

TOWN OF WHITBY

Community Strategic Plan

2023 to 2026



Whitby — naturally beautiful green spaces, a vibrant waterfront, thriving downtowns, and a safe community – the heart of Durham Region, an exceptional place to live, work, and explore.



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MAYOR'S MESSAGE



Thank you to everyone who helped make Whitby's four-year Community Strategic Plan a reality.

Without the input of residents, community partners, and Council members, and the hard work of Town of Whitby staff, we wouldn't have been able to create such a comprehensive roadmap for our town.

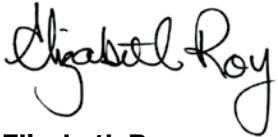
Thousands of people provided invaluable feedback during the two rounds of community engagement that were offered.

Creating a Community Strategic Plan was one of Council's top priorities for the first year of the 2022–2026 term of office and I'm so grateful that our community embraced this process.

This plan provides staff and Council with a shared vision and focus and sets measurable objectives and actions that we will achieve together to make Whitby an even better place to live, work, and play.

Thank you for loving Whitby as much as I do!

Sincerely,

A handwritten signature in black ink that reads "Elizabeth Roy".

Elizabeth Roy
Mayor

CAO'S MESSAGE



This Community Strategic Plan provides an important roadmap for how Town staff and Council will collaborate to deliver on the priorities that matter to our community over the next four years, and beyond.

There are so many great things happening in Whitby and this new Plan outlines how we as a municipality will continue to make a positive difference in our community – whether it's by supporting safe, healthy, and inclusive neighbourhoods; continuing to invest in our natural and built environment; creating the best location for an innovative and competitive local economy; or being accountable and responsive in how we deliver services to our community.

I encourage you to stay connected and continue to read about our progress as we move forward on our objectives and actions over the next four years.

Sincerely,

A handwritten signature in black ink that reads "Matt Gaskell".

Matt Gaskell
Chief Administrative Officer

COUNCIL

The Town of Whitby Council consists of the Mayor and eight Members that are elected by residents every four years through the municipal election process. Whitby's Mayor and four Regional Councillors are elected at large, while the remaining Councillors are elected by the four Wards of our Town.

Whitby Town Council is committed to listening and learning from Whitby residents, businesses, and community partners about what matters most to them. Collectively, and through the pillars, objectives, and actions outlined in this document, Town Council will continue to work with staff to move forward on community priorities that keep Whitby an exceptional place to live, work, and explore. Council will continue to engage the community on their priorities, and deliver timely and transparent reporting on the progress of the plan.

Elizabeth Roy | Mayor

Rhonda Mulcahy | Regional Councillor

Chris Leahy | Regional Councillor

Steve Yamada | Regional Councillor

Maleeha Shahid | Regional Councillor

Steve Lee | Town Councillor – North Ward 1

Matt Cardwell | Town Councillor – West Ward 2

Niki Lundquist | Town Councillor – Centre Ward 3

Victoria Bozinovski | Town Councillor – East Ward 4



BUILDING A COMMUNITY STRATEGIC PLAN



Vision (10 to 20 years)

Description of what an organization would like to achieve in the mid-to-long-term future (aspirational)

Corporate Mission (5 to 10 years)

A short statement of an organization's core purpose

Corporate Values

Fundamental beliefs of an organization

Strategic Pillars (1 to 4 years)

Specific areas of focus:

- **Objectives** – goals related to strategic pillars (What are we trying to achieve?)
- **Actions** – a project or initiative to support the achievement of an objective (How will we get there?)
- **Measures of Progress** – a performance measure to indicate achievement of the key activities (How will we know we have accomplished this?)

THE PROCESS



WHAT WE HEARD

This Plan is the product of extensive engagement with residents, businesses, partners, and staff to involve them in its development and identify actions to address community priorities.

Participation

From February 21 to May 19, **8,500+** people learned about or shared feedback to inform the Community Strategic Plan.

3,000+
survey completions



8,500+ visitors to the Connect Whitby project page

75+ virtual and in-person engagement session participants

9 one-on-one Council interviews

Demographics

90+% live in Whitby
(20+% live and work in Whitby)



60+% have lived in Whitby for 10+ years

Community Vision

86%

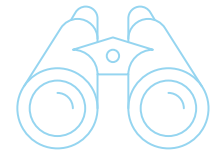
Strongly or somewhat agree that the Community Vision reflects what Whitby should aspire to.

Attributes that make Whitby **unique**:

- Green spaces, parks, and trails
- Location
- Waterfront
- Sense of community
- Sports facilities and fields

Whitby should **aspire** to be:

- Safe
- Green
- Affordable
- Healthy
- Thriving



Pillars, Objectives, and Actions

Average per cent of participants who **strongly** or **somewhat agree** that the Strategic Pillars and Objectives reflect community priorities.

PILLAR 1:

Whitby's Neighbourhoods (81%) 
Safe, Healthy, & Inclusive

Top 3 Action Items:

1. Secure property for a new hospital
2. Increase access to family physicians
3. Enhance crime prevention

PILLAR 2:

Whitby's Natural & Built Environment (81%) 
Connected & Resilient

Top 3 Action Items:

1. Maintain/enhance parks, trails, and green spaces
2. Enhance the Waterfront Trail
3. Plant and maintain trees

PILLAR 3:

Whitby's Economy (73%) 
Innovative & Competitive

Top 3 Action Items:

1. Improve waterfront
2. Attract new businesses
3. Advance the Economic Development Strategy

PILLAR 4:

Whitby's Government (77%) 
Accountable & Responsive

Top 3 Action Items:

1. Transparent/timely reporting to the community
2. Long-term financial planning
3. Update Whitby Official Plan

WHITBY'S COMMUNITY STRATEGIC PLAN – AT A GLANCE



VISION AND MISSION



Community Vision:

Whitby – naturally beautiful green spaces, a vibrant waterfront, thriving downtowns, and a safe community – the heart of Durham Region, **an exceptional place to live, work, and explore.**

Corporate Mission:

Together, we deliver services that make a difference in our community.



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.

Areas of Focus:

- Community health
 - Wellness and well-being
 - Community safety
 - Crime prevention
 - Accessible and affordable housing
 - More housing choices
 - Accessibility
 - Diversity, equity, and inclusion
-







STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS

Objectives	Actions	Measures of Progress
1.1 Improve community safety , health, and well-being	1.1.1 Advocate for and secure property for new hospital	→ Property for hospital secured
	1.1.2 Advocate for a new Emergency Medical Services Facility (paramedic station) in Whitby	→ Emergency Medical Services facility planned in Whitby
	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 → Traffic calming elements implemented on 10 streets annually
	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 in the Area Municipal Working Group to ensure collaborative implementation of the Community Safety & Well-Being Plan
	1.1.5 Review and plan for fire services to address growth of community	→ Update Fire Master Plan → Begin implementation of recommendations of the 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 → Implement, track, and monitor impact of program annually



STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS

Objectives	Actions	Measures of Progress
1.2 Increase opportunities to acknowledge and celebrate the diversity of the community	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 → Complete one exit survey annually at a Town event
	1.2.2 Enhance Whitby's culinary and live music sectors through collaborative partnerships	→ Offer two additional Music in the Park events annually → Increase musical pop-up events by 10% → Release one food guide every two years → Target 10% increase in page visits to the digital Food Guide annually → Establish an online musician roster to enhance live music opportunities
	1.2.3 Invest, promote, and strengthen the local arts, culture, heritage, and creative sector	→ Public art policy approved → Increase culture contact list by five entries annually → Increase number of social media posts by 25% annually on #ExploreWhitby Instagram page → Target a 10% increase in website visits and social media analytics annually → Increase investment in the culture budget



STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS

Objectives	Actions	Measures of Progress
1.3 Provide accessible and inclusive municipal services and programming	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 → Coordinate an annual meeting to provide the opportunity to collaborate on specific areas of interest
	1.3.2 Develop the Parks and Recreation Master Plan and deliver identified recreational programs	→ Parks and Recreation Master Plan approved → Implement 20% of identified actions in the Plan
	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 → Increase 55+ recreation program capacity for directly provided registered programs by 3% per year → Increase youth room visits by 5% per year → Increase annual number of unique users for directly provided registered programs by 3%
	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 purpose-built rentals and secondary suites approved → Monitor, measure, and report on diversity of housing approvals
	1.3.5 Work with partners to address food security	→ Develop food security action plan → Implement one new action annually
	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

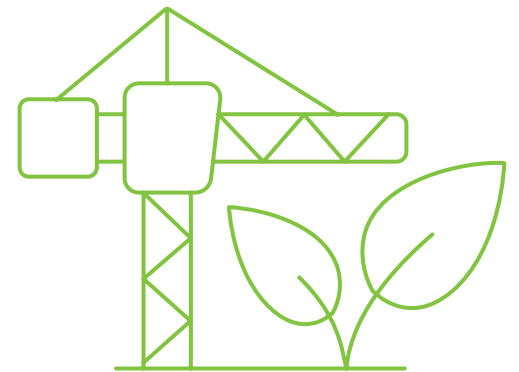


Whitby's Natural & Built Environment Connected & Resilient

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.

Areas of Focus:

- Green space enhancement
 - Improved walkability and community connectivity
 - Climate change
 - Asset management (infrastructure, fleet, facility)
 - Roads maintenance
-



STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Objectives	Actions	Measures of Progress
2.1 Demonstrate environmental leadership in sustainability and addressing climate change	2.1.1 Develop community climate mitigation measures to achieve zero-carbon emissions by 2045	→ Develop Community Mitigation Plan as part of Climate Emergency Response Plan – Phase 2 → Implement minimum of one action from Climate Emergency Response Plan – Phase 2: Community Mitigation Plan annually
	2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments	→ One alternate energy system introduced
	2.1.3 Implement actions to increase community resilience to the impacts of climate change	→ Implement minimum of three actions annually from the Climate Emergency Response Plan – Phase 1: Community Resilience Plan
	2.1.4 Implement corporate plan to achieve zero-carbon emissions by 2045	→ Achieve 20% GHG emissions reduction
	2.1.5 Implement Green Standard Incentive Program focused on encouraging the adoption of sustainable development practices	→ Incentive program developed → Observe 5% increase in applications achieving higher tiers
	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% → 20% of fleet passenger vehicles will be electric
	2.1.7 Update Whitby Green Standard , designed to advance sustainable development in the community	→ Whitby Green Standard updated

STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Objectives	Actions	Measures of Progress
2.2 Enhance community connectivity and beautification	2.2.1 Improve wayfinding, including signage at parks and trails	→ Increase wayfinding signage of parks and trails by an average of 10% annually
	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 2 kilometres annually → Increase the number of kilometres of multi-use paths and trails, year over year
	2.2.3 Invest in public art	→ Public art policy approved → One public art installation annually → Increase number of visitors to Arts Trail website by 10% annually
	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 → Urban Forestry Master Plan approved → Incremental budget approved to implement plans
	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)

STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Objectives	Actions	Measures of Progress
2.3 Invest in infrastructure and assets	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 → Complete Phase 2 design from Garden Street to Anderson Street → Phase 2 tender and begin construction
	2.3.2 Construct Whitby Sports Complex	→ Open Whitby Sports Complex
	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
	2.3.4 Implement enhanced street design to improve walkability	→ 80% of new developments and reconstruction initiatives adopt the enhanced street design standard
	2.3.5 Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and the Parks and Recreation Master Plan	→ Parks and Recreation Master Plan approved → Incremental budget approved to implement plans
	2.3.6 Invest in upgrades at the Marina	→ Replace all Marina outdoor lighting to LED → Marina Masterplan approved → Pier 2 replacement of 56 floating dock system slips → Complete ecological improvements within Whitby Harbour through Department of Fisheries and Oceans' harbour remediation project → Incremental budget approved to implement Marina Masterplan
	2.3.7 Repurpose the historic Pumphouse for a new gathering place	→ Pumphouse serving as a gathering place
	2.3.8 Work with Metrolinx to finalize 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

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.

Areas of Focus:

- Economic growth
 - Business retention and attraction
 - Job creation
 - Economic innovation and competitive advantage
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STRATEGIC PILLAR 3: WHITBY'S ECONOMY

Objectives	Actions	Measures of Progress
3.1 Accelerate progress, create jobs, and drive local economic growth	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
	3.1.2 Expand Whitby's commercial and industrial tax base	→ Annual increase in commercial/industrial building permit values → Annual increase in number of new businesses
	3.1.3 Implement actions to enhance Whitby's tourism sector, including a focus on the waterfront	→ 80% of annual recommendations from Tourism Strategy accomplished
	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 → Annual increase in agriculture and green economy building permit values → Annual increase new agriculture and green economy businesses



STRATEGIC PILLAR 3: WHITBY'S ECONOMY

Objectives	Actions	Measures of Progress
3.2 Attract and retain businesses and industry	3.2.1 Attract investment for a hotel and convention centre	→ Secure investment in hotel and convention centre
	3.2.2 Develop tools to support collaborative workspaces and home-based businesses	→ Develop home-based business tool kit and launch new tool annually → Develop action plan to support collaborative workspaces
	3.2.3 Expand the business retention and expansion program	→ Increase business retention and expansion program to conduct 50 interviews annually → 25 introductions to external organizations annually → 40 business support resources provided annually
	3.2.4 Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses	→ Three businesses accepted into Concierge Program → Annual increase in commercial/industrial building permit values
	3.2.5 Implement initiatives that support our downtowns as thriving destinations	→ Implement one new placemaking initiative each year → Community Improvement Plan investment tracked annually → Maintain less than 5% Commercial Vacancy Rates
3.3 Promote innovation and build competitive advantage	3.3.1 Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to support innovative solutions	→ Action Plan developed
	3.3.2 Increase supports offered to tech-based businesses in partnership with Whitby's technology accelerator (1855 Whitby)	→ Two initiatives undertaken annually in partnership with 1855 → 20 clients impacted annually
	3.3.3 Leverage grant funding to support broadband and Smart City initiatives	→ Grant funding secured → One project undertaken

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.

Areas of Focus:

- Continued fiscal accountability and responsibility
 - Exceptional customer service
 - Community engagement and collaboration
 - Employee attraction and retention
 - Strategic partnerships
-





STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Objectives	Actions	Measures of Progress
4.1 Address community needs through collaboration and strategic partnerships	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
	4.1.2 Strengthen existing and build new partnerships	→ Develop partnership database → Establish four new partnerships and report on outcomes
4.2 Be the organization that people want to join and build their future	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 → Advance development and implementation of at least two keystone programs identified in the Town's Talent Management framework
	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
	4.2.3 Identify opportunities and take steps to establish a more diverse and inclusive workplace	→ Advance corporate census that benchmarks the Town's diverse employee population compared to the community → Advance an outreach program to provide individuals from marginalized communities with opportunities to learn about and experience public service
	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 → Develop Talent Acquisition and Retention Strategy, including outreach program that increases awareness of benefits of careers in public service

STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Objectives	Actions	Measures of Progress
4.3 Deliver exceptional customer service and community engagement	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 → Streamline the digital customer experience through an online portal and/or Customer Relationship Management (CRM) software → Expand and standardize payment options by offering e-transfer and/or credit card payment options on all invoices
	4.3.2 Identify, establish, and report on service levels of interest to the community	→ Identify service levels of interest to the community → Report on one service level standard of interest to the community annually (i.e. winter maintenance, waste collection)
	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. Assess growth using the Digital Maturity Model → Measure and report on completion and advancements of modernization projects
	4.3.4 Implement opportunities for Council to engage the community	→ Host annual Ward Town Halls → Publish a monthly Mayor's newsletter with a 5% annual increase in page views → 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
	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 → Formal annual reporting on progress of Community Strategic Plan → Creation of interactive webpage to support real-time reporting

STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Objectives	Actions	Measures of Progress
4.4 Ensure fiscal accountability and responsibly plan for growth	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 → Introduce participatory budgeting to inform investment in budget for Council consideration → Balance impact to taxpayers by annually reviewing and updating user fees to recover costs of service delivery/new services
	4.4.2 Plan for future growth through update to Official Plan and Comprehensive Zoning By-Law	→ Interactive zoning map launched → Update to Official Plan completed and approved → Comprehensive Zoning By-Law approved
	4.4.3 Proactively address growth by completing ward boundary review	→ 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 → 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) → 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 → 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 maintenance of essential services and service levels

FINANCIAL IMPACTS

There are 62 Actions identified to move forward and realize the Community Strategic Plan.

The budget for nearly 40 per cent (or 23) of these Actions have already been approved as part of the Town's annual budget process. The remaining 39 of these 62 Actions will require Council approval of additional funding in future budgets to implement. Staff will 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 the annual reporting for the Community Strategic Plan.



REPORTING COMMITMENTS & PROGRESS MEASUREMENT

During engagement to inform the development of this Plan, transparency and timely reporting to the community was the highest prioritized action under Pillar 4 – Whitby's Government – Accountable and Responsive.

In keeping with the Town's commitment to transparency and accountability, progress on the Community Strategic Plan will be reviewed and reported annually to ensure the results continue to reflect and meet the needs and desires of the community. Each year, a report will be brought forward to Council and shared with the public. This report will highlight accomplishments for each Strategic Pillar and provide updates on progress at the Action level.



Together, we deliver services that make a difference in our community.



