

TOWN OF WHITBY

Business Plan

| 2022 TO 2024



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



A MESSAGE FROM THE CAO



As a Town and through the Mission of our Corporate Strategic Plan (CSP) we are committed to **delivering services that make a difference in our community**. Two years ago, I presented the Town's first Business Plan that identified 12 action items to operationalize our CSP and deliver the programs and services our community expects of us. Much has changed since then with the significant and global impacts of the COVID-19 pandemic, but what hasn't changed is our organization's steadfast focus on serving and supporting those who live and work in Whitby.

Despite the pandemic, since 2020, we have developed the Town's first Customer Service Strategy, implemented an Economic Recovery Plan, worked on plans to manage future land use and development, gathered feedback from our community on more than 30 projects to help inform Town decision-making, worked to make our service delivery more diverse and inclusive through the IDEA Project, and moved forward on our sustainability goals through the creation of the Whitby Green Standard. These are accomplishments that make me very proud of our staff and the work they do.

This 2022 to 2024 Business Plan, and the 13 action items contained within, continue this important work toward the goals of our CSP and the modernization of our service delivery. Each action item helps to support and deliver on Council's Goals and the priorities our community identified through the Community Survey. They move us forward as an organization to ensure that we can continue to deliver on our CSP Mission and deliver services that make a difference in our community.

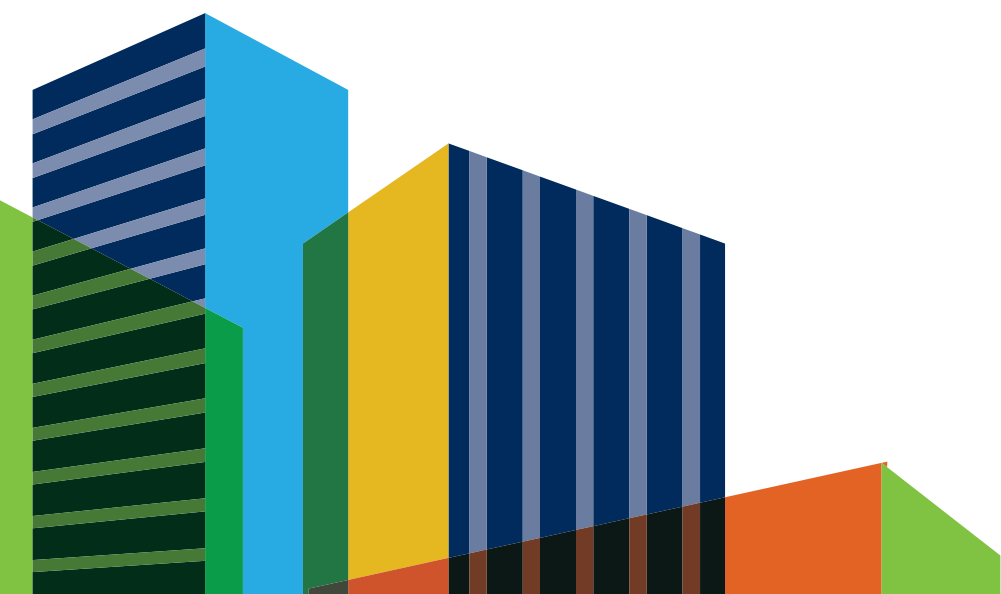
I want to thank staff for their collaborative, accountable, respectful and engaged approach to the development of this Plan. Together with Council and staff, I look forward to working to implement and deliver on the action items identified and report on our progress.

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

Matt Gaskell
Chief Administrative Officer

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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 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 13 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.

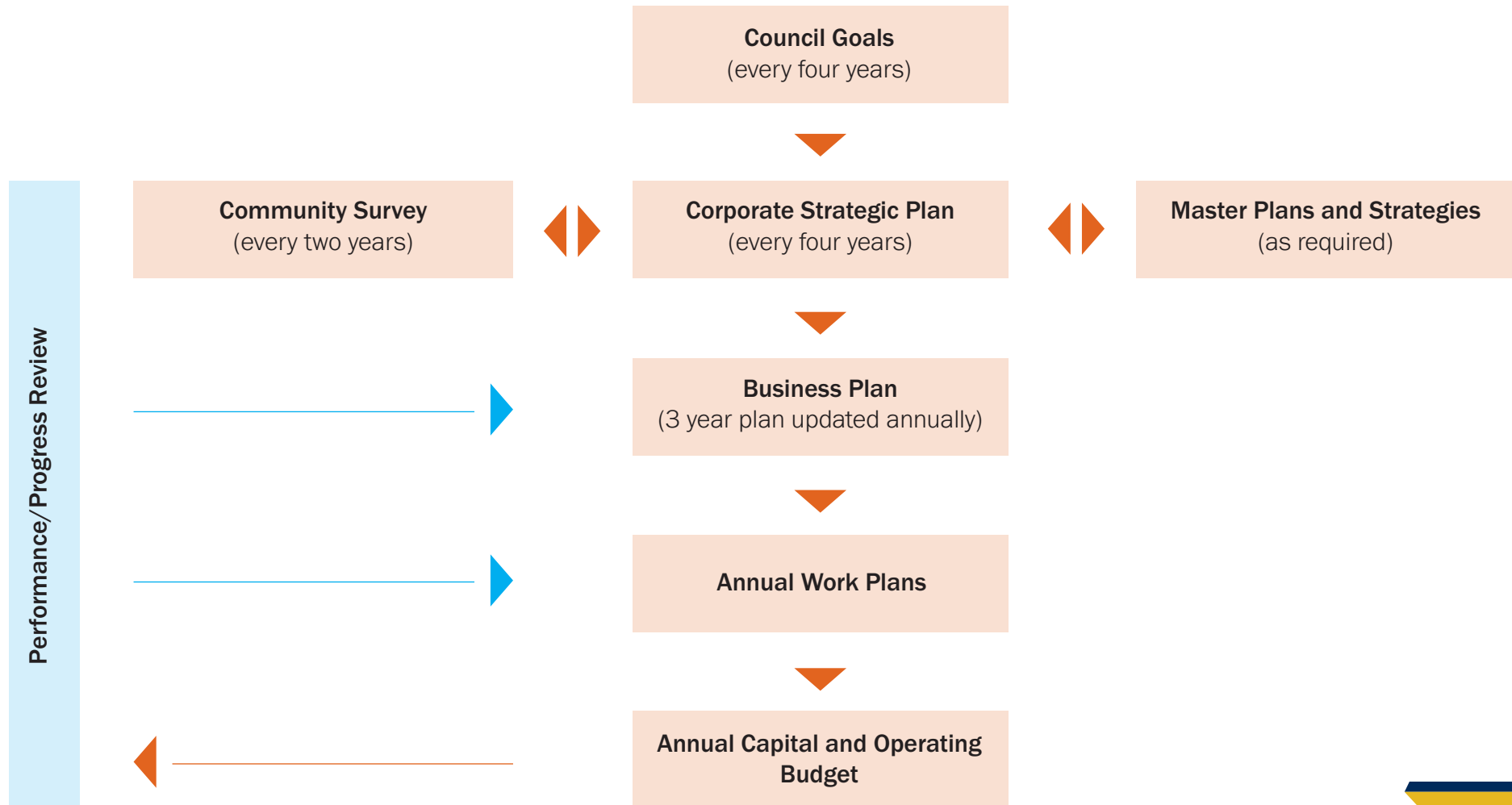
Council has identified their priorities to accomplish. The themes identified in the Business Plan have been developed to reflect this feedback which for the most part are focused on delivering services to our residents – the **Customer**.

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 coming 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



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

- The impacts of COVID-19 on the economy and the focus on economic recovery post-pandemic
- Developing partnerships and creative solutions to solve local problems
- Growth in the housing market making homes less affordable

Legislative/Governance

- Provincial deficit resulting in pressures on regional and municipal budgets

Growth and Changing Demographics

- One of the fastest growing municipalities in Ontario, Whitby is home to 137,000+ residents, and expected to grow more than 40% over the next 11 years 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 Whitby Sports Complex
- An aging population - approximately 30,000 Whitby residents turn age 65 in the next 15 years

Diversity, Inclusion & Reconciliation

- Community continues to become more diverse
- The importance of addressing the underlying causes of systemic imbalances and taking action to develop a path to a more diverse, equitable, and inclusive future including recognizing the unique identity and rights of Indigenous people, and committing to reconciliation with Indigenous residents, partners, and communities

Climate Change

- Climate change and greenhouse gas reductions are a key consideration for all levels of government; with municipalities influencing roughly half of Canada's greenhouse gas emissions, it's essential to scale up local solutions
- Investment into climate change mitigation and adaptation programs and infrastructure resiliency are contributing to the already challenging job of sustaining communities in a tight fiscal environment

Technology

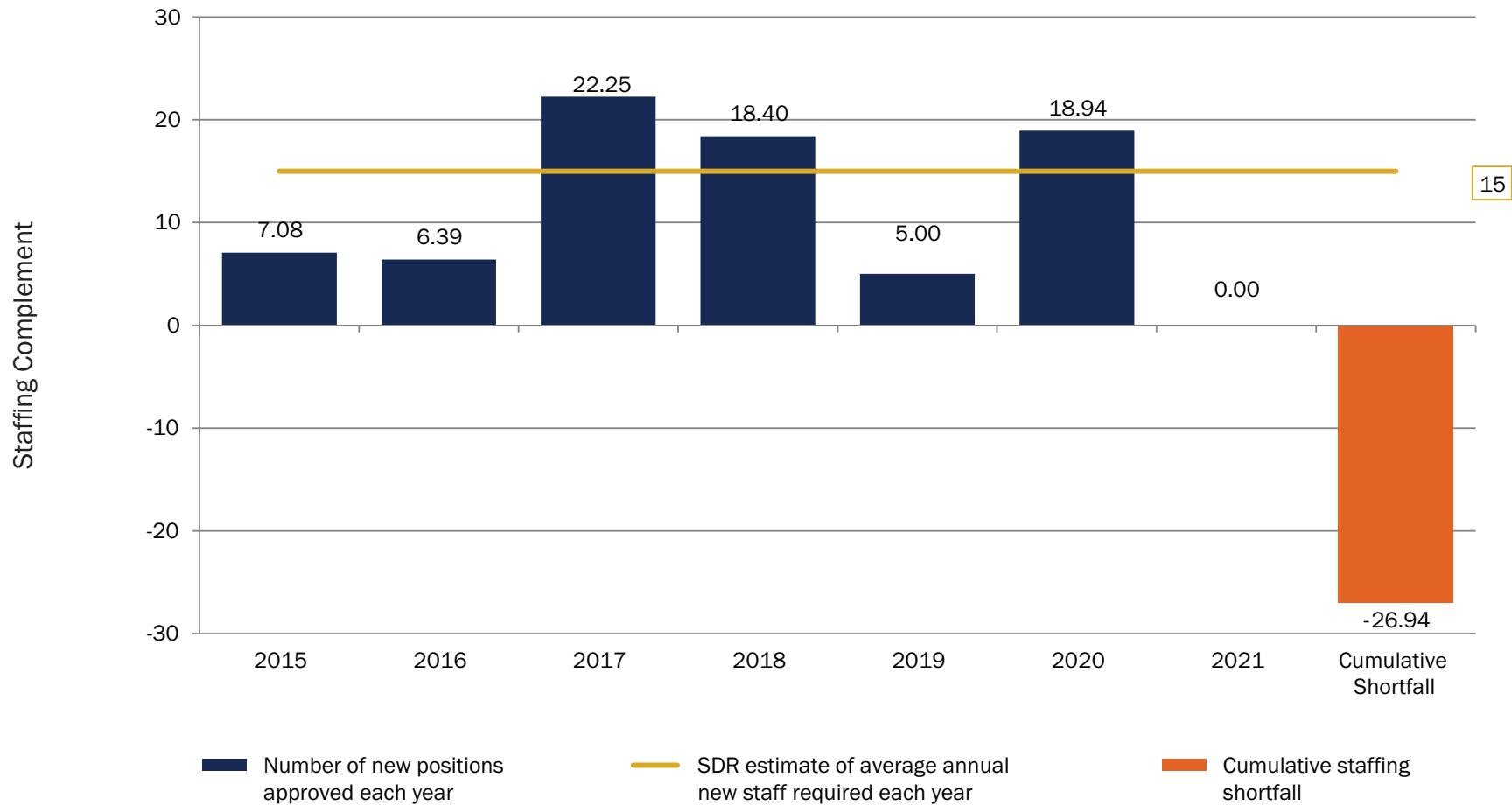
- Development in technologies is transforming the way that municipalities work and the way that residents interact with the municipality, businesses and each other
- Paper based communications are being replaced with rapid, personalized and electronic interactions

Staffing and Service 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 11.15 full time equivalents added annually. This results in an increasing human capital gap to an already lean municipality

OPPORTUNITIES AND TRENDS

Staffing Complement Changes 2015 to 2021



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 13 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 13 Action Items have been categorized into six themes.

The six themes for the 2022 to 2024 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.



People
CSP Priority



Organization
CSP Priority



Customer
CSP Priority



On track,
on schedule



Progressing, but
behind schedule

COMMUNITY BUILDING

Comprehensive Zoning Review



The Town is undertaking a Comprehensive Zoning Review to ensure its existing Zoning By-laws align with the Town's updated Official Plan, reflect current zoning practices and serve 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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">Consultant was engaged and Phase 1 – Background Investigation was completed - 2021	<ul style="list-style-type: none">Phase 2 – Analysis and Strategic Direction continues - 2023Phase 3 – Prepare First Draft of Comprehensive Zoning By-law - 2023Phase 4 – Prepare Final Comprehensive Zoning By-law - 2023 to 2024Phases 2, 3 and 4 will include public engagement through community open housesCompletion and seeking Council approval - 2024

COMMUNITY BUILDING

Customer Service Strategy

The Town's first ever Customer Service Strategy was endorsed by Council in June 2021 and provides recommendations to ensure the Town continues to deliver on the customer strategic priority in the Corporate Strategic Plan to “provide a consistent, optimized and positive customer service experience”. The Strategy verified that Whitby has a strong customer service culture and Staff believe customer service is an important part of their role, and it went on to identify recommendations, that if implemented, would transform how customer service is provided in order to further enhance the public's customer service experience.

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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">• Customer Service Strategy was developed and endorsed by Council - 2021• Customer service training was delivered to 150 staff	<ul style="list-style-type: none">• Implementation of recommendations identified within the Customer Service Strategy between 2022 and 2026• Liaise with the Region of Durham to assess opportunities for integration with the Region's 311 initiative• Identify opportunities to geographically consolidate front counter customer service functions• Create a dedicated customer service function, ServiceWhitby in 2023–2024, with departments onboarded through a phased approach over several years• Implement a customer relationship management software and a customer portal in 2024 to allow for better management of customer processes

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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">Completed Phase 1 – Background analysis and visioning exerciseCompleted Phase 2 – Defined land use optionsPhase 3 – prepared Draft Proposed Secondary Plan that considered feedback from public and agency consultation, to be brought forward for Council consideration and for public consultation	<ul style="list-style-type: none">Complete Phase 4 - Final Recommended Secondary Plan including Statutory Public Meeting - 2022

COMMUNITY BUILDING

Inclusion, Diversity, Equity, Anti-Racism (IDEA)



Towards unleashing the power of diversity through inclusion, the Town's goal is to set the stage for more focused diversity, inclusion, and equity initiatives, and programs through education, assessment, and long-term planning. Outcomes include the identification of, and response to, unique issues and barriers as they relate to inclusion, diversity, and equity at the Town for our staff and community.

Alignment with:

Council's Goals: 4

Community Survey Priority: Enhancing customer service

Corporate Strategic Plan Objective: 1.1, 1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.5

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none"> The IDEA Project informs the development of an inclusivity report on the current state of diversity and inclusion at the Town, both as an employer and a public service organization Training Plan delivered to Town staff throughout 2021 The staff led Diversity, Inclusion, and Equity task force, focused on initiatives to further knowledge and understanding, including an Employee Resources Groups and an Allyship program Community Education/Speaker Series hosted by the Diversity and Inclusion Advisory Committee of Council Joined the Coalition of Inclusive Municipalities to develop an action plan to address the 10 Common Commitments Economic Development diversity program endorsed by Council 	<ul style="list-style-type: none"> Implementation of approved recommendations and action plans from the IDEA Project including the organizational structure, new staff position(s) and resources to ensure continued support to the Town's diversity, inclusion, and equity initiatives for staff and the community Annual Diversity, Equity, and Inclusion Training to be delivered to Town staff Support to the Diversity and Inclusion Advisory Committee of Council Annual progress report to Council on status of work to support the action plan addressing the 10 Common Commitments as a signatory of the Coalition of Inclusive Municipalities through the Canadian Commission to UNESCO

COMMUNITY BUILDING

Whitby Sports Complex



The Town will move forward on the next steps needed to explore the creation of a new 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 aquatics centre, arts and cultural/multipurpose rooms, walking track, 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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">Contract for the Prime Consultant was awarded to Perkins & Will - 2020Visioning and public engagement sessions completed - 2021Design concepts presented to Council - 2021Council approval to expand the building and site program based on community feedback - 2021	<ul style="list-style-type: none">Re-develop the concept to incorporate community feedback and report to Council for approval - 2021/2022Complete detailed design based on approved concept - 2022Pre-qualify General Contractors to bid on project tender - 2022Issue tender for project - 2023Begin construction - 2023

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

Accomplishments To Date	2023 to 2024 Deliverables
<ul style="list-style-type: none">• In 2020, launched "Connect Whitby" Online Engagement Platform• More than 30 projects launched to-date, +40K site visitors, +6K actively engaged participants• Increased active civic engagement +1,680 per cent, overall community awareness of Town projects by +12,400 per cent	<ul style="list-style-type: none">• Hire a Community Engagement Coordinator• Increase two-way engagement with the community• Develop and implement comprehensive training and toolkit to enhance support for staff and Council

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 will 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.

Alignment with: Council's Goals: 3, 8, 9
Community Survey Priority: Improving road safety and traffic congestion
Corporate Strategic Plan Objective: 3.1

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">Environmental Assessment Study was completed in 2021 with approval from Ministry of Environment Conservation and Parks	<ul style="list-style-type: none">Completion of Detailed Design for Phase 1 between Ashburn Road and the Garden Street extension - 2022Commence construction of Phase 1 - 2022/2023Additional segments will be designed and constructed as development proceeds along the corridor

ECONOMIC DEVELOPMENT

Economic Development Strategy Implementation



In 2021, the Whitby Council approved a new 5-year economic development strategy. The strategy focuses on strengthening the local business community by making key investments in local capacity, telling our story, focusing on community economic development, and by embracing municipal innovation. The Town of Whitby is committed to completing this work by focusing on strengthening relationships with residents, businesses and local support organizations. The outcomes of this work will ensure that Whitby continues to foster an environment where existing businesses succeed and new investments are attracted and continue to support and enhance the technology and innovation ecosystem in our downtowns.

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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">Developed an Economic Recovery Plan to support local businesses as a result of the pandemic - 2020Implemented the 58 actions outlined in the Economic Recovery Plan - 2020 and 2021Developed an Economic Development Strategy including the following components: establishment of a steering committee, situational analysis, comparator analysis, literature review, community & stakeholder consultation and development of strategic plan and action items - 2021	<ul style="list-style-type: none">Implementation of action items within Strategy - 2022-2025Secure approval for a permanent Economic Development Officer to support the development and delivery of business concierge program, as well as the development and delivery of a formal Business Retention and Expansion Corporate Calling program

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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none"> Completed business case and project charter Creation of Advisory Committee and Project Team Selected consultant to support the solution and implementation phase Contract awarded to Workday for technology solution Development of change management strategy and plans Hosted various education sessions to raise staff awareness for this new technology Creation, validation and demonstration of solution requirements 	<ul style="list-style-type: none"> Award contract to Workday Implementation Partner - 2022 Develop and release Negotiated Request for Proposal for Workday Implementation Partner - 2022 Hire additional resources to support this business transformation project - 2022 Implement effective change management plans to increase speed of adoption, proficiency and ultimate utilization - 2022-2024 Configuration of business processes within Workday - 2022-2024 Implement user training including user testing and validation - 2023 Develop and test System integrations - 2023 Data cleansing and migration work - 2023 ERP "Go Live" date - 2024

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 and Bill 197 legislation, updates on growth projections, and the related infrastructure to support the growth, the Town will continue to update its Growth Plan studies to mitigate the tax impact of growth.

Alignment with: Council's Goals: 1, 4, 5
Community Survey Priority: Ensuring fiscal responsibility
Corporate Strategic Plan Objective: 1.3, 2.3, 3.1

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">• Completion of Development Charges Background Study and enactment of a new By-law - 2021• Updated Long Range Financial Plan presented to Council - 2021• Updated Town's Cash in Lieu of Parkland Dedication By-law in 2021 for the Historic Downtown Whitby Priority Area and high density residential development• Completed study to update Engineering Fees related to Development Application Approval Process - 2021	<ul style="list-style-type: none">• Full review and update of the Town's Cash in Lieu of Parkland Policy and By-law in conjunction with Culture, Parks, Recreation and Open Space Plan (CPROS) update• Comprehensive Development Application Approval Process fee review (Building, Planning, and Engineering)• Development of front-end financing/development charges credit agreements with developers for growth-related infrastructure• Development of a Community Benefits Charge Strategy and By-law

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. This involves a deliberate and focused strategy with aligned efforts to ensure progressive leadership, attraction and retention of top talent, improved wellness, engagement and loyalty, higher productivity and efficiency through continuous improvement and an enabled infrastructure, higher performance and results for the community, effective delivery of services 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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none"> Developed and implemented the Town's first Integrated Talent Management framework Initiated cross-departmental working teams to focus on culture, continuous improvement, diversity and inclusion, engagement and wellness Developed and began implementing the Town's first multi-year leadership development program Developed and implemented Leadership Commitments to create a standard of leadership behaviour and drive greater performance 	<ul style="list-style-type: none"> Strengthen project and change management acumen across the organization through the application of best practice for projects with organizational impact Implement a performance management program that accelerates integration and increases individual and organizational performance Partner across the organization to create and maintain proactive approaches to engaging staff and the community Continue to build infrastructure that enables effective business process, customer relations, the future of work, and service delivery

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, and in particular as it relates to conformity with Envision Durham Regional Official Plan Amendment (ROPA). 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

Accomplishments To Date	2022 to 2024 Deliverables
	<ul style="list-style-type: none">• Scheduled to begin – 2022, contingent on adoption of Envision Durham ROPA• Public and agency consultation, Draft Proposed OPA - 2023• Public and agency consultation, Final Recommended OPA - 2024

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

Accomplishments To Date	2022 to 2024 Deliverables
<ul style="list-style-type: none">• Approval of Whitby Green Standard - 2020• Approval of Zero Carbon Whitby Plan - 2021• Climate Change Plan initiated with Phase 1 focusing on Climate Change Adaptation completed - 2021• Installation of electric vehicle (EV) chargers and delivery of EV event	<ul style="list-style-type: none">• Completion of Phase 2 of Climate Change Plan focusing on Climate Change - 2022• Implementation of Climate Change Plan - 2023 and onward• Zero Carbon Whitby Costing Study - 2022• Whitby Green Standard Demonstration Housing Project - 2022

COMMUNITY SURVEY



86%

of respondents reported overall quality of life in Whitby - excellent (30%) or good (56%)

82%

of residents were proud to say that they were from Whitby

84%

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

View complete results at connectwhitby.ca/CommunitySurvey

FINANCIAL IMPLICATIONS

2022 Operating Budget - Includes three new permanent and three new temporary resources for the following Business Plan Action Items

Action Item	FTE	Position
Comprehensive Zoning Review	1.00	Principal Planner II
Customer Service Strategy Implementation	0.50	Senior Systems Analyst
Inclusion, Diversity, Equity, Anti-Racism (IDEA)	1.00	Corporate IDEA Specialist
Economic Development Strategy Implementation	1.00	Temporary Economic Development Officer
Enterprise Resource Planning (ERP) System	0.50	Senior Systems Analyst
Enterprise Resource Planning (ERP) System	1.00	Temporary Accounting Clerk II
Enterprise Resource Planning (ERP) System	1.00	Temporary HR ERP Implementation Role

Additional future staff resources will be identified through staff forecast planning and proposed as part of the annual budget process.

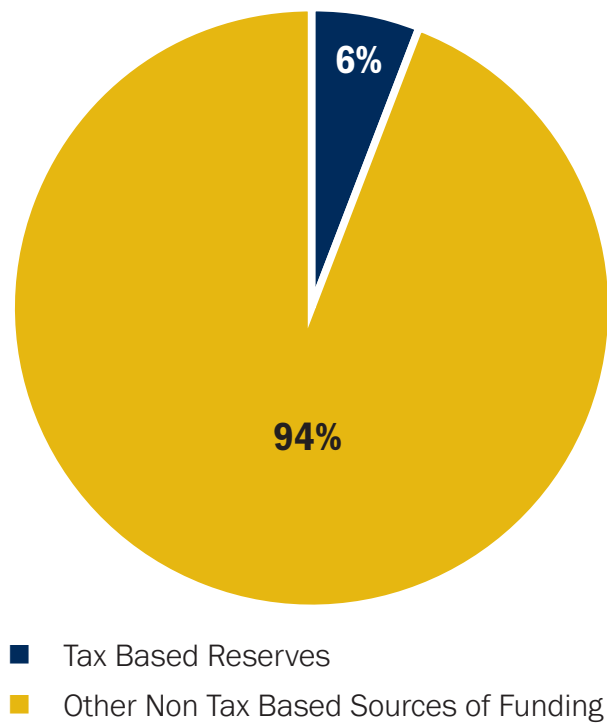
2022 Capital Budget and Nine Year Forecast - Includes the following budget amounts beyond those approved in previous years for Business Plan Action Items

Action Item (\$'s in thousands)	2022	2023	2024	2025-2031
Customer Service Strategy	\$190	\$1,185	\$580	\$320
Economic Development Strategy				\$100
ERP System	\$4,120			\$5,150
Whitby Sports Complex		\$90,879		
Climate Change Plan	\$1,261	\$380	\$390	\$2,545
Long Term Financial Planning	\$11	\$139	\$411	\$852
Mid Arterial Roadway	\$9,693	\$7,392	\$7,322	\$32,430
Whitby Official Plan	\$52	\$264	\$200	
Organizational Effectiveness	\$200			
Total	\$15,526	\$100,238	\$8,903	\$41,397

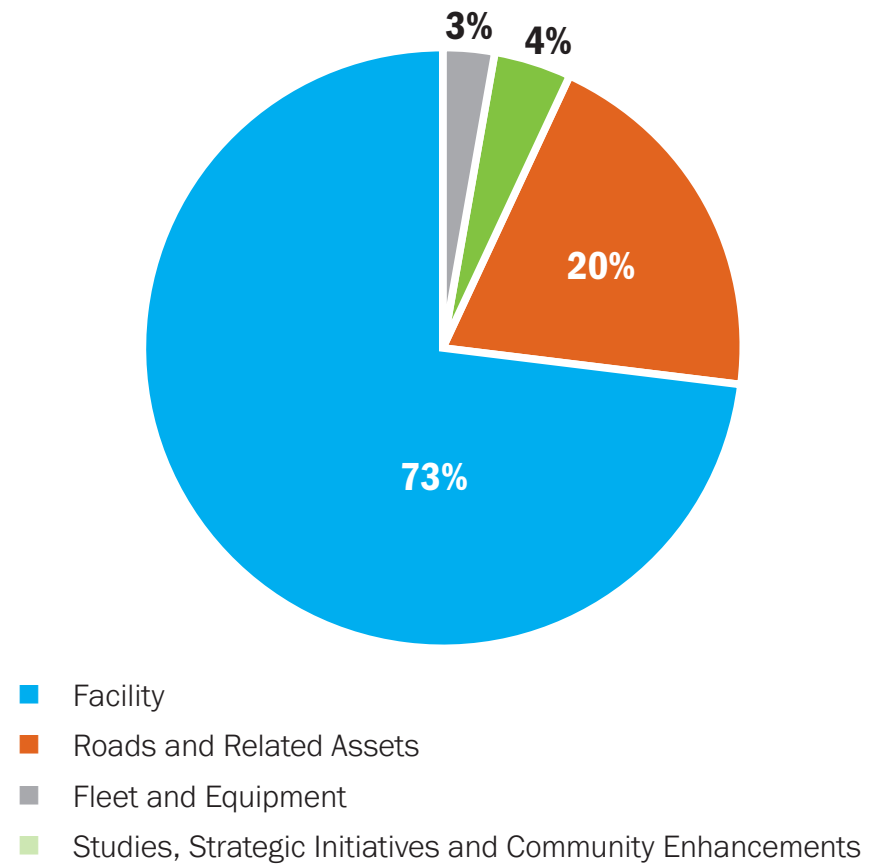
FINANCIAL IMPLICATIONS

2022 to 2024 Capital Forecast Business Plan Action Items - Total \$125 million, are proposed to be funded and will add to the following asset categories:

Financing Source



Asset Category



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](https://www.whitby.ca/StrategicPlan). In addition, a community survey will be undertaken every two years to feed the progress report and updated Business Plan.



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

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