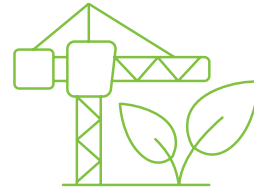




TOWN OF WHITBY

# Community Strategic Plan

2023-2026



**Your Plan Accomplished**



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



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## MAYOR'S MESSAGE

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

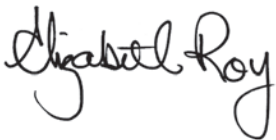
I am incredibly proud of the progress we have made in delivering the 62 action items in Whitby's Community Strategic Plan.

This plan began with you. Thousands of residents took the time to share what matters most to them – priorities like revitalizing the waterfront, strengthening community safety, supporting the local economy, and expanding recreation opportunities.

The Community Strategic Plan reflects that collective vision. It has guided decision-making and investments over the past four years, ensuring that our progress remains aligned with the needs of our growing community.

Thank you to every resident who shared their ideas and helped make Whitby an even better place to live, work, and explore.

Sincerely,

A handwritten signature in black ink that reads "Elizabeth Roy". The signature is fluid and cursive.

**Elizabeth Roy**  
Mayor

## CAO'S MESSAGE

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This is a significant milestone and a testament to the dedication of our staff, Council, and the community.

This Community Strategic Plan has served as an important roadmap, guiding how Town staff and Council have worked together to deliver on the priorities that matter most to our community over the past four years - and setting a strong foundation for the future.

There are so many great things happening in Whitby, and this Plan has helped us make meaningful progress across all areas of our work. From supporting safe, healthy, and inclusive neighbourhoods, to investing in our natural and built environment, fostering an innovative and competitive local economy, and strengthening how we deliver accountable, responsive services - this work has made a real and lasting difference.

I'm proud to share that all 62 action items identified through community feedback have now been either completed or are well underway. This is a significant milestone and a testament to the dedication of our staff, Council, and the community we serve.

Thank you for your continued interest and support throughout the life of this Plan. As we look ahead, we will carry this momentum forward as we shape the next chapter for Whitby.

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

**Matt Gaskell**  
Chief Administrative Officer

# COUNCIL

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The Town of Whitby Council consists of the Mayor, four Regional Councillors and four Ward Councillors that are elected by residents every four years through the municipal election process.

Through the development and implementation of the Community Strategic Plan, Whitby Town Council demonstrated its commitment to listening and learning from residents, businesses, and community partners about what matters most to them. Guided by the pillars, objectives, and actions outlined in the Plan, Council worked closely with Town staff to advance shared community priorities and deliver meaningful outcomes that support Whitby as an exceptional place to live, work, and explore. The completion of the Plan reflects this collective effort and provides a strong foundation to inform future Council decision-making and community engagement.

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**Elizabeth Roy | Mayor**

**Rhonda Mulcahy | Regional Councillor**

**Chris Leahy | Regional Councillor**

**Steve Yamada | Regional Councillor**

**Maleeha Shahid | Regional Councillor**

**Steve Lee | Town Councillor – North Ward 1**

**Matt Cardwell | Town Councillor – West Ward 2**

**Niki Lundquist | Town Councillor – Centre Ward 3**

**Victoria Bozinovski | Town Councillor – East Ward 4**



## YOU ASKED - WE DELIVERED

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



**3,000+** survey completions

**8,500+** visitors to the Connect Whitby project page

**75+** virtual and in-person engagement session participants

**9** one-on-one Council interviews

## YOUR PLAN IN ACTION - KEEPING YOU INFORMED

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Progress on the Strategic Pillars and Actions of the Community Strategic Plan has been reviewed and reported on regularly.



- Annual staff reports delivered consistent, action-level **progress tracking**
- **Public updates** shared via the Connect Whitby project page and Council reports
- **Broad communication channels** used: media releases, newsletters, social media
- Emphasis on **transparency, accessibility, and timely reporting**
- **Your Plan in Action** campaign boosted **community awareness** of results
- **Mayor and Council** actively reinforced messaging through their own platforms
- Strong focus on **shared accountability** with residents

# WHITBY'S COMMUNITY STRATEGIC PLAN – AT A GLANCE

## Community Vision

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

## Corporate Mission

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

## Corporate Values

Collaborative, Accountable, Respectful, Engaged

### Strategic Pillar 1

**Whitby's Neighbourhoods:**  
Safe, Healthy, & Inclusive

### Strategic Pillar 2

**Whitby's Natural & Built Environment:**  
Connected & Resilient

### Strategic Pillar 3

**Whitby's Economy:**  
Innovative & Competitive

### Strategic Pillar 4

**Whitby's Government:**  
Accountable & Responsive

**3 Objectives**

**3 Objectives**

**3 Objectives**

**4 Objectives**

**15 Actions**

**20 Actions**

**12 Actions**

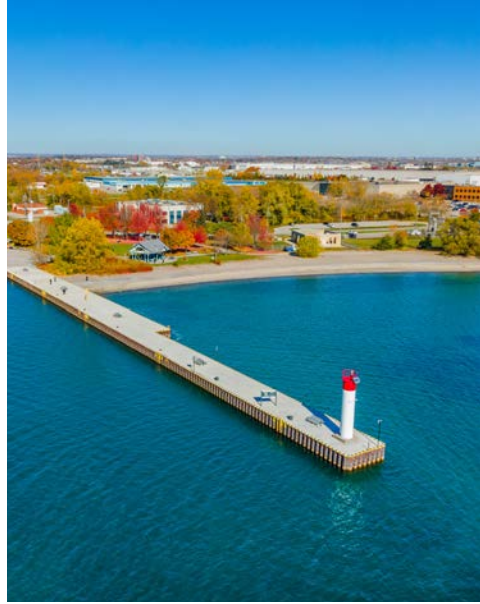
**15 Actions**

## Departmental Work Plans

## Results Delivered

# VISION AND MISSION

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## **Community Vision:**

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

## **Corporate Mission:**

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



# OVERALL ACCOMPLISHMENTS

The Town of Whitby is delivering on its Community Strategic Plan priorities using innovation, collaboration, and fiscal responsibility to make Whitby an even more exceptional place to live, work, and explore. All of the **62 action items** identified in the Community Strategic Plan have been started or completed – delivering results that matter to our community. This document provides a highlight of the accomplishments across all Actions of the Plan. For a full detailed listing of the summative progress, please visit [whitby.ca/CommunityStrategicPlan](http://whitby.ca/CommunityStrategicPlan)

**100%** of priorities advanced, with an average **96% completion** rate across **all actions**

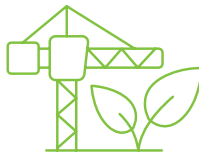
**52** actions projected to be **fully complete**

**10** remaining **in progress**, on average, these are **75% complete**



**99% Complete**

**PILLAR 1:** Whitby's Neighbourhoods



**89% Complete**

**PILLAR 2:** Whitby's Natural & Built Environment



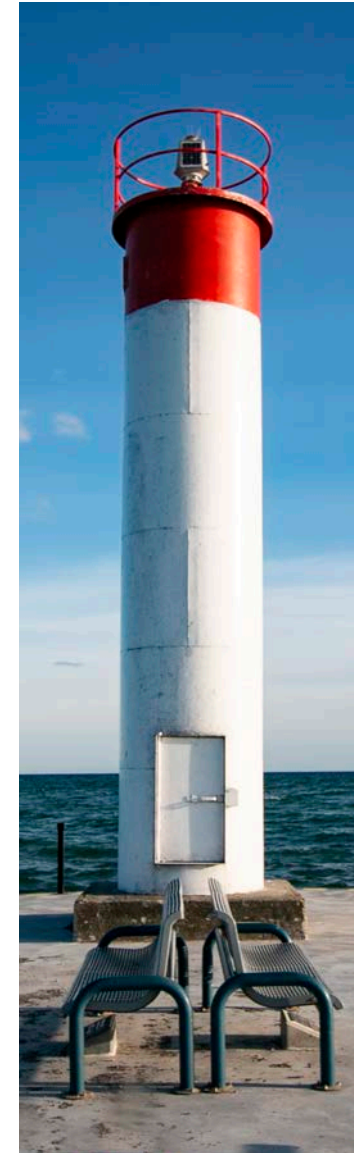
**100% Complete**

**PILLAR 3:** Innovative & Competitive



**99% Complete**

**PILLAR 4:** Accountable & Responsive





# Whitby's Neighbourhoods Safe, Healthy, & Inclusive

Healthy and inclusive neighbourhoods are safe and welcoming. They provide equitable access to municipal programs and services, and support the health and well-being of all residents, at all ages and stages of life.

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## Key Areas of Accomplishment:

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



# STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS



Actions	Key Accomplishments	Results
<p><b>1.1.1</b> Advocate for and secure property for <b>new hospital</b></p>	<ul style="list-style-type: none"> <li>→ Advocacy and education campaign leading to Planning Grant for new hospital - 4,000+ resident stories shared</li> <li>→ Continued advocacy to Province to secure required lands</li> </ul>	<p><b>95% Complete</b></p>
<p><b>1.1.2</b> Advocate for a new <b>Emergency Medical Services Facility</b> (paramedic station) in Whitby</p>	<ul style="list-style-type: none"> <li>→ Secured regional approval of new Emergency Medical Services facility planned for Whitby</li> </ul>	<p><b>100% Complete</b></p>
<p><b>1.1.3</b> Identify opportunities to improve <b>road safety</b> by developing and implementing a traffic calming and safety policy and identify opportunities to reduce traffic congestion</p>	<ul style="list-style-type: none"> <li>→ Traffic calming policy and Guidelines approved</li> <li>→ Implemented traffic calming elements to increase safety and reduce traffic congestion</li> </ul>	<p><b>100% Complete</b></p>
<p><b>1.1.4</b> Partner with Durham Region to implement the Community Safety &amp; Well-Being Plan, which addresses criminal involvement, experiences of <b>racism</b>, <b>homelessness</b> and basic needs, <b>mental health</b>, social isolation, substance use, and victimization</p>	<ul style="list-style-type: none"> <li>→ Whitby actively participated on the Area Municipal Working Group to ensure collaborative implementation of the Community Safety and Well-Being Plan and contributed key initiatives</li> </ul>	<p><b>100% Complete</b></p>

# STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS



Actions	Key Accomplishments	Results
<p><b>1.1.5</b> Review and plan for <b>fire services</b> to address growth of community</p>	<ul style="list-style-type: none"> <li>→ Updated Fire Master Plan substantially complete and ready for Council review in 2027</li> <li>→ New fire hall planned in West Whitby to open in 2027</li> <li>→ 20 new firefighters hired</li> </ul>	<p><b>90% Complete</b></p>
<p><b>1.1.6</b> Work with partners to increase access to <b>family physicians</b></p>	<ul style="list-style-type: none"> <li>→ Active partner with Region of Durham on the Regional Family Physician Recruitment Program</li> <li>→ Launched and tracked impact of Pilot Family Physician Recruitment Incentive Program and currently have a list of family physicians accepting patients</li> </ul>	<p><b>100% Complete</b></p>
<p><b>Objective 1.2 Increase opportunities to acknowledge and <b>celebrate</b> the <b>diversity</b> of the community</b></p>		
<p><b>1.2.1</b> Enhance Town-led and community-based <b>events</b> and <b>festivals</b> that <b>celebrate diversity</b></p>	<ul style="list-style-type: none"> <li>→ Launched the award-winning Home Sweet Home Event, celebrating Whitby's diversity and attracting 40,000+ attendees</li> <li>→ Approved up to four new Third Party Event Permits annually showcasing culturally diverse programming</li> <li>→ Completed Exit Surveys at Town-led events</li> </ul>	<p><b>100% Complete</b></p>
<p><b>1.2.2</b> Enhance Whitby's <b>culinary</b> and <b>live music</b> sectors through collaborative partnerships</p>	<ul style="list-style-type: none"> <li>→ Expanded live music programming through Music in the Park, pop-up events, and partnerships with local musicians and the Canadian Musicians Co-operative</li> <li>→ Supported the local culinary scene through updated Food Guides, walking food tours, and initiatives like the Brewery Passport to promote local businesses</li> </ul>	<p><b>100% Complete</b></p>

# STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS



Actions	Key Accomplishments	Results
<p><b>1.2.3</b> Invest, promote, and strengthen the <b>local arts, culture, heritage</b>, and creative sector</p>	<ul style="list-style-type: none"> <li>→ Invested in arts and culture through public art, events, and community grant programs</li> <li>→ Grew cultural engagement through increased promotion, partnerships, and expanded online reach</li> <li>→ Municipal Accommodations Tax revenues supported cultural events, public art installations, and placemaking initiatives</li> </ul>	<p><b>100% Complete</b></p>
<p><b>Objective 1.3 Provide accessible and inclusive municipal services and programming</b></p>		
<p><b>1.3.1</b> Continue to <b>collaborate with non-profit organizations</b> to anticipate and deliver changing community program and service needs</p>	<ul style="list-style-type: none"> <li>→ Established a non-profit network and hosted regular roundtables for collaboration on community needs</li> <li>→ Supported non-profits through ongoing funding from the Mayor's Community Development Fund</li> </ul>	<p><b>100% Complete</b></p>
<p><b>1.3.2</b> Develop the Parks and Recreation Master Plan and deliver identified <b>recreational programs</b></p>	<ul style="list-style-type: none"> <li>→ Developed and approved the Parks and Recreation Master Plan, setting a 10-year plan for parks, facilities, and recreation services</li> <li>→ Built the Fieldgate Sports Complex, made upgrades, land acquisition for future sports fields, and improved parks and recreation policies</li> </ul>	<p><b>100% Complete</b></p>

# STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS



Actions	Key Accomplishments	Results
<p><b>1.3.3</b> Expand <b>recreation opportunities</b> and increase participation in recreation programs and activities, specifically for <b>55+ and youth</b></p>	<p>→ Through expanded programming and facility offerings, recreation participation showed strong annual growth, exceeding 3% across swim, skate, 55+, and unique users, and more than 5% growth per year in youth room visits</p>	<p><b>100% Complete</b></p>
<p><b>1.3.4</b> In collaboration with partners, support the implementation of Durham Region's Housing Plan regarding <b>affordability and diversity of housing</b></p>	<p>→ Supported housing diversity through approvals of purpose-built rental units and secondary suites in collaboration with regional housing planning</p> <p>→ Expanded access to additional dwelling units through an incentive program and improved permitting processes, increasing housing options</p>	<p><b>100% Complete</b></p>
<p><b>1.3.5</b> Work with partners to address <b>food security</b></p>	<p>→ Worked with community partners to support food security through food banks, community gardens, and meal programs</p> <p>→ Provided ongoing funding through the Mayor's Community Development Fund and supported initiatives like the Market Food Bank at Iroquois Park Sports Centre and local garden programs</p>	<p><b>100% Complete</b></p>
<p><b>1.3.6</b> Work with partners to support and connect individuals experiencing <b>homelessness</b> with shelter and support services</p>	<p>→ Worked with Durham Region and community partners to support homelessness response services, including participation in the 1635 Dundas Community Liaison Committee and a local response group</p> <p>→ Expanded supports through seasonal programs such as the Shower Program and other outreach and donation initiatives</p>	<p><b>100% Complete</b></p>



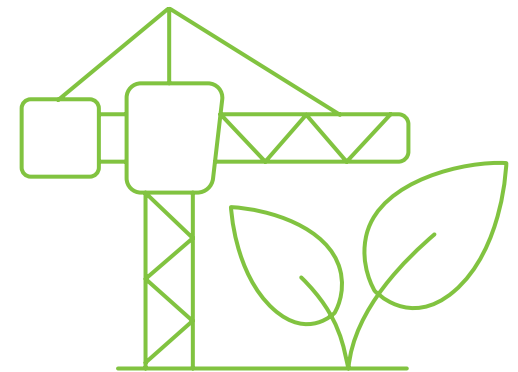
# Whitby's Natural & Built Environment Connected & Resilient

Connected and resilient natural and built environments demonstrate a commitment to plan for and invest in green space and quality infrastructure to support the needs of a growing and changing community. It involves promoting environmental stewardship and building resilience to climate change while enhancing community beautification.

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## Key Areas of Accomplishment:

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



# STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Actions	Key Accomplishments	Results
<b>Objective 2.1: Demonstrate environmental leadership in sustainability and addressing climate change</b>		
<b>2.1.1</b> Develop <b>community</b> climate mitigation measures to achieve <b>zero-carbon emissions</b> by 2045	<ul style="list-style-type: none"> <li>→ Endorsement and implementation of the Community Climate Mitigation Plan through the Climate Emergency Response Plan - Phase 2</li> <li>→ Advanced 37 of 61 actions, including energy efficiency programs, public education, and retrofit incentives</li> </ul>	<b>100% Complete</b>
<b>2.1.2</b> Explore partnership opportunities to advance <b>alternate energy systems</b> designed to reduce GHG emissions of new developments	<ul style="list-style-type: none"> <li>→ Introduced an alternate energy system through the geothermal system at the Fieldgate Sports Complex</li> <li>→ Advanced district energy planning with regional partners through initial heat mapping work</li> </ul>	<b>100% Complete</b>
<b>2.1.3</b> Implement actions to increase <b>community resilience</b> to the impacts of <b>climate change</b>	<ul style="list-style-type: none"> <li>→ Advanced 63 of 106 climate resilience actions in the Climate Emergency Response Plan - Phase 1, including tree planting, neighbourhood greening, and preparedness initiatives</li> </ul>	<b>100% Complete</b>
<b>2.1.4</b> Implement <b>corporate</b> plan to achieve <b>zero-carbon emissions</b> by 2045	<ul style="list-style-type: none"> <li>→ Completed and advanced energy efficiency upgrades and low-carbon facility projects to support progress toward the Town's 2045 net-zero goal</li> </ul>	<b>50% Complete</b>
<b>2.1.5</b> Implement Green Standard Incentive Program focused on encouraging the adoption of <b>sustainable development practices</b>	<ul style="list-style-type: none"> <li>→ Implemented the Green Standard Incentive Program to encourage sustainable development practices</li> <li>→ Encouraged developers to meet higher sustainability tiers through ongoing application review and engagement</li> </ul>	<b>100% Complete</b>
<b>2.1.6</b> Promote the use of <b>electric vehicles</b> and lead by example by implementing electric vehicles in the Town's municipal fleet	<ul style="list-style-type: none"> <li>→ Expanded municipal EV charging infrastructure and electrified the Town's fleet, increasing charger availability and adding plug-in hybrid vehicles</li> <li>→ Promoted electric vehicle adoption through public education and events like the Home Energy and EV Expo</li> </ul>	<b>100% Complete</b>

# STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Actions	Key Accomplishments	Results
<p><b>2.1.7</b> Update <b>Whitby Green Standard</b>, designed to advance sustainable development in the community</p>	<ul style="list-style-type: none"> <li>→ Updated and approved the Whitby Green Standard to support more sustainable development in the community</li> <li>→ Launched an incentive-based model and began outreach to developers to encourage higher-performance building standards</li> </ul>	<p><b>100% Complete</b></p>
<p><b>Objective 2.2: Enhance community connectivity and beautification</b></p>		
<p><b>2.2.1</b> <b>Improve</b> wayfinding, including <b>signage</b> at parks and trails</p>	<ul style="list-style-type: none"> <li>→ Started work to improve park and trail wayfinding through updated signage, including new Great Lakes Waterfront Trail signage and replacement of park signs</li> </ul>	<p><b>25% Complete</b></p>
<p><b>2.2.2</b> Increase active transportation facilities, including <b>trails, multi-use paths, and bike lanes</b> across the community, considering the Active Transportation Plan</p>	<ul style="list-style-type: none"> <li>→ Increased bike lane kilometres annually</li> <li>→ Increased number of km of multi-use paths and trails year over year</li> </ul>	<p><b>75% Complete</b></p>
<p><b>2.2.3</b> Invest in <b>public art</b></p>	<ul style="list-style-type: none"> <li>→ Approved a Public Art Policy and delivered annual public art installations across parks, facilities, and neighbourhoods with a total of 14 installations completed</li> <li>→ Expanded public art across Whitby with murals and sculptures and increased engagement with the Arts Trail and public art webpages</li> </ul>	<p><b>100% Complete</b></p>
<p><b>2.2.4</b> Maintain and <b>enhance parks, trails, tree canopy</b>, and green spaces and identify opportunities to connect existing and currently underutilized open space areas</p>	<ul style="list-style-type: none"> <li>→ Planned and invested in parks, trails, and green spaces through the Parks and Recreation Master Plan and Urban Forestry work</li> <li>→ Built and improved trails with new connections, resurfacing, and upgrades to improve access and connectivity</li> </ul>	<p><b>100% Complete</b></p>

# STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Actions	Key Accomplishments	Results
<p><b>2.2.5</b> Review and enhance service level standards that promote <b>community beautification and maintenance</b></p>	<ul style="list-style-type: none"> <li>→ Completed service level review to support community beautification and maintenance.</li> <li>→ Delivered coordinated graffiti removal</li> </ul>	<p><b>100% Complete</b></p>
<p><b>Objective 2.3: Invest in infrastructure and assets</b></p>		
<p><b>2.3.1</b> Construct <b>mid-arterial roadway</b> south of 407, between Cochrane and Thornton</p>	<ul style="list-style-type: none"> <li>→ Completed Phase 1 construction of the mid-arterial roadway from Baldwin Street to Ashburn Road</li> <li>→ Advanced Phase 2 design work, with future construction planned pending funding</li> </ul>	<p><b>50% Complete</b></p>
<p><b>2.3.2</b> Construct <b>Whitby Sports Complex</b></p>	<ul style="list-style-type: none"> <li>→ Advanced construction of the Whitby Sports Complex, including major funding secured and steady progress toward completion</li> <li>→ Reached final construction stages of the facility, which will include aquatic, arena, gym, and outdoor recreation spaces opening in 2026</li> </ul>	<p><b>100% Complete</b></p>
<p><b>2.3.3</b> Enhance existing facilities and services and invest in structural <b>upgrades at the waterfront</b></p>	<ul style="list-style-type: none"> <li>→ Completed key waterfront upgrades including the Corbett Creek Bridge and boardwalk replacement and trail improvements</li> <li>→ Advanced marina planning and new waterfront features, including design work for future improvements and a commemorative space</li> </ul>	<p><b>100% Complete</b></p>

## STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Actions	Key Accomplishments	Results
<p><b>2.3.4</b> Implement enhanced street design to <b>improve walkability</b></p>	<p>→ Applied enhanced street design standards to new developments to improve accessibility</p>	<p><b>100% Complete</b></p>
<p><b>2.3.5</b> Implement <b>recreational infrastructure enhancements</b> as identified in the Sports Facility Strategy and the Parks and Recreation Master Plan</p>	<p>→ Delivered Parks and Recreation Master Plan projects, upgrading parks, playgrounds, and recreation facilities</p> <p>→ Planned for the opening of the Fieldgate Sports Complex and completed multiple park improvements, expanding recreation amenities</p>	<p><b>100% Complete</b></p>
<p><b>2.3.6</b> Invest in upgrades at the <b>Marina</b></p>	<p>→ Completed key marina upgrades, including full LED lighting replacement and approval of the Port Whitby Marina Feasibility and Harbour Land Use Study</p> <p>→ Advanced Pier 2 replacement design and harbour dredging, with work progressing toward full completion and future operational readiness</p>	<p><b>100% Complete</b></p>
<p><b>2.3.7</b> Repurpose the <b>historic Pumphouse</b> for a new <b>gathering place</b></p>	<p>→ Turned the historic Pumphouse into a seasonal public gathering space through a pilot program</p> <p>→ Hosted the Town Brewery pop-up each year from 2023 to 2026, activating the waterfront</p>	<p><b>100% Complete</b></p>
<p><b>2.3.8</b> Work with Metrolinx to <b>finalize Bus Rapid Transit design</b> for Dundas Street</p>	<p>→ Provided input on the Dundas Street Bus Rapid Transit design through review of early and detailed plans</p>	<p><b>85% Complete</b></p>



# Whitby's Economy

## Innovative & Competitive

An innovative and competitive economy is premised on collaboration and partnerships that maximize opportunities for business and employment growth. This is achieved through business retention and attraction, promotion of tourism, agriculture, and other sectors.

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### Key Areas of Accomplishment:

- Economic growth
  - Business retention and attraction
  - Job creation
  - Economic innovation and competitive advantage
- 



# STRATEGIC PILLAR 3: WHITBY'S ECONOMY

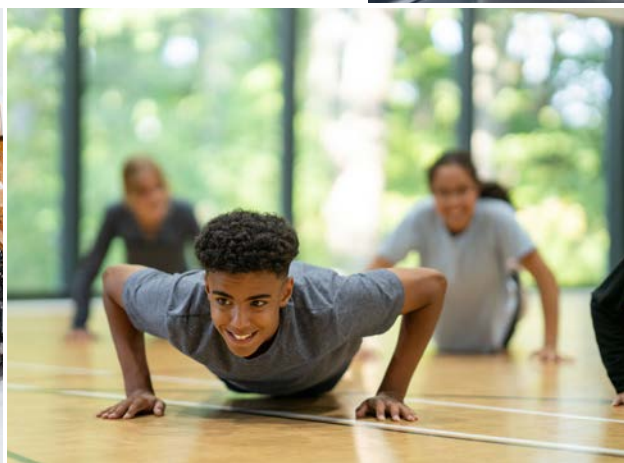


Actions	Key Accomplishments	Results
<b>Objective 3.1: Accelerate progress, create jobs, and drive local economic growth</b>		
<b>3.1.1</b> Continue to implement the <b>Economic Development Strategy</b> that focuses on the following sectors: information and communications technology, professional and technical services, advanced manufacturing, and downtowns and lifestyle	<ul style="list-style-type: none"> <li>→ The Economic Development Strategy is well underway and on track to complete 100% of recommendations by the end of 2026</li> <li>→ Business engagement initiatives were strengthened and expanded through the Whitby Job Fair, Local Business Week, sector meetups, business webinars and the approval of Intelligent Cities Action Plan</li> </ul>	<b>100% Complete</b>
<b>3.1.2</b> Expand Whitby's <b>commercial and industrial tax base</b>	<ul style="list-style-type: none"> <li>→ Sustained business growth since 2023, with consistent year-over-year increases and continued momentum into 2026</li> </ul>	<b>100% Complete</b>
<b>3.1.3</b> Implement actions to enhance Whitby's <b>tourism</b> sector, including a <b>focus on the waterfront</b>	<ul style="list-style-type: none"> <li>→ The Tourism Strategy continues to exceed implementation targets, supported by new tools, funding, and partnerships that strengthen destination marketing and visitor engagement</li> <li>→ Launched a tourism website and Food Guide, secured \$200K in funding, introduced a Municipal Accommodation Tax, opened a seasonal waterfront Visitors' Centre supported by Tourism Ambassadors, and participated in regional events</li> </ul>	<b>100% Complete</b>
<b>3.1.4</b> Support <b>green economy</b> , agriculture, and agri-business	<ul style="list-style-type: none"> <li>→ Strengthened post-secondary and regional partnerships advanced the Cultivation Hub Project, supporting agri-food innovation, workforce development, and agri-tech commercialization, alongside AgriTech event planning and investment initiatives</li> </ul>	<b>100% Complete</b>
<b>Objective 3.2: Attract and retain businesses and industry</b>		
<b>3.2.1</b> Attract investment for a <b>hotel and convention centre</b>	<ul style="list-style-type: none"> <li>→ A Hotel and Conference Centre Attraction Program was launched in 2026 to encourage new hotel development with enrolled applicants for a hotel and conference centre and stand alone hotel</li> </ul>	<b>100% Complete</b>
<b>3.2.2</b> Develop tools to support <b>collaborative workspaces</b> and home-based businesses	<ul style="list-style-type: none"> <li>→ Supported home-based businesses through toolkits</li> <li>→ Shared business webinars with home-based businesses</li> </ul>	<b>100% Complete</b>

# STRATEGIC PILLAR 3: WHITBY'S ECONOMY



Actions	Key Accomplishments	Results
<b>3.2.3</b> Expand the <b>business retention and expansion</b> program	<ul style="list-style-type: none"> <li>➔ Made the Business Retention and Expansion (BR+E) Program permanent. Proactively engaged local employers to understand business needs, identify risks and growth opportunities, support retention and expansion, and inform municipal workforce, land, and infrastructure planning</li> <li>➔ The program expanded its reach over the reporting period, supporting hundreds of businesses and jobs and achieving strong annual engagement and business support outcomes</li> </ul>	<b>100% Complete</b>
<b>3.2.4</b> Implement and streamline municipal tools and processes to attract high-value, <b>employment-generating businesses</b>	<ul style="list-style-type: none"> <li>➔ The Town improved its Concierge Program to make development approvals easier, helping attract interest in several large industrial projects</li> </ul>	<b>100% Complete</b>
<b>3.2.5</b> Implement initiatives that <b>support our downtowns</b> as thriving destinations	<ul style="list-style-type: none"> <li>➔ Advanced downtown revitalization through new planning work, including the Downtown Whitby Action Plan and the Brock Street Redesign Study to shape future improvements</li> <li>➔ Continued to strengthen vibrant downtowns through Community Improvement Plan investments, with commercial vacancy rates remaining well below the 5% target</li> </ul>	<b>100% Complete</b>
<b>Objective 3.3: Promote innovation and build competitive advantage</b>		
<b>3.3.1</b> Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to <b>support innovative solutions</b>	<ul style="list-style-type: none"> <li>➔ Developed and approved the Intelligent Cities Action Plan to use technology and data to improve how the Town delivers services and makes decisions</li> <li>➔ Five priority projects to be completed, improving data tools, reporting, and planning to support better decision-making and future growth</li> </ul>	<b>100% Complete</b>
<b>3.3.2</b> Increase <b>supports</b> offered to <b>tech-based businesses</b> in partnership with Whitby's technology accelerator (1855 Whitby)	<ul style="list-style-type: none"> <li>➔ Strengthened partnership with 1855 Whitby to support tech business growth, including participation in the DRIVE innovation initiative</li> <li>➔ Delivered multiple events and programs that exceeded targets and supported local tech businesses and innovation</li> </ul>	<b>100% Complete</b>
<b>3.3.3</b> Leverage grant funding to support <b>broadband and Smart City initiatives</b>	<ul style="list-style-type: none"> <li>➔ Used external funding and partnerships to secure a town-wide 3D building dataset at no cost to support planning and infrastructure work</li> <li>➔ Delivered new digital tools to improve planning, asset management, and decision-making</li> </ul>	<b>100% Complete</b>



# Whitby's Government Accountable & Responsive

Accountable and responsive government is customer service-driven. It is focused on efficiency, effectiveness, value for money, and financial sustainability. It is premised on the best use of technology, transparent and open decision-making, meaningful engagement, and a commitment to continuous improvement. It is forward-thinking, prioritizing strong community partnerships and integrating good urban planning to ensure the community's sustainable future.

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## Key Areas of Accomplishment:

- Continued fiscal accountability and responsibility
  - Exceptional customer service
  - Community engagement and collaboration
  - Employee attraction and retention
  - Strategic partnerships
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# STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Actions	Key Accomplishments	Results
<b>4.1.1 Advocate for funding</b> from upper levels of government and other partners to support and advance current and anticipated community priorities	<ul style="list-style-type: none"> <li>→ Since 2023, secured \$81.1 million in grant funding from federal and provincial governments by advocating for community priorities</li> <li>→ Reduced costs for taxpayers and supported community priorities</li> </ul>	<b>100% Complete</b>
<b>4.1.2 Strengthen existing and build new partnerships</b>	<ul style="list-style-type: none"> <li>→ Supported ongoing collaboration with community partners and established a partnership database</li> <li>→ Advanced community priorities through establishment of numerous formal partnership agreements</li> </ul>	<b>100% Complete</b>
<b>Objective 4.2: Be the organization that people want to join and build their future</b>		
<b>4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market</b>	<ul style="list-style-type: none"> <li>→ Improved employee retention and engagement</li> <li>→ Completed a full compensation market review for all Regular Full-Time and CUPE positions</li> <li>→ Launched a Leadership Development Program</li> </ul>	<b>100% Complete</b>
<b>4.2.2 Identify and implement training and professional development opportunities</b>	<ul style="list-style-type: none"> <li>→ Launched the Career Compass Program to all staff, providing tools and resources to support career growth, skill development, and workforce planning</li> <li>→ Advanced development of a Leadership Development Program to strengthen leadership capacity and support succession planning across the organization</li> </ul>	<b>100% Complete</b>
<b>4.2.3 Identify opportunities and take steps to establish a more diverse and inclusive workplace</b>	<ul style="list-style-type: none"> <li>→ Launched the Inclusive Futures Program in 2026 to support work placements for individuals from marginalized communities</li> <li>→ Advanced inclusion work through diversity training and program development, including planning for a future corporate census</li> </ul>	<b>95% Complete</b>
<b>4.2.4 Implement strategies to attract and retain the best staff to serve the community</b>	<ul style="list-style-type: none"> <li>→ Completed a full compensation market review for all Regular Full-Time Exempt and CUPE positions to ensure the Town remained competitive</li> <li>→ Developed and finalized a Talent Acquisition and Retention Strategy</li> </ul>	<b>100% Complete</b>

# STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Actions	Key Accomplishments	Results
<b>Objective 4.3: Deliver exceptional customer service and community engagement</b>		
<b>4.3.1</b> Continually <b>improve the customer experience</b> through the use of technology, more flexible payment and service options, and the implementation of a consolidated customer contact centre	<ul style="list-style-type: none"> <li>→ Launched Service Whitby to modernize and improve customer service</li> <li>→ Improved customer service through better website routing, new CRM technology, and expanded digital payment options</li> </ul>	<b>100% Complete</b>
<b>4.3.2</b> Identify, establish, and <b>report on service levels</b> of interest to the community	<ul style="list-style-type: none"> <li>→ Reported on service levels of interest to the community including waste collection and graffiti</li> </ul>	<b>100% Complete</b>
<b>4.3.3</b> Implement new technologies and systems that <b>modernize business tools</b> to increase efficiencies and engagement	<ul style="list-style-type: none"> <li>→ Developed a scorecard and used the Digital Maturity Model to track IT and digital strategy progress</li> <li>→ Advanced key modernization projects including Workday, CRM, Cityworks upgrades, and digitized permitting processes</li> </ul>	<b>100% Complete</b>
<b>4.3.4</b> Implement opportunities for <b>Council to engage the community</b>	<ul style="list-style-type: none"> <li>→ Strengthened Council and community engagement through ward town halls, roundtables, Open House events, and regular Mayor and Council updates</li> <li>→ Increased digital engagement, with major growth in views of the Mayor's Newsletter and Council Highlights above targets</li> </ul>	<b>95% Complete</b>
<b>4.3.5</b> Provide <b>timely and transparent reporting</b> to the community, staff, and Council	<ul style="list-style-type: none"> <li>→ Provided regular Community Strategic Plan progress reports to Council and the public through annual staff reports and updates</li> <li>→ Shared ongoing progress through Connect Whitby, Council updates, and public communications including media releases, newsletters, and social media</li> </ul>	<b>100% Complete</b>

# STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Actions	Key Accomplishments	Results
<b>Objective 4.4: Ensure fiscal accountability and responsibly plan for growth</b>		
<b>4.4.1 Deliver services</b> that respond to community needs <b>while balancing the impact to taxpayers</b>	<ul style="list-style-type: none"> <li>→ Delivered services informed by annual community budget engagement and participatory budgeting input</li> <li>→ Balanced taxpayer impact through cost savings, budget adjustments, and ongoing service and fee reviews</li> <li>→ A core services review is underway and will be completed in 2027, helping shape future Town services and budgets</li> </ul>	<b>100% Complete</b>
<b>4.4.2 Plan for future growth</b> through update to Official Plan and Comprehensive Zoning By-Law	<ul style="list-style-type: none"> <li>→ Completed and approved the Official Plan update and advanced the Comprehensive Zoning By-law through multiple drafts and public consultation</li> <li>→ Launched an interactive zoning map and progressed growth planning tools to support clearer and more accessible land-use information</li> </ul>	<b>95% Complete</b>
<b>4.4.3 Proactively address growth</b> by completing <b>ward boundary review</b>	<ul style="list-style-type: none"> <li>→ Completed ward boundary analysis and determined that a Ward Boundary Review is not required at this time</li> </ul>	<b>100% Complete</b>
<b>4.4.4 Update long-range financial plans</b> to ensure essential Town services are provided in a <b>sustainable and affordable</b> way	<ul style="list-style-type: none"> <li>→ Updated long-range financial planning and asset management plans</li> <li>→ Supported sustainable and affordable growth by proactively adjusting Development Charge programs and completing a Community Benefits Charge Study in 2026 to support growth-related infrastructure</li> </ul>	<b>100% Complete</b>

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



