

# STRATEGIC PILLAR 1

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

<b>Objective 1.1: Improve community safety, health and well-being</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
1.1.1 Advocate for and secure property for a new hospital	Property for hospital secured.	In Progress – Nearly Finished (75%)	Following an education and advocacy campaign and the Province of Ontario's confirmation of a Planning Grant for Lakeridge Health in 2024, the Town is working to finalize an agreement for land disposition from the Ministry of Transportation for property for the new regional hospital (located at Lake Ridge Road and Winchester Road).
1.1.2 Advocate for new Emergency Medical Services facility (paramedic station) in Whitby	Emergency Medical Services facility planned in Whitby.	Complete in 2024	Region of Durham approved a location in Whitby (632 Dundas Street West) for a new paramedic station to be designed and constructed in 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.	In Progress – Halfway Complete (50%)	<p>With input from residents and in collaboration with emergency services, the Town installed traffic calming elements, including speed humps, on numerous streets in Whitby in 2024.</p> <p>In 2025, the Traffic Calming Policy will be completed, identifying the process for determining streets and suitable elements for traffic calming, as well as the consultation process.</p>

<p>1.1.4 Partner with Durham Region to implement the Community Safety &amp; Well-Being Plan which addresses criminal involvement, experiences of racism, homelessness and basic needs, mental health, social isolation, substance use, and victimization</p>	<p>Whitby participation on the Area Municipal Working Group to ensure collaborative implementation of the Community Safety and Well-Being Plan.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>Continued representation and active participation in the Area Municipal Working Group.</p> <p>The focus in 2024 was on homelessness and housing.</p> <p>In 2025, staff representatives will continue to support the implementation of the Regional Community Safety and Well-Being Plan.</p>
<p>1.1.5 Review and plan for fire services to address growth of community</p>	<p>Update Fire Master Plan.</p> <p>Begin implementation of recommendations of the Fire Master Plan.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>In 2024, Council approved the addition of 20 new firefighters to address community growth, which was solidified as part of the 2025 budget.</p> <p>The 2025 priority is the recruitment of the 20 new firefighters, the construction of a new Fire Hall in West Whitby, and the completion of the updated Master Fire Plan, reflecting industry best practices and relevant legislation, which Whitby Fire and Emergency Services will use to chart a course over the next ten (10) years.</p>
<p>1.1.6 Work with partners to increase access to family physicians</p>	<p>Partner with Region of Durham to create a family physician recruitment program.</p> <p>Implement, track, and monitor impact of program annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Whitby Health Centre opened in 2024.</p> <p>The Town of Whitby has also partnered with the Region of Durham and neighbouring municipalities to develop the Regional Family Physician Recruitment Program, which was adopted by Regional Council this year. 2024 marked the second year of the</p>

			Queen's-Lakeridge Health MD Family Physician training program, with 20 new medical students each year.
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**Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community**

<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
1.2.1 Enhance Town-led and community-based events and festivals that celebrate diversity	<p>Launch New Town Signature Event celebrating Whitby's diversity.</p> <p>Approve one new Third Party Event Permit annually showcasing culturally diverse programming.</p> <p>Complete one Exit Survey annually at a Town event.</p>	In Progress – Halfway Complete (50%)	<p>The Town permitted six new events celebrating diversity in 2024, including the Durham Summer Fest, which featured musical artists travelling from Pakistan to perform in Whitby. Three new and well-attended Culture pop-up events were hosted by the Town on the Whitby Pier in 2024. The diverse dancing and music attracted crowds of over 400 people.</p> <p>The 2024 Exit Survey took place at Whitby Lights the Night. The survey asked where guests were from, if they went out for dinner or spent money in the community, and how they heard about the event.</p>
1.2.2 Enhance Whitby's culinary and live music sectors through collaborative partnerships	<p>Offer two additional Music in the Park events annually starting.</p> <p>Increase musical pop-up events by 10%.</p> <p>Update digital Food Guide every two years.</p>	In Progress – Nearly Finished (75%)	<p>The Town of Whitby published its third edition of the Whitby Food Guide, supporting over 100 culinary and brewery businesses.</p> <p>In 2024, Whitby introduced its first-ever Walking Food Tours in Downtown Brooklin and Downtown Whitby. Building on the success of these, a</p>

	<p>Target 10% increase in page visits to the digital Food Guide annually.</p> <p>Establish online musician roster to enhance live music opportunities.</p>		<p>distinctive Hop-On-Hop-Off Food Tour experience was launched and will return in 2025.</p> <p>Music in the Park will return in July and August 2025 at Rotary Park and Grass Park.</p>
1.2.3 Invest, promote, and strengthen the local arts, culture, heritage, and creative sector	<p>Public art policy approved.</p> <p>Increase Culture contact list by five entries annually.</p> <p>Increase the number of social media posts by 25% annually on #explorewhitby Instagram page.</p> <p>Target 10% increase in website visits and social media analytics annually.</p> <p>Increase investment in Culture budget.</p>	In Progress – Nearly Finished (75%)	<p>Council approved the Public Art Policy in January 2024.</p> <p>Culture Pop-Up events were expanded in 2024 to include five evenings in summer/fall, including Bollywood on the Pier, Greek Summer Night, Sunset Tango, an En Plein Air Painting event, and an Unravel for Change knitting event.</p> <p>The Cultural Pop-Up events are scheduled to return in 2025.</p>

### Objective 1.3 Provide accessible and inclusive municipal services and programming

<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
1.3.1 Continue to collaborate with non-profit organizations to anticipate and deliver changing community program and service needs	<p>Establish Network of Non-Profit organizations serving Whitby.</p> <p>Coordinate an annual meeting to provide the opportunity to collaborate on specific areas of interest.</p>	In Progress – Halfway Complete (50%)	In 2024, five roundtable meetings were hosted with non-profit, faith-based, and food security groups to discuss collaborative actions to address community needs. From these meetings, grant opportunities were shared, networking occurred, and collaborative actions were initiated.

			In 2024, the Mayor's Community Development Fund and Performing Arts Community Development Fund provided \$278,000 to 68 community groups to expand their services and address community needs.
1.3.2 Develop the Parks and Recreation Master Plan and deliver identified recreational programs	<p>Parks and Recreation Master Plan approved.</p> <p>Implement 20% of identified actions in the Plan.</p>	Complete in 2024	<p>The Parks and Recreation Master Plan is complete. It provides a roadmap for the development of parks and recreation infrastructure and services over the next 10 years.</p> <p>The focus in 2025 is implementing the Master Plan, including a range of healthy and active choices, while ensuring Whitby continues to grow as an environmentally sustainable, vibrant, and healthy community.</p>
1.3.3 Expand recreation opportunities and increase participation in recreation programs and activities, specifically for 55+ and youth	<p>Increase participation rates in recreational swim and skate programs by 3% per year.</p> <p>Increase 55+ Recreation program capacity for directly provided registered programs by 3% per year.</p> <p>Increase youth room visits by 5% per year.</p> <p>Increase annual number of unique users for directly provided registered programs by 3%.</p>	In Progress – Halfway Complete (50%)	<p>There has been an increase in the number of registered programs and drop-in activities for youth and older adults.</p> <p>Expanded recreation opportunities will continue to be explored and developed.</p> <p>In 2025, significant planning will take place in preparation for the opening of the new Whitby Sports Complex.</p>
1.3.4 In collaboration with partners, support the implementation of Durham	Report on number of purposes built rental and secondary suites	In Progress – Halfway Complete (50%)	The Town of Whitby has seen an increase in Accessory Dwelling Units (ADUs) permits in 2024, accounting for

<p>Region's Housing Plan regarding affordability and diversity of housing</p>	<p>approved.</p> <p>Monitor, measure, and report on diversity of housing approvals.</p>		<p>46% (269) of total new permits by November 30, 2024, compared to 39% for all of 2023. In addition, of the 585 total units, there were 139 singles, 18 semis, 98 Townhouses, and 61 Condo Towns.</p> <p>Of the 1,437 total units of 2024's newly registered plans (to November 30, 2024), 56% (803) were apartments.</p> <p>In 2024, Council approved Plans of Subdivision (to November 30, 2024) including 10,656 total units.</p>
<p>1.3.5 Work with partners to address food security</p>	<p>Develop food security action plan.</p> <p>Implement one new action annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Two food security roundtable events were hosted in 2024, bringing together stakeholders from all area food banks.</p> <p>In partnership with Feed the Need, a market-model food bank was opened at the Iroquois Park Sports Centre, and a presentation was made to the Durham Region Funders Table on Whitby's actions to address food insecurity in the community.</p> <p>The Mayor's Community Development Fund has supported local food security needs with over \$30,000 in funding in 2024.</p>
<p>1.3.6 Work with partners to support and connect individuals experiencing homelessness with shelter and support services</p>	<p>Partner with the Region of Durham to establish a community hub providing shelter and social services.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Following the opening of the shelter at 1635 Dundas in March 2024, the Town of Whitby participates on the Community Liaison Committee and</p>

			<p>continues to work with the Region to support their work in the community.</p> <p>The Town of Whitby Homelessness Task Force continues to meet bi-monthly to collaborate on required supports and actions to address homelessness in our community. These actions include enhancing encampment tracking and reporting, community and business supports, and ensuring information and communications are clear and effective.</p> <p>In 2024, the mayor partnered with the Downtown Whitby BIA to collect new socks and distribute them to various agencies for those in need.</p>
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## 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	2024 Update
2.1.1 Develop community climate mitigation measures to achieve zero-carbon emissions by 2045	<p>Develop Community Mitigation Plan as a part of the Climate Emergency Response Plan - Phase 2.</p> <p>Implement a minimum of one action from the Climate Emergency Response Plan - Phase 2: Community Mitigation Plan annually.</p>	In Progress – Halfway Complete (50%)	An agreement was signed with the Region to partner on the Durham Greener Homes incentive program, which helps residents save energy and money by completing deep energy retrofits on their homes.
2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments	One alternate energy system introduced.	Complete in 2024	The Geothermal Exchange System has been incorporated into the construction of the Whitby Sports Complex to provide heating and cooling for the facility.
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 – Just Started (25%)	<p>The West Lynde neighbourhood was selected in 2024 as the area to implement the Sustainable Neighbourhood Action Plan (SNAP) Pilot Project.</p> <p>In 2025, the focus will be on completing Phase 2 of the SNAP Pilot Project, developing an Emergency Response Implementation Strategy, and developing shaded structures to reduce heat-related risks in parks.</p>
2.1.4 Implement corporate plan to achieve zero-carbon emissions by 2045	Achieve 20% GHG emissions reduction, below 2019 levels.	In Progress – Halfway Complete (50%)	Based on the approved 2024 and 2025 budgets and the conversion of the



			<p>combined heat and power unit at the Civic Recreation Complex to a backup heating system, the Town's net reduction in GHG emissions is projected to be 881.3 tCO<sub>2</sub>e (or 80% of the 1,105 tCO<sub>2</sub>e target).</p> <p>The focus for 2025 is on the deep energy feasibility studies of seven of the top 10 GHG emitting Town facilities, energy retrofits at the 55+ Centre, detailed design for deep energy retrofit of Iroquois Park Sports Centre, and the design and construction of a new net-zero emissions facility for Animal Services.</p>
2.1.5 Implement Green Standard Incentive Program focused on encouraging adoption of sustainable development practices	<p>Incentive Program Developed.</p> <p>Observe 5% increase in applications achieving higher tiers.</p>	In Progress – Just Started (25%)	<p>The Whitby Green Standard project incentives were discussed as part of an Industry consultation session organized by Urban Equation and Town staff. Key industry stakeholders agreed that an incentive program is required to reduce greenhouse gas emissions and improve energy efficiency in new buildings.</p> <p>An update to the Whitby Green Standard is the priority for 2025, including the development of an incentive program.</p>
2.1.6 Promote the use of electric vehicles and lead by example by implementing electric vehicles in the Town's municipal fleet	<p>Increase electric vehicle chargers at municipal facilities by 50%.</p> <p>20% of fleet passenger vehicles will be electric.</p>	In Progress – Halfway Complete (50%)	<p>A total of 14 EV charging stations were installed in 2024 as a part of the Zero Emission Vehicle Infrastructure Program.</p> <p>This included the Town's first level 3</p>

			fast charging stations, at the Operations Centre and Iroquois Park Sports Centre. These charging stations can fully charge most Electric Vehicles in under one hour.
2.1.7 Update Whitby Green Standard designed to advance sustainable development in the community	Whitby Green Standard updated.	In Progress – Nearly Finished (75%)	<p>Consultations with developers, residents, staff, and other stakeholders for the update of the Whitby Green Standard have been completed in 2024.</p> <p>In 2025, the updated Whitby Green Standard will be brought to Council for approval.</p>

## Objective 2.2: Enhance community connectivity and beautification

Actions	Identified Measures of Progress	Status of Progress	2024 Update
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 – Just Started (25%)	<p>In 2024, the Town increased park and trail wayfinding signage by approximately 3.5%.</p> <p>In 2025, Wayfinding signage will be installed along the Waterfront Trail.</p> <p>Additionally, new park identification signs will be placed at two new parks, and approximately 20 existing park identification signs that are near or at the end of their serviceable life will be replaced.</p>
2.2.2 Increase active transportation facilities, including trails, multi-use	Increase bike lanes by an average of 2km annually.	In Progress – Halfway Complete (50%)	In 2024, improvements to the existing multi-use paths (MUP) throughout the

<p>paths and bike lanes, across the community, considering the Active Transportation Plan</p>			<p>Town included painted centrelines and user icons to separate users.</p> <p>Cochrane Street on-road cycling was also improved north of Bonacord Avenue to include flexible bollards to separate cyclists from vehicles.</p> <p>The Active Transportation Plan, which will provide a safe and connected cycling network that supports bicyclists of all ages and abilities, will continue to be implemented in 2025.</p>
<p>2.2.3 Invest in public art</p>	<p>Public art policy approved.</p> <p>One public art installation annually.</p> <p>Increase number of visitors to the Arts Trail website by 10% annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Public Art Policy was adopted by Council in early 2024. Two new public art projects—"The Hive" carving and an Indigenous mural panel—were installed in Downtown Whitby.</p> <p>In 2025, public art will be installed along Thickson Road, and Indigenous public art will be installed as part of the Whitby Sports Complex. A Call for Artists will be launched in 2025 in support of two new public art projects in local parks.</p>
<p>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</p>	<p>Parks and Recreation Master Plan approved.</p> <p>Urban Forestry Master Plan approved.</p> <p>Incremental budget approved to implement plans.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>The Parks and Recreation Master Plan is complete and was approved in October 2024.</p> <p>The Urban Forestry Master Plan is on track to be presented to Council for approval in 2025.</p>

<p>2.2.5 Review and enhance service level standards that promote community beautification and maintenance</p>	<p>Review one service level standard annually and report on options to increase beautification (i.e. street sweeping, garbage, tree planting)</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>A draft of Service Level Standards has been completed.</p> <p>Options to increase service levels related to beautification will be completed and presented to Council for approval in 2025.</p>
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## Objective 2.3: Invest in infrastructure and assets

Actions	Identified Measures of Progress	Status of Progress	2024 Update
<p>2.3.1 Construct mid-arterial roadway south of 407, between Cochrane and Thornton</p>	<p>Complete Phase 1 construction from east of Baldwin Street to Ashburn Road.</p> <p>Complete Phase 2 design from Garden to Anderson; Phase 2 tender and begin construction.</p>	<p>In Progress – Just Started (25%)</p>	<p>Construction on Phase 1 (Ashburn Rd. to Garden St.) is 85% complete and scheduled to be completed in 2025.</p> <p>The detailed design for Phase 2 (Garden St. to St. Thomas St.) has commenced and is scheduled to be completed by 2026. Construction is tentatively scheduled for 2026.</p> <p>The detailed design for Phase 3 (St. Thomas St. to the east Town limit) is scheduled to be issued in 2025.</p>
<p>2.3.2 Construct the Whitby Sports Complex</p>	<p>Whitby Sports Complex</p>	<p>In Progress – Just Started (25%)</p>	<p>In 2024, the Town successfully secured \$25 million from the Federal Government’s Green and Inclusive Community Buildings (GICB) Program for the Whitby Sports Complex.</p>

			<p>Construction on the Whitby Sports Complex project will continue in 2025.</p> <p>Activities will include the completion of the main building structure, interior finishes, park construction, and building commissioning.</p>
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 – Just Started (25%)	<p>The Corbett Creek Bridge and Boardwalk replacement projects are now under construction to meet current design standards and accessibility requirements.</p> <p>These replacement projects are estimated to be complete in 2025.</p>
2.3.4 Implement enhanced street design to improve walkability	80% of new developments and reconstruction initiatives adopt the enhanced street design standard.	Complete in 2024	<p>The new enhanced street design standard is in place and has been consistently applied to all new developments. Developers reconstructing major roads are also adhering to the new standard.</p> <p>In 2025, the priority will be adding new sidewalks and multi-use paths through new developments without impact on the Town's capital budget.</p>
2.3.5 Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and Parks and Recreation Master Plan	<p>Parks and Recreation Master Plan approved.</p> <p>Incremental budget approved to implement plans.</p>	In Progress – Just Started (25%)	The final draft of the Parks and Recreation Master Plan has been completed and was approved in October 2024.

<p>2.3.6 Invest in upgrades at the Marina</p>	<p>Replacing all Marina outdoor lighting to LED.</p> <p>Marina masterplan approved.</p> <p>Pier 2 replacement of 56 floating dock system slips.</p> <p>Complete ecological improvements within Whitby Harbour through Department of Fisheries and Ocean harbour remediation project.</p> <p>Incremental budget approved to implement Marina masterplan.</p>	<p>In Progress – Just Started (25%)</p>	<p>The Port Whitby Marina Feasibility and Harbour Land Use Study for the Whitby Marina is in progress and will be presented to Council in Q1 of 2025.</p> <p>Specifications are being finalized for the Pier 2 replacement project with tendering planned by Spring 2025.</p> <p>Town staff continue to work with Fisheries and Oceans Canada and the Ministry of the Environment, Conservation and Parks to advance the harbour remediation project.</p>
<p>2.3.7 Repurpose the historic Pumphouse for a new gathering place</p>	<p>Pumphouse serving as a gathering place.</p>	<p>Complete in 2023</p>	<p>The Town Brewery Pop-Up was open again for the 2024 season.</p>
<p>2.3.8 Work with Metrolinx to finalize the Bus Rapid Transit design for Dundas Street</p>	<p>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.</p>	<p>In Progress – Just Started (25%)</p>	<p>In 2024, Staff reviewed preliminary drawings for the Dundas Street Bus Rapid Transit section between Des Newman Boulevard and east of McQuay Boulevard.</p> <p>Staff will continue to collaborate with the Region of Durham and Metrolinx to achieve the bus rapid transit vision and support transit along the Dundas Street corridor.</p>

## 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	2024 Update
<p>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</p>	<p>80% of annual recommendations accomplished.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>In 2024, continued to implement the 2022 - 2026 Economic Development Strategy, including the introduction of Local Business Week and the Whitby Job Fair.</p> <p>Business retention and expansion interviews were conducted, and a sector meet-up was hosted for two of Whitby's key target sectors.</p> <p>The Whitby Professional Entrepreneur and Newcomers Club action item was initiated, and the business webinar series and home-based toolkits were launched.</p> <p>The priority for 2025 is the development of the Intelligent City Strategy and Action Plan, programming to support the green economy and agri-business, and the expansion of support for tech-based businesses and the 1855 Whitby technology accelerator.</p>
<p>3.1.2 Expand Whitby's commercial and industrial tax base</p>	<p>Annual increase in commercial/industrial building</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>Worked to attract and support the openings of the Mazda distribution centre and Whitby Health Clinic in</p>

	<p>permit values.</p> <p>Annual increase in number of new businesses.</p>		<p>2024. Through the Business Retention and Expansion program, staff were able to support the retention of Mitch Insurance, GHD, and 4Sight Utilities by providing site-selection support to keep these businesses and hundreds of jobs in the Whitby community.</p> <p>In 2025, the focus will be on supporting stakeholders in the development or planning stages of 9,500,000 square feet of industrial land.</p>
<p>3.1.3 Implement actions to enhance Whitby's tourism sector including a focus on the waterfront</p>	<p>80% of annual recommendations accomplished.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>In 2024, a successful application for a \$200,000 Tourism Growth Program grant was awarded to support the redevelopment of the waterfront lands surrounding the Rowe House. This project will transform the area into a community and visitor hub, featuring a tourism pop-up office, accessible pathways, a cycling rest stop, and an accessible dock.</p> <p>The Town has also received approval for the implementation of a Municipal Accommodation Tax effective July 2024 as a new revenue stream for the municipality, with 50% of the funds directed back to the municipality through the Municipal Accommodation Tax Reserve Fund to support tourism products, infrastructure, public art, and more.</p> <p>The Whitby Tourism Development Corporation, the new tourism entity,</p>



			was officially incorporated in October 2024.
3.1.4 Support green economy, agriculture and agri-business	<p>Partner with two post-secondary institutions per year to support programs and recruitment for these sectors.</p> <p>Annual increase in agriculture and green economy building permit values.</p> <p>Annual increase new agriculture and green economy businesses.</p>	In Progress – Just Started (25%)	<p>Pursuing potential partnerships with urban farming organizations and potential funding opportunities to advance this initiative.</p> <p>In 2025, the focus will be on developing a foundational action plan to create a clear focus and prioritization of how to support the green economy and agricultural technology industry.</p>

## Objective 3.2: Attract and retain businesses and industry

<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
3.2.1 Attract investment for hotel and convention centre	Secure investment in hotel and convention centre.	In Progress – Halfway Complete (50%)	<p>A Hotel/Banquet Centre Feasibility Study has been initiated. The anticipated completion is early 2025.</p> <p>In 2025, Staff will begin marketing the hotel and convention centre feasibility study to potential developers and user groups and will work to address any gaps identified in the feasibility study.</p>
3.2.2 Develop tools to support collaborative workspaces and home-based businesses	<p>Develop home-based tool kit and launch a new tool annually.</p> <p>Develop action plan to support collaborative workspaces.</p>	Complete in 2024	In 2024, Economic Development launched a home-based business tool kit with a dedicated website to help expand and support these businesses within the community.

			<p>The toolkit provides information on rules and regulations and ways to expand.</p> <p>In 2025, Staff will continue to promote the home-based business toolkit and support businesses looking to expand into other physical locations in Whitby.</p>
3.2.3 Expand the business retention and expansion program	<p>Increase business retention and expansion program to conduct 50 interviews annually.</p> <p>25 introductions to external organizations annually.</p> <p>40 business support resources provided annually.</p>	In Progress – Halfway Complete (50%)	<p>In 2024, continued to implement the Business Retention and Expansion (BRE) program with an emphasis on businesses within key economic sectors.</p> <p>Supported the expansion of three local businesses identified through the BRE program, which includes retaining key employers and hundreds of jobs in Whitby.</p> <p>Met with 37 businesses in 2024. The Local Business Week initiative was introduced in 2024 with the Council, staff and partners visiting and conducting interviews with local businesses. Common themes were identified and actions, such as the Whitby Job Fair attracting 500 job seekers, were introduced to support the needs identified by the local businesses.</p>
3.2.4 Implement and streamline municipal tools and processes to attract	Three businesses accepted into Concierge Program.	In Progress – Halfway Complete (50%)	Two development projects within the concierge program in 2024, including a million-square-foot industrial project

high-value, employment-generating businesses	Annual increase in commercial/industrial building permit values.		and a future business park.  Permit values as of October 2024: - To date, industrial and commercial building permit values have exceeded \$200 million. - Industrial - 29 permits, with a value \$174,702,985 (an increase of 173.76% over 2023 value) - Commercial - 116 permits, with a value of \$25,662,904.09 (a decrease of 75.22% from 2023) - The number of businesses registered in the Town of Whitby grew significantly this year - from 3,493 to 3,904.
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.	In Progress – Halfway Complete (50%)	Successfully acquired a \$91,000 grant from My Main Street to support additional placemaking for Roebuck Street.  The priority for 2025 will be a new placemaking activation to be located in Downtown Whitby as part of the Town's new Signature Event.

**Objective 3.3: Promote innovation and build competitive advantage**

<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
3.3.1 Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and	Action Plan developed by 2026.	In Progress – Just Started (25%)	Hosted representatives from the Intelligent Communities Forum to showcase the Downtown Whitby innovation ecosystem, including 1855

<p>technology to support innovative solutions</p>			<p>Whitby (technology accelerator), local technology companies and unique local businesses.</p> <p>The Intelligent City Strategy and Action Plan project will launch in 2025.</p>
<p>3.3.2 Increase supports offered to tech-based businesses in partnership with Whitby's technology accelerator (1855 Whitby)</p>	<p>2 initiatives undertaken annually in partnership with 1855.</p> <p>20 clients impacted annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Partnered with 1855 Whitby and Invest Durham in the delivery of two Masterclass sessions.</p> <p>The final number of impacted clients is anticipated to exceed the goal of 20 this year by approximately 400%.</p> <p>In 2025, staff will continue to work closely with 1855 Whitby and the technology community. Priorities include supporting the attraction of new start-up companies into the accelerator to reach 90% capacity and support the graduation of 1-2 companies from the accelerator into the community.</p>
<p>3.3.3 Leverage grant funding to support broadband and Smart City initiatives</p>	<p>Grant funding secured.</p> <p>One project undertaken.</p>	<p>Not Started</p>	<p>To begin in 2025.</p>

## STRATEGIC PILLAR 4

### Whitby's Government - Accountable & Responsive

<b>Objective 4.1: Address community needs through collaboration and strategic partnerships</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities	<p>Present community needs to government partners annually.</p> <p>Report annually on grant funding applications.</p>	In Progress – Halfway Complete (50%)	<p>Successfully applied for and received well over \$55 million in grant funding in 2024, including a \$25 million Green and Inclusive Community Buildings Program Grant for the Whitby Sports Complex, \$24.9 million from the Housing Accelerator Fund grant and \$5.4 million from the Building Faster Fund.</p> <p>These grants reduce the amount of funding required for important municipal programs and allow for incremental programs to be undertaken.</p>
4.1.2 Strengthen existing and build new partnerships	<p>Develop partnership database.</p> <p>Establish four new partnerships and report on outcomes</p>	In Progress – Nearly Complete (75%)	<p>Increased and formalized the partnership with Feed the Need through the opening of the Market Food Bank at Iroquois Park Sports Centre.</p> <p>Hosted a total of six Mayor’s Roundtable events in 2024 with key stakeholder groups, providing opportunities to network and</p>

			<p>collaborate.</p> <p>Established partnership with Region of Durham and Windfall Ecology Centre on Durham Greener Homes Program.</p> <p>Established a partnership with CLOCA to develop a Sustainable Neighbourhood Action Plan (SNAP) program to develop neighbourhood-based adaptation plans to address climate change.</p>
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<b>Objective 4.2: Be the organization that people want to join and build their future</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market	<p>Complete Market Review for all Regular Full-time Exempt and CUPE Positions and present recommendations to Council.</p> <p>Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework.</p>	In Progress – Halfway Complete (50%)	<p>The Compensation Market Review recommendations were endorsed by Council in 2024.</p> <p>Two keystone programs in the Town's Talent Management Framework have been identified, and development has begun. These programs will focus on individual career development planning and leadership development.</p>
4.2.2 Identify and implement training and professional development opportunities	<p>Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework.</p>	In Progress – Just Started (25%)	<p>Two keystone programs in the Town's Talent Management Framework have been identified, and development has begun. These programs will focus on individual career development planning and leadership development.</p>

<p>4.2.3 Identify opportunities and take steps to establish a diverse and inclusive workplace</p>	<p>Advance a corporate census that benchmarks the Town’s diverse employee population compared to the community.</p> <p>Advance an outreach program to provide individuals from marginalized communities with opportunities to learn about and experience public service.</p>	<p>Not Started</p>	<p>Diversity training/workshops completed.</p> <p>Work on the corporate census is planned to begin in 2025.</p>
<p>4.2.4 Implement strategies to attract and retain the best staff to serve the community</p>	<p>Complete Market Review for all Regular Full-time Exempt and CUPE Positions and present recommendations to Council.</p> <p>Develop Talent Acquisition and Retention Strategy, including outreach program that increases awareness of benefits of careers in public service.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>The Market Review is complete, and its recommendations were approved by Council.</p> <p>Work on the Talent Acquisition Strategy has commenced and is ongoing. This includes modernizing recruitment methods and practices to create a positive candidate experience and foster an effective, diverse, and inclusive workforce.</p>

<b>Objective 4.3: Deliver exceptional customer service and community engagement</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
<p>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</p>	<p>Begin implementing the customer contact centre.</p> <p>Streamline the digital customer experience through an online portal and/or Customer Relationship Management (CRM) software.</p> <p>Expand and standardize payment</p>	<p>In Progress – Just Started (25%)</p>	<p>In 2024, frontline staff received Customer Experience Training to ensure that Whitby maintains its standard of outstanding customer service.</p> <p>The planning for the Service Whitby initiative is nearing completion to address structural obstacles affecting customer experience, with a phased</p>

	options by offering e-transfer and/or credit card payment options on all invoices.		<p>launch planned for 2025.</p> <p>After selecting a Customer Relationship Management (CRM) solution and pending the securing of an implementation partner, the Town is set to adopt advanced technology that will enhance the customer experience.</p>
4.3.2 Identify, establish, and report on service levels of interest to the community	Identify service levels of interest to the community.	In Progress – Nearly Finished (75%)	<p>In 2024, Staff reported to Council on options to include eligible private laneways and multi-residential locations in the curbside waste collection program.</p> <p>The priority for 2025 is to develop a comprehensive strategy that includes curbside waste collection for private laneways and multi-residential locations while considering the expected growth in Brooklin in a way that is fiscally responsible.</p>
4.3.3 Implement new technologies and systems that modernize business tools to increase efficiencies and engagement	Report on one service level standard of interest to the community annually.	In Progress – Halfway Complete (50%)	<p>Completed modernization projects in 2024 include the implementation of the new enterprise management system, Workday, the selection of the Customer Relationship application; a second phase of improvements to Cityworks for facilities work management; and ongoing improvements to the Amanda software, resulting in improvements and digitization of current manual processes.</p> <p>In 2025, the Workday rollout will be complete, allowing HR and Finance to</p>



			<p>continually improve staff use across the organization. In addition, the development and implementation of the Customer Service application will begin.</p>
<p>4.3.4 Implement opportunities for Council to engage the community</p>	<p>Host Annual Ward Town Halls.</p> <p>Publish a monthly Mayor's newsletter with a 5% annual increase in page views.</p> <p>Publish a Council highlights document after each regular Council meeting with a 5% annual increase in page views.</p> <p>Magazine published annually focusing on life in Whitby.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Council adopted the Ward Town Hall Meetings Policy and has been offering a town hall-style meeting for each ward on an annual basis to provide updates and engage with residents.</p> <p>The 2024 Mayor's Town Hall event was hosted in March as a Facebook Live event. This 1-hour, digital format included an update on the 2024 hospital campaign, a community safety presentation from DRPS, and council updates from Mayor Roy.</p> <p>Council highlights are published after every Council meeting to provide the community with information on key Council decisions.</p> <p>The mayor's newsletter is published monthly and shared on social platforms, resulting in a 62% increase in subscribers to the webpage in 2024 compared to the previous year. The newsletter's page views have also increased significantly in 2024, by as much as 658% in a month compared to the same month the previous year.</p> <p>Increasing the number of Coffee with Mayor Roy events that took place in</p>

			Summer 2024 and introducing a series of new Talk Budget with Mayor Roy events in Fall 2024.
4.3.5 Provide timely and transparent reporting to the community, staff and Council	<p>Regular updates on Community Strategic Plan accomplishments through staff reports, Council newsletters and public meetings.</p> <p>Formal annual reporting on progress of Community Strategic Plan</p> <p>Creation of interactive webpage to support real-time reporting.</p>	In Progress – Halfway Complete (50%)	<p>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 more than 95% of the Actions in Progress.</p> <p>Completed anniversary accomplishments news release in June 2024.</p> <p>The priority for 2025 is to enhance internal and external communications and internal processes to track the progress of the Community Strategic Plan.</p>

<b>Objective 4.4: Ensure fiscal accountability and responsibility plan for growth</b>			
<b>Actions</b>	<b>Identified Measures of Progress</b>	<b>Status of Progress</b>	<b>2024 Update</b>
4.4.1 Deliver services that respond to community needs while balancing the impact to taxpayers	<p>Obtain community needs/budget priorities through citizen budget engagement tools.</p> <p>Introduce participatory budgeting to inform an investment in the budget for Council consideration.</p>	In Progress – Halfway Complete (50%)	The Town engaged a new vendor for the Participatory Budget exercise in 2024. The new platform allows participants to select their first, second, and third choices for budget priorities, for images to be attached to each option, and for pop-up information to provide more information on a particular option.

	<p>Expand participatory budgeting.</p> <p>Balance the impact to taxpayers by annually reviewing and updating user fees to recover costs of service delivery/new services.</p>		<p>A \$75,000 investment in Physician Recruitment was included in the budget as a result of the participatory budgeting. The results of the 2024 budget engagement from over 3,300 participants identified waterfront investments, investment in municipal technology and climate change initiatives as the top three priorities for investment.</p> <p>Later in 2024, a multi-year budgeting cycle was introduced along with a Strong Mayor budget. The 2025-2027 Budget was approved by year-end, helping to respond to community needs while balancing the impact to taxpayers.</p>
4.4.2 Plan for future growth through update to Official Plan and Comprehensive Zoning By-Law	<p>Interactive zoning map launched.</p> <p>Update to Official Plan completed and approved.</p> <p>Comprehensive Zoning By-Law approved.</p>	In Progress – Halfway Complete (50%)	<p>Phase 1 of the Official Plan Review, including background reports, public engagement, and open houses, is complete.</p> <p>The first draft of the Comprehensive Zoning By-law has been completed, and two public engagement sessions were hosted in November 2024.</p>
4.4.3 Proactively address growth by completing ward boundary review	Ward boundary review completed.	In Progress – Just Started (25%)	In 2025, Staff will present options for a Ward Boundary Review to Council with the aim of implementing any boundary changes for the 2030 Municipal Election.

<p>4.4.4 Update long-range financial plans to ensure essential Town services are provided in a sustainable and affordable way</p>	<p>Long-range financial plan updated annually.</p> <p>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).</p> <p>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.</p> <p>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 to maintain essential services and service levels.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>An update of the Town of Whitby's Municipal Asset Management Plan was approved by Council in June 2024.</p> <p>Priorities for 2025 include the start of work on the Town of Whitby's Development Charges Update; the implementation of the Town's first Community Benefits Charge for residential developments of five storeys or higher and 10 units or more; and an update of the Town's Municipal Asset Management Plan to include levels of service and a plan to fund the levels of service in compliance with provincial legislation.</p>
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