# Town of Whitby

# Staff Report

whitby.ca/CouncilCalendar

## Report Title: Community Strategic Plan – 2023 Annual Progress Report

**Report to:** **Committee of the Whole**

**Date of meeting:** January 15, 2024

**Report Number:** **CAO 02-24**

**Department(s) Responsible:**

Office of the Chief Administrative Officer

**Submitted by:**
Sarah Klein, Director, Strategic Initiatives

**Acknowledged by M. Gaskell, Chief Administrative Officer**

**For additional information, contact:**

Sarah Klein, Director, Strategic Initiatives, x.4302

## 1. Recommendation:

1. **That Report CAO 02-24 be received for information.**

## 2. Highlights:

- The 2023-2026 Community Strategic Plan was approved by Council in June 2023. This is the first annual report on the progress to date on the 62 Actions identified under 4 Pillars and 13 Objectives.
- After 6 months, 1 Action (2%) is complete, 57 Actions (92%) are in progress and 4 Actions (6%) are not started.
- Since the approval of the Plan, financial investment for four projects, totalling $155,573,886 has been approved by Council to support physician recruitment, Rowe House repairs and the construction of the new Whitby Sports Complex.
- Many of the remaining Actions require additional investment of staff resources, capital, and/or operating budgets. These initiatives will be brought forward for Council approval through the annual budget process.

## 3. Background:

Council endorsed the Community Strategic Plan in June 2023 which provides a roadmap for how Town Council and staff will work together to deliver on community priorities over the next four years. The Community Strategic Plan includes a Community Vision, Corporate Mission, Corporate Values, four Strategic Pillars, 13 Objectives, and

62 Actions. As part of the development of the Plan, a commitment to transparency and timely reporting was identified as a priority of the community and feedback identified that annual reporting at the Action level was recommended. As such, this Report presents the first annual report of the 2023-2026 Community Strategic Plan highlighting the progress to date at the Action level.

## 4. Discussion:

There have been a number of significant accomplishments related to the Community Strategic Plan and these are highlighted in Attachment 1. This summary outlines the top accomplishment to date for each Objective. The Community Strategic Plan includes 62 Actions and after 6 months of progress, 57 Actions are in progress, 1 Action is complete and 4 Actions are not started. A full listing of all 62 Actions including their status, measures of progress and details on the progress achieved in 2023 is included in Attachment 2.

Since the approval of the Community Strategic Plan in June 2023 and despite project delays caused by the labour disruption, staff are very pleased with the current advancements in fulfilling the Plan's priorities. This dedication plays a crucial role in enhancing Whitby as an exceptional place to live, work and explore.

## 5. Financial Considerations:

There are 62 Actions identified to move forward and realize the Community Strategic Plan. When the Plan was approved, it was identified that 39 of the 62 Actions will require Council approval of additional funding in future budgets to implement. That is additional capital investments, staff resources, and/or other operating budgets.

Since the approval of the Plan in June, a number of one-time financial investments have been approved through Staff Reports to support the implementation of Community Strategic Plan Actions. These include the following:

| Action | Project | Report & Date | Budget Approved |
|---|---|---|---|
| 1.1.6 | Regional 2023 Family Physician Recruitment Program | CAO 17-23 (June 2023) | $20,000 |
| 1.1.6 | Family Physician Recruitment Incentive Partnership Pilot Program | CAO 20-23 (July 2023) | $300,000 |
| 2.3.2 | Whitby Sports Complex | FS 24-23 (July 2023) | $154,853,886 |
| 2.3.3 & 2.3.6 | Rowe House Repairs | CMS 09-23 (November 2023) | $400,000 |

Staff will continue to bring forward the incremental costs to support projects and initiatives to advance the priorities of the Community Strategic Plan for Council's consideration through Staff Reports and the Town's annual budget process. If the funding is not secured, implementation of certain components of the Plan may be deferred. Deferral of Actions, if any, will be communicated in future annual reporting for the Community Strategic Plan.

## 6. Communication and Public Engagement:

Community and staff engagement was a priority in developing the Community Strategic Plan with over 3,000 individuals providing input on its development. Since the approval of the Plan, accomplishments related to Community Strategic Plan Actions have been shared at ConnectWhitby.ca/CommunityPlan. Progress on the implementation of the Community Strategic Plan has also been highlighted through speaking engagements, earned media opportunities, digital storytelling opportunities through owned channels, including social, presentations, and Council reports.

Community engagement opportunities and regular status updates on the Plan continue to be shared through all the Town's channels.

Communications strategies to share the 2023 progress on the Community Strategic Plan are currently underway and will leverage paid, owned and earned opportunities.

## 7. Input from Departments/Sources:

Staff from across the organization have been identified as leads on each of the Strategic Plan Action items and are responsible for providing updates on their progress to date related to the 62 Actions.

## 8. Strategic Priorities:

The development of the Community Strategic Plan establishes the Strategic Priorities for the organization. As such, the Corporate Strategic Plan, Departmental Strategies, and Master Plans were considered in creating the Plan to ensure alignment. In addition, accessibility and sustainability are identified as priorities in the Objectives and Actions. Following approval of the Community Strategic Plan, this section of the report template was updated, requiring all future Staff Reports to identify how they support and align with the Community Strategic Plan.

## 9. Attachments:

Attachment 1: Community Strategic Plan 2023 Progress Report - Summary

Attachment 2: Community Strategic Plan 2023 Progress Report - Detailed










TOWN OF WHITBY

# Community Strategic Plan

## 2023 Progress Report

connectwhitby.ca/CommunityPlan

Whitby

# Whitby's Neighbourhoods
## Safe, Healthy, & Inclusive

Healthy and inclusive neighbourhoods are safe and welcoming. They provide equitable access to municipal programs and services, and support the health and well-being of all residents, at all ages and stages of life.

### Key Deliverables & Top Achievements:

**1.1.6 Work with partners to increase access to family physicians**

- Launch of Family Physician Recruitment Incentive Partnership Pilot Program with Oshawa Clinic Group to recruit and retain ten new family doctors to the West Whitby Health Centre.

**1.2.2 Enhance Whitby's culinary and live music sectors through collaborative partnerships**

- Launch of second edition of Whitby's Food Guide which won a national marketing award.

**1.3.5 Work with partners to address food security**

- Feed the Need partnership approved to establish a market model food bank at Iroquois Park Sports Centre in Spring 2024.

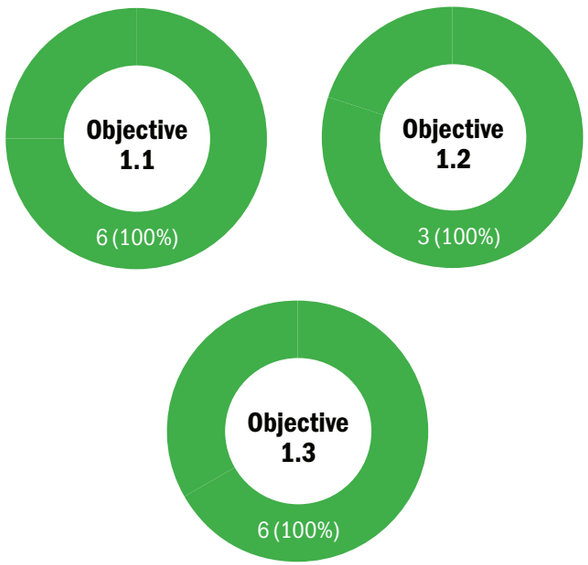
### Overall Status of Pillar 1 Action Items:

**0** Not Started

**15** In Progress

**0** Complete

### Progress of Pillar 1 Action Items:




| Objective | Not Started | In Progress | Complete |
|---|---|---|---|
| 1.1 | 0 | 6 (100%) | 0 |
| 1.1 | 0 | 3 (100%) | 0 |
| 1.1 | 0 | 6 (100%) | 0 |

# Whitby's Natural & Built Environment
## Connected & Resilient

Connected and resilient natural and built environments demonstrate a commitment to plan for and invest in green space and quality infrastructure to support the needs of a growing and changing community. It involves promoting environmental stewardship and building resilience to climate change while enhancing community beautification.

### Key Deliverables & Top Achievements:

**2.1.4 Implement corporate plan to achieve zero-carbon emissions by 2045**

2023 Budget includes $721,080 for Zero Carbon Whitby projects with a total estimated GHG emissions savings of 165,373 KgCO2e.

**2.2.2 Increase active transportation facilities, including trails, multi-use paths and bike lanes, across the community, considering the Active Transportation Plan**

Increased bike lanes by 1.01km in 2023.

**2.3.2 Construct the Whitby Sports Complex**

Council approved the budget for the new Whitby Sports Complex in July 2023 and ground breaking ceremony took place in September 2023.

**2.3.7 Repurpose the historic Pumphouse for a new gathering place**

Whitby Council approved Town Brewery pop up operation at the historic waterfront Pump House building.

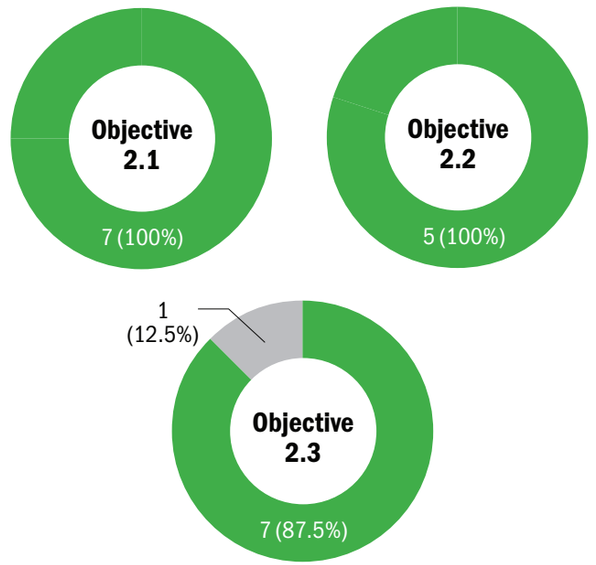
### Overall Status of Pillar 2 Action Items:

**0**
Not Started

**19**
In Progress

**1**
Complete

### Progress of Pillar 2 Action Items:




| Objective | Not Started | In Progress | Complete |
|---|---|---|---|
| **2.1** | 0 | 7 (100%) | 0 |
| **2.2** | 0 | 5 (100%) | 0 |
| **2.3** | 0 | 7 (87.5%) | 1 (12.5%) |

# Whitby's Economy
## Innovative & Competitive

An innovative and competitive economy is premised on collaboration and partnerships that maximize opportunities for business and employment growth. This is achieved through business retention and attraction, promotion of tourism, agriculture, and other sectors.

### Key Deliverables & Top Achievements:

**3.1.2 Expand Whitby's commercial and industrial tax base**

Significant openings include Amazon Whitby YMH6, Longo's Plaza and Thermo Fisher addition.

**3.2.3 Expand the business retention and expansion program**

Economic Development staff met with 34 businesses as part of the Business Retention an Expansion Program.

**3.3.2 Increase supports offered to tech-based businesses in partnership with Whitby's technology accelerator (1855 Whitby)**

Partnered with BACD in the delivery of a Generative AI training session for business presented by Digital Main Street.

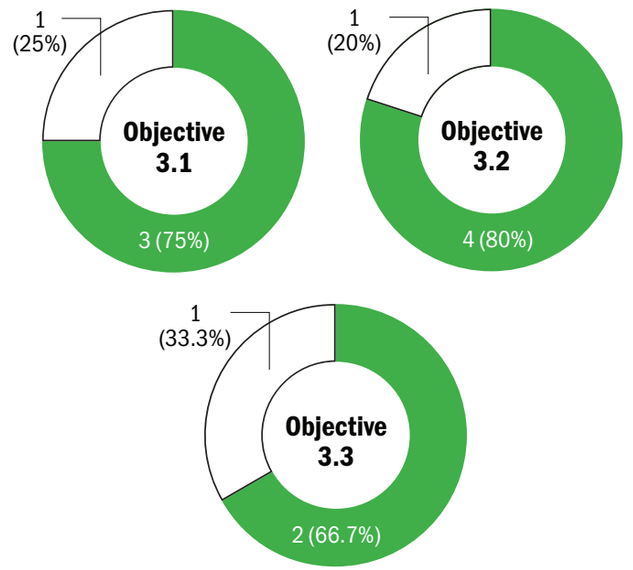
### Overall Status of Pillar 3 Action Items:

**3** Not Started

**9** In Progress

**0** Complete

### Progress of Pillar 3 Action Items:




| Objective | Not Started | In Progress | Complete |
|---|---|---|---|
| **3.1** | 1 (25%) | 3 (75%) | 0 |
| **3.2** | 1 (20%) | 4 (80%) | 0 |
| **3.3** | 1 (33.3%) | 2 (66.7%) | 0 |



# Whitby's Government
## Accountable & Responsive

Accountable and responsive government is customer service-driven. It is focused on efficiency, effectiveness, value for money, and financial sustainability. It is premised on the best use of technology, transparent and open decision-making, meaningful engagement, and a commitment to continuous improvement. It is forward-thinking, prioritizing strong community partnerships and integrating good urban planning to ensure the community's sustainable future.

### Key Deliverables & Top Achievements:

**4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities**

Recipient of $2.6M Active Transportation Fund grant from Federal government for waterfront trail enhancements and construction.

**4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market**

Market Review is underway and findings will be presented to Council in early 2024.

**4.3.5 Provide timely and transparent reporting to the community, staff and Council**

First annual report on progress of Community Strategic Plan shared with Council in January 2024 highlighting that 92% of actions items are in progress.

**4.4.1 Deliver services that respond to community needs while balancing the impact to taxpayers**

Participatory Budget pilot introduced as part of the 2024 Citizen Budget Engagement.

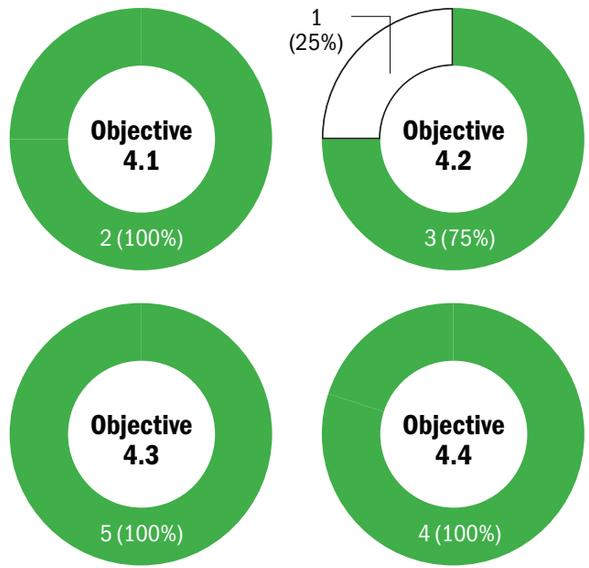
### Overall Status of Pillar 4 Action Items:

**1**
Not Started

**14**
In Progress

**0**
Complete

### Progress of Pillar 4 Action Items:




| Objective | Not Started | In Progress | Complete |
|---|---|---|---|
| **4.1** | 0 | 2 (100%) | 0 |
| **4.2** | 1 (25%) | 3 (75%) | 0 |
| **4.3** | 0 | 5 (100%) | 0 |
| **4.4** | 0 | 4 (100%) | 0 |

# STRATEGIC PILLAR 1

## Whitby's Neighbourhoods - Safe, Healthy, & Inclusive

| **Objective 1.1: Improve community safety, health and well-being** | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 1.1.1 Advocate for and secure property for a new hospital | Property for hospital secured. | In Progress | The Whitby Hospital Task Force are working with the Ministry of Transportation on the land acquisition process.<br>The Town of Whitby launched an education campaign, Durham Health Matters, delivered mainly through social, with facts about the need for more healthcare infrastructure (including a hospital), family doctors, and mental health supports in Durham.<br>Successful delivery of Durham Health Matters community education awareness campaign which raised awareness of the need for a new hospital. |
| 1.1.2 Advocate for new Emergency Medical Services facility (paramedic station) in Whitby | Emergency Medical Services facility planned in Whitby. | In Progress | Region of Durham approved a location in Whitby (632 Dundas Street West) for a new paramedic station to be designed and constructed in 2024-2025. |
| 1.1.3 Identify opportunities to improve road safety by developing and implementing a traffic calming and safety policy and identify opportunities to reduce traffic congestion | Traffic calming policy approved.<br>Traffic calming elements implemented on 10 streets annually. | In Progress | Tender for Traffic Calming on 10 streets was completed and closed. Approval of successful bidder and construction has been delayed. |

| Objective 1.1: Improve community safety, health and well-being | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | Tender for Traffic Calming Policy is nearing completion. Tender anticipated to be issued in 2024.<br>Community Safety Roundtable Summit was hosted between the Town, schools boards, and Durham Regional Police Service to discuss traffic calming and partnerships to support safety. |
| 1.1.4 Partner with Durham Region to implement the Community Safety & Well-Being Plan which addresses criminal involvement, experiences of racism, homelessness and basic needs, mental health, social isolation, substance use, and victimization | Whitby participation on the Area Municipal Working Group to ensure collaborative implementation of the Community Safety and Well-Being Plan. | In Progress | Municipal representation and participation at quarterly Area Municipal Working Group meetings and 2 workshops to support the plan to address Community Safety and Well-Being.<br>Active participation and representation of Whitby's needs on Area Municipal Working Group. |
| 1.1.5 Review and plan for fire services to address growth of community | Update Fire Master Plan.<br>Begin implementation of recommendations of the Fire Master Plan. | In Progress | Budget allocated in 2024 to develop next Fire Master Plan. Identified key need in public safety. Given the first line of defence is public education, a Public Education Officer/Public Information Officer was hired. Community Risk Assessment being finalized which supports the development of the next Fire Master Plan. |
| 1.1.6 Work with partners to increase access to family physicians | Partner with Region of Durham to create a family physician recruitment program. | In Progress | Launched the Family Physician Recruitment Incentive Partnership Pilot Program in July 2023 in partnership with the Oshawa Clinic Group. Through |

| Objective 1.1: Improve community safety, health and well-being | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | Implement, track and monitor impact of program annually. | | the program, up to 10 family doctors will be provided with an incentive of $50,000 each over a five-year term, funding for which will be equally shared between the Town and the Oshawa Clinic Group. These new family doctors will work at the future West Whitby Health Centre, which will open in 2024. The Town of Whitby has also partnered with the Region of Durham and neighbouring municipalities to develop a Regional Family Physician Recruitment Program. This includes a welcome and settlement program for the students in the Queen's-Lakeridge Health MD Family Physician training program and plans to establish a Family Physician Recruitment & Retention Program. |

| Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 1.2.1 Enhance Town-led and community-based events and festivals that celebrate diversity | Launch New Town Signature Event, celebrating Whitby's diversity. Approve one new Third Party Event Permit annually showcasing culturally diverse programming. | In Progress | Exit Survey completed at Harvest Festival. Connect Whitby survey for new signature event scheduled; outline of event plan and discussions with possible partners have taken place. |

| Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | Complete one Exit Survey annually at a Town event. | | In 2023, there was an increase in third party event permits with two focused on cultural diversity (India Day and Diwali).<br>The Town hosted National Indigenous People's Day at Celebration Square and at Canada Day, the Theme was "Around the World". Two large maps were displayed, and visitors were able to mark with a dot where they were from. Attendees were from over 322 locations in the world representing all countries.<br>Whitby Lights the Night and Holiday Festival hosted "How do you celebrate the holidays wall".<br>Culture Pop-up event hosted Sunset Tango and plans to promote various cultures and dance styles will occur in 2024.<br>All events are now able to promote on the Town's Calendar of Events opening the ability to celebrate the diversity of our community. |
| 1.2.2 Enhance Whitby's culinary and live music sectors through collaborative partnerships | Offer 2 additional Music in the Park events annually.<br>Increase musical pop-up events by 10%.<br>Release one food guide every 2 years. | In Progress | Whitby Food Guide saw a 300% increase in page views over the 2022 version for the first five months after May launch. (9,814 views in 2023 versus 3,000 for all of 2022). Whitby's Food Guide was recognized for marketing excellence with the top |

| Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | Target 10% increase in page visits to the digital Food Guide annually.<br>Establish online musician roster to enhance live music opportunities. | | Marketing Canada Award for a single publication from the Economic Developers Association of Canada (EDAC). This response to Whitby's Food Guide signals the growth of Whitby's culinary scene and the Town's commitment to the ongoing success of its food and beverage industry.<br>Participation in the Great Taste of Ontario Passport program to promote our culinary scene in collaboration with Culinary Tourism Alliance.<br>Annual Call for Performers open to all musicians in Durham Region. This year, the Town supported 30 musicians through four different events (Music in the Park, Canada Day, Harvest Festival and winter events).<br>Supporting and collaborating with the Region on the Region Music Strategy<br>3-year MOU with Canadian Musicians Cooperative to collaborate and support youth musicians through a community performance program at selected locations in Whitby. |
| 1.2.3 Invest, promote, and strengthen the local arts, culture, heritage, and creative sector | Public art policy approved.<br>Increase Culture contact list by 5 entries annually.<br>Increase the number of social media posts by 25% annually on #explorewhitby Instagram page. | In Progress | Draft of Public Art Policy reviewed by the Steering Committee and anticipated to be brought forward to Council in January 2024.<br>A total of 15 new contacts added to the Culture Contact list in 2023 and invited |

| Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | Target 10% increase in website visits and social media analytics annually.<br>Increase investment in Culture budget. | | to the annual Culture Roundtable event.<br>Creation of the new #explorewhitby Instagram page that supported a total of 125 posts (as of Dec 1, 2023) and 714 followers in its first year launched.<br>Launch of the Arts and Culture website with total website visits of 3,527 views.<br>Approval of the semi-permanent closure of Roebuck Street from June to September in 2023, supporting 5 local artists to paint artistic designs on the concrete barriers and a road mural.<br>Unveiling of the Sir William Stephenson bust at Sir William Stephenson Public School in collaboration with the sculpture artist, Ruth Abernathy.<br>Installation of QR Codes throughout Whitby's Arts Trail to provide a user-friendly way to learn about Whitby's Public Art.<br>Launch of the Culture Pop-Up series with Whitby Paint Night in June with local artist Sarah Shaw followed by Sunset Tango interactive dance lesson accompanied by live music. |

| Objective 1.3 Provide accessible and inclusive municipal services and programming | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 1.3.1 Continue to collaborate with non-profit organizations to anticipate and deliver changing community program and service needs | Establish Network of Non-Profit organizations serving Whitby.<br>Coordinate an annual meeting to provide the opportunity to collaborate on specific areas of interest. | In Progress | In 2023, food bank and faith group round table meetings were held to discuss collaborative actions to address community needs. |
| 1.3.2 Develop the Parks and Recreation Master Plan and deliver identified recreational programs | Parks and Recreation Master Plan approved.<br>Implement 20% of identified actions in the Plan. | In Progress | In 2023, phase 1 stakeholder and community engagement activities were completed, and a Council update was provided which included the Background Community Engagement and Summary Report. Following the Council update, the Consultants have developed draft recommendations which are currently being reviewed by staff. |
| 1.3.3 Expand recreation opportunities and increase participation in recreation programs and activities, specifically for 55+ and youth | Increase participation rates in recreational swim and skate programs by 3% per year.<br>Increase 55+ Recreation program capacity for directly provided registered programs by 3% per year.<br>Increase youth room visits by 5% per year.<br>Increase annual number of unique users for directly provided registered programs by 3%. | In Progress | Increase in number of opportunities for residents 55+ to stay active and be involved in the community. Increased enrollments from Spring 2023 to Fall 2023 for 55+ area as follows:<br>Spring 2023<br>2299 Enrolments in courses/leagues/events<br>210 Courses/Leagues/Events offered<br>33 Drop-in programs offered<br>8 Pickleball opportunities<br>16 Virtual<br>2569 Members |

| Objective 1.3 Provide accessible and inclusive municipal services and programming | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | Fall 2023<br>2569 Enrolments in courses/leagues/events (12% increase from spring)<br>219 Courses/Leagues/Events offered (4% increase from spring)<br>34 Drop-in programs offered (.03% increase from spring)<br>14 Pickleball opportunities (6.25% increase from spring)<br>21 Virtual (15% increase from spring – grant funded)<br>2643 Members (3% increase from spring)<br><br>For Drop-in activities (youth rooms, recreational swimming and skating) statistics have been negatively impacted by the CRC closure and labour disruption in 2023. |
| 1.3.4 In collaboration with partners, support the implementation of Durham Region's Housing Plan regarding affordability and diversity of housing | Report on number of purposes built rental and secondary suites approved.<br>Monitor, measure, and report on diversity of housing approvals. | In Progress | Monitored housing-related development approvals (subdivisions, site plans, rezoning) for input to department and agency initiatives (e.g. Envision Durham; Development Charge review/updates; growth forecasts). Provided input to Region of Durham |

| Objective 1.3 Provide accessible and inclusive municipal services and programming | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | regarding development approvals and forecasted growth.<br><br>2023 Building Permits (year to date to October 31): 600 total with 1/3 (203) accessory apartments and 1/3 (218) apartments.<br><br>2023 newly registered plans YTD: includes 1,174 units, with 470 singles, semis and links, 179 townhouses and 525 apartments.<br><br>2023 Council approved Plans of Subdivision: includes 1,051 units, with 55% singles, semis and links, 39% townhouses and 6% apartments. |
| 1.3.5 Work with partners to address food security | Develop food security action plan.<br>Implement one new action annually. | In Progress | Gathered food security partners for discovery meeting to establish the Whitby Food Security Network. This is a collective of non-profit agencies, charitable organizations, faith groups, individuals with lived experience, government, and others working to address food security in the Whitby community. This network collaborating to share knowledge and strengthen the food security system for everyone, especially for vulnerable and at-risk individuals in Whitby. |

| Objective 1.3 Provide accessible and inclusive municipal services and programming | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | Food bank map (printable and GIS map) created and shared with Whitby Food Security Network, and as a resource to the community via Whitby.ca/CommunitySupports in summer 2023.<br>Feed the Need partnership approved to establish a market model food bank at Iroquois Park Sports Centre in Spring 2024. The goal is to provide a more accessible, dignified, and equitable way for individuals to access food bank services and healthy food options in a community setting evenings and/or weekends for working families and individuals.<br>The Mayor's Community Development Fund provided Feed the Need with a $15,000 Lead Grant to establish this marketplace model in Whitby as well as providing a grant of $5,000 to We Grow Food's Edible Garden project, St. Mark's United Church Food & Benevolence Outreach Program, and Salvation Army Food Bank. |
| 1.3.6 Work with partners to support and connect individuals experiencing homelessness with shelter and support services | Partner with the Region of Durham to establish a community hub providing shelter and social services. | In Progress | Established Whitby's Homelessness Task Force to focus and partner on several initiatives related to shelter, food security, and other supports for those experiencing homelessness. A webpage has been created that |

| Objective 1.3 Provide accessible and inclusive municipal services and programming | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | includes resources and information available to help those experiencing homelessness: whitby.ca/CommunitySupports.<br>Encampment procedures have been developed to guide staff and partners in providing outreach services to persons experiencing homelessness and living outside in public spaces by providing individuals with access to alternative solutions prior to any enforcement action being taken by the Town of Whitby.<br>The Town of Whitby also approved an agreement with the Region of Durham for the operation of the 1635 Dundas Shelter. |

# STRATEGIC PILLAR 2

## Whitby's Natural & Built Environment - Connected & Resilient

| **Objective 2.1: Demonstrate environmental leadership in sustainability and addressing climate change** | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 2.1.1 Develop community climate mitigation measures to achieve zero-carbon emissions by 2045 | Develop Community Mitigation Plan as a part of the Climate Emergency Response Plan - Phase 2.<br>Implement a minimum of one action from the Climate Emergency Response Plan. | In Progress | Community consultation and engagement completed to inform the development of the Mitigation Plan. Climate Emergency Response Plan-Phase 2: Mitigation Plan endorsed by Council in December 2023. |
| 2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments | One alternate energy system introduced. | In Progress | Whitby Sports Complex design and budget approved by Council which includes an alternate energy system (geothermal exchange system) to provide the heating and cooling for the complex. Completion of the detailed design for the Whitby Sports Complex's geothermal exchange system. |
| 2.1.3 Implement actions to increase community resilience to the impacts of climate change | Implement a minimum of three actions annually from the Climate Emergency Response Plan - Phase 1: Community Resilience Plan. | In Progress | Thirteen of the Climate Emergency Response Plan - Phase 1: Community Resilience Plan's actions have been implemented with two complete and 11 ongoing. Major actions implemented, include: the implementation of the four-year Community Greening Program in partnership with LEAF, through which 600 trees were planted in 2023 by the community, and the initiation of the Pilot Sustainable Neighbourhood Action |

| Objective 2.1: Demonstrate environmental leadership in sustainability and addressing climate change | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | Program in partnership with the Central Lake Ontario Conservation Area. |
| 2.1.4 Implement corporate plan to achieve zero-carbon emissions by 2045 | Achieve 20% GHG emissions reduction. | In Progress | In 2023, Council approved a one-time funding of $721,080 to prioritize zero carbon projects from the Zero Carbon Whitby Costing Study, to facilitate the Town staying on track to achieve its corporate GHG emissions reduction targets. Several Zero Carbon Projects have been implemented or commenced in 2023, which has allowed the Town to stay on track to achieving short-term 2025 target of 20% GHG emissions reduction. Installation of the first heat pump at a Town Facility - 117 King Street. The Town has established itself as a leader in the community with Town staff being trained on how to maintain this new equipment. |
| 2.1.5 Implement Green Standard Incentive Program focused on encouraging adoption of sustainable development practices | Incentive Program Developed. Observe 5% increase in applications achieving higher tiers. | In Progress | The development of the incentive program is underway in partnership with Durham Region, the City of Pickering, the Municipality of Ajax. A detailed review of potential tools to incentivize residential developers to voluntarily achieve the highest tier in the energy codes has been completed. Based on the feedback received from the development community a potential program has been proposed |

| Objective 2.1: Demonstrate environmental leadership in sustainability and addressing climate change | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | and has been presented to the development community for feedback. In 2023, Sustainability reviewed 95 Whitby Green Standard applications at various stages in the development application process. Of the 95 applications, five were approved and signed off on, of which four have committed to achieve Tier 1, and one has committed to achieve Tier 3. The development achieving Tier 3, is a municipal development, the new Whitby Sports Complex. As per Council's direction Tier 3 of the Whitby Green Standard is the minimum requirement that all new municipal buildings must achieve. |
| 2.1.6 Promote the use of electric vehicles and lead by example by implementing electric vehicles in the Town's municipal fleet | Increase electric vehicle chargers at municipal facilities by 50%.<br>20% of fleet passenger vehicles will be electric. | In Progress | In 2023, that Town was successful in securing funding through Round 3 and Round 4 of the Natural Resources Canada's Zero Emission Vehicle Infrastructure Program, to expand the Town's EV Charging Station network in 2024 and 2025. The Town has commenced the planning and engineering process for the EV Charging Stations that will be installed in 2024.<br><br>In 2023, 10 Plug-in Hybrid vehicles were added to the Town's Fleet. In addition, Fleet Services has been aiming to |

## Objective 2.1: Demonstrate environmental leadership in sustainability and addressing climate change

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| | | | reduce the size of vehicles and investigating purchasing pick-up trucks compared to the standard half-ton to further assist with reducing GHG emissions. |
| 2.1.7 Update Whitby Green Standard designed to advance sustainable development in the community | Whitby Green Standard updated. | In Progress | A Request for Proposals has been issued to hire a consultant to lead the update of the Whitby Green Standard to advance the overall sustainability requirements for new developments in Whitby. |

## Objective 2.2: Enhance community connectivity and beautification

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| 2.2.1 Improve wayfinding including signage at parks and trails | Increase wayfinding signage of parks and trails by an average of 10% annually. | In Progress | The new Accessible Signage and Wayfinding Study was completed and approved by Council following the preparation of the 2023 Capital Budget. The study recommendations for wayfinding signage have been included in the Capital Budget forecast. |
| 2.2.2 Increase active transportation facilities, including trails, multi-use paths and bike lanes, across the community, considering the Active Transportation Plan | Increase bike lanes by an average of 2km annually.<br>Increase the number of kilometers of multi-use paths and trails, year over year. | In Progress | A total of 1.01 km of bike lane installed along the following two streets:<br>1) Crawforth Street/Kathleen Street between Thickson Road and Dundas Street (length: 0.51 km)<br>2) Bonacord Avenue between McQuay Boulevard and Mackey Drive (length: 0.5 km). |

| Objective 2.2: Enhance community connectivity and beautification | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | |
| 2.2.3 Invest in public art | Public art policy approved.<br>One public art installation annually.<br>Increase number of visitors to the Arts Trail website by 10% annually. | In Progress | Draft Public Art Policy reviewed by the Steering Committee in Q3, 2023 and anticipated to go to Council in January 2024 for approval.<br>Unveiling of Sir William Stephenson bust at Sir William Stephenson Public School in collaboration with sculpture artist Ruth Abernathy.<br>Installation of QR Codes throughout Whitby's Arts Trail to provide a user-friendly way to learn about Whitby's Public Art.<br>In 2023, 2,027 views of the Whitby's Art Trail website (as of Dec 1, 2023).<br>Launch for a national Call for Indigenous Artists in collaboration with STEPS Public Art for the new Whitby Sports Complex. |
| 2.2.4 Maintain and enhance parks, trails, tree canopy and green spaces and identify opportunities to connect existing and currently underutilized open space areas | Parks and Recreation Master Plan approved.<br>Urban Forestry Master Plan approved.<br>Incremental budget approved to implement plans. | In Progress | The RPF for the Urban Forest Management Plan closed in April 2023 and was awarded in June 2023. The successful respondent is currently completing a comprehensive Town wide tree inventory. |

## Objective 2.2: Enhance community connectivity and beautification

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| | | | The Parks and Recreation Master Plan is on target for approval in 2024.<br>Completed to date:<br>a. Phase 1 - Background Research and Analysis.<br>b. Phase 1 - Community and Stakeholder Engagement.<br>c. Draft Parks and Recreation Master Plan completed by Consultant Team and under review by Staff. |
| 2.2.5 Review and enhance service level standards that promote community beautification and maintenance | Review one service level standard annually and report on options to increase beautification (i.e. street sweeping, garbage, tree planting). | In Progress | A comprehensive review of all Service Level Standards at Operations is currently underway and will be brought to Council as an information report in 2024. Through this process, one or more specific Service Level Standards will be identified and reported on with options to increase beautification. |

## Objective 2.3: Invest in infrastructure and assets

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| 2.3.1 Construct mid-arterial roadway south of 407, between Cochrane and Thornton | Complete Phase 1 construction from east of Baldwin Street to Ashburn Road.<br>Complete Phase 2 design from Garden to Anderson.<br>Phase 2 tender and begin construction. | In Progress | Phase 1 construction is in progress. Phase 2 design has been postponed to align with the Garden Street Extension timeline in future years. The Work and Reimbursement Agreement has been successfully finalized and executed by both the Town and the Land-Owners |

| Objective 2.3: Invest in infrastructure and assets | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | Group. Construction work has commenced. |
| 2.3.2 Construct the Whitby Sports Complex | Whitby Sports Complex. | In Progress | Council approved budget in July 2023. Contractor awarded project in July 2023 and mobilized in August 2023. Ground breaking ceremony took place in September 2023. Site clearing and excavation is progressing well and structural foundation is underway. |
| 2.3.3 Enhance existing facilities and services and invest in structural upgrades at the waterfront | Invest to implement the recommendations in the Waterfront Masterplan; complete Corbett Creek Bridge and Boardwalk replacement along waterfront trail. | In Progress | The Town was successful in securing Federal funding from the Active Transportation Fund, in the amount of $2.6 million to support the construction of the new Waterfront Trail Corbett Creek Pedestrian Bridge, Boardwalk and the reconstruction of the existing asphalt trail widening it from 3 to 4 metres. The engineering design for the Waterfront Trail Corbett Creek Bridge and Boardwalk has been completed and it is on target for tendering in 2023 with construction planned to occur in the winter/spring of 2024.<br>The renovations/replacement to the Kiwanis Heydenshore splash pad was completed and opened to the community.<br>The seasonal waterfront trail linkage through the marina opened during the summer for first time since the beginning of Covid. |

| Objective 2.3: Invest in infrastructure and assets | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | All marina outdoor lighting along main roadway/secondary waterfront trail link was replaced enhancing pedestrian safety. |
| 2.3.4 Implement enhanced street design to improve walkability | 80% of new developments and reconstruction initiatives adopt the enhanced street design standard. | In Progress | Engineering Services continue implementation of the enhanced street design to improve connectivity and walkability. Given that many of the developments that were approved in 2023 were already in the detail design stage when the standard was adopted, the enhanced street design has been applied to 50% of new developments in 2023 including 4300 Country Lane and Trails of Country Lane Phase II . New Engineering Standards have wider 1.8m sidewalks and all new roads will have sidewalks on both sides. |
| 2.3.5 Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and Parks and Recreation Master Plan | Parks and Recreation Master Plan approved.<br>Incremental budget approved to implement plans. | In Progress | The Parks and Recreation Master Plan is on target for approval in 2024. The budget implications will be added to the ten year capital forecast in 2025. Four new parks were constructed in 2023, for a total of 11.57 ha of new parkland comprised of four playgrounds, three sports fields, two splash pads, two tennis courts, four pickleball courts, three full sized basketball/multi-skills courts and other recreational amenities. |

| Objective 2.3: Invest in infrastructure and assets | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | Completion of the New Universal Change Rooms and accessible upgrades at the Civic Recreation Complex.<br>As recommended by the 2015 Sports Facilities Strategy, construct the Whitby Sports Complex that includes the following:<br>•Twin Pad Arena<br>•Aquatic Hall<br>•Gymnasium with a Walking Track<br>•Gender Neutral Washrooms<br>•Multi purpose meeting spaces<br><br>Park Features of the New Whitby Complex include:<br>•1 Artificial Turf Field<br>•14 Pickleball courts<br>•3 Tennis Courts<br>•3 Multi - Use Courts<br>•New skate park and bike track<br>•Fieldhouse Washrooms to support Park Users<br>•Passive greenfield space for unprogrammed activities |
| 2.3.6 Invest in upgrades at the Marina | Replacing all Marina outdoor lighting to LED.<br>Marina masterplan approved.<br>Pier 2 replacement of 56 floating dock system slips.<br>Complete ecological improvements within Whitby Harbour through | In Progress | All marina outdoor lighting including main roadway, east and west storage yards, and parking lots have been replaced with energy efficient LED fixtures. The lighting improvements at Port Whitby Marina have enhanced safety and user satisfaction while |

| Objective 2.3: Invest in infrastructure and assets | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | Department of Fisheries and Ocean harbour remediation project. Incremental budget approved to implement Marina masterplan. | | significantly improving energy efficiency at the marina.<br>Work continues on specifications for the new floating pier to replace pier 2. This project is expected to be completed in 2024.<br>Staff continue to work with Fisheries and Oceans Canada to facilitate remediation plans for Whitby Harbour expected to begin in 2024. |
| 2.3.7 Repurpose the historic Pumphouse for a new gathering place | Pumphouse serving as a gathering place. | Complete | Council approved a five year Pilot Program with Town Brewery, to operate a food and beverage pop up at the Pump House space which is approximately 750 square metres. The agreement provides Town Brewery use of the space from May to September, annually. The Town of Whitby may license the space to other vendors from October to April during the pilot. |
| 2.3.8 Work with Metrolinx to finalize the Bus Rapid Transit design for Dundas Street | Provide feedback to the Region of Durham on the Design and Construction of Phase 1 of the Bus Rapid Transit project, between Lake Ridge Road and Des Newman Boulevard. | In Progress | Design of Phase 1 of the BRT project (between Lake Ridge Road and approximately Fothergill Court) is on-going. Design is being undertaken by the Region of Durham with review and input by Town of Whitby. Town of Whitby staff have reviewed and provided feedback on the Highway 2 Bus Rapid Transit (BRT) 60% design. |

# STRATEGIC PILLAR 3

## Whitby's Economy - Innovative & Competitive

| **Objective 3.1: Accelerate progress, create jobs, and drive local economic growth** | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 3.1.1 Continue to implement the Economic Development Strategy that focuses on the following sectors: information and communications technology, professional and technical services, advanced manufacturing, and downtowns and lifestyle | 80% of annual recommendations accomplished. | In Progress | Implementation is slightly delayed due to delay in onboarding a second economic development officer, and labour disruption. Top achievements include: completion of 30+ BRE meetings with local businesses launch of Advertising and Sponsorship Strategy project, Professionals and Entrepreneurs Newcomers Club, Concierge Program & Sector Meetups. 100% of the 13, 2023 projects are in progress and 38% are complete. |
| 3.1.2 Expand Whitby's commercial and industrial tax base | Annual increase in commercial/industrial building permit values.<br>Annual increase in number of new businesses. | In Progress | Permit values year to date: Industrial - 13 permits, value $63,817,212. Agricultural - 2 permits, value $1,986,561. Commercial - 135 permits, value $110,563,331. Significant new business openings in 2023 include Amazon Whitby YMH6, Longo's Plaza & Thermo Fisher addition. Total business count in 2022 was 3,368 which is a 4% increase over 2021. |
| 3.1.3 Implement actions to enhance Whitby's tourism sector including a focus on the waterfront | 80% of annual recommendations accomplished. | In Progress | 90 % of 2023 action items identified in Tourism Strategy have been completed including: launch of new tourism |

| Objective 3.1: Accelerate progress, create jobs, and drive local economic growth | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | website www.whitby.ca/tourism and Instagram @explorewhitby; launch of brand "Discover Something New to Enjoy"; hosting Destination Development networking events; two business-to-business newsletters; distribution of QR Code Window Clings; launch of award-winning Whitby Food Guide; collection and use of visitor data and metrics; continued partnerships and collaboration with key stakeholders and tourism businesses and attractions. |
| 3.1.4 Support green economy, agriculture and agri-business | Partner with two post-secondary institutions per year to support programs and recruitment for these sectors.<br>Annual increase in agriculture and green economy building permit values. Annual increase new agriculture and green economy businesses. | Not Started | 2024 Start |

| Objective 3.2: Attract and retain businesses and industry | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 3.2.1 Attract investment for hotel and convention centre | Secure investment in hotel and convention centre. | In Progress | Economic Development continues to meet with parties interested in building a hotel/convention centre in Whitby. Attended Ministry of Tourism, Culture |

| Objective 3.2: Attract and retain businesses and industry | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | and Sport's "Meet the Tourism Investment Dragons" Event to present the Town of Whitby in front of 10 tourism investors. |
| 3.2.2 Develop tools to support collaborative workspaces and home-based businesses | Develop home base tool kit and launch a new tool annually.<br>Develop plan to support collaborative workspaces. | Not Started | To complete in 2024 |
| 3.2.3 Expand the business retention and expansion program | Increase business retention and expansion program to conduct 50 interviews annually.<br>25 introductions to external organizations annually.<br>40 business support resources provided annually. | In Progress | Economic Development staff met with 30 businesses as part of the BRE program. Some outcomes of the BRE program included securing a new location for existing Information & Communication Technology company, establishing a Durham Region Transit On-demand station stop to support a local business and securing new sponsorship and advertising opportunities for the Town of Whitby. |
| 3.2.4 Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses | Three businesses accepted into Concierge Program.<br>Annual increase in commercial/industrial building permit values. | In Progress | No businesses accepted in Concierge program in 2023.<br>Permit values year to date:<br>Industrial - 13 permits, value $63,817,212 |

| Objective 3.2: Attract and retain businesses and industry | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | Agricultural - 2 permits, value $1,986,561<br>Commercial - 135 permits, value $110,563,331 |
| 3.2.5 Implement initiatives that support our downtowns as thriving destinations | Implement one new placemaking initiative each year.<br>Community Improvement Plan investment tracked annually.<br>Maintain less than 5% Commercial Vacancy Rates. | In Progress | Approval of the semi-permanent closure of Roebuck Street from June to September in 2023, supporting 5 local artists to paint artistic designs on the concrete barriers and a road mural. This project was supported in June with the launch of Whitby's first Culture Pop-Up series through a Paint Night event.<br>Completed the placemaking projects for Celebration Square with the installation of new permanent furniture including chess/checkerboard tables and shade seating options with umbrellas and the installation of Wi-Fi now available throughout the square.<br>The completion of the Dundas/Byron Parkette with new self-watering planters and seating options.<br>Municipal Investment of $3,277,925 (95% of funds) for various incentive programs as part of the Downtown Whitby Community Improvement Plan.<br>Total Facade Grant investment in Downtown Whitby of $30,556 in 2023 with 4 applications.<br>Total Facade Grant investment in Downtown Brooklin $0 in 2023. |

## Objective 3.2: Attract and retain businesses and industry

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| | | | Benchmarking report conducted annually for Downtown Whitby shows a commercial vacancy rate of 2% and an office vacancy rate of 3.2%.<br>Pedestrian Counts conducted annually for Downtown Whitby, showing 2023 pedestrian counts at six different intersection of 8,082 and cyclist counts of 629, which indicates numbers have steadily increased to beyond pre-pandemic levels. |

## Objective 3.3: Promote innovation and build competitive advantage

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| 3.3.1 Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to support innovative solutions | Action Plan developed. | Not Started | To be completed in 2025 |
| 3.3.2 Increase supports offered to tech-based businesses in partnership with Whitby's technology accelerator (1855 Whitby) | 2 initiatives undertaken annually in partnership with 1855.<br>20 clients impacted annually. | In Progress | Partnered with BACD in the delivery of a Generative AI training session for business presented by Digital Main Street. Approximately 70 total (live and YouTube) viewers to date. Event details were shared with 1855 members. |
| 3.3.3 Leverage grant funding to support broadband and Smart City initiatives | Grant funding secured.<br>One project undertaken. | In Progress | To be completed in 2024. |

# STRATEGIC PILLAR 4

## Whitby's Government - Accountable & Responsive

| **Objective 4.1: Address community needs through collaboration and strategic partnerships** | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities | Present community needs to government partners annually. Report annually on grant funding applications. | In Progress | Participated in pre-budget consultations with federal and provincial representatives to share Whitby's budget priorities and community needs. Received $3.2M in grants funding in 2023 including a $2.6M grant from the Federal government's Active Transportation Fund. This grant will support the construction of the new Corbett Creek Pedestrian Bridge, Boardwalk and the reconstruction of the existing asphalt trail widening it from 3 metres to 4 metres, which are a part of the Great Lakes Waterfront Trail in Whitby. |
| 4.1.2 Strengthen existing and build new partnerships | Develop partnership database. Establish 4 new partnerships and report on outcomes. | In Progress | Creation of new partnerships to enhance Whitby's quality of life and deliver on overall Community Strategic Plan Actions. These include but are not limited to new partnerships established with The Oshawa Clinic Group for a physician recruitment program and Town Brewery for the waterfront pop-up food and beverage operation at the historic Pump House building. |

| Objective 4.2: Be the organization that people want to join and build their future | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market | Complete Market Review for all Regular Full-time Exempt and CUPE Positions and present recommendations to Council.<br>Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework. | In Progress | Market Review is underway with an anticipated completion date of Q1 2024. Findings and recommendations will be presented to Council in 2024. |
| 4.2.2 Identify and implement training and professional development opportunities | Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework. | In Progress | Organizational requirements analysis is underway. |
| 4.2.3 Identify opportunities and take steps to establish a diverse and inclusive workplace | Advance a corporate census that benchmarks the Towns diverse employee population compared to the community.<br>Advance an outreach program to provide individuals from marginalized communities opportunities to learn about and experience public service. | Not Started | Planned for 2025. |
| 4.2.4 Implement strategies to attract and retain the best staff to serve the community | Complete Market Review for all Regular Full-time Exempt and CUPE Positions and present recommendations to Council. | In Progress | Market Review is underway with an anticipated completion date of Q1 2024. Findings and recommendations will be presented to the Council in 2024. |

## Objective 4.2: Be the organization that people want to join and build their future

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| | Develop Talent Acquisition and Retention Strategy, including outreach program that increases awareness of benefits of careers in public service. | | Talent Acquisition and Retention Strategy planned for 2024. |

## Objective 4.3: Deliver exceptional customer service and community engagement

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| 4.3.1 Continually improve the customer experience through the use of technology, more flexible payment and service options, and the implementation of a consolidated customer contact centre | Begin implementing the customer contact centre.<br>Streamline the digital customer experience through an online portal and/or Customer Relationship Management (CRM) software by 2026. Expand and standardize payment options by offering e-transfer and/or credit card payment options on all invoices. | In Progress | Mapping business and customer processes for the Tax Division and Clerk's Office is underway. Development of a refined phasing plan and consultation with departments has occurred. Next steps are pending 2024 budget approval to ensure resourcing requirements to implement ServiceWhitby framework. |
| 4.3.2 Identify, establish, and report on service levels of interest to the community | Identify service levels of interest to the community.<br>Report on one service level standard of interest to the community annually beginning. | In Progress | Tied to 2.2.5. A comprehensive review of all Service Level Standards at Operations is currently underway and will be brought to Council as an information report in 2024. Through this process, one or more specific Service Level Standard will be identified as an interest to the community and will be brought forward in a report to Council in 2024. |

| Objective 4.3: Deliver exceptional customer service and community engagement | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 4.3.3 Implement new technologies and systems that modernize business tools to increase efficiencies and engagement | Develop a scorecard to track progress of the Corporate Information Technology and Digital Strategy Plan.<br>Assess growth using the Digital Maturity Model.<br>Measure and report on completion and advancements of modernization projects. | In Progress | Scorecard update to SLT is scheduled for Q2 of each year. In a survey of clients, 83% of respondents indicated they are satisfied that Information Technology provides high value relative to their perception of cost.<br>Digital Maturity Model: of 40 indicators, improvement demonstrated in 21 areas. |
| 4.3.4 Implement opportunities for Council to engage the community | Host Annual Ward Town Halls.<br>Publish a monthly Mayor's newsletter with a 5% annual increase in page views.<br>Publish a Council highlights document after each regular Council meeting with a 5% annual increase in page views. Magazine published annually focusing on life in Whitby. | In Progress | The Telephone Town Hall hosted by Mayor Roy in February 2023 was incredibly well received with over 1000 residents listening in. Town Halls held in 2023 covered each of the 4 wards.<br>Mayor's newsletter is released on a monthly basis and is shared by the Mayor on social platforms. No monetary investment to date to push this method of communication. The average read per month is 230 residents.<br>Council Highlights are sent out on a monthly basis and Council members are encouraged to share on their social platforms.<br>Due to high costs and inflation, the magazine will have a publish date in 2024 to ensure full sponsorship and advertising coverage. |

## Objective 4.3: Deliver exceptional customer service and community engagement

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| 4.3.5 Provide timely and transparent reporting to the community, staff and Council | Regular updates on Community Strategic Plan accomplishments through staff reports, Council newsletters and public meetings.<br>Formal annual reporting on progress of Community Strategic Plan.<br>Creation of interactive webpage to support real-time reporting. | In Progress | Shared accomplishments related to Community Strategic Plan Action Items on webpage (whitby.ca/strategicplan). Shared progress on implementation of Community Strategic Plan through speaking engagements, presentations and Council reports. Created cards with QR codes to provide residents access to view the Community Strategic Plan and accomplishments to date. First Community Strategic Plan Annual progress report submitted to Council in early 2024 to provide a fulsome report on the status of measures of progress to date with 92% of the Actions in Progress. |

## Objective 4.4: Ensure fiscal accountability and responsibility plan for growth

| Actions | Identified Measures of Progress | Status of Progress | 2023 Details of Progress |
|---|---|---|---|
| 4.4.1 Deliver services that respond to community needs while balancing the impact to taxpayers | Obtain community needs/budget priorities through citizen budget engagement tools.<br>Introduce participatory budgeting to inform an investment budget for Council consideration.<br>Balance impact to taxpayers by annually reviewing and updating user fees to recover costs of service delivery/new services. | In Progress | Provided budget outlook, results of citizen budget engagement results to Council on December 4, 2023. This included the results of the Participatory Budget pilot that was introduced as part of the 2024 Citizen Budget Engagement. Out of five priorities to allocate a $100,000 program investment to in the 2024 budget: |

| Objective 4.4: Ensure fiscal accountability and responsibility plan for growth | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | | | - 43% of respondents said they would allocate $100,000 towards a Family Physician Recruitment Strategy to improve healthcare in Whitby;<br>- 27% Continue the Economic Development Strategy to spur economic growth and job creation;<br>- 15% Increase in funding for the Town-wide Traffic Calming Program to reduce speeding.<br>- 11% Support Zero Carbon Whitby projects that create a greener Whitby; and 4% Invest in public art projects Incorporated Community Strategic Plan and Citizen Budget Engagement results into the preliminary 2024 budget. Tax impact was mitigated through prioritization of resources/new programs, proposed user fee increases, and efficiency reduction targets. |
| 4.4.2 Plan for future growth through update to Official Plan and Comprehensive Zoning By-Law | Interactive zoning map launched.<br>Update to Official Plan completed and approved.<br>Comprehensive Zoning By-Law approved. | In Progress | Online zoning map launched in Q3 2023. RFP issued for Official Plan Review in Q4 2023. Draft Zoning categories and provisions created for the Comprehensive Zoning By-law Review in Q3 2023, for future public consultation in 2024. Finalized Zoning By-law categories and provisions for Brooklin expansion area in Q2 2023. |

| Objective 4.4: Ensure fiscal accountability and responsibility plan for growth | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| 4.4.3 Proactively address growth by completing ward boundary review | Ward boundary review. | In Progress | Refined population forecast has been completed by Hemson Consulting based on the 2021 census and revised development growth projections. The ward population forecast and resulting imbalances will be reported to Council in early 2024, with authorization sought to commence a ward boundary review. |
| 4.4.4 Update long-range financial plans to ensure essential Town services are provided in a sustainable and affordable way | Long-range financial plan updated annually.<br>Ensure annual contributions to keep Town infrastructure in a state of good repair are adjusted annually to account for inflation, growth, and condition of assets and do not decline (as a % of the Town's asset management plan contribution target).<br>Utilize debt, in a fiscally responsible manner, to fund capital projects while ensuring debt servicing costs as a % of net revenues are below the thresholds set by Town policy and the 25% threshold set by the province.<br>Allocate a minimum of 50% of additional tax revenues from growth (e.g. new homes, businesses added to the tax roll) to offset operating budget pressures related to the | In Progress | Initiated review of debt-funded capital program/forecast in long-range financial plans. Debt servicing costs for the Town will be higher due to higher interest rates. Council approved a plan for additional funding for the new Whitby Sports Complex to be financed through reserves rather than additional debt. The use of reserves required pushing out planned 2024 park and trail development projects to future years and is expected to reduce debt servicing/interest costs for the Town, overall.<br>Borrowing rates are based on the Bank of Canada's overnight lending rates which were relatively low (e.g. below 1%) in recent years. From January 2022, the Bank of Canada has increased rates 10 times to combat rising inflation. As of this update, the current Bank of Canada overnight rate is 5%. |

| Objective 4.4: Ensure fiscal accountability and responsibility plan for growth | | | |
|---|---|---|---|
| **Actions** | **Identified Measures of Progress** | **Status of Progress** | **2023 Details of Progress** |
| | maintenance of to maintain essential services and service levels. | | |