



Special Council Meeting Agenda

Monday, June 19, 2023, 5:30 p.m.

Council Chambers

Whitby Town Hall

This meeting will be available for viewing through the Town's **live stream feed** while the meeting is in progress. Please visit whitby.ca/CouncilCalendar for more information about the live stream and archived videos.

This meeting will be held in a hybrid in-person and virtual format. In accordance with Section 7 of Procedure By-law # 7462-18, Members of Council may choose to attend in-person or participate virtually.

Should you wish to provide comments regarding a matter being considered below, please submit written correspondence and/or a Delegation Request Form.

- **To submit written correspondence**, please email your correspondence to the Office of the Town Clerk at clerk@whitby.ca by noon on the day of the meeting. Correspondence must include your full name, address, and the item on the agenda that your correspondence is related to.
- **To speak during the Council meeting either in-person or virtually**, please submit a Delegation Request Form online to the Office of the Town Clerk by noon on the business day prior to the date of the meeting. Should you be unable to access a computer, please call 905.430.4315 to speak with a Staff Member in the Office of the Town Clerk.

A Revised Agenda may be published on a later date. Late items added or a change to an item will appear with an asterisk beside them.

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1. **Call To Order: The Mayor**
 2. **Call of the Roll: The Clerk**
 3. **Declarations of Conflict of Interest**
 4. **Presentations**
 - 4.1 S. Klein, Director of Strategic Initiatives and K. Wiannecki, Planning Solutions Inc.
Re: Community Strategic Plan

Refer to Item 6.1, CAO 18-23

5. Delegations

6. Items for Consideration

- 6.1 CAO 18-23, Office of the Chief Administrative Officer Report
Re: Community Strategic Plan

Recommendation:

1. That Council endorse the 2023-2026 Community Strategic Plan;
2. That staff be directed to report annually on the progress of the Community Strategic Plan; and,
3. That staff be directed to implement the Actions identified in the Community Strategic Plan by presenting the required budget annually and developing work plans accordingly.

7. Confirmatory By-law

Recommendation:

That leave be granted to introduce a by-law and to dispense with the reading of the by-law by the Clerk to confirm the proceedings of the Council of the Town of Whitby at its special meeting held on June 19, 2023 and the same be considered read and passed and that the Mayor and the Clerk sign the same and the Seal of the Corporation be thereto affixed.

8. Adjournment

Recommendation:

That the meeting adjourn.

Town of Whitby Staff Report

whitby.ca/CouncilCalendar



Report Title: Community Strategic Plan

Report to: Council

Date of meeting: June 19, 2023

Report Number: CAO 18-23

Department(s) Responsible:

Office of the Chief Administrative Officer

Submitted by:

Sarah Klein, Director, Strategic Initiatives

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

For additional information, contact:

Sarah Klein, x4338

1. Recommendation:

1. That Council endorse the 2023-2026 Community Strategic Plan;
2. That staff be directed to report annually on the progress of the Community Strategic Plan; and,
3. That staff be directed to implement the Actions identified in the Community Strategic Plan by presenting the required budget annually and developing work plans accordingly.

2. Highlights:

- The development of a Community Strategic Plan has been identified as a top priority for Mayor and Council.
- Extensive community engagement was conducted through two phases between February and May. During this time, more than 8,500 visitors learned more about the Community Strategic Plan, and over 3,000 individuals took the time to provide feedback on their priorities and help shape the Community Strategic Plan. Community feedback was received through online surveys and in-person and virtual engagement sessions.
- The Community Strategic Plan provides a roadmap for how Town Council and staff will work together to deliver on community priorities over the next four years.

- The Plan includes measures of progress that will be reported annually to evaluate and transparently share progress.
- The purpose of this report is to seek Council's endorsement of the 2023-2026 Community Strategic Plan, which includes a Community Vision, Corporate Mission, Corporate Values, four Strategic Pillars, 13 Objectives, and 62 Actions.
- Many of the Actions require additional investment of staff resources, capital, and/or operating budgets. These initiatives will be brought forward for Council approval through the annual budget process.
- The Community Strategic Plan will replace the Corporate Strategic Plan and Business Plan and will guide annual Departmental work plans.

3. Background:

The Town of Whitby's last Community Strategic Plan was created in 2002. Since then, the community has grown substantially, numerous departmental strategies and plans have been developed, a Service Delivery Review was completed, and in 2019, Whitby developed its first Corporate Strategic Plan and Business Plan.

Strategic planning is one of the most essential tools a municipality can use to identify and bring together the objectives and needs of residents, members of Council, and municipal staff in the development of a shared vision, direction, and goals for a community. It also functions as a performance mechanism, allowing management and the public to evaluate progress and ensure that the municipality acts in a coordinated fashion.

The creation of a Community Strategic Plan was identified as a priority for the newly elected Council in October 2022. Since then, Council and Staff have been working together to create the four-year Community Strategic Plan and provide a roadmap for how, collectively, we will deliver on community priorities through service delivery.

The Community Strategic Plan was developed through an inclusive process, seeking input from Council, staff, and the community. In November 2022, a Steering Committee composed of staff, members of Council, and an external consultant was established to guide the creation of the Community Strategic Plan. In December 2022, a Council workshop was held to receive input into the creation of the Plan and ensure that priorities Council had heard were important to the community during their campaigns were captured for further community engagement. In February 2023, Phase One of community engagement was launched, informing a draft Community Strategic Plan which was presented to Council in April 2023. Phase Two of community engagement was launched in late April and concluded in May 2023.

From this feedback, staff made updates to the Community Strategic Plan and developed measures of progress for each Action. The final Plan is now being presented to Council for endorsement. The Plan will result in a transparent process of tracking and reporting on measurable accomplishments and progress with Council, staff, and the community. This Plan will replace the Corporate Strategic Plan and Business Plan and will guide Departmental annual work plans for this term of Council.

An overview of the process of developing the Community Strategic Plan appears below:



4. Discussion:

Building the Plan

The components of the Community Strategic Plan include a Community Vision, Corporate Mission, Corporate Values, Strategic Pillars, Objectives, Actions, and Measures of Progress. The development of each component was informed by the existing Corporate Strategic Plan, Business Plan, Council's priorities, and the feedback provided through extensive staff and community engagement.

To align the Community Strategic Plan with the current Corporate Strategic Plan, the Steering Committee recommends adopting the existing Corporate Mission and Values

into the Community Strategic Plan. The Corporate Mission and Values were developed after extensive staff consultation in 2019, were then reaffirmed through staff consultation in 2022, and have been instrumental in strengthening the corporate culture over the past four years. To maintain momentum, the following Corporate Mission and Values are being recommended to be adopted in the Community Strategic Plan:

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

Values: Collaborative, Accountable, Respectful, Engaged

Community Engagement

Feedback from residents, businesses, and community partners who call Whitby home was critical to developing a Community Strategic Plan that reflects community priorities. As such, a two-phased engagement plan was implemented and rolled out from February to May 2023. This was supported and promoted through a sustained and multi-channel communications strategy that aimed to reach a wide variety of internal and external audiences, including residents, businesses, community partners, and Town staff.

Phase One – Community Engagement

The first phase of engagement took place through an online survey hosted on Connect Whitby. The survey was open from February 21 to March 12, 2023, and 2,195 submissions were received. This is one of the highest levels of community engagement experienced to date by the Town.

In the survey, participants were asked to provide some demographic information, help inform the creation of a Vision statement, validate the proposed Strategic Pillars, and prioritize a list of action items under each Strategic Pillar. The Phase One survey results were fully reported in the [April 2023 Draft Community Strategic Plan Report to Council](#). Attachment 2 provides an infographic summary, and Attachment 4 includes a detailed overview of the Phase One survey results.

Phase Two – Community Engagement

Phase Two of community engagement consisted of an online survey on Connect Whitby from April 27 to May 19, 2023. In-person engagement sessions with specific sessions focusing on the public, businesses, staff, and partners, as well as virtual engagement sessions for the public and staff, and one-on-one sessions with Council members were also conducted in May 2023. This phase of community engagement focused on validating the Vision, Objectives, and Actions while identifying gaps to inform the development of the final Community Strategic Plan.

Attachment 3 provides an infographic summary of the results of the Phase Two survey, while Attachment 4 provides a more fulsome report that also includes what was heard through both the virtual and in-person engagement sessions. The following is a high-level summary:

Phase Two – Survey Results

Demographics

- 838 respondents
- 71% live in Whitby, and 20% live and work in Whitby
- 64% have lived in Whitby for more than 10 years
- 80% of respondents are between the ages of 35-74

Vision

- 86% strongly or somewhat agree that the Community Vision reflects what Whitby should aspire to.

Objectives

The percentage of participants who either strongly agree or agree that the Objectives under each of the following Strategic Pillars reflect the priorities of the community are as follows:

- Pillar 1: Whitby's Neighbourhoods – Healthy and Inclusive
 - Improve community health, wellness, and safety (93%)
 - Provide equitable access to municipal services and programming (86%)
 - Increase opportunities to acknowledge and celebrate the diversity of the community (68%)
- Pillar 2: Whitby's Natural & Built Environment – Connected and Resilient
 - Enhance community connectivity and beautification (93%)
 - Invest in infrastructure and assets (86%)
 - Demonstrate environmental leadership in sustainability and addressing climate change (79%)
- Pillar 3: Whitby's Economy – Innovative and Competitive
 - Support economic growth and job creation (89%)
 - Attract and retain businesses and industry (89%)
 - Promote innovation and build competitive advantage (81%)
- Pillar 4: Whitby's Government – Responsive and Responsible
 - Ensure fiscal accountability and responsibly plan for growth (91%)
 - Deliver exceptional customer service and community engagement (91%)
 - Address community needs through collaboration and strategic partnerships (87%)
 - Be the organization that people want to join and build their future (83%)

Phase Two – Engagement Session Results

In total, 77 individuals participated in eight (8) engagement sessions.

This includes five (5) in-person sessions:

- business community
- partners
- Town of Whitby staff
- Two (2) with the community

And three (3) virtual sessions:

- Town of Whitby staff
- two (2) with the community

Each in-person and virtual session provided attendees with an opportunity to learn about the strategic planning process and the details of the draft Community Strategic Plan. The sessions provided a forum to ask questions and seek feedback on the Vision, Objectives, and Actions in addition to seeking feedback on the recommended frequency, format, and level of detail desired for reporting. The in-person sessions provided the opportunity to spend more time with a focused group of individuals, enabling insightful, fulsome, and meaningful conversations and connections, resulting in additional quality feedback being collected.

The following is a high-level summary of the feedback received through the engagement sessions:

Vision: Naturally beautiful green spaces, a vibrant waterfront, thriving downtowns, and a safe community – the heart of Durham Region, a destination to explore.

- Overall, there is strong support for the Vision; however, it currently focuses too much on tourism and needs to emphasize that Whitby is a great place to live and work.

Pillar 1: Whitby's Neighbourhoods – Healthy and Inclusive

- Community safety is pivotal.
- Addressing emerging social needs such as homelessness should be enhanced.
- Increased focus on accessibility is recommended.

Pillar 2: Whitby's Natural & Built Environment – Connected and Resilient

- Increased focus on traffic and active transportation is recommended.
- Access to parks and green space are of utmost importance; opportunities to connect existing and currently underutilized open space areas should be a priority.
- Focus should be on the revitalization of existing facilities and assets.

Pillar 3: Whitby's Economy – Innovative and Competitive

- Increased focus on tourism and economic development opportunities at the waterfront is a priority.
- Downtown redevelopment and support for our two unique downtowns should be increased.
- Further definition of the key economic sectors of focus for Whitby is recommended, including concentration on the green economy.

Pillar 4: Whitby's Government – Responsible and Responsible

- Focus on enhancing partnerships overall, with specific mention of post-secondary institutions.
- An accountable government is important.
- Community engagement needs to be more of a priority.

Recommended Final Community Strategic Plan (see Attachment 1)

Feedback collected has played a pivotal role in shaping the final recommended Community Strategic Plan. Several changes have been made to the plan to reflect the valuable input and recommendations from the community survey, the business community, partners, Town staff, Council, and community members.

To address the feedback that the Vision Statement needs to focus on Whitby as a great place to live, work, and visit, the proposed Community Vision is as follows:

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.

Two of the Strategic Pillars were modified slightly, with the word “Safe” being added to Pillar 1 and the word “Accountable” replacing “Responsible” in Pillar 4. The four (4) proposed Strategic Pillars are as follows:

Pillar 1: Whitby's Neighbourhoods – Safe, Healthy, & Inclusive

Pillar 2: Whitby's Natural & Built Environment – Connected & Resilient

Pillar 3: Whitby's Economy – Innovative & Competitive

Pillar 4: Whitby's Government – Accountable & Responsive

Several updates were also made to the Objectives to address feedback. For example, in Strategic Pillar 1, “safety” was enhanced in the first objective and “accessibility” was added to the second objective.

Numerous modifications were also made to the Actions to reflect the feedback received, address any gaps identified, and ensure they are clear, measurable, and achievable. For example, the Action related to maintaining and enhancing parks, trails, tree canopy, and green spaces was expanded to include identifying opportunities to connect existing and currently underutilized open space areas. As another example, an Action related to community engagement was added to better reflect Council's commitment to engaging the community. In addition, the Action focusing on homelessness was reworded to increase clarity and ability to measure progress.

A staff member was identified as a lead for each Action and assisted in developing the Measures of Progress to define what success looks like and determine what the Town will be reporting on through the term of Council and lifecycle of the Plan. Staff also identified where Actions are a new initiative and where they will require incremental budget related to additional staff resources, capital budget, and/or operating budget over the four-year term.

Of the 62 Actions, 11 (or 18%) are new initiatives, and the balance of the Actions are already identified in departmental work plans. Regarding budgets, only 23 (or 37%) of the Actions are currently funded, with the balance requiring additional investment over the four-year term.

Reporting

In the Phase One engagement, the highest prioritized action under the Government Pillar was committing to transparent and timely reporting to the community. During the Phase Two engagement sessions, participants were asked for feedback on their desired frequency, format, and level of detail of reporting back to the community on the progress of the Community Strategic Plan. Regarding frequency, most individuals recommended a formal annual report with opportunities throughout the year to highlight progress at events, speaking engagements with Mayor and Council, and meetings, such as Ward Town Halls. Most identified a preference to have reporting done at the Action level.

Related to the reporting format, various options were recommended, including a formal Council report, sharing on the Town of Whitby website, and through current communication methods (i.e., The Whitby Perspective, e-newsletters, social media, and paid media). Internally, staff recommended providing updates through the intranet and through regularly scheduled meetings (i.e., Town Halls, People Leader updates, and Departmental meetings).

Public-facing dashboards can help communicate and build trust through openness and transparency. The implementation of an interactive dashboard where individuals can receive up-to-date, detailed information on the progress of each Action was generally supported. However, the financial impact would need to be analyzed to ensure the value of the investment in staff time and technology infrastructure.

Staff recommend proceeding with an annual report in December 2023, December 2024, December 2025, and June 2026. This report would highlight accomplishments for each Strategic Pillar and provide updates on progress at the Action level. The annual report will also provide opportunities to provide information on why certain Actions may not be on track or why certain measures of progress are not achieved. This may be due to a lack of financial resources, changes in legislation, decisions of partners, or other circumstances which would be outlined in the annual report. The annual progress of the Community Strategic Plan would be shared and promoted through various methods, as outlined above. Staff will report on the benefits and costs of implementing an interactive dashboard solution for Council's consideration in 2024.

5. Financial Considerations

A capital budget of \$54,127 (capital project # 50237002 Whitby Community Strategic Plan) was approved in the 2023 Budget for the development of the Community Strategic Plan. This budget covered the costs associated with the consultant, advertising and promotion of engagement opportunities, the creation of the Community Strategic Plan document, and related signage in Town facilities.

There are 62 Actions identified to move forward and realize the Community Strategic Plan. Currently, 39 of the 62 Actions will require Council approval of additional funding in future budgets to implement. That is additional capital investments, staff resources, and/or other operating budgets.

A high-level estimate of the incremental financial investment to implement the Community Strategic Plan is approximately \$200 million. However, a few large projects/initiatives were anticipated prior to the Community Strategic Plan engagement process and account for most of these costs, such as future funding for the Whitby Sports Complex, Zero Carbon projects, implementation of market compensation review, and purchasing property for a hospital.

Staff will bring forward the incremental costs to support projects and initiatives to advance the priorities of the Community Strategic Plan for Council's consideration through Staff Reports and the Town's annual budget process. If the funding is not secured, implementation of certain components of the Plan may be deferred. Deferral of Actions, if any, will be communicated in the annual reporting for the Community Strategic Plan.

6. Communication and Public Engagement:

Public and staff engagement was a priority in developing the Community Strategic Plan. In February, a two-phased engagement strategy was launched to solicit residents, businesses, partners, and Town staff input. A phased and multi-channel internal and external communications plan was developed to promote this opportunity for staff and the community to have their say through earned, owned, and paid channels. Key external communications tactics included videos from Mayor Roy, a community-wide mail-out, Curbex signage in the community, facility signage, earned media coverage, digital advertising, display ads, partner outreach, and more. Internally, the surveys and participation opportunities were promoted to staff through emails from the Mayor and CAO, the intranet, message boards, and more. In-person and virtual engagement sessions were also offered to staff and community members, and the surveys and engagement sessions were shared with all Advisory Boards and Committees.

7. Input from Departments/Sources:

The Community Strategic Plan Steering Committee includes staff from Strategic Initiatives, Communications & Creative Services, and Technology & Innovation Services. Staff from across the organization were encouraged to participate in the Surveys, and an in-person and virtual staff workshop was held during Phase Two. Staff from across the corporation who were identified as the lead on Actions were engaged to develop Measures of Progress and identify if the initiative was incremental to their work plan and budget.

8. Strategic Priorities:

The development of the Community Strategic Plan establishes the Strategic Priorities for the organization. As such, the Corporate Strategic Plan, Departmental Strategies, and Master Plans were considered in creating the Plan to ensure alignment. In addition, accessibility and sustainability are identified as priorities in the Objectives and Actions. Following approval of the Community Strategic Plan, this section of the report template will be updated, requiring all future Staff Reports to identify how they support and align with the Community Strategic Plan.

9. Attachments:

Attachment 1 – 2023 - 2026 Community Strategic Plan

Attachment 2 – Phase 1 Survey Results Infographic

Attachment 3 – Phase 2 Engagement Results Infographic

Attachment 4 – Engagement Summary Report

TOWN OF WHITBY

Community Strategic Plan

2023 to 2026



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



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

Without the input of residents, community partners, and Council members, and the hard work of Town of Whitby staff, we wouldn't have been able to create such a comprehensive roadmap for our town.

Thousands of people provided invaluable feedback during the two rounds of community engagement that were offered.

Creating a Community Strategic Plan was one of Council's top priorities for the first year of the 2022–2026 term of office and I'm so grateful that our community embraced this process.

This plan provides staff and Council with a shared vision and focus and sets measurable objectives and actions that we will achieve together to make Whitby an even better place to live, work, and play.

Thank you for loving Whitby as much as I do!

Sincerely,

A handwritten signature in black ink that reads "Elizabeth Roy".

Elizabeth Roy
Mayor

CAO'S MESSAGE



This Community Strategic Plan provides an important roadmap for how Town staff and Council will collaborate to deliver on the priorities that matter to our community over the next four years, and beyond.

There are so many great things happening in Whitby and this new Plan outlines how we as a municipality will continue to make a positive difference in our community – whether it's by supporting safe, healthy, and inclusive neighbourhoods; continuing to invest in our natural and built environment; creating the best location for an innovative and competitive local economy; or being accountable and responsive in how we deliver services to our community.

I encourage you to stay connected and continue to read about our progress as we move forward on our objectives and actions over the next four years.

Sincerely,

A handwritten signature in black ink that reads "Matt Gaskell".

Matt Gaskell
Chief Administrative Officer

COUNCIL

The Town of Whitby Council consists of the Mayor and eight Members that are elected by residents every four years through the municipal election process. Whitby's Mayor and four Regional Councillors are elected at large, while the remaining Councillors are elected by the four Wards of our Town.

Whitby Town Council is committed to listening and learning from Whitby residents, businesses, and community partners about what matters most to them. Collectively, and through the pillars, objectives, and actions outlined in this document, Town Council will continue to work with staff to move forward on community priorities that keep Whitby an exceptional place to live, work, and explore. Council will continue to engage the community on their priorities, and deliver timely and transparent reporting on the progress of the plan.

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



BUILDING A COMMUNITY STRATEGIC PLAN



Vision (10 to 20 years)

Description of what an organization would like to achieve in the mid-to-long-term future (aspirational)

Corporate Mission (5 to 10 years)

A short statement of an organization's core purpose

Corporate Values

Fundamental beliefs of an organization

Strategic Pillars (1 to 4 years)

Specific areas of focus:

- **Objectives** – goals related to strategic pillars (What are we trying to achieve?)
- **Actions** – a project or initiative to support the achievement of an objective (How will we get there?)
- **Measures of Progress** – a performance measure to indicate achievement of the key activities (How will we know we have accomplished this?)

THE PROCESS



WHAT WE HEARD

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

Participation

From February 21 to May 19, **8,500+** people learned about or shared feedback to inform the Community Strategic Plan.

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

Demographics

90+% live in Whitby
(20+% live and work in Whitby)



60+% have lived in Whitby for 10+ years

Community Vision

86%

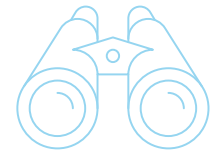
Strongly or somewhat agree that the Community Vision reflects what Whitby should aspire to.

Attributes that make Whitby **unique**:

- Green spaces, parks, and trails
- Location
- Waterfront
- Sense of community
- Sports facilities and fields

Whitby should **aspire** to be:

- Safe
- Green
- Affordable
- Healthy
- Thriving



Pillars, Objectives, and Actions

Average per cent of participants who **strongly** or **somewhat agree** that the Strategic Pillars and Objectives reflect community priorities.

PILLAR 1:

Whitby's Neighbourhoods (81%) 
Safe, Healthy, & Inclusive

Top 3 Action Items:

1. Secure property for a new hospital
2. Increase access to family physicians
3. Enhance crime prevention

PILLAR 2:

Whitby's Natural & Built Environment (81%) 
Connected & Resilient

Top 3 Action Items:

1. Maintain/enhance parks, trails, and green spaces
2. Enhance the Waterfront Trail
3. Plant and maintain trees

PILLAR 3:

Whitby's Economy (73%) 
Innovative & Competitive

Top 3 Action Items:

1. Improve waterfront
2. Attract new businesses
3. Advance the Economic Development Strategy

PILLAR 4:

Whitby's Government (77%) 
Accountable & Responsive

Top 3 Action Items:

1. Transparent/timely reporting to the community
2. Long-term financial planning
3. Update Whitby Official Plan

WHITBY'S COMMUNITY STRATEGIC PLAN – AT A GLANCE



VISION AND MISSION



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.



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.

Areas of Focus:

- 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

Objectives	Actions	Measures of Progress
1.1 Improve community safety , health, and well-being	1.1.1 Advocate for and secure property for new hospital	→ Property for hospital secured
	1.1.2 Advocate for a new Emergency Medical Services Facility (paramedic station) in Whitby	→ Emergency Medical Services facility planned in Whitby
	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	→ Traffic calming policy approved → Traffic calming elements implemented on 10 streets annually
	1.1.4 Partner with Durham Region to implement the Community Safety & Well-Being Plan, which addresses criminal involvement, experiences of racism , homelessness and basic needs, mental health , social isolation, substance use, and victimization	→ Whitby participation in the Area Municipal Working Group to ensure collaborative implementation of the Community Safety & Well-Being Plan
	1.1.5 Review and plan for fire services to address growth of community	→ Update Fire Master Plan → Begin implementation of recommendations of the Fire Master Plan
	1.1.6 Work with partners to increase access to family physicians	→ Partner with Region of Durham to create a family physician recruitment program → Implement, track, and monitor impact of program annually



STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS

Objectives	Actions	Measures of Progress
1.2 Increase opportunities to acknowledge and celebrate the diversity of the community	1.2.1 Enhance Town-led and community-based events and festivals that celebrate diversity	<ul style="list-style-type: none">→ Launch new Town signature event, celebrating Whitby's diversity→ Approve one new third-party event permit annually, showcasing culturally diverse programming→ Complete one exit survey annually at a Town event
	1.2.2 Enhance Whitby's culinary and live music sectors through collaborative partnerships	<ul style="list-style-type: none">→ Offer two additional Music in the Park events annually→ Increase musical pop-up events by 10%→ Release one food guide every two years→ Target 10% increase in page visits to the digital Food Guide annually→ Establish an online musician roster to enhance live music opportunities
	1.2.3 Invest, promote, and strengthen the local arts, culture, heritage, and creative sector	<ul style="list-style-type: none">→ Public art policy approved→ Increase culture contact list by five entries annually→ Increase number of social media posts by 25% annually on #ExploreWhitby Instagram page→ Target a 10% increase in website visits and social media analytics annually→ Increase investment in the culture budget



STRATEGIC PILLAR 1: WHITBY'S NEIGHBOURHOODS

Objectives	Actions	Measures of Progress
1.3 Provide accessible and inclusive municipal services and programming	1.3.1 Continue to collaborate with non-profit organizations to anticipate and deliver changing community program and service needs	→ Establish network of non-profit organizations serving Whitby → Coordinate an annual meeting to provide the opportunity to collaborate on specific areas of interest
	1.3.2 Develop the Parks and Recreation Master Plan and deliver identified recreational programs	→ Parks and Recreation Master Plan approved → Implement 20% of identified actions in the Plan
	1.3.3 Expand recreation opportunities and increase participation in recreation programs and activities, specifically for 55+ and youth	→ Increase participation rates in recreational swim and skate programs by 3% per year → Increase 55+ recreation program capacity for directly provided registered programs by 3% per year → Increase youth room visits by 5% per year → Increase annual number of unique users for directly provided registered programs by 3%
	1.3.4 In collaboration with partners, support the implementation of Durham Region's Housing Plan regarding affordability and diversity of housing	→ Report on number of purpose-built rentals and secondary suites approved → Monitor, measure, and report on diversity of housing approvals
	1.3.5 Work with partners to address food security	→ Develop food security action plan → Implement one new action annually
	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

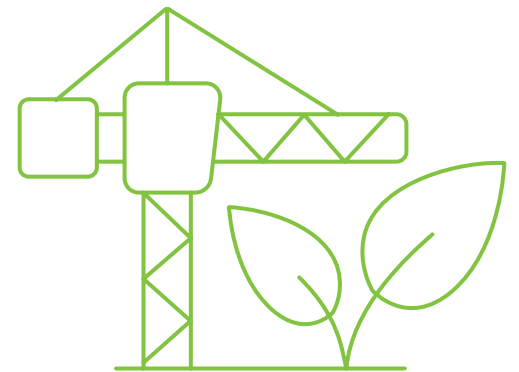


Whitby's Natural & Built Environment Connected & Resilient

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.

Areas of Focus:

- 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



Objectives	Actions	Measures of Progress
2.1 Demonstrate environmental leadership in sustainability and addressing climate change	2.1.1 Develop community climate mitigation measures to achieve zero-carbon emissions by 2045	→ Develop Community Mitigation Plan as part of Climate Emergency Response Plan – Phase 2 → Implement minimum of one action from Climate Emergency Response Plan – Phase 2: Community Mitigation Plan annually
	2.1.2 Explore partnership opportunities to advance alternate energy systems designed to reduce GHG emissions of new developments	→ One alternate energy system introduced
	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
	2.1.4 Implement corporate plan to achieve zero-carbon emissions by 2045	→ Achieve 20% GHG emissions reduction
	2.1.5 Implement Green Standard Incentive Program focused on encouraging the adoption of sustainable development practices	→ Incentive program developed → Observe 5% increase in applications achieving higher tiers
	2.1.6 Promote the use of electric vehicles and lead by example by implementing electric vehicles in the Town's municipal fleet	→ Increase electric vehicle chargers at municipal facilities by 50% → 20% of fleet passenger vehicles will be electric
	2.1.7 Update Whitby Green Standard , designed to advance sustainable development in the community	→ Whitby Green Standard updated

STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Objectives	Actions	Measures of Progress
2.2 Enhance community connectivity and beautification	2.2.1 Improve wayfinding, including signage at parks and trails	→ Increase wayfinding signage of parks and trails by an average of 10% annually
	2.2.2 Increase active transportation facilities, including trails , multi-use paths , and bike lanes across the community, considering the Active Transportation Plan	→ Increase bike lanes by an average of 2 kilometres annually → Increase the number of kilometres of multi-use paths and trails, year over year
	2.2.3 Invest in public art	→ Public art policy approved → One public art installation annually → Increase number of visitors to Arts Trail website by 10% annually
	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	→ Parks and Recreation Master Plan approved → Urban Forestry Master Plan approved → Incremental budget approved to implement plans
	2.2.5 Review and enhance service level standards that promote community beautification and maintenance	→ Review one service level standard annually and report on options to increase beautification (i.e. street sweeping, garbage, tree planting)

STRATEGIC PILLAR 2: WHITBY'S NATURAL & BUILT ENVIRONMENT



Objectives	Actions	Measures of Progress
2.3 Invest in infrastructure and assets	2.3.1 Construct mid-arterial roadway south of 407, between Cochrane and Thornton	→ Complete Phase 1 construction from east of Baldwin Street to Ashburn Road → Complete Phase 2 design from Garden Street to Anderson Street → Phase 2 tender and begin construction
	2.3.2 Construct Whitby Sports Complex	→ Open Whitby Sports Complex
	2.3.3 Enhance existing facilities and services and invest in structural upgrades at the waterfront	→ Invest to implement the recommendations in the Waterfront Masterplan; complete Corbett Creek Bridge and Boardwalk replacement along waterfront trail
	2.3.4 Implement enhanced street design to improve walkability	→ 80% of new developments and reconstruction initiatives adopt the enhanced street design standard
	2.3.5 Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and the Parks and Recreation Master Plan	→ Parks and Recreation Master Plan approved → Incremental budget approved to implement plans
	2.3.6 Invest in upgrades at the Marina	→ Replace all Marina outdoor lighting to LED → Marina Masterplan approved → Pier 2 replacement of 56 floating dock system slips → Complete ecological improvements within Whitby Harbour through Department of Fisheries and Oceans' harbour remediation project → Incremental budget approved to implement Marina Masterplan
	2.3.7 Repurpose the historic Pumphouse for a new gathering place	→ Pumphouse serving as a gathering place
	2.3.8 Work with Metrolinx to finalize Bus Rapid Transit design for Dundas Street	→ 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

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.

Areas of Focus:

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





STRATEGIC PILLAR 3: WHITBY'S ECONOMY



Objectives	Actions	Measures of Progress
3.1 Accelerate progress, create jobs, and drive local economic growth	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	→ 80% of annual recommendations accomplished
	3.1.2 Expand Whitby's commercial and industrial tax base	→ Annual increase in commercial/industrial building permit values → Annual increase in number of new businesses
	3.1.3 Implement actions to enhance Whitby's tourism sector, including a focus on the waterfront	→ 80% of annual recommendations from Tourism Strategy accomplished
	3.1.4 Support green economy , agriculture, and agri-business	→ Partner with two post-secondary institutions per year to support programs and recruitment for these sectors → Annual increase in agriculture and green economy building permit values → Annual increase new agriculture and green economy businesses



STRATEGIC PILLAR 3: WHITBY'S ECONOMY

Objectives	Actions	Measures of Progress
3.2 Attract and retain businesses and industry	3.2.1 Attract investment for a hotel and convention centre	→ Secure investment in hotel and convention centre
	3.2.2 Develop tools to support collaborative workspaces and home-based businesses	→ Develop home-based business tool kit and launch new tool annually → Develop action plan to support collaborative workspaces
	3.2.3 Expand the business retention and expansion program	→ Increase business retention and expansion program to conduct 50 interviews annually → 25 introductions to external organizations annually → 40 business support resources provided annually
	3.2.4 Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses	→ Three businesses accepted into Concierge Program → Annual increase in commercial/industrial building permit values
	3.2.5 Implement initiatives that support our downtowns as thriving destinations	→ Implement one new placemaking initiative each year → Community Improvement Plan investment tracked annually → Maintain less than 5% Commercial Vacancy Rates
3.3 Promote innovation and build competitive advantage	3.3.1 Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to support innovative solutions	→ Action Plan developed
	3.3.2 Increase supports offered to tech-based businesses in partnership with Whitby's technology accelerator (1855 Whitby)	→ Two initiatives undertaken annually in partnership with 1855 → 20 clients impacted annually
	3.3.3 Leverage grant funding to support broadband and Smart City initiatives	→ Grant funding secured → One project undertaken

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.

Areas of Focus:

- Continued fiscal accountability and responsibility
 - Exceptional customer service
 - Community engagement and collaboration
 - Employee attraction and retention
 - Strategic partnerships
-





STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Objectives	Actions	Measures of Progress
4.1 Address community needs through collaboration and strategic partnerships	4.1.1 Advocate for funding from upper levels of government and other partners to support and advance current and anticipated community priorities	→ Present community needs to government partners annually → Report annually on grant funding applications
	4.1.2 Strengthen existing and build new partnerships	→ Develop partnership database → Establish four new partnerships and report on outcomes
4.2 Be the organization that people want to join and build their future	4.2.1 Identify and apply leading practices to ensure the Town is competitive in the market	→ Complete market review for all Regular Full-Time Exempt and CUPE positions and present recommendations to Council → Advance development and implementation of at least two keystone programs identified in the Town's Talent Management framework
	4.2.2 Identify and implement training and professional development opportunities	→ Advance the development and implementation of at least two keystone programs identified in the Town's Talent Management framework
	4.2.3 Identify opportunities and take steps to establish a more diverse and inclusive workplace	→ Advance corporate census that benchmarks the Town's diverse employee population compared to the community → Advance an outreach program to provide individuals from marginalized communities with opportunities to learn about and experience public service
	4.2.4 Implement strategies to attract and retain the best staff to serve the community	→ Complete Market Review for all Regular Full-Time Exempt and CUPE positions and present recommendations to Council → Develop Talent Acquisition and Retention Strategy, including outreach program that increases awareness of benefits of careers in public service

STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Objectives	Actions	Measures of Progress
4.3 Deliver exceptional customer service and community engagement	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	<ul style="list-style-type: none"> → Begin implementing the customer contact centre → Streamline the digital customer experience through an online portal and/or Customer Relationship Management (CRM) software → Expand and standardize payment options by offering e-transfer and/or credit card payment options on all invoices
	4.3.2 Identify, establish, and report on service levels of interest to the community	<ul style="list-style-type: none"> → Identify service levels of interest to the community → Report on one service level standard of interest to the community annually (i.e. winter maintenance, waste collection)
	4.3.3 Implement new technologies and systems that modernize business tools to increase efficiencies and engagement	<ul style="list-style-type: none"> → Develop a scorecard to track progress of the Corporate Information Technology and Digital Strategy Plan. Assess growth using the Digital Maturity Model → Measure and report on completion and advancements of modernization projects
	4.3.4 Implement opportunities for Council to engage the community	<ul style="list-style-type: none"> → Host annual Ward Town Halls → Publish a monthly Mayor's newsletter with a 5% annual increase in page views → Publish a Council highlights document after each regular Council meeting with a 5% annual increase in page views → Magazine published annually, focusing on life in Whitby
	4.3.5 Provide timely and transparent reporting to the community, staff, and Council	<ul style="list-style-type: none"> → Regular updates on Community Strategic Plan accomplishments through staff reports, Council newsletters, and public meetings → Formal annual reporting on progress of Community Strategic Plan → Creation of interactive webpage to support real-time reporting

STRATEGIC PILLAR 4: WHITBY'S GOVERNMENT



Objectives	Actions	Measures of Progress
4.4 Ensure fiscal accountability and responsibly plan for growth	4.4.1 Deliver services that respond to community needs while balancing the impact to taxpayers	<ul style="list-style-type: none"> → Obtain community needs/budget priorities through citizen budget engagement tools → Introduce participatory budgeting to inform investment in budget for Council consideration → Balance impact to taxpayers by annually reviewing and updating user fees to recover costs of service delivery/new services
	4.4.2 Plan for future growth through update to Official Plan and Comprehensive Zoning By-Law	<ul style="list-style-type: none"> → Interactive zoning map launched → Update to Official Plan completed and approved → Comprehensive Zoning By-Law approved
	4.4.3 Proactively address growth by completing ward boundary review	<ul style="list-style-type: none"> → Ward boundary review
	4.4.4 Update long-range financial plans to ensure essential Town services are provided in a sustainable and affordable way	<ul style="list-style-type: none"> → Long-range financial plan updated annually → Ensure annual contributions to keep Town infrastructure in a state of good repair are adjusted annually to account for inflation, growth, and condition of assets and do not decline (as a % of the Town's asset management plan contribution target) → Utilize debt in a fiscally responsible manner to fund capital projects while ensuring debt servicing costs as a % of net revenues are below the thresholds set by Town policy and the 25% threshold set by the Province → Allocate a minimum of 50% of additional tax revenues from growth (e.g. new homes, businesses added to the tax roll) to offset operating budget pressures related to the maintenance of essential services and service levels

FINANCIAL IMPACTS

There are 62 Actions identified to move forward and realize the Community Strategic Plan.

The budget for nearly 40 per cent (or 23) of these Actions have already been approved as part of the Town's annual budget process. The remaining 39 of these 62 Actions will require Council approval of additional funding in future budgets to implement. Staff will bring forward the incremental costs to support projects and initiatives to advance the priorities of the Community Strategic Plan for Council's consideration through Staff Reports and the Town's annual budget process. If the funding is not secured, implementation of certain components of the Plan may be deferred. Deferral of actions, if any, will be communicated in the annual reporting for the Community Strategic Plan.



REPORTING COMMITMENTS & PROGRESS MEASUREMENT

During engagement to inform the development of this Plan, transparency and timely reporting to the community was the highest prioritized action under Pillar 4 – Whitby's Government – Accountable and Responsive.

In keeping with the Town's commitment to transparency and accountability, progress on the Community Strategic Plan will be reviewed and reported annually to ensure the results continue to reflect and meet the needs and desires of the community. Each year, a report will be brought forward to Council and shared with the public. This report will highlight accomplishments for each Strategic Pillar and provide updates on progress at the Action level.



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





WHITBY

Community Strategic Plan

From February 21 to March 12, **6,600+** people learned about or shared feedback to inform the Community Strategic Plan.

What We Heard:



Participation

Nearly **2,200+** survey completions

6,600+ visitors to the Connect Whitby project page

94% of survey participants live in Whitby (20% of those also work in Whitby)

Strategic Pillars

Percentage of participants who either **strongly agree** or **agree** that the following four pillars reflect the priorities of the community:

PILLAR 1:

Whitby's Neighbourhoods – Healthy and Inclusive



(80%)

PILLAR 2:

Whitby's Natural and Built Environment – Connected and Resilient



(76%)

PILLAR 3:

Whitby's Economy – Innovative and Competitive



(59%)

PILLAR 4:

Whitby's Government – Responsive and Responsible



(65%)

Community Vision

Attributes that make Whitby unique:

- Green spaces, parks, and trails
- Location
- Waterfront
- Sense of Community
- Sports Facilities and Fields

Whitby should **aspire** to be:

- Safe
- Green
- Affordable
- Healthy
- Thriving



Top 3 Action Items

PILLAR 1:

1. Secure property for a new hospital
2. Increase access to family physicians
3. Enhance crime prevention

PILLAR 3:

1. Improve waterfront
2. Attract new businesses
3. Advance the Economic Development Strategy

PILLAR 2:

1. Maintain/enhance parks, trails, and green spaces
2. Enhance the Waterfront Trail
3. Plant and maintain trees

PILLAR 4:

1. Transparent/timely reporting to the community
2. Long-term financial planning
3. Update Whitby Official Plan

WHITBY

Community Strategic Plan

Phase 2 Engagement Results

From April 27 to May 19, an additional **1,900+** people learned about or shared feedback to inform the Community Strategic Plan.

What We Heard:

Participation

Nearly **850** survey completions

1,900+ visitors to the Connect Whitby project page

75+ virtual and in-person engagement session participants~

9 one-on-one Council interviews~



Demographics

91% live in Whitby
(20% live and work in Whitby)

64% have lived in Whitby for **10+ years**



Community Vision

86%

Strongly or somewhat agree that the Community Vision reflects what Whitby should **aspire to**.


Naturally beautiful green spaces, a vibrant waterfront, thriving downtowns, and a safe community – the heart of Durham Region, a destination to explore.




Objectives

The average percentage of participants who either **strongly** or **somewhat agree** that the objectives under each of the following pillars reflect the priorities of the community:


STRATEGIC PILLAR 1:
Whitby's Neighbourhoods – Healthy and Inclusive

(82%) 


STRATEGIC PILLAR 2:
Whitby's Natural and Built Environment – Connected and Resilient

(86%) 

STRATEGIC PILLAR 3:
Whitby's Economy – Innovative and Competitive

(87%) 

STRATEGIC PILLAR 4:
Whitby's Government – Responsive and Responsible

(88%) 

Town of Whitby Community Strategic Plan

ENGAGEMENT SUMMARY REPORT

Prepared By:

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1. PHASE 1 ENGAGEMENT

1.1 COUNCIL PERSPECTIVES – DECEMBER 2022

Phase 1 commenced with individual meetings with members of Council convened by the Mayor. The focus of these individual sessions was to allow each member of Council to identify the critical priorities that were top of mind for them. A Special Meeting of Council was held in early December to begin work to collectively develop a draft Vision, Pillars, and specific strategic priorities – areas of focus and direction for Council decision-making over the next four years and beyond.

1.2 STAFF & COMMUNITY INPUT – PHASE 1 SURVEY

Engagement with Town staff, residents, community members, businesses, and partners was recognized as a key foundation for building a successful Community Strategic Plan, particularly one reflecting community priorities. A survey was developed and launched on the Connect Whitby platform. All community members and Town staff were invited to participate. The Phase 1 survey was designed to allow participants to share some basic demographic information and to offer input on the Vision, Pillars and priorities for action.

The survey was open from February 21 to March 12, 2023, and 2,195 submissions were received. **This was the second-highest level of community engagement experienced to date by the Town.**

The following infographic snapshot provides a high-level overview of the responses received to the Phase 1 survey:

WHITBY Community Strategic Plan

From February 21 to March 12, **6,600+** people learned about or shared feedback to inform the Community Strategic Plan.

What We Heard:



Participation

Nearly **2,200+** survey completions

6,600+ visitors to the Connect Whitby project page

94% of survey participants live in Whitby (20% of those also work in Whitby)

Strategic Pillars

Percentage of participants who either **strongly agree** or **agree** that the following four pillars reflect the priorities of the community:

PILLAR 1:

Whitby's Neighbourhoods – Healthy and Inclusive



(80%)

PILLAR 2:

Whitby's Natural and Built Environment – Connected and Resilient



(76%)

PILLAR 3:

Whitby's Economy – Innovative and Competitive



(59%)

PILLAR 4:

Whitby's Government – Responsive and Responsible



(65%)

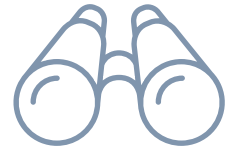
Community Vision

Attributes that make Whitby unique:

- Green spaces, parks, and trails
- Location
- Waterfront
- Sense of Community
- Sports Facilities and Fields

Whitby should **aspire** to be:

- Safe
- Green
- Affordable
- Healthy
- Thriving



Top 3 Action Items

PILLAR 1:

1. Secure property for a new hospital
2. Increase access to family physicians
3. Enhance crime prevention

PILLAR 3:

1. Improve waterfront
2. Attract new businesses
3. Advance the Economic Development Strategy

PILLAR 2:

1. Maintain/enhance parks, trails, and green spaces
2. Enhance the Waterfront Trail
3. Plant and maintain trees

PILLAR 4:

1. Transparent/timely reporting to the community
2. Long-term financial planning
3. Update Whitby Official Plan

Examining the response and the level of interest at the community level in the survey (and also among Town staff), more than 6,600 individuals learned about or shared feedback to inform the Community Strategic Plan.

Looking at the results obtained from the Phase 1 survey, participants were invited to provide some demographic information, help inform the creation of a Vision statement, validate the proposed Strategic Pillars, and prioritize a list of action items under each Pillar. A more granular level of detail summarizing the survey results appears below:

1.3 Phase 1 Survey Results

The following provides a high-level summary of the survey results:

Demographics

- 94% of respondents live in Whitby
- 40% have lived in Whitby for more than 20 years
- 79% of respondents are between the ages of 25-64

Community Vision

Respondents were asked to select three attributes that **make Whitby unique**. The top 5 responses and the associated percentages of individuals who chose them are:

- Green spaces, parks, and trails (62%)
- Location (53%)
- Waterfront (48%)
- Sense of Community (33%)
- Sports Facilities and Fields (25%)

When asked to select three descriptors that they want Whitby to **aspire to be**, the top 5 responses and the associated percentages of individuals who chose them are:

- Safe (55%)
- Green (33%)
- Affordable (28%)
- Healthy (20%)
- Thriving (18%)

Pillars:

The following are the percentages of individuals who either Strongly Agree or Agree that the following four Pillars reflect the priorities of the community:

- Pillar 1: Whitby's Neighbourhoods – Healthy and Inclusive (80%)
- Pillar 2: Whitby's Natural and Built Environment – Connected and Resilient (76%)
- Pillar 3: Whitby's Economy – Innovative and Competitive (59%)
- Pillar 4: Whitby's Government – Responsive and Responsible (65%)

Action Items

The following are the top five responses and the associated percentage of individuals who selected these as one of their top five action items under each pillar:

Pillar 1: Whitby's Neighbourhoods – Healthy and Inclusive

- Secure property for a new hospital (57%)
- Work with partners to increase access to family physicians (49%)
- Work with police to enhance targeted crime prevention measures (38%)
- Support the needs of the seniors population (35%)
- Support the needs of the youth population (33%)

Pillar 2: Whitby's Natural and Built Environment – Connected and Resilient

- Maintain and enhance existing parks, trails, and green spaces (60%)
- Enhance the Waterfront Trail (45%)
- Plant more trees and maintain existing tree cover (43%)
- Build Whitby Sports Complex (31%)
- Invest in structural upgrades at the Waterfront and Marina (29%)

Pillar 3: Whitby's Economy – Innovative and Competitive

- Improve public enjoyment of the waterfront by enhancing offerings, opportunities, and experiences (67%)
- Identify opportunities to attract new businesses that will expand the commercial and industrial tax base (49%)
- Advance the Economic Development Strategy (46%)
- Engage the agriculture sector to identify programming needs to support agricultural business (37%)
- Designate Whitby as a centre for government technology (29%)

Pillar 4: Whitby's Government – Responsive and Responsible

- Commit to transparent and timely reporting to the community (46%)
- Complete long-term financial planning to ensure financial sustainability and stewardship (43%)
- Update Whitby Official Plan to strategically and responsibly plan for the future growth of the community (43%)
- Collaborate with non-profit organizations to effectively address community needs (41.2%)
- Implement new technologies and systems to increase efficiencies resulting in a more effective government operation (36%)

2. PHASE 2 ENGAGEMENT

2.1 PHASE 2 APPROACH

Several approaches were used to engage Whitby's business community members, partners, Town of Whitby staff, and the public. These included face-to-face and online listening sessions. In addition, a second Community Survey (Phase 2) was uploaded to Connect Whitby, inviting participants to validate the objectives and actions and offer additional advice and guidance regarding reporting on results.

The following infographic snapshot provides a high-level overview of the responses received to the Phase 2 survey:

WHITBY Community Strategic Plan

Phase 2 Engagement Results

From April 27 to May 19, an additional **1,900+** people learned about or shared feedback to inform the Community Strategic Plan.

What We Heard:

Participation

Nearly **850**
survey completions

1,900+ visitors to the
Connect Whitby project page

75+ virtual and in-person
engagement session participants

9 one-on-one
Council interviews



Demographics

91% live in Whitby
(20% live and work in Whitby)

64% have lived
in Whitby for **10+ years**



Community Vision

86%

Strongly or somewhat agree
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Naturally beautiful green spaces,
a vibrant waterfront, thriving downtowns,
and a safe community – the heart of
Durham Region, a destination to explore.




Objectives

The average percentage of participants who either **strongly** or **somewhat agree** that the objectives under each of the following pillars reflect the priorities of the community:


STRATEGIC PILLAR 1:
Whitby's Neighbourhoods –
Healthy and Inclusive

(82%) 


STRATEGIC PILLAR 2:
Whitby's Natural and
Built Environment –
Connected and Resilient

(86%) 

STRATEGIC PILLAR 3:
Whitby's Economy –
Innovative and Competitive

(87%) 

STRATEGIC PILLAR 4:
Whitby's Government –
Responsive and Responsible

(88%) 

2.2 LIVE ENGAGEMENT SESSION FEEDBACK - OVERVIEW

During Phase 2, in-person and online digital sessions were convened between May 3 – May 9, 2023. In total, 76 participants joined one of the five (5) in-person sessions held in various locations across the municipality at varying times of the day and week, or one of the three (3) virtual sessions.

2.3 SUMMARY OF INPUT FROM IN-PERSON & VIRTUAL SESSIONS – PHASE 2

The following table provides an overview of the input from the business community, partners, Town of Whitby staff, community members, and Council. The information has been structured to align with the format of the Draft Strategic Plan.

The Vision:

Business	Partners	Public	Town Staff	Council
<ul style="list-style-type: none"> • strong support for the reference to Destination, waterfront, 'heart of Durham' • include a reference to the fact that people can live and work here 	<ul style="list-style-type: none"> • recognize that Whitby is the first settlement area in Durham Region • history and heritage here • ignores Whitby's cultural heritage • support for Whitby as a Destination 	<ul style="list-style-type: none"> • reads like a tourism vision • needs to be directed to residents and community members who call Whitby home • use more action words • consider reordering the wording "Whitby is a great place to live" and describe the attributes. • strong support for green space, waterfront • access is not here • suggest supportive rather than safety 	<ul style="list-style-type: none"> • too tourist focused • add inclusivity, affordability, lively, active • aspiration is lacking • direct the vision to both residents and tourists • include the fact that Whitby is a great place to live and raise a family • affordable is missing • restructure the Vision... 'a community that promotes...' • include a reference to residents 	<ul style="list-style-type: none"> • support for the new 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. • is there an opportunity to reference Whitby's charm, sense of belonging • words like 'thriving' could be open to interpretation. Can we be more specific?

Pillar 1: Neighbourhoods:

Business	Partners	Public	Town Staff	Council
<ul style="list-style-type: none"> • add homeless-ness • event permitting requires streamlining • major issue with garbage in downtown core 	<ul style="list-style-type: none"> • address homeless-ness • address victimization • safety is decreasing • align this work with Region's Community Safety & Well-being Plan 	<ul style="list-style-type: none"> • address emerging social needs and issues (food security, accessible housing) • strong support for the hospital reference and physician access 	<ul style="list-style-type: none"> • bring residents to the downtown core to live (revive downtown) • covered outdoor rinks • multi-use courts 	<ul style="list-style-type: none"> • critical issue for some is community safety – if people don't feel safe, none of this will move forward • a lot of very diverse actions in this Pillar, from road safety to crime prevention to health and wellness • many references to health throughout the Plan, but we refer to healthy communities here • some actions are beyond our control – how to address these • other actions will come at a cost to taxpayers (i.e. hospital) • traffic calming and road safety identified as an immediate priority

Pillar 2: Natural & Built Environment:

Business	Partners	Public	Town Staff	Council
<ul style="list-style-type: none"> • limit traffic • promote better traffic flow 	<ul style="list-style-type: none"> • transit improvements • increase greenspace • enhance existing natural assets (100-year-old trees) • think about environmental connectivity • community gardens and the connection to food security • demonstrate leadership in energy efficiency 	<ul style="list-style-type: none"> • consider the use of parks from a cultural and diversity perspective • cemeteries are part of a complete community • consider how the Town could work more closely in partnership with cemeteries • cemeteries are part of the fabric of a community; is there an opportunity to increase their uses here • have we captured the infrastructure needed to support our neighbourhoods and the actions identified here? 	<ul style="list-style-type: none"> • bring e-scooters or e-bikes to the downtowns or GO station • fewer band-aid solutions for facility upgrades • revitalize Heydenshore Pavilion as a focus and point of use • revitalize Town assets on Charles/Front Streets into a new vision • repurpose existing facilities like Luther Vipond 	<ul style="list-style-type: none"> • no specific input on this Pillar

Pillar 3: Economy:

Business	Partners	Public	Town Staff	Council
<ul style="list-style-type: none"> • address industrial at the waterfront • focus on waterfront to support tourism • marketing of downtown • Royal Hotel • explore satellite offices • explore CIDA outside of downtown • hold events of interest to the innovation community • grant workshops • connect to home-based business • look at the integrated approach others are taking (Prince Edward County, Blue Mountain) to create destinations • draw connections to hotel/convention centre • develop the waterfront – critical • increase meeting space 	<ul style="list-style-type: none"> • capture and retain young people -Talent Retention • more culture in the downtown core (music, performing arts) • ‘Downtown’ is missing from the Pillar; Brooklin is ‘uptown 	<ul style="list-style-type: none"> • use a different term than ‘designate Whitby as a centre for government technology’ – not clear what this means • different terms are needed as this suggests there is a designation process • look at the land use planning process – can it be streamlined in a way that attracts and retains business and allows for higher densities • promote the Green Economy 	<ul style="list-style-type: none"> • add ‘job creation’ • add an Open Data initiative to support ‘centre for government technology’ • create a tracking sheet for businesses looking to tap into post-secondary talent • explain ‘designate as a centre of excellence’ 	<ul style="list-style-type: none"> • Whitby focuses on small businesses and doesn’t focus as much on larger businesses • good reference to the Economic Development Strategy and key sectors identified therein • economic development is a priority – need to ‘get the flywheel turning’ • look at partnering with others to achieve results • real focus needs to be on the waterfront. Some see the waterfront as a pillar of the economy. Others see the waterfront as a place for residents to enjoy.

Pillar 4: Government:

Business	Partners	Public	Town Staff	Council
<ul style="list-style-type: none"> • importance of partnerships • government must be innovative to support innovative communities • champion investment and spotlight success • more testing and learning • take risks in a meaningful way 	<ul style="list-style-type: none"> • expand services at Town Hall beyond 4:30 • support front-line staff to adapt to new technology • support staff to deal with difficult situations and criticism 	<ul style="list-style-type: none"> • more focus on the engagement piece • identify post-secondary institutions that exist in Durham and strengthen partnerships with academia 	<ul style="list-style-type: none"> • continue to engage staff and community as you are doing • market analysis of current and future residents – Who are they? Who lives here? What are their service expectations? 	<ul style="list-style-type: none"> • a better word than 'Responsible' would be 'Accountable'

Reporting:

Business	Partners	Public	Town Staff	Council
<ul style="list-style-type: none"> • provide options for different community members • dynamic real-time data to report on results as achieved • turn citizens into local ambassadors • report on website • annual report • use events to spread the word (Mayor's Luncheon) and 	<ul style="list-style-type: none"> • use existing platforms for communication (The Whitby Perspective) • report at the action level • use Town Halls to report on progress • celebrate success through social media • examine the Region of Durham's dashboard that provides for reporting on 	<ul style="list-style-type: none"> • must be user and reader-friendly • consider linkages to more detailed reporting for those who are interested • dashboard on the website • keep it simple and straightforward • use infographics • community members do not need granular detail 	<ul style="list-style-type: none"> • detailed information provided by staff concerning 'what done looks like.': annual reporting; progress at the Pillar level; progress at the action level; list of all actions taken; point-in-time updates; posted to the Town of Whitby website 	<ul style="list-style-type: none"> • need to be sure that we are identifying reasonable and realistic timelines for achieving results and delivering on our promises. • metrics or benchmarks need to focus on meaningful results that are outcome driven • some support annual reporting; others support

partners (Chamber)	big goals with KPIs under each goal and action updates	<p>about action items; others feel they want action-specific progress information</p> <ul style="list-style-type: none"> • provide progress on the big items (hospital) • annual reporting should focus on what has been done under each Pillar with specific information about the objective being addressed • use news articles to highlight progress • use existing platforms • consider smaller updates throughout the year 		<p>bi-annual reporting.</p> <ul style="list-style-type: none"> • recommend reporting as key achievements are realized. • all recognize the cost and resources involved. • in general, report at various levels: Pillar, Objective, and Action. • noted by several that progress reporting at the action level will be of direct interest to community members as this aligns directly with the input received during both surveys. • some support a dashboard; others are cautious, given the resources (human and fiscal) that are required to establish, input and maintain a dashboard. Others are of the view that a dashboard is the way to go.
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3. RECOMMENDATIONS AND NEXT STEPS

In keeping with the input and recommendations received from the business community, partners, Town staff, Council, and community members, the following changes are recommended to the Draft Strategic Plan:

Reference – Draft Strategic Plan	Rationale	Recommended Action
Vision	<p>Revise the Vision Statement to focus on Whitby as a great place to live, work, and visit. Include more action-oriented words.</p> <p>[Recommendations from the business community, partners, community members, and Town staff.]</p>	<p><i>“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”</i></p>
<p>Pillar 1 (Neighbourhoods)</p> <p>Areas of Focus: Revise as follows to include a general reference to accessibility:</p> <p>Community health, wellness and well-being, community safety, crime prevention, accessible and affordable housing, more housing choices, accessibility, diversity, equity, and inclusion.</p> <p>[Recommendation from staff, community]</p>	<p><u>Objective 1.1</u></p> <p>To increase prominence of “safety” in this objective, revise to:</p> <p>Improve community safety, health, and well-being.</p> <p>–clarify that we are referring to a paramedic station here.</p> <p>–Remove former bullets 5 and 6 and replace with a reference to partnering with the Region to implement the Community Safety & Well-being Plan being advanced by the Region.</p> <p>–include a reference to identify opportunities to reduce traffic congestion.</p>	<p>Action revisions:</p> <p>Advocate for new Emergency Medical Services facility (paramedic station) in Whitby</p> <p>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>Partner with Durham Region to implement the Community Safety & Well-Being Plan, which addresses criminal involvement, experiences</p>

Reference – Draft Strategic Plan	Rationale	Recommended Action
	[Recommendation from the business community and community members]	of racism, homelessness and basic needs, mental health, social isolation, substance use, and victimization
	<u>Objective 1.2</u> Increase opportunities to acknowledge and celebrate the diversity of the community Delete former Bullet 1 – this is now covered in the reference to integrated services for people experiencing homelessness.	
	<u>Objective 1.3</u> New objective to reference accessibility and inclusivity. Revise to: Provide accessible and inclusive municipal services and programming [Recommendations from community members and Town staff.] -address homelessness systemically in partnership with others. Remove the reference to the Unhoused Peoples Action Plan.	Action revision: Work with partners to support and connect individuals experiencing homelessness with shelter and support services
Pillar 2 (Natural & Built Environment)	<u>Objective 2.2</u> Enhance community connectivity and beautification	Action revisions: Maintain and enhance parks, trails, tree canopy

Reference – Draft Strategic Plan	Rationale	Recommended Action
	<p>-Include a reference to underutilized open space areas</p> <p>[Recommendation from the community.]</p> <p>-Include a reference to review and enhance service standards.</p> <p>[Raised by the business community and community members about the issue of garbage in the downtown core.]</p> <p>-Broaden the reference to infrastructure to include traffic management.</p> <p>[Recommendation from the business community.]</p>	<p>and green spaces to connect existing and currently underutilized open space areas</p> <p>Review and enhance service standards that promote community beautification and maintenance</p>
	<p><u>Objective 2.3</u></p> <p>Invest in infrastructure and assets</p> <p>-include a reference to recreational facility enhancement (i.e. repurposing of facilities like Luther Vipond.)</p> <p>[Recommendation from staff]</p> <p>-focus on the construction of the Whitby Sports Complex</p>	<p>Action revisions:</p> <p>Construct Whitby Sports Complex</p> <p>Implement enhanced street design to improve walkability</p> <p>Implement recreational infrastructure enhancements as identified in the Sports Facility Strategy and Parks and Recreation Master Plan</p>

Reference – Draft Strategic Plan	Rationale	Recommended Action
	-focus on implementing enhanced street design to improve walkability	
Pillar 3 – Economy	<p><u>Objective 3.1</u></p> <p>Reword to focus on accelerating progress, creating jobs and driving local economic growth. [Recommendation from the business sector]: Accelerate progress, create jobs, and drive local economic growth</p> <p>-Include the specific sectors that are identified in the Economic Development Strategy (information and communications technology, professional and technical services, advanced manufacturing, and downtowns and lifestyle) [Recommendation from Core Team as a point of clarification]</p> <p>-Include a reference to the waterfront from the economic growth and tourism lens. [Recommendation from community members and the business community]</p> <p>-Include a reference to the Green Economy. [Recommendation from the community]</p>	<p>Action revisions:</p> <p>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>Implement actions to enhance Whitby's tourism sector, including a focus on the waterfront</p> <p>Support green economy, agriculture, and agri-business</p>

Reference – Draft Strategic Plan	Rationale	Recommended Action
	<p><u>Objective 3.2</u></p> <p>Attract and retain businesses and industry</p> <p>-Include a reference to collaborative workspaces. [Recommendation from the business community]</p> <p>-Indicate reference to a hotel and convention centre. [Recommendation from the business community]</p> <p>-Include a new bullet to address the need to examine municipal processes to support economic development and employment growth. [Recommendation from community members.]</p>	<p>Action revisions:</p> <p>Attract investment for a hotel and convention centre</p> <p>Develop tools to support collaborative workspaces and home-based businesses</p> <p>Implement and streamline municipal tools and processes to attract high-value, employment-generating businesses</p>
	<p><u>Objective 3.3</u></p> <p>Promote innovation and build competitive advantage</p> <p>-indicate this is about developing and implementing the Intelligent City Strategy and Action Plan. Include wording to explain the focus of this Strategy and associated Action Plan.</p> <p>-remove reference to Whitby as a centre for government technology.</p>	<p>Action revision:</p> <p>Develop and implement Intelligent City Strategy and Action Plan that leverages collaboration and technology to support innovative solutions</p>

Reference – Draft Strategic Plan	Rationale	Recommended Action
	[Recommendation from the community]	
Pillar 4 – Government	<u>Objective 4.2</u> Be the organization that people want to join and build their future. -Reword to remove the reference to ‘the brightest’ as it implies a highest level of education which is not required for excellence in every position [Recommendation from TOW staff.]	Action revision: Implement strategies to attract and retain the best staff to serve the community
	<u>Objective 4.3</u> Deliver exceptional customer service and community engagement. - include a reference to staff [Recommendation from TOW staff.] -Add a new bullet highlighting the opportunities for Council to engage the community	Action revisions: Implement opportunities for Council to engage the community Provide timely and transparent reporting to the community, staff, and Council