

2023-2026 Final Summative Report

Community Strategic Plan



This Final Summative Report provides a consolidated overview of the outcomes achieved through the Town of Whitby's 2023–2026 Community Strategic Plan. It highlights key achievements, measurable results, and enduring impacts realized over the full four-year plan period, outlining how actions, investments, and partnerships collectively advanced Whitby's strategic priorities.

STRATEGIC PILLAR 1

Whitby's Neighbourhoods - Safe, Healthy, & Inclusive

Objective 1.1: Improve community safety, health and well-being

Action 1.1.1: Advocate for and secure property for new hospital

Measure of Progress

- Property for hospital secured

Status: Substantially Advanced (95% complete)

Summative Outcome (2023–2026)

Over the plan period, the Town sustained multi-year advocacy to advance a new regional hospital. In early 2024, the Town launched an advocacy and education campaign, and thousands of Durham residents shared their stories about why care closer to home through a new hospital in Durham, at the selected site in Whitby, mattered to them. This advocacy and public engagement helped inform provincial decision-making including the Province's confirmation of a Planning Grant for Lakeridge Health in 2024. The grant enabled continued progress on land disposition discussions for the proposed hospital site at Lake Ridge Road and Winchester Road.

Advocacy efforts have also included formal delegations to the Minister of Health, meetings with the Minister of Transportation, and regular multi-party meetings involving Mayor Roy, Town staff, Lakeridge Health, the Ministry of Transportation, and the local MPP.

This initiative cannot yet be marked complete because the final disposition of the provincially owned hospital lands is dependent on provincial approvals that are outside the Town's control, despite the Town having completed all advocacy and preparatory actions within its authority.

Action 1.1.2: Advocate for new Emergency Medical Services facility (paramedic station) in Whitby

Measure of Progress

- Emergency Medical Services facility planned in Whitby

Status: Complete

Summative Outcome (2023–2026)

Following advocacy efforts, the Region of Durham approved one new paramedic station location in Whitby at 632 Dundas Street West. The facility was approved for design and construction, representing a confirmed increase of one new paramedic station serving Whitby in the coming years.

Action 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

Measures of Progress

- Traffic calming policy approved
- Traffic calming elements implemented on 10 streets annually

Status: Complete

Summative Outcome (2023–2026)

Traffic calming implementation produced measured physical infrastructure outcomes. In 2023, a tender covering 10 streets was completed. In 2024, traffic calming elements, including speed humps, were installed on numerous streets across Whitby following resident and emergency services input. By mid-2025, a Draft Traffic Calming Policy and Guidelines had been presented to Council, with policy approval anticipated in 2026, after which traffic calming installations are expected to resume under a defined, Town-wide framework.

Action 1.1.4: Partner with Durham Region to implement the Community Safety & Well-Being Plan which addresses criminal involvement, experiences of racism, homelessness and basic needs, mental health, social isolation, substance use, and victimization

Measure of Progress

- Whitby participation in the Area Municipal Working Group to ensure collaborative implementation of the Community Safety & Well-Being Plan

Status: Complete

Summative Outcome (2023–2026)

Over the past four years, Durham Region’s Community Safety and Well-Being Plan has advanced a coordinated, evidence-based approach to addressing priority risks such as mental health, substance use, homelessness, social isolation, victimization, criminal involvement, and experiences of racism through strong cross-sector partnerships. Town of Whitby staff have actively participated in the Area Working Group, contributing to key initiatives including community-led prevention and early-intervention efforts, the Community Safety and Well-Being Fund, the Durham Connect Situation Table, and improved data, evaluation, and shared accountability to achieve these outcomes.

Action 1.1.5: Review and plan for fire services to address growth of community

Measures of Progress

- Update Fire Master Plan
- Begin implementation of recommendations of the Fire Master Plan

Status: Substantially Advanced (90% complete)

Summative Outcome (2023–2026)

Fire service capacity increased measurably over the Plan period. Council approved the addition of 20 new firefighters in 2024 to support growth and the opening of a new station. In 2025, the Town broke ground on Fire Station 6 in West Whitby, with anticipated opening in 2027. The 20 firefighters completed recruit training and began responding operationally while stationed temporarily at Station 4. The updated Fire Master Plan is scheduled for presentation in early 2027.

The development of the Master Fire Plan is substantially complete. Presentation to Council was deferred to early 2027 to allow the plan to be considered by the incoming Council following the 2026 municipal election. Station 6 is anticipated to open in 2027 and will help service the continued growth in the community. The 20 firefighters required to respond out of the new station completed their recruit class training program. They are initially responding out of Station 4 until the construction of Station 6 is completed.

Action 1.1.6: Work with partners to increase access to family physicians

Measures of Progress

- Partner with Region of Durham to create a family physician recruitment program
- Implement, track, and monitor impact of program annually

Status: Complete

Summative Outcome (2023–2026)

The Town of Whitby is an active partner on the Regional Family Physician Recruitment Program, collaborating with Durham Region, area municipalities, Lakeridge Health, and Queen’s University to support expanded access to primary care. In 2023, the Town launched a Pilot Family Physician Recruitment Incentive Program offering up to 10 incentives valued at \$50,000 per physician over five years, cost-shared with the Oshawa Clinic Group. By 2025, the program expanded to all Whitby clinics and successfully recruited two family physicians. By 2026, the Town formally concluded the incentive program, as there is an active list of family physicians accepting new patients across the municipality. This list is shared and updated by staff on Whitby’s website and is shared through social media channels.

Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community

Action 1.2.1: Enhance Town-led and community-based events and festivals that celebrate diversity

Measures of Progress

- Launch New Town Signature Event celebrating Whitby's diversity
- Approve one new Third-Party Event Permit annually showcasing culturally diverse programming
- Complete one Exit Survey annually at a Town event

Status: Complete

Summative Outcome (2023–2026)

Event delivery and participation increased significantly over the plan period, demonstrating strong community engagement and program growth. In 2025 alone, more than 90,000 residents and visitors attended over 75 events, including the launch of the award-winning Home Sweet Home Festival, a new Town signature event celebrating Whitby’s diversity, which attracted more than 40,000 attendees.

Third-party event permitting also expanded, with 35 events approved in 2025, including four new culturally diverse events, exceeding the annual target of approving at least one new culturally focused event.

In support of continuous improvement, Exit Surveys were completed at Town-led events, and in 2026, event delivery will be further

strengthened through enhanced attendance tracking, the introduction of a new vendor application system, and updates to the Special Events Policy, alongside the return of the Home Sweet Home Festival.

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

Measures of Progress

- Offer two additional Music in the Park events annually
- Increase musical pop-up events by 10%
- Release one Food Guide every two years
- Target 10% increase in page visits to the digital Food Guide annually
- Establish online musician roster to enhance live music opportunities

Status: Complete

Summative Outcome (2023–2026)

The Town expanded Music in the Park programming, continuing the addition of two annual performances introduced in 2024. In 2026, the rebranded Sounds of Summer Music Series will further enhance live music offerings across Grass Park and Celebration Square.

Live music opportunities increased through expanded pop-up performances across multiple community venues, supported by renewed partnerships and a new three-year agreement with the Canadian Musicians Co-operative.

The Whitby Food Guide recorded 9,814 page views in 2023, a 300% increase over 2022, and continued to exceed 3,200 total visits since launch, with 2,608 views in the first six weeks of the 2025 edition. The digital Whitby Food Guide is updated every two years, with editions released in 2023 and 2025 supporting over 100 culinary and brewery businesses, and a refreshed digital edition planned for 2026. The Town introduced its first walking food tours in Downtown Whitby in 2024, and these continued with great success in 2025 and 2026, partnering with the Downtown Whitby BIA.

The Town established and expanded an online musician roster to support local talent, featuring 16 musicians in 2025 and 17 musicians in 2026, strengthening access to live music across Town-led events and community venues.

Action 1.2.3: Invest, promote, and strengthen the local arts, culture, heritage, and creative sector

Measures of Progress

- Public art policy approved
- Increase culture contact list by five entries annually
- Increase number of social media posts by 25% annually on #ExploreWhitby Instagram page
- Target a 10% increase in website visits and social media analytics annually
- Increase investment in the culture budget

Status: Complete

Summative Outcome (2023–2026)

Over the Plan period, the Town developed and implemented a comprehensive Public Art Policy, with formal Council approval in January 2024. The approved policy established a clear framework for commissioning, installing, and maintaining public art and has guided subsequent public art investments and projects across the community.

The Culture Contact List grew consistently throughout the plan period, exceeding annual growth targets. Fifteen new contacts were added in 2023, a further ten artists were added in 2025, and by 2026 the list expanded to approximately 300 members, strengthening outreach, collaboration, and participation in Town-led cultural initiatives.

The Town significantly increased digital storytelling and promotion through the launch of the @ExploreWhitby Instagram account in 2023, delivering 125 posts in its first year. Social media activity continued to expand, with posting volume increasing by 47% in 2025 and sustained growth through 2026, supporting broader promotion of arts, culture, tourism, and placemaking initiatives.

Digital engagement exceeded annual targets across multiple platforms. The Arts and Culture website recorded more than 3,500 visits in its first year, while social media reach grew substantially, with over 612,000 Instagram views in 2025, significant increases in impressions and engagement across Facebook and LinkedIn, and continued follower growth through 2026, including a 22% increase on Instagram since late 2025.

Investment in culture increased over the plan period through new and sustained funding mechanisms. Beginning in 2025, Municipal Accommodation Tax revenues supported cultural events, public art installations, and placemaking initiatives. This investment continued in 2026 with expanded public art delivery, five waterfront Culture Pop-Up events, and the launch of the Neighbourhood Microgrants Program, providing direct funding to resident-led cultural and community-building projects.

Objective 1.3: Provide accessible and inclusive municipal services and programming

Action 1.3.1: Continue to collaborate with non-profit organizations to anticipate and deliver changing community program and service needs

Measures of Progress

- Establish network of non-profit organizations serving Whitby
- Coordinate an annual meeting to provide the opportunity to collaborate on specific areas of interest

Status: Complete

Summative Outcome (2023–2026)

The Town of Whitby has established and strengthened a coordinated network of non-profit organizations serving the community, creating regular opportunities for collaboration and information sharing. Throughout the plan period, the Town convened roundtable

meetings to support the non-profit sector, with discussions focused on shared priority areas including community safety, food security, grant writing, and partnership-based approaches to meeting evolving community needs. These collaborative efforts have been supported through the regular sharing of grant opportunities and direct investment in the sector.

In 2023, the Town convened initial food bank and faith-based roundtables to support collaboration. This work expanded in 2024 with five additional roundtable meetings, followed by two more in 2025. Collaboration continues in 2026 with two further roundtables focused on grant writing, community safety, and food security.

From 2023 to 2026, the Mayor's Community Development Fund has supported non-profit organizations in delivering programs and services that respond to community needs, awarding 190 grants with a total investment of \$831,262.

Action 1.3.2: Develop the Parks and Recreation Master Plan and deliver identified recreational programs

Measures of Progress

- Parks and Recreation Master Plan approved
- Implement 20% of identified actions in the Plan

Status: Complete

Summative Outcome (2023–2026)

Stakeholder and community engagement for the Parks and Recreation Master Plan was completed, providing a ten-year roadmap for parks and recreation infrastructure and services. Implementation of the Plan has progressed through significant park upgrades, accessibility improvements, and playground enhancements. In 2026, the Town reaches major milestones with the opening of the Fieldgate Sports Complex, upgrades to recreation centres, land acquisition for a future sports field complex, and advancement of marina master planning, by-law updates, and new policy work to support long-term growth.

Action 1.3.3: Expand recreation opportunities and increase participation in recreation programs and activities, specifically for 55+ and youth

Measures of Progress

- Increase participation rates in recreational swim and skate programs by 3% per year
- Increase 55+ recreation program capacity for directly provided registered programs by 3% per year
- Increase youth room visits by 5% per year
- Increase annual number of unique users for directly provided registered programs by 3%

Status: Complete

Summative Outcome (2023–2026)

Participation in recreation programs increased consistently over the Plan period, meeting or exceeding all performance targets.

Participation in recreational swim and skate programs increased by more than 3% annually, supported by expanded scheduling and program offerings. Capacity for directly provided 55+ registered programs increased by at least 3% per year, with measurable growth in registrations, memberships, drop-in participation, and virtual programming.

Youth engagement targets were also achieved, with youth room visits increasing well beyond the annual 5% target, including a 31% increase in participation reported in 2025 as a result of targeted programming and expanded opportunities.

In addition, the annual number of unique users participating in directly provided registered programs increased by more than 3% year over year, reflecting both expanded program capacity and growing community demand.

Continued growth in registrations and drop-ins is being observed in 2026, with additional participation gains anticipated following the opening of the Fieldgate Sports Complex.

Action 1.3.4: In collaboration with partners, support the implementation of Durham Region’s Housing Plan regarding affordability and diversity of housing

Measures of Progress

- Report on number of purpose-built rentals and secondary suites approved
- Monitor, measure, and report on diversity of housing approvals

Status: Complete

Summative Outcome (2023–2026)

Throughout the plan period, the Town monitored housing-related development and provided input to regional growth forecasting. Significant residential approval activity has occurred, including accessory apartments, apartments, and registered subdivision plans. Accessory Dwelling Units (ADUs) have represented a growing share of permits, along with a high proportion of apartment units in newly registered plans.

Since 2025, the Additional Dwelling Unit Incentive Program has encouraged construction by reducing fees, and ADUs continue to represent the largest share of new permits annually. E-Permitting improvements advanced application efficiency.

Between 2023 and 2026, the Town issued Building Permits for 300 purpose-built rental units and 800 secondary suites through planning approvals and building permits, supporting a broader mix of housing options.

Action 1.3.5: Work with partners to address food security

Measures of Progress

- Develop food security action plan
- Implement one new action annually

Status: Complete

Summative Outcome (2023–2026)

In 2023, the Town convened food security partners to establish a food security network, developed public food bank mapping resources, partnered with Feed the Need to plan a market-model food bank, and distributed grant funding to multiple food security initiatives.

Roundtable meetings have continued with two events hosted by Mayor Roy annually, resulting in The Market food bank opening and then expanding operations at Iroquois Park Sports Centre, two community gardens were established on Town-owned land, and food security initiatives were highlighted through grants and professional presentations. Staff continue working with partners to strengthen community gardens through sustainable operations and seasonal coordination.

Each year, the Mayor’s Community Development Fund provides grants to organizations that support food security within the community. Between 2023 and 2026, a total of \$122,700 was awarded to support food security initiatives, including food banks, community gardens, and meal programs.

Action 1.3.6: Work with partners to support and connect individuals experiencing homelessness with shelter and support services

Measure of Progress

- Partner with the Region of Durham to establish a community hub providing shelter and social services

Status: Complete

Summative Outcome (2023–2026)

Homelessness response capacity increased significantly over the past four years. Key outcomes include engagement with the Region of Durham around the opening of 1635 Dundas in March 2024 and participation in the Community Liaison Committee, the establishment of a bi-monthly Homelessness Response Group, the implementation of formal encampment procedures, and the delivery of a new seasonal Shower Program in partnership with Durham Region. Fundraising and donation initiatives, including Operation Cozy Toes and cooling kit distribution, supplemented service delivery.

STRATEGIC PILLAR 2

Whitby's Natural & Built Environment - Connected & Resilient

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

Action 2.1.1: Develop community climate mitigation measures to achieve zero-carbon emissions by 2045

Measures of Progress

- Develop Community Mitigation Plan as part of the Climate Emergency Response Plan - Phase 2
- Implement a minimum of one action from Climate Emergency Response Plan - Phase 2: Community Mitigation Plan annually

Status: Complete

Summative Outcome (2023–2026)

Community climate mitigation has advanced through the endorsement and implementation of the Climate Emergency Response Plan – Phase 2. Community consultation informed the Mitigation Plan, which was endorsed by Council in December 2023.

By 2026, 37 of the 61 actions identified in Phase 2 had advanced. Program delivery included participation in the Durham Greener Buildings Program, delivery of public education campaigns, and the rollout of retrofit incentives through Durham Greener Homes. In addition, energy-efficiency resources for businesses were developed to help expand community uptake.

Action 2.1.2: Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments

Measure of Progress

- One alternate energy system introduced

Status: Complete

Summative Outcome (2023–2026)

The Town introduced an alternate energy system through the Fieldgate Sports Complex geothermal exchange system, completing detailed design in 2023 and integrating the system during construction in 2024 and opening in 2026. Lessons learned will be shared at the International District Energy Association Conference in 2026, supporting replication.

Durham Region began district heat mapping work in 2026, with initial efforts focused on launching the mapping study that will help inform the long-term potential for future district energy systems in Whitby.

Action 2.1.3: Implement actions to increase community resilience to the impacts of climate change

Measure of Progress

- Implement minimum of three actions annually from the Climate Emergency Response Plan - Phase 1: Community Resilience Plan

Status: Complete

Summative Outcome (2023–2026)

Over the Plan period, the Town implemented multiple actions annually from the Climate Emergency Response Plan – Phase 1: Community Resilience Plan.

In 2023, 13 resilience actions were advanced, including delivery of the Community Greening Program through which 600 trees were planted. In 2024 and 2025 Neighbourhood-level resilience planning progressed through the Sustainable Neighbourhood Action Program, advancing community engagement in the West Lynde neighbourhood, alongside initiatives such as Whitby's first Little Forest and expanded climate and emergency preparedness outreach.

By 2026, 63 of the 106 Phase 1 resilience actions have been advanced, supported by continued development of policies and tools addressing weather ready home retrofits, invasive species management, and extreme-heat mitigation at public events.

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

Measure of Progress

- Achieve 20% GHG emissions reduction

Status: Progress Underway (50% Complete)

Summative Outcome (2023–2026)

Corporate greenhouse gas (GHG) reduction actions generated quantified emissions savings. As of 2025, total net savings reached 564.1 tCO₂e, representing 49% of the 1,105 tCO₂e reduction target for a 20% decrease below 2019 levels. A key project that has allowed us to reach the current level of savings is transitioning the Combined Heat and Power (CHP) unit at the CRC to a backup system, resulting in GHG savings equivalent to taking 98 cars off the road.

The Town was unable to fully achieve the 20% GHG emissions reduction target by the end of 2026 due to implementation challenges and scope adjustments identified after budget approval. Several projects required unanticipated electrical service upgrades that would have introduced significant additional capital costs and extended timelines beyond approved budgets, resulting in some projects being cancelled or deferred. Where feasible, staff advanced hybrid or phased approaches to managing costs and operational risk; however, these adjustments delivered lower near-term emissions reductions than originally projected. Emissions associated with deferred projects are expected to be realized in future years, and lessons learned are being incorporated into capital planning to better align future initiatives with the Town's 2030 and 2045 GHG reduction targets.

Action 2.1.5: Implement Green Standard Incentive Program focused on encouraging the adoption of sustainable development practices

Measures of Progress

- Incentive program developed
- Observe 5% increase in applications achieving higher tiers

Status: Complete

Summative Outcome (2023–2026)

Between 2023 and 2025, the Town focused on implementing Version 1 of the Whitby Green Standard, through which all site plan and draft plan of subdivision applications were required to meet Tier 1 (baseline) requirements, with higher tiers encouraged. During this period, in addition to the Fieldgate Sports Complex achieving Tier 3, one other private-sector development committed to exceeding the baseline Tier 1 requirements.

With the adoption of Version 2 of the Whitby Green Standard in December of 2025, which strengthens sustainability requirements within Tier 1, the Town also introduced a Green Standard Incentive Program. This program is intended to support and encourage developments to pursue higher tiers of performance, with the goal of increasing uptake beyond baseline requirements over time. Implementation and developer engagement continued through 2026

Action 2.1.6: Promote the use of electric vehicles and lead by example by implementing electric vehicles in the Town's municipal fleet

Measures of Progress

- Increase electric vehicle chargers at municipal facilities by 50%
- 20% of fleet passenger vehicles will be electric

Status: Complete

Summative Outcome (2023–2026)

Municipal EV infrastructure expanded significantly during the reporting period. In 2023, the Town operated 19 active charging ports. By 2025, charger capacity had exceeded the 50% expansion target, with 47 active charging ports, and an additional 40 ports planned for installation by the end of 2026.

Total funding for EV infrastructure upgrades included \$514,775 in federal funding and \$300,000 in provincial funding. Fleet electrification also achieved its target, with the introduction of 16 plug-in hybrid vehicles, representing a 20% increase in passenger fleet electrification.

Action 2.1.7: Update Whitby Green Standard designed to advance sustainable development in the community

Measure of Progress

- Whitby Green Standard updated

Status: Complete

Summative Outcome (2023–2026)

The Whitby Green Standard was fully updated and approved following consultations completed in 2024, with final Council approval in late 2025. In response to provincial legislative changes, the framework transitioned from a mandatory approach to an incentive-based model. In 2026, staff began delivering targeted outreach, including webinars and one-on-one meetings with proponents, while actively reviewing development applications seeking to achieve higher performance tiers.

Objective 2.2: Enhance community connectivity and beautification

Action 2.2.1: Improve wayfinding including signage at parks and trails

Measure of Progress

- Increase wayfinding signage of parks and trails by an average of 10% annually

Status: Progress Underway (25% Complete)

Summative Outcome (2023–2026)

Wayfinding improvements were guided by an approved Accessible Signage and Wayfinding Study. Improvements included a 3.5% increase in park and trail signage in 2024, installation of Great Lakes Waterfront Trail signage, replacement of 10+ park signs, and new interpretive plaques planned at Cullen Central Park for 2026.

To align with current financial constraints and capital prioritization, implementation of the Parks and Trails signage identified in the 2022 Accessible Signage and Wayfinding Study has been phased, with work scheduled to begin in 2028 within the approved 10-year forecast.

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

Measure of Progress

- Increase bike lanes by an average of 2km annually
- Increase the number of kilometres of multi-use paths and trails, year over year

Status: Substantially Advanced (75% complete)

Summative Outcome (2023–2026)

Active transportation infrastructure has expanded annually over the course of the Plan period. In 2023, 1.01 km of bike lanes were installed. In 2024, improvements to the existing multi-use paths (MUP) throughout the Town were made and Cochrane Street on-road cycling included flexible bollards to separate cyclists from vehicles. In 2025, over 2 km of new on-road cycling lanes were added, including nearly 1 km on Conlin Road.

By 2026, the Columbus Road widening project includes a multi-use path and cycle track, with additional pedestrian and cycling infrastructure delivered through new subdivision development and pedestrian crossovers at key locations.

The construction of new multi-use paths and meeting annual targets are contingent on larger construction projects and the ongoing development of new subdivisions.

Action 2.2.3: Invest in public art

Measures of Progress

- Public art policy approved
- One public art installation annually
- Increase number of visitors to Arts Trail website by 10% annually

Status: Complete

Summative Outcome (2023–2026)

From 2023-2026, the Town of Whitby has delivered sustained investment in public art and expanded public engagement.

A Public Art Policy was approved in early 2024, establishing a clear framework to guide public art delivery. Beginning in 2024, the Town delivered at least one public art installation annually, with a total of 14 installations completed or planned over the plan period, including new murals, sculptures, and interactive artworks across parks, waterfronts, recreation facilities, and neighbourhoods.

Public engagement with Whitby's Arts Trail and Public Art webpages increased over the Plan period, supported by new public art installations and expanded digital promotion. Year over year, a minimum of 10% growth was observed throughout the plan period, demonstrating continued progress toward the annual visitation growth target.

Action 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

Measures of Progress

- Parks and Recreation Master Plan approved
- Urban Forestry Master Plan approved
- Incremental budget approved to implement plans

Status: Complete

Summative Outcome (2023–2026)

The Town of Whitby strengthened the planning and investment framework needed to maintain and enhance parks, trails, green spaces, and the urban tree canopy.

The Parks and Recreation Master Plan was approved in 2024, establishing a long-term roadmap for parks, trails, and recreation facilities, while Urban Forestry planning advanced through completion of a Town-wide tree inventory and multiple rounds of public consultation toward a finalized management plan. Incremental budget approvals supported implementation of both plans, enabling major capital delivery that improved green space connectivity, including approximately 2 km of new off-road asphalt trails, resurfacing of 1.5 km of existing trails, installation of six benches, and full centre-line striping of the Waterfront Trail by 2026.

Action 2.2.5: Review and enhance service level standards that promote community beautification and maintenance

Measure of Progress

- Review one service level standard annually and report on options to increase beautification (i.e. street sweeping, garbage, tree planting)

Status: Complete

Summative Outcome (2023–2026)

The Town advanced service level reviews to support community beautification and maintenance outcomes. A comprehensive review of Operations service level standards was initiated in 2023, and a draft framework was completed in 2024. In 2025, the Graffiti Task Force removed graffiti from more than 350 locations across Whitby through coordinated response efforts. In 2026, the Graffiti Task Force Report was finalized, formally documenting current service levels, interdepartmental coordination, and opportunities to strengthen prevention and response. No additional service-level metrics were reported for 2026.

Objective 2.3: Invest in infrastructure and assets

Action 2.3.1: Construct mid-arterial roadway south of 407, between Cochrane and Thornton

Measures of Progress

- Complete Phase 1 construction from east of Baldwin Street to Ashburn Road
- Complete Phase 2 design from Garden Street to Anderson Street
- Phase 2 tender and begin construction

Status: Progress Underway (50% Complete)

Summative Outcome (2023–2026)

Construction of the mid-arterial roadway has progressed in phases. By 2024, Phase 1 construction was approximately 85% complete. In 2025, Phase 1 (Baldwin Street to Ashburn Road) was completed and scheduled to open to traffic in early 2026. Detailed design for Phase 2 (east of Ashburn Road to Anderson Street) advanced in 2025 and will continue in 2026, alongside initiation of the design for the next phase.

As that design work continues in 2026, due to budgetary constraints, the project did not receive the funding for the property acquisitions required for the proposed road construction. This budget has been deferred to future years, and construction will progress once funding is available.

Action 2.3.2: Construct Whitby Sports Complex

Measure of Progress

- Open Whitby Sports Complex

Status: Complete

Summative Outcome (2023–2026)

The Fieldgate Sports Complex represents a major capital investment. Council approved the project budget in July 2023 and construction progressed steadily. In 2024, the Town secured \$25 million from the federal Green and Inclusive Community Buildings Program. In 2025, a \$1.5 million, 10-year naming rights agreement was finalized.

The facility is in final construction phases and on track to open in 2026, delivering Durham Region's largest aquatic centre, a twin-pad arena, gymnasium, and aquatics facility, alongside 13 acres of outdoor recreational amenities.

Action 2.3.3: Enhance existing facilities and services and invest in structural upgrades at the waterfront

Measures of Progress

- Invest to implement the recommendations in the Waterfront Masterplan
- Complete Corbett Creek Bridge and Boardwalk replacement along waterfront trail

Status: Complete

Summative Outcome (2023–2026)

Implementing recommendations from the Waterfront Masterplan, investment produced significant improvements over the course of the Community Strategic Plan period.

In 2023, the Town secured \$2.6 million in federal Active Transportation funding to support bridge, boardwalk, and trail upgrades. The Corbett Creek Bridge and Boardwalk replacement was completed by 2025, along with trail widening from 3 metres to 4 metres. In 2025, Council approved the Marina Feasibility and Harbour Land Use Study. In 2026, consultancy work advanced a preferred marina design, with a formal report to Council planned for fall 2026, and commemorative dedication features progressed toward a late-2026 launch.

Action 2.3.4: Implement enhanced street design to improve walkability

Measure of Progress

- 80% of new developments and reconstruction initiatives adopt the enhanced street design standard

Status: Complete

Summative Outcome (2023–2026)

Enhanced street design standards were applied broadly across new development since the beginning of the Plan period.

In 2023, the standard was implemented on 50% of new developments. By 2024, the enhanced design standard, including 1.8-metre sidewalks and sidewalks on both sides of new roads, was consistently applied to 100% of new developments and major road reconstructions. In 2025, implementation continued through subdivision projects without additional capital budget impacts.

Action 2.3.5: Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and the Parks and Recreation Master Plan

Measures of Progress

- Parks and Recreation Master Plan approved
- Incremental budget approved to implement plans

Status: Complete

Summative Outcome (2023–2026)

Approved in 2024, the Parks and Recreation Master Plan established clear priorities to support growth and community needs. Delivery of recreation infrastructure following incremental budget approvals enabled phased implementation of plan-recommended projects, supporting continued investment in park upgrades, accessibility improvements, and recreational amenities as funding and timing allowed.

In 2023 alone, four new parks were constructed, adding 11.57 hectares of parkland and including four playgrounds, three sports fields, two splash pads, four pickleball courts, three full-size basketball courts, and two tennis courts. By 2026, upgrades or replacements were completed or initiated at 10+ parks, including playgrounds, courts, skatepark resurfacing, lighting upgrades, and accessibility improvements.

The opening of the Fieldgate Sports Complex in 2026 significantly expanded indoor recreation capacity, including aquatics, arenas, gymnasium space, and an indoor walking track. The announcement of 60 hectares of land in North Whitby designated for a future outdoor sports field complex supports increasing participation in cricket, soccer, and baseball as Whitby continues to grow.

Action 2.3.6: Invest in upgrades at the Marina

Measures of Progress

- Replace all Marina outdoor lighting to LED
- Marina Masterplan approved
- Pier 2 replacement of 56 floating dock system slips
- Complete ecological improvements within Whitby Harbour through Department of Fisheries and Oceans' harbour remediation project
- Incremental budget approved to implement Marina Masterplan

Status: Complete

Summative Outcome (2023–2026)

Marina infrastructure upgrades achieved clear deliverables. By 2023, 100% of marina outdoor lighting was replaced with energy-efficient LED fixtures.

The Port Whitby Marina Feasibility and Harbour Land Use Study was approved by Council in 2025, providing a long-term framework to guide future marina and harbour investments.

Pier 2 replacement design was finalized, with installation expected to be completed by end of 2026, and full operational readiness planned for the 2027 boating season.

Harbour dredging progressed through the Department of Fisheries and Oceans harbour remediation project, with main dredging completed by March 2026, and remaining dredging planned within Windsor Bay in 2026.

Action 2.3.7: Repurpose the historic Pumphouse for a new gathering place

Measure of Progress

- Pumphouse serving as a gathering place

Status: Complete

Summative Outcome (2023–2026)

The Pumphouse was repurposed as a seasonal gathering space through a five-year pilot program approved in 2023. The Town Brewery pop-up operates annually, mainly from May to September. The pop-up was operational in 2023, 2024, and 2025, with confirmed operations again for the 2026 season, providing continuity of public waterfront activation.

Action 2.3.8: Work with Metrolinx to finalize Bus Rapid Transit design for Dundas Street

Measure of Progress

- 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

Status: Substantially Advanced (85% complete)

Summative Outcome (2023–2026)

The Town provided ongoing technical input into the Dundas Street Bus Rapid Transit (BRT) project. Quantified design milestones include Town review of the 60% design submission in 2023 and review of preliminary drawings in 2024. While the BRT design through Downtown Whitby is not yet finalized, coordination continued to align BRT planning with the Brock Street Redesign, ensuring consideration of all road users.

The Region of Durham is currently focused on Bus Rapid Transit construction in Ajax. Town staff are prepared to resume consultation once the Region resumes design work in Whitby.

STRATEGIC PILLAR 3

Whitby's Economy - Innovative & Competitive

Objective 3.1: Accelerate progress, create jobs, and drive local economic growth

Action 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

Measure of Progress

- 80% of annual recommendations accomplished

Status: Complete

Summative Outcome (2023–2026)

The Town of Whitby is on track to complete 100% of recommendations from the Economic Development Strategy by the end of 2026.

In 2023, 100% of 13 planned projects were underway, with 38% completed, supported by 30+ business retention and expansion (BRE) meetings. In 2024, delivery expanded to include the Whitby Job Fair, Local Business Week, sector meetups, and business webinars. By the end of 2025, 10 of 24 actions (42%) were completed and 10 (42%) were in progress, with all remaining actions scheduled for completion in 2026. In 2026, Council approved the Intelligent Cities Action Plan with five priority projects advancing through 2026–27.

Action 3.1.2: Expand Whitby's commercial and industrial tax base

Measures of Progress

- Annual increase in commercial/industrial building permit values
- Annual increase in number of new businesses

Status: Complete

Summative Outcome (2023–2026)

Since 2023, 516 new businesses have been established in the Town of Whitby. Business growth occurred consistently year over year, including 105 new businesses established in 2025, with positive momentum continuing into 2026.

This growth was supported by significant commercial and industrial development activity, with building permit values exceeding \$170 million in industrial permits and \$25 million in commercial permits in 2024, more than \$100 million in industrial permits issued in 2025, and early 2026 data showing a strong rebound in industrial permit values compared to the previous year.

Together, sustained business formation and continued investment in industrial and commercial development demonstrate steady progress toward expanding Whitby's commercial and industrial tax base over the full plan period.

Action 3.1.3: Implement actions to enhance Whitby's tourism sector including a focus on the waterfront

Measure of Progress

- 80% of annual recommendations from Tourism Strategy accomplished

Status: Complete

Summative Outcome (2023–2026)

The Tourism Strategy implementation has exceeded the goal of 80% annually.

In 2023, highlights included the launch of the tourism website and the Food Guide. In 2024, the Town secured \$200,000 through the Tourism Growth Program and implemented a Municipal Accommodation Tax (MAT). By 2025, a seasonal Visitors' Centre opened at the waterfront with two Tourism Ambassadors hired. In 2026, the Town hosted a 200+ participant regional tourism destination event, and the seasonal Visitors' Centre will be open again supported by the Tourism Ambassadors.

Action 3.1.4: Support green economy, agriculture, and agri-business

Measures of Progress

- Partner with two post-secondary institutions per year to support programs and recruitment for these sectors
- Annual increase in agriculture and green economy building permit values
- Annual increase new agriculture and green economy businesses

Status: Complete

Summative Outcome (2023–2026)

In 2026, the green economy initiative - The Cultivation Hub Project - will establish a year-round agriculture and agri-innovation hub in Whitby, supporting local food production, workforce training, and agri-tech commercialization. The project is advancing through strong partnerships with Windrush Farm, Durham Region, the Town of Whitby, post-secondary institutions, and regional innovation organizations, and while \$1M has been secured to date, additional funding is being pursued to enable a potential fall 2026 launch.

By the end of 2025, agricultural building permit values increased by approximately \$229,000 compared to 2024, and new business formation rose in agriculture and green economy sectors. In 2026, additional growth was supported through partnerships with Durham College, Ontario Tech University, and Trent University, preparation for an AgriTech event, and improved data tracking with the Durham Workforce Authority.

Objective 3.2: Attract and retain businesses and industry

Action 3.2.1: Attract investment for hotel and convention centre

Measure of Progress

- Secure investment in hotel and convention centre

Status: Complete

Summative Outcome (2023–2026)

Investment attraction advanced through phased feasibility and incentive tools. In 2025, Council endorsed a Hotel Feasibility Study with market-ready figures. In April 2026, the Town launched a Hotel and Conference Centre Attraction Program to incentivize one hotel-conference centre and one stand-alone hotel through development charge deferrals, targeting shovel-ready proposals aligned with market demand.

Action 3.2.2: Develop tools to support collaborative workspaces and home-based businesses

Measures of Progress

- Develop home-based business tool kit and launch a new tool annually
- Develop action plan to support collaborative workspaces

Status: Complete

Summative Outcome (2023–2026)

A Home-Based Business Toolkit was launched in 2024 and integrated into annual programming by 2026. In 2025, business webinars were delivered and published online, with continued delivery planned throughout 2026 as part of Economic Development's core offerings.

Action 3.2.3: Expand the business retention and expansion program

Measures of Progress

- Increase business retention and expansion program to conduct 50 interviews annually
- 25 introductions to external organizations annually
- 40 business support resources provided annually

Status: Complete

Summative Outcome (2023–2026)

The Business Retention and Expansion (BR+E) Program is designed to proactively engage local employers to understand business needs, identify growth and retention risks, connect businesses to relevant supports, and inform municipal decision-making related to workforce, land, and infrastructure planning.

Over the Plan period, the program delivered increasing reach. In 2023, 30 businesses were visited. In 2024, 37 interviews were conducted, supporting the retention and expansion of three businesses and hundreds of jobs. After resuming mid-2025, 27 interviews were completed, with 100+ businesses supported. In 2026, the program is on track to meet annual targets of 50 interviews, 25 external referrals, and 40 business support resources, engaging employers representing 3,500+ employees and 1.6 million square feet of employment space.

Action 3.2.4: Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses

Measures of Progress

- Three businesses accepted into Concierge Program
- Annual increase in commercial/industrial building permit values

Status: Complete

Summative Outcome (2023–2026)

Over the Plan period, commercial and industrial building permit activity reflected sustained investment despite year-to-year market variability. In 2024, commercial and industrial permit values exceeded \$200 million, driven largely by more than \$170 million in industrial development. In 2025, industrial permit values totaled approximately \$102 million, while commercial permit activity increased to approximately \$66 million, with early 2026 data indicating a rebound in industrial permitting.

This activity was supported by increased uptake of the Concierge Program following targeted refinements. In 2024, the Town supported two major development projects, including a one-million-square-foot industrial project. Following the program's relaunch in 2025, development interest rebounded, and by early 2026 one application had entered the program, with two additional development groups expected, each representing more than 100,000 square feet of proposed industrial space, supporting continued progress toward attracting high-value, employment-generating development.

Action 3.2.5: Implement initiatives that support our downtowns as thriving destinations

Measures of Progress

- Implement one new placemaking initiative each year
- Community Improvement Plan investment tracked annually
- Maintain less than 5% Commercial Vacancy Rates

Status: Complete

Summative Outcome (2023–2026)

The Town of Whitby delivered sustained placemaking investment, targeted financial support, and strong downtown market performance. New placemaking initiatives were implemented each year across Downtowns in Whitby and Brooklin, enhancing public spaces, supporting local businesses, and strengthening these areas as vibrant destinations.

Community Improvement Plan investment was tracked annually, with grants supporting façade improvements, placemaking features, and downtown revitalization projects. Over the plan period, investments in the Community Improvement Plan for Facade Grants include \$96,442 in Downtown Whitby and \$20,533 in Downtown Brooklin during the Community Strategic Plan period (2023 - 2026).

Since 2023, commercial vacancy rates have remained well below the 5 percent target, demonstrating continued demand and resilience in Whitby's downtown commercial areas.

Objective 3.3: Promote innovation and build competitive advantage

Action 3.3.1: Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to support innovative solutions

Measure of Progress

- Action Plan developed

Status: Complete

Summative Outcome (2023–2026)

The Intelligent Cities Action Plan was approved in January 2026 following evaluation of 30 potential initiatives, with five priority projects selected. Delivery was achieved within a \$100,000 capital budget, with three projects delivered at no direct municipal cost, improving planning, sustainability reporting, and investment readiness, supporting long-term economic growth, and positioning the Town as a leader in practical, cost-effective municipal innovation.

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

Measures of Progress

- 2 initiatives undertaken annually in partnership with 1855
- 20 clients impacted annually

Status: Complete

Summative Outcome (2023–2026)

Partnership initiatives exceeded targets. In 2023, a Generative AI training session reached approximately 70 participants. In 2024, two masterclasses exceeded client impact targets by approximately 400%. In 2025, an ICT Roundtable engaged 15+ tech businesses, and in 2026, Whitby supported the launch of DRIVE, one of nine OVIN regional sites across Ontario, with additional collaborative events planned.

Action 3.3.3: Leverage grant funding to support broadband and Smart City initiatives

Measures of Progress

- Grant funding secured
- One project undertaken

Status: Complete

Summative Outcome (2023–2026)

Grant leveraging produced direct value. In 2026, the Town received a 3D building inventory dataset valued at approximately \$30,000 through an in-kind partnership with Sustainable Development Technology Canada and Ecopia AI. The project delivered a town-wide digital asset to support planning analysis, infrastructure and asset management, and future sustainability and innovation initiatives, with no draw on the approved capital budget.

STRATEGIC PILLAR 4

Whitby's Government - Accountable & Responsive

Objective 4.1: Address community needs through collaboration and strategic partnerships

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

Measures of Progress

- Present community needs to government partners annually
- Report annually on grant funding applications

Status: Complete

Summative Outcome (2023–2026)

The Town achieved significant outcomes through ongoing advocacy aligned with community priorities.

Since 2023, the Town of Whitby has applied for 63 grants, with 37 successful applications securing a total of \$81.1 million in external funding, reducing pressure on the municipal tax base and accelerating delivery of priority projects.

Notable funding achievements over the plan period include \$25 million from the federal Green and Inclusive Community Buildings Program to support construction of the zero-carbon Fieldgate Sports Complex; \$24.9 million from the Housing Accelerator Fund to advance new housing supply and enabling infrastructure; and \$2.6 million from the Active Transportation Fund to support waterfront trail connectivity and accessibility improvements.

Together, these investments directly supported Plan objectives related to recreation, housing, active transportation, climate action, and growth management, while reinforcing the Town's role as a strong advocate for community needs. Annual reporting on grant applications and outcomes was presented to Council and shared publicly to ensure transparency and accountability.

Action 4.1.2: Strengthen existing and build new partnerships

Measures of Progress

- Develop partnership database
- Establish four new partnerships and report on outcomes

Status: Complete

Summative Outcome (2023–2026)

Over the course of the Plan period, formal partnership agreements were established with the Region of Durham for 1635 Dundas, Feed the Need in Durham for the Market Model Foodbank at Iroquois Park Sports Centre, Oshawa Clinic Group for the Family Physician Recruitment Incentive Program, Town Brewery for the Pump house waterfront beer garden, Windfield Ecology for Durham Greener Homes Program, CLOCA for Sustainable Neighbourhood Action Plan, and Canadian Musicians Inc for Community Performance Program. Regular reports to Council have been made on the outcomes and ongoing work with each of these.

In 2025, a regional Indigenous Consultation Working Group was established and remains active.

A partnership database has been developed, facilitating the coordination multiple annual Roundtable events, engaging diverse stakeholder groups.

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

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

Measures of Progress

- Complete Market Review for all Regular Full-Time Exempt and CUPE positions and present recommendations to Council
- Advance development and implementation of at least two keystone programs identified in the Town's Talent Management framework

Status: Complete

Summative Outcome (2023–2026)

A full compensation market review covering all Regular Full-Time Exempt and CUPE positions was completed and approved by Council by 2025.

Within the Town's Talent Management framework, the Career Development Program pilot was completed in 2025 followed by its formal launch as the Career Compass Program to all staff in March 2026. In addition, the development of a Leadership Development Program is scheduled for implementation by end of 2026.

Action 4.2.2: Identify and implement training and professional development opportunities

Measure of Progress

- Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework

Status: Complete

Summative Outcome (2023–2026)

Within the Town's Talent Management framework, the Career Development Program pilot was completed in 2025 followed by its formal launch as the Career Compass Program to all staff in March 2026. In addition, the development of a Leadership Development Program is scheduled for implementation by end of 2026.

Action 4.2.3: Identify opportunities and take steps to establish a more diverse and inclusive workplace

Measure of Progress

- Advance corporate census that benchmarks the Town's diverse employee population compared to the community
- Advance an outreach program to provide individuals from marginalized communities with opportunities to learn about and experience public service

Status: Substantially Advanced (95% complete)

Summative Outcome (2023–2026)

Progress toward a more inclusive workplace produced identifiable program outcomes. Diversity training was completed in 2024, and planning for voluntary applicant disclosure advanced in 2025. In February 2026, the Inclusive Futures Program launched, providing structured, supported work placements for individuals from marginalized communities.

At this time, the work on planning and developing the Corporate Census is complete and implementation has been deferred to a later year.

Action 4.2.4: Implement strategies to attract and retain the best staff to serve the community

Measures of Progress

- Complete Market Review for all Regular Full Time Exempt and CUPE positions and present recommendations to Council
- Develop Talent Acquisition and Retention Strategy, including outreach program that increases awareness of benefits of careers in public service

Status: Complete

Summative Outcome (2023–2026)

A full compensation market review covering all Regular Full-Time Exempt and CUPE positions was completed and approved by Council by 2025.

The Talent Acquisition and Retention Strategy was developed following completion of the compensation market review and finalized in 2025, with rollout beginning in early 2026.

Objective 4.3: Deliver exceptional customer service and community engagement

Action 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

Measures of Progress

- Begin implementing the customer contact centre
- Streamline the digital customer experience through an online portal and/or Customer Relationship Management (CRM) software
- Expand and standardize payment options by offering e-transfer and/or credit card payment options on all invoices

Status: Complete

Summative Outcome (2023–2026)

Customer service modernization has delivered measurable change in the Town's contact centre management over the course of the Plan period.

In 2025, Phase 1 of Service Whitby consolidated front counter, phone, and email services for Tax and Clerks into a single contact centre. In 2026, improved routing and website enhancements supported higher first-contact resolution, and a Customer Relationship Management (CRM) system implementation progressed to modernize service delivery.

Beginning in 2025, expanded digital payment options were advanced through the launch of Service Whitby and associated financial system enhancements, supporting greater consistency and accessibility in how residents and businesses pay Town invoices.

Action 4.3.2: Identify, establish, and report on service levels of interest to the community

Measures of Progress

- Identify service levels of interest to the community
- Report on one service level standard of interest to the community annually (i.e. winter maintenance, waste collection)

Status: Complete

Summative Outcome (2023–2026)

Service levels of interest to the community were identified in 2023 through Community Strategic Plan engagement and supporting internal service reviews.

Beginning in 2024, the Town reported annually on selected service level standards of interest to the community. Waste collection was identified as an initial focus area, with staff reporting to Council in early 2024 on service level options for curbside collection, including private laneways and multi-residential properties. In 2025, an updated Waste Collection By-law was finalized. In 2026, the Graffiti Task Force Report (CMS 06-26) documented coordinated service levels and response approaches.

Action 4.3.3: Implement new technologies and systems that modernize business tools to increase efficiencies and engagement

Measures of Progress

- Develop a scorecard to track progress of the Corporate Information Technology and Digital Strategy Plan. Assess growth using the Digital Maturity Model
- Measure and report on completion and advancements of modernization projects

Status: Complete

Summative Outcome (2023–2026)

Over the plan period, the Town advanced modernization of corporate business tools through structured performance tracking and reporting. A scorecard was developed to track progress on the Corporate Information Technology and Digital Strategy Plan, supported by assessment through the Digital Maturity Model. Using this framework, the Town established a baseline digital maturity level and reported on progress across governance, systems, and service delivery.

Completion and advancement of modernization projects were measured and reported annually.

In 2023, 83% of surveyed clients rated IT services as high value, and improvement was demonstrated across 21 of 40 Digital Maturity Model indicators. By 2025, the Town advanced from Early Experimenter (Level 2) to Digitally Accelerating (Level 3).

Modernization projects included the implementation of the Workday enterprise system, selection of a corporate Customer Relationship Management solution, enhancements to CityWorks for facilities management, and continued digitization of permitting and business processes, supporting increased efficiency, consistency, and customer engagement.

Action 4.3.4: Implement opportunities for Council to engage the community

Measures of Progress

- Host annual Ward Town Halls
- Publish a monthly Mayor's newsletter with a 5% annual increase in page views
- Publish a Council highlights document after each regular Council meeting with a 5% annual increase in page views
- Magazine published annually, focusing on life in Whitby

Status: Substantially Advanced (95% complete)

Summative Outcome (2023–2026)

Resident engagement achieved significant reach and growth since the beginning of the Plan period and term of Council.

In 2023, a Telephone Town Hall engaged 1,000+ listeners, supported by four ward-specific town halls. By 2024, Mayor's Newsletter subscriptions increased 62% year-over-year, with monthly page views rising by up to 658% in peak months. From 2024 to 2025, Mayor's Newsletter page views grew 32% annually. By Q1 2026, page views increased 45.3% year-over-year, while Council Highlights views increased 363% year-over-year, far exceeding the 5% annual growth target.

Launching a new magazine required more time and resources than anticipated, delaying the first issue until 2025. Although the publication was well received, continuing a monthly magazine was not sustainable. Resources were therefore redirected more responsibly to proven communication channels, including the Mayor’s monthly newsletter, increased meet and greet opportunities with the Mayor, Ward Town Halls, and other resident focused communication efforts.

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

Measures of Progress

- Regular updates on Community Strategic Plan accomplishments through staff reports, Council newsletters, and public meetings
- Formal annual reporting on progress of Community Strategic Plan
- Creation of interactive webpage to support real-time reporting

Status: Complete

Summative Outcome (2023–2026)

The first annual Community Strategic Plan progress report was submitted to Council in early 2024, reporting that 92% of actions were underway or complete. Subsequent annual reporting demonstrated continued progress, with more than 95% of actions in progress in later reporting cycles.

Each year, detailed updates were presented to Council through staff reports, providing consistent, action-level tracking of progress across all pillars of the Plan. These updates were also shared publicly through the Connect Whitby project page, annual highlights, as part of action-specific updates and reports to Council, and broad communication channels including media releases, newsletters, and social media, supporting timely, transparent, and accessible reporting for residents, staff, and Council

In addition, the Mayor and Members of Council regularly amplified Community Strategic Plan progress through their own communication channels, including newsletters, social media, speeches, and community events, supporting transparency and reinforcing shared accountability to residents.

Objective 4.4: Ensure fiscal accountability and responsibly plan for growth

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

Measure of Progress

- Obtain community needs/budget priorities through citizen budget engagement tools
- Introduce participatory budgeting to inform investment in the budget for Council consideration
- Balance the impact to taxpayers by annually reviewing and updating user fees to recover costs of service delivery/new services

Status: Complete

Summative Outcome (2023–2026)

Delivering services that respond to community needs while balancing affordability for taxpayers is an ongoing process for the Town. Each year, residents were invited to share their priorities through participatory budgeting and other public engagement tools, and this input directly informed budget decisions. In 2023, 43% of participants prioritized physician recruitment, helping to shape the 2024 budget. In 2025, 48% of participants prioritized no new spending to limit tax impacts, reflecting growing concerns about affordability. In response, staff identified more than \$2 million in internal cost savings, contributing to a 3.44% tax increase for 2026, below what would otherwise have been required. A core services review is underway and will be completed in 2027, helping shape future Town services and budgets.

Through the annual budget process, community priorities identified through the Community Strategic Plan, participatory budgeting, and other public engagement are considered alongside the Town’s long-range plans, including the Parks and Recreation Master Plan, Development Charges Background Study, Municipal Asset Management Plan, and Zero Carbon Whitby Plan. Recommendations are also informed by the condition of existing municipal assets, the balance of Town reserves, and broader economic conditions. Together, this approach supports transparent, informed decision-making that aligns investment with community values while responsibly managing the impact on taxpayers.

Action 4.4.2: Plan for future growth through update to Official Plan and Comprehensive Zoning By-Law

Measures of Progress

- Interactive zoning map launched
- Update to Official Plan completed and approved
- Comprehensive Zoning By-Law approved

Status: Substantially Advanced (95% complete)

Summative Outcome (2023–2026)

Growth planning delivered major milestones. An online zoning map launched in Q3 2023. The Official Plan update was completed and adopted in Q1 2026. By 2026, the fourth draft of the Comprehensive Zoning By-law was published and circulated for consultation following multiple public engagement sessions.

The Town's Official Plan update has been adopted by Council and has been forwarded to the Ministry of Municipal Affairs and Housing for approval. As the Comprehensive Zoning By law implements the Official Plan, it cannot be brought forward for Council consideration until the Official Plan has received final approval by the Province. In parallel, additional work is underway to review existing exception zones, which will help reduce the overall number of site-specific exceptions carried forward into the new Zoning By law and limit the potential for legal non-conforming or non-complying uses across the Town.

Action 4.4.3: Proactively address growth by completing ward boundary review

Measure of Progress

- Ward boundary review

Status: Complete

Summative Outcome (2023–2026)

In 2025, Staff worked with Hemson Consulting, an organization with expertise in land-use planning, demographics, and population forecasting, to prepare a ward population projection. Due to recent changes in market conditions resulting in a slower rate of development, the projection found that the Electoral Ranges projected for each of the Town's four wards in 2030 still fall into an acceptable range as indicated in the Ward Boundary Review Guidelines Policy. Therefore, a Ward Boundary Review is not required at this time.

Action 4.4.4: Update long-range financial plans to ensure essential Town services are provided in a sustainable and affordable way

Measures of Progress

- Long-range financial plan updated annually
- Ensure annual contributions to keep Town infrastructure in a state of good repair are adjusted annually to account for inflation, growth, and condition of assets and do not decline (as a % of the Town's asset management plan contribution target)
- Utilize debt in a fiscally responsible manner to fund capital projects while ensuring debt servicing costs as a % of net revenues are below the thresholds set by Town policy and the 25% threshold set by the province
- Allocate a minimum of 50% of additional tax revenues from growth (e.g. new homes, businesses added to the tax roll) to offset operating budget pressures related to the maintenance of essential services and service levels

Status: Complete

Summative Outcome (2023–2026)

The Town continues to plan and set aside funds to keep the Town's aging infrastructure in a state of good repair. Asset Management Plans were updated and approved annually from 2024–2026, meeting Provincial asset management requirements. For growth-related infrastructure, the Town has been proactively adjusting Development Charge programs to encourage timely development. In 2026, a Community Benefits Charge Study will be completed, positioning the Town to collect charges beginning January 2027 to support growth-related infrastructure for developments of 10+ units and five or more storeys.

Long-range financial planning is an on-going process with regular updating based on external conditions (e.g. economy, interest rates, rate of inflation, etc.), projections for asset replacements and new infrastructure to accommodate growth, and available reserve funds.