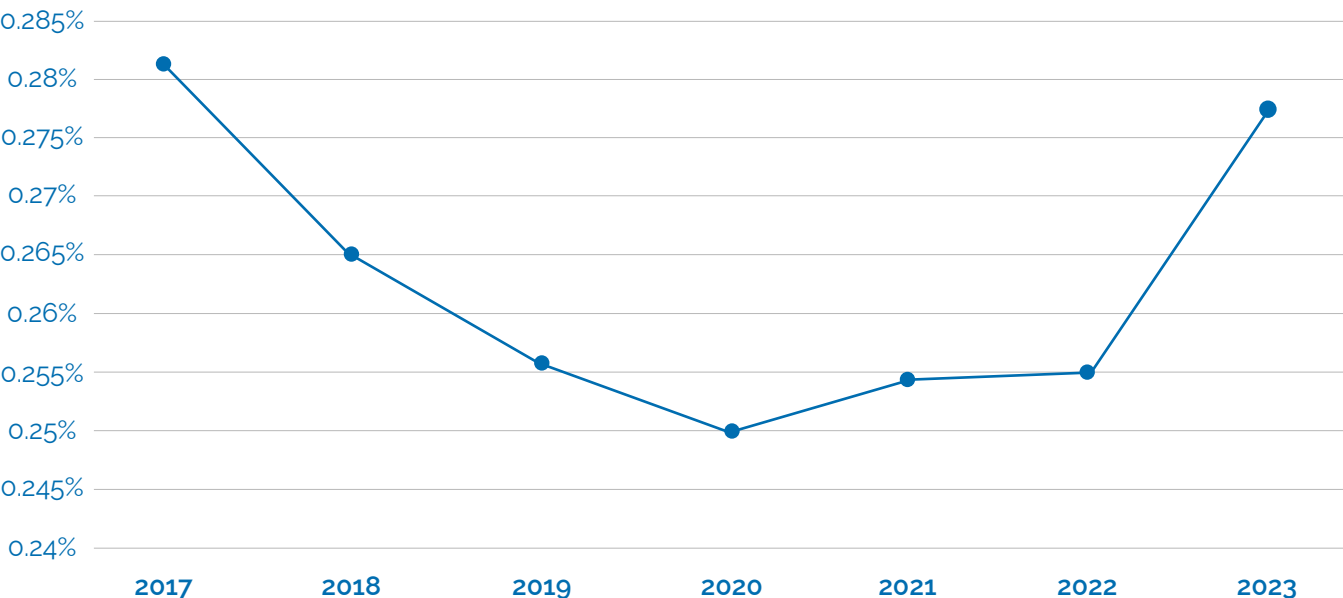
Property tax rate

Residential tax rates - total



Source: Revenue and Taxation Department

Residential tax rates - municipal portion



Source: Revenue and Taxation Department

2023 GTHA Residential & multi-residential property tax rates

Municipality	Residential rates		Multi-residential rates	
	%	Rank	%	Rank
Oshawa	1.3762	1	2.0759	6
Hamilton	1.3265	2	0.8033	23
Barrie	1.2912	3	1.2912	14
Brock	1.2808	4	1.6642	9
Clarington	1.2241	5	2.2580	3
Whitby	1.1994	6	1.5699	10
Ajax	1.1832	7	1.3389	13
Scugog	1.1773	8	2.1523	4
Pickering	1.1606	9	0.8210	22
Innisfil	1.0744	10	1.0688	18
Georgina	1.0688	11	1.5524	11
Brampton	1.0393	12	2.7552	1
New Tecumseth	0.9857	13	1.0744	17
Mississauga	0.8815	14	0.8290	21
Burlington	0.8614	15	0.6627	27
Halton Hills	0.8527	16	1.0750	16
Caledon	0.8415	17	0.9857	19
Newmarket	0.8413	18	0.8413	20
King	0.8290	19	1.3679	12
East Gwillimbury	0.8210	20	2.4361	2
Aurora	0.8033	21	2.0337	8
Whitchurch-Stouffville	0.7793	22	0.7793	24
Oakville	0.7604	23	2.0649	7
Vaughan	0.6951	24	1.1278	15
Richmond Hill	0.6915	25	0.6951	26
Toronto	0.6663	26	2.1062	5
Markham	0.6627	27	0.7793	24

Note: All numbers rounded to 4 decimal points
Source: 2023 Draft BMA Municipal Study data

2023 Net municipal levy per capita and per \$100,000 assessment

Levy per capita shows changes in levies relative to changes in population. As population increases, it might be expected that revenues and the need for service would increase proportionally, and therefore, that the level of per capita revenues would remain at least constant in real terms. However, this is not always the case as the cost of providing service is not directly related to population, but it may vary as a result of differences in: service levels, types of services, methods of providing services, assessment compositions, demand for services, location, demographics, age of infrastructure, user fee policies etc.

Analysis

The Town's levy is in the mid-range for the per capita indicator and in the low range of municipal rankings for the levy per \$100,000 assessment. Like other municipalities, the Town faces multiple pressures annually related to costs that are not readily controllable by the Town and that are increasing at a rate faster than inflation. As expenditure demands increase, the Town's options to meet those demands are restricted to efficiencies, user fees and, lastly, taxation. Also, levy increases are influenced by the internal policies and programs, such as support of ongoing contributions to reserves, which will impact the levy short-term but advance the Town's financial sustainability objectives in the long-term.

2023 Property taxes and water and wastewater costs as a percentage of income

These indicators show the allocation of gross income to fund municipal services in a typical household. The approach used to calculate taxes as a percentage of income was to compare the average income in a municipality against the tax burden using weighted median

dwelling values and applying the residential tax rate. The total municipal burden includes both, property taxes and water and wastewater costs on a typical residential property (assumed average annual consumption of 200 m³).

Net municipal levy

Municipality	2023 Levy per Capita	2023 Net Levy Per \$100,000 Weighted Assessment	Per Capita Ranking	Per \$100,000 Weighted Assessment Ranking
Milton	\$1,169	\$582	low	low
Brampton	\$1,396	\$883	low	mid
Markham	\$1,518	\$505	low	low
Newmarket	\$1,537	\$684	low	low
East Gwillimbury	\$1,588	\$660	mid	low
Georgina	\$1,621	\$909	mid	mid
Halton Hills	\$1,627	\$693	mid	low
Clarington	\$1,647	\$1,052	mid	mid
Toronto	\$1,678	\$497	mid	low
Ajax	\$1,685	\$1,024	mid	mid
Richmond Hill	\$1,691	\$537	mid	low
Oshawa	\$1,724	\$1,216	mid	high
Hamilton	\$1,744	\$1,096	mid	mid
Vaughan	\$1,753	\$541	mid	low
Aurora	\$1,762	\$648	mid	low
Caledon	\$1,771	\$687	mid	low
Mississauga	\$1,776	\$725	mid	mid
Whitchurch-Stouffville	\$1,791	\$641	mid	low
Brock	\$1,792	\$1,128	mid	mid
Burlington	\$1,850	\$707	high	low
Oakville	\$1,899	\$607	high	low
Whitby	\$1,995	\$1,060	high	mid
Scugog	\$2,082	\$1,019	high	mid
Pickering	\$2,137	\$982	high	mid
King	\$2,373	\$677	high	low
Benchmark Group Average	\$1,714	\$781		
GTHA Average	\$1,744	\$790		
Total Survey Average	\$1,611	\$918		

Source: 2023 Draft BMA Municipal Study data

Taxes and water/wastewater costs as a percentage of income

Based on the trends and the comparison with municipalities from the benchmark group and GTA, the Town has some tax capacity to increase the tax and water/wastewater levies and still be affordable. Any potential increases in tax and water/wastewater levies will assist in meeting legislated requirements for asset management and future planned capital infrastructure expenditures. Furthermore, alleviating the need to draw upon the Tax

Rate Stabilization Reserve and/or taking on new debt. There is always a desire to keep taxes and user fees as low as possible. Actions that increase employment activity, promote efficient service delivery, and leverage external resources such as grants, partnerships and volunteerism will help to ensure that the Town remains an affordable place to live and work.

Taxes and water/wastewater costs as a percentage of income

Municipality	2023 Property Taxes as a % of Household Income	2023 Total Municipal Burden as a % of Household Income	2023 Property Taxes as a % of Household Income Ranking	2023 Total Municipal Burden as a % of Household Income Ranking
Milton	2.7%	3.3%	low	low
Oakville	3.0%	3.5%	low	low
Halton Hills	3.0%	3.6%	low	low
Caledon	3.2%	3.6%	low	low
Burlington	3.2%	3.9%	low	low
Aurora	3.3%	3.9%	low	low
Clarington	3.5%	4.2%	mid	low
Vaughan	3.5%	4.1%	mid	low
East Gwillimbury	3.5%	4.5%	mid	mid
Toronto	3.6%	4.3%	mid	low
Newmarket	3.7%	4.7%	mid	mid
Whitchurch-Stouffville	3.7%	4.4%	mid	mid
Scugog	3.7%	4.4%	mid	mid
Brock	3.8%	4.7%	mid	mid
King	3.9%	4.6%	high	mid
Markham	3.9%	4.6%	high	mid
Whitby	3.9%	4.5%	high	mid
Georgina	4.0%	5.0%	high	high
Ajax	4.0%	4.7%	high	mid
Mississauga	4.0%	4.5%	high	mid
Pickering	4.0%	4.6%	high	mid
Brampton	4.2%	4.7%	high	mid
Richmond Hill	4.4%	5.1%	high	high
Oshawa	4.6%	5.5%	high	high
Hamilton	4.6%	5.3%	high	high
Benchmark Group Average	3.6%	4.4%		
GTHA Average	3.7%	4.4%		
Total Survey Average	3.6%	4.6%		

Source: 2023 Draft BMA Municipal Study data

Financial policies, strategies & plans

Financial policies are the guidelines and rules that govern the management, allocation, and use of a company's financial resources. Financial strategies are the methods and approaches a company uses to achieve its financial objectives, often involving investment decisions, capital structuring, and risk management. Financial plans are detailed outlines of how a company intends to achieve its financial goals, including projected revenues, expenses, cash flow, and capital requirements. The 2024-2026 Multi-Year Budgets are in compliance with the above-mentioned policies

Corporate Asset Management Policy (No. AP82)

The Asset Management Policy applies to asset life cycle management, which includes planning, design/construction/ acquisition, operation and maintenance, rehabilitation, renewal /disposal, and monitoring/reporting of owned in whole or in part, leased or operated Town assets.

Effective Date: July 2019

Expiry Date: Every four years or sooner as required

tinyurl.com/2c5wxth9

Investment Policy (No. AP84)

The primary objectives of the Investment Program, in priority order, shall be: 1. Adherence to statutory requirements; 2. Preservation of capital; 3. Maintaining liquidity; and 4. Earning a competitive rate of return

Effective Date: June 2023

Expiry Date: Every four years or sooner as required

tinyurl.com/5uxt2pxw

Corporate Debt Management Policy (No. AP85)

Debt policy sets forth the parameters for issuing debt and managing the debt portfolio guidance to decision makers.

Effective Date: August 2019

Expiry Date: Every four years or sooner as required

tinyurl.com/4rrj8mcd

Reserve & Reserve Fund Policy (No. AP86)

The policy provides guiding principles, objectives, management and administrative responsibilities, and standards of care.

Effective Date: July 2019

Expiry Date: Every four years or sooner as required

tinyurl.com/2n59k985

Operating & Capital Budget Policy (No. AP89)

The purpose of the Town of Whitchurch-Stouffville's Budget Policy is to ensure that all programs approved by Council are carried out within the allocations set out in the annual budgets; to recognize that Directors are accountable to the Chief Administrative Officer and to Council for managing their spending and revenues against budget approvals, and for the delivery of approved services in their departments; to ensure that variances from approved budgets are reported to the Treasurer and to the Chief Administrative Officer, as soon as practical and to recognize that budget planning and administration are a primary responsibility of management, with direction and approval by Council.

Effective Date: April 2020

Expiry Date: Every four years or sooner as required

tinyurl.com/3y6s4229

Multi-year Budget Policy (No. AP90)

The purpose of the multi-year budget policy is to define the approach to be used for multi-year budgeting and Council approvals.

Effective Date: July 2020

Expiry Date: Every four years or sooner as required

tinyurl.com/mr3uvcmc

2022 Asset Management Plan – Core Assets Report

This report provides an inventory, risk analysis, condition assessment for the core assets including the recommended minimum annual contribution to maintain these assets.

tinyurl.com/vw6dtakz

Definitions & glossary of terms

Financial definitions and glossaries of terms are comprehensive collections of terms and their meanings used in the field of finance. They include key concepts, instruments, and acronyms pertinent to financial markets, banking, investments, and economics. These resources are crucial for professionals, students, and anyone interested in understanding the complex language and principles governing financial activities and economic systems.

Accruals: Accruals are adjustments made to ensure that the financial statements reflect the economic reality of transactions. These adjustments involve recognizing revenues or expenses before cash is exchanged, based on the principle of matching expenses with revenues in the period in which they are incurred, to provide a more accurate representation of a company's financial position and performance.

Actual: actual revenue and expenses incurred by the corporation as opposed to budgeted revenue and expenses.

Advertising, Media & Public Relations: Cost incurred in promoting the Town such as publications, corporate website, public relations etc.

Amortization: Amortization refers to the process of spreading out the cost of an intangible asset or a tangible asset with a finite useful life over a period of time. This allocation of cost allows for the gradual recognition of the expense associated with the asset over its useful life rather than expensing it all at once.

Audited: an examination of the financial statements by an arms-length individual or corporation (typically auditors) to ensure the financial records of the corporation are fair and present accurately.

Annualization: the cost of a full year of operation.

Balanced Budget: total revenues equal total expenditures in a fiscal year.

Base Budget: budget resources that are required to maintain service levels as determined by the previous budget year.

Bill 124 Reserve Fund: is an obligatory reserve fund established to ensure that the Building Division operates as a self-sustaining operation. The reserve will be available to mitigate the risk associated with revenue shortfalls arising from an economic downturn and/or the financial impacts of unanticipated compliance costs. The Reserve is funded from the annual surplus of building permit revenues earned in the year over the direct and indirect costs associated with building code service delivery.

Capital budget (Program): A plan of proposed capital expenditures for acquiring capital assets and their financing sources.

Capital Expenditures: Capital expenditures, often abbreviated as "CapEx," refer to the funds a company invests in the acquisition, maintenance, or improvement of long-term assets that are essential for the company's operations and are expected to provide benefits over multiple accounting periods. These assets are typically not intended for immediate consumption but rather for long-term use in generating revenue or reducing future expenses.

Consumer Price Index (CPI): The CPI measures the average change in prices over time that consumers pay for a basket of goods and services, commonly known as inflation.

COVID-19 Operating Cost: these are COVID-19 related costs that were incurred during the pandemic that was not budgeted or planned.

Debt Financing: Representing interest charges for advancing long term loans.

Debt Principal: Representing long term debt principal payments and do not include debt financing charges.

Deferred Revenue: Represents cash that was received before the services are delivered. This is a liability as the municipality “owes” the service before it earns the revenue. The most notable example of deferred revenue in the operating budget are the Development Charges which service the long-term debt incurred to finance growth-related capital projects.

Development Charges Background Study: is a study that considers all the necessary direct and indirect infrastructure costs that support the development of a new community in a municipality by ascertaining a development charge that is then imposed on a developer.

Development Charges: are fees collected from developers at the time a building permit to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, water and sewer infrastructure, community centres and fire and leisure facilities.

Donations: Gifts of money conferred by a corporation or individual on the Town, normally accepted without any consideration.

Expenditures: The cost of goods and services acquired in a period, whether the payment has been made or invoices received.

Fleet and Equipment Reserve: Reserve established as a funding source for major repairs and replacement of the Town's rolling stock and operational equipment including vehicles, fire trucks, trailers and related equipment, and other major machinery and equipment; and Information technology assets, infrastructure and communications equipment, including software upgrades.

Fund: In accounting, a “fund” refers to a self-contained set of accounts, often used to segregate resources for specific purposes or activities within an organization. Funds are typically established to maintain control over financial resources and ensure that they are used for their intended purposes.

Grants (expense): Grants, either cash or in-kind, paid under memorandum of understandings (MOUs) and agreements. Include grant to Library, Latcham Gallery, Strawberry Festival etc.

Grants: Unconditional and Conditional transfer payments from the provincial and federal levels of government. Unconditional transfers are funds provided without any restriction on how they are spent. Conditional transfers are payments made to the Municipality for a specified purpose.

Insurance: Premiums paid for Town's general liability and other specialized insurance coverage (indemnity, cyber). Includes payments for claims up to the insurance deductible.

Interest & Bank Charges: Expenses associated with processing financial transactions and charged by financial institutions or by other bodies that process financial transactions. Examples includes bank charges and ActiveNet fees for recreation programs.

Investment income: Revenue earned from the Town's short and long-term investments.

Licenses & Fees: Expenses for licenses and fees such as computer licenses and specialty software.

Major Fund: In accounting, a “major fund” refers to a fund that meets specific criteria established by accounting standards, particularly those set forth by the Governmental Accounting Standards Board (GASB) for governmental entities. Major funds are significant components of an organization's financial reporting and are required to be presented separately in the financial statements.

Materials, Supplies & Maintenance: Cost of consumables used in operations. Include general materials

and supplies, office supplies and equipment maintenance, and other miscellaneous expenses.

MPI – Municipal Price Index: Serves to measure inflation for the Town and reflects the mix of goods and services purchased by the Town.

(Net) Operating Surplus/Deficit: The difference between Revenues and Expenditures not allocated to Capital Budget or Reserve Funds. An excess of revenue is a Surplus. An excess of expenditures is a Deficit.

One-time item: an item only approved for the current budget year and is not part of the base budget

Operating budget (Program): A plan of financial operation embodying an estimate of proposed revenue and expenditures for a given period (typically a fiscal year).

Penalties, Interest & Fines: Charges imposed on overdue and unpaid taxes or failure to comply with the Town's by-laws. They arise from regulatory and enforcement activity.

Personnel Expenditures: Salaries, wages and benefits for the full time, part time and temporary staff and training and memberships in professional organizations.

Professional & Contracted Services: Services provided by a third party on behalf of the Town. Examples include: waste disposal, winter maintenance, Central York Fire, contracted services for subdivisions (offset in revenue), maintenance and cleaning contracts, as well as professional services such as consulting fees, legal fees, audit etc.

Professional Development: Expenses for staff training and membership in professional organizations

Program supplies and services: Cost of supplies and services to run the recreational and other Town's programs.

Property Maintenance: Operating cost incurred to keep the Town's assets in good working condition such as roads, buildings, trees, parks, etc.

Property Taxes: Tax levied upon property, essentially defined as all land and buildings, and certain other types

and fixtures. It's the main source of revenue for the Municipality.

Recoveries – External: Revenues for services provided to external organization or entities such as developers, York Region etc.

Recoveries - Internal Revenue: Revenues for services that are provided between Town departments and programs or between tax-based and rate-based budgets. The internal revenues nets against expenses incurred in various departments, so the overall budget impact is zero. Examples include: revenue from the support of the Building department, stormwater management recovery, facilities and equipment rental revenue, fuel and insurance allocation etc.

Recoveries-Internal Expenses: Expenses for services provided between Town departments and programs or between tax-based and rate-based budgets. Examples include: facilities and equipment rentals cost, direct and indirect cost to support the Building department etc.

Rental Income: Revenue derived from renting of the Town's facilities such as arenas, halls, sport fields etc. Include ice rental, events rental etc.

Repair and Rehabilitation Reserve: Reserve established as a funding source for major rehabilitation, repairs, restorations, upgrades or replacement of the Town's capital infrastructure assets.

Revenue: The income that is received such as property taxes, user fees, grant transfers and miscellaneous revenues.

Safe Restart Agreement: Under the Safe Restart Agreement the Province will provide funding to support Ontario in addressing additional infection, prevention and control measures, reducing the backlog of non-COVID-19 procedures, and preparing for surge capacity.

Safe Restart Funding: A grant that does not require repayment from the Province under the Safe Restart Agreement that was made available in July 2020.

Salaries & Benefits: Payments for salaries and benefits for the full-time staff.

Sale of property: Revenue from the sale proceeds of a real property owned by the Town.

Strategic Initiative Reserve: Reserve established to fund projects that enhance the quality of life in the Town, enable the achievement of new service level standards, facilitate organizational efficiency or are required by legislation or regulation.

Tax Levy: portion of funds collected through property taxes

Tax (Rate) Stabilization Reserve: Reserve established to provide funding for one-time or temporary events that put significant pressure on the tax rate. The reserve can also be used as a temporary source of working capital to fund day-to-day operations of the Town and to provide the ability to meet current liabilities prior to the receipt of tax levies and other revenues.

Tax Supported Budget: Budget supported by property taxes, user fees and other revenues that may be used for funding of the ongoing operating expenditures.

Net Tax Levy: the portion of the operating budget that must be paid by the tax levy after all revenue and other funding sources (grants /user fees) and expenses.

Transfers from Reserves: Contributions from reserves to fund operating expenditures. It also includes the funds received from the Federal Gas Tax that offset with the Transfer to Federal Gas Tax Reserve Fund.

Transfers to Reserves: Contributions from the operating budget to Reserves and Reserve Funds such as New Infrastructure Reserve, Rehabilitation and Repair Reserve, Federal Gas Tax Reserve Fund.

Unaudited: represent numbers that have not been officially examined by an arms-length individual or corporation (typically auditors).

User Fees: Charge levied upon an individual/business for the use of a specific municipal service. Examples include recreational and cultural facilities such as pools and community centres, water supply, sanitary sewage, garbage collection and waste management, Planning Act

Fees, Town legal fees for development agreements, licenses and permits etc.

Utilities & Telecommunication: Expenses including hydro, gas, water, telephone, cell phone, Internet, and the corporate network. incurred by the Town's facilities. Hydro includes streetlights consumption.

Vehicle Operations: Cost incurred for the Town's vehicles such as fuel, repair and maintenance.

Working Capital Reserve: Same as Tax Rate Stabilization Reserve. As an optimization strategy recommended by the Reserves and Reserve Fund Policy the Working Capital Reserve was consolidated with the Tax Rate Stabilization Reserve. These reserves were both intended to address risks associated with financial uncertainties and cash flow requirements.

Write Offs: Property taxes and other receivables that are deemed uncollectible and are considered bad debt.

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



townofws.ca

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



myStouffville.ca

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

Town of Whitchurch-Stouffville
111 Sandiford Drive
Stouffville, ON L4A 0Z8

Telephone: (905) 640-1900
Toll Free: (855) 642-8696
Fax: (905) 640-7957

