

TOWN OF WHITBY

BUSINESS PLAN

| 2020 TO 2022



whitby.ca/strategicplan



**TOGETHER, WE WILL CONTINUE TO BUILD
OUR VIBRANT & WELCOMING
COMMUNITY**



A MESSAGE FROM THE CAO



On behalf of Town staff, I am proud to present the Town of Whitby's first three-year Business Plan (2020 to 2022).

Our Corporate Strategic Plan (CSP), created in spring 2019, identifies the Town's Mission: **together we deliver services that make a difference in our community.** The CSP also provides a common set of organizational priorities for us to focus on as we move forward as an organization. This new Business Plan details the Action Items that will help us achieve our CSP Mission, while prioritizing the allocation of our financial and people resources. It also recognizes the important work staff do on a day-to-day basis as part of operational excellence.

Over the past several months, Town staff have been working collaboratively to identify and prioritize key Action Items that will modernize our organization and enable us to continue to deliver the programs and services our community expects of us. It is through this process that we've identified the 12 Action Items contained within this plan. Collectively, the Action Items will not only operationalize the Town's CSP, but also deliver on Council's Goals and the priorities residents identified through the Community Survey.

I want to thank staff for their ideas and their collaborative, accountable, respectful and engaged approach to the development of this Plan. I look forward to working with Council and staff to implement and deliver on the Action Items identified, find collaborative solutions to emerging issues and report annually on our progress. Together, with the CSP and Business Plan as our guide, we will continue to build our vibrant and welcoming community.

A handwritten signature in black ink that reads "Matt Gaskell". The signature is fluid and cursive.

Matt Gaskell
Chief Administrative Officer

TABLE OF CONTENTS

A Message From the CAO _____ 3

About the Business Plan _____ 5

Decision-Making Framework _____ 6

Community Snapshot _____ 8

Opportunities and Trends _____ 9

Strategic Alignment _____ 10

Business Plan Action Items _____ 13

Financial Implications _____ 26

Community Survey _____ 28

Business Planning Cycle and
Progress Updates _____ 29



ABOUT THE BUSINESS PLAN

The Business Plan is the roadmap for how the Town of Whitby will operationalize its Corporate Strategic Plan (CSP) and achieve its CSP strategic priorities and mission of “**together we deliver services that make a difference in our community.**”

The Town’s 2019 to 2022 Corporate Strategic Plan was endorsed by Council in March 2019. The Corporate Strategic Plan:

- provides a clear and consistent focus on a common set of organizational priorities,
- serves as a framework for driving a progressive organizational culture,
- increases collaboration across and throughout the organization, and,
- guides decision-making, including those related to the allocation of resources, across the organization.

The Business Plan Action Items identified are new initiatives the Corporation is focusing on to ensure it modernizes and improves its future service delivery to continue to make a difference in our community. These Action Items are above and beyond the operations and service delivery Town of Whitby staff provide on a daily basis.

The Town recently engaged the services of KPMG to conduct a Service Delivery Review which identified that the Town is a very lean municipality with cost-competitive operations relative to its municipal comparators. Due to the lean nature of the organization, a fiscally responsible approach to taxation, and anticipated growth within the municipality, staff will focus on the 12 Action Items that will make the largest impact on the organization and the community.

DECISION-MAKING FRAMEWORK

In all decision-making, the Town of Whitby is guided by the priorities of Town Council, the community and its staff. These priorities are reflected in Council's Goals, the Community Survey and the Corporate Strategic Plan. Together, these guiding documents intersect to provide a strong foundation for the development of the Business Plan and Annual Work Plans which will inform the Town's operating and capital budgets, and provide the foundation to enable the Town to achieve the priorities of Council.

Although Council's Goals, the Community Survey and Corporate Strategic Plan have different focuses, they complement each other and will work in partnership to guide the organization. Council's Goals are intended to reflect the hopes and aspirations of the community which are reflected in the Community Survey, while the Corporate Strategic Plan focuses internally, guiding how the organization will effectively manage operations to achieve these goals.

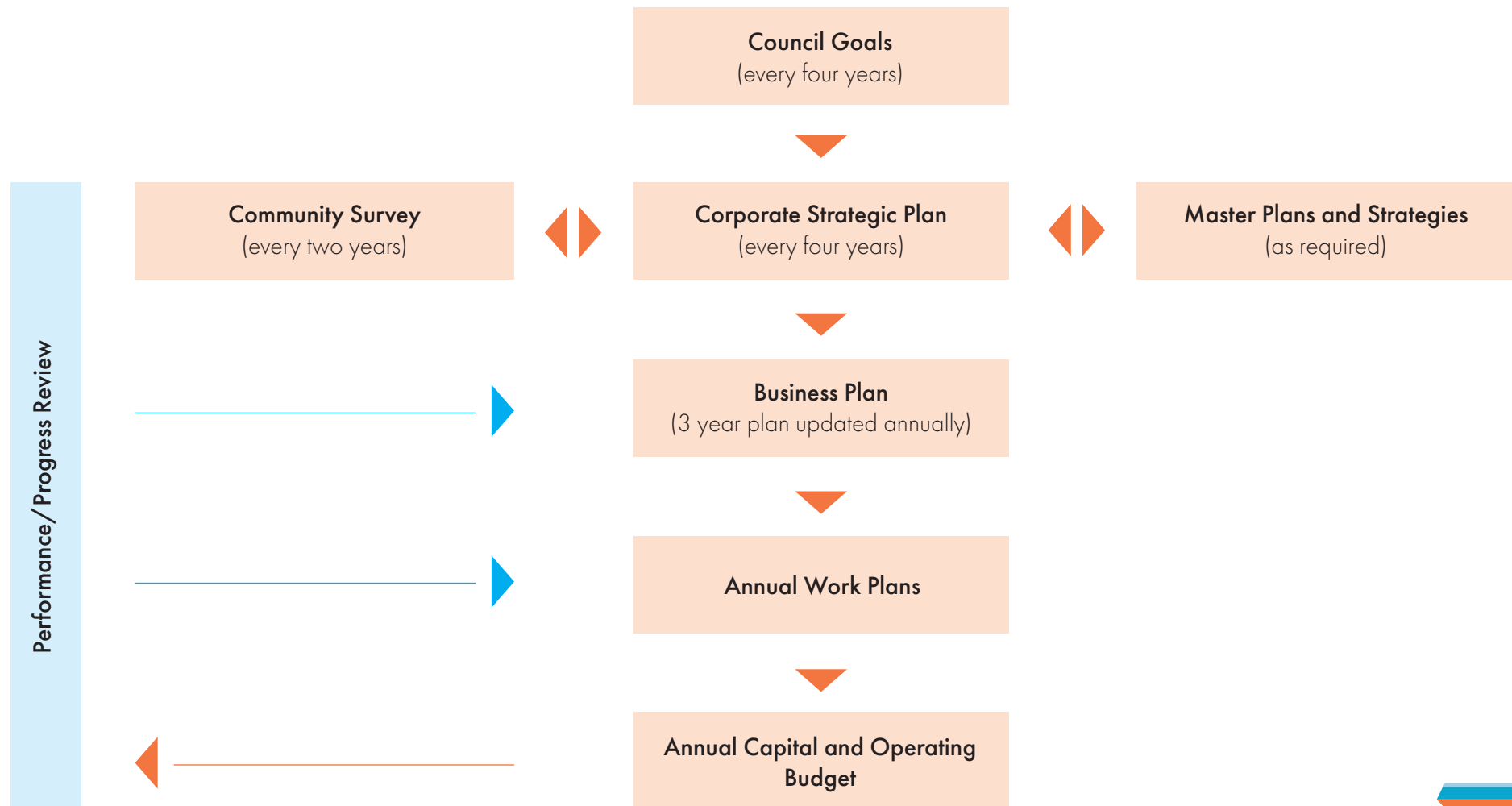
Council has identified their priorities to accomplish over the next three years. The themes identified in the Business Plan have been developed to reflect this feedback which for the most part are focused on delivering services to our residents – the **Customer**.

In order to achieve Council's Goals, the Business Plan Action Items also ensure that the Town is attracting and retaining the best **People** and that a strong organizational foundation is established and systems are in place. Focusing on our **People** allows us to foster an inclusive environment where employees can experience job satisfaction and rewarding careers. Focusing on our **Organization** ensures we are a high performing, innovative, effective and efficient organization. Our **People** and **Organization** underpin our efforts to ensure we provide our **Customer** a consistent, optimized and positive customer experience.

Investments in these three pillars will enable us to achieve our mission and deliver on Council's Goals over the next three years through Action Items identified in the Business Plan or through operational excellence projects and initiatives identified in Departmental Annual Work Plans.



DECISION-MAKING FRAMEWORK



COMMUNITY SNAPSHOT

128,000+

Residents



2,283

Businesses

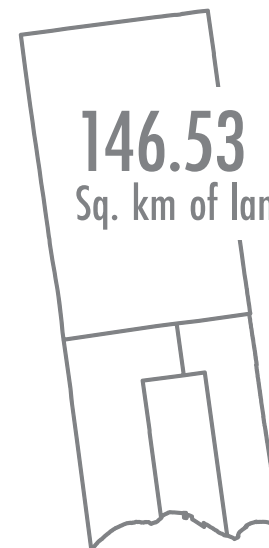


45,184

Households

146.53

Sq. km of land



2nd largest municipality
in Durham Region

1,000+ Lane km of road

70+ km of trails

50 winter maintenance
vehicles



200+ Community Events

3 youth rooms

361 arts programs offered through Station Gallery

4,000 children enrolled in Town summer camps



2,200+
Recreation
Programs



420 marina slips

4 recreation centres

4 indoor pools

15 splash pads

10 ice pads

79 sports fields

90+
Playgrounds



120+
Parks

2 conservation areas

50,000 trees maintained

2 community gardens

1200+ acres of open space

OPPORTUNITIES AND TRENDS

The Business Plan has been developed at a point in time and will be a fluid document that will be updated annually in order to address emerging opportunities and trends that will affect the municipality over the next three years. Currently these include:

Economic

- Changing economy with the shift to online commercial space.
- General Motors Oshawa plant closure at the end of 2019.
- Growth in the housing market making homes less affordable.

Legislative/Governance

- Accessibility legislation through the AODA impacting municipal service levels and budgets.
- Provincial deficit resulting in pressures on regional and municipal budgets.
- Impact of Bill 108 resulting in additional costs and risks of growth shifting from the developers to taxpayers.

Growth and Changing Demographics

- One of the fastest growing municipalities in Ontario, Whitby is home to 128,000+ residents, and expected to grow to 200,000+ by 2031.
- Significant growth in West Whitby and North Brooklin with investment required into infrastructure projects, including the mid arterial roadway and North Whitby Sports Complex.
- An aging population - approximately 30,000 Whitby residents turn age 65 in the next 15 years.
- Changing cultural diversity of the community continues with over 25% being a visible minority and over 23% immigrants.

Climate Change

- Investment into climate change mitigation and adaption programs and infrastructure resiliency contributing to the already challenging job of sustaining communities in a tight fiscal environment.

Staffing Levels

- 2016 Service Delivery Review (SDR) identified the staffing complement per 1,000 households for the Town of Whitby at 11.7 (based on 2014 staffing levels) which is less than the average of Whitby's municipal comparators and identified as an under resourced municipality.
- The SDR identified the need for an additional 15 full time equivalent positions per year to maintain service levels as a result of growth. Since 2015, excluding the new fire crew in 2017, there have been an average of 9.5 full time equivalents added annually. This results in an increasing human capital gap to an already lean municipality.

Technology

- Development in technologies transforming the way that municipalities work and the way that residents interact with the municipality, businesses and each other.
- Paper based communications replaced with rapid, personalized and electronic interactions.

STRATEGIC ALIGNMENT

The Business Plan Action Items were prioritized based on their alignment with Council's Goals, the Community Survey and the Corporate Strategic Plan.

Council's Goals:

- 1 To build a strong, respectful Council team with a positive shared vision and four-year action plan; to ensure all municipal affairs are conducted with professionalism and integrity.
- 2 To enhance the transparency and accessibility of Town Hall and ensure effective public consultation and engagement, including greater opportunities for voter engagement through the municipal election process.
- 3 To deliver local jobs and prosperity through strategic planning and promotion that builds resilience and economic diversity.
- 4 To make workplace morale a priority by building a collaborative, inclusive, respectful and creative work environment that engages the abilities of all staff to solve problems, accomplish new things and deliver the best outcomes to residents.
- 5 To continue the Whitby tradition of responsible financial management and respect for taxpayers; and to understand the importance of affordability and sustainability to a healthy, balanced community.
- 6 To ensure Whitby is clearly seen by all stakeholders to be business and investment friendly and supportive; and to continuously improve the customer experience and the effectiveness and efficiency of communications, service delivery and approvals.
- 7 To accelerate the pedestrian focus of our historic downtown cores; to leverage municipal tools and resources to generate downtown supportive investments; to facilitate the continued growth of our Innovation District; and to gain care and control of Baldwin Street through downtown Brooklin.
- 8 To make our streets and neighbourhoods safer through innovative and best-practice design standards and traffic calming measures that reduce traffic speeds; to increase citizen involvement in building complete streets; to effectively manage parking on residential streets and in our downtowns; and to reduce the traffic impact of new developments on existing neighbourhoods.
- 9 To remain the community of choice for families and become the community of choice for seniors and job creators; and to focus new growth around the principles of strong, walkable and complete neighbourhoods that offer mobility choices.
- 10 To become the destination of choice for visitors; to realize the economic, cultural and social potential of our downtowns, waterfront, green spaces and major attractions; to support and facilitate new community events and increase recreational opportunities along our waterfront.

STRATEGIC ALIGNMENT

Community Survey Priorities:

- Maintaining and cleaning the community
- Improving road safety and traffic congestion
- Managing growth and development
- Ensuring fiscal responsibility
- Attracting more local jobs and businesses
- Enhancing customer service
- Improving communication and community engagement
- Planning for the future

Corporate Strategic Plan Priorities:

1: People

We will foster an inclusive environment where employees can experience job satisfaction and rewarding careers.



Objectives:

- 1.1 Recognize and celebrate successes
- 1.2 Create opportunity for employee growth and development
- 1.3 Empower staff
- 1.4 Attract and retain top talent
- 1.5 Become the organization that people want to join

2: Organization

We will be a high performing, innovative, effective and efficient organization.



Objectives:

- 2.1 Continually improve how we do things by fostering innovation and focusing on making our processes better
- 2.2 Leverage technology and information to modernize our business practices
- 2.3 Develop and utilize comprehensive business and financial planning processes
- 2.4 Align our organization structure to optimize decision-making and agility
- 2.5 Enhance our efforts at informing and engaging staff and community

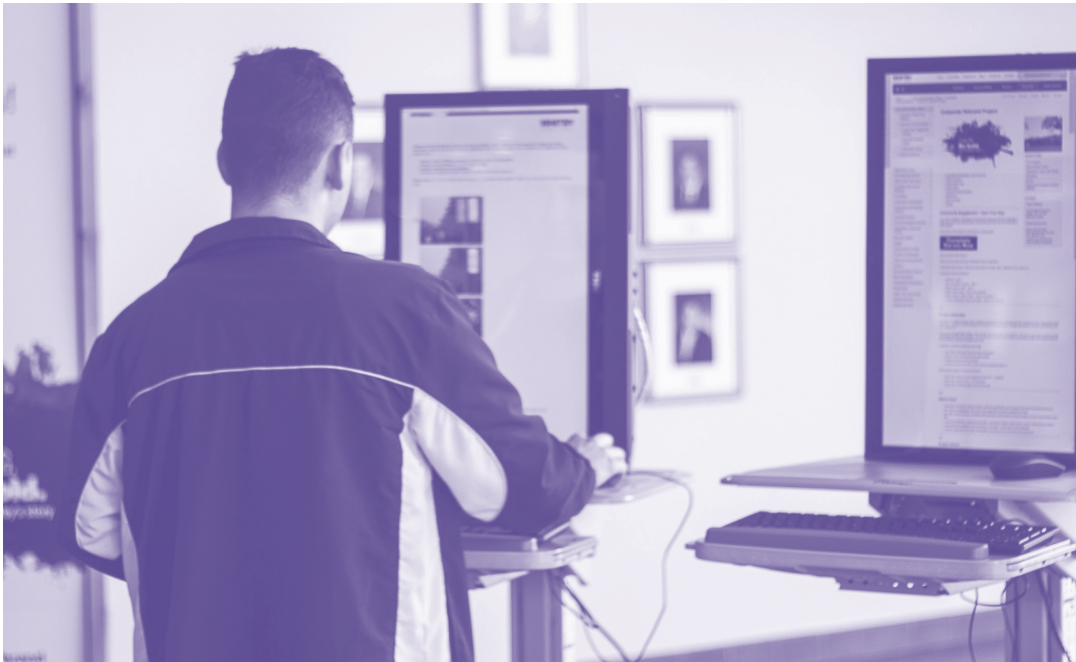
3: Customer

We will provide a consistent, optimized and positive customer service experience.



Objectives:

- 3.1 Design service delivery around customer needs
- 3.2 Define clear service levels
- 3.3 Modernize and improve customer interaction tools
- 3.4 Provide consistent customer service training for all staff
- 3.5 Measure results in pursuit of ongoing improvements to the customer service experience (Note: Customer is defined as both external and internal)



BUSINESS PLAN ACTION ITEMS

Staff identified more than 50 Action Items initially, however due to resource and financial capacities, a prioritization exercise was completed and the following 12 Action Items were identified as the highest priority considering alignment with Council's Goals, the results of the Community Survey and the Corporate Strategic Plan. The 12 Action Items have been categorized into six themes.

The six themes for the 2020 to 2022 Business Plan are:

- COMMUNITY BUILDING
- COMMUNITY ENGAGEMENT AND COMMUNICATIONS
- COMMUNITY SAFETY AND TRANSPORTATION
- ECONOMIC DEVELOPMENT
- EFFECTIVE GOVERNMENT
- ENVIRONMENTAL SUSTAINABILITY

Each Business Plan Action Item clearly identifies which Council Goals, Community Survey Priorities and Corporate Strategic Priorities it aligns with.



COMMUNITY BUILDING

Customer Service Strategy

A new Customer Service Strategy will be developed in 2020 to help ensure the Town continues to provide excellent customer service that meets the needs of residents both now and in the future. The strategy will look at ways to improve the consistency and quality of the service received by residents. The opportunity to centralize front-line customer service functions in a Service Whitby, 311 or similar model will be investigated including development of a phased approach and facility requirements. The strategy will also look at leveraging technology to better track, manage and continue to ensure timely response to resident inquiries.

Alignment with:

Council's Goals: 2, 4, 6, 9

Community Survey Priority: Enhancing customer service

Corporate Strategic Plan Objective: 1.2, 1.3, 2.1, 2.2, 2.4, 2.5, 3.1, 3.2, 3.3, 3.4, 3.5

Deliverables:

- Complete a customer service strategy and corporate customer service training in 2020
- Create a central customer service center by early 2021 to improve the quality and consistency of the customer service received by residents
- Consider customer relationship management software solutions in 2021

Budget	2020 to 2022	2023 to 2029
Capital	\$1.2M	\$1.0M
Operating	\$0.7M	\$0

COMMUNITY BUILDING

Downtown Whitby Secondary Plan

There have been significant changes in land use planning policies that could affect Downtown Whitby since the Secondary Plan was first introduced in 1989, such as the Town's Official Plan Review, Intensification Strategy, Downtown Community Improvement Plan, Downtown Whitby Action Plan, Werden's Heritage Conservation District Plan, Active Transportation Plan, etc. A review and update will help ensure the Secondary Plan remains current, plans for future growth and development, and reflects and implements the changes to other land use planning policies.

Alignment with:

Council's Goals: 2, 6, 7, 8, 9, 10

Community Survey Priority: Planning for our future

Corporate Strategic Plan Objective: 2.3, 2.5, 3.1

Deliverables:

- Conduct ongoing community engagement seeking stakeholder input on their vision for Downtown Whitby to ensure it continues to be a vibrant, welcoming and thriving downtown
- Complete an analysis of background materials, prepare proposed policy directions, and conduct community engagement in 2020/2021, with the final recommended Official Plan Amendment being presented in 2021/2022

Budget	2020 to 2022	2023 to 2029
Capital*	\$0.5M	\$0
Operating Budget	\$0	\$0

*Includes budget approved in prior year

COMMUNITY BUILDING

North Whitby Sports Centre

The Town will move forward on the next steps needed to explore the creation of a new North Whitby Sports Complex. The need for a new recreation facility in the northern part of the community was identified as part of the Town's 2015 Sports Facility Strategy. The proposed facility could include an aquatic centre, multipurpose floor, ice facilities and community spaces. The facility is needed to ensure the Town can continue to serve our growing community.

Alignment with:

Council's Goals: 2, 4, 5, 9, 10

Community Survey Priority: Managing growth and development

Corporate Strategic Plan Objective: 3.1

Deliverables:

- Move forward on the creation of a new recreation facility in the north of the community to ensure recreation opportunities are available for all residents well into the future
- Conduct community engagement on the proposed design of the new Centre in 2020 and 2021, with construction expected to begin in 2022 and completion in 2023

Budget	2020 to 2022	2023 to 2029
Capital	\$40.0M	\$0
Operating	\$0	\$0.7M

COMMUNITY BUILDING

Comprehensive Zoning Review



The Town is undertaking a Comprehensive Zoning Review to ensure its existing Zoning By-law aligns with the Town's updated Official Plan, reflects current zoning practices and serves the best interests of residents today and in the future. The review will look at residential, commercial and industrial properties in Whitby. The review and resulting Zoning By-law will provide a way for the Town to manage land use and future development.

Alignment with:

Council's Goals: 2, 3, 6, 8, 9, 10

Community Survey Priority: Planning for our future

Corporate Strategic Plan Objective: 2.1, 2.2, 3.1

Deliverables:

- Engage a consultant to lead the project and complete background studies, analysis and strategic direction in 2020, develop a first draft for community consultation and refinement in 2021/2022 with final adoption of updated zoning by-law in 2024
- Conduct community engagement on the development of modernized by-laws to maintain a high quality of life for Whitby residents, enhance and protect property values, design and preserve livable and walkable communities, conserve recreation areas, open space and environmentally sensitive areas

Budget	2020 to 2022	2023 to 2029
Capital*	\$2.0M	\$0
Operating	\$0	\$0

*Includes budget approved in prior year

COMMUNITY ENGAGEMENT AND COMMUNICATIONS

Community Engagement

The Town sees community engagement as a vital tool in the municipal decision-making process. That's why, in 2019 the Town completed and received Council approval on its first Community Engagement Framework. The new Corporate Strategic Plan also highlights this initiative as a strategic priority in order to drive the very real, sustainable changes this growing community needs. Residents shared that they want to be heard. With the changing demographics, our residents, businesses and community groups want to see the Town demonstrate that it's embracing the views and goals of the whole community.

The current framework is a guiding document that provides a consistent approach for when, how and why, the Town engages with the community on the issues, policies and programs that matter most to them. Its commitment is "to value community engagement as an important part of how we work". This includes three goals: 1. being consistent and effective in our engagement, 2. make engagement easy, and 3. invest in our engagement efforts. The framework will guide the development of the necessary implementation plans and staff resources needed to integrate the framework into the fulsome decision-making process that impacts all community partners.

Alignment with:

Council's Goals: 2, 4, 6

Community Survey Priority: Improving communication and community engagement

Corporate Strategic Plan Objective: 1.2, 2.5, 3.1, 3.4

Deliverables:

- Develop implementation plan in 2020
- Develop digital engagement platform in 2020
- Develop and evaluate toolkit to support Council and staff 2020 to 2022
- Develop, implement and evaluate comprehensive staff training 2020 to 2022

Budget	2020 to 2022	2023 to 2029
Capital*	\$0.2M	\$0.1M
Operating	\$0.1M	\$0

* Includes budget approved in prior year

COMMUNITY SAFETY AND TRANSPORTATION

Mid Arterial Roadway

The Town is moving forward with the construction of a new and major east-west roadway through south Brooklin – the Mid Arterial Roadway. The proposed future roadway would connect Cochrane Street to Britannia Road in the City of Oshawa, helping to support new economic development opportunities and imminent growth expected in the area. The roadway would also help to further the Town's goal of creating a more connected community. An environmental assessment and preliminary design for the roadway began in 2019.

Alignment with:

Council's Goals: 3, 8, 9

Community Survey Priority: Improving road safety and traffic congestion

Corporate Strategic Plan Objective: 3.1

Deliverables:

- Design and begin construction on an east-west arterial road that will increase economic development opportunities and help reduce traffic congestion
- Complete an environmental assessment in 2020
- Acquire necessary property in 2021
- Complete a detailed design and seek necessary approvals in 2022, with construction expected to take place from 2022 to 2024

Budget	2020 to 2022	2023 to 2029
Capital*	\$27.7M	\$21.0M
Operating	\$0	\$0.3M

* Includes budget approved in prior year

ECONOMIC DEVELOPMENT

Economic Development Strategy

The Town will develop an economic development strategy with a demographic review and market assessment that reflects our current business climate and five-year strategic direction. The strategy will focus on how Whitby can foster an environment where existing businesses succeed and new investment is attracted and continue to support and enhance the technology and innovation ecosystem in our downtowns. The Vision of this Strategy is to create a diverse, sustainable economy that provides employment opportunities to enhance the quality of life for Whitby's business community and residents. In addition, plans include a focus on enhanced business support to attract, retain and grow local businesses and employment opportunities and streamline business processes.

Alignment with:

Council's Goals: 3, 5, 6, 7, 9, 10

Community Survey Priority: Attracting more local jobs and businesses

Corporate Strategic Plan Objective: 2.3, 3.1

Deliverables:

- Develop an Economic Development Strategic Plan that clearly outlines the actions and initiatives that will contribute towards more jobs and employment opportunities over the next five years
- Establish adequate office space to cultivate technology and innovative companies to grow to commercial success and create local jobs and economic prosperity in downtown Whitby
- Streamline business processes that promote economic development and employment opportunities

Budget	2020 to 2022	2023 to 2029
Capital	\$0.2M	\$0
Operating	\$0.1M	\$0

EFFECTIVE GOVERNMENT

Whitby Official Plan

A (minor) review and update of the Town of Whitby Official Plan will be required to address land use policy changes at the Provincial and Regional level. The update will help ensure the Town's land use planning policies remain current, reflect and implement upper tier policy changes to effectively manage future growth and development.

Alignment with:

Council's Goals: 2, 3, 5, 6, 9, 10

Community Survey Priority: Planning for our future

Corporate Strategic Plan Objective: 2.3, 2.5, 3.1

Deliverables:

- Develop a terms of reference for project commencement in 2022
- Compile, review and analyze background materials, prepare Discussion Papers and/or Proposed Policy directions, and conduct ongoing community engagement, in 2023/2024
- Adopt an Official Plan Amendment to update the land use policies and mapping of the Whitby Official Plan to conform to and implement Provincial and Regional land use policy changes, in 2025

Budget	2020 to 2022	2023 to 2029
Capital	\$0.05M	\$0.5M
Operating	\$0	\$0

EFFECTIVE GOVERNMENT

Organizational Effectiveness



The foundation for the delivery of efficient, cost effective and relevant services to our community is our organizational culture and effectiveness. Organizational effectiveness is the capacity our organization has to deliver services in a way that maximizes energy, time, money, and human and material resources. In order to achieve and sustain high levels of performance and effectiveness, it requires a corporate culture that enables employees to adapt to the Town's dynamic and evolving environment. As outlined in the CSP, the Town of Whitby is striving for a more inclusive, effective and rewarding corporate culture. Creating this future culture requires a deliberate and focused strategy with aligned efforts and programs to ensure progressive leadership; attraction and retention of the best employees; improved wellness, morale, engagement and loyalty; higher productivity, performance and results for the community; increased positive customer service experiences; and, an all-around better experience for our employees and our community.

Alignment with:

Council's Goals: 1, 4, 6

Community Survey Priority: Improving communication and community engagement

Corporate Strategic Plan Objective: 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.5, 3.5

Deliverables:

- Implement the Town's People Strategy to further align people processes and systems to the Corporate Strategic Plan (CSP) and support Town employees to reach their potential as individuals and team members
- Develop and implement staff programs and supports that foster an inclusive environment and position the Town of Whitby as the organization that the most talented people want to join
- Thoughtfully design and implement an employee experience where people have job satisfaction and rewarding careers as we strive to achieve our collective CSP mission to deliver services that make a difference in our community

Budget	2020 to 2022	2023 to 2029
Capital	\$0	\$0
Operating	\$0.05M	\$0

EFFECTIVE GOVERNMENT

Enterprise Resource Planning (ERP) System



Enterprise Resource Planning (ERP) software is a system of integrated applications that facilitate the flow of information across the Town. The system enables Town staff to have a more holistic view of the organization to better support informed and timely decision making as it relates to financial, asset and human resource management. The implementation of these technologies will provide opportunities for efficiencies through built-in integration and automation, and enable the Town to better service Whitby residents. Both the Service Delivery Review (SDR) and the Corporate Information Technology Strategic Plan (CITSP) identified a critical need to procure and implement an ERP solution that will replace existing software that is out of support and lacks critical financial, asset and HR functionality.

Alignment with:

Council's Goals: 1, 4, 5

Community Survey Priority: Ensuring fiscal responsibility

Corporate Strategic Plan Objective: 1.2, 2.1, 2.2, 2.4, 3.3

Deliverables:

- Complete the procurement process by 2021 and implementation of core financial, HR and asset management by end of 2023, with full project completion projected for 2025

Budget	2020 to 2022	2023 to 2029
Capital*	\$11.7M	\$5.2M
Operating	\$0.6M	\$0.5M

*Includes budget approved in prior year

EFFECTIVE GOVERNMENT

Long Term Financial Planning



The Long Range Financial Plan (LRFP) model facilitates comprehensive decision making regarding service level planning and future funding needs. The LRFP will provide a financial strategy that balances the needs identified in strategic plans with the principles of sustainability and affordability. Due to the new Bill 108 legislation, the Town must update its Growth Plan studies to mitigate the tax impact of growth as much as possible under the new Development Charges and Community Benefits Charge legislation.

Alignment with:

Council's Goals: 1, 4, 5

Community Survey Priority: Ensuring fiscal responsibility

Corporate Strategic Plan Objective: 1.3, 2.3, 3.1

Deliverables:

- Provide the Town with a sustainable approach to planning for the needs of the community and allocating resources that address Council's Goals and community needs in a fiscally responsible manner
- Complete an updated development charge and community benefits charge background study in 2020 and conduct a development application approval process fee review in 2021

Budget	2020 to 2022	2023 to 2029
Capital*	\$0.5M	\$0.8M
Operating	\$0.06M	\$0

*Includes budget approved in prior year

ENVIRONMENTAL SUSTAINABILITY

Climate Change Plan

In response to Whitby declaring climate change an emergency, the Town will move forward on the creation of Whitby's first Climate Change Plan which will provide a framework to address both climate change mitigation and adaptation. The outcomes of the Plan will outline how Whitby will work towards the Council endorsed greenhouse gas reduction of 80% by the year 2050, as well as, ensure that the corporation and the community can remain resilient and continue to function in the face of near future climate change events.

Alignment with:

Council's Goals: 1, 3, 4, 5, 9, 10

Community Survey Priority: Maintaining and cleaning the community

Corporate Strategic Plan Objective: 1.5, 2.1, 2.2, 3.1, 3.2

Deliverables:

- Develop a Climate Change Plan in 2020 to address both climate change adaptation and climate change mitigation, including an implementation plan by 2021 identifying actions, priorities and costs to address resiliency
- Implement the Whitby Green Standard in 2020; advance environmental sustainability through education and community stewardship related to air quality, energy and water conservation, climate preparedness, biodiversity, green infrastructure and waste reduction
- Corporately, update the Energy Management Plan in 2020; develop and implement sustainable practices related to management of fleet, forestry, facilities, zero emission vehicle infrastructure, stormwater, events and energy

Budget	2020 to 2022	2023 to 2029
Capital	\$0.7M	\$0.7M
Operating	\$0	\$0

FINANCIAL IMPLICATIONS

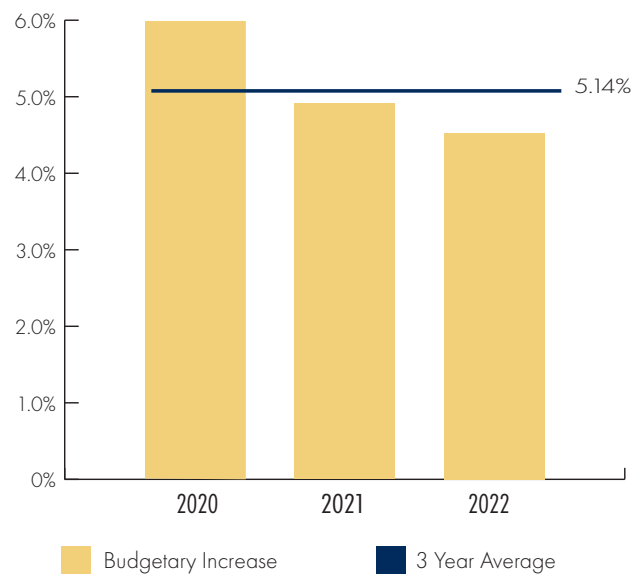
Collectively, the 12 Business Plan Action Items result in the following estimated budgetary impacts from 2020 to 2022.

Budget	2020 to 2022	Impacts
Capital*	\$75.8M	Included in the \$302M capital program for 2020 to 2022
Operating	\$1.6M	Increase over the \$133M 2019 Budget

*Plus a total of \$9.0M budget approved in prior year for Action Items where noted

Annual Projected Budgetary Increase

The budget for the Business Plan Action Items, along with the Town's forecast for continuing operational excellence, results in the following estimated financial results. This forecast focuses on the delivery of important programs and services that residents rely on each day.

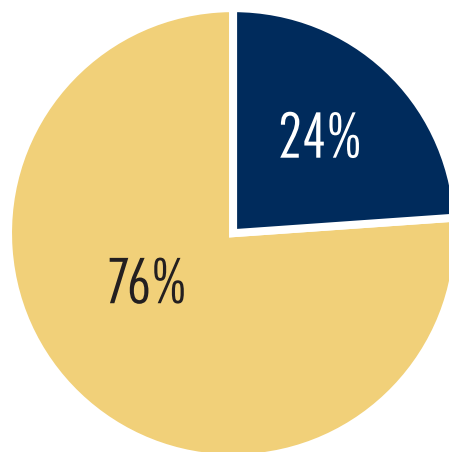


Budgetary Increase by Component	2020	2021	2022	3 Year Average
Taking Care of What We Have				
Operating Inflation	2.83%	2.63%	2.56%	2.67%
Asset Management - existing assets	1.59%	1.60%	1.62%	1.61%
	4.42%	4.23%	4.18%	4.28%
Cost of Growth				
Capital Program/Debt Payments	1.36%	1.68%	1.32%	1.45%
Asset Management - additional assets	0.76%	0.35%	0.33%	0.48%
Operating Impacts to service growth	1.03%	1.19%	1.37%	1.19%
	3.15%	3.22%	3.02%	3.13%
Revenue from New Assessment	-1.58%	-2.54%	-2.67%	-2.26%
Total Budgetary Increase	5.99%	4.91%	4.53%	5.14%
Overall Tax Bill Impact for Town's Share (34%)	2.04%	1.67%	1.54%	1.75%

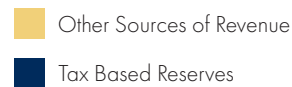
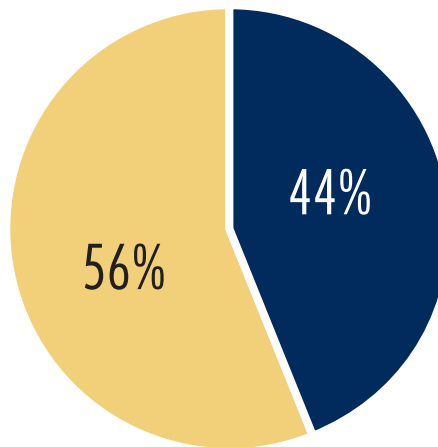
FINANCIAL IMPLICATIONS

Draft 2020 to 2022 Capital Forecast, \$302M by:

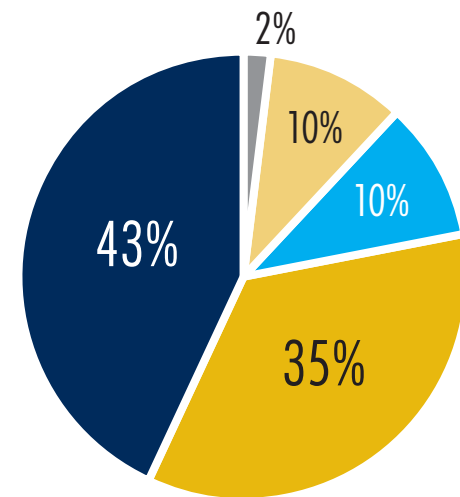
Project Type



Financing Source



Asset Category



*The Business Plan Action Items comprises \$76M of the \$230M of the Growth Plan forecast.

COMMUNITY SURVEY



91 %

of respondents reported overall quality of life in Whitby - excellent (41%) or good (49%)

82%

of residents are "satisfied" or "very satisfied" with the Town's customer service

81%

of residents feel they are getting "good" or "very good" value for their tax dollars

View complete results at whitby.ca/communitysurvey

BUSINESS PLANNING CYCLE AND PROGRESS UPDATES

In keeping with the Town's commitment to transparency and accountability, progress on the Business Plan will be reviewed and reported annually to ensure the Action Items and results continue to reflect and meet the needs and desires of Whitby residents. Each year, a report will be brought forward to Council and shared with the public through the Town's website at whitby.ca/strategicplan. In addition, a community survey will be undertaken every two years to feed the progress report and updated Business Plan.





**WORKING COLLABORATIVELY TO
IDENTIFY AND PRIORITIZE
KEY ACTION ITEMS
THAT WILL
MODERNIZE
OUR ORGANIZATION**

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whitby.ca/strategicplan

