

# Town of Whitby

## Staff Report

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### Report Title: Community Strategic Plan – 2025 Progress Report

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**Report to:** Committee of the Whole

**Date of meeting:** January 19, 2026

**Report Number:** CAO 04-26

**Department(s) Responsible:**

Office of the Chief Administrative Officer

**Submitted by:**

Sarah Klein, Deputy Chief Administrative Officer

**Acknowledged by M. Gaskell,  
Chief Administrative Officer**

**For additional information, contact:**

Renee Dupuis, Project Advisor, Strategic Initiatives, 905-391-6914

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#### 1. Recommendation:

1. That Report CAO 04-26 related to the 2025 progress of the Community Strategic Plan be received for information.

#### 2. Highlights:

- The 2023-2026 Community Strategic Plan (CSP) was approved by Council in June 2023. This is the third annual report on the progress made on the 62 Actions identified under the 4 Pillars and 13 Objectives, with the fourth and final report going to Council in June 2026.
- By the end of 2025:
  - 100% of Actions are now underway or complete.
  - 15 Actions are now complete (nine of these in 2025).
  - 47 Actions are progressing through various stages of work, with 83% of these nearing completion.
- Since the adoption of the CSP, Council has approved the 2024, 2025, and 2026 Town of Whitby budgets, which are guided by community priorities identified in the Community Strategic Plan. These budgets were developed in alignment with and to support the initiatives outlined in the CSP.

### **3. Background:**

Council endorsed the Community Strategic Plan in June 2023 which provides a roadmap for how Town Council and staff will work together to deliver on community priorities over the four years it covers (2023-2026). The Community Strategic Plan includes a Community Vision, Corporate Mission, Corporate Values, four Strategic Pillars, 13 Objectives, and 62 Actions. As part of the development of the CSP, a commitment to transparency and timely reporting was identified as a priority of the community, and feedback identified that annual reporting at the Action level was recommended. As such, this Report presents the third annual report of the 2023-2026 Community Strategic Plan highlighting the progress to date at the Action level.

### **4. Discussion:**

The end of 2025 marked the last full calendar year of work on priorities identified in the Community Strategic Plan.

As the Plan approaches its final stages, significant progress has been made, with the number of completed Actions increasing from six to fifteen and approximately 83% of those still in progress now nearing completion.

The summary of top accomplishments to date for each Objective is highlighted in Attachment 1 of this report. Attachment 2 includes a full listing of all 62 Actions, their status, measures of progress, and details on the progress achieved in 2025. Indicating that work is on track to realize the Community Strategic Plan's Objectives by the end of 2026, below is a summary of the advancement in the progress of the 62 Actions since the last status report to Council in January 2025:

- All of the 62 Actions are now either underway or complete.
- Based on the identified measures of progress, a total of 15 Actions are now complete, with nine (9) of these being completed in 2025. The completed Actions to date are:
  - 1.1.2 Advocate for new Emergency Medical Services facility (paramedic station) in Whitby
  - 1.3.2 Develop the Parks and Recreation Master Plan and deliver identified recreational programs
  - 1.3.6 Work with partners to support and connect individuals experiencing homelessness with shelter support and services
  - 2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments
  - 2.1.6 Promote the use of electric vehicles and lead by example by implementing electric vehicles in the Town's municipal fleet
  - 2.1.7 Update Whitby Green Standard designed to advance sustainable development in the community
  - 2.3.3 Enhance existing facilities and services and invest in structural upgrades at the waterfront
  - 2.3.4 Implement enhanced street design to improve walkability
  - 2.3.7 Repurpose the historic Pumphouse for a new gathering place

- 3.2.2 Develop tools to support collaborative workspaces and home-based businesses
- 4.1.2 Strengthen existing and build new partnerships
- 4.2.4 Implement strategies to attract and retain the best staff to serve the community
- 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
- 4.3.3 Implement new technologies and systems that modernize business tools to increase efficiencies and engagement
- 4.4.3 Proactively address growth by completing ward boundary review
- 47 actions are underway, with 83% close to completion.

Playing a crucial role in enhancing Whitby as an exceptional place to live, work, and explore, Staff have been diligently working to fulfill the Plan's priorities and are on track to complete the identified measures of progress at or before the end of the four years. The final Community Strategic Plan report will be submitted to Council by June 2026.

## **5. Financial Considerations:**

There are 62 Actions identified to move forward and realize the Community Strategic Plan. When the Plan was approved, it was identified that more than half of the Actions would require Council approval of additional funding in future budgets to implement. That meant additional capital investments, staff resources, and/or other operating budgets have been required.

Since the approval of the Plan in June 2023, there have been three budget cycles completed for the Town of Whitby – one for 2024 (approved in February 2024), a new multi-year budget for 2025 to 2027 (adopted in December 2024), and the 2026 budget (adopted in November 2025) – all informed by priorities identified through the Community Strategic Plan.

More than 74% of positions approved in the 2024 Budget and 100% of those approved in the 2025 actively supported the remaining Community Strategic Plan Action Items and support the Town's goal to realize the Plan by 2026.

## **6. Communication and Public Engagement:**

Community and staff engagement was a priority in developing the Community Strategic Plan with over 3,000 individuals providing input on its development. Since the approval of the Plan, accomplishments related to Community Strategic Plan Actions have been shared at [ConnectWhitby.ca/CommunityPlan](https://connectwhitby.ca/CommunityPlan), as part of media releases and promotional videos by the Mayor to report on progress. Progress on the implementation of the Community Strategic Plan has also been highlighted through speaking engagements, earned media opportunities, digital storytelling opportunities through the Town's owned channels including social media, and through presentations, Council reports, and the Mayor's newsletters. The Community Strategic Plan was also communicated through extensive public engagement during the 2025, 2025, and 2026

Budget cycles. Community engagement opportunities and regular status updates on the Plan continue to be shared through all the Town's channels.

**7. Input from Departments/Sources:**

Staff from across the organization identified as leads on each of the Strategic Plan Actions and are responsible for providing updates on their progress to-date related to the 62 Actions. These leads are engaged at multiple points in the year to provide updates, at times aligned with the budget cycle and this year-end status report.

**8. Strategic Priorities:**

All of the Actions of the Community Strategic Plan support strategic priorities. As detailed in Action 4.3.5, the Community Strategic Plan prioritizes transparency through regular and timely reporting, including this formal annual progress report, in addition to regular updates through staff reports, Council communications, and public meetings. Feedback from the community during the plan's creation identified the recommendation of annual progress reporting at the Action level.

**9. Attachments:**

Attachment 1: Community Strategic Plan 2025 Progress Report – Summary

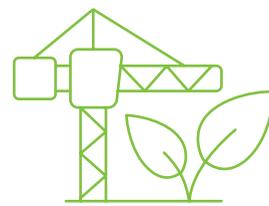
Attachment 2: Community Strategic Plan 2025 Progress Report – Detailed



TOWN OF WHITBY

# Community Strategic Plan

## 2025 Progress Report



[connectwhitby.ca/CommunityPlan](https://connectwhitby.ca/CommunityPlan)





# 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.

## Top 2025 Achievements:

- 1.1.3 **Draft Traffic Calming Policy** presented to Council in June 2025; final version, incorporating feedback, expected early 2026.
- 1.1.5 **Groundbreaking for West Whitby Fire Station 6** occurred in 2025; opening expected in 2027. Twenty new firefighters completed recruitment training.
- 1.2.1 Over 90,000 attended 75+ Town and community events in 2025, including the new **Home Sweet Home Festival** in July, which drew 40,000 attendees.
- 1.3.2 Whitby advanced its **Parks and Recreation Master Plan with park upgrades, new playgrounds**, and public input on Rotary Centennial Park ahead of 2026 construction.
- 1.3.4 **Additional Dwelling Unit Incentive Program** ran through the end of 2025. The Program incentivized building by covering some fees for additional dwelling unit permitting. ADUs continue to represent the greatest percentage of total permits for new dwelling units.

## Overall Status of Pillar 1 Action Items:

0

● Not Started

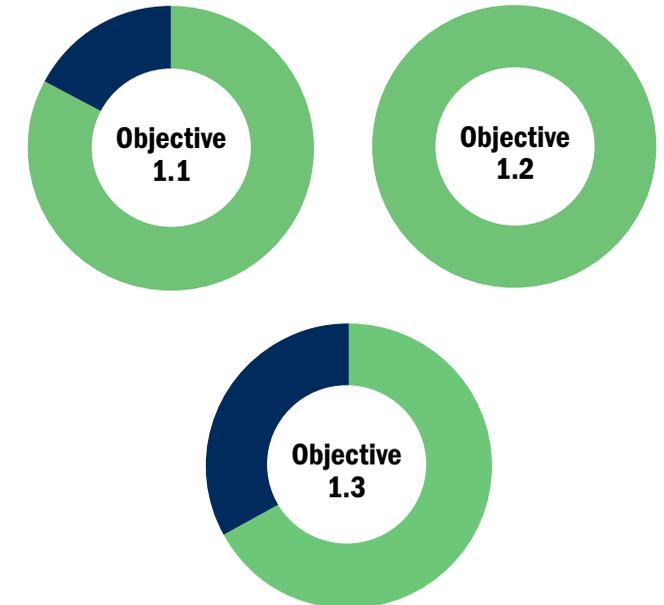
12

● In Progress

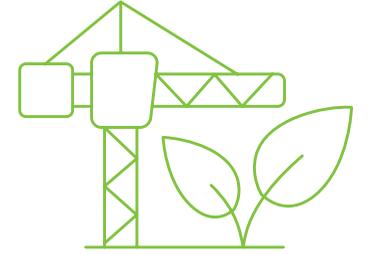
3

☑ ● Complete

## Progress of Pillar 1 Action Items:



Objective	Not Started	25%	50%	75%	Complete
1.1	0	0	0	5	1
1.2	0	0	0	3	0
1.3	0	0	0	4	2



# 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.

## Top 2025 Achievements:

- 2.1.5 **Green Standard Incentive Program developed and approved that includes three key components:** Staff Assistance, Builder Recognition, and a one-year Pilot Financial Incentive.
- 2.1.7 **Whitby Green Standard updated and approved;** approach now focuses on incentives rather than enforcement in response to provincial legislation changes.
- 2.3.1 **Phase 1 construction of the Mid-Arterial Roadway** between Baldwin Street and Ashburn Road has been completed and will be open for traffic in early 2026.
- 2.3.2 **Significant construction progress** was made on the **Whitby Sports Complex** which is anticipated to open in 2026 under its new name, the Fieldgate Sports Complex.
- 2.3.3 **Corbett Creek boardwalk and bridge replacement and associated trail upgrades are complete,** improving both connectivity and accessibility in the area.

## Overall Status of Pillar 2 Action Items:

0

Not Started

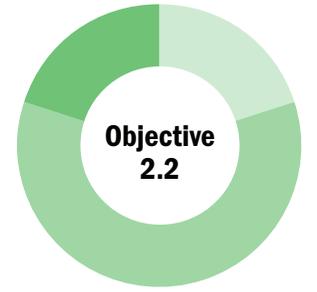
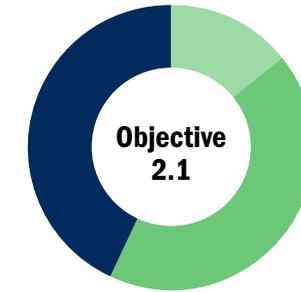
14

In Progress

6

Complete

## Progress of Pillar 2 Action Items:



Objective	Not Started	25%	50%	75%	Complete
2.1	0	0	1	3	3
2.2	0	1	3	1	0
2.3	0	1	1	3	3



# 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.

## Top 2025 Achievements:

- 3.1.2 **105 new businesses** were established in the Town of Whitby in 2025.
- 3.1.3 **85% of Tourism Strategy actions complete.** Whitby Tourism Development Corporation incorporated. Seasonal Visitors' Centre opened at the waterfront.
- 3.2.1 **Hotel Feasibility Study endorsed by Council;** included detailed feasibility figures to share with the investment community.
- 3.2.5 **New placemaking features** added at Roebuck Street in Brooklin;  
**New public art installed** at Grass Park.
- 3.3.1 Development is now underway on the **Intelligent City Strategy.** Projects have been **identified**, and an Action Plan will be presented to Council for approval in early 2026.

### Overall Status of Pillar 3 Action Items:

0

● Not Started

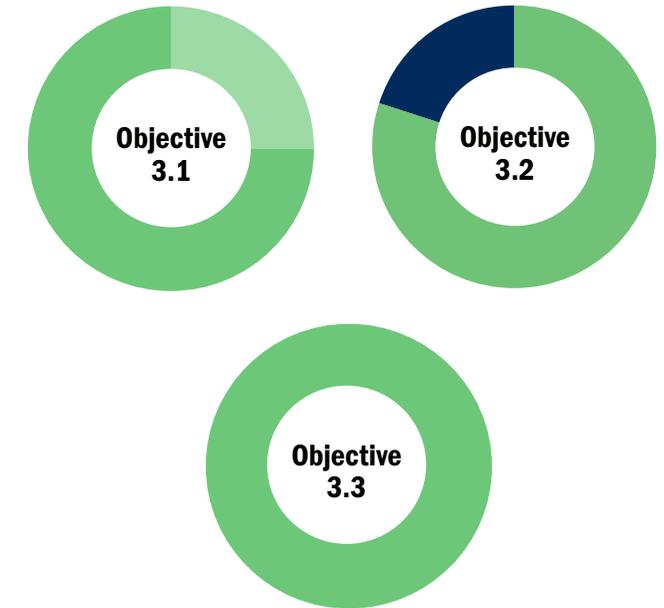
11

● In Progress

1

☑ ● Complete

### Progress of Pillar 3 Action Items:



Objective	Not Started	25%	50%	75%	Complete
3.1	0	0	1	3	0
3.2	0	0	0	4	1
3.3	0	0	0	3	0



# 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.

## Top 2025 Achievements:

- 4.1.1 The Town applied for **over 20 grants**, resulting in **over \$21.5 million in grant funding** in 2025.
- 4.1.2 Town partnered with municipalities across the Durham Region to form an **Indigenous Consultation Working Group** to develop a practical **Municipal Indigenous Engagement Guide**. ✔
- 4.3.1 **Phase 1 of Service Whitby** launched in 2025, integrating front counter, phone, and email services for Tax and Clerks. Contact Centre introduced, providing residents and businesses with a responsive, resolution-focused main line for inquiries. ✔
- 4.4.1 Participatory budgeting continued for a third year. **Staff identified more than \$2 million in internal cost savings** to bring the 2026 tax increase down to 3.44 per cent.
- 4.2.1 The **Career Development Program** pilot was completed in 2025 along with a soft launch of the program with a second cohort of Staff participating.

## Overall Status of Pillar 4 Action Items:

0

● Not Started

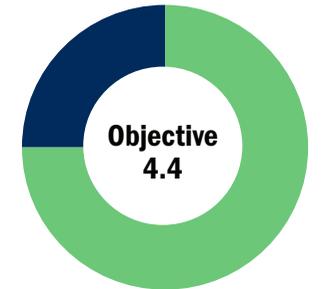
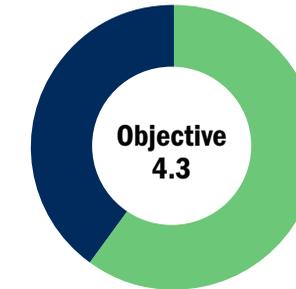
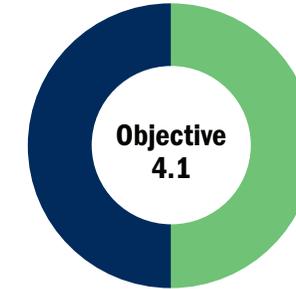
10

● In Progress

5

✔ ● Complete

## Progress of Pillar 4 Action Items:



Objective	Not Started	25%	50%	75%	Complete
4.1	0	0	0	1	1
4.2	0	0	0	3	1
4.3	0	0	0	3	2
4.4	0	0	0	3	1

# Community Strategic Plan



## STRATEGIC PILLAR 1

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

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

Actions	Identified Measures of Progress	Status of Progress	2025 Update
1.1.1 Advocate for and secure property for new hospital	Property for hospital secured.	In Progress – Nearly Finished (75%)	<p>Completed a delegation to the Minister of Health at the Association of Municipalities of Ontario conference to advocate for the approval of Lakeridge Health's pre-capital planning grant submission.</p> <p>Mayor Roy met with the Minister of Transportation to advocate for the disposition of land for the hospital.</p>
1.1.2 Advocate for new Emergency Medical Services facility (paramedic station) in Whitby	Emergency Medical Services facility planned in Whitby.	Complete in 2024	Not Applicable

<p>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</p>	<p>Traffic calming policy approved.</p> <p>Traffic calming elements implemented on 10 streets annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Draft Traffic Calming Policy and Guidelines were presented to Council in June 2025. The document is being finalized based on input received from Council and the community. The final document is expected to be approved in early 2026.</p>
<p>1.1.4 Partner with Durham Region to implement the Community Safety &amp; Well-Being Plan which addresses criminal involvement, experiences of racism, homelessness and basic needs, mental health, social isolation, substance use, and victimization</p>	<p>Whitby participation on the Area Municipal Working Group to ensure collaborative implementation of the Community Safety &amp; Well-Being Plan.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Attended Community Safety and Well-Being (CSWB) Plan Workshops – a collection of sessions, each focused on one of the priority risk factors identified in the CSWB Plan.</p> <p>Hosted third annual Community Safety Roundtable, bringing together representatives from the Town of Whitby, Durham Regional Police Service, and local school boards to discuss school zone safety, speeding, and other key road safety issues. This annual collaboration has proven to be extremely helpful in creating new partnerships.</p> <p>Participated in Poverty Reduction workshop hosted by the Region of Durham, in collaboration with community partners.</p> <p>Continued participation in the Community Liaison Committee for 1635 Dundas.</p> <p>Attended information session in and learned about the planned relaunch of the Durham Connect Situation Table to provide Town perspective.</p>

			Staff also participated in the Region of Durham's Anti-Hate conference.
1.1.5 Review and plan for fire services to address growth of community	<p>Update Fire Master Plan.</p> <p>Begin implementation of recommendations of the Fire Master Plan.</p>	In Progress – Nearly Finished (75%)	<p>The updating of the Fire Master Plan is progressing, and it is anticipated to be presented to Council in 2026.</p> <p>In 2025, the Town officially broke ground on a new fire station in West Whitby. Station 6 is anticipated to open in 2027 and will help service the continued growth in the community.</p> <p>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.</p>
1.1.6 Work with partners to increase access to family physicians	<p>Partner with Region of Durham to create a family physician recruitment program.</p> <p>Implement, track, and monitor impact of program annually.</p>	In Progress – Nearly Finished (75%)	<p>Expanded the program to all medical clinics in Whitby. Two family physicians have been secured to date.</p> <p>Supporting Queen's Lakeridge Health program and developing community connections with students.</p> <p>Staff visited clinics in Whitby and are maintaining a publicly available list of local family physicians accepting new patients.</p>

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

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>1.2.1 Enhance Town-led and community-based events and festivals that celebrate diversity</p>	<p>Launch New Town Signature Event celebrating Whitby's diversity.</p> <p>Approve one new Third Party Event Permit annually showcasing culturally diverse programming.</p> <p>Complete one Exit Survey annually at a Town event.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>More than 90,000 residents and visitors came out to more than 75 events hosted by the Town and community event organizers – including the new Home Sweet Home Festival launched in July 2025, drawing an overwhelming crowd of over 40,000 residents and visitors. The festival celebrated collaboration between many community groups and the Downtown Whitby BIA. The event showcased Whitby through food, culture, art, and music. An exit survey was completed with vendors and businesses to receive feedback and understand where improvements can be made for next year.</p> <p>Other events included culture popups, National Indigenous Peoples Day, Whitby Lights the Night Festival, Canada Day, Movies in the Park, and the award-winning Brooklin Harvest Festival.</p> <p>A total of 35 Third Party event permits were issued in 2025 with 4 new events showcasing culturally diverse programming.</p>

<p>1.2.2 Enhance Whitby’s culinary and live music sectors through collaborative partnerships</p>	<p>Offer two additional Music in the Park events annually.</p> <p>Increase musical pop-up events by 10%.</p> <p>Release one Food Guide every two years.</p> <p>Target 10% increase in page visits to the digital Food Guide annually.</p> <p>Establish online musician roster to enhance live music opportunities.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Town of Whitby published its fourth edition of the Whitby Food Guide, supporting over 100 culinary and brewery businesses. Online, the Food Guide attracted 2,608 views in its first six weeks.</p> <p>Sixteen local musicians were featured on the Town’s “Meet Our Local Musicians” webpage.</p> <p>The Town collaborated with the Downtown Whitby BIA to host the second annual walking Food Tours and issued a third-party permit to the Whitby Music Festival in June 2025 at Celebration Square.</p>
<p>1.2.3 Invest, promote, and strengthen the local arts, culture, heritage, and creative sector</p>	<p>Public art policy approved.</p> <p>Increase culture contact list by five entries annually.</p> <p>Increase number of social media posts by 25% annually on #ExploreWhitby Instagram page.</p> <p>Target a 10% increase in website visits and social media analytics annually.</p> <p>Increase investment in the culture budget.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Five Culture Pop Up events were held at Whitby Waterfront, including National Indigenous Peoples Day, Bollywood on the Pier, Greek Summer Night, Boots and Beats, and Rhythms of Africa.</p> <p>Two new public art projects are being planned in local parks (West Ward and North Ward) with a “Call for Art” issued in 2025 with the winning design to be selected by the end of year.</p> <p>The culture contact list was increased by 10 artists in 2025.</p> <p>Social media posts increased by 47% in 2025. The number of overall views across posts and stories on Instagram to date this year is well over 612,000. The Whitby Tourism microsite homepage increased visits by 95% and on Facebook and LinkedIn, posts received 961k impressions, 36.5k engagements, 31.9k</p>

			<p>clicks, and 10.8k video views.</p> <p>The Municipal Accommodation Tax (MAT) was used in 2025 to support events, public art projects, and community placemaking initiatives, thereby increasing investment in the Culture budget.</p>
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## Objective 1.3 Provide accessible and inclusive municipal services and programming

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>1.3.1 Continue to collaborate with non-profit organizations to anticipate and deliver changing community program and service needs</p>	<p>Establish network of non-profit organizations serving Whitby.</p> <p>Coordinate an annual meeting to provide the opportunity to collaborate on specific areas of interest.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>In 2025, two roundtable meetings were hosted with faith-based and community groups, fostering collaboration across multiple organizations. Topics discussed included grant writing, community gardens, and homelessness.</p> <p>The Mayor's Community Development Fund and Performing Arts Community Development Fund awarded 50 grants to community groups in 2025 totaling nearly \$200,000 to expand their services and address community needs.</p>
<p>1.3.2 Develop the Parks and Recreation Master Plan and deliver identified recreational programs</p>	<p>Parks and Recreation Master Plan approved.</p> <p>Implement 20% of identified actions in the Plan.</p>	<p>Complete in 2024</p>	<p>The implementation of the Parks and Recreation Master Plan continues, offering a range of health and active choices while ensuring Whitby continues to grow as a vibrant and healthy community.</p> <p>Park improvements were completed, including upgrades to the multiskills court at Baycliffe Park and accessibility improvements and new playground equipment at Glenayr, D’Hillier, and Powell Parks. A conceptual design for Rotary Centennial Park was shared to gather public input ahead of construction in 2026.</p>

<p>1.3.3 Expand recreation opportunities and increase participation in recreation programs and activities, specifically for 55+ and youth</p>	<p>Increase participation rates in recreational swim and skate programs by 3% per year.</p> <p>Increase 55+ recreation program capacity for directly provided registered programs by 3% per year.</p> <p>Increase youth room visits by 5% per year.</p> <p>Increase annual number of unique users for directly provided registered programs by 3%.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>There has been an increase in the number of registered programs and drop-in activities for youth and adults 55+, such as pickleball, recreational 55+ drop ins and special events. Registration in Recreation programs has increased 7% overall. Youth participation in Youth Rooms has increased by 31%.</p> <p>With the opening of the Whitby Sports Complex in 2026, further Town recreational opportunities will be made available for residents of all ages.</p>
<p>1.3.4 In collaboration with partners, support the implementation of Durham Region’s Housing Plan regarding affordability and diversity of housing</p>	<p>Report on number of purpose-built rentals and secondary suites approved.</p> <p>Monitor, measure, and report on diversity of housing approvals.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Additional Dwelling Unit (ADU) Incentive Program, supported by the Housing Accelerator Fund, ran through the end of 2025. The Program incentivized building by covering some fees for additional dwelling unit permitting.</p> <p>Building Permits for ADUs continue to represent a significant percentage of the total number of permits - accounting for 41% (194) of total new permits by the end of November 2025. In addition, of the 472 total units permitted by the end of November 2025, there were 125 singles; 16 semis; 62 Townhouses; and 75 Apartments.</p> <p>In partnership with the City of Pickering, the Town has also made available several pre-reviewed Additional Dwelling Unit (ADU) designs on a Regional Design catalogue to streamline the design/approval process and lower the cost of building housing/ADUs.</p>

			<p>The Town continues to expand and develop its e-Permitting platform and portal, resulting in faster and more efficient application processing, improved accessibility for residents and businesses, and enhanced tracking and transparency.</p> <p>ADUs continue to represent the greatest percentage of total permits for new dwelling units.</p>
1.3.5 Work with partners to address food security	<p>Develop food security action plan.</p> <p>Implement one new action annually.</p>	In Progress – Nearly Finished (75%)	<p>In 2025, Feed the Need in Durham introduced a second day of service at The Market located in Iroquois Park Sports Centre. In addition, Town-owned property was provided for use by Mannahelp to establish a community garden to support families in need.</p> <p>Food security was a significant topic at Mayor's Community Roundtable events.</p> <p>The Mayor's Community Development Fund provided nearly \$30,000 in 2025 to support food security initiatives in the community.</p> <p>The Market Model was presented by Staff as a municipal best practice at the Ontario Municipal Administrators' Association Conference.</p>
1.3.6 Work with partners to support and connect individuals experiencing homelessness with shelter and support services	Partner with the Region of Durham to establish a community hub providing shelter and social services.	Complete in 2025	Following the opening of the shelter at 1635 Dundas in March 2024, the Town of Whitby continues to participate in the Community Liaison Committee and works with the Region to support their work in the community, including providing feedback on Phase 2 of the

			<p>shelter facility at 1635 Dundas.</p> <p>Town staff address encampment concerns and connect homeless individuals to services in collaboration with Outreach and DRPS. The Mayor and CAO joined the Region's Outreach Team to engage directly with the local homeless community. Whitby Fire and Emergency Service also began providing fire safety education to promote safety among those experiencing homelessness.</p> <p>The Mayor's Office, in partnership with the Downtown Whitby BIA, launched Operation Cozy Toes in 2025, collecting socks for individuals experiencing homelessness.</p> <p>During the Town's new signature event, the Home Sweet Home Helps the Homeless fundraising opportunity provided "cooling kits" to the homeless population.</p>
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## STRATEGIC PILLAR 2

### Whitby's Natural & Built Environment - Connected & Resilient

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

Actions	Identified Measures of Progress	Status of Progress	2025 Update
2.1.1 Develop community climate mitigation measures to achieve zero-carbon emissions by 2045	<p>Develop Community Mitigation Plan as part of the Climate Emergency Response Plan - Phase 2.</p> <p>Implement a minimum of one action from Climate Emergency Response Plan - Phase 2: Community Mitigation Plan annually.</p>	In Progress – Nearly Finished (75%)	In 2025, Phase 2 of the Climate Emergency Response Plan: Mitigation included a "plug-in and drive" event and a public education campaign on home energy retrofits, featuring social media and radio ads for Durham Greener Homes. Enbridge partnered to provide a webinar and an in-person session about home energy retrofits.
2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments	One alternate energy system introduced.	Complete in 2024	Staff continued working with the Region to develop district heat mapping across Whitby for future potential partnership opportunities.
2.1.3 Implement actions to increase community resilience to the impacts of climate change	Implement minimum of three actions annually from the Climate Emergency Response Plan - Phase 1: Community Resilience Plan.	In Progress – Nearly Finished (75%)	<p>In 2025, four actions of the Climate Emergency Response Plan - Phase 1: Resilience were implemented:</p> <p>The Town partnered with Durham Little Forests and the Rotary Club to deliver Whitby's first Little Forest.</p> <p>Through the partnership with CLOCA, Whitby and Durham Region, the SNAP Pilot Project for the West Lynde Neighbourhood has advanced to Phase 2: Community Engagement.</p> <p>As part of the Implementation of the</p>

			<p>Town’s Emergency Preparedness Plan, Staff hosted two climate risk themed workshops and had sustainability booths at the Home Sweet Home event and the Brooklin Harvest Festival to engage residents in Emergency Preparedness.</p> <p>In addition, a Workshop was held to bring together key internal and external partners to discuss progress on actions to date and how to work together to advance further actions.</p>
<p>2.1.4 Implement corporate plan to achieve zero-carbon emissions by 2045</p>	<p>Achieve 20% GHG emissions reduction.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>The following major Zero Carbon projects were implemented or commenced in 2025:</p> <p>The Combined Heat and Power (CHP) unit at the Civic Recreation Complex was transitioned to a backup system, resulting in GHG savings equivalent to taking nearly 100 cars off the road.</p> <p>The Town received a grant from the Federal Green and Inclusive Community Buildings (GICB) program to update key equipment at the Whitby 55+ Recreation Centre, which will result in a more comfortable experience for staff and users and reduce energy costs and emissions. Equipment upgrades will include new air handling units, rooftop unit condensers, replacement of hot water tanks, and upgrades to the building automation system.</p> <p>A Deep Energy Feasibility Pathway Study was initiated in 2025 for seven of the Town’s largest GHG emitting facilities. As a result, a greater reduction in GHG emissions is anticipated in the coming</p>

			years, helping to advance progress towards the Town's ultimate goal of achieving net-zero carbon emissions by 2045.
2.1.5 Implement Green Standard Incentive Program focused on encouraging the adoption of sustainable development practices	<p>Incentive program developed.</p> <p>Observe 5% increase in applications achieving higher tiers.</p>	In Progress – Nearly Finished (75%)	<p>An Incentive Program has been developed and approved that includes three key components: Staff Assistance, Builder Recognition, and a one-year Pilot Financial Incentive.</p> <p>Through the implementation of this program, the goal is for at least five development applications to achieve higher tiers of the Green Standard in 2026. This would represent an approximate increase of 5.5% in applications achieving higher tiers based on the number of applications received in 2024.</p>
2.1.6 Promote the use of electric vehicles and lead by example by implementing electric vehicles in the Town's municipal fleet	<p>Increase electric vehicle chargers at municipal facilities by 50%.</p> <p>20% of fleet passenger vehicles will be electric.</p>	Complete in 2025	<p>The Town has increased the EV chargers by over 50% in 2024 to 47 current ports, and work was underway in 2025 to bring 46 more online in 2026.</p> <p>A total of \$604,775 from the Federal Government through the Zero Emission Vehicle Infrastructure Program (ZEVIP), and \$300,000 from the Provincial Government was received to support the Town's expansion of its EV Charging Network.</p> <p>The Town has increased the number of fleet passenger vehicles by 20% through the purchase of 16 plug-in hybrid vehicles.</p>

<p>2.1.7 Update Whitby Green Standard designed to advance sustainable development in the community</p>	<p>Whitby Green Standard updated.</p>	<p>Complete in 2025</p>	<p>The Whitby Green Standard has been updated and approved by Council. In response to changes in provincial legislation, the approach has changed to focus on incentivizing rather than enforcing standards.</p>
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## Objective 2.2: Enhance community connectivity and beautification

Actions	Identified Measures of Progress	Status of Progress	2025 Update
2.2.1 Improve wayfinding including signage at parks and trails	Increase wayfinding signage of parks and trails by an average of 10% annually.	In Progress – Just Started (25%)	<p>Installed Great Lakes Waterfront Trail wayfinding signage in conjunction with trail improvements at Corbett Creek and Wetland.</p> <p>Initiated the Planning and Design phase for the replacement of approximately 10 park signs, aligning with the new standards outlined in the Accessible Signage and Wayfinding Study.</p> <p>Installed a bronze interpretive cairn and plaque at Cullen Central Park, contributing to the park’s historical and educational value.</p>
2.2.2 Increase active transportation facilities, including trails, multi-use paths, and bike lanes, across the community, considering the Active Transportation Plan	<p>Increase bike lanes by an average of 2km annually.</p> <p>Increase the number of kilometres of multi-use paths and trails, year over year.</p>	In Progress – Halfway Complete (50%)	Cycling infrastructure continues to be planned through development reviews. On-road cycling lanes covering more than 2 km in the Town of Whitby – including nearly one kilometre on sections of Conlin Road - were implemented in 2025.

<p>2.2.3 Invest in public art</p>	<p>Public art policy approved.</p> <p>One public art installation annually.</p> <p>Increase number of visitors to Arts Trail website by 10% annually.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Following the adoption of the new Public Art Policy in 2024, several new public art pieces were installed in 2025 including a street piano at the Whitby Waterfront painted by youth artist Jasmine Ward, two Indigenous art panels at Shirley Scott Park created by artist Tessa Shank, and a mural on Roebuck Street by artists Daniel Fromstein, Chrrie Carley and Lesley Kelz. Public consultation was also completed for a new public art piece coming to Thickson Road in 2026.</p> <p>The Arts Trail website received 1,530 visits, and increase of 10%, year over year.</p>
<p>2.2.4 Maintain and enhance parks, trails, tree canopy, and green spaces and identify opportunities to connect existing and currently underutilized open space areas</p>	<p>Parks and Recreation Master Plan approved.</p> <p>Urban Forestry Master Plan approved.</p> <p>Incremental budget approved to implement plans.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>The Draft Urban Forestry Management Plan is underway and is expected to be delivered to Council for approval in 2026.</p> <p>By pursuing the Urban Forest Management Plan's goals and objectives, the Town of Whitby, its urban forest partners, and members of the community will bring the community's urban forest vision to life.</p>
<p>2.2.5 Review and enhance service level standards that promote community beautification and maintenance</p>	<p>Review one service level standard annually and report on options to increase beautification (i.e. street sweeping, garbage, tree planting)</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>The Town's Graffiti Task Force removed graffiti from multiple sites, throughout the Town. The graffiti blitz identified over 350 locations in 2025.</p>

## Objective 2.3: Invest in infrastructure and assets

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>2.3.1 Construct mid-arterial roadway south of 407, between Cochrane and Thornton</p>	<p>Complete Phase 1 construction from east of Baldwin Street to Ashburn Road.</p> <p>Complete Phase 2 design from Garden Street to Anderson Street.</p> <p>Phase 2 tender and begin construction.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>Phase 1 construction, between Baldwin Street and Ashburn Road has been completed and will be open for traffic in early 2026.</p> <p>Detailed design work is underway on Phase 2, from East of Ashburn to Anderson Street, and has commenced on Phase 3, from Anderson Street to east of the Town limit.</p>
<p>2.3.2 Construct Whitby Sports Complex</p>	<p>Open Whitby Sports Complex</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>In 2025, significant Construction progress was made on the Whitby Sports Complex which is anticipated to open in 2026 under its new name Fieldgate Sports Complex. The \$1.5 million ten-year naming rights sponsorship will help offset operating costs of the facility.</p> <p>Environmental sustainability initiatives incorporated into the facility’s design will make it the first Zero Carbon building and LEED Gold facility in Canada to include a twin pad arena, gymnasium, and aquatics facility.</p> <p>The 13-acre outdoor park neighbouring the facility is also planned to include pickleball, tennis, and basketball courts; a multi-purpose artificial sports field; a playground; as well as a skatepark and pump track.</p>

<p>2.3.3 Enhance existing facilities and services and invest in structural upgrades at the waterfront</p>	<p>Invest to implement the recommendations in the Waterfront Masterplan; complete Corbett Creek Bridge and Boardwalk replacement along waterfront trail.</p>	<p>Complete in 2025</p>	<p>Council approved the Community Services Department Report on the Marina Feasibility and Harbour Land Use Study in 2025.</p> <p>The Corbett Creek Boardwalk and Bridge replacement have been successfully completed, along with associated trail upgrades, improving both connectivity and accessibility in the area.</p> <p>Through the Commemorative Waterfront Dedication Feature Report, Council approved the installation of metal plaques featuring nautical and fish- themed designs. These plaques will be affixed to the existing railing along Lions Promenade, enhancing the waterfront with a dedication feature that adds visual interest and community character. The commemorative plaques are planned to be available in 2026.</p>
<p>2.3.4 Implement enhanced street design to improve walkability</p>	<p>80% of new developments and reconstruction initiatives adopt the enhanced street design standard.</p>	<p>Complete in 2024</p>	<p>In 2025, the priority was to add new sidewalks and multi-use paths (MUPs) through new developments without impacting the Town's capital budget.</p>
<p>2.3.5 Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and the Parks and Recreation Master Plan</p>	<p>Parks and Recreation Master Plan approved.</p> <p>Incremental budget approved to implement plans.</p>	<p>In Progress – Just Started (25%)</p>	<p>Implementation of the Parks and Recreation Master Plan (PRMP) is ongoing. Projects have been strategically added to the capital forecast, ensuring alignment with PRMP priorities while balancing available resources.</p>

<p>2.3.6 Invest in upgrades at the Marina</p>	<p>Replace all Marina outdoor lighting to LED.</p> <p>Marina Masterplan approved.</p> <p>Pier 2 replacement of 56 floating dock system slips.</p> <p>Complete ecological improvements within Whitby Harbour through Department of Fisheries and Oceans' harbour remediation project.</p> <p>Incremental budget approved to implement Marina Masterplan.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Marina lighting is complete and the Port Whitby Marina Feasibility and Harbour Land Use Study for the Whitby Marina was presented to and approved by Council in 2025.</p> <p>Specifications are being finalized for the Pier 2 replacement project, with tendering planned for 2026.</p> <p>Town Staff continue to work with Fisheries and Oceans Canada and the Ministry of the Environment, Conservation and Parks to advance the harbour remediation project. Main dredging is expected to be completed by March 2026, with substantial completion of the project anticipated in 2026.</p>
<p>2.3.7 Repurpose the historic Pumphouse for a new gathering place</p>	<p>Pumphouse serving as a gathering place.</p>	<p>Complete in 2023</p>	<p>The Pumphouse continues to serve as a gathering place at the waterfront through 2025.</p>
<p>2.3.8 Work with Metrolinx to finalize Bus Rapid Transit design for Dundas Street</p>	<p>Provide feedback to the Region of Durham on the Design and Construction of Phase 1 of the Bus Rapid Transit project between Lake Ridge Road and Des Newman Boulevard.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Discussion continues with the Region of Durham staff regarding the provision of transit priority through Downtown Whitby, between Cochrane Street and Garden Street.</p>

## STRATEGIC PILLAR 3

### Whitby's Economy - Innovative & Competitive

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

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>3.1.1 Continue to implement the Economic Development Strategy that focuses on the following sectors: information and communications technology, professional and technical services, advanced manufacturing, and downtowns and lifestyle</p>	<p>80% of annual recommendations accomplished.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Development of the Intelligent City Strategy is underway. Staff from departments across the Town identified priority projects representing a cross section in various service areas. These projects use data, technology, and innovation to improve how services are delivered.</p> <p>Staff continue to partner with 1855 Whitby, including a joint Ontario Vehicle Innovation Network (OVIN) application that supports tech mobility innovation. This partnership includes the City of Oshawa, Ontario Tech University, and Durham Region. If the application is successful, the Town will provide municipal infrastructure for testing, event space, and support from economic development staff. A decision by OVIN is expected in early 2026.</p> <p>The Town of Whitby continues its work to mitigate the impact of tariffs in the community. Local businesses were surveyed to gather information that will help better understand the impacts, including how Town procurement policies can support purchasing local. The Mayor’s Tariffs</p>

			<p>Task Force continues to meet regularly and met with Whitby MP Ryan Turnbull and Whitby MPP Lorne Coe to discuss current provincial and federal efforts, including funding opportunities for businesses from both levels of government.</p> <p>The Advanced Manufacturing Roundtable was held in October 2025.</p>
3.1.2 Expand Whitby's commercial and industrial tax base	<p>Annual increase in commercial/industrial building permit values.</p> <p>Annual increase in number of new businesses.</p>	In Progress – Nearly Finished (75%)	<p>Staff reported to Council an update on Provincially Owned Employment Lands, identifying two sites totaling over 50 acres as providing the most opportunity in the immediate future. The Province has begun the disposition process for the priority sites. Staff have also included these sites for development opportunities for investment leads.</p> <p>Throughout 2025, 105 new businesses were established in the Town of Whitby.</p>

<p>3.1.3 Implement actions to enhance Whitby's tourism sector including a focus on the waterfront</p>	<p>80% of annual recommendations from Tourism Strategy accomplished.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>A total of 85% of the actions from the Tourism Strategy have been completed to date.</p> <p>In 2025, a new tourism entity - the Whitby Tourism Development Corporation (WTDC) - was officially incorporated.</p> <p>The Host in Whitby Grant Program and the Marketing Services RFP for the promotion of tourism in Whitby was launched in fall 2025 through the WTDC.</p> <p>The Town hosted the third Destination Development Event to provide networking opportunities with tourism stakeholders.</p> <p>A new seasonal Visitors' Centre opened at the Whitby Waterfront, including seating, informational resources, public art, a photo op installation, planters, a bike repair stand, and a bike rack. Two seasonal Tourism Ambassadors were hired using the Municipal Accommodation Tax funding to support the Visitors' Centre and tourism initiatives.</p>
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<p>3.1.4 Support green economy, agriculture, and agri-business</p>	<p>Partner with two post-secondary institutions per year to support programs and recruitment for these sectors.</p> <p>Annual increase in agriculture and green economy building permit values.</p> <p>Annual increase new agriculture and green economy businesses.</p>	<p>In Progress – Halfway Complete (50%)</p>	<p>The Windrush Farm Agriculture Hub is a community-driven initiative bringing together local farmers, startups, and post-secondary institutions to create a dedicated hub for innovation, training, and year-round food production.</p> <p>Through CityStudio Durham, students will develop a business plan that supports this initiative, ultimately advancing multiple actions in the Economic Development Strategy to promote Whitby’s green economy, agriculture, and agri-business, while fostering local innovation, food security, and economic growth.</p> <p>The CityStudio project will incorporate developing baseline metrics to evaluate how green economy businesses are growing in Whitby.</p>
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## Objective 3.2: Attract and retain businesses and industry

Actions	Identified Measures of Progress	Status of Progress	2025 Update
3.2.1 Attract investment for hotel and convention centre	Secure investment in hotel and convention centre.	In Progress – Nearly Finished (75%)	The Hotel Feasibility Study was presented to and endorsed by Council, with detailed feasibility figures to share with the investment community. The package included a marketing brochure to attract prospective investors, clients, and media coverage. Staff attended an investor focused Dragon's Den event with the hospitality sector in November 2025.
3.2.2 Develop tools to support collaborative workspaces and home-based businesses	<p>Develop home-based business tool kit and launch a new tool annually.</p> <p>Develop action plan to support collaborative workspaces.</p>	Complete in 2024	Hosted a business webinar as part of Local Business Week. The webinar was made available on the Invest Whitby webpage.
3.2.3 Expand the business retention and expansion program	<p>Increase business retention and expansion program to conduct 50 interviews annually.</p> <p>25 introductions to external organizations annually.</p> <p>40 business support resources provided annually.</p>	In Progress – Nearly Finished (75%)	<p>The Business Retention and Expansion (BRE) program resumed mid-year in 2025, and Economic Development Staff completed 27 interviews in 2025.</p> <p>Staff assisted well over 100 companies in Whitby including assistance on funding programs, site selection, and other resources.</p>

<p>3.2.4 Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses</p>	<p>Three businesses accepted into Concierge Program.</p> <p>Annual increase in commercial/industrial building permit values.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Concierge Program Framework was reviewed in 2025 to ensure program uptake, reflect current development trends, and remove any barriers to participation. Since the program's inception, clients have been identified but no formal applications have been received by staff. The program was relaunched in 2025 with new marketing and improved intake forms.</p>
<p>3.2.5 Implement initiatives that support our downtowns as thriving destinations</p>	<p>Implement one new placemaking initiative each year.</p> <p>Community Improvement Plan investment tracked annually.</p> <p>Maintain less than 5% Commercial Vacancy Rates.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>New placemaking features were installed at Roebuck Street in Brooklin, including a photo op installation, foosball table, cornhole boards, and solar-powered self-compacting garbage/recycling containers. New public art was painted at Grass Park.</p> <p>Community Improvement Plan Grants provided to date in 2025 for Downtown Whitby total more than \$38,000, and nearly \$6,000 for Downtown Brooklin.</p> <p>The Downtown Whitby retail vacancy rate is at 0.6% and office vacancy rate is at 1.7% in the Downtown Whitby Secondary Plan Area.</p> <p>The Brock Street Redesign Study concept plan was launched for public engagement in September 2025.</p>

## Objective 3.3: Promote innovation and build competitive advantage

Actions	Identified Measures of Progress	Status of Progress	2025 Update
3.3.1 Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to support innovative solutions	Action Plan developed.	In Progress – Nearly Finished (75%)	Development is underway on the Intelligent City Strategy. Projects have been identified, and an Action Plan will be presented to Council for approval in early 2026.
3.3.2 Increase supports offered to tech-based businesses in partnership with Whitby's technology accelerator (1855 Whitby)	2 initiatives undertaken annually in partnership with 1855.  20 clients impacted annually.	In Progress – Nearly Finished (75%)	<p>An Information and Communication Technology (ICT) Roundtable was held in April 2025 with more than 15 tech businesses in attendance.</p> <p>During Local Business Week, the Town partnered with 1855 Whitby Technology Accelerator for a Masterclass event focused on entrepreneurship.</p> <p>The Town of Whitby, together with 1855 Whitby, submitted a joint submission for Ontario Vehicle Innovation Network (OVIN).</p>
3.3.3 Leverage grant funding to support broadband and Smart City initiatives	Grant funding secured.  One project undertaken.	In Progress – Nearly Finished (75%)	Through the development of the Intelligent City Action Plan, several projects identified in 2025 will be leveraged for grant funding to support broadband and Smart City Initiatives.

## STRATEGIC PILLAR 4

### Whitby's Government - Accountable & Responsive

#### Objective 4.1: Address community needs through collaboration and strategic partnerships

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities</p>	<p>Present community needs to government partners annually.</p> <p>Report annually on grant funding applications.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Town has applied for over 20 grants, resulting in over \$21.5 million in grant funding in 2025.</p> <p>These include the Housing Enabling Core Services Grant, the Green and Inclusive Community Building Grant for 55+ Building Retrofits, Growing Canada’s Community Canopies, Canada Summer Jobs, and Seniors Active Living Centers Grants.</p>
<p>4.1.2 Strengthen existing and build new partnerships</p>	<p>Develop partnership database.</p> <p>Establish four new partnerships and report on outcomes.</p>	<p>Complete in 2025</p>	<p>The Town established a partnership with local area municipalities in Durham to create an Indigenous Consultation Working Group and develop a practical and actionable Municipal Indigenous Engagement Guide. This Guide will support both legislated consultation requirements and the advancement of best practices related to land use planning, infrastructure, and other municipal projects across the Region.</p>

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

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market</p>	<p>Complete Market Review for all Regular Full-Time Exempt and CUPE positions and present recommendations to Council.</p> <p>Advance development and implementation of at least two keystone programs identified in the Town's Talent Management framework.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Market Review is complete, and its recommendations were approved by Council.</p> <p>The Career Development Program pilot was completed in 2025 along with a soft launch of the program. A second cohort is underway in late 2025/early 2026.</p> <p>Components of the Leadership Development Program have been identified, and the program is being finalized. Expected to launch no later than Q2 2026.</p>
<p>4.2.2 Identify and implement training and professional development opportunities</p>	<p>Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Career Development Program pilot was completed in 2025 along with a soft launch of the program. A second cohort is underway in late 2025/early 2025.</p> <p>Components of the Leadership Development Program have been identified, and the program is being finalized. Expected to launch no later than Q2 2026.</p>
<p>4.2.3 Identify opportunities and take steps to establish a more diverse and inclusive workplace</p>	<p>Advance corporate census that benchmarks the Town's diverse employee population compared to the community.</p> <p>Advance an outreach program to provide individuals from marginalized communities with opportunities to learn about and experience public service.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Planning is in progress to implement the voluntary disclosure of identifying information of job applicants. This will be launched in 2026.</p> <p>Staff have been exploring a program to provide vulnerable individuals with an opportunity to gain work experience. The program will be launched in early 2026.</p>

<p>4.2.4 Implement strategies to attract and retain the best staff to serve the community</p>	<p>Complete Market Review for all Regular Full Time Exempt and CUPE positions and present recommendations to Council.</p> <p>Develop Talent Acquisition and Retention Strategy, including outreach program that increases awareness of benefits of careers in public service.</p>	<p>Complete in 2025</p>	<p>The Market Review is complete, and its recommendations were approved by Council.</p> <p>The development of the Talent Acquisition and Retention Strategy is complete. The Strategy will be shared with Staff in early 2026.</p>
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## Objective 4.3: Deliver exceptional customer service and community engagement

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>4.3.1 Continually improve the customer experience through the use of technology, more flexible payment and service options, and the implementation of a consolidated customer contact centre</p>	<p>Begin implementing the customer contact centre.</p> <p>Streamline the digital customer experience through an online portal and/or Customer Relationship Management (CRM) software.</p> <p>Expand and standardize payment options by offering e-transfer and/or credit card payment options on all invoices.</p>	<p>Complete in 2025</p>	<p>In 2025, Phase 1 of Service Whitby brought together front counter, phone, and email services for Tax and Clerks, creating the foundation for the Town's 'one-window' customer service model.</p> <p>Key achievements include the launch of the Contact Centre. Residents and businesses now benefit from a more informed and responsive main line for both phone and email inquiries, moving beyond traditional switchboard transfers to a resolution focused point of contact.</p> <p>Consolidated customer service functions in Tax and Clerks, Staff implemented, reviewed, and refined processes, and are leveraging technology and workflow improvements to make Service Whitby more efficient and customer centered.</p> <p>With a focus on the digital customer experience, the Town issued and awarded a Request For Proposal to support the implementation of a Customer Relationship Management (CRM) tool and online portal and initiated the project.</p>

<p>4.3.2 Identify, establish, and report on service levels of interest to the community</p>	<p>Identify service levels of interest to the community.</p> <p>Report on one service level standard of interest to the community annually (i.e. winter maintenance, waste collection).</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>A comprehensive strategy to include private laneways and multi-residential locations in the Town's waste collection program has been finalized.</p> <p>The Town's updated Waste Collection By-law, which includes the Technical Risk Guidelines for waste collection on private property, was presented to Council and locations will be phased in beginning in early 2026.</p>
<p>4.3.3 Implement new technologies and systems that modernize business tools to increase efficiencies and engagement</p>	<p>Develop a scorecard to track progress of the Corporate Information Technology and Digital Strategy Plan. Assess growth using the Digital Maturity Model.</p> <p>Measure and report on completion and advancements of modernization projects.</p>	<p>Complete in 2025</p>	<p>The Scorecard has been developed. Based on the Digital Maturity model, which tracks progress across various categories identified in the CTDSP, the Town of Whitby began its journey as an Early Experimenter.</p> <p>Early Experimenters (Level 2) have some digital solutions in place, are exploring and implementing others, and have core business solutions implemented but not fully leveraged.</p> <p>Since this initial assessment, the Town's IT department and its partners have collaborated to accelerate the understanding of the digital-first approach. This has resulted in our evolution to Digitally Accelerating (Level 3) with governance in place to align IT and business strategies.</p> <p>An internal Technology Resource Group and an organization-wide Strategic Resource Planning process have enabled the Town to focus on high-volume digital tools, facilitating increased digital collaboration and prioritizing key digital</p>

			<p>integrations. The Town continues to focus on customer-facing applications to enhance and improve the citizen experience. The focus in 2025 has been on stabilizing Workday for Finance and HR, developing and implementing customer service applications, implementing Housing Accelerator Fund-supported improvements to permitting portals, and leveraging applications to streamline processes.</p>
<p>4.3.4 Implement opportunities for Council to engage the community</p>	<p>Host annual Ward Town Halls.</p> <p>Publish a monthly Mayor's newsletter with a 5% annual increase in page views.</p> <p>Publish a Council highlights document after each regular Council meeting with a 5% annual increase in page views.</p> <p>Magazine published annually, focusing on life in Whitby.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>All members of Council actively engage with the community through social media channels, at Town and community events, and more.</p> <p>In addition to four Ward Town Hall Events, the Mayor's second annual Facebook Live event, and more, Mayor and Council continued to find new ways to connect with residents in 2025. This included increased "Coffee with Mayor Roy" events, the introduction of two new Meet Up with Mayor Roy events, and the increase in the number of Talk Budget with Mayor Roy events.</p> <p>The monthly Mayor's Newsletter has seen a 32% increase in page views between 2024 and 2025.</p>

<p>4.3.5 Provide timely and transparent reporting to the community, staff and Council</p>	<p>Regular updates on Community Strategic Plan accomplishments through staff reports, Council newsletters and public meetings.</p> <p>Formal annual reporting on progress of Community Strategic Plan.</p> <p>Creation of interactive webpage to support real-time reporting.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The 2024 annual progress report for the Community Strategic Plan was submitted to Council in early 2025 to provide a fulsome report on the status of measures of progress to date. A status update was reported on the Connect Whitby project page for the public.</p>
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## Objective 4.4: Ensure fiscal accountability and responsibility plan for growth

Actions	Identified Measures of Progress	Status of Progress	2025 Update
<p>4.4.1 Deliver services that respond to community needs while balancing the impact to taxpayers</p>	<p>Obtain community needs/budget priorities through citizen budget engagement tools.</p> <p>Introduce participatory budgeting to inform investment in the budget for Council consideration.</p> <p>Balance the impact to taxpayers by annually reviewing and updating user fees to recover costs of service delivery/new services.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Third consecutive year of utilizing participatory budget tools and incorporating engagement results into the budget/preliminary budget.</p> <p>For the 2026 budget, 48 per cent of participants chose no new investments in order to keep taxes low. This represents a shift from last year’s budget engagement where participants were asked how to best allocate a \$100,000 incremental investment, and only 22 per cent voted not to spend money on new investments.</p> <p>Staff identified more than \$2 million in internal cost savings to bring the 2026 tax increase down to 3.44 per cent.</p> <p>In 2025, the Town began a review of its core services to assess whether they meet community needs and to identify opportunities for greater efficiency and cost-effectiveness.</p>

<p>4.4.2 Plan for future growth through update to Official Plan and Comprehensive Zoning By-Law</p>	<p>Interactive zoning map launched.</p> <p>Update to Official Plan completed and approved.</p> <p>Comprehensive Zoning By-Law approved.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>Staff are in the final phase of the Official Plan Amendments, following public engagement in 2025. Statutory Public Meetings regarding Draft Proposed Amendments were held at the end of 2025, and Final Amendments went to Council for adoption.</p> <p>The second draft of the Comprehensive Zoning By-law was completed and circulated at the end of 2025 to the applicable public agencies and internal departments for a final review and input. It is further anticipated that the Draft Comprehensive Zoning By-law will be presented for additional input at a Public Open House and a statutory Public Meeting in the first half of 2026.</p>
<p>4.4.3 Proactively address growth by completing ward boundary review</p>	<p>Ward boundary review.</p>	<p>Complete in 2025</p>	<p>In 2025, Staff worked with 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.</p>

<p>4.4.4 Update long-range financial plans to ensure essential Town services are provided in a sustainable and affordable way</p>	<p>Long-range financial plan updated annually.</p> <p>Ensure annual contributions to keep Town infrastructure in a state of good repair are adjusted annually to account for inflation, growth, and condition of assets and do not decline (as a % of the Town’s asset management plan contribution target).</p> <p>Utilize debt in a fiscally responsible manner to fund capital projects while ensuring debt servicing costs as a % of net revenues are below the thresholds set by Town policy and the 25% threshold set by the province.</p> <p>Allocate a minimum of 50% of additional tax revenues from growth (e.g. new homes, businesses added to the tax roll) to offset operating budget pressures related to the maintenance of essential services and service levels.</p>	<p>In Progress – Nearly Finished (75%)</p>	<p>The Town's 2025 Municipal Asset Management Plan ("MAMP") update was completed on time and met the provincial requirements (Ontario Regulation 588/17). It was approved by Council in June 2025 and has informed the projects and funding amount in the 2026 Budget.</p> <p>The MAMP includes the following with the goal of keeping the Town's aging infrastructure in a state of good repair:</p> <ol style="list-style-type: none"> <li>1) Proposed Level of Service for all asset categories;</li> <li>2) Lifecycle management activities; and</li> <li>3) Costs/ Financial strategy and risk Overview.</li> </ol>
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